

OUTCOMES & IMPACT 2024



VASEY RSL Care



MEASURING OUTCOMES AND IMPACT

674

Ex-service men and women supported



1447

Nights transitional housing provided



106,237

Nights affordable ex-service accommodation provided



83

New Home Care Package clients



110

New Veterans' Home Care clients



409

New Residential Aged Care residents



SUPPORTING VETERANS
\$10,367,651

Vasey RSL Care's direct contribution to its mission (excluding government and consumer funding), averaging



\$16,000

per veteran engaging with Vasey RSL Care services.

\$1,158,659

Grants from:

- DVA \$1.2M (less GST)
- Vic Office of Veterans \$50K
- DVA (Veterans' Health Week) \$7K
- ANZAC Day Proceeds Fund \$5.75K
- Frankston City Council \$5K



RAISING OUR PROFILE

42

In person meetings with government representatives

1000+

Contacts/engagements with government representatives



16,350

Home Care visits made



28,717

Hours of Home Care services provided to clients



EX-SERVICE ACCOMMODATION UNITS

FY 2021-22:

279



FY 2023-24:

295



OUR PURPOSE

Serving Those Who Served

OUR VISION

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

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.

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OUR PROMISES

- Traditional Values
- Security
- Person-Centred Care
- Camaraderie
- Dignity
- Fulfilment
- Quality

OUTCOMES AND IMPACT FOR THE VETERAN COMMUNITY

CHAIR AND CEO

It is with much pleasure that we report that the post-COVID bounce-back we witnessed last year has gathered even greater momentum across the board in 2023-24.

In our 20th anniversary year, we have made significant strategic advances, our service delivery has continued to develop, and we achieved a financial surplus of over \$2.3 million.

Strategic Plan Progress

The organisation has sustained its progress towards the goals set out in the 2021-25 Strategic Plan.

It was especially rewarding to see The V Centre Veteran Empowerment Program open its doors in February 2024. It was the culmination of considerable effort by many, both within and external to

Vasey RSL Care.

While still in its

infancy, all apartments at The V Centre were occupied at the end of the financial year, and we are already seeing some major beneficial changes among the participants. Although substantial financial assistance for this wonderful initiative has been appreciated, advocating for funding support at all levels of government is ongoing. In addition, a new role of Sponsorship and Fundraising Officer was established at the end of the financial year with the purpose of securing new income streams.

Another two major projects were completed this financial year. Firstly, there was the successful relocation of our Ivanhoe Ex-Service Accommodation residents into their new apartments in Bell Street; and secondly, we were delighted to be successful in our tender to become one of the delivery partners for the Department of Veterans' Affairs Veterans' Home Care program. This service fits perfectly with our Purpose, to 'Serve Those Who Served', no matter their age, gender or any other characteristic.

Our current strategic plan is set to conclude in 2025; however, our commitment to the community remains unwavering and will be clearly articulated in our new strategic plan. Notably, we are advancing our affordable housing project at Bundoora, with 20 new units expected to be completed within the next 18 months. Additionally, we are conducting a thorough investigation of our Frankston South site to ensure that our accommodation and services are modernised to meet future needs,



enhance the experience for more people, and ensure that veterans feel proud and appreciated by what is offered.

Adapting to Royal Commission Impacts and Advancing Digital Technology

The reform outcomes of the Royal Commission into Aged Care Quality and Safety are complex, wide-ranging and ongoing. Their impact is being felt across our organisation, in particular the increasing compliance obligations they introduce.

In order to better position ourselves to meet these challenges, we undertook a comprehensive digital transformation, which will be completed in the coming year.

There are also greater expectations to solicit the views of residents through such mechanisms as Consumer Advisory Committees. These have provided valuable information and we appreciate all those who have taken part.

In the meantime, the Royal Commission into Defence and Veteran Suicide continued its investigation throughout the year. Vasey RSL Care lodged a submission and met with Commission representatives, and we will take a keen interest in the Commission's findings when released later in 2024.

Quality of Life

Assisting and encouraging our community members to achieve the best possible quality of life is a key focus of all our services.

In the residential aged care setting, bringing back bus outings, improving the dining experience and introducing new technology such as Virtual Reality,

have all contributed to enhancing the experience.

In home care, in addition to providing practical assistance with household duties, we set up services that help to maintain social contact which is critically important to those facing social isolation.

Staffing

While our sector has faced significant challenges with resources, our workforce planning has proven most effective, to the point where staff retention rates are high and we are seeing a return to pre-pandemic recruitment conditions.

A Contemporary Brand

Maintaining relevance and currency with existing and new audiences is a vital component of our ongoing endeavours to respond meaningfully to the changing needs of the veteran community. A substantial consultant-led marketing research project has produced a new look corporate branding, including a revised website.

Celebrating 20 Years

In anticipation of the Company's twentieth anniversary on 6 July 2024, a special 20 Year logo was introduced early this year. A number of events and activities have followed to mark this wonderful milestone.

We would like to express our appreciation to everyone connected to Vasey RSL Care for all you do to help us in our work to Serve Those Who Served.



Mike O'Meara OAM, Chair



Janna Voloshin, CEO

LEADERSHIP

BOARD OF DIRECTORS

Vasey RSL Care has a skills-based Board with directors appointed or elected to ensure continued board level expertise across health, aged care, veteran services, construction, human resources, quality and risk, finance and governance.

Continuing board members are Mike O'Meara OAM (Chair), Barry Lowe (Deputy Chair), Tracey Bannan, Tony Carr, Dr Vanda Fortunato, Laureen Grimes, Lucy Saaroni and Michele Lewis.



Above (L to R): Barry, Lucy, Janna, Laureen, Mike,



Tony.

Left:
Vanda,
Tracey,
Michele.

EXECUTIVE MANAGEMENT

GM Residential Services, Lee-Anne Suryan, retired early in the 2023-24 financial year: her replacement, Corinne Lyon, joined Vasey RSL Care prior to the beginning of the financial year for a smooth handover.

GM Human Resources, Tamara Paton has become Senior Executive Officer, maintaining her HR portfolio and taking on additional duties in supporting the CEO.













Annette Greenwood (GM Quality and Risk), Chris Gray (GM Veteran Services), Richard Davey (GM Community Services) and Milka Underhill (CFO) continued in their roles.



Pictured (L to R): Chris, Corinne, Tamara, Janna, Milka, Annette, Richard.

CONTINUING THE MISSION

2021-2025 STRATEGIC PLAN: PROGRESS AGAINST KEY MILESTONES

Financial Year:	21-22	22-23	23-24	24-25	% complete
Close and decommission Ivanhoe aged care home					100%
Review current aged care facilities and identify potential upgrades and refurbishment requirement					90%
Develop new model of care for Brighton aged care home in line with Royal Commission recommendations					80%
Plan, acquire land and develop model of care for western suburbs aged care home					30%
Expand Home Care and bring services in house.					90%
Apply to become provider for DVA Veterans' Home Care delivery					100%
Relocate Ivanhoe residents to new ex-service accommodation apartments; plus 10 additional units for new admissions					100%
Bundoora ESA site development					70%
Regional ESA Expansion					55%
Registered Housing Provider Registration*					NA*
Retirement Living					20%
Develop The V Centre model; carry out building refurbishment and open					100%
Develop increased service offering to our community through developing links to service partners					90%

* Assessed and decision made not to proceed.

COMMUNITY IMPACT

RESIDENTIAL AGED CARE

My father is looking the best he has been for several years. The stresses of living at home have been replaced by 24-hour care and support. He is enjoying short walks, the library and the well-prepared meals.

The landline means he can keep up the contacts he chatted with at home, and have interesting and varied conversations. Thank you for your excellent care and expertise.

I have been in this place for around 16 days and I feel happier than when I was at home. The people that work here are fantastic. Very helpful. It is very nice to be with people that you feel comfortable to talk to.

I placed mum into respite for two weeks (with great fear and anxiety on her part), but wow, my mum is now a changed person. Mum has 'come out of her shell', has made many friends and participated in so many activities... eg lawn bowls and bingo... Mum extended her stay from two weeks to three and I picked her up yesterday. Well, today she has decided that she wants to return permanently [to Vasey RSL Care] and this has been arranged through the team.

All of this change in mum could not have been possible with the amazing team you have... Every single staff member I have met has always been so very happy, friendly, caring, polite and nothing is too difficult if you need help with anything...

Keep up the amazing work everyone, you are touching so many lives in such a beautiful way.

I am writing on behalf of my family to thank most sincerely the whole staff for the wonderful care shown to our mother and grandmother. You gave kind, sensitive and respectful care which was most appreciated.

The thing that impressed us most though was the time you were prepared to give to her and us, her family. Thank you all very much.

*I would like you to know that all the attention from medical and care staff has not changed for me since I came here in nearly four years. Everything has been excellent. Thank you everyone.
PS no complaints about food.*

HOME CARE

Both my parents and my family have been extremely happy and grateful with Vasey RSL Care's services. Their friendly approach and efficiency with which they carry out various tasks and responsibilities are very much appreciated by our family. They respond to requests promptly and always try to be very accommodating to my parents' increasing needs.

Our [Vasey RSL Care] Case Manager has been quite compassionate and very caring towards my parents. They certainly go to great lengths to ensure my parents receive the best care possible. They are not just concerned about their physical needs, but also their mental well-being which has been tested several times, especially recently.

I find myself lucky to have my Home Care Package with Vasey RSL Care and looked after by so wonderful people.

THE V CENTRE

Without Vasey RSL Care, I just don't know where I would be. The V Centre helped me get better, and now that I'm better, I've got a place of my own at Samma Place. I never thought I'd have a place of my own again.

The V Centre has transformed me into a productive person again, it gives me hope for a happy life.

Going to the V Centre was the best thing I have done in years, it helped me more than I could have expected.

It's amazing what you can do when you get a bit of help and people who care about you supporting you.

EX-SERVICE ACCOMMODATION

I take this opportunity once again to sing the praises of ALL the Vasey RSL team members. My experience, and that of Mum, and my other family members, has been first class on all fronts ... thank you.

Without Vasey, I wouldn't be here. I've been with [Vasey RSL Care] for many years, and I can absolutely say that they have saved my life.

IMPACT: IMPROVING LIVES FOR VETERANS



VISIT OF GOVERNOR GENERAL OF AUSTRALIA

We were honoured to welcome Their Excellencies Governor General of Australia the Honourable General David Hurley AC DSC (Retd) and his wife Mrs Linda Hurley in October 2023 to The V Centre during the final stages of its refurbishment.

ENGAGING AND ADVOCATING FOR VETERANS

Increasing our capacity to positively impact the Victorian veteran community by growing and diversifying services in response to changing needs is a fundamental goal of the organisation.

To achieve this, we continued our work to increase awareness of our organisation's capability and mission within all levels of government, the veteran community including ex-service organisations, and the homelessness services sector.

Advocacy covers activities such as liaising with government, media relations, grant submissions and partnerships, and involves our Board Chair, Executive Management Team and senior staff.

Consistency and continuity are prime factors in achieving advocacy goals, as we build awareness of Vasey RSL Care as a dependable, fiscally-responsible, mission-based, morally sound and ethical organisation.

GOVERNMENT

We are seeing results from ongoing advocacy at both federal and state levels and have welcomed government visitors to our sites:

- **August 2023:** Deputy Prime Minister and Federal Minister for Defence, The Hon Richard Marles MP visited Geelong Ex-Service Accommodation, located in his electorate of Corio.
- **August 2023:** Minister for Veterans' Affairs, The Hon Matt Keogh MP visited The V Centre and the new Ivanhoe apartments.
- **August 2023:** Senator Jacqui Lambie MP met

with residents at our Ivanhoe apartments and toured the V Centre.

- **February 2024:** For the official opening of The V Centre, the guest of honour was Federal Member for Jagajaga, Kate Thwaites MP, a champion of this project. State Minister for Veterans, The Hon Natalie Suleyman MP joined us for the event.
- **March 2024:** Federal Opposition Treasurer, Angus Taylor MP visit to The V Centre.
- **March 2024:** Federal Assistant Minister for Veterans' Affairs, Matt Thistlethwaite MP visit to Central office.

THE VETERAN COMMUNITY

Vasey RSL Care has actively sought to reinforce our role as an organisation that prioritises the veteran community and that supports veterans of all ages and their families. Our work supports that of other ex-service organisations, including RSL Sub-branches, to achieve their welfare goals. Formal and informal partnerships are strengthening year on year to deliver enhanced results for veterans.

THE HOMELESSNESS SERVICES SECTOR

As a veteran-specific homelessness services and housing provider, it is vital that we build awareness of our services in the general homelessness sector, particularly for referrals. We have connected with CHIA (Community Housing Industry Association), Melbourne Zero, Launch Housing and a number of the larger homelessness charities and continue to build these relationships.

AFFORDABLE RENTAL HOUSING: EX-SERVICE ACCOMMODATION (ESA)

As the housing crisis worsens, the availability of affordable housing continues to fall while the need increases.

Responding to the growing demand for affordable housing among the ex-service community is one of the goals of the current 2021-25 Strategic Plan.

The opening of the 27 new Ivanhoe apartments in September 2023 replacing the 17 old units provided an additional 10 units bringing the total to 295.

Plans for the new 20-unit site adjacent to our Bundoora aged care home progressed through the town planning permit process during the financial year. Once complete, this will bring the total number of ex-service accommodation units to 315.

ADVOCACY FOR VETERANS

Our advocacy for greater support for veterans in need of affordable accommodation continued throughout the year with funding submissions and approaches made to relevant state and federal departments seeking support for Vasey RSL Care's affordable housing projects.

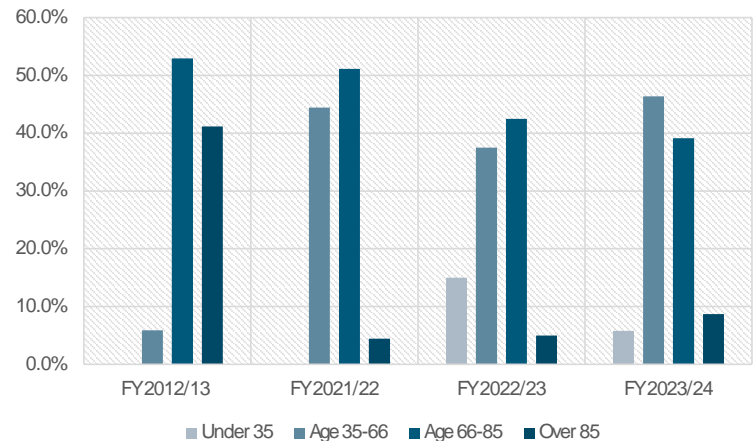
While not yet achieving funding, this long-term project to build closer ties and greater trust with relevant funding bodies continues.

SUPPORTING MORE VETERANS

The average age of new tenants on entry has continued to fall with fewer new residents in the two older age brackets and more in the two younger age brackets (see chart below).

Minimising the time between tenants is helping maximise the number of people we are able to support: the number of new residents housed in the 2023-24 financial year was 69 compared to 40 in the previous financial year and 17 in the 2012-13 financial year, showing a continued increase in the need for affordable housing and reflecting a higher proportion of tenants staying for a shorter time.

The waitlist at the close of the financial year was 52, seven higher than the same time the previous year.



IMPACT: AFFORDABLE HOUSING FOR VETERANS & THEIR FAMILIES



VASEY RSL CARE FRANKSTON SOUTH ESA MURAL

Thanks to the determination of resident Jan Fraser, the support of the Frankston City Council's Annual Community Grant, the creativity of artist Sheldon Headspeath and his connection to the Frankston City Council Youth Engagement Program, the long-awaited mural was completed in April 2024.

Pictured (L to R), Sheldon, Amanda Smith (Property Manager Veteran Services,) Jan and Ashton.

AFFORDABLE RENTAL HOUSING: EX-SERVICE ACCOMMODATION (ESA)

STATE OF THE ART AFFORDABLE HOUSING FOR VETERANS AND THEIR FAMILIES

The apartment building on Bell Street Ivanhoe was completed in July 2023 and residents from our Ivanhoe units moved into their new apartments from September onwards.

This new style of accommodation where residents live side by side with the general public, provides an alternative to our other affordable housing sites which are ex-service-specific.

A house-warming was held in October 2023 with special guest, Ms Kate Thwaites MP, Federal Member for Jagajaga.

Grant Submission Success

A successful grant submission to the Victorian State Government's Veterans' Capital Works Grants Program resulted in \$50,000 to assist with renovations to some of the units at our Cheltenham ESA, to enable us to bring them up to standard.

RESIDENT HEALTH AND WELLBEING

The Veteran Services Team is involved in supporting residents' wellbeing and ensuring residents are kept up to date on opportunities available through a wide range of organisations for the veteran community, often at little or no charge.

Veterans' Health Week, October 2023

The theme for Veterans' Health Week was Mental Health and we focused on 'Sleeping Better'. Thanks to funding from the Department of Veterans' Affairs Veterans' Health Week Grants, we provided free information sessions, including lunch, for residents at our Cheltenham and Frankston South ESA sites. A sleep specialist from the Monash University Healthy Sleep Clinic discussed the impact of good sleep on both mental and physical health.

Walk off the War Within (WOTTW), November 2023

A group of ex-service accommodation residents took part in this annual walk at Warrnambool, which is for veterans and their families, and aims to fight depression and PTSD and raise awareness and support for mental health.

Warrnambool Veteran & Family Camp

The inaugural Veteran and Family Camp took place in February 2024. CEO, Janna Voloshin, and General Manager Veteran Services, Chris Gray took part along with a number of residents from the ESA.

THE V CENTRE VETERAN EMPOWERMENT PROGRAM



The 2023-24 financial year saw the culmination of many years' planning with the opening of The V Centre Veteran Empowerment Program on 1 February 2024.

This is a ground-breaking initiative, unique in Australia, offering a veteran-only program of self-empowerment to address veteran homelessness and associated issues. The first participants arrived in February and by the end of the financial year, all apartments were occupied.

Veterans are nearly three times as likely to be homeless as the general population. In these first five months, 1,447 nights of accommodation were

provided to veterans coming from situations of homelessness, marginal homelessness or on a trajectory towards homelessness.

Many participants have experienced trauma and recurrent periods of in-patient care in trauma-recovery units while others have gone through multiple attempts to overcome alcohol or other substance abuse.

The V Centre program combines safe accommodation with wraparound tailored support for as long as needed while the participant works to overcome the issues that have brought them to this point.

FEDERAL GOVERNMENT SUPPORT

After an unsuccessful federal budget 2023 bid, we were invited to apply for funding through the Veteran Wellbeing Grant (One-Off) Program. This submission in August 2023 resulted in \$1.2 million funding towards the cost of refurbishment of The V Centre, including participant apartments, roofing works, communal kitchens and lounge/dining areas.

FINANCIAL SUPPORT

Significant donations from RSL Sub-Branches, Women's Auxiliaries and many other groups and individuals connected to the ex-service community were received towards completing The V Centre refurbishment and providing welcome packs, manchester and appliances for apartments and shared kitchens.

PARTNERSHIP SUPPORT

The V Centre Veteran Empowerment Program is testament to the power of working together. The new 'Veteran Community Partnership Interactive Resource Centre' (VCPiRC) at The V Centre, brings together details of all organisations involved in this vital support work.

Thank you to all who have supported The V Centre and helped make it possible.

IMPACT: ADDRESSING VETERAN HOMELESSNESS



OPENING OF THE V CENTRE

The official opening event took place on 21 February. Guest of honour, Federal Member for Jagajaga, Kate Thwaites MP, a champion of this project, and State Minister for Veterans, The Hon Natalie Suleyman MP joined with Board Chair, Mike O'Meara OAM and Janna Voloshin, CEO, in planting rosemary, a symbol of remembrance of all veterans.



COMMUNITY SERVICES: CARE AND SUPPORT TO REMAIN AT HOME

HOME CARE PACKAGE PROGRAM

The planned transition from an outsourced model of care to directly employing our own staff to provide care to Home Care Package Program clients will enhance service quality and client outcomes, giving greater control over the consistency and reliability of care and ensuring that our values and standards are upheld in every interaction.

The transition progressed during the financial year with nine care staff employed to carry out care services. New staff are provided with orientation training to fully understand organisational expectations and culture.

Continuity of care staff has created personalised care that aligns with clients' needs and preferences and stronger relationships between clients and staff.

Reduced reliance on outsourced services has improved efficiency and the transition has been positively received by clients.

VETERANS' HOME CARE PROGRAM

Veterans' Home Care (VHC) is a program provided by the Department of Veterans' Affairs (DVA) offering practical assistance to eligible veterans, including domestic assistance, personal care and in-home respite.

At the end of 2023, a tender was awarded for Vasey RSL Care to partner with DVA to provide VHC, a service that strongly aligns with the organisation's Mission and enables these veterans to receive care and support from an organisation that understands their background and needs.

By the end of the 2023-24 financial year, the Community Services team was providing VHC to 110 veterans.

This service provides a pathway into Vasey RSL Care's other services, specifically the Home Care Package Program and residential aged care as the VHC clients' needs change over time.

DIGITAL TRANSFORMATION

As part of the organisation-wide digital transformation project to respond to current and future requirements, the Community Services Team has moved to a new software system that streamlines client rostering and enhances service management. The system provides greater visibility

over the services provided to each client, ensuring efficient allocation of resources and more effective oversight of care delivery.

Reporting capabilities have been enhanced allowing more detailed data analysis and tracking of key performance indicators.

IMPACT: INDEPENDENCE, CONTROL AND DIGNITY



“My parents’ safety and their needs are [the Case Manager’s] priorities and they have worked very hard to make sure they receive appropriate services and the right people to provide those services. “Overall, [the Case Manager] has been very caring and helpful and we feel lucky to have them as my parents’ Case Manager.”

RESIDENTIAL AGED CARE SERVICES

COMPLIANCE

Residential aged care compliance is continually evolving.

24x7 Registered Nurses

From 1 July 2023, new legislation required aged care providers to have a Registered Nurse (RN) on site at all times. This was achieved at all Vasey RSL Care aged care homes.

Star Rating System

The Federal Government's Star Rating System provides an overall rating for every aged care home. A Star Rating of 3 is acceptable, 4 indicates good quality care and 5 indicates excellent quality care.

The Star Rating is calculated from the results in four areas: residents' experience, compliance, staffing and quality measures.

We have achieved quarter on quarter improvement. Ratings shown opposite are for the financial year 2023-24 quarter 3, publicly available on 29 July 2024.

Care Minutes Requirements

From 1 October 2023, new 'Care Minute' requirements were put in place: this is the amount of time of direct care the resident receives from Registered Nurses (RNs), Enrolled Nurses (ENs) and Personal Care Workers (PCWs).

Every aged care home receives its own quarterly minimum Care Minute target determined by resident funding received. Results are based on whether the target was met.

Site	Overall Star Rating
Brighton East	★★★★★
Frankston South	★★★★☆
Bundoora	★★★★☆
Brighton	★★★★☆

GOVERNMENT ACCREDITATION

Regular accreditation from the Aged Care Quality & Safety Commission continued with our Brighton East home undergoing a successful assessment in August 2023 for a further three year period.

SUPPORTING MORE AGED CARE RESIDENTS

Residential occupancy rates have outpaced industry averages every month throughout the financial year creating improved financial stability and allowing us to support a higher number of residents.



RESIDENTIAL AGED CARE SERVICES

FOOD SERVICES

Anchor Excellence were engaged in September 2023 to conduct an independent audit of food services provision, to evaluate nutrition and dining services and to identify areas for improvement and provide recommendations for enhancing the overall dining experience for residents. The audit resulted in no major risks revealed and the working party has addressed the recommendations made.

PARTNERING WITH OUR RESIDENTS

Consumer Advisory Bodies

All approved aged care providers must annually offer to set up a Consumer Advisory Body (CAB) made up of residents and their representatives, to ensure residents can provide valuable feedback to the governing body to help improve care and service quality. In December 2023, a CAB was established at each of our four aged care homes. Meeting minutes go to the Board for consideration and action as required.

Quality Consumer Advisory Body

All approved aged care providers must set up and continue a Quality Care Advisory Body (QCAB) to support and inform the governing body, and help with problem-solving and suggest improvements. A QCAB was established in December 2023, with meeting minutes going to the Board for consideration and action as required.

IMPROVEMENT PROJECTS

End of Life Care

A palliative care champion has been appointed at each aged care home to provide expert help and guidance to residents, families and staff.

All our aged care homes have taken part in the End-of-Life Directions in Aged Care (ELDAC) Linkages Program, facilitated palliative care and advance care planning initiative. The Vasey RSL Care Frankston South team was selected to present at the national showcase in Canberra.

Vasey RSL Care Frankston South has also partnered with Peninsula Home Hospice to ensure better experiences for residents and families.

BestMED Implementation

In April 2024, an electronic national residential medication charts system was implemented for improved medication outcomes for residents, ease of administration, reduced errors and automated reporting. The chosen software, BestMED is a best practice system of end-to-end medication management.

Quality of Life

The introduction of virtual travel and virtual experiences to the residential aged care Lifestyle Program has been immensely popular with residents (see opposite).

IMPACT: QUALITY OF LIFE

VIRTUAL TRAVEL is opening a whole new world for our aged care residents. The benefits are numerous: shared social experiences is a topic for conversation, visiting previous homes or favourite holiday spots stimulates the memory and adds meaning, and choosing today's destination gives agency and control.



"I never thought I'd travel to these places!"

Bundoora resident

"I love love love the virtual travel. It's so good and I love it. I'm keeping a record of all the places I have been to. Thanks so much."

Brighton resident

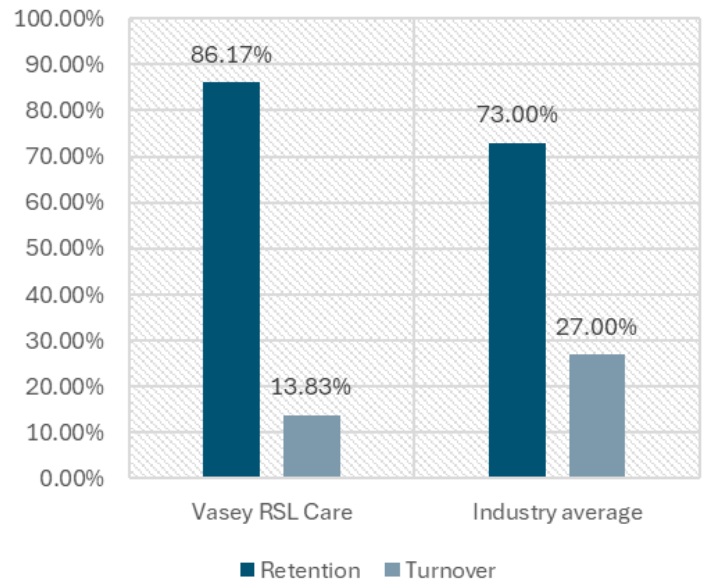
PEOPLE AND CULTURE

RESIDENTIAL LEGISLATION AND STAFFING

Legislative outcomes resulting from the Royal Commission into Aged Care Quality & Safety continue to affect the aged care sector.

From 1 July 2023, all aged care homes were required to have a Registered Nurse on site at all times and on 1 October 2023, the mandatory Care Minutes requirements came into effect. Both of these affect staffing requirements and the workforce has been increased to cater to the new requirements.

Our workforce planning has been effective in overcoming resourcing challenges facing the sector. This combined with our ongoing practices to improve staff engagement have produced excellent results with retention outstripping industry averages by more than 13% (see graph right). High staff retention is not just a sign of staff satisfaction,



but has many positive impacts including the client/resident experience and reduced recruitment costs.

RECRUITMENT STRATEGIES

Student Placements

A total of 119 students were supported to do placements for Certificate III in Individual Support (6), Diploma of Nursing (111) and Diploma of Community Services (2) qualifications. Our new 'interview guarantee' for students on placement with us resulted in nine new hires.

Graduate Nurse Program

This program was introduced in the 2022-23 financial year and two Registered Nurses successfully completed the program in February 2024. Both have gone on to supervisory RN roles

within the organisation. A further two new RNs commenced the program during the 2023-24 financial year. This provides a pathway for our newly qualified RN staff to remain with Vasey RSL Care.

Employee Referral Program

The program incentivises staff to recommend working at Vasey RSL Care to friends and family. It was launched in the 2022-23 financial year with 25 successful referrals which increased to 50 during the 2023-24 financial year. This initiative works on the basis that word of mouth is the most trusted form of recommendation and results in more suitable candidates and increased employee engagement, while being cost-effective.

IMPACT: ENGAGED WORKFORCE



"I have been working at Vasey RSL Care Frankston South for over a year now and everyone is just wonderful. Working here has given me the confidence to provide the care that each resident desires to meet their needs, and the skills to collaborate effectively with other nurses and family members to provide excellent care."

Team Leader Enrolled Nurse, Vasey RSL Care Frankston South

THANK YOU

VOLUNTEERS

We are very grateful for the contribution of all those who volunteer their time and talents to Vasey RSL Care in support of residents and clients in all areas of the organisation.

All volunteers must go through a rigorous selection process, as new employees do, to ensure the protection of our vulnerable community.

As at 30 June 2024, we had 48 registered volunteers, predominantly supporting the residential aged care homes. Volunteers provide a wide range of assistance such as one-on-one chats with residents, driving the minibuses for outings, doing the footy tipping contests, helping with lifestyle activities, singing, playing instruments and much more.

At Vasey RSL Care Brighton East, a new regular volunteer runs the coffee shop two mornings each week. Residents, visitors and staff are all delighted to have the coffee shop back up and running.

We greatly appreciate all volunteers for sharing their time and talents with our community.

ALL SUPPORTERS

Vasey RSL Care would like to express sincere thanks to every individual and organisation that has provided support – moral, financial, practical, physical, in kind, or of any other type during the past financial year.

CONFERENCE SPONSORS

Vasey RSL Care would like to thank all sponsors of the Saluting Excellence Staff Conference, November 2023. Without their support, this event could not take place. Major Sponsors were:

			
			
			
			
			
		Supporting sponsors were:	
			

FINANCIAL SUMMARY

In the 2023-24 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 \$5 million to a surplus of \$11.1 million from the previous year’s surplus of \$6.8 million.

Approximately 77% of operating revenue originated from residential aged care and 9% from home care and veteran 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.

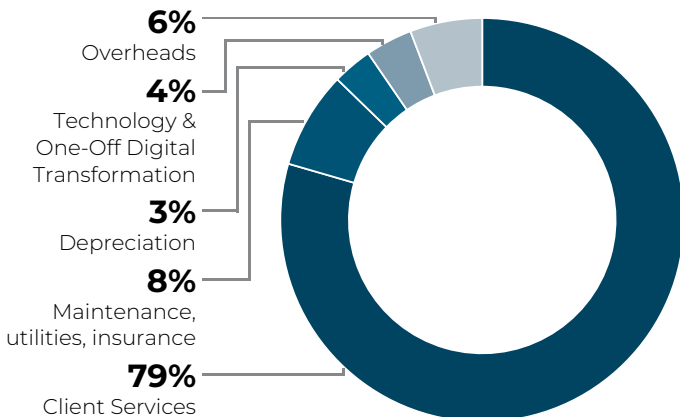
Direct client services account for 79% of total expenditure, the majority of which is for direct care employee wages.

Continued veteran services expansion included the refurbishment of the existing premises and launching The V Centre, completing the purchase of 27 affordable housing units on Bell Street, Ivanhoe, and completing the sale of older properties located in Ivanhoe.

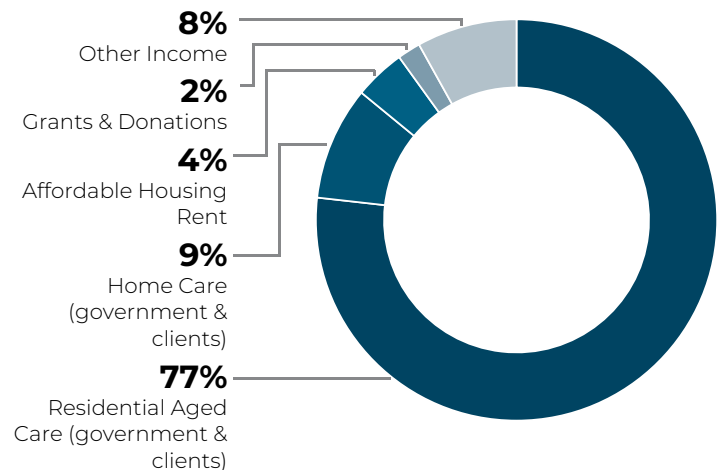
Residential aged care improvements included room refurbishments, equipment and infrastructure updates. Additionally, a major digital transformation program was implemented to upgrade core financial, HR management, home care, and risk management systems. We also completed a Marketing and Engagement Strategy by an external consultant, which will inform our future communication, marketing, and sponsorship strategy.

We are in a strong financial position to meet our liabilities and the Strategic Plan’s future commitments to the veteran community.

TOTAL EXPENDITURE



INCOME SOURCES



INCOME STATEMENT & COMPREHENSIVE INCOME

	2024 \$	2023 \$
Revenue and Other Income	71,228,423	51,765,174
Net gain/(loss) on the revaluation of financial assets	4,957,782	8,480,540
Total revenue & fair value movements on financial assets	76,186,205	60,245,714
Expenses		
Employee Benefits Expense	45,119,192	34,258,808
Repairs and Maintenance	3,390,343	2,947,181
Consumables	1,330,504	1,484,803
Contractors	5,407,871	5,316,582
Catering/Food Preparation	1,574,104	1,113,163
Consultants	1,658,903	1,140,731
Management Fees on Investments	487,863	445,165
Other Expenses	6,101,499	6,736,974
Total Expenses	65,070,279	53,443,407
Surplus/(Deficit) before interest, taxes, depreciation & amortisation ('EBITDA')	11,115,926	6,802,307
Depreciation & Amortisation Expenses	(2,146,796)	(1,622,525)
Finance Costs	(6,622,060)	(5,157,891)
Impairment of Bed Licences	-	(2,812,500)
Surplus/(Deficit) for the year attributable to Vasey RSL Care Ltd	2,347,070	(2,790,609)
Other Comprehensive Income <i>Items that will not be reclassified subsequently to profit or loss</i>		
Gains/(deficit) on revaluation of land and buildings	-	-
Total Comprehensive Income for the year	-	-
Total Comprehensive Profit/(Loss) attributable to Vasey RSL Care Ltd	2,347,070	(2,790,609)

STATEMENT OF FINANCIAL POSITION

	2024 \$	2023 \$
Current Assets		
Cash & cash equivalents	8,194,192	16,974,004
Trade & other receivables	3,839,596	2,445,009
Other assets	1,980,363	1,086,241
Assets held for sale	-	-
Total Current Assets	14,014,151	20,505,254
Non-Current Assets		
Financial Assets	103,800,982	94,172,522
Property/plant/equipment	178,960,928	172,866,245
Total Non-Current Assets	282,761,910	267,038,767
TOTAL ASSETS	296,776,061	287,544,021
Current Liabilities		
Trade & other payables	5,096,980	2,698,461
Employee Benefits	6,780,070	6,481,327
Accommodation Bonds & Refundable Accommodation Deposits	86,022,688	81,897,510
Total Current Liabilities	97,899,738	91,077,298
Non-Current Liabilities		
Employee Benefits	210,738	148,208
Total Non-Current Liabilities	210,738	148,208
TOTAL LIABILITIES	98,110,476	91,225,506
NET ASSETS	198,665,585	196,318,515
EQUITY		
Retained surplus	54,690,807	41,343,737
Reserves	143,974,778	154,974,778
TOTAL EQUITY	198,665,585	196,318,515

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



A group of residents at Vasey RSL Care Brighton Aged Care Home featured in The Australian Newspaper and website prior to ANZAC Day. The article, 'Six ordinary Australians who did extraordinary things to save Australia during World War II' named them 'the bonza bunch'. Thank you to our residents Betty Cooper, Ralph Butcher, Marie Laurenceson, Audrey Baker and Annie Overs. Photo: Arsineh Houspian.



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