Our Vision
Excellence in care for the ex-service community.

Our Promise
From a significant history, we have continued a proud tradition of welcoming all who need care. Today we are a growing and sustainable organisation, re-investing every dollar in our people, equipment and services, and embracing advances in care.

The respect which our staff feel for the people in our care shows in their empathy and the high quality of their work. Across all facets, we consistently deliver services of high quality.

Care: We provide warm, compassionate support.

Traditional Values: We stand for values that are both patriotic and Australian.

Security: We do our utmost to ensure safety, reliability, punctuality and attention to detail.

Camaraderie: We welcome and accept all members of the community, especially ex-service personnel, and encourage them to connect and share.

Dignity: We foster respect for all.

Our Mission
We provide high quality, sustainable accommodation and service options that facilitate mutual support and meet the needs for security and dignity of the ex-service community.

Our Services
Vasey RSL Care delivers a range of award-winning aged care services to the ex-service community and older Australians.

- We provide Commonwealth-funded residential aged care for veterans and war widows. Residential care homes are located in Brighton, Brighton East, Bundoora, Ivanhoe and Frankston South.
- We have independent living accommodation for members of the ex-service community who are financially disadvantaged. They are located in Beaumaris, Brighton, Cheltenham, Croydon, Frankston South, Bell Park, Hawthorn, Ivanhoe and Reservoir.
- We provide entry-level allied health and therapy services through our ANZAC Day Therapy Centre in Brighton.
- We deliver the consumer-directed Home Care Package Program to help older people live independently at home.
“Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around”

Leo Buscaglia

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Message from the Chair

On behalf of the Directors of Vasey RSL Care Limited I present this annual report to the members of the company and other interested stakeholders.

The changes and challenges facing those providing care for older and frailer members of our community continue unabated. Changes to legislation and funding arrangements, together with the expanding needs of our residents and clients and increasing competition from other providers, create ongoing challenges.

Our residential homes continue to be staffed by qualified, competent, caring personnel and this is reflected in the many complimentary comments in the assessment reports received when facilities are reaccredited, and in occupancy rates above industry norms. However, the age and size of some of our buildings mean that it will become increasingly difficult for them to remain viable, a challenge we must face.

The attraction and retention of suitable staff is a significant challenge and we have worked hard to make our company an employer of choice. Our efforts have been rewarded with staff turnover considerably below industry average. That our staff are well qualified and caring is further demonstrated by their innovative care initiatives. In past years these programs have been recognised by Better Practice Awards presented by the Australian Aged Care Quality Agency. There are a very small number of awards each year and they are designed to encourage the sharing of innovative, high-quality practice. This year we received an award for the program, ‘Evidence-based Diabetes Management – Implementation in Residential Aged Care’, developed by our compassionate staff.

The need to meet increasing competition has prompted an increase in promotional activities. We have increased our connection with the ex-service community with booths at the RSL State Conference and other functions and provided speakers for Legacy, RSL branches and other groups. We have produced a range of brochures, introduced an electronic newsletter, updated our website and increased our advertising in hospital guides and ex-service publications.

The cost of promotion and reorganisation, the tightening of government funding, and low interest rates have resulted in an operating loss this year. The Board and Executive Management Team are monitoring this carefully and working to bring the company back into profit without reducing the quality of care. The pain from this deficit has been alleviated by rising land values, increasing the overall value of the company.

One of our great strengths is the level of expertise, experience and commitment of the senior executive staff and board members. Under the inspiring leadership of our Chief Executive Officer, Janna Voloshin, our senior management work diligently, and often beyond the call of duty, to make our company a leader in its field. We are fortunate to have them. My fellow board members are dedicated and devoted to the purposes of this organisation and freely give of their time and skill. I thank them for their work and their friendship.

Support and encouragement from the War Widows Guild (Vic) Inc and the Victorian Branch of the Returned and Services League, and their State Presidents, Margaret Miles and Maj Gen David McLachlan AO (Ret’d), is also gratefully acknowledged.

A highlight of our year was the visit from then new Governor of Victoria, the Honourable Linda Dessau AM, to Vasey Brighton East in August 2015. A very gracious lady who displayed a keen interest in our work, she delighted the residents by joining them for afternoon tea and engaging many in personal conversations. She later acknowledged the pleasure she received from her visit in a delightful personal note and we are honoured that she consented to act as our patron.

In all we do, we strive to provide such love and care for our residents and clients as we would wish to receive ourselves. The receipt of awards and favourable comments by assessors are recognition of the care provided, but our greatest reward is the happiness of our residents as expressed by a lady at Sir William Hall Hostel who said ‘As soon as I walked through the door I knew I had a family. I feel loved and cared for here.’ May it ever be so.

David Paroissien OAM FCPA AGIA, Chair
The Vasey RSL Care Board of Directors brings a wealth of professional experience and expertise to the organisation from a variety of backgrounds. The Board provides strategic governance, sets the organisation’s Mission and Values, and operates sub-committees in the Finance, Quality & Risk, Audit and Building areas.

Vasey RSL Care’s Directors are committed to honouring our war veterans and war widows by providing quality care in the residential and home care sectors.

* We are saddened by the recent sudden death of Mr Alec Fuller, a long standing member of the Board of Directors and a passionate supporter of our staff. Alec was instrumental in achieving a successful merger of Vasey Housing Victoria and RSL Care Victoria in 2004 and has gone on to serve on the Vasey RSL Care Board since then.
Message from the CEO

Government Aged Care Reform has been a major factor in the 2015-2016 financial year as we have worked on its progressive implementation. Vasey RSL Care’s Board and Executive Management Team have been proactive in facing the challenges presented. We have developed strategies to ensure services comply with the reforms whilst being sustainable and meeting the diverse needs of aged care clients. This has required significant change to the executive structure, bringing Residential Services, Home Care and the Day Therapy Centre under the one umbrella of Aged Care Services. Our Home Care program underwent a major restructure with the new consumer-driven service model finalised, positioning us well for the new financial year. This updated structure will allow us to achieve consistency across our aged care programs and ensure a comfortable transition for those clients who need it.

During the year, we intensified our efforts to strengthen relationships with the ex-service community through closer links with peak bodies and affiliates, especially the RSL, the War Widows Guild, Legacy Victoria and other ex-service organisations, the Victorian Veterans Council and the Department of Veterans’ Affairs. We conducted a series of information sessions for representative groups in which we were able to clearly explain the complexities of aged care and the options available to those seeking increased support.

Three of our five residential sites underwent accreditation and we received very positive feedback from the assessors, who in particular commented on our strong quality systems, the excellent feedback from our residents and their representatives, and the passion and commitment of our staff. Our organisation is going beyond compliance and I am proud to report that for the third year in a row, Vasey RSL Care was honoured with a Better Practice Award from the Australian Aged Care Quality Agency. The award was in the Clinical Care category, for our evidence-based Diabetes Management Program. This program has been recognised across the aged care industry and our GM Quality and Risk has given presentations on the program at Aged Care Quality Conferences in three states.

As well as receiving independent accolades and successfully meeting the assessment criteria for external accreditation, Vasey RSL Care conducts a staff awards program to recognise the outstanding achievements of our staff members. Awards were presented to winners in the presence of their peers at the Annual Saluting Excellence Conference in November 2015. The success of the conference was largely due to our commitment to innovation, our leadership and our passion in what we do. It could not have gone ahead without the wonderful support from our many corporate sponsors, for which we are extremely grateful.

In April this year, the building and resettlement program for residents of our Independent Living Units at Cheltenham was successfully completed. Ten new units were constructed and opened at our Cheltenham site to accommodate 10 residents formerly living at our Elsternwick units. The project is the culmination of several years planning and negotiation. My thanks and congratulations go to everyone involved in bringing the project to a successful conclusion.

Finally, I offer my gratitude and congratulations to the members of Vasey RSL Care’s Board for their support, expertise and teamwork under the leadership of David Paroissien, throughout the year. I am grateful for the commitment and dedication of the Executive Management Team which has worked so cooperatively and innovatively to deliver the objectives of our 2015-2018 Strategic Plan. The Management Team continues to use their strengths to guide and inspire our staff in their daily tasks to provide the best possible care to those who have given so much in the service of our country.

Janna Voloshin, CEO
Organisational Structure

Board of Directors

Chief Executive Officer

Communications & Community Engagement

Executive Assistant

General Manager Finance & Administration
  - Finance, Administration & Payroll
  - War Widows' Guild (Vic) Administration

General Manager Property Services
  - Independent Living Units, Property Services

General Manager Human Resources
  - Human Resources, Training & Development, Occupational Health & Safety

General Manager Quality & Risk
  - Quality and Risk

General Manager Aged Care Services
  - ANZAC Hostel, RSL Park, Sir William Hall Hostel, Vasey House, Vasey Brighton East; Home Care Package Program, Commonwealth Home Support Program (ANZAC Day Therapy Centre)
We made a concerted effort this year to engage more closely with the ex-service community and serving members of the Australian Defence Forces. Having an established relationship with ADF personnel at Watsonia’s Simpson Barracks, we turned our attention to engaging with the service men and women at HMAS Cerberus, situated near Hastings. We were pleased that staff from both bases participated formally in commemoration services for Remembrance Day and ANZAC Day at all five of our residential facilities.

For the first time this year, Vasey RSL Care participated in Veterans’ Health Week, an initiative of the Department of Veterans’ Affairs. We contracted selected service providers to deliver a series of programs and activities promoting mental wellbeing and social interaction to residents in our Independent Living Units. From a total of 70 events held for Veterans’ Health Week, Vasey RSL Care was responsible for a large proportion of them.

We also actively promoted our services and facilities to the ex-service community through formal presentations to peak bodies and affiliates, especially RSL Sub-Branches and regional forums, Legacy Victoria, the Victorian Veterans Council and the Department of Veterans’ Affairs: a total of over 200 people attended these presentations. For the first time, we had an exhibition booth at the RSL State Conference in July and we continued to maintain our historic affiliation with the War Widows Guild.

Another significant achievement this year was forming a relationship with the Shrine of Remembrance. Following executive level representations, the Shrine agreed to allow Vasey RSL Care to conduct staff induction and training sessions in their new education centre. As part of the induction program, staff members are escorted on a tour of the Shrine’s Galleries of Remembrance. The full day experience gives staff a unique insight into the historical context and values of the people in our care.
In November 2015, Robert Bell, a resident at ANZAC Hostel in Brighton, received the Legion of Honour, the highest French Order for military and civil merits, at a special ceremony held at the Shrine of Remembrance.

The award was presented by the French Ambassador to Australia, Christophe Lecourtier.

Bob enlisted for WWII in the RAAF as a tail gunner in 460 Squadron and went on to fly 30 bombing missions over France and Germany. His squadron flew the most missions of any Australian squadron and dropped the greatest tonnage of bombs - 24,856 tons. They also suffered the highest casualty rate with 181 aircraft lost and 1,018 fatal casualties, of which 589 were Australian.
Commitment to Quality and Best Practice

The quality and safety landscape at Vasey RSL Care continues to develop as we work towards achieving our promises to our community. These promises are our compass and guide in the pursuit of our quality goal: ‘Each individual client/resident experiences safe, successful, collaborative and connected care and services – always’.

Our use of Research and Evidence to Improve

Wherever possible, evidence-based guidelines are used to inform our procedures, training and practice: this year we focused on diabetes management, infection prevention and control, quality use of medicines and our palliative approach.

The focus of our palliative approach was on advanced care planning, which is a series of steps people can take to help plan for future health care. We are very proud that our nurses have assisted a significant proportion of residents to document their preferred care and choices in case they are one day no longer able to make decisions for themselves.

With our commitment to best practice end of life care, we also made a commitment to ensure we farewell our veterans respectfully as they leave our residential homes. Vasey House was presented with a quilt made by the Patchworkers & Quilters Guild of Victoria, that represents the service history of Australians, and it is now used as part of each resident’s dignified farewell. This work was very well received and together with Quilts of Valour we are creating quilts for all our homes to demonstrate our commitment to respect and dignity for all.

‘If you don’t measure it, you can’t manage it’ is a well known quality axiom, and this year all five residential aged care homes contributed to the Federal Government’s pilot of Quality Indicators for Aged Care, which considered known quality and safety issues including pressure injuries.

Our commitment to research was further strengthened this year as we partnered with Monash University to conduct research, ‘Monitoring health and wellbeing of seniors using unintrusive sensors’.

Our work with Austin Health and the University of Melbourne looking at: ‘Correcting the deficiency in dairy produce in the elderly may reduce fractures and preserve bone strength’ continued: the project aims to discover whether increasing dairy serves by two per day actually reduces the risk of falls/fractures, and has a positive effect on health by slowing the loss of bone and muscle and improving overall nutrient intake.

We also volunteered to be involved in research with the Institute for Health and Ageing - Australian Catholic University to look at consumer-directed care in residential aged care and ‘PEARL’, a program to enhance adjustment to residential living and assist older adults transition to residential aged care.

Our Awards

This year our diabetes management program was recognised with a Better Practice Award. We were very pleased to have the opportunity to influence

![Graph: ILU Survey 2015: 'I feel safe and secure']

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In August 2015, Jack Gilham was invited to speak on behalf of veterans at the 70th anniversary of Victory in the Pacific commemoration at the Shrine of Remembrance.

A resident at Sir William Hall Hostel, Jack was a 20 year-old corporal when he sailed for Merauke in Dutch New Guinea with the 20th Pioneer Battalion.

“I left Australia as a boy and returned a man”, says Jack.

On leave in Australia, Jack met his future wife, Dorothy, who was serving in the WAF. During his leave, the atomic bombs were dropped on Hiroshima and Nagasaki and Japan surrendered, sparing Jack further duty in New Guinea. He and Dorothy married in 1947 and raised four children.

[Photo Alex Coppel, Sunday Herald Sun]
August 2015
Newly appointed Victorian Governor, The Hon Linda Desau AM (centre) visits Vasey Brighton East for afternoon tea. Pictured with Bev O’Meara and the late Kevin Berry.

August 2015
Annette Greenwood and Janna Voloshin receive the Australian Aged Care Quality Agency’s Better Practice Award for care of residents with diabetes.

September 2015
Vasey House staff and residents take part in Alzheimer’s Australia’s Memory Walk, to raise funds for dementia research.

September 2015
Dorothy Dorman, resident at Vasey Brighton East, celebrates her 100th birthday with a visit from the Hon Andrew Robb AO MP, then local member for Goldstein.

October 2015
Residents are treated to a visit from Subzero, Melbourne Cup winner in 1992. In his retirement he enjoys making guest appearances and is not camera-shy.
October 2015
Vasey RSL Care engages with the community at the Ageing Well Expo, providing blood pressure tests and information about our services.

October 2015
For Veterans’ Health Week, Vasey RSL Care puts on a range of activities to promote health and wellbeing.

October 2015
The third annual ‘Saluting Excellence’ Staff Conference celebrates the achievements of staff and provides a day of inspiration.

November 2015
Defence Force members from the catering corps at HMAS Cerberus judge the entries in the Senior MasterChef competition held between all residential homes.

December 2015
Father Christmas visits Vasey House to find out if residents have been naughty or nice this year!
Year in Review

December 2015
Residents from Sir William Hall Hostel enjoy the Christmas decorations in Ivanhoe Boulevard.

January 2016
Volunteers, such as Sandra at ANZAC Hostel, play an important part in the lives of residents at all our residential homes. We are very grateful for their support of our community.

February 2016
Vasey Brighton East celebrates its fifth birthday with cake and champagne in the courtyard.

February 2016
Ensuring residents leave for their final journey in a dignified way, Vasey House was presented with a Dignity Quilt by the Patchworkers & Quilters Guild of Victoria.

March 2016
Staff from Vasey RSL Care joined celebrations of the 70th anniversary of the Austin Repatriation Hospital which has a proud tradition of caring for the ex-services.
April 2016
Vasey RSL Care marks ANZAC Day at each residential home, with ADF members present: RSL Park Frankston South (above left) and Vasey House Bundoora (above right).

April 2016
The new Independent Living Units at Cheltenham Village are officially opened on 29 April with residents moving in soon after.

May 2016
Residents at RSL Park indulge in a Mother’s Day afternoon tea amid flowers and the best china.

May 2016
Residents from ANZAC Hostel take a trip on the Sorrento-Queenscliff Ferry, making the most of a sunny autumn day.

June 2016
The Music & Memory Program begins at Vasey Brighton East.

June 2016
Staff Induction Training is now held at the Shrine of Remembrance in Melbourne.
Commitment to Our Mission: To Provide High Quality,

We believe that living with Vasey RSL Care should be as enjoyable an experience as possible for our residents, their family and their friends.

With this in mind we have invested in many improvements over the 2015-2016 financial year, including:

- Over $2M on the building of ten two-bedroom units at our Cheltenham Independent Living Unit (ILU) site. This development increased the village from 75 existing units to 85 units. The new units were built to accommodate residents moving from old and rather cramped accommodation at our Elsternwick site, into new units with a contemporary design and amenity.
- $108K on the installation of 15 over-bed ceiling-mounted lifting machines at RSL Park Frankston South, and eight at Vasey House Bundoora. This lifting system greatly enhances safety both for the resident being moved and the staff undertaking the move.
- $18K on upgrading the gardens at RSL Park, Frankston South and $5K on upgrading the gardens at ANZAC Hostel.

There has been a significant number of refurbishments to the Independent Living Units, and some conversions:

- Reservoir: $15K for two unit refurbishments
- Ivanhoe: $280K for five unit refurbishments
- Hawthorn: $160K for eight unit refurbishments
- Cheltenham: $175K for nine unit refurbishments
- RSL Park Frankston South: $55K for four unit refurbishments and $307K for converting six bedsit units into three two-bedroom units
- Geelong: $95K for six unit refurbishments and $119K to convert two bedsit units into one two-bedroom unit
- Croydon: $34K for three unit refurbishments
- Beaumaris: $177K to convert three bedsit units into two one-bedroom units

To improve the health and safety of our Independent Living Villages, there has been a large-scale upgrade of concrete paths, including replacing steps with ramps:

- RSL Park Frankston South: $48K
- Cheltenham: $46K
- Reservoir: $15K
- Croydon: $9K
- Geelong: $47K
Sustainable Accommodation

At our Residential sites, there have been ongoing room refurbishments:

- RSL Park Frankston South: $65K, 39 rooms
- Vasey Brighton East: $20K, 23 rooms
- ANZAC Hostel Brighton: $15K, 12 rooms
- Sir William Hall Hostel Ivanhoe: $15K, 9 rooms
- Vasey House Bundoora: $21K, 15 rooms

One final improvement at residential sites was:

- Installation of automatic opening doors at Vasey House Bundoora, costing $25K. This greatly enhances the safety of residents and encourages them to visit the outdoor areas.

Resident Ian (above, with CEO Janna Voloshin), moved into his new unit at the Cheltenham Village in June 2016. With support from his daughters and our maintenance staff, his move was smooth and he settled in quickly.

Other residents who moved into the new Cheltenham units told us:

“I have joined the social club, been welcomed into the [Village Singers], attended the social hour, tried my hand at bingo and even had a win!”

“I feel so grateful to be here in this lovely unit, where I am enjoying the comfort and security it brings with it.”
Responding to Change

During 2015-2016, the Federal Government continued to make significant changes to the Home Care Package Program (HCPP) as part of aged care reform, which has completely redesigned the way home care services are to be delivered. This reform is a ten year process designed to ensure the aged care system is sustainable and affordable. Consumers are being given more choice, flexibility and control over the supports they need to help them remain as independent as possible.

At Vasey RSL Care, we recognised that these reforms posed considerable commercial and practical challenges. The Government policy to replace the traditional block-funded model with a consumer-pays service-delivery model makes the current and future market extremely competitive. The move towards a consumer-directed market demands service flexibility and responsiveness.

We identified the need to be highly flexible and creative in our service delivery to respond to the needs of the consumer, from their point of entry to when they exit the program. An assessment of our existing model showed a deficiency in our funding model and a lack of diversity and breadth of resources within the program and the overall service model.

We set out to develop a new service model to address the diverse and increasingly complex needs of our clients. This required us to adapt our HCPP workforce and progressively restructure the team in order to satisfy three key objectives:

1. Meet the complex needs of clients through comprehensive assessment, referral, planning and evaluation of care.
2. Offer higher levels of office-based support for Care Advisors (previously Care Managers) by introducing the role of Service Coordinator.
3. Satisfy the competitive business demands of the program for the future.

We recruited Advisors with appropriate clinical skills, experience and flexibility, such as registered nurses, psychologists and social workers, backed by suitably qualified service coordination staff to manage enquiries and requests. The new service model was ready to operate for the start of the 2016-2017 financial year.

Another challenge requiring our response in 2015-2016 was a change in the ages and circumstances of veterans seeking supported accommodation in our Independent Living Units (ILUs). As fewer veterans and war widows from World War II, Korea and Vietnam require accommodation in our ILUs, younger veterans who served in Iraq and Afghanistan are seeking to fill the vacancies. The Vasey RSL Care Board agreed to a change in policy and removed the lower age limit as one of the required eligibility criteria for entrance to our Independent Living Units.

Welcoming these younger veterans into our ILU communities has meant accommodating people with different life experiences, interests and activities, managing issues arising from their military service, and making the most of their abilities and potential contributions. This is a rewarding work in progress that we will carry on in coming years.
Nurturing Our Staff

Finding and Keeping Good Staff

In the 2015-2016 financial year, the human resource team has continued to implement our award-winning strategy to improve the quality of service delivery to our community, while giving staff and volunteers the best possible employment/volunteering experience. Vasey RSL Care is committed to employing highly competent staff and offering opportunities for development, so that staff are fulfilled in their roles which in turn results in strong levels of staff retention.

The human resources attraction and retention strategy has continued to be successful, achieving a high level of workforce stability: 42% of staff have been with the organisation for five or more years, and annual staff turnover is just 10%, which is well below the industry standard.

We have continued our social media recruitment strategy with steadily growing communities following us on Facebook and LinkedIn: this enables information to be shared quickly among job seekers and provides opportunities to promote the work and culture of the organisation.

In the 2015-2016 financial year, employment applicants regularly cited Vasey RSL Care’s workplace culture as one of their key motivations for seeking employment with the organisation: a consistent increase in employment applications from individuals who are engaging with Vasey RSL Care’s social and online media has been observed.

Introduction to Vasey RSL Care

To ensure that staff members have a good understanding of the needs of residents and clients from the ex-service community, in May 2016, a new initiative was introduced: new staff members now attend a full day induction training session at the Shrine of Remembrance. This includes a tour of the museum, often led by a veteran or war widow, allowing them to be immersed in the respectful atmosphere of Australia’s military history.

One part of the induction training focuses on the behaviours expected of staff members in accordance with organisational values.

All staff are also required to attend an annual day of compulsory training. There are three main topics covered during this day:

1. What it means to have dementia, from the perspective of the client. The movie ‘Still Alice’ is shown and used as the basis for discussion.
2. What is important for the ex-service community and the long-term impact that military service has on the individual.
3. Working in a safe, professional environment with a zero-tolerance of bullying and harassment.

This day is an opportunity to revisit the organisational values and helps us ensure that we all espouse and live our corporate values.
What Our Community Says

Residents of the Independent Living Units and residential homes were asked to complete a Resident Satisfaction survey in September 2015. We were very pleased with the response rates of over 50% and the results indicated that residents of both residential care homes and independent living units experience a high level of satisfaction with the services provided. In terms of staff performance, 96% of respondents said that they experienced a respectful attitude towards them. Respect is a Vasey RSL Care value and a promise to our residents: these results show that respondents consider we are delivering on this value and our promise of ‘Dignity – we foster respect to all’.

Staff Recognition

Vasey RSL Care’s Employee Recognition Program acknowledges staff members for their achievements and contributions to the organisation through the annual Saluting Excellence Awards and through the Length of Service program.

During the 2015-2016 financial year, in addition to a certificate, gift voucher and flowers presented to staff reaching significant milestones, new ‘Length of Service’ lapel pins were introduced for those staff reaching service milestones of 10, 15, 20, 25 and more years. At the end of the financial year, 78 lapel pins had been presented as we celebrated employment anniversaries throughout the year. This included celebrations in May for Maree Browne (below left) who celebrated 20 years with the organisation, and Ellen Marsh (below right) who has achieved 35 years!

The Saluting Excellence Awards honour high-achieving staff members who display excellence in their work and inspire their colleagues. This was the eighth year that the awards program was run and 24 staff members were presented with awards for excellence in their work. The awards were presented at the 2015 Saluting Excellence Conference held in November, which featured inspirational keynote speaker, Emma Gee, and highly engaging presentations from members of staff and management, who show-cased care and service initiatives from their workplaces.

Residential care home, Vasey Brighton East, won the ‘Magnet Award’ for achieving the highest level of staff retention.

Volunteers

Volunteers make a crucial contribution to our services. We have around 80 regular volunteers, some of whom are pictured below, who contribute more than 200 hours per week to our organisation. Much of their support is within the lifestyle program activities at our residential homes and adds greatly to the programs offered. Their support is invaluable.
Little Moments: Big Differences

At Vasey RSL Care, we believe it is perfectly alright to make a big deal out of little things and we’re prepared to put a lot of energy into making the most of everything for our clients. Birthdays are one example. When a resident turns 100, it is certainly time to celebrate and include family, friends and staff. This year we had two memorable 100th birthdays.

The first to celebrate was Dorothy Dorman. Not only did Dot receive cards from the Queen, the Governor General and the Prime Minister, her friend and neighbour Bev O’Meara arranged for the local MP and then Minister for Trade, Andrew Robb to drop in for afternoon tea at Vasey Brighton East.

On the other side of town, Ron Olney’s 100th birthday, was celebrated at Vasey House with staff creating a lively party atmosphere for Ron and his family, including a Skype connection so he could speak with his great grandchildren.

Vasey Brighton East, which celebrated its fifth birthday this year, was the site of another very significant occasion – the first official visit of Vasey RSL Care’s new patron, the Governor of Victoria, The Honourable Linda Dessau AM, pictured above with Board Chair, David Paroissien and CEO, Janna Voloshin.

Everything we do in our residences is intended to enhance the quality of life of our clients in their last years until, inevitably, they leave us, some through serious illness and others through death. At those times, we do everything possible to comfort their family and friends and mark their passing with dignity. Through a family connection, the Lifestyle Coordinator at Vasey House arranged for the members of the Patchworkers & Quilters Guild of Victoria to make a Dignity Quilt, decorated with Australian motifs and the insignia of the Defence Forces, to be laid over the body of a deceased resident as they leave our care.

Sadly, the first to be draped in the Dignity Quilt was Mick Hayes, aged 99 and only weeks from his 100th birthday. But like all of those who have left our care, he can rest easy knowing that at the going down of the sun and in the morning we do remember them.

Day in, day out, the Lifestyle Teams at our five residential facilities apply their creativity and enthusiasm to devising and conducting activities that stimulate and engage our community. Whether it is coordinating an outing to the Dandenongs for a ride

“The Dignity Quilt has made a great difference to the way that our residents leave here on their final journey,” says Chris Boyd, Residential Manager at Vasey House, Bundoora. “Instead of the resident being moved discreetly and clinically, we – family members, residents and staff – can pay our respects and mourn their passing.”

Lifestyle Coordinator, Linda D’Sylva is pictured above with the quilt.
on Puffing Billy, arranging a fancy dress cocktail party to celebrate the Melbourne Cup along with a visit from Cup winner, Subzero, or conducting an exercise class to improve coordination, they are tireless.

Perhaps their best efforts were on display this year in the Senior MasterChef competition that was held as part of Veterans’ Health Week and devised around the theme of the Melbourne Cup. Baking, making and decorating were a big part of the event, but it didn’t stop there. A highlight of the competition was the entry from Vasey House, which featured a video race of five highly fancied jockeys in silks and sequinned caps galloping their walking frames around an athletics track. The three judges from HMAS Cerberus awarded first prize to Sir William Hall Hostel’s traditional fruit cake in the shape of a decorated horse shoe.

Respect for service and commemoration play an important role in the lives of Vasey RSL Care residents and their carers. We have a long-standing association with the Australian Defence Force staff at Simpson Barracks in Watsonia. Every ANZAC Day and Remembrance Day, a representative from Simpson Barracks helps officiate at the ceremonies. This year, through our new connection with HMAS Cerberus, which is now a major training facility for Army, Navy and Airforce recruits, we had ADF personnel participating in commemoration ceremonies at all our residential facilities and Central Office. Having serving members of the ADF make an address on these occasions elevates the ceremonies to a higher level of significance.
As a not-for-profit provider of aged care services, Vasey RSL Care is extremely grateful for the support we receive from our volunteers, corporate sponsors, donors and fundraisers.

**Sponsors**
This year we were greatly encouraged to receive a significant increase in sponsorship for our Saluting Excellence Conference. This gave us the means and the opportunity to make this important event an annual occasion for staff recognition and professional development. The conference, held in November 2015, received financial sponsorship from 18 Major Sponsors and contributions of cash and/or goods in-kind from seven Supporting Sponsors. Thank you to all who make this event possible.

**Volunteers**
While we pride ourselves on the dedication and commitment of our staff, Vasey RSL Care also appreciates the contributions of our many volunteers. Whether it is through driving buses, accompanying residents and Lifestyle Coordinators on excursions, helping with activities, such as games, gardening or special afternoon teas, volunteers extend the scope of our services.

**Support from Schools & Colleges**
In recognising the important role volunteers play in the life our residential communities, it is significant that Vasey RSL Care has established some enduring and mutually beneficial relationships with particular schools. ANZAC Hostel and the ANZAC Day Therapy Centre have been supported by many students from Star of the Sea College, conveniently located on the grounds, as well as St Kevin’s, De La Salle and St James Primary School. Vasey House, Bundoora, has built strong ties with Parade College, Catholic Ladies College, Loyola College and Viewbank Early Childhood Centre. RSL Park, Frankston South is supported by Naranga Special Needs School and Frankston Primary and Secondary Schools. Sir William Hall Hostel has relationships with Our Lady of Mercy College Heidelberg and St Pius Primary School. And Vasey Brighton East is supported by the students from St Leonard’s College, Caulfield Grammar School, Firbank Grammar School, Shelford Girls Grammar, De La Salle and St Kevin’s College.

Students from all these establishments support our programs and engage with our residents to help make a difference in their lives.

**Donors & Supporters**
Donors play a significant part in our efforts to care for our veterans and war widows. We are especially grateful for the ongoing generosity of the Mornington Peninsula Vietnam Veterans’ Association whose members this year donated funds towards a refurbishment of entertainment facilities at RSL Park and generously donated their services to help celebrate the official opening of the new units at our Cheltenham Village.

Finally, we are grateful for the support we have received through the funding programs administered by the Department of Veterans Affairs: these helped fund our program for Veterans Health Week in November and enabled us to replace the old piano that could no longer be tuned, with a new electronic piano for the Village Singers at the Cheltenham Village. We were also helped in this project by a number of individual gifts as well as a generous discount from Prestige Pianos & Organs.
Financial Commentary

Residential aged care has encountered a changing financial landscape in recent times, which is a key factor in the Vasey RSL Care’s consolidated result moving from surplus to deficit over the last year. The demands of providing more complex health care at our facilities due to the needs of frailer residents entering into aged care, has required additional staff and has led to a subsequent increase in employee wages and associated expenditure.

To offset employment increases, Vasey RSL Care has been proactive in raising income from government funding at all residential facilities. Whilst this has been beneficial, the full benefit is often limited as the average permanent resident stay has decreased as the age of entry has increased. A by-product of the reduced average accommodation stay is an increase in resident turnover and resultant intermittent vacancy concerns which influence the overall financial performance of the facility.

As a business unit, the organisation’s Residential Aged Care has achieved a surplus of $506,716. However, this is below historical levels and this reduction in margin can be attributed to the current issues facing many not-for-profit providers within the sector.

Of the remaining business units, the Independent Living Units, which offer discounted rental accommodation for those in the veteran and ex-service community, recorded a deficit of $733,163, whilst our Home Care operations, offering consumer-directed care for users in their permanent place of residence, posted a surplus of $240,437.

External to operations, but nevertheless having an impact on the bottom line in 2015-2016, was the low rate of return on investments, particularly with our wealth management funds exposed to equities on local and international markets producing an annualised return of less than 2.50%.

As a result of these internal and external factors, Vasey RSL Care recorded a consolidated deficit of $1.59M for the twelve months ended 30 June 2016. In comparison, for the financial year 2014-2015, the organisation realised a surplus of $546K.

In addition, within the investment portfolio, interest rate returns from authorised deposit-taking institutions (ADIs) were at around 3%, which is at the high end by current standards, but well below historical averages and they are likely to remain so in the immediate future.
Despite a skittish environment, overall investment and cash equivalents for 2015-2016 increased by 12% from $84.311 million at commencement to a year end $96.743M, with the sale of the Elsternwick Independent Living Unit property in June being a significant contributor.

During 2015-2016 the organisation conducted a re-valuation of all land and buildings by independent valuers which realised a consistent increase across those assets of around $40M. The rise in land and buildings value is the reason behind the improvement in the net asset position of the organisation from $131.1M to $165.1M over the last twelve months.
### Income Statement & Comprehensive Income

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from continuing operations</td>
<td>$39,125,337</td>
<td>$35,893,705</td>
</tr>
<tr>
<td>Total revenue from continuing operations</td>
<td>$39,125,337</td>
<td>$35,893,705</td>
</tr>
<tr>
<td>Expenses from operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortisation expenses</td>
<td>$2,897,270</td>
<td>$2,730,209</td>
</tr>
<tr>
<td>Catering &amp; Consumables</td>
<td>$2,376,417</td>
<td>$2,276,383</td>
</tr>
<tr>
<td>Consultants &amp; Contractors</td>
<td>$1,313,999</td>
<td>$1,249,286</td>
</tr>
<tr>
<td>Repairs &amp; maintenance</td>
<td>$2,019,481</td>
<td>$1,965,929</td>
</tr>
<tr>
<td>Salaries and employee benefits expense</td>
<td>$29,434,116</td>
<td>$27,177,220</td>
</tr>
<tr>
<td>Other expenses from ordinary activities</td>
<td>$3,738,770</td>
<td>$3,467,604</td>
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<tr>
<td>Total expenses</td>
<td>$41,780,053</td>
<td>$38,866,632</td>
</tr>
<tr>
<td>(Deficit) for the period from Continuing Operations</td>
<td>$(2,654,716)</td>
<td>$(2,972,927)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus on sale of property assets</td>
<td>$490,860</td>
<td>$58,622</td>
</tr>
<tr>
<td>Unrealised capital gains/(deficit) from investments</td>
<td>$572,218</td>
<td>$3,461,094</td>
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<tr>
<td>Total comprehensive Income for the period</td>
<td>$1,063,078</td>
<td>$3,519,716</td>
</tr>
<tr>
<td>Surplus/(Deficit) attributable to Vasey RSL Care Ltd</td>
<td>$(1,591,638)</td>
<td>$546,789</td>
</tr>
</tbody>
</table>

### Statement of Financial Position

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>$27,237,412</td>
<td>$25,797,022</td>
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<tr>
<td>Trade and other receivables</td>
<td>$1,932,012</td>
<td>$1,865,815</td>
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<tr>
<td>Financial assets</td>
<td>$69,505,219</td>
<td>$58,513,846</td>
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<tr>
<td>Other assets</td>
<td>$1,870,918</td>
<td>$5,663,021</td>
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<tr>
<td>TOTAL CURRENT ASSETS</td>
<td>$100,545,561</td>
<td>$91,839,704</td>
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<tr>
<td>NON-CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>$144,837,827</td>
<td>$114,648,637</td>
</tr>
<tr>
<td>Intangibles assets</td>
<td>$6,375,000</td>
<td>$6,375,000</td>
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<tr>
<td>TOTAL NON-CURRENT ASSETS</td>
<td>$151,212,827</td>
<td>$121,023,637</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>$251,758,388</td>
<td>$212,863,341</td>
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<tr>
<td>CURRENT LIABILITIES</td>
<td></td>
<td></td>
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<tr>
<td>Trade and other payables</td>
<td>$3,080,592</td>
<td>$3,635,333</td>
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<tr>
<td>Short-term borrowings</td>
<td>$79,984,042</td>
<td>$74,907,067</td>
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<tr>
<td>Short-term provisions</td>
<td>$3,341,933</td>
<td>$2,994,396</td>
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<tr>
<td>TOTAL CURRENT LIABILITIES</td>
<td>$86,406,567</td>
<td>$81,536,796</td>
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<tr>
<td>NON-CURRENT LIABILITIES</td>
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<td></td>
</tr>
<tr>
<td>Long-term provisions</td>
<td>$246,193</td>
<td>$249,983</td>
</tr>
<tr>
<td>TOTAL NON-CURRENT LIABILITIES</td>
<td>$246,193</td>
<td>$249,983</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>$86,652,760</td>
<td>$81,786,779</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td>$165,105,628</td>
<td>$131,076,562</td>
</tr>
<tr>
<td>EQUITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained surplus</td>
<td>$(660,610)</td>
<td>$931,028</td>
</tr>
<tr>
<td>Reserves</td>
<td>$165,766,238</td>
<td>$130,145,534</td>
</tr>
<tr>
<td>TOTAL EQUITY</td>
<td>$165,105,628</td>
<td>$131,076,562</td>
</tr>
</tbody>
</table>
Auditors’ Report

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF VASEY RSL CARE LIMITED A.C.N. 109 464 360

Report on the Financial Statements
We have audited the accompanying financial Statements of Vasey RSL Care Limited a Not For Profit reporting entity which comprises the Statement of Financial Position as at 30 June 2016, the Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and the Statement of Cash Flows for the year ended on that date, a Summary of Significant Accounting Policies and other explanatory notes and the Directors’ Declaration of the company as at the end of the financial year.

Directors’ Responsibility for the Financial Statement
The directors of Vasey RSL Care Limited are responsible for the preparation and fair presentation of the Financial Statements in accordance with Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Act 2001. This responsibility includes establishing & maintaining internal control relevant to the preparation and fair presentation of the Financial Statements that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility
Our responsibility is to express an opinion on the Financial Statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan & perform the audit to obtain reasonable assurance whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts & disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the Financial Statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the Financial Statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence
In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, provided to the directors of Vasey RSL Care Ltd, a Not For Profit reporting entity, would be in the same terms if provided to the directors as at the date of this auditor's report.

Auditor's Opinion
In our opinion, the financial report of Vasey RSL Care Limited, a Not For Profit company is in accordance with the Corporations Act 2001; including

(i) giving a true and fair view of the company's financial position as at 30 June 2016 and of its performance for the year ended on that date;
(ii)
(iii) complying with Accounting Standards applicable to Not For Profit organisations and the requirements of the Corporations Regulations 2001;

Name of Firm: MORTON WATSON & YOUNG AUDITORS PTY LTD
Chartered Accountants
Address: 51 Robinson Street, Dandenong 3175
Registered Company Auditor (365612)

Auditor/Director: Kerpans, Warrnam
Dated this: 28th day of September 2016