

ANNUAL REPORT 2017/2018



RSL CARE SA

CHAIR'S REPORT

Loretta Byers

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This being our 103rd year, it is my pleasure to present RSL Care SA's Annual Report for the Financial Year 2017/18.

Yet again, it's been another eventful year where we continue to perform well in all areas of the business.

RSL Care SA's objective is the provision of accommodation and care services to elderly members of the ex-service community, and even though almost half our residents within the residential aged setting have a DVA entitlement, it's not exclusively so, many of our residents have no direct service connection. The provision of accommodation and care services also spans our Retirement Living and Affordable Housing portfolios where we have delivered a range of essential services.

I am particularly proud of our Andrew Russell Veteran Living (ARVL) program, which provides emergency transit accommodation to the younger cohort of South Australia's veteran population that are experiencing homelessness. Earlier this financial year we purchased a group of 10 small units that provide individual accommodation and importantly a personal address for the recipients of this accommodation. The Program Manager for ARVL, Mr Ben Challinor continues to dedicate an enormous amount of personal time and energy to the success of this program.

The past 12 months has seen the Board of RSL Care SA successfully implement our strategic plan to find growth opportunities in regional South Australia, and after careful due diligence, Waterford Estate was purchased. A 136 home retirement village in Murray Bridge with additional land for further expansion in the future, possibly in the residential care space.

We continue to be a proud and important not-for-profit in South Australia's Ex-Service Organisation (ESO) landscape. Our Board carries a significant amount of responsibility for our residents, and also our dedicated staff and volunteers. For this, and all they do, I thank my fellow Directors for volunteering their precious time and experience in support of our organisation. I am humbled by their devotion and dedication.

This year we have congratulated a number of staff members chosen as finalists, nominated in a variety of peak industry awards. Particular mention to enrolled nurse Kylie Booth, who was crowned winner of the 2018 Nursing and Midwifery Excellence Award for Enrolled Nursing – South Australia.

It has been an honour to act as Chair for the past three years and I thank the Board members for their ongoing support, and in particular Geoff Tattersall in the leadership role of Deputy Chair and Chair of the Audit, Finance and Governance Committee.

This year is my 10th year on the board of RSL Care SA (formally the War Veterans Home), and I highlight some of the significant events of the past 10 years.



2008
Total asset value
\$34,795,825

2018
Total asset value
\$145,442,099

2008/2009

The manager of the War Veterans Home was the Director of Nursing, supported by a small team of accounting staff.

The Chairman played a significant management role and visited the home regularly signing all cheques for payment. Interestingly the total asset value was \$34,795,825.

2014

Purchased the Hamilton Retirement Village at Glengowrie and the Sturt Village in Marion. Hamilton Village adding 31 homes and Sturt Village adding 36 homes to the retirement living portfolio.

2010

A recruitment drive for up-skilled senior staff, particularly in accounting

2015

Acquisition of seven Housing Trust units at Wallaroo in partnership with the SA Government.

Celebrating 100 years since the formation of the Soldiers Home League

RSL Villas and War Veterans Home were re-accredited for a further 3 years.

2011

External recruitment was undertaken to find an appropriate CEO. Geoff Tattersall was the worthy applicant having worked in the health sector for many years and more notably as CEO of The Repat.

Geoff lead discussions on the strategic intent of both the War Veterans Home and the RSL SA State Branch regarding the aged care and affordable housing assets managed by the Poppy Day Trust. This then lead to further merger discussions.

2016

Completion of two luxury three bedroom retirement homes at Myrtle Bank

Purchased additional adjoining properties to Myrtle Bank for \$3.1M

Rebranded our Homes for Heroes program to Andrew Russell Veteran Living (ARVL)

2012

The merger with the Poppy Day Trust took place, along with the name change from War Veterans Home to RSL Care SA. We took on the responsibility of the assets of a 55 bed Aged Care Facility and affordable housing at Angle Park, Campbelltown, Clovelly Park and Wallaroo.

2017

Purchased 10 units at Sturt for the ARVL program for \$1.6M

Celebrated 100 years onsite at Myrtle Bank, providing care for veterans and the ex-service community.

2013

A year of consolidation of governance, care and business practices. Commitments to growth and expansion resulted in many of the following initiatives.

The sale of a vacant Semaphore property was finalised with \$2.3M received

2018

Purchased Waterford Retirement village 136 units plus additional land for future expansion or alternative use.

Built 6 new rooms at RSL Villas in Angle Park plus embarked on a total property refurbishment and commenced the major refurbishment of the community and office areas of War Veterans Home.

Total asset value has grown by \$110,646,274 to \$145,442,099.

CEO'S REPORT

Nathan Klinge

I would like to make specific mention of the efforts of Nathan Klinge, he has worked tirelessly to partner RSL Care SA with key external stakeholders, for the benefit of the organisations involved. He has implemented our Strategic Plan to achieve successful outcomes, while building outstanding staff capabilities. Nathan's unwavering belief, dedication and commitment to RSL Care SA shows in the successful results we report today.

The future continues to look busy and we are fortunate the work done over the past 12 months has positioned us well as we look confidently to what 2018/2019 will bring.

It is worth noting that the aged care industry continues to experience periods of significant change and reform, with many providers feeling the pressure of compliance, funding limitations and competition. The Board are prepared for the challenges faced by the sector, and will pursue well-considered initiatives, to ensure our continued distinction, growth and success in the industry. RSL Care SA welcomes the Federal Government's decision to conduct a Royal Commission into the aged care industry for the benefit of the elderly in our community.

As we close the door on FY 17/18 I reflect on a financial year that has again demonstrated a solid performance for our organisation, contributing \$230,000 to our charitable purpose and still returning a surplus of \$1.3M.

I stress that as a not-for-profit entity, we utilise any surplus generated to benefit our community and our altruistic objectives. It is through our commercially responsible conduct that we are able to continue our charitable mission.

A special thank you to our life members, of which I am grateful for the willingness, guidance and support that this esteemed group continues to show for our organisation.

I also extend my personal thanks to the staff and volunteers of RSL Care SA. I am encouraged by the level of commitment they display both towards our organisation and towards each other. Thanks must also go to the members of our Retirement Village Committees, who contribute much towards the effective management of the Villages and to the quality of life for our Village residents.



The past 12 months has proven to be a landmark period for RSL Care SA, with a number of positive and strategically significant events setting the tone for what has been a very productive year. I will discuss these events in more detail a little later in my report.

Firstly however I would like to begin by thanking and congratulating our Board, who continue to provide responsible and strategic leadership that guides our actions and shapes our future. Intrinsic to the Board's decision-making process has been their commitment to the principles of good governance for RSL Care SA, and I have personally witnessed their competence in this regard through our monthly meetings and also through our various activities at sub-committee level. Our Board is skills-based and is made up entirely of volunteers who receive no payment for their continued support and stewardship of our organisation. I thank them for choosing to serve our organisation in such a manner, and for accepting the various responsibilities associated with being a volunteer Director on a not-for-profit Board. I would like to specifically mention our Chair, Loretta Byers, who has guided the Board through some very important and robust discussions over the past 12 months to achieve excellent results. I would also like to acknowledge the Chairs of our sub-committees (Loretta Byers for Retirement Living, Geoff Tattersall for Audit Finance and Governance, Peter Kralj for Property Strategy, and Elizabeth Clare for Care and Compliance), because each of these Directors has taken on additional leadership roles to ensure that we continue to excel across all performance dimensions.

One of the most significant events for us this year has been the welcoming of the Waterford Estate Village into our ranks, and I have very much enjoyed the opportunities I have had to get to know the residents of Waterford and to spend time with the village committee. Towards the end of 2017 RSL Care SA worked hard with the previous owners of the village to complete a thorough and deliberate process of due diligence, which saw both parties gaining a high level of understanding and respect for each other as we worked through our negotiations. This process meant that by the time we actually took ownership of the village in December 2017 we were well positioned for the smooth transition of the Waterford community into our fold, and we have all hit the ground running. We will talk more about Waterford Estate Village in later sections of this report, but for now I just want to pass on my personal welcome and thanks to the staff and residents of Waterford for playing such an important role in enabling the seamless transition of the village into our retirement living portfolio.

Our other retirement villages at Marion, Glengowrie and Myrtle Bank have also enjoyed very successful and busy years, and I am happy to report that sales are strong in each village and our quality homes are full



CEO'S REPORT

of residents enjoying the benefits that our vibrant and socially connected communities bring. I'd like to thank all of our village committees and social groups for the significant contributions they make to village life, and to all of our residents who have each contributed in their own ways towards the social fabric that makes our villages such a pleasant place to be.

Other events of strategic significance to RSL Care SA over the past 12 months have included:

- Changes to our Constitution that ensure our governance structures are sufficiently agile to respond to changes in the industry, whilst ensuring we maintain the highest levels of compliance with legislation and with the guidelines of the of the Australian Charities and Not for Profit Commission (ACNC).
- The purchase of an additional 10 units for our Andrew Russell Veteran Living (ARVL) portfolio, bringing the program's total accommodation for homeless veterans to 48 units.
- Our strategic relationship with Westside Housing Association continues - enabling access to an additional 20 long-term accommodation units for homeless veterans beyond the 48 units already provided by ARVL.
- The commencement of the redevelopment of RSL Villas - This is a \$4.4M redevelopment that has already seen the addition of an extra six rooms (to help us meet the growing needs of our Vietnam Veterans and their partners), and the commencement of a refurbishment program to completely renovate 34 of our existing rooms. We will also be constructing a new admin area and dining room, as well as a new centralised commercial laundry. This is the most significant refurbishment at the Villas in its 20-year history.
- Redevelopment of the War Veterans Home - In 1917 our foundation residents could have only dreamt of the level of accommodation that is now available at the War Veterans Home in Myrtle Bank, and I am pleased to say that we continue to improve on this already high level of service offering. The most recent work we are undertaking has seen us commit \$2.4M to construct a new pool room (a specific request from our Vietnam Veterans!), a new purpose-built café, a new hairdressing and beautician's salon, and the redevelopment of a specialist dementia unit to meet the growing need of older persons' mental health. I look forward to reporting more fully on the completion of these works (and at RSL Villas) in next years' report, but for now I have included some photographs in this report to show you how the projects are progressing.



- 100% compliance against the Aged Care Quality Standards for the government's audit of the War Veterans Home (the RSL Villas will be audited in FY18/19).
- Much improved capacity to engage with our stakeholders via social media.
- The introduction of our Janus Approach, which places the entire emphasis in aged care on the resident, not us. Kellie Whelan talks more about this in her Chief Operations Officer report.
- Provision of support to the broader veteran community of grants and sponsorships, totalling \$230,000.
- The employment of Kane Hall (an Afghanistan Veteran) as our Veteran Support Officer, who helps to meet the needs of our veterans in residential care.
- Support to RSL SA - The provision of \$125,000 to assist the RSL in SA to continue to do good work in supporting veterans.

So, as I mentioned at the start of this report the past 12 months has certainly been a positive and strategically significant period of time for RSL Care SA, but despite all of our achievements there remains much work for us to do. Certainly our industry is presently changing, shaped largely by an evolving demographic of elderly Australians as our nation's baby boomers enter the aged care window (including our Vietnam Veterans), and as the government wrestles with the challenges of funding and managing a sustainable national aged care network. I am pleased to report that RSL Care SA exceeds industry averages for the provision of care and wellbeing staff in our homes, and we will continue to do so as others look to grapple with issues such as providing 24-hour RN coverage in their homes (which is something that we at RSL Care SA have been doing for many years).

Our organisation continues to perform well socially and financially, and again this year we have returned a responsible surplus (\$1.3M) that will enable us to continue to grow and develop our offerings in pursuit of our altruistic endeavours. We are also changing our workforce in deliberate ways that not only responds to the needs of our current residents, but that will posture us to meet the future needs of those residents that we are yet to meet. In her report our Chair reflects on how far our organisation has progressed over the past 10 years, and I am certain that the next 10 years will generate just as many challenges and opportunities if not more.

I began my report by thanking the Board, and I would like to conclude it by paying tribute to our Executive team and all of our staff who provide an outstanding level of dedicated and professional service to the residents of RSL Care SA. The same can be said of our many volunteers who do much to enrich the lives of our residents through their empathetic and committed volunteerism, both in our nursing homes and in our retirement villages. While I am proud of our buildings and our physical infrastructure, I am clear that our staff and volunteers remain RSL Care SA's greatest asset.

BOARD OF DIRECTORS



Loretta Byers (Chair)

Loretta Byers is well known as one of the retirement village industry's pioneers having experience in the nursing, gerontology and aged care industry, and more specifically over 25 years in the retirement village industry. In 2004 Loretta was awarded Life Membership of the Retirement Village Association for her services to the industry.

She held the position of Managing Director, Cooperative Retirement Services, where she was responsible for over 50 villages across Australia prior to her ownership of Village Care which she developed into a national management and marketing company working across all Australian States.

Loretta has served 10 years as a board member, Deputy Chair from 2013-2015 and appointed Chair in 2015.



Geoff Tattersall (Deputy Chair)

Geoff had a 37 year career in the public health system before taking up roles in the aged care sector culminating in his appointment as the inaugural CEO of RSL Care SA in 2011. Previous senior roles include: Deputy CEO/Chief Operating Officer, Masonic Homes; CEO, Repatriation General Hospital; Chief Finance Officer, SA Department of Health; CEO, Noarlunga Health Service; Executive roles at Women's and Children's Hospital initially as Chief Finance Officer followed by Assistant CEO (Corporate and Diagnostic Services); Director of Administration, Julia Farr Centre.

Concurrently to his civilian career he served 29 years in the Army Reserve as an Infantry Officer.

He has served on various not for profit boards and was recently appointed by the State Minister of Health as Presiding Officer of the Veterans Health Advisory Council.

He is an economics graduate of Flinders University, a Life Member and Fellow of the Australasian College of Health Service Management and a member of the AICD including participation in their Company Directors course.



Rob Hankins

Rob has had extensive experience as a CEO and board member in the human services sectors. He sees his role as that of a strategist and facilitator, combining the notion of 'risk and opportunity' while ensuring long term sustainability and growth.

Recently he focused on identifying and developing innovative services, designed to enable our older citizens to continue living as independently as they can, in the community where they choose to live. He has also sought to influence government policies and strategies in the aged care and housing sectors, both directly and through state and national industry bodies.

In stepping away from full time executive roles, Rob established his own consulting and advisory business. He is keen to use the knowledge and experience he has gained to assist organisations improve the services they provide to enhance the lives of our older citizens.



Robin Turner

In 1969 Robin was called up for National Service during which he served in South Vietnam in 1st Armoured Regiment. This was the genesis of his interest in veterans' wellbeing which has seen him on the Poppy Day Trust Board and that of RSL Care SA where he also serves on the Property Strategy Committee.

Robin employs about 40 staff in property sales and management with his company now in its 28th year. He has been recognised by his profession with two fellowships and is a Sir Robert Torrens Awardee, as well as being the longest serving president of REISA. The Attorney General has appointed him as an Assessor to the District Court which is a semi judicial role.



Peter Krajc

Peter is the Managing Director of Cost Management Partnerships Pty Ltd, a Member of the Australian Institute of Project Management, current AIPM Representative on Construction Industry Forum and Past Chapter Councillor of the Australian Institute of Project Management.

Peter's main areas of interest are in the development of methodology processes and contract procedures to establish appropriate methods of facility procurement in the construction and infrastructure sectors.

Peter has served as an RSL Care SA Board Member for 13 years.

BOARD OF DIRECTORS



Elizabeth Clare

Elizabeth Clare is a Communications Consultant and Project Management adviser in the not for profit and SME sectors. She holds post graduate qualifications in Communications, Public Relations and Business Management.

She was previously the General Manager, Property for the Masonic Homes and subsequently the Executive Director of the Mary Potter Foundation.

She served as a Director of the Bedford Group for 10 years and Chaired the Bedford property committee for eight years.

Elizabeth has been a Board member of RSL Care SA for six years.



Frank Kite

Frank's substantive career was in professional services with Ernst & Young culminating in his appointment as a Partner in the Management Consulting Division where his primary focus was in Financial Management and Performance Improvement. Frank set up and was Director of Centra Consulting in November 2001 until 2006, and reactivated Centra Consulting from 2010 to 2014, after almost four years as a General Manager for Spotless Services Australia Limited. At Spotless Services he gained insight into the management and delivery of outsourced industrial service contracts.

Frank is currently Chair of the Burnside War Memorial Hospital and was Chair of the Women's and Children's Health Research Institute for 10 years until 2013 prior to its merger with the University of Adelaide.

Frank's qualifications and memberships include a Bachelor of Economics University of Sydney, Master of Economics Macquarie University, Fellow of the Institute of Chartered Accountants in Australia and Graduate, Australian Institute of Company Directors.



Alex Heidenreich

Alex is a fourth generation Australian Army soldier and officer.

During a 23 year military career, Alex fulfilled challenging leadership appointments in a diverse array of environments, including three special operations deployments to Afghanistan and one to Timor Leste. Alex concluded his full-time service career as a Commander in the Australian Special Air Service Regiment.

Alex is currently a co-founder and Executive Director for Diamond Cyber Security and a partner in a specialist leadership training firm, Laterus. He is also concurrently completing an MBA with the University of South Australia.

Alex has an extensive background in the fields of telecommunications, information systems, cyber security consulting, crisis planning, risk management and leadership.



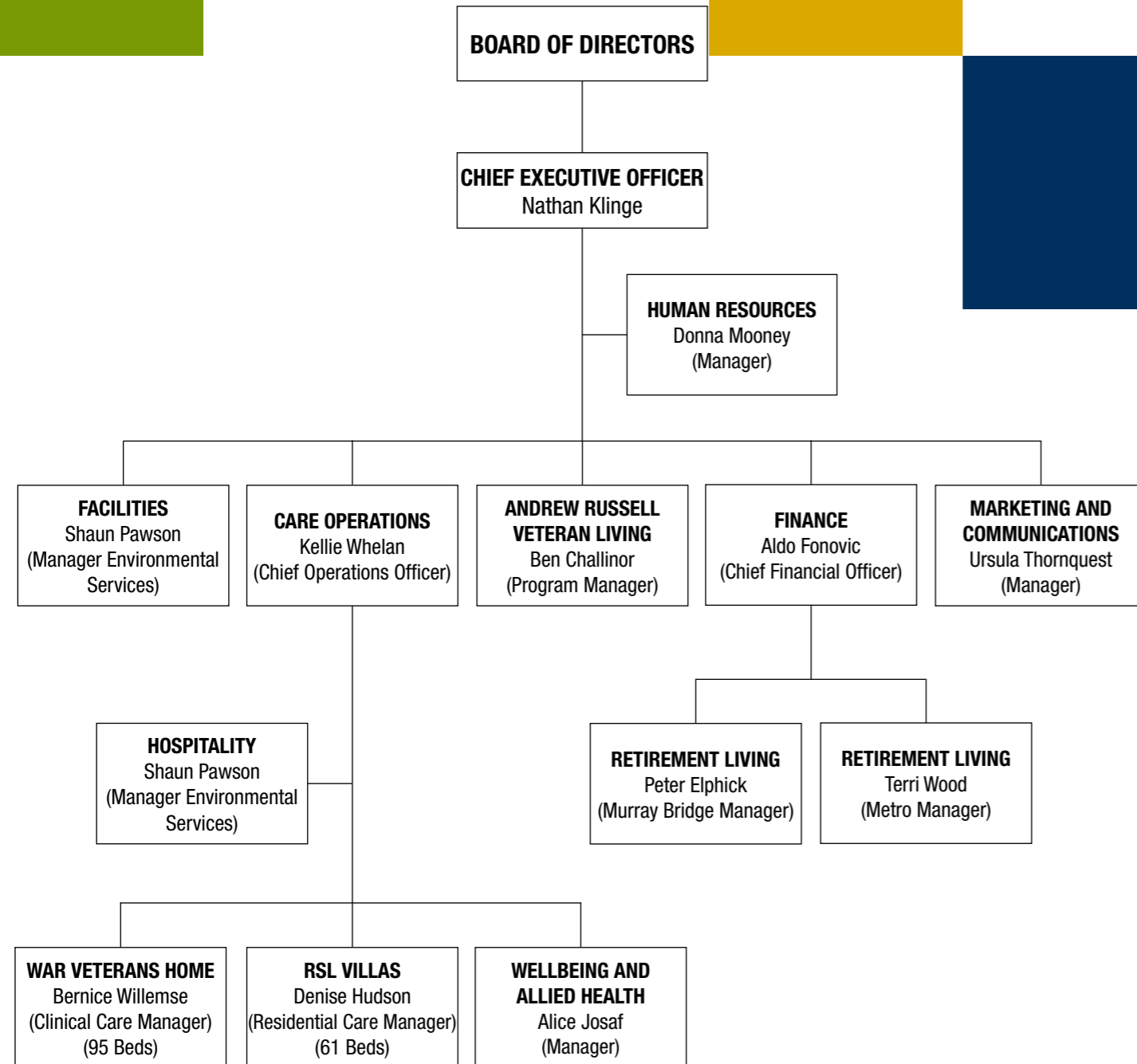
Larry Opie

Larry is a consultant in O'Loughlins Lawyers' Corporate and Commercial Group. He has extensive experience in corporate and commercial law matters, including IPO and other capital raisings, company mergers, takeovers, schemes of arrangements, share and business acquisitions and disposals, mergers of co-operatives and conversion of co-operatives to public companies and has acted for the State Government in respect of substantial and complex matters.

Larry is Deputy Chair of the Burnside Hospital, a member of the Law Society of South Australia and a past State Chairman of the SA Division of the Taxation Institute of Australia.

CARE OPERATIONS

Kellie Whelan



The past year has seen some quite negative stories come out of the aged care industry along with a constant wave of change in regulatory processes and expectations. Our Operations team have continued to provide high quality care and navigate this change professionally and proactively, while continuing to achieve great accomplishments and recognition.

War Veterans Home Re-Accreditation

In May 2018, our re-accreditation of the War Veterans Home was conducted over two days. Our team performed exceptionally well, which was demonstrated to the Australian Aged Care Quality Agency (AACQA), through observation of their work as well as feedback from residents and families. On the 26th June 2018, the State Director of AACQA SA & NT provided us with their decision on our re-accreditation that we have met all 44 of 44 expected outcomes and are re-accredited for the maximum period of 3 years. The surveyors provided us with positive feedback regarding the staff, who were complimented for their conduct and the manner in which they go about their business as well as the good work they are doing with our residents. Furthermore we were congratulated for our Janus Approach philosophy of care which is being implemented across the organisation, with the surveyors commenting that we are well prepared for the new quality standards that will be introduced in July 2019.

We continue to undergo the annually scheduled unannounced assessment contacts from the Quality Agency which occur each financial year. Through these assessments, at both our sites last year, we have been successful in demonstrating our ongoing responsibility and accountability of achieving these levels of care and services on a daily basis.

Royal Commission

RSL Care SA welcomes the Government's decision to hold the Royal Commission and believe the attention a Royal Commission will bring to the sector can be harnessed for the benefit of older Australians.

We encourage families and representatives to engage in this conversation with their local politicians around staffing and quality care, understanding that in order for real change to occur the industry needs to be funded accordingly.

South Australian Nursing and Midwifery Excellence Awards

The South Australian Nursing and Midwifery Excellence Awards

CARE OPERATIONS

recognise and acknowledge the significant contribution that nurses and midwives make to their professions and the wider community through their practice.

We are very proud to have amongst our ranks, the 2018 Nursing and Midwifery Excellence Award for Enrolled Nursing - South Australia, Kylie Booth. Kylie has been with RSL Care SA for over 16 years and is truly deserving of this award, her practice and the nurse she is speaks unquestionably to this achievement.

Awards such as these reinforce the quality of our employees. We are humbled that an organisation of our size is able to mentor, develop and advance our staff in many different and unique ways, attracting and retaining the quality of staff we do that further enhances the quality of life of our residents.

Family Information Nights

Over the past 12 months we have introduced regular family information evenings at both of our residential care facilities. These evenings have provided a great opportunity for families to meet with the leadership team, particularly those families who are unable to attend the facility during working hours.

Operations Leadership Team

The War Veterans Home has seen some changes in its leadership over the past 12 months with several internal promotions into these leadership positions. All of these staff have continued to excel in their new positions and we have commenced the development process to ensure we have appropriately experienced staff to step in while all of these key leaders take leave or are seconded for special projects.

Wellbeing Reforms and Volunteer Coordination

As part of the introduction of our Janus Approach, we have intentionally restructured our Wellbeing team to combine our allied health and wellbeing services together. This deliberate strategy is to support the Janus Approach philosophy and strengthen the governance in this area of care and service delivery. In addition we have appointed an Occupational Therapist, to ensure that our wellbeing programs are evidenced based with activities designed to assist residents to develop, recover, or maintain meaningful activities of interest for them, either through physical modifications or through supporting mental health.

To further complement our new philosophy of care, we have also appointed a Volunteer Coordinator. Volunteers are an integral and



valuable asset for our organisation and our Volunteer Coordinator has been actively recruiting volunteers to specific roles which has further enhanced our wellbeing programs. Over the past 12 months, our volunteer base has increased from 10 regular volunteers at the War Veterans Home contributing approximately 60 hours per month, to over 45 volunteers contributing over 220 hours per month. In June the role expanded to include the RSL Villas and we look forward to increasing the enriching volunteer contribution there.

The year ahead

We are well underway with the preparations for re-accreditation at RSL Villas. With the announcements made by Federal Aged Care Minister Wyatt in February 2018, our re-accreditation at RSL Villas will be 'unannounced' which means we will not have definite dates, rather a 'window' of when the surveyors will be visiting the facility for their audit, that will occur at some stage before 23 February 2019. We are encouraged by this change in legislation, as we do not operate differently when surveyors are present to when they are not, so we are ready and eager for their visit.

As part of the reforms to the aged care system, the government is developing an end-to-end, market-based system with the sector where the consumer drives quality. This includes a Single Aged Care Quality Framework with improved quality assessment arrangements for assessing provider performance against quality standards. Over the next 12 months we will be actively preparing for the introduction of these standards, that will increase the focus on quality outcomes for consumers and recognise the diversity of service providers and consumers.

Finally, the successful achievements of the past year are not possible without the commitment and dedication of all staff that provide care either directly or indirectly to our residents and their families. Only by our collective efforts can our organisation continue to achieve its objective of providing quality aged care services to its consumers. To the veteran and wider community and to our many supporters, we thank you for your support and faith in our organisation, and to our residents and families we thank you for the trust you place in our team of excellent health care professionals.



Residents and representatives have an expectation of person centred care; however this has become increasingly difficult to meet with the emergence of a secondary population of residents who have very different demands/needs to that of the primary/initial population. The Janus Approach is a philosophy of care that acknowledges residents are unique individuals, who have a variety of personal needs and preferences, and actively works to meet the needs of these very different and unique populations and individuals.

The Janus Approach is named after the Roman God who was the god of beginnings and endings, transitions, doorways and time. Janus frequently symbolised change and transitions such as the progress of past to future, from one condition to another and young people's growth to adulthood. He represented time, because he could see into the past with one face and into the future with the other, and from this we recognise that our residents have a story to tell about who they were, and still have a story to tell about who they want to be.

- The approach enables services and care needs to be adapted to meet the priorities and 'picture' of quality of life for each individual resident as well as the 'home' as a whole.
- Residents require care delivery to be person centred and evidenced based ensuring each resident's physical, cultural, psychological, social, sexual and spiritual needs are addressed.

Specialty areas of care provision and delivery are addressed through the 'Janus Keys'. The leader for each respective 'key' is accountable for maintaining current evidenced based practice and applying this in the performance monitoring of care delivery to the residents of RSL Care SA.

Introduction of Janus and Dignity Principles

We had 200 participants across the organisation who attended the training sessions, which included residents, representatives, volunteers and Board members. Whilst many of our staff were already on the journey towards the Janus Approach, with respect to how they provide care and services, this education provided the 'why' in order to shift the organisational expectations to a higher level of inclusion and resident focus. The other expected outcome from the training, and specifically the dignity workshops, was to produce Janus Approach Dignity Principles. We are very proud that these principles have been developed in collaboration with our residents, representatives and Directors. All our staff and volunteers will be held to account to these principles, as well as the Charter of Resident Rights and Responsibilities, in how they provide care and services for our residents.

THE JANUS DIGNITY PRINCIPLES

SEE ME

To "see me" is to see who I am, not what I am

1. Value my story, know my past, my present and what I want for my future
2. Know who I want to be into the future
3. Know how to make my day enjoyable

WELCOME ME

To "welcome me" is to create a community that I can belong to

1. Help me transition my space to my 'home' and a place of tranquillity
2. Help me develop trust in those who provide care and those who live with me
3. Enable me to have companionship and camaraderie with those I choose

INCLUDE ME

To "include me" is to remember that I am a part of all that happens in my life

1. Acknowledge me and include me in your conversations and actions
2. Use language that includes me and does not 'label' me
3. Involve me in discussions and information for me to make decisions

SUPPORT ME

To "support me" is to be *with* me on my emotional journey

1. Understand the challenges I face, provide me with comfort or space to be on my own
2. Celebrate with me in my successes and achievements
3. Work with me to retain my sense of worth

EMPOWER ME

To "empower me" is to encourage and help me to be all that I can be to the end of my days

1. Enable me the freedom to preserve my differences and identity
2. Encourage me to make choices that enhance my perception of quality of life
3. Encourage me to be as independent as I am able to be

The Janus Keys are as follows:

DIGNITY AND PERSON CENTRED CARE

JANUS KEY

The Janus Approach ensures that a comprehensive life history or 'Life Story' is gathered for each resident in partnership with the resident, and families who wish to be involved. From this life story and with resident and family collaboration, staff are able to determine what quality of life means to each resident. Life stories are taken by staff who have received specific training in this area of assessment and are generally conducted over several weeks as a relationship of trust is built with the individual resident (or family).

Dignity for each resident is promoted through an understanding of their individualised goals of care, personal preferences and individual 'life story'. Staff are assisted to familiarise themselves with these 'life stories' in order to deliver the appropriate care as well as adhere to RSL Care SA principles of dignity. These principles were developed in partnership with residents, representatives, floor staff, management and the Board of RSL Care SA.

MEANINGFUL AND ENGAGING PROGRAMS

JANUS KEY

The Janus Approach recognises the need for social and leisure time programs as an integral part of daily living, however programs should have purpose through enhancing and strengthening the physical and psycho-social capabilities of the resident and increasing self-esteem and self-worth. Through this Janus Key we ensure that residents have a wellbeing program that is designed to promote each resident's independence consistent with individual abilities and wishes, thereby promoting dignity and self-respect. Residents have the choice and opportunity to participate, or not, in programs and to change their mind regarding their preferences. Programs may be active or passive, formal or spontaneous according to the requirements of the individual. They may be provided for a group of residents with common interests, or for an individual to support their own personal interests and abilities.

SPIRITUAL CARE AND CONNECTEDNESS

JANUS KEY

The Janus Approach recognises that all residents have spiritual needs which may not always be based on religious belief or lack of belief. Spirituality is the way we seek and express meaning and purpose; the way we experience our connection to the moment, self, others, our work and the significant or sacred (Meaningful Ageing Australia 2014). This Janus Key recognises that the need for spiritual comfort can vary along an individual's life journey. Needs can change when a resident is faced with emotional challenges and a significant sense of loss, which can be associated with a move to a new environment, changed circumstance or adjusting to life in an aged care setting.

Staff gain an understanding of what spirituality means for each individual and support resident's spiritual care needs. These also include cultural practices, customs and rituals that residents have undertaken throughout their life and are not isolated to a country of birth

SEXUALITY AND INTIMACY

JANUS KEY

The Janus Approach recognises that the need for love, affection, physical closeness and contact continues throughout life, including for residents who are living within an aged care setting. People living in an aged care facility will often still have sexual desires and be capable of acting on those desires, as well as having a need to express themselves sexually, however, this may be difficult for residents to disclose as it has always been a topic kept private or only shared with people they trust.

As part of this Janus Key and an individual resident's quality of life, it is also important to understand the level of intimacy they need or desire. Support to achieve emotional connection and intimacy at any level are developed with the resident (or family), to support each individual resident's need for intimacy and sexual expression in whichever form this may take.

MENTAL HEALTH

JANUS KEY

Mental health illness and disorders are as important as physical care needs and often have as great an impact on physical and social wellbeing. Some examples of mental health conditions experienced by residents within RSL Care SA are depression, anxiety and confusion. These can be suffered by any resident at any time, and individuals respond differently to these conditions and staff work with residents and families to support residents diagnosed with these conditions, ensuring that all staff are aware of how to support residents to achieve the best outcome in-line with the resident's goals of care.

PALLIATIVE APPROACH

JANUS KEY

The Janus Approach adheres to the Palliative Approach in Residential Aged Care (2005). This approach ensures that residents with life limiting illnesses are afforded quality of life throughout their journey within the residential aged care setting. This Janus Key affirms life and respects dying as a normal process. It neither hastens nor postpones death, but rather aims to enhance the quality of life whilst also positively influencing the course of the illness.

This Janus Key also recognises that there are three very distinct phases of palliation (greater than 6 months to live, less than 6 months to live, and end of life approaching within a week) and ensures that within each phase the resident is provided with:

Autonomy, dignity, comfort and respect

Honest, open discussion about conditions and treatment options

Access to any available evidence-based treatment options

Effective management of pain and other distressing symptoms

Quality of life, as defined by them, in the circumstances

Assurance that any cultural or spiritual wishes will be upheld

Access to the people they wish to be present

Our staff will meet with residents and families on admission and throughout their admission period to ensure that staff and families have a sound understanding of the type of care the resident wishes to be delivered at each stage of palliation.

ANDREW RUSSELL VETERAN LIVING

Ben Challinor



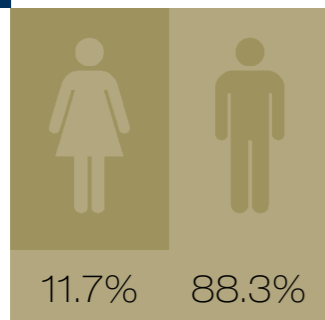
Now at the end of its third year of operation, having commenced the program on the 15th of November 2015, RSL Care SA's Andrew Russell Veteran Living (ARVL) program has provided over 7000 nights of accommodation to 76 veterans experiencing, or at risk of experiencing homelessness. The veterans, who access this service available to them by RSL Care SA, do so for a variety of reasons, including, but certainly not limited to, financial problems, relationship breakdowns, health issues, addictions (drug, alcohol and gambling), difficulties with navigating the private rental market or simply falling on hard times. The emergency and transitional accommodation provided to veterans through the Andrew Russell Veteran Living program allows them to address their personal issues instead of wondering where they are going to sleep on any given night.

The longest length of stay at the ARVL accommodation is 728 nights while the shortest length of stay is a single night. The average length of stay is 94 nights and generally those who reside at the ARVL accommodation for around this length of time or longer, vacate into permanent and long term accommodation. On average the ARVL program receives 2 new residents per month. The majority of veterans accessing the accommodation are aged between 26 and 55 years, meaning they are still of working age, however many are long term unemployed making it difficult for them to re-engage with the workforce.

Of the 76 veterans who accessed the ARVL accommodation 68 were male and 8 were female. The 11.7% of female veterans, closely reflects the male to female ratio that currently exists within the Australian Defence Force. 56 ARVL residents had previously served in the Australian Army, with the majority of those having served in the Royal Australian Infantry. 11 identified themselves as having served in the Royal Australian Navy and 7 from the Royal Australian Air Force, two identified as being partners of veterans.

Approximately 12 months ago, RSL Care SA purchased the new home of the Andrew Russell Veteran Living program in Sturt, South Australia. The 10 units within this block are fully furnished and are located within walking distance from the Marion Shopping Centre, making it easy for residents to do their weekly grocery shopping and access important services such as Centrelink, Housing SA, various health services, as well as public transport.

The ARVL accommodation was officially opened on the 16th of February with an event held at the Marion RSL Sub-Branch, which saw a coming together of a number of ex-service organisations and local homelessness providers, as well as a number of MP's and other supporters of the program. On the morning of the accommodation



opening, a much more intimate unveiling of the Andrew Russell memorial took place at the ARVL accommodation, with Andrew's parents, Bob and Jan Russell in attendance.

Since moving to the units at Sturt, 26 veterans have accessed ARVL accommodation. Eight continue to reside at the accommodation while 14 have vacated into some form of permanent and ongoing accommodation. Our relationship with Westside Housing Association has resulted in six ARVL residents moving into community housing provided by that organisation. Another three have moved into accommodation provided by RSL Care SA's own Affordable Housing portfolio located at Campbelltown, Angle Park and Wallaroo.

The 2017/18 financial year has further demonstrated the need for a veteran specific homelessness service that provides accommodation to veterans experiencing, or at risk of experiencing homelessness. RSL Care SA will continue to address this need, both now and into the future, through the continued operations of the Andrew Russell Veteran Living program.



FINANCIAL PERFORMANCE

Aldo Fonovic



I am proud to share with you the financial results achieved by RSL Care SA in FY 2017/18. It was a year not without challenges, but the strong financial position that we have built assures we are well equipped to manage these challenges and deliver our services to the veteran community.

Our financial focus this year has been on identifying and delivering strategic capital investments that were chosen to further contribute to the delivery of our services to the veteran community.

These investments included:

1. The purchase of 10 units at Sturt for the ARVL program
2. The purchase of Waterford Estate Retirement Village, 136 units at Murray Bridge
3. Extensive refurbishment programs at both of our aged care facilities

Our strong financial foundation carefully developed over the last one hundred years has allowed us to fund this investment program wholly from our cash reserves and operating cash flow.

Key financial headlines to note for the year are as follows:

Operating Results Flowing to Profit and Loss

Total revenue reduced \$0.5M to \$16.1M the reduction in revenue was inherently due to the large one off contributions recognised in the previous financial year not recurring this year.

Our Retirement Village portfolio continues to perform well reflecting our ongoing efforts and it's pleasing to note that the acquisition of Waterford Estate has made an immediate positive contribution to our results.

Returns from Residential Aged Care remain in line with last year which is an encouraging result given the downward pressure being placed on government funding, and the ever increasing compliance and statutory complexity surrounding the delivery of aged care.

Our expenditure was slightly higher than the prior year and can be attributed to the recognition of one off costs relating to the acquisition of the Waterford Estate and our increased grant support expenditure of the RSL SA State Branch during 2018.

We continue to invest considerable time and effort to ensure that the business operates as efficiently as possible and it is pleasing to note that year on year growth in expenditure was less than the rate of inflation once the previously mentioned one-off costs are excluded.

Financial Position/Balance Sheet

Our financial position is solid and continues to strengthen with the addition of the previously mentioned capital investment initiatives during the year.

Gross assets grew by \$39M reflecting the previously mentioned capital expenditure in the acquisition of Waterford Estate, the purchase of a 10 unit block to underpin our homeless program, and ongoing refurbishment works at the War Veterans Home and RSL Villas.

Total liabilities increased \$38M due to the first time recognition of loans from residents on the acquisition of Waterford Estate.

Our total equity at \$63M continues to grow and it's important to note that we continue to operate bank debt free.

We remain well funded to identify and undertake strategic investment opportunities that support our vulnerable populations and the broader veteran community.

Altruistic Objectives

An investment of over \$1.6M reinforced our commitment to our affordable housing portfolio that is now valued at \$4M and we charge our 48 residents in this portfolio just enough to cover our costs.

We also continue to contribute and financially support different elements of the ex-service community including: Trojans Trek, The Road Home Foundation, the RSL SA and the Veterans Social Support program, as well as providing support for various current and ex-service related initiatives.

Our efforts in the finance and administration area continue to focus on improving efficiency in line with continuous improvement expectations in aged care. Our ultimate goal is to provide better business management information to assist Board, Executive and line Managers.

Finally, I would like to take this opportunity to thank the Finance and Administration team for their ongoing efforts in delivering our services to our clients.

FINANCIAL PERFORMANCE

STATEMENT OF PROFIT AND LOSS

	2018	2017
TOTAL REVENUE	\$ 16,079,331	\$ 16,580,962
EXPENSES		
Salaries and employee benefits	\$ (10,206,681)	\$ (9,955,368)
Depreciation and amortisation	\$ (771,632)	\$ (760,118)
Other expenses	\$ (3,771,379)	\$ (3,529,042)
TOTAL EXPENSES	\$ (14,749,692)	\$ (14,244,528)
Surplus from continuing operations	\$ 1,329,639	\$ 2,336,434
Gain/loss on revaluation of property	-	-
Surplus for the year	\$ 1,329,639	\$ 2,336,434

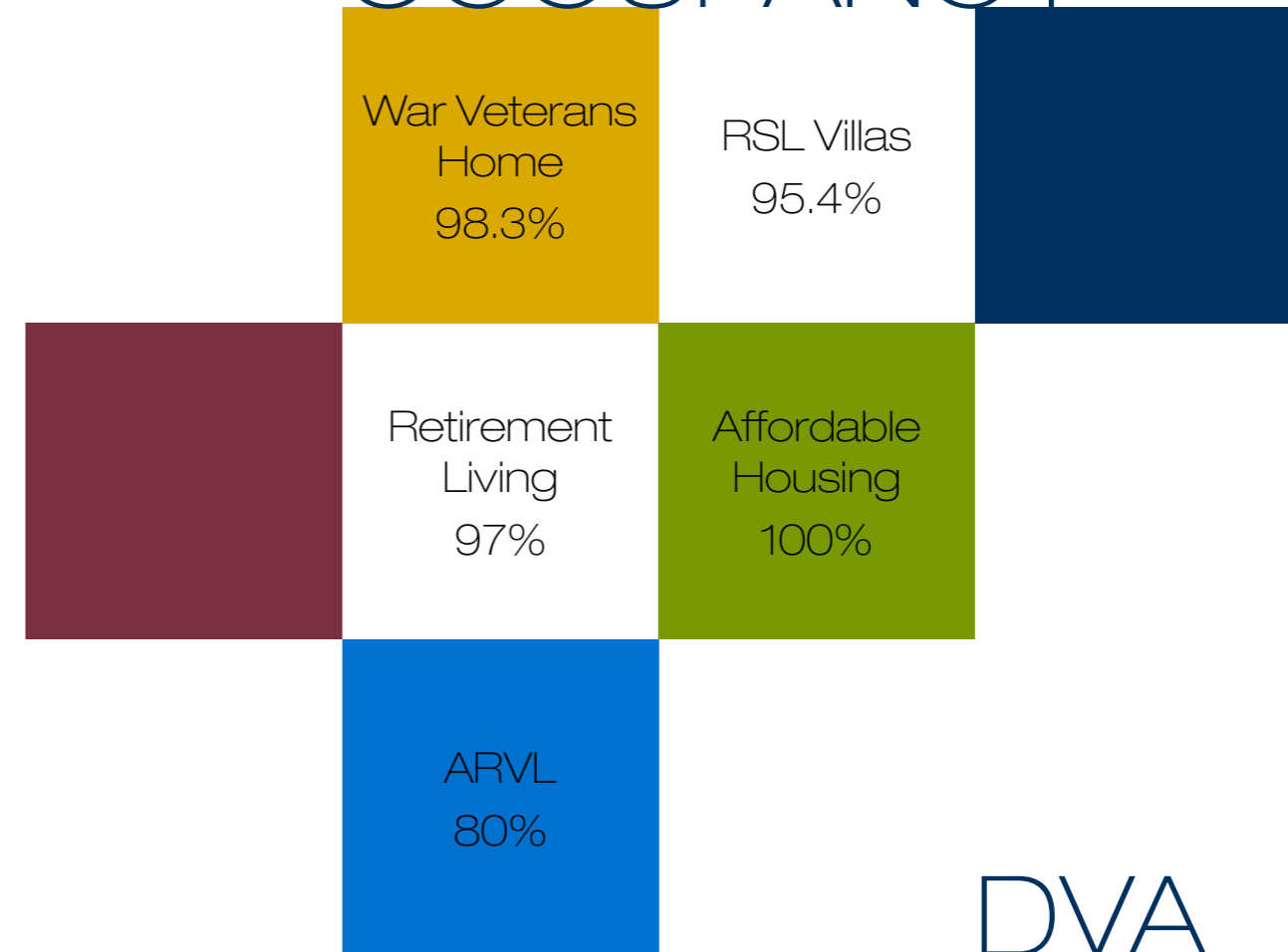
STATEMENT OF FINANCIAL POSITION

	2018	2017
ASSETS		
Cash	\$ 22,762,647	\$ 29,347,589
Investment property	\$ 68,973,534	\$ 30,365,553
Property, plant and equipment	\$ 44,975,486	\$ 41,741,158
Other assets	\$ 8,730,432	\$ 4,862,961
TOTAL ASSETS	\$ 145,442,099	\$ 106,317,261
LIABILITIES		
Trade and other payables	\$ 829,441	\$ 955,784
Refundable loans due within 12 months	\$ 79,077,348	\$ 41,995,514
Other liabilities	\$ 2,605,658	\$ 1,765,950
TOTAL LIABILITIES	\$ 82,512,447	\$ 44,717,248
NET ASSETS	\$ 62,929,652	\$ 61,600,013
EQUITY		
Accumulated funds	\$ 49,034,397	\$ 47,735,231
Reserves	\$ 13,895,255	\$ 13,864,782
TOTAL EQUITY	\$ 62,929,652	\$ 61,600,013

FINANCIAL COMPLIANCE

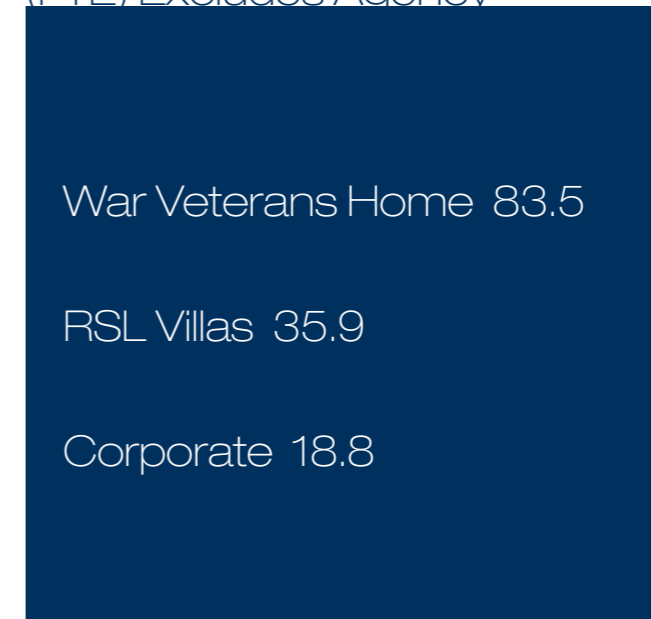
RSL Care SA received an unqualified audit report from BDO Audit (SA). Full copies of our financial statements are available to Association members, current and prospective residents on request, and are also available on the Australian Charities and Not-for-profits Commission (ACNC) website.

OCCUPANCY



WORK FORCE

(FTE) Excludes Agency



DVA

War Veterans Home	RSL Villas
DVA 45%	DVA 37%
Non DVA 55%	Non DVA 63%

www.rslcaresa.com.au



RSL CARE SA



ANDREW RUSSELL
VETERAN LIVING



HAMILTON
RETIREMENT
VILLAGE



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