



RSL CARE SA

Annual Report 2019/20

ANDREW RUSSELL
VETERAN LIVING



CONTENTS

Chair's Report	1
CEO's Report	4
Board of Directors	10
The Battle of Romani	14
Organisation Structure	16
Care Operations	17
COVID-19	20
Janus Approach	22
Andrew Russell Veteran Living	24
Financial Performance	26



CHAIR'S REPORT

Loretta Byers

It is my pleasure to present the 105th Annual Report for RSL Care SA covering the financial year 2019 - 2020, and what a year it has been!

The year has been dominated by the impact of COVID-19, not only on regions but for the nation and indeed the entire global community. For us as a provider of aged care services the threat posed from COVID-19 has been a very real and ever-present companion for most of 2020 and despite this pressure, or perhaps because of it, our resolve as an organisation has only strengthened. Our mission and objects as a respected not-for-profit organisation have served us well through these challenging times, and we are steadfast in our resolve to provide care and accommodation services to the elderly and vulnerable members of the ex-service community.

It would be remiss of me to focus solely on explaining our response to COVID-19, although this has been a very significant body of work and a very positive achievement for us in terms of keeping all our residents safe during this time, in reality this is what you should expect from us as a minimum given our position as a respected provider. Apart from COVID-19, we have also needed to remain focussed on all other things that ensure our organisation is governed well, is strategically focussed, and that we continue to grow and deliver on our mission. So, let me put COVID-19 aside for now (you can read more about our response on page 20), and explain a few other things that have also kept us busy.

Our organisation continues to perform well financially and socially, and this year we have returned a responsible surplus of \$1.7M that will enable us to continue to pursue our altruistic endeavours, as well as grow and further develop our service offerings. We are also changing our facilities and our workforce in deliberate ways that not only respond to the needs of our current residents, but that will position us well to meet the future needs of those residents that we are yet to meet.

To my fellow Directors a huge thank you for your time and dedication to RSL Care SA. The agility of the Board makes the organisation successful and admired by many. Our Board subcommittee structure has operated very successfully and I personally thank the Chairs of those committees, Geoff Tattersall Audit Finance and Governance, Stephen Knight Property and Strategy, Elizabeth Clare Care and Compliance, myself Retirement Living Committee. Also, the members of these committees dedicate hours of additional work to support the organisation and provide advice to the management team.

In November of 2019 I had the pleasure of attending RSL Care SA's Staff Appreciation Evening, which is an event I look forward to every

year as it provides me with an opportunity to thank all of our wonderful staff in person on behalf of the Board. Over the past five years we have handed out 101 awards commemorating five years of service, 40 for 10 years' service, 18 for 15 years' service, and 4 for periods of service that extend beyond 20 years. This level of commitment from our staff is nothing short of inspirational, and I thank them all for their many years of exemplary work. This recognition is particularly relevant as I write this report because we are currently celebrating the International Year of the Nurse, which was celebrated on the 12th May 2020, being the 200th anniversary of the birth of Florence Nightingale. In this very important year and at this particularly challenging time in our country, I acknowledge our care staff for all they do.

ANZAC Day was certainly a little different this year, with the State's COVID-19 restrictions impacting on our usual commemorative events that in past years have been very much community focussed. However, despite the challenges of the pandemic we were not going to be defeated, and we were determined to maintain our unbroken record of having held a Dawn Service at Myrtle Bank every Anzac Day since 1917. So, our 103rd ANZAC Day Dawn Service saw us holding a driveway vigil for the members of the local community who lined Ferguson Avenue, and our bugler played the Last Post on the roof top of our Coral Sea apartments. Following this, a private ceremony was held in the home, where a veteran representative from each of the three services (Navy, Army and Air Force) laid wreaths on behalf of all staff and residents. It was a modest but very moving ceremony.



Our organisation has for many years been well known and well respected as a trusted provider of residential care services for the aged, but increasingly we are assuming a greater responsibility for supporting younger veterans who find themselves on the homeless spectrum here in South Australia. While it saddens me that there remains such a need

CHAIR'S REPORT cont...

in South Australia, I am pleased to report that through our homeless veteran program, Andrew Russell Veteran Living (ARVL), we have now provided over 12,500 nights of emergency accommodation to homeless veterans who have been in desperate need of help. This is a remarkable achievement for a program that is only in its fourth year, and I commend Ryan Ollwitz for his magnificent work in this area throughout the year. Ryan discharged from the Army mid-2019 and joined the RSL Care SA team as Program Manager for ARVL, and he has done a sterling job in progressing this important area of mission for RSL Care SA. Ryan's ARVL Report can be found on page 24, and I recommend it to you as essential reading.



As part of our work through ARVL RSL Care SA continues to be at the forefront of discussions concerning issues of veteran homelessness on the national stage, and in September 2019 we were pleased to host a workshop on this issue that brought together a variety of homeless service providers along with Open Arms, DVA, and the Community Housing Industry Association (CHIA). This workshop was held at the War Veterans Home in Myrtle Bank, and the impressive list of attendees explored a broad variety of complex issues associated with veteran homelessness. The workshop generated a variety of useful outcomes and follow up actions, and perhaps most importantly it connected an extremely capable and committed network of people who are all eager to improve the situation of veteran homelessness nationally. The fact that RSL Care SA has been supporting homeless veterans since 1915 is not lost on me, and we will continue to serve our veteran community in this manner for as long as the need remains. With an eye on the future however, it is our hope that we can all see this need greatly reduced as we collectively generate better outcomes for our emerging veteran groups.

Speaking of the future, the Board of RSL Care SA is pleased to report that we are quickly progressing through the goals of our ten-year plan

(now in its fourth year), and the strategic direction we set back in 2016 will ultimately see us deliver a brand new 72-bed residential aged care facility in Murray Bridge by April 2023. The CEO will explain more about this project in his report, however for now I'd like to highlight the importance that our Board places on our capacity to deliver on our mission-based activities, and the evidence of this can be seen in the manner in which we are planning to provide this significant residential care service in a rural area of genuine need. Many aged care operators are struggling to provide care services in regional settings, and RSL Care SA is pleased that we can provide this support to veterans and the broader community.



It would be neglectful of me not to mention Nathan Klinge and his leadership team for their efforts in the past year which have been exceptional, the challenges that they have been presented with have been extraordinary and well beyond the normal operating environment that would be expected by employees. On behalf of the all Directors we sincerely thank you all.

As I leave you now I would like to inform you that this will be my final report as Chair, and as a Director of RSL Care SA, because after 12 years on the Board I am stepping down to allow the next generation of leaders to take up the mantle. While I will remain very connected to RSL Care SA through invited roles on Board sub committees and the like, I would like to take this opportunity to use my final words to acknowledge and thank all of the staff, volunteers, family members and residents who have walked our halls during my time as a Director of RSL Care SA. It has been a genuine privilege to be involved with you all, and I am very proud of everything that collectively we have achieved. I wish you all the very best as we head into the Christmas period, and I will be watching with interest and excitement to see what FY20/21 and the future brings for RSL Care SA.



Florence Nightingale



To celebrate the invaluable contribution of Nurses and Midwives to global health care and to advance nurses' vital role in transforming health care around the world, the World Health Organization (WHO) declared 2020 as the International Year of the Nurse and the Midwife - Nursing the World to Health.

2020 is also the year we celebrate the 200th anniversary of Florence Nightingale's birth. Florence Nightingale established the principles of modern nursing and hospital sanitation.

In acknowledging the incredible contribution that nurses have made to Australia's military forces and to our own organisation, RSL Care SA is very pleased to dedicate this Annual Report in recognition of their service.





CEO'S REPORT

Nathan Klinge

It would not be possible to deliver a CEO's report for FY19/20 without discussing the impact that COVID-19 has had on our industry, and towards the end of my report I'll address a few of the specific issues as necessary to keep you informed. However, like the Chair it is not my intent to dwell entirely on the pandemic in this report, because the reality is that our very determined, deliberate, and to date successful response to COVID-19 has been but one part of the incredibly positive and affirming story that has been FY19/20 for RSL Care SA.

So, let me begin by taking you back to July 2019, which in many ways feels like a complete age ago. The commencement of FY19/20 also saw the introduction of the new Aged Care Standards for our industry, and you can read more about these standards in the Chief Operations Officer's report on page 17. RSL Care SA was well prepared for the introduction of these new standards having voluntarily participated in pilot programs in FY18/19, which enabled us to complete all tasks necessary to ensure we were fully compliant well ahead of the deadline of 1 July 2019. Now that we have been up and running with these new standards for a full 12 months I am pleased to report that they are very much part of our 'business as usual' practices, and RSL Care SA continues to meet, and in most cases exceed, the government's expectations regarding our performance against these standards.

In previous annual reports I have described the Board's vision to have our residential care facilities redeveloped and improved at both the War Veterans Home and Morlancourt, and FY19/20 has seen us deliver on this vision with the major redevelopment of both sites being opened this year. The large extension and re-development of Morlancourt was officially opened by the Governor of South Australia and WO1 Kim Felmingham on the 30th of August 2019, and the redevelopment of the War Veterans Home was opened by the Governor on the 20th of September 2019. Both projects represented a considerable amount of work and effort by the management team and staff of RSL Care SA, as

well as a significant financial commitment by the Board that reflected over \$6.8m of new works (\$4.4m for Morlancourt, and \$2.4m for the War Veterans Home). We have been very pleased with the outcomes for both projects, and more importantly we are delighted to see the level of joy and engagement the new facilities have generated for our residents. Please have a look at pages 8 - 9 for some imagery of these opening ceremonies.

On the 8th of October Brian Lynch, one of our Vietnam Veteran residents, and I presented to the Aged Care Royal Commission (ACRC) in Melbourne, where we were asked to highlight the unique challenges and opportunities that exist for veterans requiring the support of Australia's aged care services. Transcripts from the ACRC Appearance can be found here: <https://agedcare.royalcommission.gov.au/hearings-and-workshops/melbourne-hearing-2-day-2>. This appearance followed a very detailed submission by RSL Care SA to the ACRC in February of 2019, where we explained the specific requirements of veterans who reside in the residential care setting. A copy of our submission can be obtained from our Reception staff for anybody who is interested.

It was in response to this submission that Brian and I were invited to travel to Melbourne to present to the ACRC in person, which we were only too happy to do. RSL Care SA remains very concerned about our sector's ability to meet the specific needs of our nation's veterans as they age. It is an area of our advocacy and mission that we invest a lot of time and energy in and it's an aspect of our role in the veteran community that we take very seriously. RSL Care SA feels that more needs to be done on the national stage to ensure all veterans receive the care they deserve, and we continue to hold very active and engaging conversations with DVA, Open Arms, industry peaks, and other providers to do all we can to generate better access and outcomes for veterans in aged care.

Our submission to the ACRC followed on from some work we did in 2019 aimed at improving our capacity to deliver Trauma Informed Care (TIC) practices to any of our residents who have had an experience of trauma in their lives. This issue is particularly relevant to many of our aged war veterans who have a formal diagnosis of PTSD, however the reality of the impact of trauma across a person's lifespan is much broader than this and research suggests that the majority of residential care residents will have experienced trauma at some point in their lives. With this in mind, we were pleased to partner with Phoenix Australia who developed and delivered two separate TIC Workshops for the staff of RSL Care SA, and for the wider network of aged care providers and



public health nurses in South Australia who attended the training at the invitation of RSL Care SA. In total over 60 staff from across Adelaide attended this training at the War Veterans Home at no cost to them (with thanks to Open Arms for funding support). From our training survey results, all who attended the workshops have benefitted greatly from what the team from Phoenix had to offer. Now that these workshops have been completed, RSL Care SA continues to agitate for a better understanding of TIC practices in aged care with a particular focus on veteran issues, and I look forward to updating you all on this work in future reports.

Of course, we are not just concerned with the TIC aspects of care. We continue to remain at the forefront of best practice for our industry across all care and wellbeing domains, as demonstrated by Chief Operations Officer, Kellie Whelan, who presented at the National COTA & ACSA Quality in Aged Care conference in Sydney (26-29 August 2019); where over 100 leaders from Aged Care providers gathered from around Australia to discuss the biggest challenges facing aged care and how organisations are responding strategically to ensure quality of care is delivered to all residents. The event was a great opportunity for Kellie to showcase all that RSL Care SA is doing to provide person centred care to residents, which is being implemented throughout RSL Care SA via our Janus Approach, as well as facilitating a workshop for 15 delegates regarding "How to measure quality in your organisation". You can read more about our Janus Approach on page 22.

The December/January period brought with it heat waves and devastating bushfires, some of which directly affected members of the veteran community here in South Australia. In response to this need a committed group of ex-service organisations led by Bill Denny and Bill Hignett gathered together to see what could be done to support these members. Through the determined efforts of this group \$33,575 was raised with donations coming from as far afield as RSLs in Queensland



and Tasmania, as well as from our cousins over the ditch in New Zealand. As part of this consortium, RSL Care SA provided the necessary administrative, financial and governance support, and our CFO and the finance team made sure that all monies were handled correctly, and that they were distributed directly to those in need with absolutely no administrative costs or overheads deducted from the donations. The manner in which the South Australian ESO community rallied around this cause was inspirational, and it provided an excellent example of just how resilient veterans can be when faced with adversity. I congratulate all involved, and I am very pleased that RSL Care SA was able to play our small part.

Our program for veterans in residential aged care continues at pace, and this year we welcomed Christine Bennett (aka Jacko) as our newly appointed Veteran Support Officer in our residential aged care services. Christine comes with an extensive military background including operation deployments, and she has been very warmly welcomed by our veteran residents. We continue to note that Vietnam Veterans are typically entering aged care much younger than the general population, often with complex histories and care needs that can discourage other aged care providers from accepting them into residential care. However, at RSL Care SA we operate a specific Vietnam Veterans program, where through our many years of experience we have much success in improving the quality of life of our much-loved veterans in residential care. It is expected that as the general community ages more Vietnam Veterans typical of the age demographic will require the support of the aged care sector, and RSL Care SA stands ready to provide this support.

For those who are familiar with our history you will know that we have not always been a provider of aged care services, and back in 1915 our organisation began as a charity supporting homeless veteran's returning to Adelaide from Gallipoli. As the Chair has mentioned in her report our work in the homelessness space for veterans continues to this day, and RSL Care SA is increasingly becoming the benchmark for veteran homeless services not only in South Australia but nationally. At this point in time I would like to point out that the issue of veteran homelessness does not just affect contemporary veterans, because older veterans and their partners can also suffer its effects, and so this is an area where as a community we must remain ever vigilant.

Our retirement living communities of Waterford, Sturt, Hamilton and War Vets, have once again been an incredible source of joy and social energy for us throughout the year, and I have taken much pleasure in the various opportunities I have had to spend time with the residents

CEO'S REPORT cont...

of our four villages. While nationally some operators of retirement living communities have recorded a drop in sales this year, our villages have remained strong, and at the end of the financial year, all our villages were very well positioned with 98.25% of our units occupied. More important than occupancy levels however is the very important role that our retirement living residents play for each other, and time and time again I have seen just how active and socially connected all of our residents are at a time when many other people in the broader community are feeling isolated and afraid. I congratulate all of our retirement living residents for the marvellous communities you have established and maintain, and I'd like to particularly thank the committee members, social representatives, and volunteers in each village who work tirelessly throughout the year in support of others.

From a commemorative perspective it has been another busy year of anniversaries and events, including the renaming of our Lower Kapyong wing at the War Veterans Home to now be called Kokoda. This change was done in recognition of the Battle of Kokoda that was fought over the Kokoda Track in 1942, where approximately 625 Australians lost their lives. Previously this two-storey residential care building at the War Veterans Home had its respective floors named simply as Upper Kapyong and Lower Kapyong, and so now the upper floor is more appropriately named as just Kapyong, and the lower floor is now named Kokoda. We are only too pleased to be able to commemorate the sacrifices of our soldiers in both battles in this small way.

RSL Care SA was also very proud to partner with RSL SA/NT for the Remembrance Breakfast in November of 2019, as the major sponsor. The breakfast was held at the Adelaide Town Hall. It was very well run, and was a very fitting occasion to mark the end of the centenary of commemorative events for the various dates of significance from World War 1.

As mentioned at the start of my report it would not be possible for me to summarise our year without devoting at least some time to the impact that COVID-19 has had on us and the aged care sector more broadly. I think it's important for me to give you a sense of just how successful we have been in not only protecting our residents, but also in continuing to enable a high level of social connectedness and wellbeing services for our residents that far exceeded that afforded by many other aged care providers in our state.

January and February 2020 saw the world quickly coming to terms with the significant risk posed by COVID-19, and by early March the clinical team of RSL Care SA had already swung into full combat mode

to face this very real risk head on. In the early phases of the pandemic our management team held emergency management meetings every morning and afternoon to ensure we stayed ahead of the rapidly evolving situation, and our key leadership staff worked tirelessly (including weekends) throughout this entire period of time to make sure that we were well prepared to deal with the very significant but still emerging threat.

As the situation evolved and the risk level increased so did our response, and while we were never entirely closed to visitors, we did have to restrict access to both of our homes which is not a decision I took lightly. Fortunately however our families and volunteers were simply wonderful during this period, and the level of support we received and the willingness of everyone involved to comply with the restrictions we had in place meant that we did not have to go into complete lockdown at any stage, in contrast to many other operators in the state who were in lockdown mode for several months as a preventive strategy. The fact that we were, and are still, able to enable visits to our facilities in a controlled and responsible manner is something that our residents, family members, and staff all appreciate, and I thank everyone involved for helping this program to succeed as well as it is. As I write this report RSL Care SA remains completely free of COVID-19, and we have done so throughout the entirety of this pandemic. However the threat is far from over and our staff continue to work hard each and every day to keep us all safe, and I am incredibly grateful to them for the sustained level of commitment and resilience they have shown in the face of this incredibly difficult situation.

It has certainly been a challenging year for aged care generally, initially because of industry criticism coming from the Royal Commission into Aged Care where the whole industry is tarred with the inadequacies of some operators, and this has been further compounded by the COVID pandemic where there have been outbreaks and deaths in aged care facilities interstate. The threat of COVID-19 has generated significant additional costs for RSL Care SA in response to the pandemic and in order to keep our residents, staff, volunteers and family members safe, and despite this putting extra pressure on our organisation, it is a commitment that we have been happy to make. The staff of RSL Care SA, along with the industry generally have done a sterling job caring for residents under difficult circumstances, and I feel this has not been adequately recognised by the media, authorities and in many cases, the public. An increasing number of aged care operators are running at a financial loss because of inadequate remuneration under federal government arrangements and the situation is made worse with



**HELP
STOP
COVID-19**

COVID-19, and I commend the industry for enduring so well for as long as it has, under such trying circumstances. While there have been exceptions with some operators, overall, our country can be very proud of what the aged care industry has managed to achieve.

In her final report as our Chair, Loretta reflects on how far our organisation has progressed over the past 12 years, and I am certain that the next 12 years will generate just as many challenges and opportunities if not more. The past 12 months has certainly been a strategically significant and positive period for RSL Care SA, however despite these achievements there's always a lot more work to be done. The aged care industry is changing at a rapid pace, shaped in part by the impact of COVID-19 but also by the evolving demographic of elderly Australians as our nation's baby boomers enter the aged care window (including our Vietnam Veterans). This population shift is driving the reform of our industry at a speed that is proving to be uncomfortable for some operators of aged care services. Furthermore, in the coming years, governments of all levels and political persuasions will wrestle with the challenges of funding and managing a sustainable network of national aged care services, which clouds the horizon somewhat for the aged care industry as we look to make our strategic decision. Fortunately the Board of RSL Care SA is working hard to continually stay ahead of the game, and we are well postured to deal with this changing landscape and indeed to drive some of the necessary changes in terms of how they affect veterans and our other residents more broadly.

Loretta mentioned our latest project to establish a new aged care facility in Murray Bridge, and over the course of the past 12 months, the project has gone from being little more than a strategic objective in our 10 year plan to being a well-developed, detailed, and very well designed concept for what will be South Australia's newest aged care service. This 72 bed facility will be co-located with our existing Waterford Estate retirement living community in Murray Bridge, and along with the residents of Waterford we are very excited to be establishing this much needed service in the Murray Bridge region. Fittingly the Board of RSL Care SA has chosen to name the facility Romani, and it is being named so out of recognition of the very significant contribution that the troopers of the South Australian Light Horse regiments made to Australia's involvement in World War 1, with many of these soldiers coming from the country areas in and around Murray Bridge. See pages 14 - 15 for a summary of the Battle of Romani, and for some renders and design concepts showing what the new facility will look like.

As I close my report, I would like to pass on my personal thanks to the

Chair for her many years of dedicated service to RSL Care SA. The level of contribution that she has made to both the organisation and to me personally cannot be overstated, and while she will be sorely missed she certainly deserves a well-earned break from the rigours of life as a Director and as the Chair of RSL Care SA. Despite her retirement from the Board I am very pleased that we will be retaining Loretta's experience and wise counsel through our Board's sub-committee structure, and I look forward to working with her in this capacity in the years to come.

I would also like to thank the other Directors of RSL Care SA, who have all contributed much to our success this year in what has been a very challenging and risky time given the threat we have faced and continue to face with COVID-19. Their unwavering commitment and firm resolve has served us well throughout the year, and their willingness to serve so capably (and as unpaid volunteers) in support of RSL Care SA is very much appreciated. Particular thanks must go to the Chairs of our Board's various sub-committees (Loretta Byers for Retirement Living, Geoff Tattersall for Audit, Finance and Governance, Steve Knight for Property Strategy, and Elizabeth Clare for Care and Compliance), because each of these Directors have taken on additional leadership roles to ensure that we continue to excel across all performance and governance dimensions.

With my final words I would like to thank my Executive Team (Kellie, Aldo and Ruth) and all of the staff of RSL Care SA, because they have done an amazing job throughout this year and have demonstrated an incredible level of personal resilience and dedication as we have all fought hard to keep COVID-19 out of our homes. 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, not only in our nursing homes but also in our retirement villages and through ARVL. While I am proud of all the buildings and physical infrastructure that RSL Care SA has established over the past 105 years, it is our staff and volunteers who remain our greatest asset.

Official Opening of Morlancourt 30th August 2019



Official Opening of War Veterans Home, 20th September 2019



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 12 years as an RSL Care SA Board member, Deputy Chair from 2013 - 2015 and appointed Chair in 2015.



Geoff Tattersall (Deputy Chair)

Geoff has over 37 years experience in the public health system, prior to taking up roles in the aged care sector, culminating in his appointment as the inaugural CEO of RSL Care SA in 2011. Geoff has a Bachelor of Economics, is a Fellow of the Australasian College of Health Service Executives, is a former Chief Finance Officer SA Health, and former hospital Chief Executive Officer.

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

Geoff is appointed by the State Minister of Health as Presiding Officer of the Veterans Health Advisory Council, and has been a Board member of RSL Care SA since 2016.



Elizabeth Clare

Elizabeth Clare is a Communication 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 Masonic Homes and subsequently the Executive Director of the Mary Potter Foundation.

She has also served as interim CEO of the Repat Foundation and the Adelaide Benevolent Society.

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 eight years.



Alex Heidenreich

Alex is an Executive Director in CyberCX, Australia's largest sovereign cyber security company. Alex was a co-founder of Diamond Cyber Security (now a CyberCX company).

Alex is a former commander in the Australian Special Air Service Regiment. 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 has an MBA from the University of South Australia, and is a graduate of the Australian Company Directors Course.

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

BOARD OF DIRECTORS



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.



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 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.

RSL Care SA acknowledges our Life Members

Jock Statton AM

John Spencer OAM RFD

Graham Nybo OAM



Stephen Knight

Stephen has over 45 years experience in the commercial construction industry, primarily with Rider Levett Bucknall (RLB), an international property and construction consulting firm.

He was a Director of RLB for 25 years and Managing Director of their Adelaide, Darwin and Perth offices for 12 years.

Stephen's skills in the construction industry range from project initiation - establishing budgets, feasibility studies and financial modelling, property due diligence through to project procurement and delivery.

Stephen has significant experience in the Aged Care and Retirement sectors through his work on numerous projects, and served on the Lakeside Villages and Karidis Corporation Boards.

Stephen has a personal connection with RSL Care SA, as one of the wings at Morlancourt, Angle Park is named in honour of his father Harry Knight (DSM) and his mother, an Army nurse, was cared for at the War Veterans Home.



Melissa Centofanti

Melissa has held a number of senior roles within the state government, not for profit sector and more recently within National Disability Insurance Agency. She has demonstrated her strong interest in the aged care sector through working in Office for the Ageing as General Manager and CEO Aged and Community Services SA&NT. Her experience ensures a rounded approach to deliberations and strategic initiatives.

She brings detailed experience in governance, ageing policy, stakeholder engagement and retirement villages legislation.

Melissa holds a Master of Business Administration.

RSL Care SA acknowledges our Life Members

Dennis Chamberlain

Joan Ramsay OAM

Michael Mummary OAM

THE BATTLE OF ROMANI

The battle of Romani, fought between the 3rd and 5th of August 1916, finally put a stop to the Turkish threat to the Suez Canal and marked the beginning of the British forces' drive out of Egypt and into Palestine. The British defences were sited amidst a series of towering sand dunes, 35 kilometres east of the canal, which the Turks tried to outflank to the south early on the 4th of August. Initially, only the 1st Light Horse Brigade was in position to meet the Turkish attack. Heavily outnumbered it was forced to fall back but as the day progressed both mounted and infantry reinforcements steadily arrived, allowing the position to be stabilised around a massive dune known as Mount Royston, after the charismatic Light Horse Officer Lieutenant Colonel "Galloping Jack" Royston. The position was held throughout the night and before dawn the next morning the 1st and 2nd Light Horse Brigades advanced on foot with the bayonet. Turkish resistance collapsed at this point, and large numbers of prisoners were taken. At 6.30am fresh troops of the 3rd Light Brigade were turned loose in pursuit of the retreating Turks.



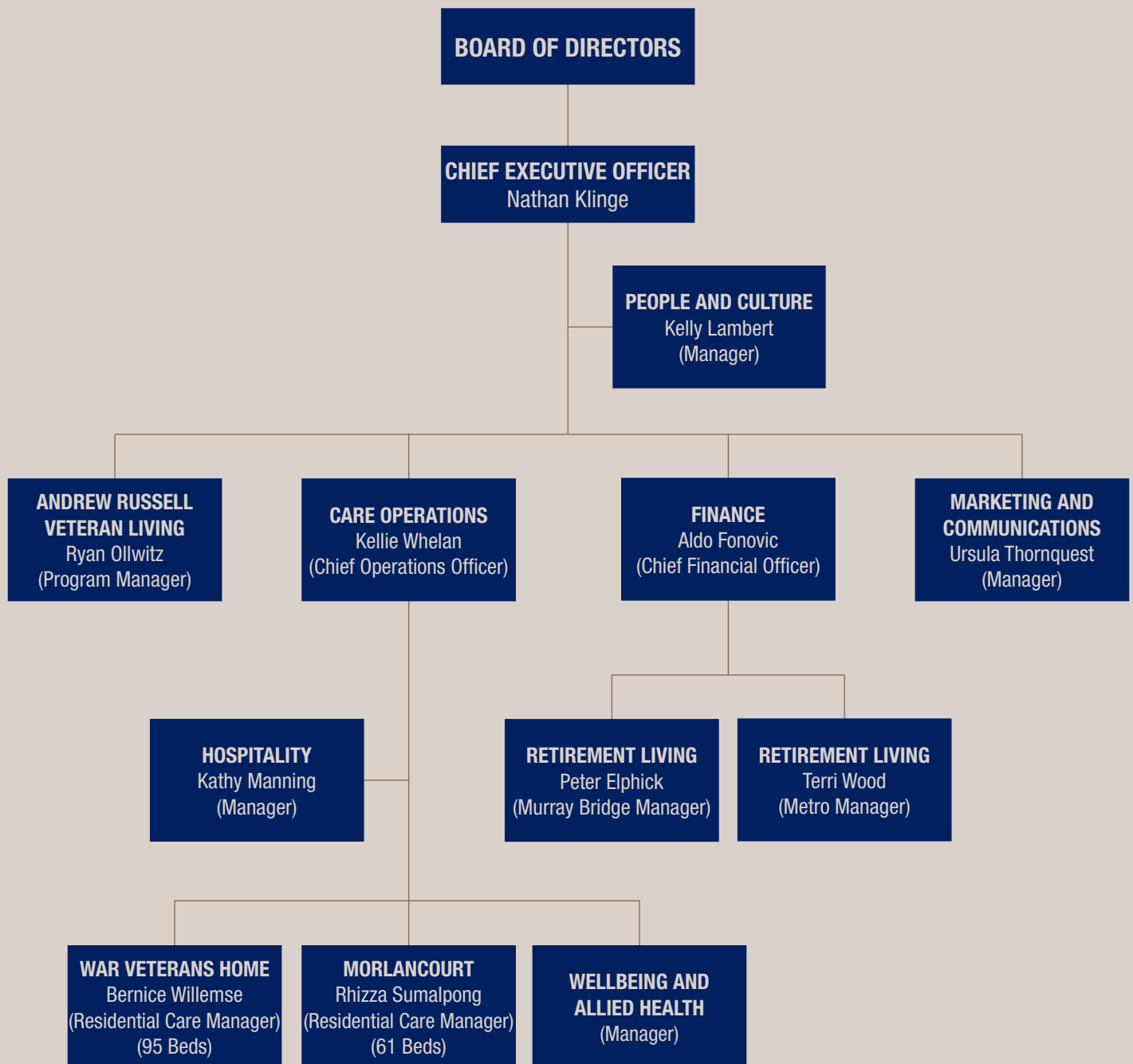
courtesy of the Australian War Memorial

ROMANI

MURRAY BRIDGE



ORGANISATION STRUCTURE





CARE OPERATIONS

Kellie Whelan

This past financial year heralded the implementation of the new Aged Care Standards. The existing standards had been in place for over 20 years, and as such the new standards resulted in a significant change to the expectations of how the aged care sector engages with the consumer to deliver care and services that meet the needs, goals and preferences of the consumer. This year has also seen the consolidation and ongoing development of our Clinical Operations team who have risen to all the challenges that the 2019/20 year has generated, while continuing to provide high quality care and services and achieve very positive outcomes for our residents.

Accreditation/Compliance (Residential Care and Home Care)

The new Aged Care Quality Standards (single Aged Care Quality Framework) was introduced on 1 July 2019, and are designed to increase the focus on quality outcomes for residents and recognise the diversity of service providers and residents. Our Janus Approach has prepared us well for this change in approach around legislative requirements.

We were very pleased and encouraged with the unannounced performance contact by the Aged Care Quality and Safety Commission that occurred at Morlancourt in January 2020. The assessment contact was for one day and took a 'snapshot' of how Morlancourt (and by extension RSL Care SA) was performing against the new standards. I am very pleased to advise that not only were we assessed as compliant in the areas they reviewed, but they could also not find any recommended areas for improvement. This was a very pleasing result, demonstrating the significant progress and maturity of systems that have taken place at Morlancourt over the preceding 12 months. Notwithstanding this, we continue to find areas that we are able to further develop and improve the quality outcomes for all residents and clients within RSL Care SA aged care services.

COVID-19 has disrupted the Aged Care Quality and Safety Commission's scheduled reviews and therefore we did not receive a performance contact at War Veterans Home during the past financial year as we would normally expect. We did however receive a 'monitoring' contact for the Aged Care Quality and Safety Commission to understand our preparedness in response to the global pandemic.

Promotion & Development of Janus Approach (Trauma Informed Care)

The Janus Approach has been in place for almost two years now and over the past financial year we focused on the 'Mental Health' key of the Janus Approach. Under the Janus Approach, the Mental Health key describes mental health illness and disorders as having just as an important focus of care delivery as physical care needs, as well as an impact on physical and social wellbeing. Some examples of mental health conditions experienced by residents within RSL Care SA are depression, anxiety, confusion and post-traumatic stress. These can be suffered by any resident or client at any time, and individuals respond differently to these conditions. It is therefore important that staff work with residents, clients and families to support those diagnosed with these conditions, ensuring that all staff are aware of how to support residents and clients to achieve the best outcome in-line with their goals, needs and preferences.

In August and September 2019, RSL Care SA engaged Phoenix Australia - Centre for Post Traumatic Mental Health to provide 'Trauma Informed Care' education and training to approximately 30 of RSL Care SA management and senior nursing staff, as well as opening this training to the broader aged care sector free of charge. Trauma Informed Care is a framework that helps staff engage with trauma-affected people, deliver support in a safe and sensitive manner, and contribute to good functioning for the individual affected by the trauma. While the exposure to trauma is significantly higher in specific populations, such as veterans, it is estimated that approximately two to three people in every four will be exposed to a traumatic event at some stage in their life. Furthermore, of all Australians it is identified that approximately 12% of the population experience post-traumatic stress in their life, highlighting the very important need for this training and understanding to be present not only within RSL Care SA aged care services, given the increased exposure to traumatic events, but in the general aged care sector. This training has been highly beneficial as we see the impact of this understanding in how our residents are individually supported through their mental health illness and disorders.

Awards and Benefits

The annual Aged and Community Services Australia (South Australia) Awards were held again in July 2019 with RSL Care SA nominating

CARE OPERATIONS cont...

Kane Hall, the Veterans Support Officer, who was a finalist in the category of Employee of the Year. This is the third consecutive year that RSL Care SA has nominated an employee who has been accepted as a finalist. We also nominated Jim Richardson, in the category of Volunteer of the Year, and congratulate Jim on the incredible contribution that he continues to make across RSL Care SA's aged care services. Jim was not only awarded the state Volunteer of the Year, but was also the state representative at the National Awards. The National Awards were held in October 2019 where Jim was awarded the National Volunteer of the Year. Awards such as these reinforce the quality of our employees and volunteers, and represent many of the employees and volunteers who choose to make a difference in the lives of our residents and clients within RSL Care SA's aged care services.

Veterans Support Officer

We bid farewell to Kane Hall in January 2020 as he relocated to New South Wales to pursue further career aspirations. Kane was extremely successful and effective in maintaining and strengthening ongoing linkages with ex-service and current service organisations to generate social interactions with veterans, sharing their lived experiences. The Veterans Support Officer is a role that has become integral to the unique support and mission that we provide to the veterans in our care. As such we were very pleased to appoint Christine (Jacko) Bennett into the role of Veterans Support Officer in April 2020. 'Jacko' is a contemporary veteran who enlisted into the Australian Army in January 1994 as a 49th Class Apprentice in Heavy Diesel Mechanics. As a fully qualified mechanic Christine was posted to 16 Air Defence Regiment, Woodside and 7 Combat Service Support Battalion (7CSSBn) in Brisbane. In 2000, she deployed as a part of 6 Royal Australian Regiment Battalion Support Group (6RAR BSG) to East Timor for 6 months. In 2002, Christine decided to job transfer to Royal Australian Engineers (RAE) as a Multimedia Technician (MMT). As an MMT her postings included Bandiana, Randwick and Puckapunyal. During her posting at 2nd Intelligence Company in Randwick, Christine deployed to Timor Leste and then to Iraq in 2007/2008. Christine has completed two out of trade postings as a Defence Force Recruiter and RAE Training Developer. Christine reached the rank of Corporal during her service and discharged from the Army in February 2020. As part of 'Jacko's' transition out of the army she chose to enter into the aged care sector, and selected RSL Care SA to complete her placement. It was through this placement that staff and veterans of RSL Care SA immediately identified 'Jacko's' passion and honour for the veterans in our care,

and she has continued to improve the quality of their lives since her commencement as a permanent staff member.

Commemorations and Celebrations

Commemorations of Vietnam Veterans Day and Remembrance Day were again held at both sites to support residents and their families who have served. ANZAC Day commemorations were adjusted somewhat to previous years, given the restrictions that were in place for public gatherings. As such we continued the 100+ year tradition of holding a Dawn Service at the War Veterans Home, however it was held from the roof top with our surrounding community 'lighting up the dawn' in their driveways as they heard The Ode recited over the loud speakers, followed by the Last Post, a minutes silence and ending with the Rouse cutting through the silence. Private wreath laying ceremonies were then held within both the War Veterans Home and Morlancourt to honour the fallen and those who have and continue to sacrifice for our freedoms.

Partnerships

We have continued to develop partnerships and this year saw us partner with HammondCare for a range of initiatives. HammondCare provides health, aged and dementia care and is regarded nationally and internationally as one of Australia's most innovative health and aged care providers, who have a particular commitment to dementia care, palliative care and research. HammondCare were successful in winning the SA Health contract to build a 78 bed specialist dementia facility at the Repat Health Precinct in Daw Park, to care for people with dementia who have complex care needs. This is a much needed service in South Australia and HammondCare have sought our support in understanding the unique challenges and benefits of the South Australian aged care sector as they prepare to commission their first service in South Australia.

As part of this partnership, HammondCare secured a SA Health grant to deliver training on end of life advanced care planning and support to RSL Care SA. We had over 30 staff across all resident facing roles participate in three x 2 hour virtual workshops. The feedback from staff about these sessions has been very positive, as well as assisting staff in initiating conversations with residents or their families around the very important and delicate topic of the type of care that an individual wants (and does not want) if they are approaching the end of their lives. Advance care planning promotes care that is consistent with a person's goals, values, beliefs and preferences. It prepares the person and others to plan for



future health care, for a time when the person may no longer be able to communicate those decisions themselves. The critical message from this training is that it is never too early to put these directives in place and if you haven't already done so for yourself, I would encourage you to visit www.advancecareplanning.org.au and/or speak with your health professional about what this may mean for you.

16 ALR Soldiers

This year we have reinforced our already strong partnership with 16th Air and Land Regiment (ALR), based in Woodside. In August and October 2019 the Regiment undertook character and leadership training, which involved a volunteering component of soldiers serving in their communities, and in doing so, actively reflecting upon their own character, values and behaviours. There were approximately 30 soldiers in total across August and October who volunteered with our residents across two days. The first day was engaging with residents through eating a meal, reading, or generally talking with residents in an aged care facility, and the second day to offer companionship for a resident in palliative or end stage of dementia care. In addition there were approximately 10 senior soldiers/officers who participated in a mentoring and leadership development course prior to volunteering who were actively mentoring the younger soldiers, debriefing them as they were exposed to these experiences.

The soldiers and officers of 16 ALR were so positively impacted by the volunteering experiences with our residents that they have continued to remain connected, sending letters and cards of support and companionship during COVID lockdowns, as attending the facilities has not been possible with COVID restrictions.

2020 International Year of the Nurse and Midwife

International Nurses Day is celebrated around the world on May 12 (the anniversary of Florence Nightingale's birth) of each year, to mark the contributions that nurses make to society. Florence Nightingale is known as the founder of modern nursing, with this year celebrating 200 years since her birth. The International Council of Nurses (ICN) prophetically set the theme for International Nurses Day 2020 in September 2019 as "nursing the world to health", with a focus on the "true value of nurses to the people of the world". I don't believe that the ICN anticipated

that there would be a global pandemic, but as has occurred throughout history, those with patient/resident-facing roles have demonstrated the importance and true value that all healthcare workers provide as we continue to "nurse the world to health". At RSL Care SA we honoured all of our resident-facing roles with a thank you card and cupcakes (as we physically distanced our celebrations) and recognition to all of our staff who have risen to the challenge that COVID has confronted us with.

As 2020 is designated as the Year of the Nurse and Midwife by the World Health Organisation in recognition of the contributions they make, and the risks associated with nursing shortages RSL Care SA launched a Leadership Development Program (LDP) to support the worldwide initiative of developing emerging nurse leaders. The program commenced in June 2020 with 16 participants across nursing and allied health. The program will run into January 2021 and covers a range of topics including:

- Leading workplace cultures through innovation and change
- Developing high performing teams
- Demonstrate self-awareness and resilience that empowers them as a leader
- Lead a significant cross-organisational project.

We are looking forward to the participants presenting their cross-organisational initiative at the end of the program as well as the learnings that they have achieved as a result of the program.

The Year Ahead

As we look towards 2021, we continue to focus on the ongoing development of our leadership teams and identify emerging leaders. We will also be preparing for accreditation of our Home Care services that have continued over this past financial year, and at War Veterans Home residential aged care service.

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.



COVID-19

Kellie Whelan

As most would be aware, 2020 was derailed somewhat with COVID-19, RSL Care SA had been monitoring the situation in China from the first public health alert issued on 10 January 2020 and was well prepared to respond in the event that a pandemic was declared with the first COVID response plan being implemented on 28 February 2020. Following the declaration by the World Health Organisation on 11 March 2020 that COVID-19 was considered a global pandemic, our leadership team stepped into action declaring an external emergency and convening an Emergency Control Organisation following our emergency management plans. As such the Emergency Control Organisation, also known as the COVID-19 Management Team met for the first time on 16 March 2020 and has met weekly to fortnightly since this date, depending on the risk of COVID-19 penetrating any of RSL Care SA's services.

The COVID-19 Management Team has been established to direct, monitor and oversee the prevention of COVID-19 entering any of RSL Care SA's services, as well as the preparedness of responding to an outbreak in the event that COVID-19 does enter. The COVID-19 Management Team reports to the Chief Executive Officer and considers the progress of the response, undertakes ongoing monitoring, deals with unexpected issues, and initiates changes, as required. The management team consists of the following roles with a brief outline of their responsibilities.

- Chief Operations Officer: Decision maker in regards to restrictions of staff/volunteers movement and delivery of overall clinical care to residents of residential aged care (and clients of home care), including outbreak management and/or retention of residents who would ordinarily be transferred to hospital. The Chief Operations Officer is also responsible for the liaison with SA Health department and other external agencies.
- Care Services Clinician: Organises meetings, notifies team members of any changes, and records and distributes minutes of meetings
- Quality and Safety Coordinator: Facilitates training and auditing required as a result of the management plan.
- Residential Care Managers: Ensure that all infection control decisions of the management team are carried out, and coordinates activities required to contain and investigate an outbreak if it occurs. They are also required to manage the logistics of clinical care for residents and movement of staff/volunteers at the respective facility.
- Hospitality Manager: Ensure that all infection control decisions of the management team for environmental cleaning are carried out and coordinates these activities.

- Chief Financial Officer: Ensures that retirement living services are aligned with state directions and COVID safe plans are in place, and ensures our COVID-19 plan is adequately resourced.
- Manager People & Culture: Provide advice and act on decisions by COVID management team regarding any COVID-19 related employee relations concerns or decisions.
- Marketing and Communications Manager: Ensures that all communications directed by the COVID Management team are carried out to all relevant RSL Care SA internal stakeholders in collaboration with the relevant Manager (includes staff/volunteers, residents, families, visitors, contractors, retirement living and ARVL).

All members of the Management Team are responsible for ensuring that all directions and decisions of the COVID Management Team are communicated to and followed by their respective team members.

To 30 June 2020 the following had occurred in relation to COVID-19.

- There were 13 meetings of the COVID Management Team
- Over 50 communiques to staff, residents, families and volunteers.
- Approximately 200 staff were assessed to be competent in the application and removal of personal protective equipment (gowns, gloves, face masks and eye protection) as well as competent in hand hygiene practices.
- 19 residents had been tested for COVID-19 after displaying fever or respiratory systems. On each occasion a resident was tested, additional protective strategies were implemented including the resident remaining in their room and staff wearing gowns, masks and gloves for all interactions. For all 19 residents, the results identified that COVID-19 was not detected.
- There was a total of six Emergency Directions issued that related to Residential Aged Care and 11 other Directions that applied to RSL Care SA as a business, all of which were incorporated into our COVID management plan.
- Five families were assisted to cross borders to visit residents who were receiving end of life care. With one interstate admission facilitated.
- All new admissions since March 2020 have had stringent pre-admission criteria in order for admissions to proceed.
- Visiting hours and arrangements were adjusted on 19 March 2020, with tighter visiting parameters introduced on 23 March aligning with the first community transmitted case of COVID-19. Visitors have been permitted to our residential aged care services

WE NEED YOUR HELP TO

throughout the pandemic, with parameters introduced on the time of visits (business hours), number of people able to visit and duration of these visits aligning with the Residential Aged Care Directions as well as the Visitor Access Code that was released in May 2020.

Throughout this journey, we continue to be warmed by the resilience and understanding of our older people who have collaborated with us as we navigate these very challenging times. We also appreciate the relatives and friends for respecting our staff, particularly during times when very difficult and uncomfortable decisions needed to be made to protect our communities. We remain grateful to our staff who have risen to all that has been asked of them and continue to do so each and every day, including restricting their own movements outside of work to reduce the risks of COVID-19 from entering our facilities.



STOP COVID-19

THE JANUS APPROACH

The Janus Approach is a philosophy of care, specific to RSL Care SA, that acknowledges residents are unique individuals, who have a variety of personal needs and preferences.

The Janus Approach aspires to continually improve and enhance the quality of life for all residents by transforming the culture of care in our facilities from task focussed to truly person centred. 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 group of residents as a whole. Residents of RSL Care SA require care delivery to be person centred and evidenced based ensuring each resident's physical, cultural, psychological, social, sexual and spiritual needs are addressed.

Person centred care is not a new concept and has been in practice, in varying forms, for several years. Person centred care provides a set of guiding principles for our actions in the field of care that enable all people in our care to be in relationship with others. These principles are based on a V.I.P.S structure, where each person is Valued, is Individual and unique, is cared for considering the person's Perspective and supports the person to be Socially confident.

In order to deliver the Janus Approach at RSL Care SA, we have identified specialty areas of care provision which 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. We currently have six Janus Keys and have intentionally designed this model so that as the approach matures and the needs of residents' change, additional 'keys' can be added.



DIGNITY IN CARE
JANUS



MEANINGFUL ENGAGEMENT & SPIRITUALITY
JANUS



MAKING EATING SOCIAL & SENSATIONAL
JANUS



MENTAL HEALTH
JANUS



SEXUALITY & INTIMACY
JANUS



PALLIATIVE APPROACH
JANUS

ANZAC DAY





ANDREW RUSSELL VETERAN LIVING (ARVL) Ryan Ollwitz

As we approach our 5th year of operations, it gives me great pleasure to report on a rewarding year for the Andrew Russell Veteran Living (ARVL) program. We have provided over 12,500 nights of accommodation for 118 veterans experiencing, or at risk of homelessness, and are proud to offer a safe and effective program that is changing the lives of homeless veterans in South Australia.

Over the past 12 months, the demand for our emergency and affordable accommodation has remained high and we continue to see a similar cohort of veterans. This largely consists of single, middle-aged males who served in an Australian Army combat corps, and who have little social and financial support. Of the 118 veterans that have accessed the program, our data shows:

- 88% are male,
- The average age is 46 years,
- The average length of service is 6 years,
- 70% identify as a former member of the Australian Army,
- Of those who served in the Australian Army, 65% served in combat corps (infantry, armoured or artillery),
- 15% of residents served with the Australian Navy, followed by 10% who served in the Royal Australian Air Force with the remainder consisting of family members of ex-service personnel,
- 29% deployed on operations,
- 90% are single or divorced, and
- 65% have an annual income of less than \$30,000.

Our core housing first strategy remains, and includes our primary goal of providing emergency accommodation and pathways to assist veterans in securing permanent housing solutions. However, operationally, the consolidation of processes along with the establishment of several collaborative partnerships, have allowed us to focus on what we do best, providing specialised housing for the veteran community. This focus is supported by our ongoing partnerships with DVA, Open Arms and the inclusion of Pop-up Community Care nursing to enhance the wrap around services available for our residents.

This focus has resulted in a significant increase in engagement with support services and positive housing outcomes for our residents. Since January 2020, when several changes came into effect, 13 residents have transitioned from the emergency accommodation program. Of the 13 residents, 10 have secured a long-term housing solution either in a

private rental, community housing or within the ARVL affordable housing program.

It is both rewarding and affirming to see first-hand the positive impact ARVL has on veterans who enter the program, embrace the support services on offer and have managed to get themselves 'back on their feet'. As evidence of the impact that ARVL has, RSL Care SA received the following letter of thanks:

"Andrew Russell Veteran Living wasn't just a roof over my head. RSL Care SA helped without obligation or pressure and welcomed me without judgment. They gave me the space to recover and the chance to make calm decisions. Now I have a fulfilling job, live close to work and family and feel a kind of quiet strength that I had not noticed before".

Furthermore, it is humbling to receive feedback from our residents through the veteran community and support agencies. Recently, SC Consulting passed on feedback from several past and present ARVL residents, stating that:

"Each veteran spoke very highly about Ryan, Nathan and RSL Care SA because of the respect they were shown and felt when interacting with the organisation. This was most evident when some of the veterans reflected on some decisions that were made that they did not agree with, but they felt respected regardless. It was most prominent with one veteran who stated that even though his behaviour was inappropriate when he was residing at ARVL and he did not respect ARVL's rules, that RSL Care still shows him respect by following up with him to see how he is going and that means a lot to him. I do not think there is a price that can be put on allowing someone to feel that they matter and are respected."

The SC Consultant also commented:

"Thank you for giving me an opportunity to get an insight into the wonderful work you all do and the massive difference you make in people's life. It was genuinely an honour."

Despite our many achievements, there is still much work to be done. Over the coming years the ARVL program will continue to adapt and evolve to suit the changing needs of the veteran community. We continue to broaden our approach and educate the veteran and wider community about homelessness, whilst working with community housing providers nationally to expand accommodation pathways for veterans everywhere.

Finally, I would like to thank my colleagues at RSL Care SA and within the ex-service community, for their continued support and encouragement.

ANDREW RUSSELL VETERAN LIVING



"Each veteran spoke very highly about Ryan, Nathan and RSL Care SA because of the respect they were shown and felt when interacting with the organisation. This was most evident when some of the veterans reflected on some decisions that were made that they did not agree with, but they felt respected regardless. It was most prominent with one veteran who stated that even though his behaviour was inappropriate when he was residing at ARVL and he did not respect ARVL's rules, that RSL Care still shows him respect by following up with him to see how he is going and that means a lot to him. I do not think there is a price that can be put on allowing someone to feel that they matter and are respected."



FINANCIAL PERFORMANCE

Aldo Fonovic

I am proud to share the financial results achieved in FY20. A solid operating surplus of \$1.7m was delivered despite the many challenges faced during the year.

At the beginning of the financial year our focus was preparing for our new aged care development, Romani at Murray Bridge. The latter half of the year saw time devoted to conducting asset valuations in accordance with accounting standards and Board governance policies.

Two new accounting standards that now apply to Aged Care and Retirement Village operators are - AASB15 accounting for Revenue from contracts with customers and AASB16 Accounting for Leases. The financial statements have been updated to reflect the new standards, and the amendments are described in further detail below.

The second half of the financial year saw the impact of COVID-19 affect us all. Considerable time and effort was spent in planning and forecasting to ensure our financial resources remained protected, and that the business remained financially prepared to meet the challenges created by the pandemic.

Financial headlines to note for the year are as follows:

Operating Results Flowing to Profit and Loss

Total Revenue reported of \$19.2m including the effects of the new accounting standard was \$1.0m (5%) higher than the previous year. An increase in revenue of \$1.1m was brought to account to satisfy the new accounting standards. It's important to note that this increase in revenue is wholly offset by an increase in expenditure of \$1.1m, also resulting from the new accounting standards. This change has meant there is consequently no effect on the final operating results.

The effect on revenue, when the adjustment to accounting standards is removed, was a reduction of \$0.9m (-5.2%). The majority of this change can be attributed to the lower number of retirement village settlements compared to last year. Our already low vacancy rates reduced to 2% during the year combined with a resulting in a lower number of units becoming available for resale through the year and accounted for \$0.7m of the difference in revenue.

The revenue of our Residential Aged Care portfolio remained stable compared to last year. This is encouraging, given the combined challenges of both the COVID-19 pandemic and the pressures of

ongoing government reforms and enquiries into the aged care industry.

Our reported expenditure grew \$1.3m (7.6%) to \$17.6m with the majority of this growth, \$1.1m, attributed to the recognition of new accounting standards. As mentioned previously this is offset by a corresponding increase in revenue of \$1.1m.

With the effect of the accounting standard change excluded, comparative year on year expenditure growth was limited to 1.4%. This reflects careful management and targeted efficiency improvement in our budgeted expenditure.

Donations and bequests received during the year total \$0.1m, and we are grateful to be able to use these funds to assist in the delivery of our support programs and improved amenities for our residents.

It can be seen that our underlying surplus is lower than last year due to several unique and temporary factors. It is important to note that our fundamentals are solid, even in spite of these challenges and we continue to perform well when compared with many others in our industry while pursuing our broader mission.

Non-Operating Income and Expenditure

External financial valuations of our property assets were conducted during the year, in accordance with relevant accounting standards and board governance policy.

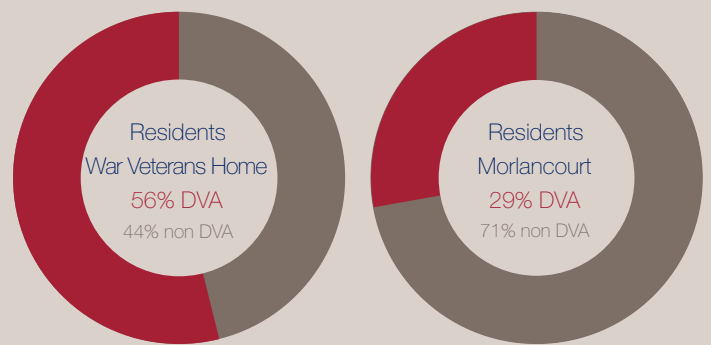
The net results of the valuation exercise reflected an increase in the book value of our property assets of \$1.6m, which supports and provides confidence in the level of investment in the refurbishment program undertaken in previous years.

The asset valuation exercise presented the opportunity to review and adjust the level of goodwill recorded in the balance sheet. The value of goodwill was reduced to coincide with the increase in the value of the assets. This prudent measure was undertaken to further bolster our financial foundations as we embark on the next phase of our expansion.

Financial Position/Balance Sheet

Our financial position remains strong, and is forecast to continue to strengthen.

Our total equity at \$66m continues to grow in a steady and secure



manner and it is important to note that we continue to operate free of any bank debt.

Gross assets grew by \$22.7m, with total liabilities growing by \$21m. First time recognition of the new Accounting standards relating to our retirement village valuations increase the carrying values of these assets by \$21m with a corresponding increase in the carrying value of liabilities attributed to retirement village residents.

The remaining increase in gross assets can largely be represented by net cash on hand growth of \$2m and valuation increases recognised at The War Veterans Home and Morlancourt of \$2.5m (offset by a reduction in goodwill recognised of \$2.5m).

Our focus remains on protecting and improving our financial position which will enable us to deliver on our longer-term strategic objectives, whilst ensuring we continue to support our vulnerable populations and the broader veteran community.

The financial statements meet all legislative requirements and have been audited by BDO auditors.

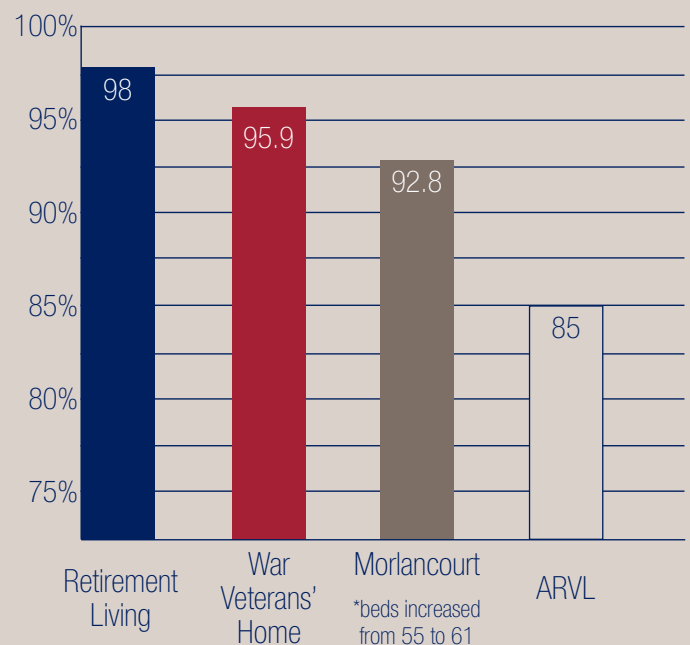
Altruistic Objectives

Direct and indirect funding was provided to support our ARVL homeless veteran program, the employment of an ARVL Program Manager and a Veteran Support Officer, as well as providing rental subsidies for our affordable housing portfolio.

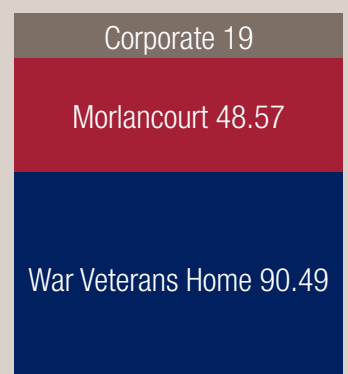
We also continue to contribute to, and financially support different elements of the ex-service community including, The Road Home Foundation, RSL SA, the Vietnam Veterans Social program, as well as providing support for various current and ex-service related initiatives.

Finally, I would like to take this opportunity to thank the finance and administration team for their ongoing efforts in delivering high level services to our clients.

Occupancy



Workforce FTE (excludes agency)



FINANCIAL PERFORMANCE

STATEMENT OF PROFIT AND LOSS

	2020	2019
TOTAL REVENUE	\$ 19,207,508	\$ 18,214,583
EXPENSES		
Salaries and employee benefits	\$ (11,286,449)	\$ (11,038,510)
Depreciation and amortisation	\$ (852,004)	\$ (793,893)
Other expenses	\$ (5,418,480)	\$ (4,482,170)
TOTAL EXPENSES	\$ (17,556,933)	\$ (16,314,573)
Surplus for the year	\$ 1,650,575	\$ 1,900,010

STATEMENT OF FINANCIAL POSITION

	2020	2019
ASSETS		
Cash and investments	\$ 23,908,379	\$ 21,781,530
Investment property	\$ 74,206,657	\$ 68,675,184
Property, plant and equipment	\$ 53,507,884	\$ 50,734,080
Other assets	\$ 18,974,482	\$ 6,668,393
TOTAL ASSETS	\$ 170,597,402	\$ 147,859,187
LIABILITIES		
Trade and other payables	\$ 829,995	\$ 871,226
Refundable loans	\$ 95,881,757	\$ 79,428,297
Other liabilities	\$ 7,961,521	\$ 2,730,002
TOTAL LIABILITIES	\$ 104,673,273	\$ 83,029,525
NET ASSETS	\$ 65,924,129	\$ 64,829,662
EQUITY		
Accumulated funds	\$ 49,912,636	\$ 50,964,880
Reserves	\$ 16,011,493	\$ 13,864,782
TOTAL EQUITY	\$ 65,924,129	\$ 64,829,662

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.





RSL Care SA Corporate Office
55 Ferguson Avenue, Myrtle Bank SA 5064
Ph: 08 8379 2600 | www.rslcaresa.com.au