



RSL CARE SA

# RSL Care SA Annual Report 2020 - 21



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*Front and back cover: 75th Anniversary of VP Day held at the War Veterans Home 15 Aug 2020; VP Day, Melbourne 15 Aug 1945, Australian War Memorial.*





# Geoff Tattersall

## RSL CARE SA BOARD CHAIR

*I am pleased to present the 106th Annual Report of RSL Care SA for the 2020/21 financial year. Before reflecting on the year just gone, I wish to acknowledge and thank Loretta Byers for her time as Board director and then chair over the last 12 years.*

Loretta retired as chair last year leaving the organisation in very good shape. During her time the organisation has transitioned from a single site with some challenges to the multi-faceted and growing organisation that it is now. Loretta's positive influence is evident throughout that journey. Thank you

Although 2020/21 has again been dominated by the Covid-19 pandemic and the constraints that have come with it, we have still had a successful year and are well positioned to continue that pathway. We have experienced good occupancy in our various service offerings, and resident and family feedback indicates they are well satisfied with the services provided by our dedicated staff who reflect the expected values of the organisation. An operating surplus of \$1.5m has been achieved and while a solid financial performance is important, it is only an enabler to pursuing our mission as the trusted

provider of accommodation, care and support services that develop innovative solutions to meet the changing needs of the ex-service and wider community of South Australia.

Residential aged care remains the largest component of our operations in which the bulk of our staff are employed. Mention was made in last year's report of the Royal Commission into Aged Care. It is unfortunate and, in my view unfair, that the whole aged care sector has been tarnished by unacceptable examples of poor care by some providers as highlighted in the Commission. However, there are many providers who have and continue to provide services in which residents and families have great confidence. RSL Care SA is one of those and we can demonstrate that with clear evidence of the quality of our services and the high satisfaction levels of our clients. Our clinical leaders and staff at both our facilities are to be congratulated for their continued high level of performance despite the unfair negative publicity, while also taking the challenges of Covid-19 in their stride. Our staff are very much appreciated by the Board and management and it is pleasing that the independent staff survey conducted during the year indicates a high level of satisfaction amongst our staff – although there are always some areas where there is opportunity to do even better. I look forward to the growth of this aspect of operations with the opening of a new facility in Murray Bridge, which the CEO will report on. It is also pleasing that we were successful in our application for an additional 6 bed licences for this facility taking it up to the originally intended 72 beds.

Retirement Living also continues to be a large component of our operations, although the size is more in relation to physical assets rather than staff. We continue to have good occupancy at all of our sites and it is pleasing to see the





sense of community that exists in our villages. The Board has approved some modest expansion of our offerings at Waterford, is undertaking improvements to the community centre at Hamilton Village and continues to upgrade units as the opportunity for re-leasing arises.

Andrew Russell Veteran Living (ARVL) is the smaller but equally important component of our operations. It is not a revenue generator, but is supported by revenue generated from our other operations. ARVL offers housing options for veterans through an emergency accommodation program designed for veterans experiencing homelessness or at risk of homelessness, and an affordable long-term housing portfolio that assists veterans or their spouses often in their older years. We are having great success in assisting these people in finding new stability and moving on with their lives. In this way, the organisation continues to do what it started to do 106 years ago. It was significant that the ARVL homelessness program was visited by Mr Don Spinks, DVA Repatriation Commissioner (and also former Regimental Sergeant Major of the Australian Army) who appeared suitably impressed with the work we do. Janice Silby (Assistant Secretary and Deputy Commissioner for SA/NT) accompanied Mr Spinks for this visit, and in her words:

*“The visit was one of the most important interactions I have had in my DVA career. I have reflected on the discussions and am hoping that you can pass on my thanks to Shaun and Mel. They were open, articulate, and insightful. I know that such conversations can be difficult and so am very grateful to both of them. Their willingness to share their stories will help shape future improvements within DVA”.*

We are proud of what we do and will keep doing it.



While sustaining our operations dominates efforts, it is salutary that RSL Care SA is having a presence in the National policy arena within our areas of interest, and that our influence is disproportionate to our relatively small size. These areas of interest include residential aged care, veteran specific issues within aged care, and veteran homelessness amongst others. For this I give great recognition to the efforts of our CEO, and hope his efforts and that of key partners will lead to improved outcomes for our veterans.

On a personal note, I take this opportunity to recognise Nick Atkins, former Maintenance Manager, who retired this year. Nick was with the War Veterans Home when the merger of RSL accommodation assets into the War Veterans Home to form RSL Care SA occurred. I became the CEO at that time, and I very much appreciated Nick’s positive influence as a staff member when introducing various changes that were required to bring contemporary practice to a much larger organisation. I am grateful for his support.

On behalf of the Board, I congratulate and thank Nathan and his leadership team, along with all staff, not only for the achievements of the last year but also for the manner in which they have been achieved under challenging conditions.

I also thank my fellow Directors for the good governance I believe this organisation enjoys. Directors give their time on a voluntary basis to Board activities including the sub committees that contribute to our governance model. I thank the chairs of those committees: Elizabeth Clare for Care and Compliance (also Deputy Chair); Frank Kite for Audit Finance and Governance; Steve Knight for Property Strategy, and Mark Prosser for Retirement Living.





# Nathan Klinge

## CHIEF EXECUTIVE OFFICER

*It is only through adversity that one's character can truly shine, and COVID-19 has certainly given us all the opportunity to shine... brightly!*

In this regard FY20/21 has been an interesting year for RSL Care SA, where on the one hand our operations have been very much influenced by the impact of COVID-19, however on the other hand this has not held us back and we have continued to deliver quality care services while also moving the organisation forward in a positive and strategically significant direction.

Before getting into all of that though, I would like to take this opportunity to thank our Board of Directors, who continue to provide mission-focussed and strategic leadership that guides our actions and shapes our future. Inherent to the Board's strategic culture has been their unwavering commitment to the principles of good governance and accountability. Through their resolute stewardship we have maintained 100% compliance in all aspects of our care, governance, and business operations. Our Board is skills-based and it is made up entirely of volunteers who receive no payment for their considerable work, and I thank them for choosing to serve RSL Care SA in this manner. We are fortunate to have such a quality group of skilled and dedicated leaders at our disposal.

As Geoff has done in his report, I would also like to acknowledge our departing Chair, Loretta Byers, who as a Director and eventual Chair guided the Board through some very important and robust decisions over a 12 year period. Loretta stepped down from the Board at our AGM in 2020, and while she is sorely missed I am pleased to report that she has since been appointed as a Life Member of RSL Care SA. I look forward to Loretta's continued involvement and leadership over the years to come in this important role.

With the departure of Loretta we have been able to welcome Geoff Tattersall as the Chair of the Board, and although he is new to this role he is no stranger to RSL Care SA having served as a CEO of our organisation in years gone by and as a Director and our Deputy Chair for the past 6 years.

The pandemic crisis has coincided with the most sustained period of governance burden and regulatory change that our industry has endured, and the combination of these factors has required us to remain composed yet responsive to ensure we do not become overwhelmed by all that has been asked of us. Pleasingly our governance framework has supported us well, and we have continued to deliver quality services across our residential care, retirement living, and homeless veteran portfolios. As the Chair reported we have also managed to generate a modest and responsible surplus of \$1.5m for FY20/21, which will ensure we continue to grow and evolve our services now and into the future. You will find Aldo's report and the financials for FY20/21 on pages 22 - 24.

In the aftermath of the Aged Care Royal Commission there remains much uncertainty across the aged care sector, but despite these distractions our staff continue to direct their energies and attention on delivering the highest levels of care and quality services for which we are well known. Strong clinical leadership is the cornerstone of our governance structure, supported at all levels from the Board down by quality people who possess the necessary skills and experience to ensure we deliver on our promise of service excellence. This commitment requires effort, but this effort has never been more important than during a pandemic and it is a measure of our staff's commitment to our community that our residential care services have largely remained open to visitors throughout the majority of the pandemic. These and other management actions in response to COVID have been expensive for us as an organisation, but all decisions have been guided by an unwavering and values-driven approach that has consistently put the health and wellbeing of our residents above all else.

In the early days of the pandemic we worked long and hard to assess the risk and to respond accordingly, and this early



work enabled us to weather the initial storm and to position ourselves well for what comes next. As we look ahead our state will begin to open up in what we assume will become a 'COVID normal' situation for the years to come, which means that for much of the year ahead we will face an increasing level of COVID risk across the different communities that RSL Care SA supports (be that in residential aged care, retirement living, or in our homeless veteran program). We stand ready to meet this threat.

Please take the time to read through Kellie's report on pages 13 - 16, where she summarises our clinical operations in much better detail than I can provide here.

While our focus remains the delivery of quality and meaningful services that support our residents each and every day, we have also continued our strategic advocacy at the national level to reform policy and practice for veterans and older Australians. This is important work for RSL Care SA to be involved with, and it has included:

- Advocacy for homeless veterans at the state and federal level
- Working with the Community Housing Industry Association to enhance the availability of affordable housing for veterans of all ages
- Assisting the Department of Health to develop and implement veteran-specific resources for the aged care industry
- Contributing to the development and delivery of a national Trauma Informed Care training resource for the aged care sector
- The conduct of a national workshop to address Veteran Homelessness, held in Adelaide in March 2021.
- Contributing to the Aged Care Royal Commission. The Final Report from the Royal Commission was presented to Parliament on the 1st March 2021, and it included numerous references to specialist advice provided to the Commission by RSL Care SA. One of our residents (Mr Brian Lynch, a Vietnam Veteran) and myself appeared separately before the Royal Commission during their hearings in Melbourne, and both Brian and I spoke at length about the unique challenges faced by veterans seeking to access care services. Pleasingly the Commissioners noted these issues, and they made specific reference to them in the final report that was handed to the government. For those who are interested in reading these findings, please refer to Volume 2 of the Aged Care Royal Commissions Final Report.

A further tangible representation of our commitment to the veteran community was realised this year, with our homeless veteran program reaching the significant milestone of having provided over 16,000 nights of accommodation to homeless veterans. This provides a timely reminder of the important work that we undertake through this program, and you can see some of the latest program data from ARVL on pages 18 - 21 of this report.

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

- Board approval for the redevelopment of Hamilton House at Hamilton Retirement Village
- The installation of the Memorial Walk at the War Veterans Home
- Board approval for the redevelopment of the front garden section of Morlancourt
- Board approval for the construction of seven new independent living units at Waterford Village
- Completion and implementation of the IT Masterplan.
- Provision of support to the local veteran community through various grants and sponsorships
- Maintaining high occupancy in our aged care homes, bucking national trends that saw these numbers fall for other providers throughout the pandemic.
- We have commenced construction of Romani, a new 72-bed aged care facility in Murray Bridge. This will be a significant development for Waterford Village and Murray Bridge more generally, and we see it as an area of critical need for the broader veteran community across the Murraylands. This new 72-bed residential aged care facility will be called Romani, after the famous battle led and fought by the Australian Light Horse in 1916. Please have a look at page 6 for some imagery of this latest development.





Our retirement villages at Murray Bridge, Marion, Glengowrie and Myrtle Bank have also all enjoyed incredibly successful and busy years, and sales remain strong in each village. Our quality village homes have remained full, and our residents have taken every advantage of the significant benefits our vibrant and socially connected communities offer. This has never been more apparent than during the pandemic, where our villages have all proven to be particularly safe, resilient, and connected communities that have supported each other well. I would like to thank all of our village committees and social groups for the incredibly important contributions they have made to village life, and to all of our residents who each play a role in ensuring that our village communities remain such pleasant places to be.



## Donations and Bequests

The results of our donations and bequests are recorded in the financial papers, and I would like to highlight the very important part these donations play in supporting our capacity to deliver our altruistic pursuits. I would like to personally thank everyone that has supported us in such a manner over these past 12-months, because your financial contributions no matter how large or modest are gratefully received.

100% of all donated money goes towards providing improved services and outcomes that benefit the people we serve.

I would particularly like to mention the very generous donation made by Mrs Diana Hancock (a long-time friend of the War Veterans Home), which has enabled us to purchase this bus for use by our residents and the broader veteran community.

What a marvellous gift.



## Conclusion

As I mentioned at the start of this report the past 12 months has been a challenging but positive period for RSL Care SA, yet despite all of our achievements there remains much work for us to do.

Our industry is changing, shaped largely by an evolving regulatory framework but also through an emerging demographic of older Australians as the nation's baby boomers age (which of course includes our Vietnam Veterans). I am pleased to report that RSL Care SA is well positioned to accommodate the needs of this next generation, and we look forward to meeting them and the generations that follow.

I began my report by thanking the Board, and I would like to conclude it by paying tribute to our small executive team and all of our staff who provide an outstanding level of professional services to the residents of RSL Care SA. Their tireless efforts over the past 12 months have kept us all safe, healthy and happy, and I've been truly heartened by their level of resilience and dedication in the face of such adversity.

The same can be said of our many volunteers who enrich the lives of our residents through their empathetic and committed volunteerism, be that in our nursing homes, in our retirement villages, through ARVL, or on our Board. The volunteers of RSL Care SA cannot be praised enough, and I am grateful for all they do for us each and every day.

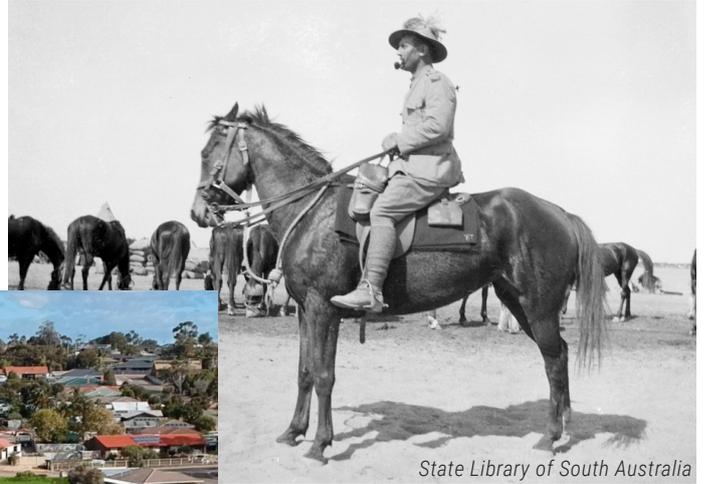
Over these past 12 months we have risen to meet the challenges of a global pandemic, and in doing so the quality of our organisation has been reinforced and strengthened.

I am so very proud of everyone who has done their part in making this happen.



# ROMANI

MURRAY BRIDGE

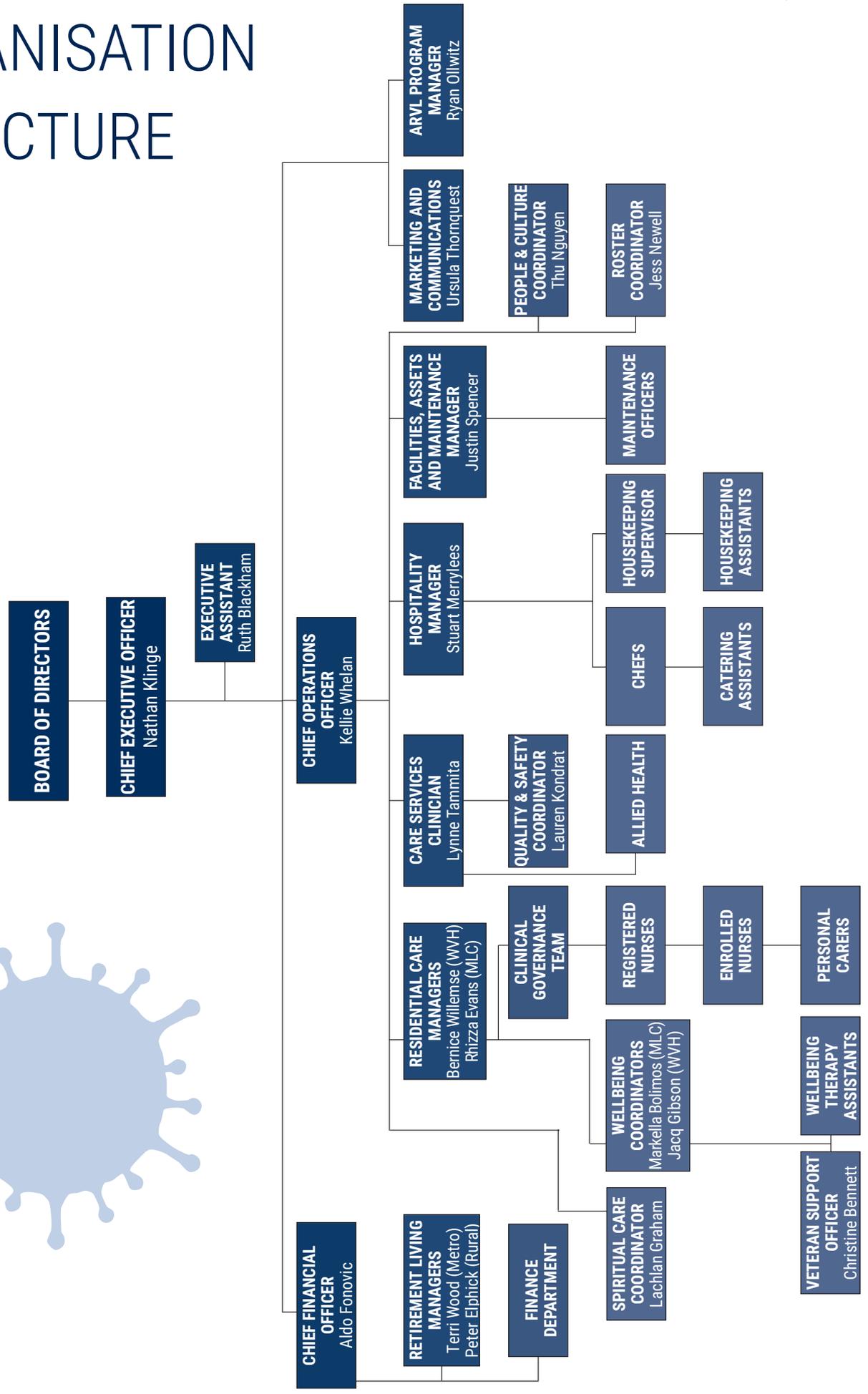
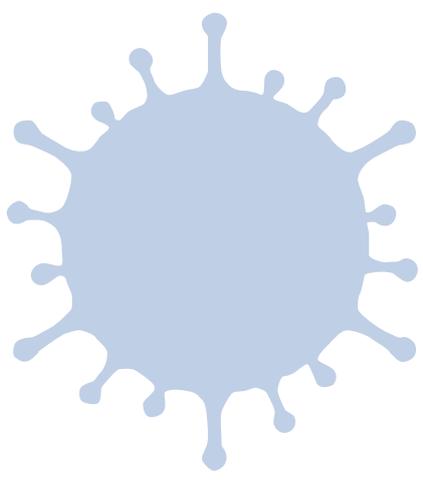


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# ORGANISATION STRUCTURE





# BOARD OF DIRECTORS



## Geoff Tattersall (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 has been a Board member of RSL Care SA since 2016.



## Elizabeth Clare (Deputy Chair)

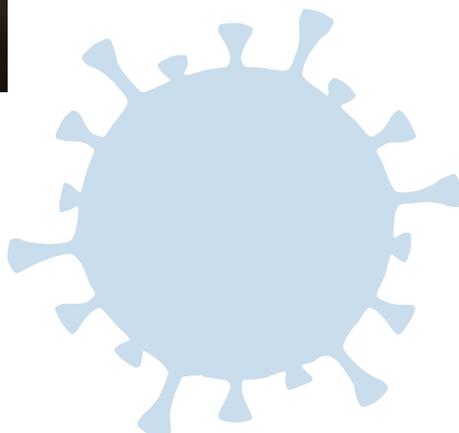
Elizabeth Clare is a Communication Consultant and Project Management Adviser in the not for profit and SME sectors. She holds post graduate qualifications in Communications, Public Relations and Business Management.

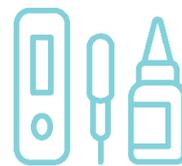
She was previously the General Manager, Property for Masonic Homes and subsequently the Executive Director of the Mary Potter Foundation.

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 nine 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.



## 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.



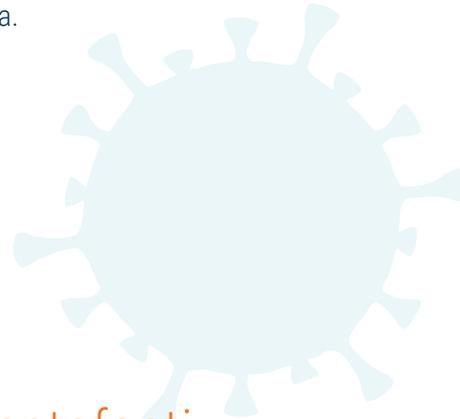
# BOARD OF DIRECTORS



## 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.



## Melissa Centofanti

Melissa has held a number of senior roles within the state government and the not for profit sector covering both ageing and disability initiatives. She has particularly 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 360 degree 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.



## Anthea LeCornu

Anthea Le Cornu is a registered nurse with 35 year's experience in the aged care industry and has worked across a broad spectrum of roles from carer to clinical nurse, site manager, human resource executive and acting chief executive officer.

Anthea is a consultant predominantly to the Aged Care industry providing a wide range of services including assisting approved providers meet accreditation standards, care and clinical reviews, training, operations reviews, restructures, human resource and industrial relations support and auditing against the Aged Care Quality Standards of the Australian Aged Care Quality and Safety Commission.

As current Board Chair of Community Support Incorporated, one of the largest providers of services to people with disabilities in South Australia and Governance Committee member for the Salvation Army Southern Division, Anthea maintains currency with the Australian Institute of Company Directors as a graduate member.



## 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.





# BOARD OF DIRECTORS



## Mark Prosser

Mark has been an executive in the Australian Retirement Village Industry over the past 20 years, he has an association with over 200 Retirement Villages and 6500 residents, in both Australia and in Malaysia. Mark has been an active participant of the Property Council of Australia and formerly the Australian Retirement Village Association (RVA). He has held positions on the RVA National Board and as the South Australian Regional Chair for both the RVA and Property Council of Australia.

Mark is also a Director of Optimum Retirement Services, a boutique consultancy provider to the Retirement Village Industry for both Independent and Assisted Living, providing services to both the for profit and not for profits sectors.

## RSL Care SA acknowledges our Life Members

Jock Statton AM

John Spencer OAM RFD

Graham Nybo OAM

Loretta Byers

Dennis Chamberlain

Joan Ramsay OAM

Michael Mummery OAM

Julia Sweeney



# SUB-COMMITTEE MEMBER



## Andrew Boeyen (AFG Sub-Committee)

Andrew is a finance professional with more than 25 years' work experience, including 15 years working with and reporting to Boards. Industry sectors worked in include mining, manufacturing, software development, advertising and education, but it was 10 years spent working in the disability field that generated a desire to give back to the community. In this capacity Andrew has been a Director in two non-profit organisations and an independent advisor in another.

Andrew holds a Bachelor of Economics degree from Adelaide University and his post-graduate studies include the CPA Program and a Graduate Diploma in Applied Finance & Investment. He is a Fellow of CPA Australia.



## Kellie Whelan

# CARE OPERATIONS

*This past financial year has been one of the most challenging for our entire community as we navigated the emerging and strengthening pandemic. It was also one of the most rewarding, to witness the resilience and commitment of our workforce to rise to the challenges they have faced throughout the year in response to successfully suppressing COVID-19 within South Australia over this time.*

As we transition into 2022, we will have new challenges ahead of us which I have every confidence RSL Care SA is well positioned to respond to, and continue to provide high quality care and services, focussed on enhancing quality of life for our residents and clients in residential and home care.

## COVID-19

COVID-19 required significant focus over the past year in response to the lockdowns in South Australia as well as the ongoing updates to the Emergency Management Directions. These Directions outlined our legislative requirements for residential aged care which included the requirements for any person entering residential aged care to have a current seasonal influenza vaccination, limiting social and support

visits during various stages across the year, wearing face masks, and education requirements for our staff.

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

Over the reporting period the following had occurred in relation to COVID-19:

- There were 21 meetings of the COVID Management Team
- Over 85 communiques to staff, residents, families and volunteers.
- 34 residents 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 34 residents, the results identified that COVID-19 was not detected.
- There was a total of 32 Emergency Directions issued that related to residential aged care in addition to 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 from states where border restrictions were in place.
- All new admissions since March 2020 have had stringent pre-admission criteria in order for admissions to proceed, including several interstate admissions facilitated.
- Visitors have continued to be permitted to RSL Care SA residential aged care services throughout the pandemic, with the exception during state-wide lockdowns, adhering to specific visitor parameters.

In June 2021 the Commonwealth announced that mandatory COVID-19 vaccinations were required by 17 September 2021 for all workers in residential aged care services. Our team was actively working towards this date and at 30 June 2021 we had 60% of our staff having received at least one dose, which was ahead of the national vaccination rates.

One of the most significant achievements of our team, however, was to facilitate the COVID-19 vaccination of our residents and staff across our facilities. We were supported by the Commonwealth Government's in-reach vaccination teams, however the discussion of the risks and benefits, as

well as gaining consent from all our residents for each of the clinics resulted in us achieving over 90% of our residents being vaccinated. This number continues to fluctuate as new residents enter our facilities and are awaiting their vaccinations. As we look ahead to the coming year, with borders opening, vaccination remains the safest option to protect and prevent against the seriousness of COVID-19 symptoms and illness. For those in our community who are yet to get vaccinated, we strongly encourage you to speak with your health practitioners regarding your individual risks and benefits of having one of the many safe and evidenced-based vaccinations.

## Accreditation/Compliance (Residential Care and Home Care)

Throughout the past year we have had multiple contacts with the Aged Care Quality and Safety Commission (the Commission) as they have monitored our ongoing compliance with the Aged Care Standards. We had four and three contacts at War Veterans Home and Morlancourt respectively over the reporting period. Where the Commission assessed for compliance, we were found to meet the areas assessed.

The Commission is committed to providing greater transparency of information about the performance of aged care services to support consumer choice and drive improvements in the quality and safety of aged care services. From 1 July 2020, for the first time, consumers have been able to see the compliance status of residential care services in an accessible and comparable format, through a Service Compliance Rating on My Aged Care.

The Department of Health in partnership with the Commission, developed the Service Compliance Rating in consultation with a broad range of stakeholders, including senior Australians, their care givers, the aged care sector and provider and consumer peak bodies over a period of two years.

The ratings are fair to providers as they are based on existing processes and decisions of the Aged Care Quality and Safety Commission and signify a service's compliance status. Changes to ratings will be timely to ensure that ratings are up to date; they will be published shortly after the Commission publishes its regulatory decisions.

Each service has a dot rating out of four, based on their current compliance status, using the following criteria:

Dot rating	Reason for rating	Description of rating on My Aged Care website
Four dots 	No areas for improvement identified in the most recent quality assessment	Meets requirements
Three dots 	Areas for improvement identified in the most recent quality assessment	Some improvements needed
Two dots 	Current non-compliance notice	Significant improvements needed
One dot 	Current sanctions or notice to agree	Inadequate

A summary of the residential service's most recent assessment by the Commission against the Aged Care Quality Standards is also published. We have been advised that RSL Care SA services of War Veterans Home and Morlancourt have both been awarded the maximum of four dots compliance status.

## Promotion and Development of The Janus Approach (Spiritual Care)

The Janus Approach is the philosophy of care by which we deliver person-centred and holistic care and services within residential and home care services. Over the past year we focussed on the "Meaningful Engagement and Spirituality" key. RSL Care SA recognises that all individuals have spiritual needs which may not always be based on religious belief or lack of belief. The need for social engagement that has purpose, is also an integral part of daily living that enhances and strengthens the physical and psycho-social capabilities of the resident which can increase their self-esteem, self-worth, connection and meaning for life.

In further developing this key, we were very pleased to create a new position and appoint our Spiritual Care Coordinator, Lachlan Graham. Lachlan commenced his working life by enlisting in the Royal Australian Navy. Lachlan worked as a naval signalman rising to the rank of Chief Petty Officer. He served in multiple ships during his service, including the HMAS Derwent in 1964-65 through the Borneo and



Indonesian Confrontation; HMAS Sydney in 1967 - 68 taking the troops to Vietnam and bringing them back, and HMAS Perth in 1967 - 68 on the gun line in North Vietnam. Following this he completed his Bachelor of Education teaching basic academics to new recruits, electrical fundamentals, radio and radar theory to technical sailors, and later specialised in the Naval Training System. Lachlan retired in 1990 at the rank of Lieutenant Commander transitioning to civilian life to provide greater stability to his growing family.

Lachlan has since completed a Certificate IV in Pastoral Care as well as currently studying his Graduate Diploma of Theology. Lachlan is a committed member of the Anglican Church at St Aidan's Anglican Church, and has continued to serve others through volunteering and community service within the church and local community, including a Zoo guide with Zoos SA. He is also a keen home gardener. He has developed strong relationships with many of our residents assisting in the significant transition of entering aged care, as well as end of life support.



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. We look forward to the return of the national awards this year.



In addition to the above awards night our Clinical Nurse from Morlancourt, Lynn Rogers, presented to the national Wound Management Conference. Lynn presented a case study of a very complex wound that accompanied a resident on admission to our care. Lynn's case study was titled "Healing the Unhealable: Developing High Level Wound Care Knowledge and Skills in Aged Care" and demonstrated the high level of skills that our nursing staff carry, and the importance of raising the profile of the specialised skill, experience and leadership required of senior clinicians in Aged Care.



## Awards and Recognition

Many of the national awards that the sector holds each year were cancelled last year due to the impact of COVID-19 and the second wave that hit Victorian aged care services particularly hard in late 2020. However, we were still able to participate in some local awards, in particular the South Australian Institute of Hospitality in Aged Care Awards. We had a very successful night winning three awards:

- The Project of the Year Award 2020 for "IHHC National Conference Coordinator and Master Behind the scenes", by Kathy Manning our Hospitality Manager.
- Values in Action – Exceptional Customer Service Award 2020 by Judy Bruce, the Chef at War Veterans Home.
- Brightest Staff Award 2020 by David Vasquez, the Housekeeping Supervisor at Morlancourt.

## 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 again adjusted to our traditional services, given the restrictions that were in place for public gatherings at the time. As such we continued the 100+ year tradition of holding a Dawn Service at the War Veterans Home, however it was held in our 'front yard' for the surrounding community as part of 'lighting up the dawn'. Private services were then held with our resident community including wreath laying ceremonies at both the War Veterans Home and Morlancourt to honour the fallen and those who have and continue to sacrifice for our freedoms.

We were also very fortunate to host the Governor of South Australia, the Premier of South Australia and other distinguished guests who joined our World War II veterans to acknowledge the 75th anniversary of Victory in the Pacific Day on 15 August 2020. Our veterans were presented with a 75th Anniversary of VP Day Commemorative Medallion and a Certificate of Commemoration.



## Partnerships

We have continued our strong partnerships with Phoenix Australia as we assisted them in the national rollout of Trauma Informed Care resources to the aged care sector. RSL Care SA has assisted Phoenix Australia with testing resources for managers (self-assessment tool and managers



guide), Trauma Awareness educational video (through interviews with residents and staff), providing information and feedback on the resources for staff to check in on their own wellbeing and learn skills for dealing with stress and trauma (an online wellbeing and resilience program). Phoenix Australia conducted four webinars between November 2020 and June 2021, RSL Care SA also assisted in the delivery of these webinars to the sector.

We have also maintained our collaboration with the Australian Nursing and Midwifery Education Centre to facilitate clinical placements for high school students completing their Certificate III in Individual Support (Aged Care) as part of their school qualifications. In addition we also support their adult learners with their clinical placement, many of whom transition into our workforce.

## The Year Ahead - Re-accreditation for War Veterans Home and Morlancourt

As we look towards 2022, we will be preparing for re-accreditation of both our residential aged care services War Veterans Home and Morlancourt, as well as the anticipated agility that will be required to respond to the changing risk profile of COVID-19 in South Australia, and also the risks within our residential aged care services.

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 objectives 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.





# LEADERSHIP DEVELOPMENT PROGRAM

*In recognition of 2020 being 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, the Leadership Development Program was launched as part of RSL Care SA's support of this world-wide initiative.*

Since May 2020, 13 of our Registered and Senior Nurses and 2 of our Care Services leaders have committed to an intensive leadership program to develop the current and emerging (nurse) leaders of the organisation to create strong and trusting relationships and build confidence and resilience to harness the potential of our current and emerging leaders.

## Program Objectives:

- Demonstrate (nursing) leadership in developing high performing teams that have a culture of success and achievement
- Lead (health) workplace cultures through innovation, redesign and change
- Apply the fundamentals of leadership to the workplace

- Identify key factors when evaluating effective workplace performance (and patient care)
- Demonstrate self-awareness and resilience that empowers them as a (nurse) leader
- Lead a significant cross-organisational improvement project

## Topics Covered in Sessions:

- What is leadership?
- Characteristics of an effective leader
- Importance of communication
- Differing communication styles and how to adapt our style effectively
- Self-awareness and the JOHARI window
- Time management
- Difficult conversations
- Giving and receiving feedback
- Change management
- Team performance and leadership
- Personal and professional values

On 5th February 2021, the leadership development graduands of 2020 presented the significant cross-organisational improvement projects to members of RSL Care SA Board and management. As part of this project the members were assigned to teams mixing a diverse range of styles and approaches and worked together to develop a business case for the improvement project. At the end of each presentation, our guests asked questions of each team and considered each of these improvements for their implementation, which are currently being implemented across RSL Care SA. In addition, three of the participants shared their leadership journey on their advancement through the Leadership Development Program, as a testimonial. The testimonials demonstrated that staff felt valued and well supported.





# Ryan Ollwitz ANDREW RUSSELL VETERAN LIVING (ARVL)

*It gives me great pleasure to report on a rewarding yet challenging year of operations in the Andrew Russell Veteran Living (ARVL) Program. We are proud to say that we have provided more than 16,000 nights of emergency accommodation and supported 150 veterans experiencing homelessness in South Australia over the life of the program.*

Additionally, our affordable housing portfolio continues to offer veterans and their spouse's long term rental properties in an increasingly competitive housing market. This combination of emergency and affordable housing has quickly seen the program's reputation flourish as we are recognised as the specialist veteran housing provider in SA.

We continue to learn lessons about the best approach to providing emergency and affordable housing, whilst remaining

focussed on the bricks and mortar solution as a specialised housing provider. A tight private rental market combined with soaring rents have seen the number of enquiries increase, the majority of which need emergency accommodation. On average, we receive five enquiries per month from veterans experiencing or at risk of homelessness, and a further four for affordable housing. These numbers demonstrate a continual demand for veteran housing; however, they also show that the problem is not insurmountable and that we are making a real difference in the ex-service community.

The demographic of those accessing the emergency accommodation program has largely remained the same; predominantly males who served in the Australian Army, aged in their mid-40's, who are single and have an annual income of less than \$30,000. These veterans need transitional accommodation, in many cases within a short timeframe, due to mental health conditions, family breakdowns and financial instability. By understanding their needs, we can better focus on three key elements:

- Our ability to respond quickly to individual circumstances and provide flexible housing solutions to meet each veterans' unique needs. When applying, more than 50% of our residents are at risk of homelessness but are yet to experience homelessness, which demonstrates that we are intervening early to avoid a housing crisis. Additionally, partnerships with a range of other housing providers, homeless service providers and ESO's has enabled ARVL to offer a broader range of housing options.
- The assertive in-reach and wrap-around support model requires residents to proactively engage with agencies such as DVA, Open Arms and community nursing. This approach ensures that residents have a comprehensive support network encompassing social work, peer support and mental and physical healthcare. This resident-centred support network has brought a level of stability to the program and drastically improved the health and wellbeing of our residents.
- Finally, and most importantly, our ability to demonstrate to our residents that someone still cares, more often than not, in the simplest of ways. Whether it is the gift of a handmade quilt from the Vietnam Veteran Federation





Quilting Group, an essential food pack on arrival or just someone to listen to their story. Through these simple acts of generosity, many of our residents feel welcomed back to the veteran community.

The overall aim of the emergency accommodation program is to ensure that our residents secure a permanent and stable housing solution, in turn, breaking the cycle of homelessness. We are proud to say that 84% of residents have achieved this goal by moving into long term housing such as a private rental, community housing, or even purchasing their own home. Although we are proud of this statistic, the personal stories show the real impact and reiterate precisely why we do this. None more so than the young female Navy veteran, who, after six years' service and multiple deployments, struggled with homelessness, mental health conditions and alcoholism. After a seven month stay at ARVL, she commented:

*"RSL Care gave me back my independence. I'd jumped from hospital to hospital, with very limited family support. I came to SA from Melbourne in 2020 and knew no one. Mental illness is difficult enough without the added burden of trying to find somewhere you can afford to live. I consider myself extremely lucky. I was offered a lovely unit with ARVL, it was clean and private, yet I was surrounded by more help and care than I have ever experienced. I finally felt safe and began to live again. They not only gave me a chance at making a new start but found me permanent housing in a newly built Westside Housing unit and even provided furniture. Between RSL Care SA, Open Arms and DVA I now finally have a home."*

It is these relationships that ARVL has forged with community housing providers and veteran support agencies that make stories such as this possible. Organisations such as Westside Housing continue to offer community housing opportunities that our veterans would otherwise struggle to access. We thank the team at Westside Housing for their ongoing support and dedication to supporting the ex-service community. Likewise, we thank Open Arms and Pop-up Community Care for their commitment to the health and wellbeing of our residents.

For the residents of the affordable housing program, consisting of 39 units and housing, we like to think of ourselves as more than just a landlord. These properties provide long term affordable rental options for veterans and

their spouses for their duration of need, which can range from several months to indefinitely. The properties also enhance our housing continuum and enable residents to transition from the emergency accommodation program to a long-term affordable rental and, in some cases, into an aged care facility. All the while, with the care and support of the RSL Care SA team.

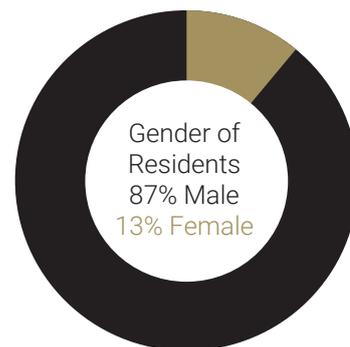
Despite this success, we cannot stop here, and RSL Care SA has committed to expanding the ARVL program by acquiring more housing and growing our community housing partnerships. We want to thank all those who have helped, donated time and money and enabled ARVL to do what we do best, providing a roof over the head of SA's most vulnerable ex-servicemen and women.

*"The blankets and suitcase mean so much to me and I want to thank you all, even those in the background, for most definitely giving me not only accommodation but hope."*

*"I am certain I wouldn't be alive now without ARVL as I was at my lowest and recently attempted to end my life just prior to receiving the support. Thank you all so much."*

*"They were there when I was at the bottom of the pit...and because of everyone that helped...I'm a lot better."*

*ARVL resident's comments*



Average length of service is 8.6 years



Our thanks goes to the many organisations that support our ARVL program:

- Westside Housing
- Open Arms
- Pop-up Community Care
- Vietnam Veterans Federation
- DVA



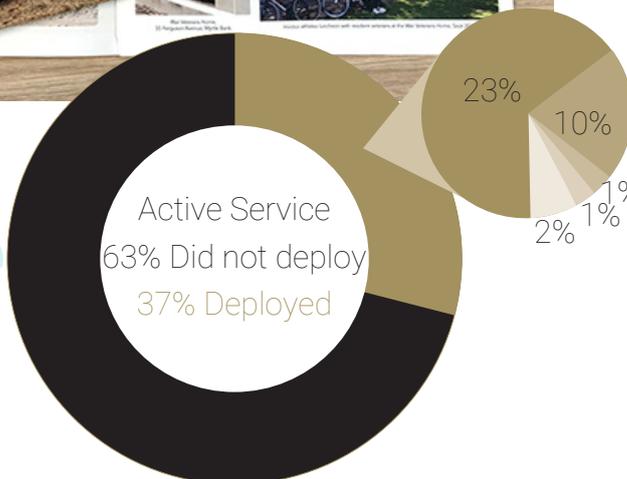
### Andrew Russell: Veteran Living — Meeting the Needs of Homeless Veterans in South Australia

Nathan Kings, CEO of DVA and Ryan O'Hara, Program Manager, Andrew Russell Veteran Living

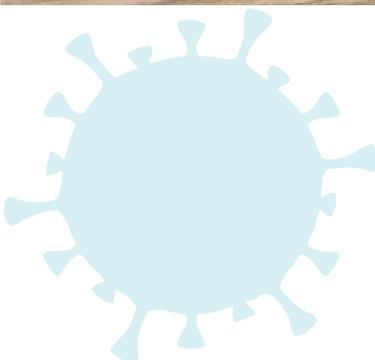
ARVL's affordable housing portfolio of three houses and one business in the northern Adelaide suburb of Mawson is a model for veterans and their dependants. These properties are managed directly by veterans and family members that can best understand the unique needs and obligations, and are on track to become income generating properties. ARVL has received an increasing demand for larger ten-bed townhouse units from those who are struggling in the current rental market. ARVL's units are grouped in pockets of between three and 14 units, which has the advantage of providing veterans with a local, accessible community that can best understand the unique needs and obligations of the armed forces with shared lived experiences.

ARVL was launched in 2015 as a pilot program to determine the best of use for general homelessness in South Australia. At that time there was no national homelessness strategy and the issue of homelessness for veterans, but very little data was available to help establish the best of use that might be necessary in South Australia. The Care SA branch established a pilot program to help determine the best of use for the veterans community. The pilot program has supported 88 veterans and their dependants to secure permanent housing through the ARVL program, and ARVL was formally established as an ongoing program.

Andrew Russell Veteran Living is named after Sergeant Andrew Russell, who was a South Australian



Of those 37% who deployed:  
 23% 1 deployment  
 10% 2 deployments  
 1% 3 deployments  
 2% 4 deployments  
 1% 5 or more deployments



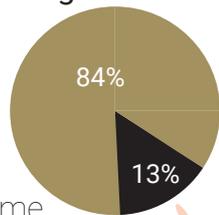


Average age of ARVL resident is 45 years old.

The vast majority are aged between 30 and 60 years of age.  
Youngest - 24  
Oldest - 91

In the past 24 months, 84% of residents have secured long term housing, moving into:

- private rental
- community housing
- public housing
- purchase a home
- or returned to the family home





## Aldo Fonovic

### CHIEF FINANCIAL OFFICER

*Operating for over 100 years, the mission of RSL Care SA is to be the key provider of specialised accommodation services and related support for the benefit of the ex-service community of South Australia. We are able to achieve this mission in part through the ongoing financial stability of the organisation.*

Our financial performance remained strong throughout 2020-21 despite the continued challenges of COVID-19 on our business. The efficient and effective operations of our Retirement Living portfolio underpinned our strong financial performance, which in turn enabled us to effectively manage the impact of COVID-19 on our business, our people and continue to support our most vulnerable clients.

Financial headlines to note for the year are as follows:

## Operating Results Flowing to Profit and Loss

### *Total revenue*

Total revenue reported of \$20.4m was \$1.6m (6%) higher than the previous year.

The majority of this change can be attributed to the following two factors. An increase in Aged Care funding in response to the Covid crisis (\$1m) combined with strengthening performance of our managed equity investments (\$0.5m).

### *Expenditure*

Our reported expenditure grew \$1.3m (7.8%) to \$18.9m. The majority of this growth \$0.7m related to higher wages and salary costs attributed to legislated wage increases, combined with extra time invested in managing our ongoing Covid response. Depreciation and amortisation expense also increased \$0.4m reflecting the higher levels of investment in recent refurbishment of our aged care facilities.

### *Income for the year*

It can be seen that our underlying surplus is \$0.5m or 38% higher than last year due to several unique and temporary factors occurring last year (as explained in last year's report) that did not recur this year.

It remains important to remember that our fundamental financial performance is solid comparing favourably to others in our industry. We forecast to continue to deliver responsible surpluses that enable us to pursue our broader mission.

## Financial Position/ Balance Sheet

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

Our total equity at \$67m 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 \$2.6m, with total liabilities growing by \$1.5m.

The increase in gross assets can largely be represented by net cash on hand growth of \$1.5m.

Our focus remains on protecting our financial position



which will enable us to deliver on our longer-term mission and strategic objectives, whilst ensuring we continue to support our vulnerable populations and the broader veteran community.

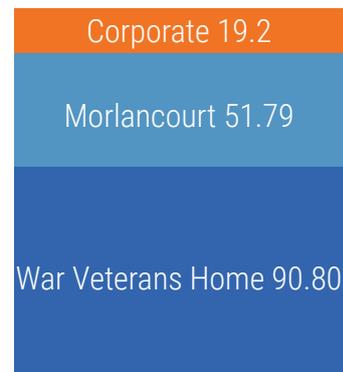
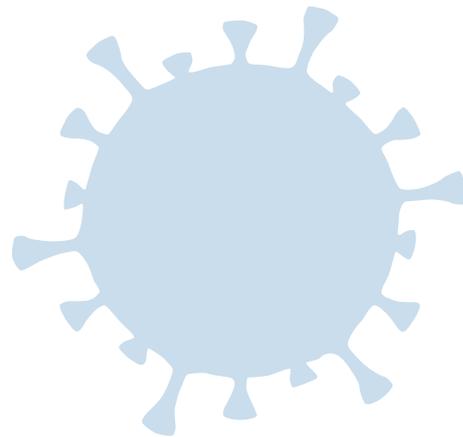
The financial statements meet all legislative requirements and have been audited by BDO auditors.

## Altruistic Objectives

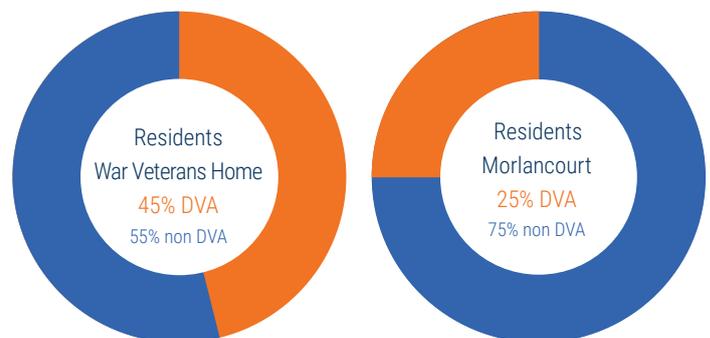
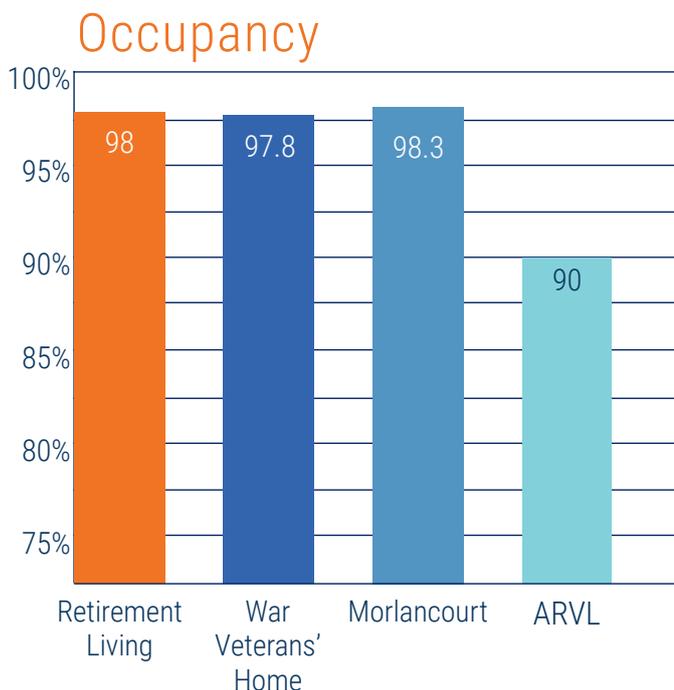
Direct and indirect funding was provided to support our ARVL veteran homeless program, the employment of an ARVL Program Manager and a Veteran Support Officer, as well as providing rental subsidies for our affordable housing portfolio.

We also continue to contribute and financially support different elements of the ex-service community including, the Military and Emergency Services Health Australia (MESHA), RSL SA & NT, and the Veterans Social Support Group, 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.



Workforce FTE (excludes agency)





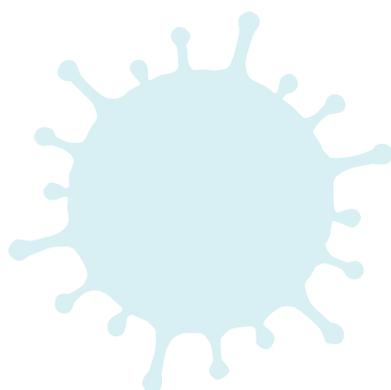
# FINANCIAL PERFORMANCE

## Statement of Profit and Loss

	2021	2020
TOTAL REVENUE	\$ 20,433,556	\$ 19,207,508
EXPENSES		
Salaries and employee benefits	(\$ 11,968,940)	(\$ 11,286,449)
Depreciation and amortisation	(\$1,222,029)	(\$ 852,004)
Other expenses	(\$ 5,729,686)	(\$5,974,588)
TOTAL EXPENSES	(\$18,920,655)	(\$ 18,113,041)
Surplus for the year	\$ 1,512,901	\$1,094,467

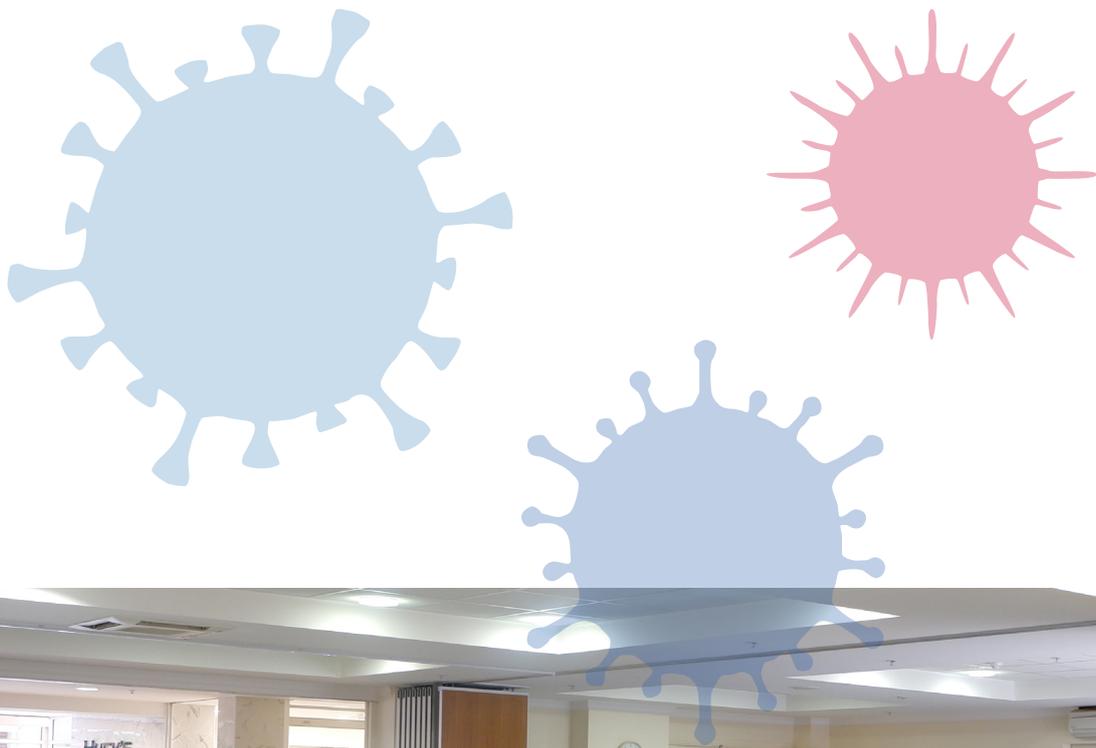
## Statement of Financial Position

	2021	2020
ASSETS		
Cash and investments	\$ 25,821,501	\$ 23,908,379
Investment property	\$ 74,748,311	\$ 74,206,657
Property, plant and equipment	\$ 53,538,938	\$ 53,507,884
Other assets	\$ 19,114,624	\$ 18,974,482
TOTAL ASSETS	\$173,223,374	\$ 170,597,402
LIABILITIES		
Trade and other payables	\$ 1,204,322	\$ 829,995
Refundable loans	\$ 96,424,121	\$ 95,881,757
Other liabilities	\$ 8,157,901	\$ 7,961,521
TOTAL LIABILITIES	\$ 105,786,344	\$ 104,673,273
NET ASSETS	\$ 67,437,030	\$ 65,924,129
EQUITY		
Accumulated funds	\$ 51,425,537	\$ 49,912,636
Reserves	\$ 16,011,493	\$16,011,493
TOTAL EQUITY	\$ 67,437,030	\$ 65,924,129



### 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.



75th Anniversary  
**End of the  
 Second World War**  
 Australia Remembers 2020



RSL CARE SA

ANDREW RUSSELL  
 VETERAN LIVING



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