



RSL CARE SA

ANNUAL REPORT 2012/2013

Providing accommodation, personalised care and support for the benefit of the ex-service and wider community of South Australia.



RSL CARE SA

“Trusted to Support”



RSL CARE SA

OUR MISSION

RSL Care SA provides accommodation, personalised care and support for the benefit of the ex-service and wider community of South Australia.

OUR VISION

“Trusted to Support”

We will be recognised as the trusted provider of accommodation, care and support that develops innovative solutions to meet the changing needs of the ex-service and wider community.

ABOUT US

RSL Care SA is an independently constituted not for profit organisation incorporated under the SA Associations Incorporations Act of 1985.

Whilst being a separate entity, we have close ties to the Returned & Services League of Australia (SA Branch). We are part of the same family, sharing a common ethos.

RSL Care SA has been providing care and support to veterans since 1917 and, more recently, to the wider community.

We offer a number of options for residential aged care, retirement living and affordable housing in various locations in South Australia.

RSL Care SA is a leader in looking after the needs of veterans. We believe that the ex-service community deserves the best care and affordable accommodation.

Our mission is to support veterans and their dependents, although the ex-service community are our primary client group it is not exclusively so. The facilities and services are also available to the broader community.

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CHAIRMAN'S REPORT



The merger is well and truly behind us and from it has emerged a stronger and more capable organisation that is better positioned to support the ex-service community, the community at large and their families.

Welcome to the 98th Annual Report of RSL Care South Australia Inc (RSL Care SA).

Last year I reported on the merger of RSL-SA's aged care and accommodation operations into the War Veterans' Home, Myrtle Bank Inc. to form RSL Care SA. I am pleased to report that the objectives of the merger outlined in last years report were and continue to be achieved. The merger is well and truly behind us and from it has emerged a stronger and more capable organisation that is better positioned to support the ex-service community, the community at large and their families. The benefits of the merger are evident in many ways including management capability and depth, improved governance in care and corporate functions, accreditation compliance and improved financial performance. The Board is pleased that the organisation is well poised to pursue the strategic objectives that it set for the 2013-15 period.

A major area of attention by the Board has been the implications of the aged care reforms by the Federal Government. The intent of government reform is transitioning into practical policy and whilst there is increasing clarity on the likely implications for our operations there are areas of uncertainty about what the future may hold. However it is apparent that aspects of our operations will require some change and I highlight the following:

- RSL Care SA is a Not for Profit organisation that has Public Benevolent Institution status. We pursue altruistic objectives that are primarily

about supporting the ex-service community. To do that effectively we must be commercial in our day to day operations in order to generate the funds to be benevolent. This year has been a relatively good year financially but strong financial surpluses year on year should not be expected as we not only commit funds to our altruistic objectives but we must also make capital investments from time to time to ensure our facilities are fit for purpose. Our capacity to do so is generally impacted on by government policy.

- The indexation of government subsidies for residential aged care has for some years not kept pace with CPI increases. This has been placing an incremental financial challenge on the largest component of our operations. It has implications on capacity to employ and remunerate our staff - whom are key to the services we provide. It also impacts on our capacity to finance long term decisions on the redevelopment of facilities. Improved practices to ensure that RSL Care SA is remunerated by government for the care it provides to residents has increased revenue and contributed to the improved financial performance but further significant gains are unlikely. The underlying trend is that the price we receive from government is less than that rate at which costs are increasing. Our circumstances are the same as those facing other aged care providers but fortunately RSL Care SA is able to utilise interest from accommodation bonds and proceeds from retirement living operations

to support financial performance.

- A key financial issue is the impact of government policy on resident contributions in particular the Refundable Accommodation Deposit (RAD - previously known as Accommodation Bonds) and the Daily Accommodation Payment (DAP - previously known as Accommodation Charges). The decisions by residents and their families will have a major impact on our capacity to redevelop and invest in additional residential aged care facilities.

- Consumer choice is being encouraged through government policy with consumer directed care being but one example. Choice is a good thing and is supported by RSL Care SA. However it brings with it an element of competition and a greater responsiveness to not only residents but often their family who contribute to choices. With that comes a requirement for different approaches to how all staff go about their daily duties. The military have become familiar with the term "strategic corporal" and we have something similar in the "public relations carer", because all staff from the CEO down, become the face of the organisation. How their actions are perceived by decision makers will influence the future success of the organisation. We must adapt to the environment.

- The Federal Government is placing a priority on providing aged care services in the home - Home Care packages. RSL Care SA has not operated in this field in the past but

the Board has taken the strategic decision to enter the market in order to be a provider of integrated services to the client group that we serve. It is intended that our initial focus will be on providing home care services to residents in our community housing and retirement village accommodation.

The Board has reaffirmed the 20 strategic objectives included in the last Annual Report, and management is pursuing them with vigour. These things take time to come to fruition but I can report:

- Plans are being developed to become a provider of Home Care of various types. Unfortunately attempts to secure packages through the last Aged Care Allocation Round tender process were unsuccessful, which highlights that the pathway will not be easy or immediate

- A contract for the sale of the vacant Semaphore property was entered into in late 2012 and although the purchaser has had many hurdles to overcome to satisfy Council planning requirements, the sale did proceed and settlement involving \$2.325m occurred in Oct 2013.

- A long term spatial master plan for the War Veterans Home site is well advanced. Works to upgrade residential aged care facilities are unlikely in the immediate short term however concepts are sufficiently developed to anticipate where such works would occur thereby allowing an expansion of retirement living options.

- The 5 flats adjacent to the RSL Villas that were leased back to the SA Housing Trust as part of the property sale have now returned to the control of RSL Care SA enabling a similar spatial master planning exercise to commence.

- Options for the Wallaroo site have been under consideration. I hope that a decision will be possible during 2013/14

- RSL Care SA is part of the RSL "family". Both organisations are collaborating in areas of common interest and this will continue to grow. The welfare of veterans from more recent operational deployments is one of those areas of common interest and we are looking at what role RSL Care SA can play in this "space" and are assisting some support groups of veterans

as they look to establish themselves. I expect this will be a growing area of need.

- RSL Care SA has taken an active role in the formation of the Australasian Services Care Network (ASCN) which is a network of like-minded organisations from Australia and New Zealand who have ex-service personnel and their families as their primary client group. David Everitt has been the inaugural Chair of this body and I congratulate him for his efforts. One of the achievements of the ASCN has been to become members of the National Aged Care Alliance which has been influential in the government's consultation process for their aged care reform agenda.

- A strong financial result has been achieved which the CEO will comment on in his report. As indicated already, a solid financial position underpins the capacity for RSL Care SA to achieve its objectives.

During the year RSL Care SA became aware that it was a beneficiary of the estate of Peter Fleming, a former Board member of the War Veterans Home and State President of the RSL in SA. This gesture to RSL Care SA (and to 4 other charitable bodies) is outstanding and well appreciated. At the time of his death the estate was of very considerable value and although some distributions have occurred, the value of the estate as it once was, has not yet been realised due to reasons beyond the control of the beneficiaries, and which are a cause for concern. Aside from the monetary aspect of the bequest, it is particularly disappointing to those with a service background, that the wishes of a fellow serviceman who was a part of this organisation has not been fulfilled. This matter is ongoing.

My term of office as Board member and Chairman will conclude in November. I have decided that it is time to step down and allow others to bring new perspectives and expertise to the Board. I look back at what has been achieved over the last few years with great satisfaction. RSL Care SA is in a good place and I wish the future Board and the management team every success. I will be watching!!!

I thank Board members for their contribution, support, wise counsel and their company. All

Board members are volunteers and give freely of their time not only for Board meetings but for sub-committees on which they also serve and also numerous other matters in which they provide advice. RSL Care SA remains a Not for Profit, Public Benevolent Institution and will remain so, however the obligations on volunteer members are no less demanding than they are for other institutions. I wish to also specifically acknowledge the contribution of John Spencer who is also stepping down from the Board in November. As you know John and I have had an association at the RSL - SA State Branch and at RSL Care SA. I am grateful for the support that he has provided along the journey we have taken with both organisations.

Similar thanks and recognition go to the senior management team. The Board has seen major achievements in all aspects of the operations of RSL Care SA including care, finances, retirement living, governance etc. These things do not happen without a cohesive and capable team and that is what has developed at RSL Care SA. Well done and thanks.

Lastly, I thank all the staff. Whatever your role, you are key, directly or indirectly to the services we provide to our residents, which is what this organisation exists for. Without your commitment the outcomes that are being achieved would not be possible.

It has been another interesting and satisfying year, but the journey is not over and never will be. Important milestones have been achieved but they are only the basis for the future. I stand down as Chair with much pride in how the organisation is positioned.

Jack Statton AM
Chairman

CEO'S REPORT



Whilst we function as a single entity, we also seek to preserve the character of the individual sites which I believe is being achieved.

would have struggled to keep track of the changes that are happening around us and their implications. It is enough of a challenge for RSL Care SA to do so but I believe we are "on top of things" or as much as we can be given that there is still uncertainty in some aspects of the reforms.

FINANCIALS

The financial highlights of 2012/13 are summarised elsewhere but it is relevant that I highlight the following:

- RSL Care SA is a "Not for Profit" organisation that has status as a Public Benevolent Institution because of the charitable and compassionate purposes for which we exist. Those purposes are paramount in our ethos, our objectives and the execution of those objectives. However we need to be commercial in our operations in order to generate the financial capacity to direct to those charitable and compassionate purposes. I believe the financial results are an indication that we operate on an appropriate commercial footing with an appropriate balance that enables a good service offering to residents in line with the values of RSL Care SA.

- Comparison of the 2 financial years shown in this report has some challenges because the year ending June 2012 included only 6 months trading of the operations transferred from RSL Poppy Day Trust. The comparison is also distorted by transactions in 2011/12 relating to the transfer of assets.

- We have reported a surplus of \$2.1m. A valuation of future retirement living revenues accounts for about \$700k of

that result leaving an underlying surplus off about \$1.4m. The result was \$750k more than that originally budgeted. The key contributing factors are revenue growth due to improvements introduced to ensure that RSL Care SA is appropriately remunerated for the care it provides to residential aged care residents, turnover of units in the Retirement Village and investment income.

- Whilst a strong surplus has been achieved I highlight that surpluses are used to fund compassionate and charitable objectives and, significantly, future capital expenditure to redevelop facilities. The nature of capital expenditure is "lumpy" occurring in significant amounts at variable times. Without accumulated funds, investment in facilities and other initiatives cannot happen.

I recognise the efforts of Simon McPherson, Manager Finance and Administration and his team for the many financial management improvements that have been achieved.

ACCREDITATION

RSL Villas and WVH received 3 year accreditation by the Aged Care Standards and Accreditation Agency in 2012, however the accreditation process is ongoing with assessment visits from time to time. Both sites have met the expected requirements. Feedback from residents consistently report high levels of satisfaction, although there are sometimes suggestions for improvements, these are attended to. I recognise and appreciate the efforts of Anne Richards (Director of Care) and Shaun Pawson (Manager Hospitality and Facilities) in ensuring in their respective

areas of responsibility that our operations are up to date with contemporary practice and compliant with obligations. The effort required to maintain compliance in this highly regulated industry should not be underestimated.

STRATEGIC OBJECTIVES

The Board reaffirmed the strategic objectives that were originally endorsed in 2012. Quality, Governance and Sustainability objectives are well in hand. Growth objectives will not be achieved overnight, but much ground work has been completed in the year just gone. The Chairman has already highlighted key issues in his report but at the risk of going over old ground I provide the following additional comments:

- RSL Care SA has been influential in establishing the Australasian Services Care Network (ASCN), a network of like-minded organisations that have the ex-service community as their primary client group. We have common values and in many cases common objectives. ASCN gives us added strength to represent the interests of the ex-service community. An example of this is that the ASCN is now a member of the National Aged Care Alliance which has had considerable presence in the consultation

process by government in regards to their aged care reform agenda. This is not their only area of interest. We have a common intent of supporting veterans of more recent operational deployments. We are also sharing information about our internal operations which will be a useful adjunct to the continuous improvement of what we do.

- RSL Care SA, along with the RSL - SA Branch, recognise that there are veterans from recent deployments, and their families, who may need some assistance as they transition back to Australia, or can be expected to require assistance in the future. RSL Care SA is looking at what role it may have with supporting this cohort. Our primary activity will continue to be supporting older veterans and the general community. However in some ways we may well go back, in part, to our origins of 1917 when this organisation began by supporting physically and psychologically wounded diggers from WWI.

- As the Chairman has already indicated, we are part of the RSL family. As such many of the objectives of RSL - SA Branch and our own overlap. At both a strategic and operational level we are working together in areas of common interest. To this end the Boards of both organisations held a joint

professional development/planning day during the last financial year. I trust that this commonality will continue to grow so that both organisations can better serve the ex-service community and their families, both young and old, veterans and non veterans.

In conclusion, I acknowledge and thank the efforts of the care and support staff as well as volunteers who make the positive contribution to the daily life of residents and our clients. This is our reason for being.

I am also grateful for the contribution of the senior management team who have supported and advised me sometimes when I wasn't actually asking for it!!! We have a good team and they have responded well, and with good will to the many challenges that come with the nature of the service industry in which we have chosen to work.

Lastly, I also thank the Board for their counsel, support and confidence.

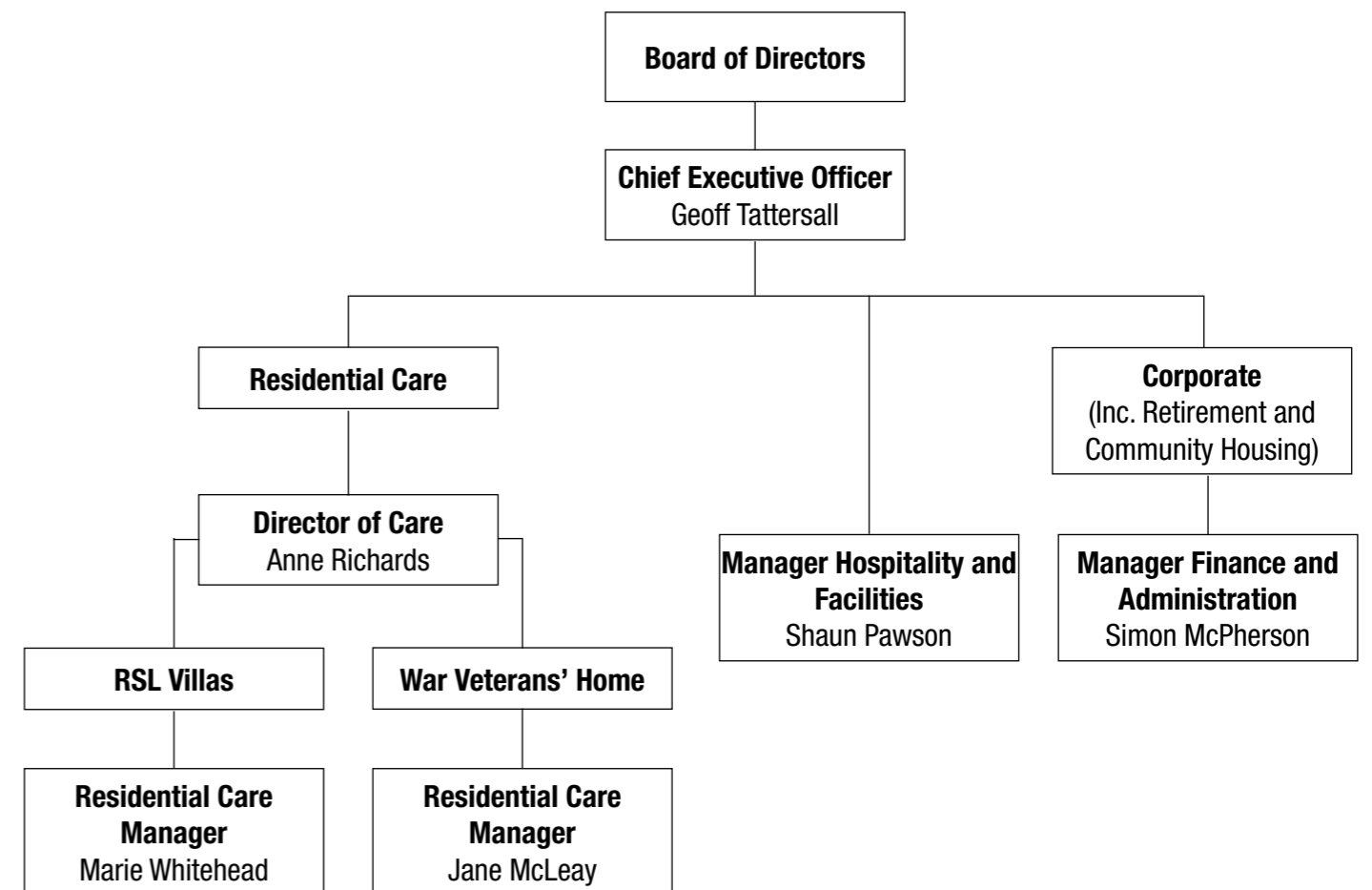
Geoff Tattersall
Chief Executive Officer

Whilst a strong surplus has been achieved I highlight that surpluses are used to fund compassionate and charitable objectives and, significantly, future capital expenditure to redevelop facilities.



RSL CARE SA

CORPORATE STRUCTURE



HISTORY

The Soldiers Home located at the homestead known as “Myrtle Bank” was officially opened on the 24th March 1917 following 18 months of community fundraising by the Soldiers Home League. It became known as the War Veterans Home, Myrtle Bank. The initial purpose was a home for discharged soldiers and sailors whilst they transitioned back to civilian occupations. Over its long history the War Veterans Home has transformed both in purpose and structure.

In the period 1919-1932 it was a Repatriation Commission hospital, 1932-1954 a Home for Old Soldiers, 1954-1975 an Aged Persons Home. Since the 1970’s there has been significant refurbishment and redevelopment to meet the changing needs and the increasing standards and expectations of Residential Aged Care. The original Homestead was demolished in 2005 to make way for further expansion including the construction of independent living apartments.

In 1996 the RSL SA Branch developed plans for a new residential aged care facility at Angle Park. This facility known as RSL Villas, commenced operating in 1997 with 41 beds and expanded to 55 beds by 2007. RSL SA Branch for many years had also operated accommodation options known as Darby and Joan Cottages.

On the 1st of January 2012, the aged care and accommodation operations of the RSL SA Branch were merged with The War Veterans’ Home Myrtle Bank Inc. (WVH), which changed its name to RSL Care South Australia Inc. (trading as RSL Care SA).

Both Boards considered the merger a logical progression as the organisations had similar objectives, shared a common client group, and the WVH was part of the RSL “family”. A benefit from the merger has been increased integration between RSL Care SA and RSL SA Branch in their common efforts to support the interests of the serving, ex-service personnel and their families.

BOARD OF DIRECTORS



Jock Statton AM (Chair)

Jock Statton is a tireless advocate for veterans and as such, was awarded the Member of the Order of Australia (AM) for his service to the Veteran community. A Vietnam Veteran himself, Jock has served on the Veterans Advisory Council and Veterans Health Advisory Council amongst others. He was RSL SA State President for 8 years until 2012 and Deputy State President 1997 - 2003. Jock has been a member of the War Veterans' Home Board since 1997, Chairman since 2008 and elected inaugural Chairman of RSL Care SA in 2012.



David Everitt (Deputy Chair)

David has a background in Business Management and Strategy with experience across the finance, retirement, telecommunications and construction industries, and has an MBA from the University of South Australia. David served in Vietnam with the 9th Royal Australian Regiment. His commitment to the well being and care of the veteran community is evident through his activities as Presiding member of the Veterans Health Advisory Council; member of the RSL SA Board; immediate past Chairman of the Australasian Services Care Network and Chairman - elect of the Board of RSL Care SA.



Julia Sweeney

Julia Sweeney is a senior partner in Fisher Jeffries' Corporate Group. She has many years experience in commercial transactions and can effectively deal with the legal aspects of diverse transactions. She specialises in structuring, negotiating and drafting all manner of complex or unusual commercial transactions including corporate restructures, infrastructure projects, asset sales and purchases.

Julia's areas of practice include: Aged Care and Retirement Villages, Corporate Advisory, Franchising, Government, Business, Health, Intellectual Property & Technology.



Loretta Byers

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 a 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.



Robin Turner

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

Robin employs about 40 staff in property sales and management with his company now in its 23rd year. He has been recognised by his profession with two fellowships and is a Sir Robert Torrens awardee as well being the longest serving president of REISA. The Attorney General has appointed him as an Assessor to the District Court which is a semi judicial role.

BOARD OF DIRECTORS



John Spencer OAM RFD

John has a background in aged care obtained through a long association with the Council on the Ageing (COTA), the Peak Body representing consumers. He is a Life Member, previous Vice President and a current Board Director of COTA. He was a Board Member of the Repatriation General Hospital for a number of years, being the Veterans representative and has served on the State Government's Veterans Health Advisory Committee and is currently a member of the Veterans Advisory Council.



Michael Bendyk

Michael Bendyk is a health and aged care specialist operating as Chief Executive Officer for over thirty years. These leadership roles involved some of the largest operations in this state and nationally. Extensive study of operations overseas and government policy continue to shape his thinking and the advice he gives as a consultant. His academic profile includes health and business management at Masters Degree level. Michael serves on a number of Boards.



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 employed as General Manager Property for the Masonic Homes and as Executive Director of the Mary Potter Foundation. She has served as a Director of the Bedford Group for 10 years and chaired the Bedford property committee for eight years.



Peter Krajl

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

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



David White

David is a Chartered Accountant with extensive exposure to a wide range of commercial issues in the operation and growth of private and listed multinationals.

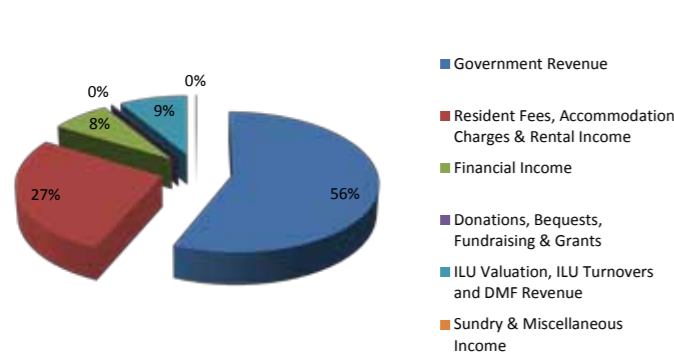
He has held senior financial positions with Zen Technologies, Valex Group, Minelab Electronics, Origin Energy, F H Faulding, and Deloitte.

FINANCE

FINANCIAL PERFORMANCE

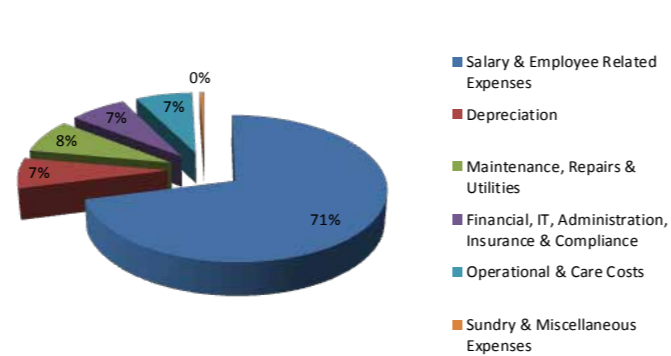
The 2012/13 financial year was the first full year of us operating as RSL Care SA (the full year effect of operations transferring from the Poppy Day Trust accounting for net improvement of \$0.4m). There was an increase in revenue as a result of the annual revaluation of the Retirement Village (net \$0.7m). After these there was significant improvement in the underlying financial position (\$1.0m in 2013 from \$0.7m in 2012), largely attributable to continual advances in processes to realise increased government funding based on resident need in residential aged care. This was in spite of not receiving any indexation on this funding, and significant investment in information technology, asset sustainment, business development and increasing compliance costs.

What we earned



Revenue	2013	2012
Government Revenue	\$7,630,937	\$5,314,292
Resident Fees, Accommodation Charges and Rental Income	\$3,700,056	\$2,871,502
Financial Income	\$1,004,456	\$951,289
Donations, Bequests, Fundraising and Grants	\$22,991	\$23,144
ILU Valuation, ILU Turnovers and DMF Revenue	\$1,156,894	\$328,000
Sundry and Miscellaneous Income	\$16,651	\$5,784
Total	\$13,531,985	\$9,494,011

What we spent



Expenses	2013	2012
Salary and Employee Related Expenses	\$8,106,672	\$6,440,202
Depreciation	\$787,349	\$527,044
Maintenance, Repairs & Utilities	\$866,620	\$571,249
Financial, IT, Administration, Insurance and Compliance	\$801,984	\$605,800
Operational and Care Costs	\$795,649	\$646,278
Sundry and Miscellaneous Expenses	\$63,039	\$47,575
Total	\$11,421,313	\$8,838,148

Note - 2012 figures only have 6 months of revenue expenditure for operations transferred from RSL SA (RSL Villas and Community / Affordable Housing)

The improvement in financial performance is as a result of combined organisational effort. Strong leadership and governance from the CEO, AFG (Audit, Finance & Governance Committee) and the Board have set the framework and expectation. There has been a fantastic team effort by dedicated staff under the guidance of the leadership group. The staff have a direct positive impact on our financial result through responsible use of product, services and ordering, and most importantly care planning and documentation. The Finance & Administration team are commended on improved financial reporting, controls and processes. Management have responsible, prudential financial management practices.

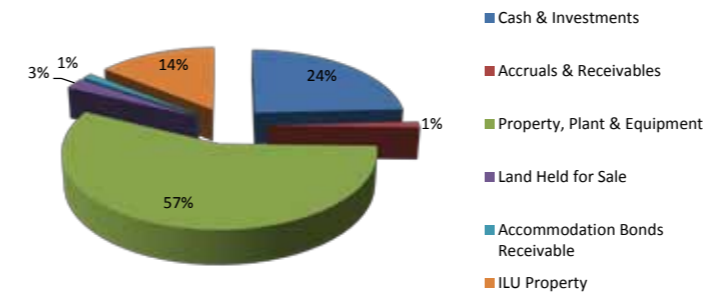
Benchmarking has been introduced as part of the financial management framework. This has been a significant tool in assisting analysing costs and revenue, and enabling management to concentrate on areas of financial improvement.

One of the greatest financial challenges has been to maintain and improve the Aged Care Funding Instrument (government funding) when there has been no indexation, and changing rules often lead to substantial work to justify claims. All credit must be given to the Director of Care and her staff in their significant achievements.

FINANCIAL POSITION

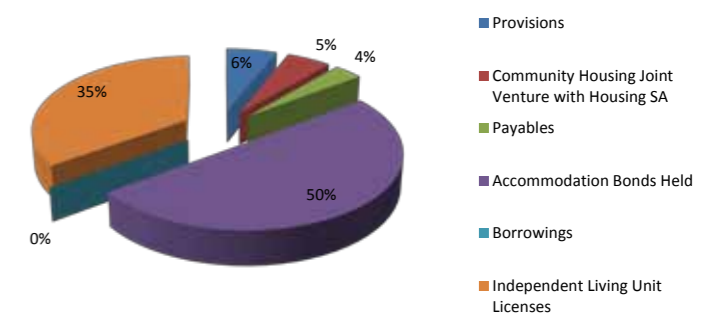
Net assets increased by \$2.1m. Cash and investments increased by \$2.3m. Land at Semaphore (\$2m) was transferred from fixed assets to current assets pending settlement of sale. The revaluation of the Retirement Village realised an increase of \$0.6m. Accommodation bonds increased by \$0.9m - the total value of accommodation bonds are held in cash and term deposits.

What we own



Assets	2013	2012
Cash & Investments	\$20,573,246	\$18,288,439
Accruals & Receivables	\$1,057,242	\$1,037,052
Property, Plant & Equipment	\$48,291,490	\$50,571,670
Land Held for Sale	\$2,000,000	\$0
Accommodation Bonds Receivable	\$1,046,703	\$560,397
ILU Property	\$12,120,789	\$11,514,900
Total	\$85,089,470	\$81,972,458

What we owe



Liabilities	2013	2012
Provisions	\$1,537,197	\$1,432,309
Community Housing Joint Venture with Housing SA	\$1,354,500	\$1,354,500
Payables	\$877,906	\$772,826
Accommodation Bonds Held	\$12,917,282	\$12,046,655
Borrowings	\$0	\$0
Independent Living Unit Licenses	\$9,000,645	\$9,074,900
Total	\$25,687,530	\$24,681,190

All prudential requirements for accommodation bonds as legislated were met, and RSL Care SA has ample cash to meet its liquidity needs. The licence to occupy residence in the Retirement Village is reflected as a liability, however generally each liability is discharged and a new liability instated at time of turnover (sale of licence).

FINANCIAL COMPLIANCE

All legislated reporting requirements were met, and all statutory payments were made within the mandated timeframes. RSL Care SA received an unqualified audit report from BDO Audit Partnership (SA). Full copies of our financial statements are available to the Association members, current and prospective residents upon their request.

FINANCIAL OUTLOOK

We are forecasting another improvement in underlying financial performance for 2013/14, even after further investment in information technology and asset sustainment, as well as investment in preparation for the Living Longer Living Better reforms. There will be substantial investment in business development as RSL Care SA endeavours to meet its strategic objectives, in particular growth, to enable us to provide more quality services to more veterans and the wider community.

Simon McPherson
Manager, Finance & Administration

RESIDENTIAL AGED CARE

OPERATIONAL HIGHLIGHTS

LIFESTYLE

Within our Residential Aged Care facilities, great importance is placed on keeping residents active and engaged with other residents and with the wider community. A variety of events are organised throughout the year for residents to attend or participate in. Given that 66% of our residents are DVA clients, RSL Care SA places great importance on dates that are significant in our military history as a nation.

Some of the highlights for the RSL Villas and War Veterans' Home are ANZAC Day, Remembrance Day and Christmas Carols.

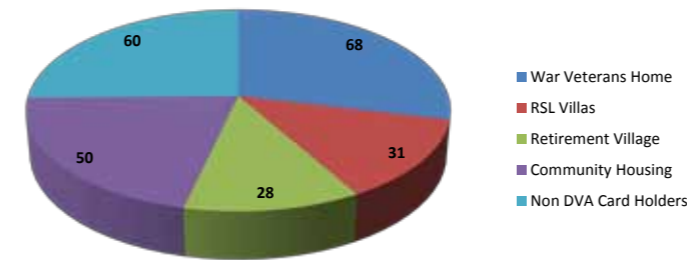
Remembrance Day services were held at both WVH and the Villas where the number of residents attending is increasing. At the RSL Villas a ladies quartet sang hymns and a variety of war time songs while dressed in Defence uniforms.

Christmas celebrations and carols are always well attended by residents and their families. Both the Villas and WVH organised Christmas carols and entertainment. There was also a trip to see Christmas lights for Villa residents, and a mobile shopping opportunity for residents of the WVH.

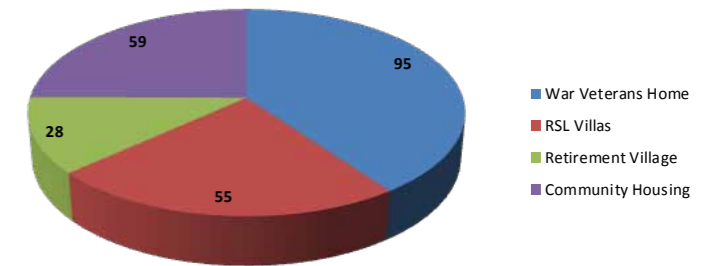
ANZAC Day is a momentous day for many of our residents. Both the Villas and WVH held Dawn Services followed by the traditional 'Gunfire Breakfast'. Buses were organised to enable some of our residents to participate in the ANZAC Day March through the city.



DVA Card Holders

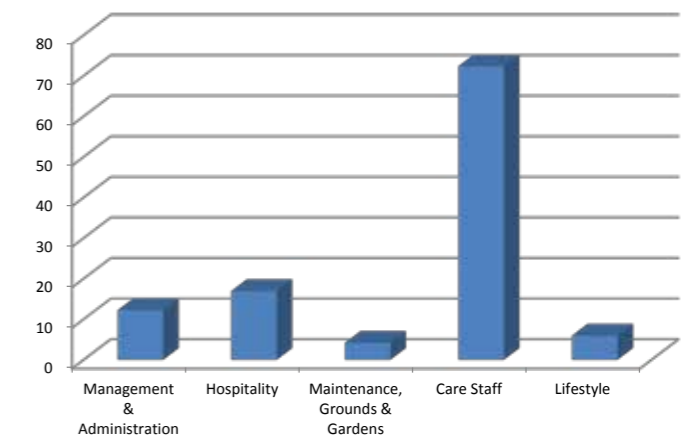


Resident / Clients

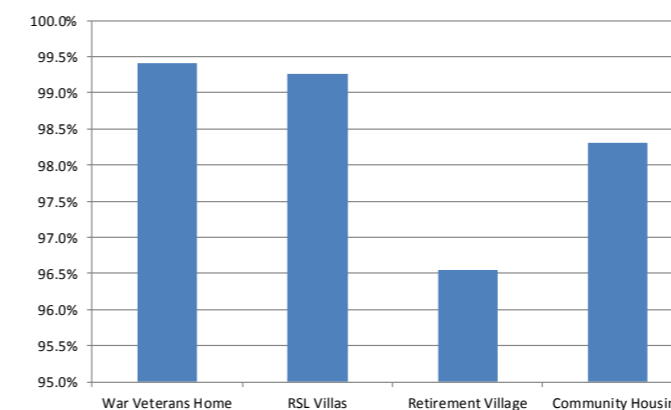


Residential Aged Care	WVH	RSLV
High Care	87%	93%
Low Care	13%	7%
Supported Ratio	30%	53%
Residents with a Bond	56%	27%
Average Bond Value	\$200,940	\$151,165
EBITDA per Resident per Day	\$15.17	\$33.78

FTE



Occupancy





RSL CARE SA

www.rslcaresa.com.au

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WAR VETERANS' HOME

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