

ANNUAL REPORT 2018/2019





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RSL CARE SA



HAMILTON
RETIREMENT
VILLAGE



ANDREW RUSSELL
VETERAN LIVING

CHAIR'S REPORT

Loretta Byers



It is with a great deal of pleasure that I present our 104th Annual General Report, being for the financial year ending 30th June 2019.

Since commencing our first activities in support of homeless veterans in Adelaide in 1915 we have not stopped pursuing new and innovative ways to meet the needs and expectations of our community, and FY18/19 has been no different. Our strong and ongoing commitment to providing care services that are centred around our residents remains a hallmark of our operations, and it firmly aligns us with the expectations of the communities we serve.

A particular focus for us this year has been the considerable redevelopments of both of our residential care facilities, which has seen us invest around \$6.6M to ensure that we continue to provide leading-edge facilities that meet and exceed the expectations of our residents and their families. In later sections of this report you will see some photographs from these works as well as for the completed end products, and I think you will agree with me when I say that the final products provide a marvellous example of what our organisation is capable of achieving. I thank the residents and their representatives for their support and tolerance through the building program.

It is prudent and appropriate for me to acknowledge that throughout this FY there has been an ever increasing focus nationally on the aged care industry through the Aged Care Royal Commission (ACRC). RSL Care SA welcomes this increased attention in the hope that it will help to drive the next waves of reform necessary to ensure our industry is up to the challenge of responding to the changing needs of Australia's ageing population. RSL Care SA has been a willing participant in the activities of the ACRC, and you will note the summary in the CEO's report of the very detailed submission we made to the Commission in January of this year.

While there has been much work and focus from our Board in responding to the requirements of the ACRC and in meeting the new Aged Care Standards introduced in July 2019, we have also made significant progress towards completing the goals and objectives of our ten year strategic plan (ahead of time I might add), and I look forward to reporting more fully on this outcome in next years' report. For now I'll simply highlight that as a Board we remain very focussed on meeting the future needs of our communities. Despite the external complexities of our industry, we have never lost sight of our responsibilities of today, and I am very proud that our organisation has ensured that both of our residential care sites achieved 100 per cent compliance in their respective residential aged care audits this year which reflects a considerable amount of high quality work by management, our Clinical Governance team, our Directors and our staff.

As many of you will know, I spent a considerable amount of my working life in the retirement living industry, and as Chair of our Retirement Living Committee, I



continue to have a very genuine level of interest in our four retirement living villages (Hamilton, Sturt, War Vets and Waterford Estate). I am continually impressed and heartened by the quality of our village communities and managers, and for the manner in which our residents form such an important and marvellous support network for each other, as well as being such a central element of the broader character of our RSL Care SA family. I'd like to take this opportunity to thank each of our village Resident Committees, not only for the work they do in supporting their respective communities, but for the very positive and engaging way they interact with our management team in generating such wonderful outcomes.

Leadership renewal of our Board is critical to the ongoing development of the organisation, and this year we say thank you and farewell to Peter Kralj, Robin Turner and Rob Hankins, who were all exceptional and very dedicated servants of our organisation. As we farewell Peter, Robin and Rob we welcome our newest directors Frank Kite, Larry Opie, Stephen Knight and Melissa Centofanti who collectively bring a wealth of experience across a very broad representation of industries of direct relevance to our operations. You will find their biographies in a later section of this report.

I would also like to take this opportunity to acknowledge the passing of two of our life members, Joyce Hooper and Wynne Lake. Both Joyce and Wynne contributed to the operations of the War Veterans Home in its earlier years for a significant amount of time. Wynne as a Board member, and Joyce as the dedicated wife of a former Board member first, and then later as a resident herself. Their input and dedication to our RSL Care SA family will not be forgotten.

The finance statements are provided elsewhere in this annual report and summarised by our CFO, but I just want to highlight that whilst RSL Care SA is a not for profit organisation it is necessary and prudent for us to generate and accumulate a surplus in most years to enable expenditure not only on altruistic objectives, but also to finance major capital expenses such as the extensive renovations that have recently been completed. I am therefore pleased to report that once again we have been able to produce a strong and responsible financial performance whilst building on our service offering and mission, and we have done so at a time when many providers in our industry are struggling to deliver such outcomes due to a variety of federal and fiscal pressures.

One of our strategic objectives was to investigate regional opportunities as there was additional land available at Waterford Estate. A decision was taken by the Board for the Executive to make a submission to the Aged Care Assessment Round (ACAR) for bed licences to build a residential aged care facility on this land. It was remarkable that our first ACAR bid for 72 bed licences was successful noting that construction is to be complete by April 2023. Planning has been fast-tracked to ensure that we meet the departments' deadline for this project.





It is important for me to highlight to you that the operations of our homeless veteran program Andrew Russell Veteran Living (ARVL) is funded almost entirely from our annual surplus, which demonstrates the significant commitment our Board has in striving to meet the needs of our states' homeless veteran population. Through ARVL we have provided well over 10,000 nights of emergency accommodation (and many more nights of long-term accommodation) to contemporary veterans who are homeless or at risk of homelessness, we also continue to support older homeless veterans through admission to one of our two aged care facilities located in metropolitan Adelaide.

Two members of RSL Care were finalists in the ACSA awards this year Kane Hall for Employee of the Year and Jim Richards for Volunteer of the Year. Jim was the SA winner and has since been judged at the National Awards, winning ACSA Australian Volunteer of the Year. On behalf of the board, staff and residents we congratulate Jim on his achievement, he is a wonderful asset to RSL Care and spends many hours assisting veterans. The RSL Care volunteers are an integral part of our organisation, and we are truly grateful for the work they do in assisting our resident communities.

My sincere thanks to all Board members for their continued personal support for me and for RSL Care, your responsiveness in decision-making have contributed to the successful outcomes achieved by the organisation this year. As Chair it has been very rewarding to work with a group who, with individual skills give so much of your expertise and time. My personal thanks to Deputy Chair Geoff Tattersall, he has been a great confidant and assisted me with many of my Board duties.

Australia's growing ageing population and the resulting increase in demand for aged care services will continue to create a financial drag for the Federal Government, which in turn will shape the future funding and regulatory environment which we operate within. In residential aged care communities nationally there has been a concurrent change in resident profiles, with an increasing number of residents with higher needs accessing aged care requiring our staffing profiles to adapt to meet this changing need. However concurrent funding cuts at the national level to our sector have generated a range of complicated operational challenges for our industry which RSL Care SA understands well, and despite this we continue to perform very well in both a socially and financially responsible manner. Above all, our focus on the highest level of care and on quality management systems has seen both of our residential care services retain their accredited status for another 3 year period and has seen our retirement villages continue to perform exceptionally well with strong sales and significant ongoing interest from new residents who are eager to join our retirement living communities.

How we care for the most vulnerable members of our community reflects who we are as an organisation, and I am consistently impressed (and proud) of how





resolutely our staff respond to and embrace this challenge, particularly Nathan Klinge, who has built an outstanding team to support our organisation. His achievements are recognised by many members of the veteran community and his dedication and commitment to RSL Care SA has heightened our ability to achieve the successful results reported today.



CEO'S REPORT

Nathan Klinge



FY18/19 has been one of strategic action for RSL Care SA, very deliberately aimed at posturing our organisation to best meet the current and future needs of our resident populations, be this in the residential care setting, across our retirement villages, or within our homeless veteran program.

Since 1915 RSL Care has been meeting the accommodation and care needs of South Australia's most vulnerable veterans, originally supporting soldiers back from the beaches of Gallipoli through to today where we cater for a variety of veterans from WWII, Korea, Malaya-Borneo, Vietnam, and Australia's contemporary operations. I am extremely proud of our homeless veteran program Andrew Russell Veteran Living (ARVL), and also for the manner in which we adopt very favourable supported resident ratios in residential care, thereby enabling us to support a wide range of older veterans (and other South Australians) who do not have the necessary assets to enable their own care. This ongoing commitment to serve those who served and who now need our help is characteristic of our organisation's ongoing commitment to our mission and values.

It is worth noting that the aged care industry is going through a period of significant change and reform at this present time and the Board and management of RSL Care SA are well aware of these challenges, and are pursuing a continued path of bold and deliberate action guided by our strategic 10 year plan to 2027. In her report, the Chair has already mentioned the significant redevelopments that have been completed at both Morlancourt and the War Veterans Home, and while I will not seek to cover that ground again here, I would like to thank the Board for their commitment in delivering these projects and for their understanding of how we need to provide a thoughtful offering of services via our built infrastructure within the residential care environment. The end results are nothing short of spectacular, and the feedback we have received from our existing and new residents demonstrates how well received this investment has been in ensuring we meet the current and future needs of our community.

Over the past 12 months we have welcomed the announcement of the Aged Care Royal Commission (ACRC) into the aged care sector, and very early in the ACRC's initial stages we accepted the invitation to provide a submission to the Commissioner in order to provide our thoughts, concerns and suggestions for the industry more broadly, but with a very firm focus on the ongoing but changing needs of veterans. Our voluntary submission to the ACRC was detailed, transparent, and largely positive; however we did highlight areas where we felt improvements could be made in our industry with respect to meeting the needs of veterans in aged care, including the following:

- More meaningful interaction between DVA and the aged care sector
- More support for Vietnam Veterans looking to move into residential aged care



- Improved accessibility for the payment of the Veteran Supplement to aged care providers nationally
- Improved understanding of mental health issues in aged care, particularly concerning the impact of PTSD on veteran residents (and indeed on all residents who have experienced trauma in their lives)
- Improved understanding of the industry around veteran needs, noting the current changing of the guard we are experiencing between our WWII veterans and our Vietnam veterans.

Looking forward to a time after the ACRC, it is important to note that Australia's aged population is expected to grow from around 3.7 million to 8.7 million over the next 35-40 years (from 15% to 22% of the total population), meaning that demand for aged care services will only increase which will shape the future funding environment in which we operate. In the coming years we expect to see a gradual relaxation and realignment of the boundaries that have traditionally determined how members of our aged community receive their support, and in this regard we are particularly pleased to see an increasing focus nationally on the consumer themselves as being the key driver of how our industry delivers its care. Putting the consumer first has been a long-held view for RSL Care SA in terms of how we deliver our residential care services, so much so that we have developed and trademarked our own model of consumer directed care called the Janus Approach, which very clearly explains to our staff and residents how the resident themselves is the central consideration in all of our decision making and that in all of our dealings our primary focus is and must remain the provision of dignity in the care we provide. The Janus Approach is covered in more detail on pages 20 - 21 of this report and I encourage you all to read this section. I would like to take this opportunity to thank our Chief Operations Officer (Kellie Whelan) for her leadership in developing and implementing this model of care for us.

Donations and bequests

In the interest of transparency the results of our donations and bequests are recorded in the financial papers, but I would like to highlight the very important part these donations play in supporting our capacity to deliver our altruistic pursuits and would like to personally thank all of the individuals and groups who have supported us in such a manner across these past 12 months. Your financial contributions, no matter how large or modest are gratefully received, and each and every donated or bequeathed dollar is spent directly on providing services and outcomes that benefit the people we serve.





The next 12 months

The nature of an Annual Report such as this means that the information being presented is backward focussed and reflective of the year just passed, however this past 12 months has also been about looking forward and positioning our organisation to be able to best meet the needs of our current and future communities as a proud and well-regarded NFP operator. With this in mind, I am very pleased to announce that RSL Care SA has applied for and successfully obtained 72 new licences to operate residential care beds in Murray Bridge, which will see us construct a brand new state-of-the-art aged care facility on vacant land we already own adjacent to our Waterford Retirement Living community. This is not only a significant development for Waterford Estate and Murray Bridge more generally, but we see it as a major opportunity for the broader veteran community in the Murraylands which is an area that has a very solid veteran population. The 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, and you will find a brief synopsis of this battle on page 9. I very much look forward to reporting on our progress as we firstly design, and then begin to construct Romani over the coming years as we work towards an opening date in April of 2023.

With thanks

In closing my report for FY18/19 I would like to offer my thanks and acknowledgment to our care, hospitality and maintenance staff, our corporate staff and our extensive army of volunteers, all of whom make wonderfully positive contributions in the daily lives of our residents. I stand in complete admiration and awe of our workforce and volunteers, and I thank them most emphatically for choosing to live a life that makes the lives of others better.

I am also grateful for the contribution that my small senior management team make across all arms of our operations, and for the fact that without fear or favour this group will quickly let me know when things are going well or when they can improve. I consider myself to be very lucky to have such a marvellous support network, and it is a group that I lean on frequently.

I would also like to thank and congratulate our Board, who continue to provide effective and strategic leadership that shapes our culture and directs our actions. Central to the Board's decision-making capacity has been their tenacious commitment to the principles of good governance and transparency, and I have personally witnessed their competence in this regard through our monthly Board meetings and also through our various activities at sub-committee and special-meeting level. Our Board is made up entirely of volunteers who receive no payment for their continued support and stewardship of our organisation, and each of them makes a purposefully targeted contribution to the overall





skills matrix for the Board, thereby ensuring we are served by Directors who have a broad range of relevant and contemporary experiences. I thank each of our Directors for choosing to serve our organisation in this manner, and for accepting the various responsibilities associated with being a volunteer Director on an NFP Board. At this time I would like to specifically mention our Chair, Loretta Byers, who continues to be a marvellous source of support, advice and encouragement for me personally as CEO, and who effortlessly guides our Board through the necessary steps and processes required to ensure we maintain the highest standards of governance and strategic leadership. I would also like to acknowledge the Chairs of our sub-committees (Loretta Byers for Retirement Living, Geoff Tattersall for Audit Finance and Governance, Peter Krajc for Property Strategy, and Elizabeth Clare for Care and Compliance), because each of these Directors have accepted additional leadership responsibilities to help us excel across all performance dimensions. RSL Care SA is very fortunate to have such a skilled and dedicated Board.



THE BATTLE OF ROMANI

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



BOARD OF DIRECTORS



Loretta Byers (Chair)

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

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

Loretta has served 11 years as a Board member, Deputy Chair from 2013-2015 and appointed Chair in 2015.



Geoff Tattersall (Deputy Chair)

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

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

He has served on various not for profit boards and was recently appointed by the State Minister of Health as Presiding Officer of the Veterans Health Advisory Council. Geoff has been a Board member of RSL Care SA since 2016.



Elizabeth Clare

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

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

She 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 seven years.



Alex Heidenreich

Alex is a fourth generation Australian Army soldier and officer.

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

Alex is a co-founder and Executive Director for Diamond Cyber Security, a CyberCX Company. 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 and leadership.

BOARD OF DIRECTORS



Frank Kite

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

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

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



Larry Opie

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

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



Stephen Knight

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

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

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

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

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



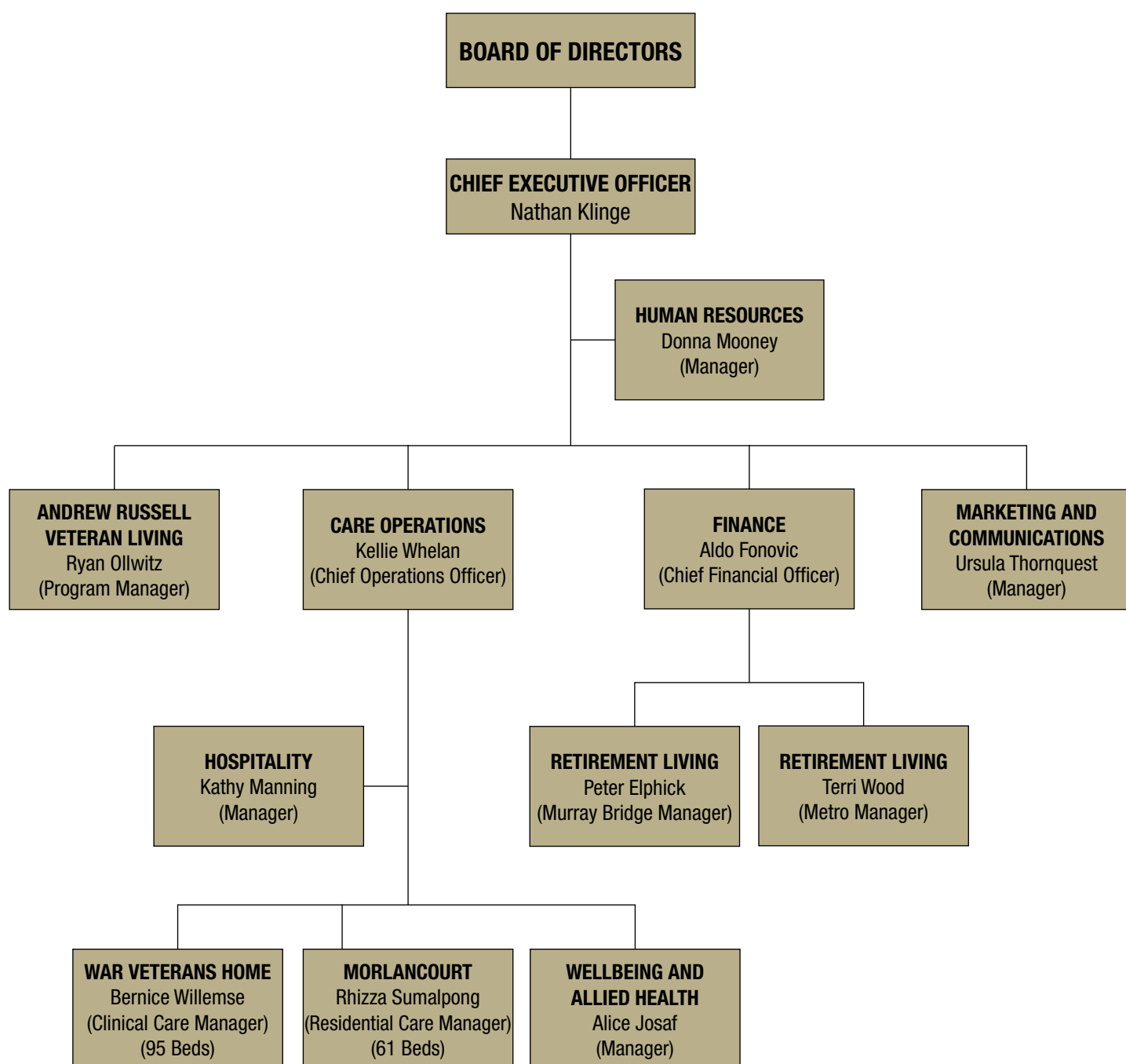
Melissa Centofanti

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

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

Melissa holds a Bachelor of Business and is currently completing her Master of Business Administration.

ORGANISATION STRUCTURE



CARE OPERATIONS

Kellie Whelan



With the Royal Commission commencing, we have continued to have a spotlight on the aged care sector, and particularly residential care. We have a very dedicated and capable operations team who have continued to provide high quality care and services and achieve very positive outcomes for our residents.

Morlancourt re-accreditation/compliance

In November 2019, our re-accreditation of the then RSL Villas was conducted over three days and this was one of the first unannounced re-accreditations conducted under new legislation that was introduced on 1 July 2018. Our team performed exceptionally well, which was demonstrated to the then Australian Aged Care Quality Agency (AACQA), through observation of their work as well as feedback from residents and families. On the 3rd January 2019, the State Director of the newly formed Aged Care Quality and Safety Commission (SA & NT) provided us with their decision on our re-accreditation that we had met all 44 of 44 expected outcomes and are re-accredited for the maximum period of 3 years. While we had areas for improvement leading into our re-accreditation period, we were witness to outstanding development of leadership and knowledge from a very diverse team at Morlancourt to achieve this outcome during a particularly challenging time within the sector. We were again congratulated on the work that had been completed with residents in the implementation of our Janus Approach and that it placed us in a very strong position moving into the new standards implemented on 1 July 2019.

We continue to undergo the annually scheduled unannounced assessment contacts from the Quality Agency which occur each financial year, with the War Veterans Home having their visit in December 2018 with all areas reviewed during the contact as meeting the expected outcomes demonstrating our ongoing responsibility and accountability of achieving these levels of care and services on a daily basis.

As part of our ongoing compliance with the Aged Care Quality Standards, we introduced an electronic medication management system in June 2019. The introduction of this new system ensures greater safety and more timely medication administration and management. Nursing staff are able to administer medication from information taken directly from the online medication chart. This means the right information to the right person in real time. Medimap displays what to give to a resident at a specific dose time and enables staff to record the outcome of that administration all on a mobile device with automatic recording of date, time and staff members' name.

Operations leadership team

The past 12 months, as is quite common within the aged care sector, has seen several changes in leadership and key positions.



Following the resignations of both the Residential Care Manager and Clinical Nurse at Morlancourt in early 2019, we appointed Rhizza Sumalpong as Residential Care Manager. Rhizza commenced with us in April 2019 and is an accomplished Registered Nurse who worked as a personal carer during her studies and therefore has a strong understanding of the emotional and personal needs for residents and how this can best be delivered from all aspects of our staffing teams. Rhizza had most recently been the Acting Residential Services Manager at Southern Cross Care Lourdes Valley, a 72 bed residential aged care facility with 16 Care Awaiting Placement beds in liaison with Central Adelaide Local Health Network. Rhizza was instrumental in rebuilding the staffing team and establishing a high level of quality care at Lourdes Valley, following the relocation of all but 14 of the residential care beds to the newly opened Carmelite, along with all but 4 staff (2 personal carers, 1 enrolled nurse and 1 registered nurse). Rhizza is a compassionate and dedicated Manager who has demonstrated her strong commitment to high ethical and professional standards, person centred care as well as her commitment to RSL Care SA.

Lynn Rogers was also appointed at the same time as Clinical Nurse, having commenced at RSL Care SA, Morlancourt in January 2018. Lynn is also a dedicated and experienced registered nurse who has held clinical nurse positions in previous organisations and was very keen to continue supporting the residents and families through her leadership at Morlancourt, which she is successfully doing.

As occurs each year, we invest significantly in providing all staff with role appropriate training. During the past financial year, we conducted a number of training pieces around leadership to equip our senior leadership team, as well as our 'bed side' leadership team, with the necessary skills and knowledge to respond to resident and staff needs. We have seen greater responsiveness, particularly from our 'bed side' leadership team, in addressing concerns when they arise, rather than automatically referring these to senior management, where delays can sometimes cause avoidable distress for the individuals. We will continue to build on this training over the coming years.

Home Care

In February 2017 changes made to home care package allocations were legislated, meaning the consumer could choose which Home Care Provider they would like to receive their package from. RSL Care SA took the initiative to apply for Home Care Provider status prior to these changes and were successfully awarded Provider status. This was not an area of our operations that we were actively growing, however we afforded the opportunity to commence providing home care services in July 2018. At this time, we are still operating home care on a very small scale, only providing home care package services to residents of our Retirement Villages who are co-located with residential care





facilities. This has been an excellent opportunity for us to develop our systems for home care and ensure that we have the framework in place to provide quality home care services, in readiness for an expected growth in this area when our residential care facility in Murray Bridge is operational.

Partnerships

We were very excited to host a research team from the Department of Rehabilitation and Aged Care at Flinders Medical Centre and Flinders University to interview and film our residents and facility in November 2018, regarding the findings from their SACRED Hip Fracture trial, of which some of our residents participated. The findings were overwhelmingly evident that following a hip fracture, the earlier movement and rehabilitation can be implemented, as well as balanced nutrition, the better the quality of life outcomes are for the individual. One of the outcomes that the researchers had not fully understood, until visiting our facilities and talking with our residents, was the quality of life outcomes that can still be achieved even if full rehabilitation to independent walking is not achieved. Our residents were very strong in their advocacy that the ability to stand with assistance from staff, provided a greater quality of life than requiring transfer by the aid of a machine. Likewise being able to sit or be transferred in a 'standard' chair or wheelchair also result in improved social outcomes for the individual. Our commitment to supporting residents maintain their mobility for as long as possible, is also well supported by our partnership with University of South Australia supporting allied health student placements. Over the past year we have facilitated a total of 1770 allied health student placement hours.

Promotion and development of Janus Approach

We were very fortunate this year to be recognised as leaders in the aged care sector, presenting at two national conferences during the year. The first of these conferences was "Tackling Aged Care, Mental Health and Social Isolation" held in November 2018. Nathan presented how, as an organisation, we support our residents with mental health and social isolation particularly through the Veterans Social Support Group we hold each Wednesday over lunch and received the Better Practice Award for in 2017. In June 2019 we were invited to speak at the "Aged Care Customer Experience" conference. We were very proud to be able to share our results over the 12-month period of the Janus Approach having been implemented. We re-interviewed residents in June 2019 and the following results were identified with respect to Quality of Life.

As a direct result of the implementation of our model of care, we have a more balanced quality of life picture for our residents with no one individual aspect of the nine domains weaker than others, as was the case in 2018.





Over the 12 months we have measured the following improvements:

- Control score had increased by 18 points to 83% and purpose had increased by 16 points to 82%
- Social engagement increased by 9 points to 85%
- Self Perception increased by 12 points to 84%

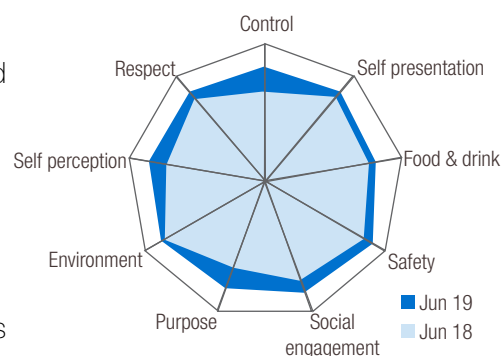
Veteran Support Officer

A Veterans Support Officer (VSO) was employed in July 2019, Kane Hall works Monday to Friday with our veterans to encourage social integration and reduce social isolation in a variety of mediums. Kane is a contemporary veteran who served in Afghanistan in 2011 on the 3rd Mentoring Task Force. During his time in Afghanistan Kane was exposed to a number of combat experiences, and traumatic events which have given him the ability to empathise and build rapport with the resident veterans. Kane is also studying a bachelor of psychology (honours) at Flinders University.

The introduction of this role has been very successful and effective in maintaining and strengthening ongoing linkages with ex-service and current service organisations to generate social interactions with veterans, sharing their lived experiences. We have had a number of ADF members visit our veterans as part of our Veterans Social Support Group. These include but are not limited to: Defence Force Recruiting, 16 Air Land Regiment, Navy HQ SA, and RAAF. Other groups include: Legacy, RSL SAVNT, the Virtual War Memorial, 47 Army Cadet Unit, Military Brotherhood Military Motorcycle Club, Plympton Veterans' Centre, and the Jamie Larcombe Centre.

Awards and benefits of our volunteers stability

The annual Aged and Community Services Australia Awards were held again in July 2018 with RSL Care SA nominating Corienna Brighton, a personal care worker, who was a finalist in the category of Employee of the Year. This is the second consecutive year that RSL Care SA have nominated an employee who has been accepted as finalists. We also nominated Judy Bruce, Head Cook, and Justin Kenning, Laundry Officer in the national OSCAR Hospitality Awards held in September 2018. Again, RSL Care SA were successful with both employees nominated as finalists in their respective categories. All of these employees represent the RSL Care SA values of its workforce, trust, pride, empathy, teamwork, resilience and respect. Their recognition was well deserved and celebrated by all of our staff. Awards such as these, reinforce the quality of our employees. We are humbled that an organisation of our size is continuing to mentor, develop and advance more of our staff, attracting and retaining the quality of staff we do that further enhances the quality of life of our residents. The improvement of our residents' quality of life is also further



Quality of Life Outcomes



supported by a very strong and loyal team of volunteers which has continued to grow over the past 12 months. We have had an average of over 200 hours of volunteering per month at War Veterans Home and over 180 hours of volunteering per month at Morlancourt.

Commemorations

Commemorations of Anzac Day, Remembrance Day and Vietnam Veterans Day were again held at both sites to support residents and their families who have served. The Dawn Service at the War Veterans Home site continues to be very popular not only with residents but also for members of the wider community who are attending as their site of choice on this very important day in the veteran calendar. This year, as we also recognised the centenary of Armistice, we had a significant service held on 11 November which gathered over 100 attendees in reflection, remembrance and honouring all who have served, and particularly, those who have paid the ultimate sacrifice. Many of our residents and families have also recognised the contribution our facilities have on their life and the relationships that are built with fellow residents, celebrating many significant milestones over the year with several centenarians now within our ranks. We celebrated a 100th birthday, two 101st birthdays as well as a 106th birthday.

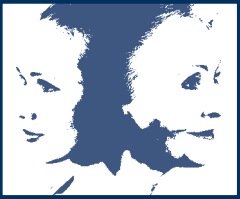
The year ahead

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

Finally, our achievements over the past year are a direct reflection of the continued dedication and commitment of our staff to our residents and their extended families and friends. Through our combined energies we continue to achieve RSL Care SAs objective of providing quality aged care services to the veteran and wider community. To the wider community who partner and assist us in achieving these objectives, 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.



THE JANUS APPROACH KEYS



DIGNITY IN CARE

JANUS

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

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



MEANINGFUL ENGAGEMENT

JANUS

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



SPIRITUALITY & CONNECTEDNESS

JANUS

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

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



MENTAL HEALTH JANUS

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



SEXUALITY & INTIMACY JANUS

The Janus Approach recognises that the need for love, affection, physical closeness and contact continues throughout life, including for residents who are living within an aged care setting. People living in an aged care facility will often still have sexual desires and be capable of acting on those desires, as well as having a need to express themselves sexually, however, this may be difficult for residents to disclose as it has always been a topic kept private or only shared with people they trust. As part of this Janus Key and an individual resident's quality of life, it is also important to understand the level of intimacy they need or desire. Support to achieve emotional connection and intimacy at any level are developed with the resident (or family), to support each individual resident's need for intimacy and sexual expression in whichever form this may take.



PALLIATIVE APPROACH JANUS

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

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

- Autonomy, dignity, comfort and respect
- Honest, open discussion about conditions and treatment options
- Access to any available evidence-based treatment options
- Effective management of pain and other distressing symptoms
- Quality of life, as defined by them, in the circumstances
- Assurance that any cultural or spiritual wishes will be upheld
- Access to the people they wish to be present

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





ANDREW RUSSELL VETERAN LIVING (ARVL) Ryan Ollwitz



As the new Program Manager for RSL Care SA's Andrew Russell Veteran Living (ARVL) Program and a new member of the RSL Care SA team, I am proud to report on another successful year of operations. Furthermore, it is an honour to be given the opportunity of continuing the outstanding efforts of my predecessor, Ben Challinor, in providing support to homeless veterans within South Australia

Thus far, ARVL has provided over 10,000 nights of accommodation to 97 veterans experiencing or at risk of experiencing homelessness. On average these veterans remain in ARVL accommodation for 116 nights with the aim of vacating to permanent long-term accommodation.

On average, our ARVL residents are aged between 30 to 50 years old and are made up of 90% males with 70% of residents identifying as former members of the Australian Army, the majority of whom have served in the combat corps such as infantry, armoured and artillery. Members of the Australian Navy represent 15% of residents, followed by 10% who served in the Royal Australian Air Force with the remainder consisting of family members of ex-service personnel.

Whilst RSL Care SA firmly believes and follows the housing first method of addressing homelessness it is not the only service we look to provide as not every veteran who reaches out through our program requires a housing solution or suits the type of accommodation we can provide. In such instances we are able to provide support in many other ways including providing furniture, arranging emergency hotel accommodation and linking veterans with the necessary service providers to ensure their needs are met. Without the partnership, help and support of organisations such as DVA, Open Arms, the Jamie Larcome Centre, SA Veterans' Hub, Westside Housing, Carrington Cottages and United Communities we would not be able to provide such a comprehensive support network.

Over the coming years we will continue to grow and strengthen these important relationships to enable us to work together to provide and develop wrap-around services to not only address veteran homelessness but also the factors which lead to the situations of homelessness in the first instance. With this approach we will hopefully be able to introduce early intervention techniques to enable a greater success rate of stabilisation and reintegration of these veterans.

Our transit or emergency accommodation units in Sturt continue to be in demand and provide a roof over the heads of some of SA's most vulnerable veterans. The success of this transit accommodation was recently demonstrated when a young veteran, who served for 10 years in the Navy and deployed to the middle east, moved from our transit accommodation to our affordable living accommodation in Campbelltown and then finally into a private rental property. The stabilisation of accommodation for this veteran also enabled them to seek and secure full time employment with the Department of Corrections which is



exactly the outcome the program aims to achieve. It was pleasing that upon vacating, this veteran passed on his many thanks to RSL Care SA for helping him at his time of need and stated that RSL Care SA and the ARVL program enabled him to get back on his feet.

In recognition of these success stories and the achievements of the program, the inaugural ARVL dinner was held at the Naval and Military Club on the 16th of February, coinciding with the date Andrew was killed in action 17 years earlier. Andrew's parents Bob and Jan Russell, along with Andrew's widow Kylie and their 17 year old daughter Leisa, who flew in from Perth, acknowledged the evening was a very meaningful and significant event.

Lastly, I would like to thank Ben Challinor for his tireless efforts and dedication to the program and I look forward to enhancing ARVL's already sterling reputation and continuing to address the needs of homeless veterans in South Australia.



FINANCIAL PERFORMANCE

Aldo Fonovic



It is my pleasure to present a summary of the financial results achieved by RSL Care SA in FY19.

Our financial focus this year has been on integrating the acquisition of the Waterford Estate Retirement Village, finalising the refurbishment program and securing the additional licences for our new aged care facility, mentioned earlier in the annual report.

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

Operating results flowing to profit and loss

Total revenue grew \$2.1m (13.3%) to \$18.2m reflecting a full year of ownership of Waterford Estate Retirement Village (compared to 6 months in the previous financial year), an increase in the number of retirement village settlements overall and improved returns from our financial investments

Our retirement village portfolio continues to perform very well with 19 settlements for the financial year compared to 15 last year. We are justifiably proud of our low vacancy rate of 3% reflecting our ongoing commitment to “Living in Good Company”

The financial performance of our residential aged care portfolio increased marginally compared to last year which remains encouraging given the challenges our industry faces as we respond to the ongoing significant government reforms and enquiries into the aged care industry.

Our expenditure grew \$1.6m (10.6%) to \$16.3m with the majority of this growth attributed to the recognition of the full year of expenditure for the Waterford Estate village, as well as mandated wage increases.

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

Our surplus grew \$0.5m to \$1.9m and was achieved wholly from ongoing operations in place of one off gains, and positions us well to continue to deliver the right level of care and service to our residents.

Financial position/balance sheet

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

Gross assets grew by \$2m reflecting the previously mentioned capital expenditure on the refurbishment works at the War Veterans Home and Morlancourt.

Total liabilities increased \$0.5m due to the first time recognition of incoming contributions from new residents at Waterford Estate.



Our total equity at \$65m continues to grow in a steady and secure manner and it is important to note that we continue to operate bank debt free.

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

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

Altruistic objectives

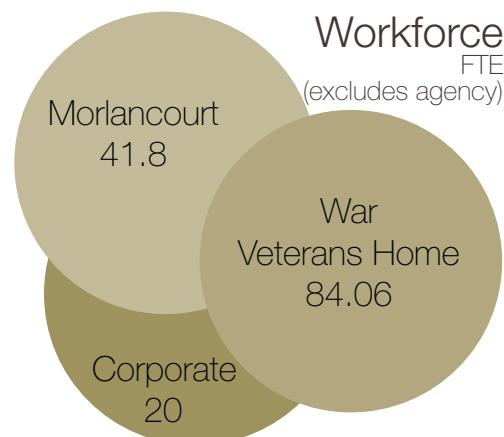
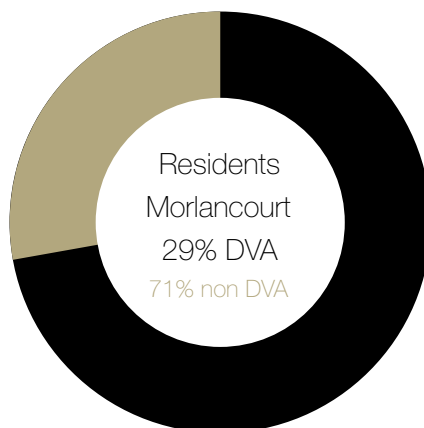
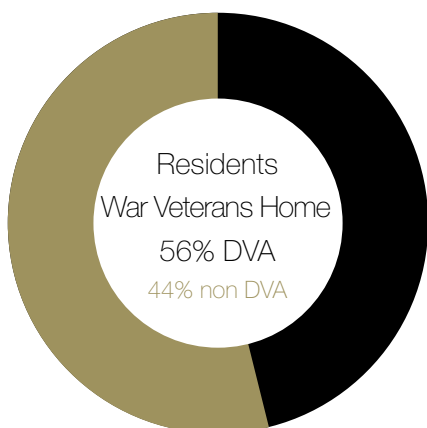
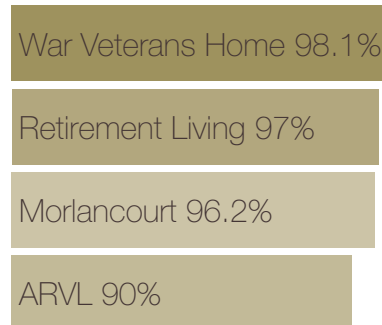
Direct and indirect funding was provided to support our ARVL Homeless program, the employment of an ARVL Program Manager, a Veteran Support Officer, as well as providing rental subsidies for the affordable housing portfolio.

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

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



Occupancy



FINANCIAL PERFORMANCE

STATEMENT OF PROFIT AND LOSS	2019	2018
TOTAL REVENUE	\$ 18,214,583	\$ 16,079,331
EXPENSES		
Salaries and employee benefits	\$(11,038,510)	\$(10,206,681)
Depreciation and amortisation	\$ (793,893)	\$ (771,632)
Other expenses	\$(4,482,170)	\$(3,771,379)
TOTAL EXPENSES	\$ (16,314,573)	\$ (14,749,692)
Surplus for the year	\$ 1,900,010	\$ 1,329,639
STATEMENT OF FINANCIAL POSITION	2019	2018
ASSETS		
Cash and investments	\$ 21,781,530	\$ 24,716,103
Investment property	\$ 68,675,184	\$ 68,973,534
Property, plant and equipment	\$ 50,734,080	\$ 44,975,486
Other assets	\$ 6,668,393	\$ 6,776,976
TOTAL ASSETS	\$ 147,859,187	\$ 145,442,099
LIABILITIES		
Trade and other payables	\$ 871,226	\$ 829,441
Refundable loans	\$ 79,428,297	\$ 79,077,348
Other liabilities	\$ 2,730,002	\$ 2,605,658
TOTAL LIABILITIES	\$ 83,029,525	\$ 82,512,447
NET ASSETS	\$ 64,829,662	\$ 62,929,652
EQUITY		
Accumulated funds	\$ 50,964,880	\$ 49,034,397
Reserves	\$ 13,864,782	\$ 13,895,255
TOTAL EQUITY	\$ 64,829,662	\$ 62,929,652

FINANCIAL COMPLIANCE

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

RSL VILLAS TO



Our residential aged care facility at Angle Park has recently been refurbished and rebranded. The name of RSL Villas was a carry-over from when the site had around 30 fibro cement housing units on it as well as some brick ones (which still remain on site today), hence the reason that the name 'Villas' was used to describe the area back then.

The issue for residential care is that the term 'Villa' generally relates to retirement living and not residential care, and so it created a point confusion when families enquired. They often thought it was a retirement village.

Also, having the title 'RSL' in 'RSL Villas' was somewhat redundant, because we have the name of 'RSL' in our organisation's name of 'RSL Care SA', so we didn't need to have it twice. Another issue was new families often thought that they couldn't apply to live at RSL Villas, because they weren't members of the RSL. Of course this isn't the case and we welcome all applications, despite the fact we prioritise veterans.

As a result of the above the Board of RSL Care SA began to explore new names for the Villas, ensuring however that any potential name kept a focus on our military links and heritage.

Through a process of investigation and elimination the Board decided to explore the history of Adelaide's own 27th Infantry Battalion, who fought in many prominent battles throughout World War 1 beginning with Gallipoli in 1915.

The 27th Battalion's emblem is a deer, and the colour patch is blue and brown.

After looking at the Battalion's history in detail, the Board decided to rename RSL Villas as Morlancourt.

Morlancourt is a lesser-known but very important battle that the 27th Battalion fought in, which helped to set the conditions for the end of WW1.



The logo is blue is brown, to represent the Battalion's colour patch, the deer represents the Battalion's emblem of a deer. The tree is an exact copy of the Lone Pine that is located at the war cemetery at Gallipoli, and we have deliberately used this tree to show that the Battalion fought at Gallipoli.

In the logo the deer is looking back at the Lone Pine, which has been done purposefully as a sign of respect and tribute for all of the Battalion's soldiers who died in war.

The name Morlancourt and the logo are both wonderful tributes to our proud military history in South Australia, and in particular for the 27th Battalion.

The Governor of South Australia, His Excellency the Honourable Hieu Van Le AC officially unveiled the name change, and opened the redeveloped site on the 30th August 2019.



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