



RSL CARE SA

Annual Report 2023 - 2024



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BOARD CHAIR



Geoff Tattersall

Welcome to the 108th annual report for RSL Care SA (formerly War Veterans Home) for reporting year 2023/24.

Before summarising the year's activities, I wish to pay tribute to our staff for what they do for our residents. They achieve very good outcomes, often under difficult circumstances, and continue to deal with Covid and the tempo of regulatory reform measures that have been with us for some years now. They do so in the shadow of adverse media criticism of the aged care sector due to poor examples of care by some providers. There is no doubt that there are too many poor examples of care and it is appropriate that society is aware of this, but it is also true that there are many examples of good care and good providers, of which RSL Care SA is one, which I strongly believe are in the majority and which the community is largely unaware. Staff rarely receive the public recognition of their important contribution to the wellbeing and lifestyle of older Australians.

2023/24 has been a successful year for RSL Care SA on many fronts despite the ongoing challenges of Covid and regulatory reforms. More information on these challenges are described elsewhere in this report which overlay pretty much everything that RSL Care

SA does. I am pleased to report that because of the good work of our leadership team and others, we are coping well with these pressures and are well placed for a successful future. I thank Kellie Whelan, Chief Operating Officer, and her care team for the great work they are doing and refer you to her report. Highlights in our residential aged care (RAC) operations include:

- Romani RAC at Murray Bridge achieving full accreditation by the Aged Care Quality and Safety Commission (the Commission) which is a significant achievement for a recently opened service.
- Romani achieved full occupancy about 18 months ahead of expectations. Whilst significant from an operational respect, it also has a positive impact on the financial position of the organisation in total and has contributed to the loan for the build of the facility to be repaid in quick time. Romani was also the SA recipient of the MBA building award in the Aged Care category.
- Clinical governance practices are robust and provide the Board with good insight into care operations.
- Accreditation readiness is a constant management issue but we are well positioned, as evidenced by the outcome of Commission visits as part of the accreditation process (since the reporting period, Morlancourt has again met all standards and retained full accreditation).
- Overwhelmingly positive feedback from residents and families about the care residents receive.
- We are well advanced with preparations for the many reforms still being introduced by new legislation and regulation which Kellie Whelan (COO) explains more adequately in her report.

An important development has been some decisions by government that have improved the financial viability of aged care providers



BOARD CHAIR

including funding, at least in part, for new mandated staff levels and salary increases for care staff (but not necessarily all staff who help residents). This outcome is evident in the improved financial performance of our RAC's, however a number of the reforms yet to take effect involve additional costs where there is no certainty of funding. The sector is facing challenges in recruiting sufficient care staff to fulfill the government's mandated staff requirements, particularly registered nurses. Whilst it is also a challenge for us, we are having reasonable success in recruiting, retaining and developing staff. We will continue to take steps to ensure that we are seen as a preferred employer.

RSL Care SA is also a provider of care under NDIS legislation. The aged care sector and NDIS are both highly regulated sectors, but the regulatory requirements are in separate "silo's" and are not in harmony, resulting in considerable duplication despite many similarities in the nature of operations. Compliance is very demanding and is resource intensive which comes at significant cost. The consequence of non-compliance is a major governance risk. RSL Care SA does not have a lot of NDIS clients, but the regulatory burden is the same regardless of numbers. In these circumstances, the Board has to closely consider any application from an NDIS participant which is most unfortunate and not consistent with our values but is nevertheless considered necessary. We understand that other providers have, or are considering doing likewise. It is accepted that frameworks are required that give government confidence that good outcomes are being achieved from the funds they provide, but we hope that government will take a more pragmatic approach by streamlining the regulatory frameworks and minimise the administrative burden which will then enable the Board to reconsider its position.

The Andrew Russell Veteran Living (ARVL) programs are a very important component

of our operations and underpin the mission of RSL Care SA since 1917. The veterans homeless program based at Sturt achieved the significant milestone of providing over 25,000 nights of emergency accommodation to some 221 veterans since the current service was established in 2016. The success of this program is assisted by various agencies, including DVA and Open Arms, that contribute to addressing the needs of our veterans. It is pleasing to see a similar program getting underway in WA (also called ARVL) that is being made possible with the leadership of the RAAF Association WA. ARVL-WA is not related to us, but we have assisted RAAFA-WA with the learnings from our experience, and we will continue to help each other do good things for those who need our help. Notably, this initiative in WA involves Kylie and Leesa Russell, wife and daughter of Andrew Russell, who have been strong supporters of our program and veteran homelessness more generally. The affordable housing program of ARVL is equally important to our mission with our 40 units providing 456 years of accommodation to 124 veterans and/or partners since the units were transferred to us from RSL-SA in 2012. We also have access to a further 20 units by arrangement with Westside Housing, who have been great supporters of our cause. Ricky Skiathitis, Program Manager, is to be congratulated for the work he does and the positive difference he makes to veterans and partners in need of our help. During the year, the Board held one of its meetings at Wallaroo so Directors could have a firsthand look at the potential for additional ARVL units on the vacant land we have at Wallaroo. It is hoped that there will soon be some positive news on this front.

Retirement Living is a large and increasing component of our operations that makes an important contribution to our community and the financial stability of RSL Care SA, which enables our altruistic work in support of the veteran community. This year saw the completion of 7 new units at Waterford Estate in



Murray Bridge and a significant refurbishment of the community centre at the Sturt Village in Marion. All of our villages have high occupancy and have new residents standing by to take up vacancies when they arise. In 2023/24 those vacancies did not occur to the extent we had forecast.

RSL Care SA is having an increasing role in advocating for veterans with government and other agencies in our areas of interest, in particular care of older veterans and veteran's homelessness. This is largely through the efforts of our CEO, Nathan Klinge and the networks he has established. The advocacy is assisted by the credibility that comes with tangible initiatives that RSL Care SA is already doing which are generally self funded. We are not only "talking the talk" but "walking the walk"! Nathan's report provides more information, and I thank him on behalf of the Board and veterans for his efforts. These efforts are not in vain and, as an example, I can point to the \$30m that the government has made available for veteran's housing which can be related back to Nathan's work in conjunction with the Community Housing Industry Association.

As forecast in last year's report, 2023/24 has provided a strong financial result with a net surplus of \$2.5m of which almost \$2.2m is from operations. I flag the following strategic aspects of the result that provide some insight into a positive financial future that has been forecast over recent years.

- The operating surplus of \$2.2m was assisted by a \$1m development profit from the 7 new units built at Waterford. Whilst this is a "once off" and won't occur every year, we are pursuing similar opportunities some of which are in the "development pipeline".
- The underlying operating surplus of about \$1.2m was less than the budget forecast with the key strategic factors being:
 - a. A deliberate decision to increase the non-cash depreciation expense for

Romani by \$444k as recommended by our external quantity surveyor.

- b. Revenue from retirement was about \$500k less than budget due to lack of units to re-lease to new tenants as turnover of existing residents was less than expected. However, 2024/25 appears to have already reverted to more normal levels.
 - c. The newly opened Romani was forecast to have a deficit while it progressed to full occupancy and although occupancy was ahead of schedule, it also faced some unexpected costs due largely to Covid and agency staff. This resulted in a deficit of about \$130k more than expected but is not likely to be repeated.
- Romani achieved full occupancy in August 2024, so not only will the 2023/24 deficit not re-occur, a surplus of \$900k is expected in 2024/25 and performance to date indicates that outcome is on track.

The reported 2023/24 operating result is impacted by the above key factors which understate underlying financial performance. The conclusion is that a strong operating result can be expected in 2024/25 future years although with a note of caution that the aged care reforms being introduced by Government, most of which are laudable, involve a cost which may or may not be funded or fully funded. My thanks to Aldo Fonovic, Chief Finance Officer, and his team for not only his primary role of Finance but the added responsibility for Retirement Living.

Having talked about financial results, it is timely to also remind readers that RSL Care SA is a not-for-profit charity. A surplus is not an objective in itself, rather it is an enabler to pursuing our altruistic mission which is to support veterans and others from the community who choose to have RSL Care SA as their home. Residential aged care is our largest operation in terms of revenue, expense and workforce. Residential



BOARD CHAIR

care is specifically recognised by the ACNC as a charitable purpose. ARVL is also a charitable purpose. The Board also has a policy of applying up to 10% of the prior year's operating surplus to altruistic purposes. It is also important to remember that accumulated surpluses are necessary to enable investment in new initiatives, with the recent \$20m investment in Romani being one example and the \$1.5m to acquire the Travis St property for ARVL another. Further altruistic initiatives are in the pipeline, including more ARVL affordable housing, and I look forward to reporting on those outcomes in future years.

Although an annual report is about the year just gone, it is also important to look to the future. The Board held a facilitated planning day in 2023 resulting in a new Strategic Plan 2024 – 2028 being finalised in Feb 2024. It is supported by Management's plan on how that Strategic Plan will be executed. The Strategic Plan did not lead to any material change to our mission or our strategic pathway, reinforcing our strong connection to our altruistic purposes. However, as a number of objectives from the previous plan have been achieved, some new themes, objectives and priorities were incorporated with a number of those already well underway. To assist management in achieving the Board's objectives, funds for a new project management resource were allocated and

pleasingly, the CEO has made an appointment from within – welcome Justin Spencer to your new leadership role.

In conclusion, I thank my fellow board members for their respective contributions to the good governance of a complex organisation where responsibilities of directors are ever increasing. Their experience and wise counsel is very much appreciated. At the risk of singling out individuals, I particularly thank the chairs of the Board's sub-committees – Andrew Boeyen (Audit Finance and Governance), Anthea LeCornu (Deputy Chair and Care & Compliance), Mark Prosser (Retirement Living), Steve Knight (Property Strategy). Thanks also to Ruby Cantos for being an independent member of our Care & Compliance Committee and Frank Kite who retired from the Board but could not cut ties completely, and is now the independent member of AFG. My thanks to Nathan and his executive team for their commitment, leadership and advice. You have collectively achieved much in a complex environment covering 3 distinct areas of activity each with its own regulatory framework that are subject to change. I also thank our volunteers for their contribution to the daily lives of our residents.

I finish where I started by thanking all staff, irrespective of role, for what you do for RSL Care SA and more importantly, the residents we serve.



CHIEF EXECUTIVE OFFICER



Nathan Klinge

Throughout this year's annual report, we reflect on the 50 years that have passed since the end of Australia's involvement in the Vietnam War, the anniversary of which was commemorated on 18th August 2023. Some 60,000 men and women served in the war, and at RSL Care SA we'd like to recognise the sacrifices made by these service personnel and their families.

Tragically 523 Australians lost their lives as a result of the war, and more than 3,000 were wounded. The names of the fallen are included at the end of this annual report.

We will remember them.

To the veterans who served in the Vietnam War and to the loved ones who supported them then and now, my message is simple, RSL Care SA is eternally grateful for your service and sacrifice. We acknowledge the difficult times you experienced both during the conflict and since, and we are incredibly proud of you for serving as you did when you were called upon by your country to do so. From all of us at RSL Care SA, Thank you.

Corporate update

I'm pleased to say that this year has seen the aged care sector begin to emerge from the past several years of quite chaotic reform, and although it's clear that we 'aint there yet, I think there is much cause for us to find hope and optimism for our sector's future.

The reform programs we have traversed across the year included the introduction of a new funding model, star ratings system, mandatory care minutes and 24/7 nursing requirements in residential care, a new draft Act for aged care, proposed changes to the Retirement Living Act in South Australia, proposed new standards, and numerous policy discussions and working groups that affect older veterans and homeless veterans.

Fortunately, our board and sub-committees have dealt with these reforms purposefully and with great vision, and we have been well positioned to respond to the numerous waves of change that have already passed over us, and for the ones that are yet to come our way as the new Aged Care Act is introduced nationally in June 2025. To accommodate these changes the board maintains a robust governance framework that ensures we responsibly manage and govern all aspects of our organisation, and this applies across the different lines of operations for RSL Care SA including residential aged care, retirement living, homeless services, affordable housing, and in the future home care services. Our board is independent of any other organisation and our directors are all volunteers, and collectively they possess the broad skills required to address the governance responsibilities we carry for each of those business lines.

Noting the pace of change over the past year, I'd like to acknowledge the work that has been done by our fantastic leadership team, who have not only risen to the challenges of adapting to an ever-evolving legislative environment, but who have continued to deliver quality care each

CHIEF EXECUTIVE OFFICER

and every day, and indeed to physically grow our capacity as we operationalised and filled our new 72-bed residential aged care facility in Murray Bridge, called Romani. The Chair and I reported on the construction and opening of Romani in last year's report so I'll not cover that ground again here, however I do want to acknowledge the incredible amount of work that has been done by our staff and volunteers as we have welcomed so many new residents and families over the past 12-months into what is now a completely full and thriving community. Please take the time to read through Kellie's report on pages 14-18, where you'll get to see just how much has been achieved in the residential care space throughout this reporting period, across all three of our residential care homes.

I mentioned the reform programs that are currently underway across our sector, and I'd like to highlight the amount of engagement and advocacy work that RSL Care SA has been involved with over the past year to ensure that our veterans and residents get the best possible outcomes from the new legislation as is possible. In working towards this goal we have participated at the national level in the working group that helped inform the Aged Care Taskforce on alternative funding models and workforce capability strategies for the sector, we are a member of the Department of Veterans' Affairs Aged Care Taskforce, we continue to represent veterans' issues on several national committees and bodies including the Community of Practice for Homeless Veterans, and we've recently taken up a seat on the National Aged Care Alliance as the national representative for RSL Australia. With all this in mind I think it's fair to say that we punch above our weight on the national stage, and I hope that all of our staff, residents, and stakeholders feel justifiably proud of what we are collectively achieving.

This year also saw an amazing milestone achieved for our homeless veteran program,

Andrew Russell Veteran Living (ARVL), with the program surpassing the provision of 25,000 nights of emergency accommodation to homeless veterans in South Australia. Ricky explains more in his report on pages 19 - 21, but I just want to emphasise how important this mission is for the veterans we support, and how strongly it reflects our mission and objects as a not-for-profit accommodation provider supporting veterans in need.



In this section of my report I'd also like to recognise our Corporate Executive Assistant, Ruth Blackham, who was one of the top four finalists in the Australian Institute of Office Professionals Administrative Excellence Awards held on Friday 3 May 2024. Kellie and I thoroughly enjoyed the opportunity to celebrate Ruth's achievements with her at this important event. Well done Ruth!

Financial performance update

The Board Chair has provided a very good summary of our financial performance, so if you haven't done so already, please flick back to that section of this report to read through his summary. Suffice to say that despite the challenges, it has been a good year for RSL Care SA, and I am pleased that we have been able to deliver a modest surplus of \$2.5m on our total revenue of \$37.8m. Aldo provides more detail on pages 24 - 25, along with some updates on his team's activities through the year, and on our retirement living portfolio.

Speaking of retirement living, that brings me to the next section of my report.



Retirement Living

It has been a particularly social year for our retirement living residents, with many events, outings, and functions being conducted across all four of our villages throughout the year. My personal favourite was the Anzac Day Dawn Service that was held at Waterford Estate on the banks of the Murray River, which is proving to be a special event for me each year.

This year also saw the completion of seven new houses at Waterford, and you can see some photos of these new properties along with other happenings in our villages on pages 22-23 of this report. This photo board shows images from across the year for Hamilton, Sturt, War Vets and Waterford, and they provide a great sense of the camaraderie and fun that our villages are so very well known for.

Our retirement living villages are in many ways the backbone of RSL Care SA's resident population, not only in terms of the number of people we have living with us across our retirement living communities, but also because our villages represent the very best of our character through their vibrant, supportive, and caring natures. I thank all of our retirement living residents for the wonderful year we have all shared, and I particularly thank those residents who have volunteered their time to help organise social events and activities to the benefit of others.

A special thanks must also go to Aldo Fonovic, Peter Elphick, Michelle Goedings, Jodie Prosser, Deb Bennett, and Jim Richardson, all of whom have done much to support our retirement living villages throughout the year. We are very fortunate to have such a quality team.

The year ahead

I said at the top of my report that our sector continues to recover from the turbulent past few years, and this work will continue well into 2025 and beyond. Workforce shortages remain

a critical challenge for the age care sector, and although RSL Care SA performs quite well with our recruitment and retention, our staff have had a busy few years and they need our ongoing support. Despite these challenges our recent staff survey shows that our workforce maintains a particularly high-level of alignment with our organisation's mission, certainly much higher than can be seen through comparable benchmarks across the broader healthcare services nationally. This is something that I am very proud of, because it is our staff's alignment with our mission that has helped us to weather the many storms of the past few years.

Sector funding and reform programs will remain important discussion topics well into 2025, but hope is on the horizon as we look towards embracing the new Aged Care Act, and as the government grapples with a reformed funding approach for aged care nationally. Our efforts to advocate for and support older veterans and homeless veterans will therefore continue for the foreseeable future, and our membership on the various committees and working groups I mentioned earlier gives us the platform we need to progress this work as the needs of our older veterans change and as more younger veterans struggle to compete in what is a very difficult housing market.

In January of 2024 our board issued the next iteration of RSL Care SA's Strategic Plan, and over the coming years this plan will help guide our actions and inform our growth strategies as we position ourselves to meet the emerging challenges of our sector beyond 2030. While the plan is very much focussed on the future, it is grounded in our past and each strategic goal has been deliberately formed to ensure it aligns directly with our mission and objects as a not-for-profit provider. Our management team have examined the board's Strategic Plan in detail and we have produced our own Management Plan in response, and through this plan each of our responsibilities and tasks as the leadership group have been closely mapped to ensure



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they align with the board's strategic vision. Through this process, if we found tasks that did not align directly with a strategic goal we have critically reviewed them to determine if those tasks needed to change or if we should be doing them at all, and we identified new tasks and areas of future focus to meet the board's strategic intent. I look forward to reporting on our performance against this Management Plan and the board's Strategic Plan over the coming years.

Conclusion

As I conclude my reflections of the past 12 months I'd like to pass on my personal thanks to our board of directors for their stewardship, guidance, and motivation of not only me personally but our entire organisation. All of our directors are incredibly generous with

their time, and I can't thank them enough for volunteering their services in such an important and meaningful way.

I would also like to thank the many staff and volunteers we have at RSL Care SA, upon who we depend 24-hours a day seven days a week to deliver on our mission. I have the privilege of interacting with these staff and volunteers on a daily basis, and I never cease to be inspired by their level of dedication and the selfless service they provide to our residents and to our organisation more broadly.

My final words go to the many different residents of RSL Care SA, be that in our residential care homes, our retirement villages, or throughout our ARVL program. Make no mistake, you are the entire reason we are all here, and I thank you for making RSL Care SA such a joyous place to come to work (and play) every day.



BOARD OF DIRECTORS



Geoff Tattersall (Chair)

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

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

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



Anthea LeCornu (Deputy Chair)

Anthea is a registered nurse with nearly 40 years' experience working nationally across the health and community services sector including aged care, disability, retirement living and rural and remote Aboriginal Community owned health services.

Anthea worked with the Australian Aged Care Standards and Accreditation Agency (now called the Aged Care Quality and Safety Commission) from 2012 until 2017 as an internal and external assessor conducting re-accreditation audits, assessment contacts and review audits across three states and the Northern Territory.

Over the past 12 years Anthea has also worked as a consultant within the residential care, disability, community care and retirement living sectors providing a wide range of services including assisting providers with accreditation obligations, professional development, clinical reviews, training, human resource support and structuring, operational restructures, developing governance systems, including clinical governance frameworks and general operations auditing.

Anthea currently sits on two Boards, and two Clinical, Quality and Safety Board subcommittees and is a graduate of the Australian Institute of Company Directors.



Larry Opie

Larry was a legal practitioner for in excess of 45 years. During the last 25 or so years he was a partner of, and then consultant with, O'Loughlins Lawyers. He has extensive experience in corporate and commercial law matters including company mergers, takeovers, schemes of arrangement, and share and business acquisitions and disposals, and has acted for the State Government in respect of substantial and complex matters.

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

BOARD OF DIRECTORS



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.



Andrew Boeyen

Andrew is a finance and general management professional with more than 30 years' work experience, including 20 years working with and reporting to Boards. Industry sectors worked in include mining, manufacturing, software development, advertising and education, but it was 10 years spent working in the disability field that generated a desire to give back to the community. In this capacity Andrew has been a Director in two other non-profit organisations and remains actively involved in industry bodies. Andrew is the Director of Business at Sacred Heart College.

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



Peter CP Moore

In 1992 Peter started his firm CP Moore implementing business information systems into medium and large businesses, until 2018 when he merged the business to create APTUS Business Solutions, of which he became Managing Director.

In 1981, Peter enlisted into the Army Reserves reaching the rank of Brigadier and in 2020 was Commander Task Group of the unit coordinating the ADF response to COVID-19 in WA. It was at this time Peter resigned as Managing Director of APTUS.

Peter holds a Bachelor of Arts in Accountancy, is a Chartered Accountant and Fellow of the Certified Practising Accountants. He completed Staff College and attained a Post Graduate Diploma in Management as part of his Defence studies.



BOARD OF DIRECTORS



Heather Messenger

Heather is the former CEO of the Burnside War Memorial Hospital Inc with over 30 years in senior clinical and corporate roles within the public and private (not for profit and for profit) health sectors. She is a highly experienced administrator and clinician with a post graduate Bachelor of Nursing and a broad clinical, educational, leadership and management background.

She has completed the Australian Institute of Company Directors Course (2022), the Australian Council on Health Care Standards Improvement Academy Patient Safety Culture Program (2020), had regular engagement with The International Advisory Board Company (2014 – 2022), and is an active member of the APHA (SA branch) and national health care risk management organisations.

Heather believes that being involved in helping older people to live their best lives and contributing to our community via RSL Care SA is a privilege.



Mark Prosser

Mark has been an executive in the Australian retirement village industry over the past 20+ years, he has an association with over 250 retirement villages and 6500 residents, in both Australia and in Malaysia. Mark has been an active participant of Industry peak bodies including the Aged & Community Care Providers Association (ACCPA), the Property Council of Australia and formerly the Australian Retirement Village Association (RVA). He has held positions on the RVA National Board and as the South Australian Regional Chair for both the RVA and Property Council of Australia.

Mark is currently Director Retirement Living and Seniors Housing at ACCPA.



Stephen Wade

Stephen served in the South Australian Parliament over 16 years, including four years as the Minister for Health and Wellbeing. As Minister, he led the state's health response to the COVID-19 pandemic and served as chair of the national Health Minister's Meeting.

A Fellow of the Australian Institute of Company Directors, he currently serves on a range of boards, including as chair at Community Living Project, where he supports people with disabilities to live lives of their choosing, as valued members of their communities.

Stephen holds a Bachelor of Economics and a Bachelor of Laws from the University of Adelaide. The son of a military chaplain and son-in-law of a British veteran, Stephen is committed to honouring the commitment our nation made to look after those who served, and their families.

SUB-COMMITTEE MEMBERS



Frank Kite (AFG Sub-Committee)

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 has previously chaired the boards of Burnside War Memorial Hospital and the Women's and Children's Health Research Institute.

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



Ruby Cantos (C&C Sub-Committee)

Ruby Cantos is a Nurse Consultant with extensive experience and dedication to improving the quality of life for older people through consistently driving innovations and improvements in aged care practices.

Ruby's experience in clinical governance, workforce strategy, and model of care development and reviews has positioned her as a trusted advisor in the improvement of robust governance systems, ensuring the delivery of high-quality, person-centered care. Her policy/procedure-making or review skills are rooted in a comprehensive approach, balancing the need for stringent standards with the realities of practical application in the caregiving setting.

As a Certified Auditor with a rich background in assessing aged care and other areas of Human Services, Ruby has a profound understanding of regulatory requirements and standards to ensure compliance and drive quality improvements.

LIFE MEMBERS

RSL Care SA acknowledges our Life Members:

Jock Statton AM

Dennis Chamberlain

John Spencer OAM RFD

Joan Ramsay OAM

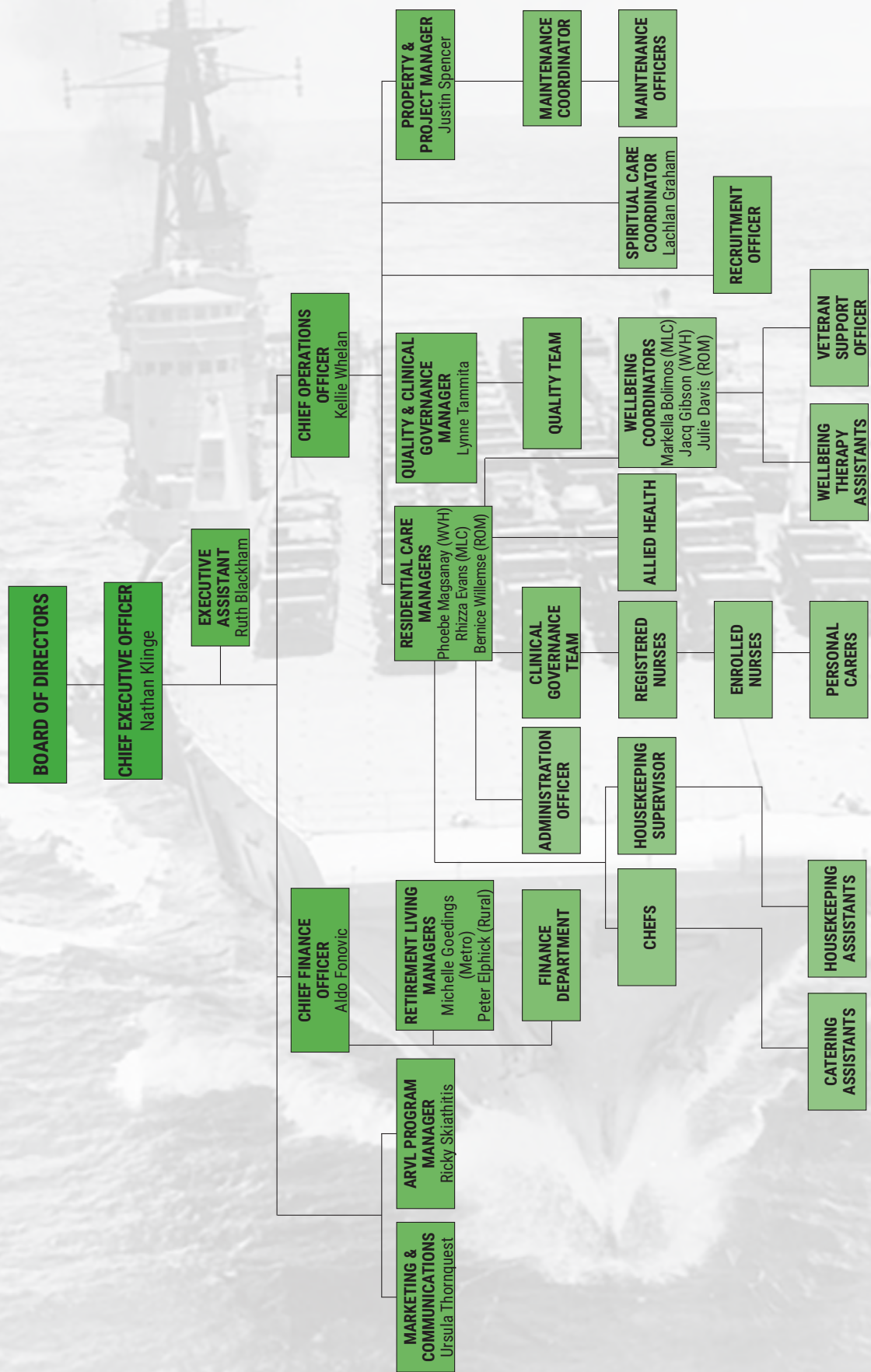
Graham Nybo OAM

Michael Mummery OAM

Loretta Byers

Julia Sweeney

ORGANISATION STRUCTURE



CHIEF OPERATIONS OFFICER



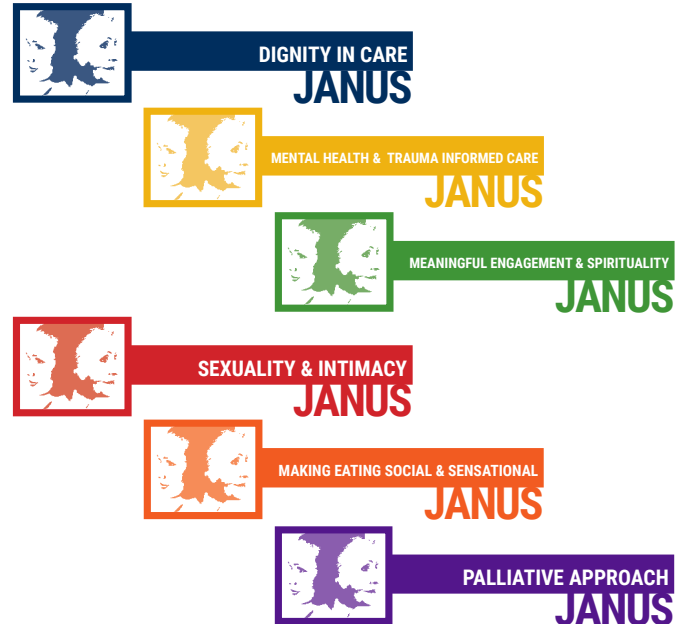
Kellie Whelan

The past year has continued to challenge our staffing teams' resilience with the continued battle with COVID-19 and the ongoing implementation of the aged care reform agenda which has had the care operations team focused on preparing for the implementation of the new Aged Care Act and Strengthened Aged Care Quality Standards, once the Act has been passed.

Dignity in Care – The Janus Approach

At RSL Care SA the Janus Approach, a specific philosophy of care, was introduced in 2018 that acknowledges residents are unique individuals, who have a variety of personal needs and preferences. The Janus Approach continually improves and enhances the quality of life with all residents by sustaining the culture of care in our facilities from task focussed to truly person-centred.

In order to deliver the Janus Approach, we have identified speciality areas of care provision which are addressed through the 'Janus Keys'.



The Janus Approach ensures that a comprehensive life history or "Life Story" is gathered for each resident in partnership with them and their families who wish to be involved. From this life story, and with resident and family collaboration, staff are able to help residents define what quality of life means to them.

Dignity for each resident or client 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 or clients, representatives, floor staff, management and Board of RSL Care SA.

Each month we recognise our staff who have demonstrated the values of the Janus Approach, specifically our Dignity Principles, leading by example demonstrating that the wellbeing of the resident is of their utmost priority which is RSL Care's reason for existence. I am pleased to share with you some examples from our staff recognition program this year:

SEE ME

"You have a very calming presence over the Chauvel wing, particularly with the residents understanding their needs and supporting them to reduce agitation and aggression that accompanies their confusion from living with Dementia."

WELCOME ME

"When you welcomed new residents into Romani, building strong professional relationships with them. This was evident when a number of unnamed clothing was placed in the common area to identify those to whom they belonged. You were able to reunite the majority of items with their owners, without the individual residents having to go through each item."

INCLUDE ME

"When you sat alongside, the resident in the lounge area helping him to be fully engaged with his drawing."

SUPPORT ME

"When you developed a relationship of trust with the resident which has enabled you to assist her in accepting showering and personal hygiene and understand her personal preferences in order to support other staff in assisting her with dignity."

EMPOWER ME

"When during the resident's final days you spent extensive time working with their son to assist him in understanding his father had entered the final stage of palliation (end of life), successfully communicating steps required to enable the family to accept the decision they needed to

make in order to respect his preferences. This demonstrated courage and commitment to empowering the resident in his final days."

RESPECT ME

"When you set a separate Christmas Lunch table for resident in Tobruk cottage for him and his wife making this a special and intimate event for them both. The resident's wife expressed her deepest gratitude that the carer had set up the table in her husband's room with Christmas decorations, including bon-bons on the table. Photos of the day were taken to make it even more memorable and special."

Romani Operationalisation

Since the opening of Romani on 17 January 2023, the work has continued to operationalise this award-winning facility and residential aged care service towards full occupancy requiring ongoing coordination to ensure that quality clinical care can be provided for the residents being admitted, as well as recruiting, training and retaining the staff cohort to care for the increasing resident community.

Significant milestones of the past 12 months include the opening of the final beds in the Beersheba Wing in September 2023, the purple poppy grant and installation in the courtyard, responding to COVID outbreaks in December 2023 and April/May 2024 and fostering collaboration with the GPs and practice manager at The Bridge Clinic in Murray Bridge at an evening drink event on 8 May 2024 to improve resident health outcomes.



CHIEF OPERATIONS OFFICER

Accreditation/Compliance (Residential Care and NDIS)

Throughout the past year we have continued to have multiple contacts with the Aged Care Quality and Safety Commission (the Commission) and National Disability Insurance Scheme (NDIS) as they have monitored our ongoing compliance with the Aged Care Standards.

In July 2023 Morlancourt underwent a National Disability Insurance Scheme (NDIS) re-certification on site audit and with recommendations that all compliance and regulatory obligations were met. This has enabled us to continue to provide care for residents who entered care prior to December 2020 who were NDIS participants.

In August 2022 we received an unannounced re-accreditation site audit for our commencing service at Murray Bridge, Romani. We are pleased to have achieved full accreditation with all standards met, while we are proud that all our facilities are fully accredited and compliant, this achievement is unique in a commencing service with such a high volume of new residents to assess and ensure that all care and service needs are identified, communicated to staff and delivered.

Guidance material to support the proposed Strengthened Aged Care Quality Standards (AQCS) were released in February 2024 for consultation ahead of the proposed commencement in July 2024. The Aged Care Quality and Safety Commission has stated that the strengthened ACQS will be implemented at the same time as the new Aged Care Act (Act). Concurrent with this release, was the announcement by the Department of Health and Aged Care that the new Act was unlikely to be commenced in July 2024 as initially planned. At the budget announcement 14 May 2024, confirmed the Act will commence on 1 July 2025.

Our quality team are currently working through the proposed changes to the Act and the strengthened standards to ensure that any adjustments to our current practices are made in time for the implementation. As we get closer to the implementation date, we will have greater understanding of what aspects of the proposed changes will be enacted. In addition to the new Act, there continues to be further reforms being introduced on a staggered basis over the course of 2024/2025 and RSL Care SA is well positioned to respond and continue to provide high quality care and services, focused on enhancing quality of life for our residents in residential care.

Over the past 12 months we have implemented many of the legislative changes most of which commenced from July 2023.

- Mandated Care minutes introduced on 1 October 23
- Introduction of both the Quality Care Advisory Body in November 2023 and the Consumer Advisory Body in February 2023
- Preparation and planning for Strengthened Aged Care Quality Standards ongoing
- Preparation and planning for the new Act ongoing
- On 3 June 2024, the FWC announced the 2024 Annual Wage Review decision that minimum award wages will increase by 3.75%. All workers covered by the Fair Work system, including many aged care workers, will receive a 3.75% increase to the award wage.
- ANACC assessors have regularly visited our 3 residential aged care facilities to conduct funding assessment audits in relation to resident's care needs.





COVID-19

The ongoing widespread vaccinations and the use of anti-viral medication has greatly assisted in minimising the impact of COVID to our residents, as well as to the number of residents impacted during an outbreak. The preparations we undertook in the 2021/22 financial year have enabled us to continue to protect the safety of residents entering our care.

Over the reporting period the following encounters with COVID-19 occurred.

War Veterans Home

- October 2023: There was a total of four residents who tested positive and three staff tested positive during the same period with 25 residents in quarantine over a seven day period. There were also several individual cases over the reporting period that did not require wide-spread quarantining of residents and effectively contained the infection to the one active case.

Morlancourt

- June 2024: There was a total of four residents who tested positive and three staff who tested positive during the same period with only three residents requiring quarantine to contain the outbreak. There were also several individual cases over the reporting period that did not require wide-spread quarantining of residents and effectively contained the infection to the one active case.

Romani

- Dec 2023: total of four residents tested positive with two staff testing positive during the same period only three further residents requiring quarantining over a 7-day period.
- April 2024: total of nine residents tested positive with five staff testing positive during the same period with a total of 19 residents in quarantine over a 7-day period

- May 2024: total of 22 residents tested positive with six staff testing positive during the same period with a total of 26 residents in quarantine over a 7-day period.

The outbreak in May at Romani was particularly challenging as is evidenced by the large case numbers that the team dealt with. Our families were very supportive of the actions taken and the recovery of residents who experienced COVID-19 was largely due to up-to-date vaccinations and the ability to provide anti-viral medications for all residents who tested positive. This outbreak was active for 22 days and our leadership team, along with our dedicated staff, worked continuously through this period. As would be expected, the impact that this outbreak had on not only residents, but staff working under exceptional circumstances, demonstrate our Team Standards, organisational values and Janus principles in every interaction. As a small way of recognising this incredible service, we recently presented all staff who worked during the May 2024 Outbreak at Romani with a small commemorative pin. Our staff wear this with great pride.

Vaccination remains one of the most effective ways to reduce the spread of COVID-19 as a primary defensive action. We strongly encourage you to also remain current with your vaccinations for both Influenza and COVID-19.

Farewells

- On 1 December 2023, we farewelled our Veteran Support officer at WVH, Christine (Jacko) Bennett who joined her husband Jon, who serves in the ADF, for his 2 year deployment to Malaysia.
- On 4 December 2023 we farewelled one of our senior clinical leaders, Jenny Lienert, who retired after 30 years of service at the War Veterans Home.

CHIEF OPERATIONS OFFICER

Commemorations and Celebrations

Commemorations of Vietnam Veterans Day and Remembrance Day were again held at our sites to support residents and their families who have served. ANZAC Day commemorations were again adjusted to our traditional services, given the risks that remain around COVID-19. As such we continued the 100+ year tradition of holding a Dawn Service at the War Veterans Home, with a driveway service held for the surrounding community. We were very proud to have an abundance of volunteers and ex-service personnel who assisted us in providing three services across our three aged care services for the first year. These private services were held with our resident community including wreath laying ceremonies at War Veterans Home, Morlancourt and Romani to honour the fallen and those who have and continue to sacrifice for our freedoms.

We were also honoured to host the Regimental Sergeant Major of the Australian Army, (Warrant Officer Kim Felmingham) who visited residents and joined them for morning tea at our Morlancourt facility in October 2023.

Partnerships

We have continued to develop our strong partnerships working with the SA Innovation

Hub and attending a workshop focusing on the Aged Care Act risk implementation on 26 February 2024. We also continue to develop our partnership with Legacy SA/Broken Hill through supporting Legacy Week activities from 27 August to 2 September 2023, planning and collaboration meetings in February 2024 and reciprocal guest speaking invitation for Legacy CEO, Kerryn Smith at the War Veterans Home Veteran's lunch on 7 June 2024.

The Year Ahead

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 are continuing to achieve RSL Care SA objectives of providing quality aged care services to the veteran and wider community. I do not take for granted, nor underestimate, the exceptional people we have within RSL Care SA who remain focused on success for the residents in our care. I thank you for making our residents' final home and time with us, the best it can be!

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.



ARVL (Andrew Russell Veteran Living)



Ricky Skiathitis

The basic necessities in life are food, drinking water and shelter, take one away and we see health decline rapidly physically and mentally. Food and drinking water are quite accessible with many services available to the homeless along with the public who give generously, however, as we are amid a housing crisis, shelter is becoming increasingly harder to access. Like most, our Veterans are an increasing homeless population and although having the soldiering skills to be able to 'rough it' does not align with the basic necessities needed to live life.

"ARVL offered me structure and stability during my separation when I was unable to help myself." ARVL resident 2024

In the 23/24 FY, the Andrew Russell Veteran Living (ARVL) program assisted 33 veterans into emergency housing contributing to an overall figure of 221 residents through the program and providing over 25,000 nights of emergency accommodation, unlocking access to the basic necessities; food, drinking water and shelter. For someone to be considered homeless they are sleeping rough, in their car or couch surfing, this is 49% of our residents during intake; whilst others are facing upcoming lease terminations, leaving institutions like the

Jamie Larcombe Centre or prison and/or going through a marriage or relationship breakdown. Throughout the process, the pressure of finding appropriate accommodation takes a heavy toll and with 87% of our residents suffering from a diagnosed mental health condition, this can lead to risk taking behaviour including drugs and alcohol, and in some cases considering life ending strategies and attempts.

Once these essentials have been met, maintaining stable accommodation is the next step and while finding longer-term affordable housing is a main goal, active engagement with wrap around support services are important in maintaining functionality. An average length of stay at ARVL is 117 days, and active engagement in the program often leads to a positive housing outcome. A unique part of the ARVL program is our Assertive In-Reach Program, providing in-reach support including medical attention and a mental health service. Whilst for some it's someone to talk to, others it is lifesaving; in particular one Sunday afternoon after a series of events lead to a resident having serious life ending thoughts, the quick reaction of our In-Reach staff arriving on-site, stopped what may have been a tragic end. It is this support, along with other ESO's within the veteran community and public sector, we would like to extend our thanks to.



There is never a 'same old story' situation when enquiries come through, each enquiry is treated on a case by case basis, and when

ANDREW RUSSELL

VETERAN LIVING

DVA call about an active member of defence in far North QLD, pending medical discharge and sleeping rough in their car, the first question is how can we help? After 30 years in defence this veteran found themselves homeless and once discharged, made their way down to Adelaide and entered the ARVL program. During their 98 day stay, regular engagement with DVA, In-Reach Nurses and the ARVL program manager; medical appointments were ticked off, mental and physical health improved and housing references were provided and the end goal of owning a house was achieved due to the success of the being actively engaged with the program, adding to the 84% of positive housing outcomes the ARVL program has seen overall.

As emergency accommodation provides short-term relief, ARVL Affordable Housing continues to provide longer-term accommodation for veterans on a low-moderate income; across 39 units located in Angle Park, Campbelltown and Wallaroo. These units assist those veterans who fall through the gaps of not being eligible for community housing due to income, and being unable to compete in the private rental market. These small communities offer support and connection for one another, for instance, building vegetable gardens and cooking BBQ's together is a wholesome environment to be a part of.

"The Andrew Russell living is a wonderful place for veterans and extended veterans families who struggle day to day. It's a shame the Government/DVA/RSL haven't got many more of these living accommodation around Australia to help more veterans. Great accommodation." ARVL resident 2024

As a non-for-profit we are fortunate to be the recipient of much needed funding from the community and this year has been incredible, with ARVL being a recipient of the Lendlease Foundation Grant. ARVL was able

to purchase a shipping container for furniture storage and shelving units. From not only a funding perspective, the awareness within the community with initiatives like 'Diggin for Diggers' which provided a facility upgrade at Campbelltown, fully donated by Brown & Sons Plumbing, has given pride to our residents living in our affordable housing. With the continuation of donated quilts, non-perishable items and other consumables from the veteran and wider community, I thank you all for the continued support to the cause and aligning with our mission to End Veteran Homelessness.

"The service and environment provided by ARVL was excellent. From Ricky regularly being in touch, Open Arms providing counselling, and forming friendships with other residents, I found that this was an extremely positive experience. Not only for the critical housing provided but the holistic sense that people cared." ARVL resident 2024

Despite the milestones we tick off each year it doesn't stop here. ARVL will continue to strive within the local community to provide support to veterans who face housing vulnerability, along with continuing to support other programs nationally as part of the Homeless Veterans Forum. Ending Veteran Homelessness is achievable, it's not a matter how, it's a matter of when.

"I was nearly homeless when I was put onto ARVL. My time there was excellent just after I arrived 2 weeks I had a stroke. The care I received after I was discharged was fantastic especially it coincided with nursing staff starting. I was her first and we used joke about that to the other residents. Ricky helped me get new accommodation since then I keep in touch with some of the residents." ARVL resident 2024



ANDREW RUSSELL

VETERAN LIVING

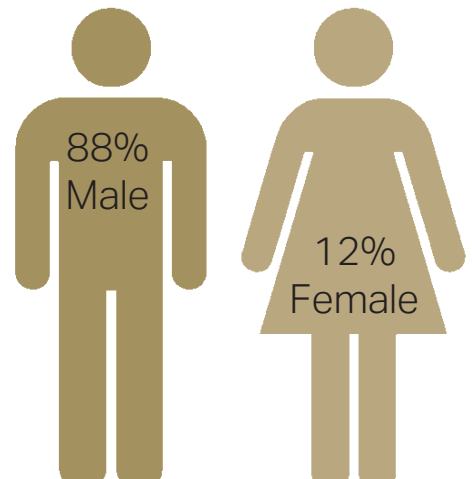
ARVL data from the past 12 months

84 enquiries for emergency housing

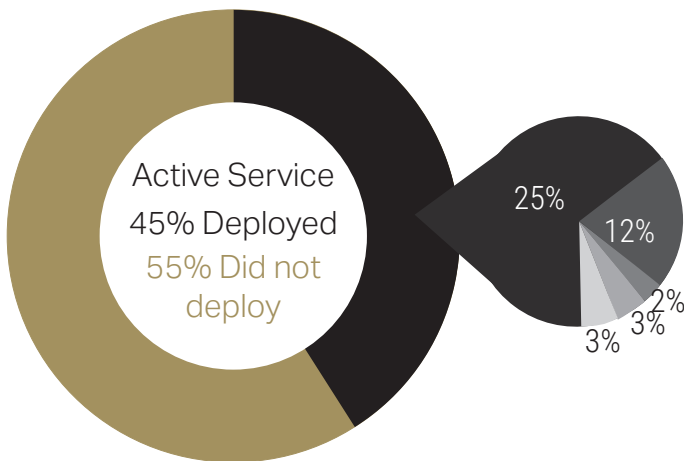
84% of residents have secured long term housing, moving into:

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

16%



Gender of Residents



Of the 42% who deployed:

- 25% 1 deployment
- 12% 2 deployments
- 3% 3 deployments
- 3% 4 deployments
- 2% 5 or more deployments

Average length of service is 9 years

At the time of applying:

49% were at risk of homelessness

45% were actively homeless

6% had unsuitable housing

Average age of ARVL resident is 47 years old.

The average length of stay for residents has been 116 days.
The shortest stay is 3 days and longest is 405 days.

LIVING IN GOOD COMPANY





CHIEF FINANCIAL OFFICER



Aldo Fonovic

As described earlier in the annual report, a responsible surplus of \$2.5m was achieved that was the culmination of several key initiatives adding to the operating divisions solid operating surpluses.

Our main financial focus this year has been "bedding in" Romani as it progressed to normal operating occupancy. It was pleasing to see that resident demand at Romani exceeded projections with financial performance exceeding our earlier conservative forecasts for the year. New unit builds at Waterford, improving returns from our financial investments, and the increases in government aged care funding all helped underpin the solid financial performance of the 2024 financial year.

Financial headlines for the year are as follows:

Revenue

Total Revenue reported of \$37.8m was \$12.6m (50%) higher than the previous year.

The main contributors to this increase in revenue were, increases in aged care revenue from increased funding \$3.3m, Romani revenue increasing on increased occupancy \$5.7m, returns from our investments \$0.9m. A further \$1.8m of revenue was required to be recognised in accordance with the Accounting Standards

relating to Refundable Accommodation Deposits (RADs).

Expenditure

Our expenditure grew \$10.0m (39%) to \$35.7m. The majority of this growth related to higher wages and salaries costs, attributed to legislated wage and care minute increases \$2.3m combined with Romani Staff wages \$4.3m. A further \$1.8m of expenditure was required to be recognised in accordance with the Accounting Standards relating to Refundable Accommodation Deposits that offsets the revenue mentioned above. Extra depreciation and interest expense incurred for Romani totalling \$0.4m was also recognised.

Financial Position/Balance Sheet

Gross assets grew by \$20.5m

The increase in gross assets is represented by valuation increases in our retirement village portfolios and investment in the construction of Romani. Our cash position of \$25.5m up \$11.0m reflects increasing RAD receipts since the opening of Romani and contributions from operating divisions.

Total liabilities grew by \$18.0m

The increase in liabilities is largely represented by increases in RADs received across the aged care portfolio \$14.7m mostly from Romani. Notably we were able to repay the Bank funding loan funding for the construction of Romani in full as previously forecast.

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

The financial statements meet all legislative requirements and have been audited by BDO Auditors as showing a true and fair view of the financial position of the Association.

Altruistic Objectives

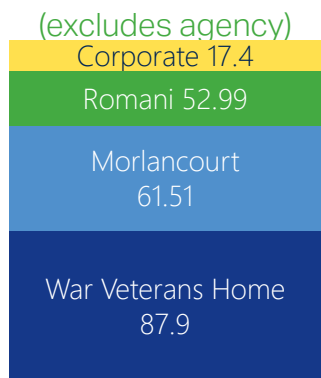
As a proud not for profit organisation, all funds generated by RSL Care SA are reinvested to continue to deliver on our mission to provide specialised accommodation services and related support for the benefit of the ex-service and wider community of South Australia.

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

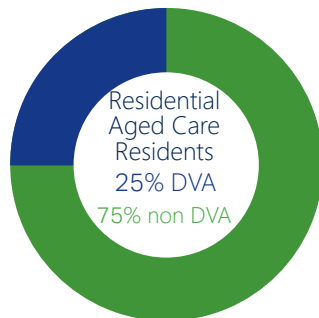
We also continue to contribute and financially support different elements of the ex-service community, as well as providing support for various current and ex-service related initiatives.

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

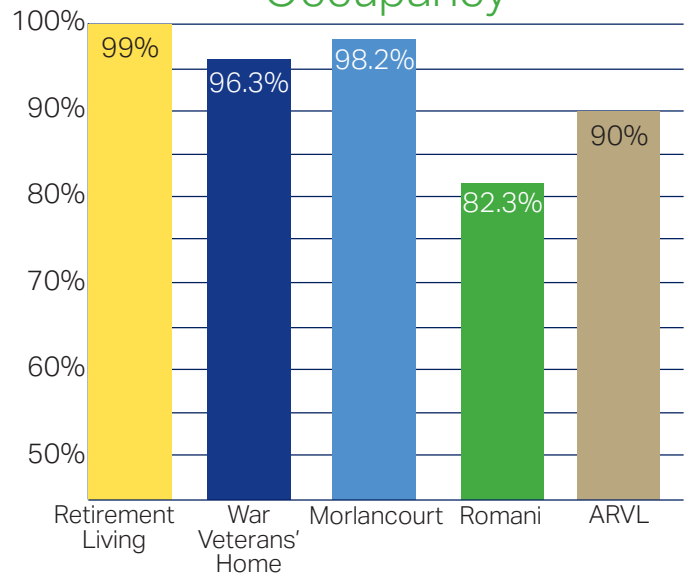
Workforce FTE



RAC Resident DVA Status



Occupancy



RETIREMENT LIVING

It's my pleasure to report on the past year across our 4 retirement villages at the War Veterans Home Retirement Village, Hamilton Retirement Village, Sturt Village and Waterford Estate.

Our villages have 227 units and 9 apartments with near 100% occupancy, and we extend a warm greeting to the 23 new residents, including 7 residents at Waterford that moved into brand new units during the financial year.

The villages continue to have full social calendars with active committees ensuring that residents have every opportunity to get involved in activities with their neighbours.

The refurbishment of the Community Centre at Sturt Retirement Village was a particular highlight during the year. This newly renovated space now offers modern facilities, improved access to the outdoor decking, more space for bigger activities and increased storage. It's great to see the residents making good use of this newly improved space.

I'd like to finish by thanking the Retirement Village team, Michelle Goedings, Peter Elphick, Steve Worster, Steve Brokate and the loyal team of trades and contractors for their efforts throughout the year.

FINANCIAL PERFORMANCE

STATEMENT OF PROFIT AND LOSS

2024

2023

TOTAL REVENUE	\$37,871,024	\$25,255,731
EXPENSES		
Salaries and employee benefits	(\$23,129,146)	(\$16,006,210)
Depreciation and amortisation	(\$2,170,831)	(\$1,742,551)
Other expenses	(\$10,387,283)	(\$7,924,629)
TOTAL EXPENSES	(\$35,687,260)	(\$25,673,390)
Revaluation gain - Retirement Villages	-	\$328,970
Revaluation gain - Housing Portfolio	-	-
Surplus for the year	\$2,518,840	(\$88,689)

STATEMENT OF FINANCIAL POSITION

2024

2023

ASSETS		
Cash and investments	\$25,492,366	\$14,044,640
Investment property	\$93,478,089	\$83,264,734
Property, plant and equipment	\$70,447,460	\$72,67,436
Other assets	\$30,126,191	\$29,114,103
TOTAL ASSETS	\$219,544,106	\$199,030,913
LIABILITIES		
Trade and other payables	\$902,912	\$706,517
Refundable loans	\$139,165,250	\$115,892,988
Other liabilities	\$8,109,699	\$13,584,003
TOTAL LIABILITIES	\$148,177,861	\$130,183,508
NET ASSETS	\$71,366,245	\$68,847,405
EQUITY		
Accumulated funds	\$56,110,934	\$53,592,094
Reserves	\$15,255,311	\$15,255,311
TOTAL EQUITY	\$71,366,245	\$68,847,405

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.

VIETNAM ROLL OF HONOUR

Dennis E ABRAHAM

Richard J ABRAHAM

Bruno A J ADAMCZYK

Lex W H ADAMS

Alan W AHEARN

Richard A ALDERSEA

Norman G ALLEN

John H ANDREWS

Frederick J ANNESLEY

Ross D ANTON

Gary A ARCHER

Kevin J ARNOLD

Peter J ARNOLD

William J ASHTON

Trevor J ATTWOOD

Donald R AYLETT

Marvin W AYRES

Peter J BADCOE vc

Kenneth W BADE

Errol J BAILEY

John BAIN

George T BAINES

Douglas A BAKER

Lindsay R BANCKS

David J BANFIELD

Stuart J BARNETT

James J BARRETT

Glen T BARTHOLOMEW

Karl W BAUDISTEL

Lionel J BAXTER

Brian C BEILKEN

Alec E J BELL

Ronald J BELL

Graham R BELLEVILLE

Ronald W BETTS

Bernd G F BINDER

Martin BINK

Raymond P BINNING

Michael J BIRCHELL

Thomas BIRNIE

Robert G BIRSE

Barbara F BLACK

Trevor R BLACK

Thomas D BLACKHURST

Wayne A BLANCK

Alan C BLOXSOM

Kenneth J BOARDMAN

John A BOND

Douglas G BORLACE

Michael A BOURKE

Donald M BOURNE

Robert W BOWTELL

Dennis H BRACEWELL

Gregory V BRADY

Peter J BRAMBLE

David J BRENNAN

John BRESSINGTON

William J BRETT

Kevin F BREWER

David J BRIGGS

Dennis L BROOKS

Edward F BROPHY

Allen R BROWN

Ian R BROWN

Lindsay N BROWN

Robert BUCHAN

John H BULLMAN

Robert BURNS

Ronald R BUTLIN

Raymond BUTTERWORTH

Basil E BYRNE

Robert A BYRNE

John A CAMPBELL

Hugh CARLYLE

Ronald T CARROLL

William T CARROLL

John CARRUTHERS

Robert C CARVER

Anthony A CASADIO

Albert L CASEY

Garry O CASHION

Nick J CASSANO

Robert J CASTON

Peter A CHANT

Rodney S CHAPMAN

Thomas W CHECKLEY

Christopher CLARK

Donald M CLARK

Raymond D CLARK

Ross T CLARK

Peter E CLEMENTS

Richard W CLIFF

Laurence I CLIFFORD

John R COCK

Kevin G COLES

Ronald F CONNORS

George A CONSTABLE

Robert T CONVERY

Kevin G CONWAY

Geoffrey J COOMBS

Alan J COOPER

Russell J COPEMAN

Brendan F COUPE

James G COX

Raymond J COX

Ronald E COXON

Peter CRAIG

Noel V CROUCH

Bryan T CULLEN

Timothy J CUTCLIFFE

Anatoly DANILENKO

Gordon H D'ANTOINE

Barry N DAVIDSON

Rex W DAVIES

Ronald E DAVIES

Walter J DAVISON

Ian K DAWSON

Peter DAWSON

Thomas J DEVRIES VAN LEEUWEN

Ramon J P DEED

John W DESNOY

Keith I DEWAR

Stephen W DICKSON

John A DOHERTY

Barry C DONALD

Denis J DONNELLY

William W DONNELLY

David G DOYLE

Glenn A DRABBLE

Roger W DRISCOLL

Andrew DRUMMOND

David J DUBBER

James DUFF

Kenneth A DUFFY

Milton R DUFTY

Alan L DUNCUFF

Jeffrey M DUROUX

John T DURRINGTON

Philip EARLE

Beresford P EDWARDS

Ronald J ENGSTROM

Paul EVANS

Thomas A EVANS

Barry E FALLON

Leslie T FARREN

Francis J FEWQUANDIE

Ronald E FIELD

David J E FISHER

Roger L FISHER

Jack FITZGERALD

Bryan F FITZPATRICK

Robert FLEMING

Graham L FOSTER

Alexander H T FOTHERINGHAM

John FRASER

John W FREEMAN

Vivian A FRENCH

Ronald J GAFFNEY

Wallace J GALVIN

Kenneth H GANT

Bernard A GARLAND

John E GARRETT

John GARRIGAN

Barry R GEORGE

Ian J GIBBS

Arthur J GIBSON

George G GILBERT

Michael W T GILL

Robert J GILLARD

John F GILLESPIE

Peter R GILLSON

Guy R GODDEN

Peter J GOLLAGHER

Phillip R GOODY

Eric G GOULD

Allan W GRAHAM

Samuel GRAHAM

Ernest F GRANT

George B GREEN

John G GREENE

Victor R GRICE

Edward A GRILLS

Robert M GRIST

Thomas J GROSE

William F HACKING

Eric HALKYARD

John HALL

Frederick G HAMERSLEY

Maxwell P HANLEY MM

Michael J HANNAFORD

Allan R HANSEN

Bryant V HANSEN

Peter R HANSEN

Noel S HARALD

Edward W G HARDS

Ronald A HARRIS

Barleif A HARSTAD

Peter R HART

Gilbert J HARTNEY

Norman V G HAWKER

James F HAYES

Robert M HAYES

Malcolm A HENDERSON

Terence E HENDLE

Michael P J HERBERT

Ronald D HEWITT

Robert B HICKEY

Donald C HILL

Reginald H HILLIER

Peter A HINES

VIETNAM ROLL OF HONOUR

Frederick W HOARE

William J HOBAN

Tony HOLLAND

Anthony E HOLLIS

John W HOLLOWAY

Ronald D HOOD

Neville W HORNE

James M HOUSTON

Kenneth R HOUSTON

Rodney N HUBBLE

Antony J HUELIN

Robert E HUGHES

Rodney D HUGHES

Raymond H HUNT

Harold W HURST

Maurice J HUTCHISON

Francis A HYLAND

Peter J JACKSON

Robert J JACKSON

Barry JAMES

Alan D JELLIE

Jack JEWRY

Brian R A JONES

John H KALMA

Graham R KAVANAGH

Barry W KELLY

John J KENNEDY

Raymond J KENNEDY

Raymond C KERMODE

James K KERR

Robert M KEY

Ian W KINGSTON

Keith M KINGSTON-POWLES

John W KIRBY DCM

Gordon KNIGHT

Peter R KNIGHT

Peter F KOWALSKI

Gaetano LA GRASTA

Everitt M LANCE

Terrence E LANGLANDS

Paul A LARGE

Stanley G LARSSON

Norman W LE BHERZ

Errol J LEE

Ronald V LEES

Peter E LEWIS

Matthew P LINTON

Anthony LISLE

Colin T LITHGOW

Allan LLOYD

Richard E LLOYD

Geoffrey R LOCKE

Barry A LOGAN

Matthew LOUGHMAN

Noel LOWES

Robert J LUBCKE

Neville F LUFF

Trevor LYDDIETH

Terance E LYON

Peter J LYONS

James A MACDONALD

Larry J MACLENNAN

Peter A MALONE

Joseph G MANICOLA

Paul MANNING

Peter R MARKS-CHAPMAN

William H MARTIN

Ian G MATHERS

Geoffrey F MATHEWS

Kenneth F MATHIESON

Reginald N MAZA

John N MCCARTHY

Malcolm R MCCONACHY

Albert F MCCORMACK

Dennis J MCCORMACK

Leslie C MCDONNELL

Peter E MCDUFF

Peter S MCGARRY

William MCGOLDRICK

Raymond A MCGUIRE

Neil A MCINERNEY

Colin W MCLACHLAN

James C MCMILLAN

Ross C MCMILLAN

Robert L MCNAB

Duncan G MCNAIR

Lyall H MCPHERSON

Malcolm B MCQUALTER

James L MCQUAT

James L MENZ

Thomas F MEREDITH

David G MILFORD

Robert B MILLIGAN

Noel R J MILLS

David MITCHELL

Warren D MITCHELL

Kevin L MITCHINSON

Barry J MOORE

Raymond J MOORE

Sydney T MOORE

John L MORGAN

Dayle W MORRISON

Allan B MOSS

Graeme J MOSS

Brenton G MOWBRAY

Michael MUC

Hans L MULLER

Barry J MUNDAY

Peter E MURRAY

Harold R MUSICKA

George NAGLE

William L NALDER

Paul J NAVARRE

Dennis W NEAL

John D NEEDS

Dennis E NELSON

Graham W NEWSTEAD

Ralph J NIBLETT

Raymond K NICHOLS

Kenneth R NICHOLSON

Erald H NILSEN

Christopher R NISBET

Errol W NOACK

Michael J NOONAN

Graham L NORLEY

John W NORRIS

John A O'BRIEN

John M O'CONNOR

Patrick S O'CONNOR

Stephen J O'DAL

Robert M O'HANLON

John L O'HARA

Allan L O'NEILL

John B O'NEILL

Geoffrey O'SHEA

Richard H J PARKER

Roderick T R PARKER

Antonino PARRELLO

David PATERSON

Raymond B PATTEN

Allan G PATTISON

John G S PEARCE

Bernard M PENGILLY

Desmond H PENN

Peter L PENNEYSTON

Robert G PERRIN

Timo E A PESONEN

Bror O PETERSEN

Victor N PETERSEN

Trevor G PETITH

John G PETTIT

Leslie J PETTIT

Noel C PETTITT

O'Brien C I PHILLIPS

Reginald A PHILLIPS

Thomas D PHILLIPS

Geoffrey A PIKE

Douglas B PLAIN

Bruce J PLANE

Garry R POLGLASE

Victor I POMROY

Michael D POOLE

Robin C POTHOF

Daryl POULSON

Robert E POWER

Douglas R J POWTER

Noel A PRACY

Kevin J PRIOR

Leslie PROWSE

Anthony T PURCELL

Anthony V QUIGLEY

Stanley E RADOMI

Francis L RAFFEN

Joseph S RAMSAY

John M RANDS

John R RAPP

Paul F REIDY

Alexander REMELJEJ

Brian RENNIE

Terrence J RENSHAW

Maxwell L RHODES

Adrian W RICH

Neil T RICHARDSON

Philip M RICHTER

Wayne M RILEY

Kerry P RINKIN

Jeffrey C RIVETT

Arthur J ROBERTSON

Malcolm R ROBERTSON

John ROGERS

Kerry M ROONEY

Christopher W ROOST

Grant S ROSS

Thomas ROSS

James RUDDY

Arthur RUDUSS

Douglas J SALVERON

Ronald W SALZMANN

Richard W SANDOW

Christopher J SAWTELL

Grantley J SCALES

Carlile H SCHNEIDER

Martinus J M SCHUIT

Ian J SCOTT

Ian N SCOTT

Ronald A SCOTT

Terence R SCOTT

Ronald SEILER

Raymond D SEIPEL

VIETNAM ROLL OF HONOUR

Gordon C SHARP

Keith C SHAW

Laurence R SHEPPARD

Peter J SHERIFF

Noel E SHIPP

Anthony P SIGGERS

Thomas SIMPSON

Harold L SLATER

John M SLATTERY

Ronald G SMILLIE

Baron F SMITH

Bernard L SMITH

Francis J SMITH

John SMITH

Noel A SMITH

Paul L SMITH

Peter C SMITH

Robert S SMITH

Ronald K SMITH

Gordon D SORRENSEN

Roderick J SPRIGG

Donald M STAHL

Henry J STANCZYK

Gregory I STANFORD

David J STEEN

John G STEVENS

John M STONE

Michael SUKMANOWSKY

Paul C SULLIVAN

Thomas SUTER

Henry E SUTTOR

Ronald J SWANTON

John R SWEETNAM

Arnold SYKES

Alan TALBOT

Leonard A TAYLOR

Peter TEBB

Wayne E TEELING

David J THOMAS

William M THOMAS

Barry J THOMPSON

Donald L THOMPSON

Ian J THOMSON

John R TINKHAM

Vincent J TOBIN

Michael P TOGNOLINI

Marian TOMAS

Francis B TOPP

Michael TOWLER

Barry TREGEAR

Bevan M TRIMBLE

Kevin J TROY

Paul Z TRZECINSKI

Desmond J TULLY

Timothy C TURNER

Geoffrey L TWEEDIE

John W TWOMEY

Paul R P VAN RIJSEWIJK

Arie VAN VALEN

Patrick J VICKERS

Douglas J VOYZEY

Victor N WAGSTAFF

David J WALDOCK

Maxwell R WALES

Brian G WALKER

Alan J WALLIS

David A B WALLIS

Brian WALSH MM

Graham F A WARBURTON

Anthony E L WARING

Brian D WATERS

Bryan P WATSON

Richard C A WATSON

David R WEBSTER

James C WEBSTER

Garry M WEST

Leslie J WESTON

Raymond B WESTON

Kevin A WHEATLEY VC

John W WHEELER

Barry J WHISTON

Colin J WHISTON

Harry W WHITE

James M T WHITE

Michael P WHITE

John H WHITTON

Alan C F WILKINSON

Archibald S WILLIAMS

Garry I WILLOUGHBY

Robert P WILSEN

Kevin R WILSON

Mervyn A F WILSON

Robert B WILSON

Bogdan K WOJCIK

Norman J WOMAL

Richard M WOOLFORD

Ivan A WOOLLEY

Jeffrey T WORLE

Donald S WRIDE

Alexander H YOUNG

Brian T YOUNG

Robert G YOUNG

Robert J YULE

Vietnam War Roll of Honour taken from the National Commemoration for the 50th Anniversary of the end of Australia's Involvement in the Vietnam War.



2023 marked the 50th Anniversary of the end of Australia's involvement in the Vietnam War.

For Australian soldiers in distress during the Vietnam War, the appearance of a 'Huey', a Bell Iroquois helicopter, was a welcome sight. The 'Huey's' were used in many roles in Vietnam, most prominently in the setting down and removal of infantry patrols. Some machines were converted to so-called helicopter gunships to provide ground forces with close fire support. But the tasks for which the 'Huey's' are best remembered are the 'dust-offs' - the evacuations of battlefied casualties and air rescue operations.

All black & white imagery depicting the Vietnam War and references in this Annual Report are courtesy of the Australian War Memorial.



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