



2016/2017

ANNUAL REPORT



Our Vision

RSL Care WA is the first preference for the provision of innovative quality community and residential aged care and independent retirement living options to the general community, including ex-service men and women and their dependents in Western Australia.

Our Mission

As a registered charity, RSL Care WA provides accessible options across the full continuum of care for the aged in the general community, including ex-service men and women and their dependents.

Our Values

Caring, Trust, Respect, Openness, Integrity, Fairness and Compassion.



Chairman's Report

It was a great honour to be re-elected as Chairman of RSL Care WA at the December 2016 Annual General Meeting and I am pleased to present the Chairman's report for the year ended 30 June 2017.

RSL Care WA continues to provide our Retirement Village, Residential Care, Community Care and Respite range of services, in accord with our charitable and benevolent objectives.

The Geraldton Retirement Village upgrade civil works commenced during January 2017 and were completed in late May 2017. The \$1.4 M upgrade refreshes the existing village and also provides infrastructure for additional park frontage homes. The upgrades complement the new Community Centre and are in keeping with our commitment to provide quality homes, amenities and services to current and future residents. We are grateful for the support and advice of the City of Greater Geraldton Council prior to and during the project.

Our Jurien Bay Retirement Village stage two development has progressed with new Modular WA display and resident homes being installed. Our **Home** Care operations are established and expanding into the Jurien Bay region while our Respite Centre is under construction. These initiatives will allow us the opportunity to offer independent living options, community care, and day and overnight respite from our Jurien Bay Retirement Village site. The continuing support of the Shire of Dandaragan President and Council and Mr Shane Love MLA, Member for Moore, in our endeavours to provide accommodation and care services in the region is greatly appreciated.

The Board is committed to the pursuit and development of further opportunities to expand our accommodation and care services to the broader community. Our Strategic Planning meeting conducted during June 2017 reinforces this commitment and provides the Board, Managing Director and senior management team with a common vision and focus, with agreed-upon goals and strategies.

We remain cognisant of the complex regulatory framework our business divisions operate within and the importance of ongoing compliance with relevant legislation. The Board is confident our governance principles, together with our strategic and operational risk management and mitigation

principles are sufficiently robust and dependable enough to ensure we will continue to meet both our strategic and charitable objectives.

RSL Care WA continues to deliver the intended charitable service outcomes across the portfolio despite the ongoing challenges associated with the Federal Government’s Aged Care Reforms and Budgetary pressures.

The Board joins me in thanking the Management Team and staff for their commitment and contribution to ensure the best possible outcomes for those entrusted to our care. Our end of financial year results again highlight the effectiveness of our Management team, guided by our Managing Director and Chief Executive Officer, Kevin Davidson, during ongoing regulatory change and challenging commercial conditions.

My Board colleagues and I welcomed the re-appointment of Mr Ray Halligan to the Association’s Board for a further three year term at the December 2016 Annual General Meeting. Mr Halligan’s broad experience and commitment to the Association will ensure the Board continues to discharge its corporate governance responsibilities with the utmost effect.

Finally, I commend my Board colleagues for their professionalism and astute advice during the course of the past year. Their selfless commitment has ensured the best possible organisational outcomes and the ongoing provision of essential services to those in need and the aged and infirm in Western Australia.

KEVIN CAMPBELL, AM



Managing Director & CEO Report

The 2016/2017 reporting period continued to provide opportunities and challenges associated with the implementation of the Living Longer Living Better Aged Care reforms. The significant reform challenges coupled with Federal Government cuts to aged care funding and the implementation of consumer directed care in the community care environment have necessitated the continued detailed attention of the Board and senior management teams across a range of strategic, operational and tactical issues.

Federal Government continued cuts to the Aged Care Funding Instrument (ACFI) that determines and delivers the level of subsidy income for individual persons in residential care will continue to present challenges in the provision and accessibility of care to the frail and elderly. Through our national industry memberships we have continued to support calls for a genuine consultative review of funding arrangements being undertaken by government; including the provision of evidence to support reductions to aged care funding arrangements.

Our residents, clients and staff have benefited from RSL Care WA's demonstrated ability to govern and manage effectively in a changing operating environment, while continuing to actively pursue diversified business opportunities and deliver upon our charitable objectives.

RSL Care WA Overview

823 residents and clients may receive our services at any one time:

- 233 or 28.3% Residential Aged Care residents;
- 360 or 43.7% Independent Living Unit residents;
- 180 or 21.9% Home Care clients;
- 45 or 5.5% Veterans Home Care clients;
- 5 or 0.6% National Carer Respite Program (82 annually).

RSL Care WA also provides full management services to another charitable organisation, Wattle Hill Care Incorporated:

- 62 bed Residential Aged Care service;
- 51 Independent Living Unit residents.

474 people assist RSL Care WA to achieve our charitable objectives:

- 433 or 91.4% are full time, part time, or casual employees (as at last pay period of FY 2016/17);
- 41 or 8.6% are volunteers (includes Board members).

Who was helped by our charity in FY 2016/17?

Elderly women and men from the general community, people from diverse cultural and linguistic backgrounds, people at risk of homelessness, people with disabilities, people with chronic or terminal illness, people who are financially and/or socially disadvantaged, people who live in rural or remote locations, people from an Indigenous background, veterans and their dependents.

Resources and Operating Locations

RSL Care WA operates the following services in Western Australia:

- Coral Estate Retirement Village
- Beachlands Retirement Village
- Jurien Bay Retirement Village
- Mandurah Retirement Village
- Menora Gardens Retirement Village
- Pearson Retirement Village
- Meadow Springs Residential Care Facility
- Menora Gardens Residential Care Facility
- Geraldton Home Care Services
- Jurien Bay Home Care Services
- Mandurah Home Care Services
- Perth Metropolitan Home Care Services
- South West Rural Home Care Services
- Geraldton National Carer Respite Program
- Geraldton Budget Accommodation
- Veterans Home Care Services, (Perth Metro and Mid-West)
- Veterans Community Nursing Services (Wheatbelt, Southwest, Midwest, Perth Metro)
- Wattle Hill Care Bunbury (Residential Care Facility and Retirement Village – Management Services)

Key and Charitable Activities

Charitable Objectives

The following outline of our key and charitable activities provides an insight as to how these activities assist us achieve our charitable objectives. The Board, Management Team, Staff and Volunteers remain committed to our charitable objectives:

- (a) To provide and operate facilities for the aged and infirm in Western Australia, including for veterans and their dependants, and for persons in necessitous circumstances; and
- (b) To provide care and assistance of the highest standard for aged and infirm persons.

The property and income of RSL Care WA is applied solely towards the promotion of our charitable objects and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to Members of the Association.

Retirement Villages

RSL Care WA Retirement Villages are located at Geraldton, Jurien Bay, Menora (two villages), and Mandurah (two villages).

With the support of the City of Greater Geraldton Council the Beachlands Retirement Village upgrade civil works commenced during January 2017 and was completed in late April 2017. The upgrade provides new roads, curbing, retaining walls, paths, fire mains, electric security access gates, landscaping and infrastructure for 17 additional park frontage homes. These upgrades complement the recently completed Community Centre, refurbishments to the multi-purpose room and the administrative office extensions.

As part of the Regional Centres Development Plan (SuperTowns) initiative we believe Jurien Bay has growth potential and with the provision of affordable quality housing options and services for the aged we can offer more choices for people to remain living in or move to this region as an attractive alternative to living in the metropolitan area. Accordingly, our Jurien Bay Retirement Village stage two development progressed as planned with the ongoing support of the Shire of Dandaragan Council and Executive team. Four independent living exhibition homes were completed and furnished for our April 2017 open day. Feedback received indicates

that the open day was a great success and well supported by the local and broader community. Our Home Care operations are now well established and continue to expand in the Jurien Bay region as residents take up these much needed services. Our success in obtaining \$2.564 million grant funding through the WA Country Health Southern Inland Health Initiative (funded by the Royalties for Regions program) has provided us with the opportunity to refurbish existing centrally located infrastructure to provide day and overnight respite services for residents of Jurien Bay and the surrounding region. The refurbishment is due to be completed by the end of 2017. These initiatives will allow us the opportunity to offer independent living options, community care, and day and overnight respite from our Jurien Bay Retirement Village. The continuing support of Mr Shane Love MLA, Member for Moore, in our endeavours to provide accommodation and care services in the electorate of Moore is also greatly appreciated.

Mandurah Village, Coral Estate Village, Menora Gardens Village, Pearson Village, and Beachlands Village, continue to perform very well, with each village operating at or near capacity for a variety of independent living unit lease for life or rental lease options.



Members of the Menora Gardens & Pearson Retirement Villages 90's Club - 2017

For over a decade, RSL Care WA has recognised the demand for flexible shorter term Retirement Village accommodation being provided on a 'rental only' basis, to assist in caring and supporting the aged. The rent payable in these instances is substantially below market rental values for similar residential properties. These leasing terms provide members of the general community experiencing poverty, distress, disadvantage, financial hardship, social isolation, loneliness or in necessitous circumstance access to safe and secure independent living accommodation. Home Care services and visitation services are also available when required.

Thirty four units or approximately 10% of our Retirement Village portfolio is allocated as rental accommodation. Across the retirement village portfolio operating deficits totalling \$83,260 have been subsidised and absorbed by RSL Care WA in keeping with our charitable objectives.

Residential Care

Residential Care Facilities at Menora Gardens (178 beds) and Meadow Springs (55 beds) continue to operate at capacity, providing premium standards of residential care, while meeting regulatory compliance. Both facilities maintained compliance with all standards during scheduled and unannounced assessment inspections by the Australian Aged Care Quality Agency during the reporting period.

Fully supported residents account for approximately 47 placements of RSL Care WA's annual residential care placements in furtherance of our charitable objects.

We continue to receive positive feedback regarding the environment in all areas of Menora Gardens and Meadow Springs from residents, their families and also visitors to the facilities such as aged care accreditation standards assessors.

Home Care

RSL Care WA Home Care services are available for clients in Geraldton, Metropolitan region of Perth and the Rural South West. Veterans' Home Care services are provided to clients in the Perth Metropolitan regions as well as in the Mid-West in Geraldton. Intermediate (Level 3) and High Care (Level 4) care programs remain in high demand while income testing arrangements have led to a reduction in take up rates for Level 1 and Level 2 programs.

In keeping with the Federal Governments continued reform of the aged care sector and stated recognition that many older Australians wish to remain in their own home for as long as possible, RSL Care WA continued to pursue Home Care growth opportunities in metropolitan and regional areas. A new Home Care service was operationalised in Mandurah during March 2017.

RSL Care WA remains competitive in the consumer directed home care sector while continuing to maintain a high quality of care and service to clients and satisfying our regulatory compliance obligations.

Community Support

During the reporting period, RSL Care WA continued to provide a three year peppercorn lease (\$1.10 per annum) for a commercial building to the Returned & Services League Branch of Western Australia. The building is tenanted by the Mandurah RSL Sub Branch, and used for social and welfare activities to assist Returned Service Men and Women and their dependents.

RSL Care WA is currently absorbing annual losses of approximately \$130,000 to provide this charitable community support. In addition, RSL Care WA continues to provide meeting room facilities free of charge to the Mount Lawley-Inglewood RSL Sub Branch Committee and members, and the WA Aged Sailors, Soldiers and Airmen’s Relief Fund Trustees monthly meetings.

Training and Development

RSL Care WA continued its commitment to provide employees with ongoing learning and development opportunities. Approximately \$115,000 was directed to staff training sessions during the year. This figure does not include internal staff time associated with “tool box” sessions undertaken nor on-the-job buddy shifts.

Staff numbers attending training¹ during FY 2016/17 are as follows:

- Externally delivered – 560
- Internally delivered – 2112
- Induction – 205
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¹ Internally delivered training includes all annual mandatory training updates and identified training needs as a result of performance development activities. Externally delivered includes modules undertaken through the Aged Care Channel on-line learning programmes, as well as off-site attendance at training or seminars.

Staff Recognition

Award ceremonies continue to be held during the year to recognise significant service milestones, successful completion of training courses and to acknowledge the valuable contribution of our staff and volunteers.

RSL Care WA Chairman, Mr Kevin Campbell AM, presented National Australia Day Council Achievement Medallions and Certificates to members of staff during an award ceremony on Wednesday 25 January 2017.



Australia Day Awards ceremony

(L-R) – Kim Sewell (Care Services Manager, Menora Gardens), Jesse Keng (previous Chief Finance Officer), Susan Quigley (Occupational Therapy Assistant), Cheryl Wellington (Village Manager, Mandurah), Kevin Campbell (Chairman)

Recipients were awarded Australia Day Council Medallions and Certificates in recognition of their sustained outstanding service to residents of Retirement Villages, Residential Care Facilities, and recipients of Community Care services and to their colleagues.

The National Australia Day Council Achievement Medallions and Certificate provide the RSL Care WA Board and management team with an opportunity to acknowledge and recognise outstanding individual and team contributions in the lead up to Australia Day.

Corporate Reporting Obligations

RSL Care WA remains compliant with the regulatory and mandatory reporting requirements of the Aged Care Act 1997, Retirement Village Act 1992 (WA),

Retirement Villages Regulations 1992, Fair Trading (Retirement Villages Code) Regulations 2015 (WA), Land Administration Act 1997 (WA), Associations Incorporation Act 1987, Australian Charities and Not-for-Profits Commission (Consequential and Transitional) Act 2012, Corporations Act 2001 (Cth), Fair Work Act 2009 (Cth), and the Veterans' Home Care and Veterans' Community Nursing Services Guidelines (Department of Veterans Affairs).



Acknowledgements

We acknowledge Lotterywest for their ongoing financial support of RSL Care WA initiatives that ensure the best possible support and outcomes for our aged clients and those in necessitous circumstances. Programme Maintenance Services ongoing support of the Menora Gardens and Pearson Village 90's Club is greatly appreciated. The staff incentive programs offered by Harvey Norman Cannington Superstore and HBF Health Insurance are also highly valued.

I extend my sincere thanks to the RSL Care WA management team, staff and our committed volunteers who continue to deliver outcomes well beyond all possible expectations. The Board and I are truly indebted and grateful for the professionalism, loyalty, dedication, enthusiasm and optimism demonstrated by those who work and volunteer at RSL Care WA. To our Chairman, Kevin Campbell AM, and fellow Directors, The Honourable Bob Kucera APM, JP, The Honourable Ray Halligan FIPA, FFA Geoff Martin, Rae Freeman JP, I convey, on behalf of all staff, clients, residents and volunteers, our deep appreciation for generously providing their professional expertise, experience, patience and time to ensure the continued success of RSL Care WA.

KEVIN DAVIDSON, MVO, OAM



Jurien Bay

Financial Summary 2016/2017

These figures are an extract of the audited annual accounts which have been produced in accordance with the Australian Accounting Standards.

	2016-2017	2015-2016
	'000	'000
REVENUE		
Subsidies	22,214	19,083
Fees	8,271	8,207
Other Income	2,902	2,077
	33,387	29,367
EXPENDITURE		
Employment	18,862	17,321
Other	13,499	9,315
Depreciation	1,294	1,262
	33,655	27,928
PROFIT/(LOSS) FROM ORDINARY ACTIVITIES	(268)	1,469
FAIR VALUE GAIN ON NET INVESTMENT ASSETS	1,307	-
TOTAL COMPREHENSIVE INCOME/(LOSS)	1,039	1,469
ASSETS		
Current & Cash	30,538	35,547
Property, Plant & Equipment	197,120	193,774
TOTAL ASSETS	227,658	229,321
LIABILITIES		
Payables	2,213	2,130
Provisions	2,287	2,130
Bonds	133,364	135,222
Borrowings	32,800	19,472
Other	1,074	86
TOTAL LIABILITIES	171,738	159,040
NET ASSETS	55,920	70,281

RACA Board Members

Chairman

Mr Kevin Campbell, AM

Deputy Chairman

The Hon Robert C Kucera, APM, JP

Director

The Hon Ray Halligan FIPA, FFA

Director

Mr Geoff Martin

Director

Ms Rae Freeman, JP

Director

Vacant

Managing Director and CEO
Mr Kevin Davidson, MVO, OAM



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