



# A Year Like No Other



YEAR IN REVIEW 2019-2020





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## CHAIRMAN'S MESSAGE

## A Year Like No Other



IAN WOLLERMANN  
Chairman

It has been an extraordinary year, not only for Royal Freemasons; but for the broader aged care sector. Aged care has been in the spotlight as a result of the Royal Commission into Aged Care Quality and Safety, which has been intensified by COVID-19 pandemic outbreaks in Victoria, where all our residential care facilities operate.

COVID-19 has had a huge impact on Royal Freemasons, with our homes in Benalla, Bendigo, Bacchus Marsh, Footscray, Flemington, Prahran, Monash and Sydenham all having been affected. Thankfully, only one of our homes actually had an outbreak where residents were affected, which is testament to how quickly our staff activated our infection control plans.

The Royal Commission will release its final report early next year; however, it has just completed hearings around funding to the sector. Within these hearings, Commissioners heard persuasive evidence that aged care providers are currently being stretched beyond their limits in fiscal terms. However, this government has chosen not to release any further funding, other than that for the management of COVID-19, until the Royal Commission releases its final report.

In the past year, the Royal Freemasons Homes, continue to consolidate and bed down systems and processes to ensure ongoing sustainability while managing day-to-day challenges such as COVID-19. This has been extremely challenging, as our income has not increased proportionally to cover the costs of providing various services and care to all our residents.

We continue to strive to exceed our customers' needs. We have continued to broaden our range of services and affordability options to cater for couples and individuals, including a 'rental only' option to provide flexible, short-term independent living solutions.

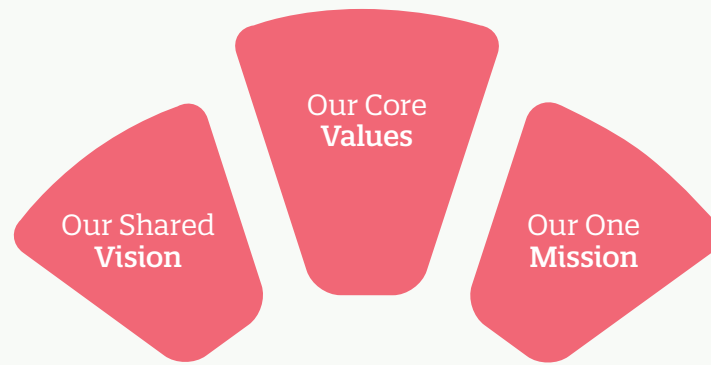
While aged care is difficult at this time, we believe it will continue to remain challenging for the foreseeable future if inadequate funding is maintained.

We continue to roll out our 2019–2021 Strategic Plan, which focuses on consolidation, renewal and continuous improvement. These key areas are underpinned by financial viability, operational sustainability and quality and safety in all areas of our business.

As the Chairman of the Board, I am humbled to lead a not-for-profit organisation with a strong, lengthy history of caring for the most vulnerable people in our community: the aged.

However, as Chairman I rely heavily on our staff to bring our vision to life in everything they do and live up to the trust our residents/consumers and their families put in us to deliver quality care and services that meet their needs and are of best practice. I, the Directors and the Trustees sincerely thank you all.

I look forward to working with the many individuals who share our vision to be regarded as a leading provider of innovative and excellent care to older persons in Victoria.



## Vision

TO BE REGARDED BOTH WITHIN THE AGED CARE SECTOR AND BY THE GENERAL COMMUNITY AS AN INNOVATIVE ORGANISATION THAT PROVIDES OUTSTANDING SERVICES TO YOU AND ALL OF OUR CLIENTS.

### Commitment to Our Customers

Offering access to our facilities and services to all older persons in need, regardless of religion, belief, race, nationality or background.

Ensuring that affordable care and accommodation options are available for persons with limited financial means.

Using best endeavours to provide individualised services and care that acknowledges and meets the physical, emotional, psychological, social, spiritual and religious needs of each customer.

Developing functional, attractive, quality facilities and accommodation options that meet or exceed customer needs and expectations.

Respecting the individual rights, independence, beliefs and personal choices of each customer.

## Mission

TO ASSIST CUSTOMERS IN LIVING A SECURE, DIGNIFIED AND REWARDING LIFE THROUGH THE PROVISION OF A RANGE OF QUALITY CARE AND ACCOMMODATION OPTIONS AND, TO PROVIDE EXCELLENT CARE.

### Standards and Viability

Protecting our long-term financial viability for the benefit of all existing and future customers.

Conducting our business in a responsible, honest, fair and ethical manner.

Complying with all relevant laws and regulations.

### Innovation and Learning

Pursuing innovation and excellence in each service or venture we undertake.

Developing our employees by providing opportunities for personal and professional development in an atmosphere of openness and trust, with an expectation of high achievement that is acknowledged through recognition and reward.

Participating in associations and professional groups on advocacy issues affecting the aged care sector, to an extent consistent with these core values.

## Values

OUR CORE VALUES ARE CENTRAL TO OUR ORGANISATION AND INFORM THE WAY IN WHICH WE WILL DELIVER OUR SERVICES TO YOU.

### Team Spirit

Maintaining our rich heritage in Freemasonry and promoting the ideals of charity and service to the community.

Providing healthy and safe working environments free from all discrimination, harassment and bullying.

Valuing and maintaining the important contributions made by our employees and volunteers.

Communicating openly and honestly with customers, employees and other stakeholders.

## CEO'S MESSAGE

## We're All in This Together

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KERRI RIVETT  
CEO

It has undoubtedly been a big year for both Royal Freemasons and the aged care sector in general. There have been many challenges and changes, but throughout it all, I have been extremely impressed with the way all the staff have maintained an unwavering focus on ensuring that the people in our care receive the care and services that meet their individual needs while also supporting their families and friends in dealing with the constraints of COVID-19.

An organisation is only as good as its staff. I am proud to say that, in the short time I have been here, the great majority of our staff have been truly committed and dedicated to what they do. I am always amazed how many of our staff treat our residents as an extended part of their family.

Royal Freemasons has achieved a lot in a very short period, with the commissioning of five new facilities, the refurbishment and expansion of two facilities and the purchase of a further three sites. These achievements are outstanding; however, such massive growth has come with some growing pains. Therefore, for the coming year, the Board has decided to consolidate, review and further build our systems and processes to sustain this growth.

I look forward to working with everyone as systems are enhanced to support and enable our staff to continue to deliver care and services seamlessly to the people in our care.

There is no doubt that we have many challenges ahead, as we continue to deal with COVID-19 and await the final report from the Royal Commission into the quality and safety of the sector. The Royal Commission has made it clear that its report will be all-encompassing and will recommend to government some of the biggest changes to the sector since the introduction of the Aged Care Act 1997. The recommendations will be transformational, and I only hope that this government will not only listen but, most importantly, implement it and not put it on the shelf with the many others that have been undertaken over many years.

I look forward to working with all our staff as we move into a period of consolidation – a period where we bed down and improve the systems and processes that enable and support our staff to deliver care and services that are of best practice.

I truly thank the Board, staff, residents and their families in supporting me to lead a wonderful organisation for not only today, but for many years to come.

## Our Community

**2,213**

AGED CARE RESIDENTS

**814**

HOME CARE CLIENTS

**452**

RETIREMENT LIVING RESIDENTS

**82**

RESIDENT COUNTRIES OF ORIGIN

**1250**

INDEPENDENT LIVING WELLBEING CHECKS

**6000**

RETIREMENT LIVING MEALS

## Home Care Services

CLEANING AND DOMESTIC ASSISTANCE	51,412
MEALS AND MEAL PREPARATION	22,054
GARDENING	2,179
MEDICATION	214
NURSING	1,186
ALLIED HEALTH	806
PERSONAL CARE	67,133
RESPIRE	21,693
GROUP PROGRAMS	1,096
NURSING	1,186
TRANSPORT	11,692

## 8

## Combating a Once-in-a-lifetime Event

During this unprecedented period, Royal Freemasons has had to take extensive steps to ensure the increased safety, wellbeing and comfort of thousands within our community. As cases of coronavirus (COVID-19) continued to rise in early 2020, so too did the need for growth, development and additional processes within our organisation to ensure that we were prepared for whatever challenges we faced.

We started to plan in February when the impact of the virus overseas became clear, developing a robust *Pandemic Outbreak Management Plan*, to enable staff to execute outbreak management procedures swiftly. As part of this plan, critical outbreak response and emergency management teams were developed, comprised of executive and senior management staff as well as some of our most committed nurses, carers and support staff specialising in incident management and public health.

Training and competency requirements became mandatory for all staff, including infection control, handwashing and the correct use of personal protective equipment (PPE). The federal government's mandatory flu vaccination was also enforced.

As well as strict guidelines and processes for our care staff, our support staff worked tirelessly to implement platforms that would allow for minimal disruptions between our residents and their family and friends.

Our website was significantly improved, with a dedicated coronavirus information page that was regularly updated with important developments. This was backed by a sophisticated booking platform developed to enable visits in line with government regulations. This platform was extended to include window visits and video calls, which have been incredibly successful. For the homes that had to take precautionary lockdown measures during this pandemic, our daily updates via email and text message provided family members of our residents the reassurance that was required during these challenging times. Our dedicated coronavirus email address ensured that any requests for information were dealt with promptly and by the relevant staff. We also established a 24/7 coronavirus hotline for anyone with any concerns.

With the aged care sector receiving vigorous media coverage and public scrutiny, there was significant pressure on our staff to care for our most vulnerable Victorians. While Royal Freemasons is not immune to this virus, our staff have performed exceptionally well given the circumstances.





## PPE usage during the pandemic

5.5

MILLION GLOVES

177,000

GOWNS

1.3

MILLION WIPES

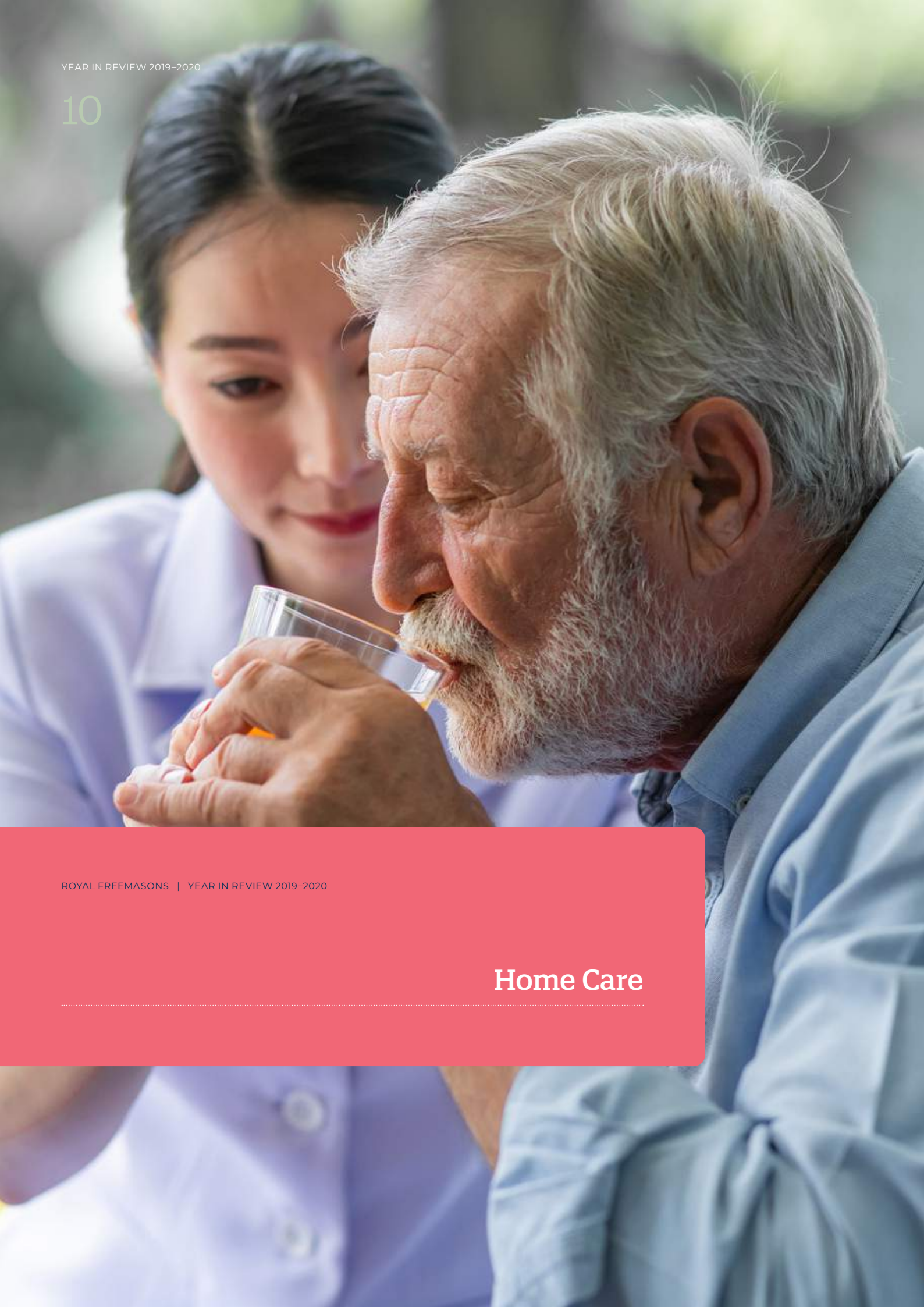
510,000

FACE MASKS

147,000

FACE SHIELDS





## Home Care

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A YEAR OF...

## Tailored, Flexible Care and Support at Home



VIVIEN ZIENTEK  
Business Manager  
Home Care

2020 HAS BEEN A YEAR OF CHANGE FOR HOME CARE, AS WE HAVE ADAPTED TO THE NEW AGED CARE STANDARDS AND THE CHALLENGES OF COVID-19, WHILE CONTINUING TO GROW AND DELIVER CARE TO MORE OLDER PEOPLE AT HOME.

Royal Freemasons has been successful in securing additional growth funding in the latest (and possibly last) opportunity for the Commonwealth Health Support Programme (CHSP), enabling us to grow and expand across metropolitan Melbourne and the Grampians region.

Building on the existing day therapy centres and provision of wellness programs, through the CHSP we have the ability to offer more home care in the areas of:

- **Personal care**
- **Domestic assistance**
- **Flexible respite**
- **Nursing**
- **Allied Health**

This program provides entry-level support at home and is crucial in supporting clients who are waiting for a home care package or receiving low-level home care packages but need additional assistance, as well as those who require support for a shorter period of time. With most people wanting to be cared for in their home, we are very pleased that this additional CHSP funding will allow us to deliver care and services immediately to support those who need it.

With a greater focus on the clinical care needs of our consumers, and in order to underpin their ability to live connected and engaged lives, Royal Freemasons is increasing its internal workforce of registered and enrolled nurses, allied health professionals and

care workers to provide continuity of care and deliver more efficient and client-focused services. We are further actively building this workforce to support the cultural and linguistic needs of our consumers.

Our partnerships with the *National Aging Research Institute* (NARI) to evaluate a dementia-specific training program for care workers and *RACV/Google* to establish a pilot program using assistive technology to support customer independence at home are providing exciting opportunities to improve our services.

Our home care team and our consumers and their families have been patient and flexible in adapting to the changes in care delivery throughout COVID-19, and we thank you for your support during this time. As we continue to grow and improve our services, we look forward to working with you all to continue to meet and exceed your expectations.

Our Home Care team, consumers and their families have been patient and flexible in adapting to the changes in care delivery throughout the COVID-19 pandemic and we thank you for your support during this time. Royal Freemasons would like to acknowledge the Carers Recognition Act 2010 and formally recognise and value the role of carers and the importance of care relationships. As we continue to grow and improve our services, we look forward to working with you to continue to meet and exceed your expectations.



## Retirement Living

A YEAR OF...

## Providing Safe and Secure Communities

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**KELLIE WARD**  
Business Manager  
Retirement Living

ROYAL FREEMASONS RETIREMENT AND INDEPENDENT LIVING COMMUNITIES CONTINUE TO BE AN IMPORTANT PLACE FOR 500 VICTORIANS TO CALL HOME.

A new Retirement Living team was introduced to our communities throughout the year to continue the important role of the day-to-day operational running of our Retirement and Independent Living villages. A new Quality role was added to supplement the team and oversee the important implementation of the Retirement Living Code of Conduct as part of our commitment to improve the standards in Retirement Living. The four key areas of the Code focus on general provisions, moving into the community, living in the community and leaving the community.

Major improvements to some of our village gardens took place, including our nine-acre Berwick Brae Village, which boasts some of the most beautiful Australian natives and fruit trees to ensure their longevity now and into the future. Major air-conditioning works were completed at Streeton Park, and refurbishments took place in apartments and units across the portfolio. The introduction of a guest suite at Redmond Park proved popular for residents' relatives, and a staff office at Monash Gardens Village has helped to better connect staff and the community. Our regional site in Ballarat, Canadian Pines, warmly welcomed the introduction of a Community Liaison Officer role to further assist residents with their day-to-day needs, and a maintenance contractor was established for our regional Independent Living Units, which remain at 100% occupancy.

Several events were held throughout the year, including a series of Annual General Meetings across ten villages. Christmas celebrations took place throughout December, which gave residents and staff the opportunity to come together, rejoice and reflect on a year of special moments and shared memories of residents no longer with us. Resident committees, social groups and volunteers continued their incredibly important role in our communities, offering support not only to the wider community, but also to those who needed a helping hand.

We look forward to moving out of restrictions and focusing on supporting our communities, re-establishing social and wellbeing activities and once again enjoying the vibrant spaces we have all been looking forward to sharing once again.

ROYAL FREEMASONS RETIREMENT LIVING

## Supporting Our Communities

### Berwick Brae

The Berwick Brae community are now the proud owners of a 6-seater people mover. Berwick Brae has some challenging roads and footpaths in the village, and being able to use the cart to collect residents and bring them to the Community Centre is a real plus. It will also be used to drive potential buyers and visitors around the village. It is an enclosed vehicle, so it can be used all year round ! (1)



### Canadian Pines

Now at 100 years of age, Doris was the first resident to move into Canadian Pines retirement village in 2015 and still maintains her independence. She celebrated her birthday quietly with her family. Her daughters Anne and Heather, son-in-law Ian and many other friends and family wished her well with many cards and gifts and wishes of love and admiration. The staff and residents at Canadian Pines also gave her a gift and flowers for this special occasion. Doris was a little overwhelmed with all the love and care shown to her, and she was very proud to reach this milestone. (2)

# 15

## Monash Gardens Village

The team at Monash Gardens were delighted with a generous delivery from residents at our co-located retirement village, Monash Gardens Village. It has been brilliant to see the two neighbouring communities support one another during the year. (3)



## Redmond Park

The Redmond Park knitting group have not been able to stop knitting, and keeping up an adequate supply of wool has been a challenge. Others have been distracted and turned to jigsaws for relief! (4)



## Streeton Park

22 Streeton Park residents participated in the third annual footy tipping competition. Previous winner Brian didn't recover from a slow start. It was a close run to the end, with residents Frank and Lyn holding the line almost to the final round of the season. Congratulations to winners Shirly, Doug and Fail, who won \$250, \$130 and \$40, respectively. (5)



## Residential Aged Care



A YEAR OF...

## Establishing Frameworks for a New Era of Aged Care



**KARIN ARDLEY**  
Business Manager  
Residential Care

THE PAST YEAR HAS BEEN A YEAR OF DEVELOPMENT ACROSS THE RESIDENTIAL AGED CARE HOMES AS WE COME TOGETHER TO OFFER A UNIQUE OFFERING TO OUR CONSUMERS. IT SAW NEW FACES IN KEY LEAD ROLES AND MOVEMENT OF FACILITY MANAGERS AND STAFF ACROSS THE PORTFOLIO.

In late 2019, we saw a total of 11 visits by the Aged Care Quality and Safety Commission (ACQSC). These compliance visits were conducted across both our funding and the new accreditation standard processes. These visits provided timetables for improvement by the ACQSC, and their reviews confirmed the improvement in overall care planning and assessment in conjunction with our residents.

The consolidation of various support services and the establishment of the Residential Support Partner and Partner in Practice teams has been crucial to our ability to both maintain continuous improvement across the homes and adapt to the changing aged care environment.

Since their establishment in March 2020, these teams have been critical in implementing key projects and delivering enhanced training on infection control, ACFI (Aged Care Funding Instrument), assessment and care planning, wound care and the implementation of electronic medication management.

In keeping with the aim of a consistent service delivery across the portfolio, Hotel Services and Food Safety positions were filled, leading to cleaning becoming an internally-filled position and the creation of new menu plans, auditing and monitoring processes, to deliver a significantly improved customer experience.

These steps have contributed to the support of the early stages of our plans for collaborative development with residents over the next 12 months, moving towards a customer-centric model of care.

In January 2020, we experienced our first state emergency in the form of the largest bushfire in its history. While Royal Freemasons homes were safe during this disaster, we saw some neighbouring regional communities under threat, and our homes at Benalla, Sale and Moe provided emergency admissions for residents and staff from these communities. Our staff and residents embraced these communities within their home, and supported them with friendship and care until they were able to return to their own homes in February 2020.

As we enter a new era of aged care following the introduction of the new Aged Care Quality Standards in July 2019, await the outcomes and recommendations of the Royal Commission and learn to live with COVID-19, our staff are ready. We may not know what lies ahead, but we have learnt to be adaptable, transparent and collaborative. Together, with the compassion that underpins our desire to work in residential aged care, we will innovate and meet the challenges presented to us as we continue to deliver on our purpose.

A YEAR OF...

## Innovative and Effective Change



**ANNETTE ROSS**  
Executive Manager  
Quality and Innovation

ROYAL FREEMASONS HAS FACED ITS FAIR SHARE OF CHALLENGES DUE TO THE CORONAVIRUS PANDEMIC, BUT THIS HAS NOT STOPPED US FROM CONTINUING TO INNOVATE AND RESPOND TO THE DEMANDS OF A YEAR LIKE NO OTHER.

Some noteworthy research and innovation activities this year have included:

- Investigation into the use of technology in the Home and Community Care environment to support peoples' choice to remain at home whilst receiving care and support.
- A partnership with Access Telehealth to build a primary care medical model using telehealth technology, specifically tailored to the needs of the residential aged care environment. This program has been designed to provide ongoing, general and specialist medical care to individuals living in regional residential care homes.
- Collaboration with RMIT university to engage residents in the development of new technology. The Audiokinetic Jukebox (AkJ) is one example of a project that Royal Freemasons is engaged with. The AkJ combines music and narrative stories with sculpted vibration in an actuator-enhanced lounge chair to deepen the immersive experience. Partnering with Royal Freemasons helped the RMI students to establish an evidence-based case for utilising the AkJ to reduce anxiety and enhance quality of care for persons living in residential aged care.

### QUALITY AND SAFETY

The Safety and Quality Governance Framework encompasses organisational risk management profiling and mitigation strategies, as well as Key Performance Indicators (KPIs) in financial and quality reports.

Continuous improvement is a key part of our quality framework and systems, whereby Royal Freemasons engages in careful planning, implementation, monitoring, evaluation of process and outcomes.

Royal Freemasons' robust quality governance framework and incident reporting framework has been in place for some years. It is supported by a rigorous ongoing optimisation process to ensure continual enhancement and currency.

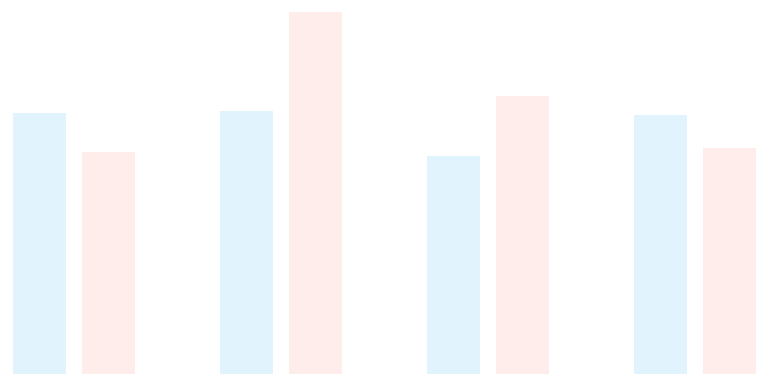
Key controls that are in place to mitigate the risk of not achieving optimal quality outcomes (including consumer safety and wellbeing) include:

- Risk committees for both finance and quality
- Key Performance Indicators (KPIs) monitored and measured for service delivery within the electronic care recording system Health Metrics eCase, which provides ‘real time’ performance dashboard reporting for each area of the business
- Internal and external benchmarking and full accreditation maintained across the business
- Mandatory training for regulatory compliance, including WH&S
- Credentialing of care delivery staff and visiting specialists
- Annual risk profile reviews by the Trustees, Board and executive team

The National Quality Indicator Program requires that every commonwealth-funded aged care facility must report against three quality indicators for each care recipient, each quarter. These include:

- Pressure injuries
- Use of physical restraint
- Unplanned weight loss

This data is compiled and reported to the community to provide information about the provider’s performance.



TYPE	Q1	Q2	Q3	Q4
Pressure Injuries	137	138	115	136
Physical Restraint	0	0	0	0
Unplanned Weight Loss	117	189	146	119

From 1 July 2021, there will be additional quality indicators that providers must report against. These are:

- Falls and major injury
- Medication management

# 20

ROYAL FREEMASONS RESIDENTIAL AGED CARE

## Keeping Our Minds and Bodies Active

### Bacchus Marsh

Staff dress-up days kept residents endlessly entertained, with an elegant Queen's Birthday and 1950s day, just to name a few. (1-2)



### Ballarat

Ballarat residents enjoying various activities and dress ups. (3-5)





**Benalla**

Benalla resident, Diwi, has spent every day in the art room, painting these incredible saws. At 89 years of age, she has painted more than 300 in her lifetime. (6)

# 22

## Bendigo

Our residents at Bendigo were delighted to be using the communal areas again after almost three weeks of precautionary outbreak measures. (7-10)





**Centennial Lodge**

Despite the cooler winter weather, our residents at Centennial Lodge enjoyed getting their green thumbs on! (11-12)

**Coppin Centre**

Coppin Centre residents celebrated Rosh Hashanah (Jewish New Year) in style, with staff providing residents with honey and apples, as well as apple-themed activities. Staff dressed up in yellow and light brown to symbolise healing, peace and a sweet new year! (13-15)



**Darvall Lodge**

Darvall Lodge had their annual Chicken Hatching Program in July. Residents were so excited to witness the little chicks hatch up close and gave them lots of love and cuddles. (16-18)





**Elizabeth Gardens**

Footy finals fever was in full throttle at Elizabeth Gardens, with residents and staff proudly showcasing their colours and their handball skills. (19-21)

# 26

## Flora Hill

Flora Hill residents enjoying a variety of activities on offer, including ten-pin bowling and musical chairs. (22-23)



## Footscray

Our Footscray residents put their arts and crafts skills to the test by working together on an incredible Spiritual Garden project. They enjoyed making their very own planter boxes and painting them with vibrant colours. (24-26)

# 27

## Gregory Lodge

The residents' veggie garden is carefully monitored and maintained by passionate green thumbs at Gregory Lodge. (27-28)



## Moe

There was 'a little less conversation, a little more action' at Moe, with the Lifestyle team putting on a great show as part of their Elvis Tribute Day. Our hero Lifestyle Assistant Benji took the main role, while other staff and residents had a dance or sat back and enjoyed the show. (29-31)



# 28

## Monash Gardens

Our Monash Gardens residents used their sewing skills to make some fantastic face masks. (32-33)



## Mount Martha Valley

Spring flower display at Mount Martha Valley, beautifully created by their craft group! (34)



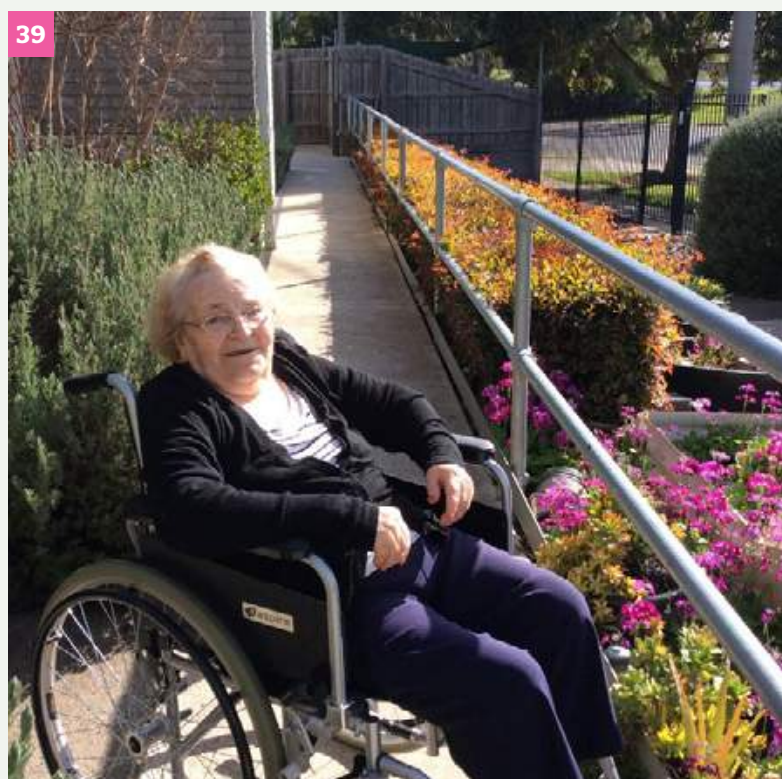
# 29

## Sale

Staff and residents at Sale celebrated National Reconciliation Week by working together on a cultural art project. (35-37)

## Springtime

Springtime residents have loved keeping active and spending time outdoors in the sunshine. (38-39)



# 30

## Father's Day

It may have been a Father's Day like no other, but that did not stop the smiles, laughter and happiness being spread throughout our homes. (40-44)



40

42

43

44

41

# 31

## Mother's Day

Residents and staff enjoyed a wonderful Mother's Day, making arts and crafts, being spoilt with gifts and enjoying a lovely morning tea. (45-48)





## Operations



A YEAR OF..

## Support, Monitoring and Response



TANYA CONNOR  
Chief Operations Officer

WITH A NEW EXECUTIVE AND SENIOR MANAGEMENT TEAM JOINING ROYAL FREEMASONS THIS YEAR, A REVIEW OF THE COMPLEX AND CHANGING ENVIRONMENT OF RESIDENTIAL AGED CARE LED TO US EXAMINING HOW OUR SUPPORT SERVICES TEAM SUPPORT OUR FRONTLINE STAFF.

This review resulted in the implementation of a business partnering model, including a new Residential Support Partner team. This team of highly skilled nurses supports each home through education and guidance across quality, clinical, operational and funding outcomes, providing succession planning for leadership within the residential homes and building resilience, to ensure that we can adapt and respond to the ever-changing and uncertain times.

As the teams from Home Care, Retirement Living and Residential Care worked together, the *'We're all in this together'* program began. The program brought each education topic to life across all three sectors and for each role within our teams. Yes, our housekeeping teams can contribute to better wound care and our nurses have an important role in creating a vibrant environment. Understanding the resources and referral pathways to help wound healing is valuable knowledge for our Retirement Living teams, and our wound care training is invaluable to our Home Care team and consumers. The building of connections between these sectors has expanded to include a pen pal program between consumers, which, once COVID-19 restrictions have eased, will extend to face-to-face meetings.

In February 2020, with the reality of COVID-19 having a significant impact on the world, we began planning and developing our responses should we be faced with this challenge. Daily meetings with our Facility Managers enabled us to build robust plans that were truly considered in their

adaptation to each home and each resident. The Residential Support Partner team flexed immediately into their purpose, supporting our teams to achieve 100% compliance with infection control training and competencies as a formidable baseline in our defence against COVID-19.

We have navigated with our residents and families to respond to the ever-changing community restrictions and local risks. We have become inventive and tech-savvy in implementing booking systems, window visits, video calling and Zoom family meetings to stay connected. Despite significant supply challenges, we have managed to ensure that every home has had more than adequate supplies of masks, gowns, face shields and other infection control items. We have been at the forefront of implementing and responding to new infection control guidelines to keep our homes safe.

The teams delivering care within all environments – at home, in Retirement Living communities and within Residential Care homes – have undertaken significant education, adapted many processes, implemented many changes and worked tirelessly to protect those we care for.

They have taken extra care, both at work and at home, to reduce the risk of COVID-19. Even in the face of public persecution by the media and political leaders, they have been ready and willing to provide care during periods of risk where outbreaks have occurred. Royal Freemasons is proud of its team, and I sincerely thank them for their compassion and dedication.

A YEAR OF...

## Ensuring the Health and Wellbeing of Our People



**SONIA KOKKALOS**  
Executive –  
People & Development

THIS FINANCIAL YEAR HAS SEEN A REINVIGORATION OF PEOPLE, SYSTEMS AND PROCEDURES ACROSS KEY AREAS OF RECRUITMENT, TRAINING, HEALTH AND SAFETY, WORKFORCE AND HUMAN RESOURCES, TO SUPPORT A WAY OF WORKING UNDER THE NEW AGED CARE STANDARDS, THAT CAME INTO EFFECT 1 JULY 2019.

We have also focused on rebranding HR to People and Development to provide a renewed human resource service and communication approach, so that correspondence from our support office to all sites relating to human resource initiatives and announcements can be readily identified by staff.

Other initiatives for this year have been:

- Provision of equal opportunity training to staff
- Introduction of HR case management to identify human resource cases across the organisation to advise on appropriate actions
- Introduction of a business partner approach to health and safety for sites
- Conducting an organisational culture survey where there is a two-year focus on actions
- Commencement of the review of key policies
- Ongoing compliance under the Workplace Gender Equality Act 2012
- Introduction of 'Team Spirit' awards to drive an acknowledgement culture from within
- Increased collaboration between sites to achieve positive human resource and health and safety outcomes across Residential Aged Care, Home Care and Retirement Living.

- A renewed senior leadership team, which is positioned to drive organisational performance, with a focus on the future.

Despite this, the COVID-19 pandemic, which we have faced predominantly in the second half of this financial year, has posed unprecedented challenges to our workforce. During February, staff who were abroad at the time and wanted to come back home were faced with unprecedented travel restrictions and quarantine rules, which impacted on their ability to resume work. The March period saw our support staff transition to a work-from-home model, with some experiencing working from home for the first time. Frontline staff had to adapt to new restrictions and rules in facilities, brought on by the COVID-19 pandemic. COVID-19 initiatives were also developed and promoted to staff to assist during these times, including an online care pack for staff now working from home, online People and Development tool kits to provide information on mental health and wellbeing, flexible work arrangements and further Employee Assistance Program (EAP) support. We also applied for the government's Workforce Retention Bonus Grant for eligible care workers, where the payment of this grant will be realised in the next financial year. Overall, COVID-19 has significantly transformed our workplace from what we once took as normal to a whole new 'COVID normal', which we anticipate we will be working in well into 2021.



A YEAR OF...

## Keeping our Community Connected



JACQUES DE LA PORTE  
Chief Sales &  
Marketing Officer

COMMUNICATION IS ARGUABLY OUR MOST POWERFUL TOOL DURING THIS PANDEMIC. IT IS WHAT HAS KEPT OUR FAMILIES INFORMED, OUR STAFF ALERT AND OUR RESIDENTS COMFORTABLE. WHILE THERE HAS BEEN AN OVERLOAD OF CONFUSION, DISRUPTION AND CONCERN CAUSED BY CONSTANT MEDIA COVERAGE AND SCRUTINY, OUR TEAMS HAVE WORKED TIRELESSLY TO ENSURE THAT KEY INFORMATION IS COMMUNICATED DIRECTLY, EFFICIENTLY AND ACCURATELY.

Very early in the piece, our Marketing and Communications team worked together closely with our Information Communication Technology (ICT) team to ensure that everything could be done in terms of software, hardware and infrastructure that would enable seamless communication in and out of our organisation.

We developed a dedicated coronavirus email address that would enable any concerned family members to put their requests directly to well-informed, critical staff that could answer their enquiries effectively.

When the prospect of restricting visitations to our homes was first discussed back in March, there was obvious concern in limiting interactions between residents and loved ones. Our first challenge was the ability to restrict the amount of traffic coming into our homes, while giving families fair and ample opportunities to see their loved ones. An online booking platform was developed whereby family members could allocate themselves a dedicated timeslot. This platform grew to include the booking of window visits and video calls, when face-to-face visits were forbidden.

To ensure our lines remained open and the correct staff were contacted about any issues relating to specific homes, we developed specialised 1800 numbers that were actioned and communicated in the event of any precautionary measures taken at

our homes. Dedicated staff manned these phonelines and could speak with family members directly.

Our website was upgraded with a dedicated coronavirus information page that includes any important information on homes that were impacted by COVID-19 or measures that needed to be taken to protect our people. This was initiated as a secondary source of information for those that were not receiving direct communication from us.

As the impact of COVID-19 grew, so too did the number of people wanting to hear more from us. Our mailing list saw significant growth as we continued to send updates to all families, dedicated homes, staff and a variety of stakeholders. Homes that were impacted by coronavirus received daily updates via email and text message. Our staff also received daily updates to ensure they were operationally informed.

Our 'Message to My Loved One' lettering service was unbelievably well received. What initially started out as a family member sending one email to a resident, turned into a dedicated service that saw more than 100 letters passed onto residents, specially designed to convey love and support.

When we had to make the devastating decision to close our doors to in-person visits, we remained dedicated to ensuring we could continue face-

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to-face interaction between family members and friends. Our video call service was introduced in early March using Microsoft Teams, a platform that was well understood by all our staff working remotely. This service was incredibly successful and promoted cheer, happiness and personal interaction. We were so excited to help celebrate events such as birthdays and anniversaries using this technology.

With residents unable to directly tell their families all of the wonderful things they have been up to, we felt it was important to reassure families that their loved ones were remaining active. Our Lifestyle teams have done a wonderful job supplying our Marketing and Communications team with content that we have then shared on our Facebook page.

As well as a monthly newsletter from the CEO, we have introduced home-specific monthly newsletters

that coincided with the introduction of monthly family video meetings on Zoom. With families and groups unable to gather within our homes, this has been a fantastic way of getting our community together. We have even had residents within our homes participate. This is a wonderful way to reunite some family members with their loved ones and keep everyone informed.

While the challenges that 2020 has put in front of us will most likely never be seen again our lifetime, it is a period where we have experienced growth, flexibility and sustainability that will lead us well into the future. We have gained new tools, learnt new processes and developed new strategies that can be used in any period, not just during a pandemic. Technology has played an extraordinary role in keeping our staff, our residents and our community connected. That cannot be faulted.





## Financial Performance 2019–20

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A YEAR OF...

## Significant Financial Reform



MICHAEL QUINN  
Chief Financial Officer

THE 2019/20 FINANCIAL YEAR WAS MARKED BY A DETERIORATION IN TRADING CONDITIONS BOUGHT ABOUT IN PART BY COVID-19, FUNDING DOWNGRADES AND THE COST OF ESTABLISHING NEW FACILITIES IN REGIONAL VICTORIA. DESPITE THIS, THE BUSINESS DELIVERED A STRONG UPLIFT IN NET RAD CASH INFLOWS OF \$28.2M.

### Financial Highlights:

- Total revenue was up 15.4% to \$161.9M (FY2019: \$140.3M);
- Operating earnings (EBITDA) increased \$1.5M to \$4M (FY2019: \$2.5M);
- Statutory net loss of \$13.8M after allowing for depreciation and finance charges;
- Total assets increased by \$101.9M to \$359.7M due to the impact of new accounting standards;
- Operating cash inflows increased by \$0.6M to \$9.3M.
- Cash outflows from investing activities decreased by \$27.4M following completion of deferred payments for new facilities acquired in previous years;
- Cash inflows from financing activities decreased by \$46.7M due largely to the repayment of bank borrowings used to acquire new facilities;
- Overall, cash reserves as at 30 June 2020 stood at \$6.9M (FY2019: \$15.9M)

Going forward, the business continues to be reliant on Government funding for the care of residents. Unfortunately, cost increases for labour, food, medical supplies and utilities over recent years has outstripped annual increases in fees and subsidies paid by the government and residents.

COVID-19 will also continue to negatively impact our financial performance over the next 12 months through its impact on occupancy levels, staffing requirements, accreditation standards, PP&E consumables and reductions in RAD/bond pools.

At an industry level, residential aged care providers are facing significant declines in operating earnings and margins which, if not addressed by Government, will undermine the industry's long term financial sustainability.

The business looks forward to the findings of the Royal Commission into Aged Care Quality and Safety which will address matters relating to funding, financing and prudential regulation.

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## Trustees

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### **RWBro WJ (Bill) Hayes, PDGM**

Appointed Trustee in May 2016 of Royal Freemasons' Homes of Victoria and The Taylor Foundation and Member of Royal Freemasons Ltd. Former member of FMV Board of Benevolence 1991–2006. President 2003–2006. Former member of FMV Audit and Risk Committee 2002–2012. Chairman 2009–2012. A Justice of the Peace and Accredited Bail Justice in the State of Victoria. Independent Third Person Accredited by the Office of the Public Advocate.



### **WBro Andrew Crozier-Durham, RFD, B. Juris, LL.B (Hons), Dip. Crim PGStdB**

Trustee designate of the Royal Freemasons' Homes of Victoria awaiting appointment by the Governor in Council. Barrister, Victorian Bar and Accredited Mediator.



### **RWBro KD (Kenneth) Cribbes, PDGM**

Appointed Trustee in July 2018, of Royal Freemasons' Homes of Victoria and The Taylor Foundation, and Member of Royal Freemasons Ltd. Director / Chairman (1997–2003) of Freemasons Hospital. Director (2006–2007) of Royal Freemasons.

Ken has tendered his resignation as a Trustee Royal Freemasons' Homes of Victoria after three years of exceptional service. We sincerely thank Ken for his generosity and extraordinary efforts as a valued member of Royal Freemasons Ltd.



## Board of Directors

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### **WBro IL (Ian) Wollermann**

Chair, BA Dip Ed, CEA,  
FAIBB, PGIW, MAICD

Managing Director, IL  
Wollermann Pty Ltd.

Appointed Director  
October 2009.

Board Chairman  
October 2018.



### **VWBro CA (Craig) Head**

Deputy Chair, Chair,  
Finance, Risk & Audit  
Committee, B Bus (Acc),  
M Bus (Acc), FCPA, FIPA,  
MAICD, PGSwdB

Chief Financial Officer  
Form 700 Group of  
Companies, Member  
of the Board of General  
Purposes Freemasons  
Victoria.

Appointed Director  
October 2014.

Deputy Board Chairman  
since October 2018.

Chairman of Finance,  
Risk & Audit Committee  
Since October 2018.



### **Mrs R (Rosemary) Evans**

Appointed Director  
June 2018.

Lawyer, Special Counsel,  
DTCH Lawyers.



### **Prof T (Tracey) Bucknall**

Chair, Quality & Safety  
Committee, RN,

BN, ICU Cert, Grad Dip  
Adv Nurs,

PhD, GAICD

Associate Head of  
School (Research),

School of Nursing and  
Midwifery, Deakin

University.

Director of Nursing  
Research and

Foundational Chair in  
Nursing,

Alfred Health.

Appointed Director June  
2016.

Chairman of Quality and  
Safety

Committee since  
October 2018.



**Mr D (Danny)  
Millman**

Dip Bus Studies  
(Accounting)

Senior Consultant,  
Aspex Consulting.

Appointed Director  
October 2012.



**WBro JS (John)  
Molnar**

Bachelor of  
Jurisprudence, Bachelor  
of Law (Mon)

Member Australian  
Institute of Company  
Directors, Chair Northern  
Health Foundation  
Appointed May 2008.

Appointed Director  
August 2016.



**Bro J (Jack)  
Feldman**

Bachelor of Economics,  
FCPA,CA

Appointed Director  
October 2016.



**WBro P (Peter)  
Budd**

Master of Business  
Marketing (with  
distinction), PGSB

Director, Budd  
Consulting.

Appointed Director  
October 2015.

## Board of Committees

### 2020 FINANCE, RISK & AUDIT COMMITTEE

Mr Craig Head	(Chair)
Mr Ian Wollermann	(Director)
Ms Rosemary Evans	(Director)
Mr Jack Feldman	(Director)
Mr Danny Millman	(Director)
Mr David Fisher	(External) Appointed August 2019
Mr George Andreola	(External) Appointed August 2019

### 2020 QUALITY & SAFETY COMMITTEE

Professor Tracey Bucknall	(Chair)
Mr John Molnar	(Director)
Mr Ian Wollerman	(Director)
Mr Peter Budd	(Director)
Ms Sabine Phillips	(External)
Ms Paki Rizakis	(External)

## Executive Team

Kerri Rivett	Chief Executive Officer
Michael Quinn	Chief Financial Officer
Tanya Connor	Chief Operations Officer
Jacques de la Porte	Chief Sales & Marketing Officer
Sonia Kokkalos	Executive People & Development
Arno Margue	Chief Information Officer
Annette Ross	Executive Manager Quality & Innovation



## Locations

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## Locations

### INDEPENDENT LIVING UNITS

<b>ACACIA COURT</b> 159 Wilsons Rd, Whittington 3219	1800 931 715
<b>BANKSIA COURT</b> 2091 Fifteenth St, Irymple 3498	1800 931 715
<b>BERWICK BRAE VILLAGE</b> 670-690 Princes Hwy, Berwick 3806	9707 1261
<b>BOYD COURT</b> 45 McKean St, Mooropna 3629	1800 931 715
<b>GOULBURN COURT</b> 159 Wilsons Rd, Whittington 3219	1800 931 715
<b>JACARANDA COURT</b> 551 Murray Rd, Preston 3072	1800 931 715
<b>MARJORIE NUNAN COURT</b> 433 Brunswick Rd, Brunswick West 3055	1800 931 715
<b>MARJORIE NUNAN TERRACE</b> 475 Brunswick Rd, Brunswick West 3055	1800 931 715
<b>MURRAY GARDENS COURT</b> 110 Stradbroke Ave, Swan Hill 3585	1800 931 715

### RETIREMENT LIVING APARTMENTS AND UNITS

<b>BERWICK BRAE VILLAGE</b> 670-690 Princes Hwy, Berwick 3806	9707 1261
<b>CANADIAN PINES</b> 510 Kline St, Canadian Ballarat 3350	5364 2591
<b>MONASH GARDENS VILLAGE</b> 97-99 Monash Dr, Mulgrave 3170	1800 931 715
<b>REDMOND PARK</b> 300 Pigdon St, Carlton North 3054	8855 2390
<b>STREETON PARK</b> 9 Vine St, Heidelberg 3084	8458 5500

### HOME CARE

<b>ROYAL FREEMASONS HOME CARE</b> Level 7, 580 St Kilda Rd, Melbourne 3004 Servicing metropolitan Melbourne and regional Victoria	1800 756 091
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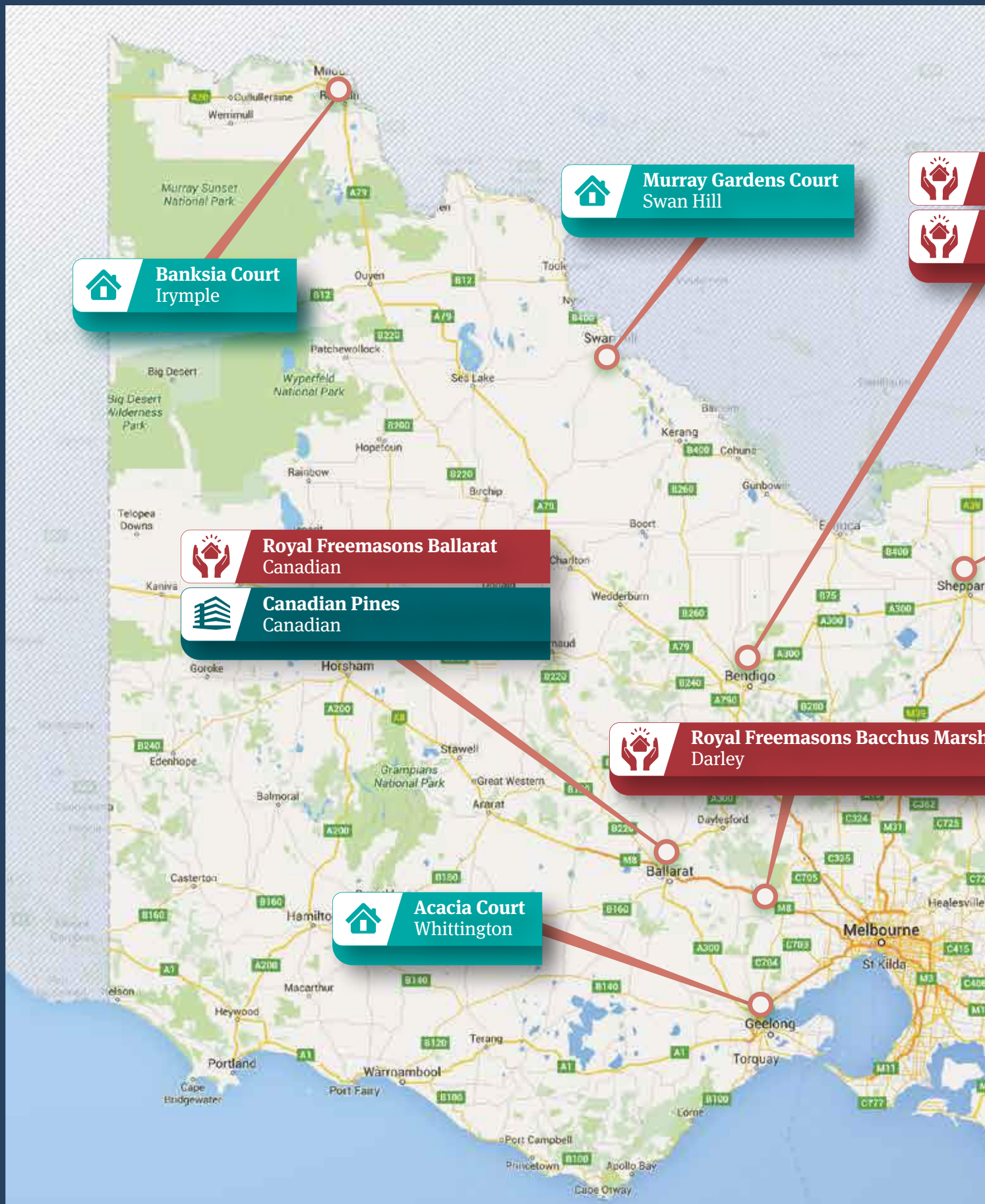
### RESIDENTIAL AGED CARE

<b>BACCHUS MARSH</b> 58 Grey St, Darley 3340	5366 6600
<b>BALLARAT</b> 124 Spencer St, Canadian 3350	5364 2500
<b>BENALLA</b> 107 Thomas St, Benalla 3762	5764 8600
<b>BENDIGO</b> 61 Alder St, Kangaroo Flat 3555	5430 0200
<b>CENTENNIAL LODGE</b> 13 Lewis Rd, Wantirna South 3152	9210 9600
<b>COPPIN CENTRE &amp; COPPIN SUITES</b> 45 Moubay St, Melbourne 3004	9452 2233
<b>DARVALL LODGE</b> 521 Princes Hwy, Noble Park 3174	9549 1400
<b>ELIZABETH GARDENS</b> 2-8 Elizabeth St, Burwood 3125	9831 0600
<b>FLORA HILL</b> 64 Somerville St, Flora Hill 3550	4431 3000
<b>FOOTSCRAY</b> 25 Mephan St, Footscray 3011	9318 4244
<b>GREGORY LODGE</b> 2-58 Newmarket St, Flemington 3031	9371 3700
<b>MOE</b> 1C Haigh St, Moe 3825	5136 7700
<b>MONASH GARDENS</b> 355 Wellington Rd, Mulgrave 3170	9574 3800
<b>MOUNT MARTHA VALLEY</b> 130 Country Club Dr, Safety Beach 3936	5981 8444
<b>SALE</b> 28 Surkitt Blvd, Sale 3850	5149 3100
<b>SPRINGTIME</b> 41 Manchester Dr, Sydenham 3037	9361 0400

### WELLNESS SERVICES (including Day Therapy)

<b>COPPIN CENTRE</b> 45 Moubay St, Melbourne 3004	9452 2323
<b>FOOTSCRAY</b> 25 Mephan St, Footscray 3011	9318 4244
<b>GENERAL ENQUIRIES</b> And Customer Relations team	1300 176 925

# Royal Freemasons Regional Victoria



 **Banksia Court**  
Irymple

 **Murray Gardens Court**  
Swan Hill

 **Royal Freemasons Ballarat**  
Canadian

 **Canadian Pines**  
Canadian

 **Acacia Court**  
Whittington

 **Royal Freemasons Bacchus Marsh**  
Darley



### Legend



Retirement  
Apartments



Independent  
Living Units



Residential  
Aged Care

**Royal Freemasons Bendigo**  
Kangaroo Flat

**Royal Freemasons Flora Hill**  
Flora Hill



**Goulburn Court**  
Mooroopna



**Royal Freemasons Benalla**  
Benalla



**Royal Freemasons Moe**  
Moe







**Royal Freemasons Sale**  
Sale



# Royal Freemasons Metropolitan Melbourne

## Legend

-  Retirement Apartments
-  Independent Living Units
-  Residential Aged Care
-  Day Therapy



**Marjorie Nunan Terrace**  
Brunswick West



**Royal Freemasons Springtime**  
Sydenham



**Royal Freemasons Footscray**  
Footscray



**Day Therapy**



**Gregory Lodge**  
Flemington



**Coppin Centre**  
Melbourne



**Day Therapy**



**Boyd Court**  
Carnegie



**Mount Martha Valley**  
Safety Beach





 **Jacaranda Court**  
West Preston

 **Redmond Park**  
Carlton North

 **Streeton Park**  
Heidelberg


 **Elizabeth Gardens**  
Burwood

 **Centennial Lodge**  
Wantirna South

 **Darvall Lodge**  
Noble Park

  **Berwick Brae Village**  
Berwick

 **Monash Gardens**  
Mulgrave

 **Monash Gardens Village**  
Mulgrave

## Our Quest to Make a Difference

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OUR EMPLOYEES AND VOLUNTEERS ARE AN INTEGRAL PART OF WHO WE ARE AND WHAT WE STAND FOR, AND WITHOUT THEM, PROVIDING CARE AND SERVICES TO OUR CUSTOMERS WOULD NOT BE POSSIBLE.



### EMPLOYMENT OPPORTUNITIES

If you would like to join the team at Royal Freemasons, please refer to the Careers page on our website for a list of current vacancies.

### BECOME AN AGED CARE ANGEL

Royal Freemasons is fortunate to have hundreds of people who volunteer their time. If you would like to join them in making a difference to the lives of older Victorians, please refer to the Volunteers page on our website or call 1300 176 925.



## Donations

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THANK YOU, VICTORIA.

WITHOUT YOUR GENEROUS SUPPORT, WE WOULD NOT BE ABLE TO PROVIDE THE HIGH LEVEL OF CARE, COMPASSION AND RESPECT THAT HAS BEEN AT THE HEART OF ROYAL FREEMASONS SINCE IT WAS FOUNDED AS A CHARITABLE ORGANISATION IN 1867.



### Tovatel

In 2009, industrial designer Hester Le Riche began her PhD research at the TU Delft. Her ambition was to design a product to help break through apathy for people with late-stage dementia. After years of research and design sessions with care experts, residents of nursing homes and their family members, the Tovertafel Original emerged.

The Tovertafel Original breaks through that apathy in a novel and effective way by inviting people with dementia and those around them to play together with beautiful, interactive light projections. And it appears that you are never too old to play!

The Tovertafel is a box, hung from the ceiling,–for instance, above the familiar dining table. In the box are, among other things, a high-quality projector, infrared sensors, a loudspeaker, and a processor, all working together to project interactive games onto the table.

The device doesn't take up space and leaves the familiar living environment intact.

Royal Freemasons is seeking to raise \$250,000 in order to purchase a Tovertafel projector for each of our 16 homes. All donations are valued and appreciated, regardless of the amount. Remember that you can claim any donation over \$2 in your annual tax return. Your generosity will have a tangible impact on our elderly clients and aged care residents.

SCAN QR CODE TO WATCH  
VIDEO FOR MORE INFORMATION



## Donation form

NAME

ADDRESS

EMAIL

PHONE NO.

MOBILE NO.

- Please send me information about making a bequest in my Will
- Please send me information on Royal Freemasons services and facilities
- Please contact me about corporate or community partnerships
- I have already made or intend to make a gift in my Will
- Yes, I / we would like to make a donation to help Royal Freemasons care for older persons

**Where you would like your donation to go:**

- Current appeal
- The work of the Homes
- A facility or piece of equipment
- The Taylor Foundation
- Other

For further information on donating to Royal Freemasons, please email [finance@royalfreemasons.org.au](mailto:finance@royalfreemasons.org.au) or call 1300 176 925.

**I have enclosed a cheque payable to Royal Freemasons OR please debit my**

- Visa
- Mastercard
- Amex

Card No.

Expiry date

Name

Signature

**Donations and Bequests**

Royal Freemasons Support Services  
Level 7, 580 St Kilda Road, Melbourne VIC 3004

PLEASE TEAR HERE

## Valuing our Supporters

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WE EXPRESS OUR SINCERE GRATITUDE TO EVERY INDIVIDUAL, FREEMASONS GROUP, AND ORGANISATION THAT HAS ASSISTED US DURING THE YEAR. LIMITED SPACE ONLY ALLOWS THE PRINTED ACKNOWLEDGEMENT IN THIS DOCUMENT OF DONORS, BEQUESTORS, AND ORGANISATIONS THAT HAVE GIVEN \$500 OR MORE DURING THE FINANCIAL YEAR.

Ladies Auxiliary–Coppin Audio Visual Equipment

Mr Andrew Coppell–Redmond Park Hearing Aid Loop

Eso Australia–Sensory Wall for Sale RAC

Annual Masonic Charity Golf Day 2019

Irene Leatham

Baden Powell Lodge No. 381

GoFundraise

Wesley Rigg

Bank First

The Lodge of Euclid No. 447–Dementia Appeal

Gregorios Lodge No.–855

Essendon DA

GoodtoGive

L E Lyons

Middle Park Lodge No. 206

Old Scotch Collegians Lodge No. 396

Masonic Motorcycle Association

Blackburn United Lodge No. 915

Mr Leo Carroll

Berwick Balcara Masonic Lodge No. 359

Gisbourne Masonic Lodge No. 298

Rodney Moore

The Mornington Lodge No. 160

P A & J L Hassell

The Estate of Kenneth James Leckie





Our Heritage.  
Our Achievements.  
Our People. Our Future.



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**Royal Freemasons Ltd**

ABN 52 082 106 821  
Level 7, 580 St Kilda Road,  
Melbourne, Victoria 3004

**1300 176 925**

[access@royalfreemasons.org.au](mailto:access@royalfreemasons.org.au)  
[royalfreemasons.org.au](http://royalfreemasons.org.au)