

# BUILDING ON STRONG FOUNDATIONS

*Building On  
Strong Foundations  
Year in Review*

09  
/10



Royal  
Freemasons

FOR YOU FOR LIFE

## *Our Vision*

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To be regarded both within the aged care sector and by the general community as an organisation which offers innovation and excellence in care to older persons in Victoria.

## *Our Mission*

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To assist our elderly clients to live a secure, dignified and rewarding life through the provision of a range of quality care and accommodation options.

## *Our Values & Commitments*

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*Offering* access to our facilities and services to all elderly 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.

*Providing* individualised services and care that acknowledges and meets the physical, emotional, psychological, social, spiritual and religious needs of each client.

*Creating* functional, attractive, quality facilities and accommodation options that meet or exceed client needs and expectations.

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

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

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

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*Developing* our staff by providing opportunities for personal and professional development in an atmosphere of openness and trust with an expectation of high achievement, which will be acknowledged through recognition and reward.

*Providing* a healthy and safe working environment free from all discrimination, harassment and bullying.

*Valuing* and maintaining the important contributions made by volunteers.

*Communicating* openly and honestly with clients, staff and other stakeholders.

*Protecting* our long term financial viability for the benefit of all existing and future stakeholders.

*Participating* in national, state and local associations and professional groups on all advocacy issues affecting the aged care sector.

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

*Complying* with all relevant laws and regulations.

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*Our unique position in the aged care industry is due to the implementation of our proven strategies. It has been a year filled with a vast array of key strategic initiatives which have been pivotal in ensuring Royal Freemasons remains a leader in aged care. To ensure consistency of culture, the values of client commitment, innovation, learning, and team spirit are promoted through the management and are embedded in the processes.*

*The framework for exemplary service and facilities is a key differentiator for Royal Freemasons, and one which benefits from significant internal investment and collaborative funding from clients, residents, and the government. Innovation and research are at the heart of the Royal Freemasons value proposition and the excellence of delivery therein is core to the brand. Royal Freemasons continually upgrades facilities and processes to ensure it stays ahead of the industry.*

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*Graham Shotter*  
*Managing Director & CEO*

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# STRONG FOUNDATIONS

## The Foundation

Founded in 1867 on a Crown grant of land, Royal Freemasons was one of Victoria's first not-for-profit aged care providers. Initially established to care for elderly Freemasons, today, with a statewide network of services, facilities and quality accommodation options, the organisation is one of the largest and most respected in the country, welcoming elderly Victorians from all walks of life.

Five eminent men, all Freemasons, foresaw the need for such an organisation in the rapidly growing, but still rather primitive, metropolis of Melbourne. These men were: The Hon W C Haines MLA, the first Premier of Victoria; J T Smith, parliamentarian and seven times Mayor of Melbourne; The Hon A Clark, Surveyor-General and an energetic reformist; The Hon C Vaughan MLA, one of the early settlers in Melbourne; and Professor W Parkinson, Professor of Mathematics at Melbourne University.

The first bricks laid were used in the construction of a convalescent facility, Coppin Hall and a number of cottages, which would serve as independent living units. Built on the Prahran site that is still the organisations' home today.

However, the philosophy of care upon which the organisation was founded, has remained the same throughout the years and still guides us to this day continuing to evolve to meet the changing needs of the community and operate three service divisions offering clients a continuum of care covering Retirement Living, Community Care and Residential Care.

## A Better Kind of Retirement

Royal Freemasons reaffirmed its commitment to independent living accommodation for retirees with the building of Masonic Court Windsor in 1964. That commitment has since strengthened and today we have 10 sites offering low cost comfortable accommodation in a safe, secure, environment where residents can choose a private lifestyle or enjoy the benefits of friendship and support in a community of like-minded individuals.

In 2006 plans were first made for Redmond Park located in Carlton. This superb six storey development is now completely sold and represents the first in a number of new projects that will drive the organisation's Retirement Living division. Next on the agenda, is a slightly larger development of 85 apartments located in Heidelberg on the banks of the Yarra River.

## Reaching Out to the Community

In 1995 Royal Freemasons piloted the provision of Commonwealth funded Community Aged Care Packages to assist older persons in need of low level care living in their own homes. We have subsequently expanded our Outreach community program to include Extended Aged Care at Home and Extended Aged Care at Home Dementia Packages, which provide high level care at home.

In partnership with Alfred Health, we are now also providing Community Transition Care places for persons returning home after a stay in hospital who require a period of support during their recovery.

## Leading the Field in Residential Aged Care

The 1950s saw the beginning of the transformation of the organisation into an innovative leader in the provision of quality aged care. Over a period of 13 years, Royal Freemasons embarked on a major rebuilding program that saw the replacement of the original cottages with low care, hostel accommodation for 150 people as well as the construction of Centennial House.

Today, as well as the low care offered at Coppin Community Hostel, we operate 4 high care accommodation facilities, known as Lodges, throughout metropolitan Melbourne. At all of our accommodation facilities, our residents enjoy a comfortable, dignified and rewarding lifestyle in a warm and caring environment.

## Research and Development

Over the last 15 years Royal Freemasons has confirmed its position as Australia's leading aged care organisation in the field of aged care related research and the development of best practice guidelines. This involvement has been led by our General Manager Medical Services, Associate Professor Dr Sam Scherer, and conducted in collaboration with Universities and research bodies such as the National Ageing Research Institute, Melbourne University, La Trobe University and the Australian Pain Society.

# DIRECTORS' REVIEW

*Far from being a mature, static industry, one could consider the aged care sector to be in its infancy, with opportunity and challenge abounding.*



The 2009-2010 year was again a year of major strategic initiatives across a wide range of our operations that have helped reposition Royal Freemasons to better meet the care needs and preferences of older Victorians, both now and in the future.

When reviewing our strategic goals we have always needed to carefully find the correct balance between residential care facilities, community care and our independent unit developments whilst at the same time maintaining affordability as well as protecting our financial resources and long term sustainability. Inevitably this task will result in significant expense and some disruption and inconvenience to residents and staff, however, it is a challenge that the Board and Trustees are resolved to meet.

A review of some initiatives taken by Royal Freemasons over the past year highlights the following "key decisions" taken by our Board and Trustees.

## Moubray Street is Emerging

A new multipurpose aged facility has emerged from the ground at our Moubray Street site and now proudly fronts Punt Road. The new building is a very tangible expression of our commitment to maintain a position of leadership in the provision of high quality residential aged care, while we pursue growth in community care and retirement living.

## Initiatives in Retirement Living

Redmond Park, opened in October 2009, is now fully occupied and very well established in the marketplace as a stylish seven storey development offering a mix of one, two and three bedroom apartments. In addition to a range of features to satisfy the lifestyle needs of younger retired persons, the site provides continual staffing and caters for those residents in need of support services as they grow older. As part of the broader Royal Freemasons community, residents will also enjoy access to our Outreach Community Care program and our Residential Care facilities, if required.

In June 2009 our Trustees acquired land on Vine Street in Heidelberg to build a retirement apartment development similar to Redmond Park, albeit a slightly larger development consisting of 85 apartments.

When finished in early 2013, the development will offer spectacular views from its stunning location, perched on the banks of the Yarra River. Residents will be able to enjoy all the benefits of the surrounding area.

We also expect to soon commence planning on another major retirement apartment development to be built on the western half of our 20,000m<sup>2</sup> Moubray Street site following the demolition of the existing hostel buildings. This development when completed sometime in 2015, will be adjacent to the prestigious St Kilda Road precinct, should perfectly complement our other retirement apartment developments at Heidelberg and Carlton and establish Royal Freemasons as a major provider of high quality retirement apartment accommodation.

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## Research at Work

Royal Freemasons' General Manager Medical Services, Dr Sam Scherer, is recognised internationally as one of Australia's leading geriatricians. This year Dr Scherer has again shown why Royal Freemasons holds such a strong reputation in aged care research and the development of evidence based best practices by participating in a wide range of valuable programs, projects and studies.

## Refresh for the Future

We are extremely happy with the complete re-branding of the organisation adopting a new logo, branding strategy, tagline, new website and more. The decision to implement this major change has been fully vindicated with very positive feedback from across all of our stakeholder groups.

## Outstanding Work of Volunteers

We wish to acknowledge with heartfelt thanks the outstanding efforts and contributions of every one of our many valued volunteers particularly those very generous individuals who have decided to support Royal Freemasons into the future through a bequest.

The Trustees and Directors particularly wish to thank our many volunteers who give so freely of their time in a wide range of roles including the maintenance of residents' items, bus driving, activities programs, assisting in the shop, being a companion or writing newsletters.

We estimate that at any one time we have approximately 100 active volunteers donating approximately 18,000 voluntary hours per annum. This represents approximately 2.5% of the 720,000 hours worked by our staff and truly represents the "cream on top of the milk" in our quest to provide the highest quality of care that is possible.

## The Trustees and the Board

We express our appreciation to our three Trustees for their support and guidance throughout the year. At the Annual General meeting on 12 October 2009, Tony Bucca, tendered his written resignation as a Director to formalise his previous advice to Directors and the Trustee Members of the Company of his intention to do so.

In accepting the resignation on behalf of Trustee Members, John Evans thanked Tony Bucca for his continuous and exemplary service over 17 years and for his leadership as the Chairman of both the Royal Freemasons Limited and for his service to its predecessor, the Royal Freemasons' Homes of Victoria Limited and also as a Member of the former Board of Management following his appointment, on 1st July 1992. Tony Bucca's contribution has been extraordinary and he will be sorely missed.

Russell Croker retired by rotation but did not make himself available for reappointment. Whilst his six years as a Director had not been long in terms of years, Russell Croker had brought a wealth of skills and knowledge to the Board having chaired the Strategic Plan Review Committee and being involved 'hands on' in a number of projects. His significant contribution is very much appreciated.

Roy Alderton and Denis Henry also retired by rotation and were re-elected for a further term. Wendy Wood and Ian Wollermann were appointed to fill the two vacant positions on the Board.

At the Directors' Meeting held on 12 October 2009 Bruce Stockdale was elected as Chairman and Roy Alderton as Deputy Chairman.

Finally, we extend our most sincere appreciation to our Trustees, colleague Directors, hard working executive team and staff for their continued dedication, professionalism and their absolute commitment to this organisation and the achievement of its goals.

**Bruce Stockdale**  
Chairman

**Graham Shotter**  
Managing Director

# IMPROVING QUALITY OF LIFE

*The past year has seen an extraordinary level of involvement in a wide range of research relating to the promotion of the health and well-being of elderly persons, particularly in the residential aged care sector. While there are many shoulders behind this wheel, there is no one more pivotal than the continued outstanding leadership provided by Associate Professor (Hon.) Dr. Sam Scherer, General Manager Medical Services.*



*CCH residents Amy Deans and Avis Gross*

## Pain Management Project

The research project entitled “Implementation of Sustainable Evidence – Based Practice for the Assessment and Management of Pain in Residential Aged Care Facilities” was conducted at the Moubray Street site and three other facilities around Australia in 08/09 and was completed in November 2009. The National consortium for the project was led by the National Ageing Research Institute. The chosen implementation sites provided a range of care levels including urban, rural, dementia specific and ethnic mix.

This work on implementation and sustainability is based on the “Australian Pain Society (APS) Residential Aged Care Pain Management Guidelines” and represents the continuation of Royal Freemasons involvement in the enhancement in management of pain in older people over the last decade. Royal Freemasons played a key role, between 2001 and 2005 in writing, field testing, and launching the APS Guidelines. The APS is currently collaborating with other organisations in promoting a National Pain Strategy with a prominent focus on pain in elderly people.

Project leader Professor Stephen Gibson presented the first scientific report on the outcome of the project at the National Ageing Research Institute – Royal Melbourne Hospital Research Seminar in June 2010. The project has produced positive results, offering an important potential model and educational resource for improving pain management in residential aged care facilities in Australia and Internationally.

## Completion of ENABLE Study

Centennial Lodge has been participating in a national study entitled “Developing and Testing a Toolkit for the Implementation and Evaluation of Person-Centred Evidence-Based Responses to Need Driven Behaviours Associated with Dementia”. The Victorian arm of the study was led by Professor Rhonda Nay, Australian Centre for Evidence Based Aged Care (ACEBAC) at La Trobe University.

The results of the study are being analysed to develop a standardised approach, including a valid and reliable staff educational toolkit, for broad application to the management of behavioural changes in residents with dementia throughout the aged care sector.



*Christine Fletcher with DTC Lydie Morin*

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*Darvall Lodge resident Beatrice D'Ercole  
with Hon Mieu (Physiotherapist)*

## The DIRECT Study

Royal Freemasons is a member of a research consortium funded under the National Health and Medical Research Council dementia grants program to conduct a study entitled: "Improving Quality of Life of People with Dementia Living in Residential Care Facilities: a Randomised Trial of Educational Interventions: the "DIRECT Study". This consortium led by Professor Leon Flicker and Dr Christopher Beer at the WA Centre for Health and Ageing is aiming to determine to what extent educating GPs and residential care staff can improve care delivery and therefore quality of life for people with dementia in nursing homes.

The need for this work stems from the fact that there is little systematic data available regarding the educational needs of residential care facility staff and GPs relating to dementia or the sustainability of educational interventions. The first part of the study therefore seeks to determine perceived levels of current knowledge regarding dementia, perceived unmet educational needs, current barriers, facilitators and preferences for dementia education.

The second part of the study will focus on the question of whether GP and staff participation in dementia education can be shown to improve the quality of life of residents.



## Dementia Dialogues Study

Gregory Lodge has been participating in a national research project entitled: "Developing a Model of Practice - Development Networks and Dementia-Palliative Care Resources Nurses to Enhance the Provision of Palliative Care for People with Dementia and Their Families in Residential Aged Care Facilities".

The Victorian arm of this study is led by Associate Professor Fran McInerney and includes Gregory Lodge Manager DON Yvonne Henderson and GMMS Dr Sam Scherer.

A Dementia Palliative Resource Nurse, in a type of specialist link nurse care model, has been appointed at each of the participating facilities. An education program, provided by members of the project team and other external experts, is being conducted for these nurses at the Wicking Dementia Research and Education Centre Hobart during August 2010.

## Snoezelen Therapy Study

Snoezelen Therapy is a type of sensory stimulation and enrichment therapy which has shown evidence of possible benefit for the care of people with dementia in overseas experience. Darvall Lodge which introduced a Snoezelen room in 2009 is the intervention site and Centennial House is the "control" site in an ongoing study to measure the effectiveness of Snoezelen Therapy for the management of residents with dementia who exhibit wandering, aggression and restlessness.

The Principal Researcher is Dr Michael Bauer who is from the Australian Centre for Evidence Based Aged Care (ACEBAC) at La Trobe University. Marie Vaughan, Royal Freemasons Research Coordinator, is a coinvestigator for this research. This study will enable the evaluation of current models of best practice in care of residents with dementia.

# TAKING A LEADING ROLE

*Rather than following in the footsteps of other aged care providers, Royal Freemasons is setting the trends in research and innovation. Our key drivers are a yearning to make the world a better place and finding efficient ways to make the ageing process as comfortable and enjoyable as possible.*



*CCH resident Joan Wilks with Terry Stocks (PCA)*

## Undergraduates Gain Invaluable Experience

In addition to the benefits of Royal Freemasons involvement in research and innovation, there is an equal need and potential benefit in our taking a leading role in involvement in undergraduate education.

Following in the footsteps of her predecessor Amy Barlow, our second La Trobe University scholarship student, Joanna Parsons, graduated in 2009 and is now working as a fully qualified physiotherapist in the Day Therapy Centre at Coppin Community Hostel.

There is a growing appreciation of the need to provide medical, nursing and allied health undergraduates with exposure to well-structured and supervised teaching in the field of clinical gerontology including supervised practice placements in high quality residential aged care and community care settings. This includes care at the health service-aged care interface such as transition care, low intensity rehabilitation and the maintenance of functional independence and social participation.

Ideally this involves exposing health care undergraduates to planned and supervised clinical experience in services that offer a model of current best practice.

The broad range of services and associated activities at the Moubray Street Site offer a particularly positive and multifaceted placement for clinical undergraduate students. This will be further enhanced by the quality of the facilities that will be present in the new aged care development currently under construction.

The presence of students and their supervisor generally enriches the level of on-site clinical practice.

There is a growing international trend toward inter-professional learning in health professions. Hence, given our past and existing involvement in allied health and nursing education, there are prospects for an increasing role of Royal Freemasons in innovation and best practice in undergraduate clinical geriatric medicine and gerontology education.

During 2010, in addition to a number placements of undergraduate and postgraduate Medical, Nursing, Physiotherapy, Occupational Therapy, Speech Pathology and other students, we began taking Exercise Physiology Students from the University of Ballarat. We are focusing on establishing an increasing role for Royal Freemasons in professional education in 2011 and beyond.

## Helping Hand in Research

A Best Practice and Research Fund was established by our Trustees in November 2006 with a direct initial contribution from the Trustees and a further contribution from the Keith and Aya Thornton Fund. We have been fortunate to use these funds to employ Marie Vaughan. Marie has a Masters of Nurse Practitioner in Aged Care qualification and excellent research and teaching skills. Her appointment facilitates ongoing optimal collaboration between all of the academic research faculties with whom we are involved and our own management and staff teams. Her role and capacities ensure dissemination of beneficial practice change throughout our organisation.

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## Innovations in Therapy

For the past six years the Aged Care Standards and Accreditation Agency has been conducting what it terms 'Better Practice' events nationally to showcase examples of innovative programs, initiatives or activities being delivered within the residential aged care sector. The Royal Freemasons Therapy Scholarship program was selected for inclusion in the Better Practice Event held in Melbourne in September 2009. The support of final year music therapy students over the past two years has allowed us to overcome the serious shortage of qualified professionals in this important field.

There is increasing evidence that exercise programs which challenge and enhance balance, as well as strength, are effective in the prevention of falls in older people. Tai Chi appears to have particular benefits in this regard. Therefore, we conducted a Tai Chi training workshop which will now allow us to run Tai Chi courses based within the physiotherapy services at all of our residential and day therapy facilities.

The facilitation of exercise by encouraging older people to participate in an activity within an interesting and pleasurable framework can be a very successful strategy. Thus our Occupational Therapists developed a project at Colbran Lodge whereby the residents were helped in the painting of a mural which was very successful as it was both enjoyable and productive.



New technology can also be exploited in this regard. We have purchased and begun using Nintendo Wii Video Games with the clients which requires participation in balance and movement exercises which has proved to be enjoyable and beneficial.

With similar aims, a dance and movement group has also been developed by Jane Guthrie, a member of the physiotherapy staff who also holds qualifications in the fields of dance and movement.

*Katie Fisher (Allied Health Services Coordinator) with DTC Hanni Mezey*

# OUR COMMITMENT TO CLIENTS

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*We are committed to promoting the well-being of our clients by:*

**Providing** a diverse range of quality care and accommodation options for older persons.

**Continuing** to adapt our programs, facilities and services to meet changing client needs and preferences and evolving models of best practice.

**Developing** an advanced level of expertise in relation to the health, well-being and care of older persons.

**Ensuring** that our staff are appropriately qualified, trained and resourced to provide high quality services.

**Recognising** personal, social, spiritual and recreational needs as well as physical ones.

**Offering** the security and reassurance of ongoing care to our residents.

**Actively** seeking and valuing client feedback including complaints.

**Responding** to each client's preference in the delivery of care and services.

**Treating** clients with respect, warmth and friendship.

**Providing** an appropriate level of treatment to all clients on the basis of need regardless of gender, race, nationality, religion, belief or financial circumstances.

**Protecting** the privacy and confidentiality of clients' personal, financial and health information.

**Offering** opportunities for interaction and activity while respecting the right to quiet and privacy.

**Creating** an attractive, functional environment and ensuring that our buildings, gardens, grounds and equipment are well maintained.

**Providing** an appealing and nutritious food service responsive to individual needs and preferences.

**Complying** with all legal and statutory requirements.



*Left to Right: Avis Gross, John Russell,  
Amy Deans and Bob Leask*

# REDMOND PARK EXCEEDS EXPECTATIONS

*Redmond Park has been a successful and elegant beginning for our new Retirement Living division gaining popularity and intrigue amongst residents, employees, the marketplace and other aged care providers.*



CONTINUUM OF CARE



The final touches were completed on 21 September 2009 and occupation of the building was substantially completed by late October 2009. This superb retirement living development, previously called Princes Hill Village, represents an exciting evolution of the Royal Freemasons' provision of retirement living and aged care services.

Redmond Park is our first premium retirement apartment development to offer this very high standard of quality accommodation, shared resident recreational spaces and of course the renowned Royal Freemasons' resident care, should residents ever require it.

Located in a broad leafy street in the historical area of Princes Hill in North Carlton, the building, and in particular the new two floors, offer spectacular and sweeping 360 degree views of the surrounding areas including Princes Park, the Melbourne city skyline and the Dandenong ranges.

Redmond Park is now a stylish seven storey development offering a mix of one, two and three bedroom apartments. In addition to a range of features to satisfy the lifestyle needs of younger retired persons, the site provides constant staffing and caters for those residents in need of support services as they grow older. As part of the broader Royal Freemasons community, residents will also enjoy access to our Outreach Community Care program and our Residential Care facilities, if the need arises.

Pleasingly, with all apartments sold, this project has generated a significant development profit and is expected to contribute positively to the long term financial viability of Royal Freemasons.



# FUTURE RETIREMENT APARTMENTS

## Streeton Park Underway

In June 2009 our Trustees completed the acquisition of land on Vine Street in Heidelberg for \$8.3M for the purpose of developing retirement apartments. This was the first step in implementing a proposal to build a retirement apartment complex on a site similar to Redmond Park, albeit slightly larger consisting of 85 apartments. *(Right: view from the top floor)*

The project has been utilising the Redmond Park project team comprising of Royal Freemasons, Premier Partners, Care Capital Australia, Behmer & Wright, Thomson Adsett Architects, Prowse Consulting and SAE Creative. When finished, the development will offer spectacular views from its stunning location, perched on the banks of the Yarra River. Residents will be able to enjoy all the benefits the surrounding area has to offer with walking trails running through beautiful parkland, the range of specialist stores found in Heidelberg Village, as well as the convenience of being close to major hospitals and other health care facilities.

The project was submitted to Council for planning approval in April 2010. The duration of this stage is uncertain but once planning approval is received we expect the project to take a further 2 years for completion therefore currently early 2013 is planned.



The development will feature a number of different apartment styles ranging from 80-130m<sup>2</sup> all with access to a number of impressive shared spaces including spacious lounges, dining rooms, a television room, secure parking and much more.

Persons interested in purchasing an apartment can register on our website to obtain updates on the project and the option of buying before they are released for general sale.

## Moubray Street Apartments

We expect to commence planning on another major retirement apartment development to be built on the western half of our Moubray Street site following the demolition of the existing hostel buildings. This site, adjacent to the prestigious St Kilda Road precinct, should perfectly complement our other developments at Heidelberg and Carlton and establish Royal Freemasons as a major provider of high quality retirement apartment accommodation.

The size and configuration of this development has yet to be determined and will depend on detailed market research and project feasibility analysis which will be undertaken next year. It is likely that the commencement of the project will be delayed until after the success of the Heidelberg project is assured and at this stage it would appear unlikely that this development will open before 2015.

# INDEPENDENT LIVING UNITS

## Fresh New Names

As part of our recent rebranding process we have been looking at the names of our independent unit developments. With the exception of our three properties in Brunswick which are named in recognition of the Marjorie Nunan Memorial Homes Society, all sites were called Masonic Court with the third word in the name stating the suburb or town, for example, Masonic Court Ballarat and Masonic Court Coburg.

Consideration was given to the suitability of these names having regard to falling demand from Freemasons and the perception in the local communities that only Freemasons were eligible for admission. An alternative name, intended to have broad local appeal was selected for each site and submitted to residents for their consideration. Pleasingly there was a high level of support for the new names which have now been formally adopted. The new names are outlined in the table to the right.

## Geelong Refurbishment

At Acacia Court in Geelong we have undertaken works during the year to fully upgrade the bathrooms in all 16 units at a total expenditure of \$123,532. This development, built in 1984, has been extensively upgraded over the past five years with works totalling \$485,000 in order to meet the current community needs and expectations. The works undertaken include installation of lifts, provision of a community room, plastering of internal exposed brick and the recent bathroom upgrading. The changes have lifted the presence of the facility and have been welcomed by residents.



### New names of the ILU developments

|                            |                                  |
|----------------------------|----------------------------------|
| Ballarat - Lalor Court     | Murrumbeena - Boyd Court         |
| Coburg - Jacaranda Court   | Sunraysia - Banksia Court        |
| Geelong - Acacia Court     | Swan Hill - Murray Gardens Court |
| Mooroopna - Goulburn Court |                                  |



# CARE DIRECT TO YOUR DOOR

*As a pioneer of Community Care, it is particularly pleasing to see the division grow from strength to strength, meeting the increasing demand for this valuable community service.*

*Our Community Care division continues to provide an exceptional level of support and care services to elderly people across Victoria. Based at our three Outreach offices, the Community Care team deliver individually tailored care packages to clients based on their circumstances and preferences. This enables elderly Victorians to remain where they want to be; in the comfort and security of their own home.*

## Aged Care Approvals Rounds

Royal Freemasons has been pursuing its objective of increasing our involvement in the delivery of home based community care over the past year. Unfortunately the ability to achieve this objective is limited to our ability to succeed in the highly competitive annual Aged Care Approval Round (ACAR) process. A great deal of effort is invested in these applications but our level of success is usually modest when compared to the number of places sought.

Our Outreach program was allocated 10 Community Aged Care Packages (CACP) in the Eastern Metropolitan region in July 2009 for the 08/09 ACAR. The allocation comprised of five general places and five places with priority access for Veterans.

A further application was submitted for the 09/10 ACAR in March 2010. The application sought a total of 120 Community Aged Care Packages (CACP), 60 Extended Aged Care at Home (EACH) packages and 40 EACH Dementia places. Applications were submitted in all four Melbourne metropolitan regions and we are still awaiting a decision on these applications.

As at 30 June 2010, the Outreach program was providing home based care to a total of 348 clients including 288 CACP packages, 30 EACH packages, 12 EACH Dementia packages and 18 Community Transition Care places.



*Ted Elton-Montruin, Boyd Court resident and Outreach client with Lauren Watson (General Manager Community Care)*

*Edwin Eames, Outreach client &  
Boyd Court resident with Marcus  
Foender, Outreach client*

## Outreach Sites Receive Exceptional Rating

A Quality Reporting Framework for the community care programs of CACP, EACH and NRCP (National Respite for Carers Program) was commenced in July 2005 for service providers to report on how their programs meet the community care standards. All Outreach sites easily achieved all designated outcomes in the first three year cycle. This success was repeated again when every site achieved all outcome targets in December 2009.

The Department Officers advised that all sites achieved the highest possible outcome by demonstrating effective processes and systems to support meeting our obligations under the Aged Care Act 1997 for CACP, EACH and EACHD. The Department considers that these systematic approaches will enable the provision of a quality service that is responsive to service recipients' needs.

The Outreach team always looks forward to the opportunity to discuss, demonstrate and verify the robust processes and continuous improvement mechanisms that are in place to ensure quality care for all Outreach clients.



## New Eastern Office Opens

The previous Eastern Outreach Office operated from Glen Waverley since 2002. Throughout this time, we experienced three expansions in package numbers and therefore the office was no longer large enough for our operation. We were extremely fortunate to locate a suitable larger property for lease in nearby Mount Waverley prior to the expiration of the lease. The new office provides Outreach with ample space and parking to meet its current needs and allows for future planned program growth.

An official opening of the new Eastern Outreach office was held on Thursday July 15th 2010 with clients, members of the community and employees all in attendance. We were especially appreciative to have our Deputy Chairman Mr Roy Alderton and Managing Director/CEO Graham Shotter present for the event. The formal opening and ribbon cutting was conducted by Mr Roy Alderton.

# EXCITING CHANGES AT MOUBRAY STREET

*The first monumental signs of the exciting changes were visible on the day the façade of one of the original buildings was removed and gently positioned on the site for safe keeping. The historic façade will complete the exterior of the new Moubray Street site development and will fuse the past with the future of Royal Freemasons.*



A new multipurpose aged care facility has emerged from the ground at our Moubray Street site and now proudly fronts Punt Road. The new building is a very tangible expression of our commitment to maintain a position of leadership in the provision of high quality residential aged care, while we pursue growth in community care and retirement living.

Importantly, this impressive contemporary four storey building will help raise the public's level of awareness of Royal Freemasons in general and of our Moubray Street site in particular. For too long we have been the 'quiet achiever', maintaining an excellent reputation, but a low public profile.

Construction on this \$29M project commenced in November 2009 and when the facility opens in June 2011 it will include a stunning four storey atrium at the entry with reception, a café, shop and hairdresser and a central courtyard garden.

The historic façade of Coppin Hall, the Chapel and formal gardens fronting Punt Road will be retained, although the central lawn will be reduced in size to accommodate the new building.



Upon opening it will include 48 hostel level places, 36 transition care places, 36 high care places, a 17 place secure dementia unit and a Day Therapy Centre. The range of care options on site will mean that very few residents will need to leave to obtain ongoing care when their needs increase.

The internal presentation and décor will provide an elegant, noninstitutional environment that we hope will change the negative connotation associated with residential aged care. Indeed they may well be feigning frailty just to get in.

Importantly it has been built to a standard that will allow it to meet community expectations for the next

50 years and provide flexibility so that we can readily adjust to future changes in the dependency of residents.

The construction of the new aged care facility on the eastern half of the site will allow hostel residents to transfer to the new building before commencement of the second stage, where existing hostel buildings will be demolished to make way for a retirement apartment development on the western half of the site.

To assist residents, families, staff and friends share in this experience we have installed three web cams linked to our website [www.freemasons.net.au](http://www.freemasons.net.au) that give a real time view of the site from various angles.

# STRIVING TO MAKE A DIFFERENCE

## iCare Implementation

The most exciting and profound change to the fundamental operation of our residential facilities has occurred this year with the commencement of the implementation of the iCare electronic health record program in September at Darvall Lodge.

The iCare electronic health record is the most widely adopted computerised documentation solution within residential aged care facilities in Australia. Essentially, iCare replaces traditional paper medical files and records with an electronic medical record. Clinical assessments, individualised care plans and progress notes are all created and maintained in the iCare system.

iCare facilitates an improved quality of documentation while reducing duplication and the time previously spent in maintaining handwritten documentation. It provides for better care management practices through the automatic collection of clinical data and is an important tool to support compliance requirements for accreditation.

After comprehensive planning, training of staff and the creation of dedicated workstations, iCare will be rolled out at all our residential facilities by mid 2011.

As Darvall Lodge was the first site to implement the new software, staff are commended for the enthusiastic and committed manner in which they have embraced such a significant change to their daily work.



*Nadiya Storojenko (Lifestyle Program Manager) with Darvall Lodge residents*

## Expansion in Residential Transition Care

In June 2010 our residential Transition Care program increased from 24 to 27 places. Plans are in place for a further expansion to 36 places by the time we move into the new Moubay Street building planned for July 2011.

The transition care program is operated in conjunction with Caulfield General Medical Centre and provides rehabilitation and assessment to elderly patients following an acute health episode. The key objective of the program is to allow patients to return to the most appropriate care setting where their independence can be maximised.

## Double Room Conversion

Darvall Lodge was extensively upgraded and enlarged in 2004 to eliminate existing three and four person bedrooms thereby increasing occupancy from 60 to 72 residents. The subsequent years have seen a large increase in new single room facilities in the Noble Park area and this 'overbedding' has caused extensive vacancies throughout the local area. In order to address these occupancy issues at Darvall Lodge we have reluctantly decided to convert 12 double rooms into very spacious, attractive single rooms. This will reduce the maximum occupancy back to 60 residents. This decision will adversely affect the facility's financial performance but will maximise our viability of retaining full occupancy in the remaining 13 double rooms.

Similar resistance to double rooms has been recently evident at Gregory Lodge in Flemington and Centennial Lodge in Wantirna South but fortunately we only have a handful of double rooms at these locations.

### Students Make Impact

A group of secondary students from Knox Secondary College have been making weekly visits to the residents at Centennial lodge. The residents have thoroughly enjoyed the company of the students and look forward to their arrival each week. The students work and assist residents with a range of lifestyle activities such as gardening, wheelchair maintenance, writing up resident's life stories, creating art work, and making music.

The fun and special relationships that this association has provided



*Matt, Knox Secondary College student, with Centennial Lodge resident Alfred Soar*

culminated in an afternoon of musical presentation by the students which included solo and group vocal and instrumental performances.

The students presented residents with four large timber framed paintings which depict a little girl growing up through the four seasons. These wonderful paintings are now on proud display in the dementia unit.

This type of program involving a local school or other community groups are a common element of the Lifestyle Programs which operate within our residential facilities and there is no doubt that they enrich the lives of our residents and the students as well.

### Interior Design Review

First impressions upon entry of a residential aged care facility can make or break a decision to apply for admission.

Therefore, we commenced a review of the presentation of our four residential aged care facilities in May 2010 to ensure we are providing a living and working environment which is as attractive and noninstitutional as possible.

There is an almost irresistible pressure on facilities from the need for signage and equipment to support operational requirements and the need to inform and educate residents, staff and visitors that the environment can look more like a public hospital than a real home. We are determined to reverse this trend.

A wide range of initiatives are currently underway to allow us to meet various legislative and operational needs whilst still maintaining an attractive and comfortable environment we can be proud of and showcase.

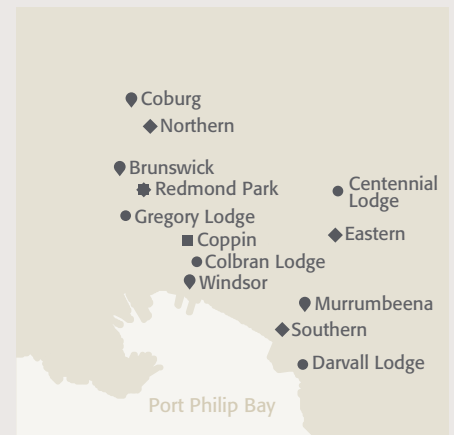


### Dementia Wing Planned

After considering a range of options for the enlargement of Centennial Lodge in Wantirna South, the Board adopted a model involving a new 24-bed extra service wing to be built on adjoining land as the preferred solution.

The existing extra service unit would become a secure dementia unit under this proposal. An application was made in the 2009 Aged Care Approvals Round for 24 high care places to facilitate this enlargement. The enlargement of this attractive and popular 75 bed facility will both improve its financial performance and allow us to address some existing deficiencies with its kitchen and laundry.

# ACCOMMODATION & FACILITIES



## KEY

- ✱ Retirement Apartments
- 📍 Independent Living Units
- ◆ Community Care (Outreach)
- Residential Low Care
- Residential High Care



| Facilities & Packages Available             | Retirement Living                      |                                | Community Care           | Residential Care                         |                        |                             |
|---|--|--------------------------------|--------------------------|--|------------------------|-----------------------------|
|   | Retirement Apartments<br>61 Apartments | Independent Units<br>149 Units | Outreach<br>348 Packages | Low Care<br>156 Rooms<br>Total 408 Rooms | High Care<br>252 Rooms | Transition Care<br>28 Rooms |
| Residents Accommodated as at 30 June 2009   | Under Construction                     | 173                            | 317                      | 109                                      | 246                    | 24                          |
| Admissions During Year                      | 85 Residents                           | 19                             | 234                      | 130 total                                |                        | --                          |
| Discharges During Year (Including Deceased) | 1                                      | 34                             | 205                      | 160 total                                |                        | --                          |
| Residents Accommodated as at 30 June 2010   | 84                                     | 158                            | 346                      | 327 total                                |                        | 28                          |
| Awaiting Admission at 30 June 2010          | 6                                      | 30                             | --                       | 3 total                                  |                        | --                          |
| Number of Males                             | 40%                                    | 40%                            | 30%                      | 25%                                      |                        | --                          |
| Number of Females                           | 60%                                    | 60%                            | 70%                      | 75%                                      |                        | --                          |



# TRUSTEES & DIRECTORS

The Freemasons Charitable Institution (the Trustees) was established under a Crown Grant in 1867 and then in 1886 changed the name to the Freemasons' Homes of Victoria which remained unchanged for another eighty years when in 1967 in recognition of a century of meritorious service Her Majesty Queen Elizabeth II granted the use of the Royal prefix. Since that date the Trustees have administered the organisation's operations through The Royal Freemasons Homes' of Victoria various Committee structures but more recently, and up to June 1998, through the former Board of Management.

In March 1998, the Trustees established the Royal Freemasons' Homes of Victoria Limited, a Company limited by guarantee. Royal Freemasons' Homes of Victoria (the Trustees) continues to operate under the Crown Grant and to own all the freehold property.

In June 2009 the Company name was changed to Royal Freemasons Limited. This decision was made following a comprehensive audit of the existing brand to determine how well it would serve us in appealing to residents, clients, staff and other key stakeholders both now and in the future.

The evaluation concluded that while the organisation was highly regarded by all stakeholders the brand was generally considered old fashioned and in need of updating so that it would fully represent the organisation as it is today and as it will be in the future with the expected ongoing growth in community care and retirement living options.



*From left to right: Garry Sebo, John Chanter and John Evans*

The Trustees have entered into an Operating Agreement with the Company, which provides for the Company:

- To meet the objectives of the Operating Agreement in place with the Trustees for the conduct of the business of the Homes as an aged care provider;
- To be the 'Approved Provider' under the Aged Care Act 1997 and hold and operate Commonwealth bed operating licences;
- To enter into all Residents' and other necessary Agreements;
- To employ the staff; and, to lease the freehold premises from the Trustees.

While the Company has the same tax exempt status as the Trustees, all donations, bequests and contributions from Philanthropic Trusts, organisations and individuals are applied for and received by the Trustees of Royal Freemasons.

## Trustees

### **M.Wor.Bro. G. J. (Garry) Sebo, LLB. Hons., B.Juris., F.C.P.A., F.T.I.A., PGM**

Partner (Taxation) at Hall & Wilcox, Lawyers. Trustee, The Taylor Foundation. Appointed Trustee in 1994. Grand Master, Freemasons Victoria 2007.

### **Rt.Wor.Bro. J. R. (John) Chanter, B.Comm., C.P.A., PDGM**

Retired Executive, Amcor Business Services. Former Member of Board of Management, Royal Freemasons Homes of Victoria, 1982-1998 and Past Chairman. Director, Royal Freemasons' Homes of Victoria Limited 1998-2001. Appointed Trustee in July 2005.

### **M.Wor.Bro. J. R. (John) Evans, LLB., LL.M., PGM**

Partner in Donaldson Trumble Lawyers Pty Ltd. Former Honorary President, Royal Freemasons' Homes of Victoria Ltd., Trustee of The Taylor Foundation. Grand Master, Freemasons Victoria 2003 - 2005. Appointed Trustee in June 2007.

#### **Solicitors**

Russell Kennedy, Corrs Chambers Westgarth

#### **Bankers**

ANZ Banking Group

#### **Auditors**

Danby Bland Provan & Co

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## Company Directors

### **V.Wor.Bro. B. J. (Bruce) Stockdale Dip. Bus Studs. (Accounting), Dip. Fin. Planning, PGIWkgs, Chairman.**

Fellow – National Taxation and Accountants Association. Sole Practitioner – Accounting, Taxation, Business Consultants. Financial Planner. Elected Deputy Chairman October 2006. Appointed Director October 2001.

### **V.Wor.Bro. J. R. (Roy) Alderton, F.C.C.A., F.C.P.A., F.C.I.S., A.F.A.M.I., G.Treas.**

Retired Businessman and Accountant in Public Practice. Former Marketing Executive. Appointed Director October 2006.

### **Wor.Bro. G. S. (Graham) Shotter, F.A.I.M., F.A.I.C.D., PGStdB, Managing Director**

Secretary, Trustees Royal Freemasons, Secretary, The Taylor Foundation, Director and Trustee Health Super Superannuation Fund, formerly Director and President Aged and Community Care Victoria Limited., formerly Group General Manager, Australian Unity Retirement Villages. Former Member of Board of Management Royal Freemasons' Homes of Victoria and Executive Director 1995-1998. Appointed Director March 1998.

### **Dr. S. (Sonia) Allen, R.N.Div 1., R.M., PhD., M.A.C.S., Grad.Dip. Hlth Sc. (Community), B.H.S.M., F.C.H.S.E., C.H.E., A.F.A.I.M., M.R.C.N.**

Clinical Educator, Researcher ~ Gippsland School of Medicine and School of Nursing and Midwifery. Appointed Director July 2008.

### **Rt.Wor.Bro. P.L. (Peter) Bradley, R.N. Div 1, Grad. Dip. App. Sc. (Ex Rehab), Dip. Bus. (HR), PJGW**

Nagambie Health Care. Appointed Director October 2007.

### **Wor.Bro. I. D. (Ian) Buckingham., B.App. Sc., MBA., F.R.M.I.T., M.P.E.S.A., M.A.A.P.G.**

Executive Chairman, CNG-TM Pty. Limited., Managing Director Anderson & Schwab Australia Limited, Director VicSport and former Managing Director & CEO Panaegis Gold Mines Limited. Appointed Director December 2007.

### **Rt.Wor.Bro. D.W.R. (Denis) Henry, PJGW**

Managing Director, Melbourne Trailer and Caravan Supplies Pty. Ltd. Appointed Director February 2009.

### **Dr. E. M. (Mano) Thevathasan, M.B.B.S., Hon. Monash, F.R.A.C.P., F.A.Ch.P.M.**

Consultant Physician in Rheumatology and Palliative Care. Former Chairman, Royal District Nursing Service, Board Member, Peninsular Hospice Service. Appointed Director October 2007.

### **V.Wor.Bro. I. L. (Ian) Wollermann, B.A. Dip.ED., M.A.I.B.B., M.F.C.A., C.E.A., M.R.E.I.V., PGIWkgs**

Managing Director of I.L. Wollermann Pty. Ltd. Appointed Director October 2009.

### **Mrs. K. W. (Wendy) Wood, R.N., B.N., M.H.A., A.F.A.C.H.S.E., M.R.C.N.A., M.C.O.S.A., M.C.N.S.A.**

Deputy CEO, Director of Nursing and Operations, Peter MacCallum Cancer Centre, A.C.H.S. Surveyor. Appointed Director October 2009.

### **Bro. R. G. (Russell) Croker, Dip. Arch. (Hons.), R.I.B.A., F.R.A.I.A.**

Architect, Director – Health Science Planning Consultants Pty. Ltd, Architects and Health Planners. Appointed Director October 2003. Retired October 2009.

### **Rt.Wor.Bro. A. J. (Tony) Bucca, LLB., BA., PSGW**

Legal Practitioner and Partner, JFS Lawyers. Former Member of Board of Management (Royal Freemasons' Homes of Victoria) since June 1992. Former Chairman. Appointed Director March 1998. Retired October 2009.

*From left to right: Wendy Wood, Ian L. Wollermann, Dr. Mano Thevathasan, Denis Henry, Peter Bradley, Graham Shotter, Bruce Stockdale, Roy Alderton, Ian Buckingham, and Dr. Sonia Allen*



# EXECUTIVE TEAM

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*From left to right: Dr Sam Scherer, Lauren Watson, Mark Lawrence, Simon Sloan, Graham Shotter, and Pauline Bates*

## Executive Team

**Dr Sam Scherer**

General Manager, Medical Services

**Lauren Watson**

General Manager,  
Community Care & Retirement Living

**Mark Lawrence**

General Manager, Finance

**Simon Sloan**

General Manager, Facilities and Administration

**Graham Shotter**

Managing Director

**Pauline Bates**

General Manager, Residential Care

# OUR COMMITMENT TO STAFF

*We are committed to creating a work place, which facilitates both productivity and the well-being of staff by:*

**Providing** an efficient, attractive, pleasant and safe working environment.

**Promoting** supportive, cooperative working relationships between staff and establishing an environment of openness and trust between management and other staff.

**Valuing** the views of staff and encouraging the free exchange of ideas and opinions between staff at all levels.

**Maximising** staff involvement in the organisations' evolving vision and initiatives and seeking to inspire staff to support and be responsible for the attainment of its goals.

**Expecting** staff to be responsible, flexible, innovative and hard working.

**Supporting** the professional growth and promotion of staff through the provision of regular feedback, formal assessment, guidance, training programs and opportunities for greater responsibility and promotion.

**Providing** employment, training, rewards and promotion opportunities strictly on the basis of merit, free from all discrimination or favouritism.

**Ensuring** that the workplace is free from all types of harassment and discrimination and is intolerant of insensitive, divisive or hurtful behaviour.

**Respecting** the privacy of information, which is confidential to either this organisation, its clients or staff.



*Sandra Nyholt (Physio Assistant) &  
Gregory Lodge resident Antonio Ursida*

# PASSING THE TORCH

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Graham Shotter announced his intention to retire as Managing Director and Chief Executive Officer of Royal Freemasons Limited in October 2010 at the conclusion of fifteen years of dedicated service to the organisation.

Graham commenced as the Executive Director of the former Royal Freemasons' Homes of Victoria in October 1995 and subsequently becoming Managing Director of the Royal Freemasons Homes of Victoria Limited upon its incorporation as a company in May 1998. During his time with the organisation, Graham has also had the added responsibility of being the Secretary to the Trustees of Royal Freemasons Homes of Victoria as well as Secretary of The Taylor Foundation, a public charitable foundation of which the Trustees are the sole beneficiaries.

During his time in this role there has been considerable change and Royal Freemasons Limited takes much pride in the many achievements which have occurred under his leadership, which included:

- The successful sale of Centennial House in 1997 and the construction and opening of Colbran Lodge Nursing Home, Gregory Lodge Nursing Home and Centennial Lodge Nursing Home.
- The rationalisation of or significant upgrading of Independent Living Units located in Sunraysia, Swan Hill, Mooroopna, Moe, Wangaratta, Bairnsdale, Warrnambool, Coburg and Geelong. He also had much pleasure in negotiating the arrangements for the gifting of the former Marjorie Nunan Homes for the Elderly, whose three ILU sites located in Brunswick now form such an important role for the organisation.
- The planned growth of the Community Care Outreach Program from 18 to 348 places, together with the establishment of the very successful Transition Care Program.
- The establishment of Royal Freemasons Limited as an employer of choice attracting a high calibre of professionally qualified, loyal and dedicated staff at every level in the organisation.

Graham speaks with great pride about his Executive Management team, whom he regards as second to none in the country and who have served together for 13 of his 15 years in the role.

The recent completion of the hugely successful retirement development, Redmond Park, works now in progress to completely rebuild the Moubray Street site and plans to develop 85 Retirement Units in Heidelberg he regards as being the "crest of a wave" to retire on.

Graham is very grateful to the Trustees, the Board and the Executive Team for their support and encouragement which enabled him to play an active role within the aged care industry both at the State and National level culminating in an unprecedented six year term as the State President of Aged & Community Care Victoria Limited.

The Trustees and Board Director have expressed their appreciation to Graham for the exemplary manner in which he has 'stewarded' our assets and lead the organisation through a period of dynamic change, in a very complex and challenging business environment.

Although stepping down from his previous position we are delighted that he has agreed to stay on in the less demanding, part-time role of Bequest Manager following the decision of Rod Rowe to retire from this position.

A main priority which he will be pursuing after his 'retirement' is a well-earned rest and travel with his family and wife, Annie, through Europe.

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# WELCOME TO THE TEAM

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*Getting ready to step into the leading role of Chief Executive Officer of Royal Freemasons Limited, Felix will hit the ground running. With an extensive background in the health sector and the skills to motivate staff and lead the organisation to the next level.*

*On behalf of the entire organisation, we welcome Felix to the team and look forward to working together.*

It is with great pleasure we welcome Mr. Felix Pintado as the new Chief Executive Officer for Royal Freemasons Limited. Felix has an impressive background within the health sector which will have an immediate impact on the organisation.

Felix has over 20 years' leadership experience in the health service industry, having held senior executive positions in general and specialist public health services in Victoria and New Zealand.

Felix was Chief Executive of Latrobe Regional Hospital for seven years, achieving the Victorian Premier's award for most outstanding regional health service in 2006, before taking up the role of Chief Executive of Dental Health Services Victoria, the state's leading public oral health agency in 2008.

Among his many positive attributes Felix will bring with him a vast range of skills. He has firsthand knowledge and experience in population-based health planning and a strong commitment to reducing inequalities in health and focusing on health advancement. Felix has been given accolades for his unique strategies used to rejuvenate and motivate teams to encourage innovation and manage change. He also has extensive experience in successful major health services capital redevelopment projects which will no doubt be beneficial to Royal Freemasons moving forward.

Felix holds a Master of Health Administration, a Graduate Diploma in Health Services Management, a Graduate Diploma in Education and a Bachelor of Theology. He is a Fellow of the Australasian College of Health Service Management and a Fellow of the Australian Institute of Management. He is also a member of the Australian Institute of Company Directors and holds the following directorships; Board Chair of Health Purchasing Victoria, National Treasurer of the Australian Healthcare & Hospitals Association, State Branch Councillor of the Australasian College of Health Service Management, Nonexecutive Director of the Victorian Healthcare Association, and Member of the Advisory Board of TLC Aged Care Pty Limited.

He has recently resigned from the latter two directorships to take up the position of Chief Executive of Royal Freemasons Limited. He will officially commence his appointment on 13 December 2010.

# SETTING THE BENCHMARK

## 28 Years of Dedication

Allied Health and Day Therapy Centre (DTC) Coordinator Pamela Thompson decided to retire in July 2010 after a remarkable 28 years of dedicated, highly professional service and leadership in physiotherapy and allied health.

Under her leadership the DTC transferred from Centennial House to Coppin Community Hostel and acquired the critical mass of highly skilled allied health professionals which allowed us to consolidate emerging opportunities in research and innovation, including fall and fracture prevention, pain management, Transition Care, Outreach, as well as in undergraduate education and scholarships in the allied health field.

Pam has been a passionate believer in the science and art of physiotherapy, particularly as it applies to the common activity limitations of older people. Pam was a gentle master in overcoming many challenges, including the disinclinations of many of her clients, to enhance the lives of so many people in her care.

Her retirement was marked by a farewell afternoon tea for residents and staff. Pleasingly the 120 people attending included many former members of staff.

## Retirement of Rod Rowe

Our Bequest Manager, Rod Rowe has also announced his intention to retire on 21st October 2010 after 12 years of dedicated service in this most important role. Rod's integrity, high ethical standards, sensitivity and sound judgement have been evident to all who have met and worked with him. We are pleased however to have a capable successor in Graham Shotter who can build on his work.

We wish Rod and his partner Kate all the best for a well deserved enjoyable retirement.

## Transition Care Appointment

In early 2010 Dr Seema Parikh was employed by Alfred Health, based at Caulfield Hospital, to support Assoc Prof Sam Scherer as the second Geriatrician working in our growing Transition Care Program (TCP), which is conducted in partnership with Alfred Health. Dr Parikh works part-time at Moubay Street site and also provides support for the community arm of TCP delivered through our Southern Outreach Program.

Dr Parikh completed her training in Geriatric Medicine in Australia and has recently completed an additional Fellowship in Geriatric Medicine Master of Public Health in Clinical Effectiveness and Epidemiology and awarded a Master of Public Health in Clinical Effectiveness and Epidemiology from Harvard University.



*Karen Millar (Lifestyle Program Manager)  
with CCH resident Alma Patterson*



*Centennial Lodge resident  
Mignon Roberts with Emily  
(Music Therapist Student)*

### **Lorna Chapman Award**

The Lorna Chapman Award is one of the ways in which Royal Freemasons is able to express its appreciation to our wonderful staff for their supreme efforts. The 2009 Lorna Chapman Award for extraordinary service to residents and clients attracted a total of 28 nominations for staff across the entire organisation. The judging panel was unable to separate the two most deserving nominations resulting in the announcement of Mandy Reid (Moubray Street Receptionist) and Jenny Kalatzis (Southern Outreach PCW) as joint winners. Mandy and Jenny have certainly set the benchmark for superior care and service to employees, residents and clients.

### **Computer Access Increases**

Personal computers have been installed in all facility staff rooms and at each Outreach office to facilitate computer access by care staff who would not otherwise have access to them. This is particularly intended to assist staff to access internal policy and procedure documents, our redeveloped website, the intranet and medication administration documentation.

Government funding has also been obtained for the Workplace English Language & Literacy (WELL) program to provide basic computer skills and literacy training for care staff in our residential facilities.

Care staff are being encouraged to utilise electronic diaries for day to day operations and instructions in preparation for the imminent introduction of the iCare clinical software system. Pleasingly, the early feedback has been extremely positive.

Internet cafes have also been either introduced or planned for resident use in all residential facilities. These facilities are expected to be completed before the end of the 2010 calendar year.

# DEVOTED TO EXCELLENCE

## Occupational Health & Safety

A vast number of Occupational Health & Safety (OH&S) projects have been implemented in the last year to further improve our workplace safety.

A comprehensive trend analysis was completed on our injury statistics which identified strain injuries had increased inline with the experience of many aged care providers.

In order to address this trend, a No-Lift Revitalisation Manual Handling Program has been implemented at all of our residential facilities and Outreach program sites. The program has been highly successful and has achieved positive feedback from staff and management. At all sites, OH&S committees have operated and actively participated in identifying hazards, conducting workplace inspections and numerous preventative programs.

The total number of registered injuries in 09 /10 was 148 which is a slight increase on the 145 injuries recorded in 08/09. Workers compensation claim numbers have been fairly static since 07/08 however premiums have been negatively impacted by an increase in future cost estimates for existing claims incurred in 07/08.

## New Certified Agreement

A new three year Certified Agreement for all residential employees was finally approved by Fair Work Australia (FWA) on 9 July 2010 after a two year delay. The delay was a result of the uncertainty created by changes in the National Industrial Relations system. The Agreement provides for an 11% increase over the next 3.5 years. In the absence of a new Agreement, Royal Freemasons provided all award employees with a 4% salary increase in July 2008 and July 2009 to ensure that they were not disadvantaged by factors outside of their control.

Work is now underway to finalise a separate, but almost identical, Certified Agreement with our Outreach employees. It is our hope that this Agreement will be certified by FWA in October 2010.

## No-Lift Program Revitalisation

Royal Freemasons was one of the first aged care organisations to introduce a No-Lift policy in its residential facilities in 1996. Our experience has shown that in addition to our regular training programs we need to periodically undertake a major re-release to keep the enthusiasm and momentum going.

During the past year we have engaged Louise O'Shea, a specialist consultant, to launch a revitalisation of our No-Lift program with all carers across our residential facilities and to introduce the No-Lift program into our Outreach program for the first time. The spread of this program to Outreach reflects the growing dependence of our community clients, particularly EACH and Transition Care clients.

The No-Lift program is a people and materials handling program designed to reduce risk of injuries to staff and clients, improve their quality care and comply with legislation and other standards.

OUR PEOPLE

*Centennial Lodge resident  
Lois Cooper with Robyn  
Dowdell (Lifestyle)*



## New Payroll Software Implementation

We received advice in mid 2009 that ACF, our existing payroll software provider, planned to discontinue servicing our current payroll system.

This required us to commence a search for a suitable replacement provider and a complementary rostering system.

Following a lengthy review process, the Board approved the acquisition of the Aurion payroll system and the RosterON rostering system in their April meeting.

The implementation phase for Aurion is expected to be completed in November 2010 and the implementation of RosterON will follow shortly thereafter.

The capable leadership provided by Ashley van Winkel, our Human Resources Manager, through this difficult process is acknowledged.



## Going Above and Beyond

An assessment of mandatory training compliance has revealed that 96% of Residential staff and 90% of Outreach staff have completed the required mandatory training during the past year. These figures are certainly favourable when compared to the national average of approximately 70% compliance across the Aged Care sector.

Computer training modules and self directed learning packages are utilised for staff who are unable to attend scheduled sessions and have proved to be a valuable asset in our program and key to reaching our training and development targets.

As part of the refinement of our site based induction program for new Residential care staff, our buddy program has been re-configured and improved. Specially selected and trained buddies are allocated to new staff to provide them with the necessary support, information and orientation to help employees succeed in transitioning into their new role seamlessly.

A fantastic achievement for Gregory Lodge as they won the 2010 Apprenticeships Plus Award in the category of Safety at Work. Gregory Lodge has hosted trainees in nursing and personal care since 2004 and has placed over 25 trainees in this time.

The Safety at Work category recognises the efforts that hosts make in the areas of workplace safety to protect apprentices, and trainees. Gregory Lodge Division 2 Nurse Kathy Barr previously won the 2009 Apprenticeships Plus Health Nursing and Trainee of the Year Award.

Outreach Division 1 Nurse Michele Taylor has received ACCV accreditation to deliver community training packages to ensure safe medication management for all Outreach clients. This initiative will result in a significant cost saving with the training being conducted in-house.

# ORGANISATIONAL STRUCTURE

| TRUSTEES  |   |  |
|---|---|--|
| <b>Garry Sebo</b> Senior Trustee  | <b>John Chanter</b>   | <b>John Evans</b>  |
| BOARD OF DIRECTORS & MEMBERS OF COMPANY   |   |  |
| <b>Bruce Stockdale</b> , Chairman<br><b>Graham Shotter</b> MD & CEO<br><b>Wendy Wood</b>  | <b>Roy Alderton</b><br><b>Sonia Allen</b><br><b>Peter Bradley</b><br><b>Ian Buckingham</b>  | <b>Ian Wollerman</b><br><b>Denis Henry</b><br><b>Dr Mano Thevathasan</b>   |
| Client Services Committee   | Strategic Review Committee  | Finance, Investment & Audit Committee  |
| MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER   |   |  |
| <b>Graham Shotter</b>   | <b>Annthea Lindsay</b> Assistant  |  |
| FACILITIES & PROGRAMS (SERVING OUR CLIENTS)   |   |  |
| RETIREMENT LIVING   | COMMUNITY CARE  | RESIDENTIAL CARE   |
| <b>Lauren Watson</b> General Manager  | <b>Lauren Watson</b> General Manager  | <b>Pauline Bates</b> General Manager   |
| <b>REDMOND PARK</b><br><b>INDEPENDENT LIVING UNITS</b><br><b>Robert Stodolak</b> Manager  | <b>Margaret Eccleston</b> Care Manager Team Leader<br><b>Nitin Buskalowa</b> Personal Assistant to General Manager<br><b>Robert Stodolak</b> Operations Manager<br><b>Simone Gant</b> Operations Manager<br><b>Diane Harding</b> TCP Coordinator<br><b>Michele Taylor</b> Nurse Consultant<br><b>James O'Meara</b> Nurse Consultant | <b>Michael Browning</b> Training & Development Manager<br><b>Jo Duffus</b> Documentation Manager<br><b>Paul King</b> Quality Coordinator<br><b>Marie Vaughan</b> Research Coordinator<br><b>COPPIN COMMUNITY HOSTEL &amp; COLBRAN LODGE</b><br><b>Stefania Invernici</b> Manager & Director of Nursing<br><b>Gail Wilson</b> Deputy Director of Nursing<br><b>Cedric D'Souza</b> Operations Manager<br><b>Karen Miller</b> Lifestyle Program Manager<br><b>Nell Hill</b> Transition Care Coordinator                               |
| <b>Shyama Vincent</b> ILU Admissions Officer<br><b>ILU: Ballarat</b><br><b>ILU: Coburg</b><br><b>ILU: Geelong</b><br><b>ILU: Irymple</b><br><b>ILU: Mooroopna</b><br><b>ILU: Murrumbena</b><br><b>ILU: Swan Hill</b><br><b>ILU: Brunswick x 3</b> | <b>OUTREACH EASTERN</b> Care Managers<br><b>OUTREACH NORTHERN</b> Care Managers<br><b>OUTREACH SOUTHERN</b> Care Managers<br><b>COMMUNITY TRANSITION CARE</b> Care Managers   | <b>CENTENNIAL LODGE</b><br><b>Lynne Pelgrim</b> Manager & Director of Nursing<br><b>Jeannie Sprie</b> Operations Manager<br><b>Jenny Rule</b> Lifestyle Program Manager<br><b>DARVALL LODGE</b><br><b>Irene Lepustin</b> Manager & Director of Nursing<br><b>Patricia Trevillian</b> Operations Manager<br><b>Nadiya Storojenko</b> Lifestyle Program Manager<br><b>GREGORY LODGE</b><br><b>Yvonne Henderson</b> Manager & Director of Nursing<br><b>Sharon Gell</b> Operations Manager<br><b>Vacant</b> Lifestyle Program Manager |

OUR PEOPLE

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**CENTRAL SERVICES (SERVING FACILITIES & PROGRAMS)**

**MEDICAL SERVICES**

**Associate Professor Sam Scherer**  
General Manager

**DAY THERAPY CENTRE**

**Pam Thompson**  
Coordinator

**Katie Fisher**  
Assistant Coordinator -  
Allied Health Services

**ALLIED HEALTH  
PROFESSIONALS**

**FACILITIES & ADMINISTRATION**

**Simon Sloan** General Manager

**FACILITIES**

**Trish Ferrier**  
Property Manager

**HUMAN RESOURCES**

**Ashley van Winkel**  
Human Resources  
Manager

**Joseph McKeown**  
Human Resources  
Coordinator

**Georgina Shirres**  
OH & S Coordinator

**Lian Xie**  
Payroll Services Coordinator

**MARKETING &  
DEVELOPMENT**

**Jasmine Zwiebel**  
Marketing &  
Communications Manager

**Rod Rowe**  
Bequest Manager

**Jan Paterson**  
Community Relations  
Officer

**FINANCE**

**Mark Lawrence** General Manager

**FINANCIAL SERVICES**

**Prasad Nekkadapu**  
Corporate Accountant

**INFORMATION TECHNOLOGY**

**Veronika Mikac**  
Information Technology  
Manager

# MANAGEMENT TEAM

## Managing Director & Chief Executive Officer

### Graham Shotter

F.A.I.M., F.A.I.C.D.

Managing Director & Chief Executive Officer

### Anthea Lindsay

Executive Assistant

## Retirement Living

### Lauren Watson

R.N., R.M., Grad. Cert. Public Policy and Mgt, Grad. Cert. Community Nursing, Grad. Cert. Promoting Continence, Cert. IV Assessment & Workplace Training

General Manager Retirement Living

### Robert Stodolak

B.Ed, M.Ed, Cert. IV Assessment & Workplace Training, Cert. IV Volunteer Management

Manager, Redmond Park

### Shyama Vincent

Cert IV in Business Management, Associate and Licentiate Teachers' Diploma in Speech & Drama  
ILU Admissions Officer

## Community Care

### Lauren Watson

R.N., R.M., Grad. Cert. Public Policy and Mgt, Grad. Cert. Community Nursing, Grad. Cert. Promoting Continence, Cert. IV Assessment & Workplace Training

General Manager Community Care

### Margaret Eccleston

Grad. Dip. of Counselling, Dip. Applied Sc.(Nursing), Cert. IV Assessment & Workplace Training

Care Manager Team Leader

### Robert Stodolak

B.Ed, M.Ed, Cert. IV Assessment & Workplace Training, Cert. IV Volunteer Management

Operations Manager

### Simone Gant

Diploma in Business, Cert. IV Assessment & Workplace Training

Operations Manager

### Nitin Buskalowa

BA in Business & Accounting, Diploma Business Administration In Accounting & Finance

Personal Assistant GM Community Care

### Michele Taylor

B. Hlth Sc (Nursing), Cert IV Workplace Training and Assessment - R.N., Division 1

Outreach Nurse Consultant

### James O'Meara

R.N. Division 1, Graduate Diploma in Gerontology

Outreach Nurse Consultant

## Outreach Northern

### Jane Trobbiani

R.N. Division 2, Post Grad. Cert Mental Health, Assoc. Dip. Health Sciences

Care Manager, Outreach Northern

### Ngairé Birkett

Associate Dip. Social Science, Advanced Cert. Community & Residential Services, Cert. Therapeutic Massage, Cert. III Home and Community Care

Care Manager, Outreach Northern

### Noreen Harrington

R.N. Division 1, Diploma of Community Service - Welfare Studies

Care Manager, Outreach Northern

## Outreach Southern

### Brenda Rhodes

Cert. III in Aged Care

Care Manager, Outreach Southern

### Kate Eriksson

Cert IV in Community Services (Service Coordination)

Care Manager Outreach Southern

### Anne Reid

Grad. Cert. Case Management, Cert. III in Community Service

Care Manager, Outreach Southern

### Sara Marmo

Cert. III Aged Care & Cert. IV Assessment & Workplace Training

Care Manager, Outreach Southern

### Janelle Wright

Cert. III in Aged Care

Care Manager, Outreach Southern

### Kathy Blayney

Cert. III in Aged Care

Care Manager, Outreach Southern

### Sonia Aberl

B.A., Hons Psychology & Italian, Grad. Dip. Grief and Loss Counselling

Care Manager, Outreach Southern

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## Outreach Eastern

### **Belinda Smith**

Assoc. Dip. Welfare Studies  
Care Manager, Outreach Eastern

### **Christine Phokion**

BA Double Major Psychology/Sociology  
Care Manager, Outreach Eastern

### **Donna Chapman**

Bachelor Applied Science- Occupational Therapy  
Care Manager, Outreach Eastern

### **Evangelia Bayley**

Advanced Diploma Office Administration  
Care Manager, Outreach Eastern

### **Ann Kenna**

BA/BSW, R.N. Division 2, Certificate in Grief and Loss Studies, Patient Choices Consultant, Southern Health, Cert. IV Assessment and Workplace Training  
Care Manager, Outreach Eastern

### **Jenny Morris**

Diploma in Frontline Management, Cert IV Community Service - Lifestyle and Leisure  
Care Manager, Outreach Eastern

### **Kelly Murphy**

R.N. Division 2  
Care Manager, Outreach Eastern

### **Vicki Walker**

Cert III In Aged Care  
Care Manager, Outreach Eastern

## Community Transition Care

### **Diane Harding**

R.N. Division 2  
Care Manager/Coordinator

### **James O'Meara**

R.N., Division 1, Graduate Diploma in Gerontology

## Medical Services, Day Therapy Centre & Allied Health Professionals

### **Dr Sam Scherer**

MBBS (Hons), Dip Ger Med, Clinical Associate Professor, Dept of Medicine, University of Melbourne  
General Manager Medical Services

### **Pamela Thompson**

Diploma Physiotherapy  
Coordinator Allied Health Services, Physiotherapist

### **Katie Fisher**

MPhtySt (University of QLD), B Sc (Human Movement Studies), B Ed  
Assistant Coordinator of Allied Health Services - Physiotherapist

### **Sue Kalf**

B.,Sc., (Optometry)  
Optometrist

### **Fiona Adams**

B.Sc Grad Dip Diet.  
Dietician

### **Jenny Laidlaw**

B.A. App.Science (Occ.Therapy)  
Occupational Therapist

### **Anne Beirne**

B.A., Mod. (Hons). Remedial Linguistics, Trinity College Dublin, M.Com Univ. NSW, Sydney  
Speech Pathologist

### **Judy Dixon**

B App Sc (Speech Pathology)  
Speech Pathologist

### **Lynn Morgan**

Diploma Occupational Therapy  
Occupational Therapist

### **Desiree Deravi**

Bachelor of Science, Bachelor of Podiatry  
Podiatrist

### **Amy Barlow**

B. Physio, La Trobe  
Physiotherapist

### **Joanna Parsons**

B, Physio La Trobe  
Physiotherapist

### **Jane Guthrie**

MCSP, B App Sc (Physio), M Ed, Grad Dip (Mvt & Dance), Grad Dip (Rehab Studies), Dip (Dance Therapy), CMA  
Physiotherapist

### **Eliza Kwan**

MPhtySt, BSc (Coaching Science)  
Physiotherapist

### **Hon Mieu**

B Physio (Hons), Grad Dip Ed  
Physiotherapist

## Residential Care

### **Pauline Bates**

R.N. Division 1, B.App. Sci. Adv. Nsg (Admin), Grad. Cert. Health Policy Management  
General Manager Residential Care

### **Michael Browning**

R.N. Division 1, B. App. Sc. Ma. Nsg  
Training and Development Manager

### **Jo Duffus**

R.N. Division 1, R.M., B. App. Sc. Nsg.  
Documentation Manager

### **Paul King**

R.N. Division 2, Cert.IV Business Management, Aged Care Quality Assessor  
Quality Coordinator

### **Marie Vaughan**

R.N. Division 1, B. App. Sc., Grad Dip Nsg Ed., MNP  
Research Coordinator

## Coppin Community Hostel & Colbran Lodge

### **Stefania Invernici**

R.N.Division 1, CNS, ICN, MHSc, PhD Nursing Science  
Manager & Director of Nursing

### **Nell Hill**

R.N. Division 1, Grad. Dip. Health Sc. (Nsg), Grad. Dip. Gerontology, Cert. Continence Management  
Deputy Director of Nursing

### **Cedric D'Souza**

Diploma Hotel Administration and Food Technology  
Operations Manager

### **Karen Millar**

Cert III Allied Health, Cert. IV, Lifestyle & Leisure  
Lifestyle Program Manager

### **Carol Jaffitt**

R.N. Division 1  
Nurse Educator

### **Toni Clyne**

R.N. Division 2  
RCS Coordinator

### **Marie-Clair Blin**

R.N. Division 2  
Clinical Support Nurse

### **Glenda Lee**

R.N. Division 1  
Transition Care Program Coordinator

### **Holly Callahan**

R.N. Division 2  
Clinical Support Nurse

### **Matt Moore**

R.N. Division 2  
Clinical Support Nurse

## Clinical Care Coordinators

### **Diana Goodman**

R.N. Division 1

### **Mary Holliday**

R.N. Division 1

### **Ye (Jane) Jiang**

R.N. Division 1

### **Josephine McMillan**

R.N. Division 1

### **Maureen McNally**

R.N. Division 1

### **Glynis Embury**

R.N. Division 1

### **Natalie Kiloni**

R.N. Division 1

### **John Davies**

R.N. Division 1

### **Halyna Levkut**

R.N. Division 1

### **Audrey Tuvik**

R.N. Division 1

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## Centennial Lodge & Windsor House

### **Lynne Pelgrim**

R.N. Division 1, Frontline Management, Cert. IV Workplace Training & Assessment  
Manager & Director of Nursing

### **Jeannie Sprie**

Cert. IV in Hospitality, Cert. IV Workplace Training & Assessment, Cert. in OH&S  
Operations Manager

### **Jenny Rule**

B.A. App. Science (Occ. Therapy)  
Lifestyle Program Manager

### **Elizabeth Jacobs**

R.N. Division 1  
Nurse Educator

### **Michelle Phillips**

R.N. Division 2  
Quality/ACFI Coordinator

## Care Managers

### **Heather De La Rue**

R.N. Division 1

### **Heather Rundell**

R.N. Division 1, Midwifery Certificate

### **Kathleen Edwards**

R.N. Division 1

### **Susan Sheppard**

R.N. Division 1, Midwifery Certificate

### **Barbara Henwood**

R.N. Division 1

### **Allan Cashin**

R.N. Division 1 Psychiatric Nurse, BA. App. Sc, Grad. Dip. Health Science(Gerontology)

### **Carol Thorpe**

R.N. Division 1

### **Lynette Webb**

R.N. Division 1

### **Maya Vijayakuma**

R.N. Division 1

## Darvall Lodge

### **Irene Lepustin**

R.N. Division 1, Post Grad. Dip.Gerontology  
Manager & Director of Nursing

### **Patricia Trevillian**

Diploma of Business Management, R.N. Division 2, Certificate IV Workplace Training and Assessment  
Operations Manager

### **Nadiya Storojenko**

B.Arts, Diploma in Lifestyle and Leisure, Certificate IV in Workplace Assessment & Training, Diploma in Community Development  
Lifestyle Program Manager

### **Elizabeth Jacobs**

R.N. Division 1  
Nurse Educator

### **Martha Carter**

R.N. Division 2  
Quality/ACFI Coordinator

## Care Managers

### **Inga Matoian**

R.N. Division 1

### **Lavanya Malhotra**

R.N. Division 1

### **Fiona Wong**

R.N. Division 1

### **Lili Bekachvili**

R.N. Division 1

### **Veronica Mason**

R.N. Division 1

### **Inna Shisman**

R.N. Division 1

## Gregory Lodge

### **Yvonne Henderson**

R.N. Division 1, Grad. Dip. Addictive Behaviours, City & Guilds Trainers Award  
Manager & Director of Nursing

### **Sharon Gell**

R.N. Division 2  
Operations Manager

### **Vacant**

Lifestyle Program Manager

### **Sheila Simons**

ACFI/Quality Coordinator

### **Carol Jaffitt**

R. N. Division 1  
Nurse Educator

## Care Managers

### **Chris Baxter-Welsh (Late)**

R.N. Division 1

### **Liz Harding**

R.N. Division 1

### **Joan Marr**

R.N. Division 1

### **Michelle Lumsden**

R.N. Division 1

### **Lana Hutchinson**

R.N. Division 1

### **Gail Wilson**

R.N. Division 1

### **Ram Korla**

R.N. Division 1

## Accredited Medical Officers

### Dr Sam Scherer

MBBS (Hons), Dip Ger Med, Clinical Associate Professor, Dept of Medicine, University of Melbourne  
General Manager Medical Services

## Coppin Community Hostel & Colbran Lodge Panel

### Dr Ivor Davis

B.Sc., M.B.B.S.

### Dr Karen Wayne

M.B.B.S., Dip.Ger.Med.

### Dr Anne Freeman

M.B.B.S., G.P.

### Dr Sam Honigman

M.B.B.S., Dip.O.B.S., D.G.M.

### Dr Tony Graj

M.B.B.S.

### Dr Tony Schneeweiss

M.B.B.S., F.R.A.C.

## Centennial Lodge Panel

### Dr Greg Freen

B.Med.Sc.(Hon), M.B.B.S., Dip.R.A.C.O.G., F.R.A.C., G.P.

### Dr William Gason

M.B.B.S.

### Dr Lawrence Lum

M.B.B.S., FACNEM., Dip Aup. & Chin.Med.

## Gregory Lodge Panel

### Dr John McCorkell

M.B.B.S., G.P.

### Dr Christopher McHardy

M.B.B.S., G.P.

### Dr Michael Skehan

M.B.B.S., G.P.

## Visiting Specialists

### Dr Harold Hecht

M.B.,Ch.B., M.R.C. Psych, F.R.A.N.Z.C.P.  
Psycho-geriatrician

### Dr Peter McArdle

M.B.B.S., D.P.M., F.R.A.N.Z.C.P.,  
Psycho-geriatrician

## Facilities & Administration

### Simon Sloan

B.Ec., Dip.Ed  
General Manager Facilities & Administration

### Ashley van Winkel

Adv. Bus. Prog., Dip. H.R. Mgt., Certificate IV Workplace Training and Assessment  
Human Resources Manager

### Georgina Shirres

Grad Dip OHS Practice, Cert IV Work Place Training/ Assess. Div 1 R.N., Chart Mem SIA  
OH&S Coordinator

### Joseph McKeown

Higher National Dip. Business and Personnel (UK)  
Human Resources Coordinator

### Lian Xie

Payroll Services Coordinator

### Amit Jain

Payroll Implementation Analyst

### Trish Ferrier

CFM, M. Bus. L'ship, Dip. Teaching  
Property Manager

### Alex Pelgrim

Maintenance Supervisor

### Jasmine Zwiebel

B.J.M.C, Dip. Advt  
Marketing & Communications Manager

### Rod Rowe

Bequest Manager

### Jan Paterson

Community Relations Officer

## Finance

### Mark Lawrence

B.Bus (Acctg), Dip. Man  
General Manager Finance

### Prasad Nekkadapu

B.COM, CPA, FCA(I)  
Corporate Accountant

### Veronika Mikac

Dip. I.T., Proj. Mgt. for I.T., MCP, CNE, ITIL  
Information Technology Manager

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## Departing Staff

*We would like to acknowledge the contributions made by the following staff who left during the year:*

**Pam Thompson**

Day Therapy Centre Coordinator

**James Happell**

Systems Administrator

**Paul King**

Quality Coordinator

**Joan Blackwood**

Care Manager - Southern

## New Staff

*We are pleased to welcome the following staff who joined us during the year:*

**Gail Wilson**

Deputy Director of Nursing

**Hon Mieu**

Physiotherapist

**Eliza Kwan**

Assistant Coordinator, Allied Health Services

**Gareth Shaw**

iCare Implementation Project Manager

**Ross Ballantyne**

Systems Administrator

**Chloe Lewis**

Physiotherapist

**Donna Chapman**

Care Manager Outreach Eastern

**Kate Eriksson**

Care Manager Outreach Southern

# FINANCIAL HIGHLIGHTS

*Royal Freemasons targets high-quality growth by researching, prioritising, investing in and exploring new regions, sectors, technologies and services. The focus is always towards high-value offerings which deliver significant benefit to our clients, residents, employees and the organisation as a whole.*

The highlight of the year was the opening of the redeveloped and renamed Retirement Living facility - Redmond Park. This has provided an essential positive operating result that will assist the organisation to continue to serve its mission.

Progress on the \$29M building project at Moubray Street is currently on track for completion within the timetable and within budget. Operating results have as expected been adversely affected by the inevitable inefficiencies caused by the progressive downsizing

of the resident population during this transition period. This situation is forecasted to continue next year as the new facility is not due to open until the end of the next financial year.

Maintaining full occupancy continues to be a major challenge as a consequence of Government policy and the progressive release in recent years of additional high care places to improve consumer choice. New initiatives introduced to bolster occupancy levels have paid dividends with occupancy levels maintained at 95% which is significantly better than the National average of 93%.

## Five Year Trends

| Financial Highlights (\$000's)                | 2010    | 2009    | 2008   | 2007   | 2006   |
|---|---------|---------|--------|--------|--------|
| Operating Result                              | (3,388) | (2,519) | 85     | (106)  | (105)  |
| Operating Income                              | 33,868  | 32,500  | 30,932 | 28,525 | 29,754 |
| Operating Expenditure                         | 37,256  | 35,019  | 30,847 | 28,631 | 29,859 |
| Average Cost per Resident per Week            |         |         |        |        |        |
| Retirement Living (ILU, per unit)             | 176     | 133     | 126    | 95     | 136    |
| Residential Low Care (Coppin)                 | 1,424   | 1,183   | 746    | 675    | 690    |
| Residential High Care (The Lodges)            | 1,516   | 1,461   | 1,300  | 1,266  | 1,238  |
| Number of Residents & Clients as at June 30th |         |         |        |        |        |
| Retirement Living (ILU)                       | 205     | 159     | 200    | 201    | 200    |
| Community Care (Outreach)                     | 348     | 338     | 335    | 268    | 233    |
| Residential Low Care (Coppin)                 | 149     | 144     | 140    | 150    | 157    |
| Residential High Care (The Lodges)            |         |         |        |        |        |
| Centennial Lodge                              | 74      | 75      | 74     | 75     | 75     |
| Colbran Lodge (with Coppin 2010*)             | --      | 29      | 32     | 30     | 30     |
| Darvall Lodge                                 | 62      | 71      | 67     | 71     | 72     |
| Gregory Lodge                                 | 71      | 71      | 73     | 73     | 73     |

\* Financial results for Colbran Lodge and Coppin Community Hostel have been combined as in future they are considered a single operating entity.

After a previous year of substantial costs associated with the use of agency staff, strategies were put in place to significantly reduce this dependency which have proven to be very effective. In particular, Centennial Lodge, decreased their agency usage by an astounding 50% from the previous financial year.

Government funding reductions continue with no relief in sight. In the 09/10 year Government funding increased by 1.7% against an actual wage rate increases of 3.5%. The coming year is no better with yet another 2% cut in funding in real

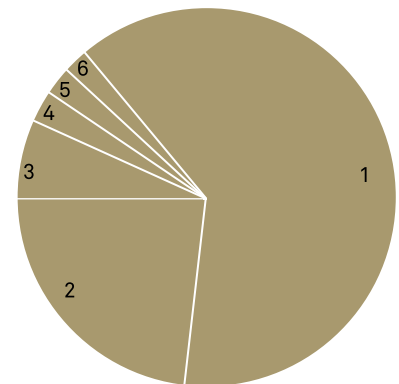
terms. These cuts apply across the board with the Outreach program suffering just as much as residential aged care.

The rebranding project which commenced towards the end of the previous year concluded during the current year. The project was extremely successful and will undoubtedly contribute to the future success of projects such as Redmond Park. Although the benefits of the rebranding will be seen for years to come, there were significant costs associated with such a comprehensive and extensive project which has contributed to the reduced operating performance.

## Income

|                        | \$'000        |
|------------------------|---------------|
| Government Subsidy     | 21,518        |
| Resident Contribution  | 7,475         |
| Transition Care        | 2,679         |
| Investments & Other    | 828           |
| <b>Total Operating</b> | <b>32,500</b> |
| Bequests & Legacies    | 1,438         |
| Donations              | 270           |
| <b>Total Income</b>    | <b>34,208</b> |

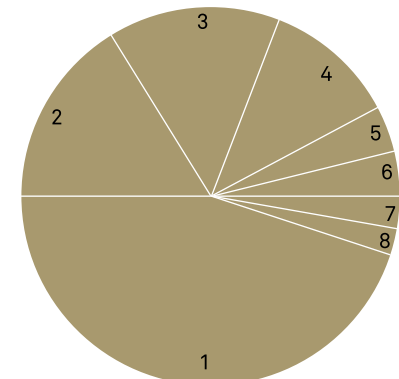
- 1 Government Subsidy 63%
- 2 Resident Contribution 23%
- 3 Transition Care 8%
- 4 Bequests 3%
- 5 Other 2%
- 6 Donations 1%



## Expenditure

|                        | \$'000        |
|------------------------|---------------|
| Care                   | 16,273        |
| Therapies              | 1,613         |
| Food                   | 3,997         |
| Environment            | 1,797         |
| Operations             | 5,534         |
| Property               | 2,018         |
| Depreciation           | 801           |
| Other                  | 5,223         |
| <b>Total Operating</b> | <b>37,256</b> |

- 1 Care 44%
- 2 Operations 15%
- 3 Other 14%
- 4 Food 11%
- 5 Environment 5%
- 6 Property 5%
- 7 Therapies 4%
- 8 Depreciation 2%



# SELFLESSLY SUPPORTING



*Coppin Community Hostel Shop Volunteer Edna Hore with resident Ursula Griffiths*

## Acts of Kindness

We continue to benefit from the generous contribution of our many volunteers and supporters who throughout the year have selflessly expended countless hours of time and energy in a variety of practical and fundraising activities which ultimately enhance the quality of life for our residents and clients.

Some of the many activities that our volunteers undertake include visiting residents, escorting residents to appointments and shopping,

conducting group activities (including culture specific) and men's clubs, mending clothing, entertaining, bus driving, maintenance, pastoral care, conducting fundraising stalls and raffles, and pet therapy.

We gratefully acknowledge the contribution of each and every one of our wonderful volunteers and supporters and take this opportunity to extend our sincerest thanks and sentiments of appreciation.

# DONATIONS & BEQUESTS

*The generosity of individuals, foundations and corporations makes an immediate difference in the lives of our residents and clients.*

*Personal donations, bequests, as well as grants from philanthropic foundations and corporations are extremely important to Royal Freemasons.*

The funding we receive from generous individuals, companies, and foundations are vital to our ongoing commitment to providing superior aged care to elderly Victorians. This support allows us to purchase new equipment, train and develop our staff, research new and innovative ways to care for the elderly, and renovate our existing facilities, all which greatly enhance the quality of our residents and clients lives.

We express our sincere gratitude to every individual, Masonic group, and organisation that has assisted us during the year. However, limited space only allows the printed acknowledgement in this document of donors, bequestors, and organisations that have given \$500 or more during this financial year.

## DONATIONS & BEQUESTS 5 YEAR TRENDS

| (\$000's)              | \$<br>2010       | \$<br>2009       | \$<br>2008       | \$<br>2007       | \$<br>2006       |
|------------------------|------------------|------------------|------------------|------------------|------------------|
| Lodge Donations        | 42,061           | 42,355           | 47,413           | 57,729           | 35,677           |
| Masters Associations   | 15,970           | 22,627           | 19,277           | 18,835           | 22,050           |
| Ladies Auxiliaries     | 29,310           | 21,185           | 25,474           | 40,065           | 43,518           |
| Miscellaneous*         | 40,320           | 55,449           | 26,977           | 23,816           | 15,609           |
| Appeals **             | 177,587          | 186,057          | 186,381          | 140,531          | 243,455          |
| <b>Total Donations</b> | <b>305,248</b>   | <b>327,673</b>   | <b>305,522</b>   | <b>280,976</b>   | <b>360,309</b>   |
| Bequests               | 1,408,974        | 2,849,857        | 1,003,524        | 1,062,590        | 3,380,539        |
| <b>Total Received</b>  | <b>1,714,222</b> | <b>3,177,530</b> | <b>1,309,046</b> | <b>1,343,566</b> | <b>3,740,848</b> |

\* Donations under this category include General, Miscellaneous, Floral Memoriam, Other Degrees

\*\* Includes grants from philanthropic Trusts and Foundations

## Bequests / Estates

Edmund George Barker Trust  
 Estate of Phyllis N Barker  
 Estate of Keith A Bennett  
 Estate of George H Buckingham  
 Estate of Alma W Bull  
 Estate of Christina A Clark  
 Estate of RL Cooper  
 Estate of William Cooper  
 Estate of Kevin S Cowell  
 Estate of Verna J Croom  
 Estate of Donald Duncan  
 G & H Foulkes Charitable Trust  
 Estate of Marie Goldspink  
 Estate of Reginald E Gregory  
 Estate of Laura Gregory  
 Estate of P & IJ Gruchy

Estate of Henry AO Hamilton  
 Estate of John C Hemingway  
 Estate of Stanley B King  
 The McFadden Charitable Trust  
 Estate of John W McIntyre  
 Estate of George E Perry  
 Estate of George L Pile  
 Estate of Bruce L Powell  
 Robert & Irene Rutley Fund  
 Estate of Trevor J Scott  
 The WH & EJ Taylor Memorial Fund  
 Estate of Agnes M Thomas  
 Estate of Jean F Tweedie  
 Estate of Norma E Wilson

## Philanthropic Trusts & Foundations

Estate of Alfred Edward G Lavey  
 The Fred & Vi Lean Charitable Trust  
 Hazel Hams Trust  
 John & Thirza Daley Charitable Trust  
 Szykman Family Foundation Pty Ltd  
 The William Angliss (Victoria)  
 Charitable Fund

## Masonic Groups

American Third Degree  
 Demonstration Team  
 The 1964 No 7 Group Masonic  
 Masters' Association  
 'The Marines' 1994/95 Masonic  
 Masters Group  
 Portarlington Charity Golf Day  
 'The Pups'  
 Royal Freemasons' Charity Bowls' Day  
 Victorian Masonic Masters'  
 Association  
 Charity Golf Day

## Masonic Lodges

Allara Lodge, No. 855  
 Lodge Elata, No. 541  
 The Brighton District Lodge, No. 37  
 Brunswick United Lodge, No. 924  
 Lodge of Concentration, No 753  
 Geelong Lodge of Unity  
 and Prudence, No 5  
 Guiding Star Lodge, No. 922  
 The Lodge of the Golden Fleece, No 300  
 Lodge of Goodwill, No 449  
 Lodge of the Great Ocean Road, No 886  
 Lodge Helios, No 113

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Lodge Liberation, No 674

J.R. Evans

Mr & Mrs J.H. Pyhrr

Lord Carrington Lodge, No 111

N.E. Farrell

Dr. Wesley D. Rigg

Malvern Lodge, No 121

D.H. Fletcher

Mrs M. Saunders

Mansfield Lodge, No 158

Mrs H. French

Mrs B. Shearer

Lodge of Mount Waverley, No 801

Mrs J. Gaudion

I. Tait

Old Scotch Collegians' Lodge, No 396

T.S. Gordon

K.W. Thornton

The Lodge Parallel, No 489

Mrs U.N. Griffiths

J.F. Toy

Lodge of Transition

A.N. Hale

G.H. Turpin

Trentham Lodge, No. 130

V. Hannah

A.L. Ward

The United Grand Lodge of Victoria

T.W.R. Henry

Miss J. Wellings

Warrions St John Lodge, No 83

Mrs M.J. Herpe

I.F. Warren

Zenith Lodge, No 52

H.C. Hewitt

D.G. Wilkie

Zetland Lodge, No 25

J. Holt

J.R. Wilson

### Ladies Auxiliaries

W.J. Irving

J.H. Winter

Royal Freemasons Ladies' Auxiliary

Mrs L. Jeffrey

B.L. Woods

7/67 Masonic Ladies' Auxiliary

Dr L.P. Kleinman

Lt. Col. N.D. Wright, ED

East Caulfield Triangle Social Club

Mrs D. Lees

N. Lees

### Individuals & Others

Mr & Mrs K.H. Marsh

'Art Stems' Florist

D.A. Middendorp

A.J. Bendell

Mr & Mrs J.A. Mitchell

Mr & Mrs R.T. Brewster

J. Molnar

E.L. Cameron

M.D. McWilliam

R.J. Clarke

Miss R. Corran

G.L. Crew

Mrs E. Critchell

N. Dolan

# FOR FURTHER INFORMATION

Our website includes extensive details about all our programs, facilities, research and employment opportunities - please visit [www.freemasons.net.au](http://www.freemasons.net.au)

Alternatively we can supply you with an information brochure concerning any specific area of interest. Please tick the appropriate box(es) below, fill in your name and address details, and send this form to:  
**Development Department, Royal Freemasons Limited, 45 Moubray Street, Melbourne VIC 3004**

## I would like more information on:

- Royal Freemasons Retirement Living: Retirement Apartments
- Royal Freemasons Retirement Living: Independent Living Units
- Royal Freemasons Community Care: Outreach
- Royal Freemasons Community Care: Day Therapy Centre
- Royal Freemasons Residential Care: Low Care (Coppin Community Hostel)
- Royal Freemasons Residential Care: High Care (Nursing Homes)
- Volunteering at Royal Freemasons
- I would like to receive the newsletter**

Name: Mr / Mrs /Mr & Mrs / Miss / Ms \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_ P/Code: \_\_\_\_\_

Email: \_\_\_\_\_ Tel: \_\_\_\_\_

## Help us continue our work by making a donation or bequest

Royal Freemasons relies on the generosity of its donors. If you are able to support us financially, we pledge to spend your money prudently. Please consider helping in one of the following ways:

**1.** By making a tax deductible donation to Royal Freemasons.

Please contact us for further information (03) 9011 7200, or simply complete the form below and attach a cheque payable to Royal Freemasons Homes of Victoria or enter your credit card details below.

Name: Mr / Mrs /Mr & Mrs / Miss / Ms \_\_\_\_\_

Address: \_\_\_\_\_

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Email: \_\_\_\_\_ Tel: \_\_\_\_\_

Please accept my gift for: \$ \_\_\_\_\_  Cheque  MasterCard  Visa

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**2.** By donating Masonic Regalia. Telephone (03) 9011 7200 for further information.

**3.** By remembering Royal Freemasons in your will and leaving a living legacy to help us help others.

Bequests have been essential in our capacity to build new facilities and refurbish older ones, purchase additional equipment, and provide extra services for our residents and clients.

For a confidential discussion concerning leaving a gift to Royal Freemasons in your will, please contact:  
Wor.Bro. Graham Shotter, PGStdB, Bequest Manager Tel: (03) 9011 7200 Email: [grahams@freemasons.net.au](mailto:grahams@freemasons.net.au)

## Royal Freemasons Ltd

45 Moubray Street  
Melbourne, Victoria 3004  
Telephone (03) 9011 7200  
Facsimile (03) 9521 3689  
Email [info@freemasons.net.au](mailto:info@freemasons.net.au)  
[www.freemasons.net.au](http://www.freemasons.net.au)

## Retirement Living

### Retirement Apartments

#### **Redmond Park**

300 Pigdon Street  
North Carlton, Victoria 3054  
Telephone (03) 8352 2300

#### **Independent Living Units**

Admissions  
Telephone (03) 9661 8333

#### **Lalor Court**

24 Midlands Drive  
Ballarat, Victoria 3350

#### **Jacaranda Court**

551 Murray Road  
Coburg, Victoria 3058

#### **Acacia Court**

159 Wilsons Road  
Geelong, Victoria 3220

#### **Goulburn Court**

45 McKean Street  
Mooroopna, Victoria 3629

#### **Boyd Court**

1160 Dandenong Road  
Murrumbeena, Victoria 3163

#### **Banksia Court**

2091 Fifteenth Street  
Irymple, Victoria 3498

#### **Murray Gardens Court**

110 Stradbroke Avenue  
Swan Hill, Victoria 3585

#### **Marjorie Nunan Court**

433-435 Brunswick Road  
Brunswick, Victoria 3056

#### **Marjorie Nunan Terrace**

475 Brunswick Road  
Brunswick, Victoria 3056

#### **Marjorie Nunan Gardens**

3 Hickford Street  
Brunswick, Victoria 3056

## Community Care

### **Outreach Southern**

(Serving Municipalities of Port Phillip, Stonnington, Glen Eira, Bayside, Kingston and Greater Dandenong)

146-148 East Boundary Road  
East Bentleigh, Victoria 3165  
Telephone (03) 9011 7374

### **Outreach Eastern**

(Serving Municipalities of Monash, Whitehorse, Knox and Maroondah)

Unit 2/417 Ferntree Gully Road  
Mt Waverley, Victoria 3149  
Telephone (03) 8319 8474

### **Outreach Northern**

(Serving Municipalities of Moreland, Darebin, Yarra and Banyule)

84 Herbert Street  
Northcote, Victoria 3070  
Telephone (03) 9661 8333

### **Day Therapy Centre**

45 Moubray Street  
Melbourne 3004  
Telephone (03) 9011 7309

## Residential Care

### **Coppin Community Hostel Coppin Transition Care**

45 Moubray Street  
Melbourne, Victoria 3004  
Telephone (03) 9011 7200

### **Centennial Lodge**

13 Lewis Road  
Wantirna South, Victoria 3152  
Telephone (03) 9210 9600

### **Colbran Lodge**

45 Moubray Street  
Melbourne 3004  
Telephone (03) 9661 8336

### **Darvall Lodge**

521 Princes Highway  
Noble Park, Victoria 3174  
Telephone (03) 9011 7300

### **Gregory Lodge**

2-58 Newmarket Street  
Flemington, Victoria 3031  
Telephone (03) 9661 8350

