



Royal Freemasons

IMPACT REPORT

2021-2022



Our commitment to our residents and consumers

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

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

Respecting the individual rights, independence, beliefs and personal choices of consumers, residents, and their families.

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

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

VISION

To be regarded, both within the aged care sector and by the general community, as an innovative organisation that provides outstanding services to all our consumers and residents.

MISSION

Support residents and consumers to live a secure, dignified and rewarding life by providing excellent care and accommodation options.

VALUES

Our core values are central to our organisation and inform the way in which we will deliver our services to you. They include:

1. Standards and viability

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

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

Complying with all relevant laws and regulations.

2. Innovation and learning

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

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

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

3. Team spirit

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

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

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

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



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Chair and Directors Report

CRAIG HEAD



After a big year and my first as Board Chair, on behalf of all members of the Royal Freemasons Board of Directors, it is with great honour I present the 2022 Impact Report.

Firstly, I would like to acknowledge and thank our 2,200 hardworking and dedicated staff across each of the service areas, who in the face of critical staff shortages impacting the entire health sector, have demonstrated commitment, fearlessness, and absolute resilience. Every single member of our team has been integral to the ongoing support of our consumers, residents, and their families, providing much-needed care, companionship and vital support throughout the year, especially during those times when they have felt isolated from their own family or friends.

I would also like to recognise the ongoing support and contributions of the Freemason brethren, who continue to support us both financially, through personal and group fundraising endeavours, and through the commitment of their time as volunteers across our Residential Aged Care homes.

With the easing of restrictions and the emergence of new 'COVID normal', it was so wonderful to see

the introduction of our volunteer program and the welcome return of all our old friends back into our homes and retirement communities.

May I take this opportunity to thank Kerri Rivett, our former CEO, who led the organisation for much of the year before concluding her tenure to take a well-deserved break and embark on travel for the first time in many years.

Kerri's stoic leadership and focus navigated Royal Freemasons through one of the most difficult times the sector has seen, including the handing down of the Royal Commission report and the world-changing pandemic. Kerri handed the reins over to John Fogarty in May 2022, who brings to the role an extensive and accomplished career in the health and aged care sectors.

It has been a challenging year across both the Aged Care and Retirement Living sectors, with residents battling isolation from families and friends because of the ongoing COVID-19 pandemic.

Across the second half of the year, staffing shortages have continued to affect all sectors, hampering our own recruitment efforts for care roles in both Home Care and Residential Aged Care, halting admissions into Residential Aged care in some homes, and providing delays with building maintenance and repairs in our Retirement Living communities. I am pleased to report that despite this, cladding works were completed at Redmond Park and eave rectification works are underway at Streeton Park.

Ongoing challenges, government reforms, and a growing lack of confidence in the sector as a result

of the Commission's findings, have all had an impact on our overall operating results.

In response, the Board are undergoing a strategic review of all the assets and areas of the business to ensure viability into the future.

In Residential Aged Care, we recorded a small improvement in operating revenue on last year, largely due to the introduction of a new government supplement to the daily care fees. Additionally, we have seen a reduction in labour costs due to a number of factors including rostering, occupancy, and ongoing staff shortages.

Pleasingly, we have posted some positive financial improvement in our Community Care services due to initiatives to reduce indirect and direct operating costs. Despite labour pressures we have also maintained the number of care packages across the year. A new billing system for Home Care has streamlined processes, creating cost and labour efficiencies, which has also contributed to the positive result.

Even after experiencing one of our most challenging years to date, we look to 2023 and beyond for new opportunities and ways to meet the needs and improve the wellbeing of senior Victorians as they age.

In closing, I thank again our dedicated staff, the Trustees, my fellow Board of Directors and Committee members, the Executive team, and all our volunteers for their support, dedication, and contribution across the year.

Finally, I give thanks to all our wonderful consumers, residents and families who continue to choose us.

Chief Executive Officer's Message

JOHN FOGARTY



Since joining Royal Freemasons in May 2022, it has been a privilege to lead an organisation of exceptionally committed and skilled people.

Despite the lingering challenges of COVID-19 outbreaks and staff shortages in the aged and community care sectors, I have been continually amazed and encouraged by the resilience and sacrifice demonstrated by our people in every area of the organisation, who not only consistently provide high-quality, compassionate care to residents and consumers, but strive each day to make that care even better.

Despite the ongoing challenges within the sector, our team have remained motivated to enhance the services and care we provide to our consumers, and have successfully implemented a number of key initiatives and projects that have helped drive our organisation forward. From a specialised food initiative in our Residential Aged Care homes, which has enabled residents with dysphagia to enjoy nutritious, seasonal food, to the implementation of an electronic

medication prescribing platform, which minimises the critical timeframe residents wait to have prescriptions filled. We have also introduced clinical oversight into the care management plan for Home Care consumers, and relaunched our volunteer program – Helping Hands – to attract more people from the community to support the wellbeing of our aged care residents and enable staff to focus on critical care needs.

These are just some of our key achievements for this financial year and you will find more throughout this report.

I want to thank and acknowledge the contribution of former CEO Kerri Rivett, whose leadership has, for the large part, been pivotal in driving these achievements.

I also wish to acknowledge all our hardworking and dedicated staff for their continued commitment to the Royal Freemasons' vision. If we keep our eyes on this goal, the difference we make to the lives of the people we care for and the aged care sector at large, will be meaningful and lasting.



Person-centred **care**

Dysphagia can result in as much as 85 per cent of plated food not being consumed

PROVIDING APPETISING, NUTRITIOUS FOOD FOR RESIDENTS LIVING WITH DYSPHAGIA

In early 2022, we launched a specialised food initiative that ensures our aged care residents, who are suffering from dysphagia (difficulty swallowing), are served fresh, appetising and nutritional food they can easily digest.

Residents who are in the advanced stages of dementia, or have suffered strokes, often develop dysphagia, and their meals and drinks need to be modified to avoid choking incidents. Previously, texture-modified foods would be served as unrecognisable purees on a plate. This unappetising presentation, combined with the difficulty of dysphagia, can result in as much as 85 per cent of plated food not being consumed, causing residents to lose dangerous amounts of weight and rely on high-energy, high-protein drinks, such as Sustagen, to meet their nutritional needs.

Hotel Services Manager Vaughan Rollings and Food Safety Manager Emma Belden identified an opportunity to enhance the dining experience for these residents.

In response, they implemented a specialised food initiative, which provides residents with freshly prepared meals made with seasonal produce and moulded into familiar shapes, such as peas or pumpkin slices, that they can recognise and enjoy.

The program has now been implemented in all our 16 residential aged care homes, and our kitchen staff have undergone extensive training to produce these specialised meals. Sustagen has also been removed from the daily menu in favour of Royal Freemasons' 'food first' menu.

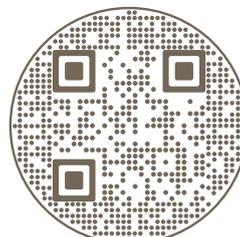
The initiative has made a positive impact on residents living with dysphagia — they are enjoying and eating more of their daily meals. Consequently, a significant decline in unplanned weight loss has been noted from January to June this year, and we are continuing to see results.

As part of Dementia Week (19–25 September 2022), Emma Belden and Centennial Lodge Chef Rene Horton shared how this initiative is having a positive impact on our residents who are living with dementia.



Centennial Lodge Chef Rene Horton

Snap the QR code to learn more.



Left: Personal Care Assistant, Tracey Wilson and Royal Freemasons Flora Hill resident, Lorna



ENSURING RESIDENT SAFETY

To ensure that our aged care homes continue to safely administer medications to residents, a Medication Advisory Committee (MAC) meeting is held every three months.

Attended by the Clinical Care Managers from each home and key representatives from Quality Pharmacy, the committee meets to report the amount of psychotropic and polypharmacy (multiple medicines) being administered to residents, and to ensure our quality processes relating to medication management are up to date with regulatory requirements.

The committee also identifies risks relating to medications and ensures they are reported in an appropriate and timely manner.

ROLLOUT OF MODEL OF CARE APPRENTICESHIP TRAINEESHIP SCHEME (MOCATS)

Having a compassionate and skilled workforce is essential to delivering person-centred care to every resident in our aged care homes.

For this reason, we launched a Model of Care Apprenticeship Traineeship Scheme (MOCATS) in October last year, to recruit caring, empathetic individuals who are interested working as personal care assistants at Royal Freemasons and gaining a Certificate III in Individual Support (Aged Care).

MOCATS takes up to 12 months to complete. During that time participants are trained in Royal Freemasons' Relationship Model of Care, which focusses on the individual needs and preferences of each resident.

Recruits are mentored at our aged care homes by a personal care assistant or nurse, who monitors their progress in conjunction with the Facility Manager. After 12 weeks of training, they can be offered permanent shifts while completing the rest of the program.

Since MOCATS was launched, eighteen trainees have joined the program, with some already working shifts across our residential aged care sites. As more trainees join the program and our organisation, we will be able to strengthen our capacity to deliver exceptional person-centred care to our residents.

Above: Customer Relations Consultant, Jade Reeve with Elizabeth Gardens resident Vasiliki

Retraining for the love of her **grandparents**



With the busiest years of parenting behind her, New Zealander and mother of ten, Ana Katoanga was ready to care for another tribe she loves — the elderly.

Ana trained to be a personal care worker in aged care when she was just 16 years of age. It was her deep love for her grandparents that drew her to the industry.

“Before I came to Australia in 2000, I used to love looking after my grandparents, who essentially raised me,” says Ana. “They are still alive, and while I can’t repay them for all they have done for me, they are the main reason I chose to work in aged care.”

Ana joined the MOCATS program this year and it has been the perfect opportunity for her to retrain and re-enter the workforce. She has loved refreshing her skills in the

practical aspects of personal care, such as assisting with meals, dressing, toileting, as well as learning to manage behaviours, particularly in residents who are living with dementia. “Giving residents quality time is so important, especially when they are stressed. In those moments I sit with them and comfort them until they feel calm again,” says Ana.

Ana is now well into her traineeship and works at Gregory Lodge in Flemington six days a week. She loves the residents and has won her way into their affections with her caring and gentle nature. Their faces light up with joy whenever they see her.

“I care for residents in the way that they want to be cared for.”

Ana believes that a respectful approach that puts the resident first is essential in aged care workers. “You need to be very humble, taking your time with the residents, respecting their needs and their dignity. I care for residents in the way that they want to be cared for,” she says.



EFFICIENT ADMINISTRATION OF MEDICATIONS FOR RESIDENTS

From August 2021, we introduced MedCare (formerly known as MedsComm Prescribe), a platform that enables doctors to prescribe medications for residents electronically and remotely, without having to visit the home or provide a prescription over the phone.

Once the doctor has completed the prescription on MedCare, it is sent directly to Quality Pharmacy, who supply medications for Royal Freemasons' Aged Care homes, and then delivered to the home for administration to the resident.

MedCare has been used under authorised trial at five of our residential aged care homes, including Monash Gardens, Darvall Lodge, Centennial Lodge, Footscray, and Springtime.

The platform has significantly reduced wait times for residents who require medication updates or urgent prescriptions. There have also been less medication errors, as the doctor is entering the data online and sending the script directly to the pharmacy, rather than using paper prescriptions.

As of 1 July 2022, electronic prescribing was legislated for all sites and MedCare will be introduced at Bendigo and Flora Hill by the end of 2022.

RETAINING AND SOURCING A PASSIONATE AND COMMITTED WORKFORCE

We are keenly aware that the ongoing aged care labour shortages and COVID-19 pandemic have caused many staff to feel overstretched and overwhelmed. To address this, a key area of focus has been supporting our current workforce and sourcing many more dedicated and passionate staff members to deliver person-centred care to our residents.

The People and Development team devised and implemented a staff retention strategy that aims to cultivate a positive and supportive work culture in which staff are united and motivated by a genuine care for our residents.

To further support our organisational culture and recognise staff achievements, an all-staff monthly update was implemented.

In May 2022, to support traditional methods of recruitment, a more sales-oriented, long-term recruitment campaign was developed to attract high-quality candidates of all ages and career stages, particularly to our regional residential aged care homes.

Using a broad range of channels such as social media, eDMs, newspaper advertising, and regional recruitment fairs, the campaign promotes the positive reasons that motivate people to work in aged care, and features stories and testimonials from current Royal Freemasons staff. This campaign will be launched in the new financial year.

THE STRATEGY'S MULTI-FACETED APPROACH HAS INCLUDED:



Ensuring staff feel **valued**



Supporting Facility Managers to create a **positive culture** in their homes



Supporting staff **wellbeing**



Acknowledging, **rewarding and celebrating** staff efforts

Above: Daily one-on-one chats and group activities at Royal Freemasons Bendigo

An opportunity to learn becomes a place to call home



MACKENZIE O'KEEFE

Nurses MacKenzie O'Keefe and Cassandra Everitt joined Royal Freemasons Residential Aged Care to get a start in their careers, but what they did not expect was how much they would love the sector and relish the interactions they have with residents every single day. Now, years later, going to work each day still feels more like coming home.

At just 21 years of age and fresh out of university, Endorsed Enrolled Nurse (EEN) Mackenzie O'Keefe has been part of the Royal Freemasons Bendigo community for three years. During this time, she has built a strong foundation of practical experience and clinical knowledge that will set her up for life.

"I began working at Royal Freemasons Bendigo as a Personal Care Assistant (PCA) while I was studying nursing," says MacKenzie. "I came straight here when I left school and threw myself in the deep end... Since my first day here, I've come so far."

For Mackenzie, residential aged care is an environment rich with opportunities to learn about different medical conditions, "It increases your knowledge because you deal with different people with a range of issues. In a hospital you might just be working on a renal ward, whereas in this type of environment, you get exposure to a whole range of conditions," she says.

Mackenzie's average day at Royal Freemasons Bendigo is void of dull moments; she is busy from the get-go giving insulins and medications, dressing wounds, arranging admissions, helping with falls, and doing assessments.

The busyness of the role is one of the things she loves, "I like keeping busy and this is a very busy environment to work in. My days go so quickly."

But what Mackenzie cherishes above all are the relationships she has forged with residents. "Once you get to know the residents you don't think of working anywhere else. I think that's why I've stuck to the role," she says.

"Going to work each day still feels more like coming home."

EEN Cassandra Everitt agrees, "I love the interaction that you have with the residents and the conversations you have with them."

Like Mackenzie, Cassandra began working at Royal Freemasons to gain foundational experience in nursing. Twelve years later, she is still working at our Flora Hill home in Bendigo and loving it.

"I just knew that I always wanted to be a nurse and because it's a small town, getting into age care was probably the best way into nursing. Once I got into the aged care sector, I found that I loved it — and I still do," says Cassandra.

While Cassandra's day is normally full of medication rounds, wound dressing and assessments, these daily tasks are also opportunities to connect with the residents, which for her is the icing on the cake. "Working with the residents is very rewarding, knowing that you are helping them. You become like family to them."



Enabling choice, independence and wellbeing

80,000+

HOURS OF CARE AND SERVICES
DELIVERED TO OVER 1,200 CLIENTS

BROADENING THE SCOPE OF CARE FOR HOME CARE CLIENTS

Recognising the need among our Home Care clients for clinical support, the Community Care and Wellbeing team launched a revised model of care this year, which involved the recruitment of four specialist case managers to work in partnership with general case managers.

The specialist case managers, all of whom have extensive experience in nursing or allied health fields, provide clinical oversight of Home Care clients. When the general case manager identifies possible physical health issues in a client that may require further investigation and support, they consult with the clinical case manager, who directly assesses the client's situation and coordinates further care for them, such as physiotherapy, podiatry, or audiology.

The team has formally mapped clinical processes so general case managers and home care workers, who do not have a clinical background, can recognise client health issues early and implement strategies to prevent their further physical and mental deterioration.

The introduction of this revised model of care has significantly heightened the skills and knowledge of the broader Community Services team. Importantly, we are now equipped to provide our clients with a more comprehensive level of care, enabling them to live independently at home for longer.



Honouring Marcello's last wish

With the help of Royal Freemasons Home Care, Marcello Paoli was able to live at home with his wife Yolanda, right up to the end of his life.

The couple began receiving assistance from Royal Freemasons Home Care in 2020, when Yolanda's lung disorder worsened and Marcello was diagnosed with prostate cancer.

Marcello and Yolanda's daughter, Emma, who organised the care, says, "Mum was unable to shower and Dad was pretty much just getting out of bed, having his breakfast and then going back on the couch or on his recliner. He couldn't do very much."

With advice from Specialist Care Managers Diwani Domes and Jill Rebosura, General Case Manager Kathleen Beech arranged for a personal care attendant to help Yolanda with showering each morning, a physiotherapist to treat

Marcello's mobility issues caused by the cancer, and a podiatrist for his feet.

Having the physiotherapist and podiatrist come to Marcello's home was a great support to Emma, who was unable to transport him to appointments on her own. "It was great to have those services coordinated and coming to Dad's home because it was just so hard to get him out of the house. He was unable to move with the cancer," she says.

Kathleen also organised for their home to be regularly cleaned, the gutters cleared and the garden maintained. "My father was just so proud of his garden and devastated when he could no longer work in it. He loved his olive trees," says Emma.

Sadly, Marcello passed away in June this year after developing an infection that his body could not fight. But he was at home, just as he wished.

"Marcello passed away in June this year... but he was at home, just as he wished."

"Dad always said to me, 'I want to die at home, Emma. You must promise me.' I am so glad I was able to keep that promise, but it wouldn't have been possible without the support we received from Royal Freemasons."



Josie loves to give her time and friendship

Josie Zaia volunteers every week at our Monash Gardens home where she spends time with the residents, giving them her friendship and support.

Sometimes she even holds cooking demonstrations of her delicious Italian dishes.

During Josie's visits to see her mother-in-law, who lives at Monash Gardens, she felt moved to offer her time and friendship to the other residents. So, she decided to sign up to Royal Freemasons' volunteer program, *Helping Hands*.

"I love getting to know the residents and giving them company when they are lonely."

Josie says volunteering in aged care is something everyone should do. She loves being able to give back. "I love getting to know the residents and giving them company when they are lonely. Some residents don't have regular visitors, so it's nice to be able to spend time with them."



Josie cooking Italian food with residents at Monash Gardens



52

VOLUNTEERS
REGULARLY SERVING IN
13 OF OUR 16 SITES

HELPING HANDS VOLUNTEER PROGRAM

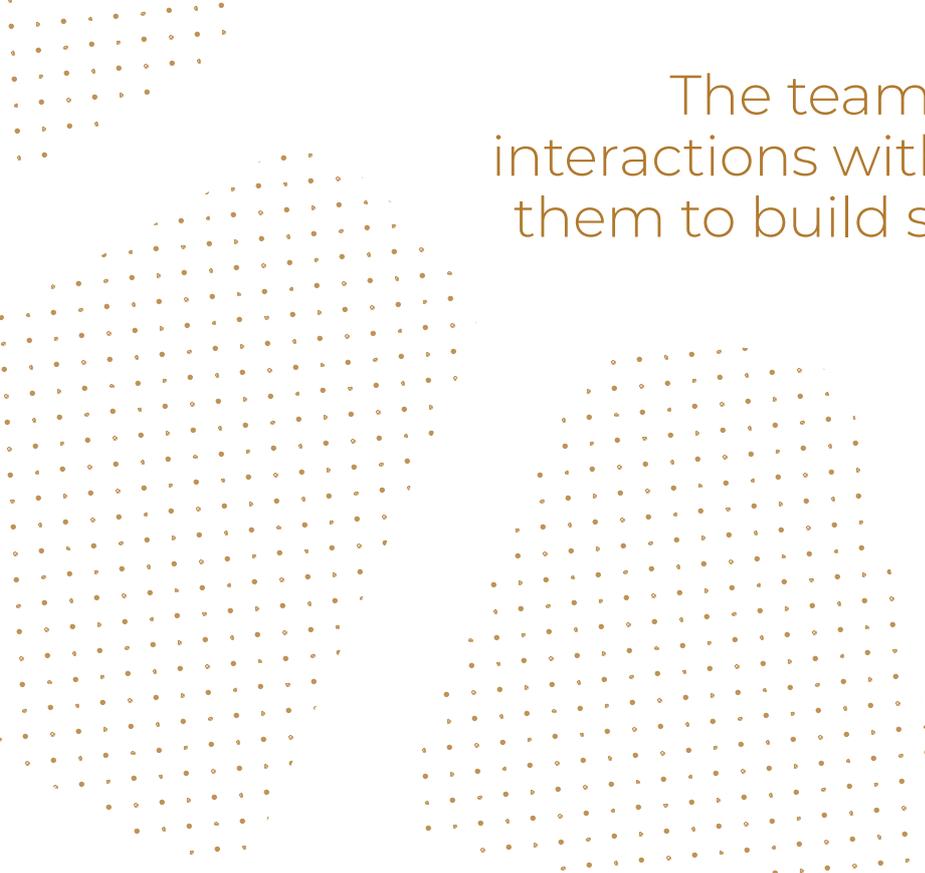
Our volunteer program was rebranded and relaunched as 'Helping Hands' in May 2022 with an integrated marketing campaign, which included an updated website page, email, social media advertising, and posters to display in all our retirement living and residential aged care homes.

We currently have 52 volunteers regularly serving at 13 of our 16 sites. Since the relaunch of the program, that number continues to grow.

All of our volunteers play an invaluable role in supporting the social and emotional wellbeing of residents by providing companionship, participating in creative activities or taking them on outings to the local shops or café.

Enhancing the **customer** **experience**





The team have more in-person interactions with customers, allowing them to build stronger relationships.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS) ADMISSIONS PROCESS

After reviewing our NDIS admissions against the NDIS audit requirements, the Admissions team created a process that clearly outlines the requirements for admissions, reduces the risk of consumers accumulating bad debts, and provides more clarity and certainty to the consumer and support networks.

Additionally, this has enabled more individualised financial discussions to take place, which has ensured greater understanding of the fees payable either by an individual or through NDIS.

CUSTOMER EXPERIENCE FEEDBACK DISCOVERY

With a view to better understanding resident needs and experiences at each point in their journey with us, we commenced a project to centrally capture resident feedback from all our residential aged care homes and identify the overarching themes and opportunities.

Previously, resident feedback was gathered from each home at the monthly resident meetings and not collated centrally. Historically, feedback has also not identified the stage a resident is at in their service journey with us (for example, recently moved in, resident for 6–12 months or a long-term resident).

After identifying specific information required for each stage of the resident journey, we developed a targeted set of questions to draw out this information and give residents the opportunity to provide related feedback. In the next financial year, this feedback will be implemented and action plans developed to ensure feedback is considered and acted upon appropriately.

SEAMLESS ONLINE EXPERIENCES

While we know that some consumers we communicate with still prefer information presented in traditional formats (for example, printed brochures and forms), COVID-19 has driven a significant digital behaviour change in a large proportion of the people we connect with daily.

With a focus on back-end procedures to enhance the front-end experience for current and prospective residents, we commenced an extensive project to streamline the admissions process and create improved efficiencies, quicker response times and more timely communications for a prospective resident.

Through the implementation of improved online content right across the admission phase – from an enhanced website experience to online forms shared collaboratively between residents and Royal Freemasons – we are working to significantly reduce processing times, eliminate unnecessary visits for both families of residents or the Admissions team, and reduce overall margin for error. This change is leading to greater administrative compliance and less burdensome communications for both the resident and the Admissions team. These efficiencies are also enabling the team to have more in-person interactions with customers, allowing them to build stronger relationships.



Above: Working out at Coppin Centre

Right: Playing volleyball with staff at Coppin Centre

Below: Pet therapy at Royal Freemasons Moe

Below right: Residents enjoy the libraries available at many of our homes





Left: Clapping along to a concert at Royal Freemasons Flora Hill

Bottom left: Hair salon at Royal Freemason Moe

Middle: Bingo at Royal Freemasons Mount Martha Valley

Bottom: Catching up with friends at the cafe at Royal Freemasons Bendigo





In-person help makes all the difference

When Patrick* was searching for an aged care home to accommodate the different needs of his father and mother, like many other families who lead busy lives, he was pushed for time.

Patrick's father, who is living with dementia, had been residing at Gregory Lodge, but his parents wanted to be close to each other and living under the same roof.

After he was given a tour of Coppin Centre by Assistant Sales Manager Lisa Lawler, Patrick and his parents decided that this was to be their new home. His father now lives in Colbran Lodge, the Dementia unit at Coppin Centre, and his mother is just a stone's throw away in Moubay House.

With the rush of the move and a hectic work schedule, Patrick was especially grateful for the time the Admissions team took to guide him through the paperwork and information, in person.

"The Admissions team were willing to meet me face-to-face to go through the paperwork, which is much better than simply sending it to me to fill in. I think that's a really good way of doing it," says Patrick. "I found that really helpful."

* Name has been changed to protect identity.

"The Admissions team were willing to meet me face-to-face to go through the paperwork... I found that really helpful."

Consumer-centred processes





CONSISTENT AND TAILORED INVOICING FOR COMMUNITY SERVICES CONSUMERS

To ensure a consistent and tailored billing experience for consumers, in December 2021, the Community Services team began implementing a new and more cohesive accounts receivable system, which uses Xero accounting software in conjunction with consumer management system, eCase.

Previously, Community Services consumers were receiving invoices on an irregular basis due to fragmented systems and internal processes. Now, the team operates an efficient and centralised system by importing monthly activity reports from eCase to Xero, which then processes direct debits, emails invoices directly to consumers, and exports printed statements for clients who prefer this format. The result is a more seamless and consistent billing experience for consumers, tailored to their preferred methods of payment and communication.

An accountant with expertise in Xero was hired by the team in late 2021 to work on the project with support from the Finance and the ICT departments. The new system was fully deployed in May 2022.

ITEMISED MONTHLY STATEMENTS FOR HOME CARE PACKAGE (HCP) CONSUMERS

In September 2021, Services Australia introduced Phase 2 of its Improved Payment Arrangements (IPA) for Home Care and began to fund providers based on the actual services delivered to Home Care consumers. To calculate monthly claims for consumers, the Community Services team developed, in collaboration with ICT, in-house, custom-made software.

Through this process, they also produced more transparent and detailed monthly statements for consumers. Each statement now itemises the service provided, the duration, the service-delivery agency, and the balance of funds held by Royal Freemasons and Services Australia.

To further support and inform our consumers, we also include on each statement the contact details of the Older Person's Advocacy Network (OPAN) and the national Translating and Interpreting Service (TIS) for non-English speaking clients.

ENSURING SAFE AND COMPLIANT CARE IN OUR RESIDENTIAL AGED CARE COMMUNITIES

In June 2022, the Quality, Safety and Innovation team launched a new document control system with enhanced search functions, enabling staff to find and easily track documents relating to quality, policies and procedures on the intranet.

This time-saving measure has enabled staff to follow quality and compliance procedures more efficiently. It has also helped them to maintain and improve the delivery of safe and high-quality care in all our aged care communities.

ASSISTING AGED CARE RESIDENTS WITH DEBT RECOVERY

A lack of clarity about the financial workings of the aged care sector and complicated family relationships has led to a number of our aged care residents facing financial difficulty.

General Manager of Shared Services, Debbie Bricknell, and the Finance team have come alongside these residents and guided them through the administrative complexities of the debt-recovery process. As a result, these residents are now educated about the aged care system, have a payment plan to follow, and are empowered to take control of their financial affairs.

Guiding residents back to financial stability



General Manager of Shared Services, Debbie Bricknell has been assisting a resident who found herself in significant debt because of an unfortunate and painful family situation, and was not able meet her aged care accommodation payments.

Debbie and other members of the Finance team prepared and supported the resident at her VCAT hearing, guided her through the administrative and legal intricacies, and gave her a realistic payment plan to follow. They also accompanied her to Centrelink and helped her with the significant amount of paperwork and supporting documents that needed to be completed to reinstate her pension.

“She is very grateful for the assistance we’ve given her.”

“She is very grateful for the assistance we’ve given her. She was worried that she wouldn’t be able to keep living in her residential aged care community, which she loves,” says Debbie. “She said to me that I made her feel like there was no problem. I assured her that it wasn’t a problem, but just a situation that we needed to work through and overcome.”

Acknowledging **the contributions of many**



Our staff, supporters and volunteers are an integral part of who we are and what we do. Without them, providing high-quality, compassionate care to older Victorians would not be possible.

Trustees



PICTURED FROM LEFT

RWBRO BILL HAYES, PDGM

Trustee

- Trustee, Royal Freemasons' Homes of Victoria and The Taylor Foundation, and Member of Royal Freemasons Ltd
- Member of the Board of General Purposes of FMV, 2010 – present
- Former member of FMV Board of Benevolence 1991–2006, President 2003–2006
- Former member of FMV Audit and Risk Committee 2002–2012, Chairman 2009–2012
- A Justice of the Peace and Accredited Bail Justice in the State of Victoria
- Independent Third Person Accredited by the Office of the Public Advocate
- Appointed Trustee, May 2016

RWBRO DAVID GIBBS, PSGW

Trustee

- Trustee Designate, Royal Freemasons' Homes of Victoria and The Taylor Foundation, and Member of Royal Freemasons Ltd
- Former member of the Board of General Purposes of Freemasons Victoria
- Board member of Freemasons Victoria Foundation Limited
- Chartered Accountant (life member CAANZ)
- Company Director and Advisor to Families in Business
- Director, Cancer Council Victoria

WBRO MYLES KING, OAM KSJ AICD

Trustee

- Director, Freemasons Victoria Holding Company Pty Ltd
- Former President, Board of General Purposes
- Former Chairman, Freemasons Foundation Victoria Ltd

Board of Directors



PICTURED FROM LEFT

WBRO ANDREW DAVENPORT Director, BE(Hons), BCom, MBA, MCommerce Law, GAICD, ASA,

- Appointed Director, December 2020
- Councillor, City of Whitehorse, 2012 – present

RWBRO CRAIG HEAD Board Chair, M Bus (Acc), FCPA, FIPA, MAICD, PJGW

- Chief Financial Officer, Form 700 Group of Companies, Member of Freemasons Victoria Governing Council
- Appointed Director, October 2014
- Deputy Board Chair, October 2018 – November 2021
- Chair of Finance, Risk and Audit Committee, October 2018 – November 2021
- Appointed Board Chair, November 2021

PROF. TRACEY BUCKNALL Chair, Quality and Safety Committee, RN, BN, ICU Cert, Grad Dip Adv Nurs, PhD, GAICD

- Appointed Director, June 2016
- Appointed Chair, Quality and Safety Committee, October 2018
- Appointed Deputy Board Chair, November 2021
- Alfred Deakin Professor, School of Nursing and Midwifery, Deakin University
- Director of Nursing Research and Foundational Chair in Nursing, Alfred Health
- Director, Centre for Quality and Patient Safety Research – Alfred Health Partnership, Institute for Health Transformation, Deakin University

BRO LARRY JACKSON Chair Finance, Risk and Audit Committee

- Director, Post Graduate Diploma in Management Studies
- Appointed Director, October 2021

MWBRO BOB JONES Director

- Board President when Grand Master 2012–2014
- Managing Director, CarTrek Group of Companies
- Appointed Director, December 2021

WBRO DAVID CARTNEY (NOT PICTURED) Director, MA(Hons) Psychology, Post Grad Dip Acc, FAICD, FCPA, FCMA, CA(Scotland), CA(ICAANZ)

- Director, December 2020 – present
- Chairman, International Business Mentors
- Director, Cabernet House
- Chairman, The Syme Business School

ROSEMARY EVANS (NOT PICTURED)

Director

- Lawyer, Special Counsel, DTCH Lawyers
- Appointed Director, June 2018

Board committees

BOARD EXECUTIVE COMMITTEE

RWBro Craig Head

Prof. Tracey Bucknall

Bro Larry Jackson

FINANCE, RISK AND AUDIT COMMITTEE

Bro Larry Jackson
Chair

RWBro Craig Head
Board Chair

Rosemary Evans
Director

David Cartney
Director

Matthew Schofield
Co-opted Member

John Fogarty
Chief Executive Officer

Michael Quinn
Executive Director – Finance

QUALITY AND SAFETY COMMITTEE

Prof. Tracey Bucknall
Chair

WBro Andrew Davenport
Director

John Molnar
Co-opted Member

John Fogarty
Chief Executive Officer

Sharyn McIlwain
Executive Director – Quality,
Safety and Innovation

MWBro Bob Jones

Executives

John Fogarty
Chief Executive Officer
(from May 2022)

Kerri Rivett
Chief Executive Officer
(until April 2022)

Melanie McNamara
Executive Assistant/
Company Secretary

Sonia Kokkalos
Executive Director – People,
Learning and Culture

Ann Butcher
Executive Director – Community
Services and Wellbeing

Annette Ross
Executive Director – Quality Safety
and Innovation (until April 2022)

Sharyn McIlwain
Executive Director – Quality Safety
and Innovation (from May 2022)

Michael Quinn
Executive Director – Finance

Laura Swindley
Executive Director – Marketing
and Community Engagement

Voula Yankoulas
Executive Director – Care and
Hotel Services

Todd Afford
Chief Information Officer

Thank you for **making a difference**



Thank you for your generous contributions

We extend our sincere thanks to every individual, Freemasons group and organisation who have contributed their time or finances to Royal Freemasons this year.

With your generous support, we have been able to continue delivering high-quality, compassionate care to the people we serve.

We would also like to acknowledge the extraordinary efforts and commitment of the Ladies Auxiliary who served Royal Freemasons for many years and particularly Mrs. Edna Hore, who passed away in March 2022 and was a member for 44 years.

Limited space only allows for the acknowledgement in this document of donors, bequests and organisations that have given \$1,000 or more during the financial year.

Baden Powell Lodge No. 488

Estate of Barbara Joan Leonard

Estate of Bruce Leslie Powell

Estate of Colin Mackay

Estate of Edmund George Barker

Estate of Kevin Stewart Cowell

Freemasons Victoria Grand Lodge
Ceremonial Team

Freemasons Foundation Victoria

H.A.O Hamilton Charitable Trust

Jean and Keith Bennett Charitable
Fund

Royal Freemasons Ladies Auxiliary
Marandar Ladies

McFadden Charitable Fund

McInty Trust

Monash Lodge No 938, in memory
of Wbro Trevor Meggs PGStdB

Pam and Alfred Lavey Trust

Robert and Irene Rutley Fund

Estate of Robert Alexander Clarke

The Allan and Dulcie Murray Memorial

The Estate of Yvonne Oeser

The Fred and Vi Lean Charitable
Trust

WH and EJ Taylor Memorial

William Cooper Charitable Trust

Your chance to get involved

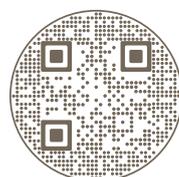
JOIN OUR TEAM

If you would like to join the team at Royal Freemasons, please visit the Careers page on our website for a list of current vacancies or [scan the QR code](#).



BECOME A HELPING HANDS VOLUNTEER

Royal Freemasons is fortunate to have hundreds of people who give their time through our Helping Hands volunteer program. If you would like to join them in making a difference to the lives of older Victorians, please visit the 'Volunteers' page on our website, call 1300 176 925 or [scan the QR code](#).





Support us
today

Name: _____ Email: _____

Address: _____ Mobile: _____

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

I HAVE ENCLOSED A CHEQUE PAYABLE TO ROYAL FREEMASONS OR PLEASE DEBIT MY:

Visa Mastercard Amex Amount: _____

Donate monthly

Card no.: _____ / _____ / _____ / _____ Expiry: ____ / ____

Name on card: _____ Signature: _____

**TO DONATE ONLINE,
SCAN THE QR CODE BELOW**



DONATIONS AND BEQUESTS

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

Locations

RESIDENTIAL AGED CARE

Bacchus Marsh

58 Grey St, Darley 3340
5366 6600

Ballarat

124 Spencer St, Canadian 3350
5364 2500

Benalla

107 Thomas St, Benalla 3762
5764 8600

Bendigo

61 Alder St, Kangaroo Flat 3555
5430 0200

Centennial Lodge

13 Lewis Rd, Wantirna South 3152
9210 9600

Coppin Centre And Coppin Suites

45 Moubray St, Melbourne 3004
9452 2233

Darvall Lodge

521 Princes Hwy, Noble Park 3174
9549 1400

Elizabeth Gardens

2–8 Elizabeth St, Burwood 3125
9831 0600

Flora Hill

64 Somerville St, Flora Hill 3550
4431 3000

Footscray

25 Mephan St, Footscray 3011
9318 4244

Gregory Lodge

2–58 Newmarket St, Flemington 3031
9371 3700

Moe

1C Haigh St, Moe 3825
5136 7700

Monash Gardens

355 Wellington Rd, Mulgrave 3170
9574 3800

Mount Martha Valley

130 Country Club Dr,
Safety Beach 3936
5981 8444

Sale

28 Surkitt Blvd, Sale 3850
5149 3100

INDEPENDENT LIVING UNITS

Acacia Court

159 Wilsons Rd, Whittington 3219
1800 931 715

Banksia Court

2091 Fifteenth St, Irymple 3498
1800 931 715

Berwick Brae Village

670–690 Princes Hwy, Berwick 3806
9707 1261

Boyd Court

45 McKean St, Mooropna 3629
1800 931 715

Goulburn Court

159 Wilsons Rd, Whittington 3219
1800 931 715

Jacaranda Court

551 Murray Rd, Preston 3072
1800 931 715

Marjorie Nunan Court

433 Brunswick Rd,
Brunswick West 3055
1800 931 715

Marjorie Nunan Terrace

475 Brunswick Rd,
Brunswick West 3055
1800 931 715

Murray Gardens Court

110 Stradbroke Ave, Swan Hill 3585
1800 931 715

Springtime

41 Manchester Dr, Sydenham 3037
9361 0400

RETIREMENT LIVING APARTMENTS AND UNITS

Berwick Brae Village

670–690 Princes Hwy, Berwick 3806
9707 1261

Canadian Pines

510 Kline St, Canadian Ballarat 3350
5364 2591

Monash Gardens Village

97–99 Monash Dr, Mulgrave 3170
1800 931 715

Redmond Park

300 Pigdon St, Carlton North 3054
8855 2390

Streeton Park

9 Vine St, Heidelberg 3084
8458 5500

HOME CARE

Level 7, 580 St Kilda Rd,
Melbourne 3004

Servicing metropolitan Melbourne
and regional Victoria
1800 756 091

WELLNESS SERVICES (INCLUDING DAY THERAPY)

Coppin Centre

45 Moubray St, Melbourne 3004
9452 2323

Footscray

25 Mephan St, Footscray 3011
9318 4244



Royal Freemasons Limited

Level 7, 580 St Kilda Road
Melbourne, Victoria 3004

1300 176 925
royalfreemasons.org.au

