

ANNUAL REPORT 2021 - 2022



ASSISI
AGED CARE





OVERVIEW

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MESSAGE FROM THE CHAIR & CEO

It would be simple to reflect the winds of change are finally upon the aged care sector, moving the industry forward and shining a light on better and safer practices. However, the new regulation has been greeted sector-wide by a diminishing mass of compassionate carers who report feeling unsupported, battered and exhausted after two years of a Covid-19 pandemic and negative pressure from the Aged Care Royal Commission.

Government must, naturally, champion all the changes identified by the Commission, but it needs to ensure that the pace of change administered through the Department of Health acknowledges a very fragile workforce and supports its post Covid rebuild. New reform includes revised mandatory reporting, changes to governance structures, increased regulation regarding how we connect with residents and families, a new star rating system, revised quality standards and a new funding model centred on government assessed care needs. It is easy to wonder if the uniqueness of our 'people to people' industry is truly understood. We all seek a successful transition but not at

the cost of losing our primary goal of supporting older people's wellbeing or stifling best practice.

The year focused on ensuring a safe environment during the Covid pandemic. Assisi's first outbreak did not occur until October 2021, some eighteen months after first infections were noted in aged care. Care staff were required to apply their new skill in infection control under the continuous guidance of registered nurses and infection prevention specialists. All staff must be commended for their ability to stay focused on the care needs of the our residents, coming to work when many other industry groups were directed to work from home. The commitment to provide care, shift after shift, in exhausting full PPE is extra-ordinary. So too is the proficiency in mastering new ways of engaging with ageing persons when masks diminish the ability to communicate through facial expression.

Government directions during this period were often confusing, given state and commonwealth divide in responsibilities for aged care and public health. Assisi, however, met

all regulation requirements and were commended for the development of several infection prevention programs including the Spotters program and staffing a dedicated, but unfunded, Rapid Antigen Testing (RAT) station seven days per week to safeguard residents and staff.

Despite Covid limitations, it's been a busy year focused on quality as our aged care accreditation expires on 1st December 2022. The Executive team with the input of team leaders prepared an extensive self-assessment document reflecting existing systems and continuous improvement initiatives across the eight aged care quality standards.

The comprehensive result was a deficit of \$450,000, much of which reflected Assisi's significant investment in workforce resourcing during the Covid-19 period exceeding industry levels and Commonwealth funding received. This result is a significant improvement on the 2020-21 year.

Our volunteer program on hold was recommenced. Residents appreciated their return to small group and individual leisure and lifestyle



programs. Unfortunately, however volunteer numbers have diminished and we are seeking to establish this essential assistance.

The Assisi Women's Committee also sustained attendance membership hurdles. Assisi has been a great beneficiary of a very vibrant group that has funded many initiatives, provided essential care equipment and ensured that Assisi is promoted throughout the Italian community. We congratulate all members past and present for their invaluable contributions since 1991.

There have been several changes to the senior leadership team during the year. Lisa Coombes left her full time role as Quality Manager but continues to support us in the maintenance of our quality systems. Santosh Kumari, Director of Care since 2019, also left us and was replaced by Raelene Pearce, transitioning from her role as

Quality Manager and Nurse Educator. Andrea Dunlop has joined us in a new role as a workforce specialist and Tracey Scanlon replaced Adnan Sert as Finance Manager. Together this creates a new executive team, bringing a depth of experience from the health, aged care and not for profit sectors.

From a Board perspective we are fortunate to have two casual appointees, Adjunct Professor Sharon Donovan and Joe Gangi, accept formal appointments as Board Directors. Their clinical and business experience adds to the consolidated set of Director skills that ensures responsible governance, both clinical quality and business, for our proud organisation.

Effective partnerships are increasingly important in the current aged care environment. Collaboration with San Carlo Homes for the Aged

commenced with a meeting between the Board Chairs and CEOs. A network between Melbourne's two largest Italian specific Residential Aged Care providers will create service benchmarking opportunities.

As we hopefully move beyond Covid our aim is to ensure that compassion and empathy continue to drive resident connection through person centred care, supporting their need to live life as they choose.

Don Smarrelli
Board Chair

Peter Birkett
Chief Executive Officer

ABOUT US

Assisi Aged Care was founded in 1992 as an initiative of leaders within Melbourne's Italian community. It was established as a not-for-profit religious and charitable organisation for Melbourne's elderly Italian population.

Located in the heart of Rosanna, Victoria, Assisi Aged Care is situated on the same property as a stunning 1920s-built Sisters of Mercy novitiate convent and chapel. The first 90 beds of the 120 granted by the Commonwealth Government were opened in 1993 with the remaining 30 beds opened in 1997. Furthermore, after a \$21M upgrade in 2014, capacity was increased to 150 beds.

As a not-for-profit Commonwealth accredited aged care provider, Assisi is governed by a Board consisting of seven members, the majority having Italian backgrounds from Melbourne's business and cultural community. As an organisation, we are committed to the provision of high quality, up-to-date and culturally appropriate services for the Italian community.

With plans for an expansion of services to include Home Care Packages, the future for Assisi Aged Care is bright.

MISSION

To provide professional and compassionate care for those who come into our community through the prudent delivery of services that respect equality and individuality.

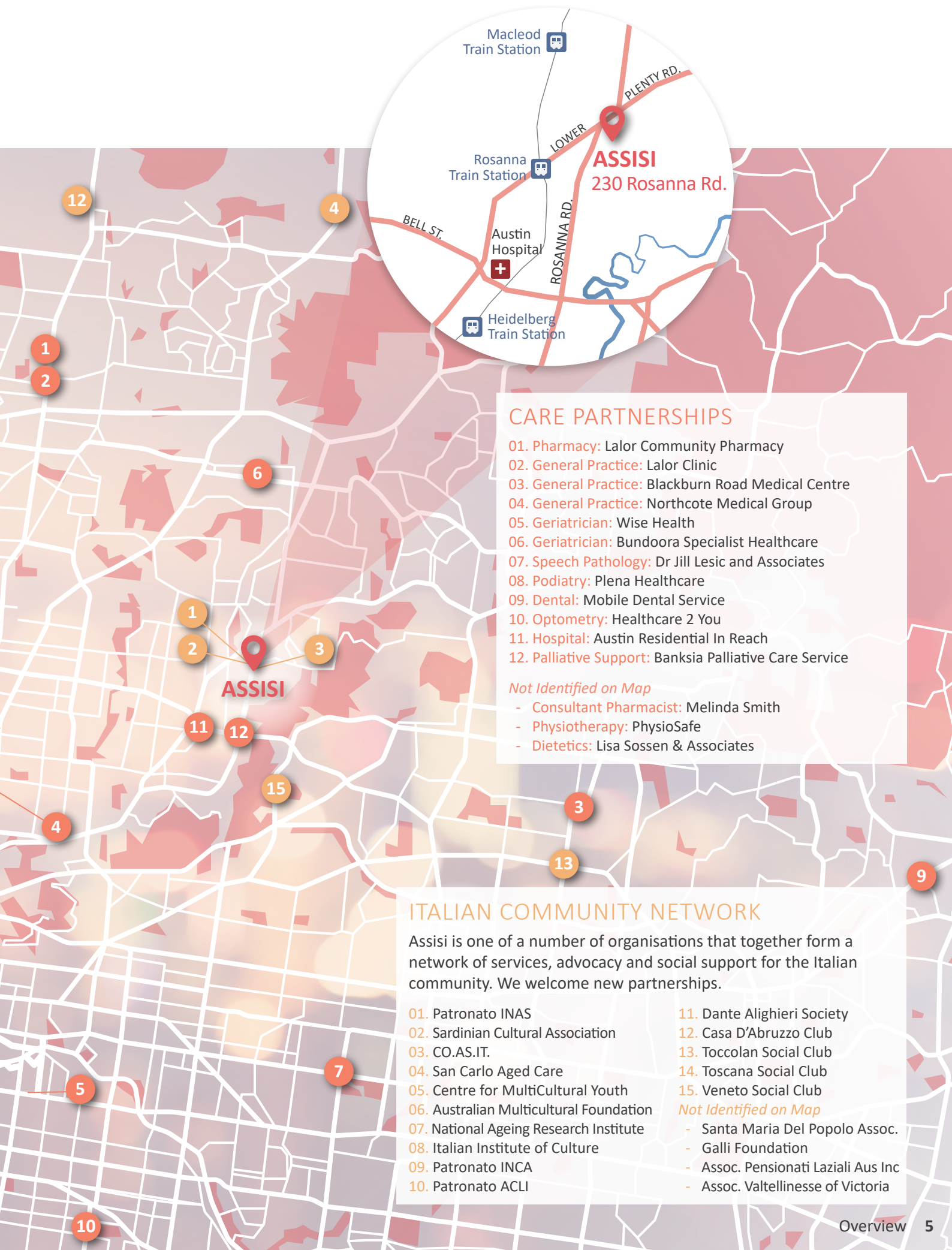
VISION

Our vision is directed by our Italian heritage, our community responsibilities and Christian ideals, especially in our respect for the contribution of our elders to our lives. This guides us to support our community by providing the best possible emotional, physical and spiritual care for the frail aged of the Italian community.

VALUES

RESPECT is the foundation of Assisi's values.

- R**esidents and families first
- E**xcellence in service and care
- S**taff development
- P**rofessionalism at all levels
- E**mpathy in the workplace
- C**ustomer service
- T**eamwork and team building



CARE PARTNERSHIPS

- 01. **Pharmacy:** Lalor Community Pharmacy
- 02. **General Practice:** Lalor Clinic
- 03. **General Practice:** Blackburn Road Medical Centre
- 04. **General Practice:** Northcote Medical Group
- 05. **Geriatrician:** Wise Health
- 06. **Geriatrician:** Bundoora Specialist Healthcare
- 07. **Speech Pathology:** Dr Jill Lesic and Associates
- 08. **Podiatry:** Plena Healthcare
- 09. **Dental:** Mobile Dental Service
- 10. **Optometry:** Healthcare 2 You
- 11. **Hospital:** Austin Residential In Reach
- 12. **Palliative Support:** Banksia Palliative Care Service

Not Identified on Map

- **Consultant Pharmacist:** Melinda Smith
- **Physiotherapy:** PhysioSafe
- **Dietetics:** Lisa Sossen & Associates

ITALIAN COMMUNITY NETWORK

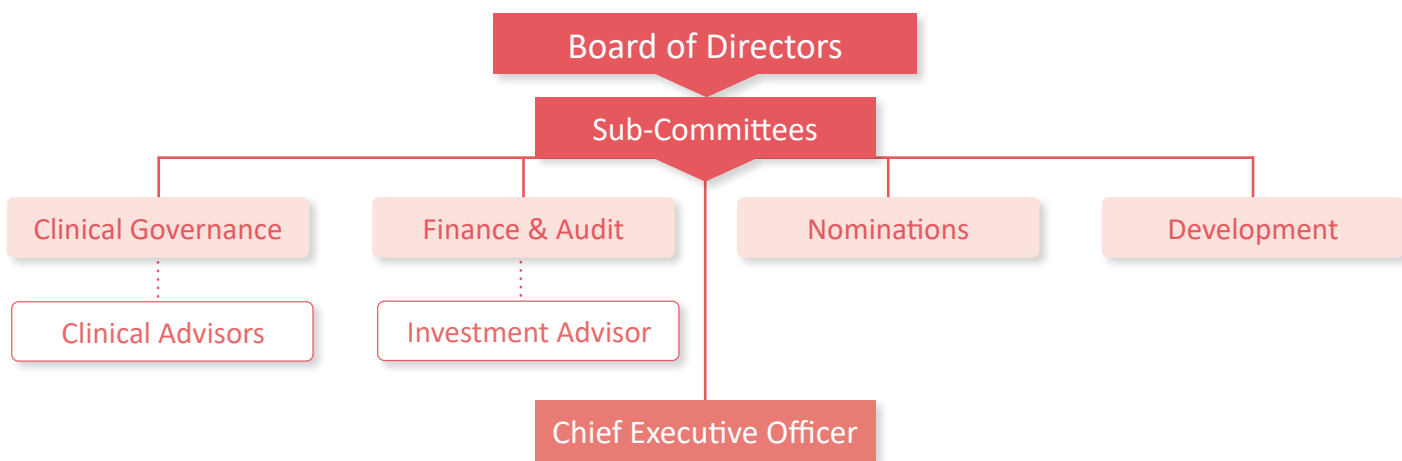
Assisi is one of a number of organisations that together form a network of services, advocacy and social support for the Italian community. We welcome new partnerships.

- | | |
|---|-------------------------------------|
| 01. Patronato INAS | 11. Dante Alighieri Society |
| 02. Sardinian Cultural Association | 12. Casa D'Abruzzo Club |
| 03. CO.AS.IT. | 13. Toccolan Social Club |
| 04. San Carlo Aged Care | 14. Toscana Social Club |
| 05. Centre for MultiCultural Youth | 15. Veneto Social Club |
| 06. Australian Multicultural Foundation | <i>Not Identified on Map</i> |
| 07. National Ageing Research Institute | - Santa Maria Del Popolo Assoc. |
| 08. Italian Institute of Culture | - Galli Foundation |
| 09. Patronato INCA | - Assoc. Pensionati Laziali Aus Inc |
| 10. Patronato ACLI | - Assoc. Valtellinese of Victoria |

GOVERNANCE

The Assisi Board of Directors is strengthened by a diverse representation of qualifications, skills and experience. This ensures Board deliberations are undertaken with a high level of financial literacy, and knowledge in areas of clinical and quality

practice, the regulatory environment, and risk management. Assisi is well prepared to navigate the evolving challenges within the aged care sector, enabling it to remain viable and provide contemporary, best practice care.



Don Smarrelli OAM
Board Chair
Appointed: 2004

Don is the principal of Lawcorp Lawyers which he founded in 1979, and a member of the Council for Multicultural Australia, an advisory body to the Federal Government for raising awareness and understanding of multiculturalism. He was a founding member and subsequent President of the Toccolan Club (1990), an Italian community organisation focused on fundraising for medical research. He also sits on the board for the Centre for Multicultural Youth (CMY), and the Australian Multicultural Foundation.

In 2007 Don was awarded a Medal of the Order of Australia (OAM) for services to multiculturalism and the community.



Clare Grieveson
*BSc (Hons) Lon MHSM
GCLACC GAICD GAICG*
Clinical Governance Chair
Appointed: 2018

Clare is the Chief Executive of Southern Cross Care in Western Australia, a provider of aged residential and home care, retirement, disability and mental health services. She has a clinical background, with over 20 years' experience in the health industry including senior management roles at Monash Health and the Victorian Department of Health and Human Services.

She was the Executive Director Quality, Safety and Innovation at Mercy Health until 2021, responsible for leadership in staff safety, Work Cover, consumer experience, quality, clinical risk, service improvement and innovation.



Don Pasquariello
FCA, FCPA, MAICD, FINSIA
 Finance & Audit Chair
 Member: Nominations
 Appointed: 2013

Don is a Senior Partner of Deloitte, one of the world's largest professional services and advisory firms. As Partner of Deloitte Asia Pacific Audit & Assurance, Don is the current Market Leader of the Victorian Audit & Assurance practice.

Don is one of Deloitte's most experienced senior audit & accounting partners. He has a strong understanding of public and private company reporting, risk management, corporate governance and of the complexities associated with the management of the audit of multi-national operations of Australian listed companies.

Don is also a Board Director of Jesuit Education Australia Limited and a Board Director of Co.As.It; and also a Member of the Audit Committee for St Vincents Institute of Medical Research Limited.

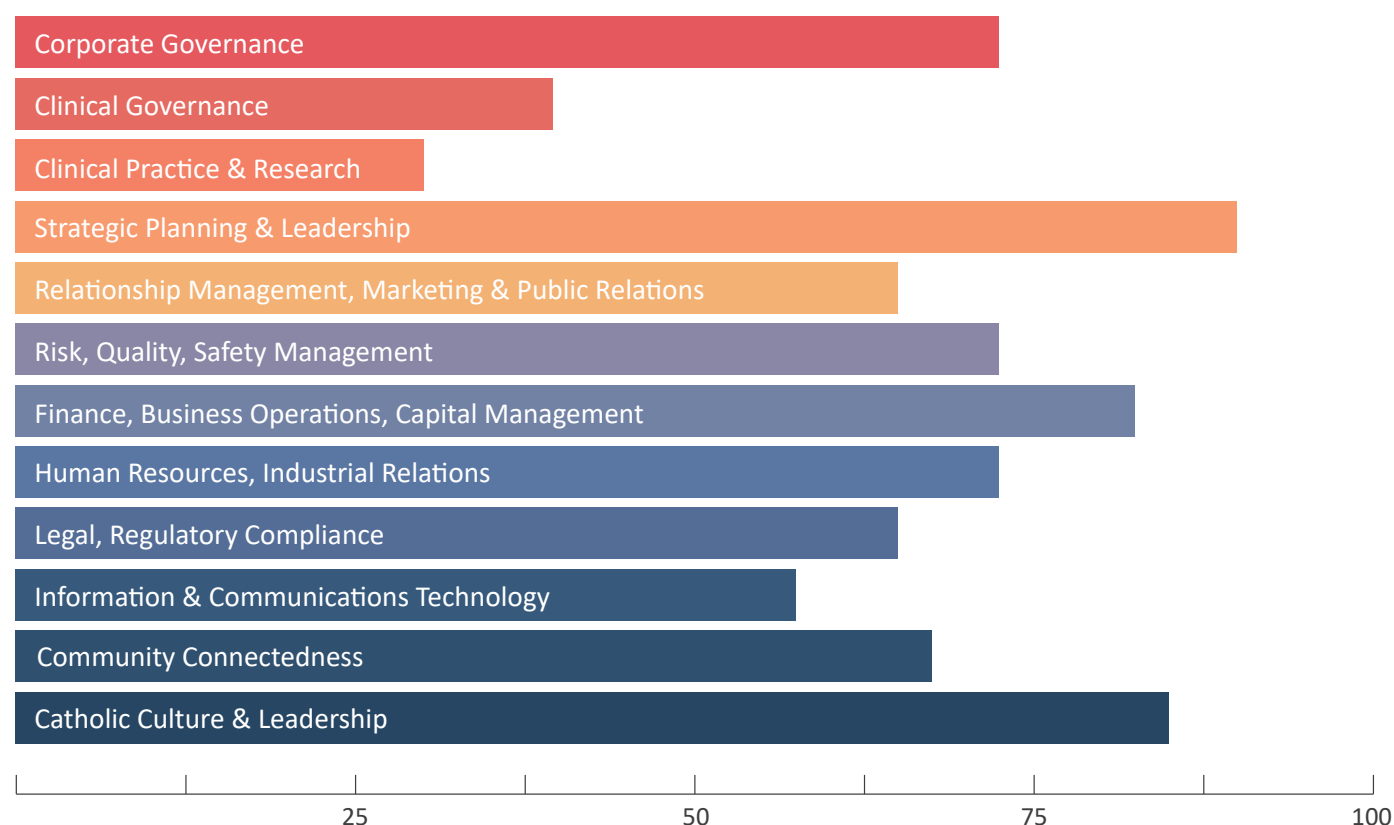


Sauro Antonelli AM
Cavaliere Ufficiale, KMG
 Member: Clinical Governance,
 Nominations, Development
 Appointed: 1994

Sauro has been involved with Assisi Aged Care since its inception in 1990 and was the inaugural Secretary of the organisation's Committee of Management. He has been President of the Assisi Board over two periods, totalling seven years. In 2008, in recognition of over 40 years' work in the Italian community, Sauro was awarded a Medal in the Order of Australia (AM).

Sauro is also on the Board of Co.As.It. (Italian Welfare organisation), is Chair of the Patronato INAS in Australia and volunteers as a biographer with Eastern Palliative Care.

Distribution of Board Director Skills





Joe Gangi

BE(Chem), MBA, CPE, GAICD
Member: Finance & Audit
Appointed: 2021

Joe has over 30 years experience in business management and corporate governance in both private and public sectors. His current board roles include:

- Non-Executive Chairman of Webcentral Group Ltd (ASX: WCG)
- Non-Executive Director of Assisi Aged Care
- Member, Industry Advisory Committee - RMIT University, Faculty of Chemical and Environmental Engineering

Joe is an Executive Director of a consulting firm providing technical and project governance advice to both Private and Government clients. His corporate experience is focused on risk management, offering advice on risk mitigation and business sustainability strategies.



Ruth Richardson Clark

CA, GAICD
Member: Finance & Audit
Appointed: 2020

Ruth is a strategic finance executive with over 20 years experience in branded consumer businesses across education, cosmetics, technology and food. She has lived and worked in Australia and Belgium, with additional business experience in 6 European countries and New Zealand.

Currently Ruth is the CFO for Campion Education (Aust) Pty Ltd.



Sharon Donovan

Adjunct Professor, MBA, BN, MidCert, GAICD
Member: Clinical Governance
Appointed: September 2021

Sharon is the Executive Director Nursing, Midwifery and Aged Care Clinical Practice for the Mercy Health – Health Services public hospitals in Victoria and New South Wales. She brings more than 20 years' experience at executive level in public and private health services including Ballarat Health Service, Alfred Health and Epworth Healthcare. Sharon has expertise in clinical and corporate governance, clinical and corporate risk management, university partnership development, change management and process redesign. She has a strong interest in improving the patient/resident experience and in supporting nursing and midwifery leadership to deliver this experience.

Sharon is a member of the Australian Institute of Company Directors, has received awards for leadership and has public and private Board experience.



Paul Lostia

Appointed: 1998
Resigned: July 2021

Now retired, Paul brings experience from senior positions in the Finance Industry. He continues to work tirelessly in the Italo-Australian Community developing and supporting many voluntary Community Projects, most notably, as President of the Sardinian Cultural Association.



280+ hrs
voluntary Board
member time



100% Review
of formal complaints



11 Advisors
provided independent
business & clinical
perspective

EXECUTIVE



Peter Birkett
Chief Executive Officer
*MBA, BCom, RN, RM,
MCHSM, MAICD*

Peter has extensive experience in health service management and governance from both the metropolitan and rural sectors. His most recent role was CEO of a NFP and public rural hospital. Passionate about lifting the business and quality profile of aged care, Peter initiated a significant national quality project partnering with the *Australian Council on Healthcare Standards* and the *Australian Aged Care Quality Agency* in the piloting of a joint accreditation under all National, EQulP and Aged Care standards. Peter is also a graduate of the Executive Leadership Program at the *Saïd Business School, Oxford University*.



Tracey Scanlon
Finance Manager
BCom, CA

Tracey is a Chartered Accountant and finance & business professional with over 20 years experience across a number of diverse industries. Her previous experience has seen her provide both financial and commercial input into a variety of business strategies for continuous improvement, implementing a range of procedures towards effective and efficient business operation.



Raelene Pearce
Director of Care
*RN, GDipAddictSt,
GradCertICP, GradCertTD*

Rae is a registered nurse with experience in acute surgical, medical, emergency, critical care, rehabilitation and aged care as well as tropical disease and chronic disease management. With a Nursing Educator background she is passionate about teaching others. In addition to Director of Care duties, Rae is Assisi's Infection Prevention and Control Lead.



Andrea Dunlop
**Workforce &
Management Specialist**
*MHLthSc (Comm Hlth),
GDipHlthSc (Hlth Ed),
BAppSc (OT), ARI*

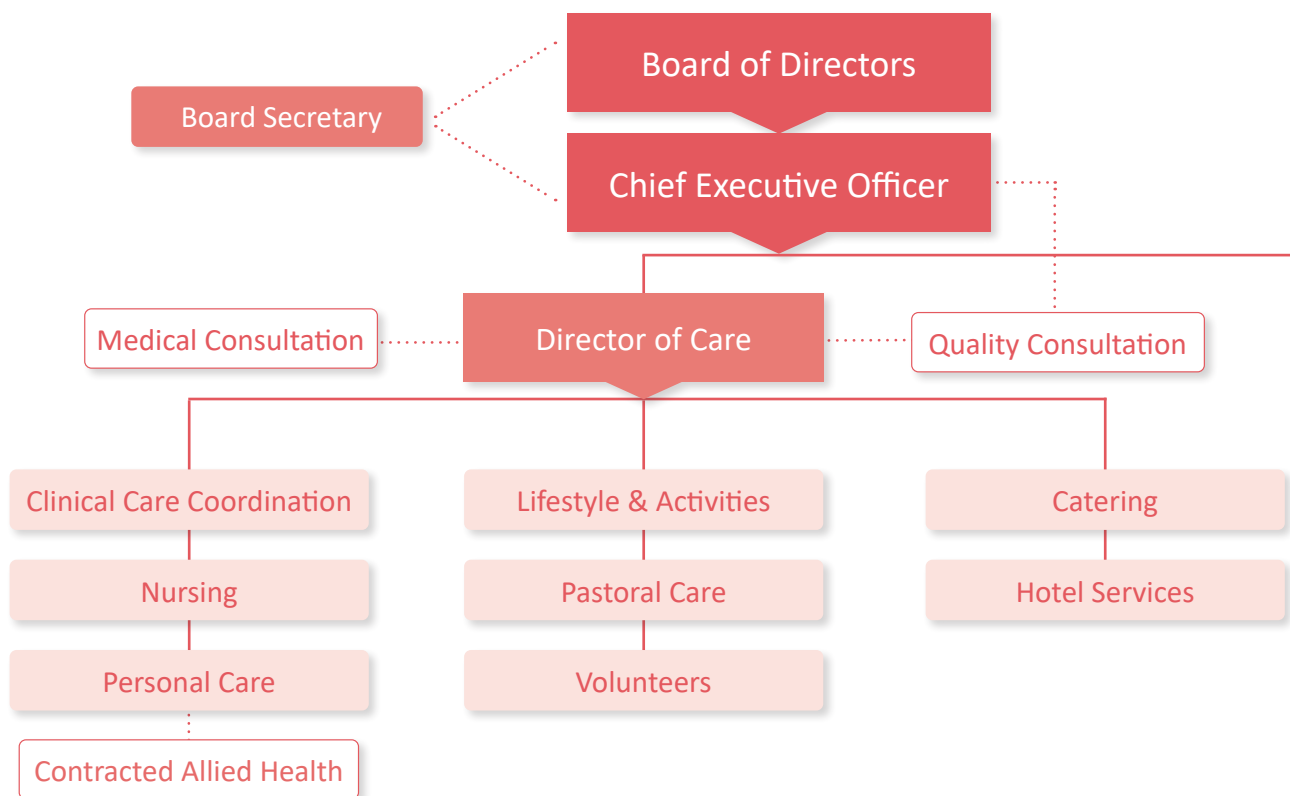
Andrea brings to Assisi clinical, human resource, project, quality and organisational management skills from mental health, public administration, rural health and aged care. She is trained in conflict coaching and mediation, is an Honorary Adjunct Lecturer, *La Trobe University* for person centred research partnerships, and recently completed a Graduate Diploma of Psychology.

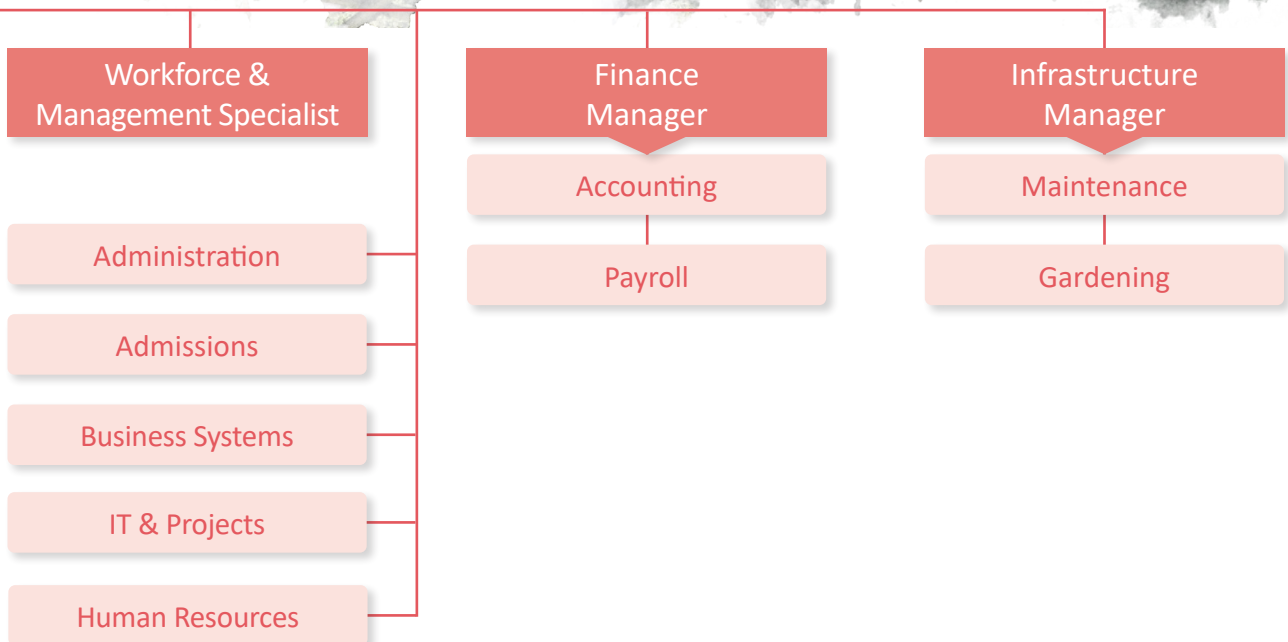


Lou Tarquinio
Infrastructure Manager
BA

Lou brings many years of experience in facilities and project management, coordinating preventative and reactive maintenance programs, security and physical asset operations for Assisi's extensive Rosanna site. This ensures a safe and productive environment for employees and residents.

ORGANISATIONAL STRUCTURE









A YEAR IN STORIES

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EXPERIENCING THE OUTDOORS

Research in Action

It is well recognised that being outdoors is vital for a person's physical, emotional, social, and mental health.

Yet often people residing in residential aged care spend most of their time indoors. This means less exposure to the weather, changing seasons, sunlight and fresh air.

To address this important issue, Assisi has partnered with *Swinburne University* to research the way design influences human interaction with the outdoor environment for people living in residential care. The outdoor areas and social spaces available to Assisi's residents living in St Claire are this study's focus.

PhD candidate and architect Kirsty Bennett explains the 'environment-behaviour construct' recognises the influence of the built environment on

behaviour, and informs the research. By carefully designing building layout, residents may be led past certain features and places providing opportunity for engagement with new environments and social spaces. This can markedly improve quality of living. Building edges, verandas, windows, doors, and furniture placement can act as either barriers or facilitators, so careful consideration is key.

The multi-method approach adopted includes; environmental design assessment and analysis, individual and group space auditing, observation of physical cues, and qualitative interview with clinicians and managers. Study protocols have received ethics approval from *Swinburne*

University, and the unobtrusive methods used will not interfere with resident routines. Initially, Kirsty will observe how the Alfresco area and adjacent lounge and sitting areas are used. Changes will be recommended for implementation in collaboration with aged care architectural specialists, Allen Kong Architects, the management team, and the Board. Post implementation space audits will evaluate the impact on increasing residents' experience of the outdoors.

Kirsty's action-based research is anticipated to be completed by September 2023.







THE RESPITE RESURGENCE

Many older people are choosing to remain at home longer before entering permanent care and the pandemic has also impacted care entry decisions. However, Assisi has experienced a recent resurgence for respite and demand is strong with a spike in enquiries and admissions.

Choosing permanent care is a difficult life decision and the ‘try before you buy’ option allows prospective residents and their families up to 63 days respite per year, as specified by the Australian Government’s aged care assessment system.

Respite care arms residents and families with experience and knowledge to make an informed decision about whether this change

in lifestyle will suit their physical health, social and lifestyle needs on a permanent basis. Admissions to Assisi Aged Care during the year totalled 98 residents. Of those 50 were respite admissions. The pleasing news is that 27 residents who experienced respite, decided to make Assisi their permanent home; a conversion rate of 54%. Sometimes respite is trialled several times.

The overall respite experience Assisi provides undoubtedly contributes to decisions made. From the moment a person arrives there is an extensive process to ensure every aspect of

their comfort is considered; from the first greeting, the dining experience, socialisation, introductions to other residents, lifestyle and religious choices, personal routines and choices regarding care preferences. Our priority across every department is for the resident’s best care and satisfaction.

Table: 2021-22 Admissions

Permanent	48
Respite	50
TOTAL	98
Conversion Rate: Respite to Permanent	54%

STUDENT PLACEMENTS

A Workforce Initiative

Supporting student clinical placements is a key workforce initiative for Assisi. Students are offered a supportive learning environment that allows them to interact with residents, assess and respond to their care needs and demonstrate practical learning outcomes. During 2022, Assisi welcomed students from *LaTrobe University's* Bachelor of Nursing program and the *Institute of Health and Nursing Australia* (IHNA). IHNA is a reputable local registered training provider, based in Heidelberg, that offers Diploma of Nursing and Certificate III and IV in Individual and Ageing Support, learning programs that can lead to employment as Enrolled Nurses and Personal Care Workers respectively.

Jessica (pictured centre with fellow IHNA student Marianne and clinical

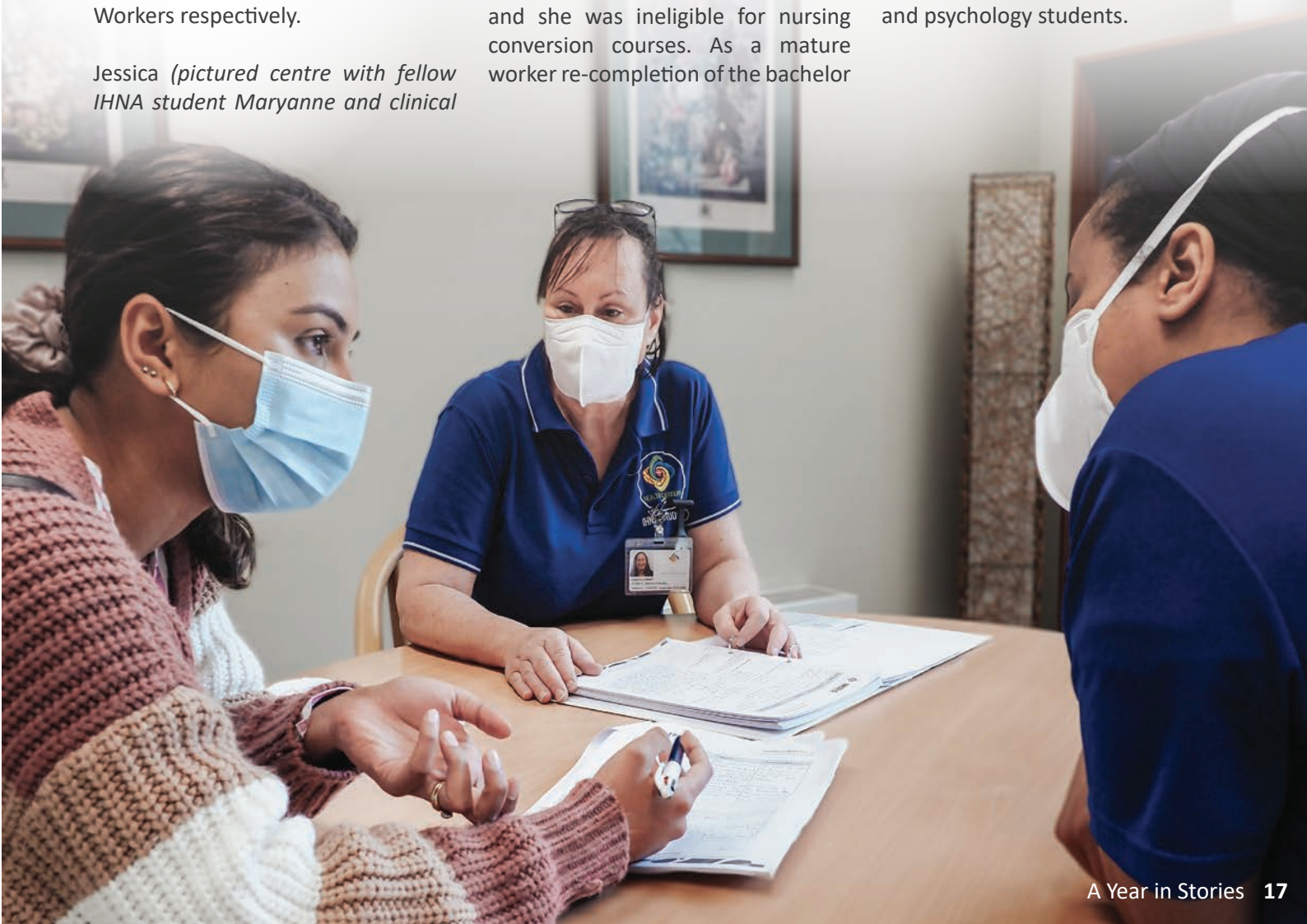
educator Bhashika) studied a Diploma of Nursing with IHNA and, living locally, chose Assisi to undertake clinical placement. She enjoys caring for older people and is passionate about facilitating their participation in life in ways they find personally meaningful.

'I find nursing most rewarding especially when working with older people with such rich life histories.' - Jessica

Jessica is a former registered nurse with experience in gerontology, brain injury and rehabilitation. Non-recent practice prevented re-registration and she was ineligible for nursing conversion courses. As a mature worker re-completion of the bachelor

of nursing was financially prohibitive. To return to the profession she loved, she retrained through IHNA as a personal care worker and now as an enrolled nurse. Jessica recounted how much she enjoyed learning Italian words during her time at Assisi, which assisted her to communicate with residents more effectively during care tasks. She would consider employment at Assisi after she has completed her training.

Planning has begun with RMIT to recommence hosting allied health students, with 66 studying chiropractic, scheduled to attend in 2023. Discussions are also underway for Assisi to provide clinical placement opportunities for Chinese medicine and psychology students.





AN OUTSTANDING FUNDRAISING ERA

2022 is a sad year for Assisi with the dissolution of the Assisi Women's Committee after almost 32 years. This remarkable group of women has been fundraising since its formation on the 19th November 1990 and made an outstanding contribution to Assisi during that time. Current President, Lilian Antonelli and Treasurer, Maria Cilia recently sat down to share afternoon tea with Peter Birkett, CEO to give him an overview of their committee's history, achievements and explain their decision.

Lilian is the Committee's third and most longstanding President, approaching a 20-year reign, and Maria is the inaugural Treasurer. They told of a host of events and fundraising initiatives over the years including concerts, raffles, produce sales, fetes, garage sales, luncheons

with guest speakers, masquerade balls, book launches, film nights, craft fairs and spinning wheels at the Italian Festa. Maria referred to a black book containing her meticulous financial records and proudly explained the impressive totals generated. The group raised \$47,252 and \$44,058 in their first and second years respectively; incredible sums for the times. In total to date the Women's Committee raised \$753,001.77. Their efforts were directed to resident wellbeing, funding two pizza ovens, garden re-design, redevelopment of the St Francis courtyard, outdoor furniture, resident gymnasium, pressure relieving comfort chairs, and a new mini bus. Hepa filters to maintain indoor air quality during Covid-19

lockdowns was the groups most recent donation.

Lilian explained that the Committee was very important for the Italian community, bringing a sense of purpose, benevolence as well as social networking and connection. Membership has declined from 30 to about 7 over recent years. Lilian advised members of her resignation as Committee Chair in July during a meeting at the Veneto Club. She explained the physically demanding nature of the role was challenging





circa 2000

without an adequate membership base and with declining health of the ageing members. However, she stressed that the group is hopeful to continue the annual Harry Belli film day at the Toscana Club.

With a present account balance of almost \$100,000 the group is keen to explore ideas about what may be their final contribution to the Assisi resident community. Peter Birkett, CEO extended his congratulations to the Women's Committee for its mammoth fundraising efforts over the years. He indicated a donation of \$100,000 may attract partnership funding for a significant and lasting project, and this would be a fitting conclusion to an inspirational era in Assisi's history. As a final task the Women's Committee will consider options and inform the Board of Directors of its decision.

Congratulations to all those who have served on the Women's Committee at anytime since its inception.



circa 1992

ASSISI CENTRE WOMEN'S COMMITTEE

FINANCIAL STATEMENT FROM NOVEMBER 1991 TO OCTOBER 1992

10/11/91	Afternoon Coffee (for I Cantori di Assisi)	\$ 515.80
08/12/91	Christmas Bazaar	\$ 1668.00
01/03/92	Tennis Day	\$ 4753.55
08/04/92	Ladies Lunch at Assisi	\$ 4715.90
13/05/92	Cinema Lunch	\$ 1374.00
19/06/92	Rubens Lunch	\$ 4139.51
10/07/92	Dinner for SCI Interiors	\$ 7540.44
25/07/92	Assisi Ball	\$ 5785.64
01/09/92	Gown of the Year	\$ 4727.53
25/10/92	Sale of raffle tickets	\$ 6436.00
25/10/92	Assisi Fair	\$ 3496.30
Subtotal		\$ 45152.67

A KNOWLEDGE BASED WORKFORCE

Workforce education and training is a critical aspect of any organisation aiming for quality excellence.

Assisi outlines the training obligations of each workgroup in a professional development and training matrix based on aged care quality standards, regulatory requirements and resident outcomes.

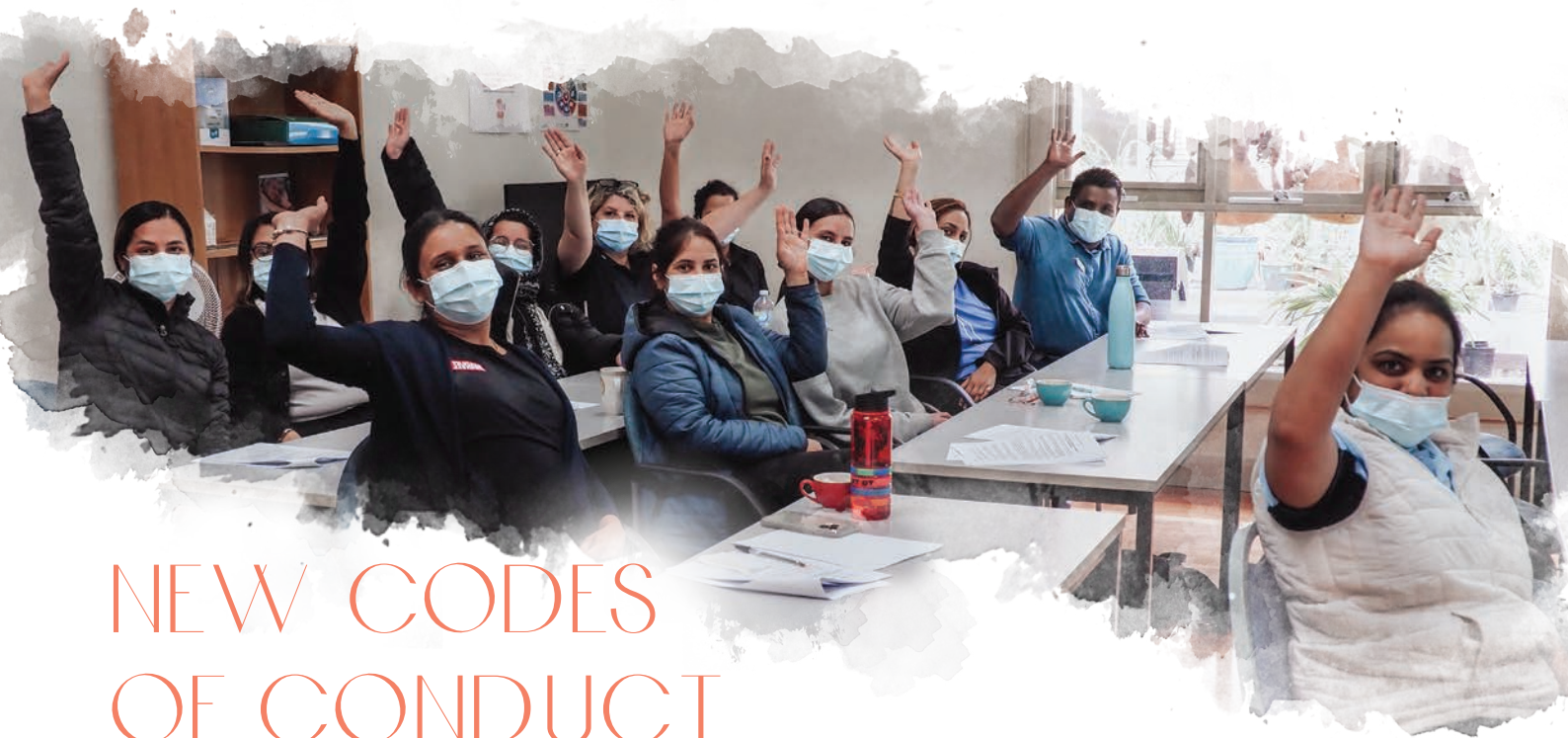
There are six components to Assisi's professional development and training matrix. These include: new staff orientation and induction, annual mandatory online learning, on-site practical education and competencies, annual recommended learning, inservices and educational toolboxes and attendance at externally facilitated workshops and seminars.

The Ausmed online learning program provides learning modules relevant to the aged care industry and supports professional registration requirements. All staff receive a free online learning account upon employment with Assisi and are enrolled in required modules due monthly. Assisi has had a particular focus on following up staff non-compliant with required training in 2022 and compliance rates have improved considerably. The highest rates of learning completed were related to Standard 3, personal and clinical care, followed by human resources and organisational governance (*see graph on pg 21*).

There was a total of 6,611 separate learning occasions during the 2022 reporting year. Practical education and competencies are supported by external contracted organisations.

A staff training needs analysis was undertaken during 2021 to identify training programs pertinent to the needs and interests of staff. Wherever possible, these have been incorporated into the training programs. Naturally there has been a big focus on learning programs related to infection prevention during the Covid-19 pandemic.





NEW CODES OF CONDUCT

Understanding expected standards of behaviour is important for employees within any workplace. Workforces with increased diversity or where leadership change has been frequent are vulnerable to wide variation in

interpretation of expectations. This prompted a 2022 review of Assisi's Employee Code of Conduct.

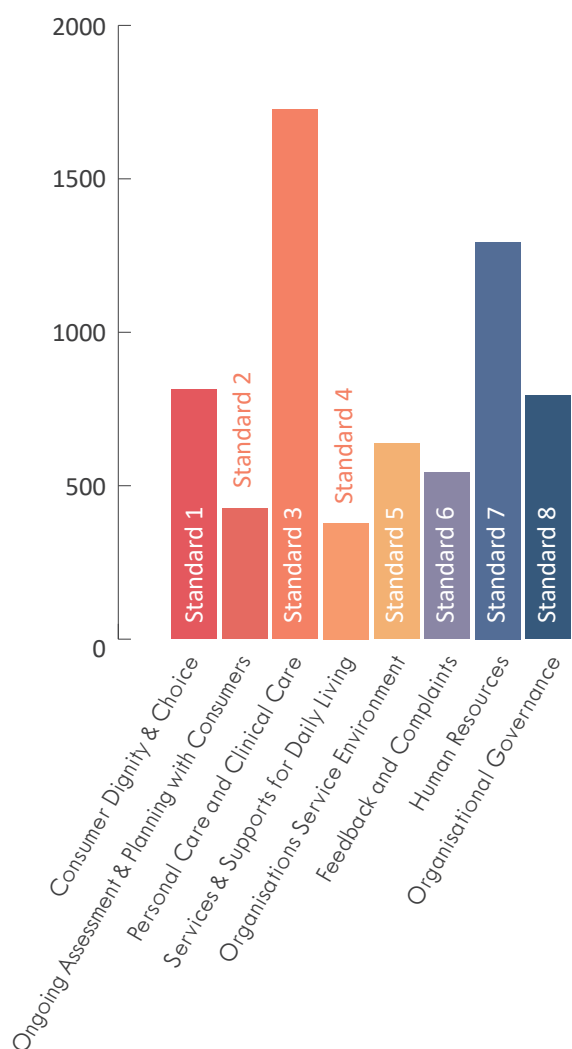
Assisi's Workforce & Management Specialist, Andrea Dunlop, says that while behavioural codes are often principally driven, wherever possible expectations should be clearly specified to align understanding. Legislation often determines required behaviour, such as human rights, occupational health and safety or employment law, but translating that into meaningful statements can pose challenges. Andrea says, *'staff need to see the code, not as a punitive and reactive measure imposed upon them when things go wrong, but as an aspirational guide for positive actions.'*

two questions, *'How do you want your colleagues at Assisi to behave?'* and *'if you were responsible for hiring new staff, what would you say was expected of them?'*. The result of this empowered approach was a clearly specified code covering 25 expected behaviours.

As a recommendation of the Royal Commission, The Aged Care Quality and Safety Commission is also introducing an Aged Care Workers Code of Conduct from 1st December 2022. The Code is focussed on improved safety and wellbeing for people receiving aged care, and aims to boost trust in services. It is applicable to aged care workers, volunteers, contractors and members of governing bodies and has provisions for banning individuals considered unsuitable from working in the aged care sector. While there are many shared expectations, the Aged Care Workers Code of Conduct does not replace Assisi's Code, which is tailored beyond resident impact to broader organisational needs. However, employees will be required to sign both codes to indicate understanding. A Visitor's Code of Conduct has also been drafted and is awaiting stakeholder consultation.

Learning Standards Breakdown

by Aged Care Quality Standards 2021-2022



The existing code was evaluated using focus groups. *'A code of conduct should hold meaning to everyone, and relevance to the workplace'*, Andrea says. To increase ownership the groups were posed



WORKFORCE CHALLENGES & RECOGNITION

Assisi's workforce turnover during the last 12 months has reached record levels with over one third leaving. Although concerning, according to industry peak bodies, these figures are remarkably consistent across the national aged care sector.

Personal care roles have been most impacted, representing 42% of Assisi's total turnover. Sector wide challenges with delayed admission into care and increasing resident

acuity, pay conditions, ageing workforce, workforce shortages and demoralising effects of the Aged Care Royal Commission are viewed as contributory to these higher rates. Covid-19 impacts, including constant requirements for personal protective equipment also add to vocational challenges. The exodus from the sector is particularly troubling when national statistics quote aged care workforce shortages of between 35,000 and 65,000.

However, CEO Peter Birkett suggests a current management focus for a positive, supportive and accountable workplace, with effective processes and systems, can assist Assisi to withstand challenges and become an employer of choice.

Assisi has lost some longstanding staff whose departure will be sorely felt. In October staff shared in an afternoon tea to farewell Milena Trajcevska, Food Services Assistant. Milena joined Assisi in 2000 and was approaching 22 years of employment. Milena made the difficult decision to leave due to physical health concerns. She remarked how sad she was to be leaving Assisi, having developed strong relationships with staff and residents and how much she enjoyed working here.

Peter Birkett, CEO and Raelene Pearce, Director of Care gave Milena

Employees by Employment Type

2021-2022



Casual
Part Time
Full Time

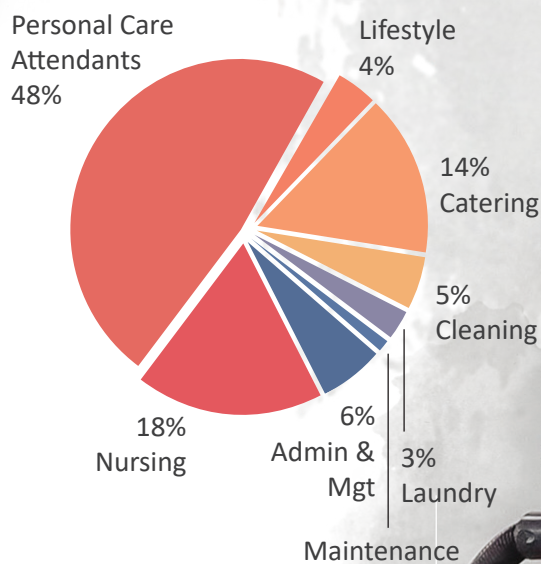
2020-2021



0 50 100 150 200 250



Employee Roles



flowers and a gift conveying their collective gratitude for her dedicated service. The occasion also provided an opportunity to present Milena's 20 Year Service Award, previously limited by pandemic social gathering restrictions.

Thank you to all those who have served and have left Assisi during the last year, making it what it is today.

Employee Years of Service

10 Years

Concettina Belvedere
Gemma Leombruni
Louis Tarquinio
Niranjala C. T. Perera

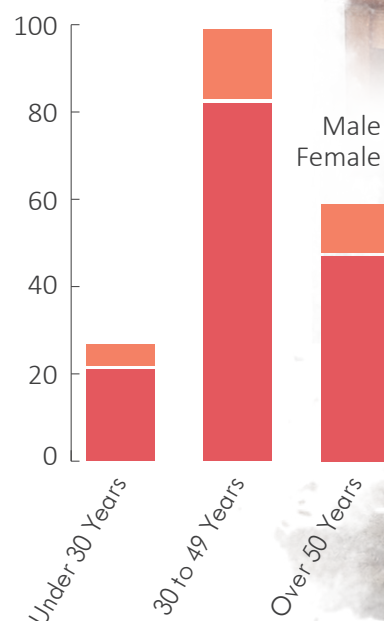
15 Years

Ayan Hassan
Mairead Greaney
Sainab Mahamud
Vishnukanthi Selvarajah

20 Years

Adele Licata
Inba Ariyathurai
Milena Trajcevska
Ushamini Rajaeeswaran
Vicky Ivory
Yussif Yakubu

Employees by Gender & Age





A FOCUS ON HOTEL SERVICES

Why is it at Assisi we refer to cleaning, laundry and meal service as hotel services? For Lawrence Ferguson, Hotel Services Supervisor, the answer is simple. It's so we aim for the highest standards of customer service, to make residents feel special, so loved ones are reassured and that every detail is considered.

Lawrence is not new to Assisi, he has formerly worked here as Laundry and Cleaning Supervisor before relocating to the Gold Coast to dedicate time to broader family needs. He formerly made a big impact winning the 'New Employee – Outstanding Performance Award' at the 2018 Reward and Recognition Ceremony for his commitment, achievements, and enthusiasm.

During his time away he worked at HOTA Art Gallery, Sheraton Villa Resort and Star Casino, learning, absorbing and implementing a range of new skills. Eager to return to the excitement of Melbourne, Lawrence accepted the position of Hotel Services Supervisor. Peter Birkett said, *'when staff leave but wish to return it means we must be doing*

something right, and with Lawrence he has returned with a vast array of new skills to make Assisi even better'.

Lawrence aims to continually improve Assisi's resident focussed support services and to ensure a safe environment with infection control the highest priority. *'Hotel management is a great training ground for sanitisation standards and cleanliness and we cannot risk complacency as broader community attention to Covid-19 fades',* Lawrence says. Checklists feature prominently in his work repertoire to ensure nothing is overlooked. He even has one for himself!

In food services department, his aim is to improve the dining experience for the residents. He believes that meal choices, dining room

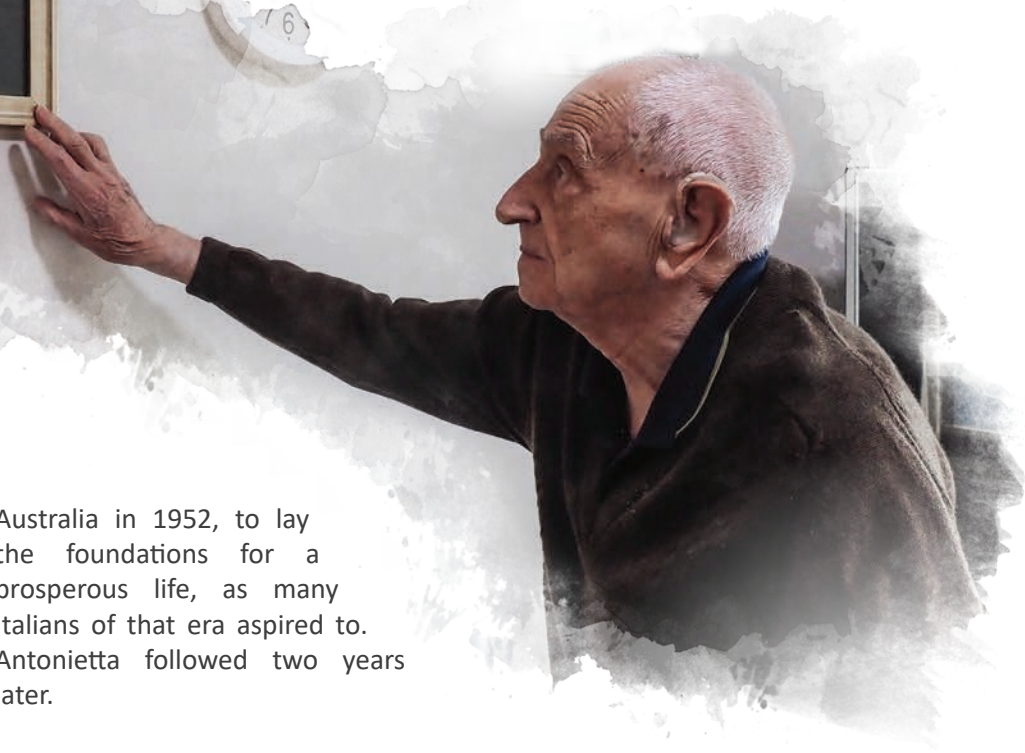
ambience, food temperature and presentation are all very important, to ensure customer satisfaction.

The dedicated hotel services team has embraced the changes and Lawrence values their contributions to ensure Assisi reaches the highest levels of excellence. He is open and flexible to suggestions for further improvements, as after all, *'we can never stop improving'.*



100 YEARS OF MEMORIES

Giuseppe Traviati



Giuseppe is often spotted wandering around the centre, in search of his wife, Antonietta. Antonietta enjoys simply strolling down the corridors, greeting staff and residents she passes along the way. Giuseppe drops by reception, “Have you seen my wife?”, “Yes, she went that way”.

A devoted Giuseppe, is always looking out for her and they are often seen walking hand-in-hand.

The couple came to Assisi in July 2020, sharing one of the companion suites, with a view of the Dandenong ranges.

Both Giuseppe and Antonietta came from the same village of Grumento Nova, in the province of Potenza, in the region of Basilicata. They met and married in Italy. Giuseppe migrated ahead of Antonietta, arriving in

Australia in 1952, to lay the foundations for a prosperous life, as many Italians of that era aspired to. Antonietta followed two years later.

Giuseppe worked as a tailor, a profession he continued until 1992, while Antonietta was a dressmaker, working and raising their two children. The couple settled in Carlton initially, moving to Reservoir and finally North Balwyn.

With an extraordinary 70 years of marriage achieved, Giuseppe recently added another milestone to his list of accomplishments. On 5th August he celebrated his 100th birthday. Giuseppe received a beautifully

framed certificate from the Vatican in Rome, as a memento for a life well lived. Giuseppe proudly carried the treasured gift around the centre showing other residents and staff. It now proudly hangs in his room.

Congratulations Giuseppe!



MACCHIATO & BISCOTTI

Effective governance requires Boards to understand the experiences of the resident consumer.

Recently, four residents met with Assisi Board Chair, Don Smarrelli and CEO, Peter Birkett. Convivial chats over a macchiato and biscotti are a great way to elicit direct and genuine thoughts. Hesitation dissolved as coffee was consumed. What ensued was robust, frank and at times, amusing banter. Nuccia Bascetta, from St Catherine, Guido Rontani, from St Anthony, Rita Hauer and Irma Ciccotelli, from Padre Pio, were all eager to share their opinions.

Issues across the broader aged care industry, including staffing levels, featured prominently. Some residents were philosophical, offering that more patience is needed, as it's evident that staff are doing their best. Don explained that the government has announced aged care worker pay increases. Further, local Italian community organisations are

also exploring opportunities for direct recruitment from Italy. Both strategies may support increased aged care workforce participation at Assisi and throughout the sector. The residents were delighted to hear about possibilities for attracting more bilingual Italian speaking staff. Importantly, everyone agreed they felt safe and secure living at Assisi and would encourage friends to join them.

Nuccia is a foundational resident and reports seeing "too much" change during her 30 years here. She has maintained a certain level of independence, which has contributed to her quality of life. Pre Covid-19, she attended the Veneto Club every Friday night to play 'tombola'. She is legendary for her 'fritole', which she would prepare for the monthly social.

During Rita's seven years, she has established a tranquil garden in her little corner of Assisi. Tending to her flowers, herbs, vegetables, and mulberries assists her to

maintain independence. She is also technologically savvy with a desk and computer in her room, helping maintain contact with friends and family.

Guido has lived at Assisi since 2018. He enjoys many of the social activities on offer and says he is very happy but notes the challenges of pleasing everyone, especially in a setting where you have a group of strong-minded Italians.

Irma arrived in 2020, with her husband, Pietro. The peacemaker of the group, she sympathised with staff pressures, but was pleased they understood her needs. She says she has formed lovely relationships with staff, who know she likes a sleep-in in the mornings and does not feel rushed to start her day.

Don reassured all that how best to care for residents is foremost in the Board's mind. This is and will always be Assisi's mission.



PASTORAL CARE

Spiritual and pastoral care are an integral part of services provided at Assisi.

While residents are predominantly Catholic, Assisi fosters an inclusive environment, respecting and embracing people of all beliefs, faiths, and spirituality.

The program includes group gatherings, such as rosary, available daily in all areas, and mass twice a week, held in the auditorium. The service is also live streamed from the auditorium, to all televisions in the centre and resident rooms, allowing residents a choice. Once a month, Mass is held in each of the high care units, for residents for whom mobility precludes auditorium attendance.

Sister Analyn and Sister Jiji, from the Claretian order are available across the seven days.

Sisters are on hand to chat to new residents, learning about their spiritual needs, also providing

individual support. This extends, at times, to family members having difficulty accepting the circumstances in which they and their parents now find themselves.

In addition to the religious services they provide, such as administering the holy Eucharist and anointing of the sick, they also provide one-on-one support, whenever requested. At times, it may simply be to sit and spend time chatting with a resident.

Many will be aware of the beautiful chapel which forms part of the Assisi complex. It is available for weddings, funerals, baptisms and memorial services. Sisters Analyn and Jiji also extend their assistance to services held in the Assisi Chapel. Their role is essential to the overall care provided to residents and their families.

Sister Analyn reflects that, her work in the aged care environment is very rewarding and important to her and

feels it gives significance to her own life. She experiences the highs and the lows, making a difference in the lives of the elderly. She adds that the residents deserve the best care, love and support, to be listened to and heard, to receive comfort and joy and their spirits uplifted. Achieving this is its own reward.

On 16th September, 2022, we were graced with a visit from Provincial Superior of the Claretian order, Sister Maria Angela, who travelled from her home in Rome, Italy and Sister Rosa, Mother Superior, based at San Carlo Home for the Aged in South Morang. The Sisters toured the facilities including Assisi's beautiful Chapel. Sister Jiji and Sister Analyn were thrilled to be part of the proceedings and appreciative that Sister Maria Angela made time to visit Assisi.



THE PIANO MAN

The sweet notes float along the Galleria, filling the corridors. A small, but appreciative audience is gathering as Rocco indulges in one of his favourite pastimes; playing the piano.

This he has done many times before, both during his time at Assisi and long before, growing up in Sinopoli in Calabria.

As was fairly typical of the times, growing up in a small village in Italy, Rocco helped the family by working the land and growing vegetables to feed the family.

Assisi's own 'piano man' has a gift and a passion for playing from a very young age.

As the opportunity to attend school was limited, Rocco was lucky enough to learn music through his local parish priest. This instilled in Rocco a love of church music and lifelong passion. He would play the organ at Sunday Mass, in the village in which he lived.

Rocco's daughter, Antonella retells the story that there was much commotion when fellow villagers

learned of Rocco's intention to migrate to Australia. They were losing their organist! Clearly his playing was much admired. Rocco journeyed to Australia in 1956, accompanied by some of his 5 siblings, while his parents remained behind.

Once settled in Australia, it wasn't long before Rocco was once again playing the organ. He became the resident organist at St Anthony's church in Hawthorn, a very popular church amongst the Italian community. It was at one of the church's picnics where Rocco met Silvana, who was later to become his wife. Rocco and Silvana married in the early 60's. They lived in Hawthorn, later moving to the Ashburton / Burwood area. They have two children, Antonella and Roberto.

Rocco's love of music and piano saw him playing at a number of churches, such as St Peter's in Clayton and St Francis in Box Hill. Rocco was also involved in the Veneto Club choir. Clearly, music is an intrinsic part of his life. In the early days, he would take his piano accordion to family gatherings, where his playing would

encourage singing and dancing. Rocco is filled with pride and joy, knowing that he has inspired his grandson, Mark to learn and play the keyboard. Occasions where they have played together have been amongst the happiest.

Religion has always been an important part of Rocco's life, second only to the love for his family. He is an electrician by trade and worked as a linesman for the State Electricity Commission. Rocco decided to enter Assisi in March, after his beloved Silvana passed away last year.

Rocco speaks English remarkably well, often wandering to reception to have a chat with staff which is enjoyed by all.



UNDERSTANDING THE AGEING PROCESS

An Educational Initiative

Not all aged care facilities are fortunate to have access to a consultant Geriatrician to provide specialist medical advice for the residents they care for. Assisi residents have benefitted from the services of Dr Stephen Campbell, Geriatrician and Consultant Physician for over 15 years. Dr Campbell has significant experience working in memory clinics, in assessing and treating persons with cognitive impairments, and specialises in managing challenging dementia-related behaviours. His experience in primary and tertiary health care expertly positions him to evaluate the ageing trajectory. He currently visits Assisi two days per month. Assisi's attending general practitioners and the nursing team request consultations for comprehensive medical and medication review, to address syndromes common in older people such as falls, frailty, memory impairment and incontinence, and to tailor individualised care.

Dr Campbell observes that the ageing process is challenging not only for the older person, but for their loved ones who may have trouble coping with the deterioration of a parent, grandparent or partner. Together with Rae Pearce, Director of

Care, he has commenced an 'Understanding the Ageing Process' educational and support initiative for Assisi families and resident representatives.

A two-hour session is offered monthly and provides information, discussion and support for families in a question-and-answer format. Dr Campbell believes the provision of information assists families to develop realistic expectations about ageing. The sessions cover varied topics such as; the prevalence of dementia and its causes, efficacy of pharmaceutical treatments, chronic disease, common co-morbidities, value of advanced care plans, balancing independence, quality of life and duty of care obligations, and

guidance for adjustments following admission into care.

Dr Campbell provided Assisi's Board with an overview of the new program initiative which commenced in October. The sessions have been extremely well received by participants. It is envisaged the program will evolve to target families at the commencement of their residential aged care journey.



LEADING BY EXAMPLE

Leadership comes naturally to those with experience, commitment, and a clear sense of purpose.

This is certainly the case for Raelene (Rae) Pearce and thus the transition was seamless when she took the reins as Assisi's Director of Care earlier this year.

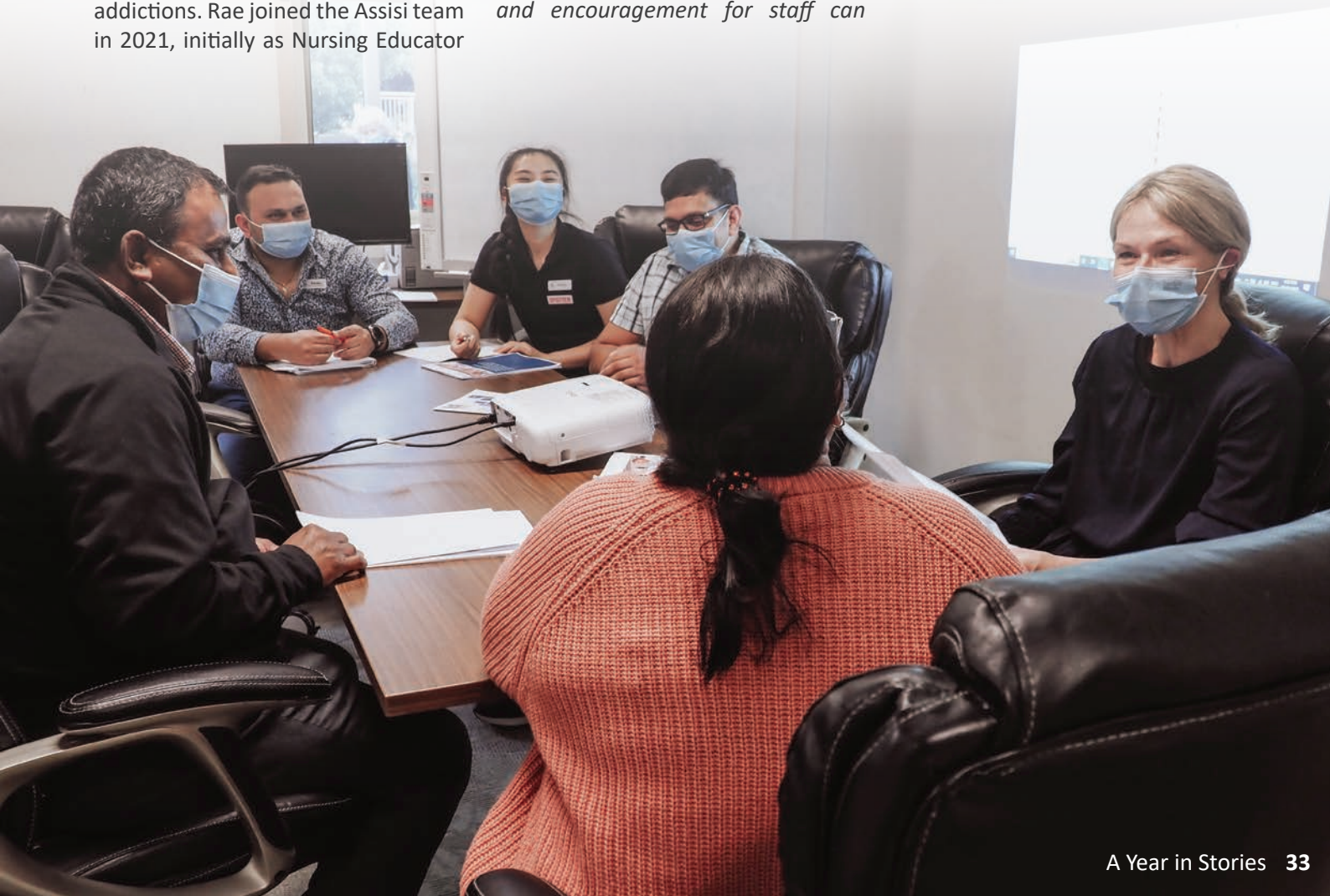
Rae has extensive clinical nursing skills and experience in acute surgical, emergency, critical care, orthopaedics, rehabilitation and aged care, as well as tropical disease and chronic disease management. She has also worked with people who are homeless, have acquired brain injuries and drug and alcohol addictions. Rae joined the Assisi team in 2021, initially as Nursing Educator

and is particularly passionate about teaching others. In addition to her Director of Care duties, Rae is Assisi's Infection Prevention and Control Lead. CEO Peter Birkett, says Rae is well respected by the staff who value her extensive knowledge, direction, and hard work. *'She has competently steered Assisi throughout the recent phases of the pandemic, associated lockdowns and rehabilitation phase that follows. We are fortunate to have her at the helm.'*

On a personal level, Rae is driven by the ongoing pursuit of knowledge and the opportunity to make a difference in the lives of others. *'Small gestures of compassion toward a resident, an empathetic ear for family experiencing loss and grief, and encouragement for staff can*

have large impacts', Rae says. She notes that the poor representation of aged care in media reports over the last few years has resulted in increased regulation and reporting of clinical standards. Whilst she welcomes clinical accountability, she is hopeful aged care workers can look beyond documentation necessities to continue to provide meaningful care in the latter years of a person's life.

Rae also enjoys working with an energised management team and committed Board of Directors and believes this lays a solid foundation for organisational excellence. And her Italian heritage certainly gives her a sound advantage in the Assisi community.







QUALITY OF CARE

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CLINICAL GOVERNANCE

Clinical governance is an integrated set of leadership behaviours, policies, procedures, responsibilities, relationships, planning, monitoring and improvement mechanisms implemented to support safe, quality clinical care and good clinical outcomes for each aged care consumer.

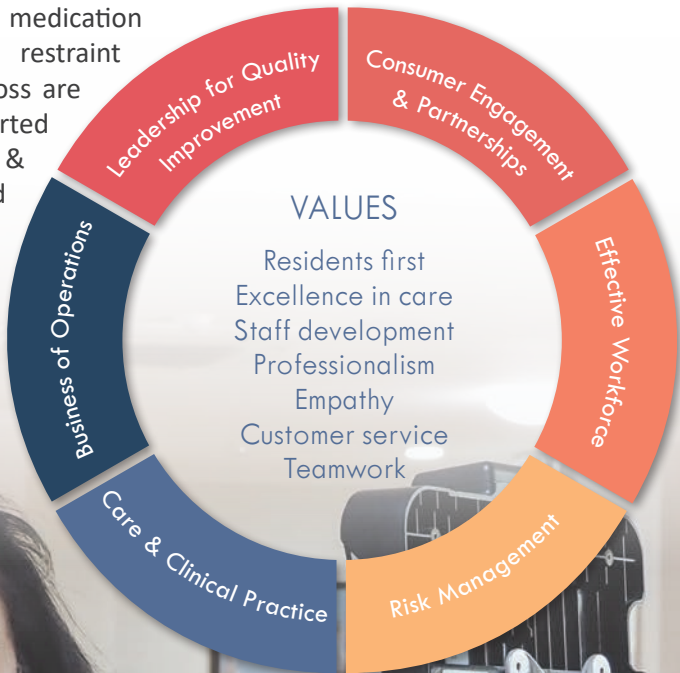
Accountability for clinical governance is a management and Board obligation under Standard 8 of the Aged Care Quality Standards.

Assisi operates within a Clinical and Quality Governance Framework overseen by the Board of Directors. It describes the key processes, roles and responsibilities of all staff and management in six domains including; Clinical & Care Practices, Leadership for Quality Improvement, Consumer Engagement & Participation, Risk Management, Effective Workforce and Business of Operations.

Monitoring of clinical quality indicators is a key element of the Clinical & Care Practice domain.

Assisi participates in the National Aged Care Mandatory Quality Indicator Program by submitting quarterly data to *Moving on Audits*. Pressure injuries, falls, medication errors, use of physical restraint and unplanned weight loss are monitored and reported to the Clinical Quality & Safety Committee and the Board. Comparison with national rates provides benchmarking opportunities. Other locally determined

indicators and quality improvements are also presented. In depth case review is undertaken following adverse events.

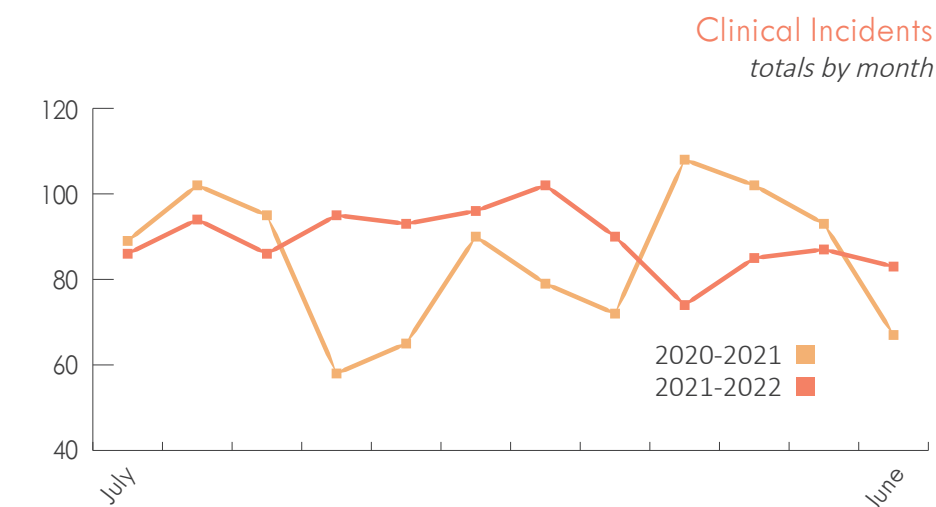


CLINICAL INCIDENTS

& the Serious Incident Response Scheme

Effective incident management systems require all clinical and care related incidents or near miss incidents to be identified, reported, managed and resolved. There were 1044 clinical incidents in 2021-2022 year which were investigated and risk management strategies actioned.

As a key recommendation of the *Aged Care Royal Commission*, the Australian Government introduced the Serious Incident Response Scheme (SIRS) in 2021. This requires every residential aged care provider to additionally report all serious incidents that occur, or are suspected to have occurred, to the *Aged Care Quality and Safety Commission*. Criteria specifies what is considered serious, reporting timeframes are in place and open disclosure with affected residents



and representatives is an expectation. Four percent of Assisi's total clinical incidents met the SIRS criteria. All clinical incident data, including SIRS is reported to the Board and Clinical Governance Committee.

General incident reporting, and mandatory reporting including the SIRS scheme is a part of Assisi's annual mandated learning programs for all staff, and is included in the induction program.

SPOTTER PROGRAM

Peer Based Monitoring

Effective infection control practice is essential to protect the health and safety of residents, staff and visitors.

A key improvement has been peer-based infection control monitoring - the SPOTTER program. The program provides 'on the spot' feedback to improve infection control practice compliance. Fourteen self-nominated SPOTTERS identifiable by their red SPOTTER badge have received education to undertake the role. They can issue corrective SPOT notices to any staff member not complying with infection control practice but predominantly their role is educative. Examples of non-compliance may include inadequate hand-hygiene, PPE practices including wearing face masks, face

shield or eyewear, donning and doffing, infectious waste handling, rapid antigen testing, signage, and other precautions. Repeated breaches can lead to performance management. SPOTTERS also provide infection control practice education to visiting family and contractors.





MEDICATION MANAGEMENT

Regular reviews of residents' medications are undertaken by a consultant pharmacist, in consultation with the residents' general practitioner or geriatrician. Medications no longer required are deprescribed, reducing the burden for those on a high volume of tablets several times per day. Any medication errors are recorded, fully investigated, and an average of 6 errors occur per month, across 150 residents. These include packing errors and missed doses identified when reconciling the medication chart. There were no adverse outcomes from any errors made. Medication management is included in the benchmarking data submitted to the National Aged Care Mandatory Quality Indicator Program.

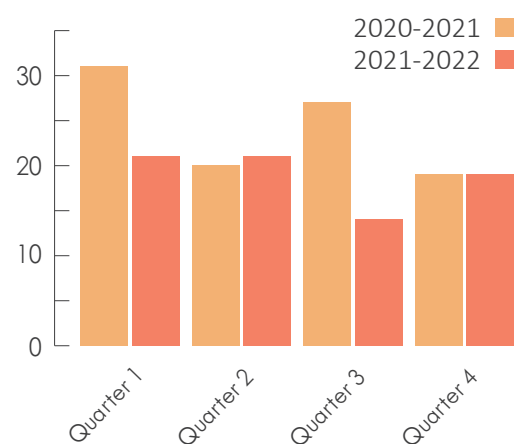
Quality Use of Medications

As part of the Quality Use of Medications (QUM) program, all permanent residents are eligible for an

annual Residential Medication Management Review (RMMR) by consultant pharmacist Melinda Smith. These occur on referral by the resident's GP and ensure appropriate and safe prescribing, minimising adverse reactions or drug interactions. Reviews can also occur when there are significant changes in medications prescribed or health status.

There were 95 RMMRs conducted over the year with some disruption due to Covid-19 outbreaks. Pharmacist Melinda also helps Assisi to improve QUM through quarterly audits of all permanent resident's medication charts – allowing Assisi and GPs to identify trends in prescribing and reduce poly-pharmacy wherever possible. Pharmacist led staff education also promotes safe and effective medication administration.

Medication Errors totals by quarter



A Best Practice Initiative

A best practice initiative led by the Clinical Care Coordinators in collaboration with GPs reduced psychotropic medication prescription rates from 18% to 3% of residents on non-routine doses and 33% to 24% of those on regular doses.

INFECTION CONTROL IN THE AGE OF COVID-19

Throughout the year the Assisi residents and staff have experienced the challenges of constant changes in the management and prevention of Covid-19 outbreaks and the care of those infected.

These changes include variable definitions of an outbreak, recommended isolation periods, treatment options, availability of PPE and air scrubbers, PPE disposal, infectious waste management, visiting arrangements and facility zoning during an outbreak.

Outbreaks [including numbers of residents affected] were experienced in 2021 in October [36], and in 2022 in January [15], April [30], May [2], July [67] and October [18].

Having to furlough, co-hort to designated areas, wear restrictive PPE including face shields, and maintain staffing levels have been a great burden for all. Initially residents were required to isolate in their rooms for 14 days and there was limited opportunity for socialisation. Public health regulatory advice gradually reduced these timeframes and made resumption of smaller gatherings possible.

Assisi has also been proactive



Vaccination clinics for both Covid-19 and Influenza were provided for residents and staff throughout the year.

with managing and supporting staff with infection prevention and control by facilitating regular training, increasing workforce levels during an outbreak, purchasing an additional 20 air scrubbers and computer tablets, enabling residents' online connections with relatives, sourcing additional PPE and anti-viral medications for prompt administration, and regular review of rapid antigen testing processes. Regular Covid-19 vaccination clinics were also made available for residents.

Since the pandemic started, Assisi has continued to facilitate essential

visitors and partners in care, and currently there is no limit to daily visitor numbers. Residents and families have been regularly informed of changes as they occur. A best practice initiative was introduced to ensure optimal care and rehabilitation for people following acute infection. A multidisciplinary approach involving nursing, physiotherapy, dietitian and care staff to monitor, identify and manage known risk factors was successful. Deconditioned muscle tone, reduced strength and balance; weight loss and skin injury can be common post infection.



95% of Residents
had 3 or more Covid-19
Vaccinations



100% of Rostered Staff
had 3 or more Covid-19
Vaccinations



\$794,295
in Covid-19 outbreak
expenditure

FALLS MANAGEMENT

Recent data from the *Australian Institute of Health and Welfare* suggests in older Australians falls are the leading cause of unintentional injury, the largest contributor to hospitalised injuries (42%), and a leading cause of injury deaths (40%).

Assisi has a comprehensive falls prevention program, aimed at reducing falls incidents and outcome severity. Residents are routinely screened for falls risk on entry and at regular intervals, including post fall.

Prevention strategies include; appropriate lighting, safe footwear and specialised equipment such

as movement sensors. Senior clinical leaders are responsible for the comprehensive review of falls incidents. A contracted physiotherapy service is available weekdays to assess, review and recommend individualised prevention measures. Assisi's allied health resourcing is 17%

above national industry benchmark with the majority allocated to physiotherapy.

Falls incident data, including those resulting in major injuries, is submitted to the *National Quality Indicator Mandatory Program*.

Total Falls
by month



EFFECTIVE SKIN CARE

Skin care becomes increasingly important as people age. The risk of pressure injuries increases due to factors such as immobility, impaired circulation or sensation, incontinence, being over or underweight, and smoking history. Regular pressure area care, and the use of soap free

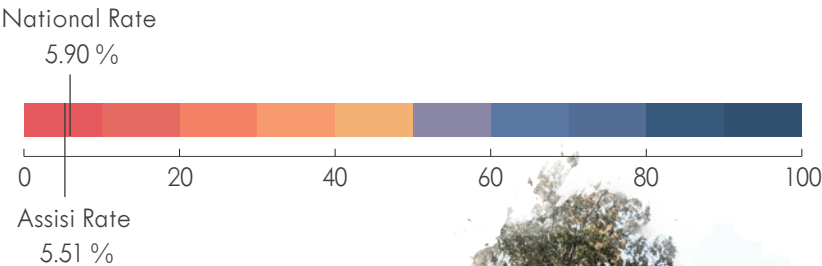
cleansers and moisturisers, along with a range of pressure offloading surfaces such as air mattresses and wheelchair cushions are all preventative measures. Staff receive regular professional development and secondary consultation is available from a leading industry

wound consultant. Data regarding skin integrity is submitted to the *National Quality Indicator Mandatory Program* for benchmarking.

Assisi is below the national average for five of the seven benchmark areas for pressure injuries.

Rates of Pressure Injuries (%)
prevalence for the quarter ending 30th June

	Assisi	National
One or more pressure injuries	5.51	5.90
Pressure Injury - Stage 1	0.00	2.23
Pressure Injury - Stage 2	3.94	2.73
Pressure Injury - Stage 3	0.00	0.45
Pressure Injury - Stage 4	0.00	0.18
Suspected Deep Tissue Injury	0.00	0.28
Unstageable Pressure Injury	1.57	0.45



Dr Barbaro, visiting General Practitioner, reviewing resident care.



RESTRICTIVE PRACTICES

For the purposes of the *National Aged Care Quality Indicator Program*, physical restraint includes any form of restrictive practices not involving medication. Assisi sits below the benchmarking average, with most of the restraint relating to the use of keypads and secure exits.

Rates of Physical Restriction (%)
prevalence for the quarter ending 30th June

	Assisi	National
Physical Restraint	19.69	23.86
Physical Restraint Exclusively by Secure Areas	18.90	19.35

NUTRITION & WEIGHT LOSS

Assisi is proud of the quality and variety of the catering options offered. The seasonal menu is based on Mediterranean diet principles, meeting the cultural needs and resident preferences.

Antipasto, Secondo and Dolce courses are offered at lunch and dinner, with residents' favourite dishes and recipes regularly included.

One such recipe for Spaghetti Siracusana was provided by Antonina, "Nuccia" to her friends at Assisi. This simple and popular traditional dish is shared for readers to try.

Assisi monitors resident weight loss, and submits quarterly data to the Aged Care National Quality Indicator Mandatory Program for benchmarking. Weight loss can occur due to the gradual internal loss of fluid, muscle and fat, and this is monitored so that strategies can

be implemented wherever a risk is identified.

We work closely with the dietitian and speech pathologist to ensure that residents can maintain an adequate intake to address individual health challenges.

Rates of Weight Loss (%)
annual prevalence

	Assisi	National
Significant Unplanned	8.00	8.66
Consecutive Unplanned	9.91	9.15

'It was better than my meal
at a fancy Italian restaurant
last week!' - feedback from
independent consultant



Spaghetti Siracusana

Recipe supplied by Nuccia



INGREDIENTS

- 400 g of capellini spaghetti
- 15 anchovy fillets in oil
- 50 g of grated Parmesan cheese
- 50 g of breadcrumbs
- Extra virgin olive oil
- Red chilli pepper (*optional*)

PREPARATION

Start by bringing a large pot of salted water to the boil for the pasta.

In a large bowl, place the anchovy fillets cut into small pieces with a couple of tablespoons of the pasta cooking water, and mash to loosen.

Cook capellini al dente, drain and mix together with the anchovy fillets. Generously add the extra virgin olive oil, and mix to season the spaghetti. Finish with parmesan, breadcrumbs and, if you like, even the chilli pepper!



Braised lentils with crumbed eggplant and fried fish. A textured modified alternative pictured at rear.



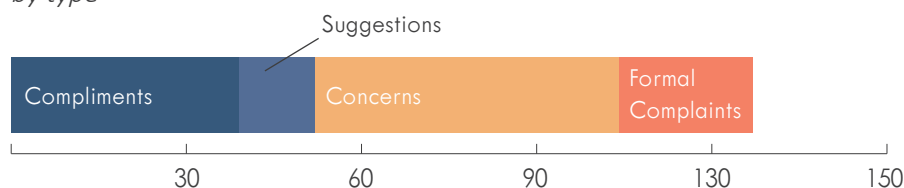
FEEDBACK

Assisi welcomes feedback from everyone as an integral component of continuous improvement. A range of forums capture feedback on what we have done well, and the opportunities to do things better. Information regarding written feedback processes including forms used are displayed in both Italian and English, and are in the reception foyer and unit entrances alongside a locked submission box to protect anonymity. All feedback including compliments, suggestions, concerns, and formal complaints is captured via electronic information systems

and data reported to the Clinical Governance Committee. A total of 39 compliments were received this year covering nursing and clinical care, end of life care, catering, activities, communication, and support during Covid-19 outbreaks including facetime and special celebrations. Concerns and complaints totalled 52 and 23

respectively with themes including care, cleaning standards, meal quality and Covid-19 restrictions. A further 13 suggestions were received. All feedback is reviewed and actioned by the relevant manager and the Director of Care ensures it is managed promptly and confidentially. The Board review all formal complaints.

Feedback by type



Family on Covid-19

Management: *'Just a thank you to all the staff for the work you are doing to keep the residents safe and the place going. I especially appreciate the daily updates from the CEO as this helps to allay the worry over this outbreak.'*

Family on Care:

'...we are grateful and happy for the wonderful care mum is receiving from your thoughtful and professional staff.'

Family on Lifestyle

& Activities: *'Appreciate your creativity, thoughtfulness, passion and much more that make a difference not only to my father but to all residents!!!'*

REGULATORY REFORM

A number of amendments have recently been made to the Aged Care Act, that will introduce additional governance responsibilities for aged care providers.

Assisi's Board and Executive Leadership Team are already working to ensure these requirements are implemented in a timely, robust and sustainable manner.

Upcoming Amendments Include:

Strengthening Governance: New requirements for membership of governing and advisory bodies	Increased External Reporting: Operational outcomes to the Department of Health
Key Personnel: Monitoring suitability to hold Executive positions	Staffing Levels: Mandatory levels for registered nursing and care
Formalised Internal Reporting: By the quality advisory body to the Board	Star Ratings: Introduced for aged care services
Consumer Advisory Body: Offering residents the opportunity to establish a committee	Code of Conduct: A new code for aged care workers
Staff Qualifications: Additional responsibilities in relation to skills and experience	Financial: Amendments to provisions and requirements

Family on Care: 'We ... have seen first hand how happy and healthy [my grandmother] is in Assisi's care. She is singing, smiling and making homemade pasta with other residents (new friends.) We couldn't have asked for a smoother transition.'

Family on Covid-19 Management: 'Great work everyone! You are managing a difficult situation so well - you should be proud.'

Family on Care: 'We sincerely thank Assisi for the many years of care that all staff provided to our parents ... The facility has always provided a safe and caring environment that put the family at ease.'

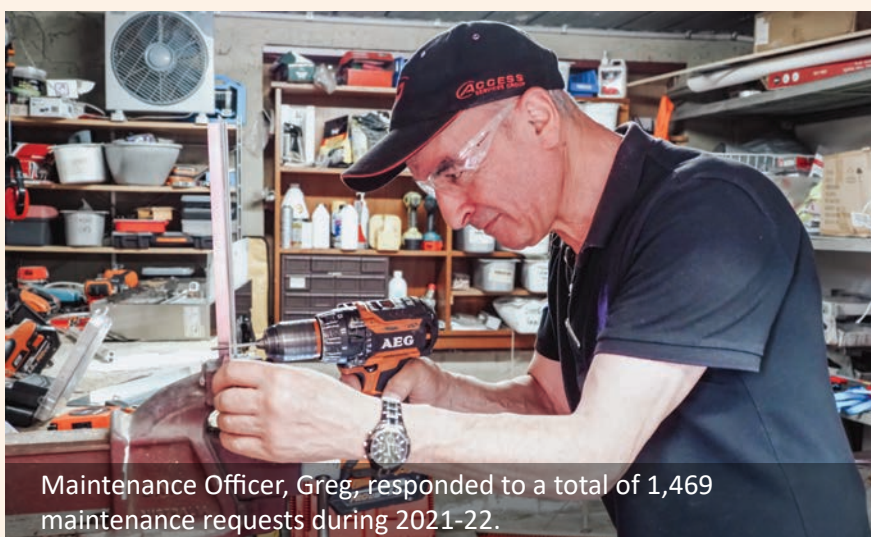
INFRASTRUCTURE & ENVIRONMENT

In September we commissioned our \$100,000 Staunch 456kva Heavy Duty Silent Generator. The generator will ensure we no longer experience power outages which, although infrequent, have increased in recent years. We can now be confident that our medical equipment, catering equipment, lighting, air conditioning, elevators and a range of other plant and equipment will remain in operation when our electricity supply is interrupted.

We would like to thank Fercon P/L for their in-kind support towards reinforcement works to the concrete on which the generator is located.

All our external lighting was upgraded to energy efficient LEDs under the state government's VEET scheme.

This follows on from all our internal lighting being upgraded under the same scheme the previous year.



Maintenance Officer, Greg, responded to a total of 1,469 maintenance requests during 2021-22.

FINANCIAL REPORT

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FINANCIAL REPORT

INTRODUCTION

In another year in which the aged care sector has been placed under unparalleled financial pressures by the pandemic and resulting market uncertainty, Assisi has consolidated its business approach to ensure sustainable ongoing operations. The comprehensive result was a deficit of \$450,000, much of which reflected Assisi's significant investment in workforce resourcing exceeding industry levels and Commonwealth funding received. New workforce targets recommended by the Royal Commission into *Aged Care Quality and Safety* are yet to be supported by government funding. Assisi's result is a significant improvement on the 2021 deficit of \$1.26 million, and we are confident that the new year will continue this recovery.

During 2022, Assisi incurred significant expenditures in managing the direct impacts of Covid-19. These expenditures are able to be reimbursed via government grants. However, as at year end grants to the value of over \$750,000 had yet to be received & are therefore not recognised in the 2022 financial statements.

Capital expenditure of \$256,000 was spent on upgrading amenities, equipment and furniture throughout the facility. In addition, Assisi finalised the installation of a 300kW solar power system, which will reduce our carbon output by 415 tonnes annually. The other significant addition, was the commencement of installation of a power generator, which upon completion will mean that Assisi should not experience any power losses.

Assisi held \$43.2 million in Refundable Accommodation Deposits for residents at 30th June. A strong Liquidity Management Policy is maintained, and the Investment Management Strategy is reviewed annually to ensure returns are earned within its parameters. JBWere continue as external investment advisors. Assisi has set a long term and moderately conservative investment strategy, ensuring the protection of refundable accommodation

deposits and bonds while maximising income and meeting Commonwealth prudential requirements.

Assisi Centre Limited is a public company limited by guarantee under the Corporations Act 2001 and is registered with the *Australian Charities & Not-For-Profits Commission* (ACNC) as a charity. As such, it has complied with all obligations required by the ACNC Governance Standards. This includes the audit, unqualified, of the 2021-22 financial statement undertaken by *ShineWing Accountants and Advisors*.

The following financial reports summarise Assisi's performance for the year. The complete set of financial statements is available on request, or on the ACNC website.

DIRECTORS' DECLARATION

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 7 to 32, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:
 - a. comply with Australian Accounting Standards - Simplified Disclosures; and
 - b. give a true and fair view of the financial position as at 30 June 2022 and of the performance for the year ended on that date of the Company.
2. In the directors' opinion, there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director

Director

Dated

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ASSISI CENTRE LIMITED

Opinion

We have audited the financial report of Assisi Centre Limited (the Company) which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of Assisi Centre Limited is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- giving a true and fair view of the Company's financial position as at 30 June 2022 and of its financial performance for the year then ended, and
- complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Significant Valuation Uncertainty

We draw attention to Note 19 of the financial report which sets out that the land and building have been valued using estimates at a time of significant valuation uncertainty given COVID-19. Any change in estimates impacts the carrying value of the land and building and the fair value adjustment is recognised in other comprehensive income or loss and accumulated in the asset revaluation reserve in equity. Our opinion is not modified in respect of this matter.

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2022, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

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In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation and fair presentation of the financial report in accordance with the Australian Accounting Standards – Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



SW Audit (formerly ShineWing Australia)
Chartered Accountants



Hayley Underwood
Partner

Melbourne, 25 October 2022

Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2022

	2022	2021
	\$	\$
Residential Care Revenue		
Government Subsidies & Supplements	10,189,724	9,855,344
Resident Daily Care Fees	2,627,638	2,631,745
Resident Accommodation Payments	928,494	834,793
Imputed Lease Income on RADs and Bonds	1,525,494	1,678,537
	15,271,350	15,000,419
Other Income		
Investment Income	892,332	839,264
Rental Income	82,327	100,986
Fundraising, Donations & Bequests	49,068	24,915
Other income	149,863	1,194,472
	1,173,590	2,159,637
Total Revenue	16,444,940	17,160,056
Expenses		
Employee Benefits	(11,814,127)	(12,968,249)
Depreciation and Amortisation	(1,737,890)	(1,729,980)
Catering Provisions	(751,285)	(769,050)
Facility Cleaning & Support Programs	(742,443)	(589,715)
Resident Care & Support Programs	(798,749)	(999,872)
Other Costs of Accommodation	(376,233)	(420,723)
Communication & Administration	(885,472)	(940,796)
Imputed Interest Charge on RADs & Bonds	(1,525,494)	(1,678,537)
Other	(4,124)	(6,488)
Total Expenses	(18,635,817)	(20,103,410)
Operating Deficit for the Year	(2,190,877)	(2,943,354)
Fair Value Gain on Financial Assets Measured at FVTOCI	(1,540,244)	1,678,752
Fair Value Gain on Revaluation of Freehold Land and Buildings	8,081,055	-
Impairment of Bed Licences	(4,800,000)	-
Total Comprehensive Loss for the Year	(450,066)	(1,264,602)
Total Comprehensive Loss Attributable to Members of the Company	(450,066)	(1,264,602)

Statement of Financial Position
As at 30 June 2022

	2022	2021
	\$	\$
ASSETS		
Current Assets		
Cash and Cash Equivalents	4,469,764	9,344,169
Trade and Other Receivables	2,692,267	5,837,533
Prepayments	243,172	176,687
Total Current Assets	7,405,203	15,358,389
Non-Current Assets		
Property, Plant and Equipment	63,432,538	56,833,381
Intangible Assets	-	4,800,000
Financial Assets	24,160,750	25,015,881
Total Non-Current Assets	87,593,288	86,649,262
Total Assets	94,998,491	102,007,651
LIABILITIES		
Current Liabilities		
Trade and Other Payables	768,085	940,287
Employee Benefits	1,806,044	1,935,682
Financial Liabilities	43,269,994	49,481,799
Total Current Liabilities	45,844,123	52,357,768
Non-Current Liabilities		
Employee Benefits	290,844	336,293
Total Non-Current Liabilities	290,844	336,293
Total Liabilities	46,134,967	52,694,061
NET ASSETS	48,863,524	49,313,590
EQUITY		
Retained Earnings	1,425,403	3,616,280
Reserves	47,438,121	45,697,310
Total Equity	48,863,524	49,313,590

Statement of Changes in Equity
For the Year Ended 30 June 2022

	Retained Surplus	Asset Revaluation Reserve	Investment Revaluation Reserve	Total
	\$	\$	\$	\$
Balance at 1 July 2020	6,559,634	43,787,778	230,780	50,578,192
Deficit Attributable to Members	(2,943,354)	-	-	(2,943,354)
Total Other Comprehensive Income	-	-	1,678,752	1,678,752
Balance at 30 June 2021	3,616,280	43,787,778	1,909,532	49,313,590
Balance at 1 July 2021	3,616,280	43,787,778	1,909,532	49,313,590
Deficit Attributable to Members	(2,190,877)	-	-	(2,190,877)
Other Comprehensive Income	-	3,281,055	(1,540,244)	1,740,811
Balance at 30 June 2022	1,425,403	47,068,833	369,288	48,863,524

Statement of Cash Flows
For the Year Ended 30 June 2022



	2022	2021
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from Residents and Government	13,301,469	14,563,730
Payments to Suppliers and Employees	(15,804,114)	(17,433,168)
Interest Received	15,056	60,790
Rental Income	82,327	100,986
Fundraising, Donations & Bequests Received	49,068	20,715
Net Cash Used in Operating Activities	(2,356,194)	(2,686,947)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Property, Plant and Equipment	(255,992)	(557,145)
Purchase of Investments	(3,843,257)	(17,723,535)
Proceeds from Sale of Investments	3,158,144	1,155,406
Income from Investments	781,642	492,542
Net Cash Used in Investing Activities	(159,463)	(16,632,732)
CASH FLOWS FROM FINANCING ACTIVITIES		
Net Movement in Trust Funds Held on Behalf of Residents	17,907	(1,716)
Proceeds from Refundable Accommodation Deposits / Bonds	13,087,716	8,949,729
Repayment of Refundable Accommodation Deposits / Bonds	(15,464,371)	(16,855,299)
Net Cash Used in Financing Activities	(2,358,748)	(7,907,286)
Net Increase / (Decrease) in Cash and Cash Equivalents Held	(4,874,405)	(27,226,965)
Cash and Cash Equivalents at Beginning of Year	9,344,169	36,571,134
Cash and Cash Equivalents at End of Financial Year	4,469,764	9,344,169



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DONATE TODAY

Assisi is a not-for profit aged care service seeking to provide the best possible care to the frail aged of the Italian community. Your contributions make a difference. All donations are tax-deductible.

  Assisi acknowledges Victoria's Aboriginal and Torres Strait Islander communities and their rich culture. We pay respect to the Ancestors, Elders and Communities of the Wurundjeri Woiwurrung people, the custodians of the land on which we deliver our residential aged care services.

YOUR CARE IS OUR PRIVILEGE

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