



CONTENTS



01

ORGANISATIONAL REPORT

*Message from the Board Chair
& Chief Executive Officer*



46

QUALITY OF CARE

*Tracking the measures
of quality*



04

GOVERNANCE

*The governing body
and its priorities*



62

COMPLIANCE

*Meeting regulatory
obligations*



08

ORGANISATIONAL STRUCTURE

*Connections for effective
governance and operations*



63

FINANCE

*Meeting fiduciary
responsibilities*



11

ACHIEVEMENTS

*Consumer focused
service delivery*

Message from the Chair & Chief Executive Officer

Aged care in Australia remains in a period of change with inherent challenges for providers. The proposed Aged Care Act has not yet been enshrined in legislation. We are encouraged to act 'as if', without the necessary regulations and rules, providing a rather uncertain business territory in which to operate. Reform is rapid and compliance is increasing, which consumes our time and limits innovation as we try to understand the new environment. Still, there are pleasing elements with funding increases leading to workforce growth, enabling opportunities to offer more personalised care delivery.

It is against this backdrop we have navigated our way forward through 2023-2024 and have produced some remarkable outcomes you will read about in this report.

An additional 71 staff were recruited and employed, most of whom now assist in meeting the Australian National Aged Care Classification (AN-ACC) funding targets. They bring to Assisi new knowledge, enable the creation of specialist nursing roles, provide more 'hands-on' care time, and a new focus on personalised care that will require role re-design beyond

traditional 'task-based' care practices. Innovative approaches include registered nurses now specialising in wound management, movement & exercise, continence, and clinical education. We aim to develop a culture where staff feel proud of their unique contribution to the well-being of older Italians.

An updated four-year Enterprise Agreement was approved by the Fair Work Commission in consultation with the Australian Nursing and Midwifery Federation (ANMF) and Health Workers Union (HWU). Also implemented was Stage 2 of the Aged Care Work Value Case recognising some classifications of employees for their work in this challenging sector, with further stages imminent.

The inaugural Consumer Advisory Committee (CAC) was formed with an overwhelming interest in participation expressed by the resident community. The Committee tasked itself with identifying areas for improvement which were reported to the Board in keeping with new Commonwealth requirements. Our desire for better outcomes enabled our organisational leadership group to champion those improvement initiatives.



Eager to improve our environmental aesthetic, we embarked on a project to introduce artworks to the facility, to ultimately create a trail of intrigue throughout the residential areas. Importantly this is based on research supporting the social and emotional benefits of visual triggers for meaningful inspiration. Also installed was a large, panelled wall of slumped textured glass bordering our auditorium and piazza area, creating an amenity much adored by the residents, as illustrated on the report cover.

Our quality systems continue to evolve and strengthen. Whilst we were not subject to a performance review by the Aged Care Quality and Safety Commission in the year to June 2024, we did commence education in understanding the proposed Strengthened Aged Care Quality Standards and are eager to ensure we are prepared for their implementation.

We contributed to community consultations for the draft Aged Care Act, which proposed significant penalties on responsible persons

Continued

including Executives, Senior Nurses, and volunteer Directors for acts or omissions deemed to be in breach. Along with many other providers, we lobbied our Federal Member and aged care peak bodies, outlining in our opinion that this was unnecessarily punitive and potentially destructive to the voluntary governance efforts across the sector. We were relieved it was retracted.

Significant progress has been made for Assisi to become a provider of home care services by advancing financial modelling, finalising policies and procedures, and acquiring initial fleet vehicles. We are eager to soon commence the next steps in program recruitment.

From a business perspective, Assisi achieved a financial outcome that affirmed its viability as a successful stand-alone, not-for-profit entity. The \$2.4m surplus embeds our intensive operational changes and will enable funds to be invested in capital improvement initiatives to extend the facility's appeal. The initial focus has been a major refurbishment of the St Claire dementia area aimed to transform the unit into a contemporary centre for meaningful engagement

with accessible outdoor spaces. The redesign is being undertaken alongside research by Swinburne University about spaces that enable active exploration around points of interest.

The Board undertook a strategic planning exercise along with Executive staff, expertly facilitated by a renowned industry consultant to help us understand the challenges, harness our strengths, visualise opportunities, and create direction to sustain Assisi into the future. We look forward to finalising these plans and sharing them with you in the coming year.

We welcome Wendy Dunn, appointed as a Board Director. Wendy has an extensive background in clinical aged care delivery and executive management and formerly acted as Assisi's external quality advisor. Wendy chairs the Clinical Governance Board Sub-Committee (CGC).

We thank retiring Board Director Clare Grieveson, after 5 years of service. Our appreciation is also extended to Dr Dominic Barbaro for medical services provided over many years. We wish him well for his retirement.

Welcome also to Dr Mohsin Keyi who is providing clinical advice to the CGC.

Thank you to all existing Board Directors for the time and commitment freely given to make Assisi prosper. A heartfelt thanks to the staff and Executive team for their tireless efforts with excellent outcomes during 2024.



Don Smarrelli
Board Chair



Peter Birkett
Chief Executive Officer

Also, sincere appreciation to our wider Assisi family – residents, families, volunteers, students, contractors, and other stakeholders. Most appreciated are your efforts in supporting our endeavours to become a trusted, reliable, and community-focused provider striving to make a positive difference in the lives of others.

On behalf of the Board of Directors, I extend our sincere appreciation to our CEO, Peter Birkett, for his exceptional contribution towards the administration and management of our facility, ensuring that the operations at Assisi remain strong and compliant.

Peter's innovative leadership and approach has resulted in significant improvement in performance levels throughout all aspects of our operations.

Despite the many challenges he has encountered, he has managed to make important progress in the care and safety of our residents, and grow and sustain a solid financial performance in what is always a challenging sector. Peter, we thank you for your ongoing contribution and support.

- Don Smarrelli

Our Mission

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

Our Values

Residents and families first
Excellence in service and care
Staff development
Professionalism at all levels
Empathy in the workplace
Customer service
Teamwork and team building

Our Vision

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



Governing for Assisi's Future

Ensuring a clear organisational strategy is in place for the years ahead is a critical Board role. Assisi engaged Michael and Aaron Goldsworthy from Australian Strategic Services, national consultants in health, aged care, and disability services, to facilitate a review of Assisi's existing strategy and develop a new 4-year Strategic Plan.

The Board Directors, Consultants, and Executives put aside time in 2024 to attend a whole-day workshop. Demands, trends, and other issues facing aged care from the perspective of system experts formed essential pre-reading. The Executive team delivered 'mission critical' presentations integrating local priorities in areas of clinical governance, finance, workforce, infrastructure, and service development.

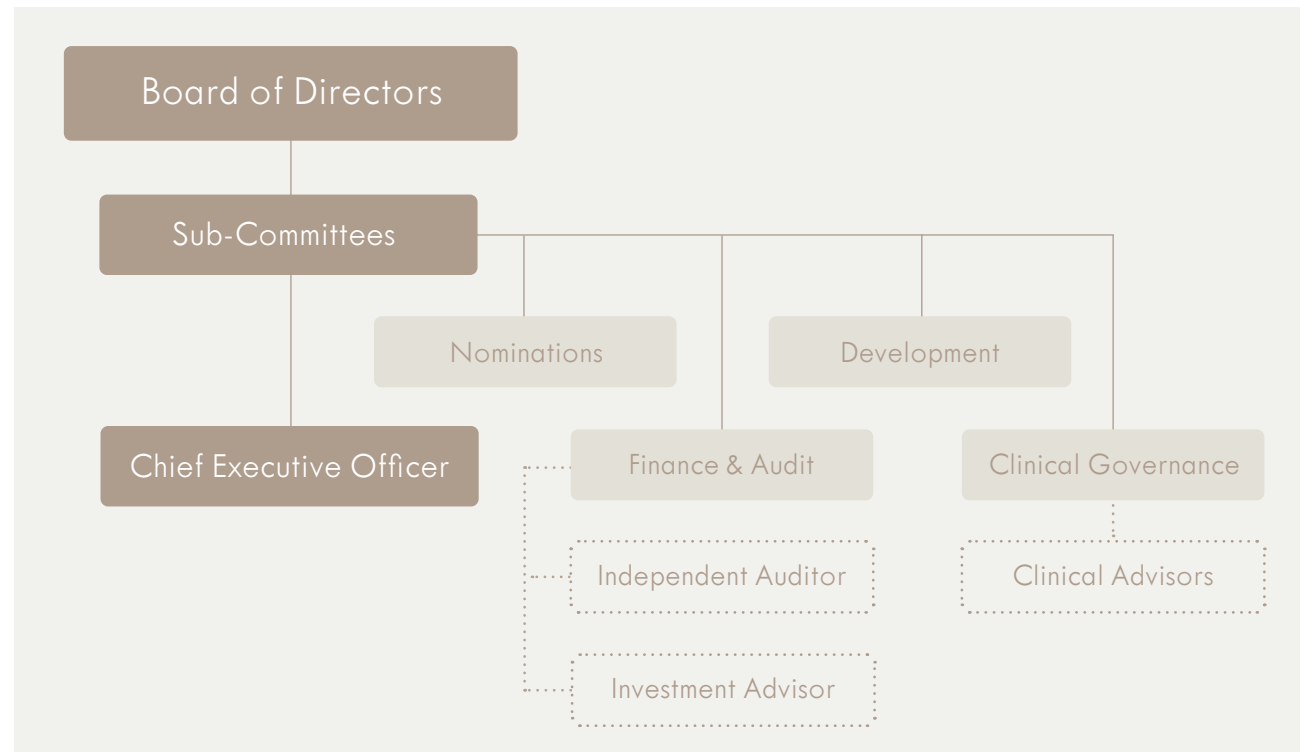
Michael reflected on how well Assisi has adapted to the new aged care environment, given the rapid pace of change driven by the needs of older people staying at home longer, the discrete issues facing cultural and linguistically diverse (CALD) service providers, and the reduction in residential aged care providers nationally. Reflecting on Assisi's rebound from challenges preceding the 2019 Aged Care Royal Commission,

he said he has not seen another stand-alone provider improve so much in a short time in areas of quality care, business operations, and financial outcomes. In addition he said today's Assisi appears skilled, strong, resilient, and capably led & governed.

Foundational and aspirational matters of organisational vision, mission, and values were discussed. The Board also

toured the convent to understand the iconic, historical, and spiritual role this treasured heritage building plays in the heart and reputation of the Assisi Centre. As Board participation often occurs in an online environment, the day served as a valuable opportunity to connect personally. Overall, there was overwhelming positivity, and enthusiasm for Assisi's future.

A clear plan takes time, and the Board and Chief Executive Officer are now finalising the Assisi Strategic Plan 2025-2028. We look forward to sharing the strategic blueprint with our current and future residents, families, staff, volunteers, students, contractors, regulatory authorities, and other stakeholders.







BOARD CHAIR

Don Smarrelli OAM

Appointed: 2004

Don is the principal of Lawcorp Lawyers (which he founded in 1979). He is a former member of the Council for Multicultural Australia, an advisory body to the Federal Government for raising awareness and understanding of multiculturalism. He was also formerly on the board of the Australian Multicultural Foundation and on the board of the Centre for Multicultural Youth (CMY). He was a founding member and subsequent President of the Toccolan Club (1990), an Italian community organisation focused on fundraising for medical research. In 2007 Don was awarded a Medal of the Order of Australia (OAM) for services to multiculturalism and the community.



CLINICAL GOVERNANCE CHAIR

Wendy Dunn

*RN, RM, BN, GradDipHlthAdm,
GradDipNg (ChildFamNurse)*
Appointed: 2024

Wendy has over 40 years' experience in nursing with 15 years in executive positions in aged and community care with Mercy Health and Mayflower. An accomplished and experienced Nurse Executive, Wendy brings specific skills in planning, models of care and change management, coupled with a passion for enabling a meaningful and positive life for older people, including those living with dementia.

Wendy has also held positions on the Board of Caroline Chisholm Centre for Health Ethics, Annecto, and the ACSA Victorian Advisory Committee.



FINANCE & AUDIT CHAIR

Don Pasquariello

FCA, FCPA, MAICD, FINSIA
Member: Nominations
Appointed: 2013

Don is a Chartered Accountant FCA and has been a Senior Client Services Partner of Deloitte & KPMG, both global professional services firms. With more than 40 years of professional experience, including 28 years as a Partner, Don has stellar credentials and a strong understanding of the Australian Corporations Act, public and private company reporting, risk management, corporate governance and due diligence. Throughout his career, Don has provided valued counsel to the Boards of Directors of the clients he has served.

Don is a Board Director of Jesuit Education Australasia Limited, a Board Director of Co.As.It. and a Member of the Audit & Finance 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 Chair of the Patronato INAS in Australia and volunteers as a biographer with Eastern Palliative Care.



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 six European countries and New Zealand.

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



Clare Grieveson

BSc (Hons) Lon MHSM, GCLACC

GAICD, AICGG

Appointed: 2018

Resigned: 2024

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.



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) and 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.



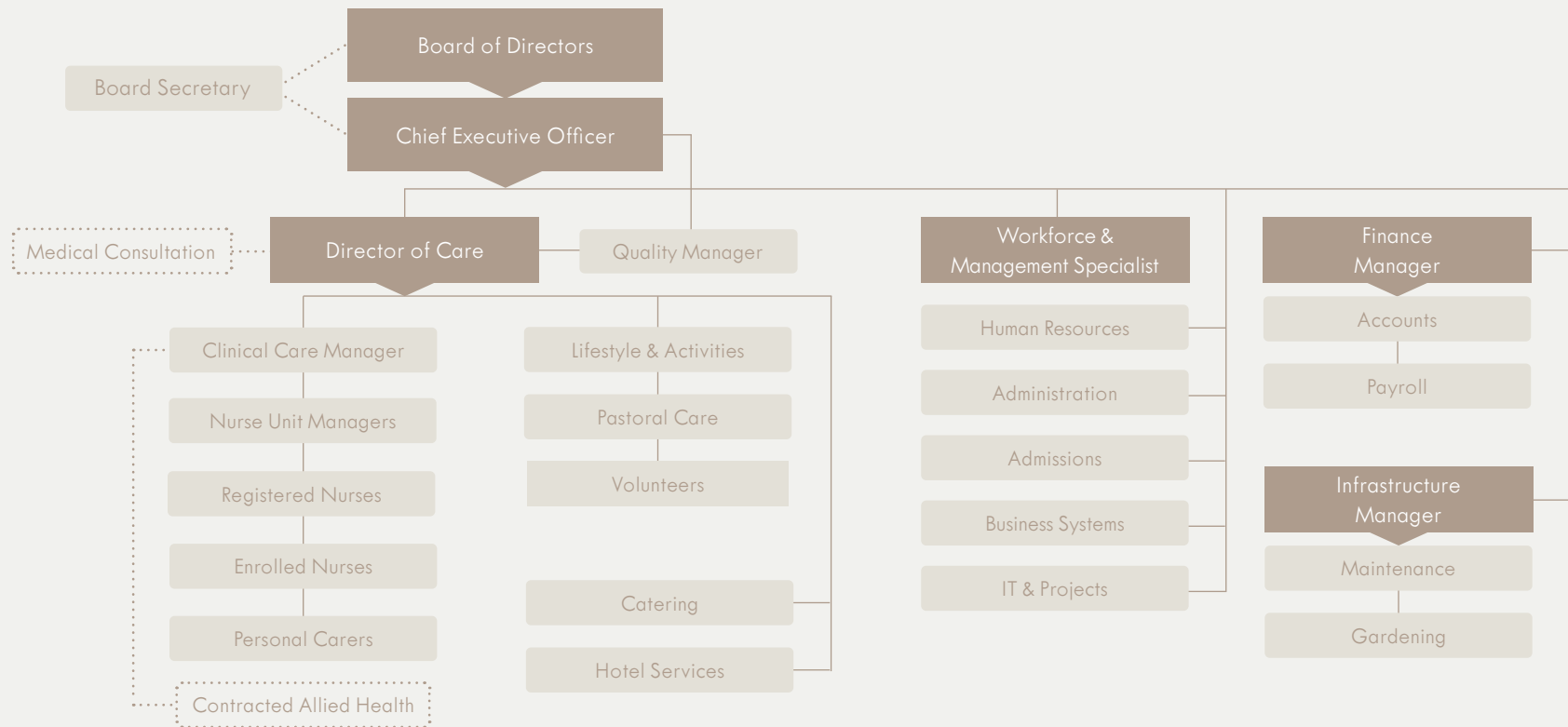
Viviana Lazzarini

BA, GDipPolicyLaw

Appointed: 2023

Viviana has more than 20 years of leadership experience in the Victorian health and human services sector with extensive knowledge of health service performance, governance, risk management and resource allocation. Since February 2022 she has been Manager, Governance in the Department of Health. Viviana is an experienced business owner and joined the board of Assisi Aged Care in 2023.

Organisational Structure







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

Peter has extensive experience in health service management and governance from both the metropolitan and rural sectors. Significant was his development of a sustainable combined not-for-profit and public sector community based organisation, Hesse Rural Health, known for its internationally recognised dementia environment. Peter has collaborated with government and regulatory bodies on national projects to lift the business and quality profile of aged care, and partnered with La Trobe University (Melb), the University of Umea, Sweden, and the University of Oslo, Norway, to advance research into Person Centred Care and Thriving. Peter is also a graduate of the Executive Leadership Program at the Saïd Business School, Oxford University, United Kingdom.



Victoria Salegumba
Director of Care
*Bsc(Nursing), RN, GCertMgt,
GCertNurs(CritCare)*

Victoria is a Registered Nurse with over two decades of experience in a broad range of roles including critical care, nursing management, operational management at aged care facility and regional level, and quality assessment of aged care homes nationally. With a great passion for aged care, her vision is to provide best practice care in the residential setting to enable residents to continue to live fulfilling lives.



Andrea Dunlop
Workforce &
Management Specialist
*BAppSc (OT), MHLthSc(CommHlth),
GDipHlthEd, GDipPsych, ARI*

Andrea brings to Assisi clinical, human resource, project, evaluation, quality, service development and operational management skills from the mental health, rural health, aged care and government sectors. She is a trainer mediator and conflict coach. Andrea was appointed an honorary adjunct lecturer at La Trobe University for person centred research partnerships, has co-authored and presented many papers, and has taught at undergraduate level.



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.



Tracey Scanlon
Finance Manager
BCom, CA

Tracey is a Chartered Accountant and finance and business professional with over 20 years experience across a diverse range of industries. She commenced her career with KPMG where she worked as a Senior Auditor. Tracey has provided financial and commercial input into a variety of business strategies for continuous improvement, implementing procedures for effective and efficient business operations.

ACHIEVEMENTS



Artwork: Elmgreen & Dragset's *The painter, fig. 1* 2021 on display as part of NGV Triennial 2023 © Elmgreen & Dragset

13	Consumer Voices Beyond Care
14	Osteotherapy in Action
15	Life Transitions: A Family Perspective
16	Better Design for Dementia Care
18	An Employer of Choice
19	For the Love of Animals
20	Celebrating Our Multicultural Workforce
22	Specialising in Healing
23	Parli Italiano? Si
24	Il Cibo è Vita
26	Care Partnerships
27	Joy and Sorrow
28	Il Globo TV
29	Facilitating Effective Handover
30	Strengthening Nursing Capacity
31	Bringing Emergency Care to the Door
32	Visual & Tactile Inspired Art
34	Movement for Better Living
35	Nurse Call: Improving Resident Safety
36	Knowledge is Growth
38	Faith, Prayer & Comfort
39	End of Year Celebrations
40	Bringing that Spring Cleaning Sparkle
41	Laundry Delight
42	Sharing Our Journeys
44	Activity is Life



Consumer Voices Beyond Care

It is well known that health outcomes are better when consumers have a say in care delivery.

Under the new *Aged Care and Other Legislation Amendment (Royal Commission Response) Act 2022*, consumers, and where necessary their representatives, are now invited to have input at organisational level by providing the governing body with feedback about the quality of care provided.

Assisi's inaugural Consumer Advisory Committee (CAC) is comprised of seven members who have met several times during 2024. After a settling-in period to understand what their new role was all about, the group did not hold back their views.

They wanted staff to be more understanding of the emotional upheaval when transitioning into care (show empathy), speak quietly while they work (no shouting), walk at an appropriate pace (no rushing about), and interact directly with residents during care (introduce themselves).

Peter Birkett, Chief Executive Officer, agreed to take these very clear messages back to the Leadership Team, asking each present to make an individual pledge on how they

would personally meet these demands and broaden staff awareness. The legislation requires the Board to formally respond to the feedback offered. Chairman Don Smarrelli personally attended a CAC meeting and was delighted to hear about the group's other initiatives for quality improvement.

The CAC also helped design the program for Aged Care Employee Day 2024, issuing handwritten cards of thanks to staff. Committee Member Salvatore made a heartfelt speech expressing gratitude for staff's tireless commitment and dedication.

The Committee also invited the Executive to share a dining experience (see p. 24). Planning is afoot to seek the CAC's feedback on improving the artwork display around the facility. It seems the group has quite a busy agenda ahead.

Under the legislation consumers are re-invited to join the committee each year. However, members of this group say they are just getting started.

Importantly, unit-level meetings and family and carer sessions still occur regularly to ensure multiple avenues for participation and feedback.



Osteotherapy in Action

Assisi and RMIT University have partnered to bring a valued allied health therapy to residents with a regular osteopathy program. Students attend in groups of seven for four days per week, over a six-week block. A makeshift clinic is set up in the library and residents can make an appointment.

Under the clinical supervision of registered osteopaths, the fourth and fifth-year students offer a range of treatment and management options for those with musculoskeletal and other conditions, including neck and back pain, limb and movement problems, general stiffness, and osteoarthritis. Treatments include exercise therapy, lifestyle advice, manual therapy, and massage. Students also practice and develop skills in case review, history taking, and clinical documentation.

New Associate Dean and Head of Health Sciences Professor Adam Bird visited with his academic team earlier this year to see the students in action. He explained that an osteotherapy program operating in a residential aged care facility was unique and provided benefits to residents and

students who get experience with an older age cohort. Importantly the residents enjoy helping the students learn.

Professor Bird and Assisi Chief Executive Officer Peter Birkett discussed broadening the service partnership to develop a referral model, facilitate group exercise programs using available equipment in Assisi's resident gymnasium, and other promotion opportunities. The program also lends itself to exciting research opportunities to evaluate outcomes.

The osteotherapy program complements RMIT's long-running chiropractic student program at Assisi.

Placement opportunities were also provided to La Trobe University bachelor of nursing students and those undertaking certificate-level programs in individual or ageing support from various registered training organisations.



'The staff are supportive, the residents are accommodating, the facility is well managed, it made my stay comforting, I felt very much at home, I enjoyed my time with the residents. Can't thank you all enough.'

- Nursing Student, La Trobe University

Life Transitions: A Family Perspective

Mariella has been a daily visitor to Assisi since her mother Concetta arrived this year. Concetta, aged 95, had been living at home with a lot of help for daily living tasks until she contracted COVID, was hospitalised, succumbed to an infection, and had a fall. Due to her declining physical health and decreasing cognition, Concetta was unable to return home and now requires full-time care.

Concetta was orphaned at aged 10 in Italy, and widowed at 35 after immigrating to Australia. In a new country, with all the obstacles facing newly arrived migrants in the early 1960's, she raised three children on her own, always putting the needs of her children first. Out of love, appreciation, and respect, Mariella has willingly extended her own nurturing arms in return.

Caregiving for elderly loved ones is an emotional journey. One of the hardest parts was when Mariella realised, she could no longer do it alone. *'I felt so sad, like I had failed her. In the hospital, when I told her she could not go home, I put my head on her lap and cried. Mum lightly stroked my hair and sang me an Italian lullaby, like she did when I was a little girl. She was reassuring me it was ok, she understood.'*

Mariella and her siblings visited three aged care facilities before choosing Assisi. One was privately run with impressive modern amenities, and another was a local not-for-profit facility. Neither had the *'heart'* of Assisi. The culture, faith, atmosphere, and Italian connections resonated, making it the best fit for their mother. They are pleased with their choice.

Still, the transition has been a hard road for Mariella. She was comforted by a beautiful message she received acknowledging her heart-wrenching journey (inset).

Mariella hasn't relinquished her caregiving role but now does it from a different vantage point. She guides staff to provide care that best suits Concetta.

Her advice to families navigating the transition to aged care is to educate yourself, get involved, seek support, and not be afraid to speak up. *'After all, we notice the little things. The staff at Assisi are wonderful but family are their loved one's best advocate.'*

Mariella now enjoys spending quality time with Concetta. Playing cards has become a favourite pastime. *'This is our new phase, and I treasure every moment we have together.'*

'It is heartbreaking accompanying our mothers on their final journey but also a very privileged moment. When we are born providence places us in hands who care for us, keep us as safely as they can, help us along our way. Some belong to people we never even get to know. And so, it is at the end of our lives. Ours are now those hands for our mothers. Extended in a prayer which only comes with time: It's OK, you can go now, you did the best you could, lets forgive each other, keeping our blessings and leaving the rest behind.'



Better Design for Dementia Care

Ridge Developments commenced construction work in May on our long-awaited project to improve access and wayfinding within the St Claire unit and courtyard. The St Claire unit supports residents with advanced dementia who require a safe living environment.

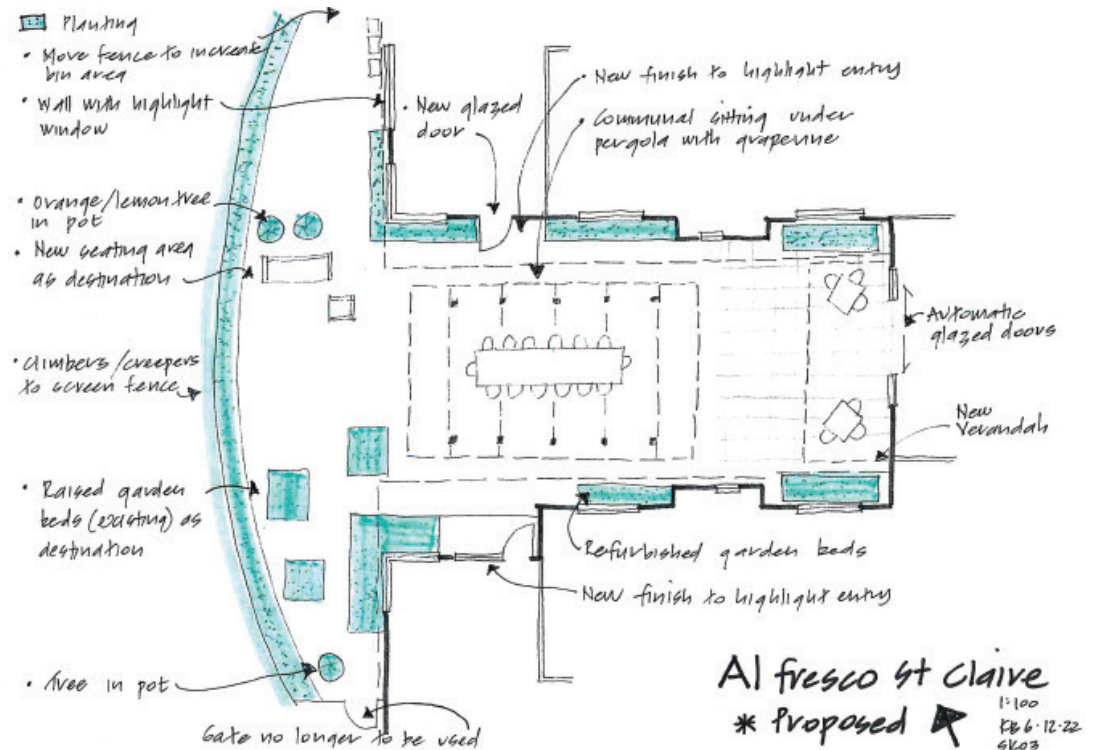
Under the guidance of Kirsty Bennett and Allen Kong of AKA Architects, the renovation is based on contemporary design principles, to encourage unassisted safe wandering and exploration in the outdoor spaces, providing greater exposure to nature and improved resident wellbeing.

Included is a focus on meaningful engagement and noise reduction. The redesign is aimed to improve visibility when residents are outdoors and minimise potential hazards. Changes have also been made to internal communal spaces, doorways, and walls, adding colour and points of engagement.

The project is consistent with our vision to provide a centre where people with memory loss can feel safe, with reduced agitation and confusion, and that facilitates an improvement in their overall well-being.

Kirsty delivered a series of workshops to assist staff in understanding how effective design principles and signposting can support resident autonomy and choice, wayfinding, meaningful connection, and engagement. Some of the acquired artworks (p. 32) once displayed will play an important wayfinding role for residents in St Claire.

The anticipated completion date for the project is March 2025.





An Employer of Choice

Commonwealth aged care regulations linking nursing and care delivery time to funding have allowed a significant investment in Assisi's direct care workforce. In the reporting year, Assisi welcomed an astounding 71 new staff. The majority were nurses and personal care workers, growing total workforce numbers to 214.

Andrea Dunlop, Workforce and Management Specialist, says *'recruiting, compliance checking, and onboarding such large numbers of new staff has been challenging for a medium-sized organisation'*. Unlike many other providers, Assisi does not outsource recruitment functions believing local processes superior in evaluating candidate fit and minimising turnover.

A strategy to offer only permanent positions has reduced reliance on Assisi's former highly casualised workforce, allowing better resident continuity of care. Fixed rosters offer

staff shift predictability and improved work-life balance. Assisi has not yet seen the degree of workforce shortages other aged care providers have experienced. The use of labour hire agencies was only 1% of direct care worked hours in the reporting year.

The intense recruitment period has enabled a better understanding of the attractiveness of Assisi as an employer. *'A medium-sized, faith-based, not-for-profit, single-site facility is a real drawcard to those seeking a personal, connected and values-driven experience'*, Andrea says. This has resulted in above-average candidate fields and plenty of choice. *'We are now seeing new staff recommend Assisi to their professional networks'*. This is a strong statement of workplace satisfaction and engagement.

'We are now seeing new staff recommend Assisi to their professional networks.'



For the Love of Animals

Assisi has engaged with Delta Therapy Dogs to re-introduce pet therapy. Delta Dogs is a national non-profit organisation that connects animals and people, bringing mutual joy. The program operates with the underlying philosophy that the human-animal bond improves quality of life.

A few years ago 'Bobby' and his owner Marion were a regular presence around the centre. This year we were thrilled to welcome Rosemary and her therapy dog, 'Tarni', a beautiful King Charles cavalier spaniel who was born deaf. However, this did not impede her gentle nature and the residents adored her.

We now have beautiful 'Chester' the toy poodle, looking suave in his uniform, visiting fortnightly with owner and volunteer Adriana. For those with dementia, Chester's presence is wonderfully soothing, easing anxiety and creating moments of calm connection.



Bobby, Tarni, and Chester in their unique ways stimulate reminiscence, prompting recollections and personal stories about former pets. Their visits are spreading a little extra warmth and joy, brightening spirits throughout the Assisi community.



Celebrating our Multicultural Workforce

Assisi is proud to be a culturally diverse organisation, with staff born in 28 different countries from across the globe. Whilst only a small proportion were born in Italy (8%), many can relate to the struggles of moving across the world to start a new and better life for their loved ones and families, like most of our residents who migrated here in the 1950's and 60's.

Assisi aims to be a place of equality and inclusion for all.

Service Milestones 2023-24

10 Years

Lipena Afereti, *PCW*

Tony Bernardo, *Lifestyle*

Fjorela Isara, *PCW*

Rosa Lanza, *Food Service*

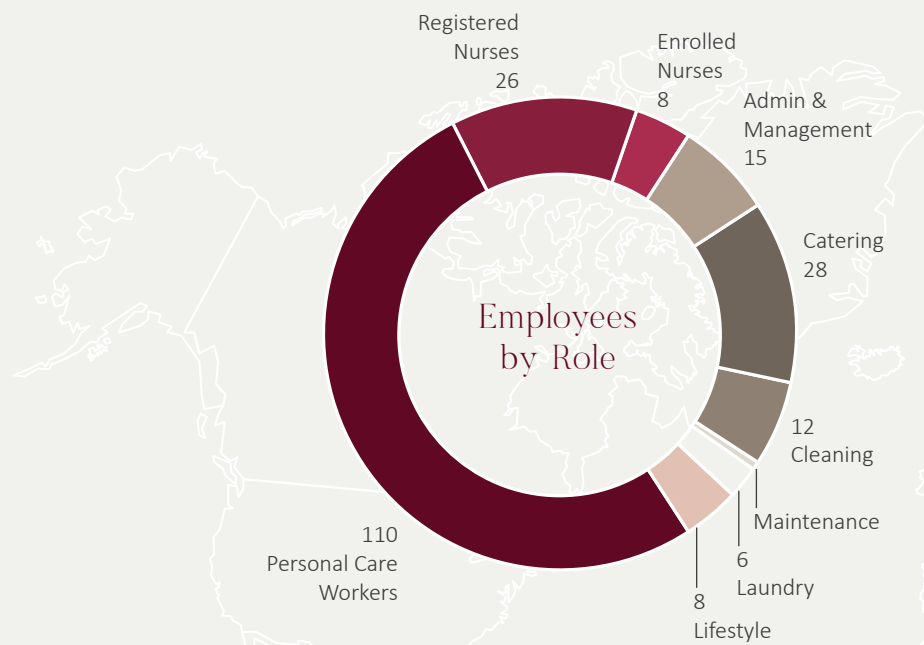
Quang Le, *PCW*

Shani Manuel Nedumthottai, *RN*

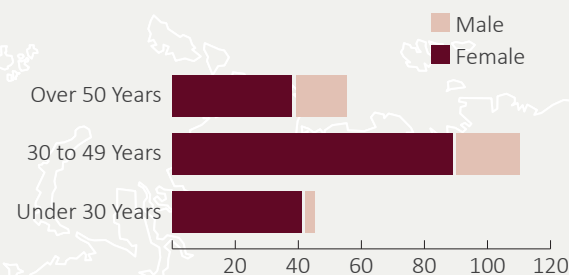
15 Years

Lina Tartaglia, *PCW*





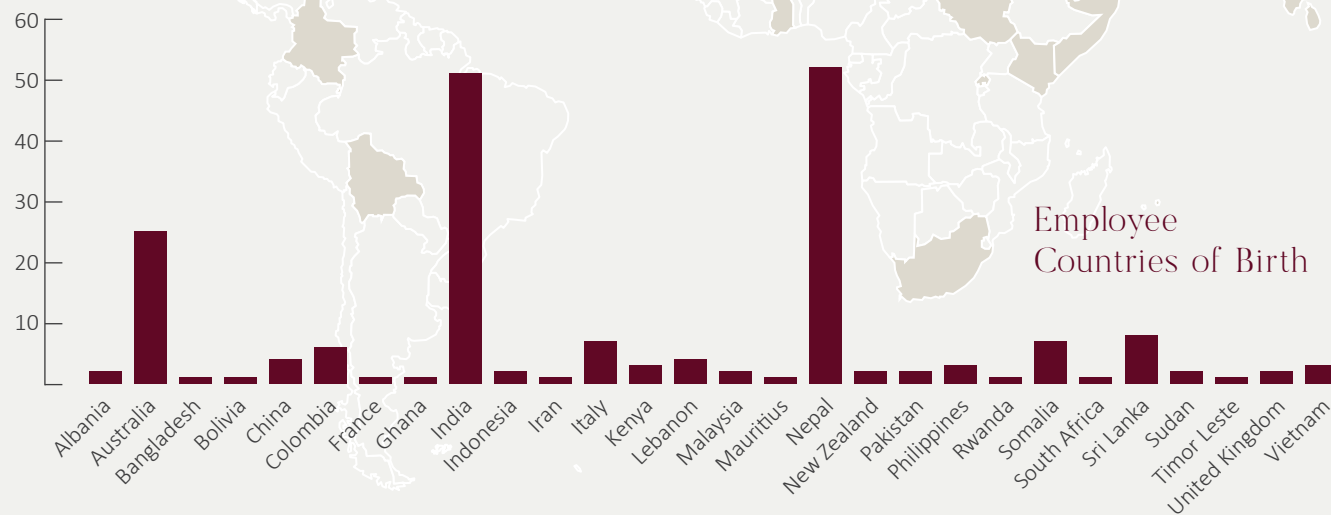
Gender & Age



Employees
214



Hours Worked
223,418





Specialising in Healing

As people age and their skin changes, the slightest abrasion, tear, or friction can lead to the development of a wound or pressure injury. Health conditions in older persons can complicate healing and retard healthy skin repair. External wound consultants are frequently contacted for independent expert review and advice.

Nurse Unit Manager Ashley Yin has developed a particular interest in the physiology of wounds and healing. So much so that in 2022 she commenced a five-year master's program in wound care with Monash University. She hopes to one day become an independent wound consultant. Ashley is fascinated by rapidly advancing technology which can now predict wound development even in the absence of visual signs.

Early intervention is critical to care outcomes in wound management. Our clinical managers recognised an opportunity to enhance Assisi's nursing skills and capability in relation to wound management practices. With Ashley's strong interest, existing knowledge, and studies already

underway, she was ideally placed to become Assisi's first internal *Wound Specialist*.

Ashley undertakes her role one day per week, providing early detection and systematic nursing review of all Assisi residents with non-healing wounds. She shares her growing knowledge and expertise with nursing peers, recommends prevention and treatment strategies, and proactively refers to external consultants whenever necessary. Geriatrician Dr Stephen Campbell generously supports her with academic mentorship and clinical supervision. He says our application of international protocols is a demonstration of best practice in residential aged care nursing, and is to be commended.

Assisi provides pressure injury data to the Aged Care Quality and Safety Commission. Our results (see p. 53) are a good indication of Assisi's success in this area with above benchmark pressure injury rates compared to other aged care providers. Ashley is enjoying her new role, and her advancing skills play a big part in these achievements.

Parli Italiano? Si

Proficiency in the Italian spoken language is valuable in our mono-cultural facility.

However, the numbers of Italian speaking staff have been declining. Today's workforce is comprised largely of international workers originating from Southeast Asia, Africa and South America, a vast contrast to the European (including Italian) workers attracted to caring roles in earlier decades.

Whilst Assisi is fortunate (by virtue of faith, grand buildings, location, charitable status and reputation) to have outstanding response rates to advertised positions, in recent times it has been rare to see candidates coming from Italy.

This year we were fortunate to have Italian-born Romana, Giacomo, and

Alessia make enquiries, and we were quick to snap them up. Romana is a qualified social worker and Giacomo has a *Bachelor of Education and Training Sciences*. Both were recognised for their prior learning and work experience, and were granted a *Certificate III in Individual Support*. Romana and Giacomo were appointed as Lifestyle Officers, supporting our residents to get the most from their leisure experiences at Assisi. Giacomo also has a hidden talent with the guitar which makes for an enjoyable sing-a-long. Alessia completed a Diploma of Nursing after arriving in Australia and is upskilling to become a Registered Nurse.

Romana, Giacomo, and Alessia provide helpful guidance when non-Italian speaking care staff run into communication troubles.





Il Cibo è Vita

For Italians food is life. Catering to the tastes of 135 older Italians is a hard assignment, but Chef Manager Robert Molino has made significant progress with many menu adaptations since joining Assisi last year.

New menu items using residents' personal recipes are frequently trialled. Feedback has been positive and complaints about meal quality have reduced. Nonetheless, food remains a hot conversation topic and pressure remains to keep everyone satisfied.

Following a suggestion from the Consumer Advisory Committee, Peter Birkett and Victoria Salegumba made an impromptu visit to St Anthony to join the residents for their evening meal. They received an enthusiastic welcome, rotating through the tables. *'Many residents were eager to share their perspectives, and I heard 30 different, and often contradictory, versions on how to cook Brodo the Italian way,' Peter said.*

Assisi employs a team of five trade-qualified and experienced chefs who prepare meals onsite in our large commercial kitchen. There is a choice of meal options with chefs available to

whip up an alternative option if there are any major concerns.

The overall dining experience is as important as the food itself. Some residents have suggested soft music to accompany dining. *'The environment is quite noisy, so we can work on that,'* Victoria said.

Meal quality across all facilities received significant attention during the Aged Care Royal Commission. Peter says, 'here we do not restrict spending on food, it's just not something we are willing to compromise'.

Assisi spends \$17.97 per resident per day against a national benchmarked industry average of \$12.88. A discrete 'food and nutrition' standard is included in the Strengthened Aged Care Quality Standards due to be introduced in 2025.

Peter and Victoria will continue to assess the quality first-hand, dropping by without notice at an occasional lunch or dinner. They have even developed a rating scale to give the catering team objective feedback. No pressure Robert.

Il cibo è vita





Care Partnerships

Medical, Specialist & Allied Health

Assisi is grateful to our regular medical, specialist, and allied health service provider partners who contribute their expertise and help to ensure the best possible holistic health care is available for residents:

- Dr Anthony Bartone, General Practitioner, Lalor Clinic
- Dr Mohsin Keyi, General Practitioner, Blackburn Road Medical Centre
- Dr Jozsef Juhasz, General Practitioner, Manningham General Practice
- Dr Chandra Pokharel, General Practitioner, Northcote Medical Group
- Dr Dominic Barbaro, General Practitioner, Lalor Clinic
- Dr Stephen Campbell, Geriatrician, Wise Health
- Bundoora Specialist Healthcare, Geriatricians
- Aria Health, Ageing Specialists, Geriatricians
- Lalor Community Pharmacy
- Melinda Smith, Consultant Pharmacist
- Physiosafe, Physiotherapy
- Dr Jill Lesic and Associates, Speech Pathology
- Plena Healthcare, Podiatry
- Healthcare 2 You, Optometry
- Lisa Sossen & Associates, Dietetics
- Residential In Reach, Austin Hospital
- Banksia Palliative Care Service
- Mobile Dental Service
- Mobile Radiology Australia
- Victorian Virtual Emergency Department
- Telephone and Interpreting Services (TIS National)
- Dementia Support Australia

Joy and Sorrow

In any line of work, there are highs and lows, but in aged care those low times are often related to the sadness and grief we experience when a resident passes. Working with older, more vulnerable members of the community, we are acutely aware the ageing process will inevitably overcome, but sometimes the emotion catches us in unexpected ways.

For many, it's more than just work. Relationships and bonds are forged with the people for whom staff have cared, sometimes over many years. Serving and caring is an intimate role and the trust that forms is special and a privilege. Foremost we must support the families during these times of loss, but our own tear also quietly falls when we learn of a passing, bringing a brief emptiness to our day and our lives.

We would like to acknowledge all the residents who passed away at Assisi during the year and the dedicated aged care workers whose lives they also touched.



IL Globo TV

IL Globo TV has arrived in Assisi.

Installed in the Auditorium and communal lounges of St Anthony, St Catherine, Padre Pio, St Claire, and St Francis, IL Globo TV offers 26 channels of Italian-only entertainment. Residents can enjoy classics like Rai Italia, Rai News 24, Mediaset Italia, on-demand movies, documentaries, and more.

This wonderful addition was made possible with proceeds from the annual Harry Belli Film Event in August. We extend our appreciation to Volunteer Lilian Antonelli for her tireless efforts.

IL Globo TV brings joy and entertainment to the residents. There is notably less competition for the daily IL Globo newspaper delivery!



Facilitating Effective Handover

A planned quality initiative this year aimed to increase the effectiveness of handover processes for better resident outcomes. Effective communication processes between care staff across shifts were the focus of the changed practices.

Handover proformas now include a photograph of each resident to ensure accurate identification. They also display updated dietary restrictions, clinical risk, and mobility needs. Care workers are now included in the handover process, allowing them to contribute vital information to personalise care delivery.

Nurse Unit Manager Jineesh Thomas explains the registered nurse in charge on the outgoing shift leads the handover process for the incoming leader and their care team. Staff listen carefully, ask questions, and make reminder notes on their handover

proforma before commencing duties. Morning, afternoon, and night shift lengths were adjusted in 2023 to allow consistency in handover between all shifts.

Jineesh believes the new processes are working well, and overall has prioritised the importance of handover giving everyone the opportunity for input. Results reflect improved coordination of care, including resident readiness for appointments, reduced incidents caused by poor communication, and fewer gaps in care.

Importantly, he says this has also strengthened nursing leadership, ensuring appropriate clinical care is delivered as planned.



Strengthening Nursing Capacity

Assisi has responded to new government regulations for 24/7 nursing and care minute targets with increases to the master nursing roster across morning, afternoon, and night shifts.

Diploma trained Enrolled Nurses have been appointed to support the delivery of clinical care overseen by registered Nurse Unit Managers (NUMs) in four of the five units. Enrolled Nurses make a very important contribution to complex nursing care in areas such as assessment, medication administration, wound care, and chronic disease, behaviour and falls management.

The After-Hours Nursing Supervisors have more time to undertake their leadership responsibilities with a reduced clinical load, supported by a greater Registered Nursing (RN) presence in the afternoon and night period. Two morning RN positions were also introduced to provide relief and increased clinical performance data monitoring. These roles

strengthen the depth of leadership capability and importantly provide internal succession strategies.

Internal nursing role changes also supported the creation of Wound Specialist, Clinical Nurse Educator, and Mobility Coordinator positions (see pages 22, 36 & 34).

Consumer feedback led to a re-design of staff name badges to help residents and families distinguish RNs from other staff. RNs now wear a blue badge while other staff maintain the traditional white one. It is also easier for visitors and families to know who is in charge in the after-hours period with photos displayed in the reception foyer.

Importantly these additional nursing roles improve clinical oversight and care coordination, ultimately improving resident health and wellbeing.



Bringing Emergency Care to the Door

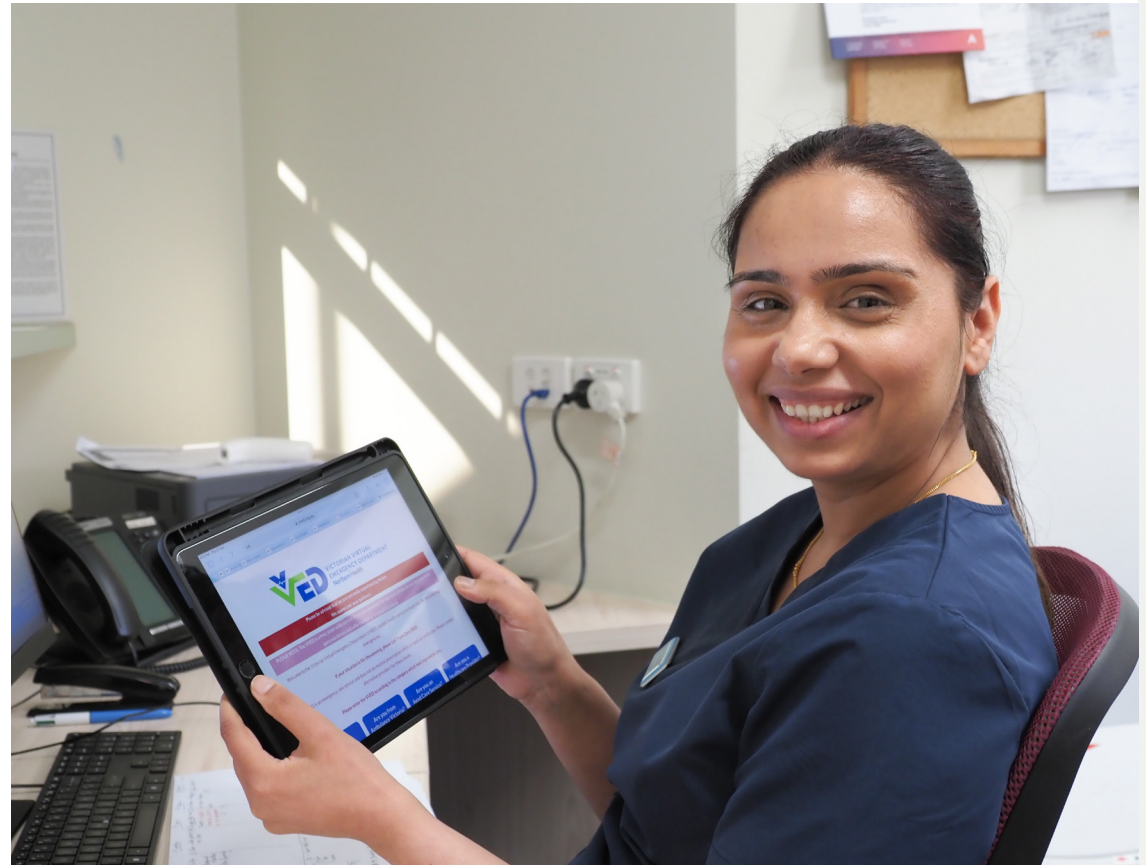
Throughout 2023 Assisi worked with the Eastern Melbourne Primary Health Network (EMPHN) to increase our telehealth capability. Telecommunications technology facilitates access to clinical advice and medical consultancy services. It aims to reduce unnecessary hospital transfers, which can cause resident distress and confusion and often fragments care.

A \$20,000 grant from the EMPHN allowed an upgrade of Assisi's Wi-fi infrastructure to increase the reliability and quality of video connection to resident rooms. Specially purchased iPads assist with telehealth connection to the Victorian Virtual Emergency Department (VVED), a free statewide service where medical staff are on standby to provide specialist care.

The iPads are also used to connect residents directly to their General Practitioner's treating rooms via the Health Direct platform.

A new telehealth policy and procedure were developed, along with step-by-step guides to support the process. Tutorials were undertaken with the nursing team to learn the new procedures. Telehealth fact sheets were also distributed to families and residents.

On average there are about five VVED consultations conducted each week, bringing emergency care right to our door.



Visual and Tactile Inspired Art

Some gradual changes have been taking place in the Assisi communal areas and corridors providing a much-needed lift and creating destinations of interest.

Textured slump glass panelling in a modern timber frame replaced the large curtain in the Auditorium, adding a breathtaking tactile dimension. The glass was designed and constructed by Wathaurong Glass & Arts, a not-for-profit business owned by the Wathaurong Aboriginal Co-operative, an Indigenous community controlled organisation in Western Victoria. It looks very impressive, like a wall of falling water, and the design is called 'tree bark'.

From a practical point of view, the glass panelling offers improved visual privacy for those undertaking peaceful reflection in the Auditorium. It also has improved acoustics, making it quieter for adjacent areas when religious services, events, or other activities are being held.

It has generated an incredible level of interest and enthusiasm amongst the residents.

A range of new visual artworks have also been acquired with deliberate consideration given to those that may stimulate a cultural, geographical or generational connection. The aim is to create meaningful and engaging destinations for residents, and their visitors, as they meander through Assisi's extensive facilities.

Chief Executive Officer, Peter Birkett, is the 'architect' of the project which is based on the applied research of international dementia expert and sociologist Professor John Zeisel. The aim, he says, is to ultimately create Assisi's very own arts trail, dotted with points of interest that aid wayfinding and stimulate enquiry, reflection and conversation.

Facebook Marketplace has been a rich source of low-cost treasures, and many older works have been reframed and revitalised. Once the sellers understand their pre-loved art is destined for Assisi, our network of supporters often grows, making other donations and referrals. Peter has invited the Consumer Advisory Committee to participate in the next phase of the project.



'It's as if you put the memories in the glove compartment and you lost the key, and art unlocked it.'

- Dr John Zeisel, sociologist





Movement for Better Living

Movement is important for physical health in the older years and having supported opportunities for regular exercise is a bonus.

Assisi introduced a new Mobility Coordinator position to increase exercise for residents who may be at risk of physical decline, such as after periods of hospitalisation, isolation, or to cope with pain. Under the broader guidance and supervision of PhysioSafe, Assisi's externally contracted physiotherapy provider, Enrolled Nurse Casey provides hands-on services, offering walking assistance, massages, heat pack therapy, and tailored individual and group exercise programs in the Assisi rehabilitation gym.

Any degree of exercise can have important health benefits. Casey says even residents who have lost walking ability can exercise while seated in a chair or lying in bed using resistance bands and hand & foot pedals. There have been remarkable outcomes. One gentleman was able to walk again only 4 months post-hip replacement. Having intensive rehabilitation programs available in an aged care facility is unique.

Innes, (pictured) says she is 'very impressed' with the Mobility and Wellness Program and looks forward to her sessions with Casey who provides her the motivation, support, and encouragement to exercise despite her reduced mobility and fluctuating pain. The connection between them is just as important. They chat away so much that for Innes, 5 minutes on the exercise bike disappears in a flash.

Casey has a busy schedule seeing up to 60 residents each week, some up to four times depending on need. Participating residents are reviewed regularly by the physiotherapists to discuss progression and revise treatment goals.

The Mobility and Wellness Program, along with general physiotherapy services, is provided cost-free to Assisi residents.

Nurse Call: Improving Resident Safety

A significant upgrade to the Nurse Call system occurred this year. Works involved replacing the server and enabling the installation of more advanced software.

Residents requiring assistance can activate the call bell system intentionally, or inadvertently using bed or mat sensor alarms. Updated notifications on phones held by care staff are now colour-coded by location and contain additional detail about the call. Notifications distinguish between the resident requiring nurse assistance, help in the bathroom, or when there are independent mobility risks.

The reporting capability of the new software is much improved with automated daily reports on nurse call numbers, locations, and response times.

Wall-mounted monitors display all open nurse call alarms and the time elapsed since activation. A manual care response is still required to cancel a call bell notification after staff check on the resident.

Call bell audits are regularly undertaken to provide important feedback to staff, residents, and families about the efficiency of staff response to resident needs and can also identify equipment faults. A response time within 10 minutes is the target.

Nurse call systems are an important tool to maximise resident safety.



Knowledge is Growth

Achievements in Learning

Staff knowledge and skills must be regularly updated for best-practice care and services and to meet learning requirements of the Aged Care Quality Standards. Education is delivered through mandatory online programs (Ausmed), practical workshops, toolboxes, and competency assessments. An escalated 30, 60 and 90 day reminder system for any overdue learning contributed to outstanding achievement rates, averaging 99% & 85% respectively for the 14 mandatory and 9 recommended learning programs. Staff participated in 1,108 other learning occasions with topics reflected across the quality standards.

Feedback on Training Needs

In August 2023 staff provided their feedback on learning and training needs. Results identified staff: had a high level of understanding of training relevance to regulation, believed topics were adequate to inform person-centered care delivery, were confident in using the online learning platform, felt satisfied with onboarding orientation, regarded the staff newsletter as a valuable

source of information about learning requirements and training events, and perceived that language was not a barrier to completing learning tasks.

However, staff wanted more time to complete learning requirements during work hours, with increased variety in the topics delivered. Online modules were regarded as a convenient way to learn but practical demonstrations were preferred to apply new knowledge. Staff requested

training in caring for those with advancing dementia, and this has been scheduled for 2025.

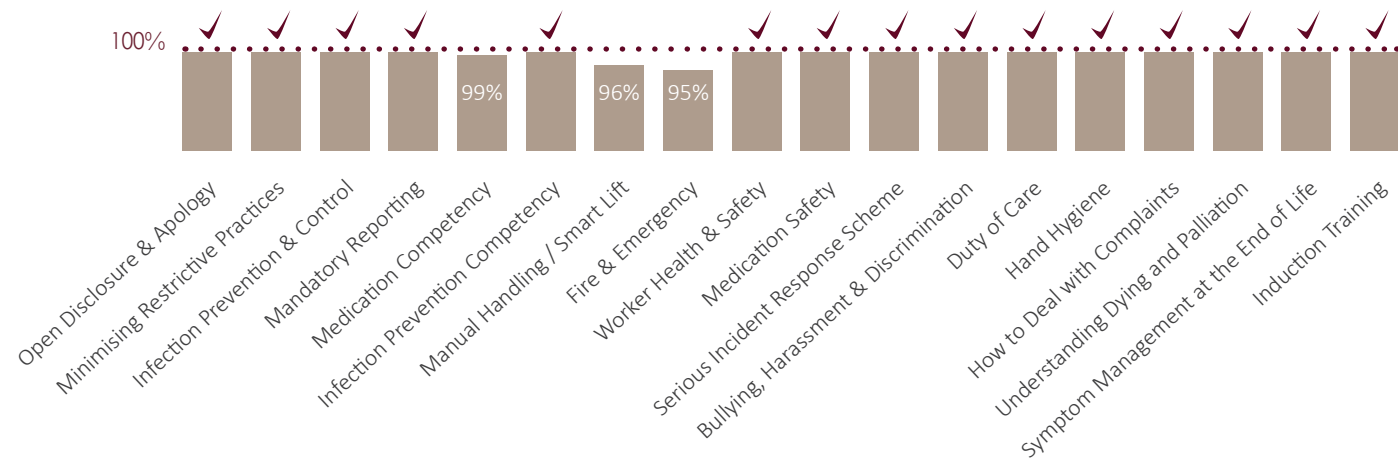
Embedding Knowledge

The survey results prompted a reconsideration of ways to effectively embed knowledge, and a full-time Clinical Nurse Educator position was created. The role aims to increase engagement with professional development, offer practical support to learners, and improve

clinical and quality standards. Farva Naqvi, Registered Nurse, recently commenced in the position. She has a *Certificate IV in Training & Assessment* and experience in facilitating language classes for the Pakistan community. Most of the training delivered is hands-on and wherever possible directly includes residents using role modelling, role play and practical learning strategies. Preliminary staff feedback has been very positive.

Mandatory Programs

Completion rates for 2024





Faith, Prayer & Comfort

Since our beginnings, Pastoral Care has been a pillar of the Assisi Aged Care community!

When familiarising ourselves with Italian culture, we see spirituality first. While some may view this as old-fashioned, without any hesitation we are told how important faith is during life's difficult times. It is a source of 'strength'. This value never withers until the earthly journey ends.

By reciting the Holy Rosary every day and Holy Mass twice a week, distributing Holy Communion three times a week, anointing the sick every three months, and assisting funeral Masses we give strength and comfort. Our listening lightens internal conflicts and difficulties. As Nuns, we listen to sentiments, emotions, and disappointments over feeling helpless and sick. We try to facilitate the transition to Assisi, a new home. A new life begins here. We encourage new activities and to meet new friends.

We also focus our vision on giving comfort and strength to dear families and colleagues. We are as one

with family when loved ones enter palliation. In their grief, we are beside them with our humanity and spiritual support, to feel God's presence in their midst.

As we look back through the year, our Pastoral Care team with the support of the Chief Executive Officer and leadership team have resettled the 'palliative boxes' in each unit. We have redefined the blankets kept in these boxes. One blanket is for palliation and the other is the '*blanket of respect*', which can cover the departed to show our love and respect.

Our pastoral care support does not end with the physical separation, we recite Holy Rosary or Holy Mass for our departed friends. Through our Prayers, God may make them worthy to enjoy the eternal blissfulness of Heaven! And we value reciprocal prayer for us.

*Thanks, and blessings from
Sisters Jiji and Judit*



End of Year Celebrations

After a very busy 2023, and with the COVID pandemic in the rear-view mirror, we took the opportunity to recognise our collective hard work with a staff Christmas celebration in December. Beneath a marquee with the backdrop of our picturesque gardens, we enjoyed antipasto, paella, and ice cream, participated in competitions, and exchanged gifts. We recognised those who had reached 10, 15, 20, and 30-year milestones in the 2023 reporting year.

Congratulations to those staff who also reached their respective milestones in this 2024 reporting year (see p. 20). We look forward to celebrating your dedication and contributions at this year's end-of-year staff event.



Bringing that Spring Cleaning Sparkle

All residential units and common areas were spruced up this year with a deep clean by contracted commercial cleaners. While our cleaning staff undertake routine cleaning procedures, concentrated efforts with specialised equipment revealed impressive results. Before and after photos of the floor tiles in the common entry spaces and walkways showed just how much dirt and grime had built up. We had almost forgotten what the original tile colours were.

So impressed by the results, Lawrence Ferguson, Hotel Services Coordinator, pitched for some upgrades to his team's cleaning equipment that would also incorporate additional safety features.

After a successful trial by the cleaning team three cordless, commercial-grade, battery-operated, upright vacuum cleaners and one floor scrubber (I-Mop) were purchased, an investment totalling over \$12,000 in our equipment stock.

Lawrence says this will make a big difference to the cleaning standards. His team now feels very satisfied with their work efforts, using modern, efficient, and trip-free equipment.



'We came to Assisi for the first time today to visit St Francis. We were both in awe of the edifice and how clean the interior was'
- Family Member



Laundry Delight

The laundry team had much to smile about this year, particularly when a brand new, flashy clothes dryer was installed. The replacement model conducts itself very discreetly, is user-friendly, eco-friendly, efficient, and overall has been rated a standout success. The team has named their new appliance 'Dee Dee' in recognition of its soothing hum as it goes about its business.

Assisi launders all linen and most resident clothing onsite in the commercial laundry. Taking care of residents' clothing is a big responsibility and there are many points in the process that can disrupt the safe return of laundered items. A labelling service is available, and

families are encouraged to ensure named labels are securely attached to all clothing items. A concurrent initiative aiming to reduce lost clothing is the personalised white net bags located inside resident wardrobes, to keep any unnamed items together during the laundering process.

The final big winner that had the team beaming was the installation of a new double sink. It has eliminated heavy manual handling when transferring the large, cumbersome tubs used for soaking out stains. Those Italian rich spaghetti sauce stains can be tough to dissolve. No more repeatedly refilling and draining water. It is a time and effort saver, and improves personal safety.



Sharing Our Journeys



Maria

Maria was born in 1931, in Catignano province of Pescara, Abruzzo, Italy. She was the eldest of seven brothers and sisters and lived on a farm in a very large extended family of over 30 people. She worked hard from a young age and grew up very quickly.

In 1951 she married her husband Vincenzo, ten years her senior, and they had two daughters. The family migrated to Australia in 1959 when Maria was only 28 years old. Here they reunited with extended family who had pioneered an earlier journey and were living in Carlton.

Maria worked in a knitwear factory for 33 years proudly mastering all the machines. Her skills earned her great respect as a valued and competent worker. Maria & Vincenzo enjoyed travelling and have been to France, the United States, Hawaii, Belgium and Italy to visit relatives. Upon her retirement at the age of 61, Maria cared for her elderly mother who had become frail in her older years.

In her heyday, Maria enjoyed cooking, family celebrations, going to clubs, and dancing the night away. Maria



now has four grandchildren and eight great-grandchildren.

Maria has lived at Assisi Centre for two years. She says the transition into care is made easier by the varied social and physical activities available. Maria recommends to new residents to get involved as much as possible and make new friends, which she believes is so important for staying healthy.

Serafina

Serafina was born in Giovinazzo in the Italian region of Puglia and was one of seven children. Her father had poor health and passed away at the young age of 42, leaving her mother to take care of the children on her own. This was an extremely challenging time in their family life.

She left school after completing grade five, which was not uncommon during the time but was prompted partly by family circumstances. Her uncle, who had already migrated to Australia, organised for Serafina to travel here when she was 21. This gave her a precious opportunity for a better life for which she is very grateful.

In 1962 Serafina met and married Giuseppe at St Brigid's Catholic Church in Fitzroy North. They lived nearly all their life in Preston, had two children Nancy and Frank, and now have five grandchildren.

Serafina worked many jobs in different factories over the years. Her first job was at the Ardmona factory in



Richmond packing tinned fruit. Her favourite job was in a millinery factory in Little Pelham Street Carlton where she hand-finished and decorated fashionable hats for ladies.

Serafina was a devoted member of her local church and a long-time charity worker.

In the 10 months she has been a resident at the Assisi Centre she has already formed some beautiful friendships, which she says has helped smooth the transition to care.



Activity is Life

Remaining active and social is as important in our older years as any other time in life. The Lifestyle team prepares the monthly activity programs and constantly aims to keep them varied and interesting to maximise stimulation and engagement.

A predictable routine is almost as important as variety when it comes to meeting personal recreational needs, so our activity calendar must include some regular favourites too, or there might be a riot. Popular activities include music and singing programs, tombola (bingo), and naturally, 'Friday happy hour'. The program is carefully devised to tailor activities to individual needs. Ideas from family are sought and welcomed.

The vibrant atmosphere is a good place to make new friends and enjoy the lifestyle. Daily exercises, games, singing, celebrating culture and festivals, watching movies, and cheering on the Italian soccer team on the Auditorium theatre screen are just

some of the activities that have been enjoyed this year.

Our outing schedule has also offered rich social experiences and groups have visited the National Gallery Victoria, Federation Square, St Kilda Beach, Botanical Gardens, Fox Classic Car Collection, OZ Ten Pin Bowling, and the Italian Film Festival. Other popular destinations on the calendar have been nurseries and cafes.

Our small team of Volunteers is vital to the success of the activity program, providing support, encouragement, and lending a helping hand. Throughout the year volunteers have actively participated in coffee club, craft groups, tombola, bus outings and music programs. Thankyou to all volunteers for their dedicated contribution.

New enquiries about how to become a Volunteer at Assisi are most welcome.





QUALITY OF CARE

47	Clinical Governance
48	Regulatory Changes
50	Incident Management
51	Falls Prevention & Management
52	Continence Care
53	Effective Skin Care
54	Medication Management
56	Infection Prevention & Control
57	Worker Health & Safety
58	Nutrition & Weight Loss
59	Restrictive Practices
60	A Safe Environment
61	Consumer Experience & Feedback

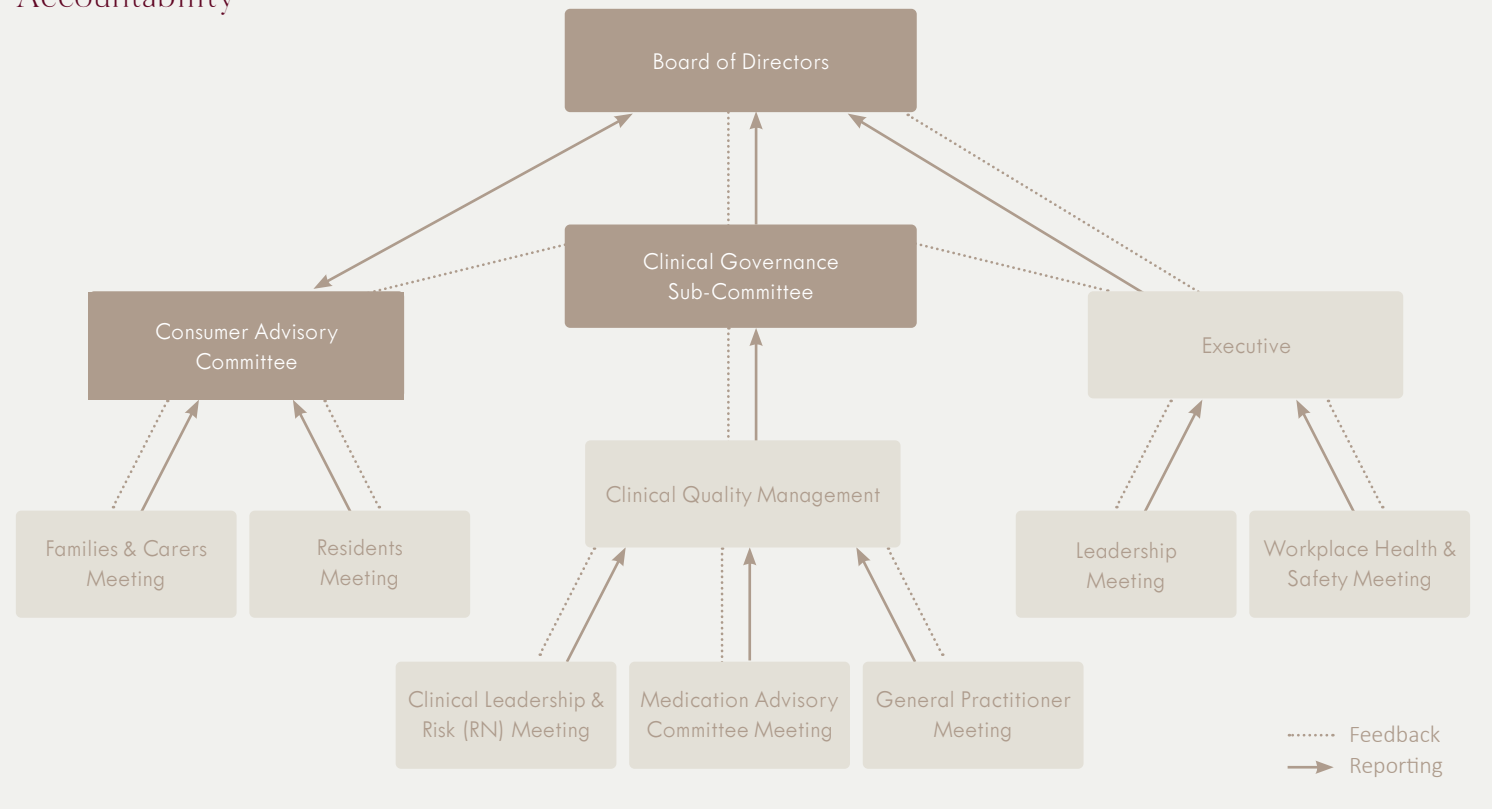


Clinical Governance

Ensuring the delivery of safe, quality, and effective care requires a robust governance accountability system. Assisi operates within a Clinical and Quality Governance Framework led by the Board of Directors in partnership with our leadership team, workforce, residents, and their representatives. The Framework outlines six interconnecting domains to support safe, quality care: Leading for Improvement, Consumer Engagement & Partnerships, Effective Workforce, Care & Clinical Practice, Compliance & Risk Management, and the Business of Operations.

Meeting reporting structures and communication pathways reflect clinical governance as a dynamic and integrated process that supports effective stewardship. The amended *Aged Care Act 1997* requires aged care providers to have a Quality Advisory Body to help with clinical problem-solving, and suggest improvements. Assisi's Clinical Governance Board Sub-Committee serves this function and is attended by Board Directors (including those with clinical qualifications and experience). Senior clinical leaders are also in attendance and consumer feedback from the Consumer Advisory Committee forms part of the agenda.

Clinical Governance Accountability



Regulatory Changes

Star Ratings ☆☆☆

In December 2022 the Aged Care Quality & Safety Commission (ACQSC) introduced a star rating system measuring the quality of care in all government-funded aged care homes to allow the public to compare performance of providers against certain criteria. Ratings range from 1 to 5 measuring the quality of care across four performance areas; compliance, resident experience, staffing, and quality measures. They are weighted differently (30%, 33%, 22%, and 15% respectively) to inform an overall rating. Ratings are updated periodically by the ACQSC. At the conclusion of the reporting period, Assisi received an overall rating of 3 stars. Each of the Star Rating performance areas are outlined hereafter.

Compliance Status

The compliance rating reflects how well an aged care provider meets government rules including performance under the Aged Care Quality Standards. All quality standards were rated as ‘met’ during the last full on-site performance review at Assisi in January 2023. An unannounced performance review conducted by the ACQSC occurred in September 2024, assessing limited areas within Standards 3 and 7, and all

areas were also rated as ‘met’ with no recommendations for improvement. Assisi is accredited by the ACQSC until 12th March 2026.

Resident Experience

The resident experience rating is compiled from surveys conducted by independent surveyors who meet personally with residents and ask about their experience of safety, treatment from staff, food quality, and feelings of independence and belonging. At least 20% of the residents, or where necessary, their representatives are surveyed annually.

Staffing

The staffing star rating examines care provided to residents by nursing and personal care staff measured in rostered time worked. A registered nurse must be on duty and on the premises at all times during any 24-hour period. Approximately 15% of our workforce are registered nurses ensuring Assisi has no difficulties in meeting the nursing requirements. Notably Assisi also resources staffing classifications the ACQSC does not count when awarding the star rating. These include leisure and lifestyle, spiritual care, cleaning, maintenance, and food services personnel.

Quality Measures

Assisi participates in the National Aged Care Mandatory Quality Indicator Program (National QI Program). Data is submitted to the ACQSC for quarterly monitoring and benchmarking.

The quality measures star rating describes the quality and safety of care in five key areas: pressure injuries, restrictive practices, unplanned weight loss, falls & major injuries, and medication management.

Further data is submitted in areas that do not inform the star rating and

provide benchmarking information comparing outcomes between providers. These are activities of daily living, incontinence care, hospitalisation, workforce, consumer experience, and quality of life. Together with other locally determined data collected, assessed, and monitored, they provide information supporting internal clinical governance.

The pages hereafter in this *Quality of Care Report* provide an overview of key quality outcomes during the reporting year.

Aged Care Quality Standards: Assisi Performance Outcomes			
	1. Consumer Dignity & Choice	6 Requirements	MET
	2. Ongoing Assessment & Planning	5 Requirements	MET
	3. Personal Care & Clinical Care	7 Requirements	MET
	4. Services & Supports for Daily Living	7 Requirements	MET
	5. Organisations Service Environment	3 Requirements	MET
	6. Feedback & Complaints	4 Requirements	MET
	7. Human Resources	5 Requirements	MET
	8. Organisational Governance	5 Requirements	MET



'This morning, I came to pick up my Dad ... for lunch for Fathers' Day. I arrived a little bit early thinking I would need to help him look presentable ... I was pleasantly surprised to see Dad well dressed, groomed, and ready to go ... Usha knew that Dad was going out for the day and had made sure that he was prepared. She showed genuine enthusiasm for what is a special day for Dad. It is these small gestures that make the difference for the family experience and Dad's experience at Assisi.'

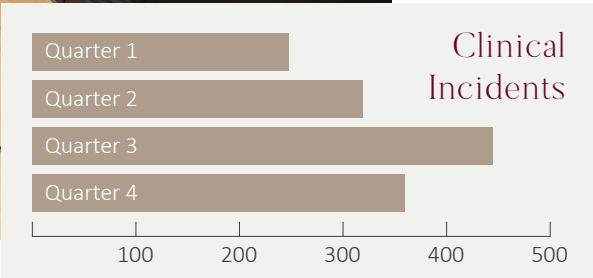
- Family Member

Incident Management



An incident management system is in place allowing clinical and care-related or near-miss incidents to be identified, reported, risk rated, investigated, actioned and resolved. There were 1,369 clinical incidents recorded in the reporting year. Resident falls, medication errors, pressure injuries, and resident behaviours of aggression are examples of the types of data collected.

Of these, 28 were reported to the ACQSC under the Serious Incident Response Scheme (SIRS), a program aiming to prevent abuse and neglect of consumers receiving care. The SIRS requires incidents meeting one of the eight nominated criteria to be reported within certain timeframes depending on severity. There were no adverse outcomes resulting from these incidents, nor any proposed recommendations following ACQSC review.



Falls Prevention and Management

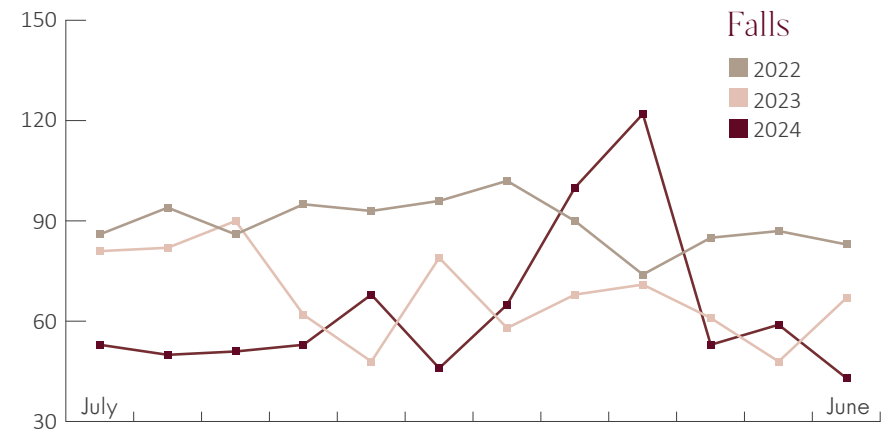


Falls are the leading cause of unintentional injury among the elderly. A comprehensive falls prevention program exists to reduce incidents and minimise outcome severity. All residents are screened for falls risk on admission, when deterioration occurs, at routine care plan reviews, and post fall incidents.

Falls prevention strategies include appropriate lighting, dietary review, safe footwear, incontinence

management, and specialised equipment such as movement sensors. Physiotherapists assess, review and recommend tailored prevention measures. As a new initiative, Assisi appointed a Mobility Coordinator to assist with maintaining resident mobility, exercise, and strength (see p. 34).

Nationally agreed definitions determine what is counted as a fall.



Falls (%) annual prevalence

	Assisi (average)	National (average)	National (80 th percentile)
Falls ≥ 1	42.12	31.80	38.13
Falls Resulting in Major Injury ≥ 1	1.92	1.75	2.99



Continence Care

Incontinence is the involuntary loss of bladder or bowel control. It can impair daily living function and diminish physical, psychological, emotional and social wellbeing, and reduce quality of life. Incontinence also increases risk of falls and incontinence-associated dermatitis (IAD).

occasions of IAD and Assisi's rates are significantly below national benchmark. A registered nurse is allocated to review continence needs, manage stock, and communicate with team members about care plan changes.

Effective person-centred continence management planning can prevent

Continence Care (%) annual prevalence

Incontinence who experience IAD
1A Persistent redness without clinical signs of infection
1B Persistent redness with clinical signs of infection
2A Skin loss without clinical signs of infection
2B Skin loss with clinical signs of infection

	Assisi (average)	National (average)	National (80 th percentile)
Incontinence who experience IAD	1.12	3.20	5.60
1A Persistent redness without clinical signs of infection	1.12	2.12	3.81
1B Persistent redness with clinical signs of infection	0.00	0.25	0.00
2A Skin loss without clinical signs of infection	0.00	0.83	1.66
2B Skin loss with clinical signs of infection	0.00	0.09	0.00

'I would like to acknowledge the excellent care and attention by Kritina at St Anthonys on Sunday when my mother needed some prompt attention. Her issues were quickly resolved. Thank you to all involved.'

- Family Member

Effective Skin Care

The risk of pressure injuries increases as people age due to factors including immobility, impaired circulation and sensation, incontinence, some health conditions and hospitalisation. Pressure injuries are classified into stages of severity, recorded, reviewed, and strategies implemented to resolve. Interventions include pressure area care, pressure relieving air mattresses, booties, and bed cradles. Wound specialist and consultant referrals are made for residents with non-healing or complex wounds (see also p. 22).

National QI Program data shows 4.9% of Assisi residents experienced a pressure injury during the year, equal to the national average.



Pressure Injuries (%) *annual prevalence*

	Assisi (average)	National (average)	National (80 th percentile)
One or More Pressure Injuries	4.88	4.86	7.74
Stage 1: non-blanchable erythema	0.38	1.91	3.58
Stage 2: partial thickness skin loss	3.37	2.21	3.82
Stage 3: full thickness skin loss	0.20	0.46	0.95
Stage 4: unstageable or suspected deep tissue injury	0.00	0.14	0.00
Suspected deep tissue injury	0.20	0.38	0.59
Unstageable pressure injury	0.75	0.40	0.53

Medication Management

Medication plays an important role in improving the health and quality of life of older persons. However, it can also sometimes cause unintended harm. Research suggests polypharmacy, when there are 9 or more medications prescribed for an older person, can sometimes result in poorer health outcomes.

Our data shows a higher percentage of residents meeting the criteria for polypharmacy compared with the national benchmark. Increasing the awareness of consumers, their families & representatives, and treating practitioners can facilitate improved clinical outcomes. Assisi will continue to address this as a matter of priority in the coming year.

Antipsychotic medication is often prescribed to manage psychosis or other mental health conditions. If used to treat a behavioural response only,

it may be considered an unnecessary form of restraint limiting personal freedom.

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 in consultation with treating general practitioners and geriatricians. This ensures safe prescribing and aims to minimise adverse reactions or drug interactions.

Medication errors are recorded and investigated. On average, seven errors occurred per month across the facility with various causes. Medication administration incident review highlighted a trend where errors were occurring due to reported distractions caused by interruption. Special aprons labelled, *‘Do Not Disturb - Medication*

Round In Progress’ were introduced for nurses with medication administration responsibilities.

Medication administration errors have reduced following this initiative. Staff and residents surveyed regard the aprons as a helpful strategy.

After a successful trial, four new advanced medication trolleys, each costing \$2,500 were trialled and purchased. These lightweight and

user-friendly trolleys have replaced older, heavy, stainless-steel models and better meet worker health and safety needs.

A Medication Advisory Committee meeting occurs every two months, attended by general practitioners, a pharmacist, and members of the senior clinical team enabling effective governance relating to medication administration.

Polypharmacy (%) <i>annual prevalence</i>	Assisi	National	National
	<i>(average)</i>	<i>(average)</i>	<i>(80th percentile)</i>
Prescribed 9 or more medications	40.02	33.88	42.52

Medication Errors





Infection Prevention & Control

COVID-19

While the health impact of COVID-19 has reduced, older persons remain vulnerable. This year there have been two COVID-19 'outbreaks', involving two or more residents testing positive, and several 'exposures', where a staff member or visitor becomes infected with the virus. Each outbreak has been reported and managed in consultation with the North Eastern Public Health Unit (NEPHU). No resident has developed significant COVID-related complications.

Strategies used to reduce the spread of infection include resident isolation, staff cohorting, altered movement pathways, alternative meal, laundry delivery & dining spaces, increased ventilation including fresh air & air scrubbers, and additional PPE stations. Assisi has continued visitor RAT screening upon entry, and staff screening occurs daily. These stringent measures have assisted in minimising outbreaks.

Other Infections & Outbreaks

A scabies exposure occurred when two residents were diagnosed. They received topical and oral treatment and recovery was rapid. The situation was well managed with precautionary infection control strategies including linen handling and isolation with no further related cases.

Lovejit Kaur, After-Hours Nursing Supervisor, successfully completed the Infection Prevention & Control Lead Program and shares responsibilities with Sahdev Patel, Clinical Care Manager, to advise on and oversee measures to prevent and respond to infectious outbreaks.

'I wanted to pass my thanks & commend the nursing team for handling Mum's COVID. She has come out of isolation. She has been settled and credit to the staff who looked after her.'

- Family Member



Worker Health & Safety

Ensuring a safe workplace is a priority. Our incident management system, training program, and quality audits support and complement effective workplace safety to minimise workplace injuries. Elected Health and Safety Representatives support workers to raise any concerns. This year's focus was to encourage nomination in underrepresented workgroups with external training offered.

There were 20 recorded incidents which impacted employee health and safety. Most were rated in severity as 'mild' or 'no harm'. The majority were due to resident physical aggression. Planned training by Dementia Services Australia in 2025 aims to prevent incidents of aggression by raising awareness of behavioural triggers.

There was one minor Workcover claim with only 3 days lost to injury and the employee made a successful return to work.





Nutrition & Weight Loss

Weight loss can be a risk for, and sign of, clinical deterioration.

Resident weights are closely monitored. Management strategies involve consultation with general practitioners, dietitians, speech pathologists, and families. Energy-rich diet changes and protein supplements are sometimes prescribed. Modified texture foods may also be necessary where there are swallowing difficulties.

‘Significant unplanned weight loss’ (equal to or greater than 5% of body weight in a 3-month period) and ‘consecutive weight loss’ is reported quarterly to the National QI Program. Results show 7.4% of residents experienced unplanned weight loss during the year, 0.54% below the national average.

‘The quality of meals was a very nice surprise when I came here. I can see how much pride and passion the chefs put in. Thank you.’

Weight Loss (%) annual prevalence

	Assisi (average)	National (average)	National (80 th percentile)
Significant unplanned weight loss	7.40	7.84	11.18
Consecutive unplanned weight loss	5.42	8.24	12.04

Restrictive Practices

A 'restrictive practice' is any action that restricts the rights or freedom of movement of a care recipient. Types include environmental (eg. secure coded door), mechanical (eg. bed rails or tray tables), chemical (some medications), physical (use of force), or seclusion (isolated confinement).

ACQSC guidelines require a restrictive practice to be a last resort measure to prevent harm, and only undertaken in consultation with health practitioners and nominated representatives.

Data shows 'restraint by secure areas' to be almost exclusively the only form of restraint at Assisi, with benchmarked averages showing greater differences between restraint type. Residents admitted to St Claire, a unit for residents with advanced dementia, are counted as being subject to environmental restraint, and as such higher rates are expected.

Restraint (%) *annual prevalence*

	Assisi (average)	National (average)	National (80 th percentile)
Physically restrained	20.37	15.47	25.20
Physically restrained by secure areas	20.18	12.26	20.76



A Safe Environment

Assisi has a comprehensive preventative maintenance program to provide a safe environment for residents, staff, and visitors.

Fire prevention equipment including sprinkler systems, smoke detectors, fire and smoke doors, portable fire equipment, fire hydrants, hose reels, and the fire panel are regularly inspected, tested, and maintained by external local contractors.

The heating, ventilation, and air conditioning (HVAC) systems, emergency and exit lights, exhaust fans, electrical distribution boards, mechanical switchboards, residual current devices (RCDs), backflow prevention valves, elevators, and auto sliding doors are also inspected and maintained in line with all the relevant Australian Standards.

Water samples are tested monthly for legionella and the hot water in resident rooms is randomly tested

daily ensuring the temperature does not exceed 45°C. Thermostatic mixing valves controlling the temperature are regularly replaced.

An Essential Safety Measures Report is submitted to the Victorian Building Authority annually attesting that all essential systems are operating effectively, and inspections conducted in accordance with the *Building Act 1993* and associated regulations.

Finally, general maintenance and gardening services are provided by external contractors. Our gardens are well maintained and are a showpiece, bringing joy to residents, visitors, and staff.



‘The Gardens are looking superb. Hedges are immaculate and the garden itself is perfectly manicured and bright.’

- Visitor

Consumer Experience & Feedback

Aged Care Quality Standards require facilities to acknowledge, follow up, and appropriately resolve complaints and to monitor trends. Local policies guide our responses. It is aimed that complaints are resolved internally, although mechanisms are in place to escalate matters to the ACQSC (regulatory complaints). We also collect and monitor positive feedback (compliments) as this assists in reinforcing areas where others believe things are working well.

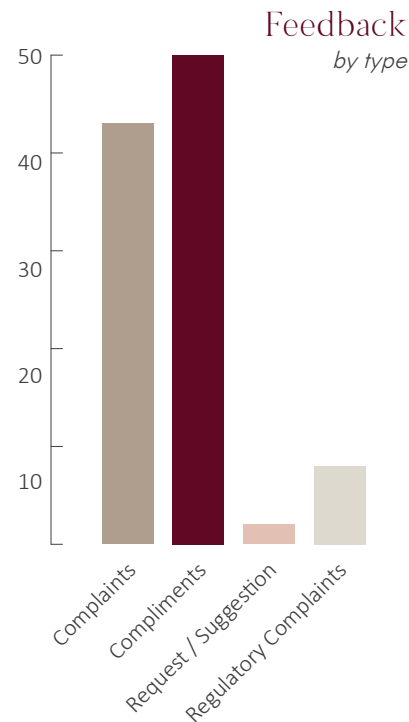
In the reporting year, compliments outweighed complaints, and regulatory complaints are trending downwards compared to prior years. Most complaints received were about care practices and cleaning standards, with instances of poorer communication often contributory.

'A very sincere thank you to you and your teams for the care you have shown mum over the past 3 years. We are saddened by the loss of mum, but we are very appreciative of the care and consideration you have given her over these last few years of her life. All the best to you and Assisi in the future.'

- Family Member

Pleasingly complaints regarding meal quality have significantly reduced.

Consumers are surveyed regarding their experiences as part of the National QI Program and 70% of those surveyed in quarter 4 (April to June 2024) rated their experience at Assisi as 'good' or 'excellent'. Surveys are completed independently, by proxy (nominated representative), or by facilitated interview.



COMPLIANCE

KEY PERSONNEL

Assisi has considered the ‘Suitability Matters’ for Key Personnel as defined in section 8C of the *Aged Care Quality and Safety Commission Act 2018*, and is satisfied that they are suitable to be involved in the provision of aged care.

Independent Non-Executive Board Directors

Don Smarrelli OAM	Board Chair
Don Pasquariello	Finance & Audit Chair
Wendy Gunn	Clinical Governance Chair
Sauro Antonelli AM	Member
Joe Gangi	Member
Viviana Lazzarini	Member
Ruth Richardson Clark	Member

Executive Personnel

Peter Birkett	Chief Executive Officer
Victoria Salegumba	Director of Care
Tracey Scanlon	Finance Manager

OPERATIONS REPORTING

In accordance with amendments to the *Aged Care Act 1997* effective from 1st December 2022, Assisi was compliant with its governance responsibilities and submitted an Operations Report to this effect on 31st October 2024.

GOVERNING BODY STATEMENT

I, Don Smarrelli, certify that Assisi Aged Care has complied with all its responsibilities under the *Aged Care Act 1997*, and the requirements under the *Aged Care Quality and Safety Commission Act 2018*.



Don Smarrelli
Board Chair

FINANCE

64	Introduction
65	Directors' Declaration
66	Independent Auditor's Report
69	Statement of Profit or Loss and Other Comprehensive Income
70	Statement of Financial Position
71	Statement of Changes in Equity
72	Statement of Cash Flows





Introduction

Amidst unprecedented regulatory reform, many aged care providers are experiencing financial pressures. Increased government funding has enabled improved care resources, however, the new funding model narrows the options for resource application, creating pressures on business viability. As a standalone not-for-profit provider, Assisi needed to be swift to understand and address these emerging issues to ensure business sustainability.

On this challenging canvas, it is particularly pleasing to report a material increase in the operating result for the year; a profit of \$2.4 million. A prime contribution has been the benefit from investment strategies, with more income earned than in the prior year. Additionally, there have been considerable gains in the market value of portfolios held.

This result continues the upward trend in earnings performance over recent years, enabling us to evaluate

areas for business improvement and adopt an exciting CAPEX program to refurbish the existing buildings.

The Commonwealth Aged Care funding model identifies one of the costs of permanent care as 'accommodation', which is subject to a means assessment. Residents can choose to pay a Refundable Accommodation Deposit (RAD) as a lump sum amount, a non-refundable Daily Accommodation Payment (DAP), or a combination of both. As of 30 June 2024, Assisi held \$49.8 million in RADs. Prudential requirements include consumer protections with provider responsibilities to ensure security is available for refunds.

Government regulations define that the purpose of a RAD is to enable investment into facilities and infrastructure improvement. At reporting year-end, approximately 76% of the RADs held were invested conservatively upon the

recommendation of JBWere, Assisi's external financial advisors. A robust Investment Management Policy and Strategy is maintained to guide these investment decisions, and these are reviewed annually to ensure earnings are within established parameters.

Assisi Centre Limited is a public company limited by guarantee under the Corporations Act 2001 and is also registered with the Australian Charities & Not-For-Profits Commission (ACNC). We have complied with all obligations required by the ACNC Governance Standards. The audit result of the 2023-24 financial statements conducted by SW Accountants & Advisors was without qualification.

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


ASSISI CENTRE LIMITED
ABN 33 929 275 686

Directors' Declaration

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 6 to 27, 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 2024 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 23rd OCTOBER 2024

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 2024, 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 material accounting policy information, 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 2024 and of its financial performance for the year then ended, and
- complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Regulations 2022.

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.

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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 2024, 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.

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 and the *Australian Charities and Not-for-profits Commission Act 2012*, Division 60 of the Australian Charities and Not-for-profits Commission Regulations 2022 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
Chartered Accountants



Hayley Underwood
Partner

Melbourne, 23 October 2024

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2024

	2024	2023
	\$	\$
Revenue		
Residential Care Revenue	21,290,849	16,393,946
Other Income	2,974,715	2,222,331
Total Revenue	24,265,564	18,616,277
Expenses		
Employee Benefits	(13,972,517)	(11,389,162)
Depreciation and Amortisation	(906,262)	(908,387)
Catering Provisions	(919,259)	(785,033)
Facility Cleaning & Support Programs	(829,387)	(757,945)
Resident Care & Support Programs	(526,692)	(561,480)
Other Costs of Accommodation	(306,035)	(521,460)
Communication & Administration	(983,687)	(884,924)
Imputed Interest Charge on RADs & Bonds	(3,393,857)	(2,319,668)
Other	(11,935)	(14,733)
Total Expenses	(21,849,631)	(18,142,792)
Operating Profit for the Year	2,415,933	473,485
Fair Value Gain on Financial Assets Measured at FVTOCI	990,619	1,095,226
Total Comprehensive Profit for the Year	990,619	1,095,226
Total Comprehensive Profit Attributable to Members of the Company	3,406,552	1,568,711

Statement of Financial Position

As at 30 June 2024

	2024	2023
	\$	\$
ASSETS		
Current Assets		
Cash and Cash Equivalents	3,566,348	4,045,405
Trade and Other Receivables	3,130,201	3,003,600
Prepayments	366,347	370,789
Total Current Assets	7,062,896	7,419,794
Non-Current Assets		
Property, Plant and Equipment	62,203,378	62,712,042
Financial Assets	38,015,625	26,016,497
Total Non-Current Assets	100,219,003	88,728,539
Total Assets	107,281,899	96,148,333

	2024	2023
	\$	\$
LIABILITIES		
Current Liabilities		
Trade and Other Payables	984,645	850,341
Employee Benefits	2,177,364	1,676,605
Financial Liabilities	49,797,701	42,723,875
Total Current Liabilities	52,959,710	45,250,821
Non-Current Liabilities		
Employee Benefits	483,402	465,277
Total Non-Current Liabilities	483,402	465,277
Total Liabilities	53,443,112	45,716,098
NET ASSETS	53,838,787	50,432,235
EQUITY		
Retained Earnings	4,314,821	1,898,888
Reserves	49,523,966	48,533,347
Total Equity	53,838,787	50,432,235

Statement of Changes in Equity

For the Year Ended 30 June 2024

	Retained Surplus	Asset Revaluation Reserve	Investment Revaluation Reserve	Total
	\$	\$	\$	\$
Balance at 1 July 2022	1,425,403	47,068,833	369,288	48,863,524
Profit Attributable to Members	473,485	-	-	473,485
Other Comprehensive Income	-	-	1,095,226	1,095,226
Balance at 30 June 2023	1,898,888	47,068,833	1,464,514	50,432,235
Balance at 1 July 2023	1,898,888	47,068,833	1,464,514	50,432,235
Profit Attributable to Members	2,415,933	-	-	2,415,933
Other Comprehensive Income	-	-	990,619	990,619
Balance at 30 June 2024	4,314,821	47,068,833	2,455,133	53,838,787

Statement of Cash Flows

For the Year Ended 30 June 2024

	2024	2023
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from Residents and Government	18,587,582	14,609,153
Payments to Suppliers and Employees	(16,891,877)	(14,908,398)
Interest Received	276,428	85,867
Rental Income	96,757	94,149
Fundraising, Donations & Bequests Received	28,247	45,336
Net Cash Provided by / (Used in) Operating Activities	2,097,137	(73,893)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Property, Plant and Equipment	(426,446)	(188,712)
Proceeds from Disposal of Property, Plant & Equipment	28,848	820
Purchase of Investments	(20,513,190)	(2,823,805)
Proceeds from Sale of Investments	9,504,680	2,063,283
Income from Investments	1,537,443	958,307
Net Cash Provided by / (Used in) Investing Activities	(9,868,665)	9,893
CASH FLOWS FROM FINANCING ACTIVITIES		
Net Movement in Trust Funds Held on Behalf of Residents	-	(6,708)
Proceeds from Refundable Accommodation Deposits / Bonds	13,118,655	11,132,175
Repayment of Refundable Accommodation Deposits / Bonds	(5,826,174)	(11,485,826)
Net Cash Provided by / (Used in) Financing Activities	7,292,481	(360,359)
Net Decrease in Cash and Cash Equivalents Held	(479,047)	(424,359)
Cash and Cash Equivalents at Beginning of Year	4,045,405	4,469,764
Cash and Cash Equivalents at End of Financial Year	3,566,358	4,045,405



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Donate Today

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 Woi Wurrung people, the custodians of the land on which we deliver our residential aged care services.



Assisi acknowledges Australia's migrants and refugees for their cultural, economic and political contributions to this nation as they seek a better life for themselves and their families.

Acknowledgements

Auditor: SW Accountants & Advisors

Bankers: National Australia Bank

Printers: Adams Print

Content, Photos & Design by: Assisi Aged Care

Your Care is Our Privilege

la tua cura è il nostro privilegio