




ASSISI
AGED CARE

2025
ANNUAL REPORT

About Us

Assisi Aged Care was founded in 1992 as an initiative of leaders within Melbourne's Italian community. Established as a not-for-profit religious and charitable organisation, for more than 30 years Assisi has been providing residential and respite services. Our vision is directed by our Italian heritage, community responsibilities and Christian ideals.



Our Mission

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

Artwork: 'Walk on
Lake Garda' (pg. 39)



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Message from the Board Chair & CEO

The Assisi vision is to provide aged care in an Italian community way.

We aim for a place: where people in their ageing years can find compassion, understanding and spirituality; where personal autonomy is maintained; where social connections are made and sustained; where care is delivered by a responsive and knowledgeable workforce; where the living environment is vibrant, rich in feeling and amenity; and where safety is paramount.

The 2024-2025 year was shaped by quality and regulatory reform, consumer connection, workforce development, building refurbishment and fiscal responsibility.

Board Directors and Executive gathered to draft, review and adopt the new Assisi Strategic Plan until 2028. The plan addresses changing population demands to ensure we remain a sustainable, quality provider into the future.

The new *Aged Care Act 2024* brings significant national change. Strengthened Aged Care Quality Standards provide a rights-based focus with improved safeguards, quality assurance and compliance obligations.

Assisi resourced a temporary quality project team led by an independent

quality specialist to work alongside our leaders to better understand the changed requirements and ensure our quality cycle captures, creates and evaluates workplace change.

Our workforce strategies aim for staff to be respected, empowered and developed. Learning requirements were expanded and include additional competency-based assessments overseen by an internal clinical nurse educator.

Workforce numbers reached a four-star rating for care-minute delivery. Thorough recruitment processes ensure our workforce is appropriately qualified, skilled and capable. We secured an Aged Care Industry Labour Agreement to recruit carers with Italian language skills and cultural connections.

Our care focus is our residents. We connect with their history and wisdom to shape our service. The Consumer Advisory Committee entered its second year with vibrant resident and carer representation. Outcomes included a food focus group to evaluate menus, the trial of new furniture and ensuring safer and easier access to the outdoor environment.

We completed our long-awaited fountain at the main entrance. Funded by the *Associazione Pensionati Lazziali Australia Inc* the water inspires and soothes. The art



program transforms community spaces into a meaningful trail for exploration. Other building initiatives included improving the administration area, staff amenity and taking the internal piazza into an outdoor accessible space.

We achieved a satisfying business outcome of a \$139,000 surplus, where as a not-for-profit stand-alone entity, we can entirely invest back to shape our facility and services.

The Assisi Women's Committee funded 30 new king single beds for increased resident safety and comfort. Thank you to the Toccolan Club for their fundraising initiatives which will help to replace our aged transport, well utilised in lifestyle programs.

A special thank you is extended to our volunteers who provide their

dedicated support to our resident community.

Finally, heartfelt appreciation to the Assisi staff and Executive team for their tireless efforts in achieving excellent outcomes, and to the wider Assisi family - residents, families, volunteers, students and Board Directors who support our endeavours to become a trusted, reliable and community focused Aged Care provider making a positive person-centred difference.

Don Smarrelli
Board Chair

Peter Birkett
Chief Executive Officer

Board Governance

The Assisi **Board of Directors** brings together a diverse range of qualifications, skills, and experience, ensuring well-informed governance and strategic oversight. This breadth of expertise supports robust deliberation across areas such as financial management, clinical and quality practice, regulatory compliance, and organisational leadership. Through this strong governance foundation, Assisi is well positioned to meet the evolving challenges of the aged care sector and to continue delivering contemporary, best practice care.



130+ hrs
voluntary board
director time

8 Residents
served on
the Consumer
Advisory Body



6 Advisors
provided independent
business & clinical
perspective




100% Review
of complaints



\$139,170
operating
result



\$1 Million
improvements
to buildings &
infrastructure





Don Smarrelli OAM

Board Chair

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 boards of the Australian Multicultural Foundation and the Centre for Multicultural Youth (CMY). He is a founding member and former 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.



Don Pasquariello

Finance & Audit Chair

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 Vincent's Institute of Medical Research Limited.



Wendy Dunn

Clinical Governance Chair

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.



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.



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.



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 Champion Education (Aust) Pty Ltd.



Joe Gangi

BE(Chem), MBA, CPE, GAICD

Member: Finance & Audit

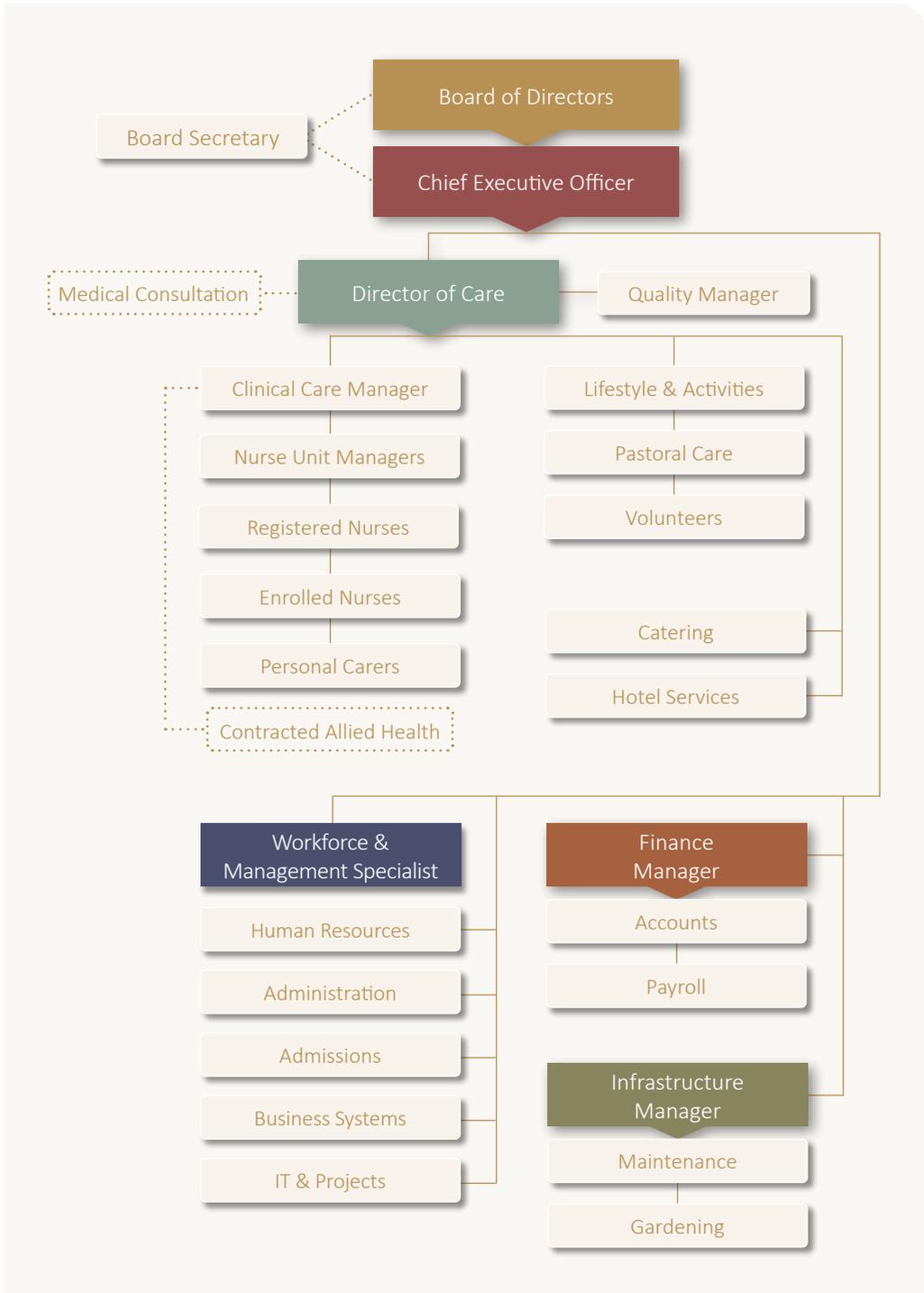
Appointed: 2021

Joe has over 30 years' experience in business management and corporate governance in both private and public sectors. He is a director of a consulting firm providing technical and project governance advice to both private and government clients and his corporate experience is focused on risk management, risk mitigation and business sustainability. Joe is also a long-standing member of the Industry Advisory Committee at RMIT University's Department of Chemical and Environmental Engineering.

Board Chair Don Smarrelli speaking with Marco Patavino and Barbara Manzini of the *Il Globo* newspaper on new ways of engaging with the wider Italian community.



Leadership & 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. He 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 Said 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.



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. 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.



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.



Lou Tarquinio

Infrastructure Manager

BA

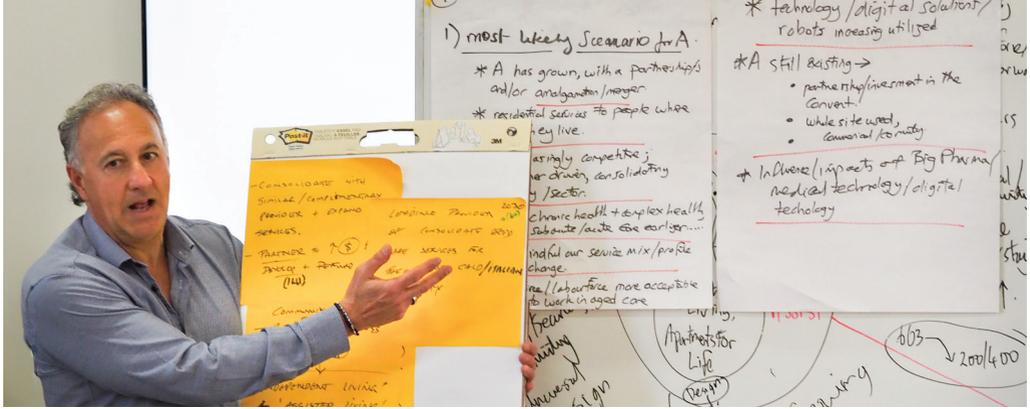
Lou brings many years of experience in facilities and project management, coordinating preventative and reactive maintenance programs, security and physical asset operations for Assisi's extensive Rosanna site. This ensures a safe and productive environment for employees and residents.

Strategic Plan 2025-2028



Our Enabling Strategies

Assisi will provide high quality, safe and individualised care to our resident community and broader consumers, delivered by experienced and qualified staff who will be supported by contemporary governance, organisational service structures, positions, systems and processes, professional development and infrastructure.



1. Our Responses to the Aged Care Reforms

Compliance with the *Aged Care Act 2024* and Strengthened Aged Care Quality Standards and implementation of a Board Governance Improvement Plan.

2. Our Future Clinical, Service, Business & Financial Models

Review, co-design and implement new integrated models, ensuring they are dynamic, customer centric and align with regulatory requirements.

3. Our Digital Roadmap & Governance, Organisational & Service Systems

Develop a digital roadmap within an ICT Plan for the support of new clinical, service, business & financial models and staff training & support systems.

4. Our Workforce Strategy & Staff Professional Development

Review the Human Resources Management and Training plans to ensure the strategy, new models and change management processes are supported.

5. Our Culture, the Assisi Way, the Community Way

Commission a cultural audit and development project, review and embed the Assisi vision, mission & values, and develop a performance monitoring system.

6. Our Partnerships, Mergers & Amalgamations

Explore partnership opportunities for the Independent Living Unit project, explore merger and amalgamation opportunities, and apply for grants and awards.

7. Our Consumers, Families & Stakeholders

Develop a consumer engagement and education project, review existing engagement mechanisms, and implement a Marketing and Communications Plan.



Our Growth Strategies

Assisi, a uniquely positioned aged care provider with rich Italian heritage, history, culture and spirituality, paving the way for the continued success of our residential care through future support at home, health care and seniors living services.

1. Aged Care the Italian Way, the Community Way

Co-design a community village model and framework, develop a supporting media package, and work with the Italian community to bring this vision to life.

2. Our Support at Home Business

Action the home care business plan for the new Support at Home model, and ensure the digital roadmap provides for the required systems.

3. Our Health Care Business

Research and establish a health care business to enter new customer, market and revenue categories with a focus on ageing.



A Year in Review



July

Designing for Dignity

Stage 1 of the St Claire refurbishment was completed, in an important project to support wayfinding, noise reduction, meaningful engagement and free access to outdoor garden spaces.

Investing in Our People

The Assisi Enterprise Agreement was approved by the Fair Work Commission, operating to 31 October 2027.

August

Planning for Tomorrow

Board Directors met to consider Assisi's future in the changing business environment, and create a visionary blue print for the delivery of best practice health care and viable growth and success.



September

Quality Standards Met

A visit from the Aged Care Quality & Safety Commission determined Assisi 'met' the reviewed Standard outcome areas for Personal and Clinical Care, Services and Support for Daily Living, and Human Resources.

October

Labour Agreement

The Department of Home Affairs approved Assisi's application to obtain an Aged Care Industry Labour Agreement for the sponsorship of Italian speaking overseas workers.

Hostumenes Performance

Sardinian Folk Singer group 'Hostumenes' perform in concert at Assisi in an event organised by the Sardinian Cultural Association.



November

Kitchen Refurbishment

In a major project, the commercial kitchen was temporarily relocated while flooring, air-conditioning and electrical systems were upgraded and stainless-steel surfaces refabricated.

December

A Diplomatic Visit

Assisi was honoured to host Consul General of Italy, Chiara Mauri, who enjoyed a tour of the site and spoke with the Assisi resident community.



January

Welcoming a New Year

During a vibrant holiday period, the ‘peak’ visitor season for Assisi’s resident community, the kitchen worked overtime to cater for special occasions.

February

Carnevale Celebrations

A significant event on the Assisi lifestyle calendar, residents, staff and volunteers threw themselves into Carnevale festivities that included, food, fashion, music and dancing.

Leadership Development

The first in a series of leadership workshops was held for information exchange and to facilitate shared understanding and capability building across Assisi’s teams and departments.



March

Introducing iWOWs

State of the art Workstations on Wheels (iWOWs) were introduced in each unit at a total cost of \$50,000, making clinical information more accessible, and allowing real-time documentation.

April

Delegation from Viggiano

Assisi was delighted to receive an official delegation from Viggiano, in the Basilicata region of Southern Italy, with the objective of strengthening historical, cultural and economic ties. Mayor Amedeo Cicala gifted a bronze statue depicting the region’s musical heritage, and importantly met with a resident who emigrated to Melbourne from Viggiano.



May

Preparing for a New Act

A project team was established to prepare for the implementation of the *Aged Care Act 2024* and Strengthened Aged Care Quality Standards on 1 November, with the support of consultant Josie Gebert.

June

Making a Splash

Work began on the new fountain at the Assisi entrance, thanks to a generous donation from the *Associazione Pensionati Laziali Australia Inc.* The water feature will provide a serene backdrop as part of a larger project to increase accessibility for residents to the outdoor ‘piazza’ area.

Life & Community



Where Culture and Care Connect

A sense of comfort often comes from the basics - shared meals, companionship, faith practices and a place that feels safe and welcoming. At Assisi, these needs guide daily life and the care we provide. With historic gardens and strong Italian roots, Assisi offers many residents a familiar and reassuring home.

People come to know Assisi in different ways - through visiting friends, hearing recommendations or experiencing a respite stay that shows them what everyday life here is like. We encourage families to explore their options and choose what feels right, including trialling Assisi first.

The stories that follow show how residents find these needs met and how Assisi becomes home. They remind us that the simplest parts of daily life - food, connection, faith and a safe, welcoming environment - are often the ones that matter most.

At Assisi, we remain committed to nurturing these foundations so that every resident feels supported, understood and truly at home.

Picture from left: *Rachele Massaro, Adele D'Ottavio, Giuseppina Susigan, Giuseppina Busacca and Pietro Francione.*

Pietro Francione

Rediscovering the Flavours of Home

Born in Italy in the 1930's, Pietro migrated to Australia in 1971. After living in another aged care home in early 2024, he quickly realised that he missed the flavours that reminded him of home. That food 'felt like a killer,' he jokes. Though not a picky eater he longed for traditional Italian cooking, leading him to Assisi in late 2024.

Rachele Massaro

Settling Through Friendship and Community

Rachele, born in the 1920's and arriving in Australia in 1961, met Maria during a short respite stay at another Italian aged care home. They stayed in contact, and when Maria later came to Assisi for respite, she encouraged Rachele to join her. Both soon felt at home and became permanent residents in April 2025. At Assisi, Rachele bonded with Maria and Adele, forming a joyful trio who share activities, culture and friendship. Rachele and Adele proudly serve on the Consumer Advisory Group, helping shape Assisi's future.

Giuseppina Busacca

Living with Faith and Purpose

Giuseppina, born in the 1930's and arriving in Australia in 1952, entered care in 2022 after living alone for some time. Deeply spiritual, she attends the regular Rosary and Mass held at Assisi. On the 13th of each month she dons her brown vestments as part of her longstanding tradition in honour of St Francis, whom through prayer has helped her recover from illness in the past.

Adele D'Ottavio

Finding Culture, Comfort and Companionship

Born in Italy and arriving in Australia in 1962, Adele had lived in a retirement village in Knox. Although comfortable, she felt increasingly lonely and longed for Italian language, food and companionship. This guided her to Assisi, where she became a permanent resident in February 2025 and found the warmth of community she had been missing.

Giuseppina Susigan

From Bundoora to Assisi

Giuseppina, born in the 1930's, came to Australia in 1957 and has long been closely connected to her homes in Rosanna and Bundoora. Together with her daughter, she well understood the value of remaining within a familiar Italian community in an aged care context. After a two-week respite stay at another Italian aged care service, Giuseppina tried Assisi and immediately felt at home. She now enjoys views to the courtyard garden from her room and has formed strong daily social connections within the Assisi community.

Your Voice Matters

The Consumer Advisory Committee entered its second year in 2025 and continues to play an important role in strengthening residents' voice and participation at Assisi. The group has maintained a committed membership of eight residents, along with carer representation. Core members attend regularly, offering thoughtful, constructive feedback on matters that shape daily life and better care outcomes.

The Committee's work closely aligns with the strengthened Aged Care Quality Standards Reform in 2024-2025, which emphasises resident choice, decision-making, autonomy and genuine partnership in care. Through scheduled meetings, residents have raised a wide range of issues important to their day-to-day life, including the care model, food and menu planning, mealtime noise in dining rooms, the importance of personalised seating options and the need for safe and independent access to outdoor spaces.

This feedback has led directly to several improvements across the facility. These include establishing a Food Trial Group, acoustic upgrades in the St Anthony dining room (with further upgrades planned), conducting lounge and dining seating trials before purchase and improving outdoor access. Recent works include the new automatic doors to the St Claire courtyard, with additional upgrades planned to enable safe, independent access near the main entrance to surrounding garden areas.

Through the Consumer Advisory Committee residents continue to guide decisions, shape improvements and reinforce Assisi's commitment to independence, dignity and meaningful daily living.







The local nurseries are always a favourite bus tour destination, and no visit is complete without sampling the coffee and affogato.



Experience Life the Italian Way

Assisi's lifestyle program continues to foster community and cultural connections through a rich calendar of activities shaped by resident interests and Italian heritage. Iconic celebrations bring the community together, including the vibrant Italian Carnevale with costumes, Venetian masks and the mischievous Pulcinella, as well as the much-loved La Befana and the annual Harvest Festival. Music, dancing, and shared laughter add to the joyful atmosphere.

Sports enthusiasts also find plenty to enjoy. The AFL Grand Final and Oaks Day are lively highlights, while tennis fans gather in the auditorium each summer to cheer on Jannik Sinner, 'an essential event' Acting Lifestyle Coordinator Tony Bernardo notes 'whenever he takes the court'. Seasonal traditions remain cherished, such as the autumn chestnut

roasting during the Castagne Festival, supported generously by volunteers.

Weekly cooking sessions inspire creativity, and the Assisi bus heads out four times a week to cafés, nurseries, shops, and community venues, with the Veneto Club a particularly popular destination. Social pastimes such as Italian card games Scopa, Tresette and Briscola keep residents mentally stimulated and connected.

A special highlight this year was a surprise visit from singer Natalie Rose Gauci, who performed a set of original songs for delighted residents in the St Claire memory support unit, many of whom sung or clapped along.



Food is the heart of Italian culture. The Assisi dining experience remains a point of pride and difference.

Gathered Around the Mediterranean Table

Food is much more than nourishment; it is comfort, connection, and culture. Every meal is freshly prepared on site by our talented team of chefs, who ensure residents enjoy wholesome, flavour-filled dishes.

‘We have an amazing team,’ says Head Chef Robert Molino, who proudly leads what he calls the ‘United Nations’ in the kitchen, with chefs and cooks from France, Vietnam, Australia, the Philippines, India, China and the United Kingdom all cooking exceptional Italian meals.

However, the team also enjoys adding creative twists, from Italian-style kimchi using wombok cabbage to a Mediterranean-inspired biryani with feta and tomato. For those residents who prefer traditional fare, alternative hearty options are always available, and no meal begins without daily entre favourites of brodo and

pasta. Hot and continental breakfasts are served daily.

Our menus change with the seasons and evolve more frequently in response to residents’ feedback, ensuring meals are both fresh and familiar. Whether residents prefer extra sauce or just a hint, their tastes are always respected.

The strength of our catering and nutrition program is affirmed by government benchmarking data, with Assisi reporting significantly lower rates of unplanned weight loss compared to national trends, with consecutive weight loss less than half (46%) of the national average.

26% more
invested in food than
other providers



Martedì - Pranzo

- Brodo
- Fagioli
- Arrosto di manzo

2a Scelta

- Polpette di pollo

Dolce

- Torta Della Domenica

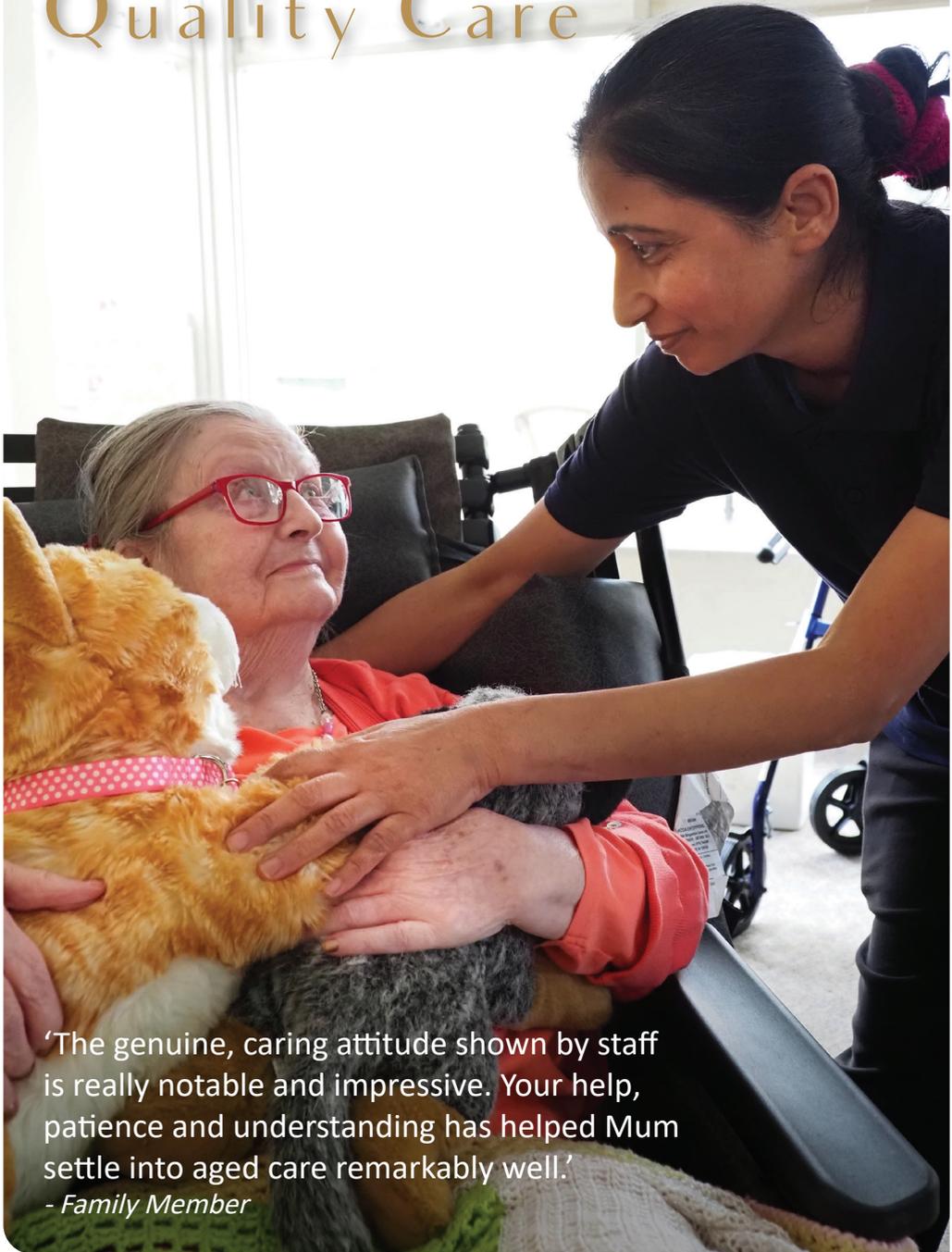


365 days
brodo offered at
lunch and dinner

143,487
meals served



Clinical & Quality Care



'The genuine, caring attitude shown by staff is really notable and impressive. Your help, patience and understanding has helped Mum settle into aged care remarkably well.'
- Family Member

Governance

Delivering safe, high-quality, and effective care relies on a strong and accountable governance system. At Assisi, this commitment is underpinned by our Clinical and Quality Governance Framework, which is led by the Board of Directors in collaboration with the leadership team, workforce, residents and their representatives. The Framework brings together six interconnected domains that guide and support excellence in care: Leading for Improvement, Consumer Engagement & Partnerships, Effective Workforce, Care & Clinical Practice, Compliance & Risk Management, and The Business of Operations.

Assisi's governance and reporting structures ensure that clinical governance is not static, but a dynamic and integrated process that promotes transparency,

collaboration, and continuous improvement. In accordance with the *Aged Care Act 2024*, aged care providers must maintain a Quality Advisory Body to support clinical problem-solving and drive quality enhancements. Assisi fulfils this requirement through its Clinical Governance Board Sub-Committee, which includes Board Directors alongside senior clinical leaders.

Feedback from the Consumer Advisory Committee also informs its agenda, ensuring that the voice of residents and families remains central to all clinical governance discussions and decisions.





Quality Measures

Data & Benchmarking

Monitoring of clinical quality indicators is integral to clinical governance. In addition to internal data collection and reporting systems, Assisi participates in the National Aged Care Mandatory Quality Indicator Program. Data is submitted quarterly for benchmarking in the following areas:

- pressure injuries
- physical restraint
- unplanned weight loss
- falls and major injury
- medication management
- activities of daily living
- incontinence care
- hospitalisation
- workforce
- consumer experience
- quality of life.

Clinical Incidents

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 a total of 1,283 clinical incidents recorded.

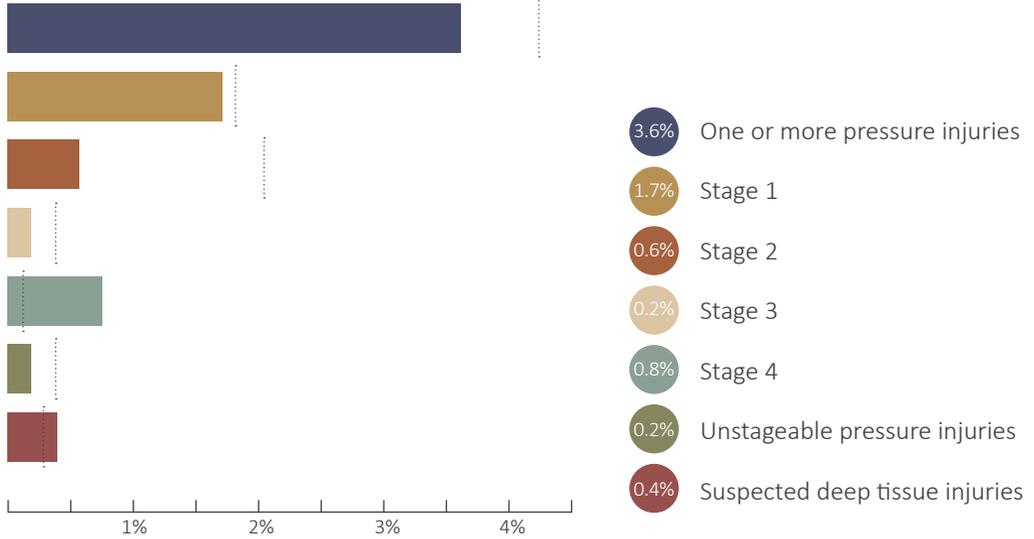
Star Ratings ☆☆☆☆

The Aged Care Quality & Safety Commission (ACQSC) star rating system measures 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. Ratings are updated periodically by the ACQSC. Assisi has an overall rating of 4 stars.

Pressure Injuries

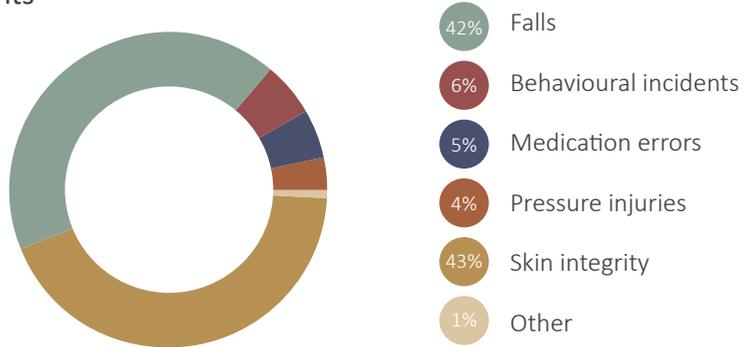
Prevalence expressed as % of residents

National average



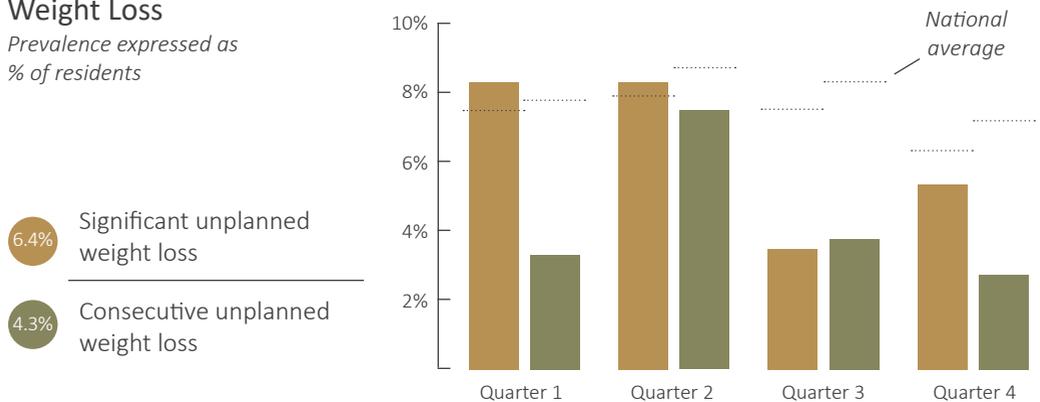
Clinical Incidents

By type



Weight Loss

Prevalence expressed as % of residents





Enhancing Care Through Technology

This year, Assisi invested in new technology to support staff in delivering timely and informed care. A total of \$50,000 was dedicated to introducing iWOWs (Workstations on Wheels) in each unit. Yellow, orange, purple, pink and blue, these colourful trolleys may be easily spotted in lounge and dining spaces!

Mobile workstations allow staff immediate access to resident information and real-time documentation at the point of care. They also enable carers to work more closely with residents, promoting engagement and reducing administrative barriers.

This supports an ongoing project to improve Assisi's telehealth capability. Virtual appointments can improve

health outcomes by streamlining connection with health care practitioners, enabling more timely clinical decisions with greater support from carers and family. Importantly, use of the Victorian Virtual Emergency Department (VVED) for non-critical presentations allows emergency-level care without hospital attendance, keeping residents in a comfortable, familiar environment.

This investment reflects Assisi's ongoing commitment to innovation and continuous improvement, as we work to ensure technology systems support the highest standard of care.

Strengthened Aged Care Quality Standards

The new *Strengthened Aged Care Quality Standards* are effective from 1 November 2025. A Quality Team was formed with an Aged Care Quality Consultant to undertake a gap analysis, evaluate systems and processes, and guide changes and improvements to meet the new requirements.

The *Standards* clearly define safe, high-quality care, and focus on placing the older person at the centre. They align with a new *Statement of Rights*.

Changes will enhance the high level of care already occurring for residents at Assisi.



Std 1 The Individual: Rights, dignity, diversity and choice in care are upheld.



Std 2 The Organisation: Effective governance, a skilled workforce and continuous improvement systems that partner with older people.



Std 3 The Care and Services: Safe, effective, planned and coordinated care according to individual needs and preferences.



Std 4 The Environment: A safe, clean and comfortable environment.



Std 5 Clinical Care: Complex health needs are met with safe, evidence-based, and coordinated clinical care.



Std 6 Food and Nutrition: Receiving enjoyable, nutritious food and fluids.



Std 7 The Residential Community: Feeling safe and connected to community with opportunities for meaningful engagement.



People, Culture & Learning



Making Better Connections

When language is shared, needs and preferences may be more effectively communicated. Residents and their families frequently express desires for increased cultural connections, particularly with care staff. Declining numbers of Italian speaking staff over recent years has been a particular challenge for Assisi.

In partnership with the Australian Nursing and Midwifery Federation and the Health Workers Union, Assisi obtained approval from the Department of Home Affairs for an Aged Care Industry Labour Agreement (ACILA). The ACILA is a government initiative to help address workforce shortages in the aged care sector by streamlining the recruitment of overseas workers for specific roles. Assisi used the instrument as a

dedicated workforce development strategy specifically to increase the numbers of suitably qualified personal care workers with Italian cultural heritage and language skills. Assisi's ACILA is effective for 5 years with capped annual nomination numbers.

Romana and Elisa have both received employer nominations under the program and were granted temporary visas, offering a clear pathway to permanent residency in Australia. Roberta is eagerly awaiting her decision. The benefit is not just enjoyed by residents, but Romana, Elisa and Roberta also offer their colleagues valuable language support to help them deliver the best care possible. It is a win-win, offering workforce stability and helping to make Assisi an employer of choice.

Service Milestones

2024-25

10 Years

- Jasvir Kaur - *Personal Care*
- Kumari Jayawardana - *Food Services*
- Nicole Bruce - *Personal Care*
- Philip Kam - *Administration*
- Rochelle Hendricks - *Personal Care*
- Shraddha Adhikari - *Nursing*
- Sunita Thapa - *Personal Care*

15 Years

- Maria Fontana - *Food Services*

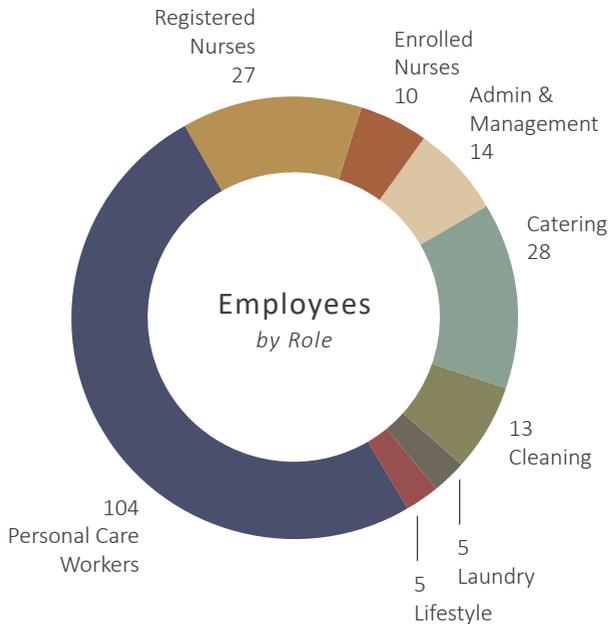
20 Years

- Maria Augusto - *Personal Care*
- Rebecca Kihara - *Personal Care*

‘From the bottom of my heart I thank you for the impeccable care you gave Mum. You cared for her like family, with so much love, respect, dignity...

... You became like family in the most precious time in her life. I will never forget how meaningful it has been for me to have your support and company...’

- *Family Member*



231 minutes
of care delivered
per resident
per day



246,233
hours worked
by all staff



206
total employees
in all roles





Focusing on Leadership

There is often no preparation for transitions to leadership roles. Emerging and even experienced leaders often find themselves navigating the challenges independently. However, enormous gains can be made when leaders share their own experiences and helpful strategies.

Assisi is fortunate to have developed a stable, trusted and collaborative leadership team. This provides an effective platform for embedding shared expectations.

As an outcome of the 2024 staff survey, nursing and department leaders participated in an internally facilitated session exploring the key elements of effective leadership and

shared their own values, personal strategies and aspirations.

It was a deserving break from usual duties and a chance to stop and reflect upon the most suitable leadership styles to positively influence organisational cultural change. Talking about leadership potentiates a more positive experience for everybody; those we lead, our colleagues, residents, families and visitors.

Those who participated said it was a positive, safe, social and fun way to explore an important topic and contribute to professional growth.

Learning & Development

Significant attention was given to training and education this year. The *Aged Care Act 2024*, via the Strengthened Aged Care Quality Standards, requires providers to regularly ‘review and improve the effectiveness of the training system’.

We have been well supported by our industry partners at AUSMED to ensure expanded learning content in our revised eLearning mandatory, induction and competency training plans, with monthly time commitment varying depending on workgroup. This is supplemented by comprehensive on-site learning sessions delivered by qualified internal and external facilitators.

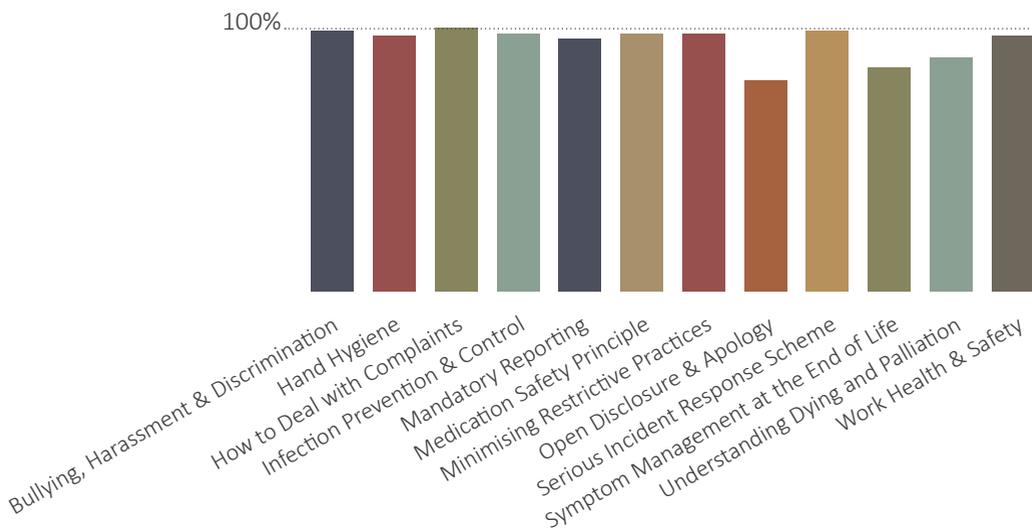
Clinical Nurse Educator Farva Naqvi, RN, who holds certified credentials in Training and Assessment, oversees delivery of on-site learning and competencies and ensures our training is flexible to respond when there are identified skill deficits.

Expanded competency assessments are required under the new regulations. Additional focus in areas such as dementia, trauma informed and person-centred care, code of conduct and the Serious Incident Response Scheme are now incorporated into revised plans.

Workforce feedback is vital to ensure training approaches are suitable. Thirty percent of the workforce participated in the annual training survey. Results showed Assisi’s education to be relevant, manageable, accessible, and that learning needs are well supported, with agreement levels ranging between 81% and 97%.

Clear administrative reminder systems and management escalation processes support high levels of staff compliance.

Mandatory Training
Completion rates for 2025



Supporters of Assisi



Our Volunteers

Volunteers are an integral part of the Assisi community. Some visit socially, offering emotional support, companionship and conversation that brighten residents' days and help to ease loneliness. Others support Mass celebrations, which play an important role in maintaining the spiritual traditions that mean so much to many of our residents.

The assistance of volunteers on bus outings ensures everyone can safely and confidently enjoy time in the wider community. And within Assisi they support a range of lifestyle activities such as tombola (bingo), bocce and art programs that encourage creativity and social connection.

At special events filled with music, food and dancing, our volunteers help create the festive atmosphere that makes these occasions truly memorable.

Assisi extends heartfelt thanks to all our volunteers for their countless contributions.

As at 30th June 2025

- Antonelli, Lilian
- Brugnoli, Renata
- Dal Santo, Janilla
- De Amicis, Elizabeth
- Di Fabio, Mariella
- Licciardi, Francesca
- Loretta, Pierbon
- Matiuglio, Rosina
- Mirabilio, Teresa
- Schirripa, Vanda
- Vecchies, Dr Renato
- Vecchies, Rosemary
- Vocale, Nazario

A Legacy of Comfort and Care

Through the generous support of the former Women's Committee, Assisi is undertaking a significant upgrade to resident accommodation, with their \$110,000 donation enabling the purchase of 30 new king single beds. For many residents, the wider beds provide added comfort and a sense of familiarity, reflecting the larger sizes they were accustomed to prior to moving into aged care. Importantly, king single beds also enhance safety and support independence. The additional 15 centimetres in mattress width has been shown to reduce the

risk of falls, while giving residents greater confidence to reposition themselves comfortably.

This investment marks the first stage of Assisi's long-term project to replace its standard single beds with king singles across the home. As they cost approximately 25% more than traditional aged care beds, community support remains vital. Those wishing to contribute to this initiative are invited to contact us to discuss donation opportunities.





Donations

During the year, Assisi was grateful to receive generous support from individuals and community groups whose contributions, both financial and in-kind, enhance care delivery and support the purchase of equipment.

The Toccolan Club's golf day was a hit, with 124 participants raising an impressive \$9,000 in addition to the Club's separate annual donation of \$7,500.

Through the efforts of volunteers and supported by the Toscana Club, the annual Harry Belli Film Event raised \$1,265 to fund the Il Globo TV subscriptions for our lounges. Screening this year was BELLi CIAO, starring comic duo Pio and Amedeo.

Above \$15,000

- Polano, Guido (*Bequest*)

Above \$10,000

- Toccolan Club

Above \$1,000

- Sardinian Cultural Association
- Toscana Social Club

Above \$500

- Anonymous
- Mattia, Marcello & Nadia

Above \$200

- Di Fabio, Mariella

In-Kind

- Abruzzi Union (*roses*)
- Bates, M (*art*)
- Chemist Warehouse (*product*)
- Nanna's Home Basics (*rugs*)
- Quabba, A (*art*)
- Stirling, K (*art*)



Resident Nuccia, with proud Assisi volunteer and long-standing member of the former Women's Committee, Vanda.

The Environment



Making a Splash

A unique, beautifully designed fountain now graces the entrance piazza area, thanks to a generous donation from the *Associazione Pensionati Laziali Australia Inc*, a former long-standing Italian community group based at the Bellfield Community Centre.

In June residents watched with interest as the existing garden bed was cleared, the area excavated, and a new concrete base laid.

Water jets were then installed, shooting streams of water through the surrounding foliage to create a peaceful and inviting space.

This forms the first stage in a larger project to increase the accessibility of this outdoor Piazza area for Assisi residents.

Wayfinding Through Art

Assisi's artwork project progressed further this year, with a focus on creating meaningful and engaging destinations for residents and their visitors as they meander through its extensive facilities. Paintings have been acquired through purchase or donation, and those installed across the site have generated an incredible level of interest and enthusiasm amongst residents and visitors. Over time, this growing collection will form the foundation of Assisi's dedicated art trail, dotted with points of interest that aid wayfinding and stimulate enquiry, reflection and conversation.

Building on this momentum, several special paintings by renowned Melbourne-based Italian artist

Angelo Quabba are now prominently displayed in the internal Piazza area. In addition, sourcing pre-owned artworks through channels such as Facebook Marketplace has proven to be a valuable and cost-effective way to continue expanding the collection in the years ahead, supporting the broader vision of a rich and engaging visual environment.

'...we place attributes of experience in various parts of the brain - faces in one part, colors in another, emotions related to experience in another. Art, music, environment and ... competent communication help those memories reappear.' - Dr John Zeisel, sociologist





Shaping Supportive Environments

Over time, Assisi has been focusing on one clear priority: improving the spaces where residents live, rest and enjoy daily life. These upgrades reflect our commitment to supporting independence, comfort and meaningful engagement, and to ensuring that our environment genuinely enhances everyday living for the people who call Assisi home.

St Claire underwent key upgrades over the past year to enhance resident wellbeing and environmental clarity. The re-established courtyard, now accessible via an automatic door, allows residents to step outside safely and independently. The courtyard has been reimagined as a welcoming area for outdoor activities, conversation or quiet reflection. Indoors, a new café, colour cues, renewed lounges and upgraded corridors improve navigation, while updated dining furniture and curated artworks

further elevate the Memory Support Unit.

We have also made several practical improvements to staff areas, including better acoustic separation in the administration area, upgraded staff toilets and creation of the staff outdoor space. While these changes support our staff in their work, they are part of our broader focus on enhancing the resident experience through strong staff wellbeing.

Ultimately, our long-term vision is clear: to create safe, easy-to-navigate pathways that allow residents to move freely from their rooms, through the outdoor piazza and into Assisi's historic gardens with confidence and autonomy. Opening these gardens more fully to residents is central to our commitment to wellbeing, choice and quality of life at Assisi.



Timber glass doors installed in St Claire soften acoustics.



Safe and Welcoming Environment



Assisi's infrastructure continues to play a vital role in supporting the safety, comfort and wellbeing of our residents. Recognising that high-quality care depends on a well-maintained facility, we increased our focus on improving the built environment.

Our Infrastructure, Maintenance and Hotel Services teams remain central to this work across our 4.3-hectare site, including the 142-bed residential facility, the historic convent and the extensive gardens. This ensures essential systems run reliably and that residents, families and staff move around the facility safely and comfortably.

A key achievement was the upgrade of our commercial kitchen, enhancing catering operations and supporting the delivery of meal service production.

Across the facility, we continued to improve our environment through preventive and targeted maintenance, building-services upgrades and the renewal of ageing infrastructure. This requires complex planning as all improvements are resource intensive.





Financial Report

Assisi is a stand-alone not-for-profit provider, that is a public company limited by guarantee under the *Corporations Act 2001*. In addition, we are registered as a charity with the Australian Charities & Not-for-Profits Commission and as a deductible gift recipient by the Australian Taxation Office.

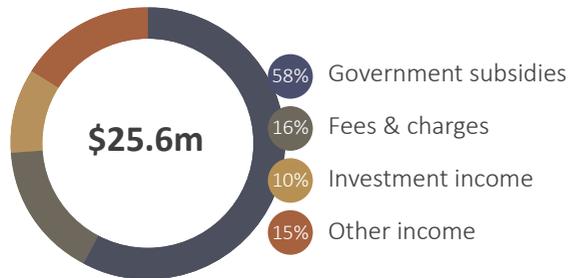
Consistent with prior years, Assisi continues to maintain a sound financial position with strong cash balances and a sustainable operating

model. In a sector where only 45% of providers have managed an operating profit, Assisi's result was an **operating profit** of \$139,170. Combined with positive cash flows, this has allowed Assisi to continue to embark on a capital improvement program to refurbish, refresh and upgrade the facility. For the year ending 30 June 2025 the independent auditors, SW Accountants & Advisors, have provided an unqualified audit opinion.

What we received

Assisi's primary **revenue** source remains Commonwealth government subsidies and contributions, which increased by 8% to support Fair Work Commission wage increases and inflationary pressures, strengthening sector sustainability.

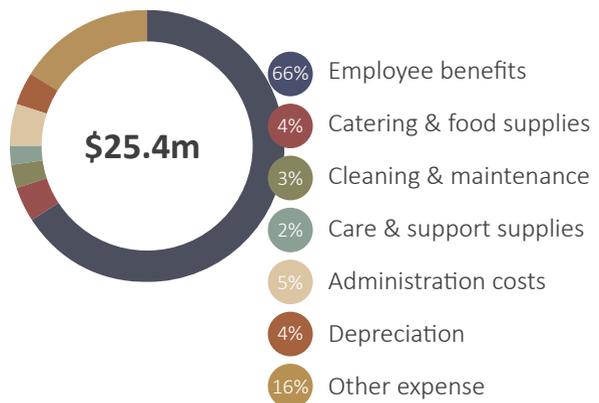
Assisi's investment strategy also performed strongly, delivering a substantial increase in investment income compared with the previous year.



What we spent

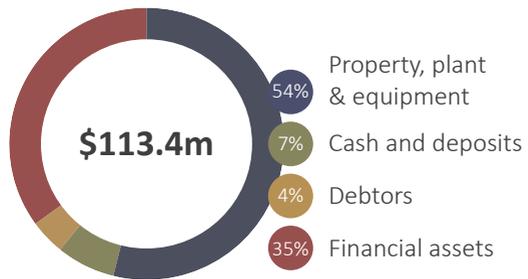
Staffing costs represent the major proportion of **expenditure**, in the provision of mandated care minutes and include the increased wage rates.

We continue to maintain substantial spending on catering, which is a strategic investment for our resident profile and is approximately 30% higher than the benchmarked sector average.



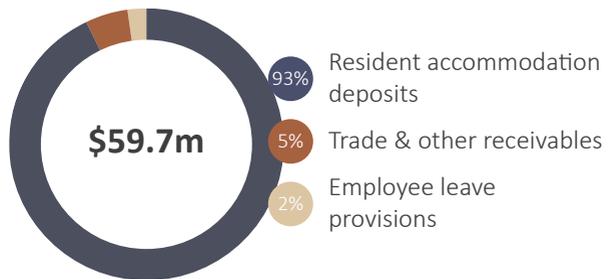
What we own

Assisi's main **assets** are land and buildings, cash and investments. Resident's refundable accommodation deposits continue to be invested conservatively upon the recommendation of external financial advisors, JBWere.



What we owe

Over 90% of residents have been assessed by Services Australia as having capacity to contribute to accommodation costs. Over 80% elect to pay a Refundable Accommodation Deposit (RAD) in full or in part. These are held in trust, and are repaid on departure.



How to Support our Vision



From our earliest days, Assisi has been a testament to the strength, vision and generosity of the Italian community.

The Centre was founded in 1992 when community leaders recognised the need for culturally appropriate care, care that honoured language, tradition and the deep sense of family shared by generations of Italians in Australia. That same spirit of generosity has supported every stage of our growth.

If you are interested in making a tax deductible donation, or discussing options for a bequest of any size or kind

***contact us to plan
a lasting legacy***

Contact Us



230 Rosanna Road, Rosanna



(03) 9455 1199



reception@assisicentre.com.au



www.assisicentre.com.au



Your Care is Our Privilege

Assisi provides a range of **residential aged care services** that place residents at the centre, supporting informed choice and life lived to the fullest. Enquire today regarding short-term **respite** or **permanent** room options.



Private ensuite rooms set in beautiful grounds.



Experienced team of chefs offering delicious, authentic and nutritious **Italian cuisine.**



A **rich lifestyle program** with something for everyone.



A **skilled care team** of registered nurses, personal carers and allied health practitioners ensuring high quality and culturally appropriate care.



Spiritual care is offered, supported by the on-site Missionary Sisters of St Anthony Mary Claret.



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.

Your Care is Our Privilege

la tua cura è il nostro privilegio

ROSANNA, AUSTRALIA