

# Annual Report

## 2020–2021

VMCH



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**Front cover:** Shanagolden Aged Care resident  
Joan Topp and Sunny.

**This page:** O'Neill House, Prahran.

# VMCH







# Who we are



Our Values underpin the work we do. As a Catholic not-for-profit organisation, compassion, respect and inclusion aren't just words to us, they guide us in how we serve our community.

Even though we've been around for over a century, we're always moving forward. We stay true to who we are by supporting people and families to live their best lives, providing a place to call home and creating spaces to learn and grow.

Our professional and compassionate teams are with you on your life journey. We provide a wide range of support including Early Learning and Therapy, Specialist Education, Disability Services, Affordable Homes, Residential Aged Care, Retirement Living and At-Home Aged Care.

## Living our Mission

Our Mission is central to who we are and what we offer; it comes to life through our everyday actions and in our work.

We are called to really listen; we hear the needs of those we care for and we take time to discern what we can do to add meaning. This is how we support people to live their best lives.



# Our purpose



## Our Vision

To be the Catholic Archdiocese of Melbourne's leading provider of high quality disability, specialist education, aged care and retirement living services.

## Our Mission

To continue the caring ministry of Jesus Christ by creating choices, offering hospitality and building inclusive, compassionate and sustainable communities. We are especially committed to people who are disadvantaged and marginalised.

## Our Values



### Respect

We recognise and respect the dignity and uniqueness of each person.



### Compassion

We truly care and are always open to the needs of others.



### Integrity

We are honest and transparent in all our dealings and accountable for all our actions.



### Collaboration and partnerships

We empower people, realise potential and maximise the outcomes from our work.



### Inclusion

We are welcoming, inclusive and responsive in our hospitality and services.



### Stewardship

We value the resources for which we are responsible, and commit to their effective and efficient use, to achieve our Mission.

# VMCH at a glance

VMCH is proud to work in partnership with people of all ages and abilities to achieve their individual goals and dreams, remain connected to their communities and enjoy their independence.

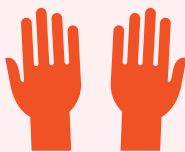
Our 2,590-plus staff members are dedicated to supporting over 9,000 people across metropolitan Melbourne, regional Victoria and southern New South Wales. We offer a vast range of services including residential aged care, affordable housing options, community and home-based senior support, disability support, carer support and education.

## Our People



**2,590**  
staff supported  
**9,000+**  
people

## Mission



**500+**  
volunteers

**4**  
op shops and  
a warehouse

**17**  
pastoral care practitioners  
supported people  
across over

**40**  
sites including  
affordable housing, aged  
care and disability services

## Retirement Living



**564**  
retirement living  
apartments/units across

**18**  
locations

**436**  
people living in our  
affordable homes across

**21**  
locations





### Residential Aged Care



**1,041**

people provided  
homes in aged care  
across

**13**

locations

### At-Home Aged Care



**4,000+**

people supported  
across metropolitan  
Melbourne, regional  
Victoria and  
southern NSW with  
allied health, and  
in-home and  
carer support

### Disability Services



**1,500+**

individuals supported,  
including

**220**

children at  
St Paul's College and  
in our Early Learning  
and Therapy  
programs

# Chairman's Report



Julien O'Connell AO,  
Chairman

**The work of VMCH has perhaps never been more important than now. This past year, and indeed the one before, has tested our patience, our resilience and, perhaps at times, our faith.**

But our spiritual faith has not only allowed us to continue our vital work during challenging times, it's given us the foundation to thrive. We've been able to grasp new opportunities and deepen our commitment towards our Mission: to continue the caring ministry of Jesus Christ for some of the most vulnerable people across Victoria.

We have stood with our peak bodies such as Catholic Health Australia (CHA) and Leading Age Services Australia (LASA), persisting in our advocacy within a myriad of areas to best enable us to support increased numbers of people requiring a variety of care.

In May, we read the final report of the Royal Commission into Aged Care Quality and Safety with interest. The Government's response to this inquiry has been considerably more comprehensive than many expected and includes a very significant increase in government funding for aged care services, which we welcome.

We also helped raise awareness and support for the "It's time to care about aged care" campaign, spearheaded by the new Australian Aged Care Collaboration (AACC), of which we are a supporter.

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability is ongoing, with the Australian Government granting a 17-month extension in May due to both the 'complexity and nature' of its record number of submissions and delays related to COVID-19. We also welcomed the Australian Government's release of a new national roadmap aimed to improve the health of people with intellectual disability.

We've been working hard towards the eradication of modern slavery through our participation with the Australian Catholic Anti-Slavery Network (ACAN), facilitated by the Catholic Archdiocese of Sydney. This includes our first Modern Slavery Policy, a great achievement for the organisation and a step forward in identifying more ethical products, suppliers and contractors. I am proud



## **“Our spiritual faith has not only allowed us to continue our vital work during challenging times, it’s given us the foundation to thrive.”**

that VMCH is part of such an important network, and is able to provide support and expertise for the benefit of those who are vulnerable.

On a different note, I am extremely proud of our Affordable Homes offering. This program aligns with our steadfast commitment to the principles of Catholic Social Teaching and, particularly, the belief that every human should live a dignified life. Access to safe, secure and affordable homes is a real and growing problem for older people who find themselves in difficult situations. In August 2020, we announced plans to build 40 new affordable homes in Ivanhoe. Investing in important projects like this will make a lasting and positive difference to the lives of many.

We’ve continued to invest in the development of our expertise and quality service delivery in dementia care and palliative care. In June 2021, we opened O’Neill House, a personalised care experience for older people requiring temporary respite care or specialist end-of-life care. O’Neill meets a huge need within the sector. In 2017, Palliative Care Victoria estimated that one in four Victorians who die each year (approximately 10,000 people), did so without adequate access to palliative care.

We’ve built new memory support units at both St Catherine’s and Providence Aged Care Residences, and unveiled Lady Lourdes House at our St Bernadette’s Aged Care Residence, providing support for older people with dementia who are unable to live in mainstream residential aged care settings.

We’ve also invested in Disability Services projects where we’ve seen a need for more choice and control. We refurbished two developments into Specialist Disability Accommodation (SDA) homes in Lilydale and Lysterfield, and updated our children’s short-term accommodation homes.

We’ve also expanded our disability programs in regional areas, and are reimagining our service offerings across Melbourne to build on our skill-based programs that help people become job-ready, build their independence and achieve their individual goals.

Ensuring our people are skilled to express the Catholic identity of VMCH within their work, and developing our leaders and managers to ensure effective stewardship of our Mission, has remained a focus. This has been supported by the new role of Formation and Ethics Advisor, which is integral in the rollout of formation opportunities and training for staff, volunteers and members of the VMCH Board.

VMCH reported a net operating deficit for 2021 of \$383k, compared to a net operating deficit of \$7.5m for 2020. Total revenue in 2021 was \$199.8m, an increase of \$13.8m over 2020.

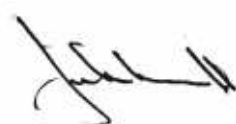
I close this report by extending our heartfelt appreciation to Archbishop Peter A. Comensoli for his continued support and guidance, and I thank the staff of the Archdiocese of Melbourne for their thoughtful support of VMCH.

Our CEO Sonya Smart and our Executive team have led our organisation with strength and care throughout this extremely challenging year, which I most sincerely thank them for.

I, together with the Board, would like to thank all staff and volunteers for their commitment and dedication to the welfare of our residents and clients, not only in body, but in spirit.

Over the last 12 months, we also saw the retirement of Dr Rosemary Saxon from the VMCH Board. I thank her for her outstanding service and wish her well in her future endeavours. This year has seen us welcome three new Board members: Ms Joanne Dawson, Ms Kate McComack and Ms Mary Power. They bring a wealth of experience and knowledge to our Board and we are indeed indebted to them for taking on this role.

Finally, I would like to thank my Board colleagues for their unwavering commitment and outstanding dedication to VMCH and our Mission.



**Julien O’Connell AO**  
Chairman

# Chief Executive Officer's Report

Sonya Smart,  
Chief Executive Officer



**It has once again been an incredibly difficult 12 months, with COVID-19 continuing to impact our services and people. Our dedicated staff and volunteers have been steadily focused on providing an exceptional quality of life for our clients and residents. I am proud of the achievements of our workforce; their dedication and commitment is remarkable.**

While the last 18 months have been challenging, a silver lining has been the opportunity to review our programs and clarify our vision for future services. What remains unchanged is the way we operate, with compassion and innovation.

The conclusion of the Royal Commission into Aged Care Quality and Safety and release of "Final Report: Care, Dignity and Respect" highlighted the ongoing challenges aged care providers face now and well into the future. However, there is reason to be optimistic, and I look forward to finding new ways to meet and exceed the expectations of VMCH as a provider. Similarly, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability continues, and I welcome

any recommendations that systematically improve the quality of life, health and wellbeing of people with disability.

Like all organisations in the aged care and disability sectors, we've faced significant workforce challenges, which has seen us launch large recruitment campaigns. I want VMCH to be a great place to work; one where our people feel valued and heard. Our VMCH Employee and Volunteer Engagement Survey was an opportunity to see where we can improve the experience of our staff and volunteers. I was pleased to see that in response to the question 'Is VMCH truly a great place to work/volunteer?', 65 per cent of employees and 84 per cent of volunteers believe it is.

I look forward to implementing change, where needed, to ensure we remain an employer of choice for those working in the aged care and disability sectors, and to inspire new people to commence in this field.

This year we have seen long-term projects come to fruition, and new acquisitions and works in line with our Mission approved by the Board.

Our end-of-life comfort care service, O'Neill House in Prahran, was completed in June. This has been an extraordinary journey. For VMCH, 'comfort care' is synonymous with good end-of-life palliative care, and this service will provide a much-needed option for people nearing death, and their families, to feel fully supported in a place that feels like home.

We welcomed new residents to our Specialist Dementia Care Unit, Lady Lourdes House, at St Bernadette's Aged Care Residence in Sunshine North. In line with our ongoing commitment to providing exceptional dementia care, Lady Lourdes House provides specialised care for residents with severe behaviours, who cannot be appropriately cared for in mainstream residential aged care. We have already seen exceptional outcomes through this service, which is heartening for our staff and families.

Brand new Memory Support Units at our Providence and St Catherine's Aged Care Residences have also opened after extensive renovations. Designed to align with the Montessori principles of encouraging independence and daily participation, these

**“While the last 18 months have been challenging, a silver lining has been the opportunity to review our programs and clarify our vision for future services. What remains unchanged is the way we operate, with compassion and innovation.”**

warm and welcoming spaces are a contemporary addition to our dementia care services.

Large-scale projects have also commenced, including our new affordable homes development in Ivanhoe. This development will provide 40 homes, and make a difference to the lives of many people in our community. We have also commenced planning and community consultation for our new retirement living precinct in Kew, which will be one of the most premium villages in Victoria.

To ensure we're delivering relevant, flexible and skills-focused supports for people with disability, we have also embraced the opportunity to refocus and reimagine our services. We've expanded our Community Connections programs, and have some job-skills projects in the pipeline, including a new café in Wangaratta and a retail program to be implemented at our op shops. We've also opened two new Specialist Disability Accommodation homes in Melbourne's east, with another expected to open in Heidelberg Heights in 2022.

This year, between lockdowns, VMCH staff and generous donors participated in our 2021 Charity Golf Day event. This annual fundraiser supports our In-Touch program, which

is instrumental in keeping our aged care residents connected with loved ones through the use of technology. In-Touch proved particularly valuable during the height of the 2020 lockdowns; being able to receive photos of grandchildren, email friends, follow the news and attend family celebrations virtually during periods of lockdown and visitor restrictions made a significant difference to the lives of our residents and their families.

Here at VMCH, we are privileged to be guided by the compassion and innovation of our staff, volunteers and Board. We are fortunate to be in a position where we can better the lives of thousands of Victorians every year.

I would like to thank our Chairman, Julien O'Connell AO, the Board of Directors, the Executive Team, staff and volunteers across VMCH for their ongoing contribution, passion and commitment to making a difference. We would not be the organisation we are today without you.



**Sonya Smart**  
Chief Executive Officer







# We're all in this together – strength in a pandemic

## Innovations

Physical distance continued to challenge our teams throughout 2020–2021. Staff and volunteers thought outside the square to develop initiatives including: monthly online Lunch and Learn sessions, where colleagues learn, share and connect on a topic of interest; and our newly-created app, VMCHConnect, where residents and clients connect with loved ones through sharing photos and information in real time.

Volunteers showed innovation too. When unable to visit our sites, they adapted to connect with residents and clients through our TeleFriend program (weekly calls to touch base), creating beautiful cards and sewing items to lift the spirits of the people we support.

Our Safety and Learning and Organisational Development teams delivered on-site personal protective equipment (PPE) training to ensure our aged care staff were fully educated in donning and doffing of PPE to keep our residents safe.

## Staying connected

Our residential aged care and specialist disability accommodation teams provided constant support to ensure residents could connect with their families, including video calls, window visits and handwritten letters. This proved so important during times of social isolation and visitor restrictions.

COVID-positive residents received dedicated support and technology to enable them to remain in contact with their family, and staff called families regularly to provide updates on their loved one's condition.

"Thank you" billboards were positioned at each aged care residence to thank staff for their hard work and dedication during a demanding and stressful time.

As clergy were unable to celebrate Mass face-to-face, Pastoral Care Practitioners arranged online Mass for each residence to ensure those who regularly attended Mass at on-site chapels were still able to participate in their faith.

## Vaccinations

It is an expectation that all of our staff and volunteers will be fully vaccinated. We launched our own on-site vaccination clinics to ensure our residents, staff and volunteers had the best opportunity to receive their vaccination quickly.

Communication was key to ensuring our workforce had correct and timely information about the COVID-19 pandemic and vaccination rollout. Updates from the Government were delivered in various methods including SMS, email, LIVE Smart Casts and traditional forms such as posters and manager toolkits to ensure we reached everyone in our large and diverse workforce.

Keeping our residents and clients safe is our top priority, so we began a vaccination rollout using both external and internal health professionals across our aged care and disability sites. Members of the Australian Navy even came to Austin Street, our home for people with acquired brain injuries, to vaccinate residents and staff.

# 2020–2021 Highlights





**“I am extremely proud of our Affordable Homes offering. This program aligns with our steadfast commitment to the principles of Catholic Social Teaching and, particularly, the belief that every human should live a dignified life.”**

Julien O’Connell AO, Chairman

## Mission

- ▶ Our Mission team continued to grow with the addition of a Formation and Ethics Advisor, to guide the Board and staff on VMCH’s formation and Mission in action.
- ▶ We launched the first modules of the new Discerning Heart Leadership Formation program in October 2020. These sessions help educate staff and Board members to learn how to lead for Mission within their roles.
- ▶ To encourage staff to continue to find balance in their work day, the Mission team launched Mindfulness Monday, with videos to encourage staff to engage in quiet self-reflection and give thanks for the blessings they have encountered and received.

## Palliative Care

- ▶ O’Neill House was completed and welcomed its first resident, who passed away with family and friends by his side. Families have told us how meaningful it is to have emotional and spiritual care at this special time.
- ▶ Recruitment commenced for a group of compassionate and caring volunteers to support people in their final stages of life at O’Neill House, providing non-clinical support, care and practical help for residents and their loved ones. The VMCH Volunteer team created a Palliative Care Volunteer Handbook for these specialised volunteers.

## Affordable Homes

- ▶ The majority of our 459 Affordable Homes residents live alone, so our Mission and Property teams worked hard to ensure they felt engaged and supported during lockdowns. Staff and volunteers delivered Christmas hampers to all of our residents in December, and made regular phone contact to keep residents connected as part of our TeleFriend program.
- ▶ We were also excited to progress plans for 40 new affordable homes in Ivanhoe, expected to be completed in October 2022.



During site lockdowns, a group of dedicated Mission team members worked six days a week, ringing over 90 families per day, to ensure that families had contact and were kept informed of how their loved one was keeping.

## At-Home Aged Care

- ▶ VMCH was named as a finalist in the Leading Age Services Australia (LASA) innovAGEING National Awards 2020 in the “Increasing Care and Service Productivity” category, for the implementation of Umps technology for our at-home aged care clients who were at higher risk of experiencing social isolation during lockdown.
- ▶ For those supporting a loved one with dementia in the home, our Carer Support Program included Zoom sessions with neuropsychologist Dr Luke Smith, who provided cognitive strategies and behaviour management support.
- ▶ To connect with clients and gain insights into our service provision, our Home Care Package (HCP) teams interviewed clients about upcoming reforms, proposed pricing, and what is important to them as a HCP recipient with VMCH.

## Disability Services

- ▶ Challenges presented by COVID-19 offered our Disability Services teams the opportunity to reimagine services to ensure they were delivering relevant, flexible and skills-focused support for people with disability. Our Community Connections programs in Melbourne and regional Victoria expanded, and exciting job-skills projects are in the pipeline, including a new café in Wangaratta and a retail program to be implemented at our op shops. We also opened two new Specialist Disability Accommodation (SDA) homes in Melbourne’s east, with another expected to open in Heidelberg Heights in 2022.
- ▶ Our Early Learning and Therapy teams continued to deliver vital therapies, development assessments and specialised services via Zoom and Skype during lockdowns.

### St Paul’s College

- ▶ A mixture of face-to-face and remote learning continued for our St Paul’s College community. An innovative ‘Artist in Residence’ program was developed by teacher Hygenia Lobo, keen to improve the wellbeing of her students during lockdowns. In this program, artists from India and Melbourne presented online art classes which were well received by our students.



## Retirement Living

- ▶ Our newest retirement villages, located in Trentham and Kyneton, welcomed their newest residents with sales of the last remaining units.
- ▶ Additional technology was utilised during COVID-19 restrictions to aid the selling of vacant properties, including 3D walk-throughs and interactive video content.

## Residential Aged Care

- ▶ To further deliver on our commitment to supporting those who are living with dementia, we were excited to finalise and open our new Memory Support Units at both St Catherine's and Providence Aged Care Residences. As part of the Commonwealth Government's Specialist Dementia Care Program, we were pleased to welcome our first residents to St Bernadette's new Specialist Dementia Care Unit, Lady Lourdes House.
- ▶ We received a reassuring compliment about our care through the daughter of a resident at Berwick Aged Care Residence who shared her views on ABC Melbourne about how aged care was faring during the COVID-19 crisis. She said "they knew exactly what to do, and they kept in touch with everyone. They were very communicative and I think that was the main thing."

- ▶ Our teams successfully managed COVID-19 outbreaks across services through precautionary lockdowns, regular staff asymptomatic testing, and site-specific staff rostering, to ensure the safety of residents.
- ▶ VMCH, along with all Australian aged care residences, implemented the Serious Incident Response Scheme (SIRS) across all aged care sites to help prevent and reduce incidents of abuse and neglect. This has involved training workshops for staff and communication with families and residents about the scheme.
- ▶ VMCH was actively involved in the Australian Aged Care Collaboration's "It's time to care about aged care" campaign, which highlights the need for further Government funding and reform of the aged care sector. VMCH promoted this campaign across internal and external communication channels to both staff and our wider community.
- ▶ Corpus Christi celebrated its 15-year anniversary with a special afternoon tea for all staff and residents to commemorate the history of this residence.

**Above:** (L-R) Glen Waverley SDA residents Matthew, Wayne, Lara and Andy with staff member Justin (with mask).



# Our people

- ▶ Strengthening our cyber security was a major focus for our Information Technology Services and Solutions (ITSS) team in 2020–2021, led by our newly appointed Chief Information Officer, Maria Paz. Our ITSS team worked hard on developing new systems and updating existing processes to help expand and evolve our digital capabilities and delivery practices.
- ▶ We were pleased with the results of our Employee and Volunteer Engagement Survey, which showed 51 per cent (employees) and 71 per cent (volunteers) were highly engaged and positive in their views on VMCH as an organisation and their feelings about working/volunteering with VMCH. Action plans are now underway to address all feedback and ensure VMCH remains a great place to work and volunteer.
- ▶ In July 2020, we launched our new Customer Experience Charter: a promise to our residents and clients about the standards of customer service they can expect from VMCH. The Charter guides us to deliver the highest quality care and support, and helps to ensure we are continually striving to be better for those we serve.
- ▶ This year we acknowledged 281 employees who had achieved five, 10, 15, 20 and 25 years of service at VMCH. While we weren't able to celebrate the significant achievements of our long-serving staff together, many smaller, on-site

celebrations were held across our services. Special chocolates and awards were also sent to recipients to recognise their years of service to VMCH.

- ▶ We continued to focus on the training and development of our staff in 2020–2021. We successfully implemented a new customer service training program, and our educators completed an immunisation course and worked with the Learning and Development team for COVID-related training including using PPE and infection control. New iLearn modules were designed and developed to ensure staff met best practice and legislative requirements. iLearn module completion rates, at over 96 per cent, were some of the highest we've seen.
- ▶ Like everyone across the disability and aged care sectors, we've faced recruitment challenges. We partnered with InterCare Training to host students for work placement at our specialist disability accommodation homes as part of their Certificate IV in Disability. This initiative proved very successful and three recently-qualified students have been offered employment with us. We also invested in integrated and targeted recruitment campaigns across various platforms.
- ▶ Despite most of our incredible volunteers taking a break from their roles due to lockdown, we continued to be humbled by their generosity and offers of support to do what they could from afar. Whether through TeleFriend calls to vulnerable people or writing lovely cards, they made their mark while not physically on site.

- ▶ This year we were proud to honour 47 volunteers who received awards for five, 10, 15, 20, 25 and 30 years of service. Four volunteers clocked up three decades, an amazing achievement.
- ▶ Whether through social visits to our aged care residents, helping out in our op shops or supporting people with disabilities, the dedication and kindness of our 500 volunteers continues to astound us. We can't wait to welcome them back to our sites very soon.

## TeleFriend

TeleFriend calls made by volunteers to residents across the VMCH community.



**1,092**

calls made in the year

**15**

hours of calls  
made each week

**780**

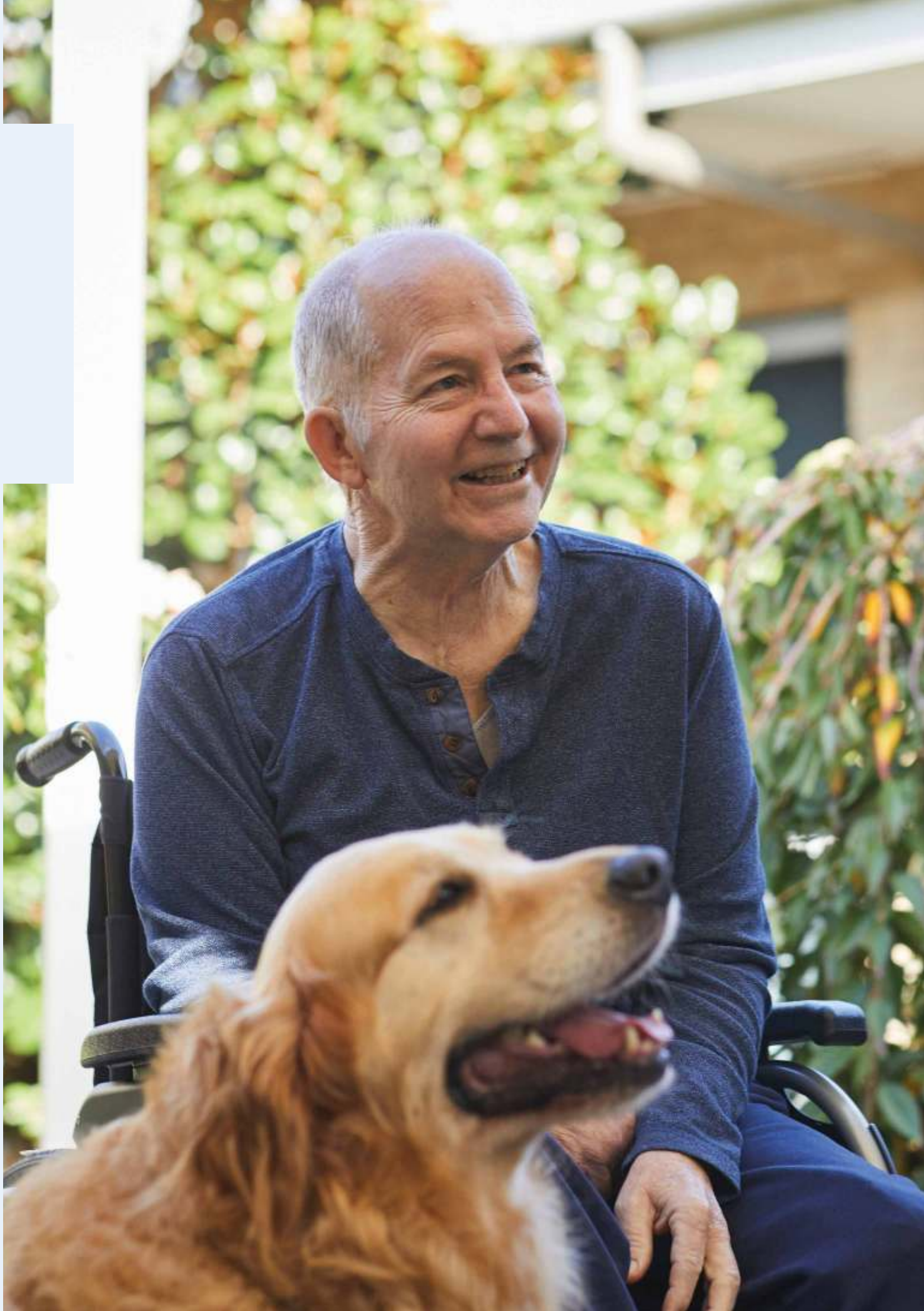
hours of calls  
made for the year  
2020/2021





Above: Balwyn Op Shop volunteers Christine and Khushi.





Above: Aged care resident Bernie with dog Sunny.



# Thank you for your support

Our 2021 Charity Golf Day raised \$52,527 for our In-Touch program, helping our aged care residents connect with loved ones and their community through the use of technology. To date, our In-Touch appeal has raised more than \$100,000.

Our 2020 Christmas Appeal saw \$12,500 raised to help residents at three of our specialist disability homes purchase new furniture to create living spaces that reflected their personalities and tastes.

Our dream of providing regular, fortnightly pet therapy sessions for aged care residents through our latest appeal, Pawfect Companions, is on the way to being realised. To date, more than \$19,600 has been raised.

Our donors, volunteers, sponsors, corporate partners and philanthropic community have enabled so many of our projects and programs to flourish this year.

We are grateful to those who have remembered VMCH in their Will, and to all those who have graciously supported us, we thank you!

## Bequests

Estate of David John Millard  
Estate of Geoffrey Hook  
Estate of Margaret Raw  
Estate of Mary Murray

## Trusts and Foundations

Aged Persons Welfare Foundation  
Br Gerard Develin Trust  
Father Leo Harnett Trust  
Good Things Australia Foundation  
H & J Bennetto Family Trust  
Harold & Ariel Payne Trust  
Ida Webster McDonald Trust  
J B Ryan Perpetual Trust  
J C Reseigh Estate  
J F Roache Estate  
Jean and Gerard Harper Bequest  
Jonamare Foundation  
Killen Family Foundation  
Leo Halpin Trust  
Loftus Hill Fund  
Lord Mayor's Charitable Foundation  
M J Polinelli Trust  
Masky Beacon Trust  
Muffin Foundation  
RC & EM Bennett Fund  
Thirza Rogers Estate  
V R Pittman Charitable Trust  
William Angliss Charitable Fund

## Community and Organisation Supporters

Magistrates Court of Victoria  
Prowse Quantity Surveyors  
St Columba's College (Essendon)  
Xavier College Burke Hall

## 2021 Golf Day Sponsors

### Gold sponsor

Cura Health Group

### Silver sponsors

AESM  
Bega Dairy & Drinks  
Bidfood Victoria  
CCI Insurance  
CHT Architects  
Crown Coaches  
Gallagher Jeffs  
Gemcan Constructions  
Human Habitat Town Planners  
Maxxia  
Norden Conversions  
Prowse Quantity Surveyors  
RTG  
Stoll – Long Architects

### Bronze sponsor

Blu Biz Solutions

### Golf Day supporters

Crosier Scott Architects  
Hesta  
Willis Towers Watson  
MACS

# Financial performance

**VMCH reported a net operating deficit for 2021 of \$383k compared to a net operating deficit of \$7.5m for 2020.**

After allowing for the net loss of \$2.5m on the revaluation of our investment properties and related lease premiums in 2021, the net deficit was \$2.8m (2020 net deficit was \$9.4m).

Total revenue in 2021 was \$199.8m, an increase of \$13.8m over 2020.

Contributions to this from our business operations were: Residential Aged Care \$93.9m, Community Services \$79.7m, and Retirement Living \$16.8m, with \$9.4m from other activities including interest income fundraising and other sundry income.

Our main source of funding remains the Australian Government through funding of aged care places, home care packages and disability

services through the National Disability Insurance Scheme (NDIS). This funding increased \$15.8m due to occupancy and indexation increases across the year, supplement increases due to refurbishments and COVID support payments. State Government funding increased \$713k.

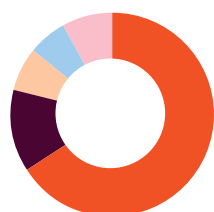
Total expenses in 2021 were \$200.2m, an increase of \$6.7m on 2020. Payments to staff of \$131.6m accounted for most of this, increasing by \$7.3m on 2020. Additional operational requirements related to COVID have contributed to this increase.

Other significant areas of cost were \$26.3m for delivery of services to our residents and clients, \$14.3m in property related expenses (including rent, rates and repairs and maintenance), \$11.3m depreciation and amortisation expenses and \$16.7m other expenses (including marketing, technology, administration, and project costs).

Our total assets at 30 June 2021 were \$913.3m which included property, plant, and equipment of \$438.2m and investment properties of \$340.5m. Total net assets were \$415.0m.

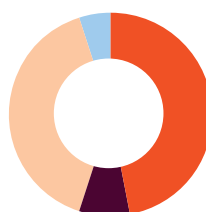
After commencing in March 2020, COVID-19 continued to impact VMCH's business during the 2021 financial year and this is continuing into 2022. The pandemic has introduced an additional element of uncertainty into the external operational environment. VMCH's response plan has been seen to be effective and has resulted in additional practices becoming ingrained as standard. Over the medium term it is expected that the impacts of the pandemic will ease as vaccination rates climb and lockdowns become less likely.

We will continue to review our business and services on an ongoing basis and take appropriate action to ensure we meet the needs of our clients, staff and volunteers while remaining viable and sustainable.



## Expenditure by source

- Employee Benefits Expense (66%)
- Service Delivery and Client Expense (13%)
- Repairs & Maintenance, Utilities & Property Expenses (7%)
- Depreciation (6%)
- Other (8%)



## Revenue by source

- Residential Aged Care (47%)
- Retirement Living (8%)
- Community Services (40%)
- Business Services (inc. interest, fundraising) (5%)

	FY21 \$000	FY20 \$000
<b>Income</b>		
Australian Government Funding	142,357	126,599
State Government Funding	8,943	8,230
Fees and Other Income for rendering of services	22,204	21,919
Deferred Management Fees, Maintenance Fees & Other Property Income	15,847	15,863
Fundraising and Bequests	876	1,727
Other (including imputed income on RADs in 2020 under new accounting standard)	9,598	11,665
<b>Total Income</b>	<b>199,825</b>	<b>186,003</b>
<b>Expenditure</b>		
Employee Benefits Expense	131,609	124,351
Service Delivery	26,322	23,720
Repairs & Maintenance, Utilities & Property expenses	14,182	14,235
Depreciation and Amortisation	11,348	11,150
Other	16,747	20,055
<b>Total Expenditure</b>	<b>200,208</b>	<b>193,511</b>
<b>Net Operating Deficit</b>	<b>(383)</b>	<b>(7,508)</b>
Net Gain / (Loss) on fair value of investment property & lease premiums	(2,447)	(1,843)
<b>Net Surplus Deficit</b>	<b>(2,830)</b>	<b>(9,351)</b>
Total Assets	913,336	892,282
Total Liabilities	498,379	489,499
<b>Total Net Assets</b>	<b>414,957</b>	<b>402,783</b>



## More information

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