





Contents

Villa Maria Catholic Homes at a Glance	4
About Us	6
Vision, Mission and Values	6
Message from the Archbishop	7
Chairman and CEO Report	8
Board	10
Executive Team	14
Catholic Identity and Mission	16
Residential Services	22
Community Services	26
Special Education and Disability Services	30
People and Organisational Excellence	34
Property Services	38
Financial Performance	42
Looking Ahead	44
Thank you	46
Our Services	48
Service Directory	50

Villa Maria Catholic Homes at a glance

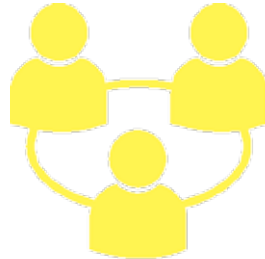
The merging of Villa Maria and Catholic Homes sees not only our number of services expand to meet the needs of people of all ages and abilities, it also stretches our geographical reach to every corner of the state.

RESIDENTIAL AGED CARE



954
places
across
14
sites

COMMUNITY SERVICES



supporting
over
4,000
people

INDEPENDENT LIVING UNITS



398
units
across
22
locations

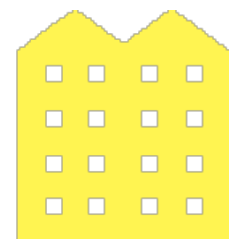
RETIREMENT LIVING



343
units and
apartments
across
8
locations

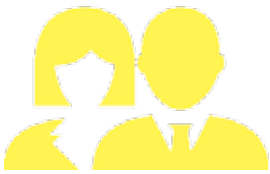
SERVICED, RESIDENT- FUNDED APARTMENTS

10
apartments
across
2
sites



From the metropolitan Melbourne pockets of North Fitzroy, Kew, Middle Park and Sunshine North, to the regional towns of Echuca, Shepparton, Morwell, Geelong, Ararat and into the southern Riverina area of New South Wales, our 2,000 staff and 500-plus volunteers can be found delivering support to people wherever they need it most.

OUR PEOPLE



2,000
staff
2
central
office
locations

OUR VOLUNTEERS

over
500
volunteers

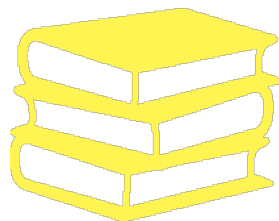


DISABILITY SERVICES



supporting
over
500
individuals
and their
families

SPECIALIST EDUCATION



supporting
over
175
children from
newborn to 18
years of age

OPPORTUNITY SHOPS



across
4
locations

About Us

Villa Maria Catholic Homes (VMCH) is one of Victoria's largest not-for-profit providers of disability, education, accommodation and senior services, supporting about 6,500 people across the state and southern New South Wales.

Formed through the merger of Villa Maria and Catholic Homes in 2015, every day of the year 2,000 staff and 500-plus volunteers respond to the unique needs of the people and families we support with openness, innovation, creativity and flexibility.

An agency of the Catholic Archdiocese of Melbourne, VMCH values its close relationships with the archdiocese, local parishes, religious orders, the Australian Catholic University, various cultural groups and local communities.

We acknowledge and thank our Patron, The Most Reverend Denis Hart, Catholic Archbishop of Melbourne, for his ongoing support and interest in Villa Maria Catholic Homes.

Our Vision

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

Our Mission

To continue the caring ministry of Jesus 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

As a Catholic organisation we observe the teachings and practices of the Catholic Church by celebrating the life of individuals and their communities as expressed in their physical, social and spiritual wellbeing.

1. **Respect:** We recognise and respect the dignity and uniqueness of each person.
2. **Compassion:** We truly care and are always open to the needs of others.
3. **Integrity:** We are honest and transparent in all our dealings and accountable for all our actions.
4. **Collaboration and partnerships:** We empower people, realise potential and maximise the outcomes from our work.
5. **Inclusion:** We are welcoming, inclusive and responsive in our hospitality and services.
6. **Stewardship:** We value the resources for which we are responsible, and commit to their effective and efficient use to achieve our Mission.

Message from the Archbishop



Dear Friends,

It is with delight that I present to you the very first Annual Report of the newly-merged Villa Maria Catholic Homes.

On July 1 this year, in order to provide greater care for the people we serve, these two great organisations Villa Maria and Catholic Homes officially merged to become one organisation to serve the people of Melbourne and beyond.

As your Archbishop, I feel both pleased and confident that people throughout all stages of life will be cared for with skill and generosity. As a Catholic community called by our baptism to serve others, we as a church embrace whole of life care; from small children in Early Childhood Intervention Services, our education and care of those with a disability, to those living in aged care residences and the wider community. In this Catholic organisation, where there are people who need care, there are people who will give that care.

I would like to thank the people supported by VMCH for reminding us that what is most important, is love. The love that Jesus has for us and this love, which we share with each other. You, by your very being, provide us with joy and hope for the future.

I would also especially like to thank the Board chaired by Bill Scales, CEO Greg Pullen, the Executive and the wider VMCH community for cooperating so willingly with me to bring this new and exciting venture together. I promise you my prayerful support for the future success of VMCH and all its ventures.

Yours sincerely in Christ,

+ Denis J. Hart

Chairman and CEO report

It is a privilege to be presenting this 2014–15 report on behalf of both Villa Maria and Catholic Homes.

The past 12 months has been a time of vision, complexity, challenge and opportunity, with three very distinct and overlapping phases.

The first part of the year involved both organisations operating individually and providing high-quality care and support for their respective clients.

The second phase saw us continue to operate as individual entities while undertaking all the necessary due diligences and seeking the required approvals to potentially bring together two long-standing and respected Catholic organisations.

The third was in many ways the most demanding. It required the bringing together of governance, management, financial and physical resources so that Villa Maria and Catholic Homes could become one fully-integrated organisation, capable of meeting the contemporary needs of those requiring retirement living, aged care, community services, disability services and special education.

The prospect of amalgamation is not something that is undertaken lightly or without good reason. Consideration of ongoing and significant policy and funding changes in the retirement living, residential aged care, community services and disability and special education sectors—and the consequential need to optimise the size and capability of both organisations so they could continue to provide outstanding services—were some of the challenges that brought the Boards of Villa Maria and Catholic Homes together in the middle of 2014 to discuss the challenges and opportunities facing both organisations.

After much thought and discussion, and with the formal agreement of the Members of Villa Maria and the Archdiocese of Melbourne, the combined Boards of Villa Maria and Catholic Homes met on 14 November 2014 to formally approve the new entity of 'Villa Maria Catholic Homes' (VMCH).

Throughout the year, both organisations worked hard to ensure service and quality standards were maintained, and the normal planning and implementation processes continued unabated while merger discussions progressed. In this regard, 2014–15 was a very successful year for both Villa Maria and Catholic Homes on many fronts.

With regard to property and projects, Catholic Homes began the construction of the final 19, Stage 5 units at Star of the Sea Village, Torquay and the final 10, Stage 4 units at Shanagolden Village, Pakenham were approved by the common Board at its inaugural meeting. The common Board also agreed to provide up to \$12m in funding to help rebuild the Corpus Christi Community Greenvale aged care facility for homeless men, to be matched by a similar Commonwealth Government contribution.

Following successful application in the Commonwealth Government's 2014 Aged Care Approvals Round, planning has been underway to construct a 96-bed aged care residence at Torquay, and to expand the Providence Village aged care residence at Bacchus Marsh by 32 places. We anticipate both projects going to tender in early 2016. Twenty further property projects were also underway as of 30 June 2015.

It is pleasing to report that all Athelstan, Camberwell retirement living units have now been sold. At the time of writing, all but 15 of the 69 apartments in St Joseph's Mews retirement living complex in Hawthorn have been sold, signifying the high level of demand for apartments of this quality in such a prime position. As part of this project, the St Joseph's Church in Denham Street, Hawthorn has been renovated and was re-opened for Mass during August. During the year VMCH also assumed responsibility for managing the operations of the Barnsbury retirement living complex on behalf of the Deepdene Parish.

With regard to aged care, seven of our aged care residences (St Bernadette's, John R Hannah, Villa O'Neill, Willowbrooke, Justin Villa, Bundoora and Berwick) successfully underwent external accreditation during the year.

Disability services achieved accreditation against both the Department of Human Services quality standards and the Quality Improvement Council's governance and management standards.

Now consolidated with Special Education, this service group is busying itself readying for the implementation in 2016 of the National Disability Insurance Scheme.

Community care was able to consolidate its services in Melbourne's eastern metropolitan region after completion of renovations at Wantirna, and then establish a base in Pakenham to provide services to the south of Melbourne and Gippsland.

With 1,066 community packages, VMCH is now one of the largest not-for-profit providers in this service area in Victoria. And with the work undertaken during the year, it is now well placed in terms of delivering Consumer Directed Care (CDC) following its introduction on 1 July 2015.

Financially, both organisations made healthy operating surpluses during the year, with Villa Maria achieving an operating surplus of \$3.143m (compared to a \$143k operating loss last year) and Catholic Homes achieving an operating surplus of \$4.779m, marginally up on its 2013-14 \$4.005m. In order to fulfill its mission of caring for the most vulnerable of our citizens, it is vital that VMCH continues to manage its assets well.

There are many people who need to be recognised and thanked for their contribution to the work of Villa Maria and Catholic Homes during 2014-15.

Representatives from both organisations approached the possibility of merging with goodwill and a single-minded focus on the needs of those we serve. We would sincerely like to thank those Directors who chose to resign in October 2014 so that a combined Board of 12, plus an independent Chair, could be created. In particular we would like to thank Vito Cassis, Peter Slattery, Peter Walsh, Peter Collery, Ian Dungey, Elizabeth Burns and Scott Samson. We also thank Robert Livy, who resigned from the combined Board in April 2015. The expertise of Richard Cameron, who acted as Independent Chair of the Merger Implementation Committee, was greatly appreciated as he helped to guide the operational aspects of bringing the two organisations together.

We would also like to offer our very special thanks to the Members of Villa Maria. The manner by which they thoughtfully and carefully considered all of the issues associated with the bringing together of the two organisations was exemplary and the merger simply wouldn't have happened without their agreement.

We extend our thanks to His Grace, Archbishop Denis Hart, Monsignor Anthony Ireland, the Episcopal Vicar for Health, Aged and Disability Services, Vicar General Monsignor Greg Bennet, and senior Archdiocesan officers Francis Moore, Dermot Cannon, Adrian Klep and their respective staff members for their valuable and thoughtful guidance and support on the many complex matters associated with bringing Villa Maria and Catholic Homes together as one.

Since the beginning of the calendar year, staff have been working with the archdiocese and its consultants to move the VMCH corporate and administrative functions from two campuses at Hawthorn and Kew into 486 Albert Street, East Melbourne. Scheduled for January 2016, this consolidation will help with staff and service collaboration and integration.

We would like to thank the more than 500 volunteers who have worked tirelessly for Villa Maria and Catholic Homes. We remain deeply indebted to these volunteers who selflessly give their time and energy to bring so much joy and care to the people we support. Their ongoing dedication and commitment is truly invaluable.

We do wish to thank most sincerely all of the management and staff members of Villa Maria and Catholic Homes for their patience, help and support during the year. Bringing together our two organisations will create many opportunities, but in the short term it can create some challenges. Staff members of Villa Maria and Catholic Homes have been inspirational in the way they have continued to offer outstanding service to our clients, sometimes under difficult and uncertain circumstances, during the complex integration process. Some staff members decided to seek other opportunities as the two organisations were coming together, and we sincerely wish them the very best for the future. Consequently, others have joined the new entity and we gratefully welcome them to VMCH.

Finally, we do want to thank the respective Boards of Villa Maria and Catholic Homes and the members of the newly-combined Board for their leadership, foresight and commitment. Their work ensures that VMCH remains in the best position possible to provide outstanding accommodation and care to more than 6,500 older people, children and adults with a disability, their families and carers, not only today, but well into the future.



Mr Bill Scales AO
Board Chair - VMCH



Mr Greg Pullen
CEO - VMCH

VMCH Board of Directors



WILLIAM (BILL) SCALES AO - CHAIRMAN - BEc, FAICD, FIPAA

Villa Maria Society: Chairman (from November 2014);

joined the Board 28 October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board 10 November 2014.

Member, Veolia Australia-New Zealand Advisory Board; Chairman of the Australian Institute of Company Directors (AICD) National Education Advisory Committee.



PETER HOGAN - B.Bus., CA

Villa Maria Society: Vice President (from November 2014 to June 2015); President

(from May 2013 to October 2014); joined the Board in 2008.

Catholic Homes for the Elderly Inc.: Appointed to the Board November 10, 2014.

Director, Carbon Energy Limited, Fabchem China Limited, and Edmund Rice Foundation (Australia) Ltd; Chairman, St Bernard's College, Essendon; Strategy & Development Executive, Incitec Pivot Limited.



TOM CARR - DPA

Villa Maria Society: joined the Board 28 October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board January 2010.

Chairman, Tarrawarra Advisory Group; Member, Mannix College Council, Monash University; Human Resources Manager, Archdiocese of Melbourne; Chair of the Little Sisters of the Poor National Advisory Group.



ANNA CLARKE - MHA, BEd, RN, CCN, Cert IV TAE, GAICD

Villa Maria Society: joined the Board 28 October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board March 2013.

National Director of Human Resources, Private Hospitals Division, St Vincent's Health Australia; has previously served on the Board of the Caroline Chisholm Centre for Health Ethics.



BRIGID CLARKE - BSW, MSW, MAICD

Villa Maria Society: joined the Board 28 October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board June 2010.

Senior Public Servant, Victorian Department of Health. Specific expertise in systems governance and quality and risk management.



BELINDA JANE EVANS - LLB, LLM, CertGov (NFP), CertGov (Risk)

Villa Maria Society: joined the Board June 2013.

Catholic Homes for the Elderly Inc.: Appointed to the Board 10 November 2014.

Senior Advocate, Elder Rights Advocacy, Melbourne; Member, Law Institute of Victoria, and General Committee of the Institute's Elder Law Section.

PETER GILL - BE(Civil), DipT&RP

Villa Maria Society: joined the Board 28 October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board June 2009.

Licensed Real Estate Agent (Commercial Property); Specialist Property Consultancy;
Member, Victorian Chapter, Australian Catholic University; Director, Centre of
Palliative Care Foundation; Previous Committee Member of Eastern Palliative Care.



RICHARD NELSON WORSLEY GRAY AM - Man. Cert.

Villa Maria Society: joined the Board in 2008.

Catholic Homes for the Elderly Inc.: Appointed to the Board 10 November 2014.

Senior Advisor Aged Care, Catholic Health Australia; previously CEO, Spastic
Society of Victoria, and National Executive Director, Aged Care Australia (now ACSA),
and Board Director of ACROD Ltd (now NDS), Villaggio Sant' Antonio Ltd and the
Aged Care Standards and Accreditation Agency Ltd.



TERRY JANES - BComm, FCPA, FAICD

Villa Maria Society: joined the Board 28 October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board April 2013.

Former Chief Financial Officer and Executive Director, Skilled Group Limited.
Previously Senior Divisional Finance Officer for major operating divisions in the
minerals and steel businesses of BHP.



**MICHAEL MARIUS MEERE - MBS(HRM), MEI, GradDipIE,
DipPM, DipFLM, Cert BS(Law), Cert IV TAE**

Villa Maria Society: joined the Board in 2009;

Vice President to October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board 10 November 2014.

Lecturer and Director, The College of Adult Learning; Previous CEO of a National
Industry Association; Past Director, Yooralla; Life Member, Preshil.



DR ROSEMARY SAXON - BEd, GradDiplInnov, MEI, PhD, GAICD

Villa Maria Society: joined the Board in June 2012.

Catholic Homes for the Elderly Inc.: Appointed to the Board 10 November 2014.

Management Consultant in the health and community services industry. Rosemary
has extensive experience in the research, planning, management, development
and evaluation of aged care, disability and health and human services.



MICHAEL TEHAN - BA, LLB, GAICD, FIPAA(Vic)

Villa Maria Society: joined the Board 28 October 2014.

Catholic Homes for the Elderly Inc.: Appointed to the Board August 2010.

Solicitor and Mediator; former partner, Minter Ellison. Extensive experience in
industrial and employment law, discrimination and administrative law.



Directors who resigned during the year



PETER COLLERY
CA, FCPA, FAICD

Catholic Homes for the Elderly Inc.: Joined the Board in June 2004. Resigned 30 October 2014.



PETER REGINALD SLATTERY - ARMIT, FAIQS

Villa Maria Society: Joined the Board in February 2014. Resigned 28 October 2014.



ROBERT NORMAN LIVY
CA, GDipAccounting, DipBusStudies(Accounting)

Villa Maria Society: A member of the Board since 2009. Resigned 21 April 2015.

Catholic Homes for the Elderly Inc.: Appointed Director November 2014. Resigned 21 April 2015.



ELIZABETH BURNS

Catholic Homes for the Elderly Inc.: Joined the Board in January 2013. Resigned 30 October 2014.



PETER FRANCIS WALSH
BA DipSocStuds, BAEC

Villa Maria Society: A member of the Board since 1998. Resigned 28 October 2014. A foundation student of St Paul's College in 1957.



IAN DUNGEY

Catholic Homes for the Elderly Inc.: Joined the Board in November 2006. Resigned 30 October 2014.



VITO BRUNO CASSISI
Reg. Architect, FRAIA, RIBA

Villa Maria Society: Joined the Board in May 2011. Resigned 28 October 2014.



SCOTT SAMSON
BA LLB

Catholic Homes for the Elderly Inc.: Joined the Board in January 2013. Resigned 30 October 2014.



To past Directors and staff from both Villa Maria Society and Catholic Homes for the Elderly, we thank you for your tireless contribution and significant investment to the success of Villa Maria and Catholic Homes.

We sincerely appreciate all you have done to support us in our mission to deliver quality accommodation, education, disability and senior services.

Now as one entity, we pledge to continue to deliver the best possible outcomes for the people we support.



VMCH Executive Team



GREG PULLEN - Chief Executive Officer

Greg worked in a range of executive positions within the Victorian public health sector for over 33 years. He has accounting, management and board director qualifications and he is a Fellow of both the Institute of Certified Practising Accountants and the Institute of Company Directors.



MARIA EGAN - Director Catholic Identity & Mission

Maria is assigned with the important task to lead and shape the Catholic identity and mission of Villa Maria Catholic Homes and to ensure that the organisation's mission is an integral part of the mission of the Catholic Church of Melbourne. Maria is developing significant strategies to ensure that VMCH has a tangible Catholic identity which is visible to all who come in contact with the organisation.



HEATHER CATHERWOOD - General Manager Community Services

Heather has broad management experience both in the private and not-for-profit sectors in health and aged care. Having spent many years working in rehabilitation and community care, she is particularly committed to supporting people to live independently. Heather is dedicated to the development and implementation of innovative models of care and to excellence in service delivery. Heather is a registered nurse and holds a Graduate Diploma in Rehabilitation Studies.



GEOFF CRAWFORD - General Manager Property Services

Geoff is a qualified Civil Engineer with more than 35 years' experience in the property development industry. Over the past nine years Geoff has overseen the doubling of the organisation's property portfolio, developing retirement villages and aged care facilities across Victoria.



MICHAEL DILLON - General Manager Integration

Michael is a CPA, ACIS and holds a Bachelor of Business (Accounting) and a Graduate Diploma in Business Administration. He has more than 30 years' experience in aged care, having worked for the Commonwealth Government and other aged care service providers.

GAYE MACINNES - Company Secretary

Gaye has more than 20 years' experience at executive level, with significant knowledge of corporate governance practices, organisational risk management and corporate responsibility and compliance. With a proactive approach, Gaye provides extensive support to the Board of Directors, the Chief Executive Officer, and other members of the Executive Leadership Management Team to ensure the deliverance of good governance within the organisation.



GERALDINE WEBSTER - General Manager Residential Services

Geraldine has over 27 years of experience in executive leadership and management in acute and residential aged care services in the public health sector. Her role encompasses management and strategic implementation for residential aged care, clergy care, independent living and retirement villages. Geraldine holds a Bachelor of Applied Science and a Bachelor of Administration supported by a Certificate of Geriatrics.



GRAEME WICKENDEN - General Manager Business Services

Graeme has over 30 years of financial and IT related experience across a range of sectors and industries. He is a Fellow of CPA Australia and has a Bachelor of Business, Graduate Diploma in IT and a Graduate Diploma in Finance & Investments. Graeme has implemented a range of initiatives predominately around management reporting and analysis, systems improvements and facilities management.



JANE WILLIAMS - General Manager People and Organisational Excellence

Over the past 10 years Jane's career has been in health service management and education and training in the aged care sector. She holds a Master's Degree in Health Science and a professional background in nursing. Prior to joining the organisation, Jane was Executive Director of Nursing at an acute hospital in Melbourne.



MAUREEN WILLSON - General Manager Special Education and Disability Services

Maureen is a registered nurse with over 25 years' experience in executive roles in both the public and private not-for-profit sectors including CEO, Director of Nursing, and Executive Director Quality & Risk. She has also held roles as State Manager with Department of Human Services and VMIA in the Clinical Risk Management arena.





Blessed in our new venture

A message from the Director of Catholic Identity and Mission



It's hard to believe how much has happened since our last Annual Report. Little did we know that two highly-regarded Catholic organisations within the Archdiocese of Melbourne would come together to provide even greater care for people at all stages of their lives.

Like all change, it does take time to get all the elements aligned. I have been saying to our staff that it has been like an arranged marriage: our parents think it's a very good thing for us to do, but we need to get to know each other a little better. There are already signs that those we care for have confidence that the newly-merged organisation is a place they can trust to provide the services they need.

Of equal importance is that our staff feel that VMCH provides a workplace where they will be valued and that the organisation has a culture compatible with their own values, which I am sure we do.

As with all mergers, there have been a number of people who decided that now is the time to try a new direction. We wish them well and thank them for all they have contributed to either Villa Maria or Catholic Homes.

One of the signs of a successful merger is when staff from the merging organisations start relating to the new entity. The 'new', externally appointed staff members, without any prior allegiance, are already helping with this transition. Then there are those of us who need to learn the new language of VMCH, which is another necessary adjustment.

What has caught many of us by surprise has been the sense of God's spirit in this new venture. When we looked at each of the organisation's vision, mission and values, there was already strong synchronicity between the two. The creation of the VMCH logo also reflected this; a perfect combination of the old reaching out to the new.

We have indeed been blessed and feel the hand of God at work in this new venture. We ask for you to continue to pray that we remain faithful to the vision and energy of those who formed Villa Maria and Catholic Homes from their very earliest days, that we truly listen to those whom we serve, and be the very best we can as a Catholic organisation.

A handwritten signature in black ink that reads "MEgan".

MARIA EGAN



Catholic Identity and Mission

Pastoral Care

Enhancing the spiritual and emotional wellbeing of residents is the core responsibility of the Pastoral Care Services team. Following the merger of Villa Maria and Catholic Homes, two committed teams of pastoral care workers were united, strengthening their holistic approach to care.

VMCH pastoral care workers provide a number of sacramental opportunities and activities including prayer, reflections, memorials, grief and loss support and community outreach to residents, students and families.

Throughout 2014–15, Pastoral Care Services increased its presence and support within residential aged care, with the aim to expand even further across multiple services in coming years.

In February 2015, VMCH hosted World Day of the Sick Mass at Corpus Christi, inviting more than

100 people from Catholic health and aged care services from across the Archdiocese of Melbourne. Celebrated by Monsignor Anthony Ireland, Episcopal Vicar for Health, Aged and Disability Care, Rev. Kevin McGovern, Director Caroline Chisholm Centre for Health Ethics and Rev. John Quinn, Chaplain at Corpus Christi, the day was a special time of prayer.

The hallmark of a Catholic experience is the awareness of the spiritual nature of a person and the integral role this plays in holistic healing. This is why Pastoral Care Services is fundamental to our Vision and Mission and underpins all that we do.

Looking ahead, the Pastoral Care Services team will continue to strengthen their professional relationships with local multi-faiths, parishes, congregations, residents, clients, families, volunteers and the staff they work with.





Fundraising and celebrating

Fundraising helps make a difference to the lives of the people we support. The generous contributions received from individuals and organisations strengthen our programs and services, and help the adults and children in our care to reach their goals and aspirations.

Villa Maria and Catholic Homes hosted their annual Charity Golf Days in October/November 2014. Playing for the perpetual trophy, participants enjoyed a few rounds in stunning conditions while networking with other supporters. Raising a combined total of \$95,000, these significant fundraising events would not have been possible without the generous support of our corporate partners and sponsors.

In August 2014, more than 130 people enjoyed Villa Maria's Dinner and Art with Heart fundraising

event. Donated artworks were auctioned to raise in excess of \$17,000 for the St Paul's College Build a Bus appeal, helping children with disabilities get to and from school on specially-modified buses.

In November 2014, the second Out & About Fun Day—in partnership with Transurban—took place at Albert Park Lake, celebrating accessibility for all. The day was a huge success thanks to the support of the State Sports Centres Trust (Melbourne Sports and Aquatic Centre and Lakeside Stadium), our sponsors, businesses who provided goods and services and the many volunteers who assisted on the day. The next event, proudly sponsored by CityLink, will be held on 29 November 2015 and gives everyone the opportunity to experience life as it should be—100 per cent accessible.

Valuing our volunteers

Did you know that both Villa Maria and Catholic Homes were formed by volunteers? While these amazing groups of people all had attributes in common including compassion, social conscience, faith and professional expertise, it was ultimately their vision and drive to support others in need that saw these organisations grow and diversify to achieve great things.

Volunteers continue to play an integral role throughout the newly-formed VMCH. Without volunteers our efforts to deliver quality services to older people, children and adults with a disability, their families and carers would certainly be diminished.

Today we have more than 550 volunteers of all ages, who each make a vital contribution by generously donating their time, energy and enthusiasm to enhance the lives of the people we support. Volunteers attend over 40 different program areas each week in roles including social visitors, activity and therapy support, pastoral care, classroom assistance, excursion support, pet therapy, mentoring, retail and warehouse assistance. It is conservatively estimated that our volunteers have collectively contributed more than 45,000 hours of their time over the past year and we give our sincere thanks for the huge difference they each make.

This year, more than 300 volunteers attended the Annual Volunteer Luncheon and Recognition Ceremonies at Green Acres Golf Club in Kew. Held during National Volunteer Week in May, volunteers were treated to an entertaining afternoon to celebrate and give thanks for the valuable and significant contributions they make. Guests were entertained by the unforgettable Undercover Singers Mario Lasagne and Banquet

Manager, who provided much fun and frivolity with their wonderful voices and anecdotes.

During the coming year we look forward to welcoming even more volunteers to help us achieve our Vision, Mission and Values and to further extend our support services to those in need. This will also include strengthening our Community Engagement Partnership with Australian Catholic University with the implementation of the Brother O'Neill Program.

This program hopes to encourage more students to volunteer in a wide variety of activities across the disability, aged care and community service areas. It is a mutually beneficial encounter where meaningful long term relationships and important friendships are formed. We hope the program will enhance the dignity and sense of wellbeing of the people we support, as well as provide an opportunity for students to see the importance of community inclusion and social connections. We are blessed to have such an amazing group of people involved in our organisation.





Volunteering from the heart

When volunteer Sue Taylor says she counts the seniors she visits at Bundoora aged care as “part of her extended family”, she means it.

“I’ve built some lovely strong relationships with the residents over the years,” Sue said. “Trudy, who’s 103, came to our place for Christmas lunch four years ago. And if anyone else is ever alone I will invite them over; there’s always a place at our table.”

“I find volunteering really enriching,” Sue says. “My philosophy is to give back, that’s what the world’s all about. I don’t think we realise how much input and power we have to make a difference, just with our time.”



Residential Services

VMCH is committed to enriching the lives of older people by continuously working to improve lifestyle experiences, meet care needs and develop relationships within the community. VMCH senior services include residential aged care, retirement living and affordable housing for people at risk of homelessness.

Following the merger of Villa Maria and Catholic Homes, the organisation operates 14 residential aged care sites, eight retirement villages and 398 independent living units across 22 locations.

With a rapidly ageing population and an increasing demand for aged care services, VMCH faces significant challenges in the years ahead. Despite this, the organisation remains focussed on being a provider of choice with an enviable reputation in all aspects of aged care and retirement living.

Planning

In 2014–15, the Residential Services portfolio expanded to include residential aged care, retirement living and social housing. Realising the significant changes ahead, the department underwent a review with key manager positions identified and appointed.

With the number of aged care residences and retirement villages increasing, this necessitated the appointment of two Regional Zone Managers and a Retirement Living Manager. There is planned expansion of this portfolio with the opening of St Joseph's Mews in Hawthorn.

Workforce

The Residential Services care staff model was reviewed to define the clinical structure with expertise for resident assessment, care planning and management. The aim was to balance the staffing model with resident care requirements, resulting in quality care to residents.

The appointment of a Casual Bank Manager will assist in ensuring the recruitment and management of staff leave with a skilled, consistent workforce.

Residential Services also recruited experienced and passionate managers at Corpus Christi Clayton and Providence Bacchus Marsh. The manager of Corpus Christi transferred to Shanagolden to provide leadership and support to the facility. Feedback from residents and families has been very positive.

Education

Education and staff upskilling was a continued focus throughout 2014–15. Clinical care education, Raise the Bar training and our partnerships with In-Reach training programs contributed to improved resident care, broadened skill sets, enhanced relationships and a heightened expectation of the quality of care that is delivered within aged care residences.



Wellbeing

Pain is one of the greatest causes of discomfort and loss of enjoyment in life. With this in mind, the Residential Services team devised and implemented a number of strategies to ensure residents are as comfortable as possible and their pain is well managed.

One such strategy was the introduction of wellbeing clinics in a number of aged care residences, giving residents the opportunity to participate in a pain management program including physiotherapist-led massages and exercise programs designed to help with balance and mobility. Following much positive feedback, the service will now be rolled out to all remaining aged care sites.

In 2014, Pastoral Care services were introduced across all aged care residences to help combat common feelings of uncertainty and fear when moving into aged care. Residents and families have embraced these services and say negative emotions have been eased with the support of the pastoral care team.

Quality care

During the past year, VMCH achieved successful accreditation at Berwick, Bundoora, John R Hannah, Justin Villa, Loganville, Maryville, O'Neill, Providence, St Bernadette's, St Catherine's and Willowbrooke. This outstanding result demonstrated the consistently high quality of care and services provided at our aged care residences.

A newly-employed Retirement Living Manager spent the first few months of her appointment meeting with resident committees to establish stronger working relationships. Annual General Meetings were held in September 2014 for financial auditing and quality, providing residents the opportunity to work toward mutually beneficial outcomes. Retirement Living committees, residents and coordinators also

meet on a regular basis throughout the year to discuss and share information at local level.

Clinical indicators are monitored by quality systems and benchmarked. Falls management is one such example whereby residents are assessed and reviewed post-fall and referred to a physiotherapist and their doctor, as needed. Falls management includes exercise programs to improve balance and mobility.

The future

Plans are now well underway to bring hospitality services across residential aged care to new heights. With the appointment of a Catering Manager, food services will be revised and training programs implemented to upskill staff. Food menus will also be reviewed and improvements fulfilled following consultation with residents and families.

In coming months, VMCH plans to undertake an evidence-based environmental audit of Memory Support units and will develop a Model of Care to support residents living with dementia.

ICARE, a clinical documentation system, will be upgraded and implemented across all residential sites to ensure consistent application in clinical assessment, care planning and evaluation.

A Model of Care will be developed to address ageing individuals with disabilities requiring residential aged care. The aim of the model is to meet the physical and intellectual needs of individuals whilst providing support and caring assistance.

VMCH endeavours to simplify the transition from independent living to aged care by offering co-located services wherever possible. This ageing-in-place system provides residents with peace of mind, knowing the move to aged care will be as seamless as possible if, and when, the time comes.



Colouring in is not just for kids

Seniors at VMCH's St Bernadette's aged care residence have been enjoying the benefits of the creative exercise—including decreased stress levels, increased concentration, promotion of coordination and fine motor skills, and the recovery of positive childhood memories, for the past 12 months.

Volunteer Eve Olejniczak (pictured), who helps run the weekly group, admits she was at first a little skeptical, "but once I saw them colouring in and really concentrating, I could see the benefits," she said.

"I enjoy helping to motivate the residents to have a go at new things and keep them interested."



Community Services

VMCH Community Services delivers person-centred care to more than 4,500 individuals from our service sites and respite centres located across metropolitan Melbourne and regional Victoria. VMCH provides support to people living in their own homes through the government-funded Home Care Packages Program, day respite programs, carer support services, assistance and care for housing for the aged, direct care and allied health services.

In response to the Commonwealth Government's aged care reforms, Community Services completed a broad restructure in March 2015, establishing new service streams that align to the Commonwealth Home Care Packages Program (CHCP), and the Commonwealth Home Support Program (CHSP). In addition, VMCH completed a workforce innovation program to ensure staff were equipped with the knowledge and skills to implement the government's reform agenda.

Quality care

Quality Reporting is the Australian Government's process for encouraging home care providers to review, refine and continuously improve the quality of their service delivery. Community Services quality reviews have been held through the year, with all required outcomes being met. Assessors also commented positively on management systems and the team's person-centred approach to Consumer Directed Care (CDC).

VMCH was successful in growing the Home Care Packages Program in the 2014 ACAR round to now provide support to 1,066 consumers, all of whom were transitioned to CDC prior to 1 July 2015.

Innovation

Community Services expanded its service offering by implementing a range of proactive initiatives, including:

- Carer Wellbeing group: Designed to support carers and promote resilience by providing education, mindfulness and emotional wellness training utilising a stress management tool.
- Dementia Carer Support group: To support carers of people living with dementia by offering peer support, self-care strategies, information and education.
- Community Health Promotion Program: To provide valuable health and lifestyle information to support Retirement Services residents, clients and local parish members.
- Technology-based support: To help prolong independent living and improve general wellbeing and a sense of security in older people living at home including dementia specific applications to support primary carers.
- HomeFirst Support Program: In partnership with Cabrini Health, designed to help people transition from hospital to home, avoiding premature admission into residential aged care.

Partnerships

Community Services continued its strong partnership with Victoria University (VU) whilst carrying out their falls prevention research project at Sunshine, using an adult exercise park on-site at St Bernadette's Community Respite House. The VU project drew to a close in June 2015 and preliminary findings were very encouraging. VMCH looks forward to exploring future uses for the exercise park for the benefit of the community and expanding the research more broadly.

Growth

The demand for Respite Services has continued to grow at all five VMCH respite facilities. The introduction of an overnight respite service has enabled primary carers to take some much-needed time out from their care-giving roles. Expanding our services has focussed on programs to cater for specific cultural groups for whom there have been limited resources available. These onsite and outreach programs have gained in popularity, with VMCH sourcing additional premises.

The South Eastern NRCP Flexible Respite Program was transferred across to the Shanagolden site in Pakenham. This has enabled Shanagolden Village residents, and other eligible clients outside the village, access to much-needed day respite. Many of the residents have described the respite centre as a "God send".

Community Services was successful in a number of grant applications in the 2014-15 year. The 'Staying Healthy & Independent' initiative was awarded a \$20,000 grant from the Collier Charitable Fund and a further \$22,000 per annum was granted to fund the Young Carers Mentor Program in the Hume region of northern Victoria.

The future

During late 2015, VMCH will further expand the range of wellbeing, respite and socialisation services to people from Culturally and Linguistically Diverse (CALD) backgrounds, with exciting plans for a new Multicultural Wellness Centre at Wantirna underway.

Our South Eastern Respite program, based at Shanagolden Village, has partnered with the Action Disability Ethnicity Community (ADEC) to host new community access groups among older members of the Turkish, Egyptian and Afghan communities. Moreover, in the Wimmera area of western Victoria, our Mental Health Carers Respite team is undertaking innovative work with resettled members of the Karin community, including a partnership with the Desert Edge Arts Retreat to support teenage students experiencing trauma to participate in an intuitive arts program.

Allied Health has also been increasing service provision within aged care residences, with excellent feedback and much improved outcomes for residents. To complement the range of Community Services, the launch of a specialist nursing service is planned for the second half of 2015.

With consumers now considering what is important to them to maintain their quality of life, the newly-merged VMCH Community Services team is better equipped than ever to support them on their journey.





Support for young carers

VMCH's Young Carers Mentor Program, introduced in 2014, is helping change the lives of more than 90 young carers in Victoria's north, like Tammi.

Tammi, who cares for her mother, said she "just clicked" with her mentor, also named Tammy (both pictured above).

Together, they do "girly things" like go shopping or to the movies. And as a former young carer herself, mentor Tammy says she understands the difficulties. "I really enjoy the program and I think it's a very valid program for young people, especially regional children," she said.

"It's really hard to explain, but, it's just opened so many doors and I get to experience stuff."



Special Education and Disability Services

During the 2014/15 year significant change occurred in Special Education Services and Disability Services following the merge between Villa Maria and Catholic Homes. The service areas have now joined to become one entity: Special Education and Disability Services (SEDS).

SEDS supports individuals to set, drive and achieve their personal goals, dreams and aspirations, no matter their age or ability. SEDS is strongly guided by a desire to imagine and craft services that support a person's right to live in, contribute to and be recognised by their communities.

Embracing change

Whilst the merging environment has produced some challenges for our organisation, it has also provided significant opportunities. Important reviews of current work practices have been undertaken and changes introduced include weekly individual service reviews, updated Respite Services waiting lists, a more efficient, On Call Emergency Service program supporting clients and families after hours, access to an independent clinical psychologist and a greater focus on team building and leadership training.

The wider disability sector is undergoing enormous change with the staged rollout of the National Disability Insurance Scheme (NDIS). VMCH is a registered disability support provider with the NDIS and continues to prepare for the implementation of the scheme across Victoria from 1 July 2016. VMCH has created a very solid platform upon which the NDIS can be built.

A new online client management system, Carelink+, is being introduced following an extensive period of preparation.



Transitions

The STEPS (Self-directed, Transitional, Experiences, Planning and Support) program continues to thrive at Gateway Services. STEPS helps to ease the transition out of high school for young people attending Gateway and to help them integrate into day options, which are very different to school. VMCH is proud to continue this innovative and individualised support in the years ahead.

Changes from block funding to Individual Service Program funding started in early 2015 in Mature Choices. This change has required a review of each client's support needs to ensure they are able to receive the support required in the community to add to their quality of life while maintaining their independence.

Education

Peer support for families continues to be a valuable part of our Early Childhood Intervention Service (ECIS). A new MyTime Group ran throughout most of the year and provided a formal opportunity for parents and carers to meet and share advice, stories and support.

The past year has been a time of change and achievement at St Paul's College. Staff have looked closely at how to plan and assess the school curriculum and have had some changes in the area of benchmarking Learning Plan Goals for each student to our external assessment tool.

There has also been a lot of work in setting up a Teacher Resource Room with improved literacy and numeracy kits. The Proloquo2Go App, available on iPad, has been implemented across all classrooms and has assisted with student communication and expression.

The school has also had a very busy year with the much-loved School Concert and School Social being held, along with regular programs such as Sailability, horse riding and visits to the Collingwood Children's Farm.

School Principal Cheril Dewhirst retired after many years of invaluable service to St Paul's College.

School Reviews by AMAZE (Autism Victoria) and the Catholic Education Office will usher in an exciting future for St Paul's College in 2016 and beyond.

Respite

The Flexible Respite Services site at Wantirna underwent a substantial fit-out in 2015 and a change of location within the Wantirna VMCH building. The change resulted in more space for participants, including an outdoor area and new offices for the Flexi Respite team.

During the 2014-15 financial year, SEDS has achieved much for clients and their families, including the removal of the age barrier to enable clients from 18 years of age to access adult, facility-based respite. Previously, clients had to be aged 35 before facility-based respite was possible.

Throughout the year, participants were able to join in a huge array of exciting social activities including horse riding, ten pin bowling, sailing, fishing, BBQs and interstate holidays. These experiences contribute to the wellbeing and socialisation of participants while boosting confidence and independent living skills.

The future

VMCH is now planning its service delivery under the NDIS model, prioritising three key focus areas:

- *Supporting individuals with autism from diagnosis in early childhood through to adulthood and beyond.*
- *Continuing to support and expand acquired brain injury services.*
- *Supporting individuals at any age with an intellectual disability.*

Plans are underway to support a contemporary infrastructure and education framework at St Paul's College.

SEDS will continue to offer outstanding support through specialist pathways and developmental services to ensure individuals receive the best springboard from which to achieve their full intellectual, physical and emotional potential.



Healing powers of water

Hydrotherapy classes are giving individuals with disabilities, supported by Gateway, the freedom of movement.

David Gilbert, whose daughter Rayna (pictured) participates in weekly pool therapy sessions, says they're a major part of her physiotherapy.

"She can relax and feel comfortable ... it's a place she really enjoys to be."

"Rayna used to be able to walk but has had steroid treatment in the past which reduced her bone density, causing major implications in terms of broken bones," he said.

"The pool therapy is very good in terms of building muscle tone and supporting her bone structure. For somebody who is unsteady on their feet and needs to be assisted in walking, being in the water offers a lot of freedom."



People and Organisational Excellence

VMCH aims to provide high quality services to the people we support and can only do this through valuing and growing our people and through strong quality frameworks and risk management processes.

We strive to strengthen our workforce by improving staff knowledge and skills. Ongoing education and training not only equips our staff to better care for our people but contributes to confidence and morale.

Coming together as one

The Human Resources (HR) structure underwent a review prior to the organisational merger, anticipating the needs of the merged entity. The implementation of a new service model and HR structure led to a number of significant changes, some of which included the execution of a business implementation plan, transfer of all Residential Services staff to a single Enterprise Agreement and complete review of HR policies and procedures.

In preparation for the merger, a new Quality Team structure was implemented. Together with business units from across the organisation, they began identifying and developing the quality framework for the new merged entity.

In pursuit of excellence

A new VMCH Quality Framework was proposed to provide an organisational approach to excellence. Throughout the year, Quality Team members started working with others across the organisation on initiatives including falls prevention, medication management and measuring success via key performance indicators and internal audits.

Risk and safety

VMCH recognises that sound and effective implementation of risk management forms a part of best business practice at corporate and strategic levels, as well as a means of improving operational activities. To support this, a new Organisation Risk Team was formed, including an Occupational

Health and Safety team and an Industrial Relations team. Key achievements have included the establishment of an Enterprise Risk Framework, and the organisation's risk appetite.

Innovation, development and empowerment

The rollout of the nationally recognised Raise the Bar project continued throughout 2014-15, helping staff to feel more empowered to utilise their advanced clinical practice skills.

Over the past year, Learning and Development (L&D) programs were comprehensively reviewed, with some changes and improvements:

- Certification training programs were updated to include Frontline Dementia.
- In partnership with Pastoral Care Services, Seminarians underwent aged care training.
- Pain, Diabetes and Bowel Management programs were developed with Care Managers.
- Disability Services staff underwent training to help build resilience at a carer level.
- New programs were developed including epilepsy medication management, peg feeding and stoma management to support clients with complex needs.
- Fifteen graduates from Catholic Homes completed the newly-developed Foundation Leadership Internal Program (FLIP) with project outputs translating into continuous improvement at numerous sites.

Research

VMCH's Research Unit conducts research into various aspects of aged care to ensure our care is of the highest quality and backed by the latest evidence about how to 'age well' and enjoy the best quality of life.

Throughout 2014–15, VMCH identified a number of opportunities to work collaboratively with residential aged care services and community aged care on a number of research projects.



Working in partnership with residents and Pastoral Care Services, the Research team initiated a research project examining the adjustment process that takes place when a person moves into aged care. Findings will be available in November 2015 in a booklet to support residents and families to better cope with the process of moving to aged care.

The focus on dementia care continued throughout 2014–15 with the development of a funding application about dementia-friendly environments, medication and management of symptoms in collaboration with four VMCH staff.

A highlight for the year was the receipt of a grant from the Australian Research Council Industry Linkages scheme for a project in collaboration with Australian Catholic University, the University of Queensland and University of Geneva, on how to improve memory.

If successful, the findings from this research project will enhance services offered to retirement village and independent living unit residents.

In other collaboration, work on models of care and Raise the Bar resulted in written papers submitted to nursing journals, and presentations at industry and academic conferences. Two Clinical Masters students were attracted to conduct clinical research at St Catherine's and St Bernadette's aged care residences, researching the effect of television on sleep, and agitation in people with dementia.

With funding from the Ian Rollo Currie Foundation, VMCH also produced evidence-based fact sheets on dementia and how to look after oneself as a carer.

The research team initiated a series of 'science cafés', offering staff, families and residents the opportunity to join in discussions about the latest research in dementia care or other topics of interest, over a cup of tea/coffee and cake. The aim of these events is to raise awareness about the role of research in health care, the latest findings on hot topics and to offer people the chance to input into the research program.

Overall, the team produced 12 publications and made seven presentations at industry and academic conferences over the past year. This work—mainly involving research into dementia—sees us placed as an industry leader and reflects our commitment to not only delivering the highest quality of care but improving the future of those we support.

Over the next 12 months, VMCH will work towards widening its research program to enhance disability and education services while consolidating the gains already made within aged care services.



The future

Creating and implementing a single Quality Management System, while maintaining current compliance, will continue to be a focus for the Quality Team across 2015–16 and will progress more readily as the organisation moves to a single information technology system.

Learning & Development will continue to focus on developing the leadership skills of staff to more effectively manage teams.

A merger can be a time of great risk for any organisation, and can present challenges to employees. The Board has established Board Subcommittees to oversee the organisation's key risks, and has signed off a Risk Strategy with the goal to operate as a risk intelligent organisation, whereby risk mindfulness is at the centre of decision making and action. They have also set themselves a goal to reduce workplace injuries by 20 per cent over the next 12 months.

Learning and Development will work collaboratively with all VMCH service areas to identify staff requirements and to provide professional development opportunities.

The Research Unit now forms part of the Innovation and Development portfolio with a strong emphasis on the translation of evidence-based research outcomes into best practice.



Property Services

The VMCH Property Services team has upheld a proud history of providing proactive, responsive and professional services to meet the requirements of the organisation and the people we support.

Acting as the preferred developer of retirement and aged care for the Melbourne Archdiocese, VMCH acts in partnership with local parishes to develop facilities while providing an ongoing parish income stream.

VMCH supports disadvantaged and marginalised people through the development of projects that optimise returns. Continuing to grow the property portfolio to meet the growing demand for services ensures the strategic goals of the organisation are met while also meeting the needs of the community.

VMCH Property Services also extends to the maintenance of all property assets to ensure seamless and efficient operation.

On the move

In 2015, VMCH announced the decision to relocate 60 administration staff from four separate locations. Despite this being a challenging project—and critical to the success of the Villa Maria and Catholic Homes merger—it was delivered on-time, within budget and with minimal disruption to business continuity.

Retirement living

2014–15 was also a pivotal year with regard to the advancement of VMCH's rapidly expanding retirement living portfolio.

Providence Village, Bacchus Marsh

Located in scenic Bacchus Marsh, a happy and friendly community resides at Providence Village. Following the completion of 32 units in Stage 2, VMCH commenced work on the final stage of 28 units which will be ready to occupy by mid-2016. Upon completion, the village will encompass 86 units.

Shanagolden Village, Pakenham

Shanagolden Village is renowned for its community spirit and friendly, supportive culture. Over the course of 2014–15, a total of 28 units in Stage 3 and Stage 4 were constructed. The final stage

was handed over in late June finalising, the 66-unit retirement village.

Star of the Sea Village, Torquay

Located only 600 metres from the beach, Star of the Sea Village has attracted tremendous interest since its conception in 2008. Throughout 2014–15, 19 Stage 4 units and 19 Stage 5 units were constructed. The expansive village, with a total of 96 units, were finalised in October 2015.

St Joseph's Mews, Hawthorn

In response to strong community interest, VMCH commenced construction of St Joseph's Mews, a premium retirement village located in the heart of Hawthorn. The development has been embraced by the market, with close to 80 per cent of the 69 apartments acquired 'off the plan'. It is expected the first residents will move into their homes in the second quarter of 2016.

Athelstan, Camberwell

Nestled in the heart of Camberwell, Athelstan has set new standards in luxury independent living since it opened in 2012. Around 100 people joined on 14 May 2015 to celebrate a special milestone—the sale of the last of Athelstan's 66 apartments. The Athelstan community is now complete.

Aged care was top of mind during the past financial year with VMCH successful in obtaining aged care places in Bacchus Marsh and Torquay. Forty-two additional beds were approved at Providence aged care residence, increasing the number of places from 58 to 100, and a brand new 96-bed aged care residence is planned at Star of the Sea Village in Torquay.

Catholic Homes and Villa Maria were also successful in consolidating and improving their facilities management, resulting in a strong union between the two organisations.



The future

In the next financial year, VMCH will continue to progress developments in Ivanhoe (23 retirement units) and Mentone (14 rental units). VMCH is also working closely with Corpus Christi Community Greenvale to redevelop a 90-bed aged care facility for homeless men and providing advice to St Peter's Toorak with regard to the development of a boutique retirement village.

Property acquisition in Pakenham will see the development of a Community Services office with the concept to develop an allied health service hub. Another in Clayton (co-located to Corpus Christi Village and Residential Aged Care) will yield an additional three retirement units and extension to the car park.

VMCH has major development plans to expand residential aged care, retirement living, low cost housing and disability support services into regions including Kew, Yarraville, Kingsbury, Kyneton, Trentham, Maldon, Mulgrave, Highett, Eaglemont, Mornington, Boronia, Sunbury and Keysborough.

The newly-formed VMCH Property Management and Planning Services team is now embarking on more than 30 significant property development projects over the next five years as opportunities arise from the merged organisation.





Sea calls Keith home

Keith Banks had an upbringing unlike any other. A lighthouse keeper's son, he was raised in some of Victoria's most rugged, beautiful and isolated coastline areas.

Now aged 82, the ocean has called Keith back home as he and his wife of 62 years, Betty, settled at Star of the Sea Village in Torquay. The boutique retirement village is proving popular with seniors like Keith and Betty who want to live independently while remaining connected to their community.

Keith was aged just five when his dad was first posted to Point Hicks lighthouse in East Gippsland in 1937. Over the next 14 years, Keith recalls a quiet childhood spent studying by correspondence, learning the ropes from his dad, tending to pet sheep, and of course, gazing out at the ocean. For Keith, Star of the Sea's proximity to the ocean was its selling point.

"I'm still very much connected with the sea. It becomes a part of you."

Financial Performance

Catholic Homes and Villa Maria both recorded net operating surpluses for the financial year ended 30 June 2015. Catholic Homes reported a net operating surplus of \$4.779m and Villa Maria reported \$3.143m. These surplus results were inclusive of additional costs associated with undertaking significant due diligence regarding the merge of the two organisations. Combined, these net surpluses equal \$7.922m.

The reported net surplus of Catholic Homes was \$25.924m and included \$14.925m associated with the revaluation of retirement villages and \$6.22m to increase the identified value of residential aged care bed licences to \$30,000 each. These revaluations were attributable to the increase in property values since last valuation, the change in market values for bed licences and the aligning of valuation methodologies between the organisations.

The reported \$3.627m net surplus for Villa Maria included \$0.484m with respect to the revaluation of retirement villages. The combined net surplus of the two organisations was \$29.551m.

Catholic Homes' total reported assets as at 30 June 2015 were \$385m and Villa Maria's were \$256m—a combined total of \$641m. Furthermore, Catholic Homes' net assets were \$211m and Villa Maria's \$134m—a combined total of \$345m.

VMCH is expecting to generate operating revenue of more than \$150m in 2015–16.

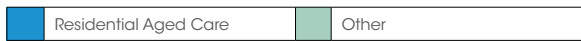
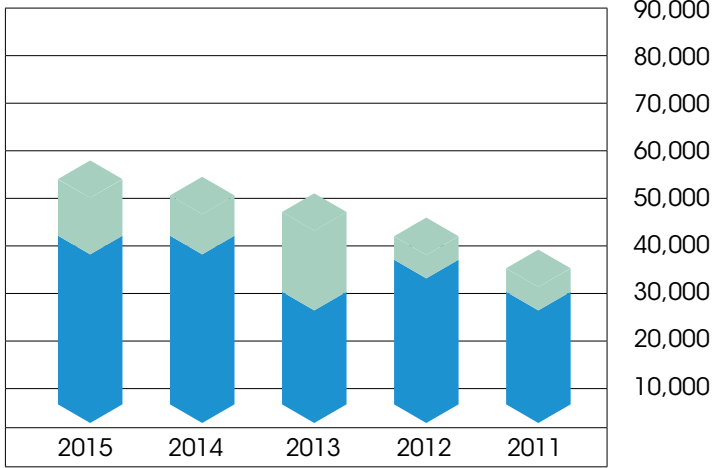
There are significant challenges facing the organisation in bedding down systems and processes in the newly-merged entity and these will have an impact on the financial outcome for 2015–16. It is anticipated that as the systems are aligned there will be efficiency gains that will enable better outcomes in future years.

A highly complex area concerns the integration of information technology infrastructure and systems. Significant resources have been budgeted in 2015–16 with regard to this matter but there will be an ongoing requirement to ensure the business needs are being met.

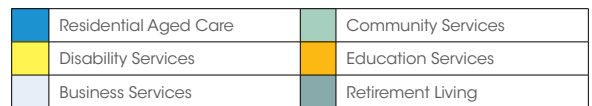
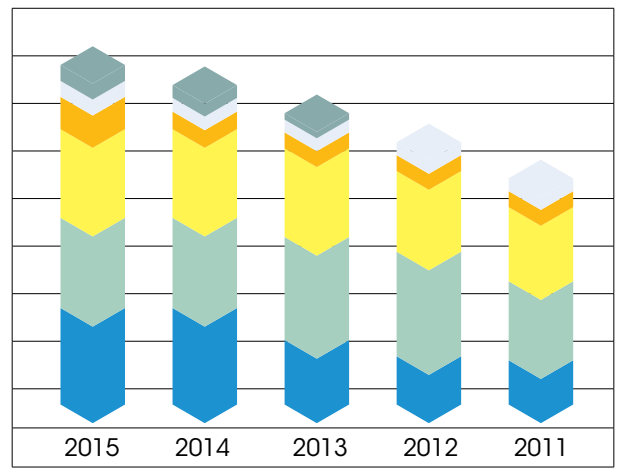
Summary Financial Year Ended 30 June 2015	Catholic Homes \$'000	Villa Maria \$'000	Combined VMCH \$'000
Revenue and other income	58,553	82,120	140,673
Expenditure	53,774	78,977	132,751
Net Operating Surplus	4,779	3,143	7,922
Net Gain on fair value of investment property	14,925	484	15,409
Reversal of impairment of bed licences	6,220	-	6,220
Net Surplus	25,924	3,627	29,551

Total Assets	385,267	255,640	640,907
Total Liabilities	174,319	121,917	296,236
Net Assets	210,948	133,723	344,671

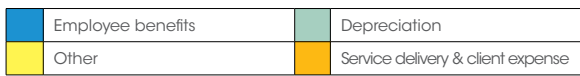
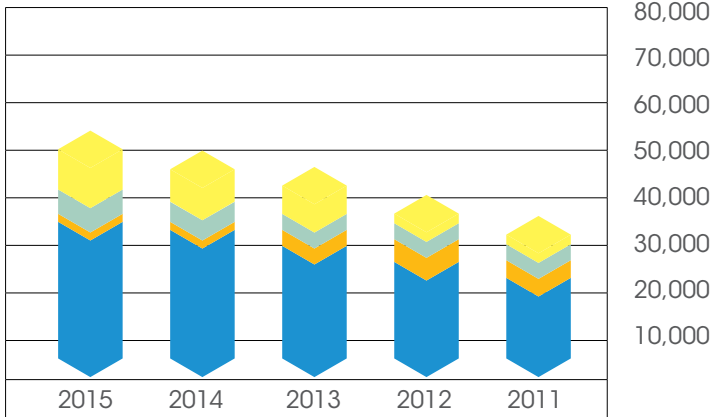
Catholic Homes Total Revenue '000



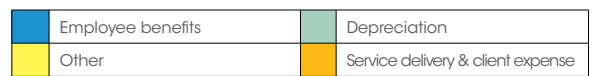
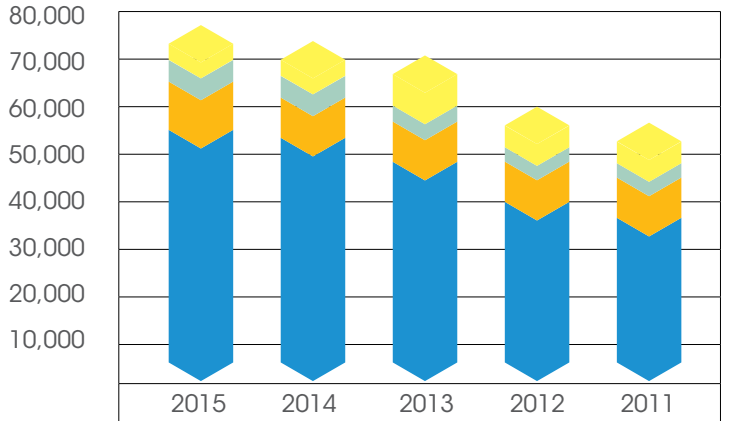
Villa Maria Total Revenue '000



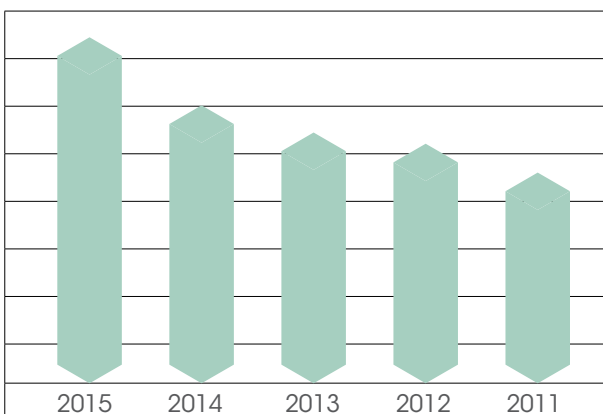
Catholic Homes Expenditure by Source \$'000



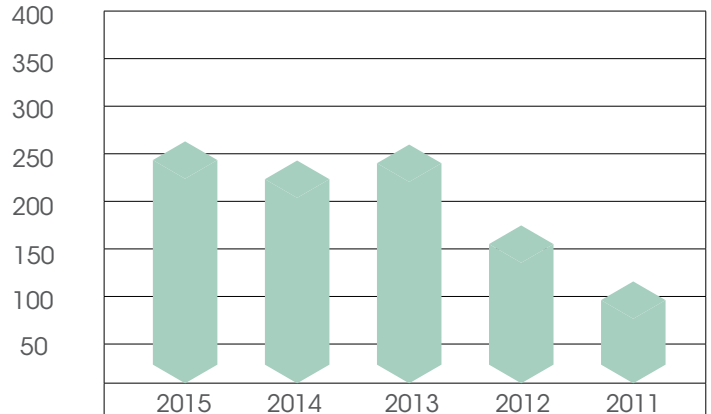
Villa Maria Expenditure by Source \$'000



Catholic Homes Total Assets \$'000



Villa Maria Total Assets \$'000



Looking ahead

The merging of Villa Maria and Catholic Homes brings fantastic new opportunities for innovation, growth, expanded partnerships and roles.

Combining the expertise and skill of two, already thriving organisations not only strengthens our commitment to the community but our capacity to deliver flexible and responsive services—services people want and need.

The 2015–2020 VMCH Strategic Plan sets out clear objectives to guide us in our vision to be the Catholic Archdiocese of Melbourne’s leading provider of high quality disability, special education, community, aged care and retirement living services.

One of these objectives is to optimise our organisational capability and capacity by applying contemporary best practice to core systems. Over the next five years we aim to develop leading edge Information Management Systems, Learning and Development strategies to enhance the performance of our staff and transformation of our key business support services to ensure integration and application of contemporary best practice.

In January 2016, our central office staff from Kew and Hawthorn will move to 486 Albert Street, East Melbourne. The coming together of these two offices will enable easier collaboration between departments and greatly benefit the organisation as a whole. It will also allow us to operate alongside members of our Catholic Archdiocese of Melbourne community including Australian Catholic University (ACU) and the Catholic Education Office.

Projects and development

In terms of bricks and mortar, VMCH has major development plans to expand residential aged care, retirement living, low cost housing and disability support services in metropolitan and regional areas. More than 30 significant property development projects are planned for the next five years, including retirement units in Ivanhoe, rental units in Mentone, and a \$12m development of Corpus Christi Community Greenvale, a 90-bed aged care residence for homeless men. Plans are also underway to support a contemporary infrastructure and education framework at our Kew specialist school, St Paul’s College.





Service innovation and excellence

VMCH has been working hard to prepare for significant reforms and changes to the way aged, disability and community services are delivered across Australia.

1 July 2015 marked the official start of the full implementation of Consumer Directed Care (CDC) in Australia, which gives seniors greater choice and control over their home care packages. VMCH has been fine tuning our CDC model to suit consumer needs and preferences since 2010, when we were one of a select number of organisations chosen by the Australian Government to trial the model. VMCH now delivers CDC to more than 1,000 people across Victoria.

VMCH is also planning its service delivery under the National Disability Insurance Scheme (NDIS), to be rolled out from 1 July 2016.

We are focussing on supporting individuals across

all disability spectrums throughout early childhood through to adulthood and beyond.

During late 2015, VMCH will further expand the range of wellbeing, respite and socialisation services to people from Culturally and Linguistically Diverse (CALD) backgrounds, including a new Multicultural Wellness Centre and an intuitive arts program to support teenagers experiencing trauma.

In aged care, plans are underway to simplify and ease the transition from independent living to aged care by offering co-located services wherever possible. This ageing-in-place system will provide residents and their families with much-needed peace of mind.

No matter what their age or ability, the newly-merged VMCH is better equipped than ever to support the most disadvantaged and marginalised individuals in our community to maintain and improve their quality of life, whatever stage of their journey.

Thank you

Villa Maria Catholic Homes could not provide its quality range of services without the wonderful support of so many individuals and organisations.

Through our regular appeals and annual Charity Golf Day, we have continued to raise significant funds that have enabled us to complete much-needed renovations to Shared Supported Accommodation houses and helped us update equipment and complete refurbishments of our respite houses and centres.

Our St Paul's 'Save me a Seat' appeal—to provide students with an essential chaperoned bus service—again received a significant boost through funds raised at the Dinner and Art with Heart event.

Federal, Victorian and local government funding enables us to continue to sustain and grow our work. We were fortunate to receive the ongoing support of government ministers, members of Parliament and members of local municipalities over the past year.

Hundreds of volunteers also generously gave their time and organisations donated gifts in kind to help us deliver our services.

We remain deeply grateful to those who remembered Villa Maria or Catholic Homes in their will or from whom we received bequests, which provide an enduring gift we can apply to a range of vital programs and initiatives.

To all those individuals and organisations who supported us through the year, we thank you. In particular, we wish to acknowledge the following benefactors:

Villa Maria Estates

Estate of Lorna Bradshaw
Estate of Clare Mary Braybrook
Estate of Patricia Burke
Estate of Noel Mary Grabau
Estate of Henry Erftemeyer
Estate of JC McLennan (nee Nelson)
Estate of Honora Mary Sullivan
Estate of Jean St George Kerr
Estate of Dulcie Whittaker
Estate of Beverley Young

Trusts and Foundations

Bell Charitable Fund
Brother Gerard Trust
Community Enterprise Foundation – Bendigo Bank
D Prentice Charitable Trust
H & J Bennetto Family Trust
I M Webster McDonald Perpetual Trust
J B Ryan Perpetual Trust
J F Roche Estate
L Halpin Trust
Loftus-Hill Fund
Lorenzo & Pamela Galli Charitable Fund
M & B Fennessy Endowment Fund
Muffin Foundation
Nelson Alexander Foundation
NIB Foundation
Pierce Armstrong Trust
T Rogers Estate
V R Pittman Charitable Trust
Walter & Eliza Hall Trust

Community/organisation supporters

Australian Japanese Healthcare Network
Catholic Capital Grants
Department of Veterans' Affairs
ExxonMobil
Gerties Group Inc Opportunity Shop
Magistrates Court of Victoria
Maroondah City Council
Optus
Returned and Services League (Croydon Branch)
Trinity Grammar
UNESCO

Pro bono services/gifts in kind

Care Marketing
Russell Kennedy

Life members

Allen, J
Amato, D
Anderson, W
Arnold, M
Atkin, A
Barry, N
Beck, V
Blackbourn, L
Blackbourn, R
Bolton, J
Bonser, J
Brady, O
Brandon, B
Butts, M
Cassisi, V
Cheney, J
Clayton, S
Connelly, P
Connolly, L
Cooper, L
Davenport, V
Davey, M
Davis, S
Develin, G
Dyer, G
Edwards, J
Elford, L
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Flowers, M
Flynn, P
Garlepp, B
Gatt, F
Gleeson, C
Gray, G
Gray, R
Greenway, M
Grooby, B
Gubbins, D
Hamilton, F
Hammond, E
Hansen, A
Hardie, H
Hardie, R
Hardman, H & L
Hargrave AO & F
Hart, C
Hawkins, F
Hearn, J
Hendricks, H & L
Henry, D
Henry, J
Hinsch, E

Hoerauf, S
Hogan, P
Howlett, D & P
Hyden, P & M
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Lesur, P
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Riggall, E
Ryan, B
Ryan, K
Simpson, B
Slattery, P
Smart, H & L
Smith, B
Smolka, P & M
Sternad, A
Story, B
Sukker, R
Walsh, P
White, C
Whiting, R
Williams, M

Out & About Family Day

Transurban
Melbourne Sports & Aquatic Centre
State Sports Centres Trust
Swinburne University
NAB Health

Dinner & Art with Heart

Artists

Brad Blaze
Catherine Fitzgerald
Clinton Friedman
James De Blas
James O'Brien
Michael Leunig
Pauline Stewart
Peter Ryan
Rick Matear
Sally Joubert
Stan Yarramunua

Auctioneer

Michael Fry –
Nelson Alexander

Contributors

3AW
Care Marketing
NAB Health

Golf Day Sponsors

Major Sponsors

Epicor
Grant Thornton
L.U. Simon Builders
M3property
RTG-Reflex Technology Group

Hole Sponsors

AESM
CALUMO
Carelink
iCare Health
Leighton Contractors
Norden Conversions
Randstad
Ricoh
Selectus
Snap Rowville
Summit Fleet Leasing and Management
Teknocorp
Xchanging

Catholic Homes

Bequests

Estate of Elsie Phillips
Estate of James John Hegarty

Trusts and Foundations

Collier Charitable Fund
Lord Mayor's Charitable Fund

Community Groups

Access Health
Cura Health Pharmacy
Edgard Pirotta Architects
Providence Auxiliary
Rotary Club Footscray
St Catherine Sisters – Our Lady of Sion
Western Region Aged Care Inc

Golf Day Sponsors

Gold Sponsors

JG King Projects
Russell Kennedy

Silver Sponsors

Access Health
AESM-Australian Essential Services Maintenance
Choices Flooring
RTG - Reflex Technology Group

Bronze Sponsors

BWS-Becks Wiggings Stokes Pty Ltd
Caring for You
Catholic Super
CCI-Catholic Church Insurance
CDF-Catholic Development Fund
Cura Health Group
Fryda Dorne & Associates
House of Golf Malvern Maxxia
Nationwide Health & Aged Care Services
One Fell Swoop
Prowse Consulting
Smith & Tracey Architects
South Pacific Laundry
Total Facilities Maintenance
V Arc
Villa Maria

Our services

Residential Aged Care	
Berwick, 89–93 Avebury Drive, Berwick	76
Bundoora, 1424–1428 Plenty Road, Bundoora	91
Corpus Christi, 80 Clayton Road, Clayton	120
John R Hannah, 68 Wattle Grove, Mulgrave	74
Justin Villa, 2 Caravan Street, Balwyn	17
Loganville, 205 Bignelle Road, Bentleigh East	24
Maryville, 54 Western Beach Road, Geelong	33
O’Neill, 101 Lewisham Road North, Prahran	42
Providence, 9 Griffith Street, Bacchus Marsh	58
Shanagolden, 153–177 Webster Way, Pakenham	90
St Bernadette’s, 17 Park Drive, Sunshine North	95
St Catherine’s, 1 Clayton Road, Balwyn	89
Wantirna, 355 Stud Road, Wantirna	96
Willowbrooke, 9A Willow Road, Upper Ferntree Gully	49
TOTAL	954

Independent Living Units	
24 Brenbeal Street, Balwyn	10 units
14 Brenbeal Street, Balwyn	17 units
1 Windermere Crescent, Brighton	17 units
18 Glyndon Road, Camberwell	16 units
235 Balaclava Road, Caulfield	28 units
322 Orrong Road, North Caulfield	40 units
130 Spensley Street, Clifton Hill	10 units
14 Hamilton Crescent, Doncaster	15 units
163 Lower Heidelberg Road, East Ivanhoe	23 units
48 Elizabeth Street, Elsternwick	14 units
47 Yarra Street, Heidelberg	16 units
15 Kenilworth Parade, Ivanhoe	14 units
9 The Grange, Malvern	8 units
42 Manning Road, Malvern	8 units
6 Mitchell Street, Mentone	21 units
18 York Street, Mont Albert	9 units
4 Wolseley Street, Mont Albert	13 units
64 Glen Orme Avenue, Ormond	12 units
7 McGrath Court, Richmond	19 units
177 Page Street, Middle Park	16 units
George Maher House (for retired priests)	14 rooms
Providence Village	58 units
TOTAL	398 units/rooms

Opportunity Shops	
Bayswater, Heathmont, Wantirna & Ferntree Gully	4 locations
TOTAL	4 locations

Level 2 Home Care Packages

South East Region–Southern Metro, Gippsland	257 packages
North East Region–Eastern Metro, Northern Metro	354 packages
North West Region–Grampians, Western Metro, Barwon, Hume, Loddon Mallee, Riverina Murray	309 packages
TOTAL	920 packages

Level 3 Home Care Packages

South East Region–Gippsland	6 packages
North West Region–Hume	4 packages
TOTAL	10 packages

Level 4 Home Care Packages

South East Region - Gippsland	16 packages
North East Region - Eastern Metro, Northern Metro	52 packages
North West Region - Grampians, Western Metro, Barwon, Hume, Loddon Mallee, Riverina Murray	68 packages
TOTAL	136 packages

Serviced Resident Funded Apartments

Hannah Village 76-79 Wattle Grove, Mulgrave	4 apartments
St Catherine's 1 Clayton Road, Balwyn	6 apartments
TOTAL	10 apartments

Retirement Living

Athelstan	66 apartments
Corpus Christi Village, Clayton	46 units
Park View, 862 Main Road, Eltham	9 units
Shanagolden Village, Pakenham	66 units
Star of the Sea Village, Torquay	96 units
St Joseph's, 23 Burnell Street, West Brunswick	8 units
St Thomas Close, 160 McKean Street, North Fitzroy	10 units
St Thomas' Village, Greensborough North	42 units
TOTAL	343 units/apartments

Special Education Services and Disability Services

St Paul's College	1 site
Shared Supported Accommodation (SSA)	12 sites
Children and adult Respite Services	5 sites
Gateway Day Services	3 sites
Early Childhood Intervention Services	1 site
Community programs (including Mature Choices, Lifestyle Services, Flexible Respite and out-of-school programs)	6 sites
TOTAL	28 sites

Respite Services

Community respite	5 sites
Disability respite services	5 sites
TOTAL	10 sites

Service directory

Special Education and Disability Services

Response and Assessment
(Building B) 355 Stud Road,
Wantirna South 3152
T: (03) 9855 7621

Gateway Services
(Adult Day Options)
13 Fernhurst Grove, Kew 3101
T: (03) 9855 7650

535–537 High Street Road,
Mount Waverley 3149
T: (03) 9803 0999

355 Stud Road,
Wantirna South 3152
T: (03) 9800 7241

Lifestyle Services
All Metropolitan Regions
13 Fernhurst Grove, Kew 3101
T: (03) 9855 7629

Flexible Respite
Eastern Metropolitan Region
355 Stud Road,
Wantirna South 3152
T: (03) 9837 6622

Ashwood Outside School Hours Care
Ashwood School, Montpellier
Road, Ashwood 3147
T: (03) 9837 6618

Outer Encounters
Unit 2, 3 Roland Ave,
Mt Evelyn 3796
T: (03) 9736 1476

**Mature Choices
North and West Region**
Case Management & Community
Options
1424–1428 Plenty Road,
Bundoora 3083
T: (03) 9466 9759

Overnight Respite – Adults
12 Porter Road,
Heidelberg Heights 3081
T: (03) 9455 1921

Overnight Respite – Children
12 Paltarra Court, Croydon 3136
T: (03) 9723 8173

14 Studley Park Road, Kew 3101
T: (03) 9855 2986

41 The Gateway, Lilydale 3140
T: (03) 9739 7752

256 Jells Road,
Wheelers Hills 3150
T: (03) 9561 5107

**Shared Supported
Accommodation**
Bayswater
15 Maple Street, Bayswater 3153
T: (03) 9720 5794

Braybrook
1 Kenneth Street, Braybrook 3019
T: (03) 9311 9553

Bulleen
75 Willow Bend, Bulleen 3105
T: (03) 9852 4127

Camberwell
15 King Street, Camberwell 3124
T: (03) 9889 6647

Cheltenham
361 Bay Road, Cheltenham 3192
T: (03) 9532 2084

186 Charman Road,
Cheltenham 3192
T: (03) 9583 7495

Endeavour Hills
23 John Hunter Drive,
Endeavour Hills 3802
T: (03) 9700 2350

Highett
1139 Nepean Hwy, Highett 3190
T: (03) 9555 0542

Moorabbin
450 South Road, Moorabbin 3189
T: (03) 9553 5110

Nunawading
178 Springvale Road,
Nunawading 3131
T: (03) 9877 6140

Taylors Lakes
36 Sandpiper Drive,
Taylors Lakes 3038
T: (03) 9390 2800

Wantirna
48 Chappell Drive,
Wantirna South 3152
T: (03) 9801 9968

Austin Street
45 Austin Street, Alphington 3078
T: (03) 9224 8200

**Early Childhood
Intervention Service**
13 Fernhurst Grove, Kew 3101
T: (03) 9855 7850

St Paul's College
13 Fernhurst Grove, Kew 3101
T: (03) 9855 7700

**Residential Aged Care
Admissions**
1300 845 526

Berwick
89–93 Avebury Drive,
Berwick 3806
T: (03) 9796 2944

Bundoora
1424–1428 Plenty Road,
Bundoora 3083
T: (03) 9467 9011

Corpus Christi
80 Clayton Road, Clayton 3168
T: (03) 9542 6500

John R Hannah
68 Wattle Grove, Mulgrave 3170
T: (03) 9562 3575

Justin Villa (retired priests)
2 Caravan Street, Balwyn 3103
T: (03) 9816 0111

Loganville (approved Aged Care
Provider governed by Loganville
Hostel Inc.)
205 Bignell Road,
Bentleigh East 3165
T: (03) 9579 0784

Maryville (approved Aged Care
Provider governed by Maryville
Aged Care Inc.)
54 Western Beach,
Geelong 3220
T: (03) 5221 5299

O'Neill
101 Lewisham Road, Prahran 3181
T: (03) 9529 1059

Providence
9 Griffith Street,
Bacchus Marsh 3340
T: (03) 5310 6777

Shanagolden
153–177 Webster Way,
Pakenham 3810
T: (03) 5945 3700

St Bernadette's
17 Park Drive,
Sunshine North 3020
T: (03) 9310 1000

St Catherine's
1 Clayton Road, Balwyn 3103
T: (03) 9857 9488

Wantirna
355 Stud Road,
Wantirna South 3152
T: (03) 9800 7220

Willowbrooke
9A Willow Road,
Upper Ferntree Gully 3156
T: (03) 9758 3478

Retirement Living
Athelstan Camberwell
450 Camberwell Road,
Camberwell 3124
T: (03) 9882 5800 or
1800 799 087

Barnsbury Apartments
(managed by VMCH)
27–29 Barnsbury Road,
Deepdene 3103
T: (03) 9816 1100

Corpus Christi Village
Community Centre, Music Drive,
Clayton 3168
T: (03) 8581 0600

Shanagolden Village
153–177 Webster Way,
Pakenham 3810
T: (03) 5945 3800

St Joseph's Mews
108 Denham Street,
Hawthorn 3122
T: (03) 8862 9099

St Thomas' Village
259 Diamond Creek Road,
Greensborough 3088
T: (03) 9422 4040

Star of the Sea Village
1 Headland Drive, Torquay 3228
T: (03) 5264 3600

Community Services

Home Care Packages

1300 650 615

South East (Southern Metro and
Regional Gippsland)
2/4 Stephenson Street,
Pakenham 3810

North East (Metro)
355 Stud Road,
Wantirna South 3152

Regional & Metropolitan West
(Grampians, Barwon, Metro West)
Global Innovation Centre,
Suite 4, University Drive,
Mt Helen 3353

Regional North (Hume, Loddon
Mallee, Riverina)
190 Benalla Road,
Shepparton 3630

Home Support and Carers Programs

1300 971 720

355 Stud Road,
Wantirna South 3152

- Carer Support Services
- Dementia Support Services
- Assistance with Care and
Housing for the Aged

190 Benalla Road,
Shepparton 3630

27–29 Faithfull Street,
Wangaratta 3677

- HACC Emergency Response
Hume
- Community based Carer
Support Services
- Commonwealth Respite

Centre Carer Services
1800 052 222 (24 hours)
** Australian Government.
Freecall from fixed lines, mobiles
at mobile rates.*

- Young Carer Mentor Program

57 Girdlestone Street, Ararat 3377

- Carer Support Grampians
- DSS Mental Health Respite
Grampians
- Individual Support Packages

Respite Services
White Road Activity &
Respite Centre
13 White Road,
Wantirna South 3152
T: (03) 9800 7210

Carinya Respite Service 8
Palmerston Road, Lysterfield 3156
T: (03) 9752 7700

South East Flexible Respite
Services, Shanagolden
153–177 Webster Way,
Pakenham 3810
T: (03) 5945 3838

Kialla House Respite Service
84 Waranga Drive, Kialla 3631
T: (03) 5832 8444

St Bernadette's Respite Services
17 Park Drive,
Sunshine North 3020
T: (03) 9310 8479

Allied Health and Nursing
355 Stud Road,
Wantirna South 3152
T: 1300 919 850

- VMCH Rehabilitation Centre
- Wellbeing Services
 - Specialist Aged Care Nursing
 - HomeFirst Support Program
 - Dementia Consultancy Service

Villa Maria Direct
1300 484 552
355 Stud Road,
Wantirna South 3152

- Direct Care
- VMCH Telecare

Opportunity Shops
6/14f Station Street,
Bayswater 3153
T: (03) 9729 0986

184 Canterbury Road,
Heathmont 3135
T: (03) 9729 3182

Shop 19, 348 Mountain Highway,
Wantirna 3153
T: (03) 9729 2294

Mountain Gate Shopping Centre,
Shop 16, 1880 Ferntree Gully Road,
Ferntree Gully 3156
T: (03) 9758 0174

Op Shop Warehouse
355 Stud Road,
Wantirna South 3152
T: (03) 9800 7207

Volunteering Resources
Suite B, 2 Domville Avenue,
Hawthorn 3122
T: (03) 8862 9000



Respect

Compassion

Integrity

Collaboration and partnerships

Inclusion

Stewardship

Villa Maria Catholic Homes – Central Office

6 Studley Park Rd, Kew VIC 3101

T 1800 036 377 **E** enquiries@vmch.com.au **W** vmch.com.au