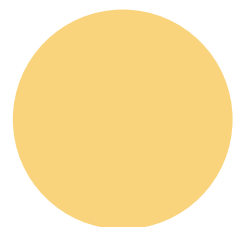




ANNUAL REPORT 2022-2023



Emmy Monash
Aged Care





Emmy Monash Aged Care acknowledges the Boonwurrung people of the Kulin Nation as the Traditional Owners and Custodians of the land on which our organisation resides. We pay our respects to their Elders past and present, and acknowledge and uphold their continuing relationship with this land.

WHO WE ARE

Founded in 1941, Emmy Monash is a leading independent aged care provider for the Melbourne Jewish community.

A forward-thinking team with a modern facility at Hawthorn Road, Caulfield North, our high standards of care and cultural connections are what set us apart.

We're proud of the role we play in connecting generations within the community — and supporting our residents, families and staff.

Because at Emmy Monash, we provide more than just aged care. We facilitate meaningful connections — and redefine excellence.

OUR VISION

To enrich the lives of our residents by providing an outstanding level of care and, at the same time, engaging the broader Emmy Monash family: our staff, supporters, volunteers and the community.

OUR MISSION

To deliver the best quality care to seniors in our Jewish community — now and in the future.

THE STANDARDS WE STAND BY

Emmy Monash is committed to and guided by the eight Aged Care Industry Standards:

1. Consumer dignity and choice
2. Ongoing assessment and planning
3. Personal care and clinical care
4. Services and supports for daily living
5. Organisation's service environment
6. Feedback and complaints
7. Human resources
8. Organisational governance

OUR VALUES

Our focus is reflected across four pillars around the word **CARE**



COMMUNITY

We focus on building and maintaining positive connections across our community — and ensure ongoing investment in the Emmy Monash culture.



ACCOUNTABILITY

We value — and are committed to — transparency and strong governance and compliance approaches to meet industry best practices. Our people act with integrity in all they do.



RESPECT

As the needs of our residents evolve and change so do our approaches to delivering service and support. No matter how large or small the need, we strive to act within a framework of respect for others and ourselves.



EXCELLENCE

We demonstrate our commitment to excellence in the investments we make in people and in the way we deliver our services. We strive to be innovative: to look ahead and tap into what is new and better.



“It’s a gift to be able to spend our golden years together.”

CARMEL AND GERALD

In a world that often prioritizes the hustle and bustle of everyday life, the enduring story of Carmel and Gerald stands as a testament to the power of true love. Their 54 years of marriage have seen much happiness, including two children and four grandchildren.

For the past 15 years, Carmel has been living at Emmy Monash. Gerald would visit her most evenings, and they would watch movies together.

This year marked a turning point in their lives, when Gerald joined Carmel at Emmy Monash. On his very first day at Emmy, he made his way to Carmel’s room, where they shared a tender and touching moment.

With grace, he kissed the back of her hand, and her smile lit up the room.

With Gerald now residing at Emmy Monash, they are no longer far apart. Although they reside in different areas of Emmy, they are close. Their enduring love is a reminder that true connection transcends the physical distance. Their remarkable journey and unwavering bond continue to inspire us all.

PRESIDENT'S MESSAGE

The past year has again shown me that Emmy Monash embodies two qualities: excellence and connection. Whether it's our staff's demeanour, our communal gatherings or the standards we keep, these qualities shine through in all we do.

In June 2023, we received a reaccreditation visit from the Aged Care Quality and Safety Commission. And I'm proud that, once again, Emmy Monash has been recognised as an exceptional provider.

I'm even prouder of the genuine, positive feedback from our Board members, staff, residents and families in the assessment report. It's heartening to know that we're meeting — and in some cases, exceeding — standards. Not just to tick the right boxes, but to care for the people entrusted to us.

I'm also humbled by our team culture, which, in my opinion, is second to none. From our reception team to the clinical staff to the volunteers, there's a clear passion and warmth across the organisation. That's something we've worked incredibly hard to achieve — and something we'll continue.

The last few years have been challenging from a workforce perspective. Although we're now seeing a transition back to some normality, we're more committed than ever to being a workplace and employer of choice.

To meet that commitment, we've expanded our professional development and staff benefit programs to foster employee loyalty. Because it's important to us that we continue to attract — and retain — the best talent within the sector.

Launching the Emmy Monash Foundation was arguably our most significant milestone this year.

The Foundation allows us to future-proof our organisation and gives us the security and stability to maintain our services and standards for years to come.

I want to take this opportunity to thank our Foundation donors who jumped on board at the very beginning. You trusted our judgement and didn't hesitate to support the seed of our vision. Thank you for investing in our journey — and our future.

At Emmy, we believe in technology and innovation. And we're constantly looking for new ways to improve care, and better manage risk through technology.

Cybersecurity has been an ongoing area of focus, not just at Emmy, but across the sector. To ensure we safeguard our data — and, in doing so, our people and residents — we'll continue to invest in comprehensive policies and technologies aimed at managing and mitigating risk.

Last year, we began rolling out our new CARE pillars, which define our commitment to Community, Accountability, Respect and Excellence as the guide to our growth. This is off to a good start, and we look forward to building each area over the coming year.

I want to thank the Emmy Board for always ensuring good governance practices, which in turn allows us to maintain excellent standards and transparency across the organisation.

To CEO Tanya Abramzon and the Executive team, thank you for your dedication and leadership through another year. I'm also grateful to our wonderful staff.



“At Emmy Monash, we're truly more than just an aged care facility; we enable enduring connections with all those around us.”

Thank you for your loyalty, diligence, and the passion you bring to work every day.

Finally, I wish to acknowledge our residents and families for trusting and supporting us every step of the way. Thank you for choosing Emmy.

At Emmy Monash, we're truly more than just an aged care facility; we enable enduring connections with all those around us.

If you feel connected to Emmy in any way, I encourage you to get involved in whatever capacity you can. Whether it's volunteering, contributing financially, joining our team or partnering with us — we'd love to explore how you can become part of the Emmy community.

ROD NIRENS

CEO'S MESSAGE

The last 12 months served as a much-needed time for us to refresh, review and reengage. It was a year to step up from where we were, be innovative — and move towards our vision with renewed vigour.

Looking back, it's indeed been a challenging year. On top of day-to-day operations and workforce challenges, new reforms and compliance requirements were introduced — and the impact across the sector has been palpable.

But with the right perspective, challenges can be a positive thing. They can equip us with the knowledge and tools we need to improve. And here at Emmy Monash, things have certainly improved.

Last year, I was invited by the Hon Anika Wells MP to attend the Aged Care Workforce Roundtables at Parliament House. There, I participated in a series of talks on building and supporting the aged care nursing and allied health workforce. And I was thrilled to share how the Emmy team has worked with nurses and students to promote aged care as a rewarding career choice.

It was a timely discussion, as the workforce is aged care's biggest challenge right now. Attracting and retaining staff is a critical issue — one we need to address as a collective. And at Emmy, it has certainly been our focus for the last 12 months.

We also launched the Emmy Monash Foundation, which will help us maintain our operations and ensure we remain a leader in aged care for years to come. But more than that, the Foundation gives us the ability to support — and grow — our staff more effectively.

Thanks to our Foundation donors, we'll be launching a scholarship program in 2024. This is a wonderful opportunity for us to invest in our team's personal and professional development, so they can upskill for better career satisfaction and pathways.

One of the most defining stages of the year was the reaccreditation visit from the Department of Health and Aged Care. The positive assessment we achieved provided the validation that, despite the difficulties we faced, our team's focus on excellence never waned. In fact, we rose above challenges to meet — and exceed — requirements.

All this would not have been possible without the strength of the Emmy team as a collective. Thanks to our team's resilience, we have emerged from the past few trying years better than ever.

I want to acknowledge the Executive and Leadership teams for their dedication and hard work over the last 12 months. A big thank you to the Board and our Patron, Pauline Gandel AC, for her enormous support, and for always championing Emmy's vision.

I extend special appreciation to our staff. Your resilience and commitment are incomparable. Through the difficult years, you've chosen to stay with us. Emmy is lucky to have you and we promise to always invest in your wellbeing and growth.

I also wish to thank the Emmy Monash community — especially the Emmy Monash Foundation Committee and inaugural Foundation donors. Thank you for your trust in us.



“Thanks to our team’s resilience, we have emerged from the past few trying years better than ever.”

Finally, to the residents of Emmy. Without you, our work would have less meaning. You brighten our days and boost our drive to keep providing great care and services.

It's time for a new chapter for Emmy Monash — and I cannot wait to achieve greater milestones in our mission with you.

TANYA ABRAMZON



PATRON'S MESSAGE

Every time I think about the Emmy Monash team, my heart fills with pride and gratitude. I feel incredibly fortunate to be part of such a warm community and to witness the team's selfless care for our Jewish seniors — year after year.

The team's exemplary efforts were recently recognised through a positive assessment by the Department of Health and Aged Care. This reaccreditation reflects the staff and volunteers' high level of care and excellence in everything they do — and I'm exceedingly proud to know that.

Over the past decade, my visits to — and friendships at — Emmy have always been a way for me to see the team's great work firsthand. That is how I know without any doubt, that the services Emmy provides to residents and the community are of the highest standard. But it's always nice when such wonderful efforts get noticed and validated.

I wish to acknowledge CEO Tanya Abramzon for her strong guidance through another year. And I applaud the leadership team and staff for their dedication and professionalism. Because of all of you — and the wonderful, compassionate volunteers — Emmy Monash continues to soar, and your residents continue to flourish.

Emmy Monash was created a long time ago to provide care and companionship to the elderly in the Jewish community. And since that time, the team has continued to build on its values, heritage and mission, always with empathy in their hearts and the wellbeing of the residents on their minds.

Today, Emmy Monash continues to be a leading aged care option in the community. For the exceptional care, yes. But also, for the people. The programs. The connections.

It's a place that provides an enriching experience for everyone involved. Anchored by strength and compassion and empowered by passion and love for the vulnerable.

It's important that we remember how essential Emmy is to the community. This has been proven, time and again, over its more than eight decades of tireless work. We all have a collective responsibility to ensure that its mission remains supported for many more years to come.

My dear husband John and I were beyond thrilled to be at the Emmy Monash Foundation launch this year. It's a milestone event that marked the start of Emmy's next chapter towards a brighter future — and we're grateful to be a part of this important journey.

It's also heartening to see the generosity and selflessness of those who have already joined as Foundation members. As a regular supporter myself, I understand how fulfilling it is to know that one's contribution plays a crucial role in providing someone else with comfort, care and joy.

Every dollar does make a difference. And everything you give today makes an impact on tomorrow.

I'm excited to see what's in store for the future of the entire Emmy community — and I am confident it will be a bright one!



“It’s a place that provides an enriching experience for everyone involved. Anchored by strength and compassion and empowered by passion and love for the vulnerable.”

Mrs Pauline Gandel

PAULINE GANDEL AC



REVISITING MOMENTS THAT MATTER

Join us in celebrating our growing partnerships, family and culture. Here are some of the notable achievements and events that took place at Emmy Monash over the past 12 months.

A DECADE OF BRIDGING THE GAP

Our flagship intergenerational program, Bridging the Gap, turned 10 in 2022!

Since its inception, this program has allowed us to break the stigmas of aged care, preserve cultural traditions and memories, and build lasting connections between generations.

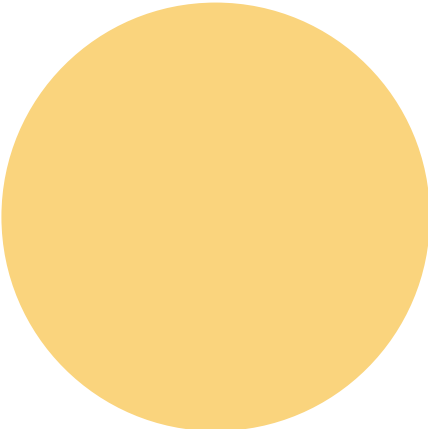
We celebrated the anniversary in style, with Mount Scopus Principal Rabbi Kennard, past and present students, teachers and residents coming together to reminisce about the program. We also connected with Ittay Flescher in Israel — the first teacher to build the program with Maureen Shulsinger in 2012.

FEDERAL INTEREST

Federal Minister for Aged Care The Hon Anika Wells MP visited Emmy to highlight the need for 24/7 Registered Nurses in aged care. We are a shining example thanks to Tanya Abramzon's foresight and leadership, this was implemented at Emmy 12 years ago.

Consequently, Tanya attended the Aged Care Workforce Roundtables at Parliament House this year, invited by The Hon Anika Wells MP. She took part in a series of discussions that focussed on areas for improvement within aged care.

Tanya was able to share how the Emmy team have worked with nurses and students to promote aged care as a viable career choice.



Resident Experience Survey results



100%

agree that they receive the care they need



100%

agree that our staff members are kind and caring

GROWTH IN RELATIONSHIPS AND RESIDENCY

In terms of occupancy, we have successfully filled most residential rooms in the Marejn suites. The area is well supported by a registered nurse and personal care assistants (PCAs), and it’s been wonderful to see the dining atmosphere enliven as residents socialise over meals.

Shelley, our social counsellor, has also been doing an amazing job coordinating with hospital teams to ensure efficient handovers and accurately communicated care plans.

Meanwhile, we’re partnering with more universities and educational institutions to keep a steady flow of placement students — and a knock-on effect of new staff — choosing Emmy.

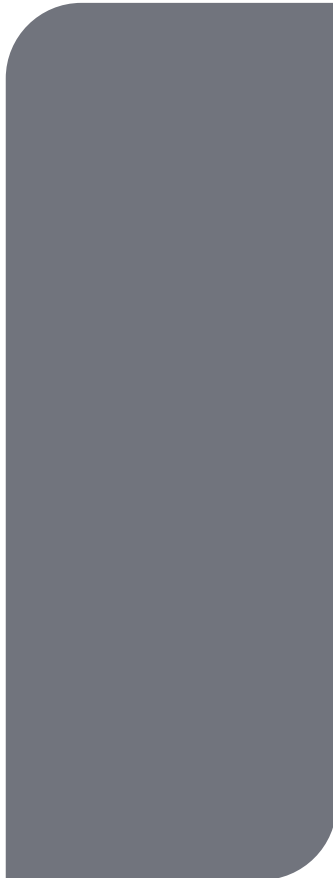
Supervised by Shelley, these students work on targeted research projects that benefit everyone involved.

For example, a student called Ann worked with residents who were socially isolated. Through her dedicated support, Ann helped these residents gain confidence, and they gradually began attending our community activities.

ART ON SHOW

As part of the Kline Art Therapy Program, residents learned a series of crafts including ceramics, mosaics and leathercraft. Their work culminated in the Kline Art Therapy Exhibition with an exclusive viewing of the finished artwork.





OUR VOLUNTEERS, OUR HEARTBEAT

It's a delight to see our volunteer-led musical program grow this past year. The volunteers have brought sunshine and smiles to our residents, boosting the mood at Emmy with every visit and song.

We're also cultivating a youth-and-family focus on volunteering — and now have two families volunteering with their children at Emmy. This allows residents to engage with both adults and children, fostering a multigenerational connection.

Our Chanukah candle lighting program in 2022, led by Rabbi Stern and Rabbi Figdor, saw a huge turnout each evening. It featured spectacular performers who volunteered their time to entertain our community. Thank you to Paul Glass — and Caulfield Shule's Chief Cantor Dov Farkas and choristers.

For another memorable event, we were thrilled to welcome more than 50 students from Yanveh College and Bnei Akiva Youth who ran a shule service at Emmy Monash. It was a full house, and the young people were touched by how much their visit meant to the residents.

Our volunteers are the heartbeat of our organisation. And we're delighted to share that some of our Emmy volunteers have been recognised for their selfless contribution and exceptional service within the community:

Caulfield Volunteer Awards 2022

Thank you to the following people for supporting the synagogue, our Rabbi and our services:

- Nathan Frydman
- Anthony Hirsh
- John Kraus
- Josef Rewinson z"l

Glen Eira Volunteer Awards

Congratulations to the following people for their loyalty and service:

- Lex Korngold for 20 years of service
- Natan Mittelman for 10 years of service
- Robyn Fetter for 2,000 hours of service
- Pam Gelfand for 500 hours of service



A TEAM TO TREASURE

At Emmy Monash, we know our staff is the backbone of the care we deliver and the excellence we achieve. So it's important that we support, recognise and celebrate our team members — always.

One of the ways we do it is through our annual Staff Awards event.

This year, resident Tamara Cohney presented the Resident Choice Mensch Awards on behalf of all residents. Tamara said she was honoured to present the awards, adding that she's pleased with the service and care she receives at Emmy — and loves being part of our celebrations.

2023 Staff Awards recipients

CEO Award

- Shelley Katz

Most Valued Team Member

- Anki Mareddy
- Lisa Meyerthal
- Dorothy Mpakame
- Olivia Toughill
- Christine Yanson

Resident Choice Mensch Award

- Deborah Buchanan
- Anna Flessias
- Charo Monte De Ramos
- Maddie Sinha
- Sangeetha Swergeswaran

Years of Service achievements

30 years

- Luba Makagon

25 Years

- Christanah Adepoju
- Lisa Barnett

15 Years

- Tanya Abramzon
- Adilia Ganieva
- Harpreet Kaur
- Beulah Marimo
- Dorothy Mpakame
- Lidia Naimo

10 Years

- Adriano Corciega
- Saina Mafu
- Prudencio Panaligan
- Paul Jr Pelaez
- Jared Santiago

CATERING TO HEALTH AND HAPPINESS

Our focus this year has been on creating stability in the catering team and ensuring we have all the necessary roles to provide the best quality hospitality services.

New Hospitality Manager Ash Nathan has streamlined processes and revamped the café menu. He has also helped reduce our reliance on agency staff considerably.

Since joining, Ash has also held a dedicated menu review with residents who may need different foods. Together, they designed a menu that meets their respective needs and tastes.

Our hospitality team has resumed catering for staff events and community events (which were put on hold since COVID). This gives our residents and families the opportunity to share meals together and enjoy private dining again.

Meanwhile, residents in Marejn Suites have a brand-new dining and social space in their multipurpose lounge. They can now linger and socialise after dinner in a comfortable setting — just like in a restaurant!

IMPROVEMENTS IN JEWISH LIFE PROGRAMS

Following feedback from residents, we've adjusted our services and programs celebrating Jewish life to meet their needs.

For example, we've moved the Shabbat Party program to a larger space in Lewinsky Plaza to cater for residents from both Smorgon and Bierman. It's now well attended and provides a happy, musical lead into Shabbat.

In addition, our Friday evening synagogue service is now held in a residential lounge, which makes it easier to invite the required 10 men for a minyan (since they reside on that floor). This space is also more intimate and accessible, which has increased attendance.

We've also made a change to our Simcha celebrations, which used to be held on each floor. Now, it's a big monthly event where everyone comes together in each building to celebrate milestones, birthdays and other special moments. It's a joyous time with delicious afternoon tea, live music, and a larger group of residents to share simchas. Plus, those with a birthday that month receive a free voucher for coffee and cake at the café!

A STRONGER TEAM AND CULTURE

We've implemented wage increases to improve staff retention and attract people to the sector. These incentives are expected to lead to positive outcomes for residents through higher quality care, consistency in carers — and less reliance on temporary staff.

In addition, two of our PCAs on staff graduated as Registered Nurses and are now at Emmy full-time. We're excited to provide more opportunities for others to upskill and progress their career.

With a stronger, more consistent team, we are excited to experience a shift in the culture, stability and morale of our workforce.

BOOSTING OUR SUSTAINABILITY EFFORTS

As a leading community organisation, we were invited to join the Jewish Climate Network (JCN) this year. JCN is a growing network of Jewish organisations that supports the sharing of knowledge and resources to address the climate challenge.

With the collective focus and access to a formal forum, we're in a better position to learn from others and boost our sustainability efforts. As CEO Tanya Abramzon puts it: "Being part of JCN gives us the opportunity to see what's been done — and how to improve."

Looking after our environment and keeping a sustainable environmental footprint is important to us. At Emmy, we've implemented a few initiatives, including:

- **Programs:** We run multiple programs with residents and students to teach sustainability with practical activities, such as the Balaboosta Kitchen Garden Program.
- **Café:** Our café has removed all single-use plastics from circulation, replacing them with cardboard recyclable containers.
- **Staff culture:** Recycling bins are available in accessible areas, and we encourage recycling wherever possible.
- **Building features:** When Gandel House was built in 2016, we ensured that sustainable features and energy efficient systems were part of the plan.



STATS TO CELEBRATE!



720+

professional counselling sessions offered in a year



9

placement students in a year



70

active volunteers, including eight youths (a 64% increase on last year)



184

total staff



87

respite admissions (with 38% transitioned to permanent residency)



89%

average occupancy rate



2,380

collective training hours completed by board members



3–88

volunteers' age range (years)



5.5

average length of service (years)



37

staff nationalities



INNOVATIONS

At Emmy, we're constantly seeking ways to elevate our standards and services. From operations to staff culture, here are some of our innovations and improvements over the past year.

DOING WHAT WE DO BEST – BETTER

INVESTING IN PEOPLE

We're delighted to introduce a brand-new People & Culture team, led by Marita Harris. This new team will enable us to better support our people and reinforce expected behaviours in the workforce as we continue to grow.

As we embed the CARE (Community, Accountability, Respect, Excellence) qualities in everything we do, we're committed to recruiting people who align with these values. We also continue to pay above the award rate so we can attract — and retain — the industry's best people.

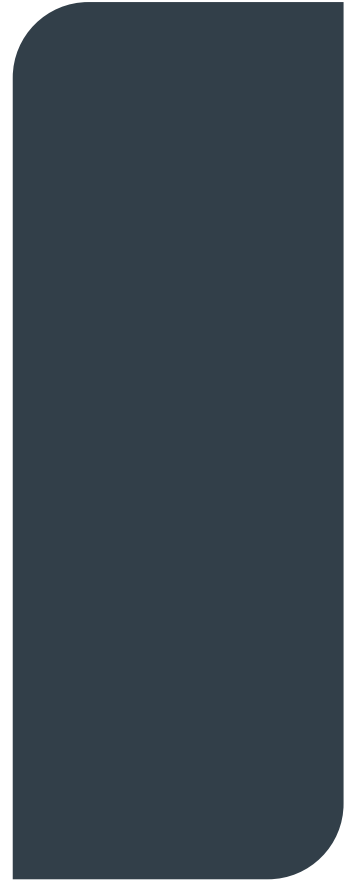
In 2022, we also rolled out our staff referral program. It's been highly successful and proves to be a win-win for all involved.

Staff are financially rewarded for recommending someone that is qualified and fits our culture. And Emmy becomes an employer of choice for existing and potential recruits.

We're thrilled to launch the Erlanger Education Fund this year to offer education and continued development to our team. This scholarship program is made possible by a generous donor, who believes that a culture of excellence, dedication and education is key to the success of Jewish people and Jewish organisations.

By ensuring our team has access to further education, we can support our staff in their growth. This will also ultimately benefit our residents and community, who can continue to enjoy enhanced services from our highly skilled team members.

To enhance operational efficiency and alleviate staff workload, we've seamlessly integrated Humanforce, our cutting-edge HR software, to automate the delivery of crucial messages. This innovation empowers us to proactively manage compliance, encompassing registrations and police checks, ensuring a streamlined and responsive approach.

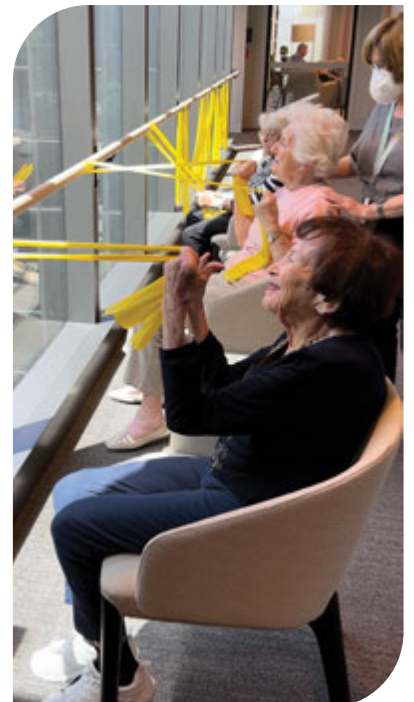


DELIVERING CHOICES

In the last 12 months, we secured 14 new bed licences by redesigning our independent living apartments into residential suites. This innovation allowed independent retirees to continue a vibrant lifestyle that’s connected to family, social and community support — while in a 24/7 care environment.

We’ve also digitised our admission forms to streamline the process and reduce paperwork for new families, residents and the Emmy admissions team.

Meanwhile, Maureen Shulsinger (Partnership & Community Engagement Manager) and Shelley Katz (Social Counsellor) developed a training program with the Melbourne Holocaust Museum for all our staff. Presented by the museum’s Head of Education, the tailored session addresses background information about the Holocaust and the behaviours survivors can display due to the trauma they suffered. As almost 50% of the residents at Emmy are Holocaust survivors, this program will help our team better support our residents.



LIFESTYLE INNOVATIONS

VR Travel Adventures is our new donor-funded program that uses virtual reality technology to evoke joyful experiences and spark conversations around travel and memories. All our residents need to do is put the VR goggles on — and ‘visit’ places around the world.

Thanks to a generous donor, we have purchased another Tovertafel for Gandel House, following positive feedback from families. Tovertafel is a console that projects interactive games onto a table that residents can play — either with others or on their own. Our first Tovertafel, installed in Bierman unit, was well received, and we’re thrilled that more residents can now access this exciting technology.

In April, we welcomed a second Wellbeing Facilitator to our team. With two Wellbeing Facilitators across Emmy, they can develop deeper connections with families and residents and offer a more holistic approach to their care.

Morning Melodies, our volunteer-run music and singing program, is now also run weekly with residents in Dandenong Road. This program allows us to bring music to those with less mobility, so they can engage in live music and singing. And we’ve found that even residents who don’t usually engage tend to respond positively when music is played.

Good food nourishes the body and delights the soul. That’s why we take our food seriously at Emmy. We continue to partner with dietician Lisa Sossen & Assoc. to refine our menus, recipes and cooking methods — for improved taste, efficiency, nutrition, balance and presentation.

EMBRACING OUR COMMUNITY

To maximise our resources (such as partners, students and volunteers onsite), we took the opportunity to expand our volunteer network and offer corporates the chance to give back in various ways.

For example, a team from Jadig Finance volunteered to help us build IKEA furniture for the Gandel Play Spaces and make latkes for Chanukah. It was an absolute delight and a resounding success for everyone involved.

Thanks to funding from the Erdi Foundation, we rolled out the inaugural Balaboosta’s Kitchen Garden program with multiple sessions last year.

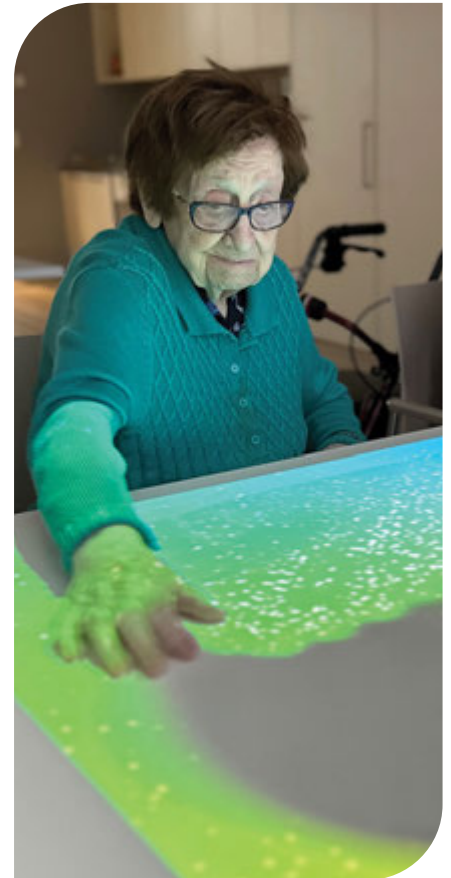
Our residents, together with Year 3 Discovery Centre students from Mount Scopus Memorial College, created dishes around the Chaggim from the kitchen garden. They also learned about different herbs and vegetables, then planted and harvested the produce for our kitchen to use in resident meals.

CULTURE OF QUALITY

The CompliSpace software is now embedded in our systems and practices to help us with external reporting and identify areas for continuous improvement.

We’re also building clinical reporting directly into iCare, as part of our efforts to improve access to information across the board. And wherever possible, we’re moving to electronic forms to reduce paper.

As it’s important that our residents themselves contribute to Emmy’s improvement, we formed a Resident Advisory Committee (RAC) in April this year. A resident-only committee comprising a Chair and two Vice Chairs, the RAC meets with CEO Tanya Abramzon regularly to share ideas and feedback.





INNOVATIONS IN CARE

Last year, we introduced BestMed — a new medication management system that streamlines script authorisation. With this system, doctors no longer need to physically write the script and fax it to us. They can now log into the system to authorise medications — and the pharmacy and Emmy will see the changes in real-time.

This allows drugs to be dispensed more quickly — resulting in a better experience for residents.

Another highlight was our falls reduction program. Our clinical staff, in collaboration with onsite physio team Total Health Physio, introduced an exercise program to improve our residents’ mobility and strength.

Although the program is still in its infancy, we’ve seen initial results that indicate improved strength from exercise can reduce the incidence of falls.

At Emmy, we take a proactive and holistic approach to medication management and advocate for a reduction in medication without harm — especially antipsychotic drugs and polypharmacy.

As part of this process, our clinical team reviews antipsychotic medications every three months.

A doctor also reviews our residents’ prescriptions regularly, with the goal of reducing medications if suitable.

As shown in the table below, we saw the biggest decrease in polypharmacy this year. This is thanks to our regular multidisciplinary meetings with residents, families, doctors and allied health practitioners — to advocate for reduced medications and improved quality of life for residents.

Pharmaceutical Usage in Residents		
	Q1 2023 Emmy rate	Q1 2023 Industry benchmark
Polypharmacy	41.3%	52.35%
Antidepressants	41.3%	50.75%
Antipsychotic drugs	19.9%	24.35%
Anxiolytic drugs	37.15%	41.25%
Narcotic analgesics	28.8%	34.25%

IMPACT

Emmy Monash is focused on delivering the best possible quality of life for our residents — and a top-tier employment experience for our staff. We're committed to making meaningful changes where we can, so we can continue to exemplify excellence and achieve positive outcomes.



CONSIDERED CARE WITH REAL RESULTS

WELLBEING IS KEY

Emmy continues to support the wellbeing of our staff with access to free, confidential counselling onsite. This results in improved employee performance, lower turnover rates and better communication channels among staff.

Also, our catering team has been more cohesive since Ash Nathan started his role as our Hospitality Manager. The team is responding positively to Ash's leadership and direction, with increased motivation and focus — which leads to improved service outcomes.

OPTIMISING PROCESSES

We have streamlined the admission process by introducing multidisciplinary pre- and post-admission meetings. These meetings encourage an open exchange of information, so that all parties are well informed and best able to care for a new resident.

Meanwhile, a research project on the Safta program has highlighted the immense benefits of connecting the youngest and oldest generations. Residents feel connected to their community, and everyone else involved — including teachers, parents, children and family members — experiences joy.

GOOD DEEDS

At Emmy, we welcome volunteers with special needs. By getting involved, they get to be part of the community, with a purpose and a chance to give back.

One of these volunteers is Asher — a talented young musician with a gift for playing the piano, he performs twice monthly in various areas of Emmy.



EXPLORING MELBOURNE

We've expanded our social bus outings to a wider range of destinations, including exhibitions and places of interest in Melbourne. Our residents often pick the place to visit, so this allows them to explore their passions and share their delight with the Emmy team. For example, a resident who is an avid aviation lover recently suggested that we visit the Moorabbin Air Museum.

These trips also keep the residents engaged with the wider community, provide them with a change of scenery, and give them an opportunity to explore their interests.

EXPANDING CARE SERVICES

In October 2022, we changed our pharmacy provider to Gunn & McConville. And based on the feedback we received — from residents, family members, staff and doctors — everyone is satisfied with the service.

This change also enabled us to roll out our new medication management system, BestMed, which streamlines doctor consultations for changes in medications — resulting in drugs being administered more quickly.

We now have 22 consulting general practitioners (GPs) at Emmy, each of them a vital link in the chain. The strong, trusted relationship between the GPs and our clinical professionals allows them to back each other up when needed — and provide holistic care to the residents.

In addition, these GPs have become familiar faces to our residents. And they make it possible for residents to continue accessing professional care in a familiar setting. We thank our consulting GPs for their professionalism and dedication.

MEET OUR PARTNERS

It takes a village to create the diverse and engaging program that is available to residents at Emmy Monash. We are proud of the wide network of organisations that support us and share our vision to enrich the lives of our residents.



We wish to acknowledge the following organisations that have provided goods and services in kind:





MEET OUR LEADERSHIP TEAM

The Emmy Monash Leadership team apply their skills and experience to play a vital role in guiding our organisation operationally and strategically. This year, they have shown great commitment and compassion in supporting the Emmy workforce and caring for our residents.



Tanya Abramzon
Chief Executive Officer

Mark Hammerschlag
Executive Manager —
Finance

Steve Aivaliotis
Executive Manager —
Operations

Denise Skerry
Executive Manager —
Governance & Innovation

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Marketing & Communications

Monica Arango
Clinical Care Manager

Maureen Shulsinger
Partnership & Community
Engagement Manager

Debbie Jacobs
Culture & Wellbeing Manager

Shelley Katz
Social Counsellor

Ash Nathan
Hospitality Manager



MEET OUR BOARD

Our Board of Directors ensures Emmy Monash continues to go from strength to strength. Each an expert in their field, our Board work together to ensure we stay true to the Emmy vision, mission and philosophy.



Tanya Abramzon
Chief Executive Officer

Rod Nirens
President

Selwyn Greenberg
Treasurer/Secretary

Joel Beebe

Tom Gorog

Jonathan Kramersh

Joe Krampel AM

Peter Lewinsky

Naomi Liner

Alan Synman OAM

Dr Karen Wayne OAM

“The Emmy Monash board has an important role to fill, and they do it with confidence and care. In the current climate, transparency and prudence have been our most valuable assets, ensuring a brighter future for us all.”

TREASURER’S REPORT

It is now a well reported fact that the financial status of the aged care industry has deteriorated dramatically during the 2023 financial year.

Caught in a post pandemic perfect storm of staff shortages, inflated agency expenditure, ongoing covid costs and insufficient action from government, the industry is battling for its very survival with many facilities closing their doors.

Despite these industry challenges, Emmy has managed to continue to provide its premium service to the community resulting in one of the best occupancy levels in the aged care industry.

Whilst this has provided us with maximized revenue streams, it has taken a disciplined diligent financial team to manage and contain operating costs that are forever on the increase in these inflationary times.

Nevertheless, we have noticed that despite our best efforts to provide great service and contain expenses, like many in the industry, we are still finding it difficult to achieve a surplus by year end.

The government is well aware of the crisis being faced in the industry and although overdue we expect to see legislative changes in the funding of aged care in the very near future.

Emmy Monash is indebted to our generous financial supporters in the community who have been there to assist us during these trying times. I particularly want to acknowledge the launch of our Foundation which we foresee to be an essential revenue stream in the future. Thank you to our founding members for their support.

We anticipate that 2023 will be a year of consolidation in which our solid financial management should take advantage of the opportunities to come, allowing us to look forward to a healthy and prosperous economic future.

In closing I sincerely thank the Finance team headed by Mark Hammerschlag, the finance committee, and the Marketing team and for their tireless and continued fund-raising work.

SELWYN GREENBERG



“Despite these industry challenges, Emmy has managed to maintain one of the best occupancy levels in the industry.”



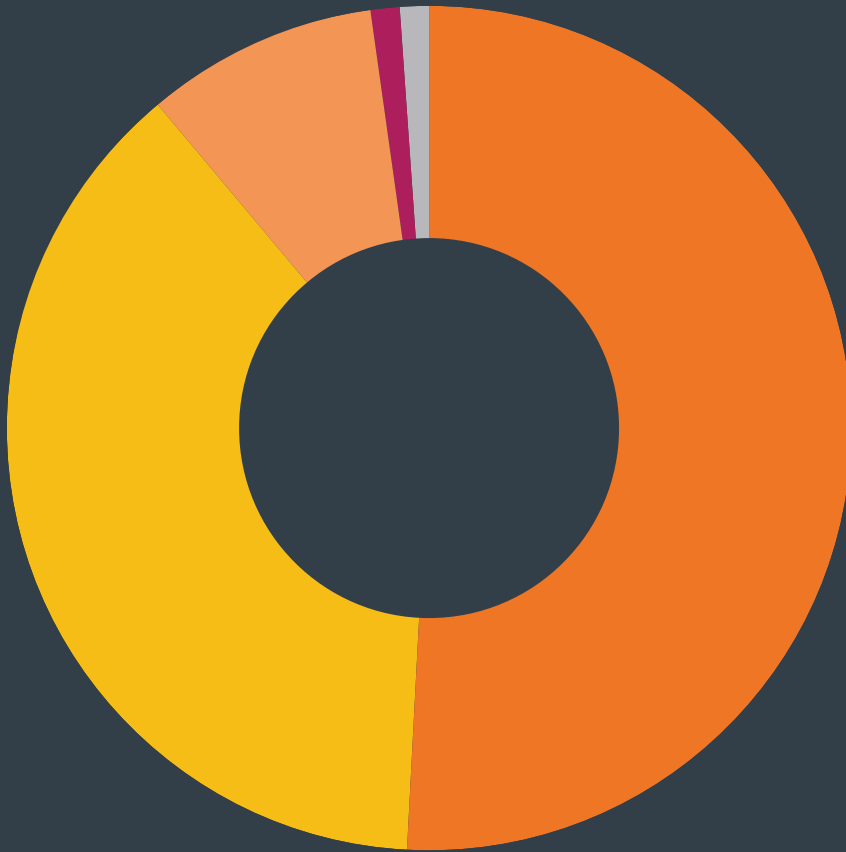
Assets and Liabilities

50%

Assets

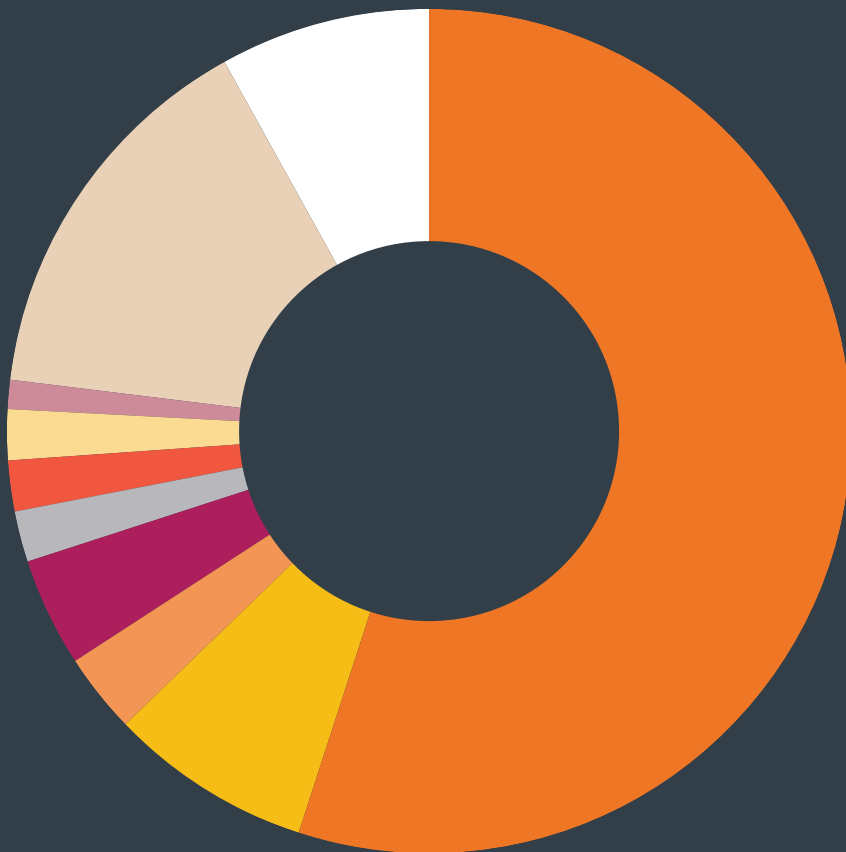
50%

Liabilities



REVENUE

Government funding	51%
Residents funding	38%
Donations	9%
Investment	1%
Other	1%



EXPENSES

Employee benefits	55%
Depreciation	8%
Repairs and maintenance	3%
Food expenses	4%
Utilities	2%
Cleaning and laundry	2%
IT costs	2%
Therapy and medical services	1%
Subcontracting	15%
Others	8%

This is a summary of the financial report of Emmy Monash Aged Care Inc. and Controlled Entities. A copy of the full financial report is available up on request.

OUR SUPPORTERS

We are incredibly grateful to our loyal donors and supporters who champion our cause. Because of their generosity, we can continue to deliver excellence — and make a difference in the lives of many.

PATRON OF EMMY MONASH

Pauline Gandel AC

LIFE MEMBERS

Betty Dreyfus
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Ilse Epstein
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Les Erdi OAM
Ilse Felder
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George Greenberg
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Susan Hearst
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Bruce Joske
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 Sam & Sonia Wajcman
 and family
 Family of the late
 Malvine Worth
 Tom & Karin Zafir

ART DONATION

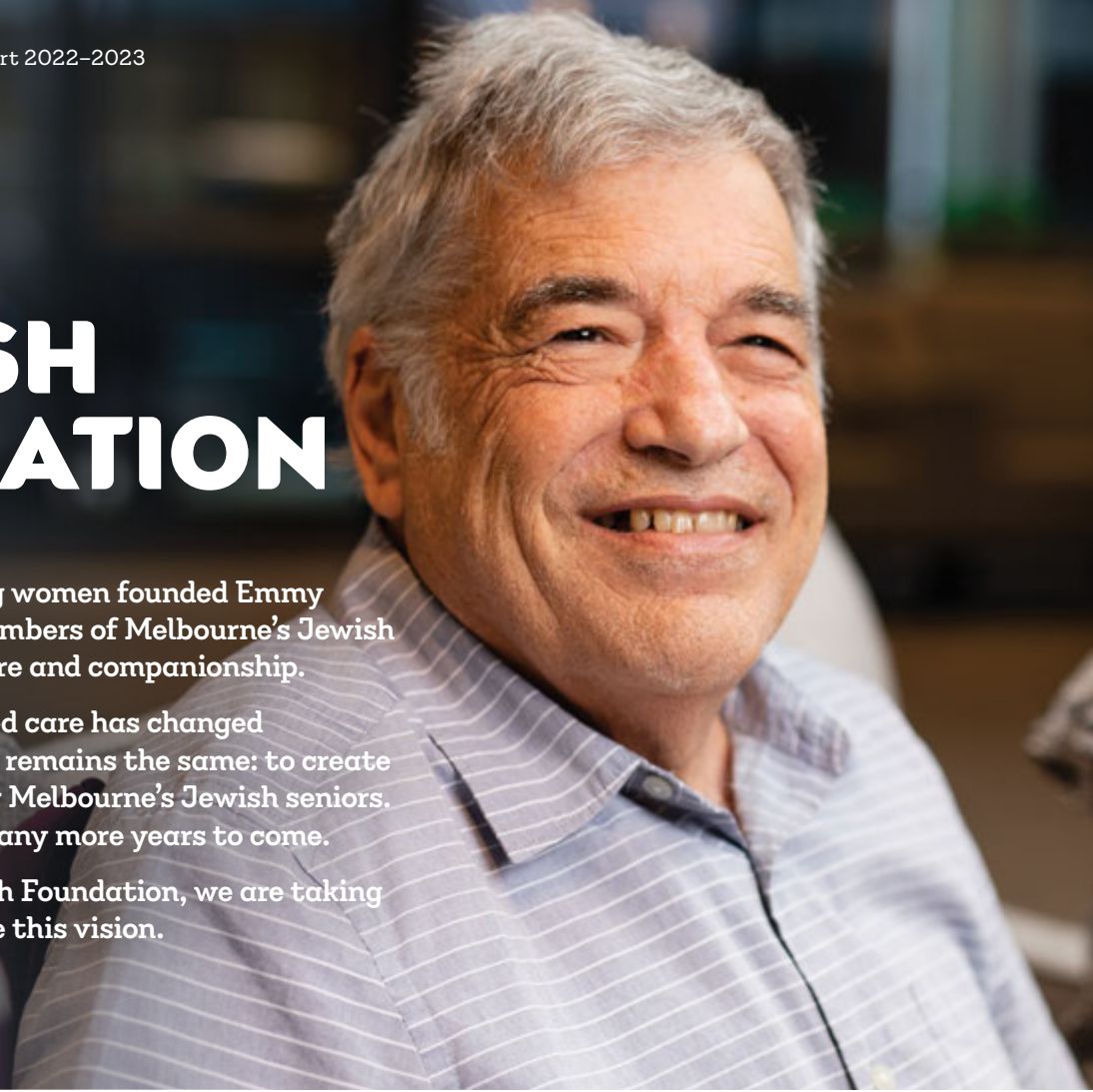
Sue & Tom Blashki
 The Australian Haggadah
 Collection on loan from Helen &
 Bori Liberman
 Illustrations by Victor Majzner
 Calligraphic illustrations by
 Andrew Majzner

EMMY MONASH FOUNDATION

In 1941, a group of inspiring women founded Emmy Monash to provide older members of Melbourne's Jewish community with quality care and companionship.

Since then, the world of aged care has changed significantly. But our vision remains the same: to create a home away from home for Melbourne's Jewish seniors. Today, tomorrow, and for many more years to come.

And with the Emmy Monash Foundation, we are taking an important step to secure this vision.



BUILDING A FIRM FOUNDATION

ENSURING THE EXCELLENCE OF CARE CONTINUES

Since its establishment 80 years ago, Emmy Monash has become one of Melbourne's leading aged care providers. Our success so far can be attributed to the community that has supported us through every stage of growth.

But it's now time to take a step further. It's time to *secure* our future.

The Emmy Monash Foundation was created to ensure the sustainability of our wonderful organisation for years to come. Through the endowment fund, we will be better equipped to maintain Emmy's superior status, attract and retain quality staff — and advance our care services through unique and large-scale projects.

All money raised for the Foundation will support projects approved by our Board of Directors and in line with the Foundation's investment guidelines.

The Foundation's key areas of investment include:

- Education and training to attract and retain a highly professional workforce
- Environmentally friendly practices through new technologies
- Innovative and sustainable systems to enhance service delivery
- Financial assistance for concessional (low-income) residents

- The enhancement of buildings and interiors for ongoing, first-class facilities
- Leading clinical care practices and programs.

Together, we can ensure that Emmy Monash is equipped to face any challenge with confidence — and remain a leader in aged care for many years to come.



THE LAUNCH OF A NEW CHAPTER

The Emmy Monash Foundation was officially launched in March 2023, with more than 100 people attending the event.

Well-known demographer Bernard Salt AM spoke about 'The big care shift: How ageing is changing Australia'. And he reiterated the urgent need to future-proof Emmy, given our ageing population and ongoing staff shortages in the sector.

We were also pleased to welcome Patron Pauline Gandel AC and her husband John Gandel AC to the evening.

Their support, along with the Gandel Foundation's, is invaluable.

We extend a big thank you to all our valuable supporters, volunteers, staff and residents who came to celebrate the launch with us.



FOUNDING MEMBERS

We want to especially thank the founding members of the Emmy Monash Foundation, who came together to invest in our future from day one.

Anonymous (1)

Simon Feldman

Ronit Fraid

Tom & Jenny Gorog

George &
Hani Greenberg

Michael Heine

Krampel family

Charles & Perla Leinkram

Eve Lustig and Family

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Chartered Accountants

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Richard & Roslyn Rogers

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The Silberscher
Family Foundation

Peter Stach

Alan Synman Charitable
Family Trust

Scott Winton Nominees
Pty Ltd

Andrew & Lily Tzouras

Victor & Karen
Wayne OAM

FOUNDATION COMMITTEE MEMBERS



Peter Lewinsky (Chair)

Tanya Abramzon

Rochelle Daboush

Selwyn Greenberg

Joe Krampel AM

Rod Nirens

Richard Rogers AM

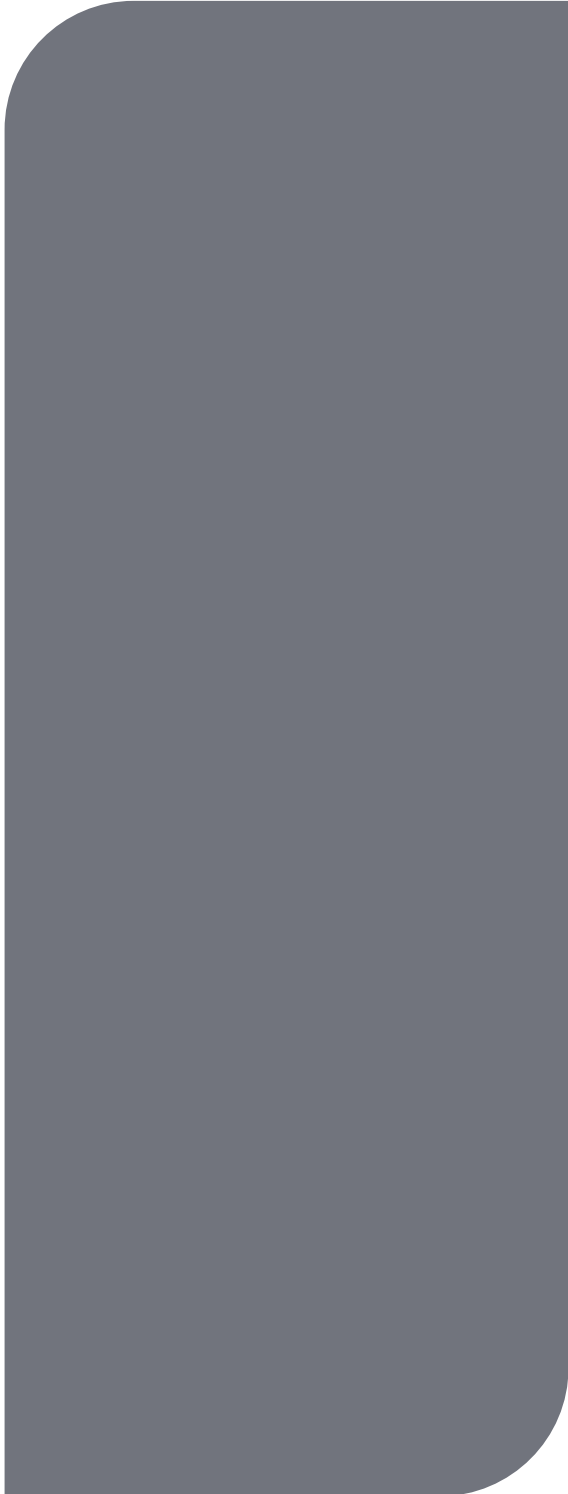
Nathan Shafir OAM

Alan Synman OAM



“Together, we can ensure that Emmy Monash is equipped to face any challenge with confidence — and remain a leader in aged care for many years to come.”





Emmy Monash
Aged Care



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