



Emmy Monash
Aged Care



ANNUAL REPORT 2021-2022

Building Resilience Delivering Growth



EMMY MONASH IS COMMITTED TO THE EIGHT AGED CARE INDUSTRY STANDARDS. WE ARE GUIDED BY THESE.

The eight Standards are:

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

ACKNOWLEDGMENT OF COUNTRY

Emmy Monash Age 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, present and emerging, and acknowledge and uphold their continuing relationship to this land.



VISION MISSION VALUES

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 as we continue to grow.

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OUR MISSION

Our mission is to deliver the best quality care to seniors in our Jewish community now and in the future.

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OUR VALUES

1. Working together
2. Demonstrating respect and trust
3. Enabling effective decision making
4. Being accountable
5. Delivering vision and value

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WHO WE ARE

Emmy Monash is a leading independent aged care provider in the Jewish community. We are a forward thinking and innovative facility. Operating on a single site at Hawthorn Road Caulfield North, Emmy Monash plays a proud role in connecting generations within the community and supporting its residents and other stakeholders. High standards of care and cultural connections are what set Emmy apart from other providers.

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KEY HIGHLIGHTS

Despite lockdowns and COVID challenges we continued to grow and achieve throughout 2021/22. Here we share a selection of highlights from the last year representing wonderful connections, cultural celebrations and meaningful moments.



ROBERT PATAKI OAM

In March 2022, our resident Robert Pataki was awarded the Order of Australia Medal for his contribution to design. Rob's innovative designs include the first baby capsule and the plastic hot water urn.

DELIVERING CULTURAL AND ARTISTIC CONNECTIONS

Our 2021/22 programs included the GBH Junior School Shabbat program, the Melbourne Recital Centre: Music Always Program, NGV Art and Memory program, and U3A current affairs.

INVESTMENT IN OUR STAFF

A range of staff wellbeing events were held to provide vital support during COVID.

FOCUS ON A SUCCESSFUL FUTURE

In April and June 2022, the Emmy Board, leadership team and staff members participated in two Strategic Workshops to set a new vision, purpose and objectives for 2023–2027.

A SPECIAL CHANUKAH FOR EMMY

Our wonderful Emmy Monash volunteer Martin Israel completed his second beautiful channukiah for residents to enjoy. In December 2021, Martin presented his new piece to Emmy Monash CEO, Tanya Abramzon.

NEW RESIDENTIAL SUITES LAUNCHED

Setting new standards in accommodation, we launched new residential suites – unique to the aged care sector given their size and amenity. Ranging from 46m² up to 105m², suites include spacious living areas, with some featuring a balcony or a second bedroom.

MAINTAINING CONNECTIONS THROUGH KEY SERVICES

We were able to hold virtual synagogue services on High Holy Days. In addition, contributions were made through Darchei Shalom's baking program, candle lighting via Zoom for our Shabbat project with Rabbi Rabin and Rebbetzin Rabin, and popular JNF Virtual Israeli Tours.





In spite of COVID, our residents still remained connected with family, friends, community, volunteers and staff at Emmy Monash.



ANNOUNCEMENT OF C CARE PARTNERSHIP

In the second half of 2021, Emmy Monash proudly announced its new strategic partnership with C Care. From January 2022, C Care commenced the lease of facilities comprising an industrial kitchen and food storage and packing area on Emmy Monash premises.

C Care, which continues to experience significant client demand growth, had been looking for new facilities for their organisation, and a disused industrial kitchen became available at Emmy Monash. This partnership will provide long-term benefits for both parties. It is a wonderful opportunity for Emmy to support another worthy community organisation in this way.

“We have been looking for the right tenant for our vacant building for a while now, and this partnership makes perfect sense. We are very excited to have C Care and Emmy ‘under the same roof.’”

ROD, PRESIDENT



Special partnership

FROM THE PRESIDENT

I have thoroughly enjoyed my first year in the role and the opportunity to work closely with our CEO Tanya and her leadership team. I've been very fortunate to have had Joe Krampel AM support me through the transition, and genuinely appreciate his guidance and the benefit of his many years of experience at Emmy.

As we come out of the COVID pandemic (or learn to live and work with it in a different way), it's more important than ever that we continue to support one another.

The culture at Emmy is unique and made up of many passionate and resilient individuals. We continue to strive to be a workplace of choice, providing opportunities for both career and personal development. In the past year, we restated this commitment to our people and to having the right governance and accountability settings to support the wellbeing of our team.

Another area of focus this year has been around continuous improvement. We set high standards in care, performance and accountability, and will keep working hard to ensure we deliver on these standards. Emmy Monash continues to be recognised as a leader in the aged care industry. Supporting our people is at the centre of that recognition.

One of the highlights of the year was our staff awards celebration where we recognised the contributions of our valued employees thanking them for all they have done. As we look forward, we continue to seek innovative ways of delivering care. Thanks to the efforts of our dedicated team, we have shown incredible resilience through a period of intense change and are now looking forward to continued growth.

In April and May this year, we held two Strategic Workshops bringing together our board, leaders and staff representatives to consider our strategic objectives and purpose. We reached a consensus on what should define our future, agreeing on four pillars. They will be about CARE: our commitment to Community, Accountability, Respect and Excellence.

We're excited about this new direction and strategy – and the way our four pillars support the Emmy Monash mission established by the dedicated pioneering women who began this charity back in 1941. We share the same focus as those past leaders – to provide high quality aged care services with kindness and compassion.

With this as a guide, and together with all our people, Emmy Monash will continue to build on its achievements to deliver the next exciting phase of growth.

Finally, I would like to extend a sincere thank you to our devoted and committed Board as we continue to deliver outstanding organisational governance. I am very proud that we were able to mark our eightieth anniversary in 2021.



ROD NIRENS

President's message

“I have a strong focus on technological innovation and corporate governance. Emmy Monash shows a strong commitment to care and to not only comply with the Aged Care Quality Standards but to exceed and deliver excellence in care.”



FROM THE CEO

This past year continued to challenge us but once again the Emmy team and family held our heads high. We faced another prolonged period of rolling COVID lockdowns and, with those, additional compliance and regulatory demands. Yet we did not just survive through the twelve months, we thrived!

It is in difficult times like these that I see the enduring positive spirit of Emmy Monash shine brightly. It fills me with great pride to be leading a forward-thinking and dynamic organisation.

This was also the year in which Emmy Monash turned 80. We marked that proud milestone with a range of celebrations including a community concert featuring the Harvard Krokodiloes and the creation of a video documenting our rich history.

Alongside recognition of this important anniversary, the past year also marked the end of the Emmy Monash Strategic Plan 2018-2022. I'm very pleased to be able to report that we achieved all our planned objectives. This achievement is made even more significant when we consider that for two and a half years of the plan we dealt with the challenges of COVID. Yet our excellent team, residents, together with their families and friends, and our volunteers and community partners all rose to the occasion. They showed courage and resilience. Not only did we come through as the Emmy Monash family, but we were able to develop new ideas, improve governance and accountability, and strengthen connections.

I am consistently amazed by what our staff deliver and justifiably proud of their superb performance.

Our residents and their families were understanding and supportive and our leadership team helped to set the right course to steer us through. Alongside our dedicated staff, volunteer and student programs continued to grow. We were also delighted to be able to welcome our new President Rod Nirens, and to warmly recognise outgoing President Joe Krampel AM for his 12 years of service.

For all these reasons, my view of the past year fits with the theme of this year's Annual Report: 'Building Resilience; Delivering Growth'. I would like to thank all of the Emmy Monash family for their commitment, support and effort through this period.

Over the past few years, we have also faced the broader challenges of industry change as the aged care sector continues to evolve and grow. Positive innovation has been long overdue. At Emmy Monash, we have met and exceeded industry benchmarks in delivering improvements in clinical care, accommodation and resident support. Yet there is still a great deal of attention needed from the government towards the Aged Care sector.

In the past year in particular, we fulfilled the aged care industry 2023 benchmark set at 250 minutes of personal care per person per day. We had two registered nurses onsite on a 24-hour roster every day, and our volunteer and student programs continued to grow.

Now we are looking ahead to further industry transformation. We have an opportunity to support the future growth of Emmy Monash – to help it move from 'good' to 'great'. We already have the building blocks in place to make this happen and with a robust new Strategic Plan in the wings, we will work on expanding our services and lifting our quality even more.

I look forward to sharing the next exciting steps in our journey with you.

TANYA ABRAMZON

“What we’ve learned as a sector is that you need to be agile and respond quickly. With this in mind, we constantly look for greater collaboration with all our stakeholders.”



FROM THE PATRON

It was with a great sense of pride that I watched Emmy Monash celebrate its 80th anniversary in 2021. My dear husband John and I were delighted to be part of the celebrational video and felt this milestone reflected the importance of Emmy within the Melbourne Jewish community. As the generations grow and change, we know how vital Emmy Monash is for our communal wellbeing – and the future of our whole community.

Even more impressive is that Emmy has remained true to the original vision and mission of its founders. Today this innovative and forward-thinking organisation continues to operate with the same compassion, kindness, and generosity of our founding women.

This display of staying true to one's mission, while also doing things to the highest levels of professional standards, talks to the strength of Tanya Abramzon's leadership over the last 12 years, the wisdom of the Board guided now by Rod Nirens, and the agility with which the Emmy team have managed through very difficult times of the pandemic and the demands of ongoing lockdowns.

It wasn't only the level of care shown by the nursing and, indeed, all staff at Emmy that has been exceptional. It was also about the way in which Emmy's people remained united, providing links to the wider Jewish community. Their ethos and philosophy are about the importance of thinking beyond our own needs, and how we must remain connected.

On a personal note, whenever I spoke with Tanya through the pandemic, the conversation reflected the empathy shown towards her team, and always recognising their hard work. Tanya reflected on the incredible responsibility to keep everyone safe and cared for, while following all the rules and regulations, and always maintaining respect and dignity of residents and their families. In Tanya, I heard a leader who values the effort of the staff, the positive outlook of residents in hard times and the wisdom and agility of the board.

It is for all these reasons and more that John and I are incredibly proud to support Emmy Monash and we encourage the broader community to join us in our commitment. As our population continues to age, the need for a premier aged care facility within the Jewish community will grow.

Emmy Monash provides an essential service in the community and beyond that, it is a place that can shine a light into the future, meeting the needs of residents today and for generations to come.



PAULINE GANDEL AC

Patron's message

“I could think of no better place to go if I was not well, because of the care, love and dedication straight from the top. The staff, from the CEO down, are selfless and totally dedicated to what they do.”





FORERUNNER OF EMMY MONASH: THE MUTUAL HELP

In 1941, a strong and visionary group of Jewish women established a special place for older members of Melbourne’s Jewish community.

Forming an organisation called The Mutual Help, these dedicated women worked around the clock to deliver food and provide care and companionship to the frail and elderly in their own homes while rallying tirelessly for community support. Later renamed in honour of our inspirational founder, Emmy Monash Aged Care is now Melbourne’s leading Jewish aged care facility, accommodating up to 171 residents.

CELEBRATING MRS EMMY MONASH

Emmy Kroch was one of the founders of The Mutual Help, the antecedent organisation of Emmy Monash. Emmy was born in Leipzig Germany in 1885.

One of six children, she received a strictly orthodox upbringing and was taught the importance of Jewish culture and charity. Emmy married Berthold Monash, a patent attorney, in 1908. He was a first cousin of Australian war hero and civil engineer, Sir John Monash.

Emmy and Berthold migrated to Australia in 1838 and soon after, Emmy became involved in The Mutual Help and B’nai B’rith Melbourne Lodge. She was appointed President in 1944 and continued in that leadership role until 1949.

Through the relations of Emmy and Berthold, we retain a very strong family connection to Monash ancestors. Sisters Evelyn Sharp nee Kaufman and Ellen Bando are the granddaughters of Mrs Emmy Monash. Evelyn is a proud resident at Emmy, as was her sister Ellen until her passing in 2020.

“No written history can ever document all the countless hours of work and tireless contributions made by so many people over the years.”

HELEN FELDER, AUTHOR OF A HOME AWARD FROM HOME, THE HISTORY OF EMMY MONASH AGED CARE



Hillcrest the Emmy Monash Home, circa 1947

CELEBRATING OUR CENTENARIANS

In our eightieth year, we are proud to celebrate the lives of five of our Emmy Monash residents who are more than one hundred years young.



ELIZABETH LASZLO, AGE 105

As the oldest resident at Emmy, Elizabeth Laszlo was born in 1917 in Hungary. She came to Australia around 1950 and is a Holocaust survivor. A highly intelligent woman, Elizabeth has always had a positive outlook on life and this resilience buoyed her and those around her during the Holocaust.

She has written her own memoir detailing a fascinating life. Elizabeth has been a resident at Emmy since 2015; she likes watching ballet and opera, and singing along to familiar Yiddish songs.



LOTTI TUGENDHAFT, AGE 102

Born in Dusseldorf, Germany in 1920, Lotti is a Holocaust survivor who has lived in Poland, France and Shanghai. In her working life, Lotti, together with her late husband, Josef, owned Delphine Ladies Fashion boutiques with stores all over Melbourne. Lotti has three children, eight grandchildren, 21 great grandchildren, and three great great grandchildren. They are currently living in Melbourne and in Israel. She has lived at Emmy since 2016. Lotti loves music and dancing and is very passionate about maintaining Jewish traditions. She regularly attends synagogue services, enjoys celebrating Jewish festivals with her family and takes joy in lighting the Shabbat candles. Lotti is very proud of her two sons, Leon and Ashley, her daughter Rosie and their respective families.



ESTER SZYPER, AGE 102

Ester was born in Poland in December 1919 and is a Holocaust survivor. She immigrated to Australia after the war and worked as a milliner for many years. She has a small family in Melbourne and a grandson living in London who is an award-winning film editor. Ester has lived at Emmy since 2011, she loves to paint and sing along to Pablo's songs at the Kabbalat Shabbat party. She enjoys sorting cards, doing puzzles and loves to plait the challah for Shabbat.



LOTTI EISINGER-PHILLIP, AGE 101

Lotti was born in Germany and escaped to Australia with her parents and brother in 1939. She worked as a dressmaker for private customers as well as working full-time in her parents' clothing factory. Lotti has lived in an Emmy apartment since 2015. A very proud lady, Lotti has two daughters, five grandchildren and nine great grandchildren — a beautiful large family who visit or take her out often. She is regularly seen in the cafe chatting to friends, and enjoys attending talks and having intellectual discussions with other residents and the Emmy team. As well as going on some Emmy bus outings, she enjoys yoga sessions, music concerts, and having talks with Rabbi Stern.



JACOB SZWARCBORD, AGE 100

Jacob was born in December 1921 in Łódź Poland and arrived in Australia in 1950. He has two sons, four grandchildren and two great grandchildren and can speak three languages — English, Polish and French. In his working life he built up a construction and development business building high-end apartments, and was passionate about water skiing, snow skiing and golf. Jacob has lived at Emmy Monash since 2021, has a love of music and relishes in the visits from the Delta Therapy Dogs.

“Being able to sit with Lotti (aged 101 years) in her apartment and have a cup of tea and talk about nothing and everything — this makes my day.”

STEVE, GENERAL MANAGER OPERATIONS

Celebrating life

EXCELLENCE



Our commitment to excellence is 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.



EXCELLENCE

ACCOMMODATION

RESIDENTIAL CARE

In 2021/22, we proudly launched Emmy's new residential care suites offering spacious apartment style living, designed to accommodate those who are keen to engage in activities with all the nursing care and support available on site.

The suites include access to 24/7 nursing care and living support, just as all other residential rooms. Their large size is unique to Emmy Monash with all rooms upgraded with modern beds and comfortable new furnishings.

RESPITE CARE

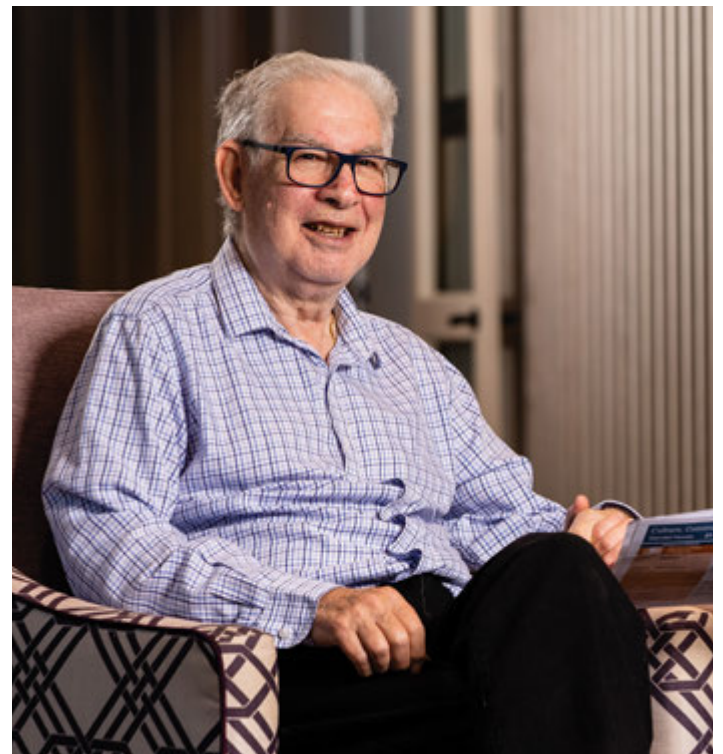
Short term care is ideal for Jewish seniors who want to have a taste of life at Emmy Monash. With options for low and high care available and a wide range of cultural, intergenerational and engaging programs to join, we meet each person's care needs to ensure an outstanding experience.

“I first came to Emmy on respite, and before long I grew to love my new space and the people around me so much I decided to stay!”

NEW RESIDENT TO THE MAREJN SUITES

ACCOMMODATION CHOICES AT EMMY MONASH

- Don and Sonia Marejn Suites
- Colin and Gillian Mandel Family Unit
- Tatarka Family Floor
- Louise and Jack Machlin Family Floor
- Hilda Loewy Floor
- Bierman-Sajet Dementia Unit
- Victor Smorgon Charitable Fund High Dependency Unit



CLINICAL CARE

KEY ACHIEVEMENTS

In another challenging year that has been bookended with the pandemic, I am extremely proud of the clinical team and what we have achieved. I believe it is due to our impeccable infection control and prevention record that we reached January 2022 before we experienced our first resident COVID-19 case at Emmy Monash.

Maintaining vital connections was a challenge during COVID and lockdowns with residents being isolated and experiencing limited onsite doctor's visits. Our nurses facilitated Telehealth meetings to connect general practitioners and specialists with residents via iPads. We not only facilitated these virtual connections but also helped become part of the solution. Our staff made sure team leaders were in attendance at these meetings so that resident care records were updated and doctor instructions were carried out promptly.

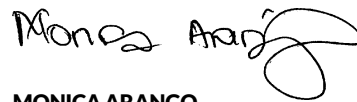
Dr Lera Kirszbaum geriatrician, was introduced in 2020/21 as part of a new care partnership. Partnering with Lera provides peace of mind for families. She believes in Emmy and she believes in minimising medications and looking at non-pharmacological strategies for behaviour management. Through this holistic approach from Lera and refined medication management, residents can often enjoy a better quality of life. This year, the initiative has continued to grow and has been a hugely successful partnership for everyone involved.

KEY INNOVATIONS THIS YEAR INCLUDE:

New air purifiers were rolled out in first half of 2022.

IPC fit testing of N95 masks introduced. This is a mandatory requirement to support infection prevention with staff wearing masks that fit well and reduce the risk of spreading infections.

Holistic care innovations were delivered through multidisciplinary meetings to ensure all aspects of a resident's care were being managed appropriately. This included talks between Clinical team, with Culture and Wellbeing staff and/or physiotherapists to suggest a new activity to aid resident health.



MONICA ARANGO
CLINICAL CARE MANAGER



“This role is a vocation rather than a job, it is something in my heart to give for the pleasure of giving and not let anyone down. I have the ability to affect change in my role.”



ADMISSIONS

EXCEEDING EXPECTATIONS

We have strived to ensure compassionate, seamless and thoughtful service is given to those entering aged care for the first time. In managing admissions across permanent and respite accommodation we ensure careful and thoughtful placement that is based on the individual care needs of the resident.

This included an increased focus on consultation with other professionals, and open conversations with the family to ensure transparency and clear expectations. Supported by Catherine, we also provide counselling support services to residents and staff.

New to Emmy this year is Yana, our Resident Liaison Officer. Yana was appointed in response to the objective of providing a higher level of tailored service. It is essential residents have a non-clinical contact to liaise with, whether it is about a maintenance query, hosting friends for an event or a friendly face to chat to. Yana connects with residents every day, and works with Catherine and myself to enhance the Emmy experience not just upon arrival and welcome – but indeed every day at Emmy.



SHELLEY KATZ
SOCIAL COUNSELLOR

“Watching new residents bond with staff, build on their strengths and see new beginnings is immensely morale boosting for me and everyone at Emmy.”



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 **78**

PERMANENT AND
RESPITE ADMISSIONS =
15% INCREASE

.....
 **114**

ADMISSIONS THIS YEAR

.....
 **89**

AVERAGE AGE AT
ADMISSION

EXCELLENCE

LIFESTYLE

ENGAGING PROGRAMS

The breadth of lifestyle programs is an integral part of the unique Emmy experience. Every year we introduce new programs to suit our audience. Whether it is yoga, Israeli dancing, shiurim, leather-making or craft, there is something for everyone. Even more importantly residents are empowered to run their own programs, suggest new ideas and tailor current programs to suit their needs.

As part of a donor-funded project, we introduced the Listening Therapy Program. This involves developing a personalised playlist based on residents' interests and their favourite music. It serves as an important non-pharmacological intervention for those who are at risk of falls or have behavioural challenges.

The Kline Art Therapy Program is another donor funded program that has created immense value and benefits for residents. Comprising three activities over the year: ceramics, leather work and mosaics, residents took part in sessions that promoted creativity, fine motor skills and coordination.

These programs incorporated intergenerational opportunities too, with residents socialising with Bialik students and volunteers.

The Emmy Monash choir is run by our dedicated staff member and musician, Pablo Cravzov. Residents have an active voice in choosing the songs they will learn. Singing delivers therapeutic benefits and there are also excellent leadership and social opportunities where friendships are developed. We are looking forward to performing at community events in the near future. We believe this will give choir residents an enhanced sense of achievement and pride — and also allow us to engage with and entertain the broader Emmy community.

“Part of what makes the Emmy experience unique is the breadth and depth of our lifestyle activities.”

This year's training day held for Culture and Wellbeing staff aimed to deepen our understanding of a holistic care model and encourage collaboration with other teams to ensure the best outcomes for residents.

It was wonderful to be able to achieve greater collaboration with the clinical team this year. By creating stronger links and greater awareness between clinical and non-clinical staff we achieved a more holistic wellbeing outcome for the residents. As an example, our Culture and Wellbeing team now contributes in a more meaningful way to observing and reporting outcomes.

DEBBIE JACOBS
CULTURE AND WELLBEING MANAGER



1,480+

LIFESTYLE PROGRAMS
DELIVERED



EXCELLENCE

JEWISH LIFE

In spite of another year of COVID, Emmy Monash continued to excel in its delivery of Jewish life. These activities helped bring a sense of purpose and meaning to residents and families.

“Celebrating festivals and special Jewish occasions is vital and generates new conversations and smiles. It allows residents to share their stories and reminisce.”

PROMOTING JEWISH IDENTITY

At Emmy Monash we are proud of the choice provided to residents in celebrating and enhancing their Jewish identity. Whether it be through synagogue services, challah baking or shiurim (Jewish themed talks), residents are encouraged to connect to their identity in a way that suits them. Furthermore, Emmy excels in its delivery of programs within the Jewish space. Intergenerational programs with Jewish schools, Holocaust and Jewish education sessions for staff and residents leading services and festival celebrations.

Jewish festivals are a wonderful time where residents, families, staff and the community come together to celebrate. We provide connections with synagogues across the spectrum of Judaism and support our residents to explore additional programs and connections within the community to enhance their Jewish connectedness and identity.

MONTHLY SIMCHA MORNING TEAS

These took place on each floor to celebrate resident birthdays, anniversaries, weddings and new babies.

“Thanks to the support from generous donors, we were able to provide an enhanced program for Jewish festivals and more performances,” said Debbie, Culture and Wellbeing Manager.





EXCELLENCE

STAFF

Staff wellbeing is integral to excellence in care at Emmy. We understand the importance of creating a positive and supportive workplace. Our annual staff awards are one way we recognize greatness in our teams.

2022 AWARD RECIPIENTS

CEO Award

- Monica Arango
- Desta Edee

Most Valuable Team Members

- Sushmita Dahal
- Dana Ernawan
- Roselle Fuentes
- Adilia Ganieva
- Cindy Gao
- Simernjit Kaur
- Heidi Meyerson
- Joy Panong
- Janak Patel
- Mindy Rosenbaum
- Lovejeet Sandhu
- Sally Vanston
- Upul Wijenayake

Resident Choice Mensch Award winners

- Lisa Barnett
- Pablo Cravzov
- Romulo Cruz
- Michelle Domingo
- Anki Mareddy
- Inna Snetkova
- Kateryna Soloviova

Years of Service achievements

20 years

- Desta Edee
- Ariel Sanqui

15 years

- Belinda Green
- Melissa Cossor
- Jackline Murigi Kiongo

10 years

- Shelley Katz
- Monica Arango
- Svetlana Ghincul



The record numbers of award recipients this year pointed to appreciation by our families and team of the work we do. The awards showed that our teams are consistently going above and beyond.



EXCELLENCE

HOSPITALITY

OUTSTANDING HOSPITALITY

The standard of food and meals prepared at Emmy Monash has been exemplary.

In maintaining our high standards in the past twelve months, we were supported by Dr Lisa Sossen, our dietician, who consults with our Catering Manager on seasonal menus. Menus were changed in the last year to ensure they reflected Jewish festivals and significant holidays.

EXCEPTIONAL SERVICE

As part of the exceptional service delivery, we aimed to fulfill the catering requirements of our residents whenever, wherever, and whatever they wished to eat. Our ultimate objective was to provide the same experience they would have at home - access to food choices including meeting special dietary requirements. In this way, Emmy Monash emulated a hotel style 'room service' approach which proved to be very popular.

TALKING FOOD

Holding our Food Focus Group meetings led to a drop in complaints about food. These gatherings were an innovative way of helping residents share their ideas about menus and provide recipes and catering ideas. Successful engagement meetings were held bi-monthly. Emmy residents spoke directly to Chef and myself and gave their recipe and menu ideas. Chef Janak shared new menus ahead of rolling them out to allow for feedback.

SPOTLIGHT ON JANAK

Janak is one of our amazing Emmy Monash chefs and a key member of the catering team. He has been at Emmy for four years and is a friendly, helpful and supportive team member. Janak was recently awarded Emmy's Most Valued Team Member for 2022 – a well-deserved recognition.

CHRIS MARKOVIC
CATERING MANAGER





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.

RESPECT

OUR PEOPLE

VALUING OUR STAFF

Emmy Monash has a strong focus on people — on the wellbeing of our residents and our staff. Showing respect and recognising and rewarding effort was integral to our success in retaining so many of our staff throughout the pandemic.

Despite the shortage of staff in the broader jobs market, in the 2021/22 period we were able to fill many places. In January 2022, there were 104 vacant shifts a fortnight, mainly clinical. This was a common figure to the aged care industry. By June 2022, we reduced this to just 11 vacant shifts a fortnight.

Such an achievement had many benefits including the ability to relieve pressure on existing staff, reduce absenteeism, as staff did not need to take on as many extra shifts, and providing an overall better quality of life and services for residents.

ACHIEVEMENTS AND INNOVATIONS

All contracts became electronic, allowing all stakeholders to sign before their start date using the electronic tool, Adobe Sign. This increased efficiency in onboarding and reduced lag between confirmation and start date.

We also streamlined the process for onboarding staff during the year including employees adding their own data to their superannuation contracts. This significantly reduced staff data entry and increased accuracy.

We increased efficiencies in our team with the introduction of fillable documents for standard HR forms.

With the aim of supporting Planet Ark and reducing e-waste, we introduced recycling units for alkaline battery and light globes.

I can see great things ahead for Emmy Monash and for those who choose to work and volunteer here.



SUBA LEOPILLAI
GENERAL MANAGER PEOPLE AND CULTURE



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 **69**

**NEW STAFF EMPLOYED
AND SUCCESSFULLY
ON BOARDED**

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RESPECT

PLACEMENT STUDENTS

SUCCESSFUL PROGRAM FOR PLACEMENT STUDENTS

In the past year, we placed a strong focus on strengthening our partnerships with education providers. This approach provides a chance to help shape the future through connecting with aged care trainers and employees. It gives the opportunity to learn best practice from a leading aged care provider. Emmy Monash then has the opportunity to offer students a job if appropriate giving us access to leading talent.

These students are supervised by Shelley Katz, Admissions & Social Counsellor:

- Masters of Counselling (Monash) – 2
- Masters of Art Therapy (La Trobe) – 1
- Certificate IV (Mental Health) Chisholm – 1
- Certificate 3 (Community Services) Chisholm – 1

These students are supervised by Debbie Jacobs, Culture & Wellbeing Manager:

- Certificate IV Health and Leisure and Personal Support Nepean Industry Edge Training – 1

Placements were so important to maintain – even through a pandemic – because they allowed us to give back to the industry and support newcomers. We were able to select quality graduates and offer them employment. In addition, we want to provide an environment of best practice for their formative years in the aged care industry.

Placements were also made across the key areas of social work, art therapy, counselling, lifestyle, and clinical care. Placement students gave us a wider perspective and brought greater opportunities for us to work with family and residents. A great deal of work went into growing the partnerships and ensuring they were effective and functional during the year but achieving our placement objectives was most fulfilling.

The benefit of having students has included a broadening of our perspective on caring for residents. Utilising their skills, we achieved larger group work outcomes in the areas of stress management, and we also focused on the important area of family counselling.

This year we saw deepening connections and strengthened ties with universities. In addition, we were able to successfully manage placements throughout lockdown periods.

Placement Coordinator Sally Goldstraw at La Trobe University highlighted the standing Emmy has in this field, when she said: “Emmy is a top choice for placement among our students. The care and respect that is shown to residents is replicated in their nurturing relationships so generously provided to students. Through this mentoring we have seen students flourish as both compassionate and creative professionals.”

“We are very grateful for the deepening relationship between La Trobe University Art Therapy placement program and Emmy Monash. It is so inspiring to collaborate around the provision of opportunities that utilise the untapped potential of creativity for healing at all stages of life... Thank you Emmy Monash!”

SALLY GOLDSTRAW, PLACEMENT COORDINATOR,
LA TROBE UNIVERSITY



RESPECT

THERAPY IN ART

STUDENTS IN ART THERAPY

Coming from a background in graphic design, Master of Art Therapy student Fiona did some amazing work with residents during her six-month placement at Emmy. Using creative processes to help clients explore and express thoughts, Fiona worked with different residents over numerous sessions. Through using art as a therapeutic technique, residents can gain self-confidence and insight into their feelings and behaviours.

Fiona really enjoyed creating strong relationships with some residents, particularly those living with dementia or lacking self confidence.

I have seen first hand how important relationships are and become more aware of how trauma and loss can be collective and cultural as well as personal."

Fiona worked closely with Judy to explore her creativity. The process began by colouring a picture of a bird. Judy became more comfortable on choosing colours and what the bird meant to her. We named the drawing 'Pretty Bird' and the artwork is now a special memory for Judy as she gains confidence within herself and in her art.




**“Being able to trust the process
and put my learning into practice
was empowering for me.”**

FIONA ALGONI, MASTER OF ART THERAPY
STUDENT AT LA TROBE UNIVERSITY



NEW PLACEMENTS THIS
YEAR AND GROWING
PARTNERSHIPS WITH
UNIVERSITIES

COMMUNITY



Our focus is on building and maintaining positive connections across our community and ensuring ongoing investment in the Emmy Monash culture.

ENGAGEMENT

A STRONG YEAR FOR COMMUNITY ACTIVITIES AT EMMY

In spite of COVID, we capitalised on connecting through other pathways this year. Programs continued virtually and relationships were extended and grew out of an empathy and understanding of our situation.

Partner schools showed a willingness to adapt quickly when the opportunity arose to meet outside of lockdown periods.

Saftas who had grown relationships through the year on virtual platforms were delighted when they were able to meet in person sharing magical moments. One of the key occasions was when children were able to present their home made gifts to the saftas. We were also able to hold several onsite sessions in 2021, which culminated in a Chanukah session. These were very special as saftas gave gifts to the class in return. One safta who was in hospital at the time was able to connect remotely and share the moment with the children.

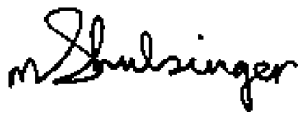
COMMUNITY PROGRAM HIGHLIGHTS

Bialik College returned for their regular Friday program in the latter part of the year with students taking part in creating mosaics, lively discussions, and flower arranging. Emmy Monash residents heard the music of young voices raised in song during a long winter and rolling lockdowns.

Delta Dogs Therapy Program involves two volunteers with weekly pet therapy visits. The benefits of the program are far reaching and it is well researched that connections with animals can help the most vulnerable and isolated people in our community.

PARTNERING WITH SCHOOLS

Through intergenerational programs, students have the opportunity to learn from an older generation and give back, while residents can marvel at the differences in young people today and share their cultural stories and traditions.



MAUREEN SHULSINGER
PARTNERSHIP & COMMUNITY ENGAGEMENT MANAGER



“The Delta Dog volunteers were wonderful in the way they and their dogs connected with our residents. The connections were powerful and healing.”



PARTNERSHIPS

CONTINUATION OF SAFTA PROGRAM

As the world continued to open we were able to provide more in-person performances and outings engaging with our community. Emmy's Safta program was able to continue throughout COVID. Saftas enjoyed their regular interactions with the kinder children from Mount Scopus' Gandel Besen House, both virtually and in-person. Over the years, we have been witnessed deep connections and reciprocally beneficial relationships being established, between the oldest and the youngest members of our community. Children are offered the opportunity to gain a greater understanding of the elderly, their needs and related feelings.

"It makes me happy when she comes. We play games with music and actions. She feels special when she comes to the kinder — she has a smile," said Tiferet, child participant of the Safta Program.



"There are not enough words to express the benefits of this meaningful partnership with Emmy Monash and its residents."

CYNTHIA KAPLAN, UPPER KINDER TEACHER



COMMUNITY

PARTNERS



VOLUNTEERS

GIVING BACK

Volunteer award recipients for the year were:

Heart of Emmy Award

- **Robyn Fetter** – A very worth recipient, Robyn has been an amazing support for our residents and our team over many years. Robyn's programs span word games, table games, cooking and one-to-one support.

Glen Eira Volunteer Awards

- **Rosemary Korngold for 20 years of special service** – in so many ways from administration to librarian to instigating the Travelling Library outreach program.
- **Graham Solomon for 10 years of special service** – an exceptional volunteer who is always ready to help out with any task.
- **Hayley Krongold for 1,000 hours of service** – always building social connections with her residents and providing quality emotional support, vital during the pandemic.

In spite of COVID lockdowns, our wonderful volunteers kept on giving to Emmy Monash. They showed significant commitment to our residents and staff through the year. Special recognition must go to:

- **Martin Israel** for building a second wonderful channukiah for Emmy and making timber cut outs for all chagim.
- **Graham Solomon** for printing special prayer books for our virtual Rosh Hashana program.

Our resident volunteers did amazing work in supporting synagogue services during lockdowns. They assisted the Rabbi in the absence of community and family members and illustrated the changed focus of residents leading services. We want to recognise Nathan Frydman, John Kraus, Anthony Hirsch, and Josef Rewinson. We would also call out Anthony Hirsch and Natalie Payes for their efforts in keeping our residents informed with daily newspaper deliveries throughout the twelve months.

“In spite of the challenges we faced during COVID, we came through, demonstrating resilience and keeping our eye on the brighter times ahead.”

MAUREEN, PARTNERSHIP & COMMUNITY ENGAGEMENT MANAGER

RECOGNISING OUR VOLUNTEERS

Our volunteer programs add enormous value to the lives of Emmy Monash residents. Strong bonds have been forged and greater connections built with our community. Most importantly, volunteers are a friendly face that residents look forward to seeing each week.

Supporting our Charity Giving Day with outbound calls were students from Mount Scopus Memorial College and Bialik College. Offering these volunteer opportunities provide a valuable seeding ground for a new group of youth volunteers who choose to volunteer in their own right. In the last year, we have had two Bialik and one Scopus student join us to volunteer in their own time on the weekend.



120%

INCREASE IN
VOLUNTEER BASE FROM
20 TO 44 VOLUNTEERS
IN 12 MONTHS DUE
TO A HIGHLY ACTIVE
RECRUITING DRIVE



“Every nurse, member of staff, and resident inspires you to smile...from having a great conversation with your grandparents to learning about the older generation and their intriguing lives, Emmy Monash Aged Care has a lot to offer. Nothing makes me happier than volunteering at Emmy.”

SEGEV GLASMAN, BIALIK STUDENT AND YOUTH VOLUNTEER (14 YEARS OLD)



ACCOUNT— ABILITY

We are committed to delivering strong governance approaches and compliance to meet industry best practice. Our people act with integrity in all they do.

GOVERNANCE

COMMENDABLE OUTCOMES

Emmy Monash was able to successfully maintain a COVID-free environment for two years. Emmy experienced its first COVID outbreak in January 2022, responded quickly and contained the cases to one building. Having two Infection Prevention & Control (IPC) leads instead of the required one lead, meant we could ensure swift responses to recommendations, efficient communication among teams and transparency with stakeholders and families.

Over the past twelve months of lockdowns, we experienced three assessments from the Aged Care Quality & Safety Commission, who reviewed Emmy Monash's infection control approaches. Our facility passed on all three visits. These assessments specifically addressed infection prevention and control across COVID, influenza and gastroenteritis.

As a result of these positive assessments, early in 2022, our accreditation was extended until April 2023. This excellent achievement was based on the Emmy Monash compliance record and meant we were identified as very low risk of not meeting requirements.

COMMITMENT TO MAINTAINING SERVICE LEVELS

Emmy Monash has capacity for 171 residents. Resident numbers reduced to 130 in the height of the peak of the pandemic (many new admissions were reluctant to take respite or move in heightened COVID times). Despite this drop in admissions, our rostered staffing numbers did not decrease alongside this. In a commitment to both our current team and residents, we continued staffing levels to suit full occupancy. This meant our quality of service did not diminish during hard times and we had greater flexibility in managing shortages due to COVID and other illness.



ENABLING ACCESS THROUGH COVID

In the past year, we continued to facilitate access for visitors to loved ones in palliative care through the most virulent time. Even before government permitted compassionate visits, we were allowing these at Emmy Monash. We understood there were compelling circumstances amongst families needing to spend time and say goodbyes to loved ones. We know how much this is an important part of the grieving process and we ensured families were able to spend time with dying relatives. This was an operational decision made in a difficult time, reflecting the strong commitments of Emmy Monash to showing respect and compassion.

TECHNOLOGY INNOVATION

Emmy Monash maintains a strong focus on technology improvements. During the year, we made the move away from multiple or manual platforms to implement an integrated system, CompliSpace. The aim was to help us better manage quality, risk and compliance. Following an internal review, Emmy has delivered one technology platform for retaining information.

This has provided a number of benefits including greater transparency, 'point in time' reporting capabilities, efficiencies in staff time, and greater responsiveness to issues and risk management.

Overall, implementing the Smart Reports system means information is being captured in one location, ensuring we can easily track actions and follow ups for compliance and managing deadlines.

A handwritten signature in black ink, appearing to read 'Denise Skerry'.

DENISE SKERRY
QUALITY, RISK & COMPLIANCE MANAGER

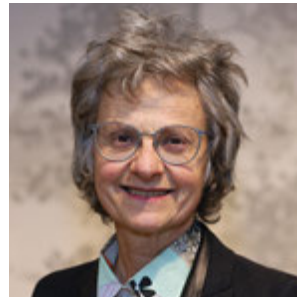
“We can proudly state that no staff member was responsible for a COVID-19 outbreak at Emmy Monash. This outcome highlights the care and loyalty of our team and their commitment to maintaining quality of service and keeping residents safe.”

STEVE AIVALIOTIS,
GENERAL MANAGER OPERATIONS

ACCOUNTABILITY

MEET OUR BOARD

Our Board of Directors continues to provide strong governance and support to Emmy Monash. Thanks to the Board's cohesiveness, wisdom and broad skillset, Emmy has been able to navigate the year's challenges – without losing sight of our 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

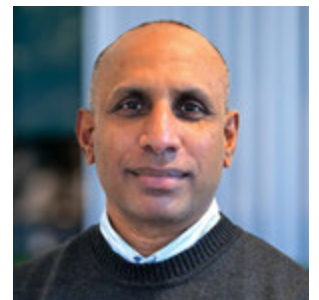
“Since joining the Board, I have been astounded by the professionalism, intelligence and collegiality of my fellow Board members and the Leadership team. I am proud to be a part of this warm, caring, thriving organisation.”

NAOMI LINER, BOARD MEMBER

ACCOUNTABILITY

MEET OUR LEADERS

The Emmy Monash Leadership team bring their considerable skills and experience to play a vital role in guiding our organization operationally and strategically. COVID has called upon their skills more than ever. They have shown great resilience, compassion and commitment, in motivating and supporting the greater Emmy workforce and caring for our residents through a year of challenge but also reward.



Tanya Abramzon
Chief Executive Officer

Mark Hammerschlag
Finance Manager

Steve Aivaliotis
General Manager Operations

Denise Skerry
Quality, Risk & Compliance
Manager

Suba Leopillai
General Manager People
& Culture

Rochelle Daboush
Marketing & Communications
Manager

Maureen Shulsinger
Partnership & Community
Engagement Manager

Monica Arango
Clinical Care Manager

Debbie Jacobs
Culture & Wellbeing Manager

Shelley Katz
Social Counsellor

Chris Markovic
Catering Manager

Indy Palihakkara
Engineering Manager

**“I’m proud to be part of an
organisation that values women
in leadership and supports its team
through all the highs and lows.”**

ROCHELLE DABOUSH, MARKETING &
COMMUNICATIONS MANAGER

ACCOUNTABILITY

TREASURER'S REPORT

DISCIPLINED FINANCIAL MANAGEMENT ENSURES PROSPEROUS FUTURE

The 2022 fiscal year exposed our industry to even more financial stress than had ever been experienced since the start of the pandemic.

The industry saw many facilities close under the pressure of lower occupancy levels, staff shortages, increased maintenance costs and the loss of government support on the cessation of the jobkeeper allowance.

In spite of all these challenges I am proud to say that Emmy has survived the worst of this global health crisis that has had a decimating impact on the aged care industry.

Following our experience in 2021 we were well equipped to continue our strict financial disciplines. Consequently in 2022 our finance team did all within its power to contain costs and maintain revenue streams to ensure the standard of care that Emmy prides itself on was never compromised.

In 2021 our operating loss was cushioned by almost \$3 million in government jobkeeper support.

Unfortunately, this support ceased this year and we had to weather the storm of continuing COVID related costs for additional nursing staff, cleaning and protective equipment.

Whilst this record loss for 2022 has depleted our reserves we are most grateful to our loyal and generous donors who appreciated our financial challenges and supported us when we needed it most.

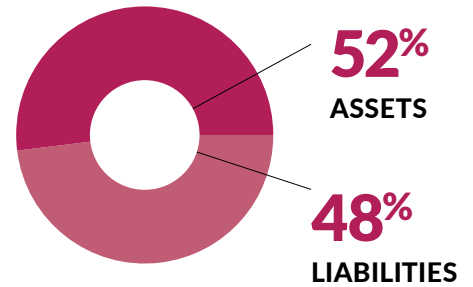
In the wake of this pandemic, we are confident that we will soon return to full occupancy and normalise our income streams. This together with our solid financial management, a new government funding model and generous community support should see a prosperous economic future for our Emmy community.

In closing I sincerely thank the finance team headed by Finance Manager Mark Hammerschlag, the Finance committee, Fundraising team and volunteers for their tireless and continued support.

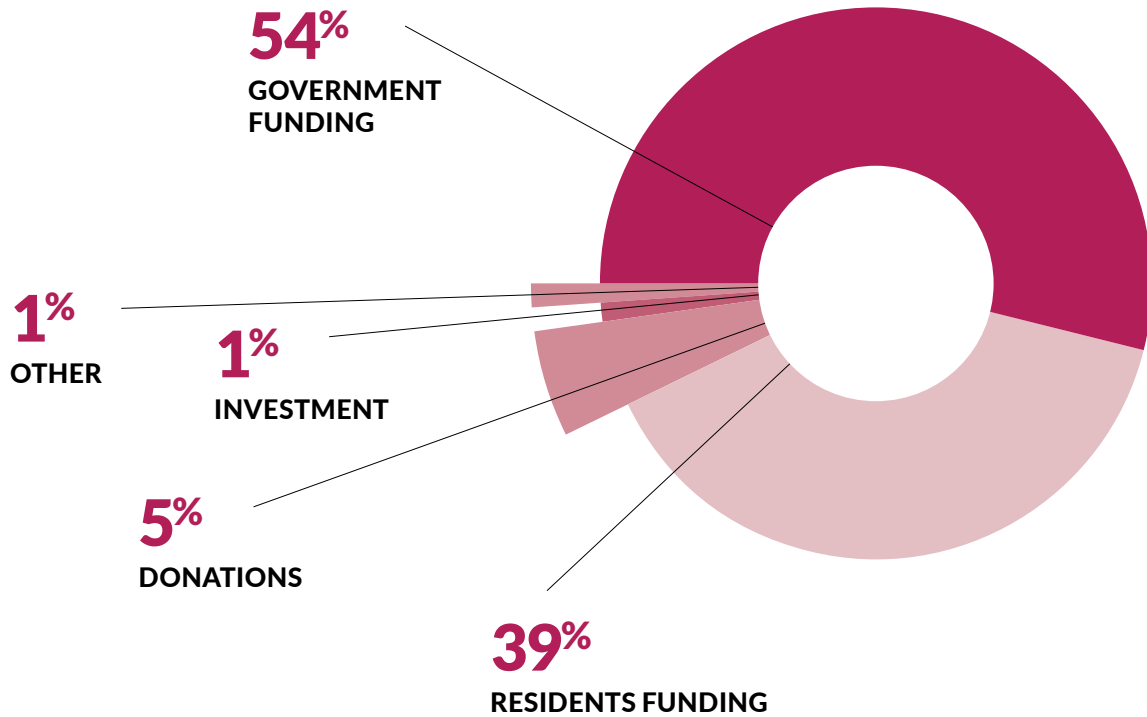


SELWYN GREENBERG
TREASURER

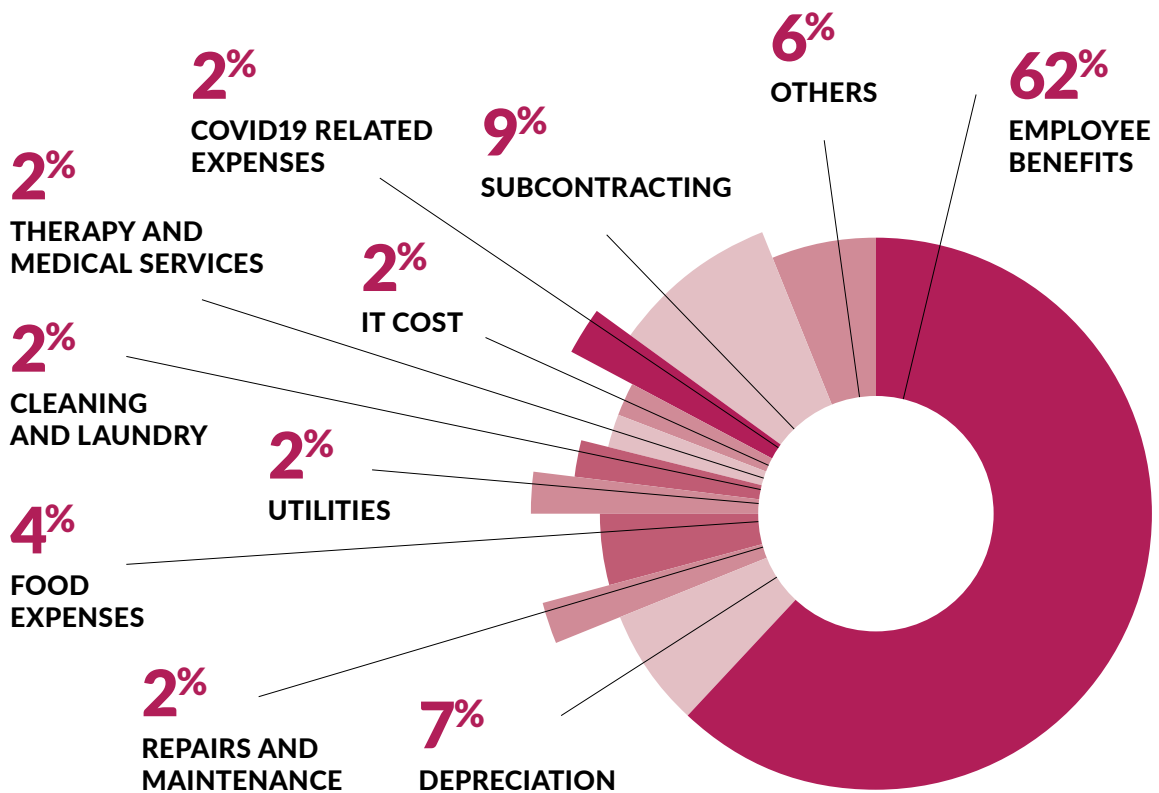
ASSETS AND LIABILITIES



REVENUE: \$16,024,097



EXPENSES: \$19,715,459



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 upon request.

THANK YOU

OUR SUPPORTERS

PATRON OF EMMY MONASH

Pauline Gandel AC

LIFE MEMBERS

Betty Dreyfus

Mary Dunn

Frieda Epstein

Ilse Epstein

Eva Erdi

Les Erdi OAM

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 John & Irene Sutton
 Regine Szmulewicz
 Izrael & Gerda Urbach
 Sam & Sonia Wajcman &
 family
 Family of the late Malvine
 Worth

ART DONATION

Sue & Tom Blashki

ART COLLECTION ON LOAN

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

WHAT THE FUTURE HOLDS

As Emmy Monash looks to the future, we continue to stay true to our original vision of providing the best possible care for seniors in our community.

As our next strategic plan is rolled out, we will proudly present a new Emmy Monash logo, a recommitment to our mission and new values around the word CARE. At Emmy Monash, we CARE. To maximise the value of our delivery to all stakeholders our focus is reflected across four pillars.

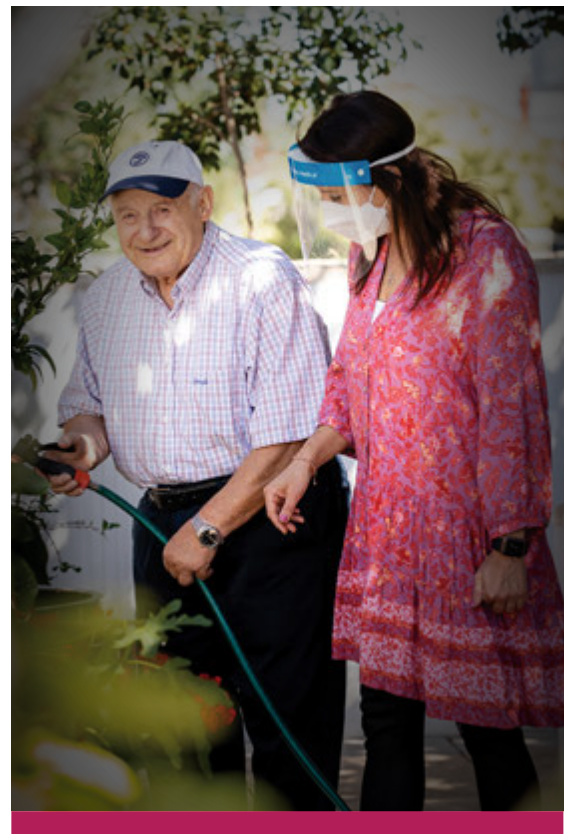
COMMUNITY

Our focus is always on building and maintaining positive connections across our community and ensuring ongoing investment in the Emmy Monash culture.



ACCOUNTABILITY

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



“These four values underpin the essence of the Emmy experience. In planning for the future I am excited about what we can achieve and the opportunities that lie ahead.”

TANYA ABRAMZON, CEO

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.





Emmy Monash Aged Care

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info@emmymonash.asn.au

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