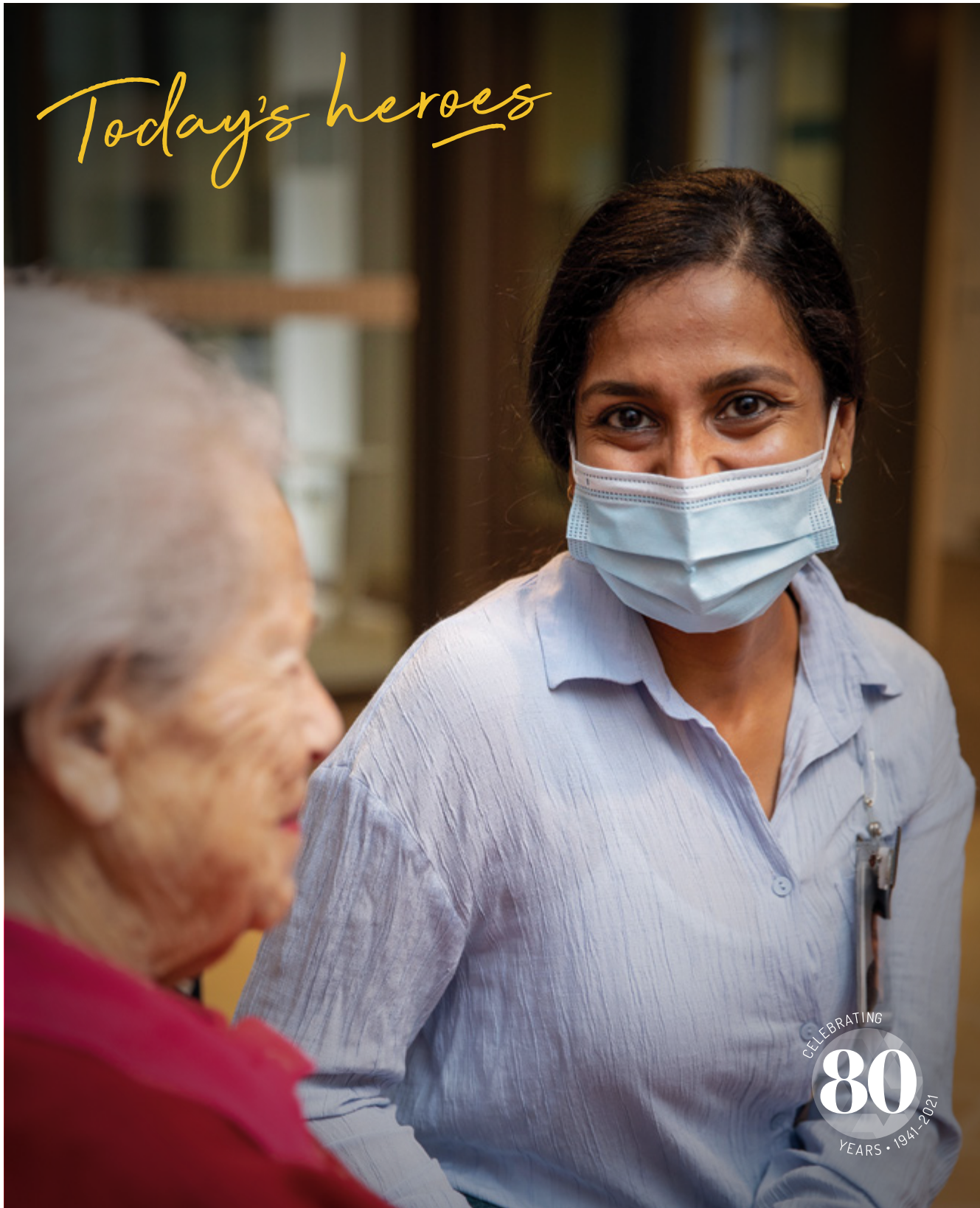


# Emmy Monash Aged Care

Annual Report 2020-2021

*Today's heroes*



CELEBRATING  
**80**  
YEARS • 1941-2021



### OUR VISION

Excellence in care.  
Living life to its fullest.

### OUR MISSION

We will enrich the lives of everyone living at Emmy Monash by providing the highest quality of care, connection to Jewish life and community, and every opportunity to live life well.

### OUR PHILOSOPHY

- Our connection to the Jewish community is integral to our identity. We offer the traditions, culture and practices of Judaism.
- We have the greatest respect for our residents, their families, and our staff and volunteers.
- We are committed to providing older people in our community with different opportunities for care and a safe, nurturing environment.
- We provide so much more than accommodation and clinical care. Our attention to each person's happiness, family, community, and right to live well will be evident, every day.
- We want our amazing staff to be their best, knowing that their input is valued and their professional development is supported.
- We value the contribution of our volunteers, donors, service partners and the wider community, who help us achieve our mission.

Cover: Emmy Resident Joan Warman who sadly passed away in July 2021.



2020-2021

# The year *at a glance*

The last 12 months have been challenging in many ways. But amidst the thorns, there are always roses. At Emmy Monash, we've focused on the positives. We've grown together as a team. We've remained resilient. And through it all, our commitment and care for our residents' wellbeing has not wavered.



**351**

DAYS WITH A  
FACE MASK ON



**155**

DAYS WITH A  
FACE SHIELD ON





### Delving into the digital

With social distancing a part of everyday life, we embraced technologies that allowed us to foster connection and wellbeing.

- We successfully transitioned our wellbeing programs to online platforms
- Our volunteers rallied from their homes to present their programs remotely
- We facilitated close to 1,000 video calls with residents and their families

### Normalcy goes: our staff stay

Most of our staff who had a second job chose to stay at Emmy when the “single-site arrangement” was in place.

### Keeping connected with our community

Being able to engage with our wider community is a precious experience for our residents. As such, we did all we could to maintain weekly connection with our community partners through the year – including schools and kindergartens.

Technological troubles, resource challenges and timetable clashes were some of the difficulties we had to navigate. But the smiles on our residents’ faces when these programs kept running gave us the momentum we needed to keep working harder. And through the past year, we’ve managed to run more than four virtual programs every week.

### Pfizer comes to Emmy

In May and June this year, we vaccinated a total of 116 residents and 19 staff.

As you can imagine, it was a large logistical feat! Many of our staff helped with coordinating the planning and we worked with Healthcare Australia to facilitate a smooth process on the day. It was truly a big team effort.

We’re very proud of everyone involved, and we’re ever thankful for those Emmy families who were able to come in and support their loved ones.



**135**

**DAYS IN  
PRECAUTIONARY  
LOCKDOWN**



**96%**

**RESIDENTS  
VACCINATED  
AGAINST COVID-19**



**ZERO**

**COVID-19 CASES  
AT EMMY**

## PRESIDENT'S MESSAGE

With the closure of any chapter comes a period of reflection. After 11 years at Emmy Monash, this is my last report as President. Emmy Monash has played a major role in my life, and I'm immensely proud of Emmy's achievements and progress through the past decade. But most of all, I am grateful for being a part of this unique, welcoming and generous community.

Throughout my time as President, the aged care industry has evolved considerably. I've seen countless reforms that have altered our funding models, eligibility criteria and primary healthcare access. Alongside these changes, I've witnessed an increasing importance placed on compliance in aged care facilities. New technologies have also emerged, improving many aspects of life at Emmy Monash – especially the level of safety and security. But perhaps the biggest change over this time, is the *people*.

In our contemporary world, consumer expectations are changing. We now anticipate connection, immediacy and personalisation in all our experiences. So naturally, the expectations of our residents and their families are also no longer what they once were. Have these changes enhanced our industry? My answer, by and large, is a resounding yes.

Emmy Monash is dedicated to remaining a leader when it comes to excellence in care. That's why, with each change and improvement to the system, we have been proactive and agile in our response. It's this approach that's led to Emmy Monash being acknowledged as a leading provider by the aged care industry.

Over the last 11 years, Emmy Monash has grown and flourished. Backed by solid operational leadership we have enjoyed stable and steady growth. We increased from 60 to 170 beds, allowing us to better serve the community. Our expansion strategy included the building of Gandel House – a project that was made possible thanks to the generous support of our patron, Pauline Gandel AC and John Gandel AC, as well as our major supporters and donors. This was truly a project that was built for the community, with the community.

But of course, there have also been challenges during my time as President, which I think are equally important to mention. Because to me, they highlight how community comes together in times of adversity. Government funding has not kept pace with cost-of-living increases. During the last six years, the cost of health care has increased 19.9% while the cost of living has increased 7.8%. To bridge this gap, we've had to seek support from our community. The Melbourne Jewish community's dedication is second to none – we're so grateful and forever indebted to have their backing.

Emmy Monash is in a strong position due to the strength of the community that surrounds us. Their



generosity has enabled our successes. Our ambitions and goals have become a reality due to the donations from our community and stakeholders. Like everyone else in Australia, we were taken by surprise by the COVID-19 pandemic. And we had little time to prepare for the associated challenges that faced us. Yet, our facility stayed COVID-free. Our dedicated team understood the consequences of failure and worked tirelessly to ensure the safety and wellbeing of residents and staff. Without question, this would not have been possible without the guidance and leadership of our CEO, Tanya Abramzon. The empathy and care Tanya showed toward staff, residents and their families were remarkable. Arguably her leadership is one of the key reasons for our COVID-free stance.

Looking further, I would like to recognise the leadership team. Their consistency and insight have brought stability and security within our workforce and community. We've experienced innovation and growth under their direction, and the team continues to set the bar when it comes to excellence in care. Our clinical, catering, lifestyle and administration staff all deserve high appraisal for their efforts over this last year. They worked countless days wearing masks and shields, caring for our residents as a priority despite having their own personal challenges, like we all had, throughout this pandemic.

I would also like to acknowledge our board members. Their passion and dedication to Emmy is unparalleled. They continue to show a commitment to Emmy Monash that is admirable and truly appreciated.

I would like to specifically recognise George Greenberg, Danny Lustig and Dr Stephen Szental, who will not be seeking re-election.

George's focus on the Clinical Governance Committee has assisted in the administration and control of medications for our residents. His expertise has placed us at the forefront of medication management in the industry.



Danny's financial expertise and attention placed on our financial wellbeing has been a major asset to the financial management of Emmy.

Stephen's clinical management and aged care experience has had an immense impact on Emmy's growth and success. These board members' dedication to the organisation has been invaluable. It has been a privilege to work alongside them.

Finally, I would like to thank my wife for her continuous support, which has allowed me to dedicate the time needed to be successful within my role as President. I cannot begin to express my gratitude.

I leave you in the good hands of Rod Nirens, who will take over the role of President shortly. Rod brings a corporate and community background as well as generational change. He has been a director for three years and has supervised our Governance Committee, ensuring compliant function and accountability to our stakeholders.

I have every confidence that Emmy Monash will continue to succeed under his guidance.

It has been a privilege, thank you.



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JOE KRAMPEL AM

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## VICE PRESIDENT'S MESSAGE

Resilience, leadership and dedication. These have been the pillars of our success through a most difficult year. I'm confident that these will continue to shine through and lead us to an even brighter future.

It's easy for anyone to see the trust, passion and commitment that flows through Emmy – across all levels of the organisation. Thanks to our CEO Tanya Abramzon and her outstanding leadership team, this enviable culture has become a trademark of Emmy, which I intend to continue building on.

One of my main goals for the future is to help Emmy be recognised as a workplace of choice. A career destination. A place where skilled industry professionals will choose to work. This naturally extends to providing an exceptional experience for our residents and their families.

Equally important is good governance right across the organisation. This covers compliance, risk management, quality innovations and prudent financial management. At Emmy, our aim has always been to not just meet goals and expectations – but exceed them.

Our strength in governance and leadership has been instrumental in keeping us COVID-free. This, coupled with our dedicated workforce who have demonstrated their resilience tirelessly, day after day.

I believe that innovation underpins continuous improvement, which in turn brings strong continued growth. This rollercoaster of a year has provided us with a unique opportunity to innovate further. Based on our experience during this time, we have found new technologies that advance our care for residents. We have discovered new ways to serve the community. And we are now expanding our staff training and development.

Our President Joe Krampel AM will be stepping down this year and I take this opportunity to thank him for all he's done for Emmy. Joe has provided exceptional leadership throughout the past 11 years. He's not just been a strong guiding force within the Board; he has become my trusted mentor.

I am very honoured to be taking on this role. I know I have big shoes to fill, and yet I feel confident to succeed, knowing our Board will continue to guide and lead us to a bright future.

A big thank you to everyone in our community for your sacrifice, trust and dedication. Let's move forward and continue to deliver the best aged care experience in the community.



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ROD NIRENS



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## CEO'S MESSAGE

Another year has passed. COVID-19 has unmistakably taken centre stage of all aspects of Emmy life, with numerous lockdowns and restrictions fundamentally changing our operations. But despite the continued challenges, there have been moments of light and joy. What's more, I've never seen so much strength, resilience and positivity shining through our team.

The past year has been a long, testing time for everyone. With life as we know it turned upside down, we have had to change the way we provide care and deliver services. Upholding the most rigorous infection control measures while still ensuring meaningful connections has been an ongoing juggling act.

For me, personally, the biggest challenge was the juggling act between following the head and the heart. The head knew all the right decisions to make for the good of the organisation. But the heart ached knowing full well the impact these decisions would have on our residents and our families. We have been tested many times, and we have overcome it every time. But it never gets easier.

Through these hard decisions, our residents have shown astounding support. Their resilience continues to amaze me. Their adaptability and positivity through a challenging year is nothing short of inspirational.

The Emmy team too has shown nothing but strength. Despite the challenges we've faced, we have not only overcome every problem that's come our way – we've done so to the highest level of excellence.

I'm extremely proud of the Emmy culture we've built. All of us are united in our passion to protect and enrich our residents' lives. We're authentic and unique, and we aspire to blaze the trail with high standards and innovation. Our community can be very proud of what we've created and where we are headed.

We recognise the value of excellent staff. That's why we're constantly working to foster a culture of inclusion, support and growth, and do all we can to invest in our team. A special thanks to the Leadership team for their support, foresight, commitment and massive contribution in ensuring that Emmy and our community remained protected.

The importance of this approach has been proven by the pandemic. Fuelled by loyalty, responsibility and teamwork, our staff has pulled through the year together and kept Emmy Monash COVID-free.

This year also marks Emmy Monash's 80th year in service. We're proud to say our focus hasn't changed since day one – which is to assist our senior community members who need our care. We're honoured to be able to continue this service today – just how our founders envisioned. This focus guides us on our operational decisions, so we can continue to meet the needs of our residents and their families.

Through these 80 years, our volunteers remain a constant at Emmy. I want to thank our Board members and our large volunteer pool who have chosen again and again to invest their time and energy in supporting Emmy's mission to care for our elderly Jewish community. We are grateful to have an incredibly supportive group of people as part of our Emmy family.

We applaud the government's response to the Royal Commission findings, as well as this year's budget announcements. Australia's aged care sector is finally getting the attention it deserves, and we look forward to learning more about the new roadmap that will reform our sector.

One thing we know for sure: great people are integral to fortifying the road ahead. We hope to see aged care staff benefit from these changes – and be given greater respect for the work they do. Increasing funding and empowering the workforce certainly are steps in the right direction.

Our President, Joe Krampel AM, is stepping down this year, and I want to take this time to thank him for his strong leadership throughout the last 11 years. Joe is many things – passionate, determined, strategic, generous, and an amazing communicator.

Importantly, we've shared a great sense of trust in each other through our years of working together. We've been on the same page, shared the same vision. This has allowed us to enjoy a successful and truly collaborative working relationship across both governance and operational levels.

Joe has played a major role in Emmy's growth and the development of Gandel House, and was pivotal in generating community support via a capital appeal. His legacy will be remembered by many and appreciated for years to come.

At the same time, this marks the start of a new exciting chapter at Emmy. I've worked with incoming President Rod Nirens over the last three years and I'm looking forward to working with him in a new capacity. Given our positive working relationship so far, I'm confident that Rod will bring great things to Emmy as President and the transition will be seamless.

We do not know what the new year will bring. But we hope for brighter times ahead. I know that together, we can do great things. Because the Emmy community and family are strong.



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TANYA ABRAMZON

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## PATRON'S MESSAGE

In my 14 years as Patron, I have never doubted Emmy's relevance in the community and the necessity of their work. I am incredibly grateful to be part of their selfless mission.

Eighty years ago, Emmy Monash was built on the foundation of strong, compassionate women who chose to lay themselves down to help others. Led by their vision and dedication, these women worked around the clock to provide care and companionship to the elderly in the Jewish community.

Today, 80 years on, I'm so proud to see this same value system remains among the Emmy team. There is still a strong presence of women in leadership, with Tanya at the forefront as CEO and many others in leadership roles. The strength of women continues.

Many things in aged care might have changed – technology, community needs, government policies. But the heart and soul that powers Emmy is still undeniable. The team continues to build a beautiful and comforting home away from home for Melbourne's Jewish seniors.

This is no small achievement. By providing a safe and welcoming place for our most vulnerable to call home, Emmy promises peace of mind – both to the elderly when they need care, as well as to their families who want to know they're well looked after.

I would know this, because some of my close family members live at Emmy.

My thoughts are with everyone who has endured Melbourne's outbreaks and continued lockdowns. It's been a difficult time, but I'm so thankful for Emmy's decisive and protective care of residents and staff. How worthy they have shown themselves to be by remaining COVID-free. And how good it is to know that our loved ones are safe, in the best place with the best care. I am confident that they are well placed for any challenges ahead.

After 80 years, Emmy's place in our community is now assured. But financial support remains vital to ensuring exceptional care for our older generation.

It's important to me that I continue to show my support. We all have loved ones who deserve the very best care as they age. And when we all come together, there is no challenge we cannot overcome – as proven by the events of the past year.

I salute the Emmy staff for their continued care and selfless sacrifices. Many of them have given up a lot to ensure Emmy residents are protected. I applaud the leadership team for providing strong guidance through continued uncertain and challenging times.

This year, Joe Krampel will be stepping down as President. We've worked closely together over the last 11 years. Our relationship has evolved through

a shared vision for Emmy and, in particular, Gandel House. From day one, John and I were on the same page as Joe and Tanya in our vision of creating a community hub. It was easy to put our support behind the project when we knew we were working alongside like-minded people.

I am very grateful to Joe – so many in the community will benefit from his invaluable contribution to Emmy Monash.

Emmy Monash was built on a strong foundation 80 years ago, and it's only become stronger since. I have no doubt that it will continue to grow and achieve greater things in the next 80 years.



PAULINE GANDEL AC

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## ACCOMMODATION

# Feeling right *at home*

Emmy Monash is not just a place to stay. It's a place to call home. It's a second family. It's a community. And when residents join us, they feel comfortable and cared for – from day one.

### Residential care

Emmy Monash offers tastefully designed and generous living spaces for all residents.

All our rooms and suites are equipped with modern amenities to ensure comfort and convenience. Our residents also enjoy access to state-of-the-art technology and extensive onsite facilities, including cafés, hair salons and our very own synagogue.

This year, we were honoured to welcome another 23 permanent residents to our community.

### Apartment living

Our emMYapartments provide the ideal balance of convenience and independent living.

Every refurbished apartment comes with high-quality amenities and smart technology. Plus, residents get the peace of mind that comes from on-call clinical care and 24/7 security.

This is perfect for active seniors who want the freedom to design their own lifestyles, with the assurance of support whenever they need it.

### Respite stays

Finding a new home can be daunting and difficult. That's why our low and high-level respite care is ideal for Jewish seniors who want to have a taste of life at Emmy Monash.

While in respite, residents will be able to take part in all our lifestyle programs and socialise with other Emmy residents. It's a great way for them to transition into our community or receive the short-term support they need.

This year, more than 10 of our respite residents moved to permanent care.

### Our accommodation options

We offer residents a range of comfortable living options:

- Don and Sonia Marejn assisted living apartments
- 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



68

ADMISSIONS  
THIS YEAR



89

AVERAGE AGE  
AT ADMISSION



75%

RESIDENTS ARE OVER  
THE AGE OF 85





*“We see Emmy as a wonderful home for our mum, and you all are responsible in some way for creating this warm, comfortable home for her.”*



**LARRY LIGHT & SUZANNE HAIN  
AND THEIR FAMILIES**

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HOLISTIC CARE

# Doing it right *and doing it well*





Emmy Monash is committed to delivering the best possible care to offer our residents the highest quality of life. Through our holistic approach, we continue to build partnerships and collaborations to enhance our clinical care initiatives.

### **Beyond rest and recuperation**

During lockdowns, it was a very difficult time to find carers that could make home visits. This posed a particular problem for some seniors leaving hospital that needed more care before they could live normally at home. For them, our respite care provided perfect solution.

Respite stays are also a fantastic way to trial Emmy life. We're proud to report that nine out of ten respite stays end up moving to permanent residency, due to their positive experience here. When they do decide to stay permanently, we help them adjust to any changes in their care requirements and support them as they transition to their new, exciting life at Emmy.

Last year, Bella Barclay was one resident who decided to stay beyond respite – and she was so glad that she did. She realised that had she stayed at home, she would have been very lonely during lockdowns. But now, at Emmy, she is surrounded by her community and, in her own words, "The whole world is in front of me!"

### **Bringing movement and joy**

Our collaboration with Total Health Physio continues through our in-house physiotherapy services. With physio staff onsite five days a week, they've made an incredibly positive impact through the pandemic.

The Total Health Physio team is committed and reliable, always finding ways to add value to our physio initiatives for our residents. They've kept everyone moving, active, and most importantly, smiling during lockdowns.

### **New clinical partnership**

This year, we're pleased to commence a new partnership with geriatrician and physician, Dr Lera Kirszbaum. She specialises in offering geriatrician health care services to residents in aged care, reviewing their needs with a holistic approach.

As a consulting member of the Clinical Governance Committee, Dr Kirszbaum is a good resource for Emmy and consulting doctors.

### **Dementia care**

The experience of living with dementia is different for every person. As such, our care is unique and responsive to each resident's needs. And when these needs change, we adjust rapidly.

We keep in close contact with family members to ensure they're always up to date with the latest care plan. We also get to know about our residents' favourite things, so we can provide comfort and support if they become anxious or agitated.

Consistency of care and familiar faces around residents with dementia goes a long way in enhancing their quality of life. It's also vital residents are cared for by experienced staff who are trained in dementia care. That's why we ensure all teams who work with these residents – including Clinical, CCW and Catering teams – undergo relevant training.

We also have physios, social counsellors, consulting geriatricians, clinical staff and CCW programs tailored to their needs – so our residents living with dementia can enjoy the highest quality of holistic care.

### **Achievement amidst adversity**

Our biggest success this year is our infection protection control and clinical practice. All our staff have been educated on all infection control requirements. And whenever there are any changes in the requirements, they are quick to get up to speed.

Our team has remained proactive, cautious and consistent through the pandemic – while still being compassionate and professional at all times. Again and again, they've put the residents as a priority over their own commitments, for the greater good.

Restrictions meant we had to cancel many face-to-face clinical training opportunities. But that didn't mean we stopped training. Instead, we maximised access to webinars and e-learning modules. We have changed the way we learn and the way we deliver training.

### **Support and compassion**

Our palliative care process ensures residents and their families are comfortable in their home environment. During difficult times, our caring and compassionate team are available to support not just the resident, but the family too.

By remaining at Emmy for palliative care, residents and their families can avoid the trauma and disruption that a hospital transfer can entail. In addition to that, residents can enjoy more consistency in care and compassion from a team of familiar faces.

Culture, Community and Wellbeing (CCW) staff also provide support for the resident, their family and clinical staff through playing soothing music and adjusting the space to feel more comfortable.



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OUR PEOPLE

# People *make Emmy*

The past year has been one of the most difficult for our staff. Besides tougher work requirements due to COVID-19, many also faced challenges in their personal lives. But they have pushed through adversity with courage, care and commitment.



### Real people, real struggles

It's impossible to reflect on the year without acknowledging our staff and the difficulties they faced.

Taking on double shifts. Having limited leave available. These were just some of the sacrifices our staff made to keep our residents and team safe. All this was on top of challenging personal circumstances.

Many of our staff come from overseas and have families in other countries. They were struggling with both homesickness as well as concern for their distant loved ones. What's more, without local family support, some of our staff had no help caring for their own young children during lockdowns.

Devastatingly, a few staff members lost their parents due to COVID-19 and were unable to travel overseas to attend funerals. And many more struggled through various family issues.

Yet, despite the struggle and fatigue, our staff continued to show the utmost commitment and care to Emmy residents.

*“The silver lining in this pandemic is reflecting on the important things in life – the health and safety of my loved ones and the residents at Emmy. This keeps me strong.”*

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GLENN PADILLA, REGISTERED NURSE DIV 1



## Workforce initiatives to support the team

Knowing the struggles and challenges our staff faced, our overarching focus remained on ensuring their safety and wellbeing.

Our key HR initiatives included:

- Ensuring all staff (especially those who speak English as a second language) understood essential information regarding restrictions, PPE, mental health support and COVID-19 vaccinations.
- Reinforcing the importance of keeping updated on and adhering to government restrictions to keep Emmy safe.
- Initiating regular asymptomatic testing of staff, contractors and visitors.
- Holding regular employee information sessions to give staff the opportunity to raise concerns and receive information directly from the leadership team. These sessions built trust and transparency through all levels of staff.
- Implementing the 'single-site arrangement' at various times through the year, which means staff could only work at one facility to limit the risk of spread. We were exceedingly pleased that 20 out of 26 staff who usually work at two facilities chose Emmy as their primary employer.
- Organising events to boost staff morale and strengthen the bond among team members. These included celebrations for International Nurses Day, Aged Care Employee Day and Jewish festivals.
- Launching our *Unsung Heroes* exhibition to show appreciation for our staff's hard work, complete with 'pep-me-up' muffins and fresh-baked goods from our catering team.
- Providing support services to staff, including the Employee Assistance Program and inhouse counselling.

## Student placement program continues

We were happy to continue our partnerships with Holmesglen TAFE and Monash University (Master of Counselling). From January to June 2021, we welcomed 21 students through the student placement program in clinical, CCW and catering.

Placement students provided valuable assistance and support to our staff during this difficult period. Plus, having them with us helped to make up for the reduced number of volunteers on site.

It's important for us to keep these partnerships strong, as students who excel are usually offered positions at Emmy. A win-win situation for all.

## The good that came through

Our staff, despite it all, committed themselves to doing whatever it took to keep everyone safe.

From infection control to staff screening to single site employment, everyone remained vigilant in complying with the rules set by our leadership team.

Thanks to strong team effort, Emmy proudly remained COVID-free throughout the pandemic.

*"From a workforce perspective, 2021 has been a year like no other. It substantially challenged and tested our staff on many levels."*

**KERRI STUART, HUMAN RESOURCES MANAGER**



8

**STAFF WELCOMED NEW BABIES**



38

**NEW STAFF EMPLOYED**



10

**STUDENTS BECAME EMPLOYEES AFTER PLACEMENT**



146

**STAFF RECEIVED FLU VACCINATION**



683

**ASYMPTOMATIC COVID-19 TESTS ON STAFF**

## OUR PEOPLE

# Volunteers *add value*

Restrictions meant our volunteers could not always be onsite. But that did not stop some of them from continuing to be an integral part of Emmy. Day in, day out. Offline, online. Their giving knows no boundaries.

### Less present, but not absent

Due to the pandemic, many of our volunteers couldn't be physically present at our premises this past year. But they didn't let that affect their contribution.

Whether it was completing administration work from home, chatting with residents on the phone, or pre-recording concerts, our volunteers continued to leave a big impact on Emmy through the year.

Some also took it upon themselves to drive Emmy residents to medical appointments when family members couldn't. Meanwhile, others helped us maintain our Jewish traditions by printing prayer books and other materials for holy days.

### Giving back to our volunteers

In the lead up to Rosh Hashana, we had two special projects to show our appreciation for our volunteers:

- **Rosh Hashana Zoom catch-up:** We had a lovely video call with more than 25 volunteers to find out what everyone had been up to during lockdown. Two things became clear during this time together: how much we missed our volunteers, and how much they missed our residents, staff and being at Emmy.
- **Rosh Hashana video calls:** We teamed up with our residents to give some of our volunteers a video call to wish them a Shana Tova. Our residents were excited to have the chance to brighten someone's day. And they gave our volunteers beautiful blessings, for good health, happiness and a return to a more 'normal' life. The 30 volunteers we managed to speak with were thrilled to hear from our residents, saying the call made their day.

### Stepping up to maintain the connection

We continue to be astounded by our volunteers' willingness to sacrifice and give to our residents.

Many of our volunteers moved their programs online so they could continue to connect with our residents. Some of them, in fact, continued running their programs throughout the pandemic, almost without any interruption:

- **Physical movement sessions:** Pam Gelfand kept our residents moving, injecting lots of fun and laughter into her energising exercise sessions.
- **Mental stimulation:** Zvi Civins held Jewish discussions, while Anthony Cohen continued his current affairs program and chatted with residents about global happenings.
- **Book reading program:** Marcia Krampel continued to connect with residents through her valuable book reading program, with a focus on supporting the vision impaired.
- **Fun and games:** Ivor Herz championed the twice-weekly bingo and games to keep our residents entertained and in high spirits.
- **Music:** Mark Rogers connected with us online regularly to sing and play the guitar for our residents. And when the lockdowns ended, Joshua Batten brought live music back to Emmy by singing in the courtyard for our café patrons.
- **Simchas:** A family member and his brother connected on Zoom to sing birthday songs for our residents.

### Celebrating selflessness

Like thread to fabric, our volunteers are such a valuable part of Emmy.

They make a huge difference in our residents' lifestyle and provide an essential connection to the community and the wider world.

This year, we're delighted to award the Heart of Emmy to:

- Pam Gelfand
- Ivor Herz
- Martin Israel
- Jenny Jana
- Graham Solomon



## 200+

### VOLUNTEER LED ACTIVITIES



## 30

### SHANA TOVA CALLS FROM RESIDENTS TO VOLUNTEERS



## More community heroes

### Special Resident Volunteer Award

Special circumstances demand special awards. During the 2020 restrictions, some of our volunteers showed exceptional contributions to Emmy's cultural and spiritual life. They supported and led special services during the High Holy Days when synagogue services were not permitted.

The recipients of our Special Resident Volunteer Award were:

- Nathan Frydman
- Les Gescheit OAM (posthumous)
- John Kraus
- Josef Rewinson

### Glen Eira Award

The Glen Eira Volunteer Recognition Program celebrates charitable members of the community.

These Emmy Monash volunteers have shown unwavering support and commitment over the years, and especially during the pandemic. For their hours of voluntary service within the Glen Eira community, they were awarded Certificates of Appreciation:

- Zvi Civins - 1000 hours
- Anthony Cohen - 500 hours
- Mark Rogers - 500 hours



*"I never imagined I would have a regular time slot on the small screen, but COVID changed all that. I really enjoyed being able to continue running the Busy Bodies exercise group. Thank you to all who participated and the staff who made it possible."*



**PAM GELFAND, VOLUNTEER**

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## THE EMMY AWARDS

# Tipping our hats *to amazing work*

Our 2020 Emmy Awards had to be postponed late last year due to restrictions. But we were finally able to hold this important staff recognition event mid-2021.

It was a great opportunity to come together to celebrate our outstanding team and honour them for their years of service at Emmy.

We also took this time to appreciate our staff who retired in 2020. A big thank you to these wonderful people for all they've given to Emmy. We wish them all the best!

This year was, without a doubt, a collective success. We thank our entire team for all your hard work – and congratulate all the finalists and award recipients.

### Most Valuable Team Member Award

- Wayne Eldridge
- Jeremiah Esatiah
- Debbie Jacobs
- Mary McCormack
- Anita Shrestha
- Sangeetha Swergeswaran

### Resident Choice 'Mensch' Award

- Jacqui Cox
- Cindy Gao
- Cheryl Ligayo-Garzia
- Luba Makagon
- Lakpa Sherpa
- Shai Subarayadu

### Retiring Staff Members

- Helen Buitrago
- Miriam Grosberg
- Nevenka Hajrulahovic
- Lorraine Hansen
- Christine Murray



*"We are only as strong as our weakest link. And when I look around the team, all I see is strength."*

---

TANYA ABRAMZON, CEO





*"We have been so impressed with the facilities, the level of care and communication and the love, patience and kindness shown by everyone. From reception to nursing, from the hairdresser to the physio team, from the café to management – we have not been able to fault anyone or anything since our arrival at Emmy Monash."*

---

KAREN GREENWOOD





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EMMY'S UNSUNG HEROES

# Pictures of selflessness *through times of adversity*

On the walls of our Staff Precinct hallway hangs a series of stunning photographs. But they are no ordinary photographs. They are portraits of resilience, kindness and sacrifice. They are the portraits of our dedicated staff. A small representation of our entire workforce - our unsung heroes, who kept Emmy Monash safe during the pandemic.



## An Emmy award-winning performance

COVID-19 has negatively affected people across the globe. But its impact on the aged care sector has been truly devastating. In 2020, the pandemic claimed a total of 820 lives in aged care facilities across Australia – 647 in Victoria alone.

As a real threat to our residents and staff, we knew that keeping the virus out of Emmy Monash would be a challenge like no other. And we're grateful to be able to say that we have been successful in keeping our halls safe.

But it's not because we were lucky. Emmy has been safe and COVID-free thanks to our staff – who sacrificed so much and worked hard to protect us all.

## It's not easy being a hero

Through the year, our staff gave so much of themselves. Most aged care workers hold jobs at multiple facilities at any given time. However, working at these facilities concurrently presented an increased risk of virus transmission between sites. Accordingly, aged care staff across Melbourne were forced to choose just one facility.

We are humbled that many of our staff chose Emmy – sacrificing their jobs at the other facilities.

Many of our staff were also going through personal challenges and difficulties. Some had less time to spend with their own family and friends. Others were separated from their families overseas. And yet, they all chose to stand together and carry on, so they could focus on caring for and protecting our residents.

*"Thanks to all staff at Emmy for keeping standards so high. You are an example of what the industry should aim for – it is a reflection of decades of good management, moral leadership and staff dedication."*

---

DR ANTHONY FELBER



## Widespread care that goes beyond our home

Trusting others to care for a loved one can be difficult. Even more so when restrictions and lockdowns kept families apart. But our team's professionalism and loyalty put family members' minds at ease.

One of our residents' son, Abe Witman, expressed his gratitude saying, "You are generous in your love and are so caring towards my mum. While I cannot come to see her, I know she's in the best possible hands. I can't thank you enough for your endless support and care."

## A salute to our Emmy heroes

Truly, not all heroes wear capes. And we are in awe of our Emmy team who continue to provide the highest quality care for our residents.

That's why we chose to emblazon their selflessness, loyalty and sacrifice throughout our halls, in the form of their portraits.

Emmy family member Karen Innes articulates this gratitude perfectly, saying, "From the bottom of our hearts, thank you for your patience, hard work and the many hours that you spend caring for those who live at Emmy Monash."

*"It's because of you we can lay our heads on our pillows at night knowing our mother and grandmother are receiving the best possible care and attention."*

---

ERNIE SCHWARZ  
AND FAMILY

*"We can't express how difficult it is for us also not being able to visit and that only makes your devotion to the task and physical care of residents even more important, and for that we are extremely grateful."*

---

JOHN ZUCKERMAN





# Strengthening community *through meaningful meals*

At Emmy Monash, we know the importance of having tasty, nutritious food. Eating well helps our residents and staff stay healthy - and happy. This was especially important during a year of lockdowns and restrictions.



MOST POPULAR MEAL  
**Homemade  
Chicken  
Schnitzel**

## Opportunities amidst challenges

The Felder Family Café is an important hub here at Emmy. It's a place for residents to gather, staff to take breaks, and families to connect with loved ones. Unfortunately, the café had to close several times in the past year due to restrictions but our catering staff showed resilience and loyalty by staying with us through the tough times.

When the café was closed, our catering team used the extra time on their hands to cheer our staff up – by offering coffee and freshly baked cakes and treats on special days, including International Nurses Day.

These initiatives gave a much-needed boost of morale to our team and strengthened our engagement across all teams.

## Learning and upskilling

Three of our staff members completed their qualifications in Commercial Cookery this year, while two others are currently working through their catering courses.

Our team is on a constant quest to enhance their knowledge and skills, so they can continue to improve our catering services and the residents' experience.

This means 26% of our staff now have formal catering qualifications above Certificate Three – a percentage that exceeds industry standards.

## Staying agile in an uncertain year

In a year that brought on a number of sudden changes, our team focused on innovation and agility. Efforts included:

- **Redeploying catering staff as and when needed.** For example, when the café was closed due to lockdown, café assistant and barista Brad pivoted to making challah and assisting during meal service. This means residents could still see his friendly, familiar face, which provided some very welcomed continuity throughout the disruptions.
- **Offering tasty treats to staff and residents, especially on special occasions.** During the exhibition launch of Emmy's *Unsung Heroes*, a snap lockdown was announced. To boost staff morale, we gave everyone in the team daily muffins for a week to complement the occasion.

## Partnership to keep dishes nutritional – and tasty

Our ongoing partnership with dietician Lisa Sossen has further lifted our catering standards.

Providing an extra level of professional support to our team, Lisa helps refine our menus to ensure they suit the wide-ranging palates and nutritional needs of our residents.

Together, Lisa and Chris, our Catering Supervisor, have created some inspired seasonal menus with a variety of flavourful dishes. These have been well received and enjoyed by our residents.



## Baking with Blanka

Our resident Blanka Wise is an amazing baker. Her European cakes and chocolate roulade have been a source of joy to many over the years.

When the pandemic hit, her great-granddaughter Mia Moshinsky came up with the idea to compile Blanka's best recipes into a beautiful cookbook. It was a great way for Blanka to stay connected with her passion for cooking during the lockdowns. Not to mention a beautiful opportunity to pass on her baking legacy – and raise money for Emmy Monash through book sales.

To promote the book, our catering supervisor baked some of Blanka's cakes and offered them at the café. We also invited Blanka for a taste test and got her to share some of her memories and stories around the recipes. It was a poignant moment, as we brought Blanka's baking history from her kitchen to Emmy's kitchen.

We planned to invite families to a high tea event to promote this special cookbook. Unfortunately, due to lockdowns, we are yet to host this event. But we look forward to having it as soon as the opportunity arises.

## Working together for better eating

Every month, our catering supervisor, consulting dietician, chef and residents come together for an open discussion about our catering services.

Residents can use this opportunity to offer feedback or voice any concerns about their meals.

This year we have seen an increase in the number of residents attending our food meetings. This is a positive sign, as it means residents are taking more of an interest in their meals. It allows us to hear a wider range of ideas and implement a number of new concepts and initiatives.



## LIFESTYLE & TRADITIONS

# Programs *that bring joy*

This year gave us the opportunity to adjust our lifestyle programs to reflect our residents' needs and interests even more closely. In the absence of onsite volunteers, our staff kept these activities going, so residents could continue to enjoy a consistent program. The Emmy lifestyle is built on and around strong Jewish values and traditions. Nothing can change this - not even a year of lockdowns, limitations and restrictions.

### Pivoting programs

As lockdowns occurred, we had to make quick changes to our programs. Because volunteers and community members were not allowed to come in, we had to reimagine all our face-to-face activities for the virtual world. And our staff amazed us with their ability to make the switch so seamlessly.

With the health and safety of our residents and staff always the priority, we adjusted all other in-person activity conditions to ensure they adhered to our COVID-safe plan.

We also redeployed our Culture, Community and Wellbeing (CCW) team the best we could to support the delivery of these programs.

### Rosh Hashanah art project

As part of our Rosh Hashanah celebration, we organised an art project to bring the community together, virtually.

We asked family members, schools, community members and Emmy partners to decorate a hexagon with a picture, message or photo. We then collated them as large, colourful beehives - and displayed them in our communal areas.

It was delightful to see so many people join us in this project, including families and children from Mt Scopus Memorial College, Bialik College, WIZO and community crèches, and of course, our own residents. It was a true cross-generational collaboration.

Our residents had a wonderful time helping us install the structures and reading the messages from their families on the hexagons. And those outside Emmy also told us that they were touched by this project during the lockdown.

Our colourful beehive project certainly brought everyone together when it was most needed.

### Celebrating Chanukah

We had a simple but very special Chanukah celebration this year.

Yoni Reyder gave a beautiful balcony performance for our Bierman and Smorgon residents. The Central Shule Choir also treated us to sweet-sounding music, performing in the courtyard of Gandel House. The sound of their voices carried through the space, travelling upwards so our residents could enjoy the vocals from their balconies above.

The festival included candle lighting each evening by two Emmy family members, who also sang for us over Zoom.



### Celebrating resilience and strength

At Emmy Monash, our Jewish traditions run deep. And we were determined to continue celebrating our traditions over the past year, despite the uncertainties and challenges.

In fact, we believe it is *especially* important to uphold traditions in difficult times.

Celebrations allow us to come together to commemorate important days as a community. But more than this, they help us build resilience and strength.

Because of restrictions and lockdowns, our Rabbi and other leading community figures couldn't always be with us during holy days such as Pesach, Rosh Hashanah and Yom Hazikaron. So to ensure the services could still go ahead, our residents stepped up.

### Residents rise to the occasion

Residents on each floor were quick to pitch in and take ownership in running services – including weekly Shabbat services as well as services for Rosh Hashanah, Sukkot and Yom Kippur.

This mitzvah empowered our residents and they felt immense pride at being able to contribute in a valuable way. And because it was all very successful, we decided that residents would continue to hold these important roles even when limitations lifted. A nice silver lining to come from the cloud of the pandemic restrictions.

### Still a community affair

Although our residents took up the role of conducting services, Rabbi Stern remained committed in his support for the Emmy community. He spoke to the residents on the phone and visited when he could.

During Sukkot, as restrictions eased, Rabbi Stern blew the shofar from the courtyard for all to hear, and was shaking the lulav and etrog with our residents.

As soon as we could, we also reinstated synagogue services for residents. Our staff helped the residents during the services since family members were still not permitted to visit.

To keep the Shabbat tradition going, our volunteers connected remotely via video calls to watch our residents bake the challah themselves.



**300+**

**VIRTUAL PROGRAMS  
PRESENTED**



## EMMY PARTNERS

# Partnering *with professionals*

As a result of the pandemic, many organisations were limited in their ability to work with us. Our international partners were also unable to visit. But we are grateful for those who did what they could to help us improve the Emmy experience this past year.

### Community partners

Despite restrictions, we managed to continue engaging community partners throughout the year – onsite when we could, and remotely at other times.

These partners bring great value to Emmy. They give us the opportunity to bring the community inside the Emmy walls. And they also provide the chance for us to take our residents outside: to schools, kindergartens, galleries, parks and other local landmarks.

### Bridging the gap

- **Our flagship intergenerational program:** We had to change the way we run this program with the Year 9 students at Mount Scopus. Instead of the usual monthly sessions, we facilitated weekly online sessions. Everyone had to invest more time and effort to conduct these sessions, but being able to maintain the connections made everything worth it.
- **Safta program:** Emmy's saftas maintained online contact with their kinder classes at Mount Scopus Gandel Besen House campus. Sharing shabbat traditions and keeping in touch was a highlight for all those connected with the program.
- **Kabbalat Shabbat:** We kept up these services with Gandel Besen House and Bialik College. Together, we celebrated and maintained Jewish community life and energy during lockdown.
- **Bat Mitzvah program:** Emmy Monash regularly hosts a group of young girls from the community who are preparing for their Bat Mitzvahs. Our residents get to be a part of the girls' preparation – as they share stories, do arts and crafts, or bake together. This year, we were lucky to be able to host one visit in between lockdowns.





WE GRATEFULLY ACKNOWLEDGE OUR PARTNERS WHO HAVE CONTRIBUTED TO THE INTRICATE FABRIC OF EMMY LIFE THIS YEAR:



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## GOVERNANCE

# Exceptional *is our new normal*

When it comes to risk management and legislative obligations, our Governance Committee is always a step ahead. In fact, exceeding standards is our new standard. Because that allows us to always be in the best position to provide quality care - and remain as the leading aged care facility in the community.

### Well-deserved praise

Our biggest achievement of the year was without a doubt our success in keeping Emmy Monash COVID-free. Our tireless efforts in preparing for any potential outbreak passed the test.

We've managed risk exceptionally well and saw a very high level of compliance with our COVID safety measures.

Last year, we welcomed an Australian Defence Force representative from the Victorian Aged Care Response Centre. His visit was part of the Federal Government's initiative to prevent the spread of infection in the aged care sector. He was very impressed with our designated isolation unit, outbreak management plan, outbreak kits as well as our infection prevention strategies.

It was rewarding to hear that we were among the best prepared facilities he had seen. He reassured us that we were in a strong position to handle any potential outbreak. But that doesn't mean we take things for granted.

Our Infection Control Response Team continues to meet regularly, monitoring and managing changes in risk according to the latest COVID situation in the community and state. This ensures that Emmy Monash is always ready to respond as required - and quickly.

We have also introduced infection prevention and control (IPC) leads. All residential aged care providers must now appoint an IPC lead to ensure their facilities are prepared to prevent and respond to infectious diseases. Every facility is required to have one nurse as the IPC lead.

But at Emmy, we chose to appoint two nurses. These nurses hold specialist IPC qualifications and have undergone additional COVID infection control training.



# 266

HOURS OF  
TRAINING  
BY OUR  
GOVERNANCE  
TEAM



**BOARD OF DIRECTORS**

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
- Joe Krampel AM**  
President
- Rod Nirens**  
Vice President
- Selwyn Greenberg**  
Treasurer/Secretary

- Joel Beebe**
- Lyn Borowski**
- Tom Gorog**
- George Greenberg**
- Jonathan Kramersh**
- Peter Lewinsky**
- Danny Lustig**

- Rita Perelberg**
- Alan Synman OAM**
- Dr Stephen Szentel**
- Dr Karen Wayne OAM**

Back row from left: Tom Gorog, Jonathan Kramersh, Peter Lewinsky, Dr Karen Wayne OAM, Rod Nirens, Danny Lustig.

Front row from left: Selwyn Greenberg, Tanya Abramzon, Joe Krampel AM, Lyn Borowski.





From left: Debbie Jacobs, Diane Videky, Mark Hammerschlag, Naomi Pizzo, Kerri Stuart, Chris Markovic, Tanya Abramzon, Shelley Katz, Monica Arango, Sally Vanston, Maureen Shulsinger, Steve Aivaliotis.

## LEADERSHIP TEAM

The true test of leadership is in how it functions in the face of adversity. Emmy Monash is fortunate to have leaders who demonstrate the exceptional ability to be decisive and agile – even when they’re up against the toughest of challenges. They’ve led by example, remained in control and stayed approachable all throughout the past year – helping Emmy successfully emerge from one of its most trying years.

**Tanya Abramzon**  
Chief Executive Officer

**Steve Aivaliotis**  
General Manager Operations

**Diane Videky**  
Quality, Risk & Innovation Manager

**Mark Hammerschlag**  
Finance Manager

**Kerri Stuart**  
Human Resources Manager

**Monica Arango**  
Clinical Care Manager

**Debbie Jacobs**  
Culture & Wellbeing Manager

**Maureen Shulsinger**  
Partnership & Community  
Engagement Manager

**Rochelle Daboush**  
Marketing & Fundraising Manager

**Sally Vanston**  
Marketing & Communications  
Officer

**Naomi Pizzo**  
Donor Relations Manager

**Shelley Katz**  
Social Counsellor

**Chris Markovic**  
Catering Supervisor

**Indy Palihakkara**  
Engineering Manager

## New initiatives for continuous improvement

At Emmy Monash, we are eager to improve and progress in every aspect. Efforts this year included:

- **Implementing Looplearn:** This new visitor management system makes it easier and quicker to register visitors to our facility, improving the process efficiency. The system is not only helpful for security, but integral for contact tracing and emergency management purposes.
- **Upgrading WiFi phones:** These new phones have better connectivity, improving staff’s access to resident care information. As a safety feature, we are alerted to a call immediately, which means a shorter response time. The detailed escalation system also ensures that calls are actioned promptly.
- **Sustainability and recycling initiatives:** In addition to recycling office papers, we now also encourage staff to recycle plastic and paper food waste – by putting labelled recycling bins in all staff rooms. Our café also gives a discount on hot drinks when staff and visitors bring their own keep cup.

## Going the extra mile

The National Aged Care Mandatory Quality Indicator Program requires us to report on three quality indicators every quarter.

However, we choose to report monthly internally, to give us better visibility across these important indicators. This allows us to identify and act on trends immediately, so Emmy Monash can continue to provide the best quality care to our residents.

---

## FINANCIALS

# Treasurer's *report*

The 2021 financial year was an enormous test of our ability to financially survive a global health crisis.

We learnt a great deal last year about the impact that community restrictions would have on the financial strength of our organisation. This knowledge has assisted us in managing the ongoing lockdowns we have endured this year.

Unfortunately, the entire aged care industry has suffered in economic terms due to reduced occupancy levels resulting in less revenue from both resident and government sources. This pressure was exacerbated by the additional costs that were necessary for cleaning, maintenance and clinical care related to infection prevention and control.

Emmy's financial team were very aware of these ongoing challenges and worked assiduously to ensure operational costs were maintained at a level that did not compromise the quality of care expected during these difficult times.

Whilst our revenue was certainly impaired by lockdown restrictions, our senior management led by CEO Tanya Abramzon was able to maintain our occupancy level well above the industry average.

Notwithstanding these challenges we are pleased to report that Emmy was able to remain financially stable and achieve a positive operational cash flow position, as noted in our audited financial statements.

This achievement is largely attributed to our generous and loyal donors who have again supported us when we needed it most. This year more than ever, our donors have enabled us to maintain excellent standards of care and provide essential services to Emmy residents. With this level of community confidence behind us, we have a very bright future.

We are confident that as the pandemic subsides over time, our occupancy levels will return to nearly full capacity and the finance team will be able to implement additional strategies that will further improve our financial position.

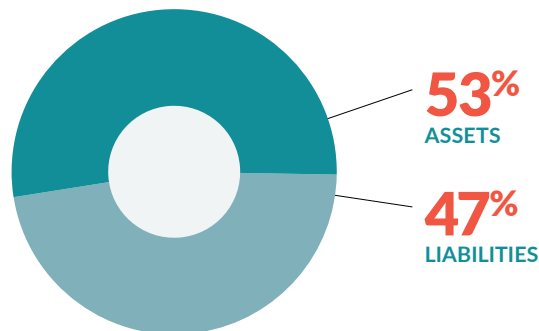
In closing, I sincerely thank the finance team, headed by Finance Manager Mark Hammerschlag, the Finance Committee, Fundraising team and volunteers for their tireless and continued support.

A special vote of appreciation must go to the professional legal team at Arnold Bloch Leibler for their pro bono advice required in an industry that has many complex legal issues.

We are indeed looking forward to the coming year being a prosperous one for our organisation and the Emmy community.

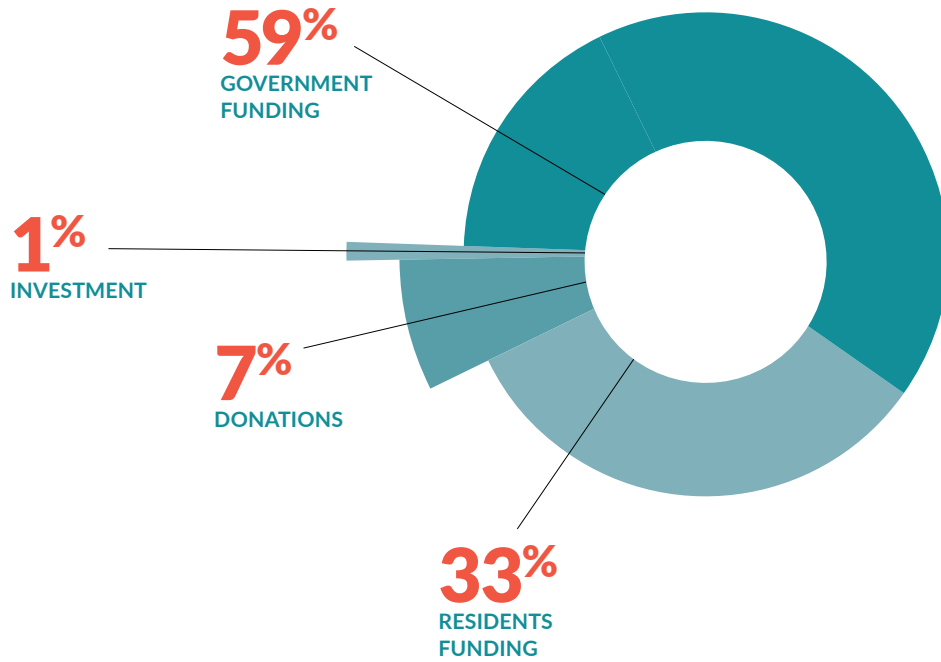
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## ASSETS AND LIABILITIES

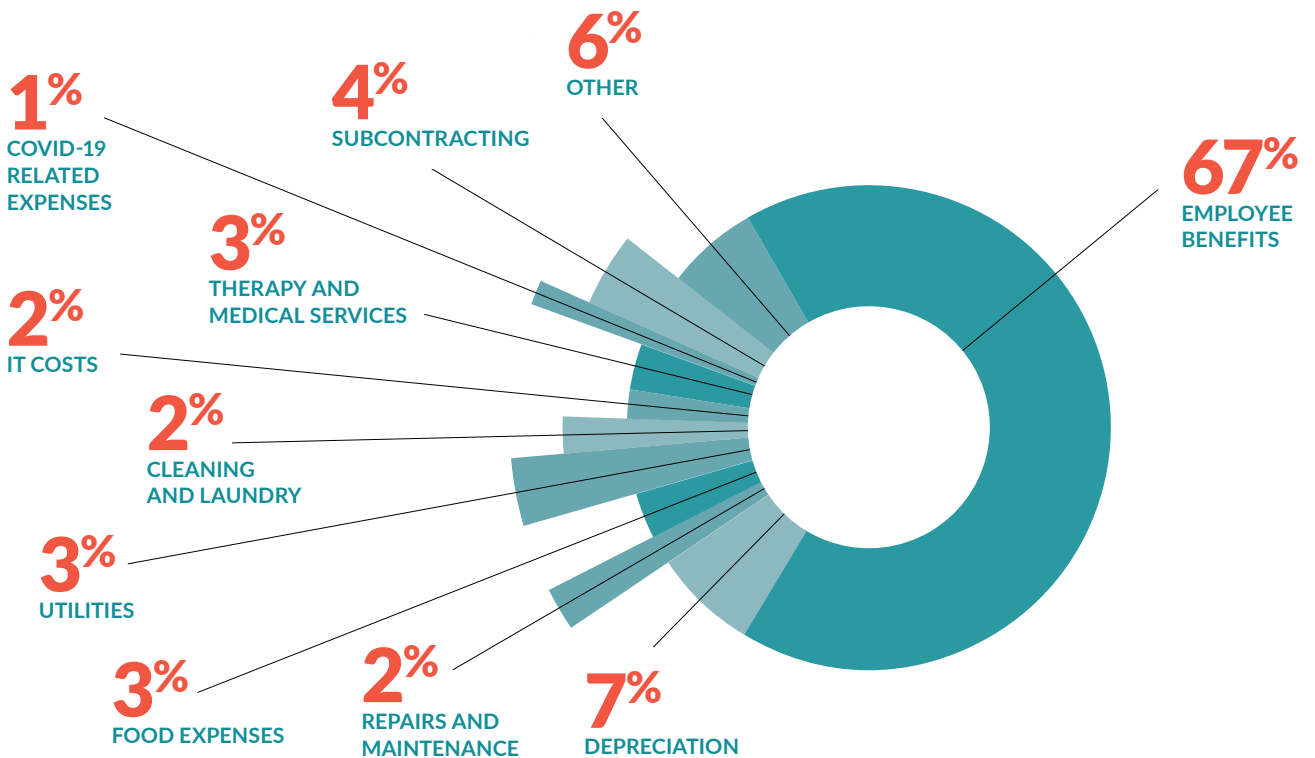


SELWYN GREENBERG

REVENUE: \$17.4M



EXPENSES: \$18.8M



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.



## OUR SUPPORTERS

# Loving loyals: The people *who keep Emmy thriving*

Emmy Monash is blessed to have a community of people who believe in our vision and invest in our mission. Your support means a lot to us and touches every person at Emmy. Thank you for making a difference.

### 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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 Szykman Charitable  
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 Bradley & Tami Wein  
 Family of the late Adele Zamek

**Major Donor**

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

**2020-21 Naming Rights**

Natalie & Norman Kotzman  
 family - Resident Lounge  
 Level 2, Gandel House  
 Naphtali & Broder Families  
 Lounge - Level 1, Gandel House  
 Richard & Dorothea  
 Nossbaum family  
 Susanne Nozick Decks (2) -  
 Level 1 & 3, Gandel House  
 Musia Shafir Family Garden -  
 Ground floor, Gandel House

**2020-21 Grants**

Gandel Foundation -  
 Play Spaces  
 Glen Eira Council -  
 Community Grant Club L'Chaim  
 Besen Family Foundation -  
 Dementia Care Specialist  
 Project Seed Funding

**2020-21 Sponsorships**

Barry & Suzi Carp OAM  
 George Kline Art Program  
 Ruth & Sam Parasol OAM  
 Vivienne Fried

**Shabbat Kiddush**

Abe & Marlene Zelwer

**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



*“Thank you to every one of our generous donors for your invaluable support. You influence our ability to fulfil our mission and vision and drive our innovation, ensuring we can succeed. You are an integral part of our Emmy family.”*

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**NAOMI PIZZO, FUNDRAISING  
& FOUNDATION MANAGER**



Some images in this document were taken outside times when face mask and/or face shield government mandates were in place. Emmy Monash Aged Care endorses the use of personal protective equipment (PPE) and other prevention measures to reduce the risk of infection.





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