



Eva Tilley Memorial Home

1962–2022

A Brief History – Our first 60 years

Our Vision:

To be the provider and employer of choice in aged care services and deliver the best possible outcomes for the people we care for.

Our Mission:

To embrace, enhance and strengthen the relationships, connections, and support networks of the people we care for and their families and friends.

Preface

Eva Tilley first opened 60 years ago in North Balwyn. This document details the events and growth of Eva Tilley. It is understood that Eva Tilley Memorial Home Inc, is within the City of Boroondara, the oldest, continuously operating, non-denominational, not-for-profit aged care facility.

Eva Tilley began by providing accommodation for 12 residents and has now grown to cater for up to 120 permanent residents ranging from hostel accommodation, through various levels of aged care to palliative care.

This account of its growth has been compiled to provide a detailed reflection, through the years, of that progress, highlighting the most significant events along the way.

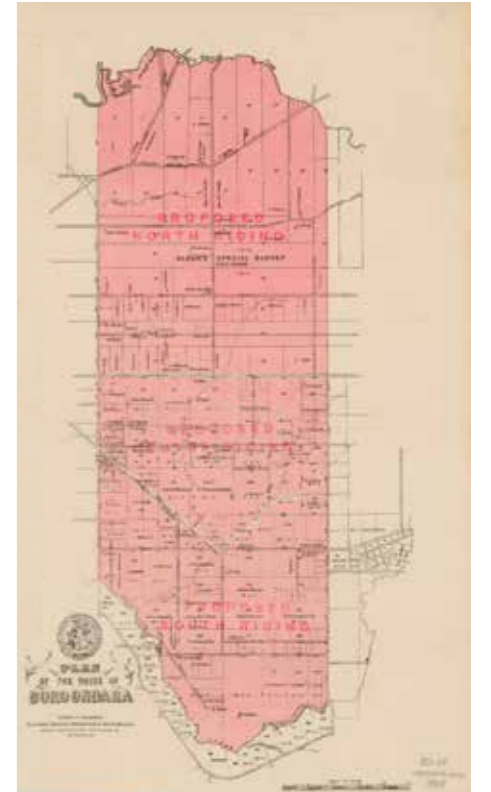
It speaks volumes for the effort, dedication and commitment made by all Eva Tilley's army of volunteers, its loyal staff, its management, and the members of its boards of management/boards of directors. All concerned and the community can be justifiably proud.

Included are the decisions made by successive boards of directors, regarding the various building developments and expansions, the ever-changing legislative requirements governing the age care sector, and the funding landscapes in which the facility has had to operate.

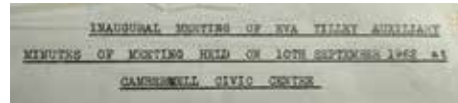
It has not been the intention of the authors to provide an entertaining "read" but an attempt to leave a chronology of development for archival purposes that can be added to as time goes on.

The pages covering the period from 1962 to 1987 were largely compiled by Past President Mr GB Canham and records the progression of the facility in its initial phases.

From 1991 to 2022, the history has been compiled by referencing the Annual Reports and the respective Presidents' annual reports for that 30-year period.



Proposed plan for dividing the shire into ridings. Shows the proposed North, Centre, and South Ridings. 28th December, 1887. Courtesy State Library of Victoria



Camberwell Town Hall.
Courtstest State Library of Victoria

Introduction

This brief history of Eva Tilley Memorial Home Incorporated (hereafter referred to as “Eva Tilley” has been written to mark and celebrate the 60th Anniversary of the Opening of Eva Tilley Memorial Home Inc.

To all concerned with Eva Tilley including all the staff members, the board members, those who have contributed financially, to the residents and their families and to the hundreds of unnamed volunteers over the years, we say a hearty ‘thank you’ for your contribution to the wonderful organisation whose 60th anniversary we now celebrate.

Where does the name ‘Eva Tilley’ come from?

The Late Eva M. Tilley JP CBE

Evangeline (Eva) Mary Tilley nee Brasch was born in Deloraine, Tasmania. She married Frances Warrington Tilley early this century and they lived in Coppin Street, Richmond, before moving to 14 Russell Street, Camberwell, where their four sons grew up.

Mr Frances Warrington Tilley, Eva’s husband, died in 1936. His interests were his employment, his family, and his garden. A quiet, reticent man, contented to let his wife involve herself in the organisation and execution of welfare works within the community.

Mrs. Tilley was appointed a Justice of the Peace in 1932 and her work as Special Magistrate of the Children’s Court at Camberwell is well remembered. Her name, however, is best remembered in Camberwell through her association with the Camberwell Benevolent Society. Mrs. Tilley was President of the Society for over twenty years. She was instrumental in the establishment of an office, in premises opposite the Camberwell Town Hall, for the distribution of food vouchers to the needy during the 1930’s Depression. With the blessing of Camberwell Council, this agency was manned by the Benevolent Society. Other good works in those years were Bush Fire Relief, and distribution of clothing to the poor in Camberwell.

She nominated for a seat on the Camberwell Council at one time but was not successful.

Invited to the Coronation of their Majesties, King George VI and Queen Elizabeth in 1937 (a rare honour when few people travelled overseas), Mrs Tilley attended the ceremony at Westminster Abbey. Following the coronation, she toured Europe extensively.



Portrait of Eva Tilley.

Mr. Menzies to Launch Appeal

The Prime Minister (Mr. Menzies) will launch an appeal for funds to build a home for the aged in Camberwell at a public meeting in Camberwell town hall on March 26. at 8 p.m.

The appeal is sponsored by Camberwell Benevolent Society, which intends to name the home the Eva Tilley Memorial in memory of the late Mrs. Eva Tilley, a prominent charity worker in the suburb.

Camberwell city council has already provided a site for the building and has donated £250. It is proposed to erect a modern building with all facilities for comfort and welfare and a fully equipped hospital. Most of the inmates will be permanent residents.

The appeal will be open until May 31.

1953 Newspaper clipping

On her return to Australia, she was interviewed by Norman Banks on "The Voice of the Voyager" on Radio 3KZ and predicted the outbreak of War due to her observations of Hitler's preparations for military aggression in Europe.

Mrs Tilley was appointed a Commander of the Most Honourable Order of the British Empire (CBE) in June 1945. The citation listed her public involvement and activities as Special Magistrate of the Children's Court at Camberwell, and among other public offices, those of President, Victorian Association of Benevolent Societies, Vice President of National Council of Women, and President of Women's Justices Association.

After the war, whilst serving as President of the Victorian Benevolent Society, Mrs. Tilley was instrumental in establishing, in 1949, a Home for elderly people in Ascot Vale. Arising out of the success of this project, Mrs Tilley perceived the need for a similar facility for elderly residents of Camberwell. After consultation with members of the Camberwell Benevolent Society, it was decided to raise money for such a project. Accordingly, an Auxiliary to assist in fund raising was formed to be known as the Camberwell Auxiliary for the Camberwell Benevolent Society Home.

There were many fundraising efforts in the early stages, but in 1953 Mrs Tilley decided that more vigour should be applied to fund raising, and plans were made for the launching of a public appeal.

It was during a telephone conversation on appeal arrangements with a close friend, Senator Ivy Wedgwood, that Mrs. Tilley collapsed and died at the age of 72 years.

Conception of a Home for the Aged in the City of Camberwell.

Following the death of Mrs Tilley, the Camberwell Benevolent Society, under the Presidency of Mrs LA Watson, continued to support and nurture ideas for the establishment of a Home.

Indeed, prior to the launching of the Public Appeal for funds, the Society decided to name the home, when it eventuated, "Eva Tilley Memorial Home", in recognition of Mrs Tilley's work for the sick and needy of Camberwell.

After her death, it was agreed that the plans she had made should go ahead and the then Mayor of Camberwell, Cr John FL Goss called a public meeting and the appeal was launched by the then Prime Minister, Mr RG Menzies (later Sir Robert Menzies AK,CH,QC,FAA). This meeting took place at the Rivoli Theatre sometime during the first half of 1953.

During 1954 a small shop was opened near the Post Office at Camberwell Junction, under the supervision of a Mr McKay with the support of the ladies of the Camberwell Benevolent Society. In its 14 months of operation \$2,000 (2022 equivalent \$36,746) was raised towards the Building Fund.

When the Post Office needed the shop premises, a Kiosk was built on Railway land near the Camberwell Station in 1957.



Football fair at Camberwell

A bazaar and fair to assist funds of the Camberwell Football Club and the Eva Tilley Homes for Aged Women will be held at the Camberwell football ground today.

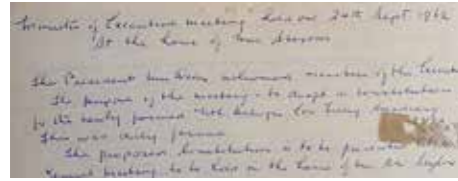
The fair will continue tomorrow and Saturday.

The Argus, 31 March 1955

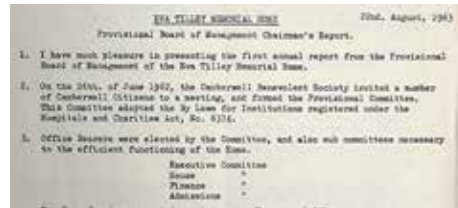
Camberwell Post Office at Camberwell Junction.

Courtesy State Library of Victoria

The Land



In August 1953, the Camberwell City Council approved the transfer to the Camberwell Benevolent Society of a block of land in North Balwyn, adjoining Glass Creek, having a frontage of 20 meters to Burke Road, depth of 100 meters to Nicholson Street, and a frontage of 50 meters to Nicholson Street, for the purpose of the Society erecting a Home for Aged People. It is significant that the Councilor who moved the adoption of the Council minute was Cr John FL Goss.



Birth of the Eva Tilley Home

During the period 1956–57 the first plans for a building were prepared. Unfortunately, these were done by a draughtsman, not an architect, with the consequence that, when presented to the appropriate authorities, the plans were not accepted.

As a result, the Society then engaged Architects Messrs. Demaine, Russell, Trundle, Armstrong & Orton to formulate the design of the first wing of the Home, known as Wing I.

On the 25th of November 1961, the late Sir Ewen Cameron (MLC), the then Minister of Health, laid the foundation stone for the first unit, construction of which was completed and opened for occupation by 12 residents in April 1962.

The Construction of the building was carried out by Gyngell Bros. Pty Limited.

The Camberwell Benevolent Society was the responsible organisation during the period of fundraising, planning, construction and the first three months of resident occupation. All those people who contributed to this magnificent achievement deserved the highest commendation.

There are many stories that can be told by the ladies of the Benevolent Society who scrubbed the floors and cleaned the building prior to the arrival of the residents; how they had to scrounge cutlery, crockery and baking dishes for the residents' first meal, all because these articles had not arrived from the suppliers. There was only one staff member – Mrs Gill, Supervisor - and on her day off, the members of the Society provided the relief staff. The first residents were of an average age of 65 years, and were encouraged to help with the domestic duties, thus spreading the workload.

The Camberwell Benevolent Society continued to manage the fledgling Home until 26th June 1962. On that day, a meeting, called by the Camberwell Benevolent Society, and held at the Camberwell Citizens Club Rooms, a Provisional Board of Management consisting of twelve members was appointed. This Provisional Board was to

operate until such time as sufficient contributors to the Home were enrolled to enable a Board of Management to be elected in accordance with the provisions of the Hospitals and Charities Act.

Members of the Provisional Board were:

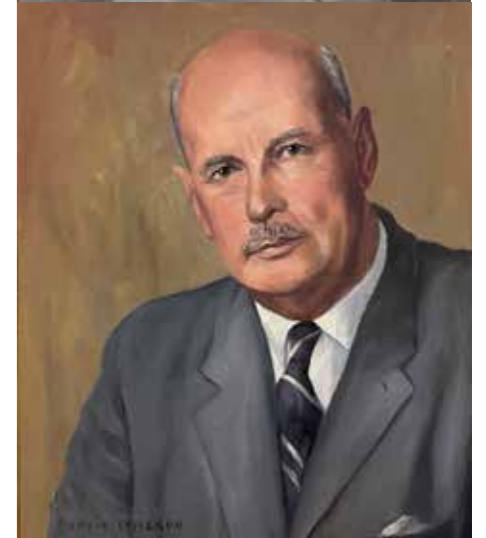
- Mr AW Taylor MLA - President
- Cr RL Dear – Vice President
- Mrs LA Watson – Vice President
- Mr AW Stevens – Secretary
- Mr BA Locke – Treasurer
- Mr N McNeil
- Mr EA Weston
- Mrs R Cooper
- Mr F Gallagher
- Mrs A Taylor
- Mrs L Fleming
- Mrs L Sparks

One of the first acts of the Provisional Board was to appoint Trustees. As the Provisional Board was not a legal entity, it was necessary to appoint Trustees to administer the assets of the Home. The Trustees appointed were Messrs M Harrison, R Hatch and M Taylor. A Declaration of Trust was executed by the Trustees on 23rd July 1962.

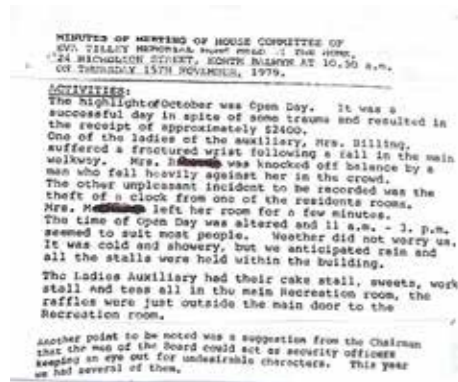
The Home was registered as an institution under the provisions of the Hospitals & Charities Act 1958 on 30th July 1962, under the classification "Hostel for the Aged".

It was not until 1970 however, that the Home became incorporated under the Hospitals & Charities Act. Following incorporation, action was taken to terminate the Trustees' responsibilities and transfer the assets held by them to the Eva Tilley Memorial Home.

At the first Annual Meeting of the Provisional Board of Management held in August 1963, the Chairman reported that the work of the Board and the Trustees had been restricted because there had been considerable delay in transferring the Assets relating to the home held by the Camberwell Benevolent Society, to the Trustees. This delay was due to red tape problems, but that the Crown Law Authorities had the completion of the necessary form of transfer in hand. It was at the time of this meeting that the Provisional Board ceased to be Provisional, and the Provisional Members became the Members of the substantive Board.



Portraits of Enid and Alec Taylor. (Pages 11 and 12 acknowledges their contributions to Eva Tilley)



During the early years of operation, the main activities of the Board related to the establishment of an organisation and the implementation of procedures for the smooth and competent running of the Home.

Nevertheless, the Board, even in those early years, began to discuss proposals for future extensions to the facility.

Working drawings were being prepared and tenders expected to be called within two months. This project was described as the north-west wing and portion of the ground floor of a central wing. It was also stated that the Board had agreed to plan for two stories in the central wing and allowance would be made in the plans for this proposal.

Progress of construction was recorded in the 1965-66 Annual Report. Due to support from inside and outside the organisation, and moreover an allocation of \$60,000 from the Estate of H. Engelbert, the Board felt financial enough to instruct the Architects to proceed with the original total project. The initial contract, which had been let, had been modified to meet the finances available. The final construction included north-west wing (Wing 2), Matron's flat, and the Central Wing. The total cost including fees amounted to \$99,000.

In the report of the Board to the Fifth Annual General Meeting (AGM), the President stated that the extensions were completed in June 1967 and housed a further sixteen residents in the comfortable and friendly atmosphere for which the Eva Tilley Home was becoming known. This comfortable and friendly atmosphere was part of the splendid vision in the minds of the ladies of the Camberwell Benevolent Society as they toiled so nobly and with such success to provide for the initial development of the Eva Tilley Memorial Home.

On the completion of this extension, the Board set its sights for the ultimate development of the Home envisaging an establishment to house seventy or more residents. At the outset, it was realized a considerable sum of money would be required as the service facilities, such as the kitchen, dining room, boiler and heating plant were taxed to capacity and would have to be enlarged or replaced while any further bedroom accommodation was constructed.

Notwithstanding the problems arising from the last expansion, the Board decided to proceed with completing the total development of the site.

Mr Edwin Gillies had been appointed Architect for the new project comprising construction of Wings 3, 4 and 9, together with kitchen and dining/recreation room, which, in the early stages of planning, was estimated to cost \$322,000.

In 1972, after consultation with the Architects and with the support of figures provided by the Quantity Surveyor, the Board decided to proceed with the project. Following an understanding with both the Hospitals & Charities Commission and the Department of Social Services, approval was given to call tenders, only to find at a critical stage that the Quantity Surveyor had re-assessed the situation and this involved a further \$28,000 which the Board did not have. This dilemma was overcome by the Victorian Minister of Health agreeing to provide a grant of \$30,000 from State funds.

When tenders were finally received, the lowest was submitted by McDougall Ireland Pty Limited for \$363,393. In addition to construction cost, Architects and Consultant fees were assessed at \$33,000.

At this time, the Department of Social Services fortunately increased capital subsidies, and by deleting some items and modifying others, the Board was able to accept the tender. During the course of the work, further costs were incurred, such as replacement of the original boiler that had been destroyed through the earlier use of briquettes.

1972-73 was a year of considerable achievement and the culmination of the energy and enthusiasm in the completion of the new building project. The total accommodation of the home was now seventy-seven. The intake of additional residents commenced in October 1972.

The final cost of this project was \$410,000 including Architects and Consultants fees. Eva Tilley Home provided \$115,000 and the balance of the cost was met by grants from the Hospitals & Charities Commission and the Department of Social Services.

The new building extensions were opened by Mr. R.J. Hamer (later Sir Rupert Hamer) on 26th November 1972.

On the retirement of both Cr Dear and Mrs Taylor, the Board of Management recorded the following minute:

"The Board wishes to record its appreciation to its retiring President. Mr Taylor held the position of President from the inception of the Home some twelve years ago until his recent resignation."

It should be recognised that Eva Tilley, as it now exists and functions, could not have been brought to its present stage without the untiring work and influence of our former Chairman. He was no doubt the driving force to overcome all difficulties in the initial, intermediate, and final stages of the Home.

The present Board and any future Board owes a deep debt of gratitude to Mr Taylor.



Mrs Taylor gave more than support to her husband. For twelve years she was Chairman of the House Committee as well as being a Board member, and there is no doubt that it was her efforts in these capacities that enabled the Home to operate so smoothly and efficiently over those years”.

Mrs Taylor subsequently rejoined the Board and served as Chairman for several years, finally retiring in 1993/94.

Eva Tilley Memorial Home Hostel for the Elderly

24 NICHOLSON STREET, NORTH BALWYN 3104



Growing Up

The early years following the completion of the last building project in 1972 were ones of consolidation, as no further major building construction could be undertaken on the original site.

In January 1978, the adjacent property, No. 22 Nicholson Street was purchased, and this acquisition gave rise to possible further expansion. The Board saw the need for the provision of nursing home beds and although several applications were made for approval in principle to establish nursing home beds, each application was refused on the grounds that there was an oversupply of nursing home beds in the area. The Department of Social Security also indicated that new guidelines were being drawn up for nursing bed approval.

The Department advertised at the end of 1984 for the lodgment of applications under the new guidelines. The Board responded but it was not until early 1986 that advice was received of non-approval of the application. An appeal was lodged for reconsideration, but the earlier decision of non-approval was upheld.

On the 14th April 1986, the Minister for Community Services released a report on the Nursing Home and Hostels Review. The changes to be implemented were significant and expected to be phased in over a period of time. The changes included:

- Changes to hostel funding and staffing structures to provide for new levels of need.
- Assessment of need will become an overriding factor in the admission of persons to the various levels of care.
- Moderately dependent persons will increasingly be accommodated in Hostels, with provision of a full improved range of personal care services.
- Ultimately all nursing home beds will be for extensive nursing care only.

In view of these changes and the adjustment of the ratio of hostel and nursing home beds per 1000 of population aged 70 years and over, the Board chose to pursue the establishment of additional hostel beds on the property at No 22 Nicholson Street.



“1960s” view from Corner of Burke and Doncaster Road (Eva Tilley is 400 metres up road on left side, original first entrance was 24 Nicholson Street.

Northern extension 1994



Population Ageing

There is a chord organ at the Eva Tilley Memorial Home, North Balwyn, Vic. "I don't play it well," Matron Gladys Gill told us, "but nobody seems to mind. Not a day passes without us having a sing-song" (see below).

In the first ten years the age of persons admitted to the Home was in the 65–70 age group. Since 1971, the age on admission had been rising gradually.

In 1987 the permanent residents of the Home fell within the following age groups:

| | | | |
|----------|----|--|---|
| 65 to 69 | 2 | | 100% of residents were considered 'hostel low level care' |
| 70 to 79 | 12 | | |
| 80 to 89 | 49 | | |
| 90 plus | 13 | | |

In 2022, the permanent resident numbers averaged:

| | | | |
|----------|----|--|--|
| 65 to 69 | 5 | | 95% of residents are 'high level care' and 5% 'low level care' |
| 70 to 79 | 12 | | |
| 80 to 89 | 54 | | |
| 90 plus | 41 | | |

With the increasing age of the Home population, modifications to the building and services were necessary to meet the needs of the residents. During the period 1984-1986, many new works were undertaken including adding ensuites to the respite rooms; a permanent kiosk room; visitors' toilet; enlargement of the administration offices; refurbished nurses' quarters, and installation of the new telecom Commander telephone system.

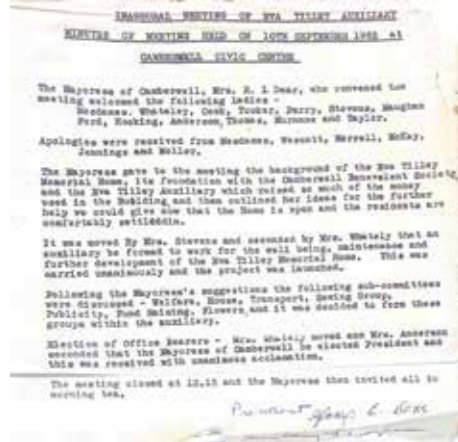
In 1986, the Board undertook the provision of meals to the North Balwyn Citizens Welfare Association for their meals-on-wheels service. It was considered that involvement in this service would help to lift the Eva Tilley profile, and at the same time extend its services to people outside of the Home's community. This service continued until the early 2000's.

In 1986, the Board considered the possibility of extending the Eva Tilley facilities, and a firm of architects was engaged to prepare sketch plans for the construction of a building on No 22 Nicholson Street, to house an additional twelve residents.



The Australian Womens Weekly, 19 September 1962

Fundraising for Development



Inaugural Minutes, 10 September 1962

From 1962 to 2001, the organisation relied upon two groups to support it through its fundraising efforts, the Ladies Auxiliary and the Opportunity Shop. The stories of these two organisations follows.

The Ladies Auxiliary 1963–1996

The Eva Tilley Memorial Home's Ladies Auxiliary was formed in approximately 1962 by the then Mayoress of Camberwell, Mrs Glad Dear, assisted by Mrs Enid Taylor. Prior to that time, the Camberwell Benevolent Society, led by Mrs Eva Tilley, JP, CBE was developing plans for a home of elderly people of Camberwell and a small kiosk was built, staffed by parishioners of the North Balwyn churches. When the auxiliary took over the kiosk, it was expanded into larger premises at 3 Cookson Street where the Opportunity Shop operated for many years.

The objective of the Auxiliary was to raise funds to improve Eva Tilley and to create a friendly atmosphere for the residents.

Over the years, the Auxiliary donated more than \$100,000 to the Home – a magnificent sum in anyone's language.

The funds raised by the Auxiliary were used to provide outings and comforts for the residents, installation of air conditioning in the residents' bus, and purchase of equipment and furnishings for the home. Surplus funds were held to contribute towards future extensions.

The Auxiliary suspended activities in December 1996. The monies raised by the Auxiliary since its inception in 1962 was very commendable and a wonderful effort by all concerned.

The "Opportunity Shop" 1962–2001

The Eva Tilley Opportunity Shop was first opened in November 1962 for the purpose of raising funds to build a home on land allocated by the former Camberwell Council as a memorial to Mrs. Eva Tilley, a great charity worker in the Camberwell area. Each dollar raised was supplemented by the Government on a \$2 for \$1 subsidy for each bedroom built.

The Opportunity Shop was located at 3 Cookson Street, Camberwell opposite the Camberwell railway station, and organised by a committee and a loyal band of volunteers plus a full-time paid supervisor. Mrs Sybil McHutchison (the committee's Treasurer and Coordinator) provided a key link with this organisation as a Board Member for many years.

Over the years, the funds raised by the Opportunity Shop were made available to the Board and were of significant assistance in the extensive building program in the earlier years, and for the modifications and the updating of the buildings then being undertaken.

In addition, the Opportunity Shop provided many purchases such as the installation of the front self-opening door at the main entrance, \$4,000 towards the garden, a television set, washing machine and dryer, hair driers and other incidentals for the comfort of residents.

Sadly, in September 2001, the Opportunity Shop, following a substantial increase in the rental, closed and ceased trading as it was no longer a viable proposition. This was a sad day for all associated with the Organisation. Since its establishment, the Opportunity Shop had raised a total of more than \$253,000 towards the Eva Tilley finances.

In Mr Canham's 1986 history he wrote "Throughout the twenty-five years of the existence of the Home, the Board of Management constantly expressed its appreciation for the sustained support of all Auxiliary and Opportunity Shop workers, for without their assistance, it would have been much more difficult to have achieved the established position in which the Home finds itself at the time." This sentiment continued to be expressed by the Board until both organisations eventually ceased to operate.

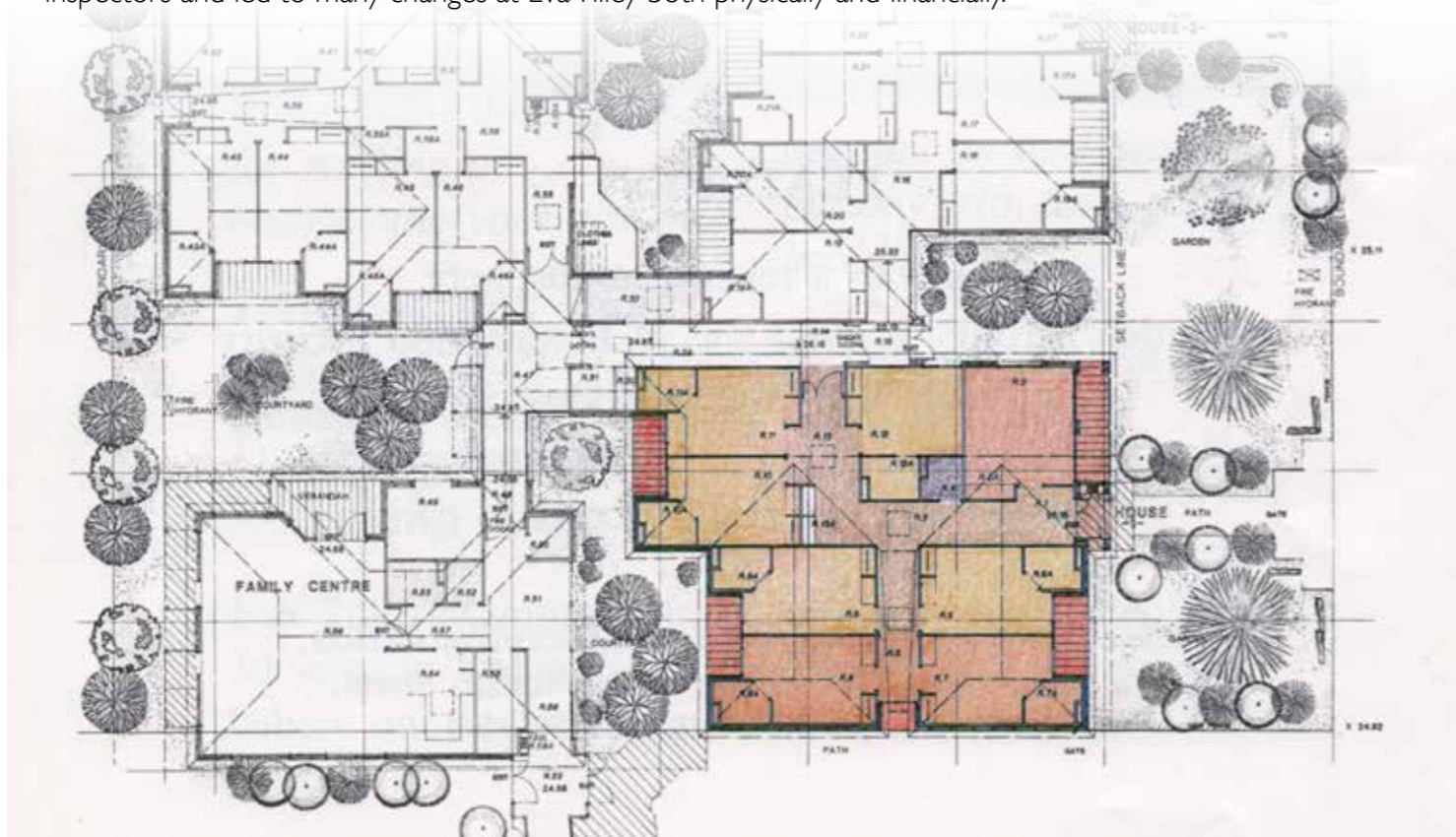


The late Sybil McHutchinson – Life Member who was pivotal in operations of "The Shop". Sybil served as a volunteer for greater than 40 years.

Onwards from 1986

From the initial concept developed in the early 1950's, the Home continued to expand to provide exceptional facilities and a welcoming, caring and devoted staff to care for the increasing number of frail aged people in the community. Throughout the years changes in Government funding and regulation have had enormous impact on the aged care sector including Eva Tilley.

An important agreement called the "Recurrent Subsidies Agreement" was signed in May 1988 by representatives of Eva Tilley and the Commonwealth Government which effectively ensured it would receive continuing financial assistance in the form of "care" subsidies for each resident in return for maintaining a high level of set standards relating to its services, buildings and general facilities. These standards were regularly monitored by government inspectors and led to many changes at Eva Tilley both physically and financially.



The building of the Northern Extension

The year of 1990 began what was to become a 30-year period of regular and remarkable expansion, from a relatively small local aged age facility into a substantial, broad-based facility offering "ageing in place" care from aged care accommodation to palliative care.

In 1978 the Board had purchased number 22 Nicholson Street with a plan for future expansion. In 1990 it was able to purchase the adjoining property at number 20, and, through its Building Sub-Committee, began the detailed planning for the addition of extra hostel units. The fund-raising committee was tasked with raising \$750,000 to allow the development to proceed.

After the "sod turning" ceremony held on 18th July 1993, the fundraising appeal was launched on 17th August 1993 at the Rialto South Tower on the 45th Floor. 3AW personalities Philip Brady and Bruce Mansfield acted as MC's and Sir Rupert Hamer was guest of honour. Substantial funds were already promised including \$50,000 from the Ian Rollo Currie Trust, \$25,000 from the Helen M. Schutt Trust and \$20,000 from the Jack Brockhoff Foundation. At the time, Mrs Janet Leckie was the Chair of the Fundraising Committee.

Planning for what was labelled Project 21 Bed Hostel continued during 1991-1992 resulting in the appointment of Mr A Balcombe Griffiths as architect. Work commenced on clearing the sites at 20 and 22 Nicholson Street, tenders were called and the contract awarded to Dura (Aust) Constructions Pty. Ltd.

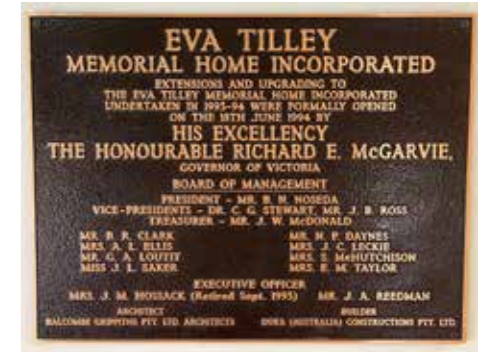
The Commonwealth Department of Health, Housing, Local Government and Community Services (quite a mouthful!) approved of the project and agreed to a grant of \$693,196.

The 21-bed building referred to as the Northern Extension was completed in 1994. All new rooms consisted of the latest design in accommodation including full ensuite facilities, garden views and access, emergency communications and of a size that made it comfortable to accommodate visitors.

Also in 1994 the organisation was incorporated under the provisions of the Associations Incorporation Act, 1981.

Eva Tilley's population had now grown to 80 residents with two rooms reserved for respite care.

The Northern Extension and expanded dementia accommodation wing were officially opened by the then Governor of Victoria, The Honourable Richard E. McGarvie AC, QC on Saturday, 18th June 1994 at a ceremony conducted in Nicholson Street which had been blocked off for the occasion.



Additionally, in 1994, a major refurbishment of the older section of the hostel was undertaken and completed in 1996 at a cost of \$250,000 and, in 1998, the conversion of a further 14 general beds in the older wing increased the dementia facilities capacity to 26. This was named “Balwyn Rotary House” in recognition of the substantial financial assistance provided by the Rotary Club of Balwyn.

In 1997/1998, the entire funding landscape changed again. No longer was the Commonwealth Government providing capital grants to aged care organisations. In lieu of government grants, aged care organisations were required to source their capital funds by issuing “accommodation bonds” to residents. Thus, residents were required to largely fund the facilities upon their entering Eva Tilley. The accommodation bonds were in the main refundable upon the resident leaving the Home. Only a minor portion of the bond could be retained by the organisation.

At the same time, new guidelines for the facilities and the services provided were also introduced which had a dramatic effect on the operation of aged care homes and the regulations under which they operated.

Thus began a prolonged period of change to the regulations governing the aged care sector and there was a great amount of uncertainty regarding funding the organisation. It saw the introduction of income testing and the management of accommodation bonds. It took substantial effort to try and understand the new requirements and to implement these new and constantly changing systems, rules, and regulations.

Simultaneously, the Home was advised of the need to be accredited by the year 2000 if it was to continue to receive commonwealth funding.

As a result, the Board developed a 5-year strategic plan to address the new regulations with a Mission Statement, Statement of Values and Vision.

Emphasis was placed on introducing documents of procedures, regular performance reviews and Occupational Health and Safety Standards.

Emphasis was also placed on improving both the standard of the residents’ accommodation as well as the garden areas to make them more attractive for the residents and visitors alike.

In 1998 the Op Shop reported that its donations to Eva Tilley had now totalled, over its 36 years of operation, \$268,035.78 – a magnificent contribution.

The Volunteers and Activities programs were combined to consolidate the planning and integration of activities with the aim of assisting residents to maintain community links, provide entertainment and stimulation for all residents. It was noted that, in 1996, 46 volunteers were involved in a wide range of activities including bingo, gentle exercise, creative art and expression, and sessions covering reminiscences, “finding a friend”, piano playing, making homemade cakes and biscuits – all aimed at helping them maintain their personal and community links.

Our People

Sister Joyce Hossack, Registered Nurse (RN) was Hostel Supervisor from 1976 until 1994 and then changed roles to supervise the building of the Northern Extension and the conversion of an existing wing to a dementia specific area. She was an exceptional leader through a period of great change in care of the aged both at Eva Tilley and at a state level. She chaired the Victorian Hostel Supervisor’s Association for some years working tirelessly to improve the conditions in residential aged care. Joyce was greatly respected by the residents, staff and families of Eva Tilley. She was made a Life Member in 1996.



Sister Joyce Hossack



Ageing in Place

1998–1999 saw many changes in the Board at the time Eva Tilley was in the process of adopting “Ageing in Place” as its policy for guidance to future developments for many years to come.

There were two major challenges for Eva Tilley as the new century commenced. The first was to meet the increasing needs of the residents as the home was being transformed from a hostel into an “Ageing in Place” facility. The second was detailed planning directed towards preparing for the Accreditation by the Commonwealth Aged Care Standards Agency under the requirements of the Aged Care Act 1997.

This was clearly a time when major changes to the facility needed to be addressed, and a greater emphasis was to be given to the raising of the necessary and not inconsiderable finance that would be required. This was recognised by a decision to reintroduce a “Fundraising Committee” in the year 2000.

A specialised consultant was employed to undertake a full review of the residential programs and the staff training requirements.

Huge effort was expended in proceeding to implement the Accreditation Program involving all staff in a steep learning curve. This program provided training in many important areas including clinical care, food safety, document and data control, OH&S programs and planning and leadership programs.

The year saw an upgrading of the laundry and washing facilities for the benefit of both residents and staff.

A resident’s “veggie garden” was established, only to be fairly short lived!

The Board’s and the Staff’s attention during the 1999-2000 year was directed towards the implementation of the Food Act and the Home’s requirement to have this completed and implemented by March 1999. To this end, a specialised consultant was retained. As a result, the Food and Safety Program was approved by the City of Boroondara – an excellent result.

One new item was introduced – which became a regular feature of the life at the Home – the Eva Tilley Times, with items of interest to all residents covering the various activities at ET. This publication continues to the present time and now contains articles covering all aspects of life at Eva Tilley. It forms a vital role in ensuring informative and timely information for residents and their family and carers and the communications between the Home and its stakeholders.

Additional bed licenses were applied for to the Commonwealth Department of Health and Aged Care but was unsuccessful for several years as it felt by the authorities that the Eastern suburbs was sufficiently catered for in the way of aged care accommodation.

As the culmination of several years of staff training and introducing many new processes and procedures, on 18th and 19th October 2000, the Commonwealth approved assessors audited the work practices in the facility and recommended a three-year Accreditation for Eva Tilley Memorial Home Inc. To its credit, there were no issues that required immediate improvement. All concerned were wholeheartedly congratulated.

The new Rules were approved at the AGM covering the requirements of the Associations Incorporation Act and these were approved by the State Government in December 2000. This project had to be addressed to ensure that Eva Tilley’s Constitution was up to date.

One high light of the year was the Eva Tilley Fete attended by over 1,000 people. A most popular event for all concerned!

One sad note was the closing of the Opportunity Shop after functioning in Camberwell for over 40 years and making a substantial contribution to the funding of the Home. The Board acknowledged and honoured the outstanding individual contribution of Mrs. Sybil McHutchison over many years.



Planning Redevelopment



The planned introduction by the Commonwealth Government of new standards for age care facilities, including the mandatory requirements for ensuites in each room, minimum corridor widths, etc. meant that Eva Tilley would need to be closed or almost completely rebuilt in order to comply. It was unanimously agreed to redevelop the facilities and thus began a period of in-depth planning for change.

In 2001/2002, Board members and staff visited several aged care facilities and discussed design and working practices with representatives of the operators. Additionally, a design workshop was held in April 2002 with both board members and staff. Discussions also commenced with professional advisers with the intention of appointing a Project Manager to advise the board on the most appropriate building redevelopment options.

The board faced the challenge that lay ahead as to how to redevelop the building while continuing to provide a high standard of resident services. Alternative facilities were visited as possible venues to relocate the residents temporarily. Such considerations were soon discarded as such relocations were likely to be more unsettling than remaining in what would soon become a “building site”.

History will record that most of the residents seemed to thrive with the continuous activity around the Home, due in large part due to the unbelievable efforts from the staff who worked under the most difficult conditions at times.

During this period, there were many changes in the composition of the board and a new level of enthusiasm was introduced by several new members who had a vast knowledge of building and design matters, most necessary in the face of the redevelopment being undertaken.

In April 2002, a staff reorganisation was undertaken following the retirement of the Residential Care Manager, and it was decided to separate the resident management responsibilities into Clinical Care and Resident Services. This policy was made as being appropriate to meet the requirements of the demand of “Ageing in Place”.

Reflecting the changes being made in the age care sector, a variety of relevant education sessions were conducted including such things as preventing and treating late life depression, Resident Classification Scale and documentation and continuous improvement and benchmarking.

At the same time, a great deal more emphasis was being placed on coordinating and administration of resident services to ensure that they receive the highest quality of service possible, and to identify and rectify areas requiring improvement. This involved embracing the challenge between meeting the physical and medical needs of residents and recognising their rights to dignity, respect, and individuality.

In the 2002-2004 years, the board was deeply immersed in the planning of the future redevelopment.

In February 2003, the board agree to appoint Mr Michael Harbour of Baade Harbour Australia Pty. Ltd. as the project manager. Mr Harbour was an architect and project manager experienced with aged residential care developments.

This decision having been made, the task of planning to operate the Home whilst the new buildings were underway, and the further task of raising the funds necessary to finance the development, became the priority

One of the interesting challengers for the board were the needs of future residents over the next generation and the type of amenities that would be required. It was widely accepted that the increasing population of older Australians would require a different set of services from those currently existing. These were outlined by the Commonwealth Minister for Ageing in the following categories:

- Residential Care
- Nursing Home Care
- Dementia Care
- Palliative Care

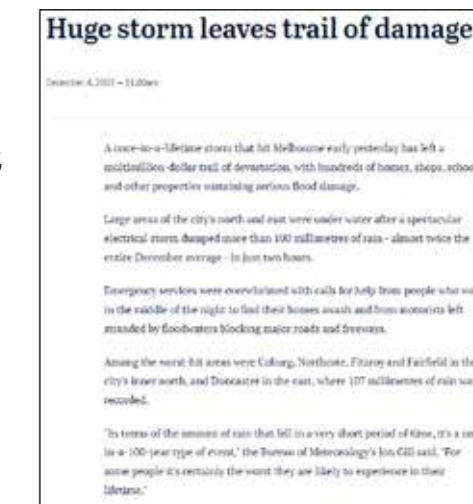
On the staff front, an Enterprise Bargaining Agreement covering industrial conditions for staff was being negotiated. The two main unions agreed to support the proposed agreement.

In the area of resident care, new equipment was purchased including lifting hoists, high/low beds, and shower chairs. Physiotherapy services were also introduced to provide regular physiotherapy to all residents assessed as needing those services.

In September 2003, a further three-year certificate of accreditation was granted with no recommendations being made by the assessment agency, a very real achievement by the management and staff.

There was considerable concern regarding the adequacy of Commonwealth financial assistance to aged care providers, making it most difficult to ensure that there was adequate revenue and capital funding to continue to function at the standard expected.

December 3rd 2003, was referred to as “the day the flood came”. The flash flood managed to inundate Houses 1 and 2 and caused considerable damage. The ruined carpets took 11 weeks to replace. The Eva Tilley bus was a write-off and had to be replaced. Residents were relocated into the dining room in the early hours whilst their rooms were drying out. During the time the repairs took, no new residents could be admitted.



The 2003 Annual Resident Survey was conducted in November with the result that a 93.8% overall satisfaction level was recorded.

In anticipation of the fund-raising program, a Special General Meeting was held to allow its members to consider allowing its Rules to be amended to allow for a "Gift Fund" clause to be inserted. This was to ensure that donations to Eva Tilley for the redevelopment would attract tax deductible status from the Australian Taxation Office.

In anticipation of the new building program, several planning meetings were held with the Boroondara Council representatives and the local State Member of Parliament.

Additionally, a meeting was held to enable local residents to view the plans and to provide their feedback.

To provide for further expansion, the property at 1102 Burke Road was offered to Eva Tilley and, as this would be a rare opportunity, it was agreed to purchase the property. It was planned to be offered for rental until it was required for the Home's future operations.

As a result of the many planning meetings, agreement was reached that the layout plan should incorporate the following features:

- Re-design the facility to have a main entrance off Burke Road.
- Plan to increase the size of the facility to 110 residents.
- Construct three double story wings to accommodate 90 residents.
- Incorporate the principles of "ageing on place" into the design.
- Maximise open spaces for both passive and activity recreation for the residents.
- Design the buildings to ensure the urban streetscape of the neighbourhood character was complimented.
- Stage development to ensure minimum disruption to the residents.

Initial planning was undertaken for the fundraising campaign, and, to this end, a committee was formed consisting of board members, staff, and co-opted members from the corporate community with expertise in the philanthropic field. Its target was to raise \$1,000,000 over a three-year period. Mrs Pam Matenson was the Chair at this time.

The committee's aim was to direct its efforts in several key areas including Philanthropic Trusts, Corporations, Local Businesses, Service Clubs, Local Residents and Eva Tilley Families.

Much of the 2004–2005 year was spent in the slow progressing of the various approvals necessary to commence the redevelopment. The board became most frustrated with the time it was taking to obtain the necessary planning approvals from the Camberwell Council.

The board was also very conscious of the need to ensure that the neighbours were aware of the proposal and gave them every opportunity to provide input into the program. Only minor issues were raised and were largely dealt with to the neighbours' satisfaction.

Part of the problem was the Council's insistence on having a greater number of car parking spaces allocated on site, and this resulted in Eva Tilley having to exchange part of its existing land in order to gain a two-meter-wide strip of council land adjoining the southern boundary. Making these arrangements involved further extended delays.



Building Redevelopment Program



In November 2005, the Board re-established a Fundraising Committee with the essential function of fundraising for the Building Redevelopment Program.

The redevelopment was necessary due to the upgrading of building requirements for privacy and space as defined by the Australian Government. This involved creating rooms with a minimum size, individual ensuites, corridors with a width sufficient to allow passing wheelchairs, fire prevention sprinklers in all areas etc. The Board determined that the existing buildings were not capable of being modified to comply with the new regulations and previously made the decision to do a complete “rebuild”.

The Board also decided to expand the resident capacity of the facility from 80 rooms to 120 rooms and had previously retained Baade Harbour Australia Pty. Ltd. as the project manager.

The appeal was structured into three parts to correspond to the building redevelopment stages. The following nominal targets were set:

Stage 1A for 30 beds \$300,000 by July 2007.

Stage 1B for 30 beds \$330,000 by June 2008.

Stage 1C for 30 beds \$340,000 by September 2009.

In September 2005, the Council finally approved a planning permit application for the redevelopment of the Eva Tilley Memorial Home Inc site in Nicholson Street and Burke Road (including 1102 Burke Road). It also approved the principle of a land exchange between its reserve and the land on its southern boundary.

The Fundraising Project was launched on 2nd October 2006 at a well-attended function in the dining room by an active Committee and, with very generous support from several philanthropic trusts as well as individual donors. At that function, one wonderful donor handed over a cheque for \$50,000.

As an integral part of the redevelopment program, an application for additional bed licences was prepared in August 2005 and submitted to the Commonwealth Department of Health and Ageing. This application was, in December 2005, duly accepted and a further 15 bed licences approved. These licences had to be taken up within two years – a timing that fitted perfectly with the new development.

16 bed licences were applied for in June 2006 which, if granted would result in all rooms in the redevelopment having approved status for Commonwealth funding. This application was officially approved in March 2007. However,

application for further bed licences were lodged but were not successful and would be re-submitted once the 2008 program was announced.

In October 2005, Baade Harbour Australia Pty Ltd presented a draft building layout.

In the December, it was reviewed by both the board's Working Group and a Staff Committee and accepted.

In December 2005, the board authorised the demolition of 1102 Burke Road, to be completed in February 2006.

But, before any construction could begin, it was necessary to tender for the relocation of the sewerage easement as per Yarra Valley Water's requirements.

In April 2006, the consultant architect was authorised to commence the documentation for the contract management of the project. The final layout plan was formally adopted in May 2006.

Needless to say, the planning for such an extensive project, estimated to be in the region of \$12,000,000 placed a heavy burden on the CEO, the senior staff of the Home and the members of the Board. It was successfully accomplished whilst the Home continued to provide a high level of service to its residents – no mean feat!

Following Accreditation inspections in August and September 2006, a further three-year extension accreditation was granted taking it through to November 2009.

By August 2007, a total of \$296,000 had been received or promised, being made up of donations \$84,000 from residents and their families; \$19,000 from board members; \$138,000 from philanthropic trusts; \$12,000 from the launch function; \$9,000 from local paper insertions; \$58,000 from the Rotary Club of Balwyn and \$30,000 from other local service clubs; and a visit to the Costume Museum of \$3,000.

By 30th June 2008, the fundraising had reached a total of \$574,000 received and a further \$26,000 promised, thus meeting the first two year's targets.

Meanwhile, the board appointed SJ Higgins Pty. Ltd. as the construction company for Stage 1 of the program. The actual works commenced early in 2007 and was estimated that the first 30 room section would be constructed and available for use in October 2007. The second 29 room section should be constructed by August 2008.

The project costs suddenly increased when the water authority advised that they would not undertake the sewer relocation but that it would be done in conjunction with the SJ Higgins Pty. Ltd building contract. The additional costs to Eva Tilley were \$839,000 – the sole benefit was that it freed the site for the redevelopment to proceed.





On 20th November 2007, the official opening of Stage I of the development was held and conducted by the Mayor of Boroondara, Cr. Philip Healy. This was a well-supported function and guests were given a tour of the new facility prior to residents taking occupancy.

A series of board and staff workshops were conducted in 2007 with the summary report from the final meeting detailing the key messages:

- Implement “ageing in place”.
- Focus on marketing and sponsorship for the organisation.
- Ensure residential services are “Best Practice”.
- Expand services into the community.
- Be an employer of choice.
- Achievement of financial viability.
- Utilise and promote “Volunteerism”.
- Undertake succession planning for staff and board.
- Demolition of Houses 3, 8 and 9 was commenced in March 2008 after a hold up whilst asbestos was removed. Its presence in the older building was not discovered until the demolition had commenced. The additional costs in its removal totalled \$260,000.

There was yet another un-budgeted expense discovered by soil testing that indicated the need for deeper foundations and longer screw piles – a further \$188,000.

Concurrent with the new buildings, planning to upgrade the existing dining room was undertaken to be implemented in February 2009.



The 2008-2009 year was somewhat challenging. It was a year when the world financial crisis was severely felt in all sections of the economy and by people in all walks of life.

Added to this the fact that the scene at Eva Tilley was extremely difficult and “somewhat traumatic” for the residents, for the staff, for the management and for the neighbours. Functioning in what was, for most part, a construction site, and operating in two distinct premises, separated by a building under construction, was what one might call, euphemistically, “challenging” to all concerned.

For the board, it was a period of focusing on Eva Tilley’s strategic objectives – the completion of the building redevelopment, the occupation of the new facilities and the formulating of policies that will ensure the ongoing provision of quality services to residents in the years ahead.

The fundraising, led by Chair David Cheney, continued albeit during the world financial crisis, but, nevertheless, a total of \$687,000, was raised over the two preceding years, indicating that the community was recognising the need for first class facilities to be provided for the ageing population. There was a growing number of elderly people seeking accommodation, concurrent with a severe reduction of the facilities available for them, due in no small part to the total lack of Commonwealth Government support for the massive capital sums required to provide facilities to the standards demanded by the community and governments alike.

In September 2008, the project manager finalised the documentation for the third stage of the development. The boundaries of the Eva Tilley Reserve on Nicholson Street were realigned, and the titles to the properties were consolidated.

The Annual Results for the 2008-2009 year reflected the impact of the reduced number of residents and the additional staff expenses required to maintain service standards with a split operation, and thus a \$1 million loss was recorded.

Eva Tilley as we know it today

In June/July 2010, the redevelopment was completed, resulting in the availability of 120 beds – 112 single rooms and four double rooms. In addition to the House Committee, the Marketing and Fundraising Committee, and the Building Redevelopment Committees. In 2010 the Community Committee was established to encompass the above Committees. This Committee now also recommends marketing strategies, brand awareness, web design, search engine/social media influences and the production of the Annual Report.

The Business and Audit Committee was also formed to focus on the financial operations and review levels of income and expenditure for the newly expanded facility. It also reviewed the Rules of the organisation as they related to the new provisions of the Association Incorporation Act, as well as conducting an assessment of the internal and external audit information and adequacy.

The highlight of the 2010-2011 year was the Official Opening of the new buildings on 5th August 2010 by the then Governor of Victoria, Professor David de Kretser AC, accompanied by his wife, Mrs. Jan de Kretser. This took the form of an "afternoon tea" in the newly expanded "hub" attended by the Federal, state and local members and over one hundred residents, their families, the staff, the major sponsors, local residents, and board members.

With costs blowing out to \$14 million, eventually a fundraising target set in 2005 was reached with \$1.1 million raised by the public and the balance of costs were met by some \$6 million from accumulated reserves and the residents' accommodation bonds. As a safety net, a draw-down accommodation was arranged with the bank for \$2 million – but was not used.

In the 2011-2012 year, the Home finally was granted the final 25 bed licences bringing the total of funded beds up to the desired maximum of 120. This completed the last outstanding strategic issue linked to the building redevelopment program covering 2004-2012 and allowed the new beds to be progressively occupied.

Additionally, the six major donors were recognised by naming the six accommodation wings in their honour. They were: The Bulley Family Wing; The Ian Potter Wing; The William Angliss Wing; The John T Reid Wing; and The Danks Wing.

The sixth wing was named "The Nicholson Wing", named after Nicholson Street. This was subsequently renamed "The Sybil McHutchison Wing" in recognition of the decades of dedicated service that Sybil gave to Eva Tilley.

Further generous donations were received from the Bulley Family and the Bertalli Family Trusts.

The contribution from the RACV Charitable Trust allowed for the purchase of a second residents' bus and a canopy to be constructed over the entrance to protect the residents as they entered and exited the buses. The newer of the two buses was fitted with a hydraulic tail gate loader to assist in loading wheelchairs.

At the AGM on 3rd October 2011, the members received advice on the amendments to the Rules of our Association and approved the changes. Consequently, the number of Board members could be determined on a regular basis between 8 and 12 members, in advance of each Annual General Meeting. In addition, after the 2012-2013 election there was provision that allowed for half the Board to be elected for a one-year term while the other half were to be elected for two years.

The year also saw the departure of the long serving CEO and the appointment of a new CEO. Eva Tilley was extremely fortunate to have as its CEO, Mr Terry Larkins FIMM, PSM, JP. Under his guidance, Eva Tilley was able to successfully incorporate the multiple changes in the age care legislative requirements – including the introduction of quality assurance standards, the accreditation process, gaining additional bed licences, and overseeing the complete redevelopment of the facility. His contribution cannot be overemphasised. Life Membership was awarded in 2012 to acknowledge his 15 years of service to this role. A major recruitment program, aimed at producing a sound succession plan resulted in the appointment of a Clinical Care Manager, a Business Manager, and a Residential Care Manager.

The computer systems were overhauled and upgraded to the Manad resident services program; the Green Tree Accounting Program and the Manad Accommodation Bond Management Program through a generous donation by The Rotary Club of Balwyn.

The 2012-2013 year was highlighted by being the first opportunity for the new facility to operate without being restrained by the buildings in progress, and the priority became to ensure the Home returned to a viable operation.

One feature of the new "Hub" area was the opening of "Tilley on Burke" – the newly installed café, capable of serving residents and their families a welcome cappuccino and an enlarged assortment of refreshments as well as a range of toiletry items.

Another feature of the activities program was the Eva Tilley Knitting Group 2008 – 2017. It was run weekly by a small group of volunteers, mainly relatives of the residents, and supported by the Activities staff. It was always hard to tell who enjoyed the group most - the residents or the volunteers. Many and varied tea cosies, rugs, scarves, and toys were produced and either given to family members or sold to help the activities program. Thursdays became a special day of the week for all concerned.





With the successful conclusion of the fundraising program, the committee's focus changed from a fund-raising group to a communication focused group, with the aim of ensuring a visible presence in the aged care sector in general and the local community in particular.

Now that the new building was finally constructed, attention turned to updating the remaining portions of the older buildings.

The first area to receive a complete makeover was the residents' dining room and kitchen. This involved replacing the existing roof which had been causing problems for a considerable time. With the generous support from philanthropic trust, Scobie and Claire Mackinnon Trust, the dining room was able to be completely reroofed and upgraded.

With donations from the Bulley Charitable Trust, Willian Angliss Trust and the Lord Mayor's Charitable Trust, it was possible to purchase wheelchairs, alternating pressure care equipment, specialised beds, lifting devices and manual handling equipment. Many other smaller charities have assisted over the years and their generous donations are acknowledged.

The Board began looking at the possible future uses that could be made following the recent purchase of the neighbouring property at 1104 Burke Road. This residential site would make possible further expansion of the facility should it become appropriate in future years. In the meantime, it was made available for rental.

One highlight of the year was at the traditional residents and family Christmas Luncheon where Margaret O'Dwyer produced what was universally described as the world's biggest plum pudding. Margaret had been making the Christmas puddings for many years and continued to do so until she retired.

In 2015, Eva Tilley's accreditation was due for its three-year review and, as in all previous years, was again granted, by the Australian Aged Care Quality Agency and covered the 2015-2018 period.

During the year, staff welfare became one of the main focuses and to this end, it adopted the Healthy Together Victorian Achievement Program under which is created opportunities to promote health and well-being in the workplace for staff and volunteers. This program and its initiatives is now part of the Staff and Wellbeing committee's responsibilities.

Considerable improvements and efficiencies were achieved from the implementation of new software programs for payroll, time and attendance and medication administration. These changes were made possible through the generosity of the Rotary Club of Balwyn.

Particular emphasis was placed on improving and refreshing the signage, and the gardens surrounding the facility were significantly enhanced by landscaping with the help of North Balwyn Rotary and local school students as part of the community involvement programs.

On the financial side, the facility produced a deficit of \$114,000 compared to \$465,000 and over \$1 million in the two previous periods, reflecting the continuing emphasis on occupancy levels after the reduced availability of rooms during the redevelopment.

Staff training continued to be a priority as did a meaningful lifestyle program for the residents. Regular activities included knitting groups, cooking sessions, pet visits, Tai Chi, the Eva Tilley Choir, seated dancing, wheelchair drives, shopping trips, weekly religious services, entertainers, happy hour, and monthly birthday gatherings.

Celebratory days such as Christmas, Chinese New Year, Easter, national Greek Day, Little Italy Day, Bastille Day and Harmony Day are always popular, all accompanied by appropriate refreshments and decorations.

Music continued to play an important part in the life of the residents with regular "morning melodies", piano recitals by both residents and volunteers, the Eva Tilley Choir, and visiting music therapists with performances on guitar, harp and piano. Interestingly there was a choir at Eva Tilley in the first twelve months of operation.





Refurbishment and modernisation

In 2017, the board agreed to appoint Studio Tate Architects to guide the board through a significant refurbishment by providing conceptual designs and cost estimates with the aim to complete the upgrading in 2018. Consumer choice was driving the aged care market and upgrading building amenities was a necessity. The project covered everything from outdoors access, furniture, and floor finishes, whilst maintaining a "business as usual" focus for the residents. The Rotary Club of Balwyn again gave significant financial support to refurbish the memory support unit, known as Balwyn Rotary House.

Grants from the Bulley Charitable Trust, Bulley Charitable Trust, William Angliss Charitable Trust and Gerry – Bernie Hamers Foundation enabled the development of a number of projects and the building of the sensory garden in the northern extension and upgrading of other garden areas.

A substantial bequest was received from the Sybil McHutchison Estate and following her 40 years contribution as a volunteer for Eva Tilley and 8 years in residence, the planned refurbishment of the residents' lounge is to be named in her honour as "Sybil's Lounge".

The refurbishment program was completed and officially opened on 20th September 2019 by Honourable Josh Frydenberg MP Federal Treasurer and Member for Kooyong. This program created a more contemporary feel for Eva Tilley with significant enhancement of the communal spaces and the addition of new amenities and air conditioning at a cost of \$4.2 million.



Regulatory changes



About this time the aged care sector again received a whole raft of government mandated changes. In addition to the three-year re-accreditation process, a series of unplanned and unannounced visits were added.

In August 2018 a further three years accreditation was granted, despite the increased level of scrutiny being focused on the aged care sector. This was further intensified with the introduction by the Commonwealth of the first Quality and Safety Commissioner and Aged Care Quality and Safety Commission oversight. These new commissions had greater powers allowing their officers to enter our buildings at any time of day or night without notice.

In early 2019, at the request of the Minister for Aged Care, Ken Wyatt, the Home submitted a twenty-five-page document to the Aged Care Royal Commission containing the five years of data collection the Commission required. The Commission's interim report was released in late 2019 and the final report, containing some 6400 recommendations, in November 2020. It became clear that the majority of aged care providers were striving to do their best for their residents in a climate where expectations were escalating but the funding to meet those expectations were not evident. Mandated nursing ratios, recruitment of a higher skilled workforce and increasing compliance all comes at a cost.

The year also saw the introduction of the new Aged Care Quality Standards, and mandatory quality indicators reporting, restraint minimisation policies, the Assisted Dying Act, and adoption of the Charter of Aged Care Rights.

To gauge the extent of training necessary, a total of 1,299 hours were spent during the year, covering 60 topics, and involving members of the staff, volunteers and students.

The new Aged Care Quality Standards introduced on 1st July 2019 revolve around the residents being able to direct how their care is provided. This meant knowing the residents well, knowing what they enjoy doing, evaluating how various activities are received by residents and regularly talking to residents and their families to ensure the activities on offer are what they wish to be participating in.

Clinical Governance Committee

In 2006 a Medication Advisory Committee commenced, followed in 2012 by a Board Sub-Committee titled the Clinical Governance Committee. This Committee provides governance and strategic advice regarding clinical operations to ensure high quality and safe care is delivered to residents.

It oversees governance and strategic advice with the aim of continuously improving the quality of care and safety of residents. It also oversees the implementation of regulatory compliance, accreditation standards, and the professional development of staff. It works collaboratively with all key stakeholders at Eva Tilley. In particular, the Committee works to enact meaningful discussion and engagement with staff to ensure the operationalisation of clinical care, continuous quality improvement plans, clinical risk management processes, occupational health and safety governance and lifestyle programs.



The Covid-19 Challenge



The year 2020 will long be remembered for the arrival of the Coronavirus pandemic – the first pandemic declared in 100 years by the World Health Organisation. When the Victorian Department of Health and Human Services and Federal Department of Health commenced their early notifications related to the virus in February 2020, no-one could have imagined the devastating impact it would have locally, nationally, and internationally. The emotional, social, financial, physical, and psychological impacts were difficult to articulate for all concerned.

Due to the speed and intensity of the virus, visitor restriction had to be introduced, severely limiting residents' movement and access of family visits. The whole community in general including aged care facilities suffered a total of eight month's "lockdown" over a twenty-month period from March 2020 to November 2021. The governance and management were innovative in terms of communication and residents' connection while acknowledging state and federal legislation. Legislation regarding mandatory influenza vaccines was implemented and is likely to continue indefinitely. Similar mandatory vaccinations were introduced in 2021 for the Covid virus applying to all staff, contractors, and visitors alike. Entry to Eva Tilley was conditional upon having the vaccinations. The pressure on the governance, management and staff was substantial, and it was a credit to all concerned that the facility was largely free from infection. The resilience of residents cannot be understated and the support of families in accepting the varied changes were appreciated.

Financially, it was another year of reduced income as the virus prevented the intake of new residents at the same time as the pandemic created additional operating expenditures in both staff levels and supplies of specialised protective clothing and cleaning services. Government initiatives such as Job Keeper and various subsidies were insufficient to cover all the Covid-19 related increases in expenditure.

It was interesting to note the results of the Consumer Experience Survey held for the residents during this time which recorded high levels of satisfaction over a range of subjects, despite the difficult conditions.

Pandemic waves 1 and 2 were successfully negotiated by prolonged lockdowns in 2020 but with the period November 2020 to May 2021 opened for limited visitors and welcoming new residents. Numerous meetings were held with residents and their families in the lead up to the roll out of the initial vaccine. There was an uptake of 98% of the residents. In June 2021, the Federal Cabinet announced that vaccinations would be mandatory for all staff working in the residential aged care sector.

In March 2021, the final report of the Aged Care Royal Commission was made with more than one hundred recommendations. The report was titled "Shocking Tale of Neglect". The report resulted in a one-off payment as an acknowledgement of the cost of Covid-19 and the overall inadequate funding in the sector.

Eva Tilley was successful in obtaining the cash flow boost, the Job Keeper payments and reimbursement via the Covid-19 impact grants.

A further \$450,000 was received via the Federal Government Business Improvement Fund which enabled the installation of a back-up generator, a solar energy unit and an upgrade of the information technology systems.

With occupancy levels slowly approaching the maximum, and in spite of the additional operating staff and equipment expenditure, Eva Tilley returned a modest surplus for the first time in several years.

In April 2021, Eva Tilley was advised that the current accreditation had been extended from three to four years – a strong indication of the confidence demonstrated by the Aged Care Quality and Safety Commission in Eva Tilley's delivery of high quality, safe care provided to its residents.



Covid-19 Vaccination Day, 21 May 2021.

Community Committee



Since 2010, the task of fundraising has been the responsibility of the Community Committee, a sub-committee of the Board. The Committee has been involved in raising funds for the development of a new Eva Tilley website, the purchase of a second resident bus, refitting of the bus to enable wheelchair access, a new combi oven, pressure relieving alternating mattresses for residents, music therapy, gardens and outdoor projects, and specific programs or equipment that will benefit the resident groups.

Through the work of the Community Committee Eva Tilley continues to receive wonderful support from several philanthropic trusts, enabling it to provide further enhanced services to its residents.

Funding from the Scobie and Clare Mackinnon Trust enabled the refurbishment of the dining room, purchasing specialist mobility devices and the installation of a functional kitchen in the music lounge. This now provides a great space for cooking, large enough to service functions planned to be held in this area. This Trust also provided assistance in setting up the initial stage of the backup generator, and updating two resident rooms.

The William Angliss Foundation funded the purchase of a much-needed Bain-Marie, and the Bulley Foundation grants enabled the purchase of musical equipment for the music lounge, music and dance therapy and art and craft equipment as part of the extended lifestyle programs.

Additionally, the Bendigo Bank funded the Northern Extension Garden with new, raised garden beds, garden paths and outdoor seating. Regular landscaping and maintenance of these gardens were undertaken by members of North Balwyn Rotary Club as part of their involvement with several local schools and their students' community service activities.

Over the period 2016-19 the Committee was successful in raising funds from the Bulley Charitable Fund for a number of projects and several trusts and miscellaneous donors including the residents' and their families to upgrade five garden areas to provide a different garden experience for residents to enjoy.

Monies raised by the Community Committee during the period 2011-2021 totalled \$1.6 million, including \$450,000 via the Federal Government Business Improvement Fund in late 2021.

These items were funded at the same time that over \$4.2 million was allocated in the substantial upgrading of all communal areas – lounges, dining room, Hub, hairdressing salon, kiosk, nurses' station, additional rooms, general passageways, automatic doors to allow access to garden areas and the reception foyer. A truly remarkable achievement.

Summary

It is understood that Eva Tilley Memorial Home. Inc, is, within the City of Boroondara, the oldest, continuously operating, non-denominational, not-for-profit aged care facility.

In a period of 60 years, it has grown from an idea formed within the Camberwell Benevolent Society that the local community would be enhanced by a facility to house a small number of "elderly gentlewomen" to a large and valuable community asset catering for up to 120 aged care residents in modern, welcoming accommodation and being cared for by a most dedicated and loyal staff and management.

This is a history of which all concerned – staff, management, board members, philanthropic organisations, loyal contributors, volunteers and the community at large – may be justifiably proud.



Eva Tilley Timeline

1950's and 1960's

1953

Camberwell Benevolent Society planned to raise funds for a facility for elderly residents of Camberwell, led by Mrs Eva Tilley, who unfortunately died before the planned public appeal was launched.

1953 August 24

Nicholson Street - Land transferred from Camberwell Council to Benevolent Society, between Burke Rd and Nicholson Street - core of current site.

1961 November

Foundation stone laid.

1962 April

First building completed and twelve female residents moved in. The home was named in memory of Eva Tilley.

1962 July 30th

Registered under Hospitals and Charities Act, "Hostel for the Aged".

1962 November

Opportunity Shop first opened in Cookson Street, Camberwell to raise funds for the home.

1963 August

Responsibility transferred from Camberwell Benevolent Society to Eva Tilley Provisional Board of Management.

1963

Eva Tilley Ladies Auxiliary formed, also to raise funds and support the residents of the home

1967 June

1st extension completed and further 16 residents moved in.

1970's

1972 October

2nd extension comprising 3 more wings completed. Capacity increased to 77 residents.

1972 November 26th

New building officially opened by Sir Rupert Hamer.

1978 January

Adjacent property at 22 Nicholson Street purchased with a plan to open nursing home beds but approval denied by Commonwealth Department of Social Services. Not granted for many years.

1980's

1984-86

Increasing frailty of residents required modification of existing buildings to assist staff and residents.

1986

Commonwealth funding and staffing requirements for aged care changed. Board decided to add more hostel beds at 22 Nicholson St site.

1986

Eva Tilley undertook provision of meals on wheels service for North Balwyn Citizen's Welfare Association. This continued until the early 2000's.

1988 May

Recurrent Subsidies agreement signed with Commonwealth Government, ensuring continual financial assistance in the form of "care subsidies" for each resident in return for the home maintaining a set of high-level standards of building and resident care.

1990's

1990

Second adjoining property, 20 Nicholson Street, purchased.

Detailed planning commenced for 21 bed hostel development on 20 and 22 Nicholson Street, known as Northern Extension.

1993 July 18

First sod turned.

1993 August 17

Fund raising appeal launched. Substantial funds promised by various trust funds and individual donors. Commonwealth Government approved project and agreed to a grant of nearly \$700,000.

1994

Eva Tilley Memorial Home incorporated under the Associations Incorporation Act 1981.

1994 June 18

Northern Extension, [third extension] completed and opened by the then Governor of Victoria, Honourable Richard Garvie. This brought the resident bed capacity to eighty, with improved facilities for the residents.

Concurrently one wing of the older building was converted to a dementia specific unit with 14 residents. This conversion was financially supported by Balwyn Rotary and named Balwyn Rotary House.

1996

Ladies Auxiliary suspended activities having contributed over \$100,000 to the home.

1996

Major refurbishment of remainder of older sections completed.

1997-1999

Commonwealth funding arrangements changed. Accommodation bonds replaced Commonwealth Government Capital Grants.

'Ageing in Place' and Accreditation system instigated. Much effort required by the Board and staff to improve the facilities and care to accommodate these changes.

1998

Balwyn Rotary House increased to 26 beds by converting older rooms to dementia specific care.

2000's**2000 October**

First Accreditation process took place. Eva Tilley accredited for 3 years.

2001

Opportunity shop closed after contributing \$268,035 towards the home during 39 years of predominantly volunteer activity.

2002 April

Staff reorganisation undertaken to meet current needs of 'Ageing in Place' for residents. Responsibilities divided into Clinical Care and Resident Services.

2003 December

1102 Burke Rd purchased to allow for further expansion.

2004-05

Redevelopment planning continued slowly. Board made the decision to increase capacity to 120 residents.

2005 September

Planning permit approved by City of Boroondara

including a land exchange between Council reserve and Eva Tilley land on southern boundary.

2005 December

Application approved for additional 15 beds; remainder of beds not approved for some years.

2005 November

New Fundraising Committee appointed.

2006 October

Building Appeal launched.

2007

Building work commenced for complete rebuilding of all Eva Tilley buildings except the 21 bed Northern extension and the kitchen and dining room area, which was subsequently updated in February 2009.

2008

Demolition of older areas commenced.

During this time resident numbers were reduced but the decision was made not to relocate residents to another facility while building took place. It was a challenging time for all, physically and financially.

2010 June/ July

Redevelopment completed. 120 beds, 112 single rooms and 4 double rooms, all with ensuite bathrooms.

2010 August 5

Official Opening by Governor of Victoria Professor David de Kretser AC.

Fundraising Committee converted to Community Committee with different responsibilities.

2011 June

Fundraising target set in 2005 reached. Total funds raised \$1,022,220.

2011-12

Final 25 bed licenses granted by the Commonwealth, allowing all beds to be occupied by government subsidised residents.

Reorganisation of staffing after departure of long serving CEO. Appointment of Clinical Care Manager, Business Manager and Residential Care Manager.

This was followed by a time of consolidation following the upheaval of building works and unviable resident numbers over the previous years. New equipment was purchased for resident care.

2013

Purchase of 1104 Burke Rd - subsequently rented out until required.

2013-2018

New computer software introduced. Focus given to staff training and welfare and resident activities were enhanced.

Accreditation has occurred every 3 years since 2000.

2018

Board Steering Committee formed for building refurbishment.

2019

Significant refurbishment of common areas completed to upgrade resident amenities, including air conditioning to resident rooms.

2020-2022

Covid-19 pandemic impacted operations including; visitation, work practices, infection prevention and saw the introduction of virtual connections for residents, families and health care practitioners and meetings were held via digital platforms.

60th Birthday Committee commenced planning for April, 2022 celebrations.

2021-2022

Major refurbishment of the kitchen and Music Lounge in the Northern Extension, installation of the generator, solar panels and information technology solutions..

2022

60 years since the inaugural Board of Management was appointed for the Eva Tilley Memorial Home Inc on 26th June, 1962.

Eva Tilley Memorial Home Office Bearers

President

| | |
|---------------------------------------|-----------|
| Mr. Alex Taylor | 1962–1974 |
| Mr. Arthur Locke JP, PHC, NPS | 1962–1974 |
| Mr. Gordon Canham FASA, ACIS, AHA | 1984–1988 |
| Mrs. Enid Taylor | 1988–1990 |
| Mr. Bruce Nosedá CPEng DipEE FIF FIHE | 1990–1995 |
| Mrs. Janet Leckie RN | 1995–1998 |
| Ms. Judith Lahey | 1998–2001 |
| Ms. Pam Matenson RN | 2001–2006 |
| Dr. Sydney Warneke AM | 2006–2008 |
| Mr. David Cheney BCom | 2008–2011 |

Chair

| | |
|----------------|-----------|
| Mrs. Pam Baker | 2011–2016 |
|----------------|-----------|

Chairperson

| | |
|-------------------------|--------------|
| Mr. Ian McHutchison OAM | 2016–2021 |
| Dr. Judy Currey | 2021–current |

Treasurer

| | |
|-------------------------------|-----------|
| Mr. Arthur Locke | 1962–1968 |
| Mr. A Waterman | 1968–1969 |
| Mr. D C Collins | 1969–1982 |
| Mr. Gordon Canham | 1982–1984 |
| Mr. J W Winterbottom | 1984–1986 |
| Mr. T C Terrill | 1986–1991 |
| Mr. John McDonald AACPA | 1993–1997 |
| Mr. Max Hunter | 1997–2010 |
| Mr. Ian Leckie | 2010–2011 |
| Mr. Ian McHutchison OAM | 2011–2015 |
| Ms. Karen Corry Bcom CA GAICD | 2015–2018 |
| Ms. Ana Siddiqui | 2018–2022 |

Supervisor

| | |
|--------------------------|-----------|
| Mrs. Waterson (nee Gill) | 1962–1968 |
| Mrs. Pratt | 1968–1971 |
| Mrs. V Winter | 1971–1972 |
| Mrs. M McLaurin | 1972–1976 |
| Mrs. J Seymour | 1976–1976 |
| Mrs. Joyce Hossack | 1976–1995 |
| Sister Val Cash | 1994–1997 |
| Miss Louise Cleary | 1994–1997 |
| Mrs. Anne Munchow RN | 1997–2001 |

Residential Care Manager

| | |
|----------------------|-----------|
| Mrs. Kaye Brown RN | 2001–2012 |
| Ms. Sharelle Rowe RN | 2012–2017 |

Director of Care

| | |
|----------------------|--------------|
| Mrs. Carolyn Simpson | 2017–2019 |
| Mrs. Sonia Mirra | 2019–current |

Executive Officer

| | |
|-----------------|-----------|
| Mr John Reedman | 1994–1997 |
|-----------------|-----------|

Chief Executive Officer

| | |
|---------------------------------|--------------|
| Mr. Terry Larkins FIMM, PSM, JP | 1997–2012 |
| Mrs. Kaye Brown RN | 2012–2017 |
| Ms. Sharelle Rowe RN | 2017–current |

Life Governors

| |
|--------------------|
| Mrs. Enid Taylor |
| Mr. Alex Taylor |
| Mrs. L A Watson |
| Dr. L J Fleming |
| Mr. D C Collins |
| Miss. R Bouchard |
| Mrs. I M Williams |
| Mr. E G Bloomfield |

Life Members

| |
|-------------------------|
| Mrs. Val Thomas |
| Mr. Gordon Canham |
| Mrs. Margaret Day |
| Mrs. Joyce Hossack |
| Mrs. Sybil McHutchinson |
| Mrs. Janet Leckie |
| Mr. Peter Purcell |
| Mr. Max Hunter |
| Mr. Robert Bulley |
| Mrs. Canny Coventry |
| Ms. Pam Matenson |
| Ms. Judith Lahey |
| Mr. David Cheney |
| Mr. Arthur Reuss |
| Mr. James Hopper |
| Mr. Terry Larkins |
| Ms. Pam Baker |
| Mr. Ian Leckie |
| Mrs. Evelyn Abbott |
| Mr. Ian McHutchison OAM |