



One Team, One Spirit

Transformation
that benefits us all



ANHF
澳華療養院基金

Culturally Appropriate Aged Care Since 1980

Australian Nursing Home Foundation
Annual Report 2016–2017





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One team, one spirit

It's how we work—and *want* to work.

It means we're united in our commitment to the people we serve—offering flexible choices, exemplary care and trusted support.

In the following pages you'll see our *spirited team in action*, and how we're transforming our services to benefit everyone.

Elders and their loved ones, staff, volunteers, donors and other supporters—all play a significant part in our vibrant community.

Enjoy the report!

Who we are

The Australian Nursing Home Foundation (ANHF) is a community-based not-for-profit organisation that provides culturally and linguistically diverse (CALD) aged care to more than 1,000 people in Australia each day. It exists to support older people from Chinese, South-East Asian and other culturally specific communities in Australia to live positively and according to their own priorities, choices and cultural traditions.

Our services

ANHF operates three nursing homes, six seniors wellness centres, three community housing sites, home and community care services in five regions, a resource and education centre and partnerships that extend our specialist expertise to people of Arabic, Assyrian, Greek, Italian and Korean backgrounds.

You'll enjoy...

- Services in five Sydney regions
- Mah-jong, tai chi, yum cha and other activities
- Cultural celebrations and social events
- Quality residential care and in-home support
- Health and care staff who also speak Chinese and dialects
- Dementia and carer support
- Community Housing

Building a united team

A message from our Chairman



Teamwork and transformation.

This year's annual report theme highlights our belief that successful strategy depends on a strong and united team.

Esprit de corps is vital in our work not least because it is team spirit that will continue to transform our services to benefit our clients.

Happily, we have marvellous staff and volunteers who are keen to live out our mission and values—and whom we trust to help us take ANHF into the future.

It is their skill and commitment that reassures our clients that they're in the best hands, and are valued and respected as individuals.

Our Chief Executive Officer Ada Cheng leads the team with enormous drive, creativity and dedication, and I want to thank her, my fellow board members, and indeed all our staff and volunteers, for their invaluable contribution.

Flexible response to seismic changes

The last few years have seen seismic changes in aged care in Australia—and ANHF has had to respond smartly and flexibly to meet the associated challenges.

Our board and senior staff have worked hard to integrate changes to the Federal Government's Consumer Directed Care (CDC) policy, which saw a huge shift this February in CDC funding so it is now directly allocated to the consumer rather than to the provider.

Given the enormity of this change, we are extremely proud of how all our staff worked together to smooth the transition. We especially thank James Lim for his wisdom during this stressful period. James acted as ANHF's General Manager for Community Care for four months before we appointed him to the role in January 2017.

Teamwork proverbs

In this year's annual report **we'll show you:**

- How our staff, volunteers and others already work together happily in and across teams to deliver high quality, customer-centric services in caring environments.
- The steps we've taken since July 1, 2016 to create 'One team, one spirit'—**building greater cohesion**, connection, commitment and collaboration.

We will also:

- Explain the **transformation process** ANHF has embarked upon—which includes the work of the Alpha Team—and how this is positioning ANHF to serve our clients well in a changing aged care environment.

Progress in northern Sydney

Despite a protracted development application process, we remain committed to our plans to build our first Chinese-specific aged care centre in northern Sydney at Gordon. We've been vigilant in our efforts to ensure the development will have minimal impact on our neighbours, the locality, and the natural environment. We're also very excited about the significant public benefit this centre will bring to ageing Australians and the wider community.

When we list ANHF's values (see page 35) we say 'Our staff and volunteers work as a team, embrace diversity and respect differences'. These simple words allude to the energy and dedication it takes to build a close-knit team and to ensure it achieves more—gives more—than the baseline services other organisations might deem to be enough to meet requirements.

I'm proud of our team and its dedication. Its harmony and generosity helps us to support people to live independently at home, and to cultivate vibrant communities of security and care that provide a deep sense of belonging to our clients.

Ellen Louie
Chairman

Sticks in a bundle are unbreakable.

A Kenyan proverb

A single tree makes no forest; one string makes no music.

独木不成林，单弦不成音

A Chinese proverb

A successful team beats with one heart.

Unknown

‘One team, one spirit, one transformation’

A message from our CEO



This year's exciting journey of transformation was prompted by two changes in the aged care landscape—both of which we knew would have a significant impact on our work.

They were:

- A new accountability framework in home care, with an emphasis on consumer control and service options for older people and their families so they choose the services they want.
- The commercialisation of ‘seniors care’ driven by a burgeoning market and the growing desire of older people to stay in their homes longer, and closer to family and friends.

Market expectations had already been shifting and would continue to do so. Sports and physical activities, dining preferences, and access to technological tools were just a few areas in which older people were demanding more.

These developments gave us the impetus to explore innovative services, revamp our systems, and to refine the customer experience.

Practically, we knew this would mean equipping staff to provide accountancy reporting to clients, altering our industrial relations policies, engaging more in ageing advocacy, and adopting new information and communication technologies. Ultimately, it's sharpened our aim: To offer the best customer service of any aged care provider in Australia.

In August 2016, we called in leading international hospitality veteran Eric Waldburger to show us what authentic hospitality should look like. His workshops also reinforced the importance of shaping a culture that prioritises sound leadership and genuine teamwork, and highlighted how focusing on this would help lift our benchmark for customer service.

From here we did a SWOT analysis that led to the formation of the Alpha Team (see page 18)—which includes representation from all levels of ANHF. From the outset, team members have been encouraged to ask questions that challenge our current way of doing things, to take risks, and to offer creative suggestions.

This small transformational team, inspired by the cross-pollination of ideas from different parts of the organisation, has explored and trialled several new methods of operation, and is pivotal in designing our future.

Alpha is ‘One team, one spirit’ in action—and the synergy's exciting.

This small **transformational** team has explored and trialled several new methods of operation, and is **pivotal** in designing our future.

Other major achievements

Review affirms our customer service.

In February 2017, we engaged the Customer Service Institute of Australia to review Lucy Chieng Gardens and the So Wai Seniors Wellness Centre to give us a snapshot assessment of our business intent and culture. CSIA used the International Customer Service Standard (ICSS: 2015–20) and its report validated our efforts and achievements. It also affirmed that we are well on the way to joining the ranks of best-practice organisations for customer-service delivery.

Petition proves new venture has support.

From mid-2016, we collected signatures from clients, staff, volunteers and their families as well as many people in the local community to support our proposed development of a new residential care facility in Gordon. Almost 10,000 signatures and individual letters were sent to Ku-ring-Gai Council. We also solicited support from local health care professionals, and specialist services and suppliers who will provide services to our new centre. This affirmation demonstrate that the centre will meet local needs, providing a comfortable home and excellent care for seniors in the region.

Governance refreshed.

The ANHF Board conducted a Governance Refresh Project with the support of Insight Partnership. We also revamped our Governance and Leadership Policies—training key staff to write and review policy. In order to provide better services to the ANHF Board, I registered as a member of the Australian Institute of Company Directors (AICD) and completed all requirements (assignments and an exam) for the Company Directors Course run by AICD. I am proud to have completed this course within four months, and to be a graduate of AICD, which is an internationally accredited qualification.

I want to express my gratitude to our senior management, staff and volunteers for working so diligently, cohesively and collaboratively in the past year to strengthen ANHF to face the future.

When **TEAM** stands for **T**ogether **E**veryone **A**chieves **M**ore—as it does in ANHF—nothing is daunting.

With 'One team, one spirit' we step boldly towards the exciting times that lie ahead.

Ada Cheng
Chief Executive Officer



‘Why is teamwork so critical?’

What do we mean by ‘One team, one spirit’—and why is teamwork so critical in how we support our clients?

If staff and volunteers work together happily this has a direct influence on our clients’ comfort. It also fosters a sense of belonging. Workers help one another to solve issues at work, share information, and bring different experiences to the table to help resolve collective problems. **SHC**

Teamwork is an effective way to train and nurture new entrants to our services. Experienced staff can support younger workers and transfer their knowledge and experience. The team environment encourages members to learn new skills and technologies from each other. Moreover, care workers do not feel they must face care challenges alone, which is especially important when they’re working with clients who have complex care needs. **CEO**

Teamwork is critical. It ensures we maintain the essence of quality care, strive for continuous improvement, and honour our commitment to uphold traditional values and cultural inclusiveness for our clients. Our teamwork is unique and makes ANHF stand out as a leading culturally specific aged care provider. This is affirmed by the positive feedback we receive from our clients, carers and staff. **GM CC**

Consultation is key in making clients and families feel they are part of the team and the ANHF family. We encourage them to participate in events and celebrations. We also hold regular care recipient and carer forums so they can share their ideas with staff and management, discuss what is going on in the home, and work together on projects. **GM RC**

Teamwork is fundamental to delivering the best care for customers. Whether we’re delivering care in a nursing home, a seniors wellness centre, or in people’s homes, we need to work around the clock to deliver exemplary care. This allows team members to share information, validate assessment and to observe in the context of peer learning and support. **CEO**

‘One team, one spirit’ harnesses the energy and good will, and the shared vision and focus that will help ANHF to continue to mature as an organisation, so it grows and thrives even in times of great uncertainty. As a team, we strive to act selflessly, with a clear purpose, to think about and consider others. Our thoughts and actions are in harmony when we care for our elders. We practice what we preach. **GM CC**

We have clients who use ANHF’s services across services—which means teamwork between our services is very important. Common goals and good communication leads to better and more consistent care for our clients. When team members have a better understanding of the issues and challenges faced by other team members who work in different care settings it builds rapport. **SHC & CEO**

Clients feel a strong sense of belonging and security when they transit from one service type to the another within ANHF. Team members share the client’s profile and care history, which ensures their smooth and seamless transition from community care into residential care. **CEO**



We have clients who change their medical appointment dates so that they can attend our day care program! I think our joyful atmosphere enhances their health and wellbeing, and builds belonging. **HWC**

Our Housing team has been working closely with our Seniors Wellness program and Home Care teams to look at ways their tenants can live independently and safely for longer while having key support from ANHF 'under one roof'. **GM CC**

Our participation in the monthly Residential Care and Community Care management meetings ensures that the Corporate Services team is actively contributing to building greater inter-departmental cohesion and ensuring the quick resolution of challenges. **GM CS**

Volunteers are valuable to our team

We value our volunteers as individuals and team members—and can't thank them enough for their outstanding service.

Volunteers play an important role they play in ensuring our clients feel cared for, and make a significant contribution to ANHF's sustainability. They assist us in so many ways: with activities and transport, food preparation, administrative tasks, and home visits where they might chat with a client, accompany them shopping, work on a hobby together or play mah-jong.

We had an almost 30 per cent increase in our volunteer workforce from July 1, 2016 to May 31, 2017—with 44 new volunteers joining the team, which is wonderful. We also have many long-serving volunteers who contribute their heart and soul to caring for our seniors. We celebrated our 140 volunteers (who did more than 18,500 hours of work throughout the year) at our Volunteers' Recognition Night in May to let them know that they're appreciated and vital to our team and services.

If you're interested in volunteering with ANHF please contact our volunteer coordinator: volunteers@anhf.org.au

Highlights of 2016–2017

Here are some highlights of how we've worked together this year in—and across—our Community Care, Residential Care, and Corporate Services teams.

1. Alpha power is transformative

The Alpha Team project is powering our transformation to the benefit of all (learn how on page 18). **CEO**

2. Seniors wellness centres

We've integrated and rebranded several centres to convey a more contemporary service that promotes seniors' health and wellness. This shift highlights the better practices and the positive re-ablement initiatives we have undertaken for many years under the umbrella of 'day care'. **GM CC / CEO**

3. Open Days opened doors

Three of our facilities opened their doors to the public to showcase the great services we provide, and to attract potential customers. Our teamwork impressed our visitors! It was wonderful to see the staff, volunteers, residents and their families pitching in with planning, food preparation, welcoming visitors, decoration, and tours and information sessions. **GM RC / LCACC**

4. Introducing online education

It was a milestone moment when the residential team introduced its online education platform to staff this year. Senior staff collaborated with the Training and Quality Audit Officer to provide support to frontline staff who completed their online education as scheduled. **GM RC**

5. New Learning Management System

Community Care (CC) is implementing a new Learning Management System so that all team members have access to a wider range of aged-care specific training and learning opportunities. We're committed to providing the latest contemporary resources to help our staff grow and develop. **GM CC**

6. 'My Experience' Survey

This survey designed by our CC team to measure client satisfaction and service quality has also been modified for use by our Residential Care team. Findings are helping both teams identify areas for continuous improvement. **CEO**

7. Streamlining structures

Streamlining the structure of Community Care is cultivating closer working relationships across our teams and yielding positive benefits for our clients and tenants. **GM CC**

8. Fishes and dishes

New porcelain tableware, flowers on the dining tables, table service, and a fish tank so residents can watch fish swimming while they enjoy their meals were all initiatives of our Menu Advisory Group, which includes residents and families, an RAO, a cook and a DDON. **CCPNH**



9. Maintaining business sustainability

We're proud to have maintained our Aged Care Funding Instrument (ACFI) revenue above the industrial benchmark over the last 12 months. This is despite expected reductions in residential care income due to two cuts to ACFI funding. This excellent result is thanks to the whole team's effort in conducting monthly ACFI forums that maximise individual ACFI claims. Our steady ACFI income, low turnover rate and high occupancy rate ensures our business growth is sustainable. **GM RC**

10. Team spirit ensures success

The team spirit of staff, volunteers, care recipients and their representatives in contributing to the success of our Infection Control Week, Work Health and Safety Week, Open Day and Chinese New Year also reflects their happiness and sense of belonging. **GM RC**

11. Meaningful murals

Thanks to Burwood Girls High, Trinity Grammar School and the diligence of our lifestyle team, we have two new murals with the themes of 'Peace' and 'Garden of Eden' at Bernard Chan Nursing Home. Strathfield MP Jodi McKay unveiled a commemorative plaque and two residents gave speeches to express our heartfelt thanks to the students and teachers.

GM RC, CEO

12. Renovation rescue

To help ease the kitchen staff's workload when the kitchen at Chow Cho Poon Nursing Home was being renovated, our lifestyle team organised a lunch outing for half of the residents. It was a massive operation! The driver made many trips to transport the residents and care staff, and volunteers and family members helped to mobilise and feed our residents. Beaming smiles over a shared meal and the obvious enjoyment of the beautiful winter scenery made this an amazing 'One team, one spirit' initiative. **RLT**

13. Reforms a catalyst for innovation

The aged care reforms emphasise client choices. This was a catalyst for ANHF to look at innovative ways to deliver and promote our services in ways that are sustainable, attractive, and competitive with other providers. Four months into deregulation, we've actually increased the number of participants in our Home Care program. We attribute this growth to having a dedicated team of home care staff who work closely with our home care recipients and carers to deliver quality care and services that matter. **GM CC**

14. Robust quality system

Last July, ANHF's residential team discontinued QPS benchmarking and developed its own quality program. The new program enables us to evaluate our practice in line with 44 expected outcomes of accreditation. We voluntarily participated in the National Aged Care Quality indicator program to benchmark nationally in three areas: pressure sores, unplanned weight loss and physical restraint. In the past year—supported by a robust quality system and commitment to continuous improvement—we have maintained our outstanding record of compliance and accreditation across all our residential aged care services. **GM RC**

15. Snapshot of service

In February 2017, we engaged the Customer Services Institute of Australia (CSIA) to conduct a snapshot review of how Community Care performs against the International Customer Services Standards ICSS 2015–2020. The findings were positive and ANHF has now committed to commence a customer service certification journey. This will validate our level of commitment towards improving and excelling in the provision of consumer-centric services and consumer-directed care. We will also partner with CSIA to provide customer service training and leadership training across the organisation. **GM CC**

16. Carnival collaboration

Collaboration between our Corporate Services, Community Care and volunteer teams made the annual TVBA Carnival at Burwood Park a success. Team members manned the stall beyond their scheduled time slots to cover the whole day to secure donations, distribute sponsored rice packets, and promote ANHF services to potential clients. **GM CS**





‘It’s like winning the Lotto’

‘The staff are very friendly
and helpful, and care much
about me’



Mary Lai Kive Venpin was hesitant when she was first offered a unit in Jones Street community housing because her existing housing in Redfern was closer to her daughter's place.

Then a friend asked her, 'Why?' 'Getting a unit there is like winning Lotto! Are you sure you won't take it?'

Mary was prompted to take a look and was so impressed she decided to move in.

Jones Street community housing is in a convenient location, close to Sydney's Chinatown.

Mary goes out nearly every day to shop at Broadway and to do her banking. At least twice a week she heads to Epping where she enjoys dancing at the town hall with more than 100 dance fans.

Now 81, Mary has loved dancing since she was young. At 14, while living in Mauritius, she danced and sang songs in French on the stage.

More than 20 years ago, after coming to Australia to be near her daughter, she hired a dance hall with her friends. They danced non-stop from 9 am to 1 pm, followed by yum cha at Chinese restaurants.

'After a bit of dancing I am full of vigour,' she says. 'I'll dance as long as I am able to.'

Mary loves tango and rumba the most, and the more she dances, the more high-spirited and energetic she becomes.

Dancing gives Mary great opportunities to meet friends and to broaden her knowledge—but she's also happy at home.

'It's so comfortable living at Jones Street community housing. I'm very satisfied with the environment here. The staff are very friendly and helpful, and care much about me. '

It's like a big family. If I need anything, I'll go down to the office to seek help from Jacky, the Housing Officer, or Cherry, the Housing Assistant.'

Mary has good relationships with other ANHF staff, too, and Annie, the Seniors Wellness Centre Coordinator, will often invite her to join and dance in their festive celebrations

Recently, Mary expressed the need for domestic assistance. The staff told her about ANHF's home care services and said they'd assist her to apply for a home care package.

She is extremely happy help is at hand.

Pearlie Ho and her husband were partway through building a new home in Castle Hill five years ago—which included a dedicated a granny flat for her parents-in-law—when her father-in-law died.

That's when the family turned to ANHF to help look after Pearlie's mother-in-law, Hang Chun Leung, who is now 88.

'Her package gives her five hours a week of care from ANHF,' Pearlie says. 'And with the carer taking her out she is happier. Her health is better. It helps me a lot.'

Before this, Pearlie was stretched juggling the demands of her children, her job, and caring for her in-laws—who were in and out of hospital regularly.

The carer helps with shopping, housework and doctor's appointments—and it's invaluable. 'Going out gives my mother-in-law freedom, and she feels more in charge. The carer also helps her for two hours every week with cooking and cleaning—the basic things.'

When the recent aged care reforms were being introduced, ANHF's Home Care manager informed Pearlie of what Consumer Directed Care would involve—including the freedom to choose a different service provider.

'I tell other people I never think of changing provider. With ANHF the service is personalised. It's amazing. My mother-in-law's carer speaks the same language—and that's why she's comfortable. They get on so well.'

It can be tricky to take long holidays when you care for an older person but Pearlie tries to travel overseas with her husband and children for a week or two every few years.

'We can manage this because ANHF's arrangements are so flexible. In the lead up to our holiday, we can forgo the carer's service for a few weeks—and reserve some of these extra hours for use while we're away.'

As well as providing care, ANHF has helped organise some essentials like cost savings on meal supplements for Hang Chun.

'So, it's not just hours—they actually make things very easy for her.'



A photograph of a caregiver in a pink polo shirt with the ANHF logo, holding the hand of an elderly person wearing a blue jacket. They are sitting outdoors in front of a brick wall. The text 'Freer and more in charge' is overlaid on the image.

‘Freer and more in charge’

‘With the ANHF carer taking her out she is happier. Her health is better. It helps me a lot.’



‘I’m living
in a great
family here’

‘The nurses are all very
experienced and make
clear-minded and accurate
decisions.’



Ninety-one-year old Ju Zhen Gong fell in love with music when she was young, and sang in the church choir while studying at St Mary's Hall in Shanghai.

'I still sing every day,' she says. 'If I'm not feeling well, I will sing in my heart.'

Last Christmas, when she was asked to sing carols for fellow residents at Chow Cho Poon Nursing Home (CCPNH), she agreed immediately—delighted to share the festive joy with her friends. Everyone loved her performance.

Ju Zhen was an English teacher for more than 20 years, and had many students.

She migrated to Australia in 1998 to be with her son and his family—and was pivotal in raising her two grandchildren (the eldest is now 21).

Ju Zhen moved into CCPNH two years ago and adapted quickly.

She uses eight Chinese characters to describe the team spirit in CCPNH, and in English they mean, 'Not my family members but even better than them!'

She loves the staff, she says, who are very kind to her. She's also grateful for the nurses at CCPNH and really admires them.

'They're all very experienced and make clear-minded and accurate decisions,' she says.

Despite being the youngest of nine siblings, Ju Zhen is still 'more on the introvert side'. She likes to sit and play the piano, and to read newspapers, books and the Bible, which she does every day.

Ju Zhen is a Christian and when she looks back over her life she finds every person, and every experience, satisfying. 'My life is blessed,' she says. 'I feel I'm living in a great family here.'



Alpha is our powerhouse innovation

Empowered staff are pivotal to driving innovation in aged care—and Alpha is our powerhouse. We're excited about how it's transforming how we do things and driving us forward.

ANHF embarked upon its transformation process through the formation of the Alpha team in August 2016. Through its four focus groups, the team is embracing new ideas and ways of doing business, which is transforming our processes and systems. It's also fostering greater staff participation and engagement.

Alpha members are drawn from all levels and sections of ANHF and meet regularly to float ideas, capitalise on our collective brains trust, and exercise our willingness to try innovative things. Alpha is empowering staff to work together to ensure we're building a strong future—excelling in our customer service, and adapting nimbly and wisely in an increasingly competitive marketplace.

Focus group 1: Developing a full spectrum of innovative care

- Feasibility of establishing seniors wellness centres at CCPNH and LCACC. CCPNH will open at the end of this year.
- Pilot to provide healthy meals to ANHF staff. The pilot didn't go ahead but the survey and project management processes can be used in future projects.

Focus group 2: Employer of Choice

- Flexible working relationships to promote work-life balance, to attract and retain staff, and to increase productivity and creativity.
- Team building and engagement activities, peer-to-peer learning, a strategic rewards program, and cultivating emerging leaders to ensure we have a succession plan.

use for

Focus group 3: Building a sustainable work environment

- Mapping a modern and sustainable work environment and checklist for planning, designing, building or renovating the workplace.
- Creating a more collaborative and engaging workplace environment, which suits a younger workforce (including shared work stations and hot desks, more common areas, outdoor spaces, and ergonomic work equipment).
- Seeking innovative ideas about improving our work environment from staff.

Focus group 4: Identifying and creating a unique identity for ANHF

- Revamping web content and design and developing marketing material to promote our services.
- Rebranding our service offerings, for example the name change of all our Commonwealth Home Support Program (CHSP) programs from Day Care to Seniors Wellness Program.
- Exploring and creating a loyalty program for ANHF to benefit staff, consumers and suppliers. .

‘CDC makes
it **easy** to
meet Mum’s
needs’

‘She’s happy with the carer she has from
ANHF. And I don’t think we could do
without this service.’



Miranda Chan says Consumer Directed Care (CDC) is making it easier to meet her 84-year-old mother's individual needs. It's also brought greater transparency.

'We now know exactly how my mother's Level 4 Package is spent,' she says. 'ANHF ran a seminar that explained the changes to us. Each month we receive a statement that shows how the funds are used, and what subsidies and benefits are included.'

Miranda's mother Wai Ng has been receiving support at their home in Auburn from the Australian Nursing Home Foundation (ANHF) since 2009.

Wai's carer comes three hours a day to help her with gardening, to prepare her dinner, and to shampoo her hair. She also massages her legs to relieve her chronic leg pain and cramps, and takes her shopping and to her doctor's appointments.

Miranda says she and her mother rely heavily on the home care package, and CDC means they can choose what Wai needs and wants as an individual.

Last year they were able to replace her very old electrical appliances, which included a tiny TV, and a Chinese radio she'd had for over 30 years.

They also bought her a leg massager to help with her cramps, and installed railings beside steps going into the house and out to the back garden to make them safer.

Miranda says having a reliable carer that speaks Cantonese lifts a tremendous burden from her as Wai's primary carer.

'I work long hours as a computer analyst and I can't always get a day off to take my Mum to medical appointments. It's great the carer has been able to do this.'

'I don't think we could do without this service.'

‘We’ve learned so much’

Leung Hiu Tsui (Sita) had little experience of ageing people before she started her student placement with the Australian Nursing Home Foundation (ANHF).

‘I didn’t have grandparents,’ she explains. ‘So, this is the first time I’ve been close to elderly people—and it’s been a really inspiring experience. I discovered my patience, and found I loved to get along with them.’

Yun Sin Hang (Suki) also found her time with ANHF invaluable.

‘Previously, I worked with teenagers,’ she says, ‘and they’re not very sensitive to what you give them. This is different from elderly people. They’ll give you back what you contribute. They’re so warm!’

Suki and Sita are studying social work at the Baptist University in Hong Kong. Each ran a five-week, small-group program with ANHF.

Suki’s group, held in the Hurstville Seniors Wellness Centre, focused on ‘reminiscence’.

‘My aim was to enhance people’s cognitive ability and social skills,’ she says. ‘I also hoped they could find strength in their past experience.’

Sita’s ‘Body, Mind, Spirit’ program in Lucy Chieng Gardens focused on physical, mental and spiritual wellbeing.

One game Sita played with her group was a bit like hockey, she said, and they loved it. When she called out a method of handling stress that was positive, team members had to get the ball to their own goal. When she called out a negative method, they had to get the ball into the opponent’s goal. They laughed a lot.



‘Harvests make our residents happy’

‘The residents love to help. As a volunteer, the greatest reward is to see their smiling faces.’

It’s not just the flowers that bloom when our volunteer gardener Mr Lui gets to work. Our residents blossom too.

The garden at the Lucy Chieng Aged Care Centre was so spacious and beautiful, Mr Lui says, he planted some flowers there.

The response from residents was so positive he decided to grow veggies and Chinese melons.

He’d learned these skills as a child from his parents who were farmers.

‘The residents love to help,’ he says. ‘They water all the veggie and melon patches on the days I’m away. At harvest time, they hold the crops we’ve produced proudly for photos! As a volunteer, the greatest reward is to see their smiling faces.’

Mr Lui has been working as a volunteer for ten years in ANHF’s three nursing homes. ‘There is mutual understanding between me and the staff,’ he says. ‘We have a common goal of doing something to make the elderly residents happy!’

‘We’ve had great harvests in the past two years. When the residents saw the huge Chinese melons, they were very happy and had a great sense of achievement.’

Mr Lui says he treats the residents as friends—and some are old pals.

‘They also care about me,’ he says. ‘After my holidays, they ask me where have I been? Was the journey a happy one? They also say they’ve not seen me for a ‘long’ time—when, in fact, I’ve only been away for about a week. This means they love to have me there, which is wonderful.’





‘A unique and united team’





These numbers show our team in action

Our team is formidable! It gets things done. That's what these statistics show. What they don't show is the number of laughs we've had with the people we serve—but we think you can guess ...



61,917

HOURS OF HOME CARE
'SUPPORT TO LIVE INDEPENDENTLY
AT HOME'



29,907

**HOURS OF ALLIED HEALTH
HOME VISITS**
'SUPPORT TO LIVE SAFELY
AT HOME'



20,268

**HOURS OF WORK BY
VOLUNTEERS**
'GIVING BACK TO OUR
COMMUNITY'



531,985

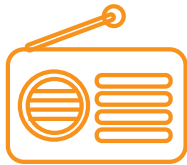
**NUTRITIOUS
AND CULTURALLY
APPROPRIATE HOT
MEALS SERVED**
'HOMEMADE MEALS—
AWAY FROM HOME'



4,341
HOURS OF
VOLUNTEER VISITS
'PROVIDING WELCOME TLC'



2,720
OUTINGS
'BRINGING MORE TO ENJOY IN LIFE'



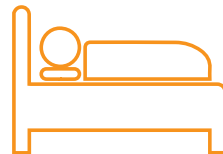
102
HOURS AND 51 RELATED
TOPICS OF RADIO
BROADCASTS
'EMPOWERING ACCESS TO AGED CARE
INFORMATION'



33
INFORMATION SESSIONS
AND 821 PARTICIPANTS
'RAISING AWARENESS AMONG
THE CHINESE COMMUNITY OF AGED
CARE SERVICES'



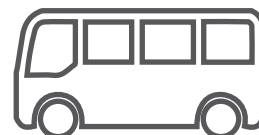
232
HOURS OF IN-TRAINING
SERVICE FOR STAFF
'CONTINUOUS PROFESSIONAL
DEVELOPMENT'



134,939
RESPITE CARE HOURS
'OFFERING REST AND RELIEF
FOR CARERS'



1,192
SERVICE RECIPIENTS
UNDER OUR CARE
'VALUING INDIVIDUALS AS FAMILY'



32,046
TRANSPORT TRIPS FOR
OUR ELDERLY CLIENTS
'SUSTAINING SOCIAL LIFE'



Good palliative care takes close teamwork

‘The person feels cared for at the end of their lives—and that’s extremely important.’

Death is a taboo in Chinese culture but Rima Chau finds it easy to talk to terminally ill residents about dying.

'I love to walk the journey further with them.'

As Recreation Activities Officer at Chow Cho Poon Nursing Home (CCPNH), Rima provides social, emotional and spiritual support for its 46 residents.

No matter what people's health issues are, Rima says, she tries to help them to have a normal life with respect and dignity. This includes being mindful of their earlier life, cultural background, spirituality, religious beliefs and rituals. 'People in the last stage of life want to know: "What is the meaning of life? Who am I? Why am I here?"'

'They have these deep questions, and you need to let them express their feelings.'

'The care we offer is person-centred and holistic, which means we always care about the family too.'

Rima believes it takes close teamwork to provide the kind of palliative care that comforts people, relieves their pain and honours their wishes.

For her, this teamwork includes morning briefings with the RN, support from the lifestyle coordinator for ANHF, and communication with CCPNH's nursing staff, DON and DDON.

'Each of us looks at the person in one aspect—but we work as a team to get the whole picture.'

'A resident's family can't be with them all the time,' she says. 'But the staff are there 24/7 for them. The person feels cared for at the end of their lives—and that's extremely important.'

Depression dissipates thanks to ANHF

Nancy's mother-in-law was the last person she thought would get depressed. 'She'd been such an active and happy person, with family in and out of her house, so I didn't expect it.'

Nancy's husband had suffered from work-related depression—so she soon recognised the symptoms.

Her mother-in-law couldn't sleep, had no appetite, and didn't want to go out or to see anyone.

'She was very quiet and didn't initiate or join conversations,' Nancy says. 'She couldn't make decisions. I'd say, "Mum, what do you want for dinner?" And she'd say, "I don't know. You buy what you want."'

It was after the death of her husband eight years ago that Nancy's mother-in-law experienced her first bout of depression. Her second occurred about a year ago, after a small car accident. This bout wasn't as bad, says Nancy, but it was still difficult.

'With this disease you really don't know whether the person will get well.'

Nancy says caring for an elderly person with depression can be stressful. But whatever she's done for her mother-in-law can never match what ANHF now provides for her.

'Honestly, even if I looked after her 24 hours a day, she wouldn't have improved as much as she has with ANHF.'

The two days a week her 90-year-old mother-in-law spends at the Hurstville Seniors Wellness Centre is making a big difference. She loves the program of games and exercises, being in the garden, playing mah-jong and talking with the other elderly clients.

Because ANHF is a Chinese organisation, everyone speaks the same language and has the same culture. The Chinese food also suits her mother-in-law who was raised in Hong Kong.

Don't hide away

Nancy happily attends the So Wai support group each month (run by ANHF) where carers share their experiences. She also urges anyone who is depressed to seek help rather than hide away, and encourages families to be proactive about seeking assistance.

'In Chinese culture, families often feel ashamed to tell other people that a family member has a mental illness,' she says. 'But it's important to tell others.' Nancy says depression can happen in any community—Australian, Chinese, anywhere—and it's a terrible disease. But with the right care she knows it can be treated effectively.

'Since we found ANHF, I think it's the best. My mother-in-law is happy, and she's safe there. I have a bit of time to do my thing, and not to have to worry about her. She's almost totally recovered—and I'm so happy. She's put on weight too!'

*Nancy's and her mother-in-law's name have been changed to protect their privacy. If you have an elderly family member who is struggling with depression, contact My Aged Care (run by the Australian Government) www.myagedcare.com.au



Our team's proudest moments

We asked our General Managers and others to list a few of the year's proudest and happiest moments. Here's what they said...

Home Care readied us for reforms

The Home Care team worked together across the whole of ANHF to prepare for the home care reforms from February 2017. Home Care Employee (HCE) representatives communicated closely with managers to better look after our frontline workers. Our Seniors Wellness Centres worked with CMU to promote our Home Care Service. Rostering support for our Home Care Service improved communication, which means HCEs and Home Care Assistants (HCA) can now provide better support for an increasing number of clients across Sydney. Their great customer service is yielding word-of-mouth recommendations from existing clients. **DASS**

'Don't forget your walker'

During Work Health and Safety Week residents reminded each other to be safe when walking, offering advice like, 'Don't forget your walker' and 'Don't move, and wait for staff to help you'. Staff monitored the environment closely and encouraged colleagues to report hazards. Senior staff held safety-training sessions. So many positives came from the week, and each team member's contribution meant awards were shared by three facilities. **GM RC**

Muscling up to prevent falls

We introduced falls prevention exercises for clients, which strengthens their muscles, and enhances their physical wellbeing. Client attendance rates exceeded our targets. We also organised a carers' forum, where carers shared caring tips and gained knowledge about dementia and resources to help in their caring roles. **HWC**

Photo books are popular

This year, we printed photo books for individual clients so that family members had a better understanding of how their loved ones were doing at day care. We received lots of positive feedback. One family member said, 'Thank you so much for your work on my mum's activities diary with her memorable photos ... it was lovely. Your hard work is much appreciated.' **HWC**

Improving performance

Our Human Resource team completed the first full cycle of our Employee Performance Management System (EPMS) with workshops and consultations with staff at all levels. The continuous improvement initiative has enhanced the appreciation of team members' contributions and helps us to deliver high quality, customer-centric services in a caring environment. **GM CS**

Procurement system adds value

We constantly review our suppliers' performance and costs, engaging with operational staff for feedback, and exploring ways to improve service quality and value for ANHF residents, clients and employees. Our Procurement Service team has engaged new cleaners, gardeners, pest control and allied health providers, and ensures we don't use vendors who don't subscribe to ANHF's values or service standards. **GM CS**

Better budgeting

With the whole team working together, we achieved a lot. We controlled the target output percentage to control cost spending. We built up a mutually good partnership with one of our subcontractors to share our transport asset and earn more income to support the centre's cost. We also created a better financial reporting system and procedure from our team to the ANHF head office. **SW Sydney**

Small changes of the month

Through our 'Small changes of the month 每月的小变' staff-training program we shifted our task-orientated culture to a resident-directed work culture that supports and preserves our residents' rituals. From September 2016 to February 2017, staff from various departments met monthly to discuss the rituals of two chosen residents and how a corresponding change of work routine could accommodate their needs. For example, we supported one resident who prefers individual activities like reading papers and playing the piano to maintain her rituals. We got the piano in the activity room tuned, and she enjoyed playing her favourite songs. Residents enjoyed the music too. The resident said she felt happy living in CCPNH as she could now do what she used to do in her home. **CCPNH**

Eat healthily and happily

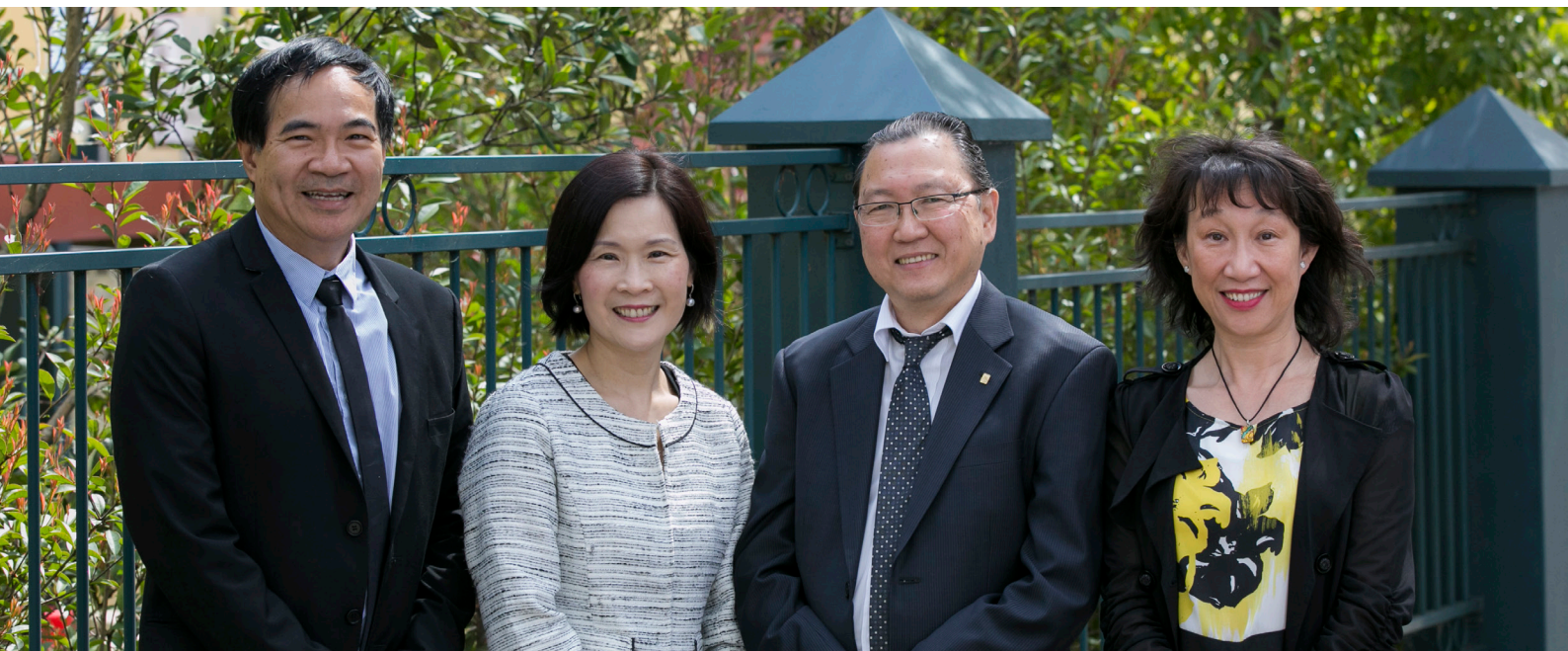
When residents at our monthly care recipients and carers forum suggested an outing to eat vegetarian food our volunteer Mr Lui, a family member, and our RAO swung into action. They organised a bus trip to the Water Drop Teahouse in Kogarah in May. When residents said they'd like to extend this happy, healthy vegetarian eating, Mr Lui again offered inspiration. He suggested CCPNH run a master chef event where residents could watch and talk about the delicious vegetarian dumplings being made, and smell and taste them. CCPNH is now aiming to include a regular master chef activity in our program and our cook is planning to put vegetarian dishes on the daily menu. I believe this shows how our residents, volunteers, staff and management are working together happily to provide a resident-directed service 以客為尊 in CCPNH. **CCPNH**

Top marks for our team

I'm really proud of our team. I asked our afternoon staff to check the cleanliness of the facility the day before we had a cleaning audit. Within an hour, it was all done! BCNH achieved 99 per cent in the audit. Actually I have so many stories to tell—like the day BCNH had its spot check, and the days we celebrated Chinese New Year and Christmas. Such wonderful teamwork. **BCNH**

Radio interviews offer insights

Our Communication and Media Unit team (CMU) did some great work interviewing key ANHF staff, clients, carers and volunteers on 2ac radio about a diverse range of relevant issues. More than 50 segments on pain management, sleep difficulties, elder abuse, horticultural therapy, early onset dementia, home care reform and more were aired. The segments gave insights into how elderly people from Chinese backgrounds can get support and into the options they can expect from ANHF if they choose to use our services. **CEO**



Our strategic directions for 2013 to 2018

... and what they mean for our clients and community

1. Business sustainability

People will trust ANHF's services because they are robust and viable now and in the long term.

2. Develop and deliver innovative quality services that are customer led and focused

People will choose ANHF's services because we've listened and tailored quality services to meet their needs.

3. A competent and committed workforce

People will trust ANHF's care because our staff and volunteers have received quality training and have the values and skills to offer great service.

4. Achieve sustainable growth

People will be confident in ANHF's services because of our innovative care and our ability to meet the changing needs of ageing Australians.

5. Build capacity to influence social issues and strengthen recognition of ANHF as the model providers of aged care for CALD communities

People will see ANHF as a trusted leader as it influences government policy, promotes culturally competent models of care and collaborates with other providers and government agencies.

6. Establish quality management system

People will be confident in ANHF because our services are well managed, our systems are flexible and our communication builds community and promotes our good work.

Our strategic plan process

Here's an overview of what we've done this year to implement ANHF's strategic plan.

1. Business sustainability

Manage income, assets, technology and risks to ensure we provide robust services people can trust.

- Refurbished LCACC and upgraded equipment at other facilities (e.g. dryers, lifters, HiAce transport, nurse call system).
- Implemented ICT strategy, and upgraded IT systems to improve efficiency and security.

2. Quality services

Develop and deliver adaptable, innovative, accessible, affordable, and customer-centric services.

- Engaged the Customer Service Institute of Australia to complete an International Customer Service Standard (ICSS) Snapshot Assessment of our Community Care services. Committed to conducting an organisational overview of Certification to ICSS (2015–2020), which will give us greater understanding of the customer journey and help enhance our customer service.
- Participated in the National Aged Care Quality Indicator Programme pilot conducted by the Department of Health in early 2016.

3. Committed workforce

Attract, train and retain competent staff committed to enhancing the lives of our clients.

- Committed to the VOICE project survey of employees to help drive positive change, and up-skilling them to transform their approach to customer service.
- See Alpha Group 2 – Employer of choice page 18 for more initiatives.

4. Sustainable growth

Make wise decisions about property and develop new service types that will meet future needs.

- Committed to prioritising the redevelopment of BCNH after the tender phase of Gordon project.
- Revised designs for our new nursing home in Gordon to support our DA. See page 39 for more details.
- Signed Deed of Variations for CHSP Growth Funding Round 2016 for Western Sydney Area, and 12-month agreement of our Home Care CVS funding (extended to June 2018). Secured \$18,500 per annum through the CHSP Growth Funding Round 2016, to deliver 'personal care' to nine additional clients in the Western Sydney Area. See Alpha Group 3 – Building a sustainable work environment page 19 for more initiatives.

5. Model provider CALD

Foster partnerships and collaborations that enable us to share our expertise to benefit others.

- Collaborated with the Ethnic Communities' Council NSW (ECC) to develop video clips for training aged care providers.
- Contributed talent to TVBA for a series in which two of our young aged care workers shared the joys and challenges of working with older people.
- Contributed to the review of National Aged Care Strategies and other CALD-related strategies through CEO membership on Working Group on National Ageing and Aged Care Strategies for CALD.
- GM (CC) attended the National review of wellness and reablement in home care organised by Nous Group on behalf of the Department of Health.
- Presented at the National Dementia Delivery Summit (CEO and GM – CC).
- Rolled out a proposal from Alpha Group 4 (see page 19) to revamp our website and other collateral to enhance quality, reflect social media trends and create a positive user experience.
- Held preliminary discussions with TVBA about producing a second series of Living Longer Living Better. We also confirmed that the popular 2ac radio program featuring ANHF has been renewed for six months until February 2018.

6. Quality management

Build strong systems to sustain quality services.

- Tailored a new Enterprise Risk Management (ERM) system and trained staff to ensure we meet the ISO Standard.
- Reviewed service quality via internal audit to prepare for full accreditation of our homes and quality review of Community Care Services.
- Developed the 'My Experience' Survey to gauge client satisfaction and drive improvement.
- Contracted Insight Partnership to review policies and procedures leading to new policies and Governance refresher workshop with the ANHF Board.

Our mission
is to be the model
provider of culturally
appropriate residential
and community aged
care in New South
Wales

Our philosophy
inspires us to honour
and respect our elders as
family in caring and loving
communities.

The values that guide our team

*All our values are important **always**— but we've chosen teamwork to be our special focus this year. We really wanted to show you how 'One team, one spirit' makes a difference in the lives of our clients—and how we're transforming ANHF so it offers them more.*

Our values

INTEGRITY – We are ethical, respectful, honest and trustworthy in all our dealings with people.

CARE AND COMPASSION – We show our compassion and love by caring for and nurturing the whole person—physical, social, emotional and spiritual.

PROFESSIONALISM – We attract and retain staff with the appropriate knowledge and skills to achieve the highest quality in our practices—complying with professional standards and regulatory requirements, and striving to do the right thing.

RESPECT – People really matter to us, so we show dignity and respect in our relationships with others.

TEAMWORK – Our staff and volunteers work as a team, embrace diversity and respect differences.

EQUITY – We act justly and fairly, ensuring equitable access to care and accommodation—with special concern for people in poverty or need.

RIGHTS – We recognise and respect every individual's rights to privacy, dignity and confidentiality and to exercise choice and control over his or her lifestyle, while not infringing the rights of others.

INNOVATION – We embrace innovation and knowledge to achieve quality services—adapting nimbly to change and thinking outside the box to meet our clients' needs.

STEWARDSHIP – We act responsibly for the people and with the resources entrusted to our care—striving to make decisions that preserve and enhance the benefits for present and future generations.

Our Board and Trustees



Ellen Louie, LLB, LLM CHAIRMAN

Director and Trustee since 2009, Chairman since 2012

A solicitor with a successful practice in Sydney's CBD and more than 25 years legal experience—including as the Australian Nursing Home Foundation's (ANHF) legal advisor for many years. She is a member of the Remuneration and HR Committee. Her vision is for ANHF to provide integrated, quality and cost-efficient care to elderly people from Chinese and other cultural backgrounds throughout Sydney, and to be the leading provider of culturally appropriate aged care in Australia.



Mei Mei Tse, JP DIRECTOR

Director and Trustee since 2002

Experienced fundraiser and public relations executive who works with the Australian Society of Performing Arts and other key Chinese arts organisations. This expertise and her community liaison skills are invaluable in directing ANHF's PR and fundraising activities. She is a member of the Remuneration and HR Committee. Her vision is to raise support for ANHF so it can continue to pursue excellence in the provision of culturally appropriate care for ageing people.



Andrew Gock, B.Bus, CPA, JP DIRECTOR

Director and Trustee since 2010

A CPA in public practice, specialising in the provision of accounting and taxation services, also offering financial planning through his practice as an authorised representative for Count Financial Limited. Prior to joining the board, he provided accounting services to the Foundation. He is a member of the Audit and Risk Committee. His vision is for ANHF's growth to continue in order to meet growing community needs and so it becomes a mainstream provider.



Bernard Tse, MBBS, FRACGP DIRECTOR

Director and Trustee since 2008

A registered general practitioner in New South Wales and brings a wealth of experience from being a visiting doctor at eight nursing homes in Sydney's inner west. He is a member of the Audit and Risk Committee and of the Medication Advisory Committees of our three nursing homes. His vision is for ANHF to maintain its excellent reputation and strong support in the community so it can grow further to provide a continuum of care for more elderly people across Sydney.



Looking ahead

Here's a taste of what we're looking forward to achieving as ANHF moves into the future.

Building our new Gordon Nursing Home

It will be great to start building our new nursing home, which signifies a positive outcome from some great teamwork from our board and staff, and some wonderful community support and collaboration. People from the community recognised the vital need for this service and rallied behind us—signing our petition and lobbying for local support. **CEO**

New technologies for a new home

I'm excited ANHF is planning to build a new nursing home in Gordon. It's great to think we're extending our services to the north shore as I currently see family members from this area who visit our residents in Sydney's west and south exhausted by travelling a long way to visit their parents or spouse. Demand in the north of Sydney is increasing. I'm also excited that we'll apply new technologies and designs in the new home. **GM RC**

Lifting our VOICE

Hearing the voices of our staff members is integral to building a stronger, more cohesive team in the midst of transformational change. We have engaged the VOICE Project to conduct an employee engagement survey in November 2017. A second survey in 2018 will help us to measure changes in morale, communication, creative initiative, teamwork, and customer service. Findings will also help the board set ANHF's direction for the next five years. **CEO**

Happy staff, happy customers

Our hope is that the certification of ANHF services, the revamp of our customer services, and the VOICE project will inspire team members to see a bright future for ANHF and to be excited to play their part in it. Staff will have more autonomy at work, be more engaged in providing innovative ideas in care delivery, and work more meaningfully to drive customer satisfaction. Working closely with our customers and their families, staff will take pride in the care they provide; embracing ANHF's goals and values, finding satisfaction in what they're doing, and knowing they'll share in its rewards. Customers and staff will enjoy mutually enriching relationships that create happy, healthy and supportive environments. **CEO**



ANHF Loyalty Program

ANHF is working to build a trusted community of health and aged care providers who have made a responsible-care pledge. This pledge means they provide the best quality health and aged care products and services to our seniors. We're establishing a loyalty program that will connect the suppliers, contractors and specialist service providers that join it to our ANHF members' exclusive portal. Our staff, volunteers, clients and their families will use this portal to access special offers and discounted products and services, safe in the knowledge that they're of good quality. **CEO**

Culture change project for residential care

We're funding a pilot project in the dementia-specific unit at Lucy Chieng Aged Care Centre to help drive our culture change project. Our ultimate aim is to transform our task-oriented model of care in residential services to a focus of consumer direct care. We'll provide training for leaders and frontline workers to support them to use a reablement model in a small group setting with designated care staff and residents. We anticipate this will be a long-term project to change our workforce culture. **GM RC**

Preparing for accreditation

Managers of our three residential facilities and our QRC coordinator will be busy in coming months conducting audits that will ensure we comply with the 44 expected outcomes of accreditation. They will also achieve efficiencies and support best practice by conducting ongoing reviews of operations, staff rosters, supplier contracts, and through maximising ACFI revenue. **GM RC**

Approved NDIS provider

Two priorities for Community Care are to maintain service quality while also expanding our Home Care portfolio and establishing a small core team to provide National Disability Insurance Scheme (NDIS) services, following our recent approval as a NDIS provider. **GM CC**

Redesign risk management

We'll be redesigning our enterprise risk management (ERM) system, a process we kick-started in May. The ERM framework is complete. The digital platform will ensure efficient risk notification, assessment, analysis and reporting to the management and Board. **CEO**

Certification to identify improvements

We're embarking on full certification of all our services by the Customer Service Institute of Australia (CSIA) to help us to identify ways to improve our services. All staff will attend customer service training by CSIA. **CEO**

Strong governance framework

We're establishing a strong governance and compliance framework to meet the challenges arising from recent aged care reforms and the coming deregulation of aged care. **CEO**

Risk reduction system

We're building a stronger compliance system for continuous improvement and risk reduction, which includes reviewing the roles of Quality Risk Compliance Officers and Business Process Manager in conducting internal audits. This will ensure ANHF meets regulatory requirements, which is integral to maintaining quality care and operations. **CEO**

Excelling in customer service

ANHF is committed to improving and excelling in customer service. To achieve this we must continue to analyse and acknowledge the customer service journey, which is vital in a competitive marketplace. **GM CC**



Food, glorious food

We want to focus on shaping our residents' meal and dining experiences in response to their feedback. We'll seek input about our menus, our hospitality skills, and the environment in which our meals are eaten. We'll also review the processes and equipment we need to make it happen. **GM RC**

100 per cent social support

Our goal is to meet 100 per cent of our agreed output hours for both centre-based respite and social support groups. We aim to do this by constantly monitoring the recruitment of clients and the means through which we promote our service. We want to foster good 'word of mouth' promotion—earned through a team approach to caring for the wellbeing of all of our clients, carers, staff and volunteers. To achieve this we are planning some leisure activity programs and media promotion. **SWLAC**

Clinical leadership model

We aim to create a clinical leadership model in the coming year. We want to promote staff use of therapy programs (such as exercise and musical therapy sessions), and to be more client-focused and clinically focussed to improve our seniors' functionality, spirits and minds. We'll also use IT technology to improve work efficiency and to enhance career development. **SW Sydney**

More tenant activities

We aim to provide more activities to our tenants in different venues. We'll also continue to work with the social housing software Chintaro, which automates maintenance records, financial management, reporting, case notes and tenant communication. **ACHS**

Sustainability and quality

We will continue to explore other revenue sources, developing new donors, introducing cost effective operational practices and processes, and enhancing the quality of our workforce in **FY2018**.

Progress with our new home in Gordon

The design of our new facility planned for Sydney's north shore suburb of Gordon is genuinely customer-focused. The location has been selected based on research showing a growing Chinese-speaking population of aged people in the area is seeking care, which will continue in the future.

We collected nearly 10,000 signatures to our petition, and more than 350 individual petition letters were sent to Ku-ring-Gai Municipal Council with some copies also sent to local, Federal and State members.

The need is there—so we're eager to get started!

It's been a long journey since we purchased our beautiful site in Gordon in August 2015 and secured 84 provisionally allocated places from the Australian Department of Health for our new home.

This journey has involved addressing the council's changing requirements. We've also assured everyone involved of our ongoing commitment to:

- Maintaining the site's heritage features and ensuring the home fits with the elegant streetscape.
- Protecting privacy and minimising overshadowing.
- Minimising noise and establishing that the local road network is capable of accommodating the modest increase in traffic.
- Protecting biodiversity and implementing a tree preservation plan that retains a large proportion (86 per cent) of the native trees on the site.

The Sydney North Planning Panel deferred its decision about our proposed development at its March 8 public meeting. However, it did accept that Clause 26 is a development standard and able to be varied with the pursuant Clause 4.6 variation.

Ultimately, what this means is we're closer to achieving our goal, and we're eager to move forward.

We are very grateful to all who have supported us in this important venture, which we believe will bring great benefit to the region and its people.

If you would like to know more, or would like to support our fundraising campaign, please call (02) 8741 0218, email gordon@anhf.org.au or visit www.anhf.org.au.

Thank you for supporting our team

Without the generous support of our donors, fundraisers, government agencies and the tireless efforts of our volunteers and corporate supporters, we could not provide the range of services we do to support ageing Australians.

Your contribution helps!

Donate or make a bequest, visit www.anhf.org.au/donations

Volunteer, call (02) 9784 0848 or email volunteers@anhf.org.au

Become a corporate sponsor, call (02) 8741 0218.

Work with us, visit www.anhf.org.au/join-us

Financial Information

Our 2016–2017 financial reports are available in pdf download from our website www.anhf.org.au

Writing and editing

Written and edited by Marjorie Lewis-Jones (www.youneedawriter.com) with contributions from ANHF staff, board members, clients and others.

Design

Kascha Sweeney (www.kasthetics.com)

Photography


Josephine Ki, Stephen Webb, and Australian Nursing Home Foundation staff.

Thank you to everyone who contributed to this 2016–17 Annual Report.

A special thank you to all our clients who are quoted in the report or appear in photographs. Please note that client photos and stories are not always directly matched in order to protect clients' privacy, and for other reasons.



Abbreviations



ACHS	– Aged Care Housing Services
ANHF	– The Australian Nursing Home Foundation
BCNH	– Bernard Chan Nursing Home
BHDDCC	– Bonnyrigg Heights Dementia Day Care Centre
BHREC	– Bernard Hor Resource and Education Centre
C	– Chairman
CHDCC	– Chester Hill Day Care Centre
CCPNH	– Chow Cho Poon Nursing Home
CC	– Community Care
CEO	– Chief Executive Officer
CCQRC	– Community Care Quality, Risk & Compliance
CS	– Corporate Services
CMU	– Communication and Media Unit
CVS	– Community Visitors Scheme
DASS	– Domestic Assistance and Social Support Service
FY2017	– Financial Year 2018
GPDCC	– Greenfield Park Day Care Centre
GM	– General Manager (CC, CS and RC all have GMs)
HC	– Home Care
HO	– Housing Officer
HWC	– Hurstville SeniorsWellness Centre
JSCH	– Jones St Community Housing
Poplar	– St Community Housing
LCACC	– Lucy Chieng Aged Care Centre
LCG	– Lucy Chieng Gardens
RC	– Residential Care
RLT	– Residential Lifestyle team
SHC	– Stanley Hunt Centre
SWLAC	– So Wai Lifestyle Activity Centre
SWSG	– So Wai Support Group
SWSDC	– South West Sydney Day Care
VP	– Volunteer Program



ANHF

澳華療養院基金

Culturally Appropriate Aged Care Since 1980