

# SILVER LININGS

*Even the darkest clouds have some*

ANHF ANNUAL REPORT 2020



ANHF

AUSTRALIAN NURSING HOME FOUNDATION

澳華療養院基金

Culturally Appropriate Aged Care Since 1980





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# SILVER LININGS

*'And just like a bad storm the clouds cleared  
and let the sun shine.'*  
– from *Happiness is a Cloud* by Robert Vescio

'While much is unpredictable in this pandemic, I've urged the ANHF team to try to keep the good things together and emphasise the meaning of life. People are more expressive because they truly value the opportunity to connect and we've seen some incredible acts of kindness and generosity. This is what matters most as we support and protect the elderly people in our care who are most vulnerable to the disease.'

– **Chairman, Ellen Louie**



# A MESSAGE FROM THE CHAIRMAN

We've all been there. Water up to the wheel rims. Sky blacker than a bruise. Rain pummelling the windscreen, and tree branches zooming past the window, threatening to crack the glass. Tail lights blurring up ahead making it difficult to see the road and where it curves.

And then the rain stops. Visibility improves.

You can finally take a second to look up from your lane and you glimpse it. A pure and beautiful light emanating from the lip of a cloud. That's the silver lining people write songs about and the glint of grace they look for when things get tough. And it's the silver linings of the past year we want to tell you about in this report.

We won't gloss over the difficulties, and especially the 'perfect storm' of COVID-19. We shouldn't and we can't. More than 1 million people worldwide have died from the coronavirus, and we know there'll be more.

To be honest, while we are more prepared than many other aged care providers for the challenges the coronavirus pandemic is hurling at us, it has still been a challenging ride.

The impact on aged care generally was not totally unexpected, really, given that the

sector is underfunded and staffing levels can be sub-optimal; and the virus spreads most easily where people come and go to work or visit, and when they live and/or socialise in close groups. It is also the most damaging and life-threatening to older and frailer people – the demographic the sector serves.

But there have been plusses for ANHF amid the pandemic – gems glimmering in the darkness and the difficulties. Some we've discovered serendipitously and others we've created intentionally – and they've given us heart and hope.

So, if this year's annual report seems a bit more upbeat than some we've produced before – that's because it's been an 'unprecedented' year.

Our amazing staff, volunteers, consumers and their loved ones have made it extraordinary – and the board could not be prouder of all that you've achieved and are grateful for your resilience and generosity.

You are the source – a ray of sunshine. Our guiding light.

**Ellen Louie,**  
**Chairman**



**'Your resilience has given us heart and hope.'**



# A MESSAGE FROM THE CEO

In early 2020, as the global viral threat of Covid-19 was rapidly unfolding overseas, we saw the danger this highly contagious virus could pose to the elderly Australians in our care.

Our Residential Care and Community Care teams responded swiftly by implementing interim health and screening protocols.

On March 6, we established a Disease Outbreak Response Team (DOR) to prepare for the possibility that a pandemic would be declared in Australia.

It's goal from the start was one: Not to allow a COVID-19 outbreak happen under our watch.

We knew the pandemic would resurrect the trauma of H1N1 Swine Flu (2009) and SARs (2002) for some of our seniors – and they'd be fearful. Safeguarding their wellbeing, and protecting our staff and volunteers, meant rolling out a plan that would guarantee their health and also calm their fears.

I am extremely proud of how nimbly and competently ANHF responded to the threat of the pandemic – introducing safety protocols, boosting morale, fostering connection (while physical distancing!) refining procedures, shifting priorities, and conducting essential training online.

We could have let the uncertainty of the pandemic destabilise us. Instead we united as a team.

'Every cloud has a silver lining' is our theme for this report to show the mutual care and support we've encountered during COVID; how simple acts of kindness have flourished across the organisation; and how creativity, collaboration and communication have become our best weapons to ensure our people remain COVID safe.


Focusing on the positives we bring you stories about: transforming our services to maintain our elderly consumers' wellness and social connections under COVID; the large grants we've secured for innovation and growth; technology we've targeted to assist our staff and consumers; progress on our Gordon project; achieving international certification for our customer-centred service; our new General Manager for Residential Care who's been helping to strengthen our clinical governance; and embedding our model of care to ensure our good intentions are lived out.

Thank you again to our board, general managers, staff, volunteers, donors, consumers, residents, tenants and families. May health and happiness be your silver lining in the coming months.

**Ada Cheng,**  
CEO







# WE SAFEGUARDED OUR ELDERS, THEIR FAMILIES AND OUR STAFF DURING THE COVID-19 PANDEMIC



## IT'S HOME AND IT'S SAFE ... BUT ALSO FUN

*Staff support residents with WhatsApp, WeChat and other means of staying connected with friends and family.*

COVID-19 had yet to be declared a global pandemic when Fifi Lai began to brainstorm how to modify activities to keep the residents living in our facilities happy and safe from the virus.

Ms Lai is ANHF's Physiotherapist and Lifestyle Coordinator. With the help of her colleague, Rima Chow, the list grew quickly, featuring items like washing mah-jong tiles and laminating activity posters (so they could be washed before and after use). Infection control procedures already in place were also reinforced.

'These simple modifications are crucial safety measures,' Ms Lai says, 'but it's also important to remember that our residential facilities are our consumer's homes. Just like us when we're at home, we only put family members that are sick into isolation.'

Creative adjustments to activities have included: WhatsApp and WeChat calls for residents and families; takeaway food from a variety of cuisines to replace outings; increased Master Chef demonstrations and iPad games; and a week featuring drama and educational talks to highlight infection control protocols.

For months entertainers have not been allowed inside ANHF facilities but Mr Kang, an ANHF driver, stepped in to lead gentle Chinese exercises including tai chi, perform Chinese martial art, and host our Men's Club. Connection Ambassadors have also been great (see page 10).

Ms Lai says COVID-19 safety restrictions mean residents receive fewer visitors, which is hard for them. 'We're here to make the rest of their lives easier. To help them have fun.'





## 'STAY SAFE AND IN TOUCH'

*Courtyard exercises have helped combat people's loneliness and inactivity during COVID-19 restrictions.*

It's been moving to watch elderly tenants, standing in front of their doors on four levels of our community housing in Jones Street, Ultimo, being led in gentle exercises from the courtyard below.

'Staff from Stanley Hunt Seniors Wellness Centre ran these half-hour sessions each weekday to help combat people's loneliness and inactivity during lockdown,' explains Annie Kung, Lead Coordinator at the centre. 'Everyone practised social distancing and our Home Care consumers happily joined in.'

Phoebe Leung, Lead Coordinator at So Wai Seniors Wellness Centre in Burwood, says services at all six of ANHF's seniors wellness centres were suspended due to the pandemic.

'So Wai staff rapidly transformed our service to maintain our elderly consumers' social connections and wellness. We ran virtual gatherings via WeChat, sent exercise videos via WhatsApp, conducted weekly welfare checks by phone or video calls, and sent by

post brain games and birthday cards.' Hurstville Seniors Wellness Centre staff home delivery of Mother's Day cakes and glutinous rice dumplings meant consumers could still celebrate the Dragon Boat Festival. ANHF's Community Housing Officer arranged for tenants to get their flu vaccinations at home.

Ms Kung says staff and consumers made a video to thank the centre's volunteers during National Volunteers Week and regularly catch up and share their favourite recipes via WeChat and WhatsApp.

'It's been important to touch base and have fun.'

Ms Leung says her team wants to keep its consumers physically well, emotionally positive, and to feel a sense of belonging.

'Our seniors need us even more during the pandemic, and we miss being with them at our centre. We're keen to do whatever we can.'



## AMBASSADORS KEEP LOVED ONES CONNECTED

*Jenny Chen leads exercises with consumers at Stanley Hunt Seniors Wellness Centre but has also been deployed as a Connection Ambassador in Chow Cho Poon Nursing Home during the pandemic.*

As COVID-19 legislation restricted aged care visits and operations, Jenny Chen was deployed by ANHF to be a Connection Ambassador in Chow Cho Poon nursing home in Earlwood.

'The first thing in our elderly consumers' minds when the pandemic hit was keeping their connection with their family members,' Jenny says. 'Months later, as visitor restrictions remain in place, it's still what's most important to them. It's been a highlight of my work as a Connection Ambassador to help facilitate this.'

Jenny and other ambassadors use dedicated mobile phones to maintain the link between loved ones – using WhatsApp, WeChat, sending text messages and setting up video calls. Ambassadors also screen and book in visitors to the nursing home according to COVID-safe protocols and pick up some

of the work done by ANHF volunteers like reablement and chatting with residents. Jenny's regular role with ANHF is as the assistant coordinator in Stanley Hunt Seniors Wellness Centre so her expertise in organising activities has been welcomed at Chow Cho Poon, where she modifies games and exercises to suit the home's less-independent residents. She also helped conduct a survey about a program of activities offered during COVID-19 to gauge its acceptance.

Jenny says living through the pandemic has been challenging but there have been positives like learning more about how other settings within ANHF operate.

'ANHF has also enabled staff like me to stay employed even though the work of our wellness centres has been suspended. The best thing is we've helped the residents and the staff, which is fulfilling.'



# WE COMMUNICATED CREATIVELY TO CONNECT OUR COMMUNITY DURING COVID-19



## ‘LIKE STREAKS OF LIGHT IN THE DARKNESS’

*Rebekah Kwan, Adelaide Fung and Suet Yee Cheung got translated training modules to frontline staff quickly to ensure they could work according to COVID-safe protocols.*

In April 2020, the ‘awesome threesome’ of our Communications and Marketing (CMU) team shifted into overdrive to translate eight mandatory NSW Health training modules into Chinese – working into the night to ensure frontline staff could comprehend COVID-safe protocols.

‘At that early stage of the pandemic, most guidelines and training programs released by the Australian Government to aged care service providers were in English,’ explains Rebekah Kwan. ‘Consequently, they were not easily understood by frontline staff who might have language barriers.’

Ms Kwan and her CMU colleagues, Adelaide Fung and Suet Yee Cheung, raced against time to translate the modules and other resources.

They also launched the COVID-19 Quiz (with prizes) and the Smart Ideas Contest to help staff absorb vital health and safety information and stay positive in the face of the pandemic.

Inspired by positive feedback from staff, CMU launched Talking Policy – a staff education program on government standards and organisational policies presented in an interesting, fun-filled way to embed learning.

ANHF’s COVID-safe efforts proved prescient. While the government was criticised for not providing resources in languages that could help community members from non-English speaking backgrounds deal with the pandemic, ANHF was a step ahead, having already instructed CMU to bridge the gap.





Rebekah Kwan and Adelaide Fung present segments on 2CR Chinese Radio and listeners increased fourfold during the pandemic (about 15,000 listeners by July 2020).

Each CMU team member has specialist skills – Adelaide in translation, Suet Yee in organising large-scale events and WeChat, and Rebekah in interviewing and reporting – and all enjoy working independently or in concert, as their skills are complementary.

CMU's main role is to promote ANHF aged care services through various media like Chinese television, radio sessions, newspapers, website, WeChat, and responding to telephone inquiries. The team also informs the Chinese community of government aged care services and how to access them – reaching out through information sessions and stalls and large-scale programs like the Seniors Health Expos held respectively in Hurstville (July 2019) and Town Hall (November 2019).

During COVID-19, CMU has interviewed many elderly consumers and their families – unveiling silver linings: A resident's depression eased through being assisted to chat 'face-to-face' with family members over a mobile phone; tears from tenants given free face masks when they were scarce; care staff trusted more than family to enter an elderly person's home because they were 'more professional'; a daughter moved by seeing her mother doing gentle exercises guided by an audio-visual produced by our seniors wellness centres.

'Each and every beautiful episode sparked off a streak of light in the darkness,' said Ms Kwan, 'and these lights are embedded in our memories.'

'Likewise, each and every endeavour cemented CMU's team spirit as we braved through thick and thin together.'



## ROSALINA'S SCARVES: 'A HUMBLE OFFERING'

A consumer models the cosy scarves made by Rosalina's staff and donated as an offering to older people during COVID-19.

Rosalina could have been bitter when the COVID-19 downturn hit her fashion business. Instead, she was inspired. A child wearing a cosy scarf reminded Rosalina that elderly people 'are as lovely as kids'. This, plus her desire to help others during the pandemic, prompted her to mobilise her staff to sew hundreds of scarves for elderly people.

'Wearing this kind of scarf, they'll surely feel much warmer,' she says. 'This is just a humble offering from me.' Along with running her business, Rosalina keeps a steady eye on her mother-in-law who lives alone. 'Before the pandemic we used to dine out with her every week – but not when it became severe. Then we could only place the items we'd bought for her at her front door.'

Luckily, Rosalina says, her mother-in-law had ANHF home care services. 'With masks and protective gear, ANHF's professionally trained staff could help with domestic cleaning and meal preparation. That really gave us peace of mind.'

Rosalina and her mother-in-law live in northern Sydney and are glad ANHF's new nursing home is underway. If they need residential aged care in the future, they'd prefer it to be a culturally-specific facility where Chinese meals are served.

Rosalina says everyone needs to play their part to curb the spread of the coronavirus, and trusts in a bright future.

'The world's changing, but surely with a cause.'



# WE ACHIEVED INTERNATIONAL CERTIFICATION AS A ‘REMARKABLY CUSTOMER-FOCUSED ORGANISATION’



## HIGH PRAISE FOR OUR CUSTOMER SERVICE

*Knowing and engaging the people you serve makes a huge difference to the care you provide.*

The initial report we received from the Customer Service Institute of Australia in early 2017 was a wonderful incentive. It showed we were doing well in our customer service provision – and this external validation clinched our commitment to aspiring to international certification (ICSS).

The assessor who had produced the snapshot of Community Care in 2017 came back in 2019 to review the whole of ANHF – and he was impressed by our progress.

Assessment against the International Customer Service Standard (ICSS: 2015–20) took place during a three-day site visit in November. This consisted of face-

to-face meetings with a range of ANHF leaders, managers and operational staff, and viewing practices and team dynamics at ANHF locations.

‘We scored very well against all of the international standards because we could demonstrate we’d made extensive changes to enhance customer service across all our services,’ says CEO Ada Cheng.

‘Core strengths identified were our culture of caring, capital deployment, innovation, competency of staff, HR function and security and privacy.’

The assessor said ANHF’s culture of caring was an extremely valuable asset.



## HIGH PRAISE FOR OUR CUSTOMER SERVICE **continued**

*'Our culture of caring is a core strength, which helped ANHF to achieve international certification in customer service.'*

'From the CEO to senior management, to nursing staff, all the way to the cleaning and food serving staff, it was evident across the organisation.

'The management and senior staff should be congratulated for their efforts to date in building a remarkably customer-focused organisation with a great culture, low staff turnover and high customer satisfaction.'

Changes made in just two years were substantial, the assessor said, with skilled staff demonstrating a focus on learning and best practice, training, and continuous quality improvement.

'The assessor was impressed by the scope of the change and our level of maturity,' says James Lim, General Manager for Community Care. 'He could see our good intentions were now embedded – and he may have been even a little surprised we scored so well!

'What we could see was that our investment in dedicated systems and targeted team building had paid off and helped

us to become more customer focussed.'

Mr Lim says some larger aged care organisations in Australia which had signed up for international certification never published the results because of difficulties in getting disparate departments to commit to making improvements.

'ANHF is a more compact organisation and nimble enough to shift its people and processes to ensure a comprehensive and creditable consumer focus.

'It's this that earned us the ICSS seal of endorsement – a great achievement!'



## WHAT GIVES US THE EDGE?

**We know that 'knowing'** our customers makes a difference. In 2019, we had a visit from the Commissioners of the Royal Commission into Aged Care Quality and Safety who wanted to know from us – as a provider that offers a diversity of services – what it means to deliver good quality care in aged care?

We told them just meeting the Aged Care Quality Standards is not enough. Knowing and engaging the customers you have can make a huge difference to the care you provide. The international customer services standards lens we bring to our work makes our analysis, as well as our care, much more nuanced and robust.

**At the beginning of COVID-19** there was vilification of the Asian community in Australia, and so we knew we had to do everything we could to ensure our consumers and staff were safe. We invested heavily.

Kind donors and helpful suppliers enabled us to source the necessary supplies. We purchased a truckload of toilet paper we shared with our consumers at \$5 per 8 roll pack. A supplier kindly offered us a discounted price so we could deliver 5-kilo bags of rice to consumers and staff. When masks were scarce, many of our community housing tenants dared not leave home to try to purchase them. Thanks to a donor, all tenants were given free masks by our Community Housing Officer. Gifts gratefully received!



# WE DEVELOPED OUR MODEL OF CARE TO ENSURE BEST PRACTICE CARE AND SERVICES



## CARE FROM THE CUSTOMER'S PERSPECTIVE

*Our model of care emphasises a warm, welcoming and friendly atmosphere, putting older people first in everything we do.*

In the second half of 2019, we developed our model of care, which was acknowledged by the University of Tasmania in the dementia training as a showcase of 'best practice'.

A model of care broadly defines the way health services are delivered and aims to ensure people get the right care, at the right time, by the right team and in the right place.

'ANHF's Model of Care is very good,' says General Manager, for Residential Care, Jenny Chua. 'I think the organisation has a clear direction for what it expects.'

General Manager of Community Care, James Lim, says the model of care concept gained traction in the industry with the advent of the new aged care quality standards and the shift to approaching care from a customer's perspective.

ANHF held a day-long workshop to flesh out its 'care context' and facilitated a matching exercise to help people understand how the model of care connects with their everyday actions in the workplace.

Mr Lim offers the example of staff creating and implementing new procedures to make the workplace safe during the COVID pandemic.

'They would be doing these tasks because of our model of care in which safety is paramount.'

Ms Chua says her focus for the immediate future will be on training frontline staff to interpret the model of care so they connect its standards with their interactions with consumers –with the ultimate goal being to ensure the same quality and standards are offered across the whole organisation.



# HOW WE CARE

*We've spent quality time developing our model of care – and proudly display it in all our services.*

**We're a close and caring family** – that listens and forms meaningful relationships with you and your loved ones.

**We speak your language and honour your culture** – as a leading provider of culturally sensitive aged care, it's in our DNA to want to do this!

**We work things out together** – partnering with you and your family to ensure you get the care and services you choose and that sustain your health and wellbeing.

**We love to celebrate and have fun** – birthdays, Chinese New Year, Moon Festival, staff and consumer milestones: these magic moments make our vibrant communities special.

**We challenge ourselves** – pursuing training, innovation and collaboration to strengthen what we offer you now and in the future.

**We're committed to doing the best for you** – through inspired leadership, skilled staff and dedicated volunteers.

'For example, the standards say we need to respect a resident's independence and choice, and a staff person may tell me they already do this. But then a resident wants to go to the basin to wash his cup and they prevent him from doing this because they're concerned for him.

'An alternative that promotes independence might be to escort the resident to the basin and supervise him to wash the cup, rather than simply stopping him from moving and taking his cup away.' Mr Lim says managers must look at how

to transfer these meanings to everybody they work with, building the model of care into job descriptions and a person's annual performance review.

Facility Manager at Chow Cho Poon Nursing Home, Patrick Chan, says it's a practical guide for all staff which shows them how to best serve and care for residents and their relatives.

'We want residents' lives to be vivid and enjoyable,' he says, 'which includes celebrating Chinese culture and festivals!'



ANHF's Commonwealth Home Support Program (CHSP) coordinator Vanessa Lu with Pei Xi Deng who is grateful for all the support ANHF has given him.

Back in 2018, when ANHF's Commonwealth Home Support Program (CHSP) coordinator Vanessa Lu gave Mr Pei Xi Deng a detailed explanation of what ANHF could provide, he felt immediately confident to use our services.

'I'm 87 years old, have lung cancer, spinal disc dislocation and other ailments. With the professional help and advice from Vanessa, I could apply for more services, like personal care. These services give me much support. Vanessa only works three days a week but she returns my calls to help me solve my problems.'

During the pandemic, Mr Deng requested more CHSP services as he'd found ANHF care staff were diligent

about COVID-safe hygiene measures like wearing a mask when helping him to shower, attend medical appointments or take a stroll.

Mr Deng has limited mobility and needs to use a rollator walker, which means using public transport is not convenient, but happily CHSP services have solved his transport issue. Having a companion when he leaves 'the four walls of his house' has also improved his wellbeing.

'I have to especially thank Vanessa during the pandemic. She always calls to ask about my wellbeing and remind me of the things I have to be careful with. That's so comforting. She helps me every time – as if there's a close family member right next to you.'



# OUR NEW GENERAL MANAGER HELPS STRENGTHEN RESIDENTIAL CARE SYSTEMS



## DRIVING OUTSTANDING CARE

*Jenny Chua (right) works with ANHF consultant Debra Charlton (left) to ensure ANHF offers care that's outstanding.*

Jenny Chua was appointed as General Manager for Residential Care with ANHF in September 2019 and she's been strengthening our systems.

But she's modest about her achievements.

'Everything's a work in progress,' she says. 'Except for the full transition from iCare to Person Centred Software (PCS) in all our facilities, which we've completed!'

Ms Chua has worked in a variety of roles in Australian aged care since she migrated from New Zealand in 2000. This breadth of experience, plus her Masters degree in social policy and planning from the London School of Economics in the UK, has equipped her to tackle challenges like consolidation, consistency and COVID-19. Clinical governance is one key area in which she's been driving improvement.

'Over the past 10 months, I've spent time connecting the dots and building linkages between the different groups of people or individuals within ANHF who have responsibilities and accountabilities for safety, quality and clinical governance, with the intention to strengthen the organisation's clinical governance framework.'

Clinical governance is important, she explains, because it ensures that everyone – from frontline clinicians to managers and board members – is accountable to our consumers and the community for assuring the delivery of health and aged services that are safe, effective, integrated, high quality and continuously improving.

In October 2019, ANHF formed a clinical governance committee, which has consolidated clinical standards so





care managers of facilities can actively contribute to discussions of clinical issues like medication management, best-practice documentation, assessment and review, and evidence-based infection control and antimicrobial stewardship.

Ms Chua says the committee articulates the roles, responsibilities and accountabilities for safety, quality and clinical governance within the organisation. 'All clinical indicators and quality improvement plans are reported through MOA (Moving on Audit) which is a powerful online platform that provides benchmarked reporting in real-time and pushes risks mitigation and improvement opportunities identified.'

In January 2020, Ms Chua also reviewed the template and calendar for reporting to the Board on safety and quality indicators and data, which has reduced double handling.

Ms Chua says steps taken to improve systems are helping her to coordinate resources and examine the trends across ANHF's three nursing homes which, in turn, is enabling her to see how she can best support the facilities to align their services to the same standards.

This is important, she says, given that the Federal Government's new Aged Care Quality Standards, which took effect from July 1, 2019, have increased expectations for quality, safety, governance and customer service. 'I truly believe that when you're talking about an organisation you expect the same standard of quality when you go to any of its homes.

'So, this is my mission: If you go to Bernard Chan or Chow Cho Poon or Lucy Chieng Aged Care Centre, I want you to see this is the best of ANHF, it doesn't matter which one. This is us. This is ours. The care's outstanding.'

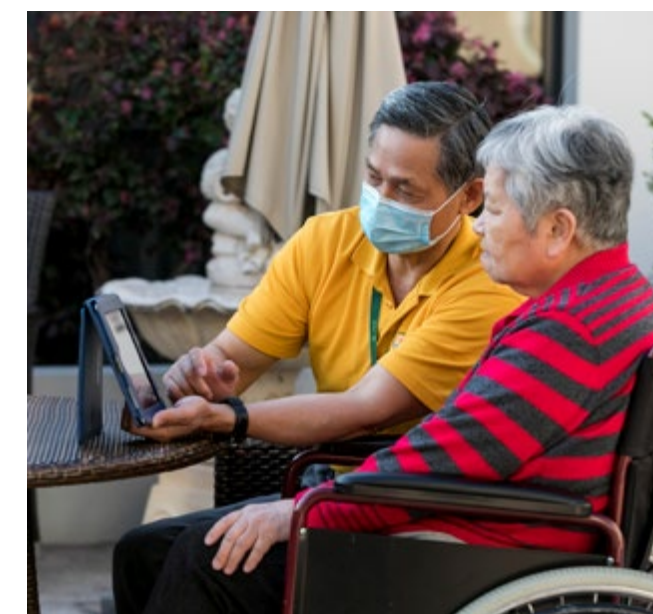
## QUICK RESPONSE

Our saving grace was ANHF's quick response. Before we'd received government directives or the pandemic was declared, our managers agreed we had to respond to the growing threat. We got staff returning from China after Chinese New Year to stay away from work and self-isolate. We bought temperature scanners and screened staff. We were prompt in activating safeguards. It took the pressure off.



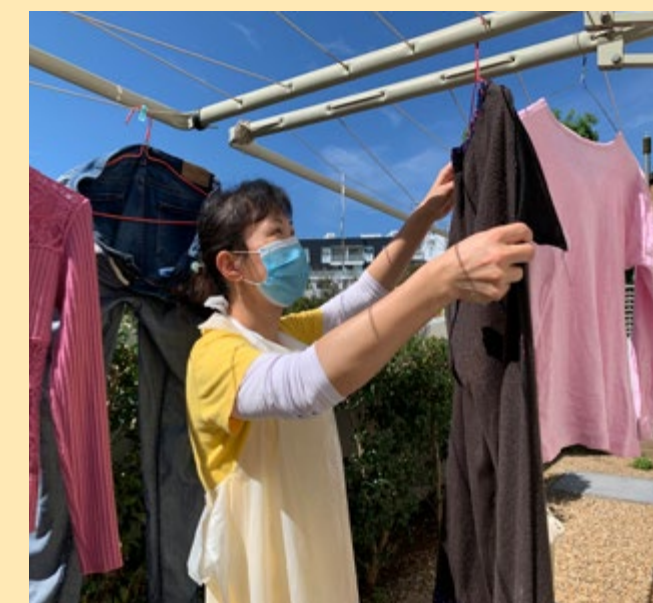
## ZOOMING TO SAFETY

During the pandemic we've offered a range of different services to our consumers, including hooking them up on social media so they could be in touch with friends and loved ones. One woman was so happy to be helped to be a part of a Zoom choir and to shop online. She was also comforted that we cleaned her house wearing PPE masks and gloves to guarantee safety.



## LANGUAGE MATTERS

Hearing that the son of my consumer passed away suddenly – I was very worried about being infected. Luckily, ANHF swiftly responded to the pandemic by providing training and protective equipment. Its Chinese versions of information and training materials helped me easily understand more and feel safer. I learnt how to put on personal protective equipment and a face mask to protect myself and our wonderful consumers. – Care Service Employee





# WE SECURED LARGE GRANTS FOR INNOVATION AND GROWTH TO ENHANCE OUR OFFERING



## GROWTH FUNDING EXPANDS REGIONAL REACH

*Community Services Manager, Rebecca Yee (right), explains how growth funding is enabling ANHF to expand its CHSP services to more regions across Sydney.*

Late last year, ANHF secured over \$1 million per annum Commonwealth Home Support Program (CHSP) Growth Funding, which is great recognition from the government of how well we run services, says General Manager, Community Care, James Lim.

'You can now draw a circle encompassing North Sydney, South East Sydney, the Inner West, South West Sydney, Western Sydney and the Nepean,' Rebecca Yee, Community Services Manager, explains, 'and this is the expanded region where ANHF provides a growing range of CHSP service types. It's very exciting!'

Developments supported by the CHSP funding (which has been extended to June 2022) include:

- Adding the Nepean as a new area to work in and provide domestic assistance.
- Adding Northern Sydney to provide domestic assistance, social support (group) and social support (individual).
- Extending ANHF's South East Sydney

program to provide centre-based respite, domestic assistance and social support for individuals.

- Adding centre-based respite and flexible respite for carers in Western Sydney.

Mr Lim says the expansion of CHSP to Northern Sydney is strategically important given that ANHF is about to build a new residential aged care facility in Gordon.

'It creates a continuum of care for our consumers. When you start people using your services at the CHSP level, it's a smooth transition into the nursing home later on.'

COVID-19 safety measures required group-based programs run by ANHF's Community Care to be suspended, Ms Yee says, but staff continued the service remotely via digital platforms.

The government has also given providers the flexibility to use group funding for in-home programs, which means ANHF has been offering individual support services to 'group consumers' in their own homes.



Mr Lim says the silver lining from COVID is that the staff have adapted agilely to their shifting roles, and the consumers have been grateful for the staff's ongoing emphasis on their wellbeing.

'People are supporting each other because we're all going through challenging times.'

'We just wish we had a magic wand to make the coronavirus disappear!'



## A PORTAL TO SAFETY

*Ming Jie Yang, Customer Service Assistant, explains how to operate the Care Watch to a customer.*

This year, ANHF launched its Speak Your Language Call Monitoring (SYLCM) service, which offers elderly Chinese-speakers living at home a portal to safety.

'Basically, you wear a special watch,' explains Raymond Wong, Customer Service Assistant (Team Leader). 'If something happens, you press a button that calls the service, and our staff are on the line to help you in your own language of Mandarin or Cantonese.'

'Staff will also talk to your family in English if need be.'

Mr Wong says when a consumer calls the monitoring service in distress, staff will talk with them to determine next steps,

including calling 000 for emergency services if that's what's required. 'It's a very useful service to be launching during COVID-19,' he says, 'but it's been challenging to set up, because we've never run a call centre before. It's a brand-new area of work, so we're learning and evolving as we go.'

Mr Lim adds that, 'Initial Innovation funding from the Commonwealth Government was for six months. This allowed a small team to be appointed to roll out the service, which took its first paying consumers on August 15, 2020.'

For a nominal establishment fee, and an affordable daily monitoring cost, consumers get 24/7 service. Some

people, having been assessed by ANHF for eligibility, receive the service for free.

'What we're offering people is peace of mind,' Mr Lim says. 'And in the broader context of aged care, it's another element of care we're providing for people, which is great.'

'Lots of full-time working children are really keen on their parents having the service, so we can be there on the phone for their Mum or Dad if they can't get to them straight away.'

The care watch also has a basic health monitoring provision for reading blood pressure, heart rate and how many steps a person walks, plus a GPS function, which means that when the person rings the call centre, the staff know exactly where they are.

As a new team and service type, SYLCM has qualified for reclassification, allowing ANHF to request a revised target of 200 consumers from the government to ensure good capacity.

Mr Wong says 'It's quite hard to train the elderly with just one lesson. You have to go back and refresh things so they learn it properly – otherwise it's defeating the purpose. We give people a watch they won't wear if they don't know what to do with it.'

'It is achievable. It just takes time. The team has been working hard to bed down the service and to help calm the fears of some of our elderly consumers, who know they're in a vulnerable group when it comes to COVID-19. Some have also been scared by the second wave.'



*Virtual visits provide stimulation and happy memories in ANHF's A Room to the World program.*

ANHF launched its A Room to the World (ARTTW) program in January 2020 after renovation of its theatre at Lucy Chieng Gardens at the end of 2019.

'We were recruiting CHSP consumers to take part in the program, aiming to meet our target of 25 consumers per day, when COVID-19 restrictions meant we had to temporarily close all our day centres and stop all their activities,' says Dementia Care Advisor, Eliza Chan. 'We now have until June 2021 to roll out the program.'

When the wellness centres open and resume services, Ms Chan says, ARTTW consumers will settle into their comfortable chairs and be taken on marvellous journeys to different parts of the world. They'll also create a unique "My Travel Journal" which can be used for reminiscence activities to recall happy moments they had during their virtual travel experiences.'

Ms Chan says this new approach will support consumers with specific needs and challenges to engage in tactile, sensory and olfactory experiences and also provide a wellness focus for all who participate.



# WE ADVANCED OUR GORDON PROJECT TO COMMENCE IN SEPTEMBER



## GORDON PROJECT POWERS AHEAD

*ANHF's board and executive staff discuss plans for ANHF's new residential aged cared facility in Gordon, which is on track to be completed by mid 2022.*

We've made great progress with our new residential aged care development in Gordon – with the turning of the soil on November 4, 2020, to mark commencement of work.

Prior to this milestone, the staff and board worked hard with our project manager, the Midson Group, to issue the tender documents, receive tenders and shortlist builders. COVID-safe site visits to inspect builders' work and to discuss their approaches led the board and staff to their preferred builder.

Eventually, the construction certificate was secured.

'Our due diligence delivered an excellent result,' says ANHF Chairman, Ellen Louie. 'Grindley has a great track record in aged care construction, and is taking a forward-thinking approach to building our home.'

'Happily, we're on track to meet our 2022 deadline for completion of the project.'

Ms Louie says ANHF has 84 provisionally allocated places from the Australian Department of Health for its new residential care facility, and the community support for the much-needed development has been encouraging.

'Our vision is to establish a state-of-the-art, well-recognised home that everyone would want to go to,' she says, 'and we are now poised to make this dream a reality, which is exciting.'

'The silver lining of COVID-19 is that the market has been more competitive and therefore tenders came within our quantity surveyor's estimates. Ultimately, it means we've secured an excellent builder with cutting-edge credentials to bring our project into being.'



# WE TARGETED TECHNOLOGY TO ASSIST STAFF AND TO ENHANCE OUR CONSUMERS' EXPERIENCE



## MOBILE MONITORING YIELDS CONFIDENT CARE

*LCACC's Facility Manager Emily Chong and Care Manager Ruby Li discuss how PCS alerts and live data indicators allow staff to respond quickly to changing resident needs and preferences.*

ANHF completed its migration to the Person Centred Software (PCS) mobile care monitoring system in January 2020, and the switch has improved ANHF's documentation system and resident outcomes.

'It saves time and the documentation of care notes is more accurate,' says Ruby Li, Care Manager at the Lucy Chieng Aged Care Centre (LCACC). 'Staff can spend more time with each resident – providing care with their goals and preferences in mind.'

Ms Li says being able to monitor the care-delivery status anytime and anywhere is crucial to her work as a manager. Access to care plans and records 'in the palm of your hand' also assures you can provide the best quality care.

'An RN who arrived for her first shift at LCACC had no knowledge of the care history or requirements of the residents in her wing. But the risk/alert section on the mobile app meant she saw immediately that one resident required thickened fluid to assist him to swallow his medication. 'Good, safe nursing was guaranteed.'

Facility Manager at Chow Cho Poon Nursing Home, Patrick Chan says he appreciates the app's icon-driven depiction of care tasks (helpful for staff for whom English is a second language); the immediate 'smiley face' feedback from residents to staff about their care; and the gateway through which staff can easily send photos and messages to relatives.





Fifi Lai uses the PainChek® app on her hand-held device to measure a resident's pain level.

*We're continually strengthening our technology to improve the way we support and safeguard our people and demonstrating our commitment to embracing innovation and knowledge in our provision of quality aged care services.*

## PAIN APP GETS THUMBS UP

'Sometimes a person with dementia can't really tell you, or their facial expression can't tell you, whether they've got pain, where it is, or its intensity,' says General Manager for Residential Care Jenny Chua.

'With PainChek® our carer points their mobile phone at the resident's face and it takes a scan, which provides a very reliable assessment of the level of pain the person is experiencing.'

The scan's reading plus the carer's observations of pain-related behaviours get fed into ANHF's Person-Centred Software to create a pain-care plan that can be easily monitored over time.

'Increasingly, we're using technology to help with better practice,' Ms Chua says. 'PainChek® helps us maximise a resident's

health and comfort. It also complies with social distancing requirements and infection control procedures, minimising risks for staff, residents and their loved ones.'

## LOOPLEARN OFFERS SAFE SIGN-IN

On July 1, 2020, we replaced our clock-in clock-out finger scanners with LoopLearn facial recognition devices, enabling our employees to sign in and out of our facilities hands-free.

This timely development removes the need to touch scanning devices – an important step in ensuring the safety and wellbeing of our employees during the coronavirus pandemic.

'The LoopLearn system interfaces with our Care Systems modules to allow each of our facilities to track staff time and attendance

records,' says General Manager for Corporate Services Johnny Teong. 'In coming months, we'll upgrade each device to incorporate a medical-grade thermal sensor which will provide temperature reading accuracy of +/- 0.1 degrees C – further mitigating the risk of disease being brought inside. 'LoopLearn also enhances security by ensuring we have an accurate record of everyone onsite at all times.'

## CARE SYSTEMS SUPPORTS CORE PURPOSE

Care Systems is an integrated financial, consumer billing and human resource platform that offers the support ANHF needs to concentrate on serving and developing meaningful relationships with our consumers. The new financial modules from Care Systems we rolled out this year replaced legacy application software with multiple licensing/support fees – a move which will save ANHF \$20K per annum.

Mr Teong says pandemic-related travel bans and border closures hampered roll-out plans for some modules and the remaining modules scheduled for implementation in the coming financial year include procurement, employee self-service, community rostering and scheduling, DEX reporting and mobile care worker apps.

'It's great to be replacing our disparate collection of financial and operational software and Word/Excel-based systems with an integrated platform to support all our residential and community care services.'

## MORE UPGRADES

Additional ICT infrastructure upgrades in FY2020 included: upgrade of corporate data services increasing the data speeds to 200MB for key facilities and 100MB for other sites; and finalisation of our application failover for key software at the Equinix's Mascot co-location site.

## INTRANET ENHANCES COLLABORATION

'Our new Intranet, launched in May 2020, enables us to communicate, collaborate and share information with our employees and volunteers via a web browser that's secure, convenient and reliable,' says Chief Executive Officer Ada Cheng.

'It encourages interaction, promotes good working relationships, and fosters an open company culture. The document portal, news bulletin and corporate calendar also make it an important information hub and essential business tool.'





# MORE RAYS OF LIGHT

## ACTS OF KINDNESS

'It's the simple acts of kindness and helpfulness that have been moving. It's also wonderful how our staff, managers and the board have come together with the common focus of safeguarding our consumers and their loved ones. Staff have skilled up and been very willing to make sure everyone is protected. We've gained a bigger-picture perspective.'

– A case from the CC team



## GOVERNANCE REFRESHER

Our board has always been committed to implementing effective, organisation-wide governance systems relating to finances, the workforce, regulatory compliance, clinical governance, risk management and more. To refine our approach, two board members did a refresher course about governance in aged care. It reassured us we are doing everything we can during COVID-19 to keep our consumers and staff happy and safe.



## 40: TAKE TWO

ANHF turned 40 in 2020 and we were saddened not to be able to celebrate this significant milestone. Thinking positively, we have booked in the new date of October 23, 2021, and hope to hold a joint 41st anniversary celebration and fundraiser for the new aged care facility we're building in Gordon. Save the date!



Celebrating 40 years of  
vibrant community life



# TOP TRANSLATIONS

ANHF's detailed Chinese versions of the Health Department's training modules helped me understand COVID-19 thoroughly and how to protect myself and our elderly consumers. ANHF emailed us updated information about COVID-19 in Chinese and our organisation's latest safety response. This gave us confidence. I more or less become the expert in my family being the first one to receive information and news of responsive measures.

- Care Service Employee



# TO TELL THE TRUTH ...

Followers of our WeChat updates increased by 20 per cent during the pandemic, our Services Hotline also received hundreds of telephone inquiries, our listeners on 2CR Chinese Radio increased fourfold (about 15,000 listeners by July 2020). Mrs Yu said she gleaned important COVID-safe health messages from the broadcasts and Mrs Ho said the half-hour airtime was too short – it would be better if increased to one hour! - CMU



# WE MISS OUR VOLUNTEERS

We're so grateful to our over 235 volunteers who rolled up their sleeves to help our seniors in 2019-20. During COVID-19 we've missed their passion, enthusiasm and contribution. But really, we can never thank these incredible people enough. - CEO



OUR WONDERFUL VOLUNTEERS,  
(PHOTO TAKEN PRE-COVID)



# ACSA PROVIDER OF THE YEAR FINALIST

Mei Mei Tse (Board Director), Ellen Louie (Chairman), Ada Cheng (CEO) and Grace Lee (Volunteer).  
Photo taken pre COVID.

In 2019, ANHF was chosen a finalist for the Provider of the Year award in the ACSA Aged Care Awards – an affirmation of our success as a leading non-profit provider of culturally specific aged care in our state and nation.

Our award submission outlined the strengths of our people management and culture, our initiatives in training and development, our emphasis on customer service, our adoption of technology to improve service delivery, and our strategic communication with stakeholders.

It also cited key initiatives, including our VOICE Project employee engagement surveys, our annual Volunteers luncheon, our Career Development Program for Registered Nurses, the Lifeful Project (Life is Fun; Life is Full), our journey to achieve Customer Service Certification by the Customer Service Institute of Australia (CSIA), our Seniors Expos, the

Living Longer Living Better documentary series, and the Window to My Heart project aided by students from the Social Work Faculty of Sydney University.

The awards celebrate the outstanding achievements and contributions made by organisations, teams and individuals in the aged care industry throughout the year.

We are grateful for all the marvellous people (past and present) who have helped ANHF to flourish and we celebrate being chosen as a finalist for this prestigious award!

It is a double happiness for ANHF as our long-standing volunteer, Grace Lee was one of the 2 finalists for the ACSA 2019 Volunteer of the Year. Grace is in her late 70s and has been volunteering at Stanley Hunt Seniors Wellness Centre for over 17 years.





In 2020, ANHF was proud to be nominated as a finalist for the Team Award in the The LASA Excellence in Age Services Awards, which recognise excellence across the diverse and dynamic fields of endeavour in the age services industry in Australia.

This is a great public acknowledgement of ANHF's teamwork, says CEO, Ada Cheng, and especially of the extraordinary creativity and cooperation between the board, staff and managers exhibited in response to the challenges raised by COVID-19.

Before the pandemic gained a foothold in Australia, ANHF's newly formed Disease Outbreak Response Team (DOR)

had developed an overarching COVID-19 Response Plan. It then took charge of the plan's rollout and conducted training with relevant staff about the plan and the safety procedures to prevent infections.

This united front has been pivotal in ensuring the people ANHF serves continue to enjoy quality of life and receive the care and services they need despite the ongoing threat of the coronavirus.

As the DOR team and staff say: 'Come hell or high water or the COVID virus – we will be here caring and delivering.' Clearly, that's what ANHF and LASA call excellence.

## 'I'M ENWRAPPED IN A LOVING FAMILY'

When Janet Liu's husband passed away, her life was shattered. The couple's life together had been close-knit, and their love deep.

Despite a harvest of fond memories, Janet became depressed. It was at this point that My Aged Care referred her to Hurstville Seniors Wellness Centre. As she attended each week, hope and meaning gradually returned.

Janet's pre-pandemic life was well-planned. 'My weekly arrangements were five days swimming, two days at the centre, churchgoing on Sunday.'

Early on in the pandemic, Janet says regular calls from staff from Hurstville Seniors Wellness Centre were like warm currents on winter days. However, she still missed the group's activities.

'The centre was a family of staff and elderly consumers,' Janet says, as she recalls fun-filled bowling, delicious yum cha, and being a much sought-after make-up player in mah-jong, card games or jigsaw puzzles.

When asked what she'd like to say to the staff of Hurstville Seniors Wellness Centre, she chokes back sobs, 'It's my luck to have met you all. Thank you for looking after me. Your passion and patience enwrap me in a loving family.'



Janet Liu with Bridget Tam Lead Coordinator at Hurstville Seniors Wellness Centre.





## WHERE LOVE PREVAILS

*Lucy Chieng Gardens tenants Zemin Pan and Mr Zhang were moved when Jacky Chan, ANHF's Community Housing Officer delivered free masks to protect them during the pandemic.*

'The worst thing was, you could see no end of the tunnel,' Zemin Pan says of the most severe pandemic she's experienced in her 80 years of life.

'At first, I felt unsettled and helpless,' she adds, 'but I soon found that ANHF exercised very tight infection control measures. Upon entry you had to take your temperature and complete a health declaration. Staff also helped arrange our flu vaccinations.'

'You feel safe knowing you're not alone in fighting the pandemic, there are others going through thick and thin with you.'

Zemin and her husband Mr Zhang are tenants of Lucy Chieng Gardens (LCG). They became Home Care Package consumers with ANHF in June soon after receiving government subsidy for this service.

Zemin says it's been a relief to have the transport service by Home Care staff but she misses the bus outings organised by ANHF seniors' wellness centres – to places like Edogawa Japanese Garden, Featherdale Wild Life Park, Bald Hill Lookout and Seacliff Bridge.

ANHF's Community Housing Officer Jacky Chan had also played old-time videos to entertain the tenants and handed out free masks, which was moving.

'I'm really grateful to all ANHF staff who have been mindful of our needs and safeguarding our welfare. I believe we'll see the first gleam of light if we fight the pandemic together. Yes, the pandemic currently prevails, but here love prevails and excels.'



## 'AUNTIE IS LIKE A CHILD WITH TRICKS'

*As her carer and nephew, Nicky is pleased Rosemary loves all ANHF's activities and also that he gets a well-earned break while she's at the Campsie Happy Hub and A Room to the World.*

Rain or shine before the COVID-19 pandemic Nicky drove Rosemary to attend the Campsie Happy Hub and A Room to the World organised by ANHF.

'Auntie loves every activity in the centre. When she's there, I can go shopping or swimming or go to the gym,' Nicky says. 'She is dad's closest sibling. When all of us were in Papua New Guinea, auntie prepared all the great food for family gatherings.'

'Her health deteriorated in recent years, I was worried that in case she had a fall, no-one could help. I decided to let her stay with me.'

Rosemary might not remember that Nicky is her nephew, yet she clearly knows he takes good care of her. So, why does he do it?

'I'm lucky to have inherited my parents' caring genes,' Nicky says with a smile. 'This is how I can give something back to my dad.'

Outings have been curbed by the pandemic but Nicky still leads his auntie in the exercises she learnt from a falls-prevention program called 'Stay Standing Program' organised by ANHF, which have significantly improved her balance and muscle strength.

As a full-time carer he occasionally feels exasperated when his auntie pushes food away or hides it in her pockets but then reminds himself to handle it with humour.

'She doesn't do these things intentionally, she just can't remember. Auntie is like a child with tricks. I feel blessed she's alive.'



# SILVER LINING STATISTICS 2019 – 2020

**61,552 HOURS OF HOME CARE**  
support to live independently  
at home

**49,954 HOURS OF ALLIED  
HEALTH SERVICES**  
boosting wellness and  
independence

**225,269 NUTRITIOUS,  
CULTURALLY APPROPRIATE  
HOT MEALS**  
eating well, living well

**119 SOCIAL MEDIA RELEASES**  
promoting ANHF quality services  
to the community

**85 NEWSPAPER ARTICLES ON  
AGED CARE SERVICES**  
community education and service  
promotion

**58 RADIO BROADCAST  
HOURS**  
information that empowers

**1,244 PEOPLE UNDER OUR  
CARE**  
tailored support that's culturally  
sensitive

## ... AND DURING COVID-19 (1/3/2020 TO 30/6/2020)

**974 MEALS ORDERED  
FOR OR DELIVERED TO  
CONSUMERS' HOMES**  
supporting vulnerable consumers  
to stay home safely

**622,050 MASKS PURCHASED  
TO PROTECT STAFF**  
ensuring safety of staff,  
consumers and visitors

**2,090 MASKS GIVEN FREE  
TO CONSUMERS, FAMILY  
MEMBERS AND VISITORS**  
protecting staff, consumers and  
visitors

**3,636 HOURS IN-SERVICE  
TRAINING**  
driving quality through  
professional development

**106 TRANSLATED ITEMS**  
updating consumers and visitors  
of COVID-safe measures



*Our chefs, like Peter (pictured), are always happy to dish up nutritious, culturally appropriate meals for our consumers, including the extra meals needed this year due to COVID-19.*



# SILVER LINING GENEROSITY

*The generosity of our donors has been incredible. They've helped ensure we have masks, gloves and sanitisers. We are so grateful!*



Thank you to Sydney Inner West Medical Centre; Ms Janet Wong; Nan Tien Buddhist Temple Chatswood; Ms Fong Fong; Ms Lai Kwan (Annie) Yiu; Mr Chan Lai, Ms Anna Lo; Ms Li Ping; Chinese Masonic Society; Ms Michelle Lo; Chung San Society of Australia; Mr Ho Sang So & Ms Wai Ching Lok; Ms Jessie Huang; Sydney Jiangmen Wuyi Business Association; Excel Education Consultancy; Mrs Sui Chan O'Young-Lam Family; Mr Jacky Chen - Linchen Health Pty Ltd; Guangzhou No.2 High School Australia Alumni Association

Incorporated and Sun Yat-Sen University Australia Alumni Association Incorporated; The Global Chinese Christian Unity Federation Incorporated; Ms Qiu Hua Wu - ANHF Volunteer; Greenland Australia and Megaward Property Group; Australian Guangdong Chamber of Commerce; Federation of Australian Shenzhen Community; Perfectway Medical Supplies Pty Ltd (Ms Diana Chung); Ms Victoria Liming Huang; Pei Qing Huang (ANHF volunteer/ tenant); Lions Club of Sydney Pacific Inc.



# GENERAL MANAGER OF COMMUNITY CARE SERVICES REFLECTS

## JAMES LIM, GM - COMMUNITY CARE

When lockdown came around March 23 it was challenging. In Community Care, with none of our group centres allowed to open, we had surplus staff – but instead of laying people off, we put their skills to good use in helping ANHF's Residential Care consumers connect with their families and friends who were restricted from visiting their loved ones in person (see page 10).

The cancellation of community services by consumers due to COVID-19 has been difficult right across the industry. Our key message has been that we are responding to the pandemic in ways which can rebuild the confidence of our consumers.

Our Seniors Wellness Centres developed COVID-safe plans in anticipation of a three-stage return to welcoming our seniors back to our centres (subject to government directives). Staff also completed six to eight hours of COVID-Safe training, which has led to enhancements across all our services.

We received a grant of \$20,000 from ELDAC to support training our Home Care staff in its End of Life Direction for Aged Care program. With a facilitator guiding our work, we developed our action



plan, and have built links with specialist palliative care providers in the community. We trained staff in end-of-life care and advanced care planning, so they are sensitive to the needs of consumers and carers. Now, if one of our consumers who has been taken to hospital says, 'I want to die at home,' we arrange with the hospital palliative care team for our trained staff member to palliate the person at home.

I have been determined to empower the staff to recognise the signs of deterioration in a person's health before it becomes problematic. This has involved reconfiguring the Home Care team, building up the clinical team, and drawing



GMs Johnny Teong, Jenny Chua, James Lim and CEO Ada Cheng (second from left).

on the Home Care Manager's nursing background to ensure regular clinical reviews. This shift in emphasis is starting to make a difference.

We identified the need for a more sophisticated consumer record management system which gives consumers greater access to vital information, for example whether their caseworker is on the way, or how much money they have in the system. We have also been investigating the introduction of the telehealth system NAPIER, which enables contact-free consultation and monitoring of various clinical needs and wellbeing (services that would otherwise be delivered through in-person home visits).

Our Community Care planning day on January 17 focused on driving ANHF's Model of Care into core practice.

Activities slated for 2020 included: The opening of A Room to the World and Speak Your Language Call Monitoring Program; CHSP expansion in new geographic areas; the Australian Aged Care Quality and Safety Commission (ACQSC) – Quality Review (second half of 2020); unplanned / unannounced visits from ACQSC; participation in the national flu immunisation campaign; and ELDAC final evaluation and submissions. While these activities remain significant, they have been somewhat overshadowed by COVID-19-related exigencies.

The silver lining of the pandemic has been the way our team has worked together. We are also moved by the wonderful feedback we've received from consumers who have appreciated our efforts to keep them well and who will be over the moon when we can be together.



# GENERAL MANAGER OF RESIDENTIAL CARE SERVICES REFLECTS

## JENNY CHUA, GM RESIDENTIAL CARE

Maisy Lai retired in September 2019 and my first task as GM for Residential Care was to form a new team focused on the common goal of endorsing safety and quality. The government's new Aged Care Quality Standards came into effect in July 2019 – necessitating a review of our organisational structure and a re-shuffling of roles and responsibilities. The expectations embedded in the new standards also require us to keep a sharp eye on the performance of all our facilities – closely monitoring major risks, dimensions of quality, and key elements of our quality improvement system.

Last October, we formed a clinical governance committee to help strengthen our clinical governance framework (see page 24), and it has been pivotal in helping us to meet and exceed the government's requirements.

Having piloted Person Centred Software (PCS) in our residential facilities throughout 2019, we decided to implement it across all of our homes to replace our previous iCare software. This transition was completed in early January 2020 and is enabling our staff to monitor care using mobile devices and enhance their performance against the new standards. We are also continuing



to improve the platform so it's more responsive.

'Be prepared and be alert' is my catchcry in aged care and, happily, it's an approach shared by ANHF's leadership team. This readiness helped us both to foresee and to weather the impact of the COVID-19 pandemic as it hit Australia. It continues to assist us as we navigate COVID's ongoing challenges.

I admire the dedication and adaptability of our staff and the resilience and kindness of our residents and their families, and place on record my sincere thanks for each person's extraordinary efforts to keep our residents and their loved ones safe from the virus.



*Patrick Chan and Glenda Ng demonstrate the COVID pandemic's 1.5 metre physical distancing requirement.*

The extra work generated by COVID-19 means we've had to race against the clock to complete Lucy Chieng Aged Care Centre's self-assessment application for reaccreditation. This has been a big task – but it is excellent to know we are now fully prepared to face further assessment or unannounced audits.

In late June, the Australian Government Department of Health produced a factsheet which showed the 28 steps a residential aged care facility needs to take once it has identified a COVID-19 positive case. I was pleased to note that our plan covered all these steps and more to assist us to respond to a variety of scenarios. Many COVID-safe measures rolled out by Residential Care are highlighted elsewhere in this report, so I choose only to note here that we have conducted more than 110 COVID-19 tests on residents and more than 40 COVID-19 tests on staff and volunteers since February 2020 and are determined to maintain our 'zero' infection rate.

People have asked me how I stay positive and handle the stress of overseeing three residential aged care facilities in the midst of a global pandemic – and I say I joined ANHF partly because I'd been working in mainstream Australian aged care for almost two decades but felt it was time to contribute something back to my own culture and community.

Now, when I'm forming a relationship with the residents and relatives, I put myself in their shoes. I understand the relatives because I am a daughter. I have an elderly mother, so I can empathise. With the staff: I am a migrant myself and have worked in frontline care, I've experienced it, so I can relate to their concerns and challenges.

I get more satisfaction when I know what I do will make a difference to another person.



# GENERAL MANAGER OF CORPORATE SERVICES REFLECTS

## JOHNNY TEONG, GM - CORPORATE SERVICES

The Corporate Services (CS) team has continued to drive developments in information and communication technology to ensure ANHF teams can share valuable insights across the organisation and meet robust privacy and compliance requirements.

A major achievement has been the replacement of legacy software with an integrated platform for all residential and community care services. Please see page 33 for the benefits arising from this change and from other technological improvements we have implemented during the reporting period.

To enable our residential and community care staff to focus on the delivery of quality care, the CS team provides specialist support in the areas of financial and business management, human resources management, volunteer development, communications and media, purchasing, property maintenance, compliance and risk management.

This support has been crucial during the pandemic and the head office administration team has followed a strict COVID-19 Response Protocol in order to maintain it.



Features of the protocol include:

- Operating on a monitored working-from-home arrangement and staggering working hours/days. This will help to mitigate the danger of cross infection in the event of an outbreak and provide a “clean” reserve team at all times.
- Requiring site visitors to undergo a temperature check and to provide essential disclosures (re contact with COVID-19 patients, overseas travels, etc) before entry is granted.
- Implementing social distancing protocols (e.g. 1.5m rule and 4 sqm space density protocol) in meeting rooms, kitchen and shared areas.
- Providing mobile devices to employees, as needed, to work from home.



Our HR team discuss changes to the performance review cycle.

## 'Support from the CS team has been crucial during COVID-19.'

With more than two thirds of Australia's COVID-19 deaths linked to aged care, we are rigorous in our due diligence.

Having completed the development and uploading of Key Result Areas (KRA) for all roles by all departments into the Online Performance Review (OPR) module in the enableHR software, we introduced a new Annual Performance Review Cycle (APRC) based on 'date of employment' not the traditional 'financial year' anniversary.

This will facilitate continuous staff performance reviews throughout the year rather than bundling them together for completion at year-end.

The CS team has also assisted with establishing milestones and assessing tenders for ANHF's new facility to be built in Gordon, with a target completion date of mid 2022 (see page 31 for more detail).

In 2019/20 we grew our services, refined our systems, improved our processes and offered care which enhances people's lives and health – and the CS team was integral to this organisational evolution. It has been a challenging year, and I thank my team members for their hard work and dedication.





## OUR SERVICES

In 2020, ANHF operates three nursing homes, seven seniors' wellness centres, three community housing sites, home and community care services in five regions, and partnerships that extend our specialist expertise to people of Arabic, Assyrian, Greek, Italian, Vietnamese and Korean backgrounds.



## OUR BOARD MEMBERS



**Ellen Louie, LLB, LLM,  
Chairman**

Director and trustee since 2009,  
Chairman since 2012



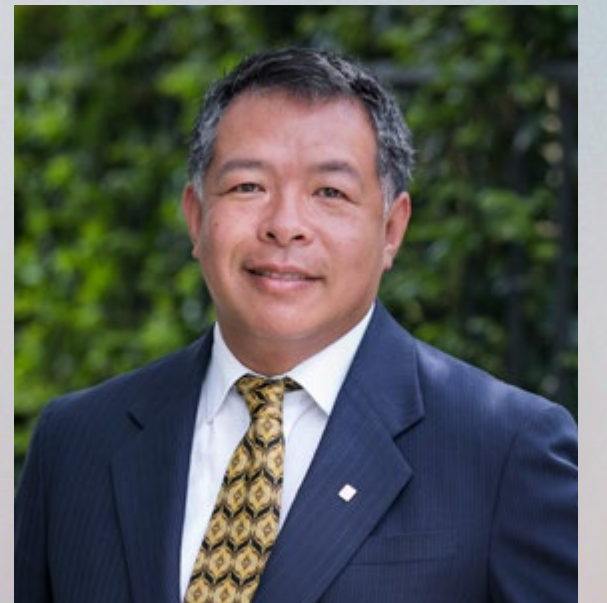
**Bernard Tse, MBBS, FRACGP  
Director**

Director and trustee since 2008



**Mei Mei Tse,  
Director, JP**

Director and trustee since 2002



**Andrew Gock, B.Bus, CPA, JP  
Director**

Director and trustee since 2010



## HOW YOU CAN HELP

- ✓ Volunteer with us
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Youtube



[info@anhf.org.au](mailto:info@anhf.org.au)



# ABBREVIATIONS

**ACHS:** Aged Care Housing Services  
**ANHF:** The Australian Nursing Home Foundation  
**ARTTW:** A Room to the World  
**BCNH:** Bernard Chan Nursing Home  
**BHDDCC:** Bonnyrigg Heights Dementia Day Care Centre  
**BHREC:** Bernard Hor Resource and Education Centre  
**C:** Chairman  
**CHSP:** Commonwealth Home Support Program  
**CHSWC:** Chester Hill Seniors Wellness Centre  
**CCPNH:** Chow Cho Poon Nursing Home  
**CC:** Community Care  
**CEO:** Chief Executive Officer  
**CCQRC:** Community Care, Quality, Risk and Compliance  
**CS:** Corporate Services  
**CMU:** Communications and Marketing Unit  
**CVS:** Community Visitors Scheme  
**GPSWC:** Greenfield Park Seniors Wellness Centre  
**GM:** General Manager (CC, CS and RC all have GMs)  
**HC:** Home Care  
**HO:** Housing Officer  
**HSWC:** Hurstville Seniors Wellness Centre  
**JSCH:** Jones St Community Housing  
**LCACC:** Lucy Chieng Aged Care Centre  
**LCG:** Lucy Chieng Gardens  
**PCS:** Person Centred Software  
**PSCH :** Poplar St Community Housing  
**RC:** Residential Care  
**RLT:** Residential Lifestyle Team  
**SHC:** Stanley Hunt Seniors Wellness Centre  
**SWSWC:** So Wai Seniors Wellness Centre  
**SWSG:** So Wai Support Group  
**SWSDC:** South West Sydney Day Care  
**SYLCM:** Speak Your Language Call Monitoring  
**VP:** Volunteer Program

## Acknowledgment of country

We acknowledge the traditional custodians of the lands on which we work, and we pay our respects to Elders past, present and emerging for they hold the memories, the culture and dreams of the Aboriginal and Torres Strait Islander people.







# THANK YOU!

Thank you to our donors, fundraisers, government agencies, volunteers and corporate supporters, whose generosity enables us to support the wellbeing of ageing Australians.

And thank you to everyone who contributed to this 2019–20 Annual Report

## Financial Information

Our 2019–2020 financial reports are available in pdf download from our website [www.anhf.org.au](http://www.anhf.org.au)

## Editing and design

Written and edited by Marjorie Lewis-Jones ([www.youneedawriter.com](http://www.youneedawriter.com)) with contributions from ANHF staff, board members, consumers and others

## Designed

Kascha Sweeney ([www.kasthetics.com](http://www.kasthetics.com))

## Translation and interviews

Rebekah Kwan, Adelaide Fung and Suet Yee Cheung

## Photography

Joey Ki and Australian Nursing Home Foundation staff





Celebrating 40 years of  
vibrant community life



**MEMBER**  
**2020-2021**



**ANHf**

AUSTRALIAN NURSING HOME FOUNDATION

**澳華療養院基金**

Culturally Appropriate Aged Care Since 1980

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