

We value you

Australian Nursing Home Foundation
Annual Report 2015–2016



ANHF

澳華療養院基金

Culturally Appropriate Aged Care Since 1980





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Key
In attributing comments or achievements we've mostly used abbreviations. These include: BCNH, CC, LCAC, RC and so forth. The full names of these teams and services are at the back of this report on page 49.



‘We value you.’ It’s true.

Whether you’re one of the elders, carers or family members we support through our services, or a staff member, a volunteer, a donor or other supporter—we believe you’re important.

That’s why we’ve chosen to feature such a variety of perspectives in this report.

Through vignettes, quotes and pictures we’ll show you how and why we value ALL the amazing people we work with, that support us, and whom we serve.

We’ll also show you how committed we are to living out the Australian Nursing Home Foundation’s values in our lives and work.

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 and 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 day care centres, three community housing sites, home and community care services in five regions, a flourishing resource and education centre and partnerships that extend our specialist expertise to people of Arabic, Assyrian, Greek, Italian and Korean backgrounds.

Let’s talk about values ...

A message from our Chairman



The 35th anniversary of Australian Nursing Home Foundation (ANHF) in 2015 gave us a wonderful opportunity to reflect on our history and to celebrate our achievements.

It was also a valuable chance to honour all the people who have contributed to ANHF’s development so far. This included our founding trustees, the present board and trustees, staff past and present, our volunteers, our donors and other supporters, and our clients and their families. We could not be where we are today—or have achieved what we achieved over the last year—without the dedication and support of these incredible people.

Our 35th Anniversary Gala Dinner was a huge triumph thanks to these same people and their heartfelt offerings of time, money, prizes, creativity and more (see pages 32 to 35 of this report).

It is this kind of enthusiasm, dedication and generosity that positions us well as we move into the future—confident of our place as a leading provider of culturally specific aged care in Australia.

At the gala dinner we announced our purchase of a property in Gordon and our plans to build our first Chinese-specific aged care centre in northern Sydney. The enthusiasm at the dinner for this new venture was palpable.

The board and other senior staff have worked tirelessly to ensure our dream for this centre will be realised. It has been challenging to work with the various players who hold the reins regarding planning permission and we have amended our plans a number of times to meet changing government requirements.

Still, we don’t give up.

Why? Because we know there is a need for our residential aged care services in northern Sydney. We also know that many of these needy people will not be able to find or afford the care they require if we don’t complete this project.

Nimbleness is vital

The ongoing development of a significant organisation like ANHF does not stop simply because a major new project is consuming extra time and energy. This is especially true in a rapidly changing aged care environment where our nimbleness is vital. I extend sincere thanks to my fellow board members, our Chief Executive Officer Ada Cheng and senior management team, and our other staff and volunteers who have been extremely gracious and good humoured in managing their increased workloads in such changeable contexts. I very am grateful for all you do.

ANHF appointed a contracted new General Manager for Community Care during the reporting period. We thank Denise Touchard as a change manager and her team, for the part they played in helping position ANHF so it can make the most of the opportunities arising from recent and impending government reforms in aged care.

The challenges facing non-profit providers of aged care in Australia today are immense. Despite this, ANHF is committed to providing specialist residential and community aged care services for decades to come.

We’ll honour this commitment—just as we’ve honoured our other promises up to now—through nurturing vibrant communities, creating connections and fostering participation; and by ensuring our values remain foundational in all our strategies and day-to-day activities.

Integrity, Care and Compassion, Professionalism, Respect, Teamwork, Equity, Rights, Innovation and Stewardship ... these values, when put into action and celebrated, are timeless, after all.

Ellen Louie
Chairman

Our values in action

This report highlights how ...

INTEGRITY, CARE and COMPASSION

guide the hands and hearts of our teams in their work with clients and with each other.

PROFESSIONALISM, RESPECT and TEAMWORK

guarantee we offer clients and their families quality service, security and support.

EQUITY, RIGHTS, INNOVATION and STEWARDSHIP

ensure we treat people fairly, work creatively and act sustainably—meaning future generations will benefit too.

You’ll also see our values in action and understand how we’re different.

You’ll know why people choose ANHF to be there for them when they’re ageing and need support.

‘We value you’

A message from our CEO



‘We value you.’

Three little words. One big commitment.

If you value someone you care for them—in whatever ways you can. You welcome them warmly, you listen to them attentively and you make them feel comfortable. You smile when you see them, and help them to enjoy life. You provide meals for them, share their traditions and speak about the deeper things that matter. You celebrate and savour experiences together. You have fun.

No matter what services you or your family receive from us we want you to feel this sort of comfort and security—this sense of belonging.

We want you to know we’ll stand by you. Spend time with you. Speak your language.

That we’ll be mindful—always—that we exist to serve you.

Valuing the people we serve has been part of the Australian Nursing Home Foundation’s ethos from the beginning.

It was there when our five founding trustees together with two others mortgaged their houses to provide care for needy ageing people from Chinese backgrounds back in 1980.

It was there through these last three-and-a-half decades as we built residential aged care centres, expanded our day centre services, developed our aged care housing options and introduced home care.

It will be there when consumers gain greater choice and control over their home care package provision next February.

It will be there when we build our new residential aged care centre in northern Sydney.

In valuing you, we live out the values that lie at the heart of our organisation. This means we work with integrity, professionalism, care and compassion. We act on the commitment we’ve made to sustainability and equity. We also protect your rights, foster innovation, cultivate effective teamwork, and maintain and develop our assets through good stewardship.



What you’ll see in this report is how we’ve lived out our values in 2015–2016.

You’ll also learn more about our people and our achievements, which include ...

Partnering with the Chinese media in promoting aged care

We collaborated with TVB Australia, 2ac Australian Chinese Radio and through a fortnightly column in Sing Tao Weekend magazine to produce the ‘Living Longer Living Better’ aged care series. The series informed people about active ageing and their options for aged care, and promoted a vibrant and trustworthy image of ANHF. This strategic transformation process also saw our staff, volunteers, service users and their families further embracing ANHF’s organisational values and service ethics. A fine achievement.

ANHF 35th Anniversary Celebration

Our 35th Anniversary Celebration was a wonderful affirmation of who we are and the excellent work we’ve done over the decades—showcasing our tenacity and team spirit. As well as organising a spectacular celebration, we sold over 10,000 raffle tickets, distributed more than 7,000 packs of rice to the community and raised around \$363,500 on the night (see the full report on pages 32 to 35).

Site acquisition for residential care centre in northern Sydney

I was extremely excited when our Patron, Wilson Chieng, phoned to tell me he’d made a significant donation of AU \$1,421,304.07 to help kick-start our dream to build a new, residential aged care centre in northern Sydney. Immediately after our anniversary celebration, we drew up plans for the site we’d purchased in Gordon, and lodged our initial Development Application at the end of September 2015. Our patron’s generous contribution spurred us on!

Successfully securing 84 places in 2015 Aged Care Approvals Round

A second exciting call came in March 2016 to say we had been allocated 84 places in the Northern Sydney Region in the Aged Care Approvals Round (ACAR) 2015. This was a great result, as the tendering process was highly competitive, with approximately four new places sought for every place made available from the Department of Health.

What these calls brought home to me was the profound sense that ANHF is valued as one of Australia’s leading providers of culturally specific care to elderly Chinese and South East Asian people. Of course, this value is also shown to us daily as so many wonderful individuals and families entrust their elders to our care.

By 2030 it is estimated that 30 per cent of Australians over 65 will be from culturally diverse background and the number of older people with Asian backgrounds will have increased significantly. So, too, will the competition in aged care, and particularly for this burgeoning market.

Our first, not-so-secret weapon in this volatile marketplace is our 35 years of experience honouring the preferences of the people we support, offering excellent clinical care and forming meaningful relationships with the people we serve.

The second is the genuine compassion of our carers—who do their work with infinite patience and kindness, and a perceptive personal touch.

‘We value you.’ There’s a lot to it.

If you and your family feel valued we have done our work well and it inspires us to continue. It fuels our passion. If there are things we could introduce to help make you and your loved ones more at home—please tell us, we want your ideas!

We are in this with you.

Ada Cheng
Chief Executive Officer



Integrity

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

Integrity means acting with honesty and truthfulness. As a leader, I know it is very important to keep all promises. Fix processes rather than blame people. Be disciplined and consistent. Admit mistakes and use them as an opportunity for improvement. Keep staff informed so they know what is coming and what needs to be done. I lead by example everyday to build appropriate workplace behaviour—and our staff and volunteers adhere to our policies, procedures and code of conduct. They work together as a team, respect each other and are responsible in all they do. **RC/GM**

Staff practise integrity in their daily work to care for our residents. They are honest and open in communication with residents and colleagues. They also listen carefully and respond with empathy to what residents say and how they act. We train staff to provide person-centred care and praise their performance. Based on the principle of leading by example, we select a ‘star of the month’ each month to appreciate and affirm for demonstrating best practice and treating residents the way we would all like to be treated ourselves. **CCPNH**

Our Community Care Quality Risk and Compliance Coordinator maintains the integrity of our performance help us understand how we are tracking and when and where we need to improve. **CC/GM**

Integrity means being honest and open about our work commitments to our clients. **SWSDC**

We have started to collect and use quality data to discern insights, drive decisions and define our priority. By participating in the national Q-Indicator trial Program, we have gained useful insights about our clients’ needs and learnt best practice tools and processes to improve the quality of our services. **CQRCC**

Our board and staff are open, honest and ethical. We carried out our due diligence when looking for a suitable site for our new nursing home in Gordon. We also conducted community consultations to gauge the views of local people—including our neighbours. **CEO**

Under great pressure, we entered tens of thousands of pieces of data to meet our new reporting requirements to government (via the DSS Data Exchange) for our Day Care and Domestic Assistance and Social Support Service. We managed to beat the deadline, which is due to great efforts of SWS Home Support Team Leader and Home Support Central Administrative Assistant. **CC/GM**

Our aim was to enhance frontline leadership engagement in budget preparation and ownership. We worked with leaders to prepare their budgets. We provided them with monthly cost centre reports, which identified budget variances, and then taught them how to understand and address them. They now have a better appreciation of the cost behaviours of their programs and their impact on the bottom line. **CS/GM**



Care and compassion

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

Compassion is a precious asset in nursing. It involves being close to a resident and seeing their situation as more than a medical scenario and routine procedures. When new residents are admitted, our staff and volunteers listen to their feelings and thoughts about moving into an aged care facility. We strive to understand their cultural background and to provide care according to their needs and preferences. We also help them to build relationships with other residents and help them to settle in. It is much more than basic nursing care we give to these good people. **BCNH**

Our Home Care team shows care and compassion by trying to keep clients at home and independent, rather than moving them into an aged care facility. There have been many occasions when team members have taken time to attend, or to organise, case conferences to discuss changes in care needs and to amend care plans in response to a client's changed condition. Recently, they did this for a client who is also a tenant at Lucy Chieng Gardens. After two falls and a decline in the client's ability to perform daily activities all indications were that she would have to go to a nursing home. The Home Care team advocated for her to secure a higher-level package and gained a commitment from her family to help more so she could remain at home. **CC/GM**

Care and compassion is the essence of providing quality care to ageing people. Each day I see staff and volunteers showing compassion to people in our care. A dementia sufferer who was reluctant to have showers, now showers everyday in our home, and her family's positive comments made our staff feel proud. Some elders will ask for their favourite staff member. Many treat our staff as their family members and our home as their own home. A good example of this was ANHF's 35th anniversary celebration as all staff, care recipients and their families were excited to be part of it. **RC/GM**

We quickly move to reassure older people coming into our homes that we're there to make them feel as much at home as possible. These elders, and their loved ones, often feel anxious, or even scared, as they don't know what to expect. Our lifestyle team involves residents and their families in the planning and implementation of our programs—consulting them about their expectations and wishes, and tailoring programs and activities to meet their needs. **LT**

Care and compassion involves really listening to residents and changing programs accordingly. This year, it meant we organised Hot Pot and Steam Boat activities in winter. We also increased our outings to places to cater for more diverse Chinese groups—such as Shanghai and vegetarian restaurants. We organised music therapy sessions to cater for people that love to sing and play musical instruments, and visits from religious groups to cater for the spiritual needs of the residents. Because we care about feedback, we evaluate our programs at our monthly Residents and Families Forum. I'm very proud to be working with my team of Lifestyle Recreational Officers who not only show a lot of care, compassion and respect towards our residents, but who are also extremely creative and smart in their design of programs and activities. **LT**

Our clients are really proud of their watercolour paintings, and their family members think they're amazing. They put up the artwork in their home—and set up a small gallery. One client told me a relative from China visited and loved her paintings so much she took two of them back to China. **HDC**

We've put in place various employee welfare programs that demonstrate our genuine care for team members. Our new Employee Assistance Program is designed to safeguard and enhance each employee's emotional and psychological wellbeing. **CS/GM**

We recently resumed music therapy in the centre and this is very beneficial to all our clients who really enjoy it! **SWLAC**

A client in the hospital toward the end of her life: One simple word with her last breath, 'Thank you'. With her last warm smile she touched our hearts and motivated us to keep working positively to serve elderly people as our own. **SWSDC**



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.

We continue our strong record of compliance across all standards, legislative requirements and regulations. Our three nursing homes achieved 'A' grade in our Food Safety Audit. Comments from spot checks were also positive. A fantastic outcome, thanks to our dedicated staff! **RC/GM**

Our team at the Stanley Hunt Centre came under pressure this year due to lack of Housing Services support at Jones Street Ultimo (co-located with SHC). At all times staff maintained their professionalism by continuing to try to assist elderly tenants and advocating for more Housing Services support for them. Their persistence and professional approach led to a good outcome—which was more on-site Housing Services support. The tenants are very happy and so is the Stanley Hunt Centre Team! **CC/GM**

During the annual audit, the CS team took a systematic approach to its work to ensure consistency, compliance and adherence to regulations as required by government agencies. Professionalism, in this case, required painstaking re-engineering of a number of practices and procedures. **CS/GM**

The Home Care team worked hard to consistently maintain a high level of occupancy for most of 2015–16, well above the industry benchmark. Our resilient team also continues to grow and respond to the Home Care reforms. We feel more confident now we have stability in leadership and clarity in communication—and we have adopted a 'can do' attitude and willingness to 'have a fair go' at new ideas. **HC**

We show our residents that we value their individual cultural backgrounds, life experiences, likes, dislikes, and lifestyles, and want to support their wellbeing. Each day we take residents on a walk outside the facility to maintain their connection with the local community, enjoy the sunshine and to chat with the staff. In summer, we encourage residents to garden and harvest vegetables. Our menu advisory group ensures new tastes and seasonal dishes are introduced to our menus and our cook asks for feedback every day after lunch. We also commenced a new 'medication review on the spot' project in May 2016 to prevent adverse drug reactions due to polypharmacy. **CCPNH**

We achieved the agreed output as set in the funding agreement—a real improvement compared with 2014–2015 (and we're proud of our efforts). **DASS, HDC**

We launched an improved Employee Performance Management Scheme (EPMS) so staff know what is expected of them in their roles and are clear about performance objectives and standards. Pre-launch, we designed and conducted workshops to enhance supervisors' and managers' understanding of their responsibilities in the scheme. EPMS provides direction and purpose for staff in their daily work, which contributes towards increased productivity. We're happy to have contributed towards a system to support ANHF in achieving optimum performance. **CS/GM**

Professionalism is the skill, good judgement, character and politeness expected from a person who is trained to do a job well. When we conduct training and development, we engage internal staff to develop their skills so they can provide a more effective service for our clients. When we engage with external stakeholders, we are trying to build better and more accessible partnerships. **TD**

Our staff provide individualised care in a professional manner. This builds mutual trust and rapport with our residents. We provide direction and support to all team members through annual mandatory training and relevant monthly workshops. Recent sessions have included: Building a healthy workplace culture; Supporting people with chronic disease; and Responding effectively to behavioural concerns. **CCPNH**

Our Quality, Risk and Compliance (QRC) department assists staff and volunteers to work professionally, to comply with all government regulations and to follow ANHF's policies, procedures and guidelines for service delivery. This ensures all clients receive professional care and feel secure about the quality of our services. Through regular auditing and education staff are equipped to perform to the highest standards. **RCQRC**

Respect

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



At Hurstville Day Care Centre, I observe staff spending time with an elderly client with dementia who constantly wanders around the centre and does not often get involved in group activities. Staff are always patient and kind with the client and maintain her dignity by being discreet in the way they provide her with care and support. **CC/GM**

The Lifestyle Team offers a jam-packed program to cater for the differing needs of our residents. And yet, we always respect our residents' wishes to be as busy or as quiet as they like. We organised books and a photography expert to teach one of our residents who expressed the wish to learn about photography. We showcased his work at our open day and this validated his sense of pride and achievement. Our team feels very happy about this amazing outcome. **LT**

We worked closely with the government to set up mobile polling booths at the Stanley Hunt Centre for the Federal Election to give our seniors much easier access to voting. The 'thank you' we received from tenants of our aged care housing in Jones Street and Poplar Street after they'd voted was priceless—containing great relief from the bottom of their hearts. The tenants wanted to express their thanks to everyone in the Housing Team, including the volunteers, who helped them to vote and get the 'big job' done. **SHC**

Our recreation team works hard to understand each resident's history, background, religion, likes and dislikes, occupation, preferences, and hobbies so they can design individual and group activities to suit their requirements. The team works closely with our nursing staff to provide services and enjoyable activities that fit each resident's choices, wants and needs. **BCNH**

Respect is vital in our roles as volunteers—and I believe we do a great job at listening to, and understanding, our clients' needs. Learning about and respecting the vast differences among our clients in culture, sex and race is important. We also respect ANHF staff in their decision-making, and uphold the mission and values of the organisation. Working together like this shows our clients, 'We value you'. **TDVOL**

ANHF provides a full range of high-quality residential aged care services, including specialised dementia care through our REFLECTION program. REFLECTION is an innovative model of care we've embedded into our service delivery framework. The acronym 'REFLECTION' stands for Resident care; Empathy; Familiarity with culture, religion and individual needs; Life stories; Enablement; Compassion; Time to listen; Innovation; Open-mindedness; and Natural environment—and it ensures each resident's profile is integral to their care delivery. **CEO**

We received \$2,000 in August 2015 and \$10,000 in May 2016 in donations from two carers to show their appreciation of our service to their parents. **SHC**



Teamwork

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

In the last months of winter, when Yellow Wing’s workload was heavy due to resident illness, morning staff from Green Wing offered to help out for one hour each day. This strong team spirit acted as a great staff-support mechanism. We also learned from each other’s knowledge—expanding our skills and capabilities. **LCACC**

Our new Business Support Team (Rostering Team, Volunteer Team and, at that time, Community QRC Coordinator all led by the Senior Manager Business Support) recognised they needed to come together with the common goal of supporting the rest of the Community Care Division. They decided to have a team-building day in June so they could get to know each other better, learn about each other’s strengths and ways of working, and bond by having fun. This was a success: the team is now cohesive and chooses to lunch together most days. **CC/GM**

Many events and activities took place in the lead up to the 35th anniversary gala dinner—including the TVB Carnival, raffle ticket sales, packing show bags and distributing rice. All Head Office staff assisted voluntarily with these activities to ensure they were executed professionally and with fun! **CS/GM**

We received funding of \$4,950 to run day care events in partnership with Fairfield Council in 2015–2016. We introduced an exercise therapy program and musical therapy program our clients’ physical strength and body coordination is improving. A cruise lunch was arranged and also a Fun day (previously known as Carer Pampering program). Clients enjoyed the weekend outing and the three-course western meals. **SWSDC**

The Home Care team regrouped under the leadership of our new General Manager (CC/GM) and it has helped the team to grow and learn how to be more effective Home Care Coordinators. Team members improved their knowledge of the Home Care Operational Guidelines and how to provide better services to our clients. The team values the changes implemented by the CC/GM such as introducing a Business Support Team, the QRC and, essentially, having the right people in the right roles to support our team. **HC**

We significantly increased our Community Visitors Scheme KPI targets, more than doubling the number of participants during the year. We also had great success in recruiting frontline staff and volunteers throughout the year. Our home care employees have increased by 10 per cent during the year and our volunteers’ database increased by 20 per cent thanks to the hard working members of the Business Support Team. **BST**

Teamwork involves taking on greater responsibility, collectively and collaboratively, for decision-making and control of work processes to ensure efficiency and effectiveness of daily operations. Good teamwork improves employee engagement, morale and motivation, which translate into meaningful outcomes for our clients/residents, and internal customers. **CS/GM**

Peer support in the Corporate Services team assures team members can depend on each other to pool our skills and knowledge to achieve the best solutions. We aim to provide information that is relevant and accurate and of benefit to our clients and residents as they make decisions and choose appropriate services. **CS/GM**

We work enthusiastically to maintain our good team spirit and sense of belonging. Last year we sponsored staff to take part in the ANHF 35th Anniversary Gala Dinner. We also organised a combined staff/family Chinese New Year celebration lunch onsite at LCACC. In June we shared a nice dinner in a Chinese restaurant in Riverwood. All staff enjoyed these gatherings and team-building events. **LCACC**

Volunteers have a very special place at ANHF. Our team works across all ANHF services ranging from day care centres to residential facilities. We demonstrate teamwork by listening to and understanding the team leader’s direction and guidance each day. At the day care centres, we work as a team and the clients treat us like ‘normal/paid’ staff. We collaborate with other team members and volunteers to make sure that the client has the best possible experience. **TDVOL**

Fostering team spirit

Teamwork is crucial in a large and diverse team like ours. In 2015–2016, we recruited eight new staff members. Of our 95 staff, about 80 per cent speak both Mandarin and Cantonese and the remaining 20 per cent speak one of the two. Staff are aged in their 20s through to their 50s and come from different parts of China. Many worked in other careers as teachers, dentist, office workers, IT specialists, sales, business personnel and construction workers before entering aged care. With such diverse backgrounds and life experience, we draw inspiration and innovative ideas from team discussions. This helps us to continuously improve our care provision and team spirit. Younger staff support older staff whose computer skills are not as good. Staff with better English assist others who are not as fluent. Experienced staff share their aged care knowledge and skill with new and younger staff. When there is a problem at work—for example how best to protect a resident who has a high risk of falling—we discuss it among the team. This helps us resolve the issue more effectively with shared responsibilities.

LCACC

Equity

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

Our Housing Services staff recognised that a tenant was under financial stress because her husband, whom she had lived with in our community housing, was temporarily in a nursing home for respite care. Our tenant was still paying rent on the basis of his income but most of his income was paying respite fees. The Housing Officer advocated for a reduced rent and our CEO approved this. The tenant was much less stressed and able to focus on the needs of her frail, elderly husband.

CC/GM

Equity means we respect each other's culture, language, values and beliefs. It means jobs shared between the staff are equally distributed and within their comfortable roles and work duties. SWSDC

ANHF forecasts a significant increase in the number of financially or socially disadvantaged people from the northern Sydney region coming into residential care over the next two decades. This is due to the changing socio-economic status of older people as a result of expensive real estate and high costs of living. Older migrants of non-English speaking backgrounds are increasingly isolated and vulnerable due to a lack of communication and information, which severely limits their access to health and welfare services. To address this, ANHF will allocate 50 per cent of the places (42 beds) in our new northern Sydney aged care facility to concessional, supported, assisted or low-means residents. By doing so we will forgo a \$20 million (or more) Refundable Accommodation Payment—because equity is our priority. CEO

All new clients can have a one-day trial of our service before they decide to use it. SHC

ANHF now supports more than 1,000 clients from diverse backgrounds through three residential aged care facilities (RACF), Home and Community Care, the National Respite for Carers Program and three elderly housing communities. Our three RACFs serve 60 to 75 per cent concessional, supported, assisted or low-means residents whereas 90 per cent of clients accessing our day care and home care packages are pensioners. We understand that financially and socially disadvantaged clients have fewer resources, and may not even be entitled to a pension. We offer discounted fees, or waive them, for people experiencing hardship. We also advocate and seek support from government departments and health services for people with mental illnesses or dementia (or both) who are unable to do this for themselves. We build trust and support these people non-judgmentally in our inclusive community. CEO



We will continue to practise an enablement approach and introduce new programs and activities. We will also encourage a continuum of care for people with disabilities by educating their home carers about day care routines and activities, and how these can help to maintain the skills and abilities of their loved ones. HDC

Equity is giving everyone a shoe that fits. We look at individual resident needs, choices and rights in our daily care. For example, if a resident doesn't feel well and would prefer to have congee at dinnertime, our chef will cook congee to meet their need and respect their wishes. BCNH

We established a Performance Development Plan for every home-care staff member for the first time (over 60 staff) and we beat the deadline for submission! All of our service-in-charge staff and coordinators also had the opportunity to attend a conference to develop their knowledge in dementia care or aged care better practice. CC/GM

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.

We encouraged staff to promote the idea of ‘We value you’ to their colleagues, clients and other stakeholders to show them how important they are to the team and to the organisation. We also celebrated the Moon Festival with staff; enjoyed coffee, tea and cakes together in the break time; received a certificate of appreciation from the head office to reward the whole team; motivated each staff member constantly by telling them they are important to the team; and faced challenges as a team to overcome them. We also reviewed their award grade levels to give higher pay rates where appropriate. This combined effort helps the staff to feel happy, content and motivated. **SWDC**

Faced with the challenge of having to reduce cash payments by clients, our South West Sydney Day Care Team, took the opportunity to teach clients a new life skill so they could exercise greater control over their own lives. They taught the clients how to do banking—writing a deposit slip and making a deposit at their financial institution. The team initially thought this impossible but transitioned 100 per cent of clients to non-cash payment methods, which developed their daily living skills. **CC/GM**

We want our clients and their families to know that any comment or complaint will be handled with care and sensitivity and our staff will follow up with action in a timely manner. We believe any comments and suggestions are opportunities for continuous improvement, which helps us to serve people better. **CEO**

We make sure consent forms for clients are in place when they enter our service. **SHC**

- When we say we value you I hope that clients and their families will hear:
- We are here to help
 - We care about you
 - We listen to what you want and need
 - We cater for you as an individual
 - We recognise the needs of carers in their own right
 - We go ‘above and beyond’ to support you
 - We seek to understand your culture and to speak your language
 - We treat you the way we would want our own elderly relatives to be treated, with respect and dignity always. **CC/GM**



Innovation

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

At Seniors Week Fun Day we had five games’ stalls and, rather than making clients move to play different games, we moved the stalls to suit them. This meant frail clients were able to participate. We also had a photo booth with funny accessories for clients to wear when they were photographed. **SHC**

Our team tries innovative ideas to empower clients to live more independently and meaningfully in the community. We’ve trained people how to do banking, how to access public transport with an Opal card, and how to play on an iPad. **SWSDC**

As Senior Manager Business Support I am most excited about bringing a more customer-focussed approach in our service delivery. We are heading into a future where technological advances will bring a new level of stakeholder interaction. And I am excited about how technology is being embraced across the organisation by staff, clients and their support networks. **BST**

The So Wai Activity Lifestyle Centre team took an innovative approach to meeting demand for more services and achieving its service-delivery output-hours targets. Already operating Mondays, Tuesdays to Fridays and Saturday, and renting out the centre on Tuesdays, they had to be creative. Instead of operating a centre-based activity program, they went mobile—introducing a ‘Tuesday Outing Group’. This has been a great success with clients and staff looking forward to the outings, and the team’s significant improvement in meeting their targets. **CC/GM**

I feel at home working for ANHF because I work in a very supportive, empowering and enriching team environment. I am excited about the uncertainty that we are facing because it presents us with a blank canvas. In this there is endless space for innovation and transformation and, most importantly, boundless opportunities to make positive differences in the lives of ageing people. **CQRCC**

We have to keep driving innovation because it will help to differentiate us from the rest of the market and our competition. Innovation is exciting and challenging—and will help us stay ahead of the market—but we should also always work within the values and mission of our organisation. **TD**

Since we introduced the Tuesday Outing Group for our Chinese group in March 2016, this has significantly increased our service output hours and provided a very enjoyable outing for more mobile clients. Staff and clients feel very excited when Tuesday comes. It is really building belonging. **SWALC**

To gear up for the Federal Government’s introduction of consumer-controlled aged care funding, we ran a media and marketing promotion of ANHF services that helped seniors and their families to plan for their support as they age. Staff shared their knowledge of our services and how we live out ANHF’s values on TV, radio and in newspapers. Stories from staff, care recipients, family carers and volunteers were touching and affirmed our service ethos and quality. I believe these promotional activities demonstrated our competitive edge and extended our service coverage. **CEO**

Five-minute smiles

Everyone wore smile badges during two weeks of customer services activities held in our three nursing homes in March. Staff also took part in daily five-minute smiling-exercise classes and other workshops.

These activities aimed to:

- Highlight the importance of great customer experiences to the success of ANHF, and reinforce a customer-focused culture.
- Recognise and appreciate staff for the role they play in delivering great customer experiences.
- Reward staff members who offer a great example in serving customers.
- Boost morale, motivation and teamwork.
- Thank other departments for their support in delivering great service to customers and highlight the important role they play in serving customers.

Big smiles erupted from residents and relatives when they won prizes from Ping Pong and karaoke competitions. They also crafted smiling faces and hearts to give to volunteers. Board and executive team members showed their appreciation by helping to cook barbecues for care recipients and staff.

This was a true demonstration of our team’s commitment to living out ANHF’s values. **RC/GM**



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 Domestic Assistance and Social Support Coordinator takes great pride in managing her program budget. Even though it is a program with a relatively small budget she shows great responsibility for use of the resources and makes careful decisions about how money is spent. **CC/GM**

As good stewards we place the needs of our clients and residents as a priority when making purchasing decisions, choosing items that best serve their needs and bring them comfort and safety—for example sturdy wheelchairs and mobility aids with good safety features and ratings. **CS/GM**

A nursing student completed her Community Engagement Project in our centre. She learned from us and helped in our daily programs for 20 hours over four half days. **SHC**

ANHF has performed better than the 2016 financial year budget we set because we have improved our income streams and targeted appropriate budgetary controls. Our total revenue for ANHF Limited grew by 3 per cent to \$25.4 million and the net assets by 17 per cent to \$20.6 million (pre-audit). **CS/GM**

Our team has been wisely using the limited resources available to create different day care activities. **SWSDC**

We have invested in up-skilling our workforce in risk and hazards management, and we have revolutionised our approach in how we handle complaints. The result is a robust process, which turns challenges we face into improvements in our service quality. **CQRCC**

In terms of stewardship:

- Several home care employees completed their courses and graduated with Certificate III and Certificate IV.
- All coordinators completed their courses and graduated with a Diploma of Community Care Coordination.
- 200 home care packages were fully occupied for the first time since ANHF started providing our home care service. **HC**

We encourage staff to be reliable custodians of ANHF resources—maintaining ANHF pool vehicles for alternate users and keeping ANHF laptops in good physical condition, never compromising IT security. Stewardship involves intellectual resources, too. We maintain the integrity of corporate knowledge when we promote ANHF to the wider community and share information and resources among staff and internal customers. We demonstrate good stewardship by choosing resources that support environmental sustainability—using recycled copier paper, recycling printer cartridges, and installing solar panels. **CS/GM**

Being good stewards means being accountable and responsible for resources entrusted to us and exploring innovative and sustainable solutions for deploying them. We can be good stewards in our day-to-day work by exhibiting duty of care and professionalism towards staff and clients and making decisions that uphold these values. **CS/GM**

No power? No worries.

When wild overnight storms caused power outages at Bernard Chan Nursing Home (BCNH) in Burwood on Sunday June 5, 2016, it could have been disastrous for residents. But the ingenuity, responsiveness and dedication of CM Chan, our Assets and Property Officer, Sinny Tsai, our Director of Nursing at BCNH, and other team members in implementing our emergency procedures, meant residents stayed safe and sound.

On the first day, computers and phone lines were down and some of the residents' rooms, and all of the Fire Exits and the auto gate, were unlocked. Fortunately there was still half power in the kitchen.

By Monday, there was no power supply in any section of the nursing home or in the adjoining the So Wai Centre and ANHF Head Office. Sinny Tsai arranged for the BCNH kitchen staff to move to the kitchen in Lucy Chieng Gardens in Campsie to prepare lunch for the residents. Staff also organised for a generator to power the site and for handymen and laundry staff to transport dirty linen and clothes to Chow Cho Poon Nursing Home in Earlwood for cleaning.

By the time power was restored by Ausgrid at midday on Tuesday, seven staff members had worked an extra 40 hours between them to ensure the safety and security of our residents. **BCNH**

‘We value our clients’

Here are some things we did in 2015–2016 to show our clients we value them.

ANHF really wants its clients to be happy—so we celebrate a lot! In 2015–2016, these celebrations included our 35th anniversary dinner at Star City, Moon Festival Luncheon, Joint Dragon Boat Festival Luncheon, Joint Xmas Party, Chinese New Year Luncheon (with Lion dancing), Volunteer Recognition Night, Seniors Fun Day, Carers Pampering Program: Laughter Yoga, SHC 12th anniversary celebration, celebrations for the 101st birthday of Ms Oi Kwan Tse and the 100th birthday of Ms Huan Hou DO at SHC, HDC third anniversary celebration and more. At these celebratory events, special cultural food is often shared and family members join in. It's lovely to see the seniors' smiley faces filling up every corner of our homes. **ANHF—all sections**

We hosted Customer Service Week at different facilities and services to let our clients and their families know we value them—and that we're keen to listen to them and serve them better. **CEO**

When we say 'We value you', we mean your needs are important to us and we will respond with understanding and a practical approach to meeting them. We will accommodate your wishes where possible and be flexible in our work processes and solutions in addressing your needs. **CS/GM**

Having a sincere approach, using the right tone of voice and listening attentively when responding to queries from our clients shows the clients and their families that we value them. We happily provide additional information that helps people seeking aged care services to make the best choices available to them. We provide services of a consistently high standard to reinforce to our clients they have made the right choices and will have a positive experience with us. We also ensure knowledgeable and experienced staff answer client or carer queries relating to accounts in a timely manner to stop them having to inquire again for their request to be dealt with. **CS/GM**

We want clients and their families to hear: 'We respect you and your feedback, we understand what you need, and we will take care of you.' To show clients and their families we valued them we: called them regularly to discuss their needs; customised our service according to the client and their carer's needs whenever possible; and refreshed the centre with new, comfortable furniture, new cabinetry to reduce clutter, and fresh paint. We were always available whenever clients and their carers needed us. Just as we are now. **SHC**

At ANHF and in Community Care we hold our elders, their families and the wider community in the highest regard. We are here to serve them. We help older people to stay independent and well so they can live at home longer; and we enrich the lives of older people in their day-to-day work so they enjoy life and feel valued. Our staff and volunteers achieve this by being respectful and compassionate and by connecting with the individual through a 'person centred care' approach. I admire the professionalism, passion and dedication of our staff and volunteers. **CC/GM**

I can still remember all the smiling faces of the people at the morning tea held in the activity room of Lucy Chieng Gardens before the Easter holidays. People were divided into three groups of bunnies to search for the Easter eggs hidden in the room. Our staff, general manager and tenants had great fun even though the event only lasted for an hour. **HO**

As a leader, my door is always open. Taking time to talk and listen to the concerns of staff, families and care recipients fosters close relationships—so people feel you value them. It's also important to take action, and follow up on any issues to improve service delivery. I am proud of the passion of our staff and volunteers who make every effort to ensure our care recipients are happy in their home and that their wishes about routines, food and activities are respected. **RC/GM**

ANHF has always provided good living environments but room temperature had become a concern to CCPNH residents—as most of their rooms did not have air conditioning. Installation commenced in March and is almost complete. In consultation with care recipients and their families we decided to use vinyl to upgrade the floor on the main corridor of each level at LCACC. Selected care recipients also trialed continence pads and gave us feedback that helped us to choose our new supplier. **RC/GM**

Through the Our Favourites photo project we captured all the beautiful faces of our clients who shared their favourite activities, hobbies and history with us. Our clients from residential facilities, home care or day care programs got dressed up and were photographed at work or play by renown photographer Claude Ho. Seeing our elderly people through the lens of their previous professions, domestic interests or favourite hobbies gave us insights into their contributions and complexity. The exhibition was part of ANHF's 35th anniversary celebrations and gave people a chance to relive positive times and to share what shaped them. **CEO**

Facing reforms in the sector, the strength of our organisation lies in our commitment to people and quality services. We have created a new role of Relationships Engagement Officer who will conduct a customer satisfaction survey to help us improve our care practices and customer engagement. **CEO**

We are always available for clients and their families with a listening ear, an open mind and a warm heart. **CEO**

Funding from Fairfield Council enabled SWSDCC to run a 'Health and Wellbeing Program' for frail aged clients including dementia sufferers. Through music therapy and a Harmony Day concert, we broke down the social barriers that often isolate these people. We also enhanced people's self-confidence, physical and cognitive function, and emotional wellbeing. **CEO**

New menu hits the spot

Feedback from residents indicated that our menus needed greater variety. As we value our residents' input and respect their choices and needs, we formed a committee (made up of staff, kitchen personnel and residents' representatives) to work out the best way to enhance our offering. We engaged a professional dietitian to review our rotating menu and introduced more beef, raisin bread for fibre, and dairy-based desserts as a result. Menus now include: more flavoured cooking sauces (such as Japanese wasabi beef and Chuhau braised beef); Chinese and Western desserts; more fresh fruit including pineapples; and soft tofu (rather than hard). We have also encouraged our activity officers to organise outings that involve a spectrum of cuisines, and residents' family or other representatives to bring in the resident's favourite food (that we can't provide due to food safety regulations) and to occasionally take residents out to dine. Kitchen staff have been given half-an-hour more each day to prepare food due to the addition of braised dishes. The committee has received positive feedback including thank you notes. We will continue to meet regularly to ensure our residents have nutritious food they enjoy. **LCACC**



‘We value our staff’

Here are some things we did in 2015–2016 to show our staff we value them.

Our staff are conscientious, humble and are entirely focussed on the needs and wishes of our clients, our tenants and their carers—so I really hope they hear they are valued. To help ensure this we, as managers and supervisors, dedicated time to reflect on staff achievements. In 2015–16 we did this through team meetings where praise was given and achievements recognised. Senior staff also took the opportunity to attend team meetings and thank staff for their work. We also embedded the ANHF Performance Development Plan process, which helps us formally recognise staff achievements. **CC/GM**

We recognise staff strengths during annual appraisals, and whenever they do well. We listen to staff whenever they need it and give them birthday cards signed by all our staff. We also provide training opportunities. We want our staff to know, ‘We respect you and what you are doing is important’. **SHC**

We take time to listen to staff concerns through meetings, forums, workshops and informal conversations and they appreciate our timely action on issues raised. This year, for example, we knew we needed to reduce the burden on staff in recording residents’ data, entering progress notes and evaluating care plans, so we approached iCare Health to upgrade our system to version 5. It was a huge task, taking months to coordinate, but eventually iCare Health conducted training and the new version rolled out across three homes. Staff applauded when it was complete! **RC/MD**

Having developed a Community Care Operational Plan, we helped staff to understand how they contribute to achieving it, and to the overall strategic directions of ANHF, through a ‘roadshow’ where the GM attended staff meetings. **CC/GM**

We restructured the Community Care division to create more support for our supervisors and managers—with two senior managers now on board. This has enabled us to provide supervisors and managers with 1:1 regular and dedicated supervision time to debrief and get advice and support. **CC/GM**

We created professional development opportunities and career paths for staff. Staff have backfilled positions when vacant to gain new knowledge and skills; been given opportunities to attend outside training and conferences; attained new qualifications with support from ANHF; and taken on new positions advancing their careers. **CC/GM**

I want our staff to know that they are valued as the most important asset of the organisation. Without their contribution, exceptional service and sacrificial love, ANHF would never have attained its excellent reputation as the model provider of quality, culturally specific care. **CEO**

At our staff Christmas dinner we always present long-service awards and certificates of appreciation to staff who have successfully completed vocational training such as Cert III and IV. We hold special celebrations to recognise the effort involved in passing accreditation and we offered staff and volunteers discounted tickets so they (and their partner) could participate in our 35th Anniversary Gala Dinner. Senior executives and board members shopped for and cooked the barbecue at our Staff Picnic Day and I prepared home-cooked dishes for celebratory events at different facilities and services. **CEO**

We ran Aged Care Leadership Training for Directors of Nursing and managers to motivate and engage the staff and cultivate future leaders to meet the challenges in the new aged care environment. **CEO**

We listen to staff feedback raised at meetings and in one-on-one discussions to come up with solutions for problems and improvement activity in consultation with them. This puts staff more in control and gives them greater satisfaction in their jobs. **CEO**

We celebrated Customer Service Month in May, which included recognising the great customer service provided by our staff. Some of our client activities were focussed on saying thanks to our staff, such as through making thank you cards. **CC/GM**

We hope our staff believe us when we say ‘we value you’ and that these are not just empty words. We happily reinforce our words through gestures like team awards, gift cards for team members and celebrating festivals. Staff also show they value each other when they acknowledge one another with a nod and a smile as they cross each other’s paths in the office. **CS/GM**

Some beds in BCNH and CCPNH were very old and needed manual manoeuvre—causing manual-handling issues for staff who made the beds each day. Staff raised the concern and we replaced all the old beds by electric beds in early 2016. **RC/MD**

Our whole team was awarded a certificate of appreciation and a gift card in 2016. **SWDCS**

Through special celebrations and team-building exercises we enjoy each other’s company, recognise recent achievements and just have fun. **CC/GM**

We publicly thank staff for their hard work and dedication at special events throughout the year, such as service anniversary celebrations and cultural festivals. Staff really appreciate being recognised by the board and executive at these events. We regularly collate compliments and other positive feedback from stakeholders, reporting this to the board and passing on their thanks to staff for their hard work. **CEO**

Attracting and retaining skilled staff

As the aged care sector transitions to a ‘consumer-directed’ and ‘client-choice’ funding model, ANHF will face increased competition in attracting and retaining qualified staff. We have taken a number of steps to ensure our staff continue to deliver quality care to our clients and are supported in their work. These include running: an ‘Upskills’ program for frontline staff; a leadership training and mentoring program for DONs and middle management; and a training program for Home Care Coordinators. It also involved celebrating organisational successes differently; purchasing new equipment; creating ergonomically efficient working environments at BCNH and LCACC; reclassifying AINs (Assistants in Nursing) to CSEs (Case Support Employees) and reviewing all position descriptions; and job mapping to external benchmarks. We gave all staff rewards for their exceptional performance and contributions made in 2014, which included meeting the challenges of our IT Implementation program in a timely manner, rolling out the fast-paced changes of the July 1, 2014 Aged Care Reforms, and passing accreditation with excellent results. **CEO**

Our numbers tell a valuable story

These statistics show the breadth of our work, and reinforce one thing: ‘You are number 1. Your story is unique. We value you.’



24,228

HOURS OF WORK
BY VOLUNTEERS



1,000

DAY CARE
OUTINGS



30,000

CLIENT TRANSPORT TRIPS



66 LONG SERVING STAFF,
WHO HAVE BEEN WITH US FOR
10 TO 25+ YEARS



\$8M
FROM THE
COMMUNITY
IN THE NEXT
TWO YEARS

to help build a modern,
well-equipped nursing home
with a dementia-specific wing in
northern Sydney.



3 x 'A'

grades given to the food we serve
in our three nursing homes in our
Food Safety Audit.



DOUBLED THE NUMBER
OF VOLUNTEERS

undertaking one-to-one home
visits with elderly home care package clients
through our Community Visitors Scheme.



34,000 HOURS
OF DOMESTIC ASSISTANCE
AND SOCIAL SUPPORT (DASS)
SERVICES DELIVERED



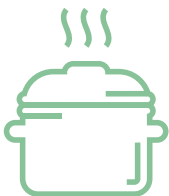
110,000
HOURS OF CENTRE
BASED RESPITE AND
SOCIAL SUPPORT-
GROUP SERVICES.

Our sub-contracting organisations delivered
additional 31,500 hours of services to people
from Arabic, Assyrian, Greek, Italian and Korean
backgrounds in the Inner West and South
Western regions of Sydney.



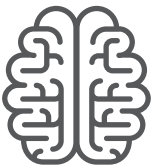
5 SMILES
CAMPAIGN TO SHOW
WE'RE SERIOUS ABOUT
CUSTOMER SERVICE

(see page 23)



26,410

NUTRITIOUS AND
CULTURALLY
APPROPRIATE
HOT MEALS SERVED



400,000
AUSTRALIANS
WILL BE LIVING WITH
DEMENTIA BY 2020



Vibrant 35th anniversary celebration

The Australian Nursing Home Foundation (ANHF) celebrated its 35th anniversary at a gala dinner celebration at the Star Event Centre in Pyrmont on August 30, 2015. Here ANHF Trustee and fundraising advisor Mei Mei Tse talks about the event and its success.

What was the atmosphere like?

The setting, the colours, the lighting, the food—everything was just beautiful. You could feel the excitement in the air! The night was packed with fabulous entertainment including TVB Artistes from Hong Kong and Asia, local Artistes, opera singers, Three Undercover Waiters and a live charity auction—so it was an amazing celebration.

How many people came to celebrate?

We hosted 700 guests on 70 tables and they ranged from our founding trustees to clients and their families, to staff, allied organisations, benefactors, board members, sponsors, VIPs from China and Taiwan and other supporters. Lots of friends from other Chinese community groups attended—which was a big acknowledgement our services. We were overjoyed that so many people wanted to help us celebrate ANHF’s three-and-a-half decades of growth and achievement, and to give generously to sustain the significant work we do.

What were some highlights?

‘Celebrating 35 years of vibrant community life’ was the theme for the gala dinner and for the commemorative book in English and Chinese we gave to all our guests. Both reflected the lively community atmosphere we enjoy and encourage in our services. The opening musical piece by Bennett and Joshua Tsai with Bennett on the cello and Joshua on the piano was also a highlight. Bennett’s grandfather is one of our nursing home residents, which made it very special.

What exciting news did you reveal on the night?

Our patron Mr Wilson Chieng donated over AU\$1.4 million to ANHF—and we showed our gratitude for this through a video presentation and speeches. We announced our plans to build our fourth residential aged care facility—the first in northern Sydney—and outlined how crucial Mr Chieng’s generosity will be in realising this vision.



How successful was the event as a fundraiser?

Happily, we raised around \$363,500, which was wonderful. We had platinum, gold and silver sponsors who paid a premium for their tables. Other sponsors donated raffle prizes including a Honda Jazz, fine jewellery, travel getaways, dining experiences and much more. The Artistes Auction items were generously donated by the TVB Artistes and by one of our sponsors—and we were pleasantly surprised how much our guests bid for them. We raised a significant amount from the live auction and it really created a buzz in the room.

What other successes did you have?

The gala dinner significantly raised our profile in the community and was the biggest fundraising event ANHF has ever had. Quite a few people told us it was the event of the year within the Chinese community. Many congratulated us on the wonderful job we'd done in drawing all the factors together to make it the best ever ANHF anniversary celebration. The most important thing is that more people know about ANHF now and are spreading the word. We're touched by people's interest and generosity.

What about the 35th Anniversary booklet?

We produced a beautiful 35th anniversary booklet about our work and history. It was the first professional publication we've done, graphically presented and beautifully written to capture our vibrancy. The book spoke of 'Building Belonging, Creating Connections and Fostering Participation' and I believe we achieved all of these things through our 35th anniversary event.



How well did the organising team work together?

We had a great organising committee. Everyone went for the same target and worked really hard to make the gala celebration special. Our team included the chairman, a board member, the CEO, senior management and other staff. We used our diverse strengths and pulled together over many months to achieve our goal.

How will ANHF celebrate when it turns 40?

We'll aim for even more guests and draw them in with some spectacular entertainment! In the early days of ANHF, when we were fundraising to build the Chow Cho Poon Nursing Home at Earlwood, I sourced some great artists like Lee Heung Kam through my involvement with the Australian Society of Performing Arts. Sponsors paid for Hong Kong actresses and other performers to come from overseas and our guests enjoyed the entertainment. People gave a lot. Using these contacts—and giving ourselves a little more time to plan—I know we can achieve great things again next time.



What else will you do?

Each time we celebrate a milestone we honour the fantastic service that our staff and volunteers provide for ageing Australians. We also thank our founders, benefactors and supporters and showcase our development as a trusted aged care provider. Once people know who we are, and the values that guide us, they're very happy to support us. They see we are honest in what we do and have kind hearts for the people we serve. You know, we would not be here if it was not for the wonderful residents and service users who have supported us over the last 35 years. The big names at the gala event made it spectacular but it's our clients who make each day special for us and for whom we happily do everything we can.

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.

‘In living our values we value you’

We asked our General Managers to list a few of the year’s proudest achievements. Here’s what they said.

We are proud to have obtained 84 residential care beds in the recent Aged Care Approvals Round (ACAR) round. The Australian Government is aware of the increased demand on residential care beds in the Chinese community and knows ANHF is trusted by people from this community. Our success increases the residential care beds we manage from 161 to 245. **RC/GM**

Our supervisors and managers are proud of having achieved full occupancy and of meeting our service delivery hour targets in 2015–16 as this means we helped additional people and some existing clients more frequently. I’m very proud of them for extending ANHF’s reach. **CC/GM**



The Corporate Services team carried out a review of the Employee Performance Management System (EPMS), introduced the Employee Assistance Program (EAP) and re-engineered the Budgetary and Cost Centre Reporting (BCCR) processes. **CS/GM**

Despite a tough and competitive aged care market our nursing homes maintained a high occupancy rate in 2015–2016. This was largely due to trust in ANHF built in the community’s heart through a series of media promotions. Surplus income from full occupancy helped us to upgrade the air conditioning and nurse call systems in CCPNH; purchase lifters and care equipment in BCNH; and increase the staffing ratio in LCACC. **RC/GM**

We restructured the Community Care division to better position ANHF to take advantage of opportunities and to meet the challenges coming due to government reforms in aged care. We now have a senior manager in place leading and supporting our team, Day Care services and our Domestic Assistance and Social Support service. We have another senior manager in place with experience in sales and marketing helping us let more people know about the services ANHF has to offer; and helping develop our workforce to be ready for the changes ahead. Along with our amazing managers, supervisors and frontline staff in Community Care we are a team to be reckoned with! **CC/GM**

Our mission

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

Our philosophy

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

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. 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 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. 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. 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 2009

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 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

ANHF must be proactive about organisational transformation to remain competitive in the new consumer-driven, market-based aged care environment arising from the ‘Increasing choice in Home Care’ 2017 reforms to commence in February 2017. This involves researching sector trends and markets; reviewing our core business and branding and marketing collateral; establishing financial modelling and creating an organisational structure that suits our new business model; and benchmarking price structures.

ANHF needs to reshape and diversify its services to ensure sustainability. To do this we will explore targeted communication strategies that harness the power of digital media; proactively identify new care models; showcase ANHF’s best practices to providers in the Asia Pacific region; and widen our service offering to include ‘Home health and social care’, ‘Dementia care at home’, ‘Hospice and palliative care’, and ‘Bereavement support’. **CEO**

I am most excited about the opportunities we have to grow ANHF’s services so we can reach out and help more elderly Chinese and South East Asian people in need. We have amazing staff and volunteers offering high-quality, culturally competent services. With the coming government reforms—which give consumers more choice and control over who they purchase services from—ANHF will be an attractive option. We are preparing ourselves for growth by reviewing our policies and procedures, developing our workforce, and marketing our services so more people know exactly what we can offer them. **CC/GM**

The Home Care team will regularly consult with our clients to ensure that their changing care needs are attended to promptly, and we continue to develop a mutually trusting relationship. We are looking at conducting a client survey or holding focus groups to gain further insight. **HC**

We are consulting an expert from the Health Strong Allied Health Group to review our dementia programs—including that offered by the dementia specific unit at LCACC. In line with ANHF’s REFLECTION principles, we will develop a meaningful and stimulating model that enhances our care for residents living with dementia. **RC/GM**

Volunteers ... we need your time and talent

Volunteers, we need your time and talent to provide our day care centres with transport assistance, helping out in the kitchen, and playing Mahjong with our clients! In our Community Visitors Scheme, our volunteers visit our clients to provide companionship one-on-one—reading the newspaper, reminiscing about old times, or teaching clients how to use technology and learn new things. We need you to socialise, chat, play games, help with activities, help on the bus, drive our clients, extend friendship and share happiness and sadness with our clients. We need your time and talent to help make a real difference in our clients’ lives. Thank you to all our volunteers. We could not do what we do without you and the support of your families! **ANHF**

Supporters ... we value your generosity

We value you—your generous gifts, trust and continuous support has been a great motivation as we strive for excellence in care for our elders. **CEO**



‘I am **valued.**
I belong here.’



Our strategic directions for 2013 to 2018

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.





We're building a new nursing home in northern Sydney

We're excited to be gearing up to build our first residential aged care centre in northern Sydney. Here's why.

Why is this new project so important?

From our extensive consultations with community groups and consumers of our home care services in northern Sydney, we discovered a critical need for culturally specific, residential aged care for people from Chinese and South-East Asian backgrounds. To meet this need we're committed to building an 84-bed, aged care centre in Gordon. We have a good reputation in the region, thanks to our successful home care program, so we're confident the centre will help us attract new clientele and support us in providing continuity of care for our existing clients. This means that when an elder needs the greater support of residential care, he or she will be able to receive it while remaining close to family members who live in the area.

What stage is the project at?

We have purchased a beautiful site in Gordon and secured 84 provisionally allocated places from the Australian Department of Health for our new home. We've worked hard, from the

start, to maintain the site's leafy environment, heritage features, and elegance of the surrounding streetscape. We've also addressed Ku-ring-gai Council's evolving requirements, and will lodge our amended Development Application (DA) with the council by end of 2016. Once the DA is approved, we can move on to building the centre, which will be wonderful.

What elements are you most excited about?

The standalone teahouse! We can't wait to see our elders sitting and sipping their favourite tea there; Won't this be great if it is approved by the council. The modern, two-storey home also features: 84 single and shared rooms with en suites, lounge and dining areas, function rooms, a library, hairdressers, a gym, a full commercial kitchen, a commercial laundry, a glass lift to maximise light, and a basement with secure parking. The courtyard gardens and balcony terraces will ensure residents enjoy outdoor space and fresh air. We're also incorporating aspects of Chinese culture, lifestyle and tradition to create a warm, homelike environment.

Who and what else is involved?

The Chinese community in the region and beyond is warmly supportive of the development. Our board members, CEO and senior management are passionate about the project and eager to invest their energy and expertise in its next stages. Our architects are experienced designers of aged care facilities, and our building contractors will be chosen by their proven track record in construction for the sector. We will transfer experienced staff to the new centre to guarantee its smooth operation and dedication to our organisational philosophy and care principles. The projected cost of the project is over \$40 million (including land and buildings) and our sound financial management practices will ensure the long-term sustainability of this significant new service.

How does the project reflect ANHF's values?

The new centre will give priority access to people from Chinese or South-East Asian backgrounds that are financially and socially disadvantaged.

Our plan is to:

- Allocate 50 per cent of the places to concessional, supported, assisted or low-means residents.
- Allocate 20 places to a dementia specific wing catering for the special needs of care recipients with dementia that require a higher level of secure care.
- Earmark the remaining places to provide specific dementia care in a home-like setting.
- Commit one place to dementia specific respite and another for either long-term or short-term respite to meet the needs of carers.

- House a dementia day care activity centre providing daytime respite for dementia clients and their family/carers.

Each person will enter our service at the level appropriate to their existing care needs and will remain with us as these needs change. We'll seek direct input from residents about their accommodation, the built environment, and the care they receive—including access to additional services.

Who will benefit?

The Gordon location is close to communities with sizeable populations of people from Chinese backgrounds in Chatswood and Ku-ring-gai. It is also less than 30 minutes from other large Chinese communities located in Hornsby and Ryde. Our residents and their families will enjoy a caring environment where people can: speak and be spoken to in their preferred language; stay in touch with cultural and current affairs through different discussion groups; have meals that are appealing and familiar to them; and where their cultural traditions are understood taken into consideration. We are excited to be building this new nursing home where language and cultural background is shared and that will help ensure people have a more meaningful journey as they age. The benefit to the region and its people will be profound.

Thank you!

Thank you to the 9,000-plus people who have signed our petition to support us in establishing our new nursing home at Gordon to cater for the growing population of elderly Chinese and South-East Asian people living in northern Sydney. 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.

We value your support ... thank you!

Without the generous support of our donors, the dedication of our fundraisers, the support of 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.

Some simple ways to show you value others

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 2015–2016 financial reports are available in pdf download from our website www.anhf.org.au

Writing and editing

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

Designed

Kancy Ho

Photography

Jasper Kyle and 35th anniversary dinner photographers.
Computer-generated cottage view of ANHF's proposed northern shore development by boffa robertson group.

Thank you to clients, families, staff and others who appear in or contributed their words and wisdom to this 2015–16 Annual Report.

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
- CVS – Community Visitors Scheme
- DASS – Domestic Assistance and Social Support Service
- GPDCC – Greenfield Park Day Care Centre
- GM – General Manager (CC, CS and RC all have GMs)
- HC – Home Care
- HO – Housing Officer
- HRDCC – Hurstville Respite Day Care Centre
- JSCH – Jones St Community Housing
- Poplar – St Community Housing
- LT – Lifestyle Team
- LCACC – Lucy Chieng Aged Care Centre
- LCG – Lucy Chieng Gardens
- RCQRC - Residential Care Quality Risk & Compliance
- RC – Residential Care
- SHC – Stanley Hunt Centre
- SWLAC – So Wai Lifestyle Activity Centre
- SWSG – So Wai Support Group
- SWSDC – South West Sydney Day Care
- VP – Volunteer Program

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