



# IS FOR QUALITY

## ANHF ANNUAL REPORT 2019



**ANHF**

AUSTRALIAN NURSING HOME FOUNDATION

**澳華療養院基金**

Culturally Appropriate Aged Care Since 1980





## QUALITY

We aim to be the best. To build vibrant communities where older people can thrive. To bring joy and happiness to our clients. In 2019, we operate three nursing homes, seven seniors wellness centres, three community housing sites, home and community care services in six regions, and partnerships that extend our specialist expertise to people of Arabic, Assyrian, Greek, Italian, Vietnamese and Korean backgrounds. We're building a sustainable organisation that excels in customer service, is guided by good governance, and embraces creative collaboration and innovation.

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# Q IS FOR QUALITY...

## IT'S ALSO FOR QUESTIONS ... AND QUEST.

The most important question facing the Australian Nursing Home Foundation (ANHF) in this reporting period has been 'How well are we performing to meet the new Aged Care Quality Standards?'

Why?

Firstly, because the Federal Government required all aged care providers to be compliant with the new standards by July 1, 2019.

Secondly, because we've always aimed high and worked hard to be the best we can be.

In this report we show you how we've stayed on track with compliance and continued to dedicate ourselves to providing premium-quality services for our clients.

For each of the eight quality standards we offer:

- Practical illustrations of what we've achieved, and
- Insights into how our quest for quality translates into tangible benefits.

The eight standards cover important areas like client dignity and choice, assessment and planning, personal and clinical care, support for daily living, the service environment, processes for feedback and complaints, staff resources, and organisational governance. In other words, they influence all aspects of our work.

Australia's Royal Commission into Aged Care Quality and Safety and the introduction of the standards have shifted the spotlight in the sector on to quality.

Some providers have been daunted by this shift – struggling to keep pace with the changes or, worse, jeopardising people's safety and putting their health at risk.

Not ANHF.

Our longstanding commitment to providing the best care and services has made the transition relatively painless. If teething problems arise – our strategic approach will ensure we continue to navigate them well.

Our CEO, General Managers, staff, volunteers and my fellow board members have all played their part in our success over the past year and, as always, I am grateful for and humbled by their dedication.

Our clients also bring us much joy as we listen to their stories and reflect on their uniqueness.

We are excited about what we've done to embrace consumer-directed/person-centred care, and look forward to the challenges to come.

As you reflect on our achievements we hope you'll agree our Quest for Quality is win-win. Second to none.

**ELLEN LOUIE**  
**CHAIRMAN**





# QUALITY MATTERS

Quality has been our focus for almost four decades as we've provided culturally appropriate aged care for ageing people throughout Sydney.

It's been the word on our lips and the inspiration in our hearts over the last year as we've geared up to meet the Federal Government's new Aged Care Quality Standards, which took effect from July 1 2019.

The new standards reflect what aged care consumers, their families and their carers expect to see: safe and responsive care and supports that are provided *their way*.

They are also the measure against which our performance as an aged care provider will be assessed.

The shift in the standards from what service providers need to do to how it should be done and what outcomes should be achieved, represents a significant change in how service providers interact with consumers and deliver services.

The shift includes the introduction of a new Model of Care for ANHF, which emphasises listening and celebration and partnering with you and your family to ensure you get the care and services you choose and that sustain your health and wellbeing.

In the coming pages we give you a taste of how we're performing against the standards and building a strong and sustainable organisation that excels in customer service.

This taste includes (but is not limited to) how: our Lifestyl Project is reconnecting residents with activities they love; our Happy Hubs (mobile-wellness centres) are addressing physical barriers to service access; our Career Development Program for RNs has been enhancing our Registered Nurses' clinical and leadership skills; our Wellness for All Seasons program is improving the wellbeing of our staff and volunteers; and our Goodies for You Loyalty Program is giving our clients, staff, volunteers and families access to special offers on trusted products.

When it comes to quality, the proof of the wonton is in the eating (which means our food is good!) But seriously... while quality is forged through better systems, it is best detected in how we stand with our clients to meet their needs, travel with them in their ups and downs, and partner with them to ensure they're well and happy.

It's the best feeling in the world when we see our clients finding joy and meaning like this. Living comfortably, and with purpose. It assures us our quest for quality is worth it.

**ADA CHENG**  
CHIEF EXECUTIVE OFFICER





# HOW DO WE HELP YOU MAKE INFORMED CHOICES?

**The New Aged Care Quality Standards emphasise the consumer's right to make choices. ANHF's Home Care Advisor, Wendy Lin, is there to assist them.**

'We inform elderly people of their right to choose through forums, leaflets, newsletters and telephone contact,' she says. 'But what's most effective is to explain to them face to face.'

Ms Lin says conducting care plan reviews and meeting new consumers are opportunities to remind people of their right to choose service times, service types or even a specific care worker.

'It's important to give them enough information to assist them to make an informed decision. We also observe why these choices are made.'

One elderly client chose a television set with a huge screen, and Ms Lin soon realised he had visual and hearing problems.

'I referred him to a specialist to solve these issues.'

Ms Lin says some elderly people are reluctant to learn new things and no matter what's suggested, they'll reject it. One client refused all services except domestic cleaning, but had difficulty cutting her toenails, so Ms Lin convinced her to try ANHF's podiatry service.

'Her experience was very pleasant – and from then on, she was more open to new things, like receiving home-based physiotherapy visits to begin an exercise program that significantly boosted her health and wellbeing.'

Care staff also established a bond with a client who'd been housebound for years after a fall – supporting her to walk near home, visit a shopping centre, and finally to go to Cabramatta to buy some fabric.

'The client was dressed long before our care worker arrived and enjoyed fabric hunting in a happy mood. With regained confidence, she changed a lot.'



## WENDY LIN

is ANHF's Home Care Advisor. She is dedicated to ensuring elderly people receive the physical and psychological and support they need to feel confident in decision making and to enjoy making choices.





**PATRICK CHAN**  
is Facility Manager  
at Chow Cho Poon  
Nursing Home. He is  
passionate about aged  
care and has strong  
skills as a clinical  
leader. He holds a  
Master of Community  
Nursing from Sydney  
University.

# WHY ARE WE PARTNERING TO IMPROVE END- OF-LIFE CARE?

ANHF's partnership with End of Life Direction for Aged Care (ELDAC) is important, says Patrick Chan, and the reasons to pursue it are profound.

'We want to raise awareness about palliative care, to help the elderly, their family members and our staff to understand more about the last journey in life so people can face it positively.'

Mr Chan says the aims are to equip staff to provide the best possible holistic palliative care – with a focus on oral health, pain management, continence support, and when to call in the doctor, the specialist, the pharmacist, and allied health professionals; and to help clients make informed choices about their care.

'For example, residents can make use of the advance care plan to decide their future, whether they want to have their final journey in a hospital for acute treatment or have it in a nursing home where they are familiar with the

environment and staff.

'They can make these decisions while they are able to express what they want and their minds are quiet.'

Mr Chan explains that although people cannot move or speak during the last stage of life, they retain the sense of touch.

'Our staff will provide hand massages, aromatherapy, and play the music the person loves to let them know that they are not alone in facing death.'

He also says ANHF's Butterfly Program is helping residents celebrate the wonderful moments they have spent with fellow residents who have passed away.

'We recently helped a resident who was near the end of her life to fulfil her last wish to go home to pay tribute to her ancestors,' he says. 'She had no regrets.'



## MEET WAI IN LEUNG

Wai In Leung's dislike of the nursing homes she visited was so intense that she said she would rather sleep on the streets than live in one – except for Lucy Chieng Aged Care Centre – where she has lived happily since 2017.

As Wai In's health and mobility has changed, so has her care plan – with input from her and her daughter (far left). She is now 97 years old and staff will give her nutritious milk powder when she (occasionally) declines other food. She also receives welcome haircut and podiatry services – with the recent addition of foot massages to help with her difficulties in walking.

Wai In's daughter says, 'Mother loves mixing with people, that's why she especially enjoys the festive programs at LCACC – like the lion dance in Chinese New Year. If mother had entered a nursing home with a different cultural background, she would have been lost and very upset as she doesn't speak English.'

**WAI IN LEUNG –**  
RESIDENT, LCACC





# HOW DOES MOBILE MONITORING HELP US WORK WITH YOU TO PLAN YOUR CARE?

Person Centred Software (PCS) enables ANHF's residential staff to monitor care using mobile devices – and Pat Sing says it benefits everyone.

'It's so handy. There's so much less paperwork. And it's bringing us closer to residents.'

Ms Tsing is a Care Service Employee at Lucy Chieng Aged Care Centre who has seen how having real-time access to care plans and records improves responsiveness and staff handovers.

'The device allows us to know the resident's routines and requirements, so we don't have to ask the person the same questions repeatedly. Rostered staff press specific keys to know exactly what each resident needs and what services to provide, as they work their shift.'

Ms Tsing says the software is also convenient for families.

The device shows them what the

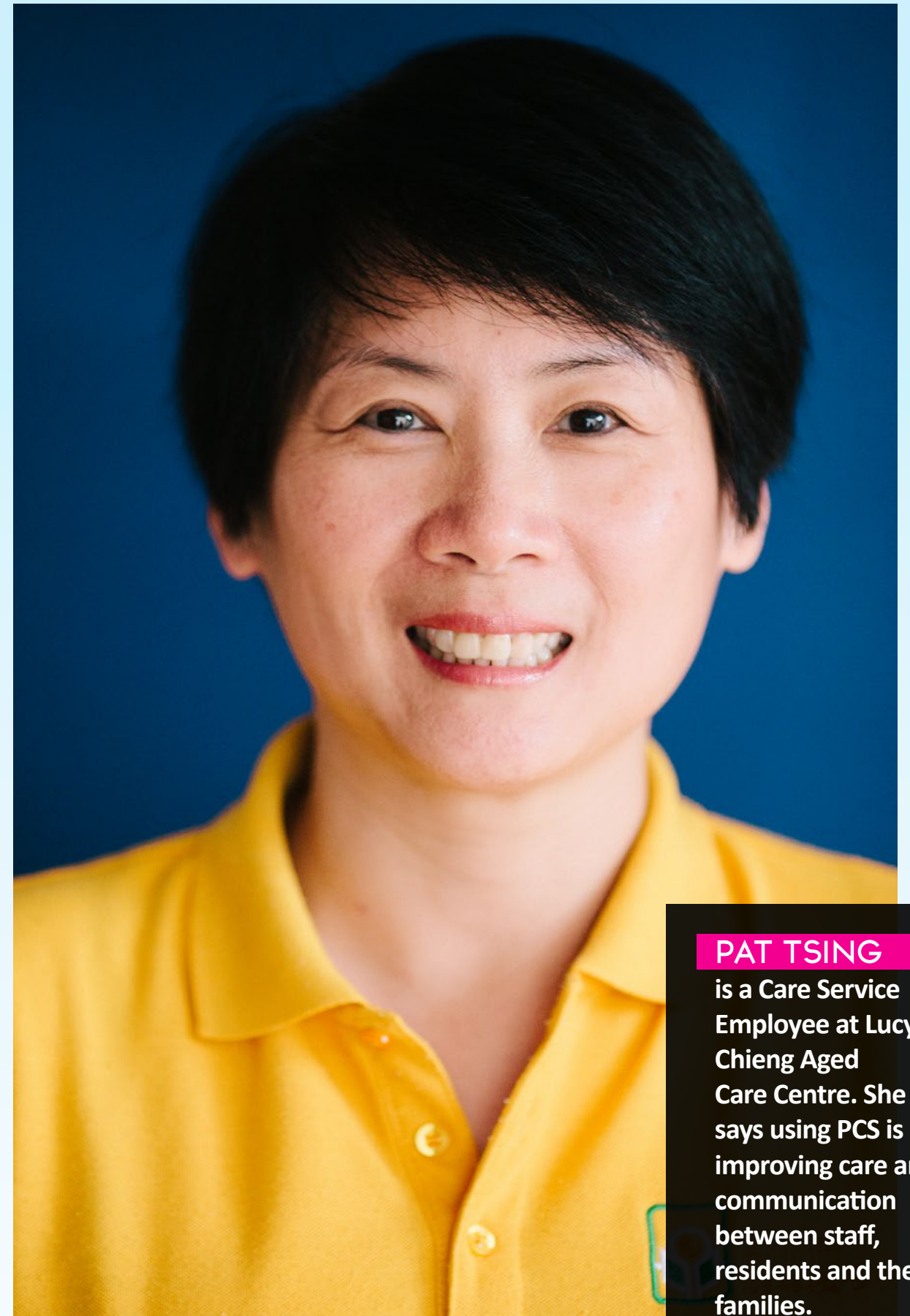
resident has done that day, when they've showered, when medication has been administered, and how the person feels – as residents choose from a variety of icons to express their feelings.

If a family wants to request an additional service for their loved one, staff can immediately add their wish to the device and the request will be met.

Ms Tsing says the device enhances interaction between staff and residents – opening avenues for conversation.

'Knowing that a person has chosen an icon to represent their happy or unhappy feelings, I will ask them what has made them feel this way. It leads to better communication and closer relationships.'

Immediate care is another bonus. 'Say, we discover a bruise on a resident's hand, we can take a photo and send it to the RN, who can clearly tell what it's about. This is much better than our oral or written reports – and better care is guaranteed.'



## PAT TSING

is a Care Service Employee at Lucy Chieng Aged Care Centre. She says using PCS is improving care and communication between staff, residents and their families.



## MEET KUEN YIN

When Kuen Yin Cheng (left) was still living with her daughter (right), she had a severe asthma attack and her face turned blue. Luckily, the ambulance arrived in three minutes. It became clear that she would be safer living in 24-hour residential care. Kuen Yin is now nearly 100 years old and she's lived in Lucy Chieng Aged Care Centre for the last eight years.

'Mum doesn't speak English,' her daughter says. 'It would be impossible for her to adapt to a mainstream nursing home with a different culture. Having Chinese meals is important to her. She doesn't like Western food.'

Knowing that the family can participate in Kuen Yin's care plan, means they eagerly provide input. Outings, getting to play mah-jong, and making sticky rice dumplings in the Dragon Boat Festival all contribute to her wellbeing.

'Mum's had no asthma attacks since entering LCACC,' her daughter says. 'The staff here are so caring for her! Their care plan for my mum is perfect.'

**KUEN YIN CHENG** —  
RESIDENT, LCACC







**LING YEOH**  
is ANHF's  
Quality, Risk  
and Compliance  
Manager. She  
helps drive  
continuous quality  
improvement  
practices, and  
quality, risk and  
compliance  
initiatives across all  
ANHF services.

# HOW DOES OUR PARTNERSHIP SHAPE CARE YOU CAN TRUST?

It takes partnership to ensure people who access ANHF's aged care services get the personal care and clinical care that is safe and right for them, says ANHF's Quality, Risk and Compliance Manager, Ling Yeoh.

'We're their partner and advocate,' Ms Yeoh says. 'We champion best-practice personalised care, treatments and services, and explore options with people, their family and carers.'

'We work with them to ensure they get the right care at the right time from the right people in the right place – tailored to preserve their comfort, dignity and autonomy.'

Ms Yeoh says ANHF's leadership approach champions consumer choice, integrity and safety, and its business strategy prioritises workforce competency and capability development.

'We have introduced a capability and competency framework, linking it to workforce performance management to ensure that all staff are equipped with appropriate knowledge and competency

to get their job done efficiently and effectively.'

A new Clinical Governance Framework and systems like FOLIO, Person Centred Software and MOA (Moving on Audit) Benchmarking will ensure service users have good experiences and outcomes of care.

Ms Yeoh says that as an elderly person navigates the ups and downs in their health and wellbeing, ANHF carers walk with them – keeping a 'watchful eye' while encouraging their self-reliance. If a person's mental health, cognitive or physical function shifts, staff respond with new care plans sensitive to those changes.

'We're not the sort of provider that simply "puts policies in place" – we build safe, nurturing communities based on trust, and demonstrate how what we do matters.'

'We also know the best solutions and improvements are the ones we work out together with the person we care for and their loved ones.'



# WHY DO WE FOCUS ON YOUR FEEDBACK?

**Jack Su has worked as a cleaner in the Lucy Chieng Aged Care Centre for more than 8 years. He's given candid feedback through our VOICE survey and other mechanisms (including [here!](#)), and encourages others to do so too.**

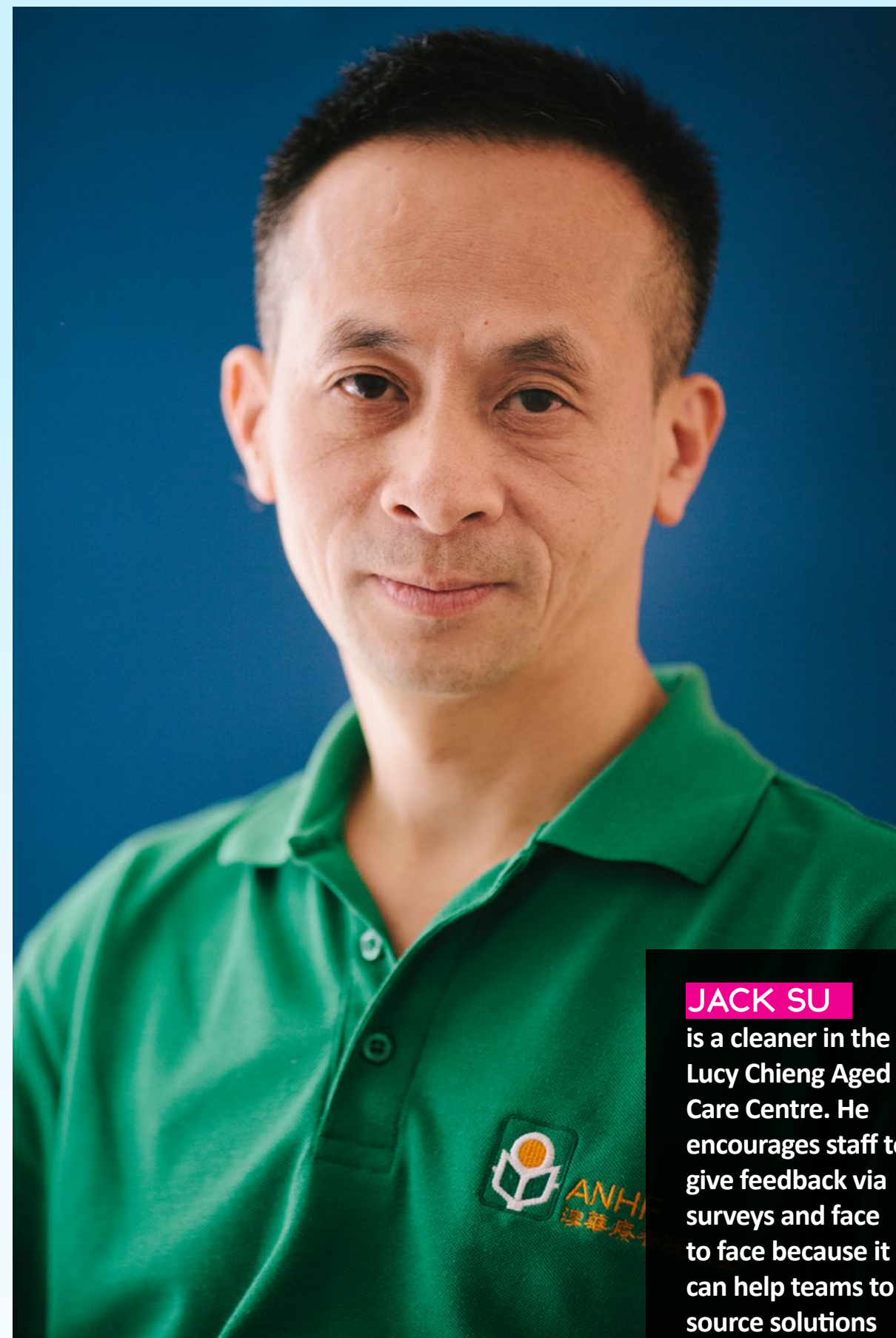
'I've participated in all staff satisfaction surveys and though some might treat them frivolously, to me that reaction is like giving up the opportunity that our organisation gives us to voice our opinions.

'The surveys are meant for collecting staff opinion. So, we should write down our suggestions or even dissatisfactions since we all want to improve and do better. Since ANHF gives me a chance to say what I think, shouldn't I say it out loud? On that score, I'd like future surveys to be more practical – with questions covering staff welfare, salary, leave, rosters and what to do when

something happens suddenly to our elderly clients.

'I do feel that people at management level listen to our opinions. We once suggested that the more-or-less white vinyl floor posed a problem to thorough cleaning, and they accepted our feedback by purchasing a floor cleaning machine to help us in our work. Unfortunately, this didn't give us the expected outcome. They then decided to change the vinyl flooring to the present one that's a darker colour, and it greatly benefited our cleaning tasks.

'How managers follow up after getting our feedback is very important. They must communicate with us – what can be improved, what can't be improved and why. Telling us why encourages staff to express our ideas, and we'll know for sure, "Ah yes, you've listened! You value our opinions, you respect our opinions!"'



**JACK SU** is a cleaner in the Lucy Chieng Aged Care Centre. He encourages staff to give feedback via surveys and face to face because it can help teams to source solutions and foster improvement.





## MEET 鍾桂香、 SUSANA AND WILLIAM

Students involved in ANHF's Window to My Heart project listened to our clients to create beautiful life albums treasured by their families. Susana and William share how much it meant to them...

'Mum found comfort in sharing the waxing and waning in her life, the hardships she had braved through. As we leafed through the album, it finally dawned on us that our parents toiled hard to struggle for a living when they were young. The more we knew about them, the more we admired them!'

'Rare photos of Zhu Hai and Hong Kong in the 1960s found by the students added flesh and blood to the whole album.'

'In creating the album, my mother truly felt the worth of her own life, gaining back dignity and confidence. It will surely be passed from generation to generation.'

'The album conjures memories of past sibling episodes and injects variety in our conversations. What a joy it is for our families to gather around for memories and laughter!'

**ZHONG GUI XING**  
**SUSANA LEE**  
**AND WILLIAM LEE,**  
FAMILY MEMBERS





**ELIZA CHAN**

(left) is Dementia Care Advisor for ANHF. She is on the Steering Committee of the Moving Pictures project and is passionate about helping to raise dementia awareness in the Chinese community.

# WE LISTEN TO YOUR WRINKLES — WHY?

Moving Pictures portrays the experiences of carers in culturally and linguistically diverse (CALD) groups to show what it's like to look after a loved one with dementia and to navigate Australia's aged care system.

'All 15 films deliver the clear message that "Early diagnosis is very important!"' says Dementia Care Advisor Eliza Chan, 'and they do this in the languages of the five target CALD communities: Arabic, Cantonese, Mandarin, Hindi and Tamil.'

Ms Chan was interviewed for Moving Pictures by Dr Bianca Brijinath, the Director of the National Ageing Research Institute Ltd (NARI), which worked with Curtin University and 19 key service providers across Australia to gather stories.

She also helped NARI to recruit 12 carers (eight Mandarin and four Cantonese speakers – most of whom were carers of ANHF clients); schedule their interviews at Lucy Chieng Gardens; and finalise the films' storyboards – after which she became a member of the Moving Pictures Steering Committee.

Moving Pictures was devised to tackle the limited awareness of dementia

among people from CALD backgrounds, which often results in delayed diagnosis, a poorer prognosis, and a higher burden of care on families and health systems.

Each film offers a clear summary of how and where to get help.

'The films have tackled the stigma of dementia indirectly,' Ms Chan says. 'But it would be good to make one more film about dementia-friendly communities, and how to support people living with dementia and their families.'

ANHF's General Manager for Community Care, James Lim, says 'The wrinkles of each and every person in our care represent thousands of untold stories, which we encourage them to share knowing they can be an inspiration for others.'

Ms Chan adds that ANHF 'listens to the wrinkles' of people living with dementia through reminiscence activities like the 12-week Art Therapy Program it is running for clients from July to September 2019, and which honour and appreciate the personal histories they represent.

See [www.movingpictures.org.au](http://www.movingpictures.org.au)



## MARGARET AND PETER LOVE YUM CHA

Margaret and Peter are great at what they do. They take groups of our elderly clients out for shopping, yum cha and chatter, which gives them the comfort and reassurance of their peers.

‘Assisting our clients to go out reconnects them to the outside world: like mending the broken wings of a bird to help it fly freely again. My greatest satisfaction is to see their smiles and feel their joy.’  
— Peter

‘Shopping and yum cha may sound very simple to some, but to people with limited mobility or who live alone, these outings are crucial to remaining connected. I’ve also learnt from Aussie culture to give our clients a big, heart-warming hug before I leave.’ — Margaret.

**MARGARET WONG** — DAPCSSI

**PETER SU** — VOLUNTEER





**PHOEBE LEUNG**  
is Community Service  
Coordinator. She loves  
working in partnership  
with older people to  
help them to achieve  
their goals.

## WHAT IS A HAPPY HUB AND HOW DO WE MEET YOU WHERE YOU'RE AT?

The social support ANHF offers through its Happy Hubs and Happy Buses is critical in determining how older participants prevent cognitive decline, combat social isolation, and delay admission to residential aged care facilities.

Community Service Coordinator, Phoebe Leung, says the hubs and buses offer activities that promote social engagement and support wellness. 'We focus on addressing a client's needs in a holistic way – considering their strengths, abilities and difficulties.

'Clients set their own goals and staff work in partnership with them to achieve them. Our central aim is to help them build capacity and confidence, maintain body functions, and regain lost skills.'

Ms Leung says ANHF's mobile wellness services meet people where they're at and offer a variety of wellness activities including gentle exercises, reminiscence activities, brain exercises, physical skill reablement training, as well as social events and excursions provided in the clients' language.

Community Operations Manager, Rebecca Yee, says ANHF's full range of wellness and reablement programs is extensive and growing.

The So Wai Seniors Wellness Centre and Stanley Hunt Seniors Wellness Centre have increased excursions and Hurstville Seniors Wellness Centre is now operating five days a week. A new Wellness Hub was created in the Lucy Chieng Gardens (LCG), and operates on Mondays and Fridays drawing 12 to 16 CHSP, HCP and Housing clients per visit.

A monthly wellness program was introduced to tenants of Poplar Street Housing. A regular Happy Hours session has been running to encourage tenants of Jones Street to take part in mah-jong games. A Happy Bus is in operation at So Wai and SHSWC with regular outings attracting new CHSP clients.

Ms Yee says plans to introduce a Happy Van Wellness Program to HCP clients in North Sydney and Western Sydney are also in progress.

'We're looking at establishing a centre-based Wellness Hub for HCP clients as well as supplementing the activity with regular outings provided by Home Care Employees as a Happy Car concept.'

'All these initiatives help ensure our clients engage socially, which improves their functional ability and provides a greater sense of value and identity.'



## MOVING PICTURES

Caring for her mother-in-law with dementia, Anna had no idea about the disease or where to get information and help in Chinese.

‘Luckily, I found ANHF’s So Wai Carer Support Group where carers who faced similar issues enjoyed mutual support and selflessly shared caring tips. Recently, I took part in the Moving Pictures project to help other Chinese speakers to understand more about dementia and the community support that’s available.’

See [www.movingpictures.org.au](http://www.movingpictures.org.au)

**ANNA HONG** – CARER,  
SO WAI SUPPORT GROUP



ANHf uses a range of technologies to help its clients, like Dong Hong Yao 董鴻耀 (pictured), to stay healthy, connected and informed.

# HOW CAN WELL-TARGETED TECHNOLOGY HELP YOU FEEL SECURE AND VALUED?

Johnny Teong (pictured page 62) knows the potential of technology.

‘It improves the efficiency and productivity of staff, freeing more time to provide personal quality care for our elderly clients. It helps our clients stay connected to others, removing isolation and loneliness. It also keeps them entertained and informed, providing mental stimulation and a sense of wellbeing.’

ANHf uses a range of technologies to keep the people it cares for secure. This includes sensor pads that trigger an alert when a resident gets off a bed or chair or steps onto the floor; infrared motion detectors to detect and prevent falls; and Person Centred Software (PCS) that enables residential staff to monitor care using mobile devices.

‘In the immediate future,’ says Mr Teong, ‘we’ll also see the introduction of e-Medication and greater use of virtual reality technology.’

ANHf is on track with its transfer to Care Systems software, which commenced last November.

Care Systems is an integrated financial, client billing and human resource platform.

From April to June, 2019, Care Systems consultants facilitated discovery workshops and user training sessions for Residential and Community Care staff, which gave all key users the chance to offer feedback.

In the Care Systems rollout, payroll and finance modules (July) and community and procurement modules (September-October) have been given priority. This should eliminate the double handling of documents and use of ‘outside-the-system’ Excel/Word solutions.

Mr Teong says Care Systems is one of the few platforms that offers a locally developed, cost-effective, integrated financial, residential- and community-specific solution.

‘Using this platform will accelerate our move from a client record management model to a customer relationship management model, which should gain us the edge in quality service.’



## MEET YVONNE


Yvonne (far left) is a resident of Jones Street Community Housing. She's been boosting her confidence in using smart technologies through courses, like the iPad classes at the Stanley Hunt Seniors Wellness Centre.

'I attend whatever mobile phone skill classes are on for seniors and now use Facebook, WeChat, WhatsApp and Viber to communicate with my friends and family, including my grandchildren. Internet purchasing is not my cup of tea – but I'll still compare prices on the Internet to find the best one! With a mobile phone at hand, you also know what's happening across world. I live alone but, with a smart phone, I feel much safer. No matter what happens, many people are there to help me.'

**YVONNE FUNG** —

RESIDENT, JONES STREET COMMUNITY HOUSING





Customer mapping is helping ANHF to better understand and serve the needs and preferences of all its clients including Chau Sam Nui 周三女 (pictured). It is also enhancing its professionalism and responsiveness.

## HOW CAN MAPPING YOUR CUSTOMER JOURNEY HELP US REFINE OUR SERVICES?

**ANHF is in the midst of mapping the customer service journey and seeking input to enhance how the organisation engages with its customers.**

Our 12-month Customer Journey Mapping project aims to listen and collect stories from people direct, says project leader Joyce Ma.

‘The observations and findings will support the organisation to make its care and process of caring better for everyone.

‘It’s also a self-assessment – readying us to meet the new standards.’

ANHF embarked on the customer-mapping journey to gain insights into what clients and potential clients experience when they interact with the organisation.

‘We wanted to find our strengths and weaknesses as a business – with a particular focus on our Home Care service.’

The mapping has involved semi-structured one-on-one interviews

(onsite or phone) with customers (clients, carers), and with the home care and residential care workforce. Its findings are helping ANHF to identify the strengths, workforce capabilities, business processes and service improvements they should pursue over the next 12 months.

Strengthening the case management role of advisors and investing in improving the people management skills within the team are two areas the Home Care team will focus on following the mapping. The Residential Care team will also continue to transition from a task-oriented traditional workplace culture to a person-centred culture focused on engagement, to ensure it meets and exceeds the new standards.

‘At the end of this process, what we’d most like customers to say is that ANHF serves their needs and preferences and that we are professional and responsive to people’s needs.

‘We’d also like clients to feel safe and listened to as a person: That ANHF has them in its heart because we want to give them the best in their ageing journey.’



## YEE WAH'S HONEST FEEDBACK

Yee Wah says the staff at Lucy Chieng Aged Care Centre (LCACC) listen to her and understand her feelings, so she feels safe and comfortable to give them honest feedback.

'LCACC is a top-grade place – fantastic and clean, with friendly and polite staff who really care – and the food is impeccable! I complained only once about a new nursing assistant who tried to help me out of bed without supporting my neck. The Facility Manager followed up and trained the nursing assistant, and when she came again, she skilfully supported me. I felt safe and very satisfied. Launching a complaint is the right thing to do. We should point out the problem at the onset to help in service improvement.'

**YEE WAH LAI** – RESIDENT,  
LUCY CHIENG AGED CARE CENTRE



# WHY IS ONE KEY QUESTION ABOUT QUALITY 'WHAT WOULD YOU LIKE?'

In June and July this year, ANHF surveyed residents and their carers in our three residential aged care facilities to get their feedback about the care and services they receive. This feedback helps us to keep improving. It also informs our decision making when choosing services to cater for our clients' needs.

The surveys covered six key care services – podiatry, physiotherapy, pharmacy, skin lotions, incontinence pads and cleaning. They were designed to measure and assess our residents' and their carers' perceptions of whether the services and products provided met their expectations and quality requirements.

'We informed people in advance that the survey was coming and provided the survey and cover letter in Chinese and English as hardcopies and e-copies. We also organised volunteer assistance for people, if needed, to help them to complete it,' says ANHF Procurement Officer, Cindy Wong. 'Our approach was to assure residents

and their carers that quality is not just about ticking off Standards, but we also take into consideration their wellbeing, mental and physical health, and their social interaction, all of which greatly affects their quality of life.'

The overall level of satisfaction was pleasing, Ms Wong says, with most respondents rating products and service above 'good'.

'The results indicate we're on the right path,' she adds. 'As Procurement Officer I also attend trade shows, and consult with industry experts to find, review and provide better options for our clients.'

ANHF believes the quality of products is an integral part of person-centred care, and would like to survey and assess more products in the future.

'Hearing people's preferences and concerns gives us the opportunity to improve; to greatly benefit our residents and provide them with a better experience under our care.'



**CINDY WONG**  
(pictured) is ANHF's Procurement Officer. She is committed to ensuring residents receive an excellent standard of care for their physical, mental and emotional wellbeing.



# HOW DOES CULTIVATING STAFF WELLNESS CONNECT WITH OUR CARE FOR YOU?

ANHF's new Wellness Program encourages employees and volunteers to take control of their health and to be proactive in injury prevention and management. The bonus? – We have healthier, happier employees, who have more energy to invest in the wellbeing of our clients.

The program is in two parts, explains Fifi Lai, ANHF's in-house physiotherapist. The first is posture screening using a technology app, followed by an exercise therapy program in two parts that targets back and neck health, and knee pain.

'As well as identifying the person's own muscle and joint weaknesses through screening,' says Ms Lai, 'the employee is made aware of their posture and the risks of certain manual-handling movements. This knowledge is the key point in staying fit and preventing injuries.'


The program commenced in August 2018, in partnership with Active Motion physiotherapy, and results are positive.

Ninety per cent of participants in the exercise therapy program have improved their posture and movement. More specifically people have: improved self-awareness of posture (sitting and standing); gained knowledge of exercises to manage tightness and/or weaknesses; endured less neck, back and knee pain; and strengthened their postural muscles – all of which helps to reduce injury in the workplace.

'The most disciplined participant in the program is so happy that she can now get up and down the stairs with nil or minimal knee pain,' says Ms Lai. 'Previously, she had to stop and rest many times to get up or down a long flight of stairs.'

Ms Lai says the Wellness Program fosters a healthy and fit workforce that has fewer injuries and takes less time away from caring for and building relationships with clients.

It also shows ANHF's commitment to promoting a positive work-health culture that values the wellbeing of our staff.



**FIFI LAI**  
is ANHF's  
Physiotherapist  
and Lifestyle  
Coordinator.  
She is committed  
to cultivating  
initiatives that  
promote wellness  
and joy.



## IN CARING HANDS

**Catphine's parents and father-in-law receive 24-hour care by a professional team in the home-like environment of Chow Cho Poon Nursing Home (CCPNH) – and it gives her great relief and assurance that they're in very caring hands.**

'When my parents' health deteriorated and I needed to get them into care, staff from ANHF's Communications and Marketing Unit told me how to take one step after another to arrange it. While we waited for a vacancy, my parents attended activities in So Wai Seniors Wellness Centre in Burwood, and ANHF's Home Care Package care worker provided companionship for them at home.'

'At CCPNH they enjoy a great variety of activities like barbecues, cake making, dance sessions, and garden visits. The menu is wonderful, too, with congee, rice noodles, egg noodles, oats, eggs or meat dumplings for breakfast!

'My father-in-law was in a mainstream nursing home for residential respite, but he couldn't adapt, and the staff did not pay enough attention to his red and swollen leg. When he transferred to CCPNH, the Facility Manager immediately referred him to a specialist who told me if he had seen my father-in-law any later, he might have had to have an amputation.'

'It's important to elderly people to live in a nursing home where everyone shares a similar cultural background. The CCPNH staff are also very friendly and helpful – so passionate in their work.'

*Catphine Heung is the daughter of Hing Yeung (left) and Fai N Tsang.*



# HOW IS OUR RN CAREER DEVELOPMENT PROGRAM MAKING A DIFFERENCE

ANHF kicked off its career development program for Registered Nurses (RNs) in September 2018 and Carol Sung, who has worked part-time as an RN in Bernard Chan Nursing Home for more than four years, was an eager participant.

‘There were eight of us in the class, and our instructor was very enthusiastic and knowledgeable. The many discussions and case studies offered excellent sharing opportunities for staff from different nursing homes.’

Ms Sung says she joined the program because RNs need to keep pace with the ongoing reforms in aged care – learning new things in order to continue to provide quality care for the elderly.

‘What we learned in the university centred more on clinical aspects of care rather than practical aged care services like how to assist the elderly with eating when they have swallowing difficulties.’

Training sessions covered the role RNs play in aged care, safe working environments, clinical care, leadership, documentation and case management. And Ms Sung says it was the 10-minute presentations she gave as part of the training that she learnt how to organise relevant materials precisely and concisely and to present information effectively to attract attention.

‘The instructor reminded us that if we are to take up managerial positions in the future, there will be many opportunities for us to present in public. Verbal communication skills are important – so we have to get to the point and be convincing. Indeed, such communication skills are needed in our daily interactions with people.’

Ms Sung says the RN training has boosted her confidence.

‘With greater confidence, many things can be done even better!’





## AMY 'PUTS THEORY INTO PRACTICE'

Amy Xia joined our RN Career Development program eager to gain experience and knowledge to apply in her work as an RN at Lucy Chieng Aged Care Centre. She attended sessions every first Thursday of the month.

'The comprehensive program included Career Development, Case Management, Leadership and even how to use the Aged Care Funding Instrument (ACFI) – and it was ACFI I found most challenging.

'I use the four words "Putting Theory into Practice" to describe the RN program as I can really put what I have learnt into practice in my work!'

**AMY XIA** —  
RN, LCACC

Clients like Gong Ju Zhen 龔菊珍 (pictured) are benefitting from ANHF's RN Career Development program, which has boosted the confidence and practical experience of its Registered Nurses.



# HOW IS THE BOARD

## STEERING ANHF

### TO MEET THE

### STANDARDS?

The new aged care standards call for boards to foster a culture of consumer inclusion, engagement, voice and choice – and, happily, the ANHF board is ahead of the pack.

‘ANHF provides a leading “can do spirit” in the NSW multilingual and multicultural community,’ says Sean Wong, who joined the ANHF Board in July 2017.

‘We lead by actively pursuing innovation and constantly investigating new recipes for caring.’

Mr Wong says the board is more than just a governance council.

‘It reflects the aspiration of each member to give the best care to our elders who are valued members of the ANHF family.

‘We also consider the greater good of our community of volunteers, carers and suppliers as they are the team that provides the care to our elders and their loved ones.’

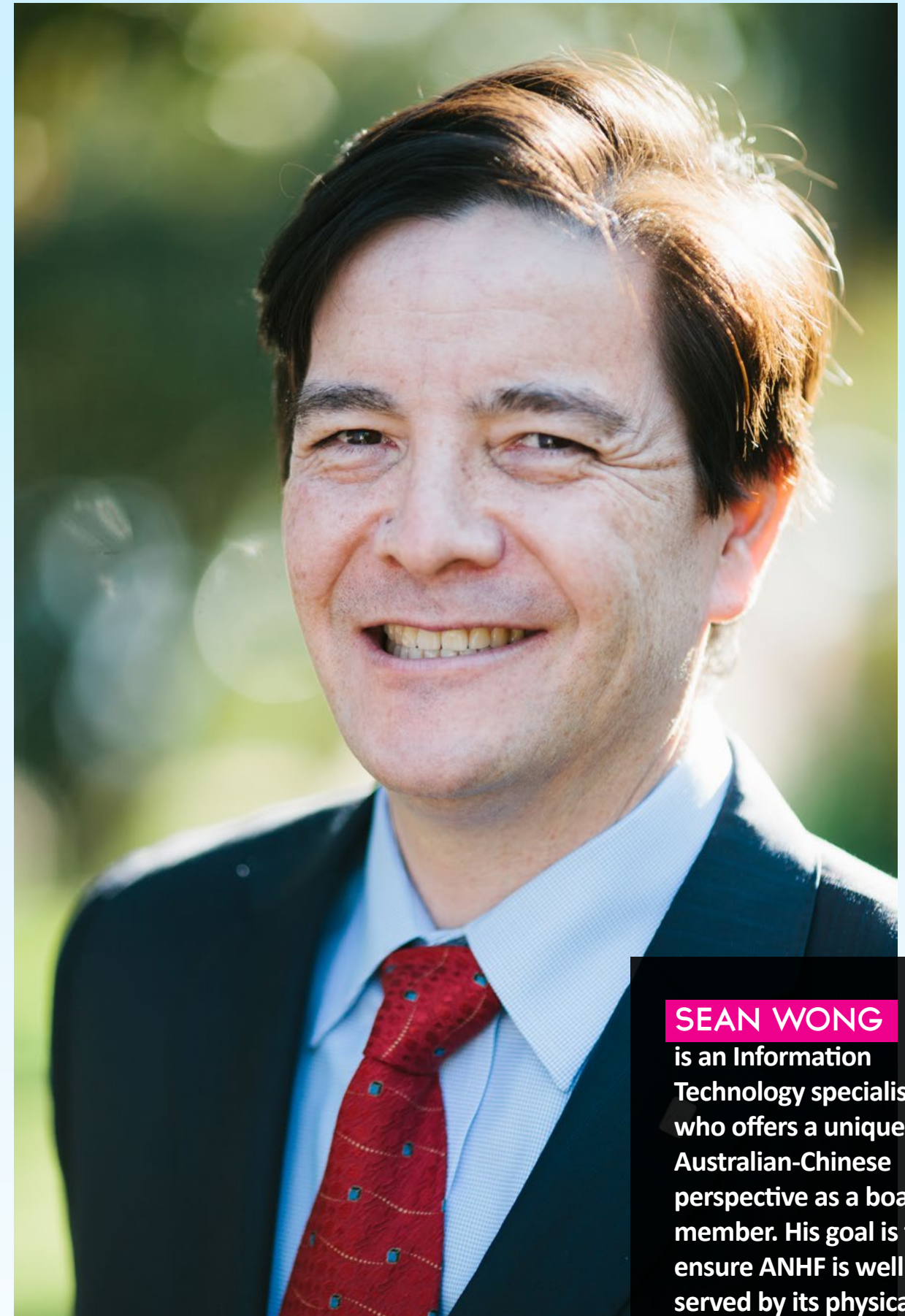
ANHF collects the wisdom of the

community it serves by listening to elders, families and carers via the VOICE survey, feedback sessions, and reports from staff- and executive-led initiatives, including CEO roadshows.

In addition to adopting plans to deliver to the new standards, the board also supports: operational investment in continuous improvement and best-practice management of resources; strategies for the executive team to follow a clear outcome-focused path; rigorous accounting and auditing standards; prompt action to fix non-compliance; and forging partnerships in the sector.

Mr Wong says ANHF’s governance culture is rooted in the CALD culture of care, which adopts the principles of respectful collaboration with the experience of the board.

‘All our initiatives in clinical care, service delivery, facility management and access to digital technology are developed to ensure our elders enjoy their time with ANHF – because their happiness and belonging is ultimately what it’s all about.’



**SEAN WONG**  
is an Information Technology specialist who offers a unique Australian-Chinese perspective as a board member. His goal is to ensure ANHF is well served by its physical and cultural assets.



# WHY DO WE EMPHASISE TWO- WAY SHARING IN OUR EVALUATIONS?



Clients like Lai Yuk Chun 黎玉珍 (pictured) benefit from ANHF's leadership surveys, which are targeted to encourage all staff to focus on quality service and continuous improvement.

While ANHF managers regularly evaluate the performance of their staff, this year through our Leadership 360 Survey, we also gave frontline staff the opportunity to evaluate the performance of their managers.

Annie Xi participated in the survey, and says frontline staff appreciated the (anonymous and therefore secure) chance to let their managers know how they felt and what they wanted.

'Frontline staff felt they were respected. We always talk about teamwork, which means we're all equal. If the facility manager or the care manager has done something that's not ideal, we should have a chance to voice it.'

Ms Xi says one good thing about the survey was that it gave both parties the chance to 'think in each other's shoes'.

'Facility managers would consider what they would do if they were frontline staff. Similarly, frontline staff would

consider what they would do to handle a certain situation if they were working at the management level. 'We learnt to communicate through a positive angle. Theories count, but we have to be "human". Both sides have room for improvement!'

Ms Xi says that with the aged care reform came eight new aged care quality standards – setting high standards in aged care services.

'This means no matter who you are – a staff member or a facility manager – you must do your job well to ensure effective cooperation that will meet government requirements.'

Leadership 360 surveys help staff feel the organisation values their opinions and that ANHF will use their input to drive improvement, Ms Xi says.

'When we work in the nursing home caring for the elderly is our job priority – and continuous improvement is crucial.'



## MEET 李日蕙

Consultation and longstanding care received from staff helped 李日蕙 (Ri Hui Li) feel happy about developments at Lucy Chieng Gardens (LCG).

‘ANHF consulted us about relocating our rooms so it could establish a seniors wellness hub to help improve the wellbeing of LCG tenants and also welcoming us to attend. Our Community Housing Officer, Mr Jacky Chan, has been so caring for my needs in the past that I agreed. And he even helped me move. On the first day, I woke up to warm sunshine, and felt so happy. The wellness hub here has carefully planned activities, and it’s where we can anchor our emotional needs. Times flies when I join in.’

李日蕙  
(Ri Hui Li)

Tenant, Lucy Chieng Gardens







**ITA WONG**  
invites businesses that are keen to assist elderly people age with grace and dignity, while increasing knowledge of their products and services within the Chinese and South-East Asian market, to contact ANHF.

# HOW DOES OUR NEW LOYALTY PROGRAM BENEFIT YOU AND YOUR CARER?

ANHF launched its Goodies for You Loyalty Program in March 2019. The program offers incentives for ANHF clients, staff, volunteers and their families through special offers and discounts on quality health and aged care products or services.

There are two sides to the program: the trusted businesses who supply the goods and services and the people (consumers) who can access the incentives and discounts.

ANHF Executive Assistant, Ita Wong, says ANHF is leading the way among culturally specific providers in providing the loyalty program – and the benefits are exciting.

‘Goodies’ for consumers include instant access to exclusive member-only special offers on verified goods and services that are of good quality and specific to their health and wellbeing. Service coordinators are also on hand to help people shop for products and services relating to health and wellness, Home and Community Care, professional and

allied health services, and travel and leisure.

‘Goodies’ for businesses include access through ANHF’s members-only portal to a niche market in Greater Sydney in which more than 30 per cent of people are aged 50 and over and almost 500,000 have Chinese ancestry (2016 Census, ABS). Businesses also enjoy promotion of their goods and services through ANHF’s popular expos and marketing channels.

Ms Wong says, ‘ANHF is committed to planned care and services that meet each consumer’s preferences, and optimise their health and wellbeing. I’m delighted to be part of the team launching this brilliant, culturally-specific Goodies for You Loyalty Program. Collaborating with our trusted corporate suppliers to create this online platform, with instant benefits for our consumers, is a gratifying experience.’

To learn more about the benefits of our loyalty program see [www.anhf.org.au/join-us/loyalty-program/](http://www.anhf.org.au/join-us/loyalty-program/) or call 8741 0219.



# SPOTLIGHT ON TEAM PERFORMANCE

**Our General Managers share how well their teams are performing against the new Aged Care Quality Standards. They also explain how applying key learnings amid the aged care reforms has improved customer service.**

## **JAMES LIM, GM COMMUNITY CARE**

The new Aged Care Quality Standards (ACQS) challenge us to be more inclusive; to focus on consumer outcomes related to wellbeing and clinical care; to establish a more resilient workplace culture; and to discover and adapt our quest for utopia in community aged care.

Our preparatory phase gave us the chance to

plan out and act upon how we can transform the organisation – building on our strengths and relationships, and highlighting areas where we can do better and learn from our mistakes.

Evaluating our readiness for the ACQS we've:

- Completed the self-assessment guide against ACQS,
- Developed an overarching Service Improvement Plan with identified key priorities,
- Invested in external education audit and industry audit tools related to our current practice and policies, and
- Attended workshops, webinars and 'quality inspired' conferences.

Our Home Care team has held consumer and carers forums to share information, and we've provided ongoing opportunities for our consumers to ask questions. The ANHF

Communications and Marketing Unit has also published pieces in Chinese media and on social media platforms, including WeChat.

Participating in a 12-month national program with the University of Queensland on End of Life Directions in Aged Care (ELDAC) will help us to build workforce capabilities; produce more culturally specific resources; and forge community linkages with specialised palliative care services, which can assist with advanced care planning.

To assess how well we're going, ANHF has invested in integrated systems; external and internal audits; customer satisfaction and staff engagement surveys; and monitoring tools that are aligned with ANHF's Strategic Plan, model of care, continuous improvement plan, and clinical governance framework. Building on our existing and expansive training resources, we are able to tailor bilingual information for

our consumers and their families as part of our consumer education.

We have always valued our consumers as a part of the ANHF family. This has prompted us to move towards certifying the entire organisation against the International Customer Service Standards 2015:2020 with the Customer Service Institute of Australia. This initiative ensures ANHF steadfastly meets ACQS requirements, and consistently offers customer care excellence.

Unannounced visits are new in Home Care. However, we are confident that we can position ourselves to welcome any official visitors and auditors from the ACQS Commission who come knocking on our doors. After all, there are bountiful good news stories and countless wonderful experiences that our consumers would like to share and tell the world beyond each door.



# SPOTLIGHT ON TEAM PERFORMANCE

## MAISY LAI, GM RESIDENTIAL CARE

In 2017, we began looking into our traditional care cultures and how to better serve our future customers in line with the new quality standards. We were aware that a protective, custodial, task-oriented model of care could disempower residents. The change we sought needed to improve outcomes for our future customers and ensure the sustainability of our business.

Our Lifeful project has been part of this change, and it aims to:

- Improve social-care related to the quality of life of our residents.
- Increase person-centred care by supporting staff to engage better with residents.
- Empower and enable individual residents through social, physical, recreational and other daily activities.

With Lifeful we appoint a ‘focus carer’ who forms an ongoing relationship with a resident – setting and achieving goals with them and their family that will enhance their wellbeing and quality of life. The carer also advocates on the resident’s behalf during team discussions and care-plan reviews.

Person Centred Software (PCS) was piloted at Lucy Chieng Aged Care

Centre in early 2019, Chow Cho Poon Nursing Home in May and at Bernard Chan Nursing Home in July and all teams have enhanced their teamwork and performance against the new standards. The software enables staff to record and promote evidence-based care and resident interaction, with monitoring via handheld devices. Family members can also use its Cloud-based Relatives Gateway to access information (including photos and progress notes) about their loved ones.

From July 1, 2019, accreditation will be unannounced and focus on consumers and staff. Staff who provide care are now expected to have a thorough understanding of the standards and how they work, and we provided face-to-face and online education to staff to guarantee this.

To boost the confidence, competence and career development of our registered nurses (RNs); we rolled out our RN career development program in September 2018 (see page 47).

We are also partnering with End of Life Directions in Aged Care (ELDAC) program to develop palliative care and advanced care-planning activities for each of our homes (see page 10).

From January 2019, Moving on Audit (MOA) has enhanced our internal auditing and compliance practices and aligned them with the new aged care quality and safety standards.



MOA’s powerful online platform provides benchmarked reporting in real-time and pushes risks and opportunities identified through to our Plan for Continuous Improvement software.

Our three homes have also voluntarily participated in the National Aged Care Quality indicator program

to benchmark nationally in three areas: pressure sores, unplanned weight loss and physical restraint. Supported by a robust quality system and our commitment to continuous improvement, we strive to maintain our outstanding record of compliance and accreditation across all our residential aged care services.



# SPOTLIGHT ON TEAM PERFORMANCE

## JOHNNY TEONG

### GM CORPORATE SERVICES

The aged care changes and reforms have brought the advent of consumer experience and outcomes, consumer choice, market-driven competition, increased contribution from consumers, the 'Uberisation' of workforce and services, and a focus on quality and safety.

They have also highlighted the declining ratio of worker to consumer and an ageing workforce.

The Corporate Services Team has been playing its part to develop ANHF's resilience in the midst of a more competitive and innovative market, and providing an increased focus on enabling technology, transparency about fees, and consumer experience.

We are exploring ways to 'personalise' the consumer-care experience. One involves connecting consumers directly with carers and families through technology such as upgraded data and telephone services, which can help them to communicate effectively when they're increasingly frail.

We have also been supporting other departments in their efforts to retain and attract consumers by expanding and enhancing their service offerings

– for example through introducing consumer co-designed activities, updating catering facilities, and exploring the viability of an elder gym.

We are working with frontline management to respond quickly and sensitively to the needs of our consumers through the recruitment of passionate and well-trained frontline and support staff (including external service providers). Through the use of person-centred technology and initiatives, we are working with other departments to assist in matching frontline staff and skills to needs in real-time as need arises.

As the Government continues to move towards Business-to-Business platforms, the Corporate Services Team has been advocating investments in appropriate information technology, which is critical to aligning our business process with government requirements and to reducing the complexity of reporting. We are continually improving the means of tracking consumers so that we can offer them quality care at different stages of their 'customer journey' in our continuum of care.

The new ACQS represent a radical paradigm shift in which consumer outcome has become the focus. It is no longer a case of just being able to meet the standards.



Staff at every level will need to demonstrate outcomes and the level of satisfaction felt by our consumers and staff about how our services exceed compliance. This means all ANHF staff, including Corporate Services staff, need to be familiar with the new standards and their implications – through continuous training, work/business process validation, and surveys of the service experiences of internal and external customers.

The Corporate Services Team continues to ensure a safe living and working environment for consumers and staff through innovative, energy-saving, and preventive maintenance initiatives. Some examples include the installation of CCTV in common areas, upgrading lighting to LED, and planned upgrades of resident rooms, bathrooms and other facilities to enhance safety and quality of life.



# BOARD AND TRUSTEES



**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



**SEAN WONG  
DIRECTOR – BTECH, JP**

Director since 2017





# FUTURE INNOVATION AND CELEBRATION

## GORDON GOES AHEAD

We are very pleased to report that we have engaged a project manager to ensure work gets underway swiftly at our beautiful site in Gordon. It's been a long journey since we purchased the site and secured 84 provisionally allocated places from the Australian Department of Health for our new home. However, we've now overcome the barriers to our development, and we're making a host of big and little decisions (about builders, materials, fittings, furnishings and so on) that will mean our new residential care home is genuinely customer-focused and reflects our commitment to quality.

## GRANTS GIVE GREATER FREEDOM

We have recently successfully secured a \$0.5 million Commonwealth Home Support Program (CHSP) Innovation Grant to carry out the following two innovative projects from October 2019 to June 2020.

### A Room to the World

This project will help our clients fulfil their dreams of 'travelling' the world, from the safety and comfort of a large-screen/virtual reality room. Through the use of audio-visual technology, and in a cinema room with comfortable chairs, clients will be taken to different parts of the world. Unhindered by health or financial constraints, their encounters will be enriched by tactile and sensory experiences such as tasting and smelling an array of delicious food; listening to folklore and cultural music; watching and participating in traditional dancing; and making arts and crafts that represent the place they have visited virtually via the large screen. The project will have tremendous therapeutic benefits for people who are living with dementia, through reminiscence therapy. Engaging childhood memories and experience allows a person with dementia to seek comfort and reconnect with carers and others around them.

### Speak Your Language Call Monitoring Service

This call monitoring and assistance service will serve elderly people from culturally and linguistically diverse (CALD) backgrounds in their native language –

assisting them to feel safer in their own homes and to enhance their community connection. The service will be operated by personnel using language recognition software to enable them to communicate with callers. With funding subsidies, we will be able to assist clients to purchase the associated smart technology device at an affordable price – making the service accessible to a large number of clients. Initially we will target Cantonese, Mandarin and other Chinese dialects. Our longer-term aim is to provide a phone monitoring service for clients of Vietnamese, Korean, Italian, Greek, Assyrian and Arabic backgrounds. Establishing this multilingual response service should enable us to offer timely intervention and assistance to callers as they navigate the My Aged Care portal and pursue links to other services.

## SENIORS WELLNESS EXPOS

We ran a Seniors Wellness Expo in May 2019, and a Retirement and Lifestyle Expo in November 2019. These expos give seniors and their carers from Chinese backgrounds a valuable opportunity to access a range of services and providers, educating them about what is available to help them to experience the best possible quality of life.

## ANHF 40TH ANNIVERSARY CELEBRATION

We have reserved the Star Event Centre for Gala Dinner for June 6, 2020, to celebrate our 40th Anniversary. There will also be many activities throughout the year to celebrate this significant milestone.



# HOW WE CARE

WE'VE SPENT QUALITY TIME DEVELOPING OUR MODEL OF CARE – AND WILL 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 client 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.





# QUALITY AND QUANTITY

**79,873**

HOURS OF HOME CARE  
Support to live independently at home

**37,699**

ALLIED HEALTH SERVICES  
Boosting wellness and independence

**205,707**

NUTRITIOUS, CULTURALLY  
APPROPRIATE HOT MEALS  
Eating well, living well

**33,915**

VOLUNTEER SERVICE HOURS  
Community members giving back

**642**

VOLUNTEER VISIT HOURS  
Person-to-person care  
(home and Residential)

**52**

RADIO BROADCAST HOURS  
Information that empowers

**404**

OUTINGS  
Offering more to enjoy in life...

**49 sessions and  
1,682 participants**

INFORMATION SESSIONS AND  
PARTICIPANTS  
Raising awareness of aged care  
services in the Chinese community

**48**

IN-SERVICE TRAINING SESSIONS  
FOR STAFF  
Driving quality through  
professional development

**56,934**

RESPIRE CARE HOURS  
Rest and relief for carers

**10,145**

PEOPLE UNDER OUR CARE  
Tailored support that's culturally sensitive

**26,427**

TRANSPORT  
Keeping clients connected







# HOW **YOU** CAN **HELP**

- ✓ Volunteer with us
- ✓ Donate now
- ✓ Leave a bequest
- ✓ Partner with us

## CONNECT WITH US

-  1800 88 22 88
-  [www.anhf.org.au](http://www.anhf.org.au)
-  [www.facebook.com/ANHFAU](https://www.facebook.com/ANHFAU)
-  [linkedin](#)
-  [Youtube](#)
-  [info@anhf.org.au](mailto:info@anhf.org.au)





## 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
- BM:** *Being Mortal* by Atul Gawande
- C:** Chairman
- 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:** Communication and Media Unit
- CVS:** Community Visitors Scheme
- DASS:** Domestic Assistance and Social Support Service
- 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
- KM:** Karl Meninger: abridged quotation
- LCACC:** Lucy Chieng Aged Care Centre
- LCG:** Lucy Chieng Gardens
- NG:** *Nous Group, Wellness and reablement in the home  
care sector, May 15, 2018*
- 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
- VC:** Volunteer Coordinator
- VP:** Volunteer Program





# 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 2018–19 ANNUAL REPORT.

## Financial Information

Our 2018–2019 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, clients and others.

## Designed

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

## Photography

Jasper Kyle and Australian Nursing Home Foundation staff





ANHF

AUSTRALIAN NURSING HOME FOUNDATION

澳華療養院基金

Culturally Appropriate Aged Care Since 1980

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