



**ANHF**

AUSTRALIAN NURSING HOME FOUNDATION

**澳華療養院基金**

Culturally Appropriate Aged Care Since 1980

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# Newsletter

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ANHFAU



## Key Elements in Services – Quality, Risk & Compliance

Deb Charlton QRC Manager



Quality and governance have long been a part of the regulatory framework in aged care but were strengthened with the July 2019 release of the new Aged Care Quality Standards and the Aged Care Charter of Rights.

With the introduction of the new Aged Care Quality Standards explicit reference is made to governance systems in Standard 8 – Organisational Governance. In addition as part of organisational governance, clinical governance is also earmarked as an individual requirement for the first time. All Standards work in concert and have requirements that dovetail with organisational governance and clinical governance.

Standard 1, Resident/Consumer Choice and Dignity, can be considered a ‘bookend’ standard of the Aged Care Standards. That is, alongside Standard 8 – Organisational Governance, it impacts every one of the other six Standards.

Our quality and governance is supported by our person-centred approach and our model of care 2019. Person-centred practice and clinical care is also well described in our policies and guidelines.

The implementation of the governance system including committee and communication structures are routinely evaluated as part of the ongoing review of performance. The ANHF Quality, Risk and Compliance Team play fundamental roles in this ongoing review including input and feedback from CEO, CFO, General Manager Care Services and Facility/Home Care Managers.

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### Editorial Committee:

Ada Cheng  
Rebekah Kwan Adelaide Fung  
Cindy Wong Michelle Wong

### Advisors:

ANHF Board

## Quality, Risk and Compliance Team

ANHF has a central quality and governance team that supports services in the following ways:

- Development of ANHF-wide governance systems and collateral
- Policy and procedure development in clinical, care and governance domains
- Management of ANHF-wide quality and safety calendar, data collection and reporting
- Links and liaison with Board governance bodies
- Management of internal and external audit systems, reports and actions
- Oversight of performance and continuous improvement plans and outcomes
- Conduct of audits as needed
- Oversee the training and development of staff (Learning and Development Officer)
- Ensure ANHF provides quality dementia care (Dementia Support Advisor)

## Managing Risk

Each facility's results are monitored against the quality calendar and additional indicators and a risk rating is applied to the results in the ANHF Risk Matrix. This is reported to the ANHF-wide governance committee every month. Actions are developed accordingly.

The QRC Team have been mentored to undertake internal audits and analyse the results of any review that they conduct, e.g., Food Safety. They then form part of a larger team which includes senior staff members of the service to resolve any issues.

A challenge for any ethno-specific group is that staff need to understand that each resident is an individual and that needs and goals are not standard just because you speak a specific language. Reinforcement of our model of care through training, policies and procedures driven by the QRC Team is integral to improving staff culture.



QRC Team : Edith, Sen, Eliza, Deb, Nok Yan, Lois & Laura

## QRC Team is 'Made of Water'

Edith Wong QRC officer

Most staff members have misconceptions that the Quality, Risk and Compliance (QRC) Team is a group of "police officers" who only pick on staff members' behaviours and documents and asks them millions of questions. In reality, staff are facing higher expectations since the introduction of the new Aged Care Standards in 2019, which saw the Home Care and Residential Teams complying with the same set of Standards.

I would describe the QRC Team as "made of water". We sometimes become "ice-faced" when checking documentation. This is because it is the evidence that shows ANHF is a compliant aged care provider. The saying "If you do not document, it means you have not done it" is always on my mind. As a QRC officer, I need to "be water" in order to discuss the issues with staff members and provide recommendations to support them. Apart from working closely with management staff, I also work closely with the Learning and Development Team, as enhancement of staff knowledge is often part of the recommendations. The QRC Team is also like vapour in that you might not be able to see us in day-to-day practice, but we are here to support ANHF as a whole.



## I Enjoy My Work, I Enjoy Working with Others

Sen Teng L & D officer

### As a QRC officer

As a QRC officer, I am responsible for the continual learning and development of all the staff working in ANHF. My main duty, therefore, is to ensure that all staff have necessary skills to effectively perform their respective roles, and that their skills are up-to-date and current. To be more specific, this is in compliance with Standard 7 of the new Aged Care Quality Standards whereby Continual Learning is a mandatory requirement. It is also the policy of ANHF to ensure that staff are able to provide high quality care and services to consumers. Continual Learning also provides opportunity for staff career development.

### I feel that...

I feel that my responsibility as a Learning and Development Officer is very heavy. I need to ensure compliance with statutory requirements, and be mindful of any changes in legislation. I need to ensure staff cover all their mandatory training. To some extent, I also feel that I need to act as a role model. I must do my own study before assigning training topics to any staff. A lot of my work cannot be done during office hours. Preparing for presentations takes even more of my own private time. However, I enjoy reading, enjoy doing research, enjoy working with others, and hence I enjoy my work.

## Empathy is a Key Element in Delivering Quality Care

Eliza Chan Dementia Support Advisor

I just joined the QRC Team in April. Being the newest team member, I feel very excited and look forward to every opportunity to work with my new colleagues. My role mainly focuses on how to support colleagues in delivering quality dementia care to all our consumers in residential and community services. It is a big challenge but a good opportunity in strengthening my interpersonal skills as I need to work with teams from two very different services.

When I first took up the role of Dementia Care Advisor about 2 years ago, the first question I asked myself was: how to share my passion in caring for people living with dementia and their families in a more receptive way. I totally understand that knowledge cannot be put into practice if we do not have the mindset to apply it. The mindset needs to be motivated by a solid belief in how good it will be if we do something right that can make a real difference in the lives of people living with dementia and their families. Being the coordinator of a dementia-specific day centre and the facilitator of the dementia carers support group over the past decade, I witnessed countless heart-warming episodes of people living with dementia and their families whenever we do what was right for the person living with dementia. I am so blessed by those experiences! I really want to share the joy of helping those living with dementia to experience a better life. No matter how little the difference is, we can still make a difference! Let them feel respected and enjoy every minute of their life even though their memory is fading.

Yes, knowledge and skills are definitely important, and I believe empathy is also a key element in delivering quality care. So my second question is: how to promote the importance of empathy among our colleagues, especially those caring for our consumers living with dementia?

I will keep these two questions in mind whenever I prepare the training materials and sharing the information about dementia care as a member of the QRC Team with our unanimous goal to support staff in delivering quality care to our consumers and assure consistent quality care provided by ANHF.



## Don't Be Scared — We Are Not Disciplinary Masters

Nok Yan Yau ORC Officer

QRC is responsible for ongoing development, and implementing and maintaining an effective quality framework for ANHF. We support optimal outcomes in relation to quality assessment and monitoring, education, complaint resolution and consumer engagement. My main role is to provide support in risk analysis, auditing, documentation management, quality management and the accreditation process.

QRC usually gives people an impression of being threatening and harsh in many ways, some even regard us as “disciplinary masters”. In fact every one of us is amiable and not so scary. We are a team with vision and aspirations. Our hope is to, through our expertise, improve the quality of our services, support the elderly in achieving better quality of life and provide timely support for our colleagues.

The work of QRC is full of challenges. Very often we have to identify the crux of the problem within a short timeframe. Yes, difficulties arise, but we understand that no one can solve all problems. Fortunately we are a team with individual strengths which integrate together and are mutually complementary.

## ANHF Volunteer Awarded at Burwood Council's Volunteer Recognition Awards Ceremony



Our volunteer Winny Chen was awarded Burwood Council's Senior Volunteer of the Year Award for her zealous contribution to the elderly in the past year.

Winny joined ANHF in 2017 as a volunteer in our Community Visitors Scheme to visit the elderly who lived alone. Seeing the need in our nursing homes, she also helped on weekends as a Connection Ambassador during the pandemic to assist in sanitising, taking visitor temperatures, completing health declarations and accompanying visitors to where they could meet their loved ones in a clean and safe environment. "The task was humble, but was very meaningful in bringing happiness to others." Winny well deserves this award by having done something positive in a difficult time!

Being a Chinese migrant from Vietnam and having experienced the cruelty of war, Winny treasured more the preciousness and meaning of life. 'Life is very fragile. Our life span isn't in our control, yet I can choose its contents. Volunteering helps others and is meaningful. I can live a life with no regret!'



### ANHF Volunteer Luncheon 2021

As the pandemic prevailed, our annual Volunteer Luncheon could not be held in a restaurant, still our heartfelt thanks to volunteers remained the same.

Tamie, our Volunteer Coordinator, held two small-scale Volunteer Luncheons separately at our offices in Burwood and Campsie to present them with certificates and gifts. Volunteers were so excited in having a rare chance to meet again!





## ANHF Receives New Funding to Expand CHSP Services in Northern & Western Sydney

Phoebe Leung, CHSP Manager

In 2019 and 2020, ANHF was successful in having been granted Commonwealth Home Support Program (CHSP) funding to expand social support group services and centre-based respite services in the Northern Sydney and Western Sydney regions, where we started our four new seniors wellness centres respectively – Eastwood Seniors Wellness Hub, Hornsby Heights Seniors Wellness Centre, Chatswood Seniors Wellness Centre and Western Sydney Seniors Wellness Centre.

Our centres aim to enable older people to interact with other people and participate in our structured activities in a group setting. We provide wellness and reablement programs which empower older people to continue to live a healthy lifestyle, participate in activities of daily living, pursue their interests and remain active in their local community, thus enhancing their quality of life, promoting physical health and positive psychological wellbeing.

Through our various meaningful daily enrichment activities, people with dementia can maintain their cognitive abilities and social engagement. In particular, our centre-based respite service allows the primary carer to take a break from their carer's role and reduce and ameliorate their stress.

In addition, ANHF received new CHSP funding to deliver flexible respite services in the Western Sydney region for older people who need assistance and support in their home, thus reducing their carer's burden. This in-home support service includes domestic assistance, meal preparation, personal care and individual social support individual (such as accompanied shopping and assistance in attending medical appointments and social engagements).



## Simplicity in Managerial Levels, Clear Lines of Authority

Jenny Chua, General Manager

*In view of the rapid and ever-changing reforms in the aged care sector and the financial and workforce challenges faced by our industry, the Board of Directors has endorsed a new streamlined management structure from 1st May 2021 after the departure of the former General Manager (Community Care). The new structure has been designed with an emphasis on:*

- *Simplicity and minimal managerial levels*
- *Flexibility and continuity of operation*
- *Clear lines of authority and proper delegation of authority*
- *Unity of command and direction*

It has been over 21 months since I joined the big family of ANHF as the General Manager for Residential Care Services. While I could no longer claim to be a “newbie” in ANHF, the recent expansion of my role to General Manager (Care Services) has broadened my scope of responsibility in overseeing both Residential Care and Community Care as well as Clinical Governance. The change was intended for my role to deliver better coordination of the operations and policies & procedures between all branches of Care Services.

I am thankful for the opportunity which has allowed me to reconnect with a part of my past work experience. My personal experience of having my mother receive home care also gives me the insight and empathy needed to serve our consumers in the community.

My journey with all ANHF teams to date coincided with the time when the new Aged Care Quality Standards were introduced and the COVID-19 pandemic unfolded. Having participated in the development and modification of ANHF care services’ operations and policies and procedures to meet the challenges of the new aged care world, I gained some time savings and efficiency in communication and decision-making processes now that I oversee all care services units in my new role. I certainly hope that I will be able to pass on these improvements in efficiency to our teams soon.

As expected, I have been busy learning and adapting to my new day-to-day business while helping all care service units under my responsibility to align in unity with organisational goals. I learned that team building often go through 5 stages of development: forming, storming, norming, performing and adjourning. We are certainly only in the first and second stages and I would be grateful for all service units to be patient in helping me in our transition to become one team, one spirit.

## Ongoing Person-Centred Care Services for Our Consumers

Phoebe Leung, CHSP Manager

I joined ANHF in 2013 and it has been my pleasure to learn and grow under ANHF’s leadership. It was my honour to be promoted to CHSP manager in May. In my new role, one of the challenges is to continue to provide and enhance our quality service, as well as support our consumers to live in their own home safely and independently amid the COVID pandemic.

I have, at my core, a desire for all consumers to continue to receive their chosen care and services, support them to sustain their health and wellbeing and enhance their quality of life. For this to occur, I will work with our CHSP team to provide ongoing person-centred care services to our consumers, and empower our staff to work with our consumers using wellness and reablement approaches to ensure a specific goal or outcome is achieved.

I will honour, value, and work hard to enhance the rich culture of ANHF – including complying with Aged Care Quality Standards, embracing and supporting ANHF values and the model of care. The positive profile of ANHF in specialist residential and community aged care services for the Chinese and South-East Asian communities will also continue to be a focus. I want to work alongside our team, consumers and carers to continue and enhance the great relationships with ANHF.

I am honoured and delighted to be here to share my plans and hopes with you and I look forward to seeing you around soon.

## The Challenges in Being a Human Resources Manager

Winsome Cheng, Human Resources Manager

As the Human Resources Manager who looks after staff and volunteers the challenges ahead are multifold. The organisation does face challenges that all aged care service providers face, which include how to respond, manage and plan ahead to work wisely in the new normal.

Providing culturally and linguistically specific aged care services means that on top of recruiting and selecting a workforce with high calibre and passion to serve the elderly, we also need to locate candidates proficient in Chinese languages and cultures. Searching within the limited population of candidates with Chinese proficiency and qualifications in aged care, our recruitment exercise can be considered an art form.

To build and upkeep a professional and passionate culture, we need to start from successful recruitment and selection. As soon as we find suitable people, we work hard to make sure our new workforce is fully aware of and inducted into the high-quality person-centred care culture of ANHF.

A highly committed workforce also needs to be kept abreast of the changing requirements of the Australian aged care services. The organisation and our workforce needs to be robust and vibrant at all times, therefore continued development of skills and improving our resilience is critically important if we want to continue to serve the Chinese community with success.

Though there can be challenges along the path in aligning our people and our culture, we have found that reflecting on our care practices and performance management initiatives are in effect healthy exercises for a robust organisation like ANHF.

### Your Support Takes Us Further 你的支持，讓我們的服務更進一步

You can also donate securely via our website : <http://anhf.org.au/contact-us/donations>

Thank you for your support. Below are the donations received from **March to June 2021**  
 謝謝各位的支持。下為**2021年3月至6月**期間之捐助人士芳名。

100以下/ <100	\$100—\$499	\$ 500—\$ 999	\$1000—\$4999	\$5000以上/\$5000 and
The Lucky Restaurant	Kai K Tong	Eugenia Noc Nha Lieu	Robert and Therese Tong	
Yung Yuet Lam	Sau Wai Lau	Silvester Chiang	Millie Tong	
Terence Po-Wah Ng	John Wong	Yu Wing Leung	Anonymous	
John A Ebrahim		Kai H Fung	Louisa Lee	
		Anne & Francis Chow	C Y Huang and the Late Mrs Huang	
		Christina Tong	Bernard Hor	
		Rose & Dennis Yeung	Sian Ong	
		Emily Chang	2CR China Radio Network	
			Rosita & Richard Baker	
			Vincent Kwok	

Continuous Quality Services during COVID-19 疫情下，繼續優質服務



Stanley Hunt Seniors Wellness Centre



Hurstville Seniors Wellness Centre



So Wai Seniors Wellness Centre



Campsie Seniors Wellness Hubs

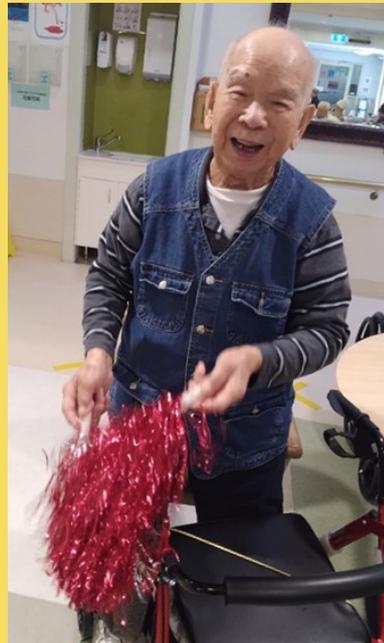


Continuous Quality Services during COVID-19

疫情下, 繼續優質服務



Lucy Chieng Aged Care Centre



Bernard Chan Nursing Home



Chow Cho Poon Nursing Home



#### **Johnny Teong Chief Financial Officer**

Johnny Teong is promoted to the position of Chief Financial Officer, besides overseeing the Corporate Services (HR, Asset & Property and ICT) and Finance Team, he is responsible for the administration of ANHF's Housing Service.

#### **張文良 財務及企業總監**

張文良先生晉升為財務及企業總監，除監管企業服務（人力資源、物業、資訊及傳意科技）及財務團隊外，亦主領基金高齡社區房屋之行政工作。



#### **Jenny Chua General Manager (Care Services)**

To facilitate the proper coordination of the operations and policies & procedures between all branches of Care Services, Jenny Chua is now the General Manager (Care Services), overseeing both Residential Care and Community Care as well as Clinical Governance.

#### **蔡葉德君 護理服務總經理**

蔡葉德君女士轉職護理服務總經理，監管院舍護理、社區護理及臨床護理，協助基金各護理服務就營運、政策及程序等範疇之聯繫及運作更暢順。



#### **Debra Charlton Quality Risk & Compliance Manager**

Debra Charlton, who has previously served as Clinical Care Advisor/ Consultant with ANHF, has joined our organization as the Quality Risk & Compliance Manager since Dec 2020. Debra would use her vast experience to guide our Quality Risk Compliance and Learning & Development Teams as well as supervise the work of Dementia Support Advisor.

Debra Charlton女士曾任基金臨床護理顧問，於2020年12月轉任服務質素監控經理，以其豐富經驗，除主領基金「服務質素監控團隊」及「培訓及發展團隊」外，亦督導腦退化症主任之工作。



#### **Phoebe Leung CHSP Manager**

Phoebe joined ANHF in 2013, starting as a Care Service Employee at the Stanley Hunt Senior Wellness Centre. Her diligence and conscientiousness has seen her rise steadily over the years, working as DAPCSSI Care Advisor (Western Sydney), then Coordinator, and eventually Lead Coordinator, at So Wai Senior Wellness Centre. Phoebe was most recently serving as the Regional Coordinator, managing ANHF's Senior Wellness Centres in North Western, South East and Inner West regions of Sydney. As CHSP Manager, Phoebe will now oversee the operation of ANHF's community services funded by the Commonwealth Home Support Program, including our numerous Senior Wellness Centres, Speak Your Language Call Monitoring Program (SYLCM) and other CHSP programs run by brokerage model.

#### **梁淑儀 聯邦家居支援服務經理**

梁女士於2013年入職基金為沛德長者活動中心護理員工，以其專注及敬業樂業之工作態度先後任職「家居支援、個人護理及社交支援服務（西悉尼）」護理顧問（後任職主任），繼為蘇懷活動中心總主任。梁女士晉升前任職分區主任，負責基金位於西北悉尼、東南悉尼及內西區之長者活動中心。

梁女士對基金社區護理服務認識甚深，更熱衷服務社區長者，晉升此職位當屬首選。作為聯邦家居支援服務經理，梁女士將督導基金由「聯邦家居支援服務」資助之社區服務，包括多間長者活動中心、「24小時一線牽：銀髮通」服務及其他以外發模式營運之「聯邦家居支援服務」。



### **Kathy Tai Regional Coordinator (South West Sydney, Western Sydney & Nepean)**

Kathy Tai has been appointed as Interim Regional Coordinator (Western Sydney, South West Sydney and Nepean) in early March for 6 months. Her role is about supporting and mentoring colleagues in the regions who wish to develop their career in ANHF. Once the fixed term ends, Kathy will resume her role as the coordinator of South West Sydney Seniors Wellness Centre.

### **鍾愛玲 分區主任 (西悉尼、西南悉尼及聶平)**

鍾愛玲女士於三月中受聘為署理分區主任 (西悉尼、西南悉尼及聶平)，為期六個月，專責支援及督導有意於基金內發展之員工。完成指定日期合約後，鍾女士將復職西南悉尼長者活動中心主任。



### **Suet Yee Cheung Assistant Home Care Manager**

Yee Cheung has a long relationship with ANHF having worked as Home Care Coordinator in 2010 and promoted to Assistant Home Care Manager in 2012. She went on to pursue other work opportunities and experience in mass media and communication as Director of Production Team with TVB (Australia). She then re-joined ANHF holding two roles as our Continuous Quality Improvement Officer and Communication & Marketing Officer in 2019. In this new position, she will be supporting the Home Care Manager and overseeing the team of Home Care Advisors to deliver their best services to our consumers.

### **張雪兒 家居護理副經理**

張雪兒女士任職基金已久，在2020年入職家居護理顧問，並於2012年晉升家居護理副經理；離職後從事傳意及傳媒工作，於無線電視 (澳洲) 任職製作部總監。張女士於2019年重回基金，同時任職服務質素提升主任及傳意及服務推廣主任。張女士履新後，將襄助家居護理經理及督導家居護理顧問，為服務對象提供最佳服務。



### **Winsome Cheng Human Resource Manager**

Winsome Cheng is promoted to the position of Human Resources Manager. Initially, Winsome joined ANHF in 2019 as our CQI Officer with 7 years of experience in aged care quality, risk and compliance. She was later appointed to the current role of HR Officer, offering her wide range of HR experience and qualification to the team. In this new position, she will be overseeing Payroll in addition to HR and Volunteer Services.

### **鄭麗媚 人力資源經理**

鄭麗媚女士晉升為人力資源經理。鄭女士具七年高齡護理質素、風險及服務合規經驗，於2019年入職基金為服務質素提升主任，其後獲委任為人力資源主任，將其深廣之人力資源經驗及專業知識引進團隊。履新後，鄭女士將督導薪資、人力資源及義工服務。



### **Mi Tsu NHEU Business Process Manager**

Mi Tsu Nheu is moving to a part-time role of Business Process Manager. Mi Tsu joined ANHF in 2015 as Finance Manager with several years of experience in a similar role. In this new role, she will be undertaking business improvement initiatives relating to accounting/financial and administrative controls and processes, internal audits, and review/enhancement of business and other operational systems.

### **饒美珠 業務流程經理**

饒美珠女士轉任業務流程經理。饒女士於2015年入職基金財務經理時已具數年類似工作經驗。履新後，饒女士將負責改善會計/財務及行政管控及程序、內部審計、業務覆檢/提升及其他營運系統。



### **Zoe CHAU Finance Team Leader**

Zoe Chau is appointed to the position of Finance Team Leader. In this position, she will be overseeing the areas of payables, receivables, statutory audit and compliance, financial acquittals, budgetary preparation/review, and financial reporting. Zoe joined ANHF in 2018 as Accountant with several years of local and overseas financial management and public accounting experience.

### **周璟琛 財務總主任**

周璟琛女士獲委任為財務總主任，負責出納、法定審計及合規、財務審計、財務預算/覆檢及財務報告。周女士於2018年入職基金為管理會計員時已具數年本土及海外財務管理及公共事務會計經驗。