



# AS WE SPREAD OUR WINGS



ANHF

AUSTRALIAN NURSING HOME FOUNDATION

澳華療養院基金

Culturally Appropriate Aged Care Since 1980





**‘FIRST THOUGHT, THEN PLANS, THEN TRANSFORMATION. IMAGINATION IS THE MAGIC THAT UNFOLDS OUR WINGS AND LAUNCHES OUR FLIGHT.’**

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## CHAIRMAN'S MESSAGE

### 'There is nothing as certain as change.'

It's an old adage but one that's been particularly pertinent over the last 12 to 18 months.

In and out of lockdown, responding to the challenges of the Delta variant of the coronavirus, hearing the recommendations of the Royal Commission and how they affect us in aged care, continuing to finesse our services in line with the Aged Care Quality Standards and building a new aged care facility at Gordon ...

Many of us try to avoid change but, you know, the real magic happens when we allow it to transform us. When we use the spectre of change to propel us on to new pathways, to reflect on what's been holding us back, to consolidate our resources so we're as ready as possible to embrace the next set of unknowns that lie ahead.

Despite all of the challenges and the disruptions, our exceptional staff, volunteers and wider community have continued to achieve great things, acting with compassion and care, and giving their best.

On behalf of the board, I want to thank all our people for your exemplary service. Ada Cheng and the ANHF team – you amaze us with your unflinching commitment, vision and zest.



Sadly, COVID constraints have delayed some major milestones of our new facility in Gordon – but we know we'll get there! Likewise, we're disappointed to have to again postpone our 40th anniversary celebrations but we'll be eager for you to join us when restrictions ease and it's safe to celebrate four decades of service.

What COVID drives home is that things can change in a heartbeat. And yet, here we are looking ahead with renewed confidence in our sustainability; transforming in ways that make us stronger; focusing on who and what brought us here in the first place and gives us the most compelling reasons to carry on.

The butterfly that is ANHF is emerging – and it's more than a thing of beauty. It has – we have – a very important part to play in supporting Australians as our population ages.

Metamorphosis is key.

**ELLEN LOUIE,  
CHAIRMAN**





## CEO'S MESSAGE

The ANHF Board endorsed a new streamlined management structure from May 1, 2021, consolidating of all care services under one General Manager (GM) and creating the position of Chief Financial Officer (CFO).

The new structure will help us manage the rapid and ever-changing reforms in the aged care sector and the financial and workforce challenges faced by our industry.

One aim of the restructure is to draw out the ideas of our middle managers and enable them to shoulder more responsibility. A mentoring program will help equip up-and-coming employees. Succession planning is also part of this shift in emphasis.

As we put the new structure into place, I was excited to see momentum building and to envisage the ANHF 'butterfly' achieving metamorphosis.

Then in June, the Delta strain of COVID plunged Sydney into lockdown, which meant much of our focus had to shift back to safeguarding our people from the virus.

As restrictions did not ease until early October, we are still in the 'chrysalis' phase of our transformation – wings beginning to edge out!



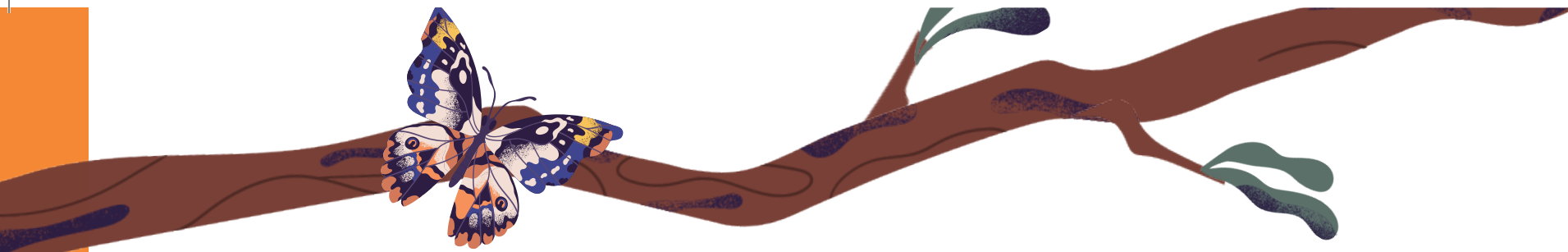
As always, we've stayed positive. While lockdown forced some of our services into hibernation, it freed up resources to work towards the further expansion and improvement of our processes and procedures. One major achievement has been the implementation of Care Systems – an important first step in our digital transformation.

In this financial year, we've established three new seniors wellness centres, started building our new residential aged care facility in Gordon, and embarked on a Workplace Culture Transformation project at Bernard Chan Nursing Home.

### We've also reviewed our:

- Commonwealth Home Support Programme (CHSP) team – emphasising sustainable expansion.
- Community Care team – appointing CHSP managers to support seniors wellness centre staff.
- Home Care Services – with interviews and a discovery session on April 30 leading to a plan for improvements.





**Changes made aim to support and empower our frontline staff and ensure:**

- Better communication between ANHF services and consumers.
- Consistently high quality of service.
- Smoother transition from Home Care to Residential Care.
- More competitive pricing for HCP services.

I welcome the new appointments we've made, and thank all staff who have stepped into their roles with energy, vision and enthusiasm. While I note just two changes here, others are detailed later in this report.

**Jenny Chua – GM Care Services.** Appointing Jenny to lead our newly united Residential and Community Care Services team and oversee clinical governance has already paid off with our handling of the recent COVID lockdown. Ultimately, it meant every ANHF worker, no matter which facility or service branch they belonged to, received clear messages on what COVID-safe measures were to be taken in line with the constantly changing requirements imposed by the NSW Government. (Read Jenny's report on page 44)

**Johnny Teong – CFO.** Johnny first joined ANHF in 2014 with skills that have helped us grow from a small organisation to a medium-sized company. As CFO, Johnny will have greater authority and act as a strategic partner to the CEO. ANHF will continue to face major industrial reforms in the near future, and having a CFO to focus on financial forecasting, budget management, and building a robust financial framework is vital. (Read Johnny's report on page 39)

I am proud of our team's nimbleness and commitment, which is so apparent in how we've worked through the challenges of the pandemic and continued to provide the majority of our services while keeping all of our residents, consumers and staff safe. Even when we had to shut down normal operations, we found new, innovative ways to maintain consumer contact and provide remote support.

We will continue to build strength for the challenges that lie ahead, which includes balancing the risk to vulnerable people against the expectation of a COVID-normal operating environment. As our society moves from an elimination approach towards an acceptance of persistent circulation, we need to balance the rights of individuals with the obligations to protect those in our care – our residents, community care consumers and the workforce.

Thank you again to our board, senior executives, staff, volunteers, donors, consumers, residents, tenants and families for the important parts you've played in this journey.

We have an exciting future to build together – and I look forward to the transformation.

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**ADA CHENG,**  
**CEO**





## We launched four new seniors wellness centres

Mid-pandemic, ANHF established three new seniors wellness centres in Northern Sydney and a fourth in Western Sydney – a great achievement!

The Northern Sydney centres are in Eastwood, Chatswood and Hornsby Heights and will act as a catchment for the new nursing home ANHF is building in Gordon.

The Western Sydney Centre (WSSWC) is in Granville and provides services to a diverse range of consumers who speak Vietnamese, Mandarin, Cantonese and other Chinese dialects (such as Teochew).

During COVID lockdowns, WSSWC has been able to assist consumers and support carers through video chats, exercises via WhatsApp, and in-home day respite services.

Tran Nguyen who is Western Sydney Respite Services Co-ordinator at WSSWC said elderly consumers and their families continued to be excited about the centre, which opened on November 11, 2020.

‘They’re happy because we provide culturally appropriate services, which means elderly people can socialise with others with similar interests, make new friends, and keep in touch with cultural and current affairs.

‘Through our wellness and reablement programs, our consumers can also stay active and purposeful – living healthy

and independent lives in their own communities.’

Ms Nguyen said the centre’s experienced staff and talented volunteers are multilingual. This, plus using a smartboard to display translated signs, photos and slides, helped to reduce language barriers between consumers and enhance engagement.

‘We love helping people from different backgrounds and languages get to know each other, adapt to our programs and get used to group activities,’ she said. ‘We know people with cognitive impairment require more support and encouragement to participate in structured activities, and we’re very happy to provide this.

‘Carers and families appreciate that their loved ones can enjoy our day program in a fun, safe and caring environment.

‘It gives them peace of mind and a break from their caring role to rest or fulfil other work, study and family commitments – reducing the risk of carer burnout.’



## Northern Sydney expansion

Phoebe Leung was promoted to the position of CHSP Manager in May 2021 having served in pivotal roles in ANHF since 2013.

Ms Leung said ANHF had established three new centres in Northern Sydney in response to the discovery that around 25 per cent of the population in Chatswood, Hornsby and Eastwood have a Chinese background and speak Cantonese and/or Mandarin at home.

‘We identified increasing aged care needs and acknowledged the importance of developing a culturally and linguistically aged care service in the region.

‘A grant from the Commonwealth Home Support Program by the Department of Health enabled us to establish three seniors wellness centres in Eastwood, Hornsby Heights and Chatswood in 2019 and 2021.’

Ms Leung said it had been challenging to establish the centres during COVID-19 but ANHF was proud of its success in limiting the pandemic’s impact on service delivery.

Her team had developed a strong bond and, with the due completion of ANHF’s new nursing home in Gordon, ANHF will provide an all-in-one service to seniors in the region, she said.

‘Seniors who live independently in their own homes will receive support for their basic needs and for more complex

needs more support as their situation progresses. When they can no longer care for themselves at home due to illness, fragility or dementia, ANHF can continue to provide culturally-tailored care and services in a home-like environment in our residential care service.

‘We want our elders to live great lives, in good physical health and with positive psychological wellbeing no matter what stage of their life journey they’re at.

‘Our all-in-one service will ensure a smooth transition.’

*‘Our aim is to empower older people to live a healthy lifestyle, pursue their interests and remain active in their local community.’*





## Staying connected

During COVID lockdowns, centre staff checked in on the welfare of consumers and carers via telephone or video calls. Some also delivered small presents or hamper packs to consumers' homes (with social distancing) to enable them to celebrate the cultural festivals like Chinese New Year, Moon Festival, Mother's Day and birthdays. The Centres also offered virtual gatherings, gentle exercise or singing sessions, mailed brain games to consumers, or assisted consumers to apply for services like DAPCSSI or getting a Care Watch, to keep consumers safe.

### CHSP expansion – highlights

- **Hornsby Heights Seniors Wellness Centre** opened on May 24, 2021, and caters to the Chinese diaspora in Northern Sydney.
- **Western Sydney Seniors Wellness Centre/In-home Respite Service** opened on November 17, 2020.
- **Chatswood Seniors Wellness Centre** will open December 2021.
- **Eastwood Seniors Wellness Hub** opened October 18, 2019 and was our first hub in the Northern Sydney region.
- **Bonnyrigg Heights Seniors Wellness Centre** opened in November 2015.
- **Hurstville Seniors Wellness Centre** opened in June 2013 and celebrated its 8th anniversary on June 4, 2021.
- **Greenfield Park Seniors Wellness Centre** opened in September 2010.
- **So Wai Seniors Wellness Centre** opened in May 2008 and celebrated its 13th anniversary in May 2021.
- **Stanley Hunt Seniors Wellness Centre** turned 18 in 2021, celebrated with a Chinese New Year lunch in February 2021.
- **Chester Hill Seniors Wellness Centre** opened in October 2010.
- **Campsie Seniors Wellness Hub** opened in November 2019.

## 'We love to hear their laughter'

June Yu, Seniors Wellness Centre Co-ordinator (Northern Sydney and Campsie), said when pandemic restrictions eased in September 2020, ANHF immediately opened the Eastwood Seniors Wellness Hub, and the Hornsby and Chatswood Centres opened later.

'At the Eastwood Hub, our elderly participants eagerly anticipate the weekly get together. No matter where you're from, whether you speak Mandarin or Cantonese, what education level you're up to or what job you've done we offer fun and laughter for everyone.

'We always take the initiative to communicate with our consumers and their families and listen to their needs – and their heart-warming words give us the impetus to continue to work enthusiastically.

'One consumer's daughter said that whenever she told her mother it was a "centre day", her mother would urge her to leave home earlier. If her mother had to stay home due to bad weather or some other reason, she'd be upset for the whole day.

'The daughter is thankful we care for her mother at the centre because she can enjoy some time by herself to pursue her own interests.

'Our team is dedicated to planning a variety of activities that are appropriate to our elders' needs. Why? We love to hear their laughter!'



## 'We offer enrichment'

Phoebe Leung says: Our centres enable older people to interact and participate in 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 daily activities, pursue their interests and remain active in their local community. This enhances their quality of life, and promotes their physical health and psychological wellbeing.

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

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 – services which also reduce the burden on carers. Support includes domestic assistance, meal preparation, personal care and individual social support (like accompanied shopping and assistance in attending medical appointments and social engagements).

### Best Western

**Despite challenging times, the Western Sydney Respite services team were able to provide:**

- **740 hours of Social Support** through quality structured group activities to maintain social activities and connection.
- **563 hours of In-Home support services** that offers respite to carers.
- **24 hours of Community Access services**, for example: transporting consumers to medical appointments and grocery shopping, supporting consumers to live independently at home.



**Phoebe Leung and Tran Thi Bao Nguyen meet at the So Wai Centre (SWC) Burwood to examine SWC activity equipment, games and props.**

## Greater Sydney lockdown closures

Sadly, our Seniors Wellness Centres had to temporarily close again on June 24 due to the COVID-19 Greater Sydney lockdown. At the end of the financial year 2020-21, a reopening date had yet to be confirmed. PS: Our staff and seniors were overjoyed when the centres opened in November 2021!





## Q&A Debra Charlton – QRC Manager

Debra Charlton (centre, front row) took up her new position as QRC Manager in December 2020, bringing a wealth of experience from her previous roles in aged care in clinical leadership, operations, quality and compliance, consultancy, and as our Clinical Advisor from April 2019.

### **Debra, what's the context for the QRC team's work?**

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.

### **Where does person-centred care and choice fit in with this?**

Resident/consumer choice and dignity Standard 1 can be considered a 'bookend' standard of the Aged Care Standards. That is, it, alongside Standard 8 – Organisational governance, impacts every one of the other seven 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 plays fundamental roles in this ongoing review including input and feedback from CEO, CFO, General Manager Care Services and Facility/Home Care Managers.

### **Why is the QRC team important?**

QRC team members:

- Shape QRC frameworks, produce guidelines for incident management, and conduct internal audits on matters like food safety, environment, cleaning and infection control.
- Assist staff to comply with all government regulations.
- Support workforce capability in matters like end-of-life care and conduct 'train the trainer' sessions in areas like personal protective equipment (PPE) competency.

The QRC team has been crucial in keeping residents, staff and the wider community safe during the COVID-19 pandemic.

### **How does the QRC team help monitor and mitigate risk?**

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

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



## EXPANDED QRC TEAM: 'Keeping us safe and strong'

During the past year, ANHF expanded its Quality, Risk and Compliance (QRC) team, a pivotal step in fine-tuning its operations to fit the "new normal". Our goal is always to protect and maintain the safety, health, wellbeing, and quality of life for people using our services. The new team helps us to stay on track with this goal – mitigating risk and ensuring compliance.





‘THROUGH OUR TEAM’S **EXPERTISE**, WE  
HOPE TO IMPROVE THE **QUALITY** OF OUR  
**SERVICES** AND **SUPPORT** THE ELDERLY TO  
ACHIEVE A BETTER QUALITY OF LIFE.’

As a QRC officer, I often need to ‘be water’ to discuss issues with staff and provide recommendations to support them. Apart from working closely with management, I also work in tandem with the learning and development team, because enhancing staff knowledge is now part of the recommendations. The QRC team is also ‘like vapour’: you may not be able to see everything we do from day to day, but we’re here to support ANHF as a whole and make a difference.

**EDITH WONG – QRC OFFICER,  
COMMUNITY CARE**

My main role is to provide support in risk analysis, auditing, documentation management, quality management and the accreditation process. Through our expertise, we hope to improve the quality of our services, support the elderly to achieve a better quality of life and provide timely support for our colleagues. Our work is full of challenges. We often have to identify the crux of the problem within a short timeframe. Happily, our individual strengths are complementary – and we work as a team to find solutions.

**NOK YAN YAU – QRC OFFICER,  
RESIDENTIAL CARE**

I’m responsible for the continual learning and development of all staff working for ANHF – ensuring they have the skills they need to effectively perform their roles, and that their skills are current. I need to ensure ANHF complies with statutory requirements and stays abreast of any changes in legislation, and make sure staff complete all mandatory training. I try to act as a role model – doing my own study before assigning a learning topic for other staff.

**SEN TENG, QRC OFFICER –  
LEARNING AND DEVELOPMENT**

I joined the QRC team in April 2021 and the main focus of my role is to support colleagues to provide quality dementia care to all our consumers in residential and community services. This is a challenge! I really want to share the joy to be found in helping people living with dementia to experience a better life. To show we can make a difference by helping each person to feel respected and to enjoy every minute – even though their memory is fading.

Knowledge and skills are definitely important, but I believe empathy and having a positive mindset are also key elements in delivering quality care. So, I bring the question of how to cultivate these qualities into focus as I prepare training materials and share information about dementia care in line with the QRC team’s goal to support staff in providing quality care to our consumers.

**ELIZA CHAN –  
DEMENTIA SUPPORT ADVISOR**





# NEW IPC LEADS SAFEGUARD AGAINST INFECTION

The COVID-19 pandemic highlights just how critical effective infection prevention and control (IPC) is to the safe, effective and quality delivery of personal and clinical care in aged care. Findings from the Royal Commission into Aged Care Quality and Safety also underscored the need for IPC capacity building.

In response, the Australian Government determined that each residential aged care facility would be required to appoint at least one member of the nursing staff as an IPC lead by December 1, 2020.

One Registered Nurse (RN) from each of ANHF's three facilities came forward to take part in the required training. Each RN was given 10 hours each week to complete their 11 modules of study and a 3,000-word essay. All passed the course by the February 2021 deadline.

Song Ye, IPC Lead at Lucy Chieng Aged Care Centre, said the three-month training course equipped him and the other RNs involved with vital knowledge about infection control issues.

'The extensive course materials equipped me with professional recommendations I could make to management. Another gain is knowing where to access the vast treasure of information that can be put into practice in our daily routines.'

Kini Yip is another RN to have benefited from the self-paced

training that led to her appointment as IPC Lead in Chow Cho Poon Nursing Home. She is now an RN in ANHF's Home Care Team.

She said the course involved reading and digesting a sea of materials which she's now using to educate frontline staff about safe service delivery.

For example, when training staff how to wear personal protective equipment, she gets them to repeatedly sanitise the protective apron for re-use so the action becomes second nature.

'Think of dancing,' she said. 'Muscles respond as reflex actions; something you know naturally how to do even with your eyes closed.'

Both Ms Yip and Mr Ye know their work as IPC leads is pivotal and particularly during a pandemic.

'Holding fast to our roles to fight against the pandemic is the role of health care staff,' Mr Ye explained.

'Fighting the pandemic requires concerted efforts in protecting residents and staff. It is their safety that brings about my own safety.'

A mutual concern.



Training staff how to wear personal protective equipment is an important step in stopping the spread of COVID-19.



# COVID AND FRONTLINE PANDEMIC STORIES



## Frontline staff: 'Dedicated during the pandemic'

This year, as COVID-19 case numbers escalated and the Australian Government imposed tough lockdown restrictions, our frontline aged care staff held to their roles to ensure the safety of our elderly consumers. These stories offer a glimpse of their dedication and resilience.

### Cultivating a positive mindset

During lockdown, ANHF care service employee Hao Chieu LY insisted on providing home care services for the elderly rather than taking leave or temporarily stopping work.

'The elderly need us more during the pandemic,' Chieu said. 'They could go out before for shopping or yum cha with friends and relatives, but not now. Homebound every day was extremely boring. Our visit meant day-long happiness to them, especially those who have mobility issues and need assistance in having a shower.'

Along with help to shop for daily necessities, Chieu offered a listening ear, a chat, and assurances that there are people who care despite the pandemic.

'All was done to bring them a positive mindset: This isn't the end of the world. The worst will soon be over.'

Chieu was fully vaccinated to 'safeguard everyone' and having COVID tests every week gave him, his family and the elderly peace of mind.

'As elderly people are more vulnerable to the infectious disease, I have to be extra cautious when shopping – and sanitisation is a must when I return to my car. I am also in full PPE during every home visit, wearing the mask all the time though I'm sweating profusely while assisting the elderly to shower.' Chieu said helping others injects meaning into his life and we know our elderly consumers enjoy his visits of happiness and caring.

Reluctant to see him leave, they ask, 'When will you come again?' He answers with a smile, 'Have a good sleep first, you'll see me again tomorrow!'

### 'I felt I'd grasped a life jacket'

When Campsie became a hotspot, ANHF's Housing Officer, Jacky Chan, worked hard to keep our tenants at Lucy Chieng Gardens (LCG) in Campsie safe.

'Because of our age and health issues, we were hesitant about receiving the COVID vaccination,' one tenant wrote. 'By the time we wanted to get vaccinated, we worried about getting infected in public areas.'

'When I knew Jacky, our Housing Officer, had arranged Dr Bernard Tse to provide vaccination at LCG my first feeling was having grasped a life jacket. I could be protected in using public transport later on.'



As Sydney's case numbers rose, Jacky knew many elderly tenants wanted to get vaccinated, but were finding it difficult, so he contacted Dr Bernard Tse, who brought his medical team to LCG in full personal protective equipment to provide vaccination services.

Dr Tse said he and his team were very happy to vaccinate the tenants because they believed it was the responsibility of every health professional to help stop the spread.

In the long run we have to live with the virus. Getting vaccinated is the best and only means to protect yourself.'

Tenants and their family members wrote to compliment Jacky for his initiative.

Jacky is happy: 'Now we can proudly say that the vaccination rate at LCG is 100 per cent!'



Wearing PPE has been crucial in the fight against COVID-19.

### Fighting the pandemic together

Protecting the physical and emotional health of nursing home residents is always central to ANHF's work – but in fighting the pandemic, our staff have been going the extra mile.

Ruby Li, Care Manager of Lucy Chieng Aged Care Centre, said mandatory Infection Control training had been ramped up – with more intensive training conducted on hand washing, mask wearing, shoe protectors, protective aprons and responsive measures during an emergency.

Quizzes with prizes helped staff to remember procedures, consolidate their knowledge in infection control and build up confidence in fighting the pandemic together.

'I was so impressed by the passion and commitment of our staff,' Ruby said. 'Though some lived in hotspot areas and had to do the COVID test every three days as required by the government, they held fast to their duties.'

'When staff knew their teammates had to self-isolate because their family members had been to COVID-19 hot spots, they eagerly offered to adjust rosters or even cancel their leave to return to help.'

May Chan, the Lifestyle Coordinator at Lucy Chieng Aged Care Centre said safeguarding residents' health included caring for their emotional needs.

Connection Ambassadors had assisted the elderly to use IT and audio-visual equipment like smart phones, computers and tablets to stay connected with family members they missed.

May said LCACC's Lifestyle Officer had also worked hard to arrange daily activities.

'No volunteers to dance and sing? Staff put on their dance attire for performances that made everyone roll with laughter.'

'No going out for meals? We purchased take away dim sims, fish and chips, Vietnamese pho and more; meaning residents never missed the variety of food they love.'

'We also added evening activities after dinner to help elderly residents forget their worries during the pandemic by bringing more joy to daily life.'



### Teamwork saved a precious life

When frontline care staff reported that an elderly consumer had recently had two falls at home, our Home Care Service RN, Linda Kang, saw the falls as a warning signal.

Linda discussed the case with ANHF's Home Care Manager, who agreed she should identify the cause.

'In my home visit, I found that the woman's blood pressure was very low, perhaps she didn't even realise that she had actually become unconscious. I therefore called her family doctor who shared the same thought with me, that she had to be sent to the hospital.'

Mid-pandemic, our consumer and her family were fearful about infection, but Linda convinced them to let her accompany the woman to hospital where she was diagnosed with urethritis and pneumonia (potentially fatal).

As the woman made a full recovery, Linda's hours that day were well spent – but she believes it was seamless teamwork that made the difference.

She cites the genuine concern of frontline staff who reported the falls, the professional attitude of our Home Care Manager to investigating the falls, the doctor's care and patience in answering Linda's questions, and the family's trust in Linda and her suggestions.

'This case further strengthened my understanding of the importance of teamwork. As long as we fight the pandemic with concerted efforts and safeguard one another, I believe Australia will soon be on our way out.'





### Wordplay eased lockdown lows

Being home-bound during lockdown caused such a stark deterioration in the moods of one elderly consumer at Stanley Hunt Seniors Wellness Centre (SHSWC) that she visited her GP.

Learning that the consumer had been referred to a psychiatrist, Annie Kung, SHSWC Lead Coordinator, felt the long-term isolation might be the root cause of her distress.

On the heels of a home visit, Ms Kung assigned Vicky Zeng, a staff member of SHSWC and our Home Care Service, to arrange activities for the elderly lady, which worked wonders.

The consumer had known Vicky at SHSWC and trusted her. Likewise, Vicky knew the woman loved mind games, so she searched the internet for riddles, word play, and Cantonese two-part allegorical sayings.

The consumer enjoyed the games so much that she eagerly awaited her online meetings with Vicky, and even asked her

for extra riddles to pass the time before the next session. She laughed heartily during these interactive activities,' Vicky said. 'Having helped her to get out of depression gives me so much job satisfaction.'

Vicky cares for one man who has Parkinson's disease.

'When the service temporarily stopped for a fortnight during the pandemic, his health deteriorated so much he couldn't walk,' she said. 'His family asked me to resume home visits to assist him with exercise, which gradually stabilised his condition.'

Vicky said other elderly consumers needed assistance to shower, without which their personal hygiene would be affected, and seeing the needs of the elderly, says she can't let go.

'Our services have to continue – with proper infection control measures – no matter what challenges we face during the pandemic. Supporting the elderly is what our work is meant for!'

*Uplifting activities help the seniors we serve to feel happier and more buoyant.*



*Residents were happy to make butterflies to signal Sydney's 2021 COVID-lockdown had been lifted and to show that ANHF is building towards a bright future.*



## Ms Yanamoto's joyous Japanese gifts

Consumers were overjoyed to return to the Stanley Hunt Seniors Wellness Centre (SHSWC) when services resumed in November 2020 – and their joy deepened when they saw the exquisite handicrafts Ms Noriko Yanamoto had brought back as gifts.

The 82 year old's dexterous fingers had been busy during lockdown crafting Christmas trees from magazine paper, impressive placemats from Japanese fabric and cute Japanese-sandal keyrings from yarn.

'Knitting, sewing and other crafts have always been mum's favourite hobbies,' said her daughter Hiroko. 'She knitted and sewed many of my clothes when I was young.'

Hiroko said her Japanese-born mother had started attending the Chinese-specific SHSWC after breaking her arm.

'An aged care assessor visited her after her hospital discharge and informed us of nearby seniors activity centres. As mum only speaks Japanese, I thought she would fit in more easily in a centre with Asian culture.'

'My first idea was just to see how it went for her. It turned out that she enjoyed her time with the other friendly elderly consumers and participating in activities.'

Neither the language barrier nor her deafness has deterred Ms Yanamoto from communicating with others.

'Her communication skills, body language and facial expressions are superb!' said Annie Kung, Lead Coordinator of SHSWC. 'Sometimes we communicate through Chinese characters because some are also used in the Japanese language.'

'Ms Noriko Yanamoto is such a welcomed person at the centre; much loved and very friendly, forward and observant.'

Ms Kung said an episode during an annual fire drill had left an indelible impression.

'As usual, we had to assemble in the park close to the wellness centre. I saw three of our consumers holding hands as they were walking towards the assembly area – Ms Yanamoto in the middle! Without hesitation I took a photo of this heart-warming moment.'



## Mr Li's uplifting artistry

It was toiling with pliers and a small knife doing very delicate work at a centralised paper factory in China that equipped the young Shi-Jie Li with craft skills. At 93, Mr Li continues to apply these skills to produce the artworks he shares with his friends at the Stanley Hunt Seniors Wellness Centre.

'Our generation is a generation of turmoil,' he explained. 'Battered – but braving life's blows.'

'It's Chinese history in miniature,' he added, having first described how he survived the Sino-Japanese war and the civil war in China; how his family was torn apart; how settling in one place and having all of his family together were pipedreams.

After the Sino-Japanese war, Mr Li entered Wuhan High School, then studied at the National University in Guangdong. Later, he taught Physics in Shantou University in the audio-visual teaching centre where his wife taught Biology.

When Mr Li retired, he migrated with his daughter to Australia, where he feels lucky to have a leisurely life.

To create the 'Four Seasons' artwork he made for SHSWC, he glued pieces of aluminium foil layer upon layer to enhance the 3D effect, an amazing result.

He also learned Chinese macrame from the internet and gave some gorgeous pieces to staff and consumers when the centre re-opened in 2020 after lockdown – gifts gratefully received.

Annie Kung, Lead Coordinator of SHSWC, said the avalanche of negative news during the pandemic was often frustrating but it was consumers like Mr Li, who made good use of their time doing what they loved, that most inspired her team.

'They are the best examples in facing hardship with an undaunted spirit and positive attitude!' she said.





## BUILDING STRENGTH

### ELDAC refreshed our approach to end-of-life care

A video highlighting how ANHF partnered with ELDAC to refresh its approach to end-of-life discussions and pathways to palliative care is now available nationally for other aged care providers as they focus on improving the quality of care for older people at the end of life.

Prior to ANHF's involvement in ELDAC's Working Together program, staff had found it culturally challenging to discuss the 'taboo' topics of end-of-life documentation and death and dying with residents and their families.

'Death is no longer a taboo in our daily conversations,' said ANHF CEO Ada Cheng in the video case study.

'Our staff feel very comfortable: They're happy to support the dying person, to recognise their end-of-life needs and also to open the discussion about how they really want to be cared for and what are their worries and fears.'

Nok Yan Yau (above right), who coordinated ANHF's participation in the program, said the opportunity to use the ELDAC website and resources, including the Working Together toolkit, had helped ANHF to upskill staff, introduce new care pathways, and update systems, teams, and processes.

'Our teams are now more prepared to meet the requirements of the new Aged Care Quality Standards, particularly in the



areas of providing palliative care, advance care planning, and responding to deterioration.

'Partnering with a specialist palliative care service has been invaluable in supporting the care we provide to our residents and families.'

Toolbox talks had been a great success, she said, as they focused on a specific topic and offered concise lessons relating to real-life situations.

Jenny Chua, GM – Care Services for ANHF, said her team had forged vital connections with experts in local health areas and developed valuable palliative care referral pathway documents thanks to its involvement with ELDAC.

Ms Cheng added that ELDAC offered a comprehensive framework to list steps and identify resources that could best support a dying person and their family.

'Our aim always is to support the person and their family with the greatest compassion and to provide the most respectful and caring end-of-life experience.'



'WE'RE BETTER **EQUIPPED**  
TO PROVIDE THE MOST  
**RESPECTFUL AND CARING**  
END-OF-LIFE EXPERIENCE'



## Sam stars with Maggie Beer to train chefs to embrace diversity

When Sam Tsang learned he would be filmed with Australia's beloved celebrity chef and food educator Maggie Beer he knew they'd agree: Older people deserve the freshest, most wholesome, seasonal food that's both culturally appropriate and bursting with flavour.

Sam, who is the cook at Bernard Chan Nursing Home (BCNH) and new Catering Quality Lead for ANHF, was nevertheless still slightly anxious about expressing himself fluently enough in English during the two-day shoot.

Sam's fears were mostly allayed by the production team's clear instructions as filming commenced in its Artarmon studio. He also drew on confidence gained from a family background in catering, two decades as a club chef and his longstanding experience in cooking at ANHF, which he was eager to showcase.



Sam appears in the 'Embracing Food from Diverse Cultures' segment and it is one of 11 online learning modules developed for catering staff working in aged care by the Maggie Beer Foundation in partnership with William Angliss Institute and Altura Learning.

ANHF also collaborated with Altura Learning in 2021 on a second module as outlined on page 28).

During the first shoot, Sam demonstrated two popular family dishes – stir fried prawn cutlets with scrambled eggs and stir fried pork slices with vegetables of the season – skilfully conjuring traditional flavours and aromas while ensuring the dishes were visually striking.

The second shoot took place at Chow Cho Poon Nursing Home where Sam cooked sweet red bean soup, a traditional Chinese dessert. The thumbs-up from residents gave him great joy on a day when cooking and explaining his techniques in front of the cameras and being a 'star' had been just that bit nerve-wracking.

Sam says he is happy to feature in a project which will show thousands of cooks working in aged care how important it is to:

- create tasty, uplifting meals that cater to the nutritional needs and food preferences of their culturally diverse residents; and
- enable residents to observe their cultural traditions.



His role as catering lead allows him to share skills and experience in menu planning with cooks at all ANHF's facilities with the aim of enhancing food quality, service standards and consumer satisfaction.

Sam is diligent about food safety and other aspects of his role including budget planning, the selection of contractors and suppliers, minimising waste and assisting in setting up of the catering department at ANHF's new Gordon-based facility.

His link with ANHF is also unbreakable. Sam's late mother was a resident in Chow Cho Poon Nursing Home and therefore 'working in the nursing home is like taking care of a beloved family member' he adds graciously.

Sam loves preparing festive food for residents during festivals and no job is too heavy as long as it brings happiness. What's for Christmas? Lobster spaghetti and spaghetti in truffle sauce. What about Lunar New Year? Stewed abalone with sea cucumber and dried mushrooms. All the effort is worth it if his residents enjoy the delicious meals he prepares.



**Our chefs, Sam (left) and Peter (right), create tasty, uplifting meals for our culturally diverse consumers, and also enjoy helping them to celebrate their cultural traditions.**

## Collaboration with Altura Learning

Culturally Inclusive Care is one of two training videos ANHF collaborated on with Altura Learning this year. Segments were filmed at Lucy Chieng Aged Care Centre during Lunar New Year celebrations. The online course explores the needs and challenges of older people from culturally and linguistically diverse backgrounds and identifies strategies to deliver culturally and linguistically appropriate care and support. A preview of the training module can be viewed here <https://www.youtube.com/watch?v=fuC3Q1P4Rv0>

The other training video is 'Embracing Food from Diverse Cultures' – read Sam's story (page 27) to learn more.



**Brenda Chan, Facility Manager, BCNH joins residents in their regular games of Mahjong.**





‘THANKS TO MY **HOME CARE**  
PACKAGE WITH **ANHF**, I ENJOY  
**ACCOMPANIED** SHOPPING’

## New Mandarin radio program ensures timely support

In February 2021, ANHF launched a new weekly series in Mandarin on 2CR Chinese Radio, building on the success of the Happy Friends series in Cantonese it has produced for the network since 2019.

‘We knew we wanted to reach the Mandarin-speaking sector,’ said Communications and Marketing (CMU) team member Rebekah Kwan, ‘so we launched Happy Golden Years with a focus on our professional Home Care Services.

‘Segments have covered practical topics like wound care, falls prevention, retaining muscle strength, bereavement support, and how to live more safely alone at home by using the Speak Your Language Call Monitoring pendant.

‘We’ve also focused numerous sessions on COVID safety and profiled our new seniors wellness centres in Hornsby Heights and Chatswood.’

Ms Kwan works with the Home Care Team to present Happy Golden Years which airs on Tuesday (and Thursday repeat) and works with CMU teammate Adelaide Fung to present Cantonese sessions of Happy Friends on Monday (and Sunday repeat) on 2CR Chinese Radio.



*Rebekah Kwan and Adelaide Fung interview staff like Jenny Chua (right) and other experts in the segments they present on 2CR Chinese Radio.*

Ms Fung said she had recently received a call from a regular listener’s daughter who’d told her she hoped that the radio sessions could reach ‘every family in the Chinese community to provide timely support for them’.

With information now readily available in both Cantonese and Mandarin via 2CR, this hope is becoming a reality.



# PREPARING TO FLY

As we spread our wings and strengthen ourselves to face the future, there are new and ongoing challenges. What has ANHF been doing to embrace them?

## Digital transformation

The Aged Care Royal Commission calls for services to adopt digital technology. ANHF's digital transformation is underway and includes the adoption of digital business/ care management platforms such as Care Systems, CareLynx Care Management System for Community Care and Smart Care Pendants (pictured) for in-home care consumers. We'll continue to explore partnerships with assistive technology companies to provide new products that will enable ANHF to provide high quality care and services well into the future.



## 'Care, Dignity and Respect'

The Royal Commission into Aged Care Quality and Safety will result in a new era for the sector, with the Commission's final report advocating for people's right to aged care. This is consistent with ANHF's purpose to provide culturally appropriate aged care for a community that has faced difficulties in finding appropriate care. 'Care, Dignity and Respect' are completely in line with ANHF's mission statement and values.



## Competitive home care services

At our Home Care Discovery Session on April 30, key ANHF staff agreed on steps to make our Home Care operations more competitive. Resolutions included improving consumers on-boarding process (pictured), reviewing Home Care Package pricing and changing workplace management relating to minimum hours, further training for staff development, and targeted recruitment strategies. Alison Wong is our Home Care Manager and Suet Yee Cheung is our Home Care Assistant Manager – a new position created to help enact changes.



## A sustainable future

From September 2021, CHSP subsidies will be paid in arrears as a result of the continued deregulation of the aged care sector. This means ANHF will now be exposed to additional risks, and a good budget, strong financial management and a robust governance structure will be more important than ever. The senior executive team and the board (pictured) have done extra training over the past year which has helped them to keep up with new requirements brought about by the Aged Care Royal Commission and to enhance their strategic leadership and financial management skills.



## Enriching experience

Our goal is to continue to enrich our customer experience by improving our business delivery. We'll keep adapting to the trend of introducing more choices for aged care recipients by following co-design practices and also encourage our consumers and their family to take a more active part in the development and regular review of their care plans.





### Easing workforce pressures

The Royal Commission's recommendations for increased staff and minimum staff contact hours per resident from July 1, 2022, are good initiatives. However, rising expectations for residential aged care homes to provide high-quality medical care (akin to that of hospitals) mean the government must fund more staff with greater levels of clinical expertise, and better pay and conditions. We must ensure adequate numbers of skilled nursing and allied health staff, supported by better integration with the primary health sector and specialist medical care. Along with funding, the government could alleviate labour force pressure by further removing restrictions on attracting overseas professional migration. The decision to remove the restrictions on working hours of student visa holders has been helpful to the industry.



### Smoother care transitions

We've always strived to be a 'one-stop shop' for aged care. By uniting Home Care and Residential Care under one set of policies, we can create a smooth pathway from Home Care to Residential Care as the consumer ages and requires a higher level of support.



### Recruitment and training

The aged care sector's workforce crisis has been exacerbated by the COVID pandemic.

To maintain the number of skilled workers, such as RNs, working at ANHF, we are pursuing an HR initiative to encourage our staff to take up training opportunities, develop their professional skills, enter a specialisation, and move into more highly skilled positions. The addition of Debra Charlton to our QRC team means we can carry out more recruitment initiatives, including the exciting possibility of creating our own graduate nursing program and Cert III and IV Training.



### Technology takes off

During the first COVID lockdown in March 2020, we realised the potential of virtual platforms to expand our services to seniors who would otherwise be unreachable – giving elderly people who are isolated due to health issues or distance and not able to physically attend our seniors wellness centres the chance to attend "day centres without walls". In this year's review of our CHSP services, we explored how we can use smart platforms and other strategies to expand our capacity to serve more seniors in need, and in a sustainable and agile manner.





# VOLUNTEERS ADAPTED TO MEET NEEDS

With the expansion of ANHF services and extended COVID lockdowns across Sydney, it's been a unique year for our 230 volunteers, says Tamie Liu Volunteer and CVS Coordinator. But, happily, they've remained keen.

'Our volunteers find it meaningful and rewarding to help elderly people – especially those who are frail and socially isolated,' Ms Liu says. 'They also learn good things from elderly people's experience, and appreciate their wisdom.'

Many volunteers help out as activity assistants at ANHF's seniors wellness centres and residential facilities. Others help with the Community Visitors Scheme (CVS) program and with administration in ANHF's offices.

'Their support is invaluable,' Ms Liu says. 'This year, due to the pandemic, we couldn't thank them as we normally would with our large annual volunteer luncheon at a restaurant, so we held smaller-scale luncheons at our offices in Burwood and Campsie to present them with certificates and gifts.'

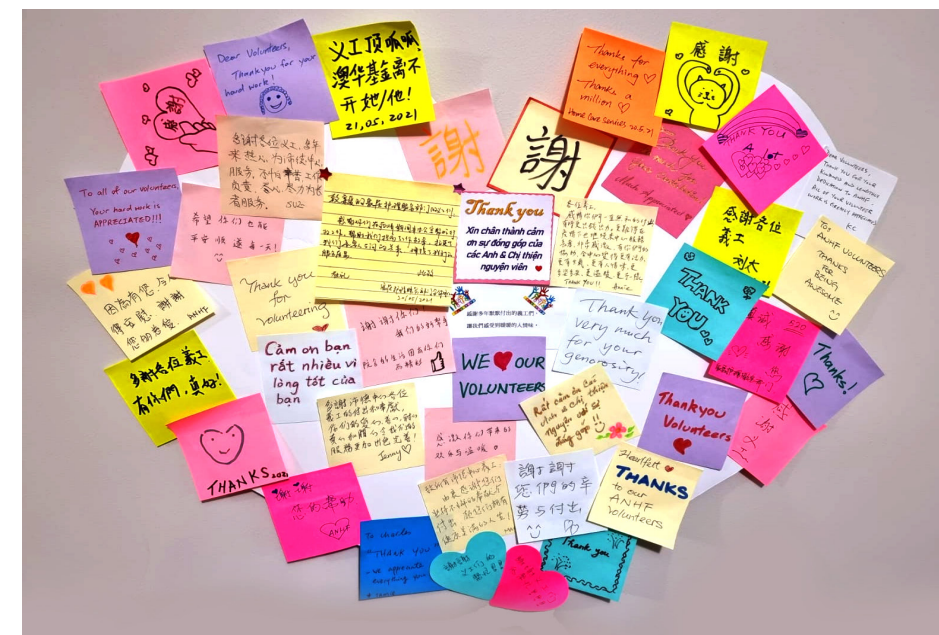
As Volunteer Coordinator, Ms Liu rose to the challenge of managing the volunteer and CVS program and recruiting, selecting and matching volunteers in the shifting landscape.

One shift was the introduction of COVID-safe square-metre rules indoors, which reduced the number of volunteers allowed at seniors wellness centres. Other changes included the expansion of ANHF's social support service coverage from one region to four; the introduction of ANHF's Speak Your Language Call Monitoring Program; and the launch of a new seniors wellness centre in Granville (November 2020) and the new seniors wellness hub in Hornsby (May 2021) – all of which required the support of volunteers.

Ms Liu says the volunteers adapted well to meet evolving needs.

'Some were able to change to another site or attempt another volunteer role. Some ran exercise or other programs with our seniors via WhatsApp or WeChat video calls during lockdown. Instead of home visitation, our CVS volunteers would call, text messages, send cards or make video calls to connect with our consumers. Such great work!'

**To volunteer** please call (02) 8741 0240 or email: [volunteers@anhf.org.au](mailto:volunteers@anhf.org.au) to inquire about roles. You can also download the Volunteer Application form and return it to: [volunteers@anhf.org.au](mailto:volunteers@anhf.org.au)







**GORDON TO OPEN BY  
THE END OF 2022**

## Construction of our new residential aged care development in Gordon is well on its way – with completion expected by late 2022.

Despite work being affected by Sydney's COVID lockdown in 2021, the site excavation is now finished and the carpark is taking shape.

'I'm most excited about the Gordon nursing home project, since we are about to see the culmination of a seven-year project which started in 2015,' says CEO Ada Cheng.

'As we move towards its final phase, plans are being made for the enormous task of furnishing, staffing and commissioning the new facility, which will have 78 ensuites (72 single rooms and 6 double rooms).

'We'll be taking on a large number of new staff as well as new residents and this influx of new people will have a profound impact on our organisational culture.

'I also see the new facility as an opportunity to put into practice the many recommendations of the Royal Commission into Aged Care Quality and Safety. It is a unique chance for us to test and learn new methods of service delivery, in our continuing quest to improve our aged care services.'

Chairman Ellen Louie says, 'It's fantastic to see the hard work of the board and senior executives – in site hunting, purchasing, designing, securing a development application and inviting tenders – bearing fruit.



'Grindley, our construction company, is doing a great job under difficult, pandemic-restricted circumstances. Boffa & Robertson, our architects, have also ensured an innovative design, which seamlessly blends Chinese and Western design and prioritises environmentally friendly concepts.

'We look forward to offering our elders high-quality care and comfort in our new, Chinese-specific nursing home in Northern Sydney.'





# JOHNNY TEONG, CFO

**Johnny Teong was promoted to the position of Chief Financial Officer in May 2021.**

I am honoured to step into the inaugural CFO role in our iconic organisation.

While I continue to oversee the Corporate Services (HR, Asset & Property, Procurement and ICT) and Finance Team, the administration of ANHF's Community Housing Service has been added to my portfolio of responsibilities.

Our key challenge is to drive successfully for long-term sustainable and profitable growth while navigating challenges and exploring opportunities related to recommendations from the Aged Care Royal Commission, the government aged care reform agenda, and the COVID-19 pandemic.

We need to respond effectively to a tight labour market, increasing regulatory environment and related compliance costs, new government funding models, greater focus on home care by government and its impact on residential facility occupancy, introduction of minimum care minutes, potential changes to residential accommodation bonds (e.g. removal of government guarantee), and continuing decline in profitability in the industry exacerbated by the COVID-19 pandemic.

We also need to ensure that the construction of our new Gordon residential care facility progresses with minimal

delay and deviation from budget especially material cost escalation from supply chain challenges and any further COVID-19 related disruptions.

Seventy of the 97 units under our care are managed by ANHF as a Tier 3 Community Housing Provider under the National Regulatory System for Community Housing. The other 27 units are located in ANHF's Lucy Chieng Gardens in Campsie. ANHF has always satisfied the compliance assessment to maintain its registration as a Community Housing Provider and will continue to do so. This year's surge in COVID-19 community infection rates and with some units being located in an LGA of concern have highlighted the need for greater vigilance and care for our community of relatively active and mobile tenants.

The Royal Commission's (RC) final report pointed to the long-term underfunding of the sector and indicated there would be no quick fixes, especially with the budgetary impact from the pandemic. ANHF will use this demanding period to explore ways to rationalise its operations; upskill its workforce in core competencies and in partnership with appropriate RTOs; and enhance the use of assistive technology.



## Two recommendations from the RC provide challenges.

### **Mandating of minimum staff time for residential care.**

The need for additional bilingual Registered Nurses (RNs) and care staff to meet requirements for increased staff contact time with residents will exacerbate staff shortage issues for CALD providers, which already operate in a limited pool of experienced bilingual care professionals. It also raises concerns about appropriate funding from the government and higher compliance/reporting costs. For example, the recent increase of 1.1 per cent in residential care subsidies hardly matched the Fair Work Commission 2.5 per cent and Super 0.5 per cent increases.

### **Phasing out of refundable accommodation deposits (RADs).**

RADs have been the traditional means of securing zero interest loans from residents to fund capital projects. The report recommends phasing out RADs by July 1, 2025. This will affect future investment into the sector as providers and investors will need to establish the true cost of an accommodation and the appropriate returns on their investments. The uncertainty around the future capitalisation of RACFs may create a disincentive to invest.

We are keen to explore the commissioners' recommendation of small household models of accommodation, especially for residents with cognitive impairment. We also welcome a grant from the Federation of Ethnic Communities' Councils of Australia to provide a multicultural aged care connector who will link CALD communities to aged care services.

ANHF has been supporting peak bodies in promotional campaigns to raise the profile of the aged care industry and its workforce and to lobby for government support in resourcing the industry. We have also been exploring collaboration with RTOs/TAFE to deliver appropriate continuous learning skill development programs with job placement possibilities.

Despite the tough and uncertain operating conditions we are facing, it was pleasing to be able to maintain a strong balance sheet and achieve a decent operating surplus and join the 40 per cent of providers who are not in the 'red'.

With our passionate staff and volunteers, customer-first ethos, 'can do' attitude, innovative culture and strong community footprint, ANHF has the ingredients to grow into a great organisation – and more than just a profitable and sustainable enterprise. Our resilience, displayed clearly during this difficult period, stands us in good stead for this.



**Care Systems has streamlined ANHF's business processes.**





OUR PASSIONATE **STAFF** AND  
OUR **RESILIENCE** STAND US  
IN GOOD STEAD.

## FINANCIAL IMPACT OF THE COVID-19 PANDEMIC

### In the previous and current financial years

- The pandemic has impacted the insurance industry leading to higher premiums (at least 15 per cent), higher deductibles, and reduced cover for some insurance policies.
- The potential for higher project costs for the Gordon Residential Aged Care Facility owing to site lockdowns, staff shortages owing to self-isolation arising from positive COVID-19 tests and movement restrictions, and supply chain challenges.
- Reduction in revenue arising from shutdown of centre-based activities and cancellation of home care services.
- Additional operating costs including additional staffing costs to manage facility lockdowns, additional staff and training costs relating to infection prevention and control, compliance cost of new quality standards, stockpiling of PPEs, costs of providing ICT support to staff working from home, costs of self-isolation arising from exposure to contacts or venues of concern.

### General financial information

Our 2020–2021 financial reports are available in pdf download from our website [www.anhf.org.au](http://www.anhf.org.au)



### Donations

Although most of our revenue is derived from Government subsidies, donations from the community are important as they enhance community engagement and cement our standing in the CALD community. They also generate a sense of ownership in ANHF's mission and values. We invite donors to give to the new Gordon Residential Aged Care Facility we are building now, as this will reduce our borrowing costs and free up funds for other areas of need or growth. Thank you to all who have donated so far.

You can also email [gordon@anhf.org.au](mailto:gordon@anhf.org.au) if you would like to fund a commemorative plate to support our work.



# THE NUMBERS THAT SAW US THROUGH

These are the numbers that got us through COVID lockdowns and beyond



126,399

**Home care package and CHSP service hours** – supporting people to live independently at home



20,298

**Hours of phone / video calls** to ensure the elderly stayed connected with families and friends and maintained emotional support



1,398

**Service recipients**



100,339

**Nutritious and culturally appropriate hot meals** served – homemade meals despite being away from home



6,946

**In-service training hours for staff**



140

**Radio broadcast hours** (SBS and 2CR)



18,397

**Hours of allied health services for the elderly** – supporting the elderly to live more independently



70,300

**PPE items (masks, gloves, aprons, goggles etc)** purchased to protect staff and consumers in their care during the pandemic



196

**Articles (newspaper, WeChat, Facebook, Octopus)** and online happy hub sessions on aged care services and COVID-safe information



126

**Translated materials** (notices/memos/letters/ documents/ training materials etc) for staff, elderly consumers and their family members to provide culturally specific support (COVID related and unrelated)

# JENNY CHUA, GM CARE SERVICES

Jenny Chua was appointed to the new role of GM Care Services in May 2021.

The expansion of my role to become General Manager (Care Services) has broadened my scope of responsibility to include oversight of Residential Care, Community Care, and Clinical Governance. The intention is to deliver better coordination of the operations and policies and procedures between all branches of our care services.

I had a busy start learning and adapting to my new day-to-day business of helping all care services units under my responsibility to align with ANHF's organisational goals.

The COVID-19 crisis that unfolded from mid-June 2021 certainly caused me to reset my attention and priorities in dealing with its risks and impact. In just three months, NSW Health issued no less than 30 public health directives for providers and workers in both residential and community care services. Given that our services, consumers and workforce are mostly located in the COVID-19 LGAs of concern, I also had to ensure appropriate actions were taken to respond to changes required in each service and location.

As well as implementing additional infection control precautionary measures in all our nursing homes, we had to suspend all centre-based community care programs, ensure all essential community services could be provided safely to consumers, and guarantee our workforce was stable and protected.



*'One benefit I hope our consumers and their loved ones are experiencing from ANHF's restructure is the unity of command and direction that now goes through all our care services,' says Jenny Chua.*



I also became the internal and external point of contact for crisis communication and management.

This year, we conducted a S.W.O.T analysis of our Home Care Package (HCP) Service – looking at our strengths, weaknesses, opportunities and threats and identifying some key areas for improvement.

Our first positive change was to launch a new pricing model and guide for consumers. Home Care needed to refocus its internal business procedures and upgrade its financial systems due to the Australian Government's launch of Phase 2 of the Improved Payment Arrangements for Home Care from September 1, 2021. Changes also reflect feedback collected by our Home Care Advisors (HCAs) from consumers that indicated we needed to provide fairer and more competitive pricing in line with the user-pays principle.

Our HCAs have been open and forthcoming with their suggestions of how to improve HCP operations and in response we have now introduced a new software system called CareLynx, with training and transition of all care documentation to be completed by the end of the year.

With the help of our Quality, Risk & Compliance (QRC) Manager and her team, we have completed the standardisation of clinical policies and guidelines across the new aged care standards. These documents are now available on the organisation's upgraded intranet and staff are also able to access essential clinical information remotely.

Following an unannounced audit by ACQSC in January 2021 to Lucy Chieng Aged Care Centre (LCACC), developed a plan for continuous improvement, including staff training and an overhaul of procedures.

A follow-up review found that LCACC had completed all actions identified in the PCIs. Lessons learnt by any of our care services are shared to bring improvements across all services.

The workplace culture transformation project at Bernard Chan Nursing Home was delayed by pandemic contingencies but has since restarted.

In 2021, we have focused on implementing two new legislative changes for residential aged care: 1) Serious Incident Response Scheme (SIRS); and 2) Restrictive Practices legislation. These changes are challenging because they have resulted in a full overhaul of current policies, procedures, guidelines and training for staff, residents and families. They are also important because they embody essential concepts of the new aged care standards.

I'm proud to have developed the organisational COVID-19 outbreak prevention and management plan and helped each service unit (e.g. residential care, home care and CHSP services) to adapt the plan to their circumstance and needs.

I would love to see ANHF's chrysalis fully transform – and in early 2021 (pre COVID-19 restrictions) we'd been building towards this metamorphosis. I saw several emerging young leaders rising to challenges in the difficult lockdown environment – and plan to offer professional development to suitable candidates.

It's a joy to be able to serve the elderly from my own cultural and linguistic background and I know what we offer is a very special and much-needed service.

I am also excited to be given the opportunity and time to prepare for the commissioning of our new facility in Gordon.



**‘IT’S A JOY TO BE ABLE TO SERVE THE  
ELDERLY FROM MY OWN CULTURAL  
AND LINGUISTIC BACKGROUND’**





# OUR BOARD MEMBERS



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

Director and trustee since  
2009, Chairman since 2012



**Bernard Tse, MBBS,  
FRACGP Director**

Director and trustee  
since 2008



**Mei Mei Tse,  
Director, JP**

Director and trustee  
since 2002



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

Director and trustee  
since 2010

## OUR SERVICES

In 2021, ANHF operates three nursing homes, eleven 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.

### Acknowledgment of country

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





## HOW YOU CAN HELP

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



## CONNECT WITH US

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1800 88 22 88



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# 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 2020–21 annual report.

## Financial Information

Our 2020–2021 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)) and CMU with contributions from other ANHF staff, board members and consumers.

## Designed

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

## Photography

Joey Ki and Australian Nursing Home Foundation staff







Celebrating 40 years of  
vibrant community life



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



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AUSTRALIAN NURSING HOME FOUNDATION

**澳華療養院基金**

Culturally Appropriate Aged Care Since 1980



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