

We value you

Australian Nursing Home Foundation



ANHF
澳華療養院基金

Culturally Appropriate Aged Care Since 1980





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



‘We value you.’ It’s true.

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

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

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

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

Who we are

The Australian Nursing Home Foundation (ANHF) is a community-based not-for-profit organisation that provides culturally and linguistically diverse (CALD) aged care to more than 1,000 people in Australia each day. It exists to support older people from Chinese and South-East Asian and other culturally specific communities in Australia to live positively and according to their own priorities, choices and cultural traditions.

Our services

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

Let's talk about values ...

A message from our Chairman



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

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

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

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

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

Since then we've had to amend our plans a number of times to meet changing government requirements.

Still, we don't give up.

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

Nimbleness is vital

In a rapidly changing aged care environment nimbleness is vital. I extend sincere thanks to my fellow board members, our Chief Executive Officer Ada Cheng and senior management team, and our other staff and volunteers who have been extremely gracious and good humoured in managing their increased workloads in such changeable contexts.

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

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

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

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

Ellen Louie
Chairman

Our values in action

This report shows our values in action ...

INTEGRITY, CARE and COMPASSION

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

PROFESSIONALISM, RESPECT and TEAMWORK

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

EQUITY, RIGHTS, INNOVATION and STEWARDSHIP

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

You'll also see why people choose ANHF to be there for them when they're ageing and need support.

‘We value you’

A message from our CEO



‘We value you.’

Three little words. One big commitment.

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

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

We want you to know we’ll stand by you. Spend time with you. Speak your language. That we’ll be mindful — always—that we exist to serve you.

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

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

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

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

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

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

What you’ll see in this book is how we’ve lived out our values. You’ll also learn more about our people and our achievements, which include ...



Partnering with the Chinese media

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

ANHF 35th Anniversary Celebration

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

Site acquisition in northern Sydney

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

Successfully securing 84 places

A second exciting call came in March 2016 to say we had been allocated 84 places in the Northern Sydney Region in the Aged Care Approvals

Round (ACAR) 2015. This was a great result, as the tendering process was highly competitive, with approximately four new places sought for every place made available from the Department of Health.

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

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

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

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

‘We value you.’ There’s a lot to it.

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

We are in this with you.

Ada Cheng
Chief Executive Officer



Integrity

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

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

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

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

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

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

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

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



Care and compassion

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

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

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

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

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

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

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

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

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

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



Professionalism

We attract and retain staff with the appropriate knowledge and skills to achieve the highest quality in our practices—complying with professional standards and regulatory requirements, and striving to do the right thing.

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

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

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

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

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

We e achieved the agreed output as set in the funding agreement—a real improvement (and we're proud of our efforts). **DASS, HSWC**

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

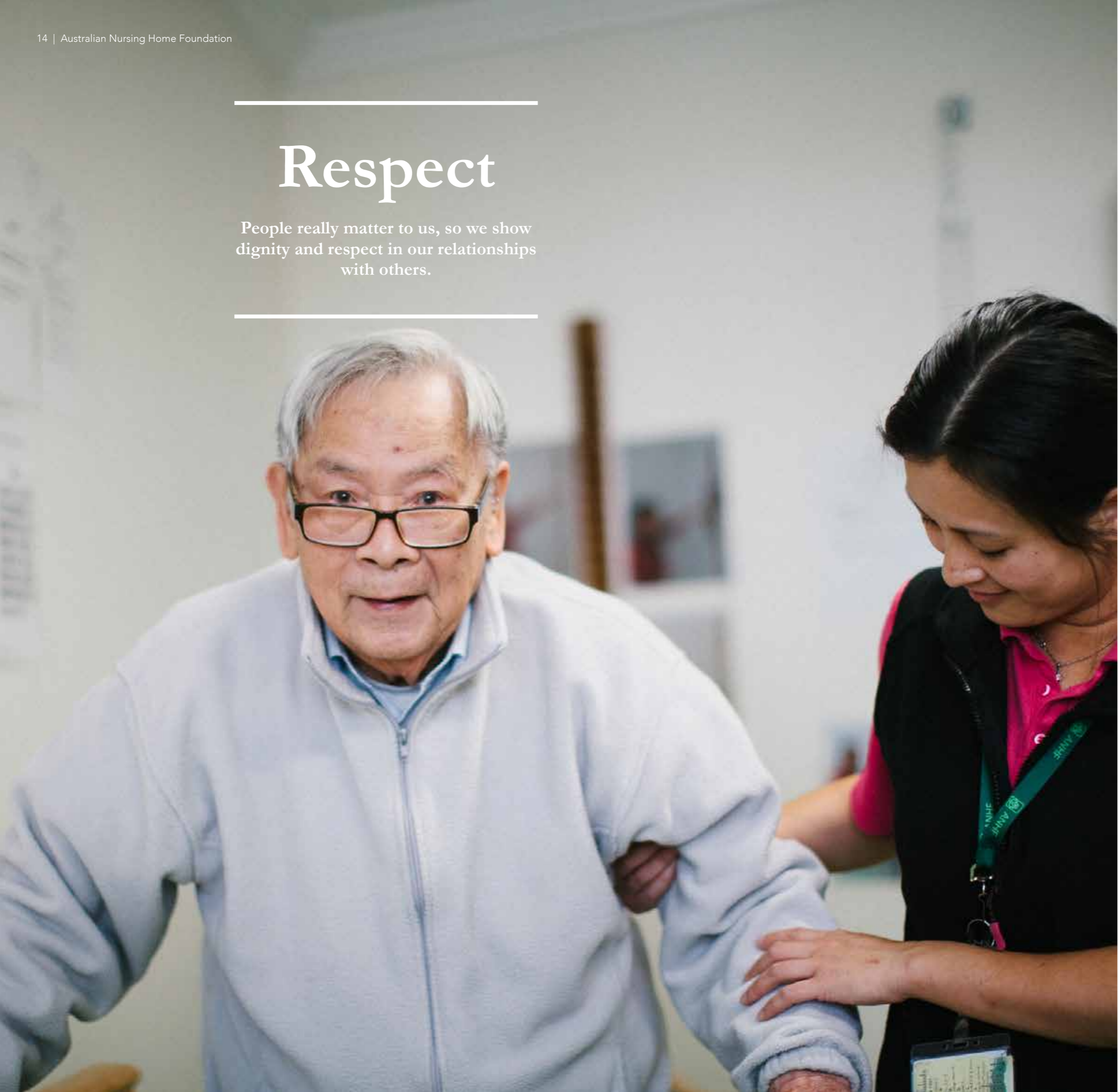
Professionalism is the skill, good judgement, character and politeness expected from a person who is trained to do a job well. When we conduct training and development, we engage internal staff to develop their skills so they can provide a more effective service for our clients. When we engage with external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

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

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

Respect

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



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

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

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

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

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

REFLECTION is an innovative model of care we’ve embedded into our service delivery framework. The acronym ‘REFLECTION’ stands for Resident care; Empathy; Familiarity with culture, religion and individual needs; Life stories; Enablement; Compassion; Time to listen; Innovation; Open-mindedness; and Natural environment—and it ensures each resident’s profile is integral to their care delivery. **CEO**

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

Teamwork

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

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

LCACC

Our new Business Support Team (Rostering Team, Volunteer Team and, at that time, Community QRC Coordinator all led by the Senior Manager, Projects & Business Development) recognised they needed to come together with the common goal of supporting the rest of the Community Care Division. At a team-building day in June they learned about each other's strengths and ways of working, and bonded by having fun. The team is now so cohesive it chooses to lunch together most days. CC/GM

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

We received funding of \$4,950 to run seniors wellness programs events in partnership with Fairfield Council in 2015–2016. We introduced exercise therapy and musical therapy programs and our clients' physical strength and body coordination is improving. A cruise lunch was arranged and also a Fun day. Clients enjoyed the outing and the three-course western meals. SWSSWC

Under the leadership of our new General Manager (CC/GM) Home Care team members improved their knowledge of the Home Care Operational Guidelines and how to provide better services to our clients. The team values the changes implemented by the CC/GM such as introducing a Business Support Team, the QRC and, essentially, having the right people in the right roles to support our team. HC

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

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

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

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

Our volunteer team works across all ANHF services ranging from seniors wellness centres to residential facilities. We demonstrate teamwork by listening to and understanding the team leader's direction and guidance each day. At the seniors wellness centres, the clients treat us like 'normal/paid' staff. We collaborate with other team members and volunteers to make sure that the client has the best possible experience. VP

Fostering team spirit

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

Equity

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

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

CC/GM

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

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

Our three residential aged care facilities serve 60 to 75 per cent concessional, supported, assisted or low-means residents whereas 90 per cent of clients accessing our day care and home care packages are pensioners. We understand that financially and socially disadvantaged clients have fewer resources, and may not even be entitled to a pension. We offer discounted fees, or waive them, for people experiencing hardship. We also advocate and seek support from government departments and health services for people with mental illnesses or dementia (or both) who are unable to do this for themselves. We build trust and support these people non-judgmentally in our inclusive community. CEO



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

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

We established a Performance Development Plan for every home-care staff member. Staff also had the opportunity to attend a conference to develop their knowledge in dementia care or aged care better practice. CC/GM

Rights

We recognise and respect every individual’s rights to privacy, dignity and confidentiality and to exercise choice and control over his or her lifestyle, while not infringing the rights of others.



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

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

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

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

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



Innovation

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

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

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

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

The So Wai Seniors Wellness Centre team took an innovative approach to meeting demand and achieving its service-delivery output-hours targets. With a full center they could not operate a centre-based activity program, so they went mobile—introducing a ‘Tuesday Outing Group’. This has been a great success with clients and staff looking forward to the outings, and the team’s significant improvement in meeting their targets. **CC/GM**

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

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

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

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

Five-minute smiles

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

These activities aimed to:

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

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

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



Stewardship

We act responsibly *for* the people and *with* the resources entrusted to our care—striving to make decisions that preserve and enhance the benefits for present and future generations.

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

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

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

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

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

In terms of stewardship:

- Several home care employees completed their courses and graduated with Certificate III and Certificate IV.
- All coordinators completed their courses and graduated with a Diploma of Community Care Coordination.
- We always strive to maintain full occupancy of our 200 home care packages so that the needy seniors can be supported. **HC**

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

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

No power? No worries.

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

On the first day, computers and phone lines were down but there was still half power in the kitchen.

By Monday, there was no power supply in any section so the DON arranged for the BCNH kitchen staff to move to the kitchen in Lucy Chieng Gardens in Campsie to prepare lunch for the residents. Staff also organised for a generator to power the site and staff to transport dirty linen and clothes to Chow Cho Poon Nursing Home in Earlwood for cleaning.

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

‘We value our clients’

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

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

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

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

Having a sincere approach, using the right tone of voice and listening attentively when responding to queries from our clients shows the clients and their families that we value them. We happily provide additional information that helps people seeking aged care services to make the best choices available to them. We provide services of a consistently high standard to reinforce to our clients they have made the right choices and will have a positive experience with us. **CS/GM**

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

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

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

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

As extreme weather conditions had become a concern to CCPNH residents, air conditioning had been installed. In consultation with care recipients and their families we also decided to use vinyl to upgrade the floor on the main corridor of each level at LCACC. Selected care recipients also trialed continence pads and gave us feedback that helped us to choose our new supplier. **RC/GM**

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

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

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

Funding from Fairfield Council enabled SWSDCC to

run a 'Health and Wellbeing Program' for frail aged clients including dementia sufferers. Through music therapy and a Harmony Day concert, we broke down the social barriers that often isolate these people. We also enhanced people's physical and cognitive function, and emotional wellbeing. **SWSSWC**

New menu hits the spot

Feedback from residents indicated that our menus needed greater variety so we formed a committee (made up of staff, kitchen personnel and residents' representatives) to work out the best way to enhance our offering. We engaged a professional dietitian to review our rotating menu and menus now include; more flavoured cooking sauces (such as Japanese wasabi beef and Chuhau braised beef); Chinese and Western desserts; more fresh fruit including pineapples; and soft tofu (rather than hard). We have also encouraged our activity officers to organise outings that involve a spectrum of cuisines and to occasionally take residents out to dine. Kitchen staff have been given half-an-hour more each day to prepare food due to the addition of braised dishes. The committee has received positive feedback including thank you notes. We will continue to meet regularly to ensure our residents have nutritious food they enjoy. **LCACC**



‘We value our staff’

Here are some things we did to show our staff we value them.

Our staff are conscientious, humble and are entirely focussed on the needs and wishes of our clients, our tenants and their carers—so I really hope they hear they are valued. Senior staff took the opportunity to attend team meetings and thank staff for their work. We also embedded the ANHF Performance Development Plan process, which helps us formally recognise staff achievements. **CC/GM**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

We regularly collate compliments and other positive feedback from stakeholders, reporting this to the board and passing on their thanks to staff for their hard work. **CEO**

Attracting and retaining skilled staff

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

Our numbers tell a valuable story

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



24,228
HOURS OF WORK
BY VOLUNTEERS



1,000
DAY CARE
OUTINGS



30,000
CLIENT TRANSPORT TRIPS



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



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

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



3 x 'A'

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



**DOUBLED THE NUMBER
OF VOLUNTEERS**

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



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



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

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



5 SMILES
CAMPAIGN TO SHOW
WE'RE SERIOUS ABOUT
CUSTOMER SERVICE
(see page 23)



26,410
NUTRITIOUS AND
CULTURALLY
APPROPRIATE
HOT MEALS SERVED



400,000
AUSTRALIANS
WILL BE LIVING WITH
DEMENTIA BY 2020



Vibrant 35th anniversary celebration

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

What was the atmosphere like?

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

How many people came to celebrate?

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

What were some highlights?

'Celebrating 35 years of vibrant community life' was the theme for the gala dinner and for the commemorative book. Both reflected the lively community atmosphere we enjoy in our services. The opening musical piece by Bennett and Joshua Tsai with Bennett on the cello and Joshua on the piano was also a highlight. Bennett's grandfather is one of our Home Care clients, which made it very special.

What exciting news did you reveal?

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



How successful was the event as a fundraiser?

Happily, we raised around \$363,500, which was wonderful. We had platinum, gold and silver sponsors who paid a premium for their tables. Other sponsors donated raffle prizes including fine jewellery, travel getaways, dining experiences and Larke Hoskins contributed part of a prize which was the Honda Jazz. The Auction items were generously donated by the TVB Artists and sponsors – and we raised a significant amount from the live auction and it really created a buzz in the room.

What other successes did you have?

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

What about the 35th Anniversary booklet?

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



How well did the organising team work together?

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

How will ANHF celebrate when it turns 40?

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



What else will you do?

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

Our values

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

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

PROFESSIONALISM – We attract and retain staff with the appropriate knowledge and skills to achieve the highest quality in our practices—complying with professional standards and regulatory requirements, and striving to do the right thing.

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

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

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

RIGHTS – We recognise and respect every individual’s rights to privacy, dignity and confidentiality and to exercise choice and control over his or her lifestyle, while not infringing the rights of others.

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

STEWARDSHIP – We act responsibly for the people and with the resources entrusted to our care—striving to make decisions that preserve and enhance the benefits for present and future generations.

‘In living our values we value you’

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

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

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

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

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



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

Our mission

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

Our philosophy

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

Our Board and Trustees



Ellen Louie, LLB, LLM CHAIRMAN

Director and Trustee since 2009, Chairman since 2012

A solicitor with a successful practice in Sydney's CBD and more than 25 years legal experience— her vision is for the Australian Nursing Home Foundation (ANHF) to provide integrated, quality and cost-efficient care to elderly people from Chinese and other cultural backgrounds throughout Sydney, and to be the leading provider of culturally appropriate aged care in Australia.



Mei Mei Tse DIRECTOR

Director and Trustee since 2002

Experienced fundraiser and public relations executive whose expertise and community liaison skills are invaluable in directing ANHF's PR and fundraising activities. Her vision is to raise support for ANHF so it can continue to pursue excellence in the provision of culturally appropriate care for ageing people.



Andrew Gock, B.Bus, CPA, JP DIRECTOR

Director and Trustee since 2010

A CPA in public practice, specialising in the provision of accounting and taxation services, also offering financial planning through his practice as an authorised representative for Count Financial Limited. His vision is for ANHF's growth to continue in order to meet growing community needs and so it becomes a mainstream provider.



Bernard Tse, MBBS, FRACGP DIRECTOR

Director and Trustee since 2009

A registered general practitioner in New South Wales and visiting doctor at eight nursing homes in Sydney's inner west. He is a member of the Medication Advisory Committees of our three nursing homes. His vision is for ANHF to maintain its reputation and support in the community so it can grow further to provide a continuum of care for more elderly people across Sydney.



Looking ahead

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

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

With the coming government reforms—which give consumers more choice and control over who they purchase services from—ANHF will be an attractive option. We are preparing ourselves for growth by reviewing our policies and procedures, developing our workforce, and marketing our services so more people know exactly what we can offer them. **CC/GM**

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

We are consulting an expert to review our dementia programs. In line with ANHF's REFLECTION principles, we will develop a meaningful and stimulating model that enhances our care for residents living with dementia. **RC/GM**

Volunteers ... we need your time and talent

Volunteers, we need you to socialise, chat, play mahjong, help with activities and help on the bus, drive our clients, extend friendship and reminisce and share happiness and sadness with our clients. We need your time and talent to help make a real difference in our clients' lives. Thank you to all our volunteers. We could not do what we do without you and the support of your families! **ANHF**

Supporters ... we value your generosity

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



‘I am **valued.**
I belong here.’





Our strategic directions for 2013 to 2018

- 1

Business sustainability
People will trust ANHF's services because they are robust and viable now and in the long term.
- 2

Develop and deliver innovative quality services that are customer led and focused
People will choose ANHF's services because we've listened and tailored quality services to meet their needs.
- 3

A competent and committed workforce
People will trust ANHF's care because our staff and volunteers have received quality training and have the values and skills to offer great service.
- 4

Achieve sustainable growth
People will be confident in ANHF's services because of our innovative care and our ability to meet the changing needs of ageing Australians.
- 5

Build capacity to influence social issues and strengthen recognition of ANHF as the model providers of aged care for CALD communities
People will see ANHF as a trusted leader as it influences government policy, promotes culturally competent models of care and collaborates with other providers and government agencies.
- 6

Establish quality management system
People will be confident in ANHF because our services are well managed, our systems are flexible and our communication builds community and promotes our good work.



We're building a new nursing home in northern Sydney

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

Why is this new project so important?

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

What stage is the project at?

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

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

What elements are you most excited about?

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

Who and what else is involved?

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

How does the project reflect ANHF's values?

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

Our plan is to:

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

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

Who will benefit?

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

Thank you!

Thank you to the 9,000-plus people who have signed our petition to support us in establishing our new nursing home at Gordon to cater for the growing population of elderly Chinese and South-East Asian people living in northern Sydney. If you would like to know more, or would like to support our fundraising campaign, please call (02) 8741 0218, email gordon@anhf.org.au or visit www.anhf.org.au.

We value your support ... thank you!

Without the generous support of our donors, fundraisers, and government agencies, and the tireless efforts of our volunteers and corporate supporters, we could not provide the range of services we do to support ageing Australians.

Some simple ways to show you value others

Donate or make a bequest, visit www.anhf.org.au/donations
Volunteer, call (02) 9784 0848 or email volunteers@anhf.org.au
Become a corporate sponsor, call (02) 8741 0218
Work with us, visit www.anhf.org.au

Financial Information

Our financial reports are available in pdf download from our website www.anhf.org.au

Writing and editing

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

Designed

Kancy Ho

Photography

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

Thank you to clients, families, staff and others who appear in or contributed their words and wisdom.

Abbreviations

- ACHS – Aged Care Housing Services
- ANHF – The Australian Nursing Home Foundation
- BCNH – Bernard Chan Nursing Home
- BHSCW – Bonnyrigg Heights Seniors Wellness Centre
- BHREC – Bernard Hor Resource and Education Centre
- C – Chairman
- CHSWSC – Chester Hill Seniors Wellness Centre
- CCPNH – Chow Cho Poon Nursing Home
- CC – Community Care
- CEO – Chief Executive Officer
- CCQRC - Community Care Quality, Risk & Compliance
- CS – Corporate Services
- CVS – Community Visitors Scheme
- DASS – Domestic Assistance and Social Support Services
- GPSWS – Greenfield Park Seniors Wellness Centre
- GM – General Manager (CC, CS and RC all have GMs)
- HC – Home Care
- HO – Housing Officer
- HSWC – Hurstville Seniors Wellness Centre
- JSCH – Jones Street Community Housing
- PSCH – Poplar Street Community Housing
- LT – Lifestyle Team
- LCACC – Lucy Chieng Aged Care Centre
- LCG – Lucy Chieng Gardens
- RCQRC – Residential Care Quality, Risk & Compliance
- RC – Residential Care
- SHSWC – Stanley Hunt Seniors Wellness Centre
- SWSWC – So Wai Seniors Wellness Centre
- SWSG – So Wai Support Group
- SWSSWC – South West Sydney Seniors Wellness Centre
- TD – Training and Development
- VP – Volunteer Program

www.anhf.org.au



相知 相惜

Australian Nursing Home Foundation





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



我們真的 珍惜您

不論您是其中一位服務對象、或者是我們透過服務幫助的照顧者，又或是員工、義工、捐助者或其他支持我們的人士，對我們來說，每一位都同等重要。

這本特刊藉著短文、片語和圖片從不同角度捕捉每一個影像，告訴大家為什麼我們珍惜每一位服務對象和每一位曾經與我們同行、支持我們的人士。與此同時，我們也會和大家分享基金全體員工將澳華療養院基金價值觀實踐在生活上和工作上的熱忱。

基金簡介

澳華療養院基金是一間以社區為本的非牟利機構，每天為超過一千位來自不同文化背景的人士提供高齡服務。服務對象主要為華裔及來自東南亞背景的長者，幫助他們按自己喜好、選擇和文化傳統過積極的生活。

我們的服務

基金有三間療養院、六間高齡活動中心、分別位於三個不同地區的高齡社區房屋，涵蓋五個「高齡護理規劃區域」的家居及社區護理服務，以及一個不斷更新的教育及資源中心。我們更與其他機構透過夥伴計劃，把基金的專業服務拓展至阿拉伯、亞述、希臘、意大利及韓裔社區。

談談我們的價值觀...

主席絮語



澳華療養院基金在二零一五年踏入三十五週年，除了是一個回顧歷年發展、歡慶碩果的時刻外，我們更深感謝多年來大力支持基金發展服務的人士，包括創會信託人、現任董事會及信託人、過去及現任職員、義工、捐助人士、支持基金的人士、我們的服務對象及他們的家人。全賴你們的貢獻和支持，我們才能達致今天的成就、穩站今天的腳步。

基金三十五週年聯歡晚宴之所以盛況空前，同樣源自他們全心全意貢獻時間、金錢、獎品和創意（詳見第34至35頁）。

正因這份熱忱、投入和慷慨，我們便能緊守崗位、邁步向前，充滿信心地在澳洲提供符合文化需要的高齡服務，承擔主導機構的角色。

在聯歡晚宴中我們宣佈已在哥頓（Gordon）購地及在北悉尼興建首間華人療養院的計劃，反應非常熱烈。

董事局成員和高層職員努力不懈地多方籌劃，矢志實現這夢想。爭取核批的斡旋過程荊棘滿途，我們需要多次修改計劃來達到政府不斷改變的要求。

然而我們永不言敗。

為什麼？因為我們清楚知道北悉尼的確需要我們心目中要興建的療養院。我們也知道若計劃不成功，很多在經濟上有需要的人士便無從獲得所需服務。

處事靈活、不可或缺

面對急劇變化的高齡服務，基金必須處事靈活。實在衷心感謝和我一起同工的董事局成員、行政總裁鄭賜霞女士、高層管理職員、我們的員工和義工，感謝他們在瞬息萬變的服務要求中仍能以寬容和忍耐來承擔增加的工作量。

澳洲的非牟利高齡服務機構正面臨龐大挑戰。即使如此，基金仍然致力繼續提供專業高齡住宿和社區護理服務。

像承傳創會至今的每一個承諾一樣，我們會承傳這優良服務傳統，繼續服務我們的活力社群、建立網絡、鼓勵參與，也確保每一個策略和活動都以基金價值觀為基礎。

誠信、關愛、專業精神、尊重、隊工、平等、權利、創新及實務精神——當我們把這些價值觀付諸實行、心口一致地推許，它們必能超越時空、永存不朽。

雷文潔

澳華療養院基金主席

實踐我們的價值觀

這特刊反映我們如何把價值觀付諸實行。

誠信、關愛.....

在團隊職員提供服務和彼此相處時引導他們的手、他們的心。

專業精神、尊重及隊工.....

確保為服務對象和他們的家人提供優質服務、安全感及支援。

平等、權利、創新及實務精神.....

一視同仁、不斷創新、果效長遠、助益將來。

你也會在特刊中看到為什麼高齡人士在需要服務時選擇我們。

我們珍惜您

行政總裁絮語



我們珍惜你。這五個字言簡意賅、任重道遠。

珍惜一個人，自然體貼他們的需要——待之以情、聆聽他們的心聲、讓他們生活舒適。看到他們時，給他們一個微笑、幫助他們享受生活。你會為他們預備膳食、分享他們的傳統、細談心底的渴望、與他們一起回味大大小小的經歷，樂在其中。

無論你或你的家人接受我們那些服務，我們都希望你同樣地感受到這份寬心和安全感，也是一份實實在在的歸屬感。

希望你知道我們會在你身邊支持你、說你的語言，也會無時無刻地提醒自己：你是我們的服務對象。

自創會至今，珍惜服務對象就是我們一貫的信念。

這信念見於一九八零年五位創會信託人和另外兩位人士按揭自己的房屋，就是為了提供服務予當時需要護理照顧的華裔高齡人士。

這信念見於過去三十五年來我們先後開辦療養院、孜孜不倦地拓展高齡活動中心服務、發展我們的高齡社區房屋模式以及引進家居護理服務。

這信念也見於服務對象自二月份開始在自己的家居護理配套服務上有更多選擇和更大的自主權。

這信念將見於我們在北悉尼興建的嶄新療養院。

因著珍惜你，我們便將基金核心價值付諸實行，將誠信、專業精神和關愛貫徹在服務中。我們懷抱持久、平等的服務信念，也坐言起行。我們維護你的權益、鼓勵創新、培育團隊精神，以優良實務精神維持及發展基金資產。

在這特刊裏你會看到我們怎樣實踐基金的價值觀。

你也會更認識我們的職員，看到他們的集體成就，包括……

與華人傳媒合作，推廣高齡護理服務

我們分別在澳洲中文電視台（TVB Australia）、澳洲華人電台和星島日報周刊（每兩週一次專文）播放或刊登「活得更精彩」高齡服務系列，鼓勵社區人士積極渡過晚年生活，也介紹各種高齡服務和推廣基金活力充沛、專業可靠



的形象。這提升形象的策略更讓我們的員工、義工、服務對象和他們的家人更落實體驗和持守基金價值觀。在這方面，我們成績斐然。

基金三十五週年慶典

基金三十五週年慶典足證過去數十年來我們的承擔和卓越成就，也展示我們堅忍不拔的團隊精神。在成功地籌辦了一個矚目的聯歡晚宴外，我們更賣出了超過一萬張抽獎券、在社區內派發了超過七千包白米和籌得大約三十六萬三千五百元的善款（詳見26 - 29頁）。

購買位於北悉尼療養院院址

收到基金贊助人錢世庸先生來電說樂意捐贈澳幣一百四十二萬多元（當時兌換率）幫助基金開展夢想，在北悉尼興建一間全新的療養院時，實在按捺不住心裏湧出來的興奮。在週年慶典後，我們隨即策劃位於哥頓的新院址，在二零一五年九月遞交「發展申請」。贊助人錢先生的厚贈是鞭策我們的力量！

成功獲得八十四個療養院宿位名額

在二零一六年三月我們又收到另一個令人心神一振的電話，得悉基金在「高齡護理服務批核遴選」（Aged Care Approvals Round）中獲分配北悉尼八十四個名額。這成績得來不易：投標過程競爭非常劇烈，每一個紐省健康部招標的名額都有四名競投對手。

兩個電話都讓我深深體會基金備受社區信任，看重我們為華裔及來自東南亞社區長者提供符合文化需要服務的主導機構之一的角色。事實上當社區這麼

多人士和家庭每天將長者們交託我們照顧的時候，這份看重也不言而喻。

估計到了二零三零年百分之三十年滿六十五歲的長者將來自不同文化背景，其中亞洲背景的長者更明顯地增加。同樣地在急劇發展的高齡護理市場中，競爭也會顯著增加。

在瞬息萬變的市場內，我們第一份絕對不是秘密的把握就是凝聚了三十五年的經驗——尊重服務對象的選擇、提供卓越臨床護理和與服務對象建立深遠關係。

第二份把握就是真誠地關懷每一位照顧者——他們以無窮忍耐和愛心體貼入微地照顧家人。

「相知相惜」。實在意味深長。

如果你和你的家人感到備受重視，便意味著我們服務超卓。這是激勵我們向前的動力，讓我們更添熱誠。如果在那方面我們可以做得更好，讓你和你心愛的家人生活得更愜意，請告訴我們。

讓我們一起同心同行。

鄭賜霞
行政總裁

誠信

在提供服務時，待人
以誠、處事以信，嚴守
服務操守、互尊互重。

誠信就是秉持誠實和信實。作為一個領袖，我清楚知道必須信守承諾。與其歸咎他人，倒不如面對問題，修錯補漏。誠信也是克己自律、不出爾反爾、勇於承認錯誤，甚至將錯誤轉化為改進的契機。若能幫助員工獲得最新服務資訊，員工便能知所適從。我們自己更要以身作則，建立工作場所的正確行為態度。我們的職員和義工都遵循基金所有政策、程序和服務操守，發揮團隊精神、互尊互重、承擔責任。**院舍服務總經理**

員工每天以誠信護理院友，以誠實、開放的態度細心聆聽他們的心聲、觀察他們的生活情況、以同理心回應他們的需要。在培訓時我們著重以人為本的服務，嘉許將這理念身體力行的員工。每個月院舍都會選出一位「每月之星」，肯定他們在愛人如己工作態度下的優良服務。**周藻泮療養院**

誠信就是以誠實、開放的態度為服務對象提供服務。**西南悉尼活動中心**

我們已開始收集實質數據作為引發創意、引導決策和釐定先後次序的參考。參與了「全國服務水平指標實驗計劃」後，我們更能洞察服務對象的需要，更好地掌握和運用資源達致最佳服務效果，進一步提升服務質素。**社區服務質素及風險監控主任**

我們的董事會和員工都秉持開放、誠實的態度，並恪守專業操守。在孜孜不倦地於哥頓尋找合適的新療養院院址時，我們也諮詢社區人士、當地居民，甚至未來鄰居的意見。**行政總裁**

即使面對龐大的工作量，但在西南悉尼家居支援服務分區主任和家居支援服務辦公室助理的通力合作下，我們終於在最後期限前向政府部門（透過「社會事務部數據傳送系統」）全數呈交數以千萬計的數據。**社區服務總經理**

我們希望加強前線領導職員在收支預算和監管責任這兩方面的參與。除了和他們一起準備預算外，更提供顯示預算收支和實際收支差異的每月收支報告，然後教導他們怎樣理解及解決這些情況。前線領導職員們已經更能掌握屬下服務的收支情況及由此而衍生的影響。**財務及行政總經理**

多一份關懷、 多一份關愛

著重全人護理，以關愛和關懷照顧長者身體、社交、情緒及靈性方面的需要。

在護理工作中關愛之情不可或缺。關愛拉近了我們和長者的關係，我們關注的不止於醫療護理情況或常規程序，而是長者的實際需要。新院友入住時，員工和義工會聆聽他們初進院舍的心聲。除了留意長者的文化背景，按他們的需要和選擇提供護理外，我們也幫助長者和其他院友建立友誼，盡快安頓在新的家裏。員工為長者們付出的是超越基本護理以上的關愛。**陳秉達療養院**

我們的家居護理團隊以關愛和關懷為服務基礎，盡量幫助服務對象維持自理能力，安居家中而非過早進入安老院。團隊成員都會經常參與或安排個案會議，按服務對象因情況改變而帶來的新需要修定護理計劃。團隊剛幫助了一位居住在錢梁秀容頤康苑的長者。這位長者摔倒了兩次後，再加上日常生活自理能力下降，種種跡象都顯示可能要進安老院。家居護理服務團隊一方面為她申請高程度照顧的家居護理服務，另方面說服了家人願意多些幫忙，最後這位長者便可以仍然安居家中。**社區服務總經理**

關愛與關懷是優質高齡服務的要素。每一天我都親眼見到員工和義工們怎樣用愛心照顧服務對象。有一位原先不願意洗澡的腦退化症院友現在每天都在我們的院舍內洗澡，聽到她的家人的嘉許，員工們更感自豪。很多員工都把長者看為家人一樣，長者自然也把院舍看為自己的家，有些更特別要求某位員工提供服務。基金三十五週年慶祝活動中所有員工、護理對象和他們家人的熱烈參與，足証這份關懷成果。**院舍服務總經理**

我們會儘快幫助每一位入住的長者適應院舍生活，感到在院如在家一樣。剛入住的長者和家人或多或少都會擔心，甚至有點害怕不知道能否適應新生活。院舍生活團隊會和長者、他們的家人一起安排住院生活，了解他們的期望，然後安排合適的活動去滿足他們的需要。

關愛與關懷就是真心聆聽住客的心聲來調整活動。就像今年冬天，我們和院友一起吃火鍋；戶外活動的地點也多樣化，例如一起去上海菜館或素食菜館以滿足不同背景華裔長者的需要。長者如果喜歡唱歌或玩樂器，我們有音樂治療；長者如果有靈性需要，我們會邀請宗教團體探訪。在每月一次的住客及家人會議中，我們認真收集服務對象的意見。能夠和院舍生活團隊的康樂活動員工一起并肩工作，看到他們不單充滿熱忱和關愛，更在精心策劃活動時的創意，實在為他們感到驕傲。**院舍生活團隊**

看著自己一手描繪的水彩畫，我們的服務對象真情流露，一臉自豪。看到這麼出色的作品，他們的家人也驚訝不已，一幅一幅地掛起來，在家裏開一個小畫廊。其中一位服務對象告訴我們：一位來自中國的親戚極為欣賞她的畫，更將兩幅作品帶回中國。**好思維活動中心**

基金關注每一位員工的需要，設立不同的員工福利項目。最近引進的「員工支援計劃」就是一個針對員工情緒及心理健康的計劃。**社區服務總經理**

我們最近在中心重新引進音樂治療。服務對象在享受這個活動之餘，也得益不少。**蘇懷活動中心**

在醫院裏一位走到生命盡頭的服務對象用最後一口氣說：「謝謝你們。」這一個最後的微笑觸動我們的心、鼓勵我們繼續積極工作，像照顧家人一樣地照顧長者。**西南悉尼活動中心**



專業精神

我們聘任具專業技能的員工，也幫助他們落實地提供達至專業水平及法例要求的高質素服務，不偏不倚、服務勤懇。

基金一貫恪守專業標準和法例規定。三間院舍都在「食物安全審核」中取得甲級水平，即使在政府部門不經預先安排的審核中也成績優異。能夠屢創佳績，全情投入的員工們功不可沒！**院舍服務總經理**

今年歐田磨區鍾氏街高齡社區房屋因為房屋署支援不足，沛德活動中心的團隊（中心設於社區房屋範圍內）便承擔了額外的工作。他們堅持專業精神，繼續協助年長的住客們向房屋署爭取支援。團隊最終以專業斡旋和永不言棄的態度為住客成功爭取了更多的實質支援，住客們滿心歡喜自不待言，團隊也高興不已！**社區服務總經理**

在年度審核中，社區服務團隊必須按部就班地審視所有服務，確保完全符合政府各部門的規定。專業精神就見於費盡心思地考核並重新策劃各項實務工作和程序。**社區服務總經理**

在二零一五至二零一六年度家居護理團隊致力維持服務名額在政府要求水平以上。團隊適應力強，在家居護理服務改革中不斷成長、奮發圖強。有了穩定的領導階層和清晰的溝通渠道，我們更有信心以永不言敗的態度積極面對創新的意念。**家居護理服務**

我們重視院友作為不同的個體，也關注他們的身心健康。每天我們都和院友到院舍外散步，與當地社區保持聯繫，一邊享受和煦陽光，一邊和員工們聊天。在夏天我們鼓勵住客參與園藝工作，共享蔬菜收成。院內膳食小組負責加添新菜式和時令美食，廚師也主動收集意見。我們也在二零一六年引進「即時藥物審查計劃」，防止因服用多種藥物導致的不良藥物反應。**周藻泮療養院**

我們的服務突飛猛進，成功達到撥款協議的指標，怎可不引以為傲！**家居及社交支援服務、好思維活動中心**

我們引進了「員工表現提升計劃」，讓員工清楚機構對他們的工作期望，也知道在工作表現上需要達到那些目標和標準。在推行這計劃前，我們先透過工作坊讓領導階層和經理級職員理解他們在計劃中的責任。「員工表現提升計劃」明確地讓員工知道日常工作的方向和目的，從而增進服務效果。能夠參與這個幫助基金達致最高服務效果的計劃，我們深感高興。**財務及行政總經理**

專業精神就是員工在培訓後表現出色，不單掌握工作技能和判斷力，處事亦成熟有禮。對內部員工來說，培訓和發展就是發展技能，為服務對象提供更有效的服務；對機構以外的持份人來說，就是和他們建立更流暢的夥伴關係。**發展及培訓主任**

員工提供針對個人需要的專業護理，和院友們建立互相信任的良好關係。我們透過每年一次的強制性培訓和每月舉行的工作坊指導及支援所有員工。近期舉辦的培訓包括「建立健康工作場所文化」、「支援長期患病人士」及「有效處理行為問題」。**周藻泮療養院**

「院社服務質素及風險監控」小組幫助員工和義工提供專業服務、依循政府法例以及在服務時遵循基金政策、程序及指引，確保每一位服務對象獲得專業護理，也信任我們的服務質素。我們藉著定期審核及培訓裝備員工，以求達致最佳服務水平。**院社服務質素及風險監控主任**

尊重

以人為本、待人以尊、
重視個人尊嚴



在好思維活動中心我親眼看見員工花時間陪伴一位患了腦退化症、經常在中心走來走去而不參與小組活動的服務對象。員工耐心關懷這位長者，小心地提供照顧和支援，維持她的尊嚴。**社區服務總經理**

院舍生活團隊按住客們不同的需要安排多樣化的活動，也時常尊重住客選擇是否參與的自由。我們添置圖書，也曾經邀請一位攝影專家教導其中一位表示希望學習攝影技巧的院友，更在開放日展覽他的作品，分享他的成就和喜悅。**院舍生活團隊**

中心和政府部門通力合作，在聯邦政府選舉當天在沛德活動中心設立流動投票站，方便長者投票。聽到居住在鍾氏街和白楊街高齡房屋的長者們由衷地說「謝謝」、知道他們鬆了一口氣時，那份滿足感實在無法比擬。住客們由衷地向高齡房屋服務團隊和義工們道謝，多謝他們幫忙長者投票，將「難事」化為「易舉」。**沛德活動中心**

我們的康樂活動團隊用心了解院友們過去的生活經歷、背景、宗教信仰、喜好、選擇和興趣，然後因應不同的需要設計個別活動或小組活動。團隊和護理職員緊密合作，按住客的個人選擇、意願和需要提供服務及活動。**陳秉達療養院**

在義務工作中，尊重不可或缺。深信我們都謹守這原則去聆聽和瞭解服務對象的需要。同樣地，認識和尊重服務對象在文化、性別和族裔等方面的差異亦非常重要。我們也尊重基金職員的抉擇，持守機構宗旨和理念。只要我們同心同行，服務對象必會體會到我們如何重視他們。**義工服務**

REFLECTION（「反思」）這個英文字帶出基金一個嶄新的服務模式，也是我們服務的脈絡。作為一個「首字母縮略辭」，前後八個字母順序代表「住客護理」、「同理心」、「體恤文化、信仰和個別需要」、「人生經歷」、「重建能力」、「關愛」、「耐心聆聽」、「創新」、「開放態度」及「自然環境」——全都指向以住客個別需要為依歸的護理服務。**行政總裁**

我們在一零一五年八月和一零一六年五月先後收到兩位照顧者捐助二千元及一萬元，表達對中心照顧他們父母的謝意。**沛德活動中心**

團隊工作

職員和義工發揮團隊精神，
接納和尊重彼此的差異。

在冬季最後的月份中院舍黃翼那邊的工作量因住客患病而加重，在綠翼當早班的職員便自發地每天幫助一個小時。這份團隊精神不單成為強大的支持力量，員工更藉此分享經驗，拓展護理技巧及能力。**錢梁秀容頤康院**

新成立的「業務發展團隊」（輪值編制團隊、義工團隊和社區服務質素及風險監控主任）在執筆當時俱從屬「業務發展高級經理」一致認同必須一起協力支援社區照顧服務，便議決在六月舉行「團隊日」，在輕鬆有趣的活動中增進彼此間的認識和關係，也學習彼此的長處和工作方法。團隊成員其後更團結凝聚，許多時候都選擇一起共進午餐。**財務及行政總經理**

在三十五週年聯歡晚宴前是一連串的項目和活動——翡翠互動嘉年華、銷售抽獎券、預備禮品包、義賣白米等。總辦事處的職員們自動幫忙，確保每一個饒有趣味的活動都能夠專業地進行！**財務及行政總經理**

中心在二零一五至二零一六年度獲得四千九百五十元撥款，與費菲市市政廳在中心內合辦運動治療和音樂治療，提升服務對象的體能和肢體協調能力。部份款項也用作安排遊船河午餐和「繽紛同樂日」（前稱「照顧者同樂日」）。那天的週末外遊和三道佳餚的午膳為每一個人帶來輕鬆寫意的一天。**西南悉尼活動中心**

在新上任的社區服務總經理帶領下，家居護理服務團隊對「家居護理服務指引」認識更多，也進一步提升服務。團隊成員甚為欣賞社區服務總經理引進的改變，例如增添「業務發展團隊」和「服務質素及風險監控」，最重要的就是用人惟才，各展所長。**家居護理服務**

二零一五至二零一六年度的「社區探訪計劃」參與人數增長超過雙倍，遠超服務指標。在團隊的努力下，前線員工的聘任和義工人數增長非常理想：家居護理服務員工增加了百分之十，義工人數更增加了百分之二十。**業務發展團隊**

個別成員必須有更強的責任感，才可以融洽地與隊員互相配搭、群策群力、作出抉擇、控制工序和確保日常運作順暢。優良隊工讓員工更為投入、更有士氣、更有動力，最終受益的當然是服務對象和員工自己。**財務及行政總經理**

同儕間的支持能鞏固互相信賴的關係，自自然然地便會集合眾人智慧和技能來尋求最佳解決方案。我們樂意為服務對象和住客提供實用資訊，幫助他們選擇合適的服務。**財務及行政總經理**

員工們熱誠工作，維繫團隊精神和歸屬感。去年我們贊助員工出席基金三十五週年聯歡晚宴，也在農曆新年於院舍內為職員、住客和他們的家人安排了午餐團拜。在六月份我們又在川林區（Riverwood）一間唐餐館內共享晚餐。**錢梁秀容頤康院**

義工團隊的服務範疇自活動中心至高齡住宿服務，可以說是涵蓋基金所有服務。每天我們都必須留意及明白服務主任的指引，而許多時候活動中心裏的長者們也往往把我們看為「正規/受薪」職員。我們需要和職員以及其他義工合作，一起照顧長者，好讓他們獲得最佳服務。**義工服務**

鞏固團隊精神

對我們這一個既龐大而且成員又來自不同背景的團隊來說，隊工非常重要。大約百分之八十的員工會說普通話及廣東話，餘下的百分之二十說其中一種語言；員工年齡介乎二十多歲至五十多歲之間。既然大家的背景和生活經歷各異，團隊會議就成為激發靈感、發揮創意的好機會，幫助我們不斷改善護理服務和鞏固團隊精神。較年輕的員工協助電腦知識較弱的年長員工，經驗豐富的職員就和年輕的新職員分享高齡護理知識和技能。遇到工作上的問題，例如怎樣照顧一位很容易摔倒的住客，團隊成員便自覺地一起商量——類似這樣的共同決策讓大家更有效地解決問題。

錢梁秀容療養院

平等

處事公允、公平安排護理及
住宿服務，尤其關注
弱勢社群的需要。

有一位住客因一直和她住在在一起的丈夫需要暫時進入療養院而面對經濟困難：原來療養院的費用佔了丈夫大部份一直用來付房租的收入。高齡房屋職員知道這問題後，便主動代這位住客申請減租。經行政總裁批准後，這位住客心情輕鬆得多，更可以集中精神照顧她那年老體弱的丈夫。**社區服務總經理**

平等就是彼此尊重對方的文化、語言、價值觀及信念，也就是員工間各按所長平均分擔工作。**西南悉尼活動中心**

預計隨著地產價格高企和生活指數上漲，年長人士的經濟情況及社交連繫將受影響，未來二十年在北悉尼面臨經濟困難或缺乏社交連繫的人數會明顯增長。來自非英語背景的年長移民將會因為缺乏溝通渠道和資訊變得越來越孤立無助，從而嚴重影響他們的健康及福利。有見及此，基金決定計劃在北悉尼興建的新院舍會撥出百分之五十的床位（四十二個名額）給低收入及需要幫助的人士。意味著我們願意放棄兩千萬（或以上）的「可退還住宿按金」——不為什麼，全因平等這個信念。**行政總裁**

在基金三間院舍內，大約百分之六十至七十五的護理對象為低收入或需要幫助的人士。在活動中心和家居護理服務的的服務對象中，大約百分之九十領取養老金。社會上的弱勢社群和經濟有困難的服務對象通常獲得較少資源，甚至沒有養老金。我們樂意幫助有經濟困難的人士，給予減費或甚至完全免收費用。我們也為因精神問題或腦退化症而沒有能力自助的人士代言，向政府尋求支援服務。在基金這相知相惜的社區中，我們與上述人士建立互相信任的關係，一視同仁地支援他們的需要。**行政總裁**



中心一向以重建能力為主導來設計新活動。我們也教育作為照顧者的家人，讓他們理解中心一般運作和活動都以維持長者的技巧和能力為鵠的，與他們合作，一起幫助至親至愛的家人，即或他們身心有障礙，仍能獲得持續護理。**好思維活動中心**

平等就是各取所需。在日常護理中，我們關注個別住客的需要、選擇和權利。如果某位住客感到不舒服，希望晚餐改吃粥類食物，廚師便會尊重他的希望，烹調粥品滿足他的需要。**陳秉達療養院**

我們首次實施家居護理服務員工的「服務表現提升計劃」。在這計劃下，員工分別參與了主題為「腦退化症護理」或「提升高齡護理服務效果」的研討會，增強這兩方面的認識。**社區服務總經理**

權利

我們尊重每一位人士在私隱、尊嚴和保密這三方面的權利，以及在不影響他人權利下自由選擇及決定個人生活模式的權利。

中心鼓勵員工在同事、服務對象和其他持份人間推動「相知相惜」這份情懷，以行動實證團隊和機構何等重視他們。我們和員工一起慶祝中秋節，獲總辦事處頒發團隊嘉許獎狀，也在面對困難時一起並肩作戰。我們也審視薪酬制度，在合適的情況下調高薪酬。同心凝聚每一分努力的成果立竿見影：員工更熱愛工作、更滿意工作、更樂於工作。**蘇懷活動中心**

面對減低服務對象以現金繳費的挑戰，西南悉尼活動中心的職員把握機會教導服務對象新的生活技能，幫助他們更好地掌握自己的生活。職員教導長者如何填寫存款單和將款項存入自己的財務機構。長者在順利過渡至非現金付款模式之餘，更學多了一種生活技能。**社區服務總經理**

我們很希望服務對象和他們的家人都了解基金必會認真和仔細地處理任何嘉許或投訴，並指引職員即時採取跟進行動。任何批評都是改善服務的機會，幫助我們更好地服務社群。**行政總裁**

我們會確保在正式提供服務時已將服務對象「同意書」妥善存檔。**沛德活動中心**

- 當我們說「我們重視你」時，我希望服務對象和他們的家人都聽到：
- 我們會幫助你
 - 我們關心你
 - 我們聆聽你的心聲、你的需要
 - 我們體貼你的個人需要
 - 我們了解照顧者有權利滿足自己的需要
 - 我們願意多走一步來支持你
 - 我們樂意了解你的文化、說你的語言
 - 我們待你如同待自己的家人，也尊重你、維護你的尊嚴
- 社區服務總經理**



創意無限

不斷追求創意、汲取知識以
維持優質服務 – 靈活面對
改變、跳出思想框框，力求
滿足服務對象需要。

中心在「高齡週」安排了五個遊戲攤位，精彩之處就是服務對象不用在攤位間走來走去，反而是我們將攤位移到他們面前，讓較為體弱的長者也可樂在其中。我們還有一個別出心裁、預備了很多有趣的道具和服裝的「明星角」，讓長者們裝扮後拍照留念。**沛德活動中心**

我們不斷尋求新意念幫助服務對象在社區中過獨立自主和有意義的生活，例如幫助他們學習辦理銀行事務、如何用「澳寶卡」乘搭公共交通工具和玩平板電腦遊戲。**西南悉尼活動中心**

作為業務發展高級經理，我渴望提供更以客為尊的服務。隨著科技發展，我們與持份者之間的互動將更為緊密。深切盼望機構員工、服務對象和有關支援網絡都能夠透過科技密切地互相連繫。**業務發展高級經理**

讓我們一起看看蘇懷活動中心怎樣運用無邊創意來滿足服務需求，也順理成章地達到服務指標：中心每天都有小組活動，自從每星期二安排「星期二外遊組」這流動小組模式後，便可容納多一個小組提供額外服務。這個聰明的安排一方面大受員工和服務對象歡迎，另一方面更顯著地增加服務人數。**社區服務總經理**

我之所以能夠安心地在基金工作全因同事互相支持、互相激勵、一同進步。即使是不可知的情況，於我而言是一張容許無盡創意和變化的空白畫布，上面盡是無邊無涯的契機，讓我們幫助年長人士積極改變生活。**社區服務質素及風險監控主任**

若要在高齡服務範疇中與眾不同，便須不斷創新。創新不僅是激勵、是挑戰，也維持我們主導市場的地位。創新之餘，我們仍須堅守基金價值觀和理念。**培訓及發展**

自從華人小組開始了「星期二外遊組」後，服務總時數顯著增加，行動比較方便的服務對象也有更多享受戶外活動的機會。不論職員也好，服務對象也好，大家都熱切期待星期二的到來。這安排大大地建立了我們的歸屬感。**蘇懷活動中心**

隨著聯邦政府引進「消費者主導高齡護理撥款」政策，我們便藉著傳播媒介及不同渠道推廣基金各項服務，幫助長者和他們的家人在邁向高齡時妥善地計劃所需的服務。在電視、電台和報章上可以看到或聽到基金職員介紹我們的服務和怎樣將服務理念付諸實行。深信這些推廣信息必能清晰地顯示基金較同業優勝之處，也擴大我們的服務範疇。**行政總裁**

對我笑一笑

在三月份三間院舍舉行「客戶服務雙週」，每個人都佩戴微笑襟章，職員們每天都參與「五分鐘微笑練習」和各個工作坊。活動重點如下：

- 若要服務出色，必須鞏固以客為尊的文化，令服務對象感到滿意。
- 表揚及獎勵在客戶服務方面表現出色的員工
- 提高士氣、主動性及隊工
- 感謝其他服務單位對院舍服務的充分支援，讓院舍服務更為出色。

在乒乓球和卡拉OK比賽中，不時見到勝出的院友和家屬們開懷大笑，他們也一起製作表達笑臉和愛心的手工藝送給義工們。董事會和行政階層職員亦不遑多讓，落力預備燒烤美食給護理對象和家屬們享用。

團隊如何秉持基金價值觀，莫過於身體力行，付諸行動。**院舍服務總經理**

實務精神

盡責照顧護理對象、妥善
管理護理資源；務求所作
決定皆於現況有利，
也助益將來。

即使撥款有限，我們的「家庭及社區支援服務」主任精打細算，善用資源達致服務效益。**社區服務總經理**

盡責地履行實務責任就是在作出採購抉擇和購買物品時，以最符合服務對象需要，舒適感和安全為依歸。例如購買牢固的輪椅和輔助行動器材時，也必須留意相關安全設備和器材的安全程度。**財務及行政總經理**

一位護士實習學生在我們的中心接受「社區實習計劃」，每星期四天半合共二十小時協助中心日常活動，獲益良多。**沛德活動中心**

基金一方面致力開源改善收入來源，另一方面也控制預算。成果見於二零一六年財政年度的實際支出較預算為佳。該年度總盈餘為二千五百四十萬元，增長了百分之三；淨資產則為二千零六十萬元，增長了百分之十七。**財務及行政總經理**

基金在提升員工處理風險及危險能力之餘，同時也改革處理投訴的程序，將挑戰積極地轉化為改善服務的契機，效果甚為顯著。**社區服務質素及風險監控主任**

坐言起行的實務精神：

- 數位家居護理員工完成「高齡護理三級課程」及「高齡護理四級課程」證書。
- 所有家居護理服務主任完成「社區護理服務管理文憑」
- 基金一直致力維持家居護理服務二百個服務名額的全數使用率，為有需要的長者提供服務。**家居護理服務**

我們鼓勵員工當基金資源的好管家，其中包括靈活安排機構車輛、適當使用基金手提電腦和確保資訊安全。

「實務精神」也包括知識財產，不論在社區推廣服務也好，處理內部員工和服務對象的資訊及資源也好，基金都嚴守保密機制。在「作個好管家」的精神下，我們選擇環保資源，例如使用再造紙張、循環打印墨筒和安裝太陽能發電系統。**財務及行政總經理**

「作個好管家」就是盡責地妥善管理交予我們的資源和探討既創新又效果長遠的資源調配方案。能夠在常規工作中以實務及專業精神和其他員工互相配合、提供優質服務，便是我們的好管家。**財務及行政總經理**

沒有電力？沒有問題！

整個晚上的狂風雷暴導致陳秉達療養院沒有電力供應。原本對院內所有住客來說是一個災難性的經歷，在物業管理主任、院長和其他同事群策群力和冷靜應變下，終於化險為夷，院友們如常地安居院內。

停電首天所有電腦和電話線失靈，幸好廚房仍有一半電力供應。

到了星期一那天仍全院停電，一方面院長立刻安排療養院廚師改往我們位於金匙的錢梁秀容頤康苑廚房預備院舍住客午餐，另一方面其他職員安排發電機為院舍提供電力、調配人手將骯髒床單和衣物送往位於愛爾活的周藻泮療養院洗滌。

一直到星期二中午電力公司駁回電力時，七位員工已為了確保住客安全而合共超時工作四十小時。

陳秉達療養院

珍惜我們的服務對象

珍惜並不止於空言，請看看二零一五至二零一六年度我們的實際行動。



基金希望服務對象們歡喜快樂，大大小小的慶祝活動一浪接一浪！隨手拈來已有在星港城舉行的三十五週年聯歡晚宴、中秋敬老聯歡午宴、端午節聯歡午餐、聖誕聯歡會、農曆新年午餐團拜（還有醒獅賀年）、義工同樂晚會、長者繽紛同樂日、在照顧者同樂日安排的歡笑瑜珈、沛德活動中心十二週年慶祝活動和分別為中心兩位長者慶祝一百零一歲和一百歲壽辰、好思維活動中心三週年慶祝活動等等。活動內容雖然不同，但每一次精心炮制的民族美食都讓長者們和家人大快朵頤。見到服務對象的笑容，是我們的滿足。**基金各服務**

我們分別在各服務單位舉行「客戶服務週」，讓服務對象和家人知道我們珍惜他們、樂意聆聽他們的意見，也樂意提供更佳服務。**行政總裁**

當我們說「我們珍惜你」，意思就是我們重視和明白你的需要，也會滿足這些需要。我們會盡量達到你的期望，靈活安排工作程序和服務情況來提供所需服務。**財務及行政總經理**

只要態度誠懇、語調恰當、用心聆聽，便可以讓服務對象和他們的家人在查詢時感到被看重。員工非常樂意提供額外高齡服務資料，幫助社區人士選擇最適合的服務。在基金持續提供優質服務的同時，服務對象也感到選擇正確和滿意。**財務及行政總經理**

中心盼望服務對象和他們的家人聽到：「我們尊重你們、看重你們的意見、了解你們的需要，也竭誠提供照顧服務。」怎樣實踐上面的承諾？我們定期致電查詢服務需要、盡量針對服務對象和家人的需要安排服務、在活動中心增添舒適新傢具和儲物櫃以減少零散雜物和重新油漆等。一直以來我們都守護服務對象及其家人的需要——過去如是、現在如是、將來也如是。**沛德活動中心**

我們幫助長者保持身心健康、盡量維持生活上獨立自理的能力和安享家居之樂。我們幫助長者充實日常生活，讓他們更享受生活、感到被重視。職員和義工們秉承基金「以人為本」的信念，尊重每一位長者、關愛他們、與他們建立關係。眼見員工和義工們的服務熱誠和專業操守，我由衷地欣賞他們。**社區服務總經理**

復活節假期前的一個早上，我們在錢梁秀容頤康苑安排了聯歡茶聚，當天每一個人的笑臉仍歷歷在目。我們分為三組「小白兔」，四出尋找收藏在房間裏的復活蛋。雖然只是一個小時的活動，職員、社區服務總經理和住客們都樂在其中。**高齡房屋主任**

作為一個領袖，我的門永遠敞開。耐心聆聽員工、護理對象及其家人的說話以及和他們交談，都有助鞏固關係，讓他們感到被重視。我認為採取行動、積極跟進所有問題以改善服務尤為重要。院舍每一位員工和義工都各盡其力，尊重服務對象的意願，幫助他們安享院舍生活。**院舍服務總經理**

周藻泮療養院安裝了空調設備，解決氣溫酷熱的問題。我們也諮詢錢梁秀容療養院住客和家人的意見，在每層的主要走廊更換新塑料地板。部份住客更在試用失禁護墊後提意見，協助我們選擇新供應商。**院舍服務總經理**

在「我心所繫」攝影計劃中，長者們穿戴整齊，在素負盛名的攝影師何樂天先生的快門開合中，流露動人心絃的神態。鏡頭生動地捕捉了服務對象過去的工作、家居喜好和嗜好，讓我們更體會每一位長者的貢獻和內涵。這攝影展覽是基金三十五週年慶祝活動之一，讓大家一起回味昔日美好時光，在光影交錯間重溫塑造長者生命的時刻。**行政總裁**

面對高齡服務改革，基金的強項就是對服務對象及服務質素的專注。我們新增「客戶服務主任」一職，專責諮詢服務對象意見以改善護理水平和鼓勵客戶參與。**行政總裁**

我們樂於聆聽服務對象及其家人的需要，也保持開放及關愛的態度。**行政總裁**

我們在西南悉尼的活動中心善用費菲市政廳的撥款為高齡體弱的服務對象（包括腦退化症服務對象）安排了一個「身心健康計劃」。一系列的音樂治療和「和諧日」音樂會不單止打破了彼此間的隔膜，也提升了長者的體能、認知能力和身心健康。**行政總裁**

新餐單、新口味

在諮詢院友們的意見後，我們成立了一個委員會（成員包括職員、廚房員工、院友代表），商討怎樣令餐單變得更多樣化。首先我們邀請營養師檢討定期更換的餐單，新餐單提供以更多不同醬料烹調的菜色（例如日本芥末牛肉、柱侯醬炆牛肉）、中西甜品、更多鮮果種類例如菠蘿（又稱「鳳梨」）和滑豆腐（比硬豆腐更受歡迎）。我們也鼓勵康樂活動主任安排在院舍外不同類別的餐館進餐，也歡迎親友們間接送住客往院外用餐。廚房員工每天有額外三十分鐘烹調炆煮需時的食物。新餐單實施後，委員會收到正面的回應和感謝的訊息。我們會繼續定期開會，保證院友們能夠享用營養豐富的美食佳餚。**錢梁秀容療養院**



重視員工

重視員工、付諸行動

我們的員工忠於職守、謙虛踏實、關心護理對象、租戶和照顧者的需要，以行動說明基金重視每一位服務對象。高層職員也參與團隊會議，感謝員工在工作上的付出。我們也透過「工作表現提升計劃」積極地嘉許員工成就。**社區服務總經理**

在每年的工作考勤和每當員工表現出色時，我們會予以嘉許。我們也隨時聆聽員工心聲、提供培訓機會、致送由所有職員簽署的生日賀卡。每一個行動和每一份心意都帶著一份期盼，希望員工們知道基金尊重他們、重視他們付出的每一分力量。**沛德活動中心**

我們樂意聆聽員工的需要，他們也欣賞基金及時的行動回應。例如知道員工需要花大量時間輸入院舍住客資料數據、護理進度記錄和覆檢護理計劃時，便聯絡有關機構將基金的「護理資料電腦輸入系統」提升至第五級版本。整個過程歷時數月、甚為繁瑣。新系統在員工接受訓練後正式在三間院舍運作，所有員工都鼓掌慶祝！**院舍服務質素及風險監控主任**

社區服務引進了「社區照顧實務計劃」，由社區服務總經理在職員會議中幫助員工理解怎樣配合計劃和基金的策略方向。**社區服務總經理**

社區照顧服務改組後共有兩位高級經理，為主管級和經理級階層提供更多支持，例如一對一的指導、提供情緒支援及其他幫助。**社區服務總經理**

我們不斷為員工開拓專業和工作發展的機會，例如由現有員工替代空缺以增進知識及技能、安排員工參與外間培訓和會議、支持員工提升資歷及升任新職，在工作上更上一層樓。**社區服務總經理**

我希望員工知道他們是基金的最重要資產。沒有他們的貢獻、出色的服務和過人的愛心，基金不會成為提供切合文化需要的優質高齡服務典範。**行政總裁**

在員工聖誕聯歡會中我們會頒發長期服務獎及嘉許獎狀予成功完成專業培訓的員工。對於協助服務成功通過政府評核的員工們，基金會安排特別慶祝活動來嘉許他們的辛勞。員工及義工也享有三十五週年聯歡晚宴的餐券折扣，在員工同樂日中高層職員及董事會成員購買各項物品，親自下「爐」燒烤食物；我自己也在個別院舍及服務單位的慶祝活動中親手預備食物給大家享用。**行政總裁**

基金為院長及經理級職員安排「高齡護理領袖培訓」，幫助他們推動員工、培育未來領袖來迎接日新月異的高齡服務。**行政總裁**

不論在會議或在個別面談中，我們樂意聆聽員工的意見，一起探討解決問題或改善活動的方法。這做法大大提升員工的參與和工作上的滿足感。**行政總裁**

五月份「客戶服務週」其中一個環節是嘉許員工的卓越服務，例如服務對象一起製作心意卡向員工表達謝意。**社區服務總經理**

當我們說「我們重視你」時，很希望員工們都清楚這些不是空言。基金樂意將承諾付諸實行，例如團隊獎勵、員工禮物卡、節日慶祝等。員工們在工作場所碰面時更會主動互相點頭微笑，打個招呼。**財務及行政總經理**

陳秉達療養院和周藻泮療養院部份睡床因為過舊而需要人手操控，在員工整理睡床時導致人力扶持的問題。員工指出問題後，我們便在二零一六年年初將舊床換了新的電動床。**院舍服務**

二零一六年中心團隊榮獲嘉許獎狀和禮物卡。**蘇懷活動中心**

在特別慶祝活動和建立團隊活動中，同事們歡聚一堂共享服務成果、樂在其中。**社區服務總經理**

我們定期向董事會報告匯集自持份人的嘉許及其他正面的意見，也將這些鼓勵的說話轉達員工，謝謝他們的辛勞。**行政總裁**

吸納人材、珍惜優秀員工

隨著高齡護理服務漸漸過渡至「客戶主導」及「客戶選擇」的模式，基金在吸納人材和維繫現有優秀員工的範疇上，將面對更大挑戰。我們積極支援員工，確保他們持續提供優質護理服務，例如前線員工的「護理技巧提升培訓」、院長和中層管理員工的領導才能培訓和導師才能培訓，以及特為家居護理主任安排的培訓。維繫員工也包括各服務單位分別慶祝努力成果、改善陳秉達療養院和錢梁秀容療養院的工作環境，令其變得更切合人體力學需要、將前為「護理助理」職級編制為「護理支援員工」、覆檢所有職級權責、審核服務確保達致外界評核水平。我們也獎勵表現卓越的員工，例如嘉許準時完成「科技資訊運作計劃」的員工、成功就二零一四年「高齡護理改革」迅速應變以及以彪炳成績通過政府服務評核的團隊等等。**行政總裁**

服務業績 背後的**珍貴故事**

這些數字說明我們的廣泛服務，也強調一點：你最重要、
你的故事獨一無二、我們重視你。



義工服務
合共
24,228小時



1,000次
高齡活動中
心戶外活動



預期在未來兩年
社區人士將捐助
八百萬元資助
在北悉尼興建一座
現代化、設備完備
並特設腦退化症
專翼的療養院。



30,000次
交通接送服務對象



66 位在基金工作
10年至25年或以上的員工



在我們的「食物安全審核」中，
**三間院舍的
膳食都達致
優異水平。**



「社區探訪計劃」
義工人數雙倍增長，
為家居護理服務的長者
提供一對一探訪服務。



提供3,400小時
「家居及社區支援服務」



110,000小時
高齡活動中心及
支援小組服務

現任董事會成員服務時間合共

三十九年



5個微笑運動
表達我們的服務誠意
(見23頁)



26,410份
營養豐富、符合
文化需要的膳食



到了2020年，
患上腦退化症人士
將達致
400,000名



歡慶 三十五週年

在二零一五年八月三十日澳華療養院基金於星港城舉行聯歡晚宴，歡慶創會三十五週年。基金信託人及晚宴籌款顧問謝蘇美薇女士和我們談談該項盛事：

當晚氣氛

場地佈置、色彩配搭、燈光設計和食物都配合得天衣無縫，不由你不心情興奮！精彩節目一浪緊接一浪，有來自香港無綫電視、亞洲及本地的藝員、有歌劇演出者、有「奇趣三人組」和現場慈善義賣，實在是一個難忘的慶典。

嘉賓人數

當晚筵開七十席，招待了七百位嘉賓，其中有我們的信託人、服務對象和他們的家人、員工、夥伴機構、捐助人士、董事會成員、來自中國及臺灣的嘉賓、支持基金的人士和社區團體成員。他們的出席反映社區人士對我們服務的認同。看到這麼多人士樂意和我們一起歡慶基金三十五年的默默耕耘和成就，實在令人鼓舞。

精彩節目

「歡慶三十五年活力社群」是聯歡晚宴和紀念特刊的主題，兩者都反映我們在服務中一直感受的活力社群精神。Bennett and Joshua Tsai以大提琴和鋼琴合奏一曲開啓晚宴序幕 — Bennett 的祖父是我們其中一位家居護理服務對象 — 這個環節讓晚宴更意味深長。

晚宴發佈的好消息

贊助人錢世庸先生捐贈了超過一百四十萬元澳幣給基金，我們在晚宴中透過預先拍攝的影像表達謝意，也隨即宣佈全賴錢先生的慷慨捐助，我們得以實踐在位於北悉尼的哥頓興建基金第四間療養院的理想。



晚宴籌款成績

很高興我們籌得大約三十六萬三千五百元。晚宴的白金贊助人、金贊助人和銀贊助人都慷慨贊助席位，其他贊助人則捐助豐富抽獎獎品，包括本田Jazz汽車（Larke Hoskins車行送出）、精美珠寶、旅遊贈券、晚餐贈券等。香港無綫電視藝員及贊助人更慷慨捐贈慈善競投物品。當晚競投氣氛熱烈，收穫不單是善款，整個競投過程更將現場氣氛推至另一高峰。

晚宴其他成功的地方

聯歡晚宴大大提升了基金在社區裏的形象，也是創會以來規模最大的籌款活動，有些人士更認為是華人社區的當年盛事。很多人都恭賀我們，認為這是基金創會以來最成功的慶典。不單止更多人士認識基金，最重要的是增加了口碑。事實上社區人士的支持和慷慨令我們為之動容。

三十五週年紀念特刊

我們出版了一本印刷精美的三十五週年紀念特刊介紹基金服務和歷史，可以說是我們第一本以專業排版、編寫和印刷來記錄基金活力團隊的特刊。裏面「建立歸屬感、緊密合作、鼓勵參與」的訊息，已清楚見於三十五週年慶典中。



籌備團隊緊密合作

團隊同心同工，齊心協力讓聯歡晚宴成為一個令人耳目一新的活動。團隊有一位主席、一位董事會成員、行政總裁、高層管理人員和其他職員，在過去幾個月一起各展所長、互相配搭，最終達成目標。

展望二零二零年基金四十週年慶典

邀請更多嘉賓、籌備更多精彩節目！基金早期籌款興建周漢洋療養院時，我透過自己與Australian Society of Performing Arts的連繫，邀請了一些有份量的藝人例如李香琴小姐參與演出。贊助人慷慨捐助海外藝人及表演者的演出，嘉賓們也甚為欣賞當晚的節目。有了外間的聯絡，再加上充裕的籌劃時間，必定碩果豐收。



邁步向前

每一次慶祝新里程時，我們都深深敬佩基金員工和義工的超卓服務，也感謝我們的創會人士、捐助者及支持我們的人士，因此基金更要以誠以信來緊守高齡護理服務這崗位。社區人士一旦認識基金持守的價值觀，便樂於支持我們，也隨之體會到我們的誠信和關愛精神。沒有各位服務對象在過去三十五年來的支持，基金不會達致今天的成果。聯歡晚宴因素負盛名的演出者而生色不少，我們每天的工作也因每一位服務對象而變得更加出色和更有意義。

我們的價值觀

誠信 – 待人以誠、處事以信，嚴守服務操守、互尊互重。

關愛 – 關愛服務對象，提供全面護理，照顧其身體、社交、情緒及靈性需要。

專業精神 – 聘任具專業知識及技能之員工，提供最佳服務，恪守專業標準及法例要求、處事合宜。

尊重 – 重視服務對象、維護尊嚴、互相尊重

隊工 – 職員與義工貫徹團隊精神，發揮各人所長，尊重個別差異

平等 – 一視同仁，確保服務對象公平獲得護理及院舍服務；體恤貧困及急需服務人士。

權利 – 尊重服務對象之私隱權、保密權及尊嚴；服務對象在不妨礙他人權力下有權選擇及安排個人喜好之生活方式。

創新 – 不斷創新及提升專業知識以提高服務質素；配合服務改變，不墨守成規。

實務精神 – 盡責照顧服務對象、妥善管理護理資源；務求所作皆於現況有利，也助益將來。

在重視我們的價值觀時，我們亦重視你。

我們邀請總經理們回想過去數年的成就，下面是他們的分享：

令我們引以為傲的就是在最近一輪的「高齡護理服務批核遴選」中獲得八十四個宿位。澳洲政府看到華人社區對安老院的需要，也看到社區人士信任基金的服務。成功取得宿位配額讓我們管理的宿位由一百六十一個增至二百四十五個。**院舍服務總經理**

除了服務名額達到百分之一百的使用率外，我們也達致理想中的服務時數。面對這些數字，團隊領袖和經理階層都感到自豪。除了讓更多人士獲得服務外，現行的服務對象更獲得更頻密的服務。我為這些拓展基金服務的員工們感到驕傲。**社區服務總經理**

財務及行政團隊重新檢討「員工表現管理系統」、引進「員工支援計劃」，以及重新啟動「預算及支出中央處理程序」。**財務及行政總經理**

即使面對充滿競爭而又艱巨的高齡護理市場，基金所有療養院都一直維持甚高的入住率。主要原因是我們一連串的媒體推廣成功地建立了社區人士對基金的信任。我們將來自滿額住宿的盈利用作改善周藻泮療養院的空調系統和護士傳呼系統、為陳秉達療養院增購病人扶助器及護理器材，也增添了錢梁秀容療養院的員工數目。**院舍服務總經理**

重組社區服務架構讓基金處於更有利的位置去抓緊機會，以及面對政府高齡護理服務改革帶來的挑戰。除了有一位高級經理專責帶領和支援團隊、活動中心以及家居及社區支援服務外，我們也有一位富市場推廣經驗的高級經理，向社區人士推廣基金服務和培訓員工們成為一個準備就緒，隨時面對挑戰的團隊。綜觀社區服務每一位出色的經理、領導階層的職員和前線員工，我們實在是一個壯大的團隊！**社區服務總經理**



我們的理念

就是在澳洲及紐省成為
提供符合文化需要的
高齡住宿服務及
社區護理服務典範。

我們的信念

提醒我們敬重長者，
讓他們在關愛中
過得體的生活。

基金董事會 及信託人



雷文潔主席 LLB, LLM
二零零九年出任信託人，二零一二年出任主席至今

雷文潔主席擁有超過二十五年法律界工作經驗，其設於悉尼市中心之律師事務所信譽超卓。雷女士冀望協助基金成為澳洲提供符合文化需要高齡服務的主導機構，為悉尼華裔及其他文化背景的長者提供合乎經濟效益的優質高齡護理綜合服務。



謝蘇美薇女士 信託人
自二零零二年出任信託人至今

謝女士富籌款及公共關係工作經驗，在協助基金公共關係及籌款事宜上更得心應手。謝女士冀望為基金爭取更多支援，繼續為高齡人士提供符合文化需要的服務。



郭立德先生 B. Bus, CPA, JP 信託人
自二零零二年出任信託人至今

郭先生為註冊會計師，尤精於會計及稅務，亦為Count Financial Limited認可財務顧問。郭先生冀望基金不斷壯大，滿足日益增加的社區需要，提供前瞻的服務。



謝慶鎰醫生 MBBS, FRACGP 信託人
自二零零九年出任信託人至今

謝慶鎰醫生為紐省註冊全科醫生，經驗豐富，也是悉尼內西區八間療養院的到訪醫生及基金三間療養院的「醫藥顧問委員會」成員。謝醫生冀望基金不斷成長，一如既往地備受社區人士推許及支持，為悉尼各區長者提供完善高齡護理服務。



前瞻

面對二零一七高齡服務改革，基金必須主動求變，在顧客主導及市場主導的高齡服務環境中保持競爭力。換言之我們必須研究市場需要，檢討核心服務、品牌形象和市場宣傳資料，釐定收費基準，建立收支模式以及創建一個配合新營運模式的架構。

基金需要重整服務，以多元化服務來維持競爭能力。要達致這目的，我們必須掌握能發揮數碼媒體龐大力量的傳意策略、積極開展新護理模式、向亞太區服務機構展示基金穩健實效的服務模式、拓展基金服務至「家居健康及社交需要」、「腦退化症家居護理」、「寧養服務」及「喪痛支援」等範疇。**行政總裁**

面對政府引進的高齡護理服務改革（消費者在購買服務時有更多選擇和主導權）基金會是一個具吸引力的選擇。我們已經準備就緒，更會不斷檢討政策及程序、拓展員工團隊、透過市場推廣讓更多人士認識基金不同類別的服務。**社區服務總經理**

家居護理服務團隊定期諮詢服務對象，緊貼他們不斷改變的需要和建立一個互相信任的關係。我們會透過服務對象意見調查或諮詢小組來吸納更多的回饋信息。**家居護理服務**

我們邀請了一位顧問檢討為腦退化症院友安排的活動。按基金REFLECTION 綱領的指引（十個英文字母代表十個大方向），我們會發展一個內容豐富、刺激思維的護理模式，讓患上腦退化症的院友獲得更佳護理。**院舍服務總經理**

義工們 — 我們需要你的時間、你的才幹

義工們，我們需要你陪伴服務對象，和他們談天說地、建立友誼、回味過去、分享喜怒哀樂、打麻將；我們也需要你協助員工進行活動、在巴士接送途中幫忙，需要你的時間和才幹讓服務對象的生活更添姿采。全賴你們和背後家人的支持，我們的服務更如虎添翼！**澳華療養院基金**

支持基金的人士 — 我們重視你的慷慨

衷心感謝你們的慷慨捐助 一謝謝你們的饋贈、信任和一直以來的支持，這些都成為我們邁步向前的動力，激勵我們為長者提供最佳服務。**行政總裁**



「基金與我，
相知相惜。」



基金二零一三年 至二零一八年 策略方向

1

持久營運力

基金以朝氣勃勃、務實可行的長遠服務贏取社區人士信任。

2

創新服務、質素卓越、以客為尊、以人為本

社區人士選用基金服務，因為我們聆聽服務對象的需要，提供所需服務。

3

專業服務團隊、熱誠工作

員工及義工們接受專業培訓、加以本身才幹及服務精神提供卓越服務。

4

持續成長

基金護理服務不斷精益求精，能夠充分照顧長者不斷改變的護理需要，由此贏得社區人士的信任。

5

在非英語背景社區中建立基金在社會問題上的影響力，也增強基金作為提供符合文化需要的高齡護理服務典範形象

社區人士看見基金在影響政府政策、推動符合文化需要的護理模式、與其他服務機構及政府指定機構合作時的領導角色。

6

建立優良管理系統

基金以管理完善的服務、靈活的系統和在社區中有效推廣基金卓越服務的實際成就，贏取社區人士的信任。



我們即將在北悉尼興建一間 嶄新的療養院

能夠逐步實踐興建首間位於北悉尼的療養院，令我們雀躍不已。

這計劃為什麼如此重要？

經過廣泛諮詢北悉尼各社區團體及基金家居護理服務對象後，引證了華裔及東南亞背景人士迫切需要一間符合其文化背景的療養院。我們的優質家居護理服務既然已在該區建立了優良信譽，基金便有信心新院舍的成立在吸納新服務對象之餘，也為現行的服務對象提供持續的護理服務。換言之長者即使將來需要更高程度的住宿護理，也可以在家人居住地區附近享有這些服務。

計劃現正處於那個階段？

基金已在哥頓（Gordon）購買了一塊風景優美的土地，也獲澳洲政府健康局批核興建一間八十四個床位的新院舍。我們除了不遺餘力地保存院址範圍林蔭青蔥的環境、歷史文物及附近優雅街景外，更配合高嶺佳市政廳（Ku-ring-gai）生態保存的要求，修定「發展計劃申請」。收到批核後我們會立刻動工，開展這助益社群的美好計劃。

境、歷史文物及附近優雅街景外，更配合高嶺佳市政廳（Ku-ring-gai）生態保存的要求，修定「發展計劃申請」。收到批核後我們會立刻動工，開展這助益社群的美好計劃。

院舍有那些令人引首以望的地方？

悠閑獨立茶亭！巴不得現在就看到長者們倚亭閑坐、悠然品茗香茶的情景。若真的天從人願，多好！兩層高的新院舍還有其他特色：八十四個單人或雙人房間（全為套房）、大堂、餐飲區、精心設計的庭院及觀景陽台、多功能活動室、圖書館、理髮服務、健體室、規模完備的商用廚房及洗衣房、充分採光的玻璃升降機及有閉路電視監察的地下停車場。院舍設計結合中華文化特色和傳統，締造一個溫馨和諧的家居環境。

有那些人士參與其事？

區內區外的華人社區都支持這個計劃。我們的董事會成員、行政總裁及管理高層對這計劃充滿熱忱，也會積極參與未來的進展過程。我們的建築師經驗豐富，擅長高齡護理院舍設計，基金也會選擇信譽良好的建築商。我們會調派經驗豐富員工往新院，確保運作流暢和實踐基金服務理念及護理綱領。興建計劃需款超過四千萬元（包括地價及建築費用），我們的卓越財務管理制度必能有效地長期營運這與眾不同的新院舍。

新院舍怎樣反映基金的價值觀？

新院舍會優先考慮華裔及東南亞背景並且面對經濟困難和孤單無助的人士。

我們的計劃：

- 分配百分之五十的宿位予需要減費、社會支援或貧困人士。
- 於其中一翼分配二十個宿位予患上腦退化症而需要較高程度護理及安全監控的住客。
- 院舍暫住服務：分配一個房間供腦退化症人士，另一房間為一般長期或短期暫住人士之用，以滿足照顧者的需要。

每一位入住的長者將按當時的護理需要獲得個別程度的護理，院方會留意長者日後的護理需要改變而調整護理安排。我們會直接查詢長者在住宿、環境、護理及是否能夠獲得其他附加服務等方面的意見。

誰是受益人士？

哥頓市鄰近卓士活及高嶺佳兩個甚多華人聚居的地方，離開康士比及懷毅這兩個也是華人甚多的地區只少於三十分鐘車程。新院的住客和他們的家人除了安心於一個充滿關愛的護理環境外，更可以使用自己熟悉的語言、參與小組活動以維繫文化需要和保持時事觸角、享用合口味的膳食，住客會感受到自己的文化備受尊重。能夠興建一間維繫語言文化背景的院舍，陪伴長者渡過有意義的歲月，是我們心之所盼。我們深切相信新院舍必定為北悉尼及社區人士帶來深遠的益處。

衷心感謝！

衷心感謝九千多位聯名簽署支持於哥頓興建新療養院，為北悉尼不斷增長的華裔及東南亞背景長者提供服務的人士。有意查詢詳情或支持基金籌募運動的人士請致電 (02) 8741 0218或電郵至 gordon@anhf.org.au，或瀏覽基金網址 www.anhf.org.au。

你的支持不可或缺… 我們由衷感謝！

全賴各位捐助人士、籌募人士、政府機構以及各位義工和支持基金人士的鼎力支持，我們才得以提供一系列高齡服務來支援年長人士的需要。

慷慨捐助、惠及他人

捐助或遺贈：請瀏覽基金網址 www.anhf.org.au/donations

義務工作：請致電 (02) 9784 0848或電郵至 volunteers@anhf.org.au

成為基金贊助人：請致電 (02) 8741 0218

加入我們的團隊：請瀏覽基金網址 www.anhf.org.au

財政報告

請自基金網址下載財政報告（PDF「便攜式文檔格式」）：
www.anhf.org.au

撰寫及編輯

Marjorie Lewis-Jones www.youneedawriter.com 撰寫及設計，
澳華療養院基金員工、董事會、服務對象及其他人士供稿或提供資料

設計

Kancy Ho

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衷心感謝 每一位出現在特刊或在裏面分享智慧之言的服務對象及其家人，以及其他人士。

Abbreviations

ACHS – Aged Care Housing Services

ANHF – The Australian Nursing Home Foundation

BCNH – Bernard Chan Nursing Home

BHSWC – Bonnyrigg Heights Seniors Wellness Centre

BHREC – Bernard Hor Resource and Education Centre

C – Chairman

CHSWSC – Chester Hill Seniors Wellness Centre

CCPNH – Chow Cho Poon Nursing Home

CC – Community Care

CEO – Chief Executive Officer

CCQRC – Community Care Quality, Risk & Compliance

CS – Corporate Services

CVS – Community Visitors Scheme

DASS – Domestic Assistance and Social Support Services

GPSWS – Greenfield Park Seniors Wellness Centre

GM – General Manager (CC, CS and RC all have GMs)

HC – Home Care

HO – Housing Officer

HSWC – Hurstville Seniors Wellness Centre

JSCH – Jones Street Community Housing

PSCH – Poplar Street Community Housing

LT – Lifestyle Team

LCACC – Lucy Chieng Aged Care Centre

LCG – Lucy Chieng Gardens

RCQRC – Residential Care Quality, Risk & Compliance

RC – Residential Care

SHSWC – Stanley Hunt Seniors Wellness Centre

SWSWC – So Wai Seniors Wellness Centre

SWSG – So Wai Support Group

SWSSWC – South West Sydney Seniors Wellness Centre

TD – Training and Development

VP – Volunteer Program

www.anhf.org.au



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