



ANHF

AUSTRALIAN NURSING HOME FOUNDATION

澳華療養院基金

Culturally Appropriate Aged Care Since 1980

# THE GRATITUDE REPORT

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‘Thank you from the heart’





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**‘Never take for granted the things that most deserve our gratitude.’**



# Chairman's message

It's been a tough couple of years for people in aged care, so we're using this annual report to say THANK YOU!

There is much to be thankful for – and the Australian Nursing Home Foundation (ANHF) is prouder and stronger because of our relationships with people like you.

While the report focuses on gratitude, and our 2021-22 achievements, it doesn't gloss over the difficulties we've encountered.

The COVID-19 pandemic has had harsh consequences across our industry and in many aged care facilities. The majority of providers have grappled with costs associated with PPE and rapid antigen tests (RATs). Staff getting sick with COVID and having to isolate at home has also led to workforce shortages which put pressure on those who remain at work.

Like other providers, we've had outbreaks in our residential facilities – and we know it's been hard for our elderly residents to be required to isolate in their rooms. However, we also know it's a crucial preventative action we must take to keep them safe.

COVID constraints and Sydney's torrential rain have also delayed the completion of our new facility in Gordon, now due mid-February 2023.

When I look around ANHF, I see a marvellous team of care workers, admin staff, cleaners, volunteers, board members, kitchen hands, nurses, maintenance staff and others – all pulling together to go the extra mile.

I see our elderly people being well cared for, eagerly listened to, and offering their wisdom – their beautiful stories etched in their voices and smiles.

Happily, what you'll glean from this gratitude report is how our people have collaborated and supported each other and been resilient, and drawn on these wellsprings to keep them going in tough times.

I lead the ANHF board with this bounty in mind.

I am grateful to the board for the work it has been doing to help senior executives and managers build a robust workforce and sustainable future.

On behalf of the board, I also want to thank our CEO Ada Cheng and the ANHF team for their amazing dedication in challenging times.

This report gives thanks to all who've given their time, energy and money to see ANHF through the pandemic. Your support is vital to what we do.

With gratitude,

**Ellen Louie, Chairman**



**'When I look around ANHF, I see a marvellous team all pulling together to go the extra mile.'**



# CEO's message

Every heart you see in this report says  
THANK YOU!

Every *heart* thanking everyone for placing the wellbeing of our elderly consumers and residents at the centre of our work ... and especially during the pandemic with its many uncertainties.

Whether it's our chefs cooking special meals for our elders recovering from COVID, our managers working from home when they've tested positive but are pushing through, our frontline staff overcoming their fears of contracting the virus and turning up to work anyway, our Board members meeting late into the night to ensure good governance ... all have focussed on our main purpose.

ANHF's consultants, suppliers and patrons have also been extremely supportive and the family carers who continue to trust us so wholeheartedly is always humbling.

Johnny Teong, our Chief Financial Officer, is steady and indefatigable, and Jenny Chua, our General Manager Care Services, is calm and logical – a real anchor. Both have been wonderful to work with in these turbulent times, and I can't thank them enough for their camaraderie, dedication and leadership.


As our world and our work continued to shift with COVID contingencies, I was really touched by the way our team worked together. I saw beauty in our collaboration and a wonderful spirit in how we supported each other.

Such cooperation shines a light on our values – and shows they're more than skin deep.

As this annual report's focus is gratitude, we asked residents, consumers, families, staff and volunteers to share the special moments they've been thankful for and which kept them going. We also asked them to be candid about the difficulties.

Through their stories you will hear how our team's resilience and receptiveness, our agile and organic structure and our willingness to harness technology has meant we were (and are) well-prepared to respond to the pandemic and care compassionately for our elders.

Together we've wrangled the resurgence of COVID and its variants, risen to the challenge of government-enforced single site workforce requirements, devised strategies to mitigate the government's inadequate surge workforce arrangements, and continued to provide services in areas deemed (for several months) LGAs of concern and thus subject to harsher restrictions.

A woman with short dark hair, wearing a beige blazer with a floral brooch and a matching skirt, stands outdoors. She is holding a wooden handle, possibly of a cane or a chair. The background shows a building with large windows and some greenery.

**‘We hope you sense the remarkable team spirit that enlivens our work.’**



## CEO's message continued

In fact, 40 per cent of our workforce were affected by the stricter stay-at-home rules put in place during the second half of 2021 in South Western Sydney, Western Sydney, Canterbury-Bankstown and Georges River LGAs, and over 50 per cent of corporate team members were required to work from home due to the restrictions.

The biggest challenge was rostering staff who live in the restricted zones as they were required to go for COVID testing every 72 hours.

We were very glad when the restrictions were lifted.

Keeping everyone safe and happy has been a huge endeavour, but then it's always been our raison d'être to keep our elders living the best life possible.

Major achievements this year include:

- Successful reaccreditation of our three residential aged care facilities – Lucy Chieng Aged Care Centre (Hurstville), Bernard Chan Nursing Home (Burwood) and Chow Cho Poon Nursing Home (Earlwood). Congratulations to our teams!
- Making good progress with building our new residential aged care facility in Gordon – and this despite delays due to Sydney's high levels of rainfall, COVID causing a site

lockdown, and workforce shortages. We hope to open the facility in mid-February 2023 after Chinese New Year.

- Redesigning our [website](#) to make it more intuitive and user friendly. Launched on March 12, the site attracted more than 200 new subscribers to ANHF's eNewsletter in the first week.
- Employing an EnCOMPASS multicultural aged care connector who is linking CALD communities to aged care services and contributing to an 'evidence base' on barriers affecting older people from CALD backgrounds in navigating ageing and the aged care system.

ANHF is grateful to all who've given their time, energy and funds to see us through these tough COVID times.

We hope you see the human touch, feel the heartfelt care, and sense the remarkable team spirit that enlivens our work.

We have so much to be thankful for – and this includes YOU! Your generosity means the world to us. Thank you for believing in what we do.

**Ada Cheng, CEO**



**'In the face of demoralisation, gratitude, the power to energise. In the face of despair, gratitude has the power to bring hope.'**

**The Gratitude Project**





**‘I want to thank ANHF’s care service employees for the time and care they’ve given to residents.’**

## ‘Extra workload ... extra safe’

As a registered nurse in a nursing home, my most challenging task during the pandemic has been to educate staff to practise safely and follow the guidelines.

I’ve been doubly careful with the surge force workers, hired to cover COVID-related workforce shortages, as these external staff aren’t familiar with our residents and, due to language barriers, can’t communicate as effectively to ensure they’re meeting needs.

During an outbreak at BCNH, the majority of our residents were confirmed to have COVID-19, which meant we needed to spend more time monitoring their observations to ensure they were stable. We also needed to communicate more with families to assure them their loved ones were being well looked after.

Our residents can sometimes be down and sad because they can’t see their families and their activities are cancelled. This can easily result in a decrease in appetite and mobility which, in turn, can lead to malnutrition and a higher risk of fall – so we closely monitor our residents’ moods.

We’ve needed to spend extra time

with residents to provide emotional support and to arrange phone and video calls so they can stay in touch with loved ones.

Family members have shown appreciation during the pandemic and understand that we are doing our very best to meet the needs of our residents during this difficult time.

The government and the public health unit have helped ensure we have sufficient PPE stock and advised our facility about the actions required for infection control. ANHF has provided staff with a lot of training and resources relating to the pandemic and clinical practice and also allocated extra staff to help reduce our workload.

I want to thank ANHF’s care service employees for working extra hours during the pandemic – and for the time and care they’ve given to residents. I’m grateful for how they’ve shouldered the extra load – delivering meals, helping to educate surge force workers, and enduring long hours of wearing full PPE to ensure our infection control protocols have been adhered to. Thanks again!

**Minnie Chan, RN, BCNH**





**‘What touched me strongly was the support from the whole team.’**

## ‘I didn’t have to face it alone’

During a peak in the pandemic, COVID-prevention items were in short supply and I was very grateful for the efforts of our procurement staff in providing us with a continuous supply of face masks, sanitisers and personal protective equipment. This gave our frontline staff protection and strengthened their confidence.

At one point, all community housing tenants at Jones Street Community Housing had to undergo rapid antigen tests (RATs) because a tenant tested COVID-positive. I felt very thankful that ANHF immediately assigned CM (ANHF’s Assets and Property Officer) and Peter (handyman) to assist me in helping all tenants to do their RAT. My thanks also go to Jacky Chan, the Community Housing Officer, who instantly contacted NSW Health to allocate staff to come over to conduct PCR tests for all tenants.

What touched me strongly was the support from the whole team. I didn’t have to face it alone.

My lowest time was taking a bus to work when Sydney was in lockdown. I was the only passenger during the journey and the streets were empty. I felt like the whole world had stopped. I used these times to contact my family, friends, colleagues and tenants to chat about the happy side of life.

The Government’s COVID-prevention policies changed drastically during the pandemic and ANHF management would respond immediately – instructing us about the next step.

Mutual care and concern have been crucial. Knowing that a sick staff member had to stop working due to self-isolation, other staff would understand the need to share in covering the person’s job.

It’s this combined team effort that has assured our success.

When tenants had to self-isolate due to a COVID-infection, I would telephone to see what support was needed and arrange a family member or a home care staff member to help with shopping (delivered COVID safely). Stanley Hunt Seniors Wellness Centre (located on the ground floor of our community housing premises in Ultimo) also provided meal services to ensure the tenant had enough food and nutrients.

All tenants were grateful, feeling we were emotionally connected.

**Cherry Lee, Community Housing Assistant (in blue shirt opposite)**





**‘We were all working towards the same goal – an unforgettable feeling!’**

## ‘I had to adjust to the new tempo’

The pandemic came so suddenly and government policies frequently changed – it was hard.

During lockdown, the most difficult task was how to roster staff to provide essential services for our elderly consumers – especially those living alone. We had to liaise with consumers, support those who had emotional issues, and arrange staff to telephone them to ask about their wellbeing. Though working from home, we were terribly busy. I had to adjust to the new tempo.

What touched me most was the understanding and support received from our elderly consumers and their families. Rarely visiting crowded places, putting on personal protective equipment, and keeping 1.5 metres apart in social distancing meant we were all working towards the same goal – an unforgettable feeling!

My greatest thanks go to our team of Home Care Advisors as we always supported one another and shared our feelings. Working from home, we communicated via Zoom, and our team became more cohesive.

Before the pandemic, consumers with dementia could attend our centres, where staff designed

different activities to slow their deterioration. However, being homebound long-term during the pandemic deprived them of social contact and certain activities. They could only meet with our staff via audio visual means to get directions for gentle exercise – which was good but not perfect.



The lack of face-to-face communication started to take its toll on our elderly consumers and, to halt their decline, our care staff made home visits. One consumer’s health had declined to the point where he didn’t quite speak or respond when people spoke to him. Once our care staff had more interaction with him – reminding him to drink water and taking him for walks in the garden – his condition gradually began to improve.

I’m just so grateful our team and our consumers have worked together during the pandemic to push through it.

**Candice Liang, Home Care Advisor**





**‘We brought a meaningful wellness program to our seniors and kept their spirits going.’**

## **‘We kept people’s spirits up’**

Communicating with clients and staff was challenging for me, especially because I do not speak Chinese. Ninety-five per cent of my clients speak Chinese only. One third of our team are not fluent in English. Contacting clients and running welfare checks and virtual programs was a real challenge. As was trying to teach seniors in their 80s and 90s to use technology such as smartphones, iPads, and the WeChat App to make video calls. Thankfully, our manager, Phoebe, was very understanding and supported the virtual program by approving resources where needed.

During the lockdown, one client became very ill. He was depressed and refused to eat or get up. At this stage, we were running our virtual program regularly each week, which was supporting our clients to chat together virtually in WeChat video calls and by messaging in the group chat.

Working closely with the carer, we encouraged the client to join the video calls (with his daughter’s assistance). After a few weeks

of seeing his friends on WeChat video calls, and receiving words of encouragement from everyone in group chat, he sent photos of himself sitting up in his wheelchair.

His daughter called to let us know he was trying to get up and learning to walk again – and said he was looking forward to seeing his friends when the centre reopened. When I informed our staff, everyone took turns (even outside working hours) to message him, encouraging him to get well again.

To our amazing team: Thank you from the bottom of my heart for your support throughout the pandemic. It was a challenge, new to all of us – especially bringing the virtual program to our seniors and assisting them to look positively to the future when we, ourselves, were full of uncertainty. But we did it! Each of you brings your own talent and kindness to the team – and together we brought a meaningful wellness program to our seniors and kept their spirits going. A great achievement.

**Tran Nguyen, CHSP Care Advisor,  
Western Sydney**





**‘All efforts were worth it if our residents were happy!’**

## ‘We go the extra mile’

I was on a vacation in Melbourne when we had our first outbreak. Fortunately, Joyce Lu, our Care Manager, attended to the residents and staff. Although I was out of town, I got up early every day to help coordinate management.

When I returned to the nursing home a week later, I immediately arranged for Joyce to work from home to ensure she wouldn’t burn out due to overwork.

Sometimes I had to work until 11 pm or 12 midnight. As I stopped to buy something to eat on my way home, I would think of the faces of our elderly residents in the nursing home and what they liked to eat. I’d buy snacks or bread for staff as morning tea. I’d also buy chicken thighs and Chinese barbecue food items for residents to cheer them up. One resident happily told his family members that he’d eaten his favourite roast pork. All efforts were worth it if our residents were happy!

Before the outbreak, an older employee told us that if we had an outbreak, she would definitely not come back to work at her age. But when we had the outbreak, she

continued to work. Even though she got COVID, she had no regrets. I was deeply moved.

The ANHF team is excellent. If an outbreak occurred, we had to have a meeting with the Department of Health. Our CEO and GM were there in all Zoom meetings and gave us solid support – assigning colleagues from other areas to help us out.

Each resident had an individual activities pad and staff would accompany them in their favourite activities – some loving card games and others preferring to play chess. Staff also took photos to send to the resident’s family to reassure them of their wellbeing.

At times, we had dire workforce shortages and I had to adjust rosters to cope with them. Existing staff had to teach substitute staff our procedures.

It was stressful but going the extra mile is what we do in ANHF – and I’m grateful for this team spirit.

**Brenda Chan, Facility Manager,  
Bernard Chan Nursing Home (at  
right in photo)**





## ‘Hats off to all our hidden heroes’

It was challenging to keep up with the latest updates to COVID-restrictions, and especially during last year’s lockdown, when the government identified more intensive restrictions for people living in LGAs of concern. I needed to know how this would affect staff travelling to and from work and advise managers. I also helped to ensure staff received the latest COVID-restriction updates from the government and ANHF management in both English and Chinese.

When the government mandated single-site workforce arrangements as an infection control measure to limit the transmission of COVID-19, and also introduced isolation requirements, it brought a very tight staffing situation, and especially in residential aged care facilities. To cope, the HR team provided ongoing recruitment to hire new staff for our nursing homes, our wellness centres, and for home care. When there was an urgent need for staff, we’d seek surge workforce personnel to provide additional support. Temporary redeployment was another workforce arrangement we employed to ensure support was available across our services.

We’ve had difficulties in recruiting new staff as people were hesitant

about joining the workforce during COVID outbreaks, and others were not able to finish their work placements from study. Additionally, all our recruitment processes have had to move to online to avoid any face-to-face contact, which has been another change.

As part of the HR Team, communication with staff is crucial. I’m glad I can utilise my cultural background and language skills to interact with our staff and deliver bilingual messages and announcements. Speaking the same language as staff definitely helps their understanding and also allows them to express themselves comfortably.

The COVID-19 pandemic has been very challenging for the aged care industry, and especially given that many of our residents are in the fragile elderly group. In the past, ANHF has been blessed that our consumers have taken great care and been protected, largely thanks to the efforts of our staff (frontline and management) and also our volunteers.

Hats off to all the hidden heroes in ANHF!

**Winnie Au, Human Resources Assistant**

‘Our residents and consumers have been protected, thanks to the efforts of our staff and volunteers.’





‘With all hearts as one, we worked closely during the pandemic.’

## ‘I was moved by our seniors’ trust in us’

What I found most difficult at the beginning of Sydney’s lockdown was there was nothing you could do. South Western Sydney was hard-hit – with everyone home-bound.

Since most of our elderly consumers and family members didn’t know how to access the internet, we had to phone them to ask about their wellbeing. It was a bit challenging – but great we could still support one another!

When the pandemic restrictions eased, many elderly consumers and family members phoned to inquire when we would reopen the centre as our seniors were eager to come back.

To safeguard the centre, they said they wouldn’t go out for yum cha or to other crowded places. They thought our Seniors Wellness Centre was the safest venue and I was touched by their trust in us.

After re-opening the centre and meeting with our seniors (whom we hadn’t seen for a long time) we discovered that their health had deteriorated. Many had lost weight,

and were less mobile and responsive. Fortunately, once they returned to the centre to practise their skills again they quickly picked up what had been lost.

I want to express my thanks to the whole team at the South West Seniors Wellness Centre. With all hearts as one, we worked closely during the pandemic. I love how we made handicrafts together and prepared presents for Mother’s Day and the Moon Festival, arranging door-to-door delivery to our elderly consumers.

I was moved when our bus driver took the trouble to take a rapid antigen test (RAT) before he took the community bus for its registration renewal inspection. He could have easily refused to do this essential vehicle maintenance task, as our centre was located in an area with heightened restrictions, but instead he took the RAT and did the job. I couldn’t have thanked him more for his efforts.

**Kathy Tai, South West Seniors Wellness Centre Coordinator**





Maggie

Ruby

Christina

Edith

Glenda

Linda





### **‘Our staff are both sweet and strong’**

I’d like to thank the kitchen staff who coaxed our elderly residents ill with COVID to eat by making Chinese-style sweet soups such as coconut milk sago, white fungus and chestnut soup. The chef also made his first ever sesame rolls by following a YouTube video because our residents said they’d love to eat them! I’m also very grateful to the Facility Manager and the Care Manager for their hard work and dedication during the pandemic. They’re like strong poles against the torrents.

**Maggie Siu, Residential | Activity Officer, LCACC**

### **‘Doing well in challenging times’**



At first, I found it challenging to know how to reassure infected residents and their families – but we got through it together. One resident who knew her test result was positive called her children immediately to reassure them that she was asymptomatic and that the staff were looking after her very well. She also reminded her family to listen to the facility’s instruction. A huge thank you to our residents, hardworking colleagues, support team behind the scenes, and our amazing facility manager, Emily Chong.

**Ruby Li, Care Manager, LCACC**

### **‘Heroes and warriors’**



ANHF’s Home Care Advisors couldn’t meet face to face but our relationships deepened during lockdown. Our mobile phones were on for all seven days to ensure elderly consumers who lived alone could get the help they needed. We didn’t mind going the extra mile ... and teaching seniors how to do a rapid antigen test step-by-step over the phone was quite a challenge! Many frontline carers had moved on to different careers even before COVID struck hard. Those who stayed behind to serve the elderly, have been our genuine heroes and warriors in the field.

**Christina Lin, Home Care Advisor**



### **‘Lonely without you!’**

Thank you very much to our home care employees for supporting consumers during the lockdown. You not only provided regular services to consumers but also gave them social support – phoning them regularly when they weren’t familiar with other technologies to keep them connected and providing shopping services to reduce their risk of getting COVID. Without you, they would have felt much lonelier at home as they couldn’t see their family members and friends as frequently as before. Without you, I can’t imagine how we would have gotten through.

**Edith Wong, Quality Risk and Compliance Officer**



### **‘We weathered the storm’**

Looking back on those 27 stormy days (during the COVID outbreak at Chow Cho Poon Nursing Home in May 2022), I think they were probably the longest and most adverse days in my nursing career. Every day I hoped desperately that the number of COVID cases would cease to rise and the residents and staff would be well again. What a relief when the storm passed! My heartfelt thanks go to every colleague who cared so concertedly over those dark, painstaking days – and to Jenny Chua for leading the whole team step by step.

**Glenda Ng, Care Manager, CCPNH**



### **‘I’m happy I can help face to face’**

At times, the pandemic reduced home visits but when I’ve been called in to see our elderly consumers face to face I’ve had good outcomes. I advised one woman who wasn’t eating, drinking or showering after the death of her husband that she might gradually lose her ability for self-care – and a referral to a dietitian got her back on track. I convinced another woman with back pain to see a doctor and her diagnosis was pulmonary consolidation, which required an immediate operation. Consumers and their families are always really grateful for my expertise and care.

**Linda Kang, Home Care Service RN**





## Thanks for caring ANHF

*We receive many messages of gratitude from our elderly consumers and their families for our care and support. Here are a few...*

### **'A shoulder to depend on'**

We're lucky to have chosen ANHF as our home care service provider. Maggie Pan, our Home Care Advisor, is so meticulous in caring for us that we always feel her tender loving care. The comprehensive medical care from Andrea, the RN, has alleviated the pain and worries of my aged husband due to his illness. Your transport assistance also solves many problems we encounter daily. We strongly feel we have a shoulder to depend on.

**Teresa Lui to the Roster Team, Home Care Services**

### **'Your team is so professional'**

Thank you, Emily and your team. You are doing a great and professional job at this difficult stage. We firmly support any professional decisions you have made and are going to make. We feel confident and satisfied with our loved ones staying with you at Lucy Chieng Aged Care Centre (LCACC). We wish you goodness – and that you and all your staff members stay healthy and safe. We are with you as always. Thank you very much!

**Shaomei Li to Emily Chong, LCACC Facility Manager**

### **'Like we'd received a life jacket'**

When Jacky Chan, our Community Housing Officer, told the final 12 tenants at Lucy Chieng Gardens (LCG) we were scheduled to receive our Pfizer vaccination on September 3, 2021, it was like we'd received a life jacket! Jacky had thoughtfully arranged for the doctor to come to LCG to do the injections to cut down our risk of infection by taking public transport and from contacts outside the housing premises.

**Ri Hui LI to ANHF**

### **'Quick thinking, magnificent care'**

On May 31, Jim Zheng had accompanied my dad to a medical appointment but, once home, he noticed that my mum did not look like her 'usual' healthy self. While taking her blood pressure (extremely low) my mum fainted and Jim immediately put her into the recovery position. He called for an ambulance and then called ANHF to notify the family. While waiting for the ambulance and family

to arrive, Jim stayed beside my mum the whole time, ensuring she was okay while talking to her. We wanted to shout out that Jim's quick thinking and actions that morning were magnificent and gratefully appreciated. Jim has formed a fantastic relationship with my parents and his caring nature and patience are second to none.

**The Ho family to Home Care Services**

### **'Thanks for our happy haven'**

My first compliment goes to the care staff in yellow uniforms. Around the clock they move from corridor to corridor, room to room, in dining areas and bathrooms to look after our personal hygiene, meals, exercise and entertainment. They are the angels that never flinch from hard work. Next are the nurses – guardian angels of the elderly – in purple and blue uniforms. On top of helping with daily medication, they conduct COVID tests and flu vaccination for residents. Our 'coaches-in-red' (Quality Lifestyle Officers) lead us in morning exercises and support frail residents





in strengthening their walking. They also arrange recreational activities to enrich our lives. Heavy is the work of our 'masters in green' (kitchen and cleaning staff) in preparing meals and ensuring us a spotlessly clean residence of comfort. Thanks to the work and commitment of the facility manager and the staff team, our nursing home is a safe, healthy and happy haven to us.

**Jun Qian Zhu to Lucy Chieng  
Aged Care Centre**

### **'What a great meal service'**

Luckily, I live in Jones Street Community Housing. As the pandemic soared, and knowing the residents were living in a difficult time, Stanley Hunt Seniors Wellness Centre quickly responded by providing an additional meal service to support them. The door-to-door meal service was offered, punctually, five days a week. Soup: no preservatives, genuine flavour. Food: prepared especially for the elderly by the chef with an emphasis on nutrition and excellent taste. The menu differed

from day to day, giving the elderly safety and happiness in their meals. The tender loving care from ANHF deserves our praises. Many thanks!

**Mrs Tsui to Stanley Hunt Seniors  
Wellness Centre Meal Service**

### **'Comfort and quality of life'**

My father-in-law, Yee Leung NG, has been using ANHF home care services since 2013. When some home care services temporarily stopped due to the pandemic, Wendy Lin, the Home Care Advisor, called us to arrange Helen Leung, a staff member, to chat with my father-in-law over the phone every day. He felt very supported and cared for. Last December when our family had to self-isolate, ANHF still arranged for Helen to purchase food and items for daily living for my father-in-law. When Helen had to self-isolate she immediately briefed another staff member to provide services for him. Wendy Lin, Helen Leung, Lisa Tan and Mandy Chung all deserve our gratitude and compliments.

**Susana Ng to Home Care Services**



## **'We're so grateful for our volunteers'**

*Heartfelt thanks to all the volunteers who helped during the pandemic and who have continued to support ANHF.*

It's been such a difficult and challenging time for all of us – so we're extremely grateful for the contribution of our volunteers. We couldn't provide such a great service without their efforts. We currently have around 80 active volunteers and we've also had more new volunteering inquiries than we did last year.

Now that we're living with the 'new normal' of COVID, and the government has eased restrictions, people are more willing to volunteer. They especially want to help with aged care because it is elderly Australians who have suffered the most during the pandemic. I'm also pleased older volunteers are slowly returning to our service.

In May, we were very happy to be able to hold two lunch gatherings with our volunteers during National Volunteer Week.

The volunteers were all so glad to see each other – as many of them hadn't been together for a long time. They had so much to talk about – it was non-stop conversation. Like a meeting of long-lost friends.

To volunteer please call (02) 8741 0240, email [volunteers@anhf.org.au](mailto:volunteers@anhf.org.au) or download the Volunteer Application form and return it to [volunteers@anhf.org.au](mailto:volunteers@anhf.org.au)

**Tamie Liu Volunteer/CVS**





## Accreditation achievement

This year, all three of our residential aged care facilities – Lucy Chieng Aged Care Centre, Bernard Chan Nursing Home and Chow Cho Poon Nursing Home – successfully achieved full reaccreditation meaning they were found to be fully compliant with all eight aged care standards and their 42 requirements. Emily Chong, Facility Manager LCACC, pictured here with Stella Liang, RN LCACC, tells us about how the reaccreditation process was for her facility (page opposite).

## 'Reaccreditation went smoothly'

This year's reaccreditation was a brand new experience for us – as we were assessed against the new Aged Care Quality Standards.

We were well aware that the unannounced visit could come at any time. So, when the four assessors appeared in the entrance of Lucy Chieng Aged Care Centre (LCACC) we were psychologically prepared and just reminded everyone to showcase our very best.

As a facility manager, I've been involved in five reaccreditation audits and I'm glad ANHF has such a robust review and audit system. Whether you're one of our care staff, laundry staff or the chef, you've been trained to know how to respond to any issue as it arises.

The accreditation process is conducted over several days. Happily, from the open meeting where the assessors introduced themselves, to the risk-based questions they asked and the individual interviews they conducted with me, the Care Manager, our staff, residents and family members, it went smoothly.

Reaccreditation during a pandemic has its challenges! But all residents interviewed said they felt safe and happy in their stay with us – which is

fantastic. Residents and their family members also told the assessors they really appreciate our dedication and hard work.

Staff were full of confidence and answered the assessors' questions knowledgeably and calmly. They now understand more of what will be expected in future audits, which will keep us on track with the standards.

Sharing this success with our team has boosted our confidence and momentum. Reaccreditation proved that our systems are effective and that the QRC team, the HR team and all our other staff are performing their roles well.

We also celebrated our success by sharing a meal with staff at a restaurant – with games and lucky draws to show we appreciate them.

From this accreditation it's clear we're pulling together – breaking the old nursing home management model by instilling innovative ideas and a style of our own. The whole team effort is what matters most.

Our goal is to ensure every elderly person who enters LCACC to feel this place is a home away from home.

**Emily Chong, Facility Manager  
LCACC**





The team at Stanley Hunt Seniors Wellness Centre is just one of many teams who celebrated Aged Care Employee Day, and to whom ANHF gives its heartfelt thanks.

## Honouring our staff superheroes

ANHF supported its teams to celebrate the fourth annual Aged Care Employee Day, an initiative of the Aged & Community Care Providers Association, which officially fell on August 7.

‘While we couldn’t all celebrate together,’ said CEO Ada Cheng, ‘we asked teams to choose a day which was convenient for them to honour their staff. To take a moment to celebrate their contribution amid the stresses and strains of another very challenging year.’

Ms Cheng said staff had gone above and beyond the call of duty and done a marvellous job in the most difficult of times.

“‘Superhero YOU’ I’ve been calling them – because in my eyes they really are superheroes. Many have worked overtime tirelessly or cancelled their

leave to continue providing essential care to our residents and consumers and keep them safe. Support staff, too, have made a vital contribution to the continued operation of ANHF’s aged care services in face of the continuing coronavirus threat.’

Ms Cheng said it takes a special kind of passion and dedication to work in aged care, especially now the pandemic has been so prolonged.

‘Our staff have done a tremendous job – and it is heartening to see their professionalism and dedication shine through.’

### Employee Day Videos

YouTube: <https://youtu.be/g691RAloXpM>

YouTube: <https://www.youtube.com/watch?v=PdYQqgEwRII>



ANHF staff fielded hundreds of inquiries during the Seniors Art and Wellbeing Expo on June 4.

## Expo attracted over 1,000 participants

More than 1,000 people visited ANHF’s Seniors Art and Wellbeing Expo at Chatswood Concourse on June 4.

ANHF mounted the expo with funding from Willoughby Council – a lively event offering an array of activities and information about diabetes, dementia, Parkinson’s Disease, carer support and hearing loss.

Phoebe Leung, ANHF Commonwealth Home Support Program Manager and expo convenor, said, ‘We were a bit worried about running a large-scale event during the pandemic – but, to our surprise, more people came than expected. The response was huge, stalls were flooded with inquiries. It

really shows there’s a great need for aged care information among older people in the community.’

To open the expo, ANHF CEO Ada Cheng and ANHF board member Andrew Gock were joined on stage by representatives from other participating organisations, including TVB Anywhere, CanRevive, Carer Gateway, Hearing Australia, Parkinson’s Chinese Support Group and Inner Health.

Several stalls displayed artworks made by ANHF’s elderly clients during Sydney’s 2021 lockdown. Visitors admired these works, exchanged ideas with expo craft masters and learnt how to paint or recycle waste paper into handcrafted items.





#### Other highlights included:

- Talks about emotional health to help support the wellbeing of older people during the pandemic, a demonstration of fall prevention exercises, and dancing to thunderous beats of African drums.
- Stalls dedicated to enabling visitors to register and receive support in applying for ANHF's Home Care Services and the SYLCM safety pendant.

Ms Cheng said she was very pleased with how people had responded to the expo and especially to the displays relating to ANHF's new nursing home in

Gordon.

'We showcased the growth and development of the facility through floor plans, images of model units (single and double rooms), glimpses of the interior design, and what the new home will look like when it's finished.

'We also fielded inquiries and took Expressions of Interest. This feedback reassured us that the need is still there.

'It also confirmed that our new home, with its state-of-the art features and Chinese foundations, offers an attractive choice for elderly people in the region and their families.'



*There is a growing need for culturally specific care – and assisting older people to continue with culturally relevant activities.*

## Westpac praises ANHF's success

In April, Westpac Wire paid a visit to the Lucy Chieng Aged Care Centre, filming residents happily engaged in a match of Mah-jong, doing calligraphy and conversing in Mandarin.

The news crew also interviewed ANHF's CEO Ada Cheng and Physiotherapist/Lifestyle Coordinator Fifi Lai.

Ms Cheng spoke about ANHF's exponential growth and the growing need for, and the importance of, culturally specific care in NSW.

Ms Lai stressed the need to assist older people to continue with culturally relevant activities.

'For us, that means we're able to respect their wishes, respect their

dignity, and they're able to continue with what they like, rather than what we want them to do.'

During a visit to the construction site of ANHF's \$40 million, 84-bed aged care facility in Gordon, Shane Howell, Westpac's managing director of business lending, praised ANHF for its vision and sensitivity.

'Arriving on the street front it's an old homestead – but then you walk through and it's a major facility.'

Westpac business lending is helping to finance the project and will ensure onsite banking is available in the self-contained premises.

You can watch the segment here <https://tinyurl.com/7t7cncxc>



# Gordon and other achievements

## New website launched

Earlier this year, we launched our new-look website, which enables the community to search and find our services more easily and explore the diverse range of aged care information we have on offer. The website's clean design and intuitive navigation means people can click through quickly to find a residential aged care home, inquire about our Seniors Wellness Centres, locate dementia support and much more.

## BESTMed launched

We launched the electronic medication management system BESTMed in our three nursing homes in February in partnership with the very experienced Carlton Railway Pharmacy, which won our pharmacy tender from 2022. BESTMed training and ANHF trials will ensure this technological improvement brings better safety and efficiency in our nursing homes.



## Wellness Zooms in

Due to the fluctuating intensity of the pandemic, and to safeguard our elderly consumers, ANHF's Seniors Wellness Centres had to close temporarily again on a few occasions due to COVID. Happily, our Online Happy Hub continued to meet with our seniors in monthly Zoom meetings.

To ensure these sessions were useful, staff invited a psychologist to speak on 'Elderly Mental Health during the Pandemic'; a dietitian to speak on 'COVID Prevention and Post-Recovery Nutritional Diets'; a Connection Ambassador to speak on 'Helping the Elderly to Access Home Care Services'; and our Home Care Managers to speak about 'Roles of the Allied Health Team' and 'The Importance of Knowing Your Aged Care Rights'.



## Gordon fundraising appeal

Our new residential aged care facility in Gordon is on track to open early next year – and we're grateful to Grindley, our construction company, Boffa & Robertson, our architects, and Meli Studio our interior designers for bringing the project together and making sure it is beautiful and sustainable inside and out. We're also thankful for the generous donations we've received from patrons committed to naming facilities in Gordon. Around 360 antique plate images have been uploaded on the ANHF website. Donations can be made in four categories (\$1,000, \$3,000, \$5,000 and \$10,000). For those who donate more than \$1,000, the donor can pick the plate and the location. CFO Johnny Teong says, 'We're grateful for donations from the community because they generate a sense of identification in the community with ANHF's mission and values. With the escalating interest rate, donors giving towards our capital project could help to reduce the borrowing costs and free up funds for other areas of need or growth.'

## Interdepartmental cooperation

Jenny Chua says: I'm glad to have seen so many examples of genuine support offered across different ANHF departments during the COVID-19 era. These practical offerings have included lending office spaces, PPEs, RATs and antivirals to whichever service has had the most urgent need at the time. These acts of kindness help me to stay resilient and sane.







**‘The camaraderie of our teams is deeply inspiring and reinforces ANHF’s value that we are family!’**

## Johnny Teong, CFO

*‘I serve with pride knowing ANHF has remained true to its core values and has never just looked at financial returns alone,’ says Chief Financial Officer Johnny Teong.*

Two key challenges in my first year as Chief Financial Officer of ANHF have been staff recruitment and retention for Corporate Services and managing higher operating costs faced by the organisation.

Recruitment was a nation-wide issue across all industries as it was essentially a “seller’s market” – with prospective applicants frequently asking for higher-than-usual salary packages (even those candidates without relevant experience).

We lost an experienced employee who was offered a \$30,000 salary increase to join a new employer in another industry! The unrelenting poor portrayal of the aged care industry in the media during and after the Royal Commission also discourages future recruits into the industry.

Fortunately, we achieved some positive results from referrals via employee social networks rather than through open recruitment.

The higher costs of our operations arose from escalating inflation, the rising cost of interest rates and debt, the tougher aged care regulatory regime, supply chain cost impacts, wage increases and widely reported workforce challenges. To manage this challenge, we’ve focused on maintaining an adequate level of liquidity, exploring effective cost management strategies, and optimising revenue, donation and sponsorship opportunities.

In its March 2022 survey, the accounting firm Stewart Brown suggested the aged care industry had reached a ‘fiscal cliff’ and 67 per cent of residential care providers would be operating at a loss for FY2022. In this context, ANHF is very proud to have achieved a modest operating surplus in FY2022 through its sound financial management and the generosity of our donor community.

### Tackling workforce challenges

There is a global supply shortage of healthcare and skilled workers and, for ANHF, there is the added challenge of recruiting workers with Chinese language skills. This cannot be addressed by expediting visa or migration processes from non-Chinese speaking countries (e.g. the Pacific Islands).

There has also been a reduction in students and migrants with Chinese language skills. While ANHF has attempted to advertise and work with overseas recruitment agencies in relevant countries (e.g. Hong Kong), this can be an expensive exercise.

ANHF is exploring collaborations with selected RTOs/TAFEs to facilitate:

- Job placements for Chinese-speaking frontline care work trainees/ graduates, and
- Visa sponsorship of Chinese-speaking students in nursing programs in tertiary institutions.





*We're bowled over by the energy and morale of our consumers! Their positivity helps our teams to remain resilient, highly motivated and always ready for a celebration.*

We've also offered financial incentives to employees to refer potential workers and also to employees who were rostered during outbreaks in our facilities; training programs for career progression; and facility-based team-building and festive celebrations to foster morale and staff engagement.

### Delightful camaraderie

It has been a delight to watch employees show their commitment to ANHF by taking the ever-changing COVID-19 situation in their stride and adapting nimbly to their difficult or inconvenient working conditions (for example the constant wearing of PPEs, undergoing regular RAT/PCR testing and changes to their roster when there was an outbreak).

When team members had to be furloughed or self-isolate due to COVID-19 exposure, other team members voluntarily stepped in to do the work that could not be done outside the office. During COVID-19 outbreaks in our facilities, our team members were busy (even on weekends) arranging logistical support to provide PPEs, clinical waste removal, deep cleaning services and Information and Communication Technology (ICT) support. Where service provision by contractors was delayed due to staff shortages or high service demand, our team members provided the service when it could be safely rendered.

Such camaraderie is deeply inspiring and highly motivating and really reinforces ANHF's value that we are family!



**'True gratitude involves a humble dependence on others.'**  
The Gratitude Project

### My top achievements

- ANHF being in the 33 per cent of providers that achieved an operating surplus in FY2022.
- Corporate Services being part of the team that achieved reaccreditation for all ANHF's nursing homes and met ALL quality and safety standards.

In the coming year, it will be great to finally launch the Gordon Residential Aged Care Facility. Like an anxious parent, watching the birth and development of this project from 2015, I'm keen to see this facility operating viably and sustainably in the new aged care reform environment.



# Jenny Chua, GM Care Services

*'ANHF continues to symbolise a guarantee of quality and integrity as a Chinese-specific aged care provider,' says General Manager Care Services Jenny .*

I've been GM Care Services for a year and it was soon after I started in this role that the COVID-19 pandemic in the community escalated to the next level. I've definitely grown closer with my residential care, home care and CHSP teams as we've had to discuss the impact of news and changes necessitated by the evolving pandemic.

Like many Australians in the second half of 2021, I had to standby to listen to the daily 11 am COVID-19 updates by the Premier. Within minutes of hearing the news, my fingers would be on my phone typing out directives to inform our different care services about the changes their staff would have to make in managing and implementing their COVID Safe plan.

Along with writing English and Chinese COVID-19 update letters and website news to inform our residents, consumers and their families of changing requirements, I've taken up the 'traffic controller role' to ensure our care services have been maintained in an organised way with minimal disruption.

My heart dropped every time I heard that a resident or staff member was confirmed to have COVID-19 as this meant another lockdown or other


restrictions, which could last from 7 to 28 days. I feared receiving a phone call from one of our facility managers at 11.30 pm at night or 6 am in the morning as these were usually the times we got confirmation that someone's PCR test results had come back positive.

At the start of the financial year, COVID-19 forced us to put so many limits on our activity. Visitation and leisure activities were restricted or ceased and, at one stage, even staff movements between suburbs were restricted.

Despite the challenges we encountered because we couldn't meet face to face, or even get to the workplace, our teams have not stopped working or reduced productivity.

Even when we had to restrict access to our Campsie Home Care office due to the NSW government's travel restrictions, we still managed to bring in a team to support rostering and supply of PPE to our home care workers.

I was really touched by our team's determination and strong sense of responsibility to support each other. The interdepartmental collaboration



**'I was really touched by our team's determination and strong sense of responsibility to support each other.'**



went a long way in sustaining each service unit.

Our centre-based community care programs resumed with restricted activities from the end of 2021 and more activities were allowed to recommence in 2022. While individual programs can still be affected locally by COVID-19 exposure, most are doing well.

### A powerful legacy

My top two achievements over the last financial year have been:

- Successfully transitioning ANHF's residential care medication management system from paper to the electronic system BESTMed, and changing our pharmacy provider.
- Surviving the ups and downs of the COVID-19 pandemic. Despite COVID challenges, all three of our nursing homes successfully achieved full reaccreditation with all eight standards and 42 requirements fully compliant.

I was most impressed by, and grateful for the Lucy Chieng Aged Care Facility, Bernard Chan Nursing Home and Chow Cho-Poon Nursing Home teams who demonstrated great professionalism, competency and team spirit as they revealed their best to the accreditation assessors. The positive feedback from the assessors after their interviews with residents and families was also pleasing. I am

confident our Home and Community Care services will achieve the same great outcome.

I'm also proud of:

- Workforce and training initiatives we've launched (outlined on page 49).
- Our Home Care and CHSP team completing the transition of their documentation to the CareLynx system.
- Finalising choices of lighting, furniture and equipment for the new ANHF home in Gordon and embarking on the recruitment of key staff to help with the commissioning of the facility.

As we move into the future, I am most excited that ANHF continues to symbolise a guarantee of quality and integrity as a Chinese-specific aged care provider. My hard work over the past three years has yielded results – cementing our good reputation and giving us a good base for future growth. I would not underestimate the power of the legacy we are creating today.



## Workforce and training initiatives

As recruiting suitably experienced bilingual staff has been made more difficult after two years of reduced inward migration due to COVID-19 border closures, ANHF is pursuing a number of workforce and training initiatives to help mitigate this.

For the first time in ANHF's history, we participated in the Employer Sponsorship Program to employ Registered Nurses (RNs), which will help us to address the concerns we have about RN skill gaps. We also resumed student placement arrangements with a number of registered training organisations (RTOs) and believe this initiative will boost our chances of recruiting new entrants to the industry.

The Workplace Culture Transformation Project at Bernard Chan Nursing Home was delayed, however the outbreak experience united all staff to work as a team for a common goal; the best interest and safety of all residents and staff of their facility. What transpired was our Togetherness Program led by

the Quality Risk and Compliance Officer (QRCO) team to involve each facility staff member (manager, RNs, care, hospitality, administrative and lifestyle staff) to review their provision of person-centred care in line with ANHF's Model of Care. All staff will receive education through Altura Learning and the QRC team.

Care Managers from our three nursing homes attended a LEDA course run by ACSA, which helped them to gain soft skills to become better leaders.

We've also provided financial incentives to employees to refer potential workers to ANHF from their social or professional networks and for staff to embark on training programs as a means of career progression.

Succession planning is a key issue as we have an older workforce some of whom have plans to retire soon. We are intentionally training younger leaders and contemplating how to empower our managers to create a sustainable workforce and workplace.



# Heartfelt service

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*Thank you to all the wonderful hearts and souls behind these numbers!*

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**1,575**

**Service recipients**

---

**106,129**

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

---

**9,889**

**Hours of allied health services –**  
supporting people to live more independently

---

**180,104**

**Nutritious and culturally appropriate hot meals –**  
nourishing people and keeping them well

---

**18,307**

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

---

**12,550**

**Transport journeys (individual/social/ medical etc)**  
to maintain independence and wellbeing

---

**4,573**

**In-service training hours for staff**

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**789**

**Number of online meetings / webinars (internal / external)**

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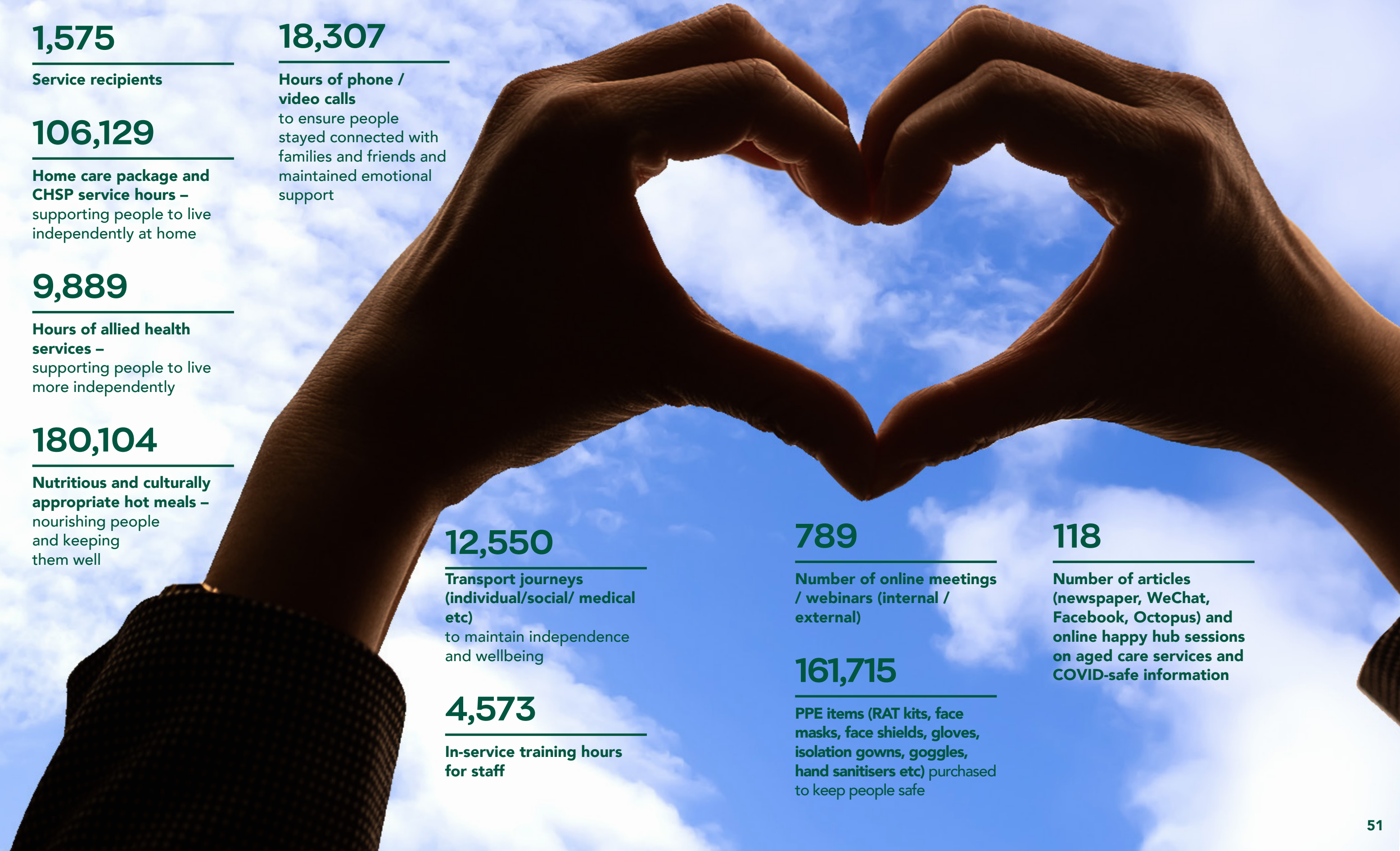
**161,715**

**PPE items (RAT kits, face masks, face shields, gloves, isolation gowns, goggles, hand sanitisers etc) purchased to keep people safe**

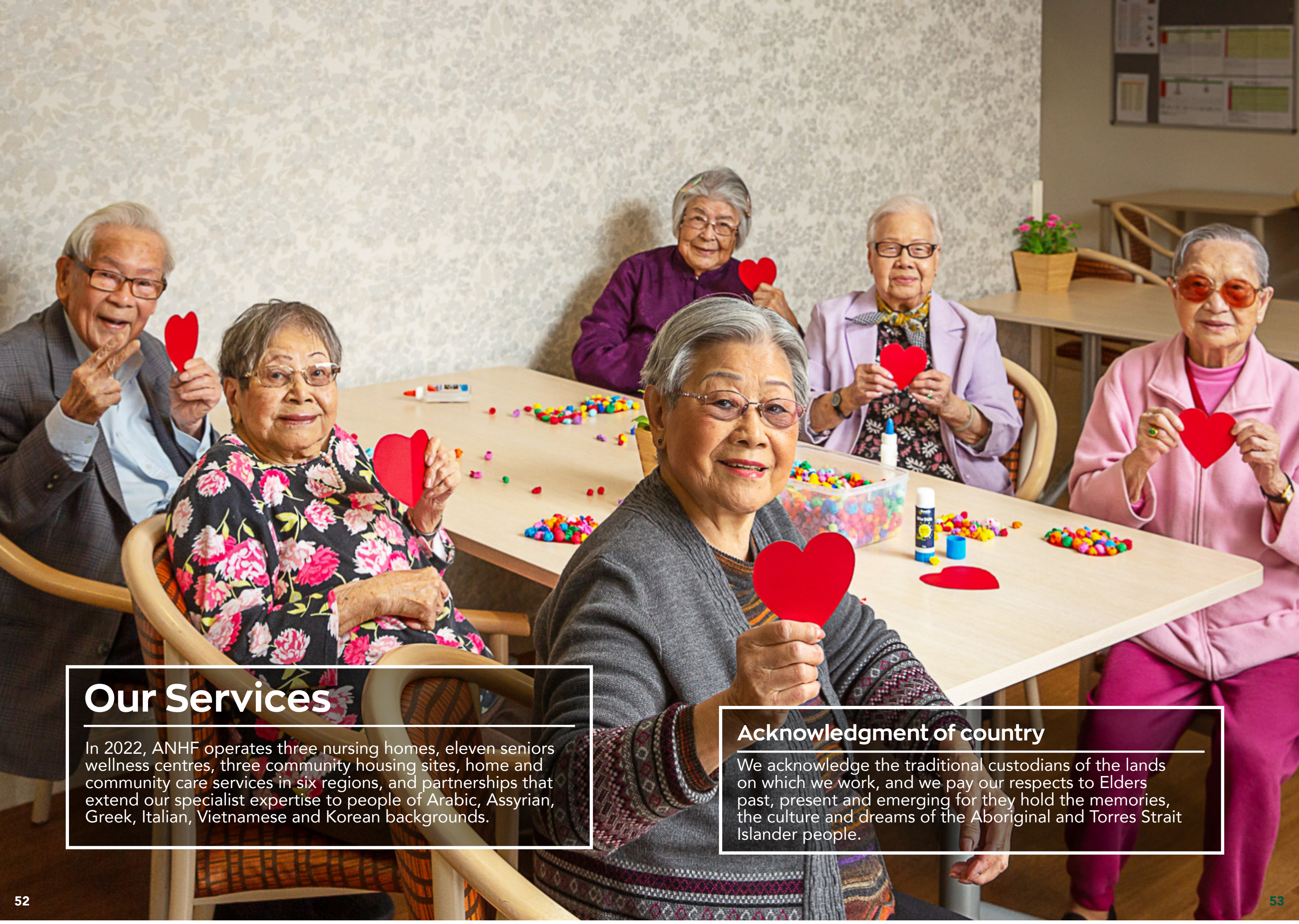
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**118**

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








## Our Services

In 2022, ANHF operates three nursing homes, eleven seniors wellness centres, three community housing sites, home and community care services in six regions, and partnerships that extend our specialist expertise to people of Arabic, Assyrian, Greek, Italian, Vietnamese and Korean backgrounds.

## Acknowledgment of country

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



A photograph of four people standing outdoors in front of a building with large windows. From left to right: a man in a dark suit and glasses, a woman in a patterned jacket and glasses, a woman in a black and white patterned top and glasses, and a man in a dark suit and glasses. Each person is holding a red heart-shaped cutout. The background shows a building with light-colored walls and blue-framed windows.

**Bernard Tse, MBBS,  
FRACGP, Director**

Director and trustee since  
2008

**Mei Mei Tse,  
JP, Director**

Director and trustee since  
2002

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

Director and trustee since  
2009, Chairman since 2012

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

Director and trustee  
since 2010

**‘Thank you for entrusting us with the care of your elderly loved  
ones, and for supporting our work.’**

**Board members**





**‘I am thinking about ... the way that gratitude transforms, how every cell of your body can feel like it has just been born – fresh as oak.’**

**Thin Places by Kerri ni Dochartaigh**



## How you can help

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

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# Thank you!

We are so grateful to our donors, fundraisers, government agencies, volunteers and corporate supporters, whose generosity enables us to support the wellbeing of ageing Australians. And thank you to everyone who contributed to this 2021-22 annual report.



## Financial Information

Our 2021-2022 financial reports are available in pdf download from our website [www.anhf.org.au](http://www.anhf.org.au)

## Editing and design

Written and edited by Marjorie Lewis-Jones ([www.youneedawriter.com](http://www.youneedawriter.com)) and CMU with contributions from other ANHF staff, board members and clients.

## Designed

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

## Photography

Jordan Yuen, Ellen Chan and Australian Nursing Home Foundation staff

## The Gratitude Project

- see [tinyurl.com/3vb8m8aj](https://tinyurl.com/3vb8m8aj)





# ANHf

AUSTRALIAN NURSING HOME FOUNDATION

## 澳華療養院基金

Culturally Appropriate Aged Care Since 1980



# MEMBER

## 2021 – 2022



Celebrating 40 years of  
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