

Annual Report 2019/20

Caring for life





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01 Governance

Board Chair Report

What a year it has been. Who could have predicted the turn of events in the 70th birthday year of Ashfield Baptist Homes? There have certainly been some unforeseen challenges: bushfire smoke from the Black Summer fires, the pandemic at our doorstep, not to mention the ongoing scrutiny of the Royal Commission into Aged Care.

And yet, 2020 has also given us some unexpected delights: chickens on pianos, cupcakes en masse and nursing staff dancing in the aisles! And all of this captured on camera! You can only imagine what hilarity has gone on behind the scenes. Perhaps, then, this has been the greatest challenge for all of us with close ties to ABH – the inability, at times, for family and friends to go behind the scenes, to visit loved ones and to support and be supported by the wonderful management and staff who ensure that the residents' needs come first.

As ABH Board members, we have had to do things differently too. Instead of coming on site for Board and Committee meetings, now we phone conference, Zoom, mute and unmute (with varying degrees of success!) And yet our mandate remains unchanged. As a Board, and in accordance with our new constitution,

we are charged with plotting the course and safeguarding the path of ABH's Strategic Vision. In 2020, I think it's fair to say our focus has necessarily at times been more on Strategic Survival than Strategic Vision. And yet, we have, together with our Chief Executive Leigh Kildey and Management, been working towards a plan of expansion, sustainability, and home care services while safeguarding our core business of providing 'quality care in a Christian environment'. This is not always an easy duality to explore, but Leigh and her executive team have helped make that tight-rope walk a fine-balanced reality.

On behalf of the Board, let me take this opportunity to thank Leigh and her incredible, hard-working staff for all they have done this year to look after our residents in changing and difficult circumstances. Despite recurring lockdowns, they have prioritised our residents' personal care needs and been absolutely committed to communicating regularly and transparently through different media platforms with anxious families. Their dedication is unparalleled and has been noticed by our families and, indeed, the community. We could not be prouder of them.



Finally, it is with sadness that we bid farewell to Andrew Morris, our Chair of the Finance and Investment Committee and Board Member for the last 5 years. Andrew has worked tirelessly and scrupulously with Management to commend our financial plans and budgets to the Board. He will be greatly missed, and we wish him well.

Though we may have had to postpone the party, a big congratulations to Ashfield Baptist Homes for 70 years of compassionate care. By God's grace, may 2021 give us the opportunity and occasion to celebrate together.

Jo Schreuder
Board Chair

Board members

Belinda Dona	Josephine Morrow
Stuart Gibbs	Sharon Ng
David Glinatsis	Peter O'Donnell
Lynette Mackenzie	Alex Pataky
Andrew Morris	

Chief Executive's Report



This year, as an organisation and as individuals, we have lived through extraordinary times. The global COVID19 pandemic has impacted every facet of our lives; including the way we have operated as a business. What it hasn't done though, is impact the way we deliver care. *Our mission is to provide a positive difference to people in need. Throughout 2020, with the aid of our expertly qualified and caring staff, we have been able to live this mantra and protect our community in the process.*

We returned a strong financial performance throughout the 2019/2020 financial year, due in large part to a sizeable donation. Without the donation however, ABH returned a small surplus which, given the additional spending on our response to COVID19, proves again the stability of the organisation's assets and cash flow. This stability allows us to reinvest in our buildings to ensure the accommodation provided is at a standard expected and to also train our staff so they can deliver quality care and services to our residents and clients.

During this period of uncertainty, we have continued to invest in the future. Work on the Retirement Village project has continued throughout 2020 with the Board set to review final builder presentations later this year. Bethel Home Care has consolidated its performance throughout 2020 with expansion plans for 2021.

This year Ashfield Baptist Homes turned 70 years old, and this long-lived success story of compassion and caring in Sydney's inner-west draws deep on the standards, practices and achievements of those who came before. Our

values of Respect, Compassion, Excellence, Stewardship and Integrity are as relevant today as they were 70 years ago.

What I am most proud of this year is the way that we – residents, families, clients, friends of ABH, volunteers, staff – have united as a community. We have faced some difficult and emotionally charged decisions during 2020 and I am grateful to the entire community for pulling together, supporting each other and facing the adversity with courage and grace. I cannot thank you all enough for this support.

Finally, I wish to extend my thanks to all of our staff, volunteers, Chair of the Board Josephine Schreuder and fellow Board Members for their commitment and support for the work that we undertake.

Thank you for the opportunity to be involved in delivering mission-based care. Long may it continue.

Leigh Kildey
Chief Executive



02 *Caring for life*

Residential Services

Our residential aged care philosophy is focused on recognising each person living in our care as an individual, with their own unique story and diverse needs. "You First" is Ashfield Baptist Homes' model of care developed from the concepts and principles of person-centred care, Montessori method for dementia and Eden Alternative philosophy. "You First" puts the resident, their experiences, wellbeing, needs and feelings at the centre of the caring and support process, and means we seek to understand and have empathy for their daily experience.

Ashfield Baptist Homes has worked in collaboration with many organisations and peak bodies this year. Our partnerships have enabled us to expand our reach and impact this year. Ashfield Baptist Homes has been involved with University of Wollongong (Gerontological Nursing Competencies), NSW Health End Of Life/Palliative Care Stakeholder Engagement Reference Group, Australian Healthcare Associates (on behalf of the Department of Health) - Review of the Restraints Principles, Depart of Health - Australian National Aged Care Classification (AN-ACC) trial.

Ashfield Baptist Homes continues to provide expert specialised care in Palliative Care (in collaboration with Gina Fletcher - RACF Palliative Care CNC, Sydney Local Health District) and Dementia Care (working closely with Dementia Support Australia and Geriatricians and Clinical Nurse Consultants from Concord Hospital RACF Outreach Team). We created a Dementia Care Nurse position to ensure that we are providing safe, effective, and quality clinical care to residents with dementia so that their health, well-being, and quality of life is optimised. Ongoing mentoring of care staff and regular education sessions continue as a major focus to ensure we are delivering best practice person centred care to all our residents.

We pride ourselves on having an educated, diverse and highly-skilled workforce. We employ 150 people from 16 different countries. Staff turnover during 2019/20 averaged 10% (versus industry average of 25%).

Delivering empathetic and compassionate care for our residents is at the heart of our purpose as an organisation. We are driven by five values underpinning our service to our community – Respect, Compassion, Excellence, Stewardship, and Integrity.



Faith in Action

"The eye cannot say to the hand 'I don't need you!' And the head cannot say to the feet 'I don't need you!' On the contrary, those parts of the body that seem to be weaker are indispensable and the parts that we think are less honorable we treat with special honor." 1 Corinthians 21-23a NIV

The closing sentence of the Faith in Action Report 2019 reads as follows:

"We look forward expectantly to 2020. We will embrace change, negotiate challenges, give thanks for blessings and determine to be single-minded in our commitment to providing excellent holistic care for our Residents who deserve nothing less."

Little did we know at the time the nature of those challenges which were to soon appear in the form of COVID-19 nor the unprecedented change it would bring about in the way we do things at Ashfield Baptist Homes. In retrospect we have indeed successfully negotiated the monumental challenges we faced at the beginning of the year and have patiently embraced uncomfortable relentless change.

The success story thus far is due to the commitment of the entire ABH team. The team spirit of everyone using their individual unique talents and skills and respecting those of others has ensured the safety and well-being of the whole 'body' – our Residents.

Despite the unsettling nature of 2020 there is much we can be thankful for. We give thanks to God for his guidance, wisdom and grace. We give thanks for the focus, composure, momentum and compassion of our leaders. We give thanks for dedicated, innovative staff. We give thanks for supportive understanding families. We give thanks that Ashfield Baptist Homes has thus far been spared the anguish of a COVID-19 outbreak and in saying that we prayerfully keep in mind the thousands upon thousands of lives around the world that have been devastated by this cruel pandemic.

We look forward to 2021 with hope and optimism confident our faithful God will continue to guide and strengthen us on our journey of resilience in our strange new world.



02 *Caring for life*

Focus on Quality

Compliance

Since the introduction of the new Aged Care Quality Standards in July 2019, we have been conducting a self-assessment tool to measure how we are tracking against the new Standards in preparation for re-accreditation this year. It has also provided a framework to ensure continuous improvement in the delivery of our care and services.

The NSW Food Authority conducted their yearly audit and Ashfield Baptist Homes has again attained an "A" Rating, a testament to the great work undertaken by our catering team.

Royal Commission

The Royal Commission investigations into Aged Care Quality & Safety released its interim report in November 2019 highlighting 3 key recommendations that required attention and action. These mainly related to chemical restraints, minimising home care waiting lists and reducing the number of young people entering aged care by 2022. ABH has responded to these recommendations where appropriate and continues to monitor and implement on-going reforms.

Covid-19 Response

Our response to Covid-19 has been an emphasis around maintaining principles of infection control procedures and ensuring residents receive the emotional and physical support needed during this time, with particular focus in the following areas:

- Review and development of our Outbreak Response Plan & Management, in consultation with and reviewed by government agencies and infection control experts.
- Introduction of screening processes for all staff, contractors, residents and new admissions.
- Open and ongoing communication with residents and families, facilitated by increasing the frequency of resident and community forums as well as using digital mediums to keep everyone informed of updates and changes.
- Strengthened training in infection surveillance prevention and control for all staff.

It has been encouraging to see the confidence and trust that family members and residents have in the care and services provided by Ashfield Baptist Homes as evidenced by the on-going positive feedback.



Bethel Home Care

Since last year Bethel Home Care has delivered over 3000 hours of service across 12 suburbs.

We employ 13 highly-skilled, experienced and compassionate staff members. Our staff utilise Ashfield Baptist Homes' highly-skilled clinical team including registered nurses, clinical managers, infection control officer and educators to provide quality care for our clients, through consultation as well as in-person visits.

We are proud to say we care for clients across various cultural backgrounds – Anglo-Australian, Cantonese, Portuguese, Greek, Peruvian, Lebanese, and Russian – to name a few. We can achieve this due to our diverse workforce.

Our ties to the local community, including third-party services, are strong. These include allied health providers, plumbing, electrical services, gardening and catering, which are all accessed to best meet our clients' needs. We have adapted these services during COVID-19 to allow for house visits rather than clinic appointments.

Other home care services include personal care assistance, meal preparation, leisurely outings, transport to services, social support and accompaniment and household duties. We are always open to providing new services for our clients.

All our home care staff have been highly trained in effective infection control procedures, in particular since the COVID-19 pandemic. All staff carry thermometers, masks, gloves, and sanitiser, as well as the standard equipment all care workers utilise.

This challenging year has highlighted more than ever that our vulnerable populations are most at risk of isolation. Moving forward, Bethel Home Care is committed to expanding its profile across the Inner West and beyond to provide care and compassion to the elderly.



**Bethel
Home Care**

Our Wonderful Volunteers

At Ashfield Baptist Homes we could not do what we do without the kindness and support of our loyal and committed volunteers.

From the bottom of our heart, we thank each and every one of you.

40+ years

Gordon Torry

30+ years

Ian Dawson

10+ years

Lyn Ryan

5+ years

Bruno Versace

Colin Maynard

Maria Maynard

Noel Jones

Rev David Crain

Under 5 years

Michael Russell

Robyn Hughes



03 *Living at Ashfield Baptist Homes*

Living Life to the Fullest

In last year's report we reflected on the challenging year ahead relating to the new changes to the aged care standards. Little did we know then just how challenging the new year would turn out to be.

The Lifestyle team have carried on as normal, by providing as many social activities as possible under the guidelines of social distancing.

Our large group activities were decreased to smaller manageable groups. Visits to each resident increased to 2x daily to keep them informed and give them time to discuss their thoughts and ideas. We have continued to run coffee groups, bingo, exercise, craft, garden visits and the Friday drinks trolley.



Our chickens have received a lot of welcome attention, rewarding us with some yummy eggs which residents use in their cooking activities.

We continued to celebrate cultural activities including Easter, Australia Day, St Patricks Day, Mother's Day, Father's Day and the Melbourne Cup. Cultural theme menus were developed serving Italian, French, Greek, Portuguese, Croatian, Balinese and Spanish meals.

During Covid restrictions, family visits were unavailable or limited to certain times and maximum numbers. Face to face visits are booked through our online system. Zoom virtual visits have been very busy, with over 98 calls in just one week. After a couple of hiccups getting it right, the whole team did a great job and continue to provide this valuable service in keeping everyone informed and connected.

Lifestyle staff and residents eagerly await further easing of restrictions when they can invite community groups, entertainers and music therapists back into the facility. The return of bus outings will also be welcomed.



Keeping up to date

It has proved especially vital this year to maintain open lines of communications to all our key stakeholders, namely residents, families, staff, contractors and health professionals. Managing key messaging to the media and government departments has also been essential. We recognise that being on the front foot with communications is an intrinsic part of managing reputational risk.

Our facility has been closed three times in 2020, and each time it has been paramount importance to ensure everyone is kept fully informed about the systems in place, reasons behind decisions and next steps. Families were all phoned individually with their loved ones' Covid test results. All families and connected residents are invited to attend regular Zoom family forums, with links and transcripts emailed out the same day. Residents and their families have been connecting with their own Zoom virtual visits which have been very well received as more distant families are able to connect with their loved ones. This is something we'll be keeping moving forward.

All family members and staff are also invited to download a bespoke app to allow instant and timely communication of important information.

Our bi-monthly newsletter 'Heartbeat' was launched, and we've updated key marketing material for Bethel Home Care and our residential aged care offer, including a refreshed logo and livery. We also launched our own Facebook Business page which has been key in maintaining regular connectivity and story sharing with families. Our superb staff have also been featured on the ABC, who filmed our thank-you Clap for Carers.





03 *Living at Ashfield Baptist Homes*

Family Testimonials

"Thanks so much for your professional handling of a very difficult situation. Your protection and communication protocols have been exemplary."

"Your care and diligence have been outstanding."

"The care, compassion and expertise shown to Mum and all residents has been outstanding."

"Excellence in action."

"ABH is a beacon of the aged care industry."

"The communication to families has been outstanding."

"Keep up the good work. We all appreciate the wonderful things you all do."

"Congratulations for having such great procedures that are so well enforced."

"I'd like to add my voice to the huge amount of well deserved praise being expressed to the whole ABH team. Firstly, that there was a well executed plan that resulted in the best possible outcome. Secondly, the communication was first rate. It's a hard thing to get right in terms of timing and quantity and for mine, the balance was perfect."





04 Financial statements

Statement of Financial Position as at 30 June 2020

	2020 \$	2019 \$
ASSETS		
Cash and cash equivalents	18,559,387	14,533,132
Trade and other receivables	7,619,829	9,169,632
Investment property	11,435,000	9,740,000
Capital work in progress	7,604,779	7,311,537
Property, plant and equipment	18,596,074	18,504,226
TOTAL ASSETS	63,815,069	59,258,527
LIABILITIES		
Trade and other payables expected to be paid within 12 months	2,244,200	3,053,493
Refundable loans expected to be paid within 12 months	11,245,595	10,694,229
Borrowings expected to be paid within 12 months	236,616	240,366
Employee benefits expected to be paid within 12 months	1,430,832	1,160,595
Trade and other payables expected to be paid after 12 months	17,838	26,847
Refundable loans expected to be paid after 12 months	26,239,723	24,953,202
Borrowings expected to be paid after 12 months	2,775,692	2,972,735
Employee benefits expected to be paid after 12 months	186,259	144,993
TOTAL LIABILITIES	44,376,755	43,246,460
NET ASSETS	19,438,314	16,012,067
FUNDS		
Accumulated funds	19,438,314	16,012,067
TOTAL FUNDS	19,438,314	16,012,067



04 Financial statements

Statement of Profit or Loss and other Comprehensive Income for the year ending 30 June 2020

	2020 \$	2019 \$
Revenue	13,964,517	13,687,576
Other income	289,512	276,116
Donations	1,669,850	–
	15,923,879	13,963,692
Expenses		
Administration	(153,661)	(235,100)
Catering expenses	(1,526,441)	(1,407,693)
Cleaning and laundry expenses	(511,276)	(512,888)
Consulting fees	(109,686)	(280,536)
Depreciation and amortisation	(763,203)	(705,562)
Insurance	(328,122)	(235,400)
Finance costs	(108,029)	(105,793)
Maintenance costs	(642,883)	(525,949)
Resident care expenses	(227,300)	(188,708)
Salaries and employee benefits	(8,497,064)	(7,910,756)
Utilities	(310,388)	(306,353)
Other expenses	(1,006,060)	(848,849)
	(14,184,113)	(13,263,587)
Surplus (deficit) before COVID-19 net effect	1,739,766	700,105
COVID-19 net effect	(8,519)	–
Surplus (deficit) before Fair value movement on Investment Property	1,731,247	700,105

Our Values



RESPECT

Treating people with dignity



COMPASSION

Responding sensitively to individual needs



EXCELLENCE

Providing quality services



STEWARDSHIP

Managing environmental & other resources responsibly



INTEGRITY

Being honest and fair

Ashfield Baptist Homes

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