



90

years daring
to care

**Our very first year
in 1932 was one of
Australia's toughest.
And yet a daring vision
to care was birthed,
and flourished.**



Rev Bob Hammond at Hammondville 1935

**Our 90th year has
been one of the most
brutal we've faced.**

**But again, in great
adversity, it's care that
brings us together.**



Our passion is improving quality of life for people in need and as a team we've held tight to this sacred Mission, finding purpose in our roles, putting others first.

As an independent Christian charity, we've put the words of Jesus into action, as best we can:

"Whatever you did for one of the least of these brothers and sisters of mine, you did for me."

And we've not lost sight of the future.

We've continued to take ground in our Next Chapter Ambition, to set the global standard of relationship-based care and to increase our care for those others can't or won't.





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“ I’m prepared to take a chance in my decision to help promptly. If I make mistakes, I prefer they should be generous ones rather than mean ones.

Rev Bob Hammond

towards next chapter

Our generous progress

Chair report

Our Mission, inspired by the words of Jesus, and an unwavering commitment to quality care, sustained us in our 90th year as in our first.

When Jesus spoke in Matthew 25 of caring for the hungry and thirsty, providing a home for those in need and supporting the sick and imprisoned, he linked these displays of practical Christianity to our relationship with him: *"Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me."*

We see this expressed today through relationship-based care in our services. Thank you to every team member and volunteer for the love you show to the people we serve together. Your actions testify to the glory of our Lord Jesus Christ.

As CEO Mike Baird discusses in his report, it's been a challenging year operationally and financially. God's wisdom and the dedication of our entire team ensures we are weathering the storm. It's particularly pleasing that despite the difficult operating environment, we continue to meet and exceed many sector benchmarks including providing above average care minutes. We are also reminded of the important role of our donors who help us go above and beyond in our Mission – thank you for your generous support. We were further inspired at our inaugural Mission Celebration, held at St Barnabas Church, Broadway, Sydney in May. The Board and Association members, the leadership team and staff all joined for this historic moment of celebration and reflection.

Our Next Chapter Strategy has also progressed – credit to Mike and the leadership team for remaining future-focused despite the day-to-day challenges. The Board too has played its part, through discharging its governance role and supporting the team, and also in its continued focus on and faithfulness to HammondCare's Mission.

Other key developments include revising the constitution following recommendations from the Members Working Group, completion of the HammondCare Governance Handbook, Board education, best practice updates to Board sub-committees and their terms of reference, and managing enterprise risk and reporting.

We also established an Association Development Committee to proactively support the renewal of the Association. I take this opportunity to thank Rod Mewing, the inaugural chair of the ADC, and its members, Meredith Lake, Stephen Judd, Kate Thomas, Annette Britton and Carl Gunther. The Association is integral to maintaining the strength of our purpose and identity, and in the long-term provides a pool for potential new Directors and Committee members.

It was a privilege to take on the role of Board Chair after the exemplary service of immediate past Chair, John Kightley. I am also indebted to my fellow Directors who serve with faithfulness, passion and commitment to our Mission and purpose. While acknowledging the past year's challenges, we have great hope for the future due to our faith in God and our confidence in Mike and our leadership team.

Please join me in praying for all who work and volunteer at HammondCare, and for the people we serve, as we continue daring to care for those in need.

Yours in Christ,
Kok Kong Chan



Chief Executive Officer report

After nearly two years of the pandemic, there was hope the worst was behind us. But FY22 proved to be our most challenging yet. CEO Mike Baird discusses the realities of what we've faced but also the strengths that give us confidence for the future.

Mike, if you could sum up the past year in a couple of words, what would you say?

Brutal and courageous. As I think of the year, and the experiences I had visiting the frontline, and hearing story after story, no other words better capture what our team faced and how they responded. Pandemic, floods, more floods, workforce shortages and exhaustion meant the conditions we faced across our services were often brutal. But again and again we took on these challenges with great personal courage and so, as tough as this 90th year has been, it's one we can be incredibly proud of.

The nation has tried to move on from COVID-19, but what has been the reality for aged care and health?

Understandably governments and many in the community wanted to move to a more normal footing for life, and at times there were signs we were through the worst of COVID-19. But we care for the most vulnerable in society – the threat was never really over for them. What changed this time was the very extensive spread of Omicron which impacted our workforce along with everyone else. As a result, we experienced the greatest pressure on our workforce since the pandemic began, as so many of our team isolated with COVID-19 or as close contacts. This was the experience across the aged care and health sectors.

In equal measure, we saw an incredible response from our team who went above and beyond again and again to ensure we could continue to deliver care. And that includes our surge workforce which at some points saw dozens of enabling staff supporting the frontline. The resilience of our team and their determination has been nothing short of inspirational.

These challenges for aged care in particular are another reminder why we need to better value our workforce and why we support better wages and conditions. It's also why we support the continued implementation of the Royal Commission's reform and are working actively with government and other stakeholders to strengthen aged care for the future.

Our financial report shows a net deficit – reflecting the unique challenges faced by our sector in the past year. Should we be worried?

We need to be realistic about the challenges but no, we shouldn't be worried. The pandemic has created costs that are unlikely to be repeated and if we exclude these and the unexpected rise in workers' compensation costs, we are close to break-even while we continue to invest in scale.

There is a plan to return our residential business to break-even (a challenge for the entire sector) and overall our cash position remains very strong. The balance sheet also gives great comfort. Having worked in the financial sector, I can confirm we are actually in an enviable financial position.



Chief Executive Officer report



“...the smiles and love residents show to these beautiful dogs is very encouraging...”

Mike at the Hounds Helping Humans program launch with Horsley residents, the Greyhound Rescue team and hounds

It's our 90th year, and a tough one, as was our very first year, 1932. What can we learn from the courage and commitment of our founder and supporters?

There is great power in a group of people united in our Mission to support those in need. While we celebrate the initiative of Rev Bob Hammond in beginning his pioneer homes project in the middle of the Great Depression, we know a key was his ability to gather dedicated supporters and allies who were just as committed, and shared their skills and experience.

Likewise today, we can do things ourselves, but bringing our team, supporters and volunteers together makes a massive difference.

I've witnessed the workings of many organisations in my time in business and public life, but the rallying call of our Mission is unlike anything I have ever seen.

The harder it is, the more we can achieve.

We've asked you about some of the challenges of the past year, but there have been some amazing highlights, much to be thankful for, and great things to look forward to. What stands out to you?

Every care worker, every nurse, everyone across our frontline – we are so thankful for the passion for care shown every day. There is no greater highlight in the year than this. And it was a privilege to meet with and celebrate so many of the team through our Reward & Recognition events and of course our first ever Bob Hammond Award winner, Ravi Chand.

Some key organisational moments included our new partnership with Coles to create realistic and familiar village stores in our care homes so people with dementia can experience the joy, familiarity and dignity of shopping – something most of us take for granted.

The Hounds Helping Humans pilot in partnership with Greyhound Rescue was another favourite. To see the smiles and love residents show to these beautiful dogs is very encouraging, so we look forward to reviewing the benefits of the pilot, which is part of our broader Life Engagement Project in residential care.

We're well known for the quality and compassionate palliative care we provide, with a new five-year strategy launched this year.

I'm especially touched by the stories I hear from The Dreams Project, which was developed by our team to assist patients and families to fulfil their dreams as they face a life-limiting illness.

For 48-year-old Rebecca, living with advanced breast cancer, her wish was to spend precious quality time with her loved ones, so we arranged a family reunion, staying in the Ferry Master's Cottage on Dangar Island, in the middle of the Hawkesbury River. "I wanted an experience that would create family memories, with everyone together... staying on the island with the grandparents, all together as well."

On a different note, when many of our team might have been hoping for a summer break in January, we were actually facing the full force of the Omicron outbreak and experiencing severe workforce pressures.

It was literally all hands on deck with many of our central office and enabling staff putting on PPE to help our frontline to support residents, clients and patients.

I'll never forget seeing one of our senior accountants in PPE serving in aged care, where his mum had also worked as a nurse. Inspiring!

Finally, the first graduation ceremony for Certificate III Individual Support (Ageing) students through our internal training program was one of the best moments of the year – seeing the pride and sense of accomplishment of our care worker graduates was an incredible privilege.

And, after all these human highlights, we are also thankful for new capital projects underway or completed at Horsley, Scone, Miranda and Adelaide. These beautifully designed cottages and care homes will allow us to serve even more people in 2023.

A tough year but so much to look forward to!

Cheers,
Mike

Highlights of the year

Care bringing us together

Celebrating 90 years of care

HammondCare's first Mission Celebration brought Board, Association, leadership team and staff together to reflect on our identity as an independent Christian charity and commitment to our Mission. Past CEO Stephen Judd inspired us with the inaugural Bob Hammond Address and John Hatton AO shared childhood experiences growing up at Hammondville in the 1930s, providing a direct link to our beginnings.



Bob Hammond Award

As part of the Mission Celebration, Ravi Chand, Senior Maintenance Manager, received the inaugural Bob Hammond Award, presented by Board Chair Kok Kong Chan and CEO Mike Baird. His colleagues described him as someone who "goes above and beyond every day, and if there is a crisis, goes even further". Ravi says HammondCare's Mission inspires his work, family and personal life.

Understanding and access to end-of-life care

HammondCare launched its five-year Palliative Care Strategy, *Reshaping Palliative Care for the Future: Strategy to 2026*. The document outlines four key goals of enabling people to die with dignity; improving palliative care access for vulnerable communities; improving knowledge, skill and confidence in palliative care; and leading the health and aged care sector in palliative care and research.

Practical guide to manage cancer pain

HammondCare Publishing launched the latest book in its pain series, *The Cancer Pain Book*. With advice to 'move, relax, breath, reflect – live' the book is a step-by-step guide to managing and relieving cancer pain, which is experienced by up to 66 per cent of people living with cancer. The book draws on the clinical expertise of our palliative care and chronic pain teams and focuses on psychosocial approaches to pain management.

Respite for the regions

HammondCare's research-backed cottage respite for frail aged people and people living with dementia in the community expanded in regional Australia this year. New cottages were opened in Goulburn and Dubbo to allow carers time to rest and recharge, knowing their loved ones are well cared for by a dedicated team in a home-like environment.

Coles Village Stores partnership

HammondCare and Coles signed a Memorandum of Understanding which will see Coles create Village Stores at many of our care homes across Australia. The stores provide opportunities for residents, including those living with dementia, to shop in a safe and familiar environment. HammondCare will also provide education to Coles about dementia-friendly shopping experiences in their stores.



Brave New World

After more than two years, HammondCare's International Dementia Conference (IDC) returned as an in-person event in Sydney, Australia. With one of the strongest global line-ups in IDC history, experts from backgrounds as diverse as robotics and digital storytelling, alongside clinicians, researchers and people living with dementia, came together to share their passion for improving quality of life for people in need.

Expanding our cottage model

Two new cottages were opened at HammondCare Horsley at a cost of \$6.9 million. The cottages, with single ensuite rooms, kitchens and access to outdoors, give us greater capacity to meet the needs of people living with dementia in the Illawarra. As well as the cottages, new community facilities include a children's playground, a hair salon and café.

Award for Partnering in Care

About 2,000 family and friends of residents have completed the innovative Partnering in Care Program that not only supported safe ongoing visits during COVID-19 lockdowns, but also supports our partnering with residents and their care networks. The program was recognised by receiving the 2021 NSW/ACT ACSA Aged Care Award for Innovation in Service or Design.

Foundation's flood appeal

In response to the flooding events across Australia in early 2022, the Foundation's flood crisis appeal quickly raised more than \$100,000. The funds provided urgently needed support to clients and care staff worst affected during the floods and the clean-up, including the Northern Rivers region around Lismore.

At a glance



34,487
cared for



5,162
dedicated staff



650
volunteers



92
service locations



1,249
supporters



\$40.1m
social dividend

Going strong at 90

Key moments in our journey



1930s



1950s



1990s



2020s

The most acute problem which we are called upon to face

In 1932, 5,000 families were homeless in Sydney, which founder Rev Bob Hammond described as the most acute problem to be faced. This was our first appointment in daring to care. In February, Rev Hammond sought applications for his pioneer home settlement and soon had 1,000 on his list. He hadn't even purchased land. By September he'd cashed in his life assurance to purchase land near Liverpool and on November 20, the settlement's first 10 homes – largely built by unemployed volunteers – were officially opened. The scheme went on to provide permanent homes and a fresh start for 110 families. And it was our start too.

We're very comfortable here in the Pioneer Cottage

During the 1940s, the independent Christian charity that would become HammondCare, now led by Rev Bernard and Ida Judd, turned to a new problem – the plight of 'elderly battlers'.

Cottages were built, and one of the first couples housed wrote to the Board to say: "We are very comfortable here in the Pioneer Cottage which we consider a lovely home for the Old Pensioners."

Then after fundraising 21,000 pounds, the Shaw Nursing Home in Hammondville officially opened in November 1954. It was one of Australia's first integrated aged care homes and the first of many for HammondCare.

Part of the thinking was to create a feeling

1995 was a landmark year for HammondCare. A daring group of dreamers designed, built and opened our first cottages for dementia care, The Meadows.

One of those involved, Therese Kramer, said: "Part of the thinking of The Meadows was to create a feeling." A feeling of home reflected in the small, domestic design but also in rejection of an institutional and medical model of care, exchanged for one that focused on the person and empowered non-clinical care workers.

Dementia Centre and home care service born

1995 was also the year the Dementia Centre was formed, to progress an already robust record of education, research and consultancy. And it was also in 1995 when HammondCare piloted the Extended Aged Care at Home (EACH) package, an early expression of home care, which is now a major part of the care we provide nationally.

Strategic move to provide better health integration

As the needs of older people became increasingly complex, HammondCare saw the need for better integration with services such as palliative care.

HammondCare took a bold step in purchasing Hope Healthcare in 2008, with its sub-acute hospitals and health service. It's impossible to underestimate the value of this additional clinical strength, in what Chief Medical Officer A/Prof Andrew Cole described as "a strategic

move to provide better integration of aged and dementia care, with palliative care, rehabilitation and older people's mental health".

Helping the homeless, a return to where we started

In 2020, after many years of planning, HammondCare Darlinghurst welcomed its first residents. It featured our small, domestic approach in a multistorey design with our individualised model of care. The key difference – all 42 residents would be older people who have faced or experienced homelessness. Many residents have complex care needs and a trauma-informed approach enhances the care provided.

Located near where Rev Bob Hammond started in Sydney, the home reconnects us with caring for the homeless; this time the fast-growing need of aged homelessness. Similar to Rev Bob Hammond's early works, donors play a key role in its success. And so, in our 90th year, the question is, where to next?

Next Chapter progress

Measuring our care into the future

The first year of seeking to deliver on our Next Chapter Strategy and Ambition occurred in the context of ongoing pandemic and heartbreaking floods. All the more reason to have a future-focus that is matched by a commitment to measure progress – in keeping with our Strategy that says we will be ‘data-driven, evidence-based’.

So how have we progressed in FY22?

Relationships first

The first part of our Next Chapter Ambition is to set the global standard of relationship-based care, for people with complex needs.

This is about moving the paradigm away from a task-oriented or ‘tick a box’ approach to care, to one that begins with a holistic relationship with the person, getting to know their needs and preferences, as well as partnership with their care network.

This aspirational goal has been expressed in the past year by seeing our cottage model of care, refined during more than 30 years’

experience, recognised by the Aged Care Royal Commission as the best approach to aged care.

We’ve championed relationship-based care through the release of the *BPSD Textbook* which we believe will redirect care – for people with dementia with changes in behaviour – away from a prescription-first approach, to non-pharmacological, psychosocial (relationship-based) care.

And we can also measure growth through new significant partnerships in the past year such as with the University of Sydney, Topaz (Netherlands) and Violet.



Volunteer Matt with resident Lex

Daring to care

The second part of our Ambition is to increase our care for those others can’t or won’t.

For 90 years we’ve cared for vulnerable people, improving quality of life. We want to leverage all we’ve learned to increase our care for anyone who needs our support, but especially those who, for a range of reasons, may otherwise miss out on the specialist care they need. Some examples include our dementia-specific care services across the nation, and especially our commitment to the

Specialist Dementia Care Program, with construction of our fourth unit in South Australia. The launch of our five-year Palliative Care Strategy has a critical goal of improving palliative care equity and access for vulnerable communities.

And our trauma-informed care at HammondCare Darlinghurst meets a desperate and often unmet need for complex care for older people who are experiencing homelessness or at risk of being homeless.

Best people, highly valued

We’ve advocated through the media and directly to government for the aged and health care workforce to be valued as they deserve. Alongside calling for better wages and conditions, we’ve prioritised extensive programs for our frontline teams, to highlight the value of who they are and what they do.

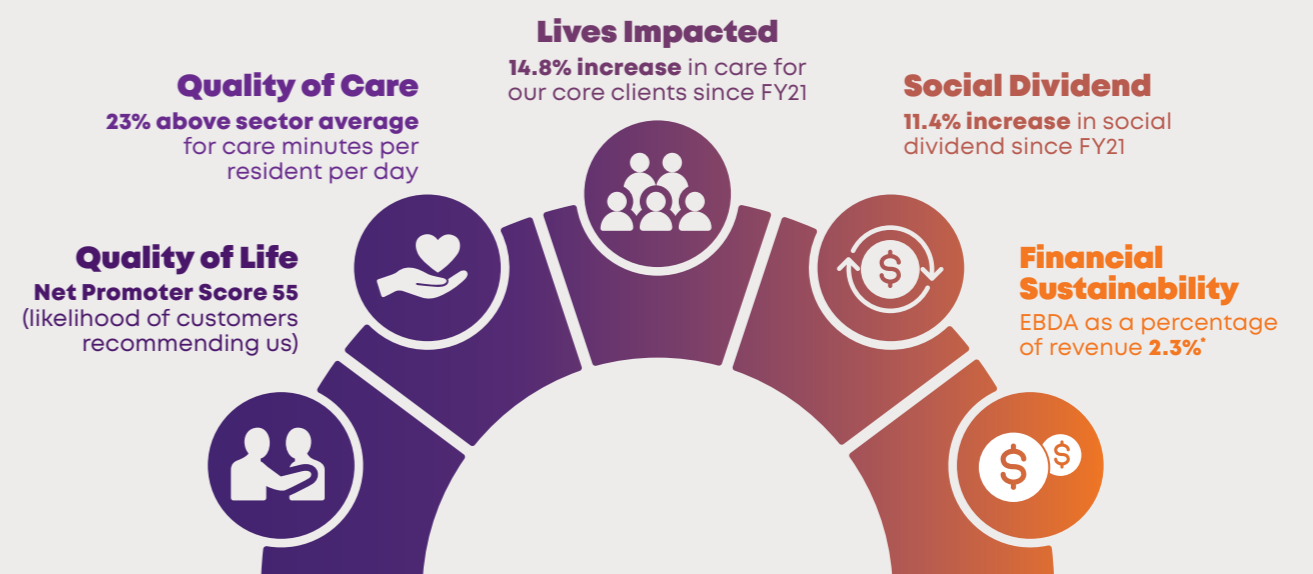
Our enhanced Reward & Recognition program included a roadshow of 30 team events held twice each year to celebrate each other and what we do, with nearly 800 awards presented for recognition of service. A highlight was 25 awards for team members who have served for 25 years or more, as well as Anne Loxton,

Neringah Hospital, for 30 years and Jenelle Birch, Strathearn House Scone, 35 years. We thank you. Our impact comes through the best people who know they are highly valued, and to support this we’ve extended the range of scholarships available for those seeking to develop their careers – including full nursing scholarships, supported by the Foundation.

We made a range of special payments to frontline and other staff to recognise their contribution during COVID-19, beyond bonuses provided by the Government. And we have a special program of incentives for first year care workers, to support their entry to the sector.

How we measure

Our key Next Chapter measurements help us focus on continual improvement across five key areas.



*EBDA is earnings before depreciation and amortization. It's a way of showing cash surplus from operations.

Service locations

Residential Care

- Cardiff **NSW**
- Erina **NSW**
- Horsley **NSW**
- Scone **NSW**
- Sydney **NSW**
 - Darlinghurst
 - Hammondville
 - Miranda
 - North Turrumurra
 - Wahroonga
- Waratah **NSW**
- Woy Woy **NSW**
- Melbourne **VIC**
 - Caulfield

HammondCare At Home

- Canberra **ACT**
- Batehaven **NSW**
- Bathurst **NSW**
- Broken Hill **NSW**
- Cardiff **NSW**
- Coffs Harbour **NSW**
- Dubbo **NSW**
- Erina **NSW**
- Goulburn **NSW**
- Horsley **NSW**
- Kyogle **NSW**
- Merimbula **NSW**
- Narara **NSW**
- North Gosford **NSW**
- Nowra **NSW**
- Picton **NSW**
- Port Macquarie **NSW**
- Scone **NSW**
- Sydney **NSW**
 - Berowra
 - Caringbah
 - Concord
 - Cromer
 - Greenwich
 - Hammondville
 - Manly
 - Miranda
 - Mona Vale
 - North Turrumurra
 - St Leonards
 - St Marys
 - Wahroonga
- Tweed Heads **NSW**
- Wentworth Falls **NSW**
- Brisbane **QLD**
 - Carindale
 - Chermside
 - North Lakes
- Melbourne **VIC**
 - Yarraville

HammondCare Health

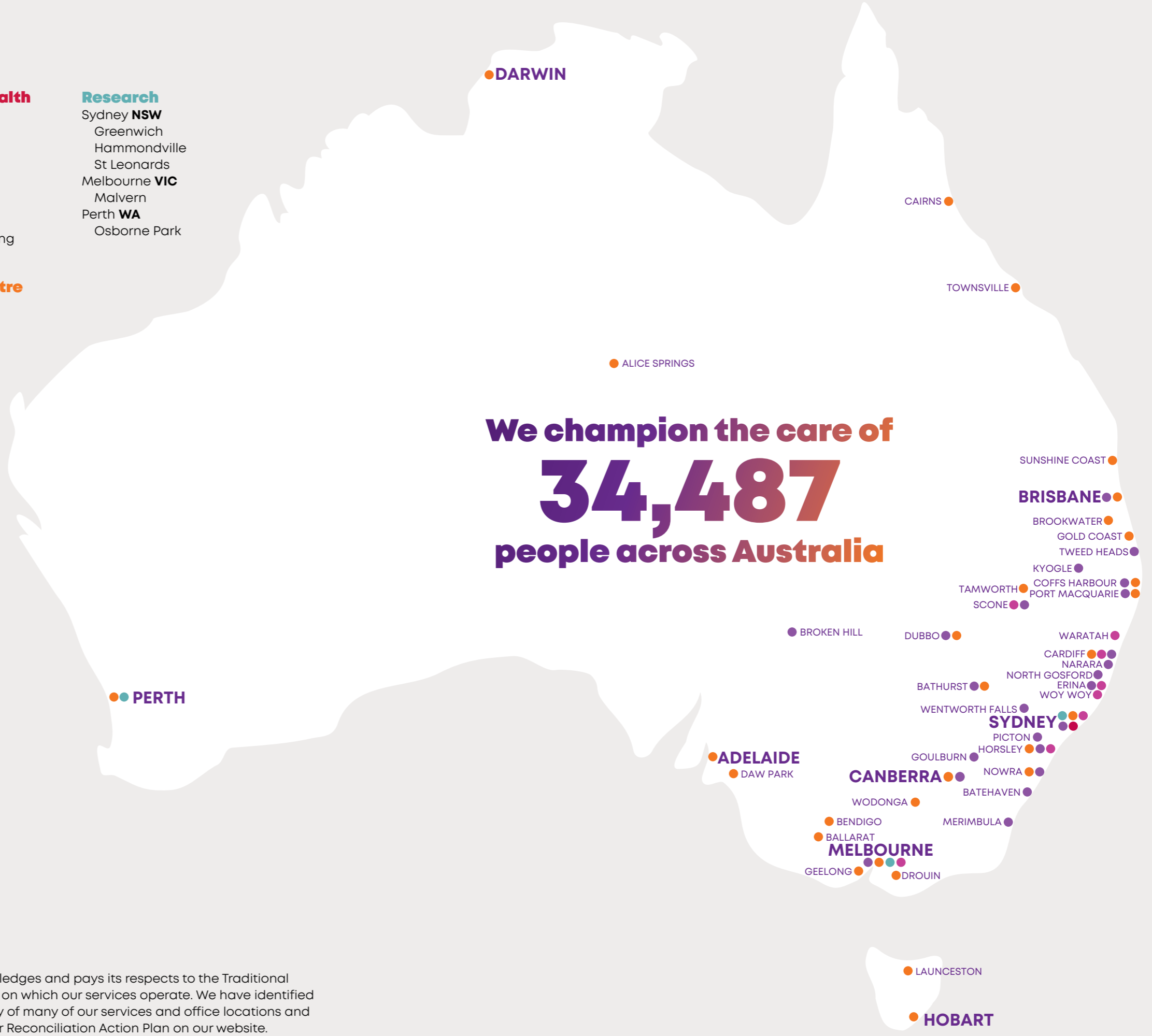
- Sydney **NSW**
 - Greenwich
 - Mona Vale
 - Prairiewood
 - Wahroonga
- PEACH Program
- South West Sydney
- Centre for Positive Ageing
- Hammondville

The Dementia Centre

- Canberra **ACT**
- Bathurst **NSW**
- Cardiff **NSW**
- Coffs Harbour **NSW**
- Dubbo **NSW**
- Horsley **NSW**
- Nowra **NSW**
- Port Macquarie **NSW**
- Sydney **NSW**
 - Greenwich
 - Hammondville
 - St Leonards
 - St Marys
- Tamworth **NSW**
- Alice Springs **NT**
- Darwin **NT**
- Brisbane **QLD**
 - Chermside
- Brookwater **QLD**
- Cairns **QLD**
- Gold Coast **QLD**
- Sunshine Coast **QLD**
- Townsville **QLD**
- Adelaide **SA**
 - Daw Park
- Hobart **TAS**
- Launceston **TAS**
- Ballarat **VIC**
- Bendigo **VIC**
- Drouin **VIC**
- Geelong **VIC**
- Melbourne **VIC**
 - Malvern
 - Yarraville
- Wodonga **VIC**
- Perth **WA**
 - Osborne Park

Research

- Sydney **NSW**
 - Greenwich
 - Hammondville
 - St Leonards
- Melbourne **VIC**
 - Malvern
- Perth **WA**
 - Osborne Park



We champion the care of
34,487
 people across Australia

HammondCare acknowledges and pays its respects to the Traditional Custodians of the lands on which our services operate. We have identified the First Nations Country of many of our services and office locations and these can be seen in our Reconciliation Action Plan on our website.

“ In three days, 68 women told me their sad story. They had between them nearly 200 children. Not one of them had any work.

Rev Bob Hammond

our stories

We're still moved and motivated by the stories of everyday people

The feeling of family helps our frontline focus on residents' needs



Many of our residential care team, like Roshni, have diverse cultural backgrounds, and while worried for family overseas during COVID-19, have given everything to create the feeling of home and family for residents.

The aged care sector relies on skilled migrant workers like Roshni to provide essential services to the most vulnerable people within our communities.

Roshni joined HammondCare nearly three years ago, coming from Nepal with a Bachelor of Social Work and a history in aged care and children's rights. Like many, she's faced the difficulty of being away from family and friends, while also navigating the intense pressure of a frontline aged care role during the pandemic.

Roshni: HammondCare is more like a family than a workplace. I don't feel like I am doing some kind of job, I look after the residents like they are family.

During the COVID-19 peak, life was difficult. I was scared of passing the virus to vulnerable residents living with dementia. I had to be even more cautious.

I stopped taking buses and trains to work, and used rideshare options instead, to reduce the chance of infection. We all got used to the safety measures at work like wearing PPE gear, daily tests and sanitising. Everyone was working longer hours to cover those who contracted the virus, but it was all necessary to keep the residents safe.

It was difficult to be away from my family in Nepal, conditions were tough there. My Dad got sick, and I knew people who died. All I could do was ask family to be as safe as possible.

Caring for the residents at Hammondville was good to focus on. Helping them with each day's activities gives me satisfaction. I want them to feel at home and well looked after. For me, the main motto of my care is to help residents feel in control of their lives, especially those living with dementia. This means providing opportunities to engage with things that are important to them and in which they find contentment or fulfilment.

Cutting vegetables, serving food, hanging out clothes not only help people feel in control, but provide purpose and a great social environment.

We respect each person's choice, but if someone is willing to help, we encourage them. We make residents feel like this is their home, and we are here to help when needed. It also helps us quickly identify individual strengths and weaknesses.

Each day I learn something new and feel happy to be surrounded by everyone.

I want to expand my learning and hope to pursue a Bachelor of Nursing, and have applied to several universities. I'll continue to work for HammondCare – it gives me so much invaluable experience and practical training, something you learn along the journey.

Kellie: My dad Ted lives in Briar Cottage and it's lovely to see the close relationships the care team build with the residents – they focus on having a personal touch.

They do a great job and he really enjoys the company. The staff engage with him and support him to remain active, doing little things around the home.



Just because a person with dementia may not verbally communicate preferences, it doesn't mean they don't have them, like anyone else. Our small, consistent and empowered care teams get to know each resident and what they enjoy doing as an individual.

Specialist Dementia Carers like Roshni partner with families to enable residents living with dementia to live with dignity and choice.

Residential Care

From the toughest of times to a gentle goodbye in Caulfield

We never cease to be humbled by the life stories of the people we have the privilege of supporting, and none more so than Lilian and Zwi.

Both born in Poland in 1932, the year HammondCare was born in Sydney, Lilian and Zwi have remarkable stories of extreme hardship as they survived the Holocaust with the aid of family, friends and the kindness of strangers.

Zwi: On one occasion, to reunite with the aunt who placed 11-year-old Lilian out of harm's way, she hiked a great distance alone, back to her aunt in Warsaw.

She was living with her aunt when the Warsaw uprising occurred in 1944. They both survived, managing to escape to a Soviet occupied area. Later she was evacuated to England.

I was given a false identity as a fatherless Ukrainian boy, as part of being kept safe by the Greek Catholic Archbishop Andrei Sheptytsky, his brother the Blessed Archimandrite Klymentii, Righteous of the Nations, priests, nuns and monks of the Studite Order and lay people, all risking their lives to save Jews.

Separated from my brother, also in hiding, we were eventually reunited and learned that our father had died in the ghettos, and our mother and our entire paternal extended family had perished.

Against this backdrop of war and upheaval, I met Lilian at school in England, before we travelled in the same group to Israel to start new lives. We married in 1951, spending time in the military and teaching and later academia.



Living in Vienna and with our knowledge of Eastern European languages, we often helped Jews from Communist countries who were making their way to Israel.

In 1963, after the birth of our daughter Michele, an opportunity for a lectureship position at the University of Melbourne presented itself.

"Why don't you apply?" Lilian asked, "It's only a stamp." And so began our life in Australia. Later while on sabbatical, we were in Israel when the Yom Kippur war broke out.



Lilian began writing a novel set against the realistic war background we were experiencing. *Reported Missing* was published in 1979 after our return to Australia.

Much later after retiring, I found I increasingly needed to help Lilian, who had been diagnosed with Alzheimer's. From 2014, I cared for her at home for seven years, until she had a short spell at the Alfred Hospital in late 2021.

Afterwards, Lilian entered transition care with HammondCare Caulfield. Transition care provides short-term support after a stay in hospital with a focus on regaining independence.

Observing her, I realised I could no longer provide the kind of care Lilian needed, and so we applied for her to become a permanent resident. We were very fortunate that it was with HammondCare.

After all we had been through together, we then faced the challenges of the pandemic, with COVID-19 spreading to every corner of society at that time. Michele and I were still able to visit regularly, sometimes in full PPE.

As we all battled COVID-19, HammondCare's cooperation in providing for Lilian was the most touching evidence of their great care.

Michele described it well: "Nothing was ever too much for the people who cared for my mother."

Residential Care Manager, Amiben: Lilian was dearly loved by her family who visited almost daily, and she was also loved by our team. On one occasion we had some farm animals visit, which was a special time for Lilian who loved animals. When we shared a photo with Zwi of Lilian patting a lamb, it brought tears to his eyes to see her so happy.

We helped to celebrate her 90th birthday in May and she received a birthday card from local MP David Southwick.

When replying, Zwi expressed his thanks: "I would like you to know how very fortunate and proud we are to have such a remarkable home for the aged with such extraordinary loving kindness and professional care in Caulfield."

Sadly, Lilian died as we were preparing this story. Our sincere thanks to Zwi and Michele for continuing to help us in sharing some of Lilian's remarkable life.

Residential Care FY22

HammondCare's Residential Care homes are located across NSW and Victoria. Our approach in these homes is to offer a sense of belonging and being at home, with a particular commitment to dementia-specific care.



2,559
people
cared for



22
care homes



12
locations



2,118
dedicated
staff

HammondCare At Home

Flood levels more than matched by undaunted care

Team member Gabriel was thinking about his elderly clients and their safety as he hung onto his roof gutter in Lismore in February this year.

Flood waters were steadily engulfing the house he'd bought two months earlier with his partner Eloise, who had evacuated earlier in the day, leaving Gabriel and relative Adrien to care for their pets.

After four hours of clinging to the gutter, an SES boat arrived, and Gabriel asked them to instead take his neighbours, who had small children.

The day before, HammondCare At Home client Les, who lived on the other side of town, had evacuated with his wife Ellen before the waters rose, eventually losing their home of nearly 50 years. Now both Gabriel and Les and their families are renting in nearby Goonellabah, unable to return to their homes as they are deemed too unsafe.

Gabriel and team members Dean and Darren provide personal care for Les by assisting with two outings of his choosing a week, which usually involve eating fish and chips and a visit to the coast.

Gabriel: I love my job and as the floodwaters rose in Lismore my thoughts were with the elderly clients in our tight knit community here in the Northern Rivers region, and how they must be faring. Les is one of my regular clients. He's a great communicator. We always have a banter about the footy – he loves the Rabbitohs. Whenever I visit, I check in with 'security', their Irish Wolfhound rescue dog, Lucky. Fortunately we get on fine! I always sit and chat with Les and Ellen before I assist with his personal care, and then again before I leave.

We'd just purchased our house in South Lismore not long before the first flood hit in February. Les and Ellen's house was in North Lismore, and it was worse off, with structural damage as well.

The support I received from my managers Kelly and Ruth during the flooding crisis was incredible. They were always available, checking in on us and the clients, making sure we were coping with the mental strain as well.



Gabriel and client Les embark on an outing



Gabriel and Kelly

Les: My niece and her husband took us to the evacuation centre the day before the floods peaked. The only things we had with us were a change of clothes and our medications. Then we stayed with our daughter for a few days – neither of us drive anymore, so we had to rely on family for transport.

Our son came down from Queensland and picked us up. We were with him for about four months, until a friend found us a place to rent back here. Our place was declared unliveable. The flood waters came up to the ceiling fans, even though the house was built nine feet above ground. Accommodation is difficult to find here, as everyone is in the same boat, needing to find somewhere to live.

We had to start all over again, buying everything from scratch. But we're grateful for a roof over our heads.

Gabriel helps with showering and takes me out to look for whales or ships. He and the other team members make my life easier.

I'd been waiting for a hernia operation for two years, and finally it happened recently.

It was reassuring to have Gabriel drive me to the hospital and pick me up again when I was allowed to return home. I feel free, being out and about again, especially after my operation. I trust Gabriel and feel safe with him. I'm very happy to have him in my home.

Area Manager, Kelly: The enormity of the flood event, not only in Lismore but the greater Northern Rivers region, was challenging for us all to comprehend and accept.

The worry and concern we felt for uncontactable staff and clients as the event unfolded was frightening, but our wider team sprang into gear to ensure everyone was accounted for and safe.

We did everything possible to help people. Funds raised by HammondCare Foundation supported clients and team members, including buying and delivering camping supplies to team members who suddenly found themselves homeless.

We were constantly checking with clients and their families. It was a team effort.

HammondCare At Home

Farewell to 110-year-old Frank after a decade of care

HammondCare At Home client Frank Mawer passed away in September, a month after becoming Australia's oldest man. He witnessed two pandemics and world wars but was known by all for his beautiful smile.

Frank was already aged 20 in 1932 when Rev Bob Hammond established a pioneer housing scheme for families in the Great Depression, signalling the birth of HammondCare. He started his working life as a farm labourer and then as an apprentice carpenter, when he met Irish immigrant Elisabeth. He waited seven years to marry her in 1939.

Frank was very proud of his six children, 13 grandchildren, 24 great-grandchildren and two great-great grandchildren and said of his longevity: "I live day by day and take each day as it comes."

Frank died peacefully in his sleep on 17 September 2022, aged 110, one month and one day, as this story was being prepared.

It has been an absolute privilege to serve Frank and Elisabeth, along with their devoted family. The many members of the HammondCare At Home teams who partnered in care over a decade with Frank and Elisabeth are thankful for the opportunity to do so.

Southeast Sydney Area Manager, Sarah:

Frank's wife Elisabeth was a client with HammondCare At Home at first, before her death in 2012 aged 92. Frank then became a client, in November 2013.

I remember Frank as incredibly independent and always so smartly dressed. He wore a proper collared short, and often a tie plus a blazer when he was going out. He really enjoyed the company of our care teams.

One of his favourite outings was to purchase his favourite Portuguese tarts in Gymea, in Southeast Sydney.

Frank was always very interested in people and loved meeting new faces.

He chose the activities and we provided the support – whether it was assisting with meal preparation, or picking him up from the train station if he'd been visiting his son in Bondi.

We also organised the purchase of a stair lift to assist Frank to get in and out of his unit and this helped him stay independently at home until last year. Up until 2019 we were only visiting him four hours a week, that's how good he was!

I once asked him his secret to a long, healthy life. He said he gave up drinking and smoking as an 18-year-old and found Jesus, and had been a follower ever since.

Care Manager, Rhett: Frank was in our care after relocating from Sydney last November to live here on the NSW South Coast with his son Philip and partner Stuart. We provided three hours' respite care for him each week so that Philip and Stuart could take a break.

They were an amazing team and provided two-person assistance to get Frank into the car for his outings. We worked together to ensure the best possible quality of life for him.

Care Worker, Rosemary: When we went for a drive, I tried to make him feel comfortable through conversation, or I'd just leave him be if he was sleepy.

I also changed our route and destination, to make it more interesting, taking him to his favourite places, such as the lake, or to look at the sea. He was always fascinated by its vastness. Sometimes we bought an ice cream. He had a sweet tooth!

Philip and Stuart treated me like family, trusting me implicitly, knowing I would treat Frank with utmost care. It was a privilege to support them.



Frank with his son Barry

Frank's son, Philip: When Dad relocated from Sydney, he left social networks behind and so to assist him to settle in his new environment, it was important to build connections here. His weekly time with Rosemary was a regular social outlet.

Rosemary has a respectful, companionable manner. Dad chose how their time was spent. He enjoyed the opportunity to see the scenery and spend time outside the home in comfort and safety. Without HammondCare At Home's support, Dad may have lived his last years in residential care, which wasn't his wish. And it would have been very difficult for us as carers to look after Dad 24/7 at home over the years.

Frank's son, Barry: Dad's death was announced the day after his passing during the sermon at the church we both attended. The Minister commented that Dad was in good company – the Scripture reading was from Joshua and mentioned he also died aged 110. Dad had a remarkable conversion in his youth and so many years later, a local Minister on the South Coast mentioned how touched he was by their biweekly get-togethers.



HammondCare At Home FY22

Home care is a key focus of our Next Chapter Strategy. Offered in NSW, ACT, Victoria and Queensland, our services enable older people to continue enjoying life in their homes, thanks to support from a consistent team of trained care workers.



9,396
people
cared for



608,912
home care
visits



36
locations



1,699
dedicated
staff

When a model train makes all the difference

The Dementia Engagement Modelling Program (DEMP) was delivered by Dementia Support Australia (DSA) to support residents living with dementia who were isolated or anxious primarily due to lockdowns brought about by the COVID-19 pandemic.

DSA consultants focus on understanding the person first – and build tailored engagement strategies that are based on this understanding. In 2021, DSA consultant Kathleen visited an aged care provider in Nambour, Qld as part of the DEMP pilot project.

Kathleen: I met this gentleman who was isolating in this room, something that had started during COVID-19. He would tell me stories about driving trains, some really lovely stories. But each day he would also tell me a really sad story about how a child had been killed by a train.

He wasn't getting upset when remembering the sad stories, he wasn't emotional at all. So I wanted to turn this negative memory into something that brought joy, something he could look at, as opposed to going back to his long-term memory and reliving something sad from the past.

I spoke to the lifestyle coordinator at Estia Nambour, Wendy, about purchasing a train set – nothing too grand. But I ended up speaking to the Sunshine Coast Model Railway Men's Club, a group of retired professionals looking for a project. And Wendy and the head of the railway club decided that a model railway, a replica of Nambour, should be built.



During the nine months the railway took to build, the resident I supported started to come out of his room to check the progress; he was no longer isolating. The completed railway, with the Nambour shops, golf course, and of course the railway line, is now an asset all Estia Nambour residents enjoy.

Another resident, Allan, has taken a particular liking to the railway, and he's struck up a friendship with the resident we initially came to support. They reminisce about growing up in Nambour and the railway. The resident no longer tells the sad story.

Allan recently starred on ABC News Breakfast with DSA team leader Mary-Clare on a piece featuring the model railway – it really has got such a lot of interest!

Wendy: I had no idea the model railway would be the glue that brought residents, staff and the community of Nambour together. One resident used to be a local publican, others used to work in the shops in the main street.

We also had a couple of residents who were unsettled, and we found when staff brought them into the room, they could hear the noise of the trains and it calmed them. Whether it's the familiar sound of the train or other memories, it certainly gives staff another strategy to help support residents if they are distressed.

Kathleen: This model railway has been such a success. A local member of parliament now wants replica trains in other care homes that represent the regions where they live – so not only do residents have something that brings joy, but the whole community.

Dementia Support Australia is a free service funded by the Australian Government and led by HammondCare.

Helping provide resources for childhood dementia

Childhood dementia is a rare disorder caused by more than 70 genetic changes. Children diagnosed with dementia generally require high levels of care which impact the whole family.

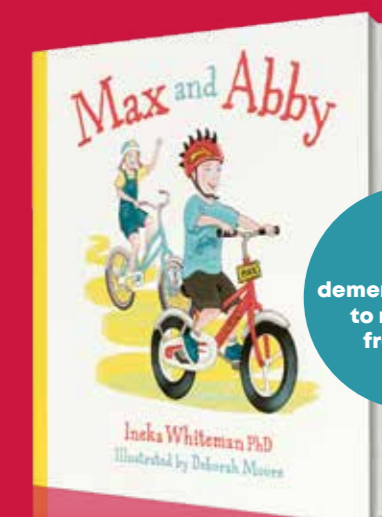
Dementia Support Australia (DSA) has a specialised Childhood Dementia Support Team that provides advice to families caring for a child with dementia.

Max and Abby, authored by Dr Ineka Whiteman and illustrated by Deborah Moore, was developed by the Batten Disease Support and Research Association Australia (BDSRA) and DSA.

Dr Whiteman, Head of Medical and Scientific Affairs for BDSRA, has worked closely with DSA for the past three years.

Ineka: We hope the book will help explain Batten disease and childhood dementia and the cognitive and physical changes that occur in affected children. The story is loosely based on the experiences of two siblings from the NSW Central Coast but also shares some of my experiences with parents, siblings and friends of children affected by Batten disease.

Kate: As President of BDSRA and mother to Tom who lives with Batten disease, I know this book will help parents support a child with a sick or disabled sibling.



Visit dementia.com.au to receive a free copy

The Dementia Centre

Hounds keep residents and families smiling

A beautiful greyhound leans gently into Carlo who's feeling tentative, and then the smiles just don't stop. That's why finding ways to enhance meaningful engagement is central to our relationship-based care.

The Life Engagement Project, developed by specialist teams across the organisation, supported by the Dementia Centre and funded by HammondCare Foundation, explores measurable and sustainable programs to engage with and provide a sense of purpose to those we care for.

The project focuses on building staff understanding, training and education for day-to-day life engagement. As well, it implements structured engagement pilot programs at identified sites covering music, arts and animal-assisted engagement.

Evaluated by Dementia Centre researchers, the pilot programs aim to ensure a successful and sustainable rollout to all residential sites.

As part of the project, HammondCare partnered with Greyhound Rescue in the Hounds Helping Humans program, visiting three of our residential homes – Wahroonga, Darlinghurst and Horsley.

Kate: As the handler of Jordy, one of the Hounds Helping Humans hounds, I've been visiting cottages at Horsley regularly.

During a recent visit, when walking past resident Carlo's room, I noticed Carlo's daughter Sandra and granddaughter were visiting. They were so excited to see Jordy because they'd heard about Hounds Helping Humans and how wonderful it was. As Carlo was shaving, I told them I'd come back later.

Sandra and Carlo's granddaughter first patted Jordy, stroking him, and commenting on how silky he was. Carlo was a little further away and asked, "Is he friendly?" Jordy answered the question by walking over to Carlo and leaning against him in that special greyhound way that is guaranteed to make you feel happier and calmer.

Carlo's face lit up, he was patting Jordy and just smiling and smiling.

Sandra: I was just so happy to see the joy Dad experienced by being with Jordy. The Hounds Helping Humans program is amazing, just amazing. I love seeing how Dad smiles when Jordy comes up to his hand for a pat. Dad loves it. Kate is also very calm, which is what people living with dementia need, and she communicated so well with Dad.

The Hounds Helping Humans team, hounds and handlers have had positive impacts not only for residents but the staff and family as well.

Residential Manager, Jodie: It's uplifting to see the interaction between the hounds, handlers, residents and their families. After the hounds leave, the residents are content and happy.

Kate: I was nervous at first about coming into the care homes, but now I feel like part of the team. After every visit I walk out feeling humbled by what Jordy offers the residents – these interactions are pure joy.



Greyhound Rescue President Nat Panzarino with Jordy

Report informs Scottish dementia policy

Research to support better care and support for people living with dementia and their care networks is a key activity of the Dementia Centre. In 2019, HammondCare was commissioned by the Life Changes Trust in Scotland to perform an independent evaluation of its Dementia Friendly Communities (DFCs) program.

About 90,000 people are living with a diagnosis of dementia in Scotland.

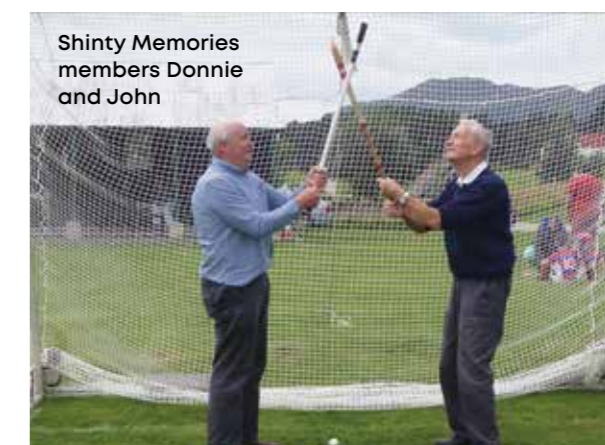
The 'Evaluating the Impact of Life Changes Trust Funded Dementia Friendly Communities in Scotland' report found:

- DFCs are vibrant spaces made up of different people, groups, ages and interests.
- People living with dementia and unpaid carers make DFCs happen, they are not simply recipients of support. The act of giving support and having purpose is as important as receiving support, and brings the community to life.
- Harnessing skills, knowledge, time, relationships and connections makes use of everyone's potential.

- DFCs bring about real change and deliver practical and substantial post-diagnostic support.
- DFCs contribute significant social value.

"It is our hope that this report will shape thinking on dementia friendly communities and inform the Fourth National Dementia Strategy of the Scottish Government", shares Arlene Crockett, Director of Evidence and Influencing, Dementia Programme, Life Changes Trust.

In 2022, the Scottish Government announced a further £1 million investment to help people living with dementia shape the services they need.



Shinty Memories members Donnie and John

The Dementia Centre FY22

The Dementia Centre was founded by HammondCare in 1995 as an impartial resource and provider of research and expertise to the aged and dementia care community – in Australia and internationally.


17,806
people cared for by DC & DSA


345,246
service activities across DC & DSA


32
offices across Australia


309
dedicated staff

Palliative Care

'Earthly angels' provide comfort for 31-year-old Fergus

31-year-old musician Fergus died at Neringah Hospital in August last year, with mum Jane, dad Norman and sister Anna by his side. He was also admitted to Neringah for pain management six months earlier, under the care of Dr Sarah Thompson. He received support at home from community palliative care nurses, pastoral care and allied health.



Jane: In October 2020 we learned that Fergus's cancer was terminal. By then he'd undergone two operations, the first one lasting 12 hours, and extensive chemotherapy and radiation treatments.

When Fergus was admitted to Neringah Hospital the first time, in February 2021, Medical Director Dr Sarah Thompson visited him every day. We were neighbours, and had brought our children up together, even sharing school pick-ups. She was very diplomatic and professional, respecting patient privacy and confidentiality even though we were close friends.

Sarah said to Fergus, "If ever you need me, I'll be there for you." He was determined to attend his grandmother's 90th birthday in March 2021. Sarah and her team provided the support to make this happen.

It was around then that I moved in with him and his beloved cattle dog, Honey, at his little cottage in Brooklyn, just north of Sydney on the Hawkesbury River, to help with his care. And by April he wanted to be independent again, so I went back home. Two days later he was diagnosed with pneumonia and hospitalised for 10 days. Our little family relocated to be with him after that.

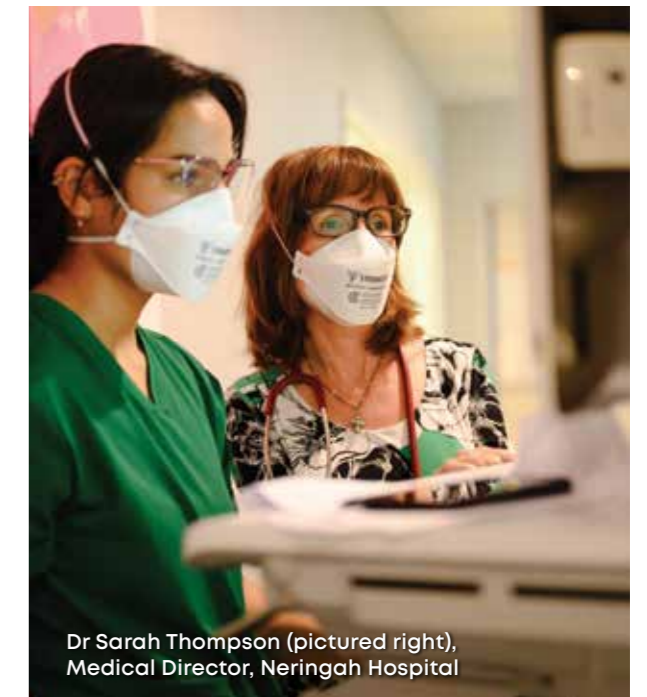
We wanted to make the most of the time we had left. Fergus became very accepting of the situation.

Five days before he died, he said it was time to go into hospital. He could barely talk, which was a difficult adjustment for all of us as he had a beautiful singing voice. He wrote 'It's time' in spidery writing on a piece of paper, which I still have.

I put photos of him on the bedside table. It was important to me that the staff knew they were looking after this same person, as he was now so unrecognisable after his facial surgery and the progress of rhabdomyosarcoma in his jaw and neck.

The beautiful women caring for Fergus addressed him so kindly, offering him their loving, calming touch. They would check his comfort levels and move him to a better sleeping position – but first they'd asked if that was okay. "Just squeeze my hand if that's okay."

Shortly before he died, I remember a team member stroking his arm gently, and telling him that everything was okay, and he settled. Such a beautiful expression of deep care. It was a privilege to witness another woman caring, almost reverently, for my son.



Dr Sarah Thompson (pictured right), Medical Director, Neringah Hospital

I knew, as Fergus was dying, he was being honoured and respected for the incredible person he was. My heart felt full, knowing he was safe in the arms of earthly angels.

After his last breath, one of the care team gently draped a colourful quilt over his body, then scattered flowers over the bed. Another beautiful, respectful gesture.

When they die young, it's not about us, it's about what they have lost. He's left an enormous hole in our lives. Our daughter Anna has lost her best friend.

The Neringah team treated our family like we were on the team too, a very considered, inclusive approach. I'm so grateful for the individual care he received, while he was at home and during his time in hospital.

They were the angels of the darkest hours, gently smoothing the way in our absolute time of need, and bringing such honour to their profession.

Sarah: It was a great privilege to care for Fergus – he showed great courage and a deep love for his family, friends and community. He had enormous integrity and always thanked the clinical team despite the very challenging circumstances.

Palliative Care

A smiling mother of the bride with just weeks to live

Ingrid was in her element as mother of the bride at her daughter Mikaela's wedding in late March – the smile never left her face, even though she only had weeks to live.

After years of living with breast cancer and a desperate battle to stop its spread, Ingrid's symptoms included problems with her vision and excruciating pain through her limbs. By January 2022, she was unable to walk.

Ingrid's condition was now beyond treatment, and she was admitted to Braeside Hospital palliative care by early March 2022 for support in her last days.

Husband, James: From the moment Ingrid arrived at the palliative care unit, the care was sensational.

The team were able to ensure she was comfortable, enjoying the remaining moments she had – including attending the wedding of our daughter, which was no small feat.

Mikaela had planned a date in early 2023 for her wedding and reception, but with the latest prognosis and being desperate to include her mother, Mikaela chose to bring her wedding celebration forward.

We inquired if a small ceremony could be held at the hospital, but COVID-19 restrictions were making this option too difficult.

Instead, we were told that the palliative care team could help support Ingrid to attend the wedding at our home.

HammondCare Foundation's The Dreams Project came on board to fund the additional care that would be needed.

On the day, the palliative care team helped Ingrid to prepare and support from The Dreams Project helped make paramedics available. They were able to take her home for the wedding by midday, supporting her to stay throughout the celebrations, before returning her to hospital.



Ingrid leaves for the wedding with the help of palliative care and paramedic teams

It was such a beautiful day, Ingrid was in her element, smiling all day, as any mother of the bride would hope to be. We joke that Mikaela is our 'middle child' – she's actually the second born of triplets – the first to be married, it was a special day for the whole family.

The care team and management were also very accommodating in permitting Ingrid – the schoolteacher – to have a gathering with a special group of students in the courtyard.

She'd been the year advisor since 2012 for this group of 2017 alumni and held a special relationship with them beyond graduation.

Once again, Ingrid was in her element with high emotion as they bid her farewell for the final time.

As she came close to the end, we were advised it was time to gather. Even though visitors were restricted to just two due to COVID-19, we were able to have 12 family members surround her with love in the room.

Ingrid died on June 10, just two weeks before her 55th birthday.

Social Worker, Nicole: As part of the multidisciplinary team supporting Ingrid, we soon got to know her as a lovely, warm, welcoming person who always had a smile on her face. She loved to sing and was an inspiring mother, wife and teacher.

It was also evident that Ingrid had amazing support from her family who were by her side every day. We got to know the family very well, which helped them feel comfortable on the ward and to seek support from our team whenever needed.

We could see how important Ingrid was to a lot of people – she was an inspiring woman who the ward will not forget. We felt privileged to learn about Ingrid's life and the legacy she leaves behind.

Providing care to patients is not just about treating the physical symptoms, it involves supporting the patient and family in the journey of palliative care, which comes with its challenges and difficult times, but also incredible admiration for the people around you.

HammondCare Health FY22

HammondCare's health services provide palliative and supportive care, rehabilitation, mental health care for older people, pain management and other vital support services.



4,726
people admitted and cared for



11,964
positive ageing visits by allied health



31,445
non-inpatient care episodes



47,988
bed days



594
dedicated staff

People and Learning

Investing in and valuing our people – because they matter

We're committed to supporting our teams so they can continue with the important job of caring for those in need.

Chief People Officer, Jo Reed: We believe working together is the key to our success, and just as we identify the people in our care as individuals, we also celebrate our team members' unique life experience and situation.

We foster a culture of innovation and flexibility, to meet the changing needs of the health and aged care sector. This means when we're faced with complex and unprecedented situations such as a pandemic, we're able to respond quickly. Recognition is an important part of our culture. Our Reward & Recognition program celebrates our people for going above and beyond in their role. Care is front and centre of what we do, and that includes our people.

Our People and Learning team is committed to our Mission in Action (how we work together) and Next Chapter Strategy – impacting through the best people who are highly valued for their passion, skills and experience. We are motivated by our Next Chapter Ambition, to set the global standard of relationship-based care.

And we support HammondCare's reputation and integrity, by promoting a high standard of ethics and transparency in the workplace. By supporting, nurturing and empowering our people we are helping them to grow and provide the best care to others.

Head of Learning, Juliet Kelly: HammondCare's Learning team supports our people to develop satisfying careers and build knowledge and skills through mandatory training programs, leadership programs, face-to-face, online, and 'on the job' training. HammondCare scholarships and financial assistance are available to assist staff with additional studies.

The Learning team leads a relationship-based culture of learning and leadership development, empowering all our team members to engage with and take responsibility for their own learning and development. And providing best practice training and learning opportunities to 'grow our people'.



Isabelle and colleagues on graduation day



Graduate Isabelle is still learning every day

When Community Care Worker Isabelle took the opportunity to complete a Certificate III, Individual Support (Ageing) she overcame enormous obstacles to succeed.

Battling self-doubt, she learned a lot about herself along the way, becoming one of our first graduates of this new in-house program, now available to care staff.

Isabelle: I've been working for HammondCare for eight years now. Previously I'd been helping in the family's Mexican restaurant and food factory, while raising my two daughters as a single mum.

I was drawn to HammondCare Hammondville – it felt like a village, a community. It certainly wasn't your typical aged care home.

I'm a people person by nature and have always wanted to care for and learn from the elderly. They have so much life experience and wisdom. My grandparents live in France and Spain (we speak French at home), and I was missing that connection in my life.

When the Certificate III became available I saw the opportunity to better my understanding of aged care, and learn how to best support the people I care for.

Initially I struggled; I haven't studied for many years. I had to learn new ways of doing things. Self-doubt crept in, and a voice kept telling me I wasn't smart enough. I also wasn't used to spending so much time in front of a computer.

For me there was also the additional hurdle of not being in a classroom situation. The course was presented through remote learning due to COVID-19. Although this felt isolating at times, the internal Registered Training Organisation (RTO) team were always available to provide encouragement and support. They believed in me and my potential.

My 18-year-old daughter Chantal came to my graduation. I was proud to show her what could be achieved if you just believe in yourself.

I'm still learning every day. The experience has given me renewed confidence, moulded me into someone who is more capable and now not afraid of learning new things. I wouldn't work anywhere else now. We look out for and support each other. We're like family.

Pastoral Care

Pastoral care is as diverse as the people we care for and the people who care for them

That's why our pastoral care team is deeply integrated with the frontline of relationship-based care. Their gift of presence opens doors to a many-layered expression of love and respect for each individual. Here are a few examples.



Warbirds over Scone

Lyndal: Earle and I provide pastoral care to residential care and HammondCare At Home at Scone and have really felt for residents and clients during the past few years of pandemic – they've endured so much.

Scone, in the Upper Hunter Valley, NSW, is known as the 'Horse Capital of Australia' but also has a proud aviation history. So when an air show was announced, Warbirds over Scone, Earle and life engagement care team member, Sarah, organised an outing – an example of how we work together.

Nineteen residents and clients and six staff – some who volunteered – enjoyed the Saturday spectacular flying displays together, with the support of local sponsorship.

One resident, a 97-year-old former QANTAS air hostess (please don't call her a stewardess or flight attendant!) said, "Thank you, I've enjoyed every second of it!"

Another resident remembered seeing some of the planes in the skies of London growing up: "Thank you very much for inviting me out, it's been a marvellous day."

Coffee for the care workers

Grant: We can't underestimate how tough it's been for our frontline aged care and health staff during the pandemic, and so our pastoral care team has an important role in providing support and appreciation. With the support of the HammondCare Foundation, Carol and I, who provide pastoral care at Hammondville, have been able to organise 'The Hammo Café' – a mobile espresso machine we use to make coffee for the staff (and others), using Fair Trade beans of course!

It's truly moving to see the smiles and joy, not just because of a free cup of coffee – we served 70 to staff in one morning recently – but because they know they're valued, that we have their back too. Of course, they are such generous, caring people – we get appreciation "right back atcha".



Pastor Henry and Pastoral Care Coordinator Susie share music

Pastor Henry finds faith in listening to Elvis

Lois: A former pastor now living with dementia recently joined us at Miranda. Our first step with any new resident is simply to get to know them. We learned he used to help homeless people in Kings Cross and support unemployed people get back to work. He played guitar and sang beautifully.

He doesn't always find life easy now, living with symptoms of dementia and adjusting to a new home. We discovered he loves Elvis and hymns, so my pastoral care colleague Susie sits with Henry to listen to Elvis singing hymns, often with both singing along. It helps him feel more relaxed, at home and nourished as a person.

As he listens, he'll often sit prayerfully and serenely with hands open, turned towards his risen Saviour Jesus.

Like many of the people we serve, faith is important to Henry, although he doesn't want to be pressured to do too much, like all of us really. This is a key role for pastoral care, to help people, including those with dementia, find meaningful and comforting ways to engage with their faith or religion.

The care team, who do so much to support residents, have learned to call him Pastor Henry – which he likes – and give him space, solitude and quiet.

Pastoral Care

Pastoral care is provided across all HammondCare services including residential, home care, health, hospitals and independent living.

In the past year we've strengthened our pastoral care services to reach even more areas so we can provide social and emotional support, as well as helping people engage with their spirituality in ways that are meaningful to them.

Our pastoral care coordinators offer the gift of time and listening – being present when needed. They also offer prayer and religious activities and often liaise with local faith representatives.

Pastoral care has been a key distinctive of HammondCare's relationship-based care for the past 90 years and continues to champion the intrinsic value of each person.

Volunteers

The look of joy in his eyes brought tears to mine

On any given Wednesday afternoon Volunteer Matt can be found at HammondCare Miranda, putting preparations in place for Men's Club, which he runs onsite.



Volunteer Coordinator Danielle says Matt has brought joy to many people since he joined HammondCare three years ago.

Matt: When I retired in 2016 after a long career, I found I had time to give something back to the community. I looked for volunteering opportunities online and that's when I saw an advertisement from HammondCare, to support men living with dementia.

My first contact with the organisation was with Volunteer Coordinator Fiona. To me, she embodied the true spirit of HammondCare, and I was convinced this was where I wanted to offer my services.

Since then, I've witnessed other committed staff members at work – they're truly inspiring. I feel very valued in my role. Even the maintenance team thank me for my contribution.

The Men's Club provides an opportunity for residents to engage, connect and reminisce. HammondCare really cares about its volunteers, always encouraging new ideas. At Men's Club, I know each resident's favourite genre of music.

Recently I had a jigsaw puzzle custom-made for a resident who once managed a car dealership. The puzzle was of a Jaguar XK140, which I had made in large pieces for ease of use. It's proving a very popular pastime.

I experience happy moments every week. A standout experience for me has been with a resident with limited capacity to communicate. I learned that he loves listening to South American music, from his homeland Brazil. One day he lifted his head, grabbed one of my hands and said repeatedly: "Thank you, thank you, thank you".

The look of joy in his eyes brought tears to mine.

I believe I'm making a difference, like all volunteers. I see it in the residents' faces – when they smile, or when they vigorously shake my hand, sit and have a chat, or start singing their favourite song. One resident used to play rugby league – he loves going through my book of rugby league player cards. We enjoy a connection, and companionship.

I'm passionate about improving quality of life by engaging residents through social interaction and activities that preserve their dignity and self-respect.

HammondCare has taken my life experience to a new level in working with so many like-minded people. It's a two-way street.

Danielle: Matt arrives every week with a contagious smile, along with his bag of handpicked resources, ready to share. He embodies our Mission, and is a great exemplar to others, relating to the individual, finding out something special about each person, spending time with them.

Visiting family members comment when they see Matt interact with residents: "It's as if they've known each other for a long time."

He engages with each of them in a meaningful, authentic way. A resident's daughter said: "Dad's face lights up when he sees Matt. He really enjoys playing dominoes with him, or having a chat over a cup of coffee."

Matt is a conduit between residents and their past experiences and memories, reminding them of the things that bring joy. We are so grateful to have him on the team.



90 years of volunteering

Volunteers were on hand when HammondCare began, building pioneer homes for destitute families during the Great Depression. 90 years later they provide a remarkably diverse service with their skills and life experience matched to the needs of residents, patients and clients. These include:

- providing companionship
- art and music engagement
- gardening and pet therapy
- biography writing service
- pastoral care
- driving buses, funded by the Foundation, for resident/client outings
- supporting the Foundation-funded The Dreams Project.

Ready to add your unique contribution to this legacy of volunteering? Call 1800 793 399 or email volunteer@hammond.com.au



Make the most and best
of what you have.

Rev Bob Hammond

investing in care

**How our finances and
supporters make a difference**

HammondCare Foundation

Stepping up to help vulnerable Australians

For 90 years, HammondCare and its Foundation have continued Rev Bob Hammond's legacy and Christian-based Mission to improve quality of life for people in need, regardless of their race, faith or circumstance.

Like Rev Hammond, our donors have generously chosen to support our Mission to enable us to provide quality relationship-based care above and beyond what other funding sources will cover. This year in particular, HammondCare Foundation supporters have stepped up for vulnerable Australians. The Foundation donated emergency funds to our flood-affected HammondCare At Home clients and medical expenses for financially disadvantaged residents, disproportionately impacted by COVID-19.

Through partnering with supporters in the past year, the HammondCare Foundation has been able to ensure there is adequate funding across the Foundation's four key pillars:

- Innovation in care
- Education and training of our frontline workers
- Integrated, sustainable, evidence-informed infrastructure
- Research to inform practice.

Thank you to our supporters for your ongoing commitment to the Mission of HammondCare. Together, we are improving quality of life for people in need.

Difficult roads have led to a beautiful destination

When you've lived with what Rev Bob Hammond described 90 years ago as the 'black fear of homelessness', pleasures like a sightseeing trip or visit to the beach seem as remote as an expensive Rolls Royce. And with lengthy pandemic lockdowns, this was especially true for residents of HammondCare Darlinghurst, who have faced or experienced homelessness.

So, when a new minibus was delivered, thanks to our supporters, it was as special as a luxury Rolls Royce. In fact, the new bus was officially named the 'Rolls Roy' – there's a story behind this.

The Darlinghurst care home's first resident was Roy Allen, who became an unofficial concierge to everyone.

Sadly, Roy died in June 2021, but not before advocating for a bus. It's fitting the new 'Rolls Roy' minibus has the number plate 'Roy 1', reflecting the role Roy played in helping the minibus become a reality.

Residential Manager, Chantel: Roy made newcomers feel welcome, creating an inviting atmosphere that continues to this day. He had an insatiable passion for life.



He championed the value of a bus to bring residents together and take them on excursions to places of interest. His enthusiasm was contagious, inspiring chatter about itineraries and the pleasures of venturing outside.

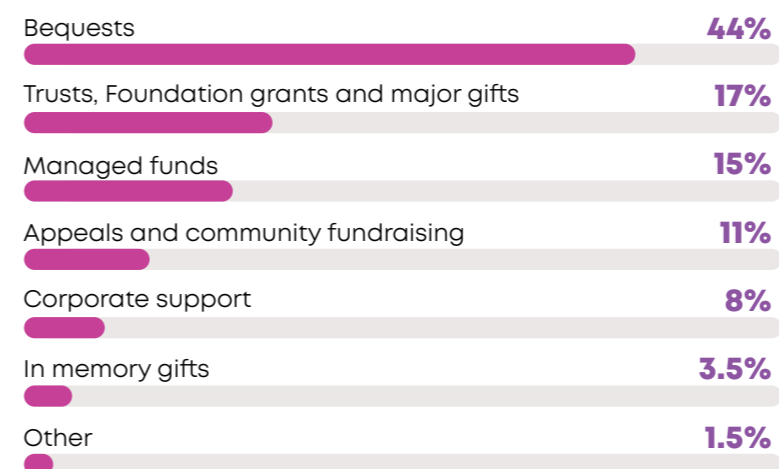
It's delightful to see the impact Rolls Roy has on residents. They absolutely love it, having the freedom to get out and about, visiting the beach and their old stomping grounds. It helps residents leave everything behind and enjoy the moment.

One resident hadn't seen the beach in 10 years and was thrilled to see the ocean again. Many residents like to see where they grew up, mainly around the Eastern Suburbs. Our pastoral care coordinator is holding chapel down at the beach as well!

In 2021–2022 the HammondCare Foundation raised

\$2,284,806

Donations by income source



Heartfelt donor support and generosity has resulted in:

- Palliative care patients having the choice and ability to receive care at home and spend their final days with loved ones at a time when it matters most. Many palliative care patients in Australia miss out on the home care they desire. To address this we made choosing home for end-of-life care possible for 30 palliative care patients across Northern Sydney, by providing them with specialised-care equipment at no cost.
- The Dreams Project helped 20 palliative patients fulfil important aspirations, including lasting memories with loved ones during end-of-life care.
- HammondCare purchased state-of-the-art equipment to improve quality of life for those in our care across our hospitals, community and residential homes.
- More than 250 residents, patients and families participated in the Foundation-funded pilot Arts Engagement, taking part in weekly art classes, which resulted in elevated moods, socialisation, motivation and sense of routine.
- Three purpose-built minibuses were donated across our Darlinghurst, Caulfield and North Turrumurra homes which supported more than 8,846 residents and clients to connect to their community.
- HammondCare Darlinghurst's model of care saved the NSW Government \$1,280,000 (\$32,000 per resident in their first 12 months, based on average occupancy of 40) as a result of reduced hospitalisation admissions, emergency department visits, public housing needs, and community services. At the same time, our 42 residents receive a high level of relationship-based care, with improved health outcomes.

You can help make a difference

HammondCare champions improving the lives of people in need. Supporting the Foundation helps expand care programs, undertake research and grow services for those in need. We'd love your support.



Regular giving

Monthly gifts help us plan for the greatest impact and meet unexpected needs for the people we serve.



In memory

Celebrate and remember the life of a loved one by giving a gift in memory. Honouring them extends care to others in need.



Bequest

A Gift in Will, no matter how large or small, will leave a lasting legacy. It's a simple and meaningful way to support the future work of HammondCare.



Partnerships

Together we can achieve so much. Partnerships are vital to our ongoing work. We're keen to talk with individuals, businesses, corporate organisations, and trusts and foundations interested in joining forces to help advance our Mission.



Volunteering

A team of 650 trained volunteers generously offer their time, commitment and skills to enhance the work of HammondCare. If you'd like to learn more, please get in touch at foundation@hammond.com.au

Social dividend

For 90 years our care has reached wherever it's needed

With 5,000 families homeless in Sydney in 1932, Rev Bob Hammond didn't wait for someone else to find a solution.

He cashed in his own life assurance, rallied supporters and launched a daring pioneer home scheme. Within several years, 110 families had a home, hope and changed lives forever.

It's in our DNA to lead in care rather than follow. A report commissioned from Social Ventures Australia shows the value of developing a cottage model of dementia care.

Every \$1 invested has provided improved physical health and mobility, reduced hospitalisations, greater independence and engagement, and finally, increased confidence and comfort for families.

Our aged care home at Darlinghurst, Sydney, for people living with or facing homelessness, creates \$2.28 in social value for every \$1 invested, through reduced hospitalisation and reliance on social housing, less isolation, greater clinical support and less pressure on other homelessness services.

Our other measures of social dividend show growth of 11.4 per cent to \$40.1m in FY22. Every dollar is directly connected to improved quality of life for a vulnerable person. It's why we are here – daring to care.



\$40.1m daring to care

Residential Care



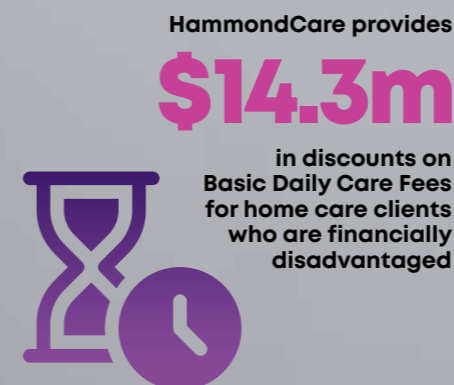
HammondCare contributes **\$2.6m**

to support financially disadvantaged residents



savings to the health and aged care system from cottage model of care

Home Care



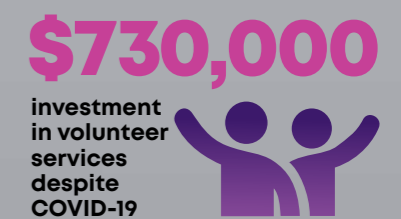
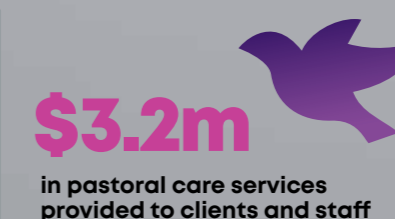
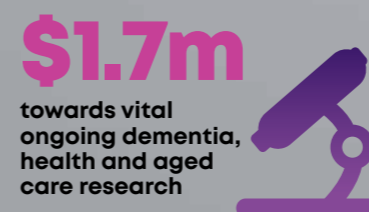
Health



Homelessness



Research and social support to improve quality of life for people in need



Sustainability

Reducing our carbon footprint through sustainability initiatives

Balancing the provision of high-quality care with sustainability objectives continues to be a key focus as we grow.

Despite the global challenges of the past year, we've delivered on our promise to reduce our carbon footprint, as detailed in HammondCare's Sustainability Strategy 2018–2023.

Key learnings from our current strategy will inform our organisational approach beyond 2023, which is now being developed. And our sustainability initiatives will continue to make an impact from the ground up, starting with our building sites – with commodities such as steel, timber, gyprock, concrete and plastics being diverted from landfill to be recycled.

The rising cost of electricity and gas has required us to take a fresh look at energy savings throughout the organisation, and how and where we can use energy most efficiently. These findings will be reflected in our new strategy.

Electricity 17% reduction in electricity usage

Electricity consumption has reduced by 17 per cent against our baseline data to 85.87 kW per square metre, remaining on target for our 2023 goal at 82.91 kW per square metre. Since we implemented our current strategy in 2018 there has been a saving of 1,327 tonnes of CO₂.

Solar power Solar energy production increased by 5% to 20%

We've reached our 2023 target of 20 per cent solar usage in the past 12 months. Total solar generated across sites is 1,564,864 kWh. Income produced from solar energy is invested directly back into HammondCare services. Solar power is now installed at 12 locations.

Water consumption 23% water saved in the past 12 months, up 1% from 2021

In 2022, water consumption at 1.34kL per square metre or 23 per cent below baseline level, has continued to exceed our 2023 target of 1.5kL per square metre. Use of mySmart technology analytics have assisted by indicating excess water usage at selected sites.

Sustainable travel 23% of our fleet will be hybrid by June 2023

The number of hybrid vehicles increased to 23 per cent this financial year, once vehicles were delivered onshore. We're sourcing more hybrids to meet the demands of our expanding fleet, and further reduce tailpipe emissions.

Waste 33.6% of waste has been diverted from landfill

Our diversion of waste from landfill has exceeded our 2023 goal of 20 per cent for the third year running; 33.6 per cent of total waste was diverted this year. Recycling initiatives at building construction stage have been a contributing factor.

Fuel consumption 13% reduction in fuel consumption

In the past 12 months we've recorded a 13 per cent reduction in fuel consumption compared to 2021, to 219,617 litres across 235 vehicles. Hence a further reduction in our carbon footprint, keeping us on track with sustainability initiatives.

People are precious

Act justly, show mercy, walk humbly*

Every single life at every stage is precious. That's not just reflected in the care we provide, but in our corporate responsibility to act justly in society, show mercy to people when they need it most, and walk humbly as we continue to learn.

Reconciliation Action Plan: listening and learning

HammondCare took positive steps towards reconciliation, launching our Reconciliation Action Plan (RAP).

The first stage in the reconciliation process is about developing practical actions that empower our organisation to create positive outcomes for all First Nations peoples – those we care for, their families, our team and the broader community.

Developed by HammondCare's Reconciliation Action Plan Working Group, the Reconciliation Action Plan – Reflect, outlines the steps we'll take in the next 12 months as an organisation, at a local level at our sites across Australia, and as individuals. We'll work with First Nations peoples and form partnerships with First Nations health networks and providers. And we'll be listening and learning.



“Reconciliation is about remembering the past, acknowledging it, hearing everybody's story and then moving forward.”

Tanya Conlan, artist, RAP working group member and proud Ngarrindjeri woman (pictured above).

New Domestic and Family Violence Policy

A new policy that strengthens our support for people facing domestic and family violence was formalised in the past year.

The policy provides 10 days' paid leave per calendar year for any team member experiencing domestic and family violence. This allows people to plan for the safety of themselves or a close relative and to attend court or police services.

Other initiatives to support our team include flexible working arrangements and consideration of changing work locations, roles and contact details. Our pastoral care team is also available to listen and provide comfort and the Employee Assistance Program offers free independent counselling support.

*Adapted from Micah 6:8

Addressing modern slavery

HammondCare rejects any form of modern slavery and is committed to ensuring our operations and policies identify and manage modern slavery risks in accordance with the Australian Government's Modern Slavery Act 2018.

While many actions addressing modern slavery risk were already in place, the impact of COVID-19 has meant the supply chain for procurement of goods and services was identified as an increased risk.

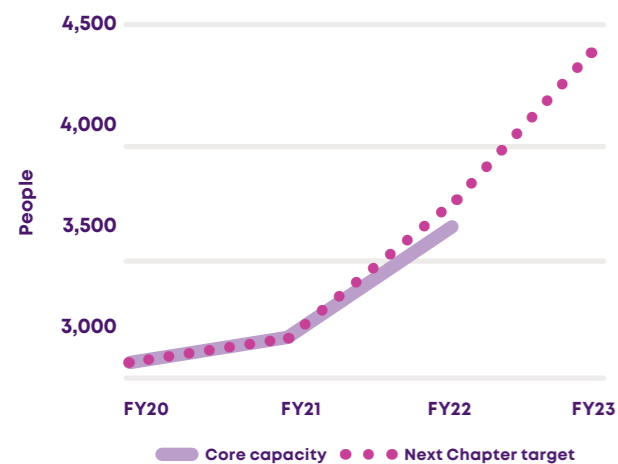
HammondCare procurement policies and processes have been enhanced to include a review of vendor protocols and processes relating to the prevention of modern slavery, including enhanced due diligence, systems reviews, training of staff and feedback mechanisms.

Operational insights

Caring is the reason we exist

Our relationship-based approach to care impacts the lives of the people we serve.

We're on track with our 2025 Next Chapter Strategy to increase care by 100 per cent for those with complex needs.



Our Mission in Action

94% of our residents and clients say: "HammondCare staff respect who I am."

94% of our residents and clients say: "HammondCare staff are caring."

90% of our residents say: "The care and support I receive nurtures my spiritual and emotional wellbeing."

Partnering in Care 2022 survey: Residential & Home Care

Our team go above and beyond

5,162 full-time, part-time and casual staff as at 30 June 2022.



83% Employee engagement score reported in the annual survey

94% of our team say: "I believe in the values of HammondCare."

94% of our team say: "Gender-based and sexual harassment are not tolerated at HammondCare."

91% of our team say: "I like the kind of work I do."

Safety and wellness are a priority

Our 'Taking Care is Our Business' program has representatives at every location and we continue to expand our employee wellness programs. These initiatives have resulted in residential care **workers' compensation expense ratio to staff costs being 1.8 per cent – well below the industry average of 2.2 per cent.**

StewartBrown FY22 Survey

Workforce shortages across the economy are driving higher attrition

HammondCare is not immune from the workforce shortages and we have seen attrition increase to 29 per cent from 26 per cent in 2021.

We support the aged care work value case currently before the Fair Work Commission to ensure equitable wages in the sector and have introduced initiatives to support, maintain and grow our workforce.

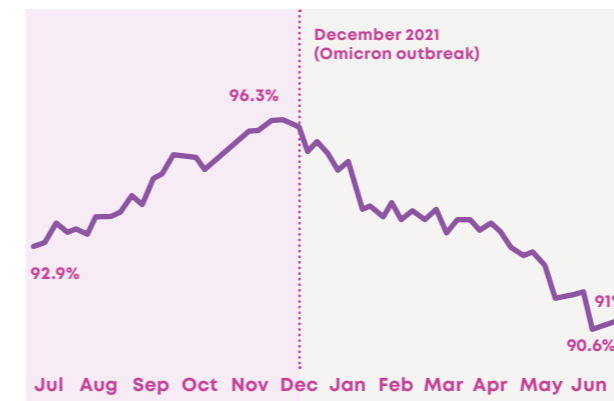
How we keep our finger on the pulse

Occupancy in care homes

HammondCare: 94%

All homes average: 91%

StewartBrown FY22 Survey

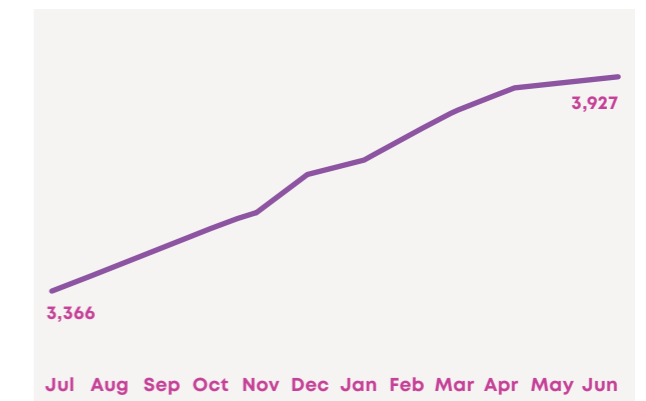


Home Care packages growth

HammondCare: 17%

NSW Home Care growth: 21%

GEN agedcare data: March 2022



Sector benchmarks

23% more care minutes per resident per day
Sector average is 177 minutes, HammondCare provides 218 minutes

\$12.60 per resident per day on food
Sector average spend per resident per day on food is \$12.32

StewartBrown FY22 Survey

Making an informed choice

The Royal Commission into Aged Care Quality and Safety highlighted the need for information about service quality. HammondCare welcomes the principle behind the new Star Ratings approach.

The Department of Health will publish Star Ratings in Dec 2022 weighted against the following categories:



Financials

A challenging year for the sector and HammondCare

Total revenue grew 8.5% to \$437m

HammondCare At Home grew strongly – up 16 per cent – and achieved revenue of \$136m by increasing the number of Home Care Packages we manage. Residential Care grew by 10 per cent to reach revenue of \$155m, from higher subsidies for resident care and higher occupancy rates at care homes before the Omicron outbreak in December 2021. Our business is well positioned to continue the trend of growth across the portfolio, and we anticipate further double-digit growth for HammondCare At Home. In the coming year Residential Care will benefit from the opening of the new Miranda Mason care home.

	FY22 \$M	FY21 \$M	INCREASE \$M	INCREASE %
Residential Care	155.5	141.7	13.8	9.7%
HammondCare At Home	136.4	117.7	18.7	15.9%
Health	61.8	58.0	3.8	6.6%
Other	83.0	85.1	-2.1	-2.5%
Total	436.7	402.5	34.2	8.5%

Our underlying net deficit for FY22 was \$10.7m, a decrease of \$17.7m compared to FY21

FY22 was a profoundly challenging year for the sector and HammondCare. StewartBrown Chartered Accountants reported in their quarterly benchmarking that 64 per cent of residential homes made an operating loss (March 2022 survey) and the sector years-long decline in financial performance continues, mainly due to government funding not keeping pace with rising wage costs. For FY22, however, financial stress was exacerbated by the COVID-19 Omicron outbreak in December 2021 which impacted most of our services (multiple outbreaks in many locations) as well as the severe shortage of care staff, which drove higher overtime and agency costs.

During FY22, HammondCare recorded an Underlying Net Deficit of \$10.7m, compared to an Underlying Net Surplus of \$7.0m for FY21. The year-over-year swing of \$17.7m was mainly due to COVID-19 impact of \$7.0m which includes

the impact on occupancy in Residential Care and Health; higher workers' compensation costs of \$3.2m; lower reserves income of \$6.9m due to volatile financial markets and lower Foundation income of \$5.5m.

The Residential Care business finished the year with a deficit of \$17.6m, an improvement of \$1.3m on a like-for-like basis, thereby reversing a years-long trend of declining results.

Management has formalised a robust plan to return the Residential Care business to surplus in coming years. HammondCare stands to gain from the new AN-ACC funding model to be introduced from October 2022.

In most sites we already deliver the requisite care minutes. However, as is the case with most providers, we are short on nurse minutes and will need to hire additional nurses.

Our strong balance sheet provides stability for the future

The financial position of HammondCare remains strong as we continue the prudent and responsible approach to managing the Balance Sheet. To finance capital expenditure, we have borrowed \$25m from the ANZ Bank against our facility of \$90m.

We also maintain a self-imposed prudential reserve, which is premised on it being able to readily fund the replacement of the largest asset and/or repay residential liabilities, in the event of a significant adverse event.

HammondCare has total liquid assets (cash, term deposits, managed fund assets) as at 30 June 2022 of \$109m, to apply against our prudential reserve.

In FY22, HammondCare's total assets increased by \$7m, achieving total assets of \$979m. This increase is attributable to higher debtors and fixed assets; partially offset by lower liquid assets.

Our total liabilities increased by \$29m, reaching \$659m. The increase in total liabilities is attributable to an increase in borrowing; an increase in Refundable Accommodation Deposits liabilities from higher occupancy; additional general trade creditors and accruals; partially offset by the lower unearned revenue balance.

As a result of movements in assets and liabilities above, HammondCare had Net Assets of \$319m, a decrease of \$22m.

0.7% increase in assets to \$979m

	FY22 \$M	FY21 \$M	INCREASE \$M	INCREASE %
Total assets	978.8	971.7	7.1	0.7%
Total liabilities	659.5	630.2	29.3	4.6%
Net assets	319.3	341.5	-22.1	-6.5%

Sustainable cash flow to invest for the future

HammondCare generated earnings before depreciation and amortization (EBDA) of \$13m in FY22. This measure acts as a proxy for the cash generated by operations on a sustainable basis.

From a financial accounting perspective, the cash outflows from operating activities was \$24m (FY21: \$24m surplus). The difference year-over-year was due mainly to the unwinding of unearned revenue on the Balance Sheet.

HammondCare At Home, Home Care Package government funding, changed from in advance to in arrears. During FY22 the Group has continued to invest for the future with total capital expenditure of \$67m. This includes new residential care developments in Adelaide, Scone, Horsley and Miranda, as well as new respite cottages in Dubbo, Goulburn and Terrey Hills.

Continued net inflows of accommodation deposits and entry contributions (\$36m), resulted in HammondCare finishing FY22 with \$25m bank debt and a cash-on-hand balance of \$13m (FY21 Cash Balance \$50m).

Capital expenditure \$67m

	FY22 \$M	FY21 \$M	INCREASE \$M	INCREASE %
Capital expenditure	67.3	28.0	39.3	140.4%

Our Board



Our Board sits alongside every other part of HammondCare in helping fulfil our Mission, by providing leadership, governance and a commitment to continued improvement.

1. Kok Kong Chan
 BCom M.Sc (Management) CPA Australia GAICD
Chair
 Kok Kong is a founding Partner of Maritana Partners, a previous Senior Partner at Egon Zehnder and was previously CEO of HeartScan. He's the Chair of the Foundation Committee and of the Board Development and Remuneration Committee – and became a HammondCare Director in 2016 and Board Chair in 2021.

2. Kate Thomas
 BA LLB
Deputy Chair
 As Special Counsel at Clayton Utz, Kate has more than 25 years' experience in property and commercial law, corporate advisory and managed investments. She joined the HammondCare Board in 2015 and is a member of the Property and Sustainability, Board Development and Remuneration, Association Development, and Quality, Safety and Care sub-committees.

3. Adrian Blake
 B.E. (Civil) (Hons) MBA MIEAust CPEng NER
Director
 Having held senior executive positions with a number of global and Australian organisations working in Asia-Pacific, the Middle East and UK, Adrian is currently Principal of BlakeGroup Advisory and Engineering. He joined the HammondCare Board in 2018 and is a member of the Property and Sustainability Committee.

4. Glynn Evans
 B.Arch Dip. Building Construction
Director
 A former principal of Allen Jack + Cottier, Glynn has a wealth of experience in designing public, commercial and residential buildings with a focus on health and dementia-specific care homes. Glynn joined the HammondCare Board in 2013 and is Chair of the Board's Property and Sustainability Committee.

5. Dr Annette Britton
 MBBS FRACP GAICD
Director
 Annette has lectured at Sydney Medical School and UNSW and been Director of the Medical Assessment Unit and Staff Specialist Geriatrician at RPA Hospital. She's a member of the Audit and Finance, Association Development, and Quality, Safety and Care Committees and has been a Director since 2014.

6. Carl Gunther
 B. Business Chartered Accountant GAICD
Director
 Carl retired as a partner of KPMG in 2019. He's a Director of Learnt Global Pty Limited, Director of Anchor RE (Christian SRE in Schools) and a Finance Committee member for the NSW Aboriginal Land Council. Carl joined HammondCare as a Director in 2020.

7. Linda Justin
 RN BN MBA MSc (Coach Psych) GAICD
Director
 Linda is a Director of Just Impact and has held senior management roles across health and human services most recently with Aruma and Uniting. Linda is currently completing a PhD looking at language as it relates to cultures of safety and quality in aged care with the Faculty of Health at UTS, where she is a casual lecturer.

8. Robyn Langsford
 BCom Chartered Accountant GAICD
Director
 A partner at KPMG. Robyn works with the Australian mid-market focusing on family groups and private businesses across a diverse range of sectors. Robyn rejoined the HammondCare Board in 2012 and is Chair of its Audit and Finance Committee and a member of the Board Development and Remuneration and Foundation Committees.

9. Mike Baird
 AO BA Econ Dip CS
Chief Executive Officer
 Mike joined as CEO in September 2020. Before that, he was Chief Customer Officer of both Corporate and Institutional Banking and Consumer Banking at NAB. Mike also served as the 44th Premier of NSW from 2014–2017. He is Chairman of Future Generation and sits on the Boards of Surfing Australia and Cricket Australia.



our research

**Connecting evidence
and compassion**



Initiative, courage, endurance and adaptability – qualities that have solved every problem, triumphed over every disaster.

Rev Bob Hammond

Research impact

Strengthening research and partnerships for global impact

HammondCare's research priorities support our Next Chapter Strategy Ambition to set the global standard of relationship-based care for people with complex needs and increase our care for those others can't or won't.

To ensure research projects align with our Next Chapter Strategy and meet key business expectations, an enhanced research governance model is now in place. Structure, system and process modifications include:

- the appointment of a Research Manager
- implementation of a new research governance framework
- a new research and partnerships strategy
- quarterly research meetings.

Progress despite challenges

Despite the challenges faced by the health and aged care sectors in the past 12 months, it has been an exciting year for the HammondCare Research Team.

Our researchers – including clinicians, academics and allied health professionals – continue to deliver innovative outcomes that positively impact care for those in need, in residential and community aged care, and in health and hospital services.

Strengthening our access to world class knowledge

As leaders in complex dementia, palliative care and positive ageing, new and ongoing collaborative partnerships were formalised during the year. Internationally, a knowledge-

exchange partnership with Dutch aged care specialist, Topaz, was launched to:

- grow understanding of complex dementia and Huntington's disease
- create environments with dementia needs in mind
- explore new research opportunities
- establish a staff exchange program.

Closer to home, a Memorandum of Understanding with the University of Sydney is creating shared specialist skills and expertise to improve the independence, health and wellbeing of people living with complex needs.

In addition, the University will access HammondCare's expertise to help inform education needs in the sector, to better prepare graduates as they enter the workforce.

In the coming year, existing collaborative partnerships will be formalised with other leading universities and organisations to further build knowledge backed by evidence-based research.

Increased care for those who others can't or won't

Caring for people living with complex needs is a priority. Investigations into HammondCare's Specialist Dementia Care Program and the government-funded Dementia Support Australia found the model

of personalised non-drug interventions to be highly effective in treating behaviours and psychological symptoms of dementia (BPSD). Analysis of these programs forms part of a collaborative project to update the seven-tiered model of service delivery for people with dementia. And the launch of the landmark *BPSD Textbook* for health professionals and care staff will build capacity, understanding and support for people experiencing BPSD.

The first stage of an evaluation of HammondCare's Darlinghurst care model for older people at risk of homelessness provided insights on the causes of homelessness that include access to support systems and previous housing history. It is hoped this study will help address the needs of vulnerable people and reduce the rate of homelessness in Australia.

Improving quality of life and care

Analysis began of HammondCare data and programs that indicate quality in residential and community aged care. This will provide insights about what residents and clients view as quality care, forming the basis for innovative care models in the future.

Improving quality of life includes being treated with respect and dignity at the end of life. A suite of evidence-informed resources and training, developed through the Advance Project, is empowering GPs and frontline

community and residential aged care staff to initiate conversations about advance care planning and to assess the palliative care needs of people living with dementia.

Investing in innovation

HammondCare continued its research into innovative models for the management of cancer pain and end-of-life care. The role of virtual reality, clinical trials and the launch of *The Cancer Pain Book* and App, provide practical tools for HammondCare and the broader health care sector.

HammondCare has been an Australian lead site for clinical trials which include sponsored trials of potential treatments and interventions for Alzheimer's, Parkinson's disease dementia and palliative care.

HammondCare Foundation's funding of research scholarships and projects also allowed investigation into innovative models of care in priority areas. The Research Office met regularly to discuss areas for research and gain an understanding of opportunities to match interested donors with impactful projects.



Find out more about HammondCare's program of research in our latest 2021 Research Report



BPSD Textbook editors A/Prof Colm Cunningham, Dr Madeleine Healy and A/Prof Stephen Macfarlane

Research Focus FY22

Research is tied to our Model of Care with a focus on complex dementia, palliative care and positive ageing. Enhanced by global partnerships, we help to shape the sector and improve quality of life for people in need.



37
research projects



56
publications



11
education and awards



45
new and continuing grants

Key projects

Cottage model reduces infection transmission

The aged care sector supports the most vulnerable in our community and has been significantly impacted by the COVID-19 pandemic.

Understandably, the care focus has often shifted to the increased risk of severe illness and death, with prioritisation of infection control through personal protective equipment (PPE) procedures, social distancing and staff and resident isolation.

Building design is also a factor. Research conducted by HammondCare compared COVID-19 infection rates in aged care homes with the smaller, multi-building cottage model of care to larger single building care homes. The study^{*} found infection to be about half in the sites with multiple detached buildings compared to the single stand-alone larger facilities.

A second study^{**} compared infection rates of residents and staff in cottage-style care homes and the single building care homes.

Although influenza cases were low in the study period, results indicated there was a relationship between influenza cases and the physical design, with an increase in shared rooms observing an increase in influenza cases.

The physical design has benefits beyond pure infection control.

HammondCare's cottage model of care with multiple buildings, open plan, dedicated spaces and access to outdoors allows for physically distanced activities and visits, reducing feelings of isolation and loneliness.

Further research on the impact of design elements on resident health and wellbeing will build understanding and optimise the role of design features influencing future policy, planning and architectural guidelines.

Residential Manager, Charles: Last year, we had a COVID-19 outbreak at our Caulfield site. Residents' health and safety was a priority, restrictions were heightened, and many limitations were in place. During this period, one resident was at the very end of life.

Due to the cottage model design of our care home, we were able to support a visit by the family while mitigating risks to other residents by allowing them to enter through the 'back of house' access. It's a great example of how our unique design enabled the team to work through solutions to allow the resident and family to be together.



DSA client Greg and his partner Gayle

Moving barriers to using personalised playlists

The evidence is strong for the benefits of music in providing joy, reminiscence and reduced changes in behaviour in a person living with dementia.

Research led by Western Sydney University in collaboration with HammondCare has examined the barriers to implementation of music programs in residential care and the use of online programs to engage people living with dementia in music.

The publications 'Benefits, challenges and solutions for implementing personalised music playlist programs in residential aged care in Australia' and 'Developing online training in using music for carers of people with dementia: a focus group study' found that although there are clear benefits for the person with dementia and staff, the culture of providing physical care rather than focusing on the whole person, their emotional needs and wishes, will take a paradigm shift at all levels of care.

A valuable starting point is to use personalised music playlists.

Results from the research have produced two resources to support the proactive and strategic use of personalised playlists, these include:

1. A short eLearning module with sections targeted for family, care workers, clinicians and residential care managers.
2. A more detailed online credential to provide a thorough overview of the evidence on music engagement for people living with dementia.

Music with Greg

Dementia Support Australia's (DSA) relationship-based approach helps understand the individual, their history and life experiences.

Greg's GP: Greg is a very talented musician and always had a love of music and fun. His behaviour has impacted care at times, and so we asked DSA for support.

DSA Consultant, Bernadette: I talked to Greg and his family to find out what makes him happy. When Greg moved into full time care, it was important that we had opportunities for Greg to listen to music, sing, tell stories and play his music. As Greg's dementia progresses, we will make sure his involvement in music continues.



Residential cottages at Hammondville

^{*} Factors associated with SARS-CoV-2 attack rates in aged care – a meta-analysis

^{**} Influenza cases in nine aged care facilities in Sydney, Australia over a three-year surveillance period, 2018–2020

Our frontline

“Why wait for something to turn up? Begin with your own sleeves.”

Rev Bob Hammond



The face of care in nearly three years of pandemic, is the face of our frontline, sweating behind PPE, turning up their sleeves again and again, especially when there was no one else.

And through floods, intense workforce shortages and exhaustion, we will never fully know how much we owe these largely unsung heroes.

Alongside them are people in enabling teams who've swapped their desks to hold hands with residents, clients and patients, or go the extra mile in support of the care we provide.

In ancient times, Jesus showed us practical Christian care, washing his disciples' feet, giving his life.

Today, our frontline aged, dementia and health care teams show us what purposeful work and a life lived well look like.






We need them like never before – and we need you, if you're ready to make a difference.







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