



WE CHAMPION
IMPROVING
THE LIVES
OF PEOPLE
IN NEED

HammondCare
Champion Life



Annual Report **2019**

As an independent Christian charity, HammondCare champions life.

Our mission

**Our passion
is improving
quality of life for
people in need.**

Our motivation

The work of HammondCare is motivated by the Christian principles and values expressed in the words and deeds of Jesus Christ. HammondCare believes in the value of all people as made in the image of God and as loved by God. We are therefore called to show the same love, with compassion and respect, for people in need.



“What I love most about being a Carer at HammondCare is seeing how I am improving people's lives. From the conversations, the laughs and the outings to just being there with them.”

Nick, HammondCare At Home Carer







AS AN
INDEPENDENT
CHRISTIAN
CHARITY
**HAMMONDCARE
CHAMPIONS LIFE**



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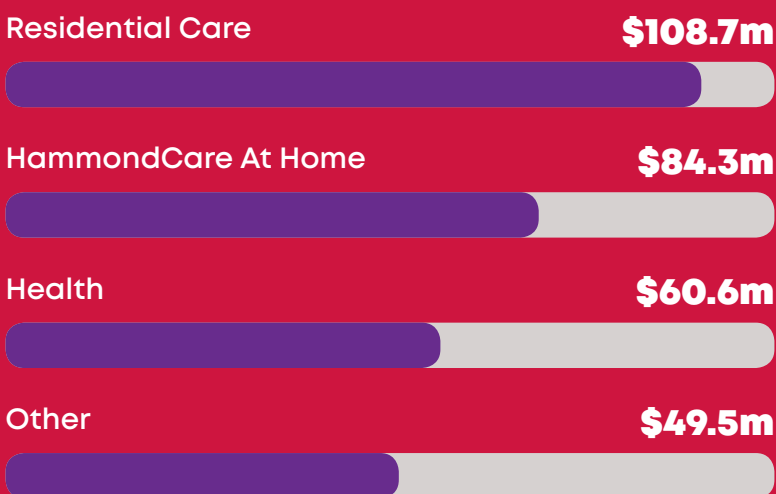
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01

Our Year in Review

Our total revenue grew to \$303.1m, an increase of 10% from last year.

Revenue by Business Area Summary





“My aim is to provide reassurance, support and practical strategies for those we care for. Because their quality of life is paramount to me.”

Jamie, Dementia Consultant







WE'RE
PASSIONATE
ABOUT FULFILLING
POTENTIAL
**NO MATTER THE
LIMITATIONS**

Chair Report

It is with great pleasure that I present the 2019 Annual Report

Identity and purpose are key to a great organisation. Knowing Who we are and Why we exist, shapes What we do and How we do it. In 2019, just as much as in 1932, we remain an independent, Christian charity that is passionate about improving quality of life for people in need.

That foundation has fortified us and protected us in tough times and this year is no exception. Across the health and aged care sectors, there has been a collective experience of reduced government funding, additional scrutiny, new regulation and financial stress that HammondCare has not been immune to. It has been a tough year for the whole industry, and this can be seen in our financial results where our operating earnings of \$2.3m are well below last year's \$12.1m. We are budgeting for an improvement in the coming year as new operations come on stream and the investment we have made in improving both operations and systems bears fruit. Our Balance Sheet remains very strong and we are well placed to not only ride out this tough environment but also to take advantage of opportunities that may well present themselves. More importantly, HammondCare today supports more residents, clients and patients around Australia than ever before.

I hope that this Annual Report gives you a taste of the services that we provide and the impact that those services have made. For example, HammondCare's culturally and linguistically diverse care staff have helped Spanish-speaking Hector – who is on the cover of this year's report – to continue care for his wife, Rosa at home. Or consider Walter, a proud father, avid gardener and one of our first residents at the new Caulfield Village. This report will also provide some insight into the journeys of staff and the experiences that have shaped the way that they provide care.

During the year the Board farewelled Neil Lewis after 12 years of excellent service and welcomed Adrian Blake as a Director. Adrian is an Engineer and has extensive experience in project management. I would like to thank all my fellow Board members for their contribution and support. This is a volunteer Board and the time, wisdom and considered judgment that they all give so freely is a great blessing.

On behalf of the Board of Directors, I would also like to acknowledge the significant contribution of the Executive team, HammondCare staff and volunteers. I would like to especially thank our Chief Executive Dr Stephen Judd, who, after 25 years of service has this year advised the Board that he will be stepping down in mid-2020. Stephen's unwavering commitment to HammondCare has been transformative, and his leadership and contribution to the sector as a whole, invaluable. To put this into perspective, when Stephen was appointed CE in 1995, HammondCare served fewer than 250 clients and had revenue of \$8m. We now serve over 4,000 clients with revenue of \$303.1m. He will be a hard act to follow, but the Board has been active in succession planning and has appointed an executive search firm to identify both internal and external candidates for the role of the new CE.

Finally, a big thank you to our generous and committed donors and supporters. It is the whole community – the staff, the volunteers, and all of our many supporters that make HammondCare what it is today. It is a privilege to work with you to serve and champion the lives of those in need.

Yours in Christ,



John Kightley



Chief Executive Report

In last year's annual report you told us about the Royal Commission into Aged Care Quality and Safety

Where is that up to now?

Yes, the Royal Commission has been well and truly in full swing. In November 2018, the Commissioners invited aged care providers to provide them, within 6 weeks, detailed information about incidents and complaints of sub-standard care in all services over a 5 year period. They also asked for views regarding issues that should receive their attention. Then, from February 2019 there have been numerous public hearings, roundtables and forums in different states, territories and regional locations across Australia.

The Royal Commission's Terms of Reference are broad and cover all facets of quality and safety in care. So the approach taken has been to use case studies to highlight issues that they believe require focus. But if you actually read the Terms of Reference of the Commission they encourage, if not require, the Commissioners to recommend solutions for the future. I believe that a focus on the future is what we will see when the Commissioners give their interim report in October 2019 and final report in April 2020.

What have you have learned from the Royal Commission to date?

Well, there are many learnings. But a few things that come immediately to mind:

- First, I have learnt that many providers of aged care do not appear to have an effective risk and incident management software system. Or, if they do have one, it's not used! So, when they were asked by the Royal Commission to provide 5 years worth of data about care and complaints, they struggled. I just don't know how you run a service without such a system.
- Second, I learned, once again, how important it has been for HammondCare to have a mature and very proactive Quality, Safety and Risk system that has 4 mutually-reinforcing pillars:
 - A service-specific quality framework;
 - A Quality, Safety and Risk team that 'lives local' but 'reports central';
 - A Board of Directors that has been for many years strongly focussed on issues of quality and safety and devotes considerable energy to that area; and
 - A strong engagement with the external regulators such as the Quality and Safety Commission.
- Third, we will make mistakes. We will stuff up. We will sadly not always meet the expectations of some of our patients, residents and clients. The key is being transparent about that; the key is identifying what is the result of a systemic issue or an individual making a mistake – and knowing the difference.

All of this means that a strong and well-resourced approach to quality and safety is not an optional extra. It is essential.

Has the Royal Commission been a pre-occupation for HammondCare staff and services?

I am pleased to say not at all. Most staff are focussed on their everyday and far more important work – supporting residents, patients and clients.

For much of the year there would have been a handful of staff who were concerned at one time or another with Royal Commission matters. That is as it should be.

Chief Executive Report Continued

So what has occupied HammondCare this 2018-2019 year?

This year has seen quite a number of capital works going on: construction of dementia-specific services in Caulfield in Melbourne's South-East; a new village at Cardiff; of 5 new cottages at Hammondville as well as a service for the aged who are currently experiencing homelessness in Darlinghurst. That is quite a number of projects coming out of the ground, and the Capital Works and the commissioning teams have done a great job in bringing these on line as we move into the New Year.

In addition to these new services, in late 2018 HammondCare took over Tinonee Gardens Village in the Hunter region. Now known as HammondCare Waratah, it will eventually be home to 232 residents across the campus. The local team has done a superb job in bringing these services into the HammondCare family.

“All of this means that a strong and well-resourced approach to quality and safety is not an optional extra. It is essential.”



There have been a number of leadership changes as well this year.

I have been working with the Board and executive leaders for many years to ensure orderly succession planning. And, I am pleased to say, that planning has resulted in orderly executive changes over the past year. For example, after ten years of service, Stewart James stepped down from leading the Health and Hospitals part of the business. I personally thank him for his service and wish him well in retirement as he busily cuts in on younger surfers and dodges great white sharks. Ron Thompson stepped into that challenging role as General Manager, HammondCare Health, a name change to signify that our increasingly sub-acute services will be more and more in the community. David Martin stepped into a Group General Manager role and Delia Gray came on board as General Manager, HammondCare At Home. Rob Binskin stepped down after 8 years of faithful service as Chief Information Officer and has been replaced by Jose Perez. And in May 2019 Rory Crout came on board as our Chief Financial Officer and, in a very short time, has made an enormous and much valued contribution.

And is it true that there is another leadership change in the coming year?

Yes. After 25 years as Chief Executive, I advised the Board that I will be stepping down in the middle of 2020. When I started in 1995, we had about 200 staff and a similar number of residents; today there are over 4,000 staff and a similar number of residents, clients and patients. Our annual revenue has grown from \$8m to more than \$300m or compound annual growth of 16%. But more importantly, I am pleased that our commitment to show God's love to his Creation has been both enduring and unswerving. It's embedded in what we do every day.

Why are you stepping down as Chief Executive now?

Well, first of all, it's not 'now'! I have given the Board more than 12 months notice and that is part of what it means to have leadership changes that are planned and orderly.

But there are 3 answers to your question. First, there is a simple issue: my age! Second, activities that begin in 2020 such as the redevelopment of our hospital sites are major projects that, realistically, I won't be the Chief Executive to see them through to their exciting completion. And third, I am a believer that you should step down not when you are spent force but when you still have lots of energy and are passionate in what you do. And I still have lots of passion for what HammondCare does! I love this place.

So, what does the 2019-2020 year look like for you?

This is a year of consolidation. In HammondCare Health we are adjusting to a challenging and exciting health market place as we plan to redevelop the hospital sites. Our Home Care services are also growing in a sustainable way. Our Dementia Centre is maturing and continues to build sector capability across Australia. Our new and adopted Residential Care homes are either being commissioned or re-invigorated. This means I will be focussing on a year that consolidates the hard work of the past 2 or so years and sets HammondCare up for the next phase.



Dr Stephen Judd



Highlights 2018-2019

HammondCare saw a diverse number of achievements to better meet the needs of those we serve

International Dementia Conference

Care in the Age of Outrage

The International Dementia Conference will return in 2020 with an all new line-up of world renowned speakers, visionary presentations and networking opportunities. Submissions for papers and oral presentations are now open.

Dementia Support Australia

Delivering 24/7 support across 34 locations nationwide

In 2018-2019, Dementia Support Australia expanded its services to 34 locations throughout Australia, including metropolitan, regional and remote areas.

Residential Care

New care homes open in Victoria and NSW

New services were acquired in Newcastle NSW, with **HammondCare Waratah** now in operation, comprising 232 beds. The home provides quality care for the frail aged and those living with dementia.

Construction on **HammondCare Cardiff** and **HammondCare Hammondville** have been completed. The purpose built care homes opened in August 2019 and have been designed based on HammondCare's expertise in creating an environment to improve quality of life for people living with dementia.

HammondCare Caulfield Village

opened in April 2019 and will provide best practice dementia care and complex care for 81 residents across 6 cottages.

HammondCare Darlinghurst

is set to open in early 2020 and will provide a safe and permanent home for older people who are at risk of homelessness and have complex healthcare needs.

HammondCare At Home

Leading the way in aged care innovation

A new respite cottage opened at HammondCare Miranda in November 2018. The modular design is purpose built to be accessible for people living with dementia.

Partnering for better care

HammondCare At Home received a successful satisfaction rating of 95% in the latest Partnering in Care Survey, which identified client satisfaction levels and areas for improvement.

HammondCare Health

Helping families make the most of their time together

In 2018-2019, the Palliative Care Home Support Program (PCHSP) provided 12,564 hours of support to people in need, including personal care, carer reassurance and respite, and light domestic support.

Independent Living

Independent community living brings better quality of life

Gilbert, the final stage of the Independent Living development at Miranda, was completed in April 2019. Comprising 3 penthouses and 30 two-bedroom apartments, the complex added a movie theatre, lounge and rooftop entertaining area to the existing resident amenities at Miranda.

New publications launched

Innovative and practical resources for people in need

The last year saw HammondCare release a wide range of publications. These included: 'Faith for Life', 'My home, my life: Practical ideas for people with dementia and carers', and 'Talking Sense: Living with sensory changes and dementia'.

Across the Sector

Championing and respecting the rights of those we serve

The new Charter of Aged Care Rights, which came into effect on 1 July 2019, was shared with all HammondCare clients, residents and representatives. Championing and respecting the rights of those we have the privilege to serve, has long been a part of our mission in action.



At a glance



25,711
cared for



4,089
dedicated staff



1,050
volunteers



60
service locations



919
supporters



\$26m
social dividend

Service Locations

HammondCare At Home

Canberra **ACT**
Batemans Bay **NSW**
Bathurst **NSW**
Broken Hill **NSW**
Cardiff **NSW**
Coffs Harbour **NSW**
Horsley **NSW**
Kyogle **NSW**
Merimbula **NSW**
Mudgee **NSW**
Narara **NSW**
North Gosford **NSW**
Nowra **NSW**
Picton **NSW**
Port Macquarie **NSW**
Scone **NSW**
Sydney **NSW**
 Hammondville
 Inner West
 Miranda
 St Leonards
 St Marys
 North Turrumurra
 Manly
 Wahroonga
Wentworth Falls **NSW**
Brisbane **QLD**
 Chermside
Melbourne **VIC**
 Northern Melbourne

Residential Care

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

Palliative Care Home Support Packages

358 rural and remote towns within NSW

The Dementia Centre

Canberra **ACT**
Broken Hill **NSW**
Coffs Harbour **NSW**
Dubbo **NSW**
Sydney **NSW**
 Greenwich
 Hammondville
 North Turrumurra
 St Leonards
 St Marys
Horsley **NSW**
Newcastle **NSW**
North Gosford **NSW**
Nowra **NSW**
Tamworth **NSW**
Tweed Heads **NSW**
Alice Springs **NT**
Darwin **NT**
Brisbane **QLD**
Cairns **QLD**
Gold Coast **QLD**
Sunshine Coast **QLD**
Townsville **QLD**
Adelaide **SA**
 Dulwich
Devonport **TAS**
Hobart **TAS**
Ballarat **VIC**
Bendigo **VIC**
Geelong **VIC**
Gippsland **VIC**
Melbourne **VIC**
 Malvern
Mildura **VIC**
Wadonga **VIC**
Perth **WA**
 Wembley

Health

Sydney **NSW**
 Prairiewood
 Greenwich
 Mona Vale
 Wahroonga

Research

Sydney **NSW**
 Prairiewood
 Greenwich
 Hammondville
Melbourne **VIC**
 Malvern



● PERTH

We champion the care of 25,711 people across Australia

DARWIN

CAIRNS

TOWNSVILLE

ALICE SPRINGS

SUNSHINE COAST

BRISBANE

GOLD COAST

TWEED HEADS

KYOGLE

DUBBO TAMWORTH COFFS HARBOUR
SCONE PORT MACQUARIE
MUDGEE

BROKEN HILL

BATHURST

WARATAH
NEWCASTLE
CARDIFF
NARARA

NORTH GOSFORD
ERINA
WOY WOI

WENTWORTH FALLS

SYDNEY

PICTON
HORSLEY

MILDURA
ADELAIDE

CANBERRA NOWRA

WODONGA

BATEMANS BAY

BENDIGO

MERIMBULA

BALLARAT

MELBOURNE GIPPSLAND

GEELONG

DEVONPORT

HOBART

02

Our Stories

In these pages we share with you the unique stories of inspiring people we have had the privilege of serving in 2018-2019.





WE STRIVE
TO KEEP
LOVED ONES
TOGETHER

HammondCare At Home

Breaking down barriers for culturally and linguistically diverse communities

For married couple, Rosa and Hector, having access to quality and culturally sensitive aged care services that are tailored to their unique needs is synonymous with their quality of life. Rosa, who is living with Lewy body dementia, is bed bound and unable to communicate verbally which can present certain challenges for Hector, who is aged himself.

Thanks to Yasna, Rosa's Spanish speaking Care Manager, they regularly receive the helping hand they need to continue to live comfortably at home.

Yasna, what led you to become Rosa's Care Manager?

I began working with Rosa and Hector 8 months ago. While their previous English speaking Care Managers did a great job assisting them, certain barriers were presented due to language. Hector speaks Spanish only and often found it difficult to communicate general concerns or seek advice about Rosa with them.

Now when Hector calls HammondCare At Home for support, he feels at ease because all he has to say is "Spanish", and he is put through to me straight away. The process is very quick and stress-free, which makes a huge difference to him.

What outcomes have you seen?

I know Rosa and Hector feel safe and secure with their services. They can rest assured that nothing gets lost in translation, and that Rosa receives the personal care and attention she regularly needs.

How has this impacted you?

It feels so rewarding knowing that I am helping Rosa and Hector. My team and I are their main support and Hector often expresses how much easier HammondCare At Home has made their life. It warms my heart.

What stands out most for you?

The foundation of trust we have built with Hector and Rosa. Hector recently told me that he really enjoys going to the movies. However, as Rosa's primary carer, he has not been able to go in a long time as he does not like to leave her side. I told Hector that we're able to organise for a carer to stay with Rosa while he treats himself to a movie. Hector felt very comfortable with this as he knows how much Rosa likes and trusts her carers.



HammondCare At Home Services

South West Sydney is the most culturally diverse region in Australia, and Culturally And Linguistically Diverse (CALD) clients have a higher representation in home care for varied reasons. To provide quality care to CALD clients, HammondCare At Home has culturally specific teams where the Care Manager, carers and clients are matched in prominent cultural groups.

Pictured: Yasna and Hector



SUPPORTING
**CULTURAL
DIVERSITY
IN OUR
COMMUNITY**

HammondCare At Home

We offer home care across NSW, ACT, Victoria and Queensland. We provide services so that older people and people living with dementia can continue to enjoy life and remain in their own home supported by a consistent team of trained carers.



8,810
people
cared for



579,957
care visits



27
locations



1,713
dedicated
staff



Pictured: Alec and Mitch

HammondCare At Home

Home Care is more than just care – it's companionship

It's often said, "Do what you love, and you'll never work another day in your life." Nothing could be truer for HammondCare At Home Carer, Mitch, who feels extremely fortunate to work in an industry that he is passionate about. And for Mitch, it's helping people like Alec that makes his work so rewarding.

Mitch, what led you to HammondCare?

While I have always had a deep respect for older people, I was initially inspired to work in home care for reasons that personally resonated with me. My grandmother was in a situation where she was not receiving the care she deserved. From that moment, I knew that I wanted to help older people in need and ensure they only received the best care.

When Alec and I first met, it was my second day with HammondCare At Home. I was feeling a little nervous at first. However, we both felt comfortable with each other pretty quickly after our first conversation which was about football.

What outcomes have you seen?

Alec is living with a mental disability and diabetes, which can present some daily challenges for him around the home. Mixed in with our football banter, I have also come to learn that he likes his routine.

As a result, Alec and I have created our own little routine each week. As soon as I walk in the door, I put on a western film for him, which is his favourite genre. We then talk about the latest happenings in football while I cook him his lunch. He will then chat to me about his wife Joyce or ask me about my fiancée and our weekend plans.

I think it's the little things that make life more joyful for Alec. I know that I've brightened Alec's day and lifted his spirits after each visit. It's a really great feeling for both of us.

How has this impacted you?

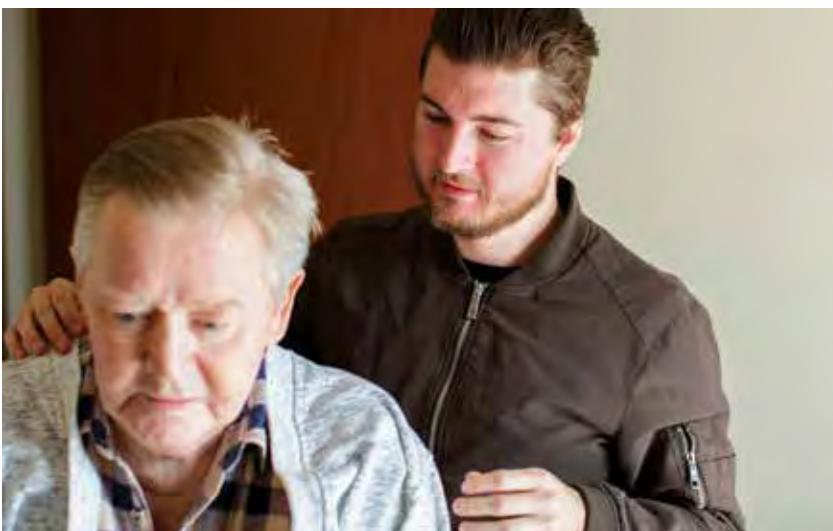
Getting to know Alec has not only been easy, it has been a joy. Our conversations flow because we share a lot of common interests and genuinely treasure our time with each other.

I feel lucky to be a part of Alec's physical and emotional wellbeing by being a real companion to him – one who encourages him to be social and to participate in activities that are meaningful to him.

What moment stands out most for you?

In early 2019, Alec's wife Joyce was admitted to hospital, which was a scary time for him. Alec felt very alone and vulnerable. His other carers and I wanted to ensure we approached this situation with empathy and dedication.

We each worked 8-9 hour shifts to provide 24/7 care and support to him. In between performing my usual domestic care duties, we watched western films together and continued our thriving football banter.



"I know that I've brightened Alec's day and lifted his spirits after each visit. It's a really great feeling for both of us"

Mitch, HammondCare At Home Carer

Pictured: Alec and Mitch



WE PROVIDE
CARE FOR
THOSE IN NEED
**REGARDLESS OF
CIRCUMSTANCES**

Residential Care

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



1,951
people
cared for



21
care homes



11
locations



1,654
dedicated
staff

Residential Care

Living with dementia and on the brink of homelessness

Husband and wife, Brook and Mary, moved all the way from Darwin to Newcastle to improve quality of life for Mary, who is living with dementia. For Mary's husband Brook, he could never have imagined that what began as a hopeful new start, would quickly turn into their biggest challenge.

Brook, what led you to HammondCare?

Mary and I got married in Darwin in 2003, where we lived together before moving interstate to Newcastle in 2014. Mary, who is 62 years old, has short-term memory loss due to living with dementia.

In March 2019, things started to take a turn for the worse for us. Due to unforeseen circumstances, we were no longer able to live in our Newcastle home and were facing homelessness. During this time, I began noticing a

significant change in Mary's symptoms.

I knew it was my responsibility to ensure a safe future for Mary, as I could not bear the thought of her living on the streets, without shelter and far from any support.

I was put in touch with the Residential Care Services Manager at HammondCare Waratah, Penny. She organised for Mary to have a My Aged Care assessment on the night I called her, and within 24 hours Mary was brought to HammondCare Waratah, where she is now living as a resident.

What outcomes have you seen?

Thanks to the support of Penny and her team, I now have complete peace of mind knowing that my wife will be safe and cared for in the best possible way. HammondCare Waratah is doing an excellent job and looking after her mental, physical and emotional health. I can honestly say that I couldn't do a better job than what they are doing.

How has this impacted you?

Now that I am no longer taking on the role of Mary's fulltime carer, I have found affordable

accommodation nearby, close to HammondCare Waratah, enabling me to visit Mary often.

This new chapter has also sparked more meaningful and enjoyable time together. I bring a deck of cards with me when I visit Mary and we just play games and relax together. There are plenty of social spaces and outdoor areas where we can spend time with each other.

The staff are very supportive of my needs as well, and always make me feel welcome and comfortable when I visit. While our situation hasn't been easy, the staff have really been there for us every step of the way.

What stands out most for you?

Mary's quality of life is very positive, which I think really comes down to the level of care she is receiving. Her care is completely tailored to her needs. She doesn't have to worry about a thing and neither do I. Everything is taken care of, from cleaning her room and doing her laundry to preparing her meals each day and bringing her the things she needs.



Pictured: Brook and Penny

"While our situation hasn't been easy, the staff have really been there for us every step of the way."

Brook, Mary's husband

Residential Care

A new care home brings a new lease of life

When 91 year old Walter first came to HammondCare some years ago, he was a resident at HammondCare Montgomery. This year he moved into the completely new HammondCare Caulfield Village, a purpose built care home thoughtfully designed for people living with dementia. His son Jeffrey and Specialised Dementia Carer Thomas have been amazed at the impact this new home has had on Walter's wellbeing.

What led you to HammondCare?

Jeffrey: My dad Walter was diagnosed with dementia 2 years ago after having a fall at his home in Melbourne, where he lived by himself. It became clear that he was no longer able to live safely at home by himself.

When Dad was accepted into HammondCare Montgomery, my family and I were relieved because we had the reassurance that he was going to be well cared for. This was largely due to the support of the staff who helped make the transition into residential care as smooth and stress-free as possible.

Thomas: I met Walter in early 2018 when he became a resident at HammondCare Montgomery. At first, Walter experienced a little bit of anxiety as he adjusted to living in a care home. But as I learned more about Walter and he learned more about me, his anxiety decreased over time. And then as he transitioned into the new Caulfield Village,

he felt even more comfortable because he had his own room and bathroom, and plenty of spaces to socialise with the other residents or relax by himself.

What outcomes have you seen?

Jeffrey: The outcome for my Dad has exceeded my wishes since he moved into the new care home. While he is facing challenges with dementia, I truly believe his life has taken a turn for the better. This can be attributed to the incredible staff who treat him with compassion and respect, his new friendships and his new environment at the new Caulfield Village, which he now calls home.

Thomas: Since being at HammondCare Caulfield Village, Walter's personality has really begun to shine. He feels more comfortable opening up to me and sharing his stories and listening to mine. He loves a good laugh and has a great sense of humour. If we aren't joking around with each other, we're talking about football.



"I can honestly say that my dad is living a much more rewarding life right now."

Jeffrey, Walter's son

Pictured: Thomas and Walter



WE CHAMPION
A SENSE OF
BELONGING
AND FEELING
AT HOME

Pictured: Thomas and Walter

How has this impacted you?

Jeffrey: The design of the new Caulfield Village and the flexibility of the staff has enabled my family and I to spend more meaningful time with Dad. We visit him whenever we like and often take him on outings. He likes having a meal at the local RSL club or hanging out in his cottage with the other residents, whom he has made close connections with. One of the positive side effects of visiting Dad is getting to know the other residents and seeing how happy he is around them.

Thomas: Witnessing Walter regain his sense of purpose in his new environment has

been really moving. He is staying active and remaining independent by continuing to do the things he enjoys. This includes going for walks and exercising his green thumb in the garden.

What moment stands out most for you?

Jeffrey: Dad's first day at Caulfield Village was very special. He was beyond thrilled with his new room, the beautifully landscaped gardens that surrounded his cottage and the thoughtful design elements that helped him feel at home.

Thomas: During Walter's time at HammondCare

Montgomery, he would often tell us that ants were in his room, which would make him feel anxious. We quickly learned that this thought was caused by the red carpet, which was reminiscent of ants. I would support Walter at these times by looking for ants in his room and shifting his focus by sharing a cup of tea with him.

Now as a resident at Caulfield Village, Walter is no longer concerned about ants. The calming colour palette with no confusing patterns in his room has helped reduce cognitive or perception problems.



AN INNATE
**PASSION TO CARE
FOR THOSE
OLDER AND
VULNERABLE**

The Dementia Centre

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.



161,489
total service
activities -
DC and DSA



34
offices across
Australia



185
DC staff

Pictured: Jamie and Jenny (client)

The Dementia Centre

Bringing passion to practice

Jamie's passion for improving quality of life for older people has been the driving force behind his 8 year journey with HammondCare. This began when he was just 17 years of age. Now, as a Dementia Consultant for The Dementia Centre, Jamie is using his expertise, passion and knowledge to change the way we view and experience ageing and living with dementia.

Jamie, what led you to HammondCare?

For me, my career choice was always within me. It just hadn't manifested itself until I left high school and began working at a clothing store that attracted an older clientele. In fact, it was that job that inspired me to work in the aged care industry.

As I began my training to become a Specialised Dementia Carer at HammondCare Southwood, I didn't have any qualifications. What I did have though was an innate passion for helping older people living with dementia, which has – and continues to – fuel my desire to keep learning.

What outcomes have you seen?

HammondCare has supported my career path with plenty of opportunities to learn through mentoring, training and of course, firsthand industry experience.

With the support of HammondCare, I have undertaken a range of training opportunities including Certificate III in Aged Care. I also completed 2 courses online at the Wicking Dementia Research and Education Centre: 'Preventing Dementia' and 'Understanding Dementia'.

How do you feel now?

When I first joined HammondCare, I was nervous that I'd fail or let down those who I was caring for. But it didn't take me long to find my feet. In fact, working in dementia care came very naturally to me, and I think that is attributed to my own belief that everyone is created equal.

For many people who are living with dementia or caring for someone who is living with dementia, a tunnel of darkness can appear. But just because someone is living with dementia, it doesn't mean that their life or identity has come to a standstill. A huge part of my role as a Dementia Consultant

is to ensure that not only my team knows that, but each client we serve including their family members and friends knows that too. Each day is an opportunity to be the light in someone's darkness.

What moment stands out most for you?

I was assisting a client who, due to a serious medical condition, was transferred from hospital to one of our care homes at Hammondville. He had been previously living on Sydney's North Shore and after spending some time with him, my gut was telling me that he was not happy living in his new and unfamiliar environment. He obviously had emotional ties with his previous community and missed that.

To ensure his needs were met, I helped organise for him to receive residential care at a trusted care home on the North Shore.

This moment stands out to me because it goes hand in hand with my approach to care. My aim is to provide reassurance, support and practical strategies for those we care for. Because their quality of life is paramount to me.



"What I did have though was an innate passion for helping older people living with dementia, which has – and continues to – fuel my desire to keep learning"

*Jamie,
Dementia Consultant*

Pictured: Jamie and Jackie (Assistant Residential Manager)

The Dementia Centre

Building sector knowledge and capacity

The inappropriate use of psychotropic medications is a growing concern for people living with dementia and their families. Associate Professor Stephen MacFarlane, Head of Clinical Services at The Dementia Centre (DC), oversees clinical practice of the Dementia Support Australia (DSA) program. He has learned from his own past experience that many staff and clinicians involved in dementia care, including GPs, have little access to knowledge about non-drug approaches for behaviours and symptoms of dementia.

What has been your journey with HammondCare?

Despite 25 years working in aged psychiatry I had very little exposure to psycho-social interventions for people experiencing behaviours and psychological symptoms of dementia. Often all I had to draw on was medication management and this is common for many doctors and others involved in dementia care.

Although sceptical at first, as I began working in the Dementia Support Australia program, led by HammondCare, I learnt so much from the Dementia Consultants and became a believer in psycho-social approaches. This involves getting to know the person really well, seeking to understand what may be causing their symptoms, and tailoring our interventions to address the causes.

What outcomes have you seen?

Evidence now shows that not only do psycho-social approaches produce good outcomes for people with dementia behaviours and psychological symptoms, but that this is achieved while also reducing psychotropic medications.

Just as important, is that reductions in symptoms and improved quality of life is far greater for relationship-based approaches than is achieved with medication.

We have been able to demonstrate this effectiveness because of a world-first implementation of a single national database across the DSA service since late 2016.

And this feeds directly into building sector capacity. Better access to this knowledge and the example set by our

consultants across the sector has the potential to change the face of best-practice dementia care not only in Australia, but around the world.

What has been surprising for you?

The magnitude of the results. As a result of relationship-based interventions. We are seeing decreases of about 60-70% in the number and severity of behaviours and the frequency in which they occur. In comparison, the literature on the effectiveness of psychotropic medications for behaviours shows an average benefit of just 8%.

What stands out most for you?

I am struck by the lack of access to knowledge and good training for care staff and GPs in relation to behaviours and psychological symptoms of dementia. I'm humbled to be part of changing this through the research and capacity-building work of DSA. Also striking is the depth of knowledge that HammondCare's Dementia consultants show. I have learnt far more in my journey with The Dementia Centre about dementia behaviour management than I have learnt in all of my psychiatry training.



Pictured: Stephen and Grace (Dementia Consultant)

"This emerging data has the potential to change the face of best-practice dementia care not only in Australia, but around the world."

**Stephen,
Head of Clinical Services,
The Dementia Centre**



**WE ARE
COMMITTED TO
RESEARCH AND
INNOVATION TO
DELIVER INDUSTRY
BEST PRACTICE**

Palliative Care

A compassionate hand during life's most challenging time

When Fiona's 39 year old husband, Duncan, was diagnosed with advanced bowel cancer, accessing palliative care was a step neither of them felt ready for. Fiona was put in touch with Jenny, the Greenwich Community Palliative Care Social Worker, at this stressful stage of their journey.

How did the journey with HammondCare start for you?

Fiona: Duncan was first diagnosed with stage 2 bowel cancer 1 year before being involved with HammondCare. At that time, our 2 children were only 3 years and 5 months old. We felt very optimistic and were aiming for recovery. However, following his surgery and a 6 month course of chemotherapy, we were told the cancer had spread and progressed to a stage 4 diagnosis, which was devastating.

Jenny: Duncan and his family were first referred to me by a doctor in July 2017 for emotional support. I arranged a home visit with Duncan and Fiona and did a psychosocial assessment to establish a care plan for Duncan. He

requested individual sessions about how he was dealing with the illness and the impact on his family. Fiona also requested individual sessions about her loss and grief. I also invited Fiona to join our Family and Friends Support Meetings held monthly.

What outcomes did you see?

Fiona: Initially, we were hesitant regarding the referral to palliative care. It was hard to face up to it as Duncan was only 39 years old. In hindsight, it was such a relief to us because it was the first time since his diagnosis that the focus shifted to Duncan as a person and us as a family, not the cancer.

Jenny: I tried to support Duncan and Fiona by organising individual counselling for each of them and couple counselling. Fiona often commented that it was initially very confronting to come to palliative care because they were young and they thought palliative care 'meant the end of the road'. However, over time my relationship with Fiona strengthened and she became comfortable with palliative care.

How did this impact you?

Fiona: When Duncan moved into Greenwich Hospital palliative care as an inpatient for the last 8 weeks of his life, he had the space to rest and had more energy when the kids were with him. The nurses helped him with his care, which he felt much more comfortable with. He could retain his dignity and I could be his wife. We were able to continue doing the things we love, such as having a picnic every Sunday with family and friends. Those little things made a big difference to us during that time.

What stands out most for you?

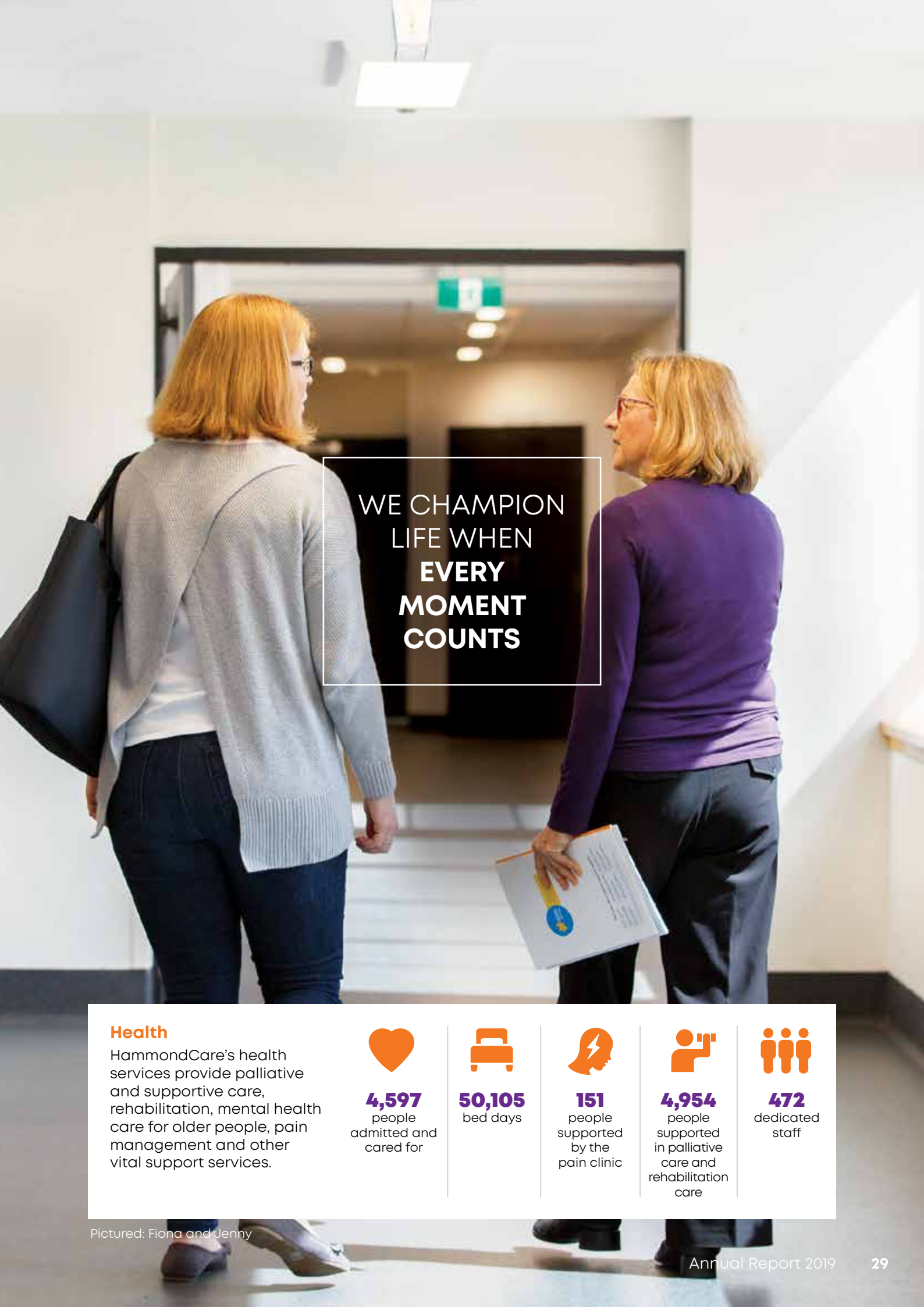
Fiona: As a passionate Christian, it was very important to Duncan that he could go to church each week for as long as possible. Greenwich Hospital helped make this happen until the week he passed away, which made such a difference to his quality of life. Jenny was a huge support during this time and made such a big difference to us being able to cope.



"Being in palliative care, it was the first time since his diagnosis that the focus shifted to Duncan as a person and us as a family – not the cancer."

Fiona, Duncan's wife

Pictured: Fiona and Jenny



WE CHAMPION
LIFE WHEN
**EVERY
MOMENT
COUNTS**

Health

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



4,597
people
admitted and
cared for



50,105
bed days



151
people
supported
by the
pain clinic



4,954
people
supported
in palliative
care and
rehabilitation
care



472
dedicated
staff

Pictured: Fiona and Jenny



AS AN
INDEPENDENT
CHRISTIAN CHARITY
**SPIRITUAL
WELLBEING IS CORE
TO OUR CARE**

Pictured: Fiona, leading the All About You session

Pastoral Care

Caring for the Carers

Palliative care can be a very challenging context to work in. It is one in which people are confronted with the biggest issues of all around life and death. Existential questions like, “Where am I going?”; immediate questions like, “Who will care for my children?”. So for Jon, a Clinical Nurse Educator in Palliative Care, Greenwich Hospital, regular exposure to challenging situations and heightened emotional distress is not uncommon. But Pastoral Care Coordinator Fiona is making sure Jon and his colleagues don't have to deal with these challenges alone. One of the ways she is achieving this is through All About You, a support group that helps staff to care for their own wellbeing, and in turn enables them to provide the best possible care to patients nearing end of life.

How did All About You begin?

Fiona: When I started at HammondCare All About You was only offered to staff at Neringah Hospital. It was making a real difference so it just made sense to see if we could offer it at Greenwich Hospital as well.

Monthly sessions are held in the chapel. They offer a secure space for staff to manage stress, learn from one another and be empowered to be at their best, regardless of what situation they find themselves in.

Jon: I was invited to attend the All About You group when I joined the Palliative Care team. I was reluctant to attend at first because I did not know my colleagues very well. However, after we all gathered around in the chapel and settled in, I felt very safe. It became clear to me that the sessions would be a really good forum for me to discuss my true feelings and how I am coping as a new employee working in an environment that can be emotionally challenging at times.

What outcomes have you seen?

Fiona: The group is a really important place for self-care. It enables staff to bond together as a team through talking, reflecting on situations, and listening to one another. As a result, the team strengthens, and they provide better care. This is because they are given an opportunity to work through challenging times together and generate new approaches to difficult situations that often arise in palliative care, such as the sudden loss of a patient or

providing support to a grieving family member.

Jon: All About You provides a space that I could only describe as a “breathing ground”. It has helped me feel at ease to talk about the hard things that occur in my personal and professional life. In many ways, it has helped me better understand my work context, my care of patients and my relationships with colleagues.

What stands out most for you?

Fiona: I have seen staff become more supportive of each other outside of the sessions, and more aware of the personal challenges each person is tackling. They are having more regular chats and check-ins with each other over coffee and in the corridors each day.

Jon: The feeling and realisation that, despite being new, I am never alone. It has also helped me realise how fortunate and proud I am to be part of the Palliative Care team. I used to feel discouraged about my work environment when people outside of the palliative care space would make certain comments and assumptions about it, such as “Isn't that a sad place to work?” However, through talking, sharing and listening in each All About You session, I view my place of work in a more positive light.

Pastoral Care Services

Providing understanding, care and support in times of need, Pastoral Care is an integrated and core part of our services at HammondCare.

Pastoral Care flows directly from our Christian identity and motivation and exists to support the spiritual

and emotional wellbeing of residents, clients, patients and their loved ones. It is resourced by 40 dedicated staff members and 100 specially trained volunteers who:

- Offer emotional support in times of loneliness, anxiety or pain

- Support the spiritual needs of people regardless of beliefs
- Offer prayer, hymns, church services and scripture
- Provide bereavement, crisis and critical incident support.

HammondCare Volunteers

Volunteering, a gift that works both ways

Husband and wife, Dave and Christine (Chris), are true believers that time is the most precious gift you can give. They've both chosen to volunteer at Braeside Hospital with palliative care and rehabilitation patients, and have discovered you can offer more than you might think.

What led you to volunteer with HammondCare?

Christine: My journey began when my brother-in-law passed away 20 years ago in Braeside Hospital. That had such a huge impact on me, experiencing just how loving and caring the staff were with patients. I told myself then and there: One day I'll volunteer at Braeside. So I did!

Dave: Chris had already been volunteering for a number of years when I retired. Braeside Hospital was looking for volunteers to help out in maintenance and with patients in rehabilitation. Because Chris enjoyed it so

much she suggested I give it a go. I thought, why not?

What outcomes have you seen?

Christine: I was actually quite nervous at first. I had no previous training when I started. But I really wanted to help people going through hard times. HammondCare provided me pastoral care training and then I felt confident I had the skills to be there for people when they needed support most.

Dave: It wasn't long after I started volunteering that I realised when people are going through their toughest times, they feel very vulnerable. They appreciate your care, human contact and support. And that's such a great feeling to know you can do something to help.

How has this impacted you?

Christine: It's been amazing to witness the resilience of people who are facing very difficult situations. I've been touched by their acceptance of me, a complete stranger. Their openness and willingness to share their stories and being able to be there for them has been a wonderful gift.

Dave: As a volunteer, it's incredible what you experience.

I've been so impressed by the strength of patients to overcome their plight. It's also really great to be part of the Braeside team. Everyone goes above and beyond to improve quality of life for patients, despite the emotional and mental challenges they're going through. It's humbling to be part of that.

What moment stands out for you?

Christine: There are so many things. But it's probably when, 2 days before Christmas, a patient commented a number of times how much she loved my Christmas themed t-shirt. I decided to find a replacement shirt so that I could give her my Christmas t-shirt. It really made her day and she was absolutely thrilled. It's moments like this that make volunteering so rewarding.

Dave: It's not one thing for me. Being able to do things that even make a small difference for people having a hard time can mean so much. With some people who have suffered a stroke or undergone an amputation, you can see the frustration and depression in their eyes. It's great to be with them and see things improve for them over time.



"Being able to do things that even make a small difference for people having a hard time can mean so much."

Dave, Volunteer

Pictured: Dave



WE CONNECT
PEOPLE IN NEED
**WITH PEOPLE
WHO CARE**

Pictured: Maria (patient) and Christine

Volunteer with passion and purpose

We're privileged to have over 1050 volunteers of all ages and backgrounds. Drawing on their unique skills and passions, our volunteers are personally matched with clients by our Volunteering Team.

Some of the areas they contribute to include:

- Providing company and friendship
- Art and music engagement
- Gardening and pet therapy
- Pastoral care
- Fundraising and administration.

If you're interested in volunteering at HammondCare, call us on **1800 793 399** or email **volunteer@hammond.com.au**

03

The Specifics

"I spend quality time with patients so that they know they are not alone."

Christine, Volunteer





WE ARE
GUIDED BY
**OUR MISSION
TO MAKE A
DIFFERENCE**

HammondCare Foundation

While the Government funds a range of health and aged care services, many vital unmet care needs for older, vulnerable people remain

Why we fundraise

As an independent Christian charity, HammondCare is passionate about improving quality of life for people in need, regardless of their circumstances. Fundraising enables us to provide services to not only those we already serve, but to people who do not have access to the support they need.

Australians are living longer and with the increasing aged population, this is placing greater demands for health and aged care services.

Unfortunately for many older Australians, the cost of these services and the support they need and deserve is out of reach. The HammondCare Foundation is dedicated to raising funds to address this.

Fundraising enables us to:

Provide a range of services for vulnerable people

We ensure people in need, including those who are financially disadvantaged, can access a range of high quality care services. In addition to these services, we also offer other supportive care including massage therapy, art therapy and bereavement support programs.

Develop groundbreaking research

Our research helps deliver better care. This includes improving dementia care, palliative care, mental health, ageing, restorative care, reablement, rehabilitation, and advance care planning.

Support innovative projects

We deliver programs designed to promote wellness for older people, such as Arts On Prescription. In addition, we facilitate the Dreams Project, which helps make the dreams of people who are living with an advanced life-limiting illness come true.

Provide capital works for people in need

We invest in capital works such as our residential care home at Darlinghurst for older people who are currently experiencing homelessness or at risk of homelessness in Sydney.

THANK YOU

We'd like to thank our generous supporters and partners for their ongoing commitment to HammondCare's work and vision.

- Alphacare
- Australian Government Department of Social Services
- Bluesand Foundation Pty Ltd
- Club York
- The Estate of the late Patricia Geidans
- Mary Reemst and Greg George
- Hildanna Foundation
- Hoang Xuan Nguyen
'The Organisation That Spreads Love'



Stan and Norma Cowper's lasting impact

Stan grew up in Sydney during the Great Depression and has been making regular donations to HammondCare since 1975.

"I was raised with a lot of respect for Reverend Bob Hammond's work. We held him in great regard. In a time when there was little hope, he gave us hope."

In 2013, Stan's wife Norma came to HammondCare's Neringah Hospital for respite care. Sadly, she passed away several weeks later due to complications with her illness.

Before Norma passed away, Norma and Stan decided to leave a gift in their Will to HammondCare, after taking care of family and friends first. "I had no difficulty putting a gift for HammondCare in my Will," Stan told us.

"HammondCare has always been a forward-looking organisation, seeing a need and marshalling all of its resources to address that need. I know this forward looking compassion will continue."



Pictured: Stan and Norma

- Hogan Family Foundation
- The Honda Foundation
- innovate360
- Mr Richard Jamieson
- Karen and John Kightley Foundation
- Mrs Susan Maple-Brown AM
- Christine McComb
- Ian McLeod
- The Mill House Foundation
- The Estate of the late Margaret Muhs
- The Paradise Family Foundation
- Rebel Penfold-Russell OAM
- The Ian Potter Foundation
- The Profield Foundation
- John T Reid Charitable Trusts
- Dr George Dimitri Repin AM
- Estate of the late Janis Salisbury
- Skipper-Jacobs Charitable Trust
- The Snow Foundation
- Miss Sheila Spencer
- The Estate of the late Betty Szilagy
- The Estate of the late Marie Wade

And to everyone who gave their time and resources to support HammondCare - thank you.

HammondCare Foundation Continued

HammondCare's partnership with The Ian Potter Foundation

The concern for older people who are experiencing homelessness or at risk of homelessness in Sydney continues to grow. Inner Sydney alone has close to 800 vulnerable older people who are experiencing homelessness, which is the highest concentration in Australia. What's more, many of these people have complex healthcare needs and mental health conditions.

HammondCare Darlinghurst, will provide a permanent care home for the aged who are experiencing homelessness or at risk of homelessness and is set to open in early 2020. The new purpose built care home has been specially designed to provide health and aged care for up to 42 people.

HammondCare is proud to partner with The Ian Potter Foundation, a major Australian

philanthropic foundation, to bring this critical project to life.

Their generous donation of \$2.5m has supported construction costs, as well as part-funding for qualitative and quantitative research to be undertaken by HammondCare.

This critical research will help develop the model of care and measure the impact of the care home for new residents.



Pictured: Allison Rowlands, Research Fellow, HammondCare; Louise Burton, Philanthropy Development Manager, HammondCare and Dr Alberto Furlan, Senior Program Manager at The Ian Potter Foundation.

Site Visit in December, 2018.

“The Ian Potter Foundation supports and promotes projects that are innovative and facilitate social change. The Foundation is delighted to support such a unique and innovative model as HammondCare Darlinghurst.”

Mr Charles Goode AC,
Chair of The Ian Potter Foundation



Giving back: Richard Jamieson

In 2010, Richard's wife Barbara was a patient in the Palliative Care Unit at Greenwich Hospital. Having spent every day in hospital together, they both wanted to acknowledge the nurses who made a big difference to Barbara's care.

“My wish is to support training for nurses who are providing complex support to patients and their primary carers. Being able to give back and support the services that meant so much to us during our time of need is comforting and rewarding,” says Richard.

During the past 7 years, Richard has worked alongside HammondCare's Director of Nursing to develop and fund "The Jamieson Project". So far, Richard's vision and generosity has helped 129 registered nurses expand their skills and expertise.

Richard is currently supporting HammondCare's Palliative Care Conference Scholarship to help HammondCare's palliative care nurses network and collaborate with peers on current best practice research.

Thanks to the generous and loyal support of people like Richard, we are able to put

our mission of improving quality of life for people in need into action every day.



Pictured: Richard Jamieson and his late wife Barbara.

Foundation income

Category of Income	2018-2019
Bequests	\$389,306
Donations - Undesignated	\$101,142
Donations - Designated	\$2,541,494
Other	\$93,026
Total	\$3,124,968

Donations by Income Source

Major Donors and Grants	63%
Bequests	12%
In Memory	6%
Other	6%
Appeals	5%
Community Fundraising	5%
Corporate support	3%

The year ahead

In preparation for the opening of HammondCare Darlinghurst, one of our key priorities is closing the funding gap to complete this vital project. If you would like to be part of this important project, please call 1300 426 666.



Pictured: Artist's impression of HammondCare Darlinghurst

Join us in partnership

Want to get involved in making a difference? We'd love your support.

Here are some of the ways you can help.



Volunteering

We have 1050 trained volunteers who generously offer their time, commitment and skills. Our door is always open for anyone interested in volunteering with us.



Regular Giving

Monthly gifts allow HammondCare to plan the impact we can have, and to meet unexpected needs for the people we serve.



In Memory

Family and friends choose to remember loved ones we have cared for through a generous gift that contributes to our vital services.



Bequest

Leaving a legacy in a Will is a simple and meaningful way to support the future work of HammondCare.



Partnerships

Our partnerships are vital to our ongoing work. We partner with individuals, businesses and private and corporate trusts and foundations.

Social Dividend



WE STRIVE
TO MAKE A
**POSITIVE IMPACT
ON AUSTRALIAN
SOCIETY**

Social impact can be measured in different ways

Within this report, we have shared with you some stories of how HammondCare has made a difference to people in need. These stories are emblematic of the qualitative contribution that HammondCare has made to Australian society as a 'for purpose' charity.

In addition, HammondCare annually calculates its financial contribution. We call this our 'social dividend': a calculation of the cost of services and activities that would not otherwise occur if HammondCare did not exist.

The 2019 dividend for HammondCare is \$26m, which is a significant increase against last year's dividend of \$25m.

\$26m

for the benefit of Australian society

Residential Care



43% of our residents are financially disadvantaged

HammondCare contributes

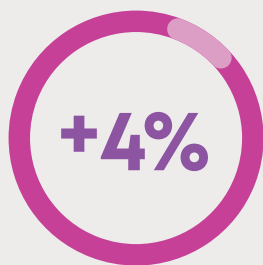
\$4.0m

to support financially disadvantaged residents



savings to the health and aged care system by caring for residents in 'Cottage-style' model*

Home Care



additional care management hours are provided to Home Care clients

\$2.0m



additional care hours and services provided to Home Care clients without charge

Health



\$2.4m

additional hospital services provided to patients without charge

Vital research and support provided to improve quality of life for those in need

\$1.6m

in vital ongoing aged and Dementia Care research funded by HammondCare



Pastoral Care services provided to clients



\$2.3 million

\$820,000

to facilitate Volunteer Services for clients, residents and patients



*Based on independent research - published in Medical Journal of Australia June 2018

A commitment to sustainability

Working towards a positive future

We see environmental stewardship as an inherent part of being an independent Christian charity. HammondCare believes in the value of all people as loved by God and made in the image of God. We are therefore called to show the same love, value and respect for our planet and the resources on which we depend.

2018-2019 performance highlights

Energy and carbon emissions

We have achieved reductions in electricity usage across all residential care and hospital services in NSW. We continue to invest resources in energy saving initiatives including Ozone laundry technology, LED Lighting, Solar Photovoltaic cells and Energy Management Systems.

In March 2019, we moved our central office from Sydney city to a more sustainable office space at St Leonards, which has enabled us to reduce costs per square metre and decrease our carbon footprint. The new office has the National Australian Built Environment Rating System (NABERS) energy rating of 4 stars, allowing us to better monitor energy usage.

Water efficiency

Water usage has been reduced across all residential and hospital services. In addition, we have further plans to improve water efficiency through water saving technology, such as smart irrigation, recycled water systems and installing water tanks to support outdoor water usage.

Waste reduction

To divert waste from landfill, we have focused on changing staff habits and practices through simple measures, including:

- Reducing paper wastage by sending electronic statements, using smart printers, reducing marketing collateral and developing a new e-Learning platform

- Communal eco-friendly waste bins at the central office
- Recycling old computers and phones to prevent e-waste going to landfill
- Promoting 're-use' mentality across services including reusable Keep Cups.

HammondCare also engaged a specialist consultant to streamline waste management across all services.

Work related travel

Improved IT systems, such as quality video-conferencing technology has reduced the need for travel to meetings.

Initial investment has been made in hybrid vehicles, reducing total fuel consumption for work related travel. Central office facilities including bike racks and showers, encourage staff to utilise lower-carbon methods of travel.

Sustainable building design

We have installed solar panels across new buildings to reduce electricity usage and generate renewable energy. We are also exploring biophilic design features that improve connectivity to the natural environment, incorporate natural building materials and increase natural light.

Reporting and measurement

In 2017, we established baseline sustainability results, as a benchmark for future activities. This process has helped us to record, measure and report

on our progress, with 2018-2019 being our first full year of results.

We will continue to improve the way that we capture and measure data around sustainability.

Empowered staff

HammondCare launched the Green Ambassador Program to promote a culture of sustainability and to encourage staff to get involved in implementing site-level sustainability goals, initiatives and everyday practices.

Sustainability innovation

Innovative ways were explored to develop sustainable circular economies through reducing waste and conserving resources. This has included investigating food waste systems such as organic disposal and composting initiatives.

Biodiversity and the natural environment

HammondCare is in the process of developing Landscape Guidelines that commit to building natural landscapes that introduce local and native species into the environment.

For new developments, we aim to offset the impact of tree removal due to construction.

2018–2019 Progress Report

HammondCare's sustainability efforts have resulted in significant progress towards the targets we have set to achieve by 2023.



Water

6.3% reduction in overall water consumption



Waste

Reduced landfill waste significantly through effective waste management and recycling program



Fuel

8% reduction in total fuel consumption



Energy

The NABERS building energy rating for the central office **increased to 4 stars**



Electricity

50% reduction in electrical use of central office
(March–May 2019 vs March–May 2018)



People

Introduced the Green Ambassador Program
with staff



Financials 2018-2019

A year of consolidation and investment in the future of HammondCare

Our strong Balance Sheet gives us confidence for the future

Increase in assets
\$21.5m

At HammondCare we have a prudent and responsible approach to managing our Balance Sheet – what we own and what we owe. This approach, applied consistently over many years, has resulted in our strong financial position. In the 2018-2019 year, our Total Assets reached \$849m, an increase of 16% over 2017-2018 mainly from increases to Land and Buildings, and Capital works in progress. Liabilities increased by \$96m reaching \$499m with resident liabilities the largest component. Net Assets now

stand at \$350m, which is a solid increase of \$21.5m over the prior year.

Our large holdings of liquid assets comprising managed funds, bank deposits and cash continue to be a hallmark of the HammondCare Balance Sheet and stands at \$110m. Our strong Balance Sheet means that we can face the future with confidence and continue to make investments aligned to our mission.

Net assets increased
7%

	FY 2019 \$M	FY 2018 \$M	INCREASE \$M	INCREASE %
Total Assets	848.7	731.1	117.6	16%
Total Liabilities	499.0	402.9	96.1	24%
Net Assets	349.7	328.2	21.5	7%

Our underlying Net Surplus for 2018-2019 was \$2.3m, a decrease of \$9.7m compared to the prior year

2018-2019 was a challenging year for our underlying Net Surplus. The result was impacted by pressures in the sectors in which we operate as well as one-off events. In our residential care operations we continued to see wages accelerating faster than revenue. One-off costs in 2018-2019 include the integration expenses from the acquisition of the Waratah services and

the geographical expansion of HammondCare At Home. These one-off costs will fuel future growth, for both Revenue and our Surplus. Moreover, we have implemented a range of initiatives to improve productivity and to sensibly reduce our cost base.

Strong revenue growth

**Total revenue
grew to
\$303.1m**

**Revenue
increased
10%**

2018-2019 continued the trend over recent years of robust growth as we serve more people in need across our portfolio of operations. The Residential Care operation grew by 13% to reach revenue of \$108.7m, mainly due to the integration of the services at Waratah acquired in November 2018. HammondCare At Home grew by 19% and achieved revenue of \$84.3m

as we invested in opening services in new geographical areas. We anticipate that the trend of steady revenue growth will continue into future years from opening new services in Residential Care and as the expansion initiatives in HammondCare At Home build momentum.

	FY 2019 \$M	FY 2018 \$M	INCREASE \$M	INCREASE %
Residential Care	108.7	96.3	12.4	13%
HammondCare At Home	84.3	71.1	13.2	19%
Health	60.6	60.0	0.6	1%
Other	49.5	49.4	0.1	0%
Total	303.1	276.8	26.3	10%

Sustainable cashflow to fund our new care homes

During 2018-2019 we continued to build for the future. We acquired the residential aged care services in Waratah and progressed construction at the new care homes in Caulfield, Hammondville, Cardiff and Darlinghurst. Total capital expenditure reached \$115m and was financed by existing cash resources of \$37m; resident contributions of \$38m and debt facilities of \$39m.

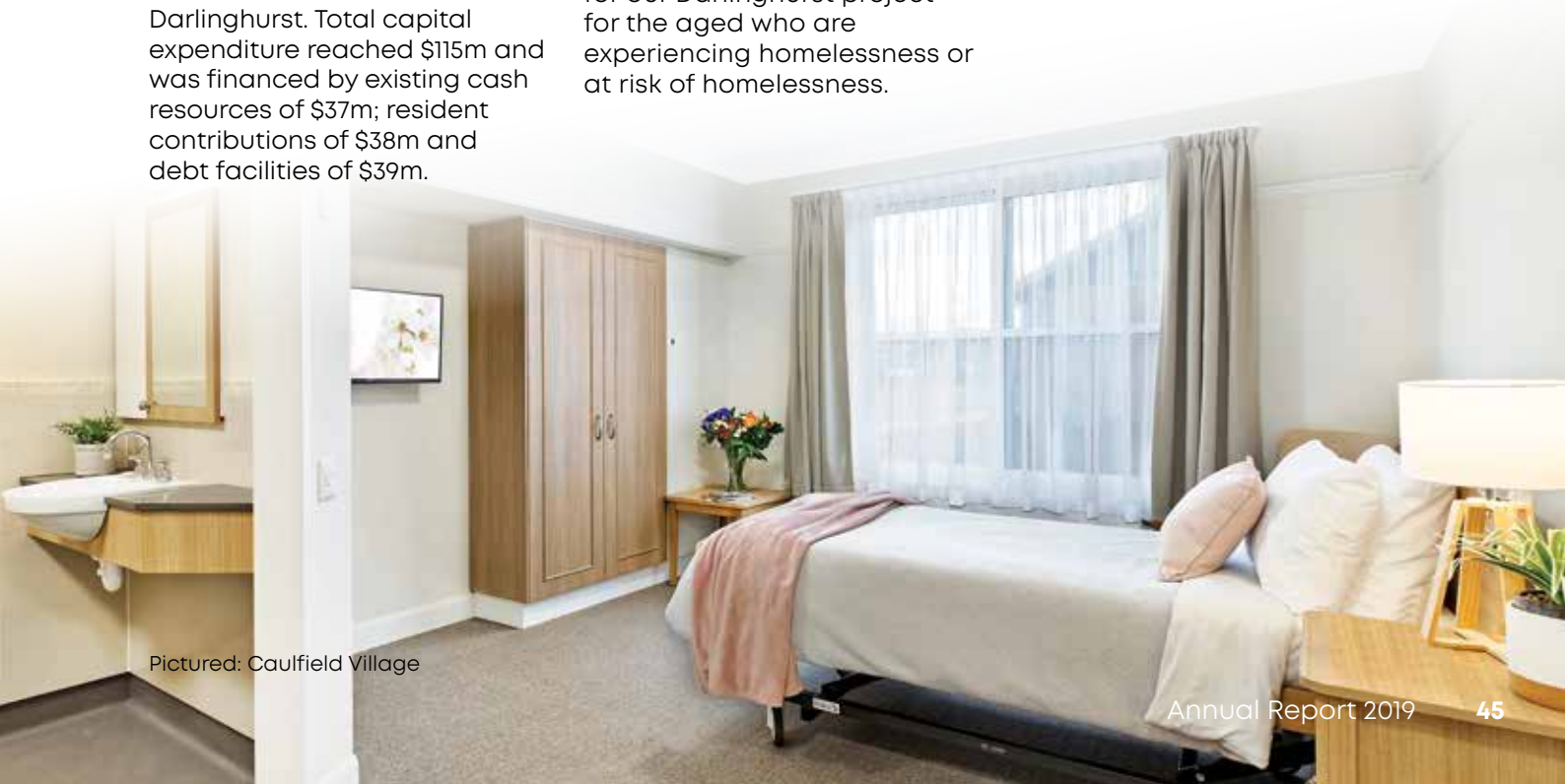
Philanthropy working with us

We have been heartened by the unprecedented support of our donors in 2018-2019.

In particular, we have been gratified by the financial support we have received, and continue to receive, for our Darlinghurst project for the aged who are experiencing homelessness or at risk of homelessness.

In 2018-2019 we received donations and bequests of more than \$3m.

As we look to the 2019-2020 year, there is every indication that this level of support will continue, if not increase.



Pictured: Caulfield Village

The Board

Our Board champions the work we do to improve quality of life for people in need

HammondCare's Board comprises a group of experienced leaders from diverse areas of business, bringing a wealth of experience and skills, as well as a shared passion for helping people in need.

1/ John Kightley BCom, MPhil
Oxon, CA (SA), CFA Institute USA
GAICD

Chair

John Kightley has extensive investment management experience and was the Chairman of Maple-Brown Abbott until he retired on 16 Aug 2018. Until 2009, he was Managing Director and CEO of Maple-Brown Abbott and has previously held senior positions with Norwich Investment Management and Allan Gray Investments (Cape Town, South Africa). He is the Chair of the HammondCare Board Development Committee and is on the HammondCare Foundation. John was elected as a Director of HammondCare in 2009.

2 / Michael J Monaghan BA FIA
FIAA FAICD

Deputy Chair

Michael Monaghan has over 30 years Board experience in investment management, superannuation, banking and consulting. He is currently a director of Alpha Vista Financial Services Holdings Pty Ltd and Australian Ethical Investment Limited and Chair of Flag Income Notes No. 3 Pty Limited. He was formerly Managing Director of StatePlus and a

partner of Deloitte Touche Tohmatsu, and held senior executive positions with a number of global organisations. He is Chair of the Finance Committee, a member of the Property Committee and the Board Development Committee, and became a Director of HammondCare in 2008.

3 / Robyn Langsford BCom,
Chartered Accountant

Director

Robyn Langsford is a partner of KPMG and has worked for many years in their Enterprise division. She is experienced in providing accounting, audit, tax regulatory compliance and a variety of advisory services to Australian family businesses and mid-tier entities. Robyn rejoined the HammondCare Board in 2012 and is a member of the Board's Finance Committee.

4 / Adrian Blake BE (Civil) MBA

Adrian Blake is a senior executive with extensive strategic and commercial experience, having worked across a broad range of industries in the Asia-Pacific, Middle East and UK. Adrian was formally General Manager, Head of Mergers and Acquisitions at John

Holland Group. He has held senior executive positions with a number of global and Australian organisations including Senior Vice President at Walmart Stores Inc., China, General Manager, Head of Mergers and Acquisitions at Stockland Group, and Executive Vice President at Hawker Pacific Group. Adrian is currently the Principal of his own business, BlakeGroup Advisory. Adrian joined the HammondCare Board in 2018 and currently serves as a School Council Member, and Council Executive Committee Member at Shore School Sydney.

5 / Dr Louise Parkes BSc
(Psychology) PhD (Psychology)

Director

Dr Louise Parkes is experienced in developing organisational culture and employee voice. As Senior Consultant and Head of Research and Development at Voice Project, she designs and manages projects on leadership, culture, engagement, and organisational change. The education and NFP sectors are her specialty. Louise is a registered psychologist and member of the Australian Psychological Society. She is Chair of HammondCare's



Quality, Safety and Risk Committee and has been a HammondCare Director since 2010.

6 / Kok Kong Chan BCom M.Sc (Management) CPA Australia GAICD

Director

Kok Kong Chan is a founding Partner of Maritana Partners, a Board Governance and Leadership Advisory firm. He was a Partner of Egon Zehnder, previously Chief Executive Officer of HeartScan, an Asian diagnostic healthcare business, and Consultant to Arthur Andersen. He was the recipient of the Chevening Scholarship. He is a previous Director of the Centre for Public Christianity. Mr Chan is the Chair of the Foundation Committee and Board Development Committees and became a HammondCare Director in 2016.

7 / Kate Thomas BA LLB

Director

Kate Thomas was admitted to practice in 1994. She has more than 20 years experience at Clayton Utz, one of Australia's leading law firms, where she has been a Senior Associate since July 2000 and a Special Counsel since July 2011. Kate has extensive experience in

property and commercial law, corporate advisory and managed investments. Kate joined the HammondCare board in April 2015 and is a member of the Board's Property and Quality, Safety and Risk sub-committees.

8 / Glynn Evans B.Arch Dip. Building Construction

Director

Glynn Evans is a retired former principal of Allen Jack + Cottier (AJ+C). He has a wealth of experience in designing public, commercial and residential buildings. The focus of Glynn's practice is on design of health and dementia-specific care homes. He has served as an advisor to NATSPEC, and as a member of the Anglican Church Property Trust. Glynn joined the HammondCare Board in 2013 and is Chair of the Board's Property Sub-committee.

9 / Dr Annette Britton MBBS FRACP GAICD

Director

Dr Annette Britton has over 40 years medical experience, as a former Senior Lecturer in the Sydney Medical School, Director of the Medical

Assessment Unit at Royal Prince Alfred Hospital (RPAH), Staff Specialist Geriatrician at RPAH and Balmain Hospital, lecturer in geriatric medicine at the University of New South Wales, and as the Director of Clinical Training at RPAH and Canterbury Hospitals. She is a member of the Finance Committee and the Quality, Safety and Risk Committee, and has been a Director since 2014.

10 / Dr Stephen Judd BA PhD FAICD

Chief Executive

Dr Judd has over 25 years of experience in healthcare and information technology. Since he became Chief Executive in 1995, HammondCare has grown from serving fewer than 250 clients with an annual revenue of \$8m to caring for over 25,711 people, with 2018-2019 revenue of over \$303.1m today. He has authored books on dementia care, aged care design and the role of charities. Stephen has served on Government and industry committees and is currently a member of the Australian Aged Care Quality Agency Advisory Council.



“Every interaction I have with a patient feels very rewarding and I feel grateful to be present in the most intimate and vulnerable moments of their lives.”

Jon, Clinical Nurse Educator





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TO PROVIDING
**COMPASSIONATE
AND
PROFESSIONAL
CARE**

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HammondCare
Champion Life



Pictured: Hector, husband of HammondCare At Home client, Rosa.
Read their story on page 16 of this report.