



Annual Report 2020

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.

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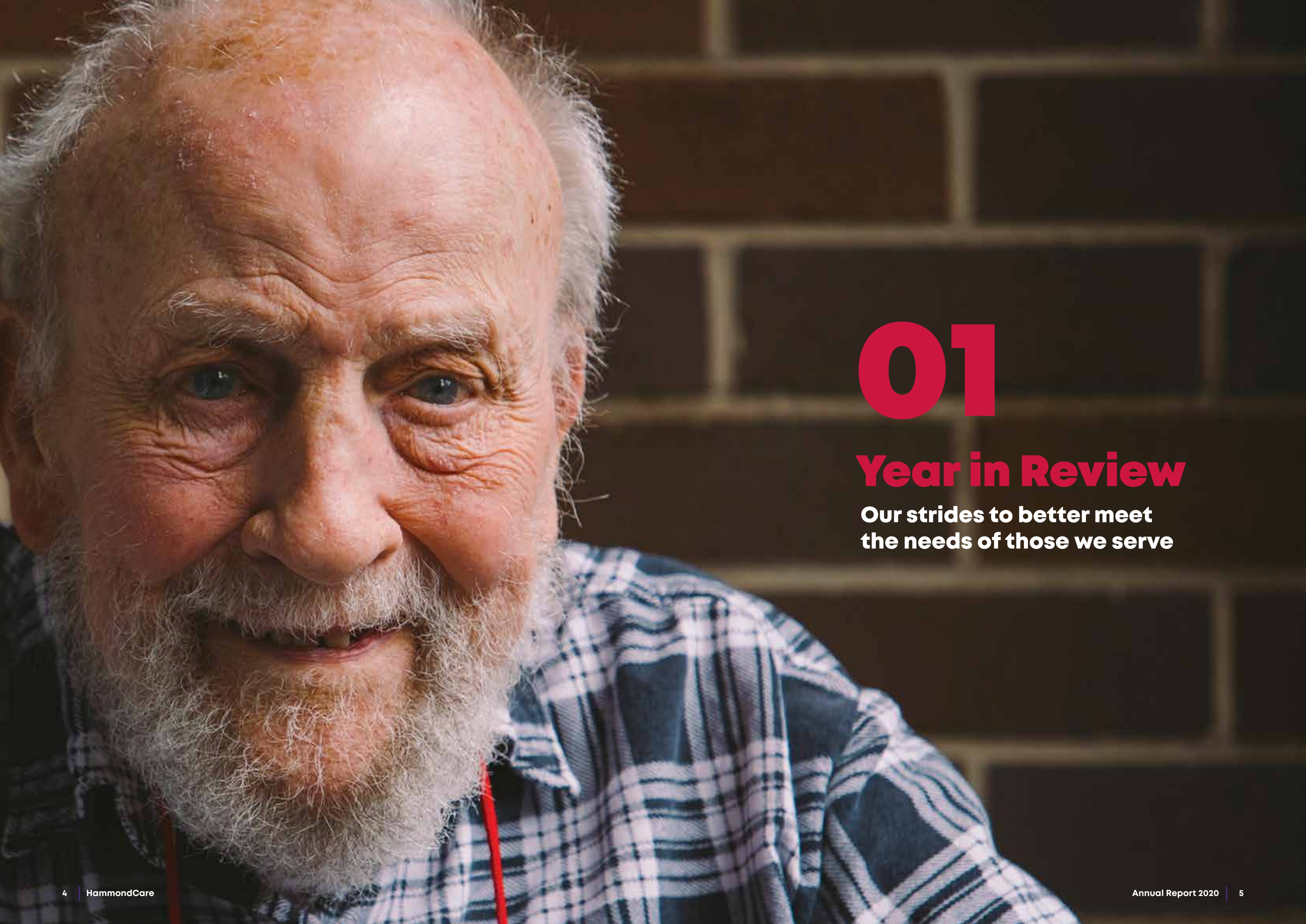
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HammondCare At Home client, John,
in the family home he built himself



01

Year in Review

**Our strides to better meet
the needs of those we serve**

Chair Report

2020 has certainly been a year that has challenged and tested us all.

The global coronavirus pandemic has tested the way that we continue to pursue our Mission in the midst of a health crisis that particularly impacts the people that we serve.

However, 2020 has also been a year that has demonstrated our resilience. Across the organisation, HammondCare staff and volunteers have stepped up and remained completely committed to delivering high quality care to residents, clients and patients. Through God's grace you have "let your light shine before men".

To every staff member and volunteer, I thank you.

I'm proud to say that the challenges of 2020 – of bushfire, drought, Royal Commission and the pandemic – have not hampered our ability to deliver outstanding care in our services. Instead, these challenges have prompted us to be creative and to intelligently balance and manage new risks in new ways. For example, the concierge service in our residential care homes has been pivotal to ensuring that residents continue to safely enjoy visits from their families and friends.

HammondCare's leadership team has also adjusted to a new normal – including virtual meetings! I would like to thank all my fellow Board members for their contribution this year, and for the significant time that they invest in HammondCare to ensure it is well governed and well guided. I would especially like to pay tribute to Michael Monaghan who will be retiring after 12 years of faithful service, including Chair of the Finance Committee and Deputy Chair. We also welcome Linda Justin as a Director. Linda has held senior management roles in health and aged care services, has an MSc in Psychology and is a Registered Nurse.

I would like to also acknowledge the wonderful contribution of the Executive team, and especially, the 25-year contribution of Dr Stephen Judd, who finished up as Chief Executive on 31 August 2020. Stephen has transformed HammondCare and had a significant impact on the aged care sector.

I am delighted to formally welcome HammondCare's new Chief Executive Officer, Mike Baird. Mike served as the Treasurer of NSW from 2011 to 2014 and as Premier between 2014 and 2017. In the few months since he joined, Mike has been out in the services, getting to know staff, residents, clients and patients and learning about HammondCare's model and Mission. It is a pleasure to have Mike join the HammondCare team.

Finally, I thank the many generous and loyal donors and supporters of HammondCare. Through your support we have opened the doors to HammondCare Darlinghurst this year; a service dedicated to older people who are at risk of homelessness. Your faith in, and support of HammondCare's work is greatly appreciated.

Yours in Christ,



John Kightley



Chief Executive Officer Report

At a pivotal time in health and aged care, HammondCare has carefully managed a major leadership transition.

After successful periods in banking and public office, Mike Baird AO has been appointed CEO.

Mike, why have you chosen HammondCare?

I was determined for the next stage of my career to find a role that linked my faith and my experience, with an ability to make a difference. I certainly wasn't thinking about the aged care sector at the time! But when I heard about HammondCare and its profound connection to my personal journey – having experienced the heartache of needing to place my Mum into residential care – it became very clear that I had found my home.

It is also an incredibly important time for the health and aged care sector in Australia and what an opportunity to join an organisation that many believe provides the benchmark of "quality care". If we can show what it truly means to improve quality of life for those in need then I believe we have the potential to make Australia a stronger country.

I also was impressed with Stephen and what he has helped to create. To follow a leader who has had such an impact makes me even more determined to continue the stewardship of the Bob Hammond legacy.

COVID-19 has been a defining feature of 2020: how do you think HammondCare has handled the pandemic?

Incredibly well. Even before coming on board I was aware that HammondCare had comprehensive pandemic plans in place at a corporate and local level and these have been implemented with great success. And HammondCare's ability to provide high-level clinical governance for the pandemic is not only impressive but also critical to an agile, coordinated approach across the organisation.

Of course, the strength of our pandemic response is not the work of just a few people, but of literally thousands of our team every day – and I just want to say to everyone who has shared in this responsibility – thank you for doing everything possible to protect residents, clients, patients and staff.

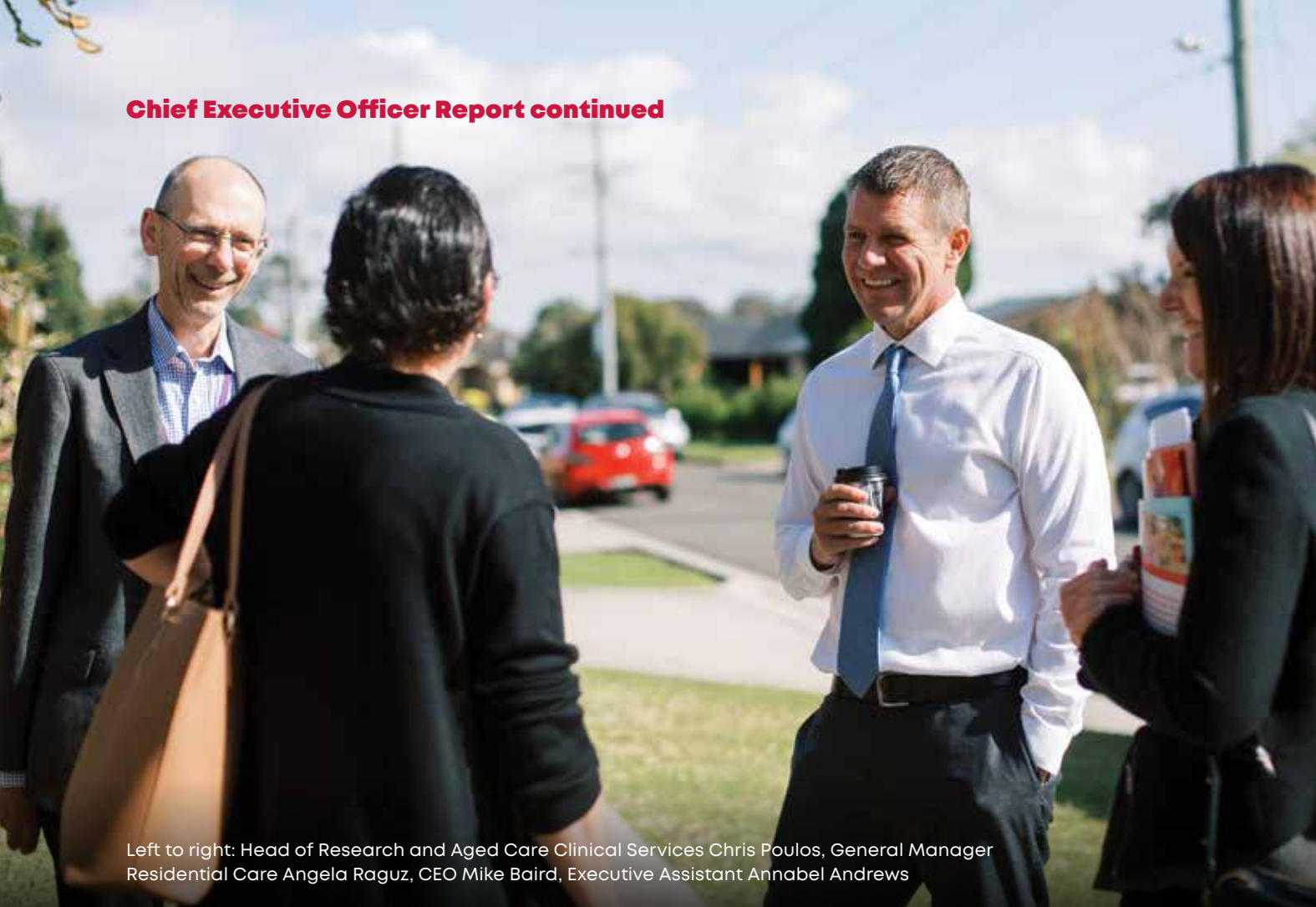
I know how hard you have worked and we can see the benefits of that effort. I want to acknowledge the impact this has had on the day-to-day care we provide.

Thanks to all our staff who have implemented the processes and protocols with rigour. It is not only the effort that has gone in to keeping us safe but also keeping families connected.

You have all made a difference this year.

Thank you.





Left to right: Head of Research and Aged Care Clinical Services Chris Poulos, General Manager Residential Care Angela Raguz, CEO Mike Baird, Executive Assistant Annabel Andrews

You have come to the sector at the business end of the Aged Care Royal Commission, what are your thoughts on its progress?

I've reviewed our expert statements over the nearly two years of the Royal Commission and I think we can all be proud of the significant contribution we have made on topics such as the aged care workforce, the role of nurses, accommodation design, interactions with primary health, pandemic response and the benefits of psychosocial interventions in dementia care as championed by Dementia Support Australia.

Now we need to be ready to engage with the final recommendation and reporting process of the Commission, to make sure what is best for the people we care for and our care workforce remains front and centre in a sustainable, innovative aged care system.

You have been taking time to visit locations across HammondCare. What have been your first impressions?

Wow. I said this in my first note to our team and this is getting stronger every day. The most striking thing to me is that the Mission is not just words – we live it every day. I have been amazed to see every part of the organisation go above and beyond for those we have the privilege of serving. We aren't perfect and we have lots to do, but I want everyone to know we have something very special here.

What will be new under your leadership?

I think you will see more Dad jokes! I know, just humour me as my kids do. In all seriousness it's hard to know what will be different, as I have only just joined. I love to get around to talk to as many people as possible and hear first-hand the challenges we are facing. So expect to see me around. I also think there is real power in working collaboratively, so bringing all of HammondCare together to share experiences and take pride in all of our

“The most striking thing to me is that the Mission is not just words – we live it every day. I have been amazed to see every part of the organisation go above and beyond for those we have the privilege of serving.”

achievements will hopefully be something you will see me facilitate. The Mission will remain at the centre of all we do and we will all have a say on what the next chapter of HammondCare is as we take the Mission forward.

What are you most looking forward to in your first year as CEO?

There are some key highlights that are already in the pipeline that I look forward to coming to fruition.

The significant redevelopment of Greenwich Hospital is the biggest capital project we have undertaken and as the annual report goes to print, we find we are in the final stages of the planning approval process.

This project has the potential to deliver a state-of-the-art integrated health campus, strengthening existing services such as palliative care and rehabilitation, adding care for people with dementia and, importantly, integrated supported living for seniors.

Alongside this, the opening of our Darlinghurst home for older people experiencing or at risk of homelessness, was a key moment for HammondCare and I look forward to being part of continuing to expand opportunities to support this vulnerable group.

However, most of all I am looking forward to meeting as many of the team as possible and hearing the stories of how we have made a difference. That is something that will have me bursting out of bed every morning.


Mike Baird

Highlights 2019-2020

A year of rewarding results

More dementia-specific care for Cardiff

The number of people living with dementia continues to rise. Increasing our capacity to provide care, HammondCare opened a brand new dementia-specific home in Cardiff and expanded our facilities at Hammondville.



First cottage-style homes for South Australia

In partnership with the South Australian government, HammondCare is to build that state's first cottage-style care home for people with dementia as part of the redevelopment of the Repat Health Precinct.



Supporting people of faith who have dementia

More than 400 people participated in our Faith for Life seminars, discussing memory, worship and dementia, as well as the role of music, featuring Prof John Swinton along with our dementia and pastoral-care professionals.

We welcomed our first Darlinghurst residents

In the heart of Sydney's inner city, HammondCare opened its first purpose-built, higher-level aged care home for people who have been homeless or at risk of homelessness. Care is personalised, giving residents dignity and independence.

Aged Care Royal Commission expert witnesses

Dr Stephen Judd, Angela Raguz, A/Prof Stephen Macfarlane and Prof Chris Poulos all appeared as expert witnesses before the commission. We also contributed written submissions on optimal environmental and accommodation design.



Providing a toolkit for the deaf

The Dementia Centre welcomed the awarding of a grant from the Deafness Foundation to create a toolkit for people with dementia who are deaf, increasing our ability to meet the needs of all our residents.



New palliative care centre of excellence

The Palliative Centre was established in 2020 to provide a central hub for patients, families and healthcare professionals to easily access a wide range of leading research, services, education and resources in one place.



Palliative care planning pilot program

Advance care planning is an important aspect of palliative care. HammondCare was commissioned by South Australian Health to pilot an education package that provides planning training to residential aged care staff.



Care boxes support clients through COVID-19

Nearly 600 care boxes packed with groceries and household items have been delivered for free by HammondCare At Home to vulnerable older clients, many of whom have struggled with isolation and a shortage of supplies.

Needs-based assessment added to DSA

As part of Dementia Support Australia (DSA), HammondCare is leading the new Needs Based Assessment Program, providing consistent, national assessment for entry into the Specialist Dementia Care Program for people with very severe symptoms of dementia.



Nurturing international collaboration

Better dementia care is often a direct result of increased knowledge. The Dementia Centre was delighted to share insights on dementia design at an international summer school in the UK with students from 21 countries.

At a glance



28,067
people cared for



4,430
dedicated staff



1,100
volunteers



60
service locations



783
supporters



\$31.4m
social dividend

Service Locations

Residential Care

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

HammondCare At Home

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

HammondCare Health

- Sydney **NSW**
 - Prairiewood
 - Greenwich
 - Mona Vale
 - Wahroonga

The Dementia Centre

- Canberra **ACT**
- Broken Hill **NSW**
- Coffs Harbour **NSW**
- Dubbo **NSW**
- Sydney **NSW**
 - Greenwich
 - Hammondville
 - North Turramurra
 - Miranda
 - 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**
 - Daw Park - coming soon
 - Dulwich
- Devonport **TAS**
- Hobart **TAS**
- Ballarat **VIC**
- Bendigo **VIC**
- Geelong **VIC**
- Gippsland **VIC**
- Melbourne **VIC**
 - Malvern
 - West Melbourne
 - Yarra Valley - coming soon
- Mildura **VIC**
- Wodonga **VIC**
- Perth **WA**
 - Wembley

Research

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

Palliative Care Home Support Packages

Seven Local Health Districts across NSW





02

Our Stories

**The inspiring people we
have the privilege to serve**

Residential Care

Building new lives: safe, happy and healthy

Eight hundred older people living in inner Sydney will have nowhere safe to lay their heads tonight. They'll sleep in boarding houses, garages, sheds, parks, their cars and on the couches of friends. Or – especially for women – they'll walk up to 30 kilometres through the night because with nowhere to go, staying still makes them a target. These are tough lives that take courage to live.

HammondCare has been providing safe places for people to live since the height of the Great Depression. This continues with the opening of HammondCare Darlinghurst, which provides care for older people experiencing or at risk of homelessness and is part of our larger Mission of improving quality of life for people in need.

The need is great and when we reached out to the sector to learn from its expertise as part of a research project, we were met with a generous response that is allowing us to serve this community in the best way possible.

HammondCare's Head of Homelessness Services Peter, says, "That other providers were willing to share what has worked and what hasn't in the homelessness space speaks to the mindset: we're all trying to achieve the same thing." The combination of rigorous research and the care that HammondCare provides is building new lives for many. Some residents are referred by social workers, others are part of an at-risk community or are public housing tenants who need care but can't afford to pay for it. "Without a bed at Darlinghurst," Peter says, "they would be facing a dire situation."

A difficult but necessary step

After 30 years living in Aboriginal housing, Stella was managing her rheumatoid arthritis and asthma at home. When emphysema and then heart problems surfaced, she could no longer cope and residential care became her only option. "I had to leave behind my unit, my daughters, my grandkids and my cat. I had a lot to grieve," she says.

"But If I have to be in a place like this – and I do – I couldn't think of a better place. Being here, you're reminded of how lucky you are. Everything's brand spanking new, it's lovely food, really healthy, and staff come pretty swiftly when you need them."

While Stella is new to the area, Peter says that some residents have been part of the local community for many years. "We're maintaining that sense of society – we've had residents who've known each other 30 or 40 years."

Respite turns long range

Gordon, who first came into HammondCare Darlinghurst for respite care after bowel cancer surgery, is back in his old stomping ground. He once worked in the heart of the area's thriving nightlife.

"I know a lot of them here because I used to be a bouncer at The Vegas," he says. Gordon has no family support and after two surgeries now has high-care needs that caused him to leave his public housing unit.

"The longer I stayed here, the more I loved it," he says. "The people are all fantastic and the food is incredible – I've gained about a stone in weight. I realised I can make a home here. I did some artwork myself, I'll put some things around and it'll be like a little flat."

"I feel at home here."

"Being here, you're reminded of how lucky you are."

Pictured right, Jani and care worker Jenna at Darlinghurst, our home for those at risk of homelessness – read more about Jani's story on page 47

“Some people who haven’t responded well to a more traditional style of aged care have done really well here with us.”

Honouring individual choices

Independence is a driving factor for many residents, as Peter explains, “One of the top three questions people invariably ask is how do I get outside, what time do you lock the front door, when do I have to be back? They want to know are you going to lock me in or am I free to go as I want?”

“I’ll often quip that we run a home, not a prison. Ultimately, we all have the dignity of making choices for ourselves. Some people who haven’t responded well to a more traditional style of aged care have done really well here with us.

“The premise is that people feel safe, however that manifests, happy and as healthy as they can be. Safe, healthy and happy. It doesn’t seem much but for a lot of people that’s incredibly hard and they haven’t achieved it before.”

Dealing with the after-effects of trauma

Staff at Darlinghurst engage with residents from a trauma-informed perspective, mindful that past experiences have shaped the course of their lives. It informs everything, from how physical care is undertaken with a person who has suffered physical abuse in the past,

to knowing that being served rice might bring back painful memories to a veteran who was a prisoner of war.

Sometimes, though, it’s the lack of memories that causes distress. “There are 18 months of my life before I came here that I don’t remember,” says Brian. “I don’t remember what I did, how I coped or where I was living. It was very frightening. Since I’ve been here, I’ve had nothing but support and help from the staff.”

Developing strong relationships

According to Peter, attitude is key to success. “It takes time to build rapport and trust, but when they see that you are genuinely not judging, they feel they can talk to you about anything. The most rewarding thing is the genuine connections with people.”

The care workers at Darlinghurst agree: “Working here is challenging and beautiful,” says Pat. “The people, the stories and relationships we have here are beautiful. We are all one big household.”

It’s a sentiment echoed by Gordon, “There’s no differential between the people who work here and the people who are staying here. It’s brilliant,” he says.

“They really do care. It’s not pretend, it’s real.”



Peter and Jurgun share a laugh at Darlinghurst.
(below left) Brian shows care worker Dylan his photo albums,
(below right) Roy and care worker Pat enjoy a lively chat



Residential Care

Keeping loved ones together during COVID-19

When you have spent every day together for 62 years of married life, the thought of being separated is heartbreaking. That's what John and Ann faced when COVID-19 restrictions threatened to keep them apart.

Residential Care Manager of Hammondville Harding, Paula and John at Hammondville, where John visits his wife Ann every day

When his wife Ann came to need residential care, John chose HammondCare for its expertise in dementia. John visits Ann every day but when COVID-19 restrictions came into play and it looked like visits may be cancelled Paula, Residential Care Manager of Hammondville Harding, found a safe and creative way to ensure John and Ann need not miss a day together.

Paula: When COVID-19 struck, I was already concerned about Ann as she had been experiencing unplanned weight loss. John had been encouraging her to eat but, when the new restrictions kept him away, she refused to eat at all. She also became much more distressed and teary.

We knew many family members wanted to continue seeing their loved ones, so HammondCare developed the family Partnering in Care program. This allowed us to offer John the option of becoming an official family volunteer so he could continue to visit Ann for an hour every day. He was happy to do the necessary training and his application was accepted.

“I can't imagine how painful it would have been if COVID-19 had prevented them from enjoying their relationship for as long as they possibly can.”

There were another four families in similar situations and we were able to do the same thing for them. They were all so happy we'd thought outside the box.

At HammondCare we're very conscious of the role family and social connections play in overall wellbeing. Visits are incredibly important for the mental health and mood of both the residents and their relatives and, with someone like Ann, as her condition progresses, time together is particularly precious.

Ann recognises John now but there'll come a day when she doesn't. I can't imagine how painful it would have been if COVID-19 had prevented them from enjoying their relationship for as long as they possibly can.

This personalised approach takes a lot of time and organisation compared with a complete lockdown but we're all committed to making sure residents don't feel isolated or alone.

John: I looked after Ann at home until her dementia progressed to the point where she needed 24-hour care. When I saw where Ann would be living at Hammondville, I decided on the spot that this was where I'd like my wife to be.

One of the things that impresses me most is the communication. Managers like Paula, specialist dementia carers, doctors, dietitians, registered nurses – they're all freely available for a chat.

I've also been impressed by the empathy. After being married for 62 years, it would be a disaster if I couldn't see Ann every day. She also has difficulty with eating and needs a lot of encouragement so I'd be extremely worried. It's only because of the HammondCare team and people like Paula that this is possible.

The fact that Paula and the team found a way for me to visit despite the COVID-19 restrictions means such a lot. When I walk in, Ann's face lights up and she comes straight to me. She still recognises me and there's still that bond between us which, for me, is priceless.

I'm also happy with the individual attention she gets here – the small things that make all the difference. For instance, one of the carers who looks after her told me that, because she loves peas so much, they cook them specially for her. It's such a homely atmosphere – it feels more like family.

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.



2,032
people
cared for



23
care homes



12
locations



1,976
dedicated
staff

Blossoming independence despite the challenges

You know it's a tough year when your only goal is to survive the bushfires. That was Mary's aspiration as 2020 began and a dark red glow cloaked the hills surrounding her house. The added challenge for Mary was that she has dementia and lives alone as her husband of almost 60 years had died suddenly only months earlier. HammondCare At Home care worker Davina and her team have helped Mary through this crisis and work creatively to help her live independently, even though not everyone thought it was possible.

Mary and Goldie with some of the knitted rugs Mary makes for the RSPCA



Mary and care worker Davina, (below left) Mary loves being able to tend her own garden, (below right) treasured gifts from Mary's husband, Barry



“I love seeing someone like Mary blossom in her 80s, knowing I’ve been part of that.”

Davina: Mary had encountered bushfires before, years ago – when she was younger she rapidly learned to milk cows the day her husband and children had to rush off to fight bushfires and she had to take over farm duties. So, understandably, she was scared as the bushfires burned everywhere in the region where she lives at the start of the year. But working as a team, through regular visits and calls, we were able to reassure her that she was not alone.

More recently, Mary has also been separated from her family due to border closures, including her son Barry who lives eight hours away in Victoria. So it’s been vital for us to provide the practical and social support she needs to stay living at home, which is what keeps her going.

It hasn’t been easy for Mary. She and her husband lost their farm due to a drought and then she cared for him for a long time. Now she loves nothing more than having her dog on her lap, knitting blankets for the local animal shelter and being surrounded by her belongings, her memories and her photographs.

I’m always thinking of different things for her to do – she likes the giant playing cards and adult colouring books I give her and she’s brilliant at the quiz shows on TV. And it’s fair to say Mary enjoys the attention and will be tickled pink to see this story – I can imagine how her eyes will light up.

I’d been working in hospitality until about eight years ago when I made the move to aged care. It’s something I’d always wanted to do and it’s even more rewarding than I expected. I love seeing someone like Mary blossom in her 80s, knowing I’ve been part of that.

Barry: Mum got up one morning and went to feed the birds in the backyard and by the time she got back, Dad had died. There was medical advice at the time that she would need to go into residential care, but all Mum wants is to live at home.

She has dementia so we knew she’d need help and I reckon the people from HammondCare are doing a great job. They’d cared for Dad before and I know for Mum, she couldn’t do this without them. It’s great to see her going so well.

We knew they were checking she was safe when the bushfires started. We arrived at Mum’s on Boxing Day, but by New Year’s Day it was time to get out. With so many people evacuating, our 600 kilometre trip turned into 1000 kilometres and took us 18 hours.

We kept Mum with us till March. Then, when she came back, HammondCare arranged for night-time care as well. Now she has someone coming in twice a day there’s a lot less for us to worry about – particularly as the borders have been closed meaning myself and also my younger brother in Queensland have been unable to visit.

The other day one of the team took Mum to Cobargo then to Bega for lunch. Another time they took her to see the sea. They don’t just do the practical things, they make sure she has a nice time. That’s really good to know.

Loving care gives families back to each other

Lena loved being a care worker, but she had no idea her own family would soon come to depend on her – first her father, then her brother, her mother and her husband. She's experienced crisis after crisis, including the COVID-19 pandemic, but Client Liaison Manager Christine has worked with Lena to support the whole family through it.

Christine: When I met Lena, HammondCare was already helping to look after her mother Betty and her brother Keith in their home. It was quite an unusual situation, a mother and son living together and both needing support, but it gave us an opportunity to be creative.

We were able to coordinate our visits to make the most of their separate home care packages without losing sight of their different needs.

Keith had a life-limiting illness and very much wanted to be able to die at home – which both Lena and Betty supported. When the time was close, we brought in our palliative care team and, together, we were able to fulfil his last wishes.

Betty is 92 now and she's always been as bright as a button and incredibly sociable. She had a fall earlier this year and while in hospital, contracted (and recovered from) COVID-19, but I was still able to support Lena through that time. That's the important thing about HammondCare: we put our Mission into action.

We're not just about caring for the person with the package, but for the whole family – providing support to a fellow human being who needs it because they're away from their loved one.

Lena is amazing. She does everything with genuine care and love – including the way she treats our care workers and me, as well as her mum.

I see my role as giving people like Lena more time to be a sister, a daughter or a wife without having to worry so much about day-to-day care and this is more true than ever in times of crisis.

I like to think I can help them to enjoy those relationships while they can.

Lena: Dad, who died 13 years ago from mesothelioma, was the first family member I cared for at home. He worked with asbestos and, when my brother Keith got the same illness, we could only think it was from the fibres Mum used to shake out of Dad's clothes. Keith also had younger-onset dementia and then Mum started needing care too.

When HammondCare first stepped in I was feeling overwhelmed. I didn't know how I was going to cope with constantly running backwards and forwards between our two houses, especially as my husband's health was deteriorating as well. Right away, the HammondCare team made me feel much more relaxed and comfortable.

They've always put the family's feelings first. Even when Keith was very ill they made sure he kept his dignity, keeping him clean and shaved with his hair combed just the way he liked it.

And Christine's been my lifeline while I haven't been able to see Mum in hospital due to COVID-19 – I'd be lost without her. It's been a marvellous journey with HammondCare. They're like the best kind of family.

Christine is only ever a phone call away – and it's amazing how she knows to ring me on the days I'm not feeling my best. Then she has me laughing and I'm thinking, 'Thank goodness Christine's on the phone.'

“It's been a marvellous journey with HammondCare. They're like the best kind of family.”



Wherever the need is, we are

Every person living with dementia experiences it differently. For consultants from Dementia Support Australia (DSA) this means no two days are ever the same. For clients, the service brings relief.

The huge map on the office wall of HammondCare’s Dementia Support Australia (DSA) consultant, Vivienne, shows the languages and tribal or nation groups of the First Australians.

“The complexity is staggering. Absolutely staggering,” she says. “There are languages, dialects and different language groups, all with their own traditions and knowledge. “I use the map as a reference point because, as well as going out to remote First Australian communities, I see a lot of people in care homes who can no longer live on their own traditional lands. By putting their history in context, the map helps to inform the recommendations I make about their care.” It also helps Vivienne to bring home a little bit closer. “I take in things like local bush medicines and oils to engage a person’s senses,” she explains. “The familiar smells can help maintain a sense of connection with their land – their country.”

Care for remote communities

As a DSA consultant, Vivienne is committed to improving the lives of people with dementia as well as those who care for them in some of Australia’s most remote communities.

“I’m based in Alice Springs and it’s such a privilege to be in the heart of the country working with the oldest civilisation on the planet,” she says. DSA prides itself on having identical response times for everyone in need, wherever they happen to be.

“We were recently contacted by an aged care centre on an island off the coast of Arnhem Land where a person living with dementia was experiencing increased confusion and disorientation and was finding this, plus lapses in memory, very distressing,” explains Head of DSA, Andrew.

“To provide support as quickly as possible, two consultants travelled from Perth to Darwin and then onto the island, covering a distance of more than 3000 kilometres.”

New kinds of connections

Depending on the circumstances, support can be provided by phone or video conferencing as well as face to face. During the worst of COVID-19, many remote communities were in quarantine. “For a while we had no choice but to make the connections using technology,” Vivienne says. More usually, a visit can mean a seven-hour round trip along a four-wheel-drive track or a two-hour flight in a twin-engine plane. “My life is certainly varied,” she says. “As well as making visits to homes, care homes and places like dialysis units, I spend time talking to local networks and health professionals about what DSA can contribute. “Our region is so complex and remote we all need to work together to make sure everyone is getting the best possible care. We collaborate particularly closely with the NT Government’s Memory Service and Adult Allied Health teams and with Dementia Australia.”

Dementia Support Australia

Dementia Support Australia (DSA) is a partnership led by HammondCare that brings together expertise in dementia care from across the aged care industry. DSA provides a three-level nationwide support service based on the needs of the person with dementia who is impacted by behaviours and psychological symptoms of dementia. Supported by the Australian Government under the Dementia and Aged Care Services Fund, DSA offers a free national service operating 24/7 365 days a year.

“Malpa is all about recognising the values, strengths and knowledge of local people and being alongside.”

Support tailored to the individual

When someone is referred to DSA online or by phone, a consultant such as Vivienne decides how best to help. For Brian, that meant a series of visits.

Brian was caring for his wife of 50 years, Deidre, who had shown the first signs of dementia two years earlier. As they lived 40 kilometres away from the nearest health service, things became increasingly difficult.

“She tends to wander away, so there’s a risk she’s going to get lost, which is a big worry,” Brian says. “She can also get very frustrated and distressed.”

As Deidre was a dress designer and holds a degree in fine arts, one of the visiting DSA team, Jen, suggested personalised music engagement as a way to help Deidre tap into her creativity as well as happy experiences from her past, relieving distress.

“That’s turned out to be a really great idea,” Brian says. “I bought a WiFi speaker and had my grandchildren show me how to use Spotify, so now we play music every day. She loves it.”

Brian also can’t speak more highly of Jen. “She’s fantastic. To me, she’s a guiding light.”

Knowing the person and tailoring support to the individual is key for DSA and Vivienne credits the team for their detective skills.

“We find out as much as we possibly can about a person’s life history,” she says. “Of course, when we’re working with First Australians, we do that in a very respectful and sensitive way. We also review medical history, medications and previous assessments.”

Almost all of Vivienne’s clients are First Australians and she thinks of her work in terms of a word from the Pintubi, Warlpiri and Luritja languages of the Central Desert – Malpa.

“Malpa is all about recognising the values, strengths and knowledge of local people and being alongside,” she says.

“I can never walk in their shoes but I can be alongside, every step of the way.”



The Dementia Centre

Better dementia design, better quality of life

Toilets might not be front of mind for most of us, except for when they really are, but they have become almost iconic in the Dementia Centre's passionate advocacy for better and increased dementia design in aged care, people's homes, in our cities and public spaces.

Rachel knows just how important finding the toilet can be for people with dementia. This became an issue for her Mum, a strong, independent woman who was a registered nurse for many years – more comfortable caring for others than being cared for.

Rachel: Mum was diagnosed with dementia 10 years ago when she was 67. At first we looked after her at home, but, eventually, she needed 24-hour care. Back then we didn't understand the importance of an environment designed specifically for people with dementia.

Mum was having trouble using the toilet independently, which was very upsetting for her, and we had no idea how to help. Then, when we looked at the HammondCare display room, I had a lightbulb moment. The lovely person showing me round pointed out the toilet was clearly visible from the bed. I realised then that Mum had struggled to use the toilet because she couldn't find it – it had been hidden behind a door.

Everything in the cottage she lives in now has been carefully planned. The circular design means Mum can't get lost, and she can walk safely outside on her own rather than having to wait for someone to take her.

She has a sense of freedom and autonomy, and those things are incredibly important to her.

Liz: As a Dementia Centre design consultant, I know the reason we are so focused on dementia-enabling design is that we've been right there for more than 25 years as HammondCare has designed, built and refined dementia-specific care homes, beginning with The Meadows in 1995, acknowledged in the 2020 ADI Global Report as a pioneering dementia design.

Not content for this learning to be kept within HammondCare, the Dementia Centre has released a range of programs and resources to champion great dementia design. The latest being the consulting and product-endorsement program, Dementia Choices.

Perhaps not surprisingly, the first product in the world to secure our Dementia Choices endorsement is a dementia-friendly toilet seat design from manufacturer Pressalit, which helps people with dementia recognise and use a toilet. It was a pleasure to work closely with Tim and the team at Pressalit on the later stages of the design.

Dementia can affect any part of the brain, not just memory. Vision, hearing and sense of touch can all be disturbed, which often leads to confusion and anxiety. The environment makes an enormous difference to someone with dementia, including how safe and independent they feel.



Pressalit Sales Manager Tim and Dementia Consultant Liz with the award-winning toilet seat



Dementia design at Cardiff and below, an example of wayfinding design at Cardiff

I'm constantly challenged and inspired by our Mission to improve quality of life for people with dementia, to find ways that design can achieve this. Dementia Choices extends this by supporting and endorsing designers and manufacturers.

Tim: I work with Pressalit, a Danish company which helps people with special needs and different forms of disability to remain independent. In the bathroom, a person with dementia must be able to find what they want very quickly, but we know they can easily become disorientated. Our toilet seat has a black seat and lid to provide a strong contrast with the surroundings. The underside of the lid is white so, when it's lifted, the seat is clearly defined. A soft-closing mechanism also prevents sudden loud noises, which can be startling and upsetting for someone with dementia.

We took our design to the Dementia Centre because we felt our aims were aligned. They agreed that our toilet seat provides genuine benefits for people with dementia and gave it their endorsement. For us, being accredited by an organisation with the high standards and expertise of the Dementia Centre is like a Rolls Royce seal of approval. It's such a good feeling to be recognised for making a difference to people's lives.

Rachel: To see the difference good design has made for mum, I'm forever grateful. I honestly feel my own mental health would have suffered quite dramatically if we hadn't found HammondCare. They've enabled me to step back into the role of daughter rather than carer. Now I'm the person who is love in Mum's life.

Small changes, big impact

If you've ever had trouble with hotel room keycards or stood helplessly waving your arms at unfamiliar taps, you understand the importance of good design.

Design plays an enormous role in the lives of people with dementia. They rely on cues from the environment to tell them where they are, what they should do and whether they're safe.

Dementia-friendly design fosters independence:

- Kitchen products designed to support participation such as temperature-controlled water, remote switches and gas alert alarms
- In the bathroom, plugs can be optimised to stop accidental flooding and toilets can have a different-coloured seat for easy recognition.



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.



11,687
people cared for by DC & DSA



168,955
service activities across DC & DSA



35
offices across Australia



210
dedicated DC staff

Making every moment count

Joe's large, close-knit family was always all-important to him. As the patriarch neared the end of his life during COVID-19, Southwood Residential Care Manager Colleen and her team helped his five children spend quality time with him during his final days.

Southwood Manager Colleen (right) with Carol, whose father Joe stayed at Wyn Cottage

The Palliative Centre

Around the world HammondCare is acknowledged as one of Australia's leading palliative care specialists. Our commitment to research-driven best practice and our network of multi-disciplinary teams allow us to offer comprehensive end of life care.

The Palliative Centre provides a central hub for patients, families and healthcare professionals to easily access a wide range

of leading research, services, education and resources in the one place.

But more than that, with deep expertise and over 100 years' experience, and our health, palliative and aged care services under the one umbrella, HammondCare has developed unique models of care that support each person, no matter where they receive their care. The setting might change, but the care always comes from the heart.



Joe's children (front row) Carol, Louise, Christine (back row) Helen and Steven (below) The Gatts' beloved father, Joe



Colleen: Generally, we know once people come to Southwood, they do die with us. They're not going to recover from late-stage dementia. We're honest about having a palliative approach to care, that it's built into that person's care and it's all about comfort.

I believe palliative care has come a long way. Our registered nurses and care staff are experienced and confident in doing the hands-on care. We're also fortunate to have hospital outreach services to call on if someone presents with complex symptoms, as well as consultants from Braeside Hospital Palliative Care. We all work together as a team to provide care for that person.

Talking to the families about what's coming up gives people a sense of preparation. For Joe's family, even before Joe moved here, we'd had that conversation. His daughters Carol and Helen had said to me how important it was for them to be there as a family, that Joe would know they were all there in the room. So I was able to organise a COVID-19 exemption for them that made a difference in how they accepted and processed that they were losing their dad.

“There's always a really peaceful feel to Wyn Cottage, Southwood's highest care cottage – a feeling of calmness that you feel physically when you walk in.”

There's always a really peaceful feel to Wyn Cottage, Southwood's highest-care cottage – a feeling of calmness that you feel physically when you walk in. Residents feel safe, comfortable and that they belong. They may remember faces, or a certain touch, or a hug. They mightn't be able to express it, but they can certainly feel that they're loved and being cared for and that's got to provide you with a bit of peace.

Even though they are coming to the end of their life, it's still part of their life and you've got to get it right – you don't get another opportunity. You're providing someone with comfort when you know that without your intervention it could have been a very different story.

This is where people come during their last stages of dementia. We give them a great life but I think we also give them a good death.

Carol: Before COVID-19, Dad had multiple visits a day – we were tag-teaming. Then March came and we will be forever grateful that HammondCare didn't lock us out.

Louise: If we hadn't been able to visit Dad, to be part of a family and so close, that just wouldn't have been possible for Dad. That just wasn't an option.

Carol: They allowed one person to come in and Helen was our nominee person, so for a month it was just Helen, one day a week for an hour.

Helen: On the Tuesday Colleen said he wasn't well. She said, 'I think you need to come.' So I rang all the others and the five of us stayed all day and Dad knew we were there. This continued for eight days until he passed.

Steven: Dad was fading away very quickly. Even though he had been ill and we knew the inevitability of the outcome, I thought I was prepared – but you never are.

Helen: Colleen and her staff were in constant contact with us, keeping us up-to-date on what their view was, and the doctor was coming even late at night

Carol: One day they actually turned Dad's bed around so the five of us could sit along one side. We came in, and they said 'We've made it better for you...'

Helen: Rather than us on opposite sides and Dad having to turn. They brought a lovely lamp, regularly provided Dad with fresh water and they put music on. Everything was done with such respect and care.

Louise: It was very kind.

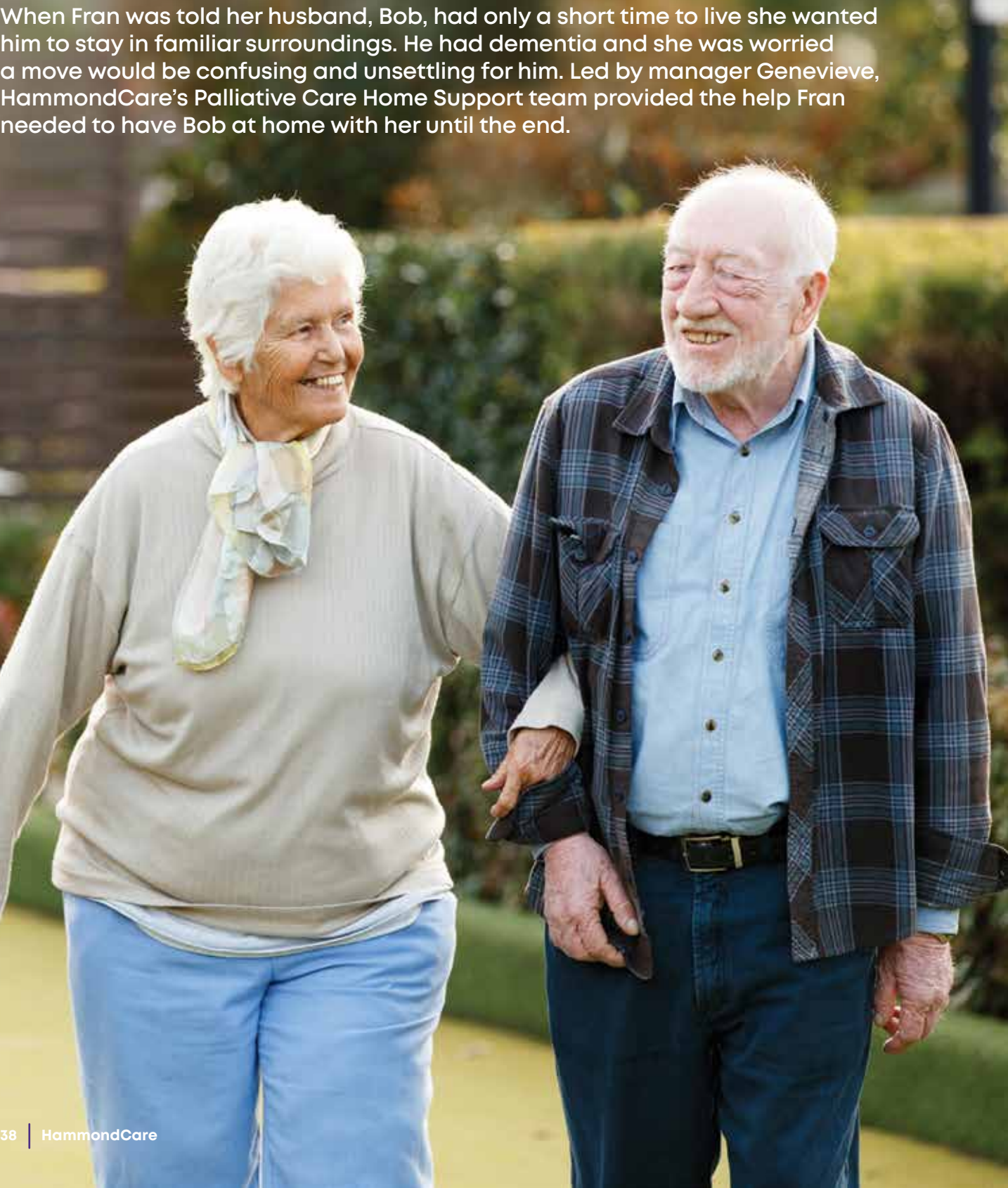
Carol: And every time we came, even at half-past two in the morning, we still had the COVID-19 checks.

Helen: So in accommodating us they didn't compromise themselves. I think that's really important.

Steven: The time we spent with Dad made it easier for all of us. We are a close family and to have gone through that individually and not collectively would have been a whole lot more painful.

Christine: Our wider family were all amazed that we had all those days with Dad. They just couldn't believe we were given that opportunity.

Home until the end, supported all the way



When Fran was told her husband, Bob, had only a short time to live she wanted him to stay in familiar surroundings. He had dementia and she was worried a move would be confusing and unsettling for him. Led by manager Genevieve, HammondCare’s Palliative Care Home Support team provided the help Fran needed to have Bob at home with her until the end.

Genevieve: The shift to palliative care has a huge impact on the carer and, in Fran’s case, this happened very quickly. I think she was very sleep-deprived and quite exhausted when she was referred to our team. We stepped in quickly to give her some respite with both physical and emotional support.

Our program is all about living well until the end of life. It’s not about quantity of days or weeks or months, it’s about the quality. How can our service help make it the best possible time that a family could have?

“They treated him as a very important person – their kindness was just amazing – and they didn’t just look after Bob, they looked after me, too.”

We came in several times a day to attend to Bob’s personal care and we also provided care through the night on six occasions, including the night before he died. Fran could sleep soundly knowing he was being well looked after, and sleep is worth its weight in gold: it can mean the difference between being able to care for a loved one at home or not.

It’s deeply missional for HammondCare to be working in end-of-life care, supporting people to have choice in their care. Our services are funded by the NSW Ministry of Health and they’re free to people of all ages.

We like to think we’re flexible and nimble enough to support anyone in their home if that’s their choice, whatever their situation. Our team works tirelessly to make sure the whole family feels confident and comfortable.

In the past seven years, we’ve supported thousands of people as they reach the end of their life.

When we’re training our palliative care workers we tell them that, if you’re kind and gentle, you’re 99 per cent of the way to doing a good job.

Fran: It wasn’t a problem for me to look after Bob when he’d been diagnosed with dementia. We just carried on living together and, as he did less, I did more.

That had been the situation for about seven years when our GP organised a blood test because he thought Bob was looking pale.

We found out he had bowel cancer on May 26 this year and his funeral was a month later, on June 26.

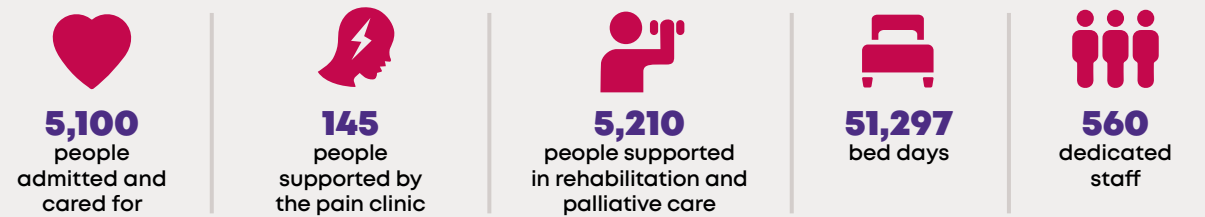
I wanted Bob to die at home so I could spend that time with him, but I also wanted him to feel safe in familiar surroundings. His dementia had deteriorated over the previous six months and I thought any move would be very stressful for him. That’s why HammondCare was such a blessing.

Once we knew about the cancer, our GP rang a specialist palliative care nurse on our behalf. She referred us to HammondCare and everything changed from there. The team took care of him in ways I couldn’t – he was a six footer and I’m barely five feet one.

They treated him as a very important person – their kindness was just amazing – and they didn’t just look after Bob, they looked after me, too. If the kids and grandkids happened to be here, they were treated just as nicely as I was.

Bob died on our 60th anniversary when he was just two weeks short of 82. We had 60 lovely years together and, thanks to HammondCare, he was here at home with me right to the end.

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



Emotional, social and spiritual support

Morna, 89, has had more than her share of loss. Most of the people she loved died while she was young and she is used to being on her own. But even for Morna, pandemic restrictions – while necessary – have been distressing. Which is why Pastoral Care Coordinator Isabella is so determined to provide the emotional, social and spiritual support vulnerable residents like Morna really need.

Isabella: I worked as a nurse in Belgium for 13 years and always had it in my heart to spend more time with my patients – to sit with them, listen and support them emotionally.

So, when I came to Australia in 2011, I decided to enrol in a chaplaincy course and I found that pastoral care was what I really, really wanted to do.

These are the toughest times of their lives for many people. COVID-19 has separated them from their loved ones so they're more in need of care and comfort than ever before.

And, of course, that's more difficult because there can be no physical touch and I have to wear a mask and face shield.

But I've found I can use the tone of my voice and the expression in my eyes to show empathy. I'm also more aware of my non-verbal communication – how I use my body and my hands.

I'm a Christian but my aim is to support the emotional and spiritual needs of everyone I care for, people of all faiths and none.

We develop a Hope Assessment for each person and then create a plan so we can provide support in a very sensitive and personal way.

This isn't always a religious plan. For example, if someone says their spiritual practice is connecting with nature, we'll make sure they spend as much time in the garden as they can.

With Morna it's sharing a passion for the Psalms. I ask her which one she'd like me to read and she always tells me how beautiful it is or how much it lifts her spirit.

“The ladies in pastoral care really will do anything they can to help.”



Morna: I was born in outback Queensland and went to university in Melbourne, but I became a real Christian when I was working with a Mexican eye specialist in Texas. This was the 1960s, the time of the civil rights movement. There was so much hate.

I was deeply impacted by Dr Martin Luther King when I heard him say you must love your enemies. I say I became a real Christian then because at that time, I saw for myself, it's not what you say, it's what you do.

We've all had to worship differently since the pandemic. I've had a lot of loss in my life – my brother was killed on the Kokoda Track, my mother died when I was 19 and my husband died very young, so I've spent a lot of my life alone. I've learnt to worship on my own and I pray God's word but the visits I get from Isabella and the other ladies have been very important to me. They read the Bible and, particularly, the Psalms, which I love.

The services in my care home are socially-distanced and safe but, as I'm bedridden, I can't get to them. Isabella positions me near the open door so I can hear the hymns. COVID-19 means we're not allowed hymn books, so she prints out the words especially for me so I can follow and sing along.

The ladies in pastoral care really will do anything they can to help. When winter was coming and I was getting cold Joanne and Anna bought me some lovely warm clothes.

Being a Christian isn't just going to church, it's what people like Joanne, Anna and Isabella do every day.

The presence of peace

The desire to love and serve others is the heartbeat of HammondCare's Mission. Pastoral care isn't just concerned with people's spirituality, and in fact, HammondCare provides pastoral care to more people without faith than with. It is about deeds, not words.

Pastoral care gives people the space and tools they need to make sense of life.

It is available to HammondCare staff and volunteers as well as clients, residents and patients, because those who care for others also deserve the highest care themselves.

While COVID-19 has seen all our pastoral care workers in care settings adopt personal protective equipment (PPE) since March, one thing that hasn't changed is the way their smiles reach all the way to their eyes.

Volunteers

Opening doors to love throughout COVID-19

When Mia, 23, lost her job due to COVID-19 she saw an opportunity to help others. Now, as a volunteer concierge, screening visitors to HammondCare Waratah, she is giving both residents and their loved ones the gift of time together. For Martin and his wife Bryony, Mia's help and that of other volunteers has given them the joy of maintaining the bond that means so much to them.

Mia: I was working as a travel agent when COVID-19 effectively put a stop to travel. There were no other jobs around so, when the JobKeeper scheme came along, I decided to look into volunteering. HammondCare was a perfect fit and I've been here for about four months.

I knew that many aged care homes weren't allowing any visitors at all. HammondCare was doing its best to keep the doors open for as long as possible and I thought this was a really positive thing. I wasn't worried for my own safety because the screening processes we have in place to protect visitors and residents also protect me.

For the most part, people are really happy and grateful. You do get the odd one or two who are frustrated with the screening process but, when they get to see their family, they're happy. It's particularly tough when the resident is in their final days, but it's also one of the most important times.

You really feel that you're helping the family be together when their time is limited.

At first, I enjoyed volunteering because it gave me a feeling of purpose, but it's become so much more than that.

I've had a lot of really nice days here; it's a pleasure for me to come and serve. I love that I've been able to develop a rapport with so many people like Martin and do my bit to make their lives a little easier.

"I love that I've been able to develop a rapport with so many people like Martin and do my bit to make their lives a little easier."

The new age of volunteering

More than 1,000 volunteers support HammondCare every year. This year, COVID-19 forced some changes on us. For example, in addition to our regular volunteer activities, we also have volunteer concierges screening visitors to each home, making it possible for people like Martin and his wife Bryony (pictured right) to keep their loved ones close.

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



Thanks to volunteers like Mia screening visitors, Martin and his wife Bryony (below left) can spend time together

Martin: Bryony and I are coming up to our 20th anniversary. It's my second marriage, Bryony's first. She used to be a lawyer in Sydney, working for social justice. We have a whole box of notes, cards and letters from people thanking her for helping them.

Then, two years ago, when she was just 63, she was diagnosed with frontotemporal dementia. She moved into HammondCare Waratah three months ago, when she needed 24-hour care. For the first time in our marriage we were living apart.

She seems to be settling in well. Of course, it's not an easy situation for her, or for me. I don't have a problem with being alone – I've spent a lot of my career alone, on planes travelling around the world – but psychologically, this is different. Being alone isn't the issue, being lonely is. Being able to come in every day has meant the world to me. If there had been a lockdown from day one it would have been incredibly difficult.

Physically seeing people is so important, particularly where someone like Bryony needs the touch of normalcy I provide. I think that's reassuring for her as well as for me.

"What volunteers like Mia are doing, giving up their time – it's everything."

It's also been very reassuring to know that the concierge process is so rigorous, that Bryony is safe. What volunteers like Mia are doing, giving up their time – it's everything. It's what you look for in people: the humanity, the understanding, the empathy, even when there are 20 people in the queue.

We're all very grateful that HammondCare has gone the extra mile to make these visits possible.



03

On the Record

How we've championed the
lives of people in need

We can only give because you do. Thank you.

HammondCare was founded on fundraising. Right from the start, in the depths of the Great Depression, Reverend Robert Hammond went out to his wide network, making his case that his work providing safe housing for families who had none was worthy of support.

“The friend of many, needs many friends,” said Reverend Hammond. And that is still the case. The constant thread of HammondCare has always been philanthropy. Our Mission in action continues unchanged: we serve people with complex health or aged care needs, regardless of their circumstances. We extend our thanks to you for your continued support of the HammondCare Foundation to help us achieve our Mission.

We are delighted that thanks to your support, we welcomed our first residents to HammondCare Darlinghurst this year – our inaugural aged care home for those at risk of homelessness (see our story on the next page).

The Foundation has three areas of focus – ground-breaking research, innovative projects and improving the quality of care across our services – to support our work in dementia care, palliative care, rehabilitation and homelessness. Thanks to the generosity of our donor community in FY20, we received \$6.5 million in total revenue from philanthropic support, trusts and foundations, community fundraising, corporate partners and our Gifts in Wills program.

Your generous gifts have improved the lives of the people we serve through these initiatives in FY20:



Successfully completed the **HammondCare Darlinghurst** project with \$2.6 million of donor funding as part of our capital campaign, bringing **total Darlinghurst donations to \$13 million**



Helped clients and residents stay connected through COVID-19 by **funding 105 Samsung tablets** for residents to talk to loved ones and **600 care boxes for at-home clients** facing isolation and supply shortage



Purchased **three wheelchair-access buses and two trishaws** to support vulnerable residents, patients and their families to ensure they remain connected to their communities



Allocated money for **scholarship funds for PhD students** researching cancer pain and palliative care to improve quality of life for patients and families



Funded the purchase of **\$698,000 worth of vital equipment, extra services and programs** to improve quality of life for people using HammondCare's services



Established a **10-year nurse-training scholarship program** at Greenwich Hospital thanks to a generous Gift in Will from a grateful former patient



Jani and care worker Jenna



HammondCare Darlinghurst

HammondCare Darlinghurst – a foundation for the future

The opening of HammondCare Darlinghurst in March 2020 was the culmination of five years of hard work, hundreds of generous supporters and collaboration with many who have expertise in aged care and homelessness both within HammondCare and from the broader community.

Purpose-built for those who have been homeless or at risk of homelessness, the evidence-based design and homely atmosphere ensure that each resident has the space – and the option – of privacy and spending time with others. Residents’ complex health needs are taken care of by a team of nurses, doctors and health professionals along with skilled, compassionate carer workers.

Thanks to the generosity of our donors, people like 72-year-old Jani are getting a new start in life. Recently discharged from hospital, Jani says that if it wasn’t for HammondCare she doesn’t know where she would have been living today.

“I regularly needed crisis accommodation so having my own room with my own bathroom is wonderful. I’m happy here and so thankful to the donors, the Foundation and the government.”

Darlinghurst is all about independence and choice. “I’m very happy that I can decide when to have meals in my room; so much is up to us. One of the carers calls me Mama Jani; she is like my daughter. We are very close. The community here is so good. I like how everyone communicates with each other and people share their experiences of life.”

The impact of HammondCare Foundation supporters on the lives of older people who have experienced, or are at risk of homelessness can’t be overstated. The building is providing a safe, permanent home for vulnerable people but it’s also a blueprint for the future, a scalable model increasing our capacity to help this ever-growing group of vulnerable people.

Without the Foundation’s many supporters, none of this would have been possible. We would particularly like to acknowledge The Ian Potter Foundation, The Limb Family Foundation, The Snow Foundation and the City of Sydney.

Our corporate suppliers have also been most generous. Botany Bay donated 48 pieces of artwork, Crown Furniture donated bedside tables, hall tables, dining tables, occasional chairs, sofas and the fabric to cover them, Miele Australia and Winning Appliances donated cooktops, ovens and rangehoods and Toshiba donated televisions for 12 rooms.

Our community partners from St. John’s Church, St Vincent’s Hospital, the Wayside Chapel, Lou’s Place and Mission Australia have also been invaluable.

We appreciate you all.



Trishaw pilot Richard with Strathearn resident Dudley and pilot Stephen with Strathearn residents Peter and Athalie enjoying the thrill of the open road thanks to a generous donation

Keeping communication – and community – going throughout COVID-19

COVID-19 has been particularly challenging for the aged care sector. And certainly for a time, it's changed the way we have to communicate. The people we serve are some of the most vulnerable to COVID-19, but out-of-the-box thinking combined with donor generosity has ensured that residents of HammondCare homes can still see the people they love.

Peter lives in a HammondCare home in Scone, NSW, but during COVID-19 his wife, Pattie, was in hospital with health complications 300 kilometres away in Sydney.

Thanks to compassionate donors, Peter had access to a Samsung Galaxy tablet and was able to video call his wife, seeing her one last time before her health deteriorated further and she passed away.

Peter's daughter, Jane-Maree, is grateful that her parents were able to share that last time together.

"I can't thank you enough for setting the tablet up and giving Dad the chance to see Mum before she passed away," she says. "The tablet is an amazing tool for families to communicate with people they love."

Peter is now using the tablet to spend time with Jane-Maree. Ryan, one of Peter's care workers, has seen the tablet's impact on Peter.

"Peter spent about 20 minutes on the tablet talking with his daughter while having a cup of coffee. Afterwards, you could clearly see the huge, big smile on his face."

Many clients of HammondCare At Home had trouble obtaining basic food and household items during COVID-19. Mobility, poor health and financial issues combined with supermarket shortages made life really difficult for some. So, funded once again by our generous donors, HammondCare At Home care workers delivered 600 care packs containing essential food items and household supplies. Clients were over the moon.

"The quality and number of items in the packs was truly overwhelming. We are so grateful to HammondCare and the generous supporters of the HammondCare Foundation. In tough times like this, your care package was the shining light in our lives."

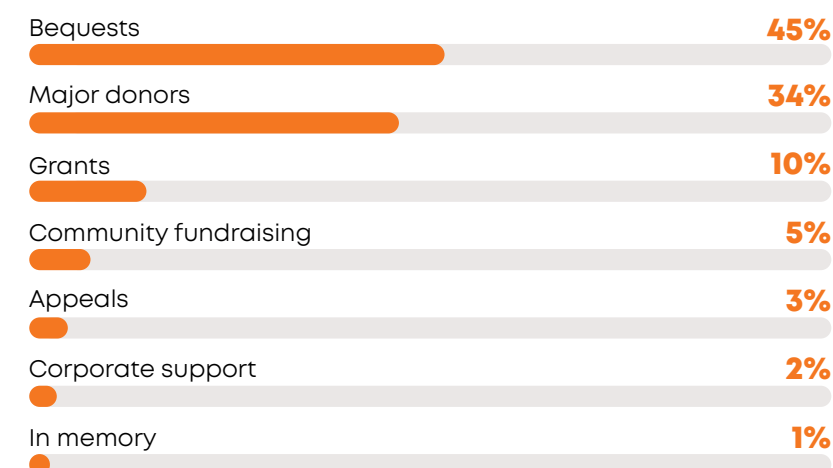
"Thank you so much for the generous care packs. HammondCare has been there for me in moments where there has been despair."



In 2019-2020 the HammondCare Foundation raised a total of

\$6,546,184

Donations by income source



Thank you to our generous supporters and partners

- The Ian Potter Foundation
- Limb Family Foundation
- Estate of the late Ruby and William Danson
- Christine (Holt) McComb
- The Snow Foundation
- Estate of the late Allan Rowling
- Anna Carlborg
- Estate of the late Doreen Canavan
- Vasudhara Foundation
- Mrs Susan Maple-Brown AM
- Estate of the late Patricia Bean
- Recruit for Good
- Bluesand Foundation Pty Ltd
- The Hildanna Foundation
- Jaramas Foundation
- TENA (Asaleo Personal Care Pty Limited)
- Collier Charitable Fund
- Clifford Hallam Healthcare Pty Ltd
- Mrs Pamela King
- Total Construction
- Aged Persons Welfare Foundation
- Independent Living Specialists
- The Profield Foundation
- The Honda Foundation
- The Vernon Sinclair Fund – managed by Equity Trustees
- Mr Richard Jamieson
- Gaudry Gift
- John Whittle
- Deafness Foundation
- Club York
- Hoang Xuan Nguyen
- Crown Furniture
- Reilly & Associates (AUS) Pty Ltd
- Miele Australia Pty Ltd
- Botany Bay Design Solutions
- Winning Appliances
- Toshiba (Australia) Pty Limited
- Skipper-Jacobs Charitable Trust
- Slater and Gordon Community Fund
- Alphacare

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 1,100 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.



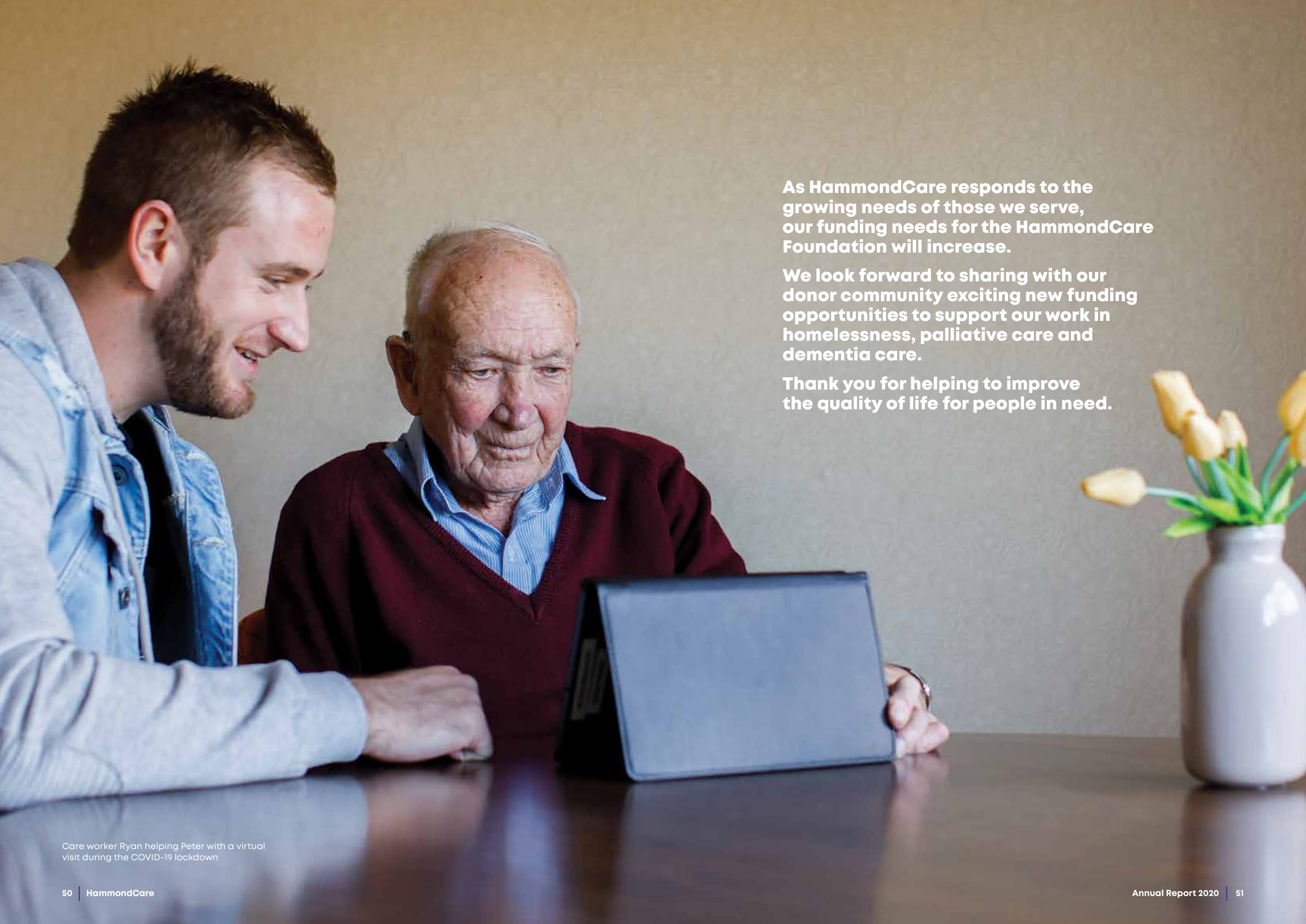
Bequest

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.



As HammondCare responds to the growing needs of those we serve, our funding needs for the HammondCare Foundation will increase.

We look forward to sharing with our donor community exciting new funding opportunities to support our work in homelessness, palliative care and dementia care.

Thank you for helping to improve the quality of life for people in need.

Care worker Ryan helping Peter with a virtual visit during the COVID-19 lockdown

Social Dividend

Social impact can be measured in different ways

Throughout this report you've read stories of the difference HammondCare makes to the lives of people in need. These stories represent the qualitative contribution HammondCare has made to Australian society as a 'for purpose' charity.

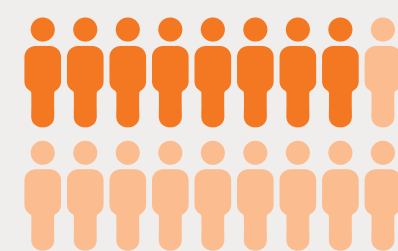
Our financial contribution can be measured as well. HammondCare's social dividend is the value of services and activities that wouldn't take place if we didn't exist. Our 2020 social dividend is \$31.4 million, a significant increase on last year's dividend of \$26 million.

Roy, a resident at HammondCare Darlinghurst

\$31.4m

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



\$3.0m

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

Health



\$2.4m

additional hospital services provided to patients without charge

Homelessness

\$1.5m

in services supporting the elderly homeless



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

\$1.0m

in vital ongoing aged and Dementia Care research funded by HammondCare



Pastoral Care services provided to clients



\$2.5 million

\$800,000

to facilitate Volunteer Services for clients, residents and patients



Caring for our world

HammondCare’s Mission in action

We see environmental stewardship as an inherent part of being an independent Christian charity. We recognise that, in caring for those in need, we must also do our utmost to care for the planet we share and show Christ’s love by being thoughtful with our resources. HammondCare is strongly committed to minimising our environmental footprint and we have identified sustainability targets to 2023. We also embrace sustainability in the broader context of bringing an end to human exploitation.

Achievements from our 2019-2020 financial year

Recycling and waste management

Our new waste management provider, SUEZ, will deliver cost and environmental benefits across HammondCare. SUEZ is currently auditing our sites to determine how to optimise sustainability at each location. This, combined with waste-reduction initiatives, has already had a significant impact.

By recycling over the last year, and despite the impact of COVID-19, we have saved the equivalent of:

- 1,430 trees
- 276 barrels of oil
- 450,591 kilowatt hours of electricity
- 3,492 kilolitres of water
- 276 tonnes of carbon dioxide emissions
- 794 cubic metres of landfill.

These results are due to improved policies and processes in many areas:

Cleaner energy

We now have 1,340kw of solar panels installed across 11 sites, generating almost 1 million kilowatt hours of renewable power each year.

Fewer vehicle emissions

Hybrid vehicles have also been introduced into our fleet, including the replacement of ageing diesel-fuelled trucks and motor vehicles.

The hybrid models use up to 12 per cent less fuel and have significantly lower tailpipe emissions. The majority of our fleet should be hybrid vehicles within 12 months.

Greener workspaces

In 2018-2019, HammondCare launched The Green Ambassador Program to promote a culture of sustainability.

Professional Development Coordinator Holly Markwell from our Dementia Centre office in South Australia shares initiatives they have put into practice. “Before COVID-19, our office began composting waste, reduced single-use plastic by only using ‘keep cups’ in the office and also arranged with a local restaurant to deliver takeaway in our reusable containers.

“COVID-19 has put some of these on hold, but we’re doing what we can by turning off lights where possible, minimising waste and re-using packaging.”


At Horsley, Residential Care Manager Jodie O’Sullivan has been the ‘greener workspace change champion’. Initiatives are now in place around air conditioning and lighting. “Air conditioners are set at the most efficient temperature and we have timers for both air conditioning and lighting. Our new meeting and quiet rooms also have sensor lighting to reduce energy usage.”



At HammondCare, we are well on our way to meeting our sustainability targets

A report on our 2017-2023 sustainability strategy

We made significant progress towards our 2023 targets.



Water
We passed our 2023 target of a 10% reduction, **cutting usage by 21%***




Solar
12% of our energy usage is now solar, on track for our 20% target




Waste
We now **recycle 21% of our waste**, achieving our 2023 target of 20%



Electricity
We are on track to reach our 20% target, **consumption is down 14%**



People
Our **new sustainability training module** is increasing staff engagement and education



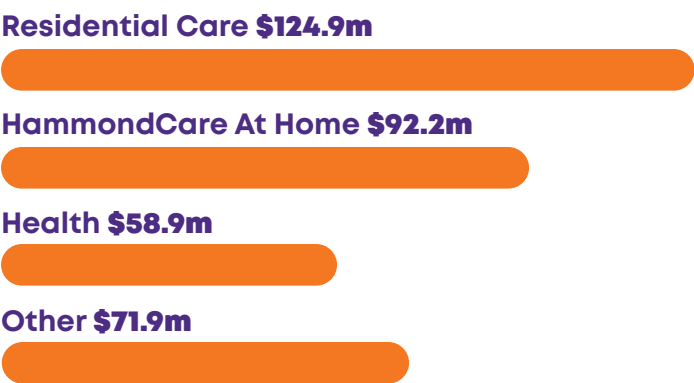
Modern slavery
We **developed our Modern Slavery Statement** in accordance with Australia's Modern Slavery Act 2018

*Water and electricity are measured in kL and kWh respectively per square metre of site space
Usage is measured against benchmark data from 2017

Financials 2019-2020

A solid year for HammondCare in a challenging environment

Revenue by business area summary



Strong balance sheet providing stability in difficult times

13% increase in assets to \$962m

The prudent, responsible approach to managing our balance sheet – what we own and what we owe – has provided a buffer to volatile investment markets and COVID-19 financial challenges. As at 30 June HammondCare had no bank debt. This means we can continue to care for those in need regardless of their circumstances. In the FY20 year, our total assets reached \$962m, an increase of 13% over FY19 mainly from capitalisation of Land and Buildings, and Lease assets.

Liabilities increased by \$103m, reaching \$602m with resident liabilities the largest component. Net assets stand at \$360m, an increase of \$10m over FY19.

	FY 2020 \$M	FY 2019 \$M	INCREASE \$M	INCREASE %
Total Assets	961.9	848.7	113.2	13%
Total Liabilities	602.0	499.0	103.0	21%
Net Assets	359.9	349.7	10.2	3%

Total revenue grew to \$348m, an increase of 15% from FY19

Total revenue grew 15% to \$348m

Residential Care grew by 15% to reach revenue of \$125m, mainly due to new services opened during the year at Cardiff, Caulfield, Darlinghurst and Hammondville. HammondCare At Home grew by 9% and achieved revenue of \$92m by increasing the number of Consumer Directed Care packages we manage and by obtaining additional Commonwealth Home Support Programme funding. Reflected under Other, our FY20 revenue also includes imputed non-cash lease revenue of \$12.5m under a newly-adopted lease accounting standard.

	FY 2020 \$M	FY 2019 \$M	INCREASE \$M	INCREASE %
Residential Care	124.9	108.7	16.2	15%
HammondCare At Home	92.2	84.3	7.9	9%
Health	58.9	60.6	(1.7)	-3%
Other	71.9	49.5	22.4	45%
Total	347.8	303.1	44.7	15%

Our underlying net surplus for FY20 was \$6.2m, an increase of \$3.9m on FY19

FY20 was a solid year for HammondCare despite the challenging COVID-19 environment. HammondCare At Home delivered a surplus of \$7m, up \$5m over FY19. Similarly, Independent Living performed strongly, achieving \$5m, up \$1m over FY19. The HammondCare Foundation contributed \$5m to the underlying net surplus, an increase of \$3m over FY19. We are grateful to our many generous donors for their support. These funds have been directed to many initiatives including the new Darlinghurst service for the elderly homeless.

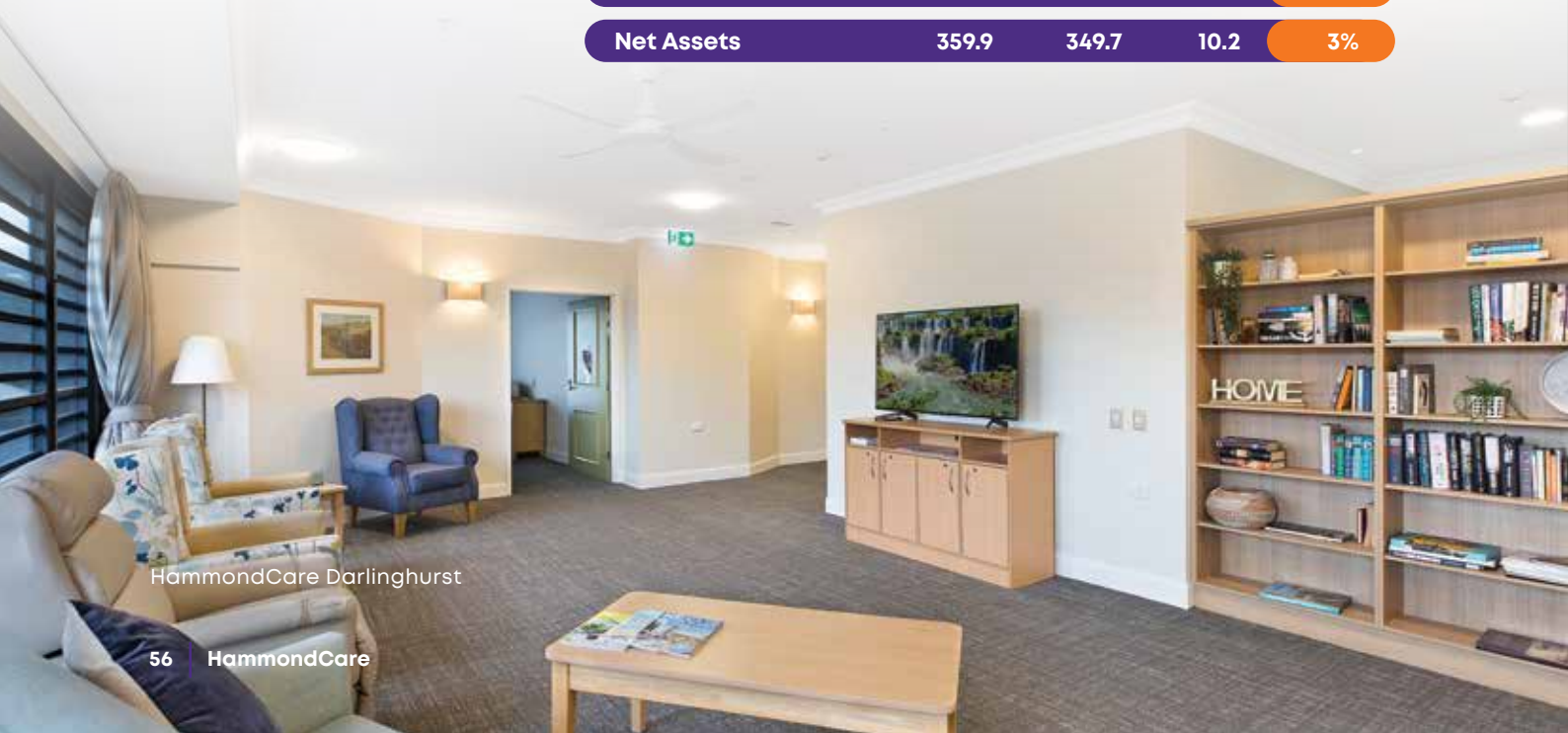
Residential Care finished with a deficit of \$12m, largely due to the federal government's Aged Care Funding Instrument (ACFI) daily bed payment not keeping pace with wages. As expected, the commissioning of new services has also impacted results in the short term.

Sustainable cash flow to invest for the future

The strong cash surplus from operations was \$42m versus a deficit of \$0.1m for FY19. The improvement was due mainly to cash received to be recognised in future periods (unearned income) of \$19m, debtor collections of \$6m and the underlying net surplus before depreciation of \$9m.

During FY20 HammondCare has continued to invest for the future, including acquiring the land that houses our North Turramurra residential care facility for \$15m. Total capital expenditure in FY20 was \$27m.

Strong inflows of accommodation deposits and entry contributions of \$71m in total allowed for all bank debt to be repaid and the group finished FY20 with a cash balance of \$48m.



HammondCare Darlinghurst

The Board

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

Elected as a Director of HammondCare in 2009, John is Chair of the Board Development Committee and is on the Foundation Committee. He has extensive investment management experience and has held Chairman, Managing Director and CEO positions at Maple-Brown Abbott.

2. Michael J Monaghan BA FIA FIAA FAICD

Deputy Chair

With over 30 years' Board experience, Michael 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 is Chair of the Finance Committee and a member of both the Property and the Board Development Committees. Michael became a Director in 2008.

3. Robyn Langsford BCom Chartered Accountant

Director

A partner at KPMG within its enterprise division, Robyn is experienced in providing accounting, audit, tax regulatory compliance and advisory services to Australian family businesses and mid-tier entities. Robyn rejoined the HammondCare Board in 2012 and is a member of its Finance Committee.

4. Adrian Blake B.E. (Civil) (Hons) MBA MIEAust
CPEng NER

Having held senior executive positions with a number of global and Australian organisations in Asia-Pacific, the Middle East and UK, Adrian is currently Principal of BlakeGroup Advisory. He joined the HammondCare Board in 2018 and is a member of the Property Committee.

5. Dr Louise Parkes BSc (Psychology) PhD
(Psychology) GAICD

Director

A registered psychologist and member of the Australian Psychological Society, Louise is Principal Consultant and Head of Research and Development at Voice Project. Chair of HammondCare's Quality, Safety and Risk Committee, she has been a Director since 2010.

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

Director

A founding Partner of Maritana Partners, a board governance and leadership advisory firm, Kok Kong was previously CEO of HeartScan and a recipient of the Chevening Scholarship. He is the Chair of the Foundation Committee, a member of the Board Development Committee and became a HammondCare Director in 2016.

7. Kate Thomas BA LLB

Director

Currently Special Counsel at Clayton Utz, Kate has more than 20 years' experience in property and commercial law, corporate advisory and managed investments. She joined the HammondCare board in 2015 and is a member of its Property, Board Development and Quality, Safety and Risk sub-committees.

8. Glynn Evans B.Arch Dip. Building

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 subcommittee.

9. Dr Annette Britton MBBS FRACP

Director

Annette has over 40 years' medical experience, has lectured at Sydney Medical School and UNSW and been Director of the Medical Assessment Unit and Staff Specialist Geriatrician at Royal Prince Alfred Hospital. She is a member of the Finance and Quality, Safety and Risk Committees and has been a Director since 2014.

10. Linda Justin RN BN MBA MSc (Coach Psych)
GAICD

Newly appointed to the HammondCare board, Linda has held senior management roles across health and human services. Linda is currently the Chief Customer and Practice Officer of Aruma, Director of Just Impact Pty Ltd and a Doctoral Candidate at the UTS Faculty of Health.

11. Dr Stephen Judd BA PhD FAICD

Former Chief Executive

After 25 years, Dr Judd stepped down as Chief Executive of HammondCare in 2020. During his tenure it grew from serving fewer than 250 clients with an annual revenue of \$8m to caring for over 25,711 people with 2019-2020 revenue of over \$347.8m. He has authored books on dementia and aged care design and has also served on government and industry committees in the aged care sector.

12. Mike Baird AO BA Econ Dip Sc

Chief Executive Officer

Mike Baird was appointed CEO, HammondCare, in September 2020. Mike was a member of the National Australia Bank executive leadership team from 2017 to 2020 as Chief Customer Officer – Corporate and Institutional Banking (2017-2018) and Chief Customer Officer – Consumer Banking (2018-2020). Mike served as the 44th Premier of NSW from 2014-2017.



**As an independent
Christian charity,
HammondCare
champions life.**



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Level 4, 207B Pacific Highway, St Leonards NSW 2065
Phone 1300 426 666 hammondcare.com.au

ABN 48 000 026 219

Cover photo: HammondCare At Home client Mary