



Ashfield
Baptist Homes

Annual Report 2021/22

Caring for life





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01 Governance

Board Chair Report

This year has felt like a tentative re-emerging from the grips of the Covid pandemic. We have finally had opportunities to come together for our monthly board meetings on-site at ABH, albeit in a stop-start fashion. This has been a welcome relief, not just because it is so much easier to discuss and deliberate when we are together, but perhaps more importantly, because we gain a real sense of connection to the place and to the people whom it is our duty and privilege to serve as a governance team.

As with every year, the Board started 2022 with a Strategic Planning Day. The challenge for us, among other things, was to revisit and refresh our Strategic Vision so that it could carry us through into the future. I am very proud of the document that was drafted – not least because it reflects the vision and mission of our organisation in an authentic, meaningful and measurable way. It speaks to the dignity and care that is paramount in our diversified services, but also to an exciting future of sustainability and excellence. Most significantly, our residents have an articulated voice, a statement of ownership and belonging within the Strategic Vision.

This is not to say that 2022 has been without its challenges. As a board, we have had our work cut out for us ensuring we do all we can to best support Leigh and her Management Team as they have battled flooding and multiple lockdowns, waded through accreditation paperwork, all the while ensuring that residents receive the quality and personalised care for which ABH is renowned.

A different board member opens each meeting with a reflection on one of ABH's core values. We enjoy hearing from management and staff, and we have maintained our commitment to professional development and performance review. Our sub-committees meet regularly and our new Project Control Group has started safeguarding and scoping the future of our building works. The Board is wholly united in admiration and support for our CE, Leigh Kildey. We couldn't ask for a better leader. We are committed to supporting Leigh and the team navigate the challenges of running an independent aged care facility in today's competitive and regulatory environment. Thank you, Leigh.

I would also like to thank all the ABH directors for their voluntary and tireless contribution to the Board and to the sub-committees they are involved in. A special thanks to Sharon Ng, chair of the Care Governance team, to Peter O'Donnell, chair of the F&I Committee, and to Belinda Dona, chair of the Governance and Nominations Committee and Board Deputy Chair. Thank you too to Judith Carpenter, advisor to the Governance and Nominations Committee for her wisdom and counsel. The long-service award, though, goes to Alex Pataky. Alex has decided to step down after 47 faithful years of service to the Board. His knowledge is deep, his experience vast, and his love for ABH is truly inspirational. Alex is the encourager, the wordsmith and the voice of continuity on the Board, and he will be greatly missed. No doubt we will do all we can to keep him on as a consultant to one or other of our committees.



We also bid farewell to Louise Hicks who has provided secretariat services to the Board over the last 8 years. We will miss her wise counsel, her sense of humour and her updates on wombat life. We wish you all the best, Louise.

After 3 rewarding years, I have decided to step down from my role as Board Chair to allow more time with my family. I am very happy to continue as a board member. I have enjoyed working closely with Leigh and the Board during this time and am thankful for all that I have experienced and learned. I am delighted that David Glinatsis has offered to step into this role, and am looking forward to supporting his leadership in coming months.

Thank you, finally, to the members and congregants of Ashfield Baptist Church: for their continued commitment to prayer and involvement in the life of ABH as we continue to adhere to our mission of providing 'quality care in a Christian environment'.

Jo Schreuder
Board Chair



Board members

Chair: Josephine Schreuder

Alex Pataky

Peter O'Donnell

Belinda Dona

Michael Kah

David Glinatsis

Lynette Mackenzie

Sharon Ng

Stuart Gibb

Catherine Boxhall

Company Secretary: Karyn McCabe



01 Governance

Chief Executive's Report

The culture of Ashfield Baptist Homes is a collective one. A culture that says 'we' not 'me'.

I am ever grateful for the direction of the Board in another operationally challenging year – three COVID outbreaks lasting a total of 54 days in lockdown.

The financial impact of these lockdowns is significant. We are owed almost \$900,000 in grant monies from the Commonwealth to assist our response to the pandemic in the 2021/2022 financial year.

Throughout ongoing changes, disruption and negative impacts our staffing levels have remained stable. A turnover rate of just 13% against an industry average of 25% is a testament to the strong, united team culture that exists and continues to grow. We continue to annually celebrate key milestones including years of service and our values awards.

I would like to acknowledge another tough year for our resident population. Their stoicism is inspiring. An attitude of 'let's keep everyone safe' prevails as they willingly submit to round after round of PCR and rapid antigen testing. And yet they remain upbeat and positive and happy.

We have put in place a new strategic plan to steer ABH into the future.

Each quarter we report through to My Aged Care clinical data. We are now making this data available to our residents and families via minutes of the resident meetings which will be distributed via the app. This is a new initiative. The quality indicators include:

- pressure injuries
- physical restraint
- unplanned weight loss
- falls and major injury
- medication management.

The latest analysis on these quality indicators can be obtained on the [Australian Institute of Health and Welfare website](#). Quality indicator data is analysed on a national level based on eligible care recipients aggregated across 2,268 residential aged care facilities.

Thank you again for the opportunity of serving our community. It's a great privilege to journey with you all as we strive to provide best practice care and to support our community to achieve individual and collective goals.

To our staff – for helping us achieve another great year. We simply couldn't run our business without your care and dedication. It was not without pain, but we are forever grateful.

To our board – for your ongoing guidance and support.

To our families – for sharing the journey and accepting frequent and multiple changes to visiting rules and regulations patiently and willingly.

Romans 12:5

"So in Christ we who are many form one body and each member belongs to all the others"

Leigh Kildey
Chief Executive





01 Governance

Outgoing Board Member address

Recollections from Alex Pataky, Director 1975 – 2022

During my tenure as a Board member of Ashfield Baptist Homes, Aged Care in Australia has undergone many changes at both legislative level and in the face-to-face delivery of care to those in need, bringing new challenges to all stakeholders.

In 1975 I was a member and a deacon of Ashfield Baptist Church (ABC) and was approached to serve on the ABH Board. I accepted, little realizing that would be the beginning of a 47-year journey - more than half of my life and more than half the length of the church's ministry with ABH.

Back then "Bethel" as it was known was a ministry of ABC. It had been owned and operated by a Mrs. Ann Scurr and was opened in 1931 as a "A Christian home for Aged Ladies." In 1950 the Reverend Harry Orr encouraged ABC to take over the work as a not-for-profit Trust by ABC. ABH was incorporated around May 1985 in response to changing government legislative and funding requirements. From the beginning and to this day the work of Ashfield Baptist Homes has been and continues to be run by a Board that functions in a voluntary capacity.

During my time on the Board there were many changes in all aspects of delivery of care including location and accountability. Increased complexities across state and federal governments created a losing battle staying up to date with ever changing standards applied to an aging building. In 1998, after ten years of planning, the newly built Bethel Lodge opened, followed by the rebuilt 60-bed AH Orr Lodge in 2004 alongside Bethel reflecting the changing legislative requirements of Residential Aged Care. The old hostel building was renamed Norland and is now leased to RPAH for country people undergoing short term care.

To enable further expansion, additional adjoining properties were purchased and in 2010 ABH purchased excess RMS land between Holden and Queen Street to plan a new retirement village, now in the advanced planning stage.

I must pay tribute to the Chief Executives of ABH over my time on the Board, Alan Orr 1978–2007 (29 years), Paul Holding 2007–2013 and the present incumbent Leigh Kilday 2007–present. Leigh has had to deal with the changing nature of delivery of care and the challenges brought

to us by Covid 19. I have also served alongside many other longstanding Board members including the Honorable Justice Morling, Gordon Torry, and David Glinatsis, who takes over as Board Chair from Jo Schreuder this year. The Board today is made up of individuals who have specific areas of expertise such as legal, management, the medical profession, local government, property, aged care, and community representatives.

I can't conclude this report without complimenting the management and staff who have given selflessly over and above during these past three years of Covid. During this time Aged Care has become recognized as another arm of the complex emotional, spiritual, and physical care that is necessary for those in the latter years of their life. The 'Visitor Pod' which consisted of a shipping container with dividing glass and an intercom system was installed which so impressed one of the relatives that we were featured on a number of local television channels. It was extremely rewarding to see ABH rise to the challenge during the tough Covid years.

It would be remiss of me not to mention the commitment and work not only of the those on the Board but also by management and staff who daily deal with the issues of running a complex facility offering many services and yet having to deal with increasing government requirements and demands from resident, clients, relatives and carers. My mother and

father-in-law both were in care at ABH, bringing home its person centred care program and that again has been brought about by the recognition that ABH wanted to provide a home like environment and not that of an "institution."

Bethel Home Care was finally established in 2018 with the support of the Board as another service to give us a presence in the community and spread the good word about what ABH could offer those in need via a continuum of care.

I have learned a great deal from the collective discussions throughout various challenges and legislation, policy, and funding changes. It has demonstrated how a local organisation can adapt to change whilst always striving to deliver the best care for the individual.

It has been a privilege to serve on the Board and I have thoroughly enjoyed my time as a Director. I also served as the Deputy Chair from 2008 until 2016 during which time there always seemed to be something out of the ordinary that need attending to. I really appreciated the opportunity not only to serve but also to learn from so many capable people who over the years have given their time and effort in the service of others.

It's going to take some getting used to no longer being part of "The Board" but I leave knowing it is in good hands.

Alex Pataky



Members of the Board at AH Orr's 40th anniversary celebrations in 2017 (L-R: Belinda Dona, Alex Pataky, Peter O'Donnell, Gordon Torry, Jo Schreuder)



01 Governance

Strategic Plan 2023-2026

MISSION

ABH will continue to build and operate a vibrant and connected community that meets the needs of our residents, clients and the community.

CONSUMER STATEMENT

I continue to feel a part of my local community, regardless of what services I am receiving, or where I am receiving services.

OBJECTIVE 1 OPERATIONS

Sustain and optimise our existing business, including our services, service model and reputation.

Consumer Statement

I receive the high quality, effective services that I need from someone who I trust and understands my needs.

Strategies

- a) Improve the services delivered to residents through the use of technology, innovation and best practice.
- b) Optimise the use of existing buildings and plan for ongoing improvements to the physical infrastructure of the organisation.
- c) Maintain or reduce the cost of operations and service delivery without compromising on the quality of care and services.
- d) Develop a community master plan that incorporates the needs of ABH residents and the local community to create an ABH community precinct.

OBJECTIVE 2 SUSTAINABILITY

Ensure organisational sustainability through diversification of revenue streams.

Consumer Statement

I trust the organisation providing my services is sustainable, and can provide my services for as long as I need them.

Strategies

- a) Expand and create scale across Bethel Home Care to improve profitability and revenue.
- b) Pursue grant opportunities that allow ABH to better implement the strategy and increase opportunities for more and diversified revenue.
- c) Explore opportunities for service expansion in line with the communities identified in the ABH Constitution and ABH capabilities.
- d) Establish partnerships with local service providers to encourage use of the ABH community precinct.

OBJECTIVE 3 MISSION

Deliver services in line the with vision, mission and values of Ashfield Baptist Homes and the Baptist Church.

Consumer Statement

I receive services from a provider in my community that is aligned to my values and beliefs.

Strategies

- a) Increase collaboration with the Baptist Church to ensure delivery of services in line with the Church's strategic vision.
- b) Increase Board engagement with consumers to facilitate greater understanding and insight into the needs of ABH and it's residents.
- c) Identify and research the communities that ABH are able support with services in line with the ABH Constitution.



02 *Caring for life*



Faith in Action

It has been exciting to witness the growth of Spiritual Care and Pastoral presence within the walls of ABH and through Bethel Home Care.

Amidst all the hurdles through the Pandemic, we have seen smiles, sang tunes, wiped away tears, shared 'covid safe' hugs as we have journeyed alongside our residents, families, and staff in their Spiritual Care. These moments have been instrumental in forming life-giving personalised relationships founded on Compassion and Respect.

Provision of Religious, Cultural, and Emotional support opportunities for our residents is vibrant. Pastoral care for our residents continues to evolve and embrace creative ways of reaching our residents where they are at. Music has been the key to the heart-present in our weekly one-on-one visits, Interdenominational Services, and group reminiscing sessions. Many stories have been told and memories rekindled with familiar tunes.

Reminiscing through poetry and nursery rhymes has been a platform where our residents have journey down through memory lane.

We now have three Communion services a month with St. Vincent's Catholic Church, Ashfield Baptist Church, and Earlwood Baptist Church. This has allowed provision

for the option of a service later in the day to accommodate residents needs and preferences. We have seen the birth of our Greek Orthodox Service in this season and looking to expand our Catholic Residents Pastoral support through Mass and Communion on a weekly basis in partnership with St. Brigid's Parish in Marrickville.

Families have appreciated pictures of their loved ones receiving Pastoral care in the comfort of their rooms with our growing volunteer base.

Residents have enjoyed reading encouraging quotes on the TV screens in communal areas-receiving little nuggets that bring healing, joy, and peace.

There is still so much in store as we come to the close of 2022. We are excited to host a music team on 30th October and 27th November for a lovely Sunday afternoon session.

Spiritual Care at ABH continues to flourish in partnership with God, the multidisciplinary team, and our esteemed volunteers. We are Thankful!

In His Service,

**Ruth Njogah
Chaplain**





02 *Caring for life*

Bethel Home Care

Since last year, Bethel Home Care has delivered over 5,000 hours of service across 19 suburbs.

We are extremely proud to report that over the COVID-19 period, we have more than doubled our client base. This is a testament to our incredible, hardworking staff.

This client base continues to grow and diversify. We are providing services to people from 12 different cultural backgrounds, who speak a variety of languages, practice various faiths and all have great stories to tell. We currently serve 28 clients, up from 17 last year representing a 64% increase. Many of our clients also use our facility for respite care.

We are very privileged to have staff that speak multiple languages, such as Croatian, Filipino, Portuguese, and Korean. This asset ensures all clients, no matter their background, are receiving the best possible services.

Speaking of diversifying, our service area continues to grow; from Roselands in Western Sydney, Sans Souci in Southern Sydney, Russell Lea in Canada Bay, and all throughout the Inner West.

75% of new clients have come through word of mouth. What they are telling us is Bethel Home Care has a reputation in the community for great service and communication.

Communication is key. It is the difference between providing a service and providing a great service. This is one of our greatest strengths, and what we believe sets us apart from the industry.

We regularly receive feedback from clients and their families expressing gratitude for the positive impact Bethel Home Care has had in their lives. This is how we know we are fulfilling our mission.

Whilst it is not over yet, we have come out of the depths of COVID-19 stronger and poised to expand throughout Sydney. We will continue to strive to provide quality, compassionate care for the community..

Patrick McFarlane
Bethel Home Care Case Manager



Our Wonderful Volunteers

Our volunteer team is growing and impacting Pastoral Care beautifully!!!! None of this would be possible without them.

40+ years
Gordon Torry

30+ years
Ian Dawson

10+ years
Lyn Ryan

Under 5 years
Fr. George Liangas

Fr. Joti Boliwalu

Ken Kamau

Billy Tang

Gabriel Evangelista

Tia Sefo

Rosina Sefo

Emily Maurits

Leona Leung

Jamie Higgins

Nerida Chedra

John Kopsiaftis

In recruitment process
5 volunteers!



03 *Living at Ashfield Baptist Homes*

Living Life to the Fullest

What a rainbow of colour we have become acquainted with over the last year – all the lockdown colours of red, orange and purple, highlighting our rainbow. At the end of our rainbow was the easing of visiting and outing restrictions.

We were confident enough to re-introduce our club visits and our themed nights. We visited Ashfield RSL and EBP sports club, we enjoyed a Chinese night, and a Pizza night. Everyone is looking forward to many more group get togethers. Group activities, bus outings, connections with community and 1-1 visits have continued throughout the year as much as possible.

Bus outings continue to be the most requested activity. Residents are often happy to just go for a drive. We've been to the Botanic Gardens, Centennial Park, Sydney Harbour and Botany Bay amongst other places. Each environment

is risk assessed to minimise any risk for our residents and to have an enjoyable and safe outing.

It has been incredibly special to see our families return to our facility to spend time with their loved ones, often making use of the café and courtyards. Some days it has felt like 2019 again, pre-covid. Life at ABH continues to be safe and happy.

We have celebrated several cultural events with residents and staff including Australia Day, Valentine's Day, Harmony Day, Easter Celebrations, Australia's biggest morning tea, Mother's Day, Father's Day, St Patricks Day, the Queen's jubilee and birthday, ANZAC day, NAIDOC and Reconciliation week. Resident birthdays are celebrated along with family and friends.

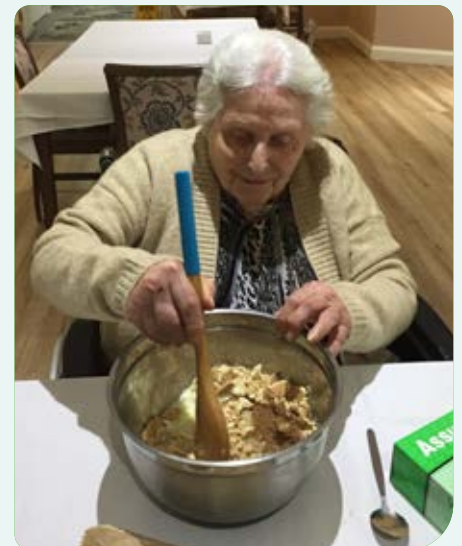
Armchair travel and cultural meals plus Greek and Italian coffee groups were also hosted for

all interested residents. We have also had many entertainers throughout the year, including Ron Ashton, Neil Anthony, Miss Eleni, Dale Ryan, Fiona Maria and Mike Valentine.

We cannot forget our visiting animals; our resident therapy dog Woody began visiting around January and has been a regular feature for residents and staff ever since. Bushman the Therapy Horse came by, plus we had a rabbit visit and our chickens continue to thrive in our courtyard. We also welcomed many family pets who visit their loved ones.

Moving forward we are looking forward to all our Christmas events, including a combine celebration for the first time in three years, attending the premiers concert next year, and many more lifestyle activities.

Morag McHutchinson
Diversional Therapy Manager





03 *Living at Ashfield Baptist Homes*

Staying connected

We have found creative ways of opening our home to visitors during our multiple lockdowns, including opening or closing each of the eight specific residential areas from Bethel and AH. Isolated location closures has created added complexity for families and we have communicated changes and updates continually as changes happen. This includes daily updating of our website banner, an open/closed whiteboard outside the centre, messaging to families via the app and email according to the resident area. We created a ThankYou collage board with messages from families to help motivate our staff.

Families are kept up to date with our latest protocol, plus our reasons behind decisions in line with government advice. Our visiting protocol now comprises its own section on our website.

We launched a new website including refreshed branding, professional photography, easier navigation and enhanced functionality. Book a Tour, Enquiries, Feedback and Make a Donation sections have all been added. Our Facebook page provides a professional and engaging shopfront for our service and sees high engagement, especially from families who enjoy seeing their loved ones enjoying lifestyle activities including dress up days, celebrations, excursions and entertainment.

Throughout these prolonged changes we have still welcomed many new residents into our care. Every family receives a personalised welcome email including full details of how to stay in touch with their loved one, and book a visit via Zoom or face to face. Residents receive regular printed information to help them stay up to date. 162 family members and 100% of staff are all connected with our bespoke Connecteam app for updates as required, 7 days per week.

Families and stakeholders are engaged with our bi-monthly 'Heartbeat', and many even reach out to see if their loved ones can be featured. Residents each receive their own printed copy while a digital version is shared with families and added to our website.

Liz Foster
Communications Manager





04 Financial statements

Statement of Financial Position as at 30 June 2022

	2022 \$	2021 \$
ASSETS		
Cash and cash equivalents	18,000,409	18,946,162
Trade and other receivables	1,453,073	641,016
Investment property	14,600,000	14,600,000
Capital work in progress	8,823,467	7,894,542
Property, plant and equipment	17,846,080	18,394,884
TOTAL ASSETS	60,723,029	60,476,604
LIABILITIES		
Trade and other payables expected to be paid within 12 months	9,332,037	4,662,643
Refundable loans expected to be paid within 12 months	7,629,956	10,425,716
Borrowings expected to be paid within 12 months	195,000	236,616
Employee benefits expected to be paid within 12 months	1,831,892	1,684,081
Refundable loans expected to be paid after 12 months	17,803,231	18,359,993
Borrowings expected to be paid after 12 months	973,459	2,575,391
Employee benefits expected to be paid after 12 months	305,957	245,856
TOTAL LIABILITIES	38,071,532	38,190,296
NET ASSETS	22,651,497	22,286,308
FUNDS		
Accumulated funds	22,651,497	22,286,308
TOTAL FUNDS	22,651,497	22,286,308



04 Financial statements

Statement of Profit or Loss and other Comprehensive Income for the year ending 30 June 2022

	2022 \$	2021 \$
Revenue	16,276,363	14,506,654
Other income	186,204	232,779
	16,462,567	14,739,433
Expenses		
Administration	(719,508)	(568,954)
Agency costs	(528,514)	(148,066)
Catering expenses	(1,528,429)	(1,488,395)
Cleaning and laundry expenses	(1,067,643)	(847,658)
Consulting fees	(159,609)	(120,695)
Depreciation and amortisation	(839,430)	(814,273)
Insurance	(273,643)	(257,315)
Finance costs	(96,518)	(119,310)
Litigation settlement and costs	(244,588)	(516,056)
Maintenance costs	(633,100)	(627,710)
Resident and client care expenses	(461,420)	(321,989)
Salaries and employee benefits	(9,253,748)	(8,918,713)
Utilities	(273,198)	(284,838)
Other expenses	(18,030)	(22,467)
	(16,097,378)	(15,056,439)
Surplus (deficit) before fair value movement on investment properties	365,189	(317,006)
Fair value gain on investment property	-	3,165,000
Surplus (deficit) before income tax	365,189	2,847,994
Income tax expense	-	-
Surplus (deficit) for the year	365,189	2,847,994
Other comprehensive income	-	-
Total comprehensive income (loss) for the year	365,189	2,847,994



Ashfield
Baptist Homes

Our Values



RESPECT

Treating people with dignity



COMPASSION

Responding sensitively to individual needs



EXCELLENCE

Providing quality services



STEWARDSHIP

Managing environmental & other resources responsibly



INTEGRITY

Being honest and fair

Ashfield Baptist Homes

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Caring for life