



Ashfield
Baptist Homes

Annual
Report
2023/24

Caring for life





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01 Governance

Board Chair and Chief Executive's Report

When the Board of Directors gathered in April this year to set the strategic plan for Ashfield Baptist Homes, Sydney was being swamped by a cold and wet deluge. Undeterred, the Directors were tasked with reviewing implications of a new Aged Care Act looming and the reform agenda post the Royal Commission still bearing fruit. After a long and protracted discussion, the outcome was positive and visionary.

What resulted was four key pillars that will guide the efforts of all stakeholders at ABH: People and Culture, Sustainable Service Delivery, Managing Assets and Governance and Compliance. These central pillars will build on seventy-five years of history and lay firm foundations for years to come. A copy of the plan is included at the end of this report.

Here at ABH we celebrate and value the diversity of our staff and those in our care. We choose to continually seek out and respond to issues and feedback. Our annual satisfaction surveys demonstrate ongoing engagement from our stakeholders. You spoke: We listened.

As a Board and Leadership team we continue to make this a priority. We not only want to meet but exceed your expectations.

It has been a productive and rewarding year for ABH staff and residents alike. We have:

- Received full three-year accreditation for both AH Orr Lodge and Bethel Lodge after compulsory unannounced audits by the Aged Care Quality and Safety Commission.
- Received full three-year accreditation for Bethel Home Care.
- Commenced implementation of the new draft Aged Care Quality Standards across all areas of the business.

Board Chair Note

On behalf of all members of the Board I wish to acknowledge the tireless service of Leigh Kildey who has served as Chief Executive of Ashfield Baptist Homes for the past eleven years.

During that time, Leigh has navigated ABH through many complexities and has facilitated ongoing innovation in response to change. She has embedded the values of ABH in how we care for our residents and staff. Her partnership with the Board and management team has supported ABH's reputation as an outstanding provider of aged care.

In recognition of Leigh's energy, enthusiasm and dedication to the goals and aspirations of ABH, the Board has extended her contract for a further four years. We look forward to a continuation of Leigh's exceptional leadership and involvement in the life and mission of ABH well into the future.

David Glinatsis

- Launched a new respite day care centre.
- Expanded home care services including in-home maintenance.
- Launched The Cunningham retirement village offer to our ABH community.

Development of our bespoke retirement village, The Cunningham, continues to gather momentum. The DA has been fully approved by council and we are currently tendering for our builder. This development will enable our organisation to extend its reach in our local community by providing much needed retirement living accommodation. It also adds the final piece of the care continuum to our suite of services. We would like to acknowledge the contribution of all Directors, by attending site visits and meetings to ensure the best decisions are made for both the immediate and long-term benefit of ABH.

We would also like to acknowledge the hard work and dedication of the Management Team and staff to enact overall plans and direction set by the Board. This year has presented many challenges, and they have worked side by side supporting the objectives of ABH. We couldn't be prouder. Last but certainly not least, we would like to acknowledge those in our care; you are what inspires us, motivates us to do better, and drives us forward. For that, we are all eternally grateful to you.

This wonderful and vibrant community known as ABH would not be here without you all. Thank you.

Leigh Kildey
Chief Executive

David Glinatsis
Board Chair



Board members

Board Chair:
David Glinatsis

Vice Chair:
Belinda Dona

Directors:
Peter O'Donnell
Josephine Schreuder
Stuart Gibb
Sharon NG
Michael Kah
Lynette Mackenzie
Jim Kapetangiannis
Catherine Boxhall

Company Secretary:
Karyn McCabe



02 *Caring for life*

Faith in Action

Our goal in offering spiritual care is to make a positive difference to others based on Christian principles, by seeking meaningful and creative ways to meet the diverse needs at hand.

Recently, we have welcomed new Pastor Micah and Pastor Maria from Ashfield Baptist Church, as we seek to maintain and grow our connection. We farewelled Pastor Guy and his wife Sandra who have been integral to offering pastoral support to our residents over the past eighteen months.

During Reconciliation Week in May we celebrated the lives and contributions of prominent indigenous leaders and role models providing an opportunity for reminiscence. "Like branches on a tree we may grow in different directions. But our roots remain as one."

In July we hosted a life-affirming Memorial Service, where family members, friends and staff gathered to remember, honour and celebrate the lives and legacies of passed loved residents, sharing stories over morning tea. Families found meaning by bringing a tangible item to honour their loved ones and lighting candles by the Remembrance Tree documenting memories on cards to symbolise hope. Our new Memorial fountain provides a tranquil space in the garden for residents, staff and families to relax and remember. The fountain holds remembrance stones bearing passed residents' names, written by their families. We also have a new Memorial Space near the café.



Birthdays and name days are meaningful to many of our residents and are celebrated on the ABH family tree and in Heartbeat as well as with personalised cards and pastoral clergy visits. We continue to be blessed by family members past and present offering their time and gifts through social visits and participation in our cultural and religious services. We hosted our first ever onsite Latin Catholic Mass, where many residents were surprised they could remember the chants.

We continue to advocate for our residents' spiritual care needs in partnership with the multidisciplinary team. Feedback platforms are provided via Resident meetings, one on one interactions and surveys to continue improving the service we provide. A review of our Consumer Spirituality Policy has been done considering the New Aged Care standards; embracing a trauma aware, healing informed approach. We are also exploring intergenerational interactions for overall wellbeing.

Former American President Jimmy Carter said, *"I have one life and one chance to make it count for something... My faith demands that I do whatever I can, wherever I am, whenever I can, for as long as I can, with whatever I have, to try to make a difference."*

That is what we are about!

Ruth Njogah
Chaplain



Volunteer Space

Our volunteer pool continues to attract individuals and chaplaincy students from diverse religious and cultural backgrounds whilst fostering partnerships within our local community. Our diverse team is growing to reinforce social, cultural and religious opportunities through one on one and group interactions, using music, stories and pictures to take us down memory lane.

40+ years
Gordon Torry

30+ years
Ian Dawson

10+ years
Fr. George Liangas

5+ years
Fr. Joti Boliwal

Under 5 years
Fr. Noel Soares
Fr. Doan Ho
Sr. Rosana Estoque
Rev. Ken Kamau
Pst. Billy Tang
Pst. Tia Sefo
Pst. Rosina Sefo
Pst. Micah Hurst
Pst. Maria Matherson
Nerida Chedra
Trish Richards
Leona Leung
Maria Mohlakis
Sunnie Elder
Ana Gonsalves
Michelle McKenzie
Annie Tsang



02 *Caring for life*

Clinical Update

Our four pillars of care – Personal, Clinical, Spiritual and Lifestyle, guide our holistic approach. Clinical, Spiritual and Lifestyle are detailed in this report by myself, Ruth our Chaplain, and Morag our Lifestyle Coordinator.

But what about personal care? What is this? And what does it mean to those in receipt of our care? Put simply, it's about getting the small details right. A cup of tea at 3am after waking from a dream; an additional sweet treat each afternoon to ensure a client's calorie target is met; putting on seasonally appropriate clothing; listening to life stories and engaging on a meaningful level; advocating for those who are unable to advocate for themselves and making sure our residents and clients are treated in a way they expect and deserve. For us at ABH this pillar is an umbrella to the other pillars: an overarching principle that sets the path for us to deliver. All our staff are trained in this each year, reinforced by our values.

Medication Incidents are monitored monthly by the Clinical Team and discussed in scheduled Medication Advisory Committee Meetings including myself, our care managers, quality advisor, Doctors and Pharmacists to identify trends and provide solutions to avoid incident re-occurrence. Training and medication competency is also organised for the individuals involved for educational development.

Client weights are monitored monthly and unplanned weight loss is referred to their doctor for follow up review and dietitians for further nutritional advice and management. Plena Health dietitians conduct monthly reviews for ongoing nutritional support and management. Additional referrals are made to the Speech Pathologist to conduct swallowing assessments for residents of concern to ensure the correct diet and fluid consistency. Residents and families are all invited to Food Focus Meetings to contribute their input prior to the release of seasonal menus.

Plena Healthcare podiatrists continue to review residents on a six-weekly basis to ensure optimum foot and toenail health is maintained.

Falls management is monitored by the clinical team and physiotherapists and discussed at the monthly Falls Meetings to ensure further preventative measures to reduce our clients falls risk wherever possible. Ashfield Baptist Homes continues its association with Tafe Meadowbank by providing support to complete student clinical placement onsite.

Maintaining compliance in all clinical aspects remains our top priority to ensure all our residents are receiving quality care.

Juliet Kei
General Manager, Care Services





02 *Caring for life*

Quality Update

The past year has been a busy one for quality activities as several regulatory reforms have been introduced. The most recent, Monthly Care Statements, is currently undergoing a pilot with 18 residents involved and once this has been piloted for three months, we will review and look to roll this out across the rest of our resident population.

Towards 1 July 2025

Looking ahead, in response to the Royal Commission's recommendations, the Government plans to implement a new Aged Care Act, strengthened Quality Standards, and a revised Regulatory Model starting July 1, 2025. To prepare for these changes, we are actively conducting self-assessments, reviewing our policies and procedures, and consulting with residents and the workforce to identify areas that need alignment with the new requirements. Additionally, workforce training on the strengthened standards is currently in progress.

Resident Engagement

We encourage ABH residents to actively engage in meaningful opportunities and ensure their perspectives are heard and valued in all aspects of our work.

The creation of the Consumer Advisory Body, in addition to the focus groups on Food & Dining and Lifestyle Activities, has greatly enhanced collaboration with residents, providing invaluable feedback that will serve as the foundation for future improvements.

Looking Ahead

The Royal Commission into Aged Care Quality and Safety emphasised the insufficient information being communicated from providers to residents and their families. This concern remains prevalent in complaints submitted to the Aged Care Quality and Safety Commission.

To address this concern, the Department of Aged Care has engaged a digital design firm to facilitate the creation of digital solutions and automate the generation of Monthly Care Statements (MCS). ABH has chosen to participate in their pilot program to develop and provide statements before they become mandatory.

In line with the Commission's recommendations, ABH will maintain its dedication to ensure resident safety and quality care.

Fumpa Mitchell
Quality Advisor





02 *Caring for life*

People and Culture

We continually celebrate our staff diversity and skills across a wide range of disciplines. Many staff move between roles as they develop their experience and qualifications and we support them whilst accommodating changing family dynamics.

This year's Staff Satisfaction survey indicated three areas we are particularly proud of:

1. **87% of our staff** are proud to work at ABH and believe the organisation is committed to providing the right amount of training to support them in their work.
2. **82% of our staff** would recommend the care and services to their family and friends.
3. **86% of our staff** believe the communication internally and externally facilitates good care.

The People and Culture team have worked with staff over the last year supporting their health and wellness. We have launched an exclusive wellbeing program in conjunction with Wherefit, offering up to fifty percent discount across a huge range of leading fitness and wellbeing brands, healthy meals, self-care, beauty and more.

In October we invited our Registered Nurses to apply for a single fully funded Infection Control Program including five days' study leave.

Every year we hold our annual staff service awards. These celebrate milestone lengths of service to ABH of our staff. This year we say thanks to the following wonderful and talented staff, including a particular shout-out to Miatta for her loyal service across twenty years.

20 years

Miatta Kamara

15 years

Yanet Wolderufael
Morag McHutchison
Shanti Ghimire-Wagley
Josephine Clemente

10 years

Hawera Denkissa
Patrick McFarlane
Babita Subedi-Rai
Smita Tuladhar
Steven Crawley

5 years

Pabina Joshi Regmi
Sarita Pathak
Sook Jung
Zoe Ma
Liz Foster
Barsha Kumari Chaudhary

Total number of employees

199

Full time employees

61

Part time employees

99

Casual employees

39

Female employees

166

Male employees

33

Volunteers

33

Turnover rate

3%

Longest serving employee

33 years

Longest serving volunteer

49 years

Age of youngest volunteer

14

Age of oldest volunteer

81

As at 1 October 2024.





02 *Caring for life*

Bethel Home Care

Bethel Home Care has increased client numbers by 10% in the past year. This growth has occurred due to direct targeted marketing at community seniors' groups such as Probus. Many new clients have commenced care with us and applied for home care packages.

A new day care activity programme has commenced in a dedicated space on the first floor of Ashfield Baptist Homes. When there is a vacancy on the day, residential residents are invited to attend. Day care gives carers a break from their caring duties and also reduces social isolation for clients who live by themselves. We are building up a waitlist of clients from other providers wanting to attend this social group.

Another new initiative that has been embraced by clients is home maintenance services. The team have been busy undertaking numerous visits to fix and repair small items in clients' homes. Every visit allows them to remain independent at home longer.

BHC successfully tendered for the Commonwealth Home Support Programme. This significant initiative will begin in November 2024, bringing an uplift in revenue of \$1m for FY25. CHSP clients will automatically become home care clients in 2027 which will increase our client base in both Inner West and Southeast Sydney regions.

BHC's hours of service has increased steadily over the year. Staff retention rate and the increasing recruitment of support staff and admin staff has led to a high functioning team that support our elderly clients to live their lives their way.

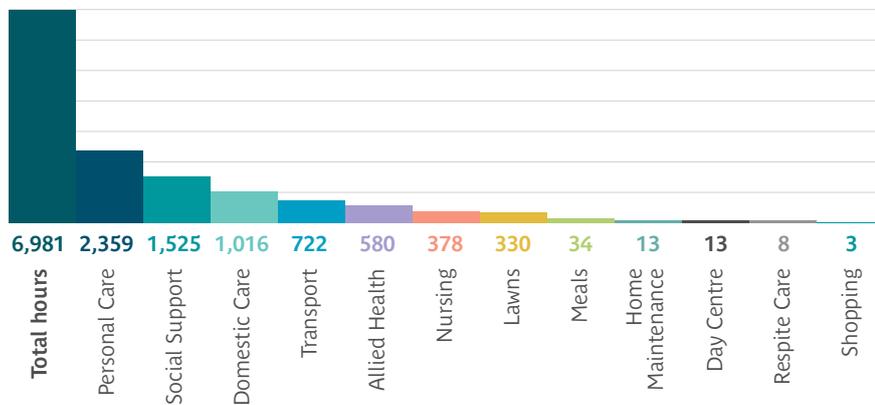
Our seasonal publication Connections, continues to grow and create a popular bridge between ABH and our clients.

Margaret Pistevos
General Manager, Operations



Hours of Care

In 2023/24, Bethel Home Care provided 6,981 hours of care, representing a 20.8% increase from the previous year.





03 *Living at Ashfield Baptist Homes*

Living Life to the Fullest

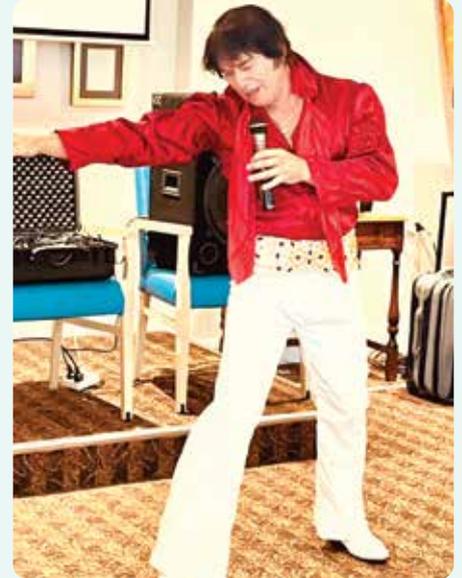
The ABH lifestyle team consistently strives to deliver and improve a social program encompassing social, cultural spiritual, emotional and community, assisting residents live their lives to the full.

We have welcomed many community entertainers for fun singalongs. Fiona Maria, Ron Ashton, Dale Ryan, Mike Valentine and Haberfield Men's Group have all entertained us with different genres of music. We're looking forward to visits from the local Cardinal Freeman singing group, two beautiful miniature ponies during Melbourne Cup celebrations and an Elvis Presley impersonator.

Cultural events and activities are celebrated through coffee groups, reminiscence groups and armchair travel to a different country each month. We have celebrated Australia Day, St. Patricks Day, Valentines Day, Easter,

Mother's Day, Anzac Day, Kings Birthday, Christmas In July, Father's Day, Naidoc Week, Italian Ferragosto and Harmony Day with special or cultural meals.

Residents are free to participate in any and all activities on offer, from seeking quieter pursuits to being out and about. Bingo, happy hours, board and card games, cooking, arts and craft, walks to the park and floor games such as parachute play and skittles are all offered. During the Olympics, residents participated in their own games including basketball, target shooting, walking and a bocce challenge. Many medals were proudly worn for weeks afterwards. Weekly Friday Happy Hour and coffee clubs create opportunities for residents to make new friends, share their stories and reminisce with others who have shared life experiences.





03 *Living at Ashfield Baptist Homes*

Living Life to the Fullest

The team has been focusing on one-on-one support for residents choosing not to participate in group activities. Staff have made over six hundred and sixty visits just in August and September. During these visits, residents are invited on short walks and assisted with small tasks plus offered one-on-one activities such as jigsaws, social and reminiscing conversations. Visits encourage all to feel connected with the broader ABH community.

Bus outings continue up to four times per week with the recent engagement of a permanent bus driver. Outings include local parks, beaches and other places of interest to the residents, including Georges River, Belmore Rotary, Bayview Park, Homebush, Rhodes, Bicentennial, Tempe, Glebe, Parramatta and many more parks plus a local trip to McDonalds. We are looking forward to a trip to Australia Zoo at Blacktown. Residents have the opportunity to visit Ashfield Mall and do a little shopping or just wander round the shops and visit a cafe.

We are continuing our popular and engaging association with Ashbury Public School. Children were paired up with a buddy/resident and made each of them a Christmas gift which they presented in person.

ABH currently has eight volunteers from the Aged Care Volunteer Visitors Scheme and one volunteer driver. Volunteers are matched with residents according to their interests and requirements. The lifestyle program works alongside the chaplain, assisting residents to attend devotions and church services. We continue to offer Zoom calls for residents to stay in touch with more distant family and friends.

A monthly residents' meeting gives residents an opportunity to offer suggestions and or give feedback, from food to cleaning and staff. Families can also join us in person or via zoom. Regular Food Focus discussions are also held for resident input. A small committee has been formed to discuss the broader program on offer and room for improvement.

Morag McHutchison
Lifestyle Coordinator





03 Living at Ashfield Baptist Homes

Staying connected

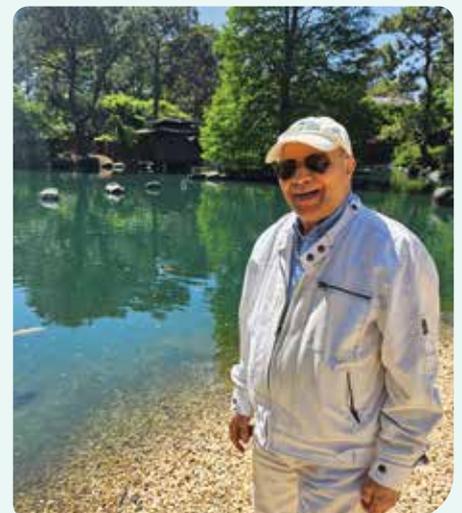
Aged care can be an overwhelming environment for many families, and we keep everyone informed and connected in a variety of ways. On admission, all families are sent a letter explaining several ways to stay connected with their loved one. Families are all sent weekly updates detailing timely news and dates, including a feedback link, key dates, key staff contacts and a copy of the following week's lifestyle calendar. Updates are repurposed and handed out to residents.

The ABH graphic livery continues to roll out across posters, flyers and other literature. We developed a bespoke 75th anniversary logo to use throughout the year and for the wider celebrations. Qualitative research was undertaken with all our stakeholders to better understand the strength and meaning of our various brand offers prior to launching our retirement living offer. This is a vital component in communicating clear messaging about our care suite. The number one word which came up time and again was 'care'. We are working on long term recommendations to align our four pillars of care – clinical, personal, spiritual and lifestyle – across our whole care continuum.

Our bi-monthly magazine, Heartbeat, is continuingly popular with many residents and families feeling honoured to be profiled. It has moved to a permanent twelve-page copy, up to sixteen pages at busy times like Christmas. Community profiles, news, quizzes and local interest pieces are all covered variously. Residents and visitors enjoy printed copies while families and wider stakeholders receive digital copies.

The ABH Facebook page continues to generate good engagement with families past and present as well as local suburb community groups. The Connecteam app remains an effective messaging tool for families during area closures and for general staff updates.

Liz Foster
General Manager Communications





04 Financial statements

Statement of Financial Position as at 30 June 2024

	2024 \$	2023 \$
ASSETS		
Cash and cash equivalents	18,267,526	14,921,805
Trade and other receivables	908,881	1,218,523
Investment property	21,390,000	21,390,000
Capital work in progress	5,270,118	3,598,459
Property, plant and equipment	18,480,360	18,527,279
TOTAL ASSETS	64,316,885	59,656,066
LIABILITIES		
Trade and other payables expected to be paid within 12 months	4,192,174	5,744,406
Refundable loans expected to be paid within 12 months	7,837,809	6,823,406
Borrowings expected to be paid within 12 months	1,821,233	442,208
Employee benefits expected to be paid within 12 months	2,098,604	2,222,377
Refundable loans expected to be paid after 12 months	23,513,429	20,470,219
Borrowings expected to be paid after 12 months	-	463,562
Employee benefits expected to be paid after 12 months	223,685	210,997
TOTAL LIABILITIES	39,686,934	36,377,175
NET ASSETS	24,629,951	23,278,891
FUNDS		
Accumulated funds	24,629,951	23,278,891
TOTAL FUNDS	24,629,951	23,278,891



04 Financial statements

Statement of Profit or Loss and other Comprehensive Income for the year ending 30 June 2024

	2024 \$	2023 \$
Revenue	21,787,141	16,997,523
Other income	705,424	310,595
	22,492,565	17,308,118
Expenses		
Administration	(1,025,470)	(627,810)
Agency costs	(1,046,243)	(907,528)
Catering expenses	(1,848,900)	(1,624,621)
Cleaning and laundry expenses	(837,737)	(825,444)
Consulting fees	(260,404)	(185,594)
Depreciation and amortisation	(1,161,797)	(982,268)
Insurance	(519,688)	(380,983)
Finance costs	(80,454)	(206,341)
Maintenance costs	(750,562)	(604,767)
Resident and client care expenses	(561,049)	(426,904)
Salaries and employee benefits	(12,318,041)	(11,054,045)
Staff support expenses	(226,806)	(320,698)
Utilities	(316,033)	(289,819)
Other expenses	(188,321)	(19,074)
	(21,141,505)	(18,455,896)
Surplus (deficit) before fair value movement on investment properties	1,351,060	(1,147,778)
Fair value gain on investment property	-	1,775,172
Surplus before income tax	1,351,060	627,394
Income tax expense	-	-
Surplus for the year	1,351,060	627,394
Other comprehensive income	-	-
Total comprehensive income for the year	1,351,060	627,394



05 Appendix

Our 2024 – 2029 Strategy

MISSION

ABH is guided by our Christian principals of care and 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 People and Culture

We will attract and retain people that have the appropriate skills, passion and motivation to deliver our organisation's purpose.

Consumer Statement

I can trust I am in a safe place where I am valued and cared for with my dignity respected by an organisation with integrity.

Strategies

- a) Our residents and clients express satisfaction with our workforce.
- b) Attract the right people to our workforce.
- c) Using our existing networks to recruit committed and talented people to our workforce and Board.
- d) Foster a values-driven culture of success, recognition and commitment to retain quality staff.
- e) Develop a learning organisation that has a focus on continuous improvement, integrity and compliance.

OBJECTIVE 2 Sustainable Service Delivery

We will maintain high quality service provision and continue to generate growth through financially, environmentally and socially responsible practices.

Consumer Statement

I will receive a choice of services, and these will exceed best practice. These services will meet my needs now and into the future.

Strategies

- a) ABH will involve our residents and clients in decision making.
- b) Research new service models to address future Aged Care needs.
- c) Pursue partnerships to increase opportunities for new and diversified revenue, reduce potential risk and environmental impact.
- d) Explore opportunities for ABH to enhance its social sustainability.
- e) Promote existing and emerging products using new branding to maximise revenue opportunities.

OBJECTIVE 3 Managing Assets (Now/ Future)

We will deliver current projects as planned while developing new products and services to meet the changing needs of our community.

Consumer Statement

I am offered choices at each stage of my care journey that are of the highest quality standard, reflect my needs and the needs of my community.

Strategies

- a) ABH will support residents and clients to engage with the community, both internally and externally.
- b) Develop a site masterplan including review of existing assets, their lifespan and ongoing associated costs.
- c) Explore opportunities to better allocate resources across projects.
- d) Undertake financial analysis of all ABH services and assets.
- e) Deliver existing projects and improve existing services.

OBJECTIVE 4 Governance and Compliance

We will provide proactive governance that exceeds industry standards and is driven by the organisation's values, beliefs and commitments

Consumer Statement

I am in a place where I am valued and there are people, processes and procedures in place to ensure my safety and quality of life.

Strategies

- a) Ensure ABH has access to the right information about the changes to the Aged Care Act and how to comply with these changes.
- b) Develop a model of proactive governance.
- c) Identify the skills required to meet our objectives and create a framework to promote ongoing learning and organisational best practice.
- d) Develop a succession plan for Executive Management that identifies the values and skills needed to drive the organisation into the future.
- e) Increase Board visibility to the community.



05 Appendix

Annual Consumer Feedback Survey (Residents and Families), November 2023

Where we are doing well

Respondents (residents and representatives) in both homes indicated the organisation is performing well in the following aspects of care and service provision.

93%

COMPLAINTS & FEEDBACK

Most indicated that there are opportunities to give feedback and both residents and families feel safe doing so knowing that their concerns will be heard and addressed in a timely manner.

92%

KNOWLEDGABLE & CARING STAFF

Care is received from consistent staff who understand residents care and personal preferences. Staff were highly complimented specifically in their genuine care and concern for residents.

90%

CHOICE & RESPECT

Our staff treat residents with dignity and respect and are respectful of resident lifestyle choices.

88%

CARE & SERVICE DELIVERY

Respondents trust and feel safe with the staff who care for them or their loved ones. They are confident they are receiving the right care in line with an agreed care plan, including appropriate care when health changes occur.

89%

GENERAL LIVING ENVIRONMENT

Ease of accessibility to all areas and ease of moving around.
Facility is pleasant, inviting, and has comfortable relaxation areas.

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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Bethel Home Care

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Caring for life