

ANNUAL REPORT 2024



It's not just care,
it's HammondCare



HammondCare 

INDEPENDENT • CHRISTIAN • CHARITY

The cover features a snapshot of our diverse, multidisciplinary team, who are united in passion and purpose to bring our Mission to life (from left to right):

Michelle, Artist Practitioner; **Katie**, Head of Design (Property and Capital Works);
Bryan, Care Navigator and Pastoral Care Coordinator;
Margaret, HammondGrove resident; **Joy**, Dementia Centre Advisor;
Sam, Talent Partnerships and Pipelines Coordinator; **Sarah**, Head of Food Culture;
Marion, Volunteer Coordinator

hammondcare.com.au

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MISSION TO CARE

Our passion to improve quality of life for people in need makes our care unique. It's why we can say: **It's not just care, it's HammondCare.**

Motivated by the Christian principles expressed in the words and actions of Jesus Christ, our Mission values guide how we work and serve together, as seen throughout these pages:

**+ SERVING
OTHERS**

Page 10

**+ WORKING
TOGETHER**

Page 28

**+ POWERING
OUR PURPOSE**

Page 34

'I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me ... Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.'

Matthew 25:35-36,40

Margaret and Joy share
a moment of reflection
on life's journey

BOARD CHAIR REPORT

Our unwavering commitment to our Mission has been rewarded with a strengthening financial position after the difficult post-pandemic period.



As seen in the Financial and Operational Insights sections, we have returned to net surplus while continuing to invest in high-quality care to ensure even greater impact in the future.

Our new CEO, Andrew Thorburn, appointed in June 2024, has energetically taken up the challenge of developing our new Next Chapter Strategy, building on this solid platform. We are very grateful that Andrew has joined us, both for his extensive leadership experience across the banking and social impact sectors, but also for his strong affinity with our Mission, and our identity as an independent Christian charity.

As a Board, we are also deeply appreciative of outgoing CEO Mike Baird's contribution over four years which not only provided great leadership for HammondCare, but for the aged care and health sectors. We are grateful also for the incredible HammondCare team, for providing the stability needed when caring for society's most vulnerable and contributing towards a smooth CEO transition.

HammondCare continues to grow rapidly and we are especially mindful of the importance of embedding our Mission, Motivation and

Mission in Action so they remain vibrant and active, even as our team and services grow.

We have been pleased to participate again in the annual Mission Celebration, with the Bob Hammond Address this year from Rev Tim Costello, which was a powerful opportunity for refreshing Mission in each of our hearts and minds.

As well, General Manager of Pastoral Care, Steve Calder, has released monthly Mission Moment resources that help us all better understand our Mission statement and Mission in Action, connecting them to the words and actions of Jesus – our Motivation.

As mentioned, we are deep into consultation for and development of our next strategy. This is an important exercise as we consider how HammondCare can best fulfil God's calling to serve, as the sector's dynamics and environment change. I look forward to seeing its implementation and impact in coming years.

Thank you to my fellow Directors for another year of outstanding service, in particular retiring Director Dr Annette Britton who has made such a significant contribution during her nine years and who continues to chair HammondCare's Medical

Appointments and Advisory Committee. It was a privilege to welcome two new Directors this year, Dr Joanne Lewis and Peter Bailey, whose input we already appreciate.

Let me thank again our CEO and Leadership Team, the broader leadership group, and every team member across HammondCare, with special thanks to our direct care teams for the personal difference they make in people's lives every day.

Thank you also to our volunteers and volunteer leaders, along with our donors and supporters, who remind us every day that HammondCare would never have begun, and could not continue as strongly, without those who give generously of time and resources.

In all of this, we are thankful for the mercy and kindness of God who loves each one of us, without which none of what we do is possible. We continue to pray for HammondCare, the people who need our help, and all who work for, volunteer with and support this remarkable organisation.

**Yours in Christ,
Kok Kong Chan Board Chair**

CHIEF EXECUTIVE OFFICER REPORT

Acknowledging the achievements of a successful year, while recognising the value of the people we care for and those who care for them, provides a strong foundation for looking to the future.



It was my privilege to become CEO in the final weeks of FY24, and so this report is an opportunity to celebrate the work of our amazing team – including the Board, Association, Leadership Team, our frontline and enabling teams, volunteers and supporters.

But I'll also finish by commenting on where I think we're heading in the coming year!

Let me first pay tribute to previous CEO Mike Baird AO, who led HammondCare through the toughest years of COVID-19 and its aftermath – laying a positive platform, despite the challenges, that as a team we are excited to build on.

I would also like to thank Board Chair Kok Kong Chan, Deputy Chair Kate Thomas and their fellow Directors for so diligently stewarding our Mission during this time of change, and for giving me this treasured opportunity to support our team to serve those in need.

Strength, expertise, compassion and composure

As I have reviewed the past financial year, these words readily come to mind – strength, expertise, compassion and composure.

Despite the financial, reform and workforce headwinds our sector has experienced, HammondCare has turned the corner after two years of financial deficit, to move with strength into surplus.

This means, as an independent Christian charity, we continue to have a strong financial base on which to grow and improve across our services. I know many sacrifices and much hard work at all levels is behind this positive outcome, for which I'm very grateful.

Some of our key indicators such as residential occupancy, attrition rates, care minutes and quality ratings have improved, ensuring we are strongly positioned for the future – for the benefit of those who need our help.

Alongside this, our expertise, skill and professionalism are constantly on display – something I've seen again and again with my own eyes. But we need to keep moving forward, which is why our emphasis on strategy, training, education and research continues as we seek to lead the way towards better care.

All of this is done through a deep alignment with the core values of our Mission.

As someone new to HammondCare, I can say with confidence that the same compassion Jesus showed in his words, actions and sacrificial love, are evident daily in the HammondCare team, regardless of the role.

I've rarely seen anything like this in an organisation, and count it a privilege to now be part of it.

It might be possible, when an organisation is doing so many things well, and conditions are improving, to become complacent. But that's not a word that is relevant here. Instead, what I see is composure.

To be composed means to be calm, poised and assured even when pressure comes – which is just about every day when you are caring for vulnerable people with very complex needs. It's a hard-fought composure from a team that has not lost its way despite the once in a lifetime difficulties of recent years.

It is composure founded in faith, learned over more than 90 years of experience and ready for what comes next.



Andrew tours Neringah Hospital with General Managers Angela and Felicity, joined by team members Breda, Yui, Arnold and Allison

Some key achievements

It's why in FY24 there were many important achievements, including the successful opening of our first dementia care home in Adelaide, SA – HammondCare Daw Park.

Alongside this, we received approval in principle for key projects at Greenwich and Wahroonga, with planning continuing. And we opened a new home care headquarters in the main street of Lismore, providing significant encouragement to the local community as it continues to recover from record flooding.

A major achievement, which is ongoing, is the progress in our technological and security infrastructure. A new digital care management system has been rolled out across our residential care and major projects continue for home care and to support

our people. There'll be even more to report next year.

Programs such as Last Days (Palliative Care) and Staying at Home (Dementia Support Australia) have spread around the nation while our expertise in small household models of dementia care have been shared through design schools, incorporated into national aged care guidelines and strengthened through our partnership with Belong in the UK and Green House in the USA.

I also count as a great achievement how many of the people we serve are willing to recommend us to family and friends (NPS Score +62).

Where to from here

From my first day as CEO, my priority has been to meet our frontline care teams, managers and the people we care for, while at the same time, lead in the development of our new Next Chapter Strategy.

The two go hand in hand because our strategy is all about creating more and more opportunities for magical moments of care between our care teams and the increasing numbers of people who need our support.

I believe we will further extend our leadership in delivering complex care nationally, through greater integration and innovation. This will see us evolving some areas, reinventing others and pioneering into new frontiers. To do this we will further empower and upskill our valued care workforce, continue to develop capable leaders and advance our technology capability.

Exciting times ahead!

**Warm regards,
Andrew Thorburn CEO**

NEXT CHAPTER PROGRESS

Delivering on strategy to better serve those in need

Our Next Chapter Strategy and Ambition focuses our Mission on the areas of greatest need while also rigorously measuring progress. As our first Next Chapter comes to an end, our new Next Chapter is ready to be implemented.

Quality care supports quality of life

The past year has seen an increasing focus on hearing from, and measuring the experience of, the people we serve. While we've always had a 'feedback is our friend' approach, we've invested strongly in providing more opportunities for the people we serve and their families to influence what we do and how we do it.

Our consumer experience team has conducted surveys on quality of life and care across all our services with over 4,000 responses. This is in addition to regular consumer advisory and representative feedback meetings.

Quality of life, which measures how people feel about their lives as a result of the support we provide, reached a strong

73 per cent across all health and aged care services. As well, our quality of care is rated at 86 per cent or better.

Also encouraging, the Net Promoter Score (a measure for how likely customers would recommend us to others) rose to +62 – anything above 30 is globally considered 'good' and means most people are very happy with our services. But there's room for more improvement and we'll continue to prioritise positive customer experience.

Stronger finances to help more people

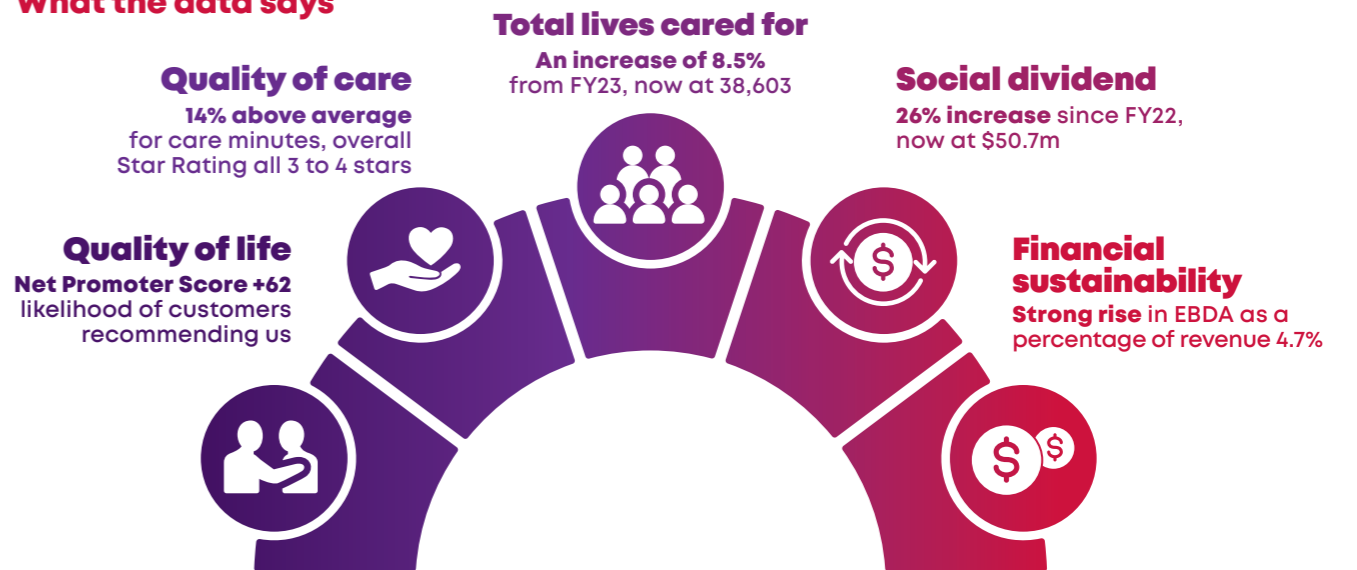
After several tough years financially, the careful stewardship of our team and improvements in government funding models have placed us in a stronger financial position which, as an

independent Christian charity, means more capacity to pursue our Mission.

A key measure is 'earnings before depreciation and amortisation' (EBDA) which is an accountancy category showing cash surplus from operations. It's grown substantially from last year's 0.6 per cent to 4.7 per cent. While our goal is still higher, this is a good recovery that places our services on a strong footing, with capacity to care for those others can't or won't.

Some of the key ways we do this are captured in our social dividend, which has grown 26 per cent in the past two years to \$50.7m. The full calculations for our social dividend can be seen later in this report. Put simply, it means every one of these dollars is spent on going the extra mile (or 10!) for those who need our help the most.

What the data says



OUR HIGHLIGHTS OF THE YEAR

1 Supporting more people with complex dementia

HammondCare expanded its expertise in caring for people living with complex dementia by opening three new Specialist Dementia Care Units (SDCU) at its Erina and Daw Park sites. This expansion increases the total number of SDCUs to seven – four in NSW, two in SA and one in Victoria. The units offer high-quality care for people living with dementia and experiencing complex behaviours, who are unable to be cared for in mainstream care services.

2 Arts on Prescription @ Home program

HammondCare at Home is offering an innovative Arts on Prescription @ Home program. HammondCare is the only Australian

provider of in-home art therapy which is referred by GPs for its health benefits. Clients receive art lessons funded by their Home Care Packages. The program, available to clients including those with dementia, complements standard services like cleaning and personal care.

3 Hammondville redevelopment

HammondCare is set to transform its Hammondville site with a \$63 million redevelopment, introducing two multi-storey care homes providing complex aged care and dementia care. This expansion will create a contemporary village and includes a community hub with a general store, hairdresser, men's shed, community garden and playground. Construction is anticipated to start in 2025.

4 DSA campaign

Dementia Support Australia launched 'Dementia affects us all', featuring a hard-hitting TV commercial. The campaign doubled calls from the community and saw total calls increase by a third. With 70 per cent of people living with dementia residing in their own home, we are reaching more people and their carers with the support they need.

5 HammondCare at Home Lismore

Premier of NSW Chris Minns joined HammondCare CEO Mike Baird to open our Northern Rivers HammondCare at Home headquarters. Marking a commitment to the city's future, the headquarters serves 16 managers and admin team members, nearly 50 specialised carers, and 360 clients.

6 Opening of new dementia village in Adelaide

HammondCare expanded into SA with a unique dementia care village at the Repat Health Precinct in Daw Park. Informed by research and 30 years of experience in NSW and Victoria, the village was developed with Federal and State Government partnerships. It offers 70 residents tailored care in 'small-household' cottages, and features a village green, onsite café, shop and playground.

7 Braeside Hospital Family Room

Funded by a NSW Government grant and an equivalent HammondCare Foundation bequest, the Braeside Family Room is a welcoming private space, where families can enjoy meals and conversations separate from the clinical ward. The room includes space for a hospital bed

and features activities for children with toys and outdoor areas.

8 Social enterprise

In an Australian first, HammondCare Horsley opened The Plant Room Café, a social enterprise that employs supported workers with disabilities. Open to the local community, HammondCare Horsley residents, their visitors and team members, the initiative aims to develop the skills and experience of employees, helping the transition to open employment in the hospitality industry.

9 Improved digital care support

HammondCare is moving to an electronic health record system by Leecare Solutions across all residential sites. Leecare will improve processes, delivering the right information to the people that need it in an

accessible format. The rollout began in Wahroonga and The Meadows, Hammondville, in mid-2023 with final implementation due from late 2024. A new digital Care Hub in home care is also due in 2025.

10 HammondCare CEO transition

In December 2023, CEO Mike Baird announced he would be stepping down in the new year after four successful years. Following a thorough recruitment process, Board Chair Kok Kong Chan announced the new CEO would be Andrew Thorburn, starting in June 2024. Andrew has extensive business, leadership and CEO experience. The Board highlighted Andrew's heart for service and deep faith, aligning with HammondCare's Mission and history of care.



AT A GLANCE



38,603
CARED FOR



5,792
DEDICATED STAFF



861
VOLUNTEERS



99
LOCATIONS



971
SUPPORTERS



\$50.7m
SOCIAL DIVIDEND

SERVICE LOCATIONS

+ Residential Care

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

+ HammondCare at Home

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

+ HammondCare Health

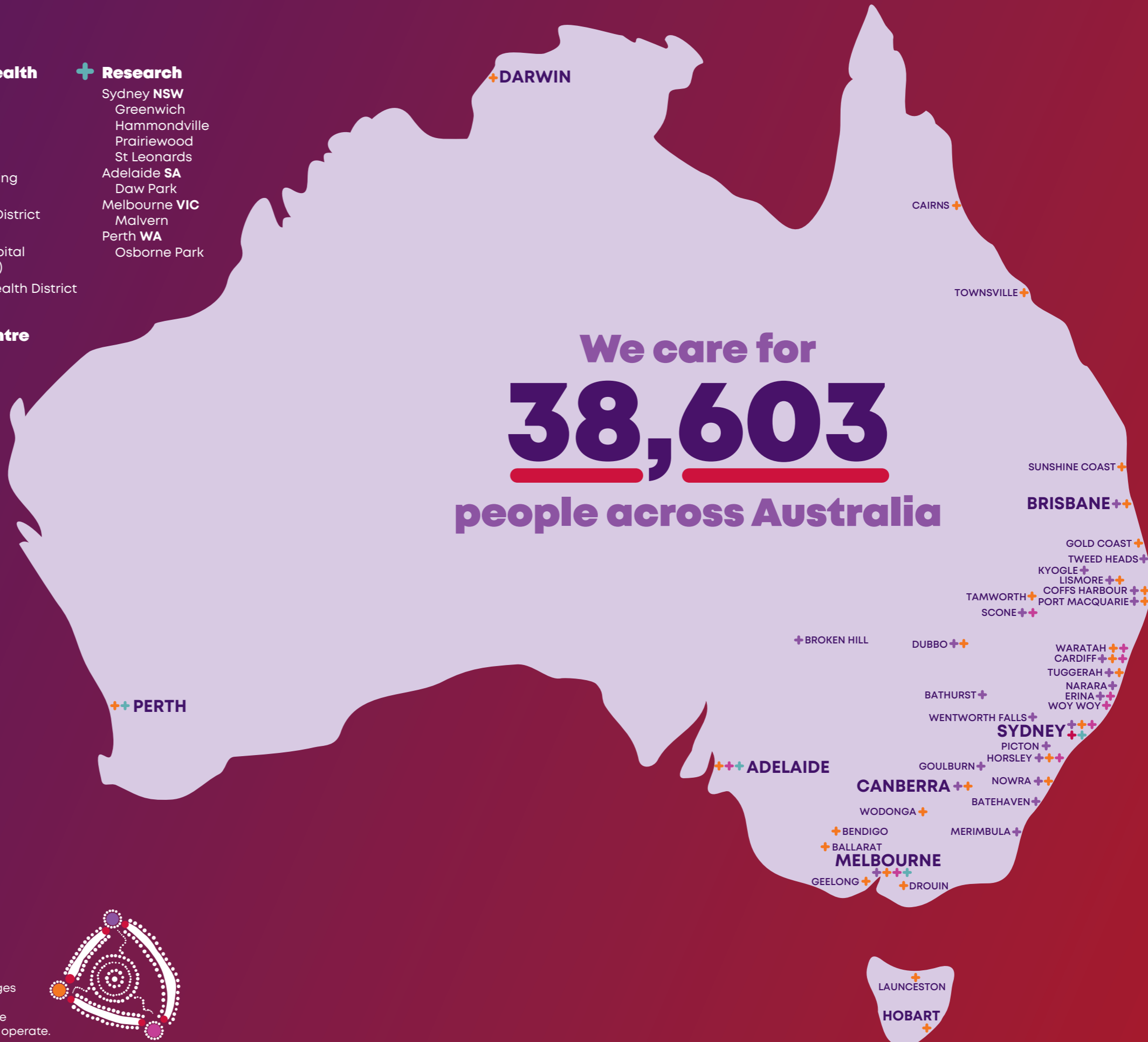
- Sydney **NSW**
 - Greenwich
 - Mona Vale
 - Prairiewood
 - Wahroonga
- Centre for Positive Ageing
Hammondville
- Far West Local Health District
(pain service)
- Northern Beaches Hospital
(palliative care consult)
- Southern NSW Local Health District
(palliative care)

+ The Dementia Centre

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

+ Research

- Sydney **NSW**
 - Greenwich
 - Hammondville
 - Prairiewood
 - St Leonards
- Adelaide **SA**
 - Daw Park
- Melbourne **VIC**
 - Malvern
- Perth **WA**
 - Osborne Park



We care for
38,603
 people across Australia



HammondCare acknowledges and pays its respects to the Traditional Custodians of the lands on which our services operate.



+ SERVING OTHERS

Integrated care for older people with complex needs



Margaret and Ragheb enjoy each other's company and the lovely gardens that surround Hammondville Harding

LISTENING AND RELATING

We listen to people and seek to understand their needs.

VOLUNTEERS

Local volunteer Jasmin and bush poet Syd are a perfect match

Volunteer Jasmin has been visiting client Syd in the tiny village of Rockley, in the NSW Central West, for over four years. Living only a few streets from each other, the pair share a deep interest in local history. Jasmin has also helped Syd publish his stories, poems and anecdotes.

Jasmin met Syd when she learned at her local church that HammondCare was looking for a volunteer to help support a client who lived locally. Volunteering is in Jasmin's DNA – helping with reading at the local school, at her church and the village museum. Jasmin is also studying to be an editor of life story biographies.

'Being part of my community and being able to give back is why I volunteer.'

'I'd like to think that someone would do the same for me when the times comes, but that's not what motivates me.'

When Jasmin began her weekly visits with Syd, they discovered early on that they share more than one passion –



Syd signing a copy of his book for Jasmin

for the written word, books and reading in particular, as well as their interest in local history.

Jasmin also learned that Syd is a natural storyteller. He began reciting his poems and stories of growing up, and she thought they were delightful! So, she started writing them down.

With additional support from The HammondCare Foundation, the pair have now published two editions of Syd's book *Every Bubble has a Rainbow* – and it's been featured in local newspaper *The Western Advocate*.

Bathurst library staff were delighted to receive the second edition for their local collection.

Syd, 88, is grateful for Jasmin's encouragement and practical support. With dementia progressing, Syd may sometimes not remember

Jasmin's name when she visits, but there's always a smile and lots to chat about, including a joke or two. 'We both enjoy each other's company very much,' shares Jasmin.

Volunteer Coordinator Debbie loves seeing how Syd and Jasmin relate together.

'They are a great pairing in so many ways, with their shared passions and connections with Rockley. And now Syd has his books published – a lasting legacy for his family and community.'

Since early on in their friendship, Jasmin established ways for Syd to engage through activities that are unique to him and his personal history – things that he enjoys and give him a sense of purpose.



Syd reads a poem at his book launch



LEARN MORE ABOUT VOLUNTEERING

DEMENTIA SUPPORT AUSTRALIA

Travelling whenever we're needed

A pioneer of the remote Western Australian town of Kununurra, Lisa now lives with dementia. Showing signs of depression and experiencing agitation, concerned carers contacted Dementia Support Australia (DSA) for help.

To learn more about Lisa's adventurous life, Dementia Consultant Jess spoke to her daughter Megan. 'Mum and Dad moved north in the 1950s; they helped build the town of Kununurra. It's a very different place now.'

Facing significant health challenges and limited mobility, Lisa spends much of her time in a wheelchair.

Visiting the care home, Jess remembers, 'Lisa would become very upset at mealtimes and would wheel herself around. But she was just trying to remove herself from the noisy environment.'

'Simple strategies like supporting Lisa to eat her meals outside and being aware of where noisy activities were being held had a remarkable effect.'

Jess also noticed Lisa became particularly upset during personal care and identified that Lisa was experiencing pain.

Jess suggested the care team build trust by talking to Lisa about her amazing life and using gentle touch to help communicate.

Soothing massages were also added to her care routine, promoting relaxation.

DSA responds to requests for help anywhere across Australia, listening and understanding unique needs, so people like Lisa receive care that responds to their experiences and improves their quality of life.



FIND OUT MORE ABOUT DEMENTIA SUPPORT AUSTRALIA



Aerial view of Kununurra

ENABLING CHOICE

With creativity and wisdom, we enable people to choose and to engage in life through activities they enjoy, find satisfying and from which they derive dignity and self-respect.

HAMMONDCARE AT HOME

When Bob sings he makes the whole world smile

Former cruise ship entertainer and Liberace impersonator Bob travelled the world delighting thousands of people with his voice.

When Bob's GP noticed he was feeling down and becoming withdrawn, he suggested making a few lifestyle changes. That's when Care Manager Vanessa and Specialised Carer Paul, both regular visitors to Bob's home, came up with a few ideas.

Bob just wasn't his chirpy self; he'd lost the confidence to entertain people, like he used to on cruise ships – an activity that brought him so much joy. After discussions with Bob's GP, Care Manager Vanessa arranged for a saxophone to be purchased for him, so he could start playing again. He began by entertaining his neighbours.

Bob's care team suggested he join a music therapy program, and his confidence started to

grow. The old Bob was slowly coming back! Then the team organised the purchase of a keyboard on his behalf, another instrument he loved.

Specialised Carer Paul, who supported Bob at home, knew other clients who attended HammondCare's River Oak Social Club, not far from where Bob lives.

Paul chatted to Social Club Manager Stacey about the possibility of Bob playing a few tunes. Learning of his professional background, Stacey was very keen to meet him.

'After hearing about Bob's history as an entertainer, we invited him to perform at the social club, and to share his story. He was brilliant!'

'Bob really gets the club members going, joining in the chorus, performing songs from their past, evoking precious memories. A favourite is



"When You're Smiling", which is really appropriate, as Bob really beams when he sings – it's a genuine expression of achievement and joy.'

Bob's repertoire is steadily growing. Just recently he was the star attraction for a Christmas in July event at the social club, opening with his trademark quote: 'When you smile, the whole world smiles with you.' Watching him get the crowd's reaction, it's difficult to imagine that not long ago he found it a challenge to be with people. There's no looking back for Bob, as he continues to spark joy for clients and patrons alike.



Bob the entertainer in full swing at social club

LEARN ABOUT OUR SOCIAL CLUBS AND HOME CARE SERVICES

RESIDENTIAL CARE

A stable connection for Dorothy

Ninety-year-old Dorothy, a resident at HammondCare Scone, was thrilled when retired champion sprinter, Trekking, came to visit.

'I had horses around all the time as a girl, so it's lovely to have them visit us like this,' Dorothy said. 'They are such magnificent animals.'

Residential Manager Caitlyn explains, 'Many of the residents have spent much of their lives on the land with horses. Having the horses here provides a wonderful opportunity for people to reflect and share their stories.'

She adds, 'Scone is the Horse Capital of Australia, so these meetings are particularly meaningful. It's lovely to hear the residents talk and reminisce while feeding, patting or just spending time with the horses.'

Associate Professor Steve Macfarlane, Geriatric Psychiatrist at The Dementia Centre, highlights the health benefits of animal engagement for people living with dementia: 'Animals like retired racehorses visiting aged care homes encourage social engagement and connection, lessen depression, and bring immense joy to residents.'

By listening to the people we care for and understanding

their unique stories, we can create meaningful experiences that brighten their lives every day.



Dorothy and Trekking

HAMMONDCARE AT HOME

Offered in NSW, ACT, Victoria and Queensland, our Home Care services enable clients to continue enjoying life in their homes, thanks to support from a consistent team of trained care workers.



TAILORING CARE

We believe that providing excellent and responsive clinical care flows from knowing and understanding the person.

HAMMONDCARE AT HOME

Home care team a 'godsend' for Helen and Julie

Concerned for her wellbeing, Julie invited her mum Helen, 89, to live on her property on the NSW Central Coast. The adjustment was much harder than expected but thanks to the specialised team from HammondCare at Home, they are both receiving the support they need.

Helen has had a busy life, including homeschooling her three daughters on a remote property and running her

husband John's computer software development company when he died suddenly, 25 years ago.

Although still physically fit, Helen's memory began to let her down and Julie became concerned for her mum's safety, living alone out of town.

'Mum moved to Armidale for a while, but she never fully integrated into town life. Her dementia symptoms weren't that obvious then; but we did notice she started getting confused,' Julie said.

So they decided it would be more familiar and comforting

for Helen to move to Julie and husband Phil's property, and then apply for extra support for her with the HammondCare at Home team.

'Our block keeps her entertained – there are five chickens, an alpaca and five sheep across the fence, plus a friendly wallaby. It feels just like being on the farm, her happy place.'

Having lived through many droughts, Helen now sometimes associates taking showers or washing clothes with wasting water. It's a relief for Julie that the Specialised Carers from

HammondCare find dignified ways to support Helen with these tasks – she's now happy to shower twice a week!

And Julie, as Helen's primary carer, has found unexpected support from the team: 'Having Mum here has been a bigger change than I expected. I don't think we've lived this close to each other since I went to university. Pastoral Care Coordinator Karyn visits me, too. This is a new thing for me – I've never had this kind of support before.

'In many ways I feel HammondCare is helping me more than Mum, sharing the care.'

'Lorraine the volunteer spends two hours a week with Mum and takes her off on adventures, and sometimes shopping for plants for her balcony.'

Clinical Care Manager Kate learned about Helen's



Helen and daughter Julie enjoy a moment on Helen's sun-filled balcony

memory loss during a regular visit, and Julie's concern that she may forget to take her medication. With Kate's guidance, a 'tab timer' was purchased which keeps Helen's tablets secure and sets off a reminder when they

need to be taken. Partnering with a specialised care team, Julie feels less pressure, even taking overnight trips to Sydney to see her children. 'HammondCare At Home is a godsend.'

HEALTH + REHABILITATION

Karen's back on her feet after a brain tumour

Karen's three school aged children always kept her on her toes, until a five-centimetre brain tumour and emergency surgery to remove it left her barely able to walk. Now thanks to Greenwich Hospital's ambulatory rehabilitation service, she's keeping up with the kids once again.

When the brain tumour was first discovered, Karen was rushed for emergency surgery at Royal North

Shore Hospital. This was a frightening time for Karen and her family, and they were much relieved on learning the surgery was successful.

But the challenges for Karen were not over. Some serious post-surgery complications prolonged her time in hospital, and when finally able to return home, she was contending with physical impairments and disability.

Not easy for anyone, especially a busy mother of three.

It was then she was referred to Greenwich Hospital's outpatient ambulatory rehabilitation service.



Karen and physio Simon at Greenwich Hospital

'I feel welcome each week I come for rehab, the HammondCare team feel like family. And I appreciate not being rushed in my recovery journey,' Karen says.

'The mental health support is also very important – they've helped me accept the "new Karen" who is evolving.'

As Manager of Physiotherapy Services, Simon says, 'Karen has flourished since joining us for rehabilitation, with some significant improvements, including walking with a lot more confidence at home and in the community.'

'She can now be more self-directed in her rehabilitation, embracing cardiovascular

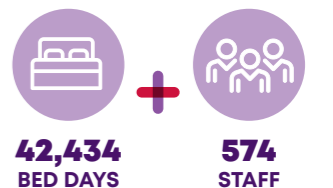
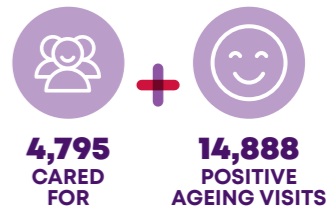
exercise to maintain her rehabilitation gains.

'Using a Matrix Endurance Upright Bike, funded by The HammondCare Foundation in our physiotherapy gym, allows Karen to set the pace of her recovery with the support of our highly skilled therapists.'

By being able to access rehabilitation expertise and equipment while recovering at home, Karen is able to choose the pathway back to health that best meets her needs, especially in caring for her children.

HEALTH

Our health services include palliative care, rehabilitation, restorative care, older people's mental health and pain management.



BELONGING

We believe that feeling safe is crucial for people's wellbeing. We recognise the value of feeling in control and 'at home'.

PASTORAL CARE

Friendship transcends complex needs to support faith and creativity

Although Sandra battled a dozen chronic conditions, our care team never lost sight of the person she really was, finding ways to support her faith and creative expression, to her very last day.

Originally from South Africa, Sandra adored her family including husband of more than 45 years, Marcel, two daughters, Tanya and Chata, and three grandchildren.

With very poor health and the loss of mobility, Sandra moved into HammondCare Caulfield. She was anxious about her deteriorating health and was often unable to leave her room.

One day at an exhibition of residents' art Sandra was inspired to share some of her own paintings, even though she had said very little about being a talented artist, not to mention a champion dancer.

Pastoral Care Coordinator Amanda focused on getting to know Sandra better and soon they developed a strong connection, based in a common faith – Sandra was a Christian of Jewish background.

They prayed and read Scripture together, 'laughed and even cried together', and soon Sandra was feeling much more at home.

'Sandra was a beautiful person who loved people, often mentioning other residents and staff in her prayers. She loved to paint and delighted in sharing her paintings with others,' Amanda said.

'When she became unable to leave her bed, it seemed Sandra's painting days might be over. But together we found a way.'



Sandra was supported to paint from bed, so she could continue to share her gift with others



Amanda with Sandra's art, created specially for Caulfield's Christmas card

'Sandra told me what she needed to keep painting, and I organised the materials for her.

'This became such a wonderful experience for her and she created many paintings from her bed for family, friends and staff. We asked her if she could do one for our Caulfield Christmas card, which she did. It's beautiful.'

During this time, Sandra began to experience bad pain in her wrists due to lymphoedema, and again the joy of painting seemed it might be curtailed. But thanks to support from The HammondCare Foundation, special therapeutic massages were organised weekly, allowing Sandra to paint right up to her last few days of life.

At this point Sandra was admitted to hospital, but her husband Marcel invited Amanda to visit her there.

'I saw her in hospital the day before she died. She was comfortable and peaceful as I prayed. I read her Scripture and passed on the many loving greetings from the Caulfield care team, who had supported her for two years,' Amanda said.

'After she died, we held a memorial for Sandra with more than 20 team members present. Although there were many tears, this helped the team with their grief as they celebrated the life of this wonderful woman, who gave so much.'

RESIDENTIAL CARE

The right to feel safe and at home

Other care homes were not able to accept Ivan, but HammondCare and the team at Southwood in Hammondville welcomed him to live at Forrest Cottage.

Ivan had lived alone for 30 years, grappling with mental illness and isolation. Later, a diagnosis of dementia and terminal cancer compounded his complex needs. But it was the large fungating tumour on his face that was the most distressing for him.

Clinical and social challenges, along with Ivan's mental illness and dementia, contributed to behaviours that impacted his care. The team at Forrest Cottage was dedicated to a relationship-based approach to care and took time to understand and get to know Ivan.

'We learned about his favourite songs and created a playlist for him. We discovered he loved bananas and made sure to have a constant supply,' shared Southwood Residential Manager Yasoda.



The specialised care team at Southwood

As Ivan was blind from his tumour, the team would also sit and read his favourite books to him.

'We always worked together to make sure he had what he wished for.'

When Ivan first came to Forrest Cottage, he hid his face. But through the team's commitment and skill in caring for Ivan, he came to know he belonged and was no longer embarrassed.

The team's dedication to seeing Ivan as a whole person, not just his physical appearance and behaviours, allowed him to live his last days in peace.

RESIDENTIAL CARE

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



2,797
CARED FOR



18
CARE HOMES



13
LOCATIONS



2,712
STAFF

PARTNERING WITH FAMILY AND FRIENDS

We actively encourage family and friends to be our partners in care.

POSITIVE AGEING

The Kiosk Kaleidoscope Exhibition – celebrating creative expression and connection

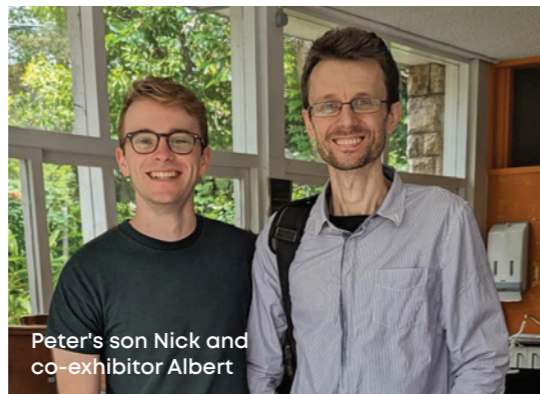
Our Arts Engagement in Hospitals program helps patients connect with professional artists, explore creative expression and share in the sheer joy of making art.

The Kiosk Kaleidoscope Exhibition celebrated much-loved Neringah Hospital art group member Peter Dwyer, with support from The HammondCare Foundation.

Artist Liz from our Centre for Positive Ageing has been conducting group art sessions in the beautiful light-filled kiosk at Neringah Hospital every week for community and hospital palliative care patients. And it's where friends Albert and Peter met, whose works featured in the Kiosk Kaleidoscope Exhibition, held in November 2023.

'They formed a special friendship and bond during their 12 months together. It was joyous to watch their relationship grow,' says Liz.

Peter's wife Rosemary shares, 'Peter's always had an



Peter's son Nick and co-exhibitor Albert



interest in art. We'd take our two sons Jack and Nick to exhibitions when they were young, such as the Salvador Dali exhibition in Customs House, Sydney.'

A special exhibit at Kiosk Kaleidoscope was Peter's ceramic interpretation of Salvador Dali's famous clock (pictured above). It now resides in the couple's front lounge room, for visitors to admire while they also look out to the beautiful garden which Peter cared for.

Wednesday mornings with the group became non-negotiable for Peter, providing a welcome contrast from medical procedures and appointments.

The Foundation's Dreams Project also financed a trip for Peter to the Art Gallery of NSW to see the Archibald, Wynne and Sulman exhibitions. He invited along his new friend Albert as his special guest.

'I was surprised to make any friendships within the group, but Peter was special. He accepted his situation and respected what time he had left – he knew what he wanted to do with it. Our conversations were always very interesting. He taught me a lot.'

Liz was amazed to witness how the two brought art to life for the first time, against the backdrop of a life-limiting illness, connecting the pair in a profound way.

The exhibition took place a week after Peter's funeral. Rosemary shared, 'My family and I are so grateful for the Arts on Prescription program, and for Liz and their dog Charlie, and Albert, who all came to sit with Peter, and to say goodbye the day he died.'



Nick and Rosemary with a selection of Peter's artworks

LEARN MORE ABOUT THE CENTRE FOR POSITIVE AGEING

THE DEMENTIA CENTRE

A partnership transforming care

Life in the cottage where Julian lives has changed thanks to a thoughtful partnership between the care team, his family, and Dementia Centre Advisor Elizabeth.

Julian grew up in a large Maltese family, where he naturally took on the role of protector. This instinct remained deeply ingrained in his character, and at times, he became protective of his care environment and those around him, expressing behaviours that left others feeling uneasy.

The care team, along with Dementia Centre Advisor Elizabeth, worked together to understand Julian's needs and the best strategies to support him within the cottage.

By partnering with his family, they gained valuable insight into his life experiences and cultural history, helping to shape a more personalised approach to his care.

The team introduced music engagement, knowing Julian's love for AC/DC. Whenever there was a situation that might result in Julian becoming distressed, the team would offer him headphones and dance, shifting his focus.

Julian's brother Paul visits as often as he can.



Julian tunes in to his favourite music

'The change has been amazing,' says Paul. 'Julian went from a man with clenched fists and a frown to someone who smiles and seeks affection.'

The team continues to support Julian to engage with meaningful music and encourage dancing as a way of connection.

THE DEMENTIA CENTRE
The Dementia Centre aims to improve the physical and social environment for people living with dementia, leading and partnering across the sector through research, innovation and education.



ENGAGING WITH COMMUNITY

We encourage people to be involved in their community and we will connect with the communities in which we serve.

VOLUNTEERS

Volunteering is a family affair for Gerry and his granddaughter Alana

HSC student Alana and her grandfather Gerry, 81, volunteer at HammondCare Wahroonga where they share a mutual connection: Alana's grandmother and Gerry's wife, Christina, is a resident.

Alana needed to accumulate volunteering hours for her Duke of Edinburgh's Award, so she approached the team at Wahroonga where Grandpa Gerry was already established as a volunteer.

Gerry's start to volunteering was accidental – playing a few tunes after lunch on the piano during a visit. The impact on Christina and the other residents was instant, and Gerry experienced a much-needed sense of purpose from doing something he loves.

Now Gerry plays three times a month for residents, and he's made music books for them to follow, so they feel more engaged with the performance. 'It's completely their choice if they want to join in. Everyone gets a music book – I make sure no one misses out.'

There has been an unexpected bonus for Gerry too: being from the same generation as the residents, he shares a connection with their history. On special occasions like ANZAC Day,

Gerry takes requests, and everyone gets involved, singing and tapping their toes.

'I wish I'd started volunteering a long time ago. It has filled a real need for me, while also providing an opportunity for people to enjoy my music and reflect on fond memories.'

Volunteer Coordinator Lulu shares, 'Gerry radiates energy and can get even the most reluctant audience members to at least listen, if not sing along with the group.'

Alana is also musical and speaks Italian, giving her an opportunity to chat with a resident who spent time alone in his room, in his native language. Before he died recently, he opened up more and more each time she visited, laughing when she shared funny videos with him.

'There was a sense of connection, of belonging to a community, even though he was so far from his homeland. Before Alana started visiting, he was withdrawn and isolating in his room,' Lulu says.

Alana is surprised how much fun volunteering has turned out to be.

For Lulu, our commitment to engaging with community is clearly seen in the passion of our volunteers, and for Gerry and Alana, it's also a unique expression of kinship, purpose and joy.



Family and connection are what drive volunteers Gerry and Alana

PALLIATIVE CARE

Vital end-of-life conversations in rural communities

'The topic of death and dying is usually a feared one, a taboo. It was very refreshing to have a "normal" conversation about it. Our society needs many more of them.'

These words from a Last Days workshop attendee highlight the significance of bringing open, honest discussions about death and dying to rural and remote communities.

Accessing quality palliative care services is already a challenge, but for regional areas, the difficulties are often compounded.

The Last Days workshops have been pivotal in providing education and resources to these communities. But they go beyond just education – they're about initiating essential conversations about end-of-life care.

Participants leave these workshops feeling empowered, armed with the knowledge and confidence to support

loved ones, including those with dementia, through their final days.

'I feel this will help me improve the conversations I have with clients, their families and/or carers, and give me more confidence to start conversations with my own family.'

This year, 27 workshops – 16 face-to-face and 11 online – were held across regional and remote Australia. Development of this program was funded by The HammondCare Foundation, largely through the generous support from the Profield Foundation. Collaboration with stakeholders and local community partners has been key to the program's success, demonstrating that community connection is vital to improving palliative care services in underserved regions.



Attendees at the Last Days workshop at Mackay, Queensland



FIND OUT MORE ABOUT VOLUNTEERING

EQUITY AND ACCESS

We serve the disadvantaged and those unable to care for themselves.

HOMELESSNESS

Having a home opens doors to new experiences

When you're constantly worried about where you'll sleep tonight, there's not much energy left to do the things you love, like barrack for your favourite team. By providing a safe and comfortable home, HammondCare Darlinghurst opens doors for residents to be included again.

For Darlinghurst residents, the favourite footy teams are South Sydney Rabbitohs and Sydney Roosters, and many have been fans of their team for decades. But in some cases, due to poverty, trauma and social isolation, it's been many years since they've seen a game.

So when resident Rob started chatting with Pastoral Care Coordinator Mark, about his love of the Rabbitohs and favourite players of yesteryear, Mark saw an opportunity to put a big smile on Rob's face.

He arranged for former Rabbitoh Jason Death to visit Rob, swapping footy stories together on his balcony. Jason played three seasons with the South Sydney team (2002–04) and Rob was delighted to meet Jason in his own home, and to receive a special Rabbitohs jersey.

A visit by seven Roosters NRL players created plenty of excitement among residents and care team members, regardless of footy affiliations!

It was a team effort to take the Roosters group around the home – with Specialised Carers, a Volunteer Coordinator and even Maintenance Manager David helping out.

'It was such a great day – the players spent genuine time talking with residents, who loved it,' David said. 'Even the residents wearing Rabbitohs jerseys had a great time.'

'One resident happily shared his knowledge of horse racing, golf and his love

of the St George Dragons! Meanwhile another resident managed to get a kiss from every single player!'

And another resident, who is often quieter and withdrawn, arrived 10 minutes early for the visit and was there to the end, chatting happily with the group.

But it's not all about footy. St Andrew's Cathedral School and its students are well-known to anyone living near Sydney's centre.

The school has been connecting with residents of HammondCare Darlinghurst for three years, through handwritten Christmas cards and presents for every resident. For those who may have missed out on Christmas altogether in the past, these personal greetings are a special treat. The students took the connection further, with an ensemble arriving one lunchtime with a violin, cello, saxophone and two bassoons for a concert! Not only was the music enjoyed, but this intergenerational contact is especially meaningful.



Sydney Roosters with Maintenance Manager David A. and Specialised Carer David G. during their visit to HammondCare Darlinghurst

LEARN MORE ABOUT OUR LEADERSHIP IN HOMELESSNESS

DEMENTIA SUPPORT AUSTRALIA

Finding a place to call home

Mark had been in hospital for several months. After two failed placements in residential care, he was in limbo.

A pilot program led by Dementia Support Australia (DSA) focused on supporting those transitions from acute care. By working closely with the person living with dementia, their family and care teams, the DSA team enabled a smooth transition

for many who were thought 'difficult to place'.

When Mark was referred to the program, the team was committed to finding the right place. He successfully transitioned into a care home, where DSA provided onsite support until the care team was equipped to meet his needs.

Much later, Mark's wife contacted the team. 'Mark passed away peacefully in my arms. I am so grateful for the care and support we received during our long

journey.' National Program Manager Bethany shared, 'We are deeply thankful for the trust Mark's wife placed in us, allowing our teams to support her and her husband.'

'This experience highlights the importance of exploring every opportunity to provide compassionate and appropriate care.'

Following a successful pilot program in NSW, SA and Tasmania, the program is expanding in 2025.



A scene from the 'Dementia can affect us all' campaign

DSA provides free nationwide advice and support, tailored to the person living with dementia where changes in behaviour are impacting their care.

WATCH NOW TO LEARN MORE ABOUT DSA

HOMELESSNESS

In 1932, HammondCare began supporting evicted families during the Great Depression. Now, Darlinghurst is the latest response to pressing need.



NURTURING THE WHOLE PERSON

Our Christian motivation means that we nurture the spiritual wellbeing of people, as well as meeting their physical and emotional needs.

PASTORAL CARE

The practical side of pastoral care: Patricia's story

As 85-year-old Patricia's driving test was fast approaching, she started to feel anxious and had trouble sleeping. Pastoral Care Coordinator Carolyn noticed something was wrong when she visited for her birthday, and sat down with Patricia to help work through her fears – with positive results.

Patricia was worried about not passing her driving test. It would mean forgoing her twice weekly shopping trip and then trying to carry groceries on public transport – and not being able to attend services at her local church, where she occasionally helps with weddings and funerals. She'd also miss visiting her second cousin who lives 40 minutes away from her home.

'I only just met my cousin for the first time recently, after

I discovered we have the same great grandparents. I looked him up in the phone book, as part of my ancestry research. We're now sharing photos from our families' past – some I didn't even know existed – and planning a trip to Rookwood Cemetery together to visit their graves.'

Carolyn took the approach of breaking down each specific worry Patricia had about her driving test, and then they worked through each one together.

Carolyn researched the Service NSW website so she could explain to Patricia what the test would involve. She also reassured Patricia that she would have more than one opportunity to take the test if she didn't pass the first time.

Carolyn talked through options if Patricia didn't manage to pass – such as transportation for her to church and other important activities, further putting her at ease.

The day after the driving test, Carolyn rang Patricia to see how she went. Patricia was thrilled to let her know she'd passed and could now keep her licence for another two years. She also declared that she had enjoyed the best sleep in weeks. 'I'm grateful to the pastoral care team for their support; they are



Patricia continues to enjoy doing the things she loves since passing her driving test

such good company, and I can talk freely to them about anything.'

Pastoral Care Coordinator Ellyn now visits Patricia at her home. Patricia's face lights up when she talks about the support she received from Carolyn. 'By being there in the moment with Patricia,

she was able to overcome her fears. Patricia passed the test with flying colours. Now she can keep enjoying her independence – and continue growing her relationship with her cousin, and their shared connection with the past.'



Margaret and Jessica share a passion for staying fit and making the most of every moment

INDEPENDENT LIVING

Margaret's unstoppable joyful spirit

Margaret leads a rich and active life, thanks to the supportive community at HammondGrove and her dedication to staying physically fit.

Originally from Ireland, Margaret, 98, trained as a nurse before moving to Australia with her husband. Along with her three children, she now has seven grandchildren, 14 great-grandchildren and four great-great-grandchildren.

'I moved to HammondGrove after my husband died. It was a difficult time, but the community support here has been wonderful,' Margaret shares. 'I never feel lonely, and there's always something to keep me busy.'

Margaret also enjoys HammondCare at Home services that help her remain independent and socially connected. 'I have a cleaner come in once a week, and help with shopping. This lets me focus on the things I love.'

Whether it's exercise classes led by Jessica, playing canasta, board games, or enjoying social lunches, there's always something to do.

Margaret's week is filled with activities that keep her body, mind and spirit thriving.

'My family wants to do more for me, but I get the help I need here, and I'm so busy they feel like they need to make an appointment,' she says with a smile.

Jessica, the Exercise Physiologist and Groups Program Coordinator, praises Margaret's enthusiasm. 'Margaret is amazing; she's a true inspiration. We have a range of support services, including wellness programs, so it's really about what each person enjoys.'



Always ready for the next adventure




LEARN MORE ABOUT INDEPENDENT LIVING



WORKING TOGETHER

**The way we work together
influences the care we provide**



Working together as 'One HammondCare', Sarah, Katie, Sam and Ragheb focus on improving quality of life for those we are privileged to serve

COMMUNICATING WELL

Listening to our people and those we care for

Whatever their role, our whole team supports our Mission to improve quality of life for people in need. Caring for and valuing our people is a vital part of this. Our people are precious too – here are just some people-focused milestones for FY24.

Our team is highly engaged

Each year, we give every team member the opportunity to tell us what we're doing well and where we can improve. The 2024 Voice Survey saw a strong 65 per cent participation rate – consistent with the previous year and well above the sector benchmark.

Engagement



Wellbeing



Progress



We are especially proud that 94 per cent of team members believe in HammondCare's values, and 93 per cent enjoy the work they do.

But there are areas where we can do better, and we listened to the feedback.

We heard that sometimes getting things done can be challenging, so we're simplifying processes, including through the digitisation of our care records and reporting with LeeCare, moving to a new single care journey through Care Hub, improving efficiency and reducing administrative burdens.

We're also working on improving communication and increasing opportunities for team input.

Celebrating living our Mission

We've enhanced our biannual Mission Recognition Events. In the past year, these were held across 34 locations, honouring 186 individuals and teams who consistently go above and beyond, making a significant impact through their innovative, caring and thoughtful contributions to bringing our Mission to life. We also celebrated service milestones for our people who, together, have dedicated more than 3,335 years of service to HammondCare.

Staying connected drives improvement

At HammondCare, listening to those we serve, including families and friends, is at



Bob Hammond Award winner Professor Andrew Cole with colleague Michelle Griffiths

the heart of our Mission to improve quality of life for people in need.

To support this, we gather feedback through Quality of Life and Care surveys, focusing on essential aspects of care and wellbeing. These surveys capture insights from those we care for and the families of those living with dementia. Over 4,000 survey responses have been received from residents, clients, patients and family members throughout the year, providing feedback on dignity and respect, choice, wellbeing, community connection and independence.

One standout result from the survey is our Net Promoter Score (NPS), in which those we serve tell us how likely they would be to recommend HammondCare to family and friends.

Our NPS score as of June 2024 is +62 across Residential Care, Home Care, Independent Living and Health.

This is significantly above the sector average, reflecting the high level of satisfaction within our community.

Keeping people informed about what's happening at HammondCare and within the aged care sector is also a priority. Lack of communication from providers was cited as a key concern of the Royal Commission and so in keeping with our value of communicating well, we have a range of targeted newsletters and

other communications that regularly provide updates to up to 44,000 residents, clients, patients and families.

Reaching more people with Team You

Our *Team You* campaign was launched to reach even more people seeking our care, highlighting the dedicated, skilled professionals behind HammondCare at Home.

The campaign emphasises our personalised approach, where care adapts to each client's changing needs.

Our goal is simple: Care that works, from a team you know, in a place you belong – your

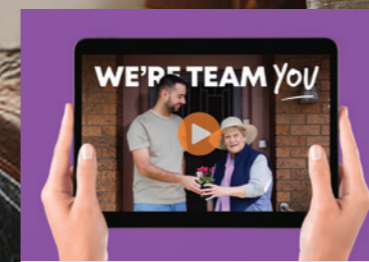
place. A big challenge for older people when navigating aged care is understanding what services are available and how they are provided.

This campaign, developed by the internal Marketing Team, showcases not only our range of services, but that we are a trusted, multidisciplinary team, available to support people in their own homes with compassion and expertise.

Team You has helped us connect with more families, reinforcing our commitment to providing exceptional support where it's needed most.

TEAM YOU

Care that works, from a team you know, in a place you belong. YOUR PLACE.



WATCH OUR TEAM YOU CAMPAIGN VIDEO TO LEARN MORE



Star of our *Team You* campaign, 'Sue' (left), and Specialised Carer Fresia

PEOPLE ARE PRECIOUS

You matter, your work matters

Our entire team, whatever their role, supports our ambition to set the global standard in relationship-based care. Caring for and valuing our people is a vital part of improving the quality of life for those in need. Our people are precious, too – here are just some people-focused milestones for FY24.

Valuing our people

We've successfully negotiated for two Enterprise Agreements in the past year, benefiting 3,500 team members in our residential and home care services. These agreements bring additional pay increases and other new benefits for care teams through to mid-2026.

Our new Code of Conduct, rolled out in 2024, sets out clear standards of professional behaviour and performance. With expectations clearly set in the code, team members can better focus on our Mission and caring for those we serve.

Empowering teams with career opportunities

With the launch of our Specialised Carers Career Pathways and RN and Allied Health Professional Career Pathways, team members are being empowered to explore new opportunities while feeling supported and valued throughout their career journey.

The next step is evolving the career pathways framework to support our Enabling teams.

Everyone is a champion

HammondCare maintained high levels of engagement with overall engagement at 86 per cent, and 65 per cent participation rate from



Specialised Carers across HammondCare participated in a Training Needs Survey that helped inform the 2024 Learning Team plan

our people. Building on the positive results from our 2023 Voice Survey, HammondCare was again awarded a Change Champion Award, for a second time. This award celebrates organisations that have made exceptional improvements in work practices and employee engagement.

We continue to champion diversity in the workplace. In March 2024, the Board endorsed our Diversity and Inclusion Strategy, which is anchored in HammondCare's Christian identity. In our Voice Survey, team members shared that diversity is one of the best aspects of working with us.

Looking after our people – so they can keep caring for people in need

Following extensive consultation across

HammondCare, we launched our refreshed organisational approach to Health, Safety and Wellbeing in April 2024. Focused on extending our relationship-based care to all our team members, HammondCare has taken strategic steps to improve our people's experience and safety at work.

More positive changes to come

With recent Board endorsement we are excited to progress with the implementation of a new Human Resources Information System (HRIS). This program will look to enhance our team member experience across all of HammondCare by providing a single source of truth for our people data and process. The program will kick off later in 2024 with a go-live date scheduled for 2025.

SUSTAINABILITY

Keeping on track with our sustainability targets

It's a key part of our Mission to manage resources in an effective and sustainable manner. Prioritising the delivery of high-quality care while at the same time balancing sustainability objectives is what motivates us to aim to perform better, year after year – providing value and an immediate effect to the people we care for.

We are currently in the process of revisiting our sustainability improvements in alignment with our next strategic plan; as in previous years, future targets will align with the United Nations' Sustainable Development Goals. Our sustainability targets to date have focused efforts on:

Energy efficiency

Reducing our contribution to climate change and dependence on fossil fuels through good energy management.

Waste reduction

Putting in place best practice waste management systems and reducing the waste sent to landfill.

Sustainable design

Bringing a sustainability focus to all new developments with transparency and accountability on performance and environmental impact.

Sustainable travel

Ensuring our fleet operate in the most environmentally responsible and efficient way.

	Energy efficiency Increased solar capacity by 27%	With a focus on reducing our consumption and increasing our green energy generation, we have increased our solar fleet capacity by 27 per cent, installing an additional 700 kW in solar arrays in FY24. We have also invested in a low-energy lighting conversion program to decrease consumption and heat waste.
	Waste reduction 11% improvement on landfill diversion performance	Concerted efforts to reduce waste contribution to landfill in 2024 have driven an 11 per cent improvement on last year's diversion performance. In the past 12 months we separated and redirected 616 tonnes from landfill – over 36 per cent of our total waste generation.
	Water consumption 12% decrease in the past 12 months	In 2024, water consumption was recorded at 1.34 kL per square metre, presenting a 12 per cent decrease from 2023 levels. Continued use of digital meter technology and analytics across selected sites have assisted with tracing excess water usage or water leaks.
	Sustainable design On track for all new developments	Our commitment to sustainable design and development ensures that we prepare and implement site-specific sustainability plans for all major capital projects, from design through to commissioning. The entire process is closely monitored by our Property and Sustainability Committee.
	Sustainable travel Hybrid-electric vehicles now make up 45% of our fleet	Our fleet renewal program has now completed the replacement of 45 per cent of our internal combustion engine (ICE) passenger vehicles with hybrid-electric vehicles (HEVs), reducing annual CO ₂ emission generation by up to 50 tonnes.

+ POWERING OUR PURPOSE

Growing an enduring organisation driven by passion and focus



Margaret and Pastoral Care Coordinator Carol connect in conversation in Hammondville's Bond House Chapel

THE HAMMONDCARE FOUNDATION

Making dreams come true

The Dreams Project, funded by generous donors to The HammondCare Foundation, turns dreams into reality for palliative care patients, connecting them with hope and creating positive memories for loved ones.

Each dream is tailored to reflect the desires of the people we care for, whether it's reconnecting with cherished hobbies, spending time with loved ones or achieving a personal goal. These transformative experiences can help rebuild bonds, which often become lost in the focus on their illness.

Dean's dream journey to Bathurst

Dean, a lifelong motor racing enthusiast, had always dreamt of visiting Bathurst to experience the iconic Mount Panorama Circuit. As his health declined, the Dreams Project stepped in, helping Dean and his family create lasting memories.

The journey started with a private tour of the National Motor Racing Museum, where Dean, his wife Rowenna and son Luc immersed themselves in the history and excitement of motor racing.

The pinnacle of Dean's experience was thrilling laps around Mount Panorama in a replica racing car, bringing Dean much laughter and joy. The family's adventure continued with a stay at Rydges Mount Panorama, and a breathtaking view of the circuit from their room.

But this trip was more than a getaway – it was a celebration of Dean's passion for motor racing and a lasting memory shared with his wife and son. Dean passed away 10 days after returning from Bathurst, but the joy of his fulfilled dream left an indelible mark on his family.

Nine months later, Rowenna reflected on the time together: 'The Bathurst

experience gave us a real adventure and a joyful time right at the end of Dean's life. It has been such a comfort to know Dean was able to do this amazing thing he'd always dreamt of.'

The unwavering commitment from the Dreams Project team ensured some of Dean's final days with his family were filled with happiness and positive memories of their time together.

The Dreams Project has brought 60 dreams to life this year. It is the kindness and generosity of our supporters that make these cherished moments possible.

Over the coming year, we aim to expand our Dreams Project to help even more patients experience their own dream in their final stages of life.



Dean with National Motor Racing Museum Coordinator Brad Owen

Key achievements made possible by donor support

Daw Park, South Australia

The new dementia care village at Daw Park has provided a vibrant home for 70 residents. The Foundation-funded garden, barbecue area, playground and outdoor exercise space connects residents and their families with the local community.

Darlinghurst, Sydney

Ongoing support at our Darlinghurst residential care home has been crucial in aiding those facing homelessness. The Foundation funded necessities such as specialist appointments, as well as funerals and in memoriam ceremonies, ensuring dignified farewells for residents.

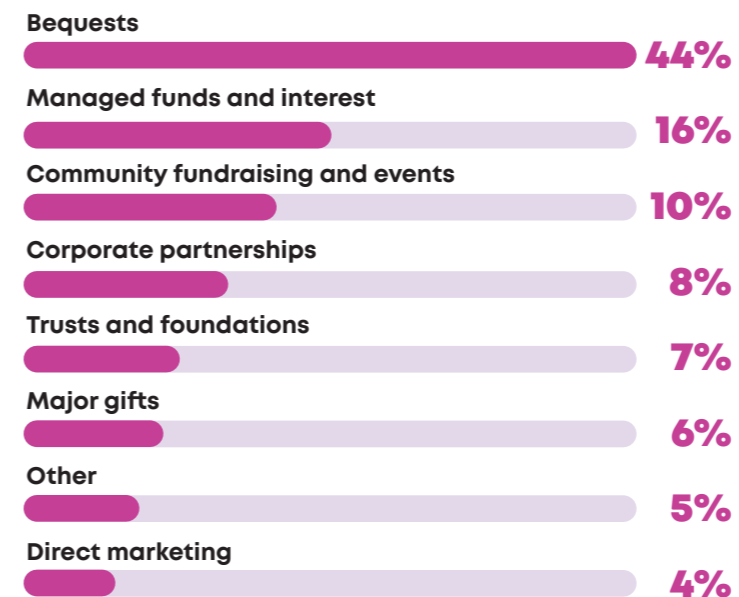
Pastoral Care

In its second year of operation, our Pastoral Care initiative focused on expanding its reach through the Spiritual Care Series, a program that trains Pastoral Care Volunteers (PCVs). In 2024, 34 new PCVs and 17 social volunteers provided spiritual care to people of all faiths, and of no faith, across our services.

In 2023–2024, The HammondCare Foundation raised

\$2,554,095

Donations by income source



In November 2023, The HammondCare Foundation received a one-off distribution from the Hunter Aged Care Foundation of \$8.9m. The funds are required to be used for aged care purposes in the Hunter region.

You can help make a difference

HammondCare's Mission is to improve quality of life for people in need. Supporting the Foundation helps expand care programs, undertake research and grow services for people who need us most.



Regular giving

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



In memory

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



Bequest

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



Partnerships

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



Volunteering

A team of 861 trained volunteers generously offer their time, commitment and skills to enhance the work of HammondCare.

If you'd like to learn more, please visit hammondcare.com.au/volunteer



LEARN MORE ABOUT THE FOUNDATION AND HOW YOU CAN SUPPORT OUR WORK

RESEARCH

Embracing cultural connections in dementia care

Born in Croatia, Marko speaks English in the mornings, but as the day progresses, he gradually switches back to his native Croatian. At first, the care team believed he was deliberately choosing not to speak English, leading to frustration and distress for Marko.

Marko's experience reflects the broader findings from a study published in *BMC Geriatrics* by Edith Cowan University in partnership with HammondCare's The Dementia Centre. The research, 'Comparing clinico-demographics and neuropsychiatric symptoms for immigrant and non-immigrant aged care residents living with dementia', highlights the

importance of developing care approaches that support residents from all cultural backgrounds.

Using data from Government-funded Dementia Support Australia, the study compared the prevalence of behaviours impacting on care for non-English-speaking immigrants, English-speaking immigrants and non-immigrants.

It is estimated that of the 132,000 people with dementia diagnoses living in residential care in Australia, at least 21 per cent are immigrants from non-English-speaking countries. The study showed that this cohort often experiences increased levels of agitation and aggression, often due to communication and cultural barriers.

'Cognitive decline can impact both the ability to express and comprehend spoken language,' explains study co-author Dr Mustafa Atee.

'For those who lose their ability to communicate in English, their first language often becomes the primary means of communication. This can lead to care needs not being communicated effectively.'

Kirsty, a Dementia Centre Advisor, worked closely with the care team to help them understand that Marko's ability to speak English diminishes as the day goes

on, a common occurrence for people with dementia.

'By getting to know Marko as an individual and observing his routines, we developed strategies to communicate with him in a way that reduces his distress,' she explains.

'Simple things can make a big difference. Marko used to play lawn bowls at the local Croatian sports club and now enjoys a game of indoor bowling.'

The study findings emphasise the importance of developing care strategies that support residents from diverse cultural backgrounds, ensuring their health and wellbeing needs are met in a way that respects their life experiences and expectations of ageing well.

Through stories like Marko's, we see how understanding and respecting the unique needs of people living with dementia can create a more inclusive and supportive environment for all residents.



Marko enjoying a game of indoor bowling

Paramedics to honour end-of-life wishes

Leonie remembers the relief she felt when paramedics granted her husband Neil's wish to die at home. Neil, diagnosed with mesothelioma, spent his final days in peace, thanks to palliative care support from paramedics.

'The paramedics respected his wishes and helped make him comfortable,' Leonie shared.

Leonie and Neil's experience reflects the findings of Dr Madeleine Juhmann's research, which advocates for a national framework to integrate palliative care into paramedics' core duties.

In collaboration with experts across six countries, the framework, published in *Palliative Medicine*, outlines 32 service changes to standardise best practices for paramedics providing palliative care in community-based settings.

'When adequately trained and supported, paramedics can enhance person-centred care, reduce avoidable hospitalisations and facilitate the fulfilment of a person's preferred place of death,' explains Dr Juhmann.

'However, embedding palliative and end-of-life care into paramedics' core business will require multifactorial interventions at structural, healthcare service and individual clinician and consumer levels.'

Key recommendations include giving paramedics access to electronic medical

records, maintaining paramedic-specific guidelines for end-of-life care, and connecting paramedics to local palliative care pathways. This framework will enable development of consistent policies nationwide, allowing people to spend their final days where they may feel most at peace – at home.

Dr Juhmann's research was supported by The HammondCare Foundation and supervised by Professor Josephine Clayton, Director of Research and Learning for the Palliative Centre, at HammondCare.



Dr Madeleine Juhmann at Royal North Shore Hospital Ambulance Service

RESEARCH IN 2023
Research projects enhance knowledge and insights into best practice care for older people with complex needs.



SOCIAL DIVIDEND

Our Mission makes our care unique

Part of our Mission in Action is to provide 'Equity and access' for people who live with financial and social disadvantage while 'Being wise with resources' so that we can do more with what we have.

That's why our social dividend has grown by more than 16 per cent to \$50.7 million, up from \$43.6 million in 2023, in line with our Next Chapter Ambition.

This represents money spent beyond our funding to care for those who others can't or won't. It's also an investment in the public good because by providing these innovative and compassionate services, we reduce costs elsewhere in health and aged care.



HammondCare at Home client Roger and Service Support Officer Charlotte in Lismore

\$50.7m Mission-led social dividend

As a not-for-profit, Mission-led charity, the dividend derived from our careful but generous stewardship of resources goes directly to the people who need it most.

Residential Care and Independent Living



44.1% of residents are financially disadvantaged

HammondCare contributes

\$4.5m

to support financially disadvantaged residents



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

Home Care



HammondCare provides

\$19.2m

in additional hours, extra case management and discounts on fees

Health



\$4.2m

in additional health services to patients

Homelessness

\$0.8m

additional costs caring for older people experiencing homelessness



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

\$1.1m

towards vital ongoing dementia, health and aged care research



\$3.7m

in pastoral care services for clients and team members



\$1m

investment in volunteer services

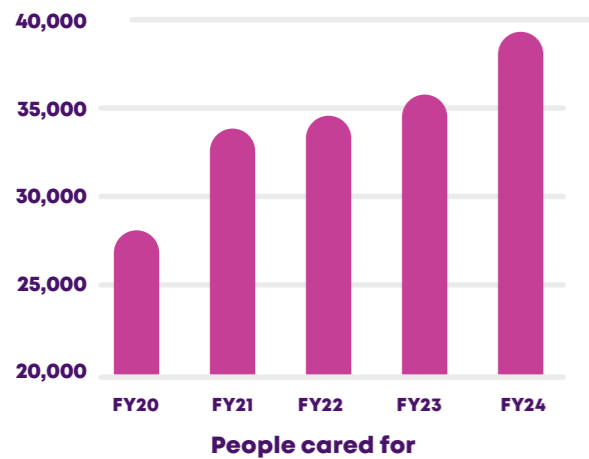


OPERATIONAL INSIGHTS

We are working together to serve others in need

Expanding our relationship-based approach to care is our foundation.

We continue to care for more people with complex needs each year, reflecting our Ambition to increase our care for those that others can't or won't.



Our Mission in Action

97% of residents and clients say: 'I am treated with respect and dignity.'

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

91% of residents say: 'The care and support I receive nurtures my spiritual and emotional wellbeing.'

Partnering in Care 2024 survey: Residential and Home Care

Our team go above and beyond

5,792 full-time, part-time and casual staff as at 30 June 2024.



Improvements see stronger workforce

Workforce metrics improved over FY24 with HammondCare's overall attrition rate sitting at 19.6 per cent as at 30 June 2024.

Focused efforts to reduce attrition along with the award-wage increase funded by the Federal Government have resulted in lower attrition and a more stable workforce. However, a shortage of nurses in the aged care sector continues to be a challenge to ensure that HammondCare can deliver on its nurse minutes per resident per day obligations.

86% Employee engagement score, from our 2024 Voice Survey

94% of our team say: 'I believe in the overall purpose of HammondCare.'

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

92% of our team say: 'I understand how my role contributes to the overall success of HammondCare.'

Safety and wellness are a priority

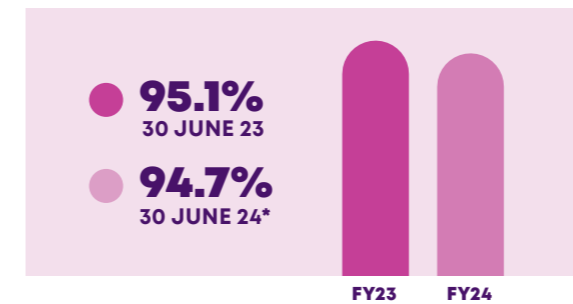
We want to make sure our team feels safe and motivated at work, supported in our Mission. We are introducing local forums for teams to feedback and shape our strategy. Our residential care workers' compensation expense ratio to staff costs in FY24 is 1.8 per cent – well below the industry average of 2.3 per cent.

StewartBrown FY24 Survey

How we engage with our care community

Occupancy in care homes

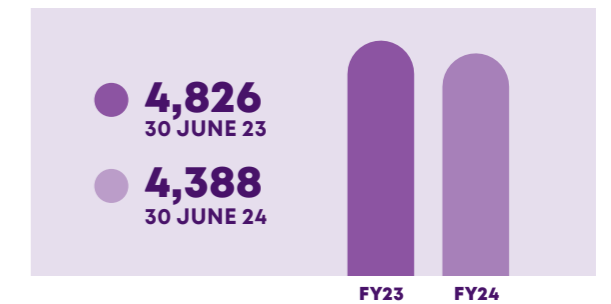
Consistently high occupancy continued across our residential care homes.



**Sector average is 87.7% (Source: Australian Institute for Health and Welfare, 2024)*

Home Care Packages

There was a temporary decline in clients served during a period of change, which is expected to turn around in FY25.



Sector benchmarks

14% more care minutes per resident per day
Sector average is 199 minutes, HammondCare provides 228 minutes

\$15.57 per resident per day on food
Sector average spend per resident per day on food is \$12.66
StewartBrown FY24 Survey

Making an informed choice

The Star Ratings System helps provide older people and their families with information to make informed care choices, while also encouraging providers to improve service performance.

In FY24 HammondCare has consistently achieved a 3–4 overall star rating*, reflecting our solid performance in delivering quality care across the key areas of compliance, quality, residents' experience and staffing.

**Source: Australian Government Department of Health and Aged Care*



FINANCIALS

Turnaround year from strong execution

Total revenue grew 23% to \$586m

Residential Care revenue grew by \$61m to reach \$237m. Revenue growth came mainly from higher subsidies for resident care. During FY24, strong occupancy rates and the opening of a new dementia-specific village in Daw Park, Adelaide, contributed to the revenue uplift. HammondCare at Home total revenue grew by \$26m to \$173m, mainly due to higher subsidies, partially offset by a 9 per cent reduction in Home Care Packages compared to the prior year. The Foundation received a distribution of \$8.9m during the year from the Hunter Aged Care Foundation, for investment in the Hunter region, including at HammondCare Waratah, in line with the Hunter Aged Care Foundation constitution.

	FY24 \$M	FY23 \$M	INCREASE \$M	INCREASE %
Residential Care	236.6	175.5	61.1	34.8%
HammondCare at Home	173.1	146.9	26.2	17.8%
Health	62.8	67.9	-5.1	-7.5%
Other	113.4	87.1	26.3	30.2%
Total	585.9	477.4	108.5	22.7%

Our underlying net surplus for FY24 was \$14.6m, a turnaround of \$37m vs FY23

During FY24, HammondCare recorded an Underlying Net Surplus of \$14.6m, compared to an Underlying Net Deficit of \$22.4m for FY23. The surplus was driven by strong operational improvements in Residential Care, HammondCare at Home, Independent Living and the Foundation. Total comprehensive income including non-operational items for the year recorded a surplus of \$45.1m, an increase of \$43m compared to FY23, with a \$5.6m benefit from revaluations of land, investment properties and financial assets.

Residential Care finished the year with an improved result, recording a deficit of \$0.5m, an improvement of

\$16.1m over the previous year. Management has delivered on its robust plan to return to a more sustainable financial position. Additional funding for the sector from 1 October 2024 increases care minutes from 200 minutes per resident per day to 215 minutes. This is a positive development, as HammondCare's longstanding practices already exceed the new care standards, with 228 minutes per resident per day delivered in FY24.

HammondCare at Home recorded a surplus of \$6.7m for FY24 (FY23 deficit \$7.7m). The improved financial results were driven by a strong focus on costs that more than offset the 9 per cent decline in Home Care Packages.

In our Health business, the difficult decision was made to close the private inpatient rehabilitation ward at Greenwich Hospital, effective 30 September 2023. The service was principally funded by private health insurers. Funding had not kept pace with rising costs, including staff costs, resulting in significant losses and no revenue streams could be identified to ensure future sustainability.

Independent Living operations continue to deliver strong results, recording a surplus of \$4.1m during FY24, up \$0.5m from the prior year.

Our strong balance sheet provides stability for future growth

The financial position of HammondCare remains strong as we continue the prudent and responsible approach to managing the balance sheet. To finance capital expenditure, we borrowed \$8m from the ANZ Bank against our facility of \$90m. We also maintain a self-imposed prudential reserve, which is premised on it being able to readily fund the replacement of the largest asset and/or repay residential liabilities, in the event of a significant adverse event.

HammondCare has total liquid assets (cash, cash held on term deposit, managed fund assets) as at 30 June 2024 of \$138m, to apply against our prudential reserve.

In FY24, HammondCare's total assets increased by \$53m, achieving total assets of \$1,121m. This increase is attributable to higher liquid assets and fixed assets, partially offset by lower debtors.

Our total liabilities increased by \$8m, reaching \$771m. The increase in total liabilities is attributable to an increase in RAD liabilities from higher occupancy and new services, and an increase in trade creditors partially offset by a decrease in borrowings.

As a result of movements in assets and liabilities above, HammondCare had Net Assets of \$351m, an increase of \$45m.

\$45m increase in net assets to \$351m

	FY24 \$M	FY23 \$M	INCREASE \$M	INCREASE %
Total assets	1121.3	1068.3	53.0	5.0%
Total liabilities	770.6	762.7	7.9	1.0%
Net assets	350.7	305.6	45.1	14.8%

Sustainable cash flow to invest for the future

Capital expenditure \$35m

HammondCare generated earnings before depreciation and amortisation (EBDA) of \$38m in FY24.

From a financial accounting perspective, the cash inflow from operating activities was \$49m (FY23: \$8m outflow).

During FY24 the Group has continued to invest for the future with total capital expenditure of \$35m.

Continued net inflows of accommodation deposits and entry contributions (\$86m), resulted in HammondCare finishing FY24 with \$8m bank debt (FY23 bank debt \$70m) and a cash-on-hand balance of \$5m (FY23 cash balance \$5m).

	FY24 \$M	FY23 \$M	INCREASE \$M
Underlying net (deficit) /surplus	14.6	-22.5	37.1
Capital expenditure	34.6	66.3	-31.7

OUR BOARD

The twin themes of serving others and working together, featured throughout the Annual Report, are strongly displayed by our Board as well.

As a team, the HammondCare Board keep the people we serve at the centre of their deliberations, and draw on the same values for working together as every member of the HammondCare team. Their governance is an extension of our unique Mission to care.



Back Row: Kok Kong Chan (Chair), Kate Thomas (Deputy Chair), Carl Gunther, Linda Justin, Glynn Evans;
Front Row: Peter Bailey, Dr Joanne Lewis, Adrian Blake, Robyn Langsford, Andrew Thorburn (CEO)

Kok Kong Chan Chair
BCom MSc (Management) CPA
Australia GAICD

A founding Partner of Maritana Partners, Kok Kong was a previous Senior Partner at Egon Zehnder and CEO of HeartScan. He's the Chair of the Foundation Committee and the Board Development and Remuneration Committee – and became a HammondCare Director in 2016 and Board Chair in 2021.

Kate Thomas Deputy Chair
BA LLB

As Special Counsel at Clayton Utz, Kate has more than 25 years of experience in property and commercial law, corporate advisory and managed investments. She joined the HammondCare Board in 2015 and is a member of the Board's Association Development; Property and Sustainability; Board Development and Remuneration; and Quality, Safety and Care Committees.

Glynn Evans Director
BArch Dip Building Construction

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 is a member of the Tara School Council and joined our Board in 2013 and is Chair of the Board's Property and Sustainability Committee.

Carl Gunther Director
B. Business Chartered Accountant GAICD

Carl retired as a partner of KPMG in 2019. He's a Director of Anchor RE (Christian SRE in Schools) and a Finance Committee member for the NSW Aboriginal Land Council. Carl joined HammondCare as a Director in 2020 and is on the Audit and Finance, Foundation and Association Development Committees.

Linda Justin Director
RN BN MBA MSc (Coach Psych) GAICD

Linda is a Director of JustImpact, the Commonwealth Association for the Ageing (CommonAge) & MTC, having consulted and held senior management roles across health and human services. Linda is a casual lecturer with the Faculty of Health at UTS where she is completing a PhD. Linda joined the Board in 2020 and is Chair of the Quality, Safety and Care Committee.

Peter Bailey Director
BE MEngSc Hon Doctor of Eng
GC Management FIEAust GAICD

Peter is an accomplished CEO, Company Director and Engineer. He is currently a Trustee Director of global engineering consultancy Arup, Director of the Green Building Council of Australia and holds an Honorary Doctorate from UTS. Peter joined the Board in 2023, is a member of the Board's Property and Sustainability Committee and the Board Development and Remuneration Committee.

Dr Joanne Lewis Director
RN BN MPallC PhD A/Prof

Joanne has worked as a senior clinical nurse in palliative care for nearly 20 years. She completed a PhD in 2013. She is an Associate Professor of Nursing at Avondale University and an adjunct Associate Professor at UTS. Her teaching and research are focused in the areas of palliative care and aged care. She was elected to the Board in 2023, is a member of the Quality, Safety and Care Committee, and also the Medical Appointments and Advisory Committee.

Adrian Blake Director
BE (Civil) (Hons) MBA MIEAust CPEng NER

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

Robyn Langsford Director
BCom Chartered Accountant GAICD

A partner at KPMG, Robyn works with Australian mid-market entities focusing on family groups and private businesses across a diverse range of sectors. Robyn rejoined the Board in 2012 and is Chair of its Audit and Finance Committee and a member of the Board Development and Remuneration, Association Development and Foundation Committees.

Andrew Thorburn Chief Executive Officer
BComm MBA Dip Mktg

Andrew began as CEO in June 2024. His recent experience was in Impact Investing (including vocational education and aged care), assisting entrepreneurs with start-ups, and in the not-for-profit sector. Before this he worked in banking for more than 30 years, including as CEO of Bank of New Zealand (2008–14) and CEO of National Australia Bank (2014–19).

May the favour of our God be upon us and establish the work of our hands in HammondCare.

Inspired by Psalm 90:17

ONE HAMMONDCARE

Valuing teamwork and sharing responsibility

We respect and value each other, our different roles, and the diversity of team members. We all share responsibility for our services and work together to reach common goals.

'Our team sees daily the amazing work the care team does and the impact it has. We support by identifying areas for growth and how we can work towards continuous improvement while remaining aligned with our Mission.'

Ragheb
Quality, Safety and Risk Manager

'I thrive when I am doing work which builds capacity in others and empowers them to achieve great things. Each role plays an important part, and it only works when we work together towards the common goal of our Mission.'

Sarah
Head of Food Culture

'I am incredibly fortunate to witness the inspiring ways in which our volunteers enrich the lives of residents. They do this with compassion, creativity and commitment.'

Marion
Volunteer Coordinator

'By putting the right people in the right positions, we are able to serve our Mission of providing complex care to those who need it most. I'm always looking for creative and innovative ways to bring people together both domestically and internationally to support our efforts.'

Sam
Talent Partnerships and Pipelines Coordinator

'I'm grateful to be part of a passionate and engaged team of design and building professionals. Each member brings unique backgrounds, experiences and skills to the table, yet we are united in our commitment to challenge the status quo and strive for innovative, world-leading built outcomes to serve those we care for.'

Katie
Head of Design

