HammondCare



ANNUAL REPORT 2026

From the heart

The heart of care

Care is complex and needs are deep; this is where HammondCare belongs. Not because it's easy, but because it's needed. Because it's what we do.

Caring differently. Reaching further. Building what's next.

Guided by our Mission, Annual Report 2026 reflects the heart of HammondCare – the relationships that define our care and our commitment to helping people regardless of the challenges they face.

'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

Specialised Carers Helen Li and Mary-Jane Garland

Taken at the farewell event, this image captures the heart of Greenwich: our teams and the people they care for. Read more about the farewell to Greenwich on page 21.

BOARD CHAIR REPORT

A year of reform and resolve



This year has been a demanding one for aged care; while not without highlights, it has been a period of change and challenge. But one thing remains – HammondCare's Mission is front and centre in all we do.

The new Aged Care Act and Support at Home reforms required major adjustment across the sector. Implementation has not always been seamless, with new co-contributions, new systems and changes to care plans and service models creating complexity for clients, families and providers. I am grateful for the way HammondCare leadership and team members have stayed on Mission, prioritising continuity of care, while adapting with professionalism and grace.

The financial environment also remains demanding. Funding settings, particularly for dementia and complex care, still do not adequately reflect the true cost of caring for people with the greatest needs. We will continue to support a call for reform that recognises complexity, supports sustainability and enables quality care for those who might otherwise be left behind.

Investing in the building blocks of the future

The Board has overseen a massive year for new and continuing capital projects, with the highlight the start of our redevelopment of Greenwich Hospital into a state-of-the-art health campus. This involved the transfer of all inpatient Northern Sydney palliative care services to Neringah Hospital, following major refurbishment, all of which our Health team managed with commitment and expertise.

We have also continued the redevelopment of Bond House at Hammondville, the opening of our sixth respite cottage at Gymea Bay and many other refreshing and refurbishing projects. We have an ambitious pipeline of works planned, including Curtin in the ACT, where HammondCare will create the Territory's first best-practice dementia care village.

Each stage brings us closer to creating facilities that match the quality and ambition of our care.

While we fell short of some of the financial outcomes we sought, we have strengthened our foundations for the future. Critical investments made in our people, systems, governance, risk management and digital capability will help underpin HammondCare's ability to provide specialist care at greater scale while remaining true to our Mission.

Servant-hearted leadership

I acknowledge the exceptional leadership of CEO Andrew Thorburn and his team and thank them for their service. They have continued to shape structures, systems and priorities around our goal to improve quality of life for people in need. I am particularly thankful for our frontline team members, our volunteers, and all our HammondCare staff for their daily passion and dedication.

I am grateful to my fellow Board members for their careful stewardship and diligent approach, particularly as this has been my first year as Chair. Thank you to our previous Chair Kok Kong Chan for his dedicated service, Linda Justin for becoming Deputy Chair and Jo Lewis for becoming the Chair of the Foundation, Research and Innovation Committee. We also welcomed new Board members, Richard Jamieson and Kathryn Hinde.

In these uncertain times, the Board and Leadership Team are focused on building our reputation as an independent Christian charity. I am confident that, under Christ, we will continue to be empowered to faithfully serve people in need.

Yours in Christ,
Peter Bailey

Peter Bailey

CHIEF EXECUTIVE OFFICER REPORT

Better care, from the heart



Australia is entering an unprecedented era of population ageing. With dementia becoming the leading cause of death in our nation during this reporting period, the need for action has never been clearer. Meeting increasing needs will require ambition, courage and innovation, always guided by a commitment to improving the lives of those we serve.

For HammondCare, that Mission is not simply a demographic challenge. It is a deeply human one. It's about being like Jesus, who sees people fully. People like those we serve, and all the people whose stories you'll read here in our 2026 Annual Report. Real people, with real families and lives and histories who need our support, and who look to us when care becomes too hard to navigate alone. That Mission calls us to see each person as an image-bearer of God, and to respond with compassion, courage and practical love.

As we get ready to meet the need as an organisation, with all the regulation and compliance expectations involved, we are also striving to meet the whole person in the way we care. Throughout the year, our teams have demonstrated that these are not competing priorities. In fact, they depend on one another. Sustainable growth, innovation and leadership matter only if they result in better outcomes for the people who entrust us with their care.

Living our ambition to lead in complex care

Our Next Chapter strategy calls on us to lead nationally in complex care, particularly in dementia and palliative care. During the past year, we continued to strengthen that leadership through clinical excellence, innovation, research and advocacy.

Across Residential, Home Care and Healthcare and Hospitals services, we have deepened our understanding and application of our person-centred approach, launching new Principles of Care to bring greater consistency and integration.

We marked a significant moment at Greenwich, farewelling the hospital site with gratitude as its redevelopment into a fully-integrated health campus and care village began. We also advanced our plans for the ACT's first dementia-specific aged care village in Curtin.

The launch of Hammond Innovations, led by Dr Anna Barker, continues our pioneering legacy of research and innovation to improve quality of life for people in need, while the publication of The Positive Ageing Equation in May brought together expertise from across the HammondCare community, highlighting the breadth and depth of our complex care capacity and experience.

For Dementia Support Australia, the Hospital to Aged Care Dementia Support Program gathered momentum – by May 2026, the program had supported more than 700 people, offering hope in what remains one of the most significant challenges in aged care.

We welcomed Craig Tapprell as Chief Information Officer, strengthening our technology foundations so they can better support scale, resilience and more time for care, and another wonderful International Dementia Conference again reminded us that research, policy and lived experience matter most when they change lives.

The difference we make

In the past year, we've cared for over 45,000 people across HammondCare, yet numbers don't always do justice to the impact of our care. Sometimes, just one person's experience can bring to life the profound difference we make not just to them, but to the people who love them.

That's why this Annual Report is full of stories. You'll meet Bob Buchanan, whose family was so grateful he found a new home at Daw Park (page 11), as well as Anne Berne – her husband John loved visiting our Gymea Bay Respite Cottage, and she was able to properly rest for the first time in years (page 13).

You'll also meet Specialised Carer Jenny, who gently looked after Home Care client Dian and Dian's sister Evelyn when they were all stranded for seven hours in a car (page 12), and Neringah Hospital patient Pamela, who was overjoyed to find her room transformed by the Dreams Program into an art gallery to share her paintings with her family and friends (page 15).

Care is powerful witness

These stories remind us that we follow in the footsteps of Jesus by loving those the world might otherwise ignore, putting their needs before our own. It is a powerful witness to the message of the Gospel.

And we couldn't do it without the selfless service of thousands of our amazing team members.

So, I want to thank every HammondCare team member and volunteer, as well as family members, supporters, donors, and Board and Association members.

You are the heartbeat of HammondCare. You make our Mission visible in cottages, homes, hospitals, offices, communities and quiet conversations every day.

As we look ahead, we see the need is growing, the work is complex, and the environment is demanding. But our calling remains unchanged. From the heart of HammondCare, we will continue to step towards the people who need us most.

Cheers,
Andrew



CEO Andrew Thorburn, CMO Victoria Hayman, IDC2026 MC Ray Martin and GM Growth and Innovations Marie Alford, at IDC2026

NEXT CHAPTER PROGRESS

Turning ambition into action

The past year was one of the most challenging years in HammondCare's history, and indeed for the sector. Amid once-in-a-generation reform, dementia became the nation's leading cause of death, reinforcing the urgency and importance of our work.

Through it all, we remained unwavering in our commitment to deliver outstanding care that improves quality of life for people facing some of life's greatest challenges. It's been our Mission for 93 years and we'll keep doing it.

That Mission guides us as we navigate significant change around us. The new Aged Care Act and Support at Home reforms required major adjustment, while exponentially growing demand, increased complexity of need, financial pressures, workforce shortages and the critical role of technology all demand a response.

Our Next Chapter Strategy reflects HammondCare's commitment to meeting big challenges with big changes of our own, steering us as we transform ourselves with one goal in mind: to continue caring for people in need.

Our ambition is to lead in complex care nationally, and over the last year we have deepened our capacity to do so.

We've focussed on integration of care models across all services, built partnerships to grow our care opportunities, and improved processes to make more time to care. We developed better systems and tools to transform the experience for the people in our care, and also launched our new research and innovation collective, Hammond Innovations. Alongside these achievements, we successfully navigated the significant sector reforms.

While progress has been substantial, the year reinforced the importance of increasing technical and commercial capabilities and building greater organisational resilience. In response, leadership refined the strategic sprint program in the new year, focusing on expanding our Home Care capacity, optimising efficiencies in Residential Care, and embracing digital opportunities with a new IT framework and a robust, integrated enterprise architecture.

All of this serves our Mission. Inspired by the words and actions of Jesus, we continue our commitment to go to the hardest places and the most complex conditions, to be present with and care for the people who need us most.

What the data says

Team engagement
82% engagement
represents a highly engaged team

Quality of care
90% rated quality of care Good or Excellent across Home and Residential Care

Financial performance
Strong rise in revenue of 3.2% to $639.5m

Quality of life
80% rated quality of life Good or Excellent across Home and Residential Care

National presence
43% of 45,342 people cared for are outside NSW and growing



Growth and leadership in care


Artist's rendering of HammondCare Curtin

Awarded tender for HammondCare Curtin

HammondCare was selected to deliver the ACT's first dementia care village in Curtin, extending our specialist dementia residential care expertise to Canberra. The integrated care village will also include seniors living apartments and other services such as a wellbeing hub.

Principles of Care

HammondCare introduced its new Principles of Care, providing a unified framework for delivering relationship-based, empowering, connected and leading care across all services. Grounded in our Christian identity, the Principles bring greater consistency to how we care.

Aged Care Leaders Summit

At the Aged Care Leaders Summit, HammondCare helped shape national discussion on the future of aged care. CEO Andrew Thorburn called for dementia to be central to policy and planning, highlighting the need for innovation, investment and new models of care.

Volunteer recognition

Volunteers were recognised for their outstanding service to people and communities. Anna Forio was named Fairfield City Council's Volunteer of the Year, while Kathy and Kate received recognition at the Palliative Care NSW Awards. Dinah and Sharon were also honoured by their local Rotary club for community service.

New Aged Care Act and Support at Home

Throughout the year, HammondCare prepared for the introduction of the new Aged Care Act and Support at Home program, supporting clients, families and team members through one of the most significant reforms in aged care in a generation.

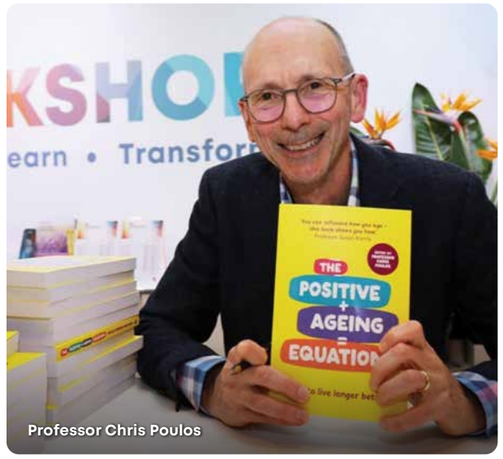
Northern Sydney Masterplan

HammondCare unveiled its Northern Sydney Project, a long-term strategy spanning Greenwich, Neringah, North Turramurra and Wahroonga. The initiative includes the redevelopment of Greenwich Hospital and significant investment in integrated services to meet growing demand for complex care across Northern Sydney.

A quiet achiever

2026 Bob Hammond Award winner Yasoda Poudel, pictured below, was recognised for the way she quietly and consistently lives HammondCare's Mission every day, demonstrating compassion, skill and kindness with humility, dedication and grace.


Yasoda Poudel



Professor Chris Poulos

New book launch

HammondCare published *The Positive Ageing Equation* in 2026. Edited by Professor Chris Poulos, pictured above, and brought to life by our in-house creative team, the book features contributions from HammondCare experts across a range of disciplines, providing practical, evidence-based insights to support physical, mental, social and spiritual wellbeing as we age.

International Dementia Conference 2026

The International Dementia Conference 2026 attracted over 1,000 sector leaders, researchers, clinicians and people with lived experience around the theme The Whole Person. The Whole Point. Global expert speakers including Dr Allen Power, Dr Kathryn Mannix, Tuen Toebes, Prof Craig Ritchie, Dr Sanka Amadoru and Mary Freer, challenged and inspired the sector to deliver more human-centred dementia care.

Hammond Innovations launches

We launched Hammond Innovations, bringing together our dementia, palliative and positive ageing expertise to accelerate research, innovation and thought leadership. This initiative strengthens our ability to translate evidence into practical improvements in care, within HammondCare and across the sector.

At a glance

45,342
cared for

6150
team members

1065
volunteers

108
service locations

484
supporters

$36.1m
social dividend

SERVICE LOCATIONS

Residential Care

Cardiff **NSW**
Erina **NSW**
Horsley **NSW**
Scone **NSW**
Sydney **NSW**
- Darlinghurst
- Hammondville
- Miranda
- North Turramurra
- Wahroonga

Waratah **NSW**
Woy Woy **NSW**
Adelaide **SA**
- Daw Park

Melbourne **VIC**
- Caulfield

Home Care

Canberra **ACT**
Batehaven **NSW**
Bathurst **NSW**
Bungarribee **NSW**
Broken Hill **NSW**
Cardiff **NSW**
Casino **NSW**
Coffs Harbour **NSW**
Dubbo **NSW**
Goulburn **NSW**
Green Point **NSW**
Hamilton South **NSW**
Horsley **NSW**
Lismore **NSW**
Merimbula **NSW**
Narara **NSW**
Nowra **NSW**
Picton **NSW**
Port Macquarie **NSW**
Scone **NSW**
Sydney **NSW**
- Berowra
- Bungarribee
- Caringbah
- Gymea Bay
- Hammondville
- Manly
- Miranda
- Mona Vale
- North Turramurra
- Penrith
- St Leonards
- Terrey Hills
- Wahroonga

Tuggerah **NSW**
Yarrawarrah **NSW**
Wentworth Falls **NSW**
Wyong **NSW**
Brisbane **QLD**
- Carindale
- Chermside
- Redcliffe
- Narangba

Melbourne **VIC**
- Footscray

Healthcare + Hospitals

Sydney **NSW**
- Greenwich
- Mona Vale
- Prairiewood
- Wahroonga
- St Leonards
- Ryde

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)

Dementia Support Australia

Canberra **ACT**
Albury **NSW**
Bathurst **NSW**
Cardiff **NSW**
Coffs Harbour **NSW**
Horsley **NSW**
Lismore **NSW**
Nowra **NSW**
Port Macquarie **NSW**
Sydney **NSW**
- Chatswood
- Greenwich
- Hammondville
- Penrith
- St Leonards

Tamworth **NSW**
Tuggerah **NSW**
Waratah **NSW**
Wagga Wagga **NSW**
Darwin **NT**
Brisbane **QLD**
- Chermside

Cairns **QLD**
Gold Coast **QLD**
Hervey Bay **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

45,342

PEOPLE ACROSS AUSTRALIA

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



REACHING FURTHER

A place to belong: a small household with a big impact

For Bob Buchanan and his family, moving into HammondCare Daw Park wasn't just about finding care, it was about coming to a place that felt like home.

Bob was one of the first residents to move into HammondCare Daw Park after his dementia progressed and a series of serious falls meant he could no longer live safely at home.

For his family, the decision was clear.

'We weren't going to let him go anywhere else,'* his son Robert said. *'He's safe, content and healthy, and that is the most important thing.'

Bob's story became a national example of what dementia care can look like when The Australian newspaper featured HammondCare Daw Park in its Think Again dementia series, describing the village as 'a better way for people with dementia to live' and the care as 'streets ahead of anywhere else'.

While Daw Park has attracted attention as one of Australia's few dedicated dementia villages, the model behind it reflects decades of HammondCare's experience.

HammondCare has pioneered the small household model in Australia for more than 30 years, beginning with The Meadows at Hammondville in 1995. Since then, each new development has refined the design and model of care across NSW, Victoria and South Australia, with plans well underway for a new dementia village in Curtin, ACT.

The approach is deliberately domestic and familiar: homes that look, feel and function like homes, shaped by the communities around them rather than by an institutional model. Residents live in smaller households with communal kitchens, laundries and safe access to the outdoors, supporting choice, independence and meaningful participation in everyday life.


Bob Buchanan and son Robert

That local experience is now part of a wider international movement. Through the Global Household Consortium, HammondCare is working with Belong Villages in the United Kingdom and The Green House Project in the United States to advance household models of care around the world.

For Bob, it means comfort and familiarity. For his family, it means peace of mind knowing he is supported in a community where he can continue to live well.

RESIDENTIAL CARE

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

2,456 people cared for

15 care homes

13 locations

2,909 team members

Jenny goes the extra mile to keep clients safe and well



Jenny, left, Specialised Carer, HammondCare Home Care

When Jenny drove twin sisters Evelyn and Dian, from their home in Tamworth to a medical appointment in nearby Aberdeen, they didn't expect to be away for 26 hours.

Jenny, a Specialised Carer with HammondCare Home Care, had been supporting Dian, who lived with Alzheimer's disease, for more than two years.

What began as a routine trip became anything but. When police closed the New England Highway during a local incident, the trio were stranded for seven hours in Jenny's Mazda in freezing conditions with only a few bottles of water, six cold chicken nuggets and Jenny's packet of chewing gum for sustenance.

Throughout the ordeal, Jenny remained calm and reassuring. She helped pass the time with stories, cloud-watching and listening to radio updates, and when Dian needed a toilet break, Jenny found a way to protect her privacy and dignity using a walking frame and personal protective equipment as a temporary screen.

Later that night, Jenny worked with the Home Care team in Scone to arrange accommodation and meals in Murrurundi, so the sisters could rest before attending their rescheduled appointment the next day.

After Jenny delivered the pair safely back home, Evelyn shared,

'I can't say enough about what a lovely caring person Jenny is. Dian is officially Jenny's client, but I know she was actually caring for me, too.'

While this was far from a typical day, it shows the trust that had built between Jenny and the sisters. Across regional communities like Tamworth, HammondCare Home Care helps people maintain their independence while receiving personalised care in the place they know best.

Jenny received a HammondCare Mission in Action Award, recognising the calm and compassionate way she put the sisters' needs first during extraordinary circumstances.

Supporting people at home

FY26 saw the introduction of the Government's new Support at Home program. Through this significant sector change, HammondCare remained focused on helping clients to live well at home and continue receiving care tailored to their needs.

HOME CARE

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

9,995 people cared for

650,639 home care visits

42 locations

1,751 team members

Respite care gives John and Anne precious time together

For much of his life, John Berne was known for his strength and speed on the football field.

A former rugby league attacking centre, John thrilled crowds in the 1970s and 80s with 101 First Grade appearances for the Rabbitohs, Roosters and Sharks. He also competed professionally in rugby union, playing a Test against Scotland during the 1975 Wallabies tour.

In recent years, John and his wife Anne faced a different kind of challenge. John was diagnosed with vascular dementia at 64 following a stroke, and later with Alzheimer's disease. Respite care at HammondCare Gymea Bay cottage gave both John and Anne the support they needed to keep living together at home.

John would stay for a week each month, a routine that became an important part of life for the couple after 48 years of marriage.

'John loved coming to the cottage,' Anne said. 'Knowing John was here gave me the chance to rest for days, and I was renewed to care again.'

For Anne, respite was more than a short break. It was the practical help that allowed her to continue caring for John at home, while knowing he was safe and surrounded by people who cared for and knew him.

John also looked forward to his stays, especially the familiar faces and the small comforts that made the cottage feel welcoming.

'I like coming to Gymea Bay cottage,'* John said. *'I look forward to it, breakfast is wonderful, bacon and eggs, and I get to talk to lots of people.'

Anne said it was never hard for John to pack his bag for his visit. He knew the care team and felt comfortable with the people around him.

'We loved it when John came to stay,' said Tracey, Overnight Respite Cottage Manager. 'He was part of our cottage family, and we enjoyed hearing his stories.'

For John and Anne, that support brought precious time together at home. Sadly, John has since died, but he will always remain part of the cottage story.


Anne, John, CEO Andrew Thorburn, Sutherland Councillor Melanie Gibbons and Executive General Manager Home Care Marcela Carrasco at Gymea Bay respite cottage

REACHING FURTHER

Returning to the water: how Pat reclaimed her confidence

In 2023, Patricia Taylor was diagnosed with breast and lymph cancer and made the difficult decision to retire. Having spent 60 years teaching swimming, the resulting frailty and loss of confidence had a profound impact on her independence.

Seeking to regain her strength and confidence, Pat joined HammondCare's Short-Term Restorative Care (STRC) program. Designed to help older people maintain independence and continue living well at home, the program brought together a multidisciplinary team focused on Pat's individual goals.

Occupational Therapist Madi, Dietitian Belinda, Physiotherapist Jason and Care Coordinator Dom worked alongside her, providing practical support, encouragement and tailored strategies to help her regain confidence in everyday life.

For the 79-year-old Manly resident, swimming was more than a hobby. A pioneer of infant aquatics, including running her own swim schools across Sydney's Northern Beaches and North Shore, she was inducted into the Swimming Hall of Fame for her contribution to swimming education and her work supporting children with special needs in aquatic environments.

When Pat entered the STRC program, she was fearful of falling and uncertain about what she could achieve. Initially sceptical, she soon formed a bond with the allied health team, whose steady encouragement helped her rebuild confidence and independence.



Patricia at Fairy Bower

Six weeks into the program came a significant breakthrough. During a week-long family holiday on Queensland's Sunshine Coast, Pat found herself walking confidently along the beach and putting into practice the strategies she had developed with the team.

***'It gave me new hope and confidence to return to my favourite rock pool at Fairy Bower,'* she said.**

On her final physiotherapy session, Pat shared her gratitude for the program and the team, reflecting on a level of confidence she had not thought possible to regain in just eight weeks.

HEALTHCARE + HOSPITALS

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

3,977
community and outpatient care

4,351
people supported in rehab and palliative care

40,175
bed days

10
locations

525
team members

CARING DIFFERENTLY

When a hospital became a gallery for one special artist

At 65, Pamela discovered a passion for painting. Within months, a collection of artworks filled her walls, reflecting her creativity, curiosity and joy.



Pamela's memorial Service

By the time Pamela was receiving palliative care at Neringah Hospital, a progressive illness had taken away much of the independence she had treasured throughout her life. Now in her early 80s, she could no longer paint, but she loved sharing photographs of her artwork with the team and talking about the pieces she had created.

'When Pamela showed me photos of her paintings, she became radiant,' recalls Dr Sarah Thompson, Medical Director at Neringah Hospital.

'The artworks were magnificent, and it was clear how much they meant to her.'

Pamela's love of art prompted the team to think about how her creativity could remain part of her care. Alongside managing symptoms and supporting quality of life, palliative care is also about helping people find moments of joy, connection and meaning. For Pamela, that meant being seen, heard and understood as an artist, not only as a patient.

The multidisciplinary team began to imagine Pamela's room transformed into a collection of her art.

With support from Antoine and the Dreams Program, funded by the Hammond Foundation, they helped bring the idea to life.

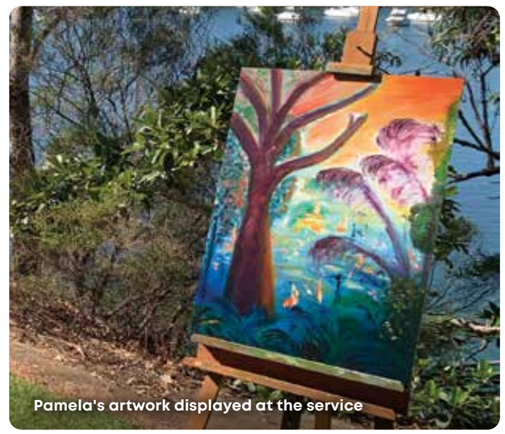
Invitations were designed and sent to family and friends, while photographs of Pamela's favourite paintings were enlarged and displayed throughout her room. A treasured artwork was even reproduced on the ceiling above her bed so she could continue enjoying it as her movement became more limited.

'We instantly saw her room become a gallery,' says Dr Thompson.

The exhibition brought together family, friends and people from Pamela's life. Her daughter Michelle found two of Pamela's oldest friends from primary school, and the Dreams Program arranged transport so they could visit, view her paintings and spend time with her.

Their visit happened to fall on Pamela's birthday, making the occasion even more special. For Pamela, the exhibition was a chance to share something deeply personal. For those around her, it was an opportunity to celebrate the artist she had become.

Pamela died earlier this year, but the impact of that day remained. Knowing how much the exhibition had meant to her, the family displayed Pamela's paintings once again at her memorial service. Family and friends gathered to remember her life through the artworks she loved. Even people passing through the nearby park stopped to admire the display and pay their respects.



Pamela's artwork displayed at the service

Bringing compassionate care to remote communities

For team members Ange and Hannah, delivering complex care to people living with dementia in remote communities also means travelling long distances.

Based in Darwin, Ange, a dementia consultant with the Dementia Support Australia (DSA) team, regularly flies to Gove Peninsula in West Arnhem Land, where she supports local geriatricians visiting the community with referrals.

'Weather can have a huge impact on us getting around to see clients, patients and residents,' Ange says, 'especially during the wet season.'

But distance is only one part of the work. Ange believes effective care starts with earning trust, creating opportunities to support people in ways that are meaningful to them.

'On a recent trip, we worked with a Local Aboriginal Land Corporation to set up a temporary desk for a client to complete "office tasks" that reflected their old work routine.' It's a small example of how thoughtful, person-centred care can help people feel more connected to who they are.

Ange's passion for dementia care has grown through years of experience across NDIS, aged care and hospital settings before deliberately moving into dementia-focused work.

Queensland-based DSA consultant Hannah also travels extensively, supporting people living with dementia and their care teams in communities including Mount Isa, Cloncurry and Julia Creek.

A proud Wonnarua woman originally from the Hunter Valley in New South Wales, Hannah brings her connection to culture and Country when she works alongside First Nations people and communities.

'Culture is more than something we celebrate on special occasions,'* Hannah says. *'It's part of everyday life. It's how we connect, learn and stay grounded in who we are.'

Hannah's experience of caring for her grandfather at just 16 shaped a career in palliative and dementia care, an understanding that good care is never one-size-fits-all. It's shaped by each person's story, needs and identity.

For Ange and Hannah, delivering dementia support in these remote communities is often complex, where expecting the unexpected is a necessity.

Ange adds, 'Our challenge is to determine how we can continue to adapt and deliver our services in ways that better meet the needs of people living in remote and regional communities as the population ages.'



Dementia Consultant, Hannah

About Dementia Support Australia

A service led by HammondCare, DSA is funded by the Australian Government.

It has been operating nationally since 2016, providing free advice and support, tailored to the person living with dementia where changed behaviours impact care.

Visit dementia.com.au

A special place of remembrance



Mark, HammondCare Darlinghurst's Pastoral Care Coordinator

For many residents at HammondCare Darlinghurst, there may not be a dedicated resting place or marked grave. They may have no family involved in their lives, while others have become disconnected over time.

The Fountain of Remembrance offers a lasting place of honour, recognising residents who have died.

Built in late 2025 with generous support from the Hammond Foundation, the fountain and surrounding seating area provide a quiet space where residents and team members can remember friendships and lives shared.

Memorial services are held beside the fountain, often with a cross, photograph, music and reflections from the team.

Mark, HammondCare Darlinghurst's Pastoral Care Coordinator, says the space has become an important part of saying goodbye.

Each resident is remembered with a memorial stone with their name and date of passing, placed in the fountain as a lasting tribute.

'It's a place of contemplation,' says Mark. 'It gives residents and care teams a place to pause and reflect on each person's life.'

For many, this recognition is especially meaningful. Darlinghurst supports people who have experienced homelessness or are at risk of homelessness, and some have lived through years of uncertainty, isolation or disconnection. Here, they are known by name and valued for who they are.

The Fountain of Remembrance reflects HammondCare's commitment to dignity and belonging. It acknowledges that every life has meaning and every person leaves an impact on those around them.



The Fountain of Remembrance

Small gestures, big impact

When Clinical Psychologist Stefan Bogdanov found a specialised group program that could support one of his patients, there was a key obstacle: getting there.

The patient, who was receiving support through HammondCare's Older Person's Mental Health service, couldn't afford the weekly transport costs needed to attend. Without help, he would have missed out on a valuable opportunity to connect with others and learn skills to navigate intense emotions.

Thanks to the Hammond Foundation Care Fund, Stefan was able to secure taxi vouchers so the patient could attend the program each week. The impact was profound. Regular participation improved the patient's overall quality of life, showing us how practical support can make a meaningful difference.

CARING DIFFERENTLY

Teresa's Italian recipe book

Born in Sicily in 1930, Teresa learned to cook alongside her mother and aunts, collecting recipes and traditions that travelled with her when she migrated to Australia almost 70 years ago.

Today those treasured recipes have become part of a special friendship with HammondCare volunteer Karen.

Karen first met HammondCare Caulfield resident Teresa while long-time volunteer Laurie was creating her Life Story book.

As more and more handwritten recipes emerged, it became clear they deserved a book of their own. Together, they began the careful process of deciphering pages written in a mix of English and Italian, preserving nearly 100 of Teresa's favourite family recipes. One translation mistake in a gnocchi recipe produced a particularly soggy result, prompting Teresa to affectionately nickname Karen her 'beautiful disaster'.



'I was really touched to be able to collate the precious recipes for her. Even now, being called Teresa's 'beautiful disaster' always makes me smile.'

Now 96, Teresa treasures the finished cookbook. Her son Mark still cooks many of the recipes from its pages and brings them for her to enjoy.

Capturing lasting memories

When Joseph received devastating news about his health, he shared something deeply important to him.

'I was thinking about writing a book about my life, but I feel I've run out of time. I don't want my stories to die with me.'

Our local care team quickly reached out to Sandra, a HammondCare volunteer Life Stories writer, who could visit Joseph at short notice. Then when Joseph required hospitalisation after a fall, the need to capture his story became even more urgent. Sandra continued visiting, sitting at his bedside as he shared details of his remarkable life, starting with arriving in Australia by ship from war torn Europe at just four years old.

'He told me wonderful stories, especially the 32 years he worked as a bus driver, meeting different people every day.

That's also where he met the love of his life, Josephine.' She adds: 'Now he knows it's all in one place for his family to read – now and in the future.'


Sandra and Joseph

HammondCare's Life Stories program, funded by the Hammond Foundation, connects clients, patients and residents with trained volunteer writers to capture their personal stories and treasured moments.

Since its 2023 launch, 248 Life Stories have been completed.

BUILDING WHAT'S NEXT

The threads of a thriving community at Miranda

Every Wednesday the craft room at HammondGrove Miranda fills with conversation and the steady click of knitting needles.

For more than a decade, residents of the seniors living apartments have gathered not only to create blankets for charity, but to enjoy the friendships and conversation that make Miranda home.

The knitting group has been part of village life since Miranda opened in 2015. It was inspired by early resident Elva and encouraged by her daughter and volunteer Susan, who thought a knitting group would be a meaningful way for her mum to share something she loved.

Around eight women now meet each week to knit, crochet and sew squares that are transformed into blankets for the charity Wrapped with Love. Susan still visits the group, helping to collect the finished blankets at the end of each year.

The knitting group is just one part of a vibrant community. Residents take part in swimming, art classes, cards, bowling, social gatherings and outings, with many saying the friendships they've formed are among the greatest benefits of living at Miranda.

'If you're lonely, go down and have a cup of coffee in the café and someone will join you. Or they'll ask you to join them,' says Sue, a regular of the group for three years.

Knitting group member and resident Judith recalls a friend whose son questioned her decision to move into the village.

"He said, 'You could have bought a really nice apartment at Cronulla.' And she replied, 'But who would I talk to?' "

The group's history is closely linked to the HammondCare community itself. Elva, now 101, has moved to Mason, HammondCare's residential care home on the same site. Her story reflects the reassurance residents find in being able to remain part of a familiar community as their needs change.

For Shirley, who has been part of the knitting group since the beginning and is now in her 90s, that is what makes Miranda feel like home: people know one another, there is always someone nearby.

'There's always someone to talk to, someone to help, or something to do,' she says. 'And if you don't want to join in, that's okay too.'


Judy, Judith, Shirley and Sue sharing a chat around the knitting table

HACDSP helped David and his family find a way forward

When David, 78, suddenly became very unwell and was admitted to hospital, his family were left trying to understand what was happening to him.

‘Dad went downhill very quickly,’ shares his daughter Sarah. ‘He didn’t recognise my brother when he visited, and was showing uncharacteristically aggressive behaviour. It was heartbreaking to see such a gentle natured person change like this.’

David was diagnosed with Primary Progressive Aphasia in 2021, that evolved to Corticobasal Syndrome, a rare form of dementia that affected David's speech and understanding of language.

While David was in hospital, the Hospital to Aged Care Dementia Support Program (HACDSP), run by Dementia Support Australia, met with him and his family. The program supports people living with dementia to move from hospital into aged care, while helping families and care teams navigate a time that can be complex, emotional and uncertain.

The care for David was personal from the start. When the team learned that one of his favourite activities had been walking Sarah’s dog Pepper, they sourced a robotic dog to bring comfort and familiarity during his hospital stay.

‘Edwina, the family liaison officer from the HACDSP team, also supported me with the transition process for Dad, and helped me acknowledge my own feelings about his diagnosis,’ explains Sarah.

After a month-long search, David moved into a care home where he was able to take part in daily activities he enjoyed.

The support continued after the move.



David and Sarah

About the Hospital to Aged Care Dementia Support Program

HACDSP has relocated 938 hospital patients into suitable aged care services in its first 18 months of operation. The program also assists with capacity building for hospital and aged care teams to assist them transition people living with dementia from hospital into aged care.

Marc, another member of the HACDSP team, visited David regularly. When David could no longer use the CD player Sarah had brought in, Marc sourced a music player, preloaded it with David’s favourite artists and added labels so he could use it himself.

‘The care team thought Marc was his son, they got on so well. And when I asked Dad who had supplied the new machine he said, ‘a mate.’

‘I can’t speak more highly of the care we’ve received,’ Sarah says. ‘The HACDSP program has changed our lives. We are so grateful.’

DEMENTIA SUPPORT AUSTRALIA

A service led by HammondCare, DSA is funded by the Australian Government. It has been operating nationwide since 2016, providing free advice and support, tailored to the person living with dementia where changed behaviours impact care.

27,290 people cared for

63% reduction in behaviour distress

36 locations nationally

286 team members

Carrying forward the heart and passion of Greenwich

For more than 60 years, Greenwich Hospital has been a special place of care for patients, families and team members, defined by kindness, dignity and respect.



Board Chair Peter Bailey, CEO Andrew Thorburn, Scott Bunny and EGM HealthCare and Hospitals, Felicity Burns

In March, current and former teams, volunteers, board members and supporters gathered to reflect on the hospital's legacy and celebrate the people who shaped its story.

Among those attending was Greenwich Hospital’s Consumer Advisory Board member Scott Bunny, who has been connected to Greenwich for more than a decade and whose family experienced firsthand the impact of care delivered there.

Both of Scott's parents, Malcolm and Angela, received care at Greenwich in the final weeks of their lives.

‘What the teams and this place did once we came out of that pressured hospital environment was create a calm place for us to spend time with Dad,’ Scott said.

‘Nothing was too difficult.’

He recalls being encouraged to bring the family dog to visit, spending time outdoors with his father. When Angela was admitted several years later, Scott and his family again found support in HammondCare's unique approach to care.

‘I couldn't have created a better environment to spend time and share precious moments,’ he said. For Executive General Manager Healthcare and Hospitals Felicity Burns, Scott's experience reflects what has always made Greenwich special.

‘What stands out for me is the advocacy and the passion. I see it every day. It's about seeing the person in front of you,’ Felicity said.

‘Care is not delivered to people. It’s built with the person and those who love and support them.’

As HammondCare looks towards the redevelopment of the Greenwich site and the creation of a new Centre of Excellence for complex care, Felicity knows the legacy of Greenwich is not tied to a building.

‘We take that care with us wherever we are, and we will return to a place that better meets the needs of our teams and the people we care for.’

To remember their time at Greenwich, team members wrote on the hospital walls, sharing stories, poems and memories – a visible reminder of what this place has meant to so many. One of these poems is shared below.

An Ode to Greenwich

Goodbye, old walls of worn-out grace
that held our days in one shared place.
Soon bricks will fall, dust drift away,
and we'll be scattered come next Monday.

The stairwell lizards, quiet and small,
watched countless footsteps rise and fall.
They basked in sun through faded panes,
unbothered by our daily strains.

The tearoom hummed with laughter bright,
shared lunches making our days light.
Warm mugs, kind laughs, a borrowed chair, —
a little world we built in there.

Now paths will split, new sites, new views,
different desks and different shoes.
But we'll still carry where we roam,
the people who made this place our home.

~ by Jo ~ —

BUILDING WHAT'S NEXT

A partnership to live well

Ken and Bessie have built a lifetime of memories and friendships at Woodbridge Retirement Village in Adelaide's west.

Now in their 90s, they're navigating the changes that come with ageing, including Bessie's early dementia symptoms, while continuing to live in the community they know and love.

For Ken, finding practical ways to support Bessie and help her remain independent has become increasingly important.

***'What we are looking for most of all is some help on how to slow down Bessie's symptoms,'* Ken said.**

That's why they welcomed Living Well, an Australia-first partnership between Woodbridge Retirement Village and HammondCare designed to support residents experiencing cognitive decline.

Living Well is built on a simple idea: people should not have to leave their community when dementia becomes part of their story.

The program brings specialist dementia expertise into the place people already call home. Through initiatives such as the Healthy Brain Hub, Living Well Lounge, arts programs, carers groups and access to expert advice, it helps residents and their families navigate cognitive change with more confidence.

Dementia Consultant and Living Well Coordinator Liz Johnston works alongside residents and families, to connect them with information, advice and practical strategies so they can keep doing the activities they enjoy.

Marie Alford, HammondCare General Manager Growth & Innovation National Programs, said the initiative responds to an important unmet need.

'Retirement village residents living with dementia have often slipped through the net of care and support in the past,' she said. 'This is about putting positive initiatives in place to help people stay independent as long as possible and remain connected to their community.'

Living Well reflects HammondCare's commitment to sharing its expertise beyond traditional care settings, helping communities respond to changing needs before a crisis occurs.

For Ken and Bessie, however, the impact is much simpler.

It is about continuing to share life together, surrounded by familiar people, routines and friendships, with the support they need close at hand.



Ken and Bessie



Woodbridge CEO Paul Thorne and Living Well Coordinator Liz Johnston



RESEARCH

Keeping people living with dementia doing what matters

For a person living with dementia, independence can be found in the everyday: preparing a meal, gardening, walking to the local shops or continuing a favourite pastime. These activities are more than tasks. They help people stay connected to who they are.

Recent work led by Dr Claire O'Connor, Senior Research Fellow at UNSW and Honorary Senior Research Fellow with HammondCare, is helping more people living with dementia keep doing the things that matter to them. Her work focuses on building on a person's strengths, supporting them to maintain skills, confidence and independence for as long as possible.

Evidence from Australia and overseas points to the value of tailored, practical support for people living with dementia; support that helps them keep taking part in daily life and using the abilities they still have. However, despite the evidence for their effectiveness, these approaches are not widely available across aged care.

Dr O'Connor's current work builds on research led by Professor Chris Poulos (Director of the Positive Ageing Research Program for Hammond Innovations), along with co-researchers Dr Meredith Gresham, A/Prof Roslyn Poulos and Dr Claire O'Connor. That research saw the development of a series of evidence-informed, practical, reablement guides, with curated versions for practitioners, providers, consumers and researchers.

In 2026, UNSW, NeuRA and HammondCare released an implementation guide designed to support aged care organisations put reablement programs into practice. The new implementation guide brings together research, service experience and practical steps for building staff and service capability


Dr Claire O'Connor

and embedding approaches that improve quality of life for people living with dementia.

'I hope the new dementia reablement implementation guide will help bridge the gap between research and everyday dementia care in Australia,' says Dr O'Connor.

Also commenting, Prof Chris Poulos noted, 'we put a lot of work into developing the reablement resources, and this new implementation guide will help get them into routine aged care practice'.

By focusing on strengths rather than decline, reablement encourages care providers to look beyond a diagnosis and support people to continue participating in the activities that give their lives purpose and meaning.

The complete set of reablement resources, including the new implementation guide and a guide to goal setting and evaluation of reablement programs, are freely available at hammond.com.au/reablement

RESEARCH IN 2025

Our research spans diverse fields, driven by partnerships, innovation and a commitment to best practice care for people with complex needs.

38 research projects

53 publications

10 education and awards

4 new grants

INTERNATIONAL DEMENTIA CONFERENCE

Fully human theme challenges sector at IDC2026

The International Dementia Conference 2026 opened with a powerful conversation led by internationally respected geriatrician and dementia educator Dr Allen Power: to provide better dementia care, we must first see the whole person.

Challenging delegates to look beyond a diagnosis, he focused on the connections, strengths and possibilities that remain.

'They are still fully there as a human and it is our task to find ways to maintain those connections and to help them to live as fully as possible.'

His message resonated strongly with HammondCare's belief in the value of every person as made in the image of God and loved by God. It also captured the heart of the conference theme, The whole person. The whole point.

More than 1,000 delegates gathered for HammondCare's International Dementia Conference, where renowned journalist Ray Martin hosted conversations among researchers, practitioners, policymakers, advocates and people with lived experience. Together, they explored how emerging evidence, practical innovation and human connection can shape better dementia and aged care.

They were joined by influential voices from across the sector, including Dr Kathryn Mannix, Tuen Toebes, Professor Craig Ritchie and Dr Sanka Amadoru, each bringing a different lens on compassion, lived experience, research and the future of dementia care.

IDC2026 by the numbers

1,040 delegates from Australia and overseas

100+ speakers from across the globe

82 research e-papers presented

The conference was equally shaped by the voices of people living with dementia. Keynote speaker Jonathan Brown shared how receiving a diagnosis of younger onset dementia brought understanding and clarity after years of uncertainty.

'My couple of years since I've been diagnosed have been much better than the 10 years before because I could understand what was happening around me.'

Together, these perspectives reinforced a message at the heart of HammondCare, that every person has inherent dignity and worth. IDC2026 continued HammondCare's contribution to shaping thinking, influencing practice and advancing dementia care in Australia and beyond.


MC Ray Martin AM with Geriatrician, Dr Sanka Amadoru



Dr Allen Power

Providing comfort and safety when it mattered most

When Bob* no longer felt safe at home, his HammondCare team was determined to find a practical way to help.

A Home Care client in Newcastle, Bob was living alone while managing health challenges.

Over time, his home became increasingly unsafe. A stranger was living in his lounge room and his mobility scooter, his only transport, was stolen. Bob felt vulnerable in the place that should have offered security.

After the electricity was unexpectedly disconnected, he was alone, frightened and in urgent need of somewhere safe to stay.

When concerns were raised for Bob's welfare, Specialised Carer Dan and Client Care Operations Manager Kacey, from the Hunter Cardiff Home Care team, found him in desperate need of support.

Dan said, 'I've never seen anything like it. I've been on the road for 11 years, and this was very eye-opening and emotional.'

The team explored every avenue, contacting police, government departments and community services to find Bob immediate help. But no safe option was available when he needed it.

Then the Hammond Foundation stepped in.

Thanks to the generosity of donors, the Hammond Foundation's Care Fund provided emergency accommodation and vouchers for food and other essentials. It gave the Home Care team the practical resources they needed to move quickly, rather than wait for systems and services to catch up.

For Bob, the support meant more than a hotel room. It meant a warm bed, a meal, a safe place to sleep and the reassurance that he was not facing the situation alone. Supported by Home Care team members who stayed alongside him throughout the crisis, Bob was able to leave an unsafe environment and begin accessing the longer-term support he needed.

*Name changed to protect privacy.



Home Care team members Dan and Kacey

15 years of partnership and impact

This year marked 15 years since the Hammond Foundation began. Since 2011, generous supporters have helped raise more than $46 million, improving quality of life for more than 20,000 people and family members.

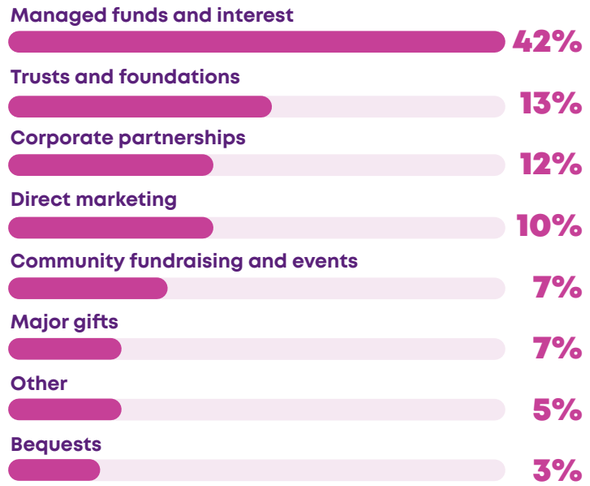
The Hammond Foundation helps meet needs that government funding does not cover. This ranges from urgent essentials in a moment of crisis to equipment, experiences and specialist support that bring dignity, comfort and connection. Over the past 15 years, this has included:

- practical support for more than 285 low-income clients through the Care Fund since 2024
- more than 550 pieces of specialised equipment
- more than 277 Dreams fulfilled since 2019 for people at the end of life
- more than $13 million raised to support HammondCare Darlinghurst, one of Sydney's few specialist homeless aged care residences.

In 2025–2026, the Hammond Foundation raised

$1,793,716

Donations by income source



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 1065 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

Help us to make a positive impact on the lives of those most in need.
Donate today.

SOCIAL DIVIDEND

Extending care where it matters

Responding with compassion to lead nationally in complex care our social dividend demonstrates our stewardship of resources to support older people in need.

$36.1m

Mission-led social dividend

Residential Care

46.5% of residents are financially disadvantaged

HammondCare contributes

$8m

to support financially disadvantaged residents

$20.6m

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

Home Care + Independent Living

HammondCare provides

$2.4m

additional hours of care and concessional accommodation

Health

$1.7m

in additional health services to patients

Homelessness

$1m

additional costs caring for older people at risk of homelessness

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

$1.7m

towards vital ongoing dementia, health and aged care research

$4.4m

in pastoral care provided to clients and team members

$1.3m

investment in volunteer services

Note: Some social dividend calculations have been adjusted from previous years due to aged care reforms and other changes.

SUSTAINABILITY

Strengthening stewardship for a sustainable future

Guided by our commitment to stewardship, responsible resource management and compassionate care, 2026 has been a year of strengthening our approach to sustainability across the organisation.

Building on practical initiatives delivered through our property developments and operations, we reviewed and refreshed our sustainability direction to ensure it remains aligned with our Mission, values and long-term strategic objectives.

A significant milestone during the year was the development and approval of our Environmental, Social and Governance Stewardship Framework, which establishes a more holistic approach to sustainability.

The framework extends beyond environmental performance alone to encompass the quality-of-care environments, the wellbeing of people and communities, responsible governance, and the stewardship of resources entrusted to us.

The initiatives outlined below complement HammondCare's ongoing commitment to providing exceptional care while responsibly managing resources for future generations.

Looking ahead, we are developing a revised suite of long-term sustainability objectives, targets and performance measures across environmental, social and governance themes.

These targets will support greater transparency, accountability and reporting consistency, while recognising the unique role sustainability plays in delivering Mission-led care and strengthening communities over the long term.

How we've performed against our targets over the last 12 months

Energy efficiency
Our solar fleet generates 24.3% of our energy needs

Continued investment in solar infrastructure and energy-efficient assets has reduced reliance on grid electricity and improved operational efficiency across the portfolio.

Waste reduction
35.4% of waste diverted from landfill

Waste reduction initiatives continue to support resource recovery, with recycling, reuse and Food Organics and Garden Organics (FOGO) segregation embedded across our NSW residential sites.

Sustainable design
Embedding sustainability in future developments

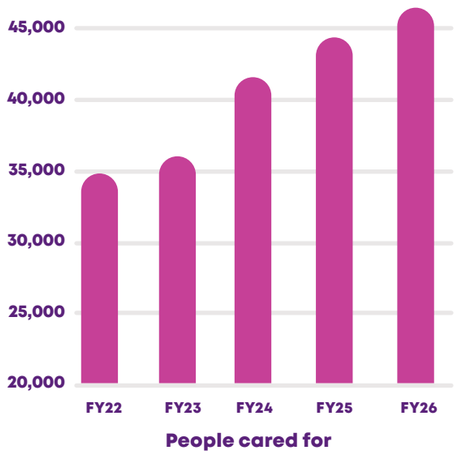
All major HammondCare developments continue to incorporate sustainability considerations, including resilience, operational efficiency, biodiversity and quality care outcomes, through project planning and design processes.

Sustainable travel
Hybrid vehicles represent 47% of fleet vehicles

Progressive fleet renewal has increased the proportion of hybrid vehicles, reducing fuel consumption and travel-related emissions.

We are building knowledge and skills to deliver excellence in complex care

We continue to serve more older people each year, reflecting our ambition to lead nationally in complex care.



Our Mission in Action

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

96% of residents and clients say:
'HammondCare staff are caring.'

96% of residents say:
'HammondCare staff treat me as an individual.'

Partnering in Care 2025 survey: Residential and Home Care

Our team go above and beyond

6,150 full-time, part-time and casual staff as at 30 June 2026.

80.4% female | **19.3%** male | **0.3%** non-binary

Workforce stability remains strong

Our workforce continued to grow in FY26 and demonstrated strong stability, with workforce attrition at 17.5% in June 2026. While slightly higher than the previous year following organisational change, attrition remained well below the sector average and has effectively held steady over the past 12 months despite significant sector change. Continued investment in wellbeing, leadership capability and learning opportunities has supported retention, while workforce shortages remain a challenge across the care sector.

**Source: AIHW residential aged care quality indicators Jan–March 2026*

82%
Employee engagement score, from our 2026 Pulse Survey

91% of our team say: 'Team members treat clients, residents and patients with respect.'

85% of our team say: 'I experience strong support from my colleagues.'

Strengthening safety and wellbeing

Teams are supported through practical guidance, wellbeing resources and safe work practices that help them respond confidently to complex situations. During FY26, we strengthened the tools and support available to team members, helping create safe, respectful environments for both our people and those in our care.

How we engage with our care community

Occupancy in care homes

Consistently high occupancy continued across our residential care homes.

96.3% 30 JUNE 25
96.3% 30 JUNE 26*



**Sector average is 95% (Source: StewartBrown)*

Home Care

Home care client numbers grew strongly in FY26 despite major reform, reflecting our teams' commitment and focused effort.

4,196 30 JUNE 25
4,761 30 JUNE 26



Sector benchmarks

7%
more care minutes per resident per day
Sector average is 221 minutes, HammondCare provides 237 minutes

$17.93
per resident per day on food
Sector average spend per resident per day on food is $14.43
StewartBrown FY26 Survey

Maintaining strong performance

We continue to support the role of Star Ratings in helping older people and their families make informed care choices.

During FY26, changes to the Star Ratings methodology increased the focus on staffing and compliance performance across the sector. HammondCare demonstrated strong overall performance and improved results in both Staffing and Compliance ratings, reflecting our ongoing commitment to high-quality care and continuous improvement.

Source: Australian Government Department of Health and Aged Care



Strong execution amid reform

Residential Care revenue grew by $16m to reach $276.5m. Revenue growth was driven by strong occupancy across established residential aged care homes, which averaged 96.3% at mature sites, together with higher residential care funding.

Home Care revenue increased by $1.4m to $172.8m. Revenue growth was constrained by lower service hour delivery during FY26, amid ongoing sector reform. Slower growth in Home Care Packages due to the new operating and funding environment also impacted revenue.

Advisory Care total revenue increased $5.9m to $72.1m. The FY26 result reflects the first full year operations under the Hospital to Aged Care Dementia Support Program.

Total revenue grew to a record $639.5m

	FY26 $M	FY25 $M	INCREASE $M	INCREASE %
Residential Care	276.5	260.5	16.0	6.1%
Home Care	172.8	171.4	1.4	0.8%
Independent Living	8.8	9.0	-0.2	-2.2%
Health	62.7	65.5	-2.8	-4.3%
Advisory Care	72.1	66.2	5.9	8.9%
Other	46.6	47.2	-0.6	-1.3%
Total	**639.5**	**619.8**	**19.7**	**3.2%**

Our underlying net deficit for FY26 was $26.3m

During FY26, HammondCare recorded an underlying net deficit of $26.3m, compared with an underlying net surplus of $1.2m in FY25. The result includes IT systems investments of $15.3m (2025: $12.2m) and a one-off NSW Government capital grant of $4.7m for the Greenwich development (2025: $2.8m).

Total comprehensive income, including non-operational items, recorded a deficit of $19.0m, down $29.3m on FY25, reflecting sector-wide financial pressure following implementation of the New Aged Care Act.

Residential Care recorded a deficit of $9.6m for FY26 (2025: deficit of $1.4m), while occupancy across established homes remained strong at 96.3%. HammondCare continued to exceed care minute targets, delivering an average of 237 care minutes per resident per day against a target of 223 minutes. The result reflects ongoing cost pressures in providing complex residential aged care services. An October 2025 adjustment to AN-ACC funding rates, mainly affecting AN-ACC Class 8 residents (low cognition), reduced FY26 revenue by an estimated $1.5m.

HammondCare Home Care recorded a deficit of $16.2m for FY26 (2025: deficit of $3.2m), reflecting operational and financial impacts across the sector following the implementation of Support at Home and associated regulatory reforms. The deficit was driven mainly by lower service hour delivery as clients responded to pricing and funding changes, reducing budget utilisation. Growth was also moderated by lower package allocation and conversion activity during significant market and regulatory change.

In the Health business, a deficit of $4.2m was recorded in FY26 (2025: deficit of $3.1m), reflecting rising sector costs, with Government and private health funding not keeping pace with expenditure. The result was further affected by lower private health income.

Independent Living Units (ILUs) continued to perform strongly, recording an operating surplus of $4.3m in FY26 (2025: surplus of $4.7m).

Our strong balance sheet provides stability for future growth

The Group's financial position remains strong. External bank loan drawings increased to $80.0m (2025: $nil), while Zero Real Interest Loans (ZRILs) reduced to $7.9m (2025: $9.8m). HammondCare also maintains a self-imposed prudential reserve, designed to provide the ability to fund the replacement of significant assets and meet residential accommodation liabilities in the event of a significant adverse event. Total liquid assets, comprising cash, term deposits and managed fund assets, were $167.8m (2025: $177.3m) and are available to support this prudential reserve. HammondCare has a surplus of $98.3m in liquid assets compared to the Aged Care Quality and Safety Commission minimum liquidity requirement.

Total assets increased by $13.8m to $1,178.9m (2025: $1,165.1m). This growth was primarily driven by increases in property, plant and equipment reflecting HammondCare's continued capital investment program. Total liabilities increased by $32.7m to $836.8m. The increase was primarily attributable to higher borrowings of $79.8m, reflecting funding requirements associated with major capital developments. These movements were partially offset by reductions in resident liabilities of $39.7m, trade and other payables of $10.1m, and contract liabilities of $6.5m.

As a result of the movements in assets and liabilities outlined below, net assets decreased by $19.0m to $342.1m (2025: $361.0m).

Total assets increased by $13.8m

	FY26 $M	FY25 $M	INCREASE $M	INCREASE %
Total assets	1178.9	1165.1	13.8	1.2%
Total liabilities	836.8	804.1	32.7	4.1%
Net assets	342.1	361.0	-18.9	-5.2%

Cash used in operating activities

Capital expenditure $88.8m

Net cash used in operating activities was $7.8m in FY26 (2025: net cash provided by operating activities of $31.6m). The reduction in operating cash flow primarily reflected the operating deficit associated with the implementation of significant sector reforms.

HammondCare continued to invest in future growth and service delivery, with capital expenditure of $88.8m during the year.

Net proceeds from the sale of financial assets of $60.7m and proceeds from borrowings of $78.6m supported HammondCare's liquidity position and investment program. As a result, cash and cash equivalents increased to $55.7m as at 30 June 2026.

	FY26 $M	FY25 $M	INCREASE $M	INCREASE %
Capital expenditure	88.8	40.1	48.7	121.4%

OUR BOARD

Caring from the heart requires strong governance. Drawing on diverse expertise and a shared commitment to HammondCare's Mission, our Board helps guide the organisation's growth and direction, ensuring we remain focused on delivering lasting impact for the people and communities we serve.



PETER BAILEY

CHAIR

BE, MEngSc, Hon Doctor of Eng, GC Management, FIEAust GAICD

Peter is an accomplished CEO, Company Director and Engineer with a proven record of business and engineering design leadership. 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 HammondCare Board in 2023 and is a member of the Board's Property & Sustainability Committee.



DR LINDA JUSTIN

DEPUTY CHAIR

PHD, MSc (Coach Psych), MBA, BN, RN, GAICD

Linda is a Director of JustImpact, the Commonwealth Association for the Ageing (CommonAge) and 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 completed her PhD. Linda joined the Board in 2020 and is Chair of the Quality, Safety and Care Sub-Committee.



KATE THOMAS

DIRECTOR

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 Association Development, Property and Sustainability, Board Development and Remuneration, and Quality, Safety and Care sub-committees.



ADRIAN BLAKE

DIRECTOR

B.E. (Civil) (Hons), MBA, MIEAust, CPEng, NER

Having held senior executive positions with several global and Australian organisations working across 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 Property and Sustainability 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. Joanne is an Associate Professor of Nursing at Avondale University and has been an academic at UTS and the University of Canberra. Her teaching and research are focused on palliative care and aged care. Joanne was elected to the Board in 2023 and is a member of the Quality, Safety and Care Committee.



CARL GUNTHER

DIRECTOR

B. Business, Chartered Accountant, GAICD

Carl retired as a Partner of KPMG in 2019. He is 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 a member of the Audit and Finance, Foundation and Association Development Committees.



KATHRYN HINDE

DIRECTOR

BCom LLB (Hons)

Kathryn is a corporate lawyer with more than 20 years' experience in the health and aged care sector, supporting organisational growth and navigating regulatory change. Having held senior legal, governance and compliance roles, Kathryn joined the HammondCare Board in 2025 and is a member of the Quality, Safety and Care Committee.



RICHARD JAMIESON

DIRECTOR

BEc/Acc, ICAA, GAICD, INSEAD

Richard has more than 25 years of experience in finance and operations as a CEO and CFO across Australia, the UK and Switzerland. He is currently a Director of The Adelante Group and the Equilibrium Group. His career has encompassed strategic leadership, financial stewardship and governance within the banking, funds management and property sectors. He joined the HammondCare Board in 2026.



ANDREW THORBURN

CHIEF EXECUTIVE OFFICER

BCom MBA Dip Mktg Grad Cert Div

Andrew began as CEO in June 2024. His recent experience was in Impact Investing, 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).

ONE HAMMONDCARE

Our people are the heart of care

It starts with knowing each person, building relationships and understanding what matters most to them.

Whether providing care directly to those we serve or creating the places, services and support around it, every team member has a part to play.

Together, we're improving quality of life for people in need.


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1. **Kim Townsend**
   Village Manager, Miranda
2. **James Ryburn**
   Pastoral Care Manager, Home Care
3. **Stacey Nailer**
   Specialised Dementia Care Program Manager
4. **Faith Cruz**
   Clinical Care Partner
5. **George Howard-White**
   Specialised Carer, Residential Care
6. **Pembe Tugce**
   Volunteer
7. **Jessica Thomas**
   Exercise Physiologist
8. **Alex Morelli**
   Project Manager, Property & Maintenance


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