



Helping Hand

AGED CARE



Annual Report 2008



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Our Mission

To provide an innovative and broad range of residential and community based services to older people which enable them to have the best feasible quality of life.

Our Objectives

We will assist older people to achieve:

- Independence and wellness
- Dignity of living
- Optimum feasible quality of life
- Choice of services

Philosophy of Care

- We will promote choice for older people
- Our operations and service delivery will reflect best practice in the industry, based on research and other available evidence
- We will explore to opportunities to provide new services in new ways to older people. We will provide services through collaboration with other organisations where this will lead to better outcomes for older people
- The nature of services will be designed directly in response to the needs of older people. Market needs will be the primary determinant of the size of the organisation and the relative volume of services delivered
- The nature and range of services will be based on the optimum returns for the greatest number of people
- We will use cross-subsidisation as a mechanism for the effective delivery of a range of services
- We will not limit delivery of services by geographic boundaries. We will undertake our work in line with sound commercial and organisational principles, including a commitment to financial viability
- Services will be provided to those most in need of care irrespective of financial means

Who We Are



Helping Hand Aged Care is a South Australian not-for-profit Uniting Church affiliated organisation that responds to the needs of older Australians by providing a diverse range of aged care services.

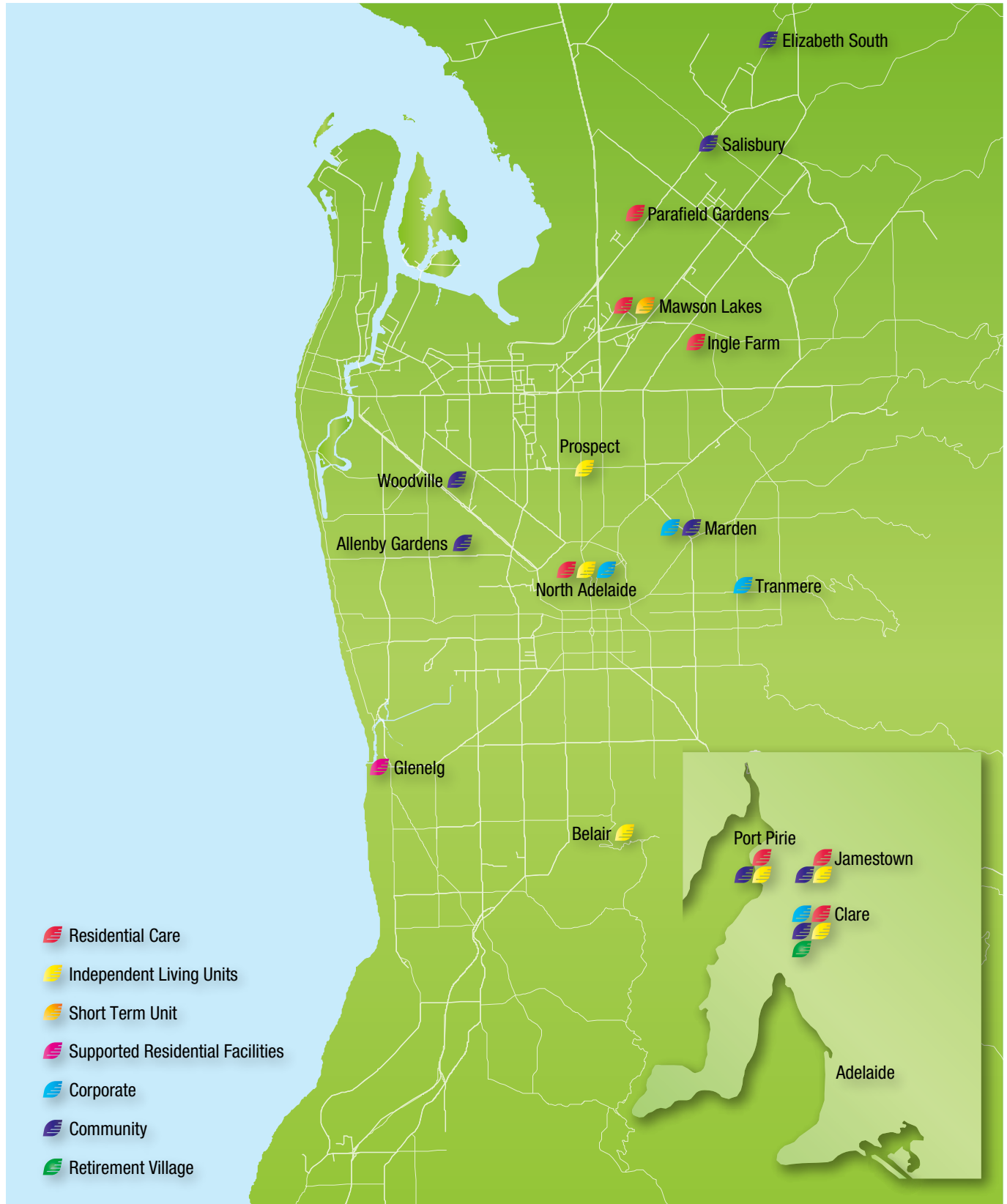
From the commencement of aged care services in 1953, Helping Hand Aged Care has grown and now provides community and residential services to more than 7,000 clients in metro Adelaide and Regional South Australia per annum. We employ more than 1,200 staff who are supported by our 600 volunteers.

Helping Hand Aged Care is recognised as one of the most progressive aged care organisations in Australia. We provide a wide variety of services and programs for residents and community clients to ensure individual needs are met.

We built and piloted the first “ageing-in-place” care facility in Australia, and are well known for innovation in rehabilitation, hospital avoidance, mental health and social support services for older people. We also play a role in influencing policymakers and in forging links with the acute, disability and mental health sectors.

We are always looking for ways to improve the quality of care and service delivery for our clients and residents. In 2008/2009 we further investigated service models for aged care in other parts of the world, with a specific focus on the benefits and challenges facing consumer directed care.

Where We Are





Year in Review

Helping Hand Aged Care continues to offer and expand its health and aged care services within the community. We are proud of our achievements in supporting our clients to lead the lifestyle of their choice.

We have achieved a remarkable commercial milestone; our assets have grown by more than 43% since 2003. We currently operate seven residential facilities within metropolitan and regional South Australia, offering a total of 653 beds. We offer 168 Independent Living Units and are currently expanding our Independent Living facilities with the development of "Essington Mews", our Clare Valley Retirement Village.

Corporate Objective

We will refine the ways in which information flows throughout the organisation to ensure commonality of understanding and to draw on the knowledge and creativity of all staff and volunteers.

Capital

Rotary House, North Adelaide

Helping Hand Aged Care was pleased to announce the completion of a major \$12 million redevelopment of the North Adelaide residential aged care facility, Rotary House in December 2007. The development built upon Helping Hand's reputation as a forward looking organisation and was based on our key objectives of the provision of housing ensuring clients' accommodation needs are met while fostering independence.

The redeveloped facility caters for 87 residents and has achieved the highest level of accreditation. The facility provides a premium level of care by offering residents and staff an internet café, mini-supermarket, hairdresser, gift shop and chapel as well as a fully landscaped courtyard garden.

Essington Mews, Clare

Housing development in Clare is an excellent long term market response as the population ages and smaller dwellings and land are in demand. Nestled within the town of Clare the new retirement village, Essington Mews, is purpose built for retirees looking for lifestyle changes and new friendships. Stage One of the development is anticipated for completion in late 2008.

Research

Helping Hand Aged Care continued to participate in research initiatives relating to topics as diverse as loneliness, oral health, people with disability who are ageing and use of modern technology for health and wellbeing.



Resident Meeting Research

In July 2007, Helping Hand Aged Care, in collaboration with the Aged Rights Advocacy Service and the University of Adelaide, commenced a research project on Resident Committees in Aged Care Residential Facilities. This project produced research data which can now be used to develop a national benchmark of accessible tools and guidelines to support resident committees.

Alone in a Crowd

For the past two years, with the support of an Australian Research Council Linkage Grant, Helping Hand Aged Care has been researching loneliness from the perspective of older people. This research will assist in the development and adaptation of existing services to better support older people feeling isolated within the community.

Oral Health in Older People

Helping Hand's Parafield Gardens site participated in a research trial relating to oral health and older people living in residential facilities. The project involved researching patterns and behaviours as well as assessment and training with a view to directly influence change in the residential facility.

Exercise with a Modern Twist

In collaboration with the Adelaide Northern Division of General Practice, Helping Hand Aged Care is measuring outcomes for older people using a Nintendo Wii device as part of a structured rehabilitation program under the guidance of a physiotherapist. The project commenced in April 2008 and we are enthusiastic about the results to date. The interactive nature of the Wii readily engages the client's attention and imagination and has been a strong therapeutic tool.

Development

Helping Hand Aged Care is committed to employee development. Some of our key projects in 2007/2008 included hosting international PhD candidate, Astrid Sandmoe from Norway, who worked with Helping Hand and exchanged ideas regarding care and governance for a 12 month period. The Centre for Aged Care Studies, launched in 2007, is a collaborative partnership between Helping Hand, the University of SA and the University of Oslo. Its purpose is to undertake research on the practice of aged care. In 2007/2008 two education seminars were held for staff and the Continuous Professional Development pilot program was rolled out to staff.

Corporate Objective

We will create and respond to opportunities to deliver new and existing services in innovative ways, to expand the range for choices for older people.



As part of our extensive staff development activity, agreement was reached with Somerset Care, in England, to establish a periodic exchange program. We expect substantial benefits to be gained by both residential sites and relevant staff as a result of gaining expanded perspectives on delivery of care abroad.

300 students completed placements in response to a growing number of requests for Helping Hand Aged Care to provide vocational experience for secondary and university students. The project commenced in January 2007 and has gradually evolved to include VET and secondary students. We encourage experiences that go beyond traditional clinical placement such as hosting pharmacy and information science students.

Launch of a New Style Guide

Helping Hand Aged Care refreshed and officially launched its new logo and corporate style guide in April 2008. The style guide was developed to ensure our sites and services are easily identified and recognised by our clients and key stakeholders.

The new design has been well received to date, with its clean fresh look and bright vibrant colours.

Funding for Future Growth

Helping Hand has had many key achievements in 2007/2008, including the securing of future funding worth more than \$1.3m over the next one to three years. This will allow us to continue research, provide services and increase support to carers and older community members.

Expansion of Services in the Mid North

Northern Areas Community Care Program

Over the past four years, Helping Hand has expanded services into mid north South Australia through the Northern Areas Community Care Program. This program is funded by the Australian Government to provide a range of care packages that are flexible and individually tailored. There is also a strong focus on specific care packages available for older Indigenous people.

Helping Hand Aged Care has received new Commonwealth Packaged Care Services in the Yorke Lower North and Barossa region along with new Home and Community Care funding to provide peer support to people who are socially isolated in the metropolitan north and west. We also piloted a new Country Men Out and About Respite Service in the mid north in 2007/2008.

Helping Hand has seen significant growth in Long Term Care with the commencement of Extended Care at Home (dementia specific) Packages in the northern and eastern metropolitan areas; an additional 25 Community Aged Care Packages in the northern metropolitan area and an extra three Extended Care at Home Packages in the mid north.

We have also opened a new Northern Areas Community Care office in Clare and expanded our Diverse Home Care with services now extending into the Yorke Peninsula.

Service Integration

The Transitional Care Program commenced in October 2007. This program is an innovative approach to the delivery of care for older people who may be having difficulty with everyday tasks. The packages offer rehabilitation support to build and maintain people's skills, enabling older and frail people to live independently for as long as possible. Residential beds are located in our Mawson Lakes facility, in addition to a range of community packages which offer services to clients within their own homes.

Achievements

2007 Minister's Award for Excellence in Aged Care – Leadership and Management – Community

This prestigious award won by Helping Hand CEO, Ian Hardy, provides an opportunity for the Australian Government and the community to recognise the tireless work and best practice of aged care workers, organisations and carers of older Australians.

Ian has an outstanding record in creating a vibrant and innovative organisation which has been able to move with the times. His 17 years leading Helping Hand have been characterised by significant growth and reform of the organisation allowing for the development of innovative services which respond to the changing environment and emerging needs of older people.

Helping Hand Executive Wins 2007 International Study Tour Scholarship

Susan Emerson, Northern Metropolitan Care Services Manager, was awarded the prestigious 2007 Sanicare International Study Tour Scholarship in March 2007.

Her two week tour began at an International Aged Care conference in Malta, followed by a visit to Holland. The tour group visited various aged and rehabilitation facilities and attended top level briefings on the Netherlands health care delivery systems, with a special focus on alternative aged care models.

Helping Hand CEO Appointed AM

Ian Hardy was acknowledged in the 2008 Queen's Birthday Honours, with his appointment as a Member of the Order of Australia (AM) for service to the community; particularly in the area of aged care as a leading contributor to the development of better services.

Ian is well known within the industry for his approach to care assistance and innovation in areas such as rehabilitation, hospital avoidance, mental health and social support services.



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Services and Facilities

Housing

Our residential care facilities provide a supportive, safe and secure environment for residents, with a focus on support of clients' choice. We promote quality of life and aim to provide a home-like environment with access to outdoor areas. Independence is encouraged in maintaining daily living skills. Most of our facilities include high, low and dementia specific units, hairdressers, café and areas to entertain family and friends.

We also have 168 independent living units throughout the metropolitan and country areas including North Adelaide, Prospect, Belair, Port Pirie, Jamestown and Clare. Short Term units are available in Mawson Lakes and Supported Residential Facilities in Glenelg.

Help in Your Home

In 2007/2008 Helping Hand Aged Care continued to expand its range of programs and services in an effort to increase the choice for older people to remain in their homes longer if they choose. Services offered include:

Ongoing In Home Support

- Domestic assistance
- Nursing Care
- Social visits
- Disability support programs
- Transition and Rehabilitation programs
- Carer support programs
- Allied health services
- Counselling support
- Support to overcome social isolation

Veteran's Assistance

Helping Hand also provides assistance to veterans and war widow(ers) through a contract established with the Department of Veterans' Affairs, Home Care Program. This program enables veterans to maintain their health and wellbeing while living independently.

Gardening Program

The Long Term Care Gardening Program continues to operate successfully in providing once-off gardening and tidy up service to enhance garden safety. The Gardening Program is continuing to gain popularity for clients over 65 years, living in the Salisbury, Playford, Tea Tree Gully and Gawler areas.

Corporate Objective

We will implement a new approach to the provision of housing to ensure that clients' needs for accommodation are met in a way which fosters independence.



Help for Carers

Grandparents as Parents

Commencing in May 2006 and funded by the Department of Families, Community Services and Indigenous Affairs under the *Local Answers Program*, the Grandparents as Parents Project provides a range of support services to grandparents caring for grandchildren and living in the northern or western metropolitan areas of Adelaide. Grandparents receive assistance regarding services and peer support opportunities, relationship skills and parenting information, as well as approaches to support childhood learning and behaviour management.

Respite

Most of our Respite and Carer Support programs provide respite hours for carers ranging from 3.5 hours per week to overnight. Helping Hand offers respite services for carers of people with dementia or a disability, people of all ages as well as support services for older people from Cambodia, Vietnam and the Philippines.

Support Services

Mental Health Programs

In 2007/2008 Helping Hand offered programs focused on building the capacity of older individuals to manage their mental illness and lives within a group environment as well as increasing learning opportunities. This unique program offers significant benefits to both individuals and their families.

Health and Wellbeing: Successful Ageing

This program assists older people in adapting to life transition changes, enhancing mental well-being and acquiring new skills in achieving greater independence.

Moving Ahead with Your Health

Facilitates long-term behavioural and lifestyle changes in people aged over 50 years in Adelaide's Northern and Western Metropolitan areas who are at risk of poor health due to weight management issues.

Corporate Objective

We will create a culture of rehabilitation in all services, to maximise the potential of every client to lead the lifestyle of their choice.

Disability Respite Service

Jason, diagnosed at birth with Down Syndrome, was born to loving parents John and Irene 42 years ago. As Jason grew older, so did John and Irene. Now in their 60's, both parents have come to rely on the support and generosity given by staff at Joy's Retreat, a Community Respite House operated by Helping Hand Aged Care.

"As we entered into retirement our concern for Jason's well being grew. We have always taken care of him and suddenly we started thinking, what happens if we aren't here?" Irene stated. "Caring for Jason is a full time job and we needed some support. When we found out about Joy's Retreat we were so relieved. Jason was safe and supported and we could take advantage of the one night each month to reconnect with each other and take some time out for ourselves."

"Jason had never really spent time away from home before, but the staff at Joy's Retreat are so friendly and supportive that he had no problems adjusting. He has picked up great life skills by being part of the group and is now more social, getting out and about and talking to new friends. He has a new sense of independence and control over his life" John said. "Joy's Retreat has been life changing for us".

CASE STUDY

Report from the Chairman



*On behalf of the Board, I am pleased to provide an update on the progress of Helping Hand during 2007/2008. The Organisational Plan 2006–2010 frames our strategic directions by defining three focus areas which have continued to provide a useful construct in guiding our development, covering: **Developing our Organisation, Meeting Community Needs, and Leading the Sector.***

In the course of this year, the Board has given particular attention to:

Financial viability – Effective reporting and response strategies to monitor performance and development.

Industry benchmarking – Ensuring our performance is understood in the context of industry performance.

Risk management – Establishing a risk management and reporting framework.

Staffing – Monitoring the financial and quality service issues arising from a higher proportion of temporary/transient staff.

Client care – Increasing awareness of funding and legislative influences and their impact on client care.

Our senior staff have continued to foster relationships and influence future strategies across the industry in a wide array of consultative processes, including membership of the Australian Government's Ministerial Advisory Committee on Community Care, the National Aged Care Alliance, the NDS National Ageing and Disability Committee, four advisory committees of Aged and Community Services (SA/NT) and the SA Mental Health Coalition.

Congratulations to the achievements of our administration this year; this is clearly a reflection of our reputation in industry. In particular I would like to acknowledge our Chief Executive, Ian Hardy who was awarded the prestigious 2007 Minister's Award for Excellence in Aged Care – Leadership and Management – Community, followed by the Order of Australia at the Queen's Birthday Honours in June 2008.

The Board is highly conscious of the challenging environment within which our services are provided. The most visible pressures on the aged care industry pertain to maintaining financial viability and retaining access to appropriately skilled staff. Recent research by Price Waterhouse Coopers shows that, Australia-wide, the aged care sector under present policies will be \$5.5 billion short of the necessary capital to maintain and develop high care (nursing home) services over the next 12 years.

Shortages of trained staff, and our ability to pay them more adequately, is already a challenge,

and will become acute within a decade. In addition, substantial increases in regulation and reporting obligations imposed on aged care providers are further stretching the adequacy of the funding received.

The pressures on access to staff are seen in an increasing need to draw on agency staff, which leads to higher costs as well as increasing the risk to quality and continuity of care. These and other financial pressures are further exacerbated by the increasing unsustainability of bonds as an appropriate source of working capital due to the reducing intake of low care clients and the likely reductions in bond amounts due to the weakening of the housing market.

This is borne out by recent developments where aged care organisations are not seeking bed licences as they are unable to deliver the associated services in a financially viable and sustainable manner. These pressures are evident when reviewing both our performance and where our time as a Board has been directed.

This year the Parafield Gardens Auxiliary wound up, having provided outstanding support to the site since its establishment in 1985. I would like to offer particular thanks to Bruce Tonkin for his involvement and leadership over many years. The Auxiliaries at Ingle Farm, Jamestown, Clare and North Adelaide continue to provide strong support by funding valuable equipment assets for their sites.

The Board also undertook a major review of our position with respect to branding and our relationship with the Uniting Church in Australia, acknowledging the variety of ways in which this relationship is expressed and operates. We are pleased that Presbytery and Synod have supported the model whereby the Uniting Church in Australia is recognised through endorser branding, further strengthening the strong Helping Hand brand.

I greatly appreciate and value the participation and contribution of my fellow Directors in fulfilling our collective responsibilities. Earlier in the year, we said goodbye to Pauline Hocking, Deputy Chair of the Board and Chair of the Finance Subcommittee. We were pleased to welcome Dr Craig Whitehead, a specialist in geriatric medicine.

Finally, I wish to convey the Board's sincere gratitude to our hardworking staff and volunteers, whose dedication is the essence of Helping Hand's commitment to high standards of care, professionalism and innovation in the delivery of our services to clients, carers and their families.

Peter Murchland
Board Chair

Report from the Chief Executive



The year brought substantial additional funding for a range of new services, including additional home care services, diverse respite options, services to reduce social isolation (including for clients from culturally and linguistically diverse backgrounds), a health promotion service in north western Adelaide and a pilot project providing respite for carers of frail older men in the State's Mid-North.

In addition to the redevelopment of Rotary House, planning began for the new independent housing development in North Adelaide. This will occur in several stages and expected to commence in 2009 or 2010 replacing Harrison Court and Roy Carter Court.

At Belalie Lodge, Jamestown, an architectural assessment was undertaken to plan for the remodeling; in particular enlarging the bathrooms to be suitable for staff to provide assistance. We are also working on options for the redevelopment of the Parafield Gardens facility which, after 25 years, is now in

need of an upgrade. And at Clare, construction of our new retirement village began, with the community centre and the first 10 units completed.

A highlight of 2007 was the highly successful Grandparents as Parents conference organised in October by our Health and Wellbeing Program. Older people who care for young children, often when they also are developing care needs, are a growing group in the community. The conference was the culmination of Helping Hand's work in this field over the past couple of years. It brought together clients, staff, researchers and politicians to produce the first comprehensive overview of the issues, and we hope it leads to better policy support.

At a series of lunches in October 2007, I showed our appreciation to the staff of Helping Hand for the work they do in providing care and support to our thousands of clients. As usual, I presented certificates to staff members who have been with Helping Hand for 10, 20, or 30 years; this year alone these certificates represented service totalling 360 years! It is through partnership with staff of such experience and commitment that Helping Hand is able to offer the high standards of care and support for which it is well known.

As part of a management restructure of three operational Divisions, we were pleased to welcome to the newly created senior position of General

Manager, Metropolitan Central Division, Darren Young, who has brought extensive experience in staff development and hospital and community services administration. Rod Brown, our Chief Finance Officer for the past eight years, retired with our thanks for his highly focused financial stewardship. Adrian Ware was appointed new CFO, having joined Helping Hand as Finance Manager in 2006. Other notable retirees were Sue Broad who spent 23 years as Care Manager at Carinya, Clare, and Sue Balde who provided hands-on care at the North Adelaide site for 35 years!

Much of what we do in aged care – apart from the professional accountabilities involved – happens intuitively. Broadly speaking, the aged care sector and the governments which fund and regulate aged care don't always have an evidence base for what we do and how we do it. That is why research is so important to Helping Hand's development.

The Centre for Aged Care Studies, a collaboration between Helping Hand, UniSA and Oslo University, had two primary foci this year. The first is research related to the quality of life of people who receive services; loneliness continues as a major area of research activity; and a new area of investigation concerns the impact of care workers on the lives of people in their homes. All major projects involve partnerships with other organisations.

The other focus relates to building our staff capacity in research. Staff/academic group seminars called 'Research Intensives', led by Professor Julianne Cheek, support this. A research unit with a Professor located at Helping Hand (joint appointment with the University of South Australia), other researchers and PhD students provides opportunities for collaboration and important links between research and practice.

Thanks and acknowledgements are given to our key supporters and funders, including the Commonwealth and State Government, our Board, our donors and volunteers and of course our staff who maintain a high level of care and support in an ever challenging sector.

Ian Hardy
CEO

Our people

Our success does not come without significant effort and contribution from many people; our management and staff, volunteers, residents and clients of services as well as our industry partners and authorities.

Meet the Board

Mr Peter Murchland

Chair since January 2004

Peter is a self-employed Strategic Consultant working with organisations to align business and ICT strategies while enhancing ICT investment outcomes. He has held a number of governance and community positions, including being a member of the Uniting Care Commission, Deputy Chair of ARA Jobs and Chair of Vivasa Indicators Advisory Committee.

Mr Len Frankham

Deputy Chair since March 2004

Recently retired, Len was the Commercial Manager of Channel 7 Adelaide. His expertise is in the areas of finance and business administration.

Mr Ian Hardy

Chief Executive Officer

As CEO Ian has built numerous new residential facilities as well as lead extensive growth of community and residential care services in metropolitan Adelaide and high need areas of regional South Australia. Current memberships include the Board of Adelaide Northern Division of General Practice and Chair of Co-Opera (SA based touring Opera Company) Board.

Board of Management

The Board and CEO provide corporate governance as well as manage and assist the furthering of the organisation's strategic direction and coordinating the quality improvement approach.

The objective of the Helping Hand Board is to give an independent view of governance. Members ensure operations including finances, acquisitions, clinical governance and corporate identity demonstrate high performance while meeting the needs of our clients. The Board consists of nine members who volunteer their time.

Dr Pauline Payne

Member since February 2001

Pauline has a background in social work and is an author, social historian and academic, with a particular interest in landscape architecture. Pauline is the historian/author of "History of Helping Hand – 1953-2003".

Ms Irene Gibbons

Member since 2005

Formerly in the position of Seniors Information Service Manager, she is now working on short term contracts and undertaking overseas travel. Prior to this, Irene was the Chief Executive Officer of Carers Australia for seven years. Irene is a member of the National Dementia Health Priority Taskforce and is the President of Parkinson's SA.

Ms Ellen Kerrins

Member since 2005

Ellen has a nursing background and following her move to Adelaide after specialising in Cancer Care at the Peter MacCallum Cancer Institute in Melbourne she accepted a role in cancer control at the Cancer Council of South Australia. Recently she has joined the Southern Division of General Practice managing the population health programs.

The Helping Hand Board: Front row L-R: Ellen Kerrins, Dr Pauline Payne, Irene Gibbons, Len Frankham (Deputy Chair). Back row L-R: Rev Gayle McClimont, Kim Leane, Dr David Filby PSM, Peter Murchland (Chair), Ian Hardy (CEO).
Inset: Dr Craig Whitehead



Dr David Filby PSM

Member since July 2007

As well as being a member of the Finance & Property sub-committee, David has been the Executive Director of Policy and Inter-government Relations within the SA Department of Health since August 2002. He has previously held various executive positions in the SA Health Commission and the SA Department of Human Services. David is an active member of the Rosefield Uniting Church, and is a member of Church Council.

Mr Kim Leane

Member since 2006

Kim has a strong project management and facilities management background and is currently the Administration Manager at Consolidated Power Projects Australia Pty Ltd.

Rev Gayle McClimont

Co-ordinating Chaplain and member since 2002

Gayle has been a Uniting Church Minister since 1997 and was previously the Minister of the Flinders Congregations in the mid north of South Australia. Gayle served on the Mt. View Homes Board while in the mid north and has represented the church on the Department of Human Services Ethics Committee since 2003.

Dr Craig Whitehead

Member since January 2008

Craig is a Helping Hand staff specialist in geriatric medicine and a member of the Client Care sub-committee. He is also a member of the Flinders University Department of Rehabilitation and Aged Care and an active clinician in both public and private practice. He has research interests in falls, residential aged care and health services for older patients.

Executive Management Team

Helping Hand is managed by an Executive Management Team who:

- Facilitate the development, implementation, monitoring and evaluation of the Organisational Plan.
- Take a leadership role in actioning and progressing the goals of the Organisational Plan objectives.
- Generate and discuss new ideas related to the future directions of the organisation and growth in service areas.
- Utilise the intellectual capacity of the leadership group to develop innovative ways to respond to care and service delivery.
- Develop an identity within the organisation to promote organisational pride and cooperation.
- Establish and actively utilise communication and feedback mechanisms to communicate with all levels of the organisation.

Members of the Executive Management Team in 2007/2008 were as follows:

- Ian Hardy, Chief Executive
- Meg Klecko, Metro North Division General Manager
- Mary Ryan, Country Division General Manager
- Darren Young, Metro Central Division General Manager
- Adrian Ware, Chief Financial Officer
- Megan Corlis, Development Unit, Executive Officer
- Julie Goods, Corporate Support Services Manager

Corporate Objective

We will refine our quality systems across the organisation, to ensure clients receive services of the highest quality.



Ian Hardy
Chief Executive



Meg Klecko
Metro North Division
General Manager

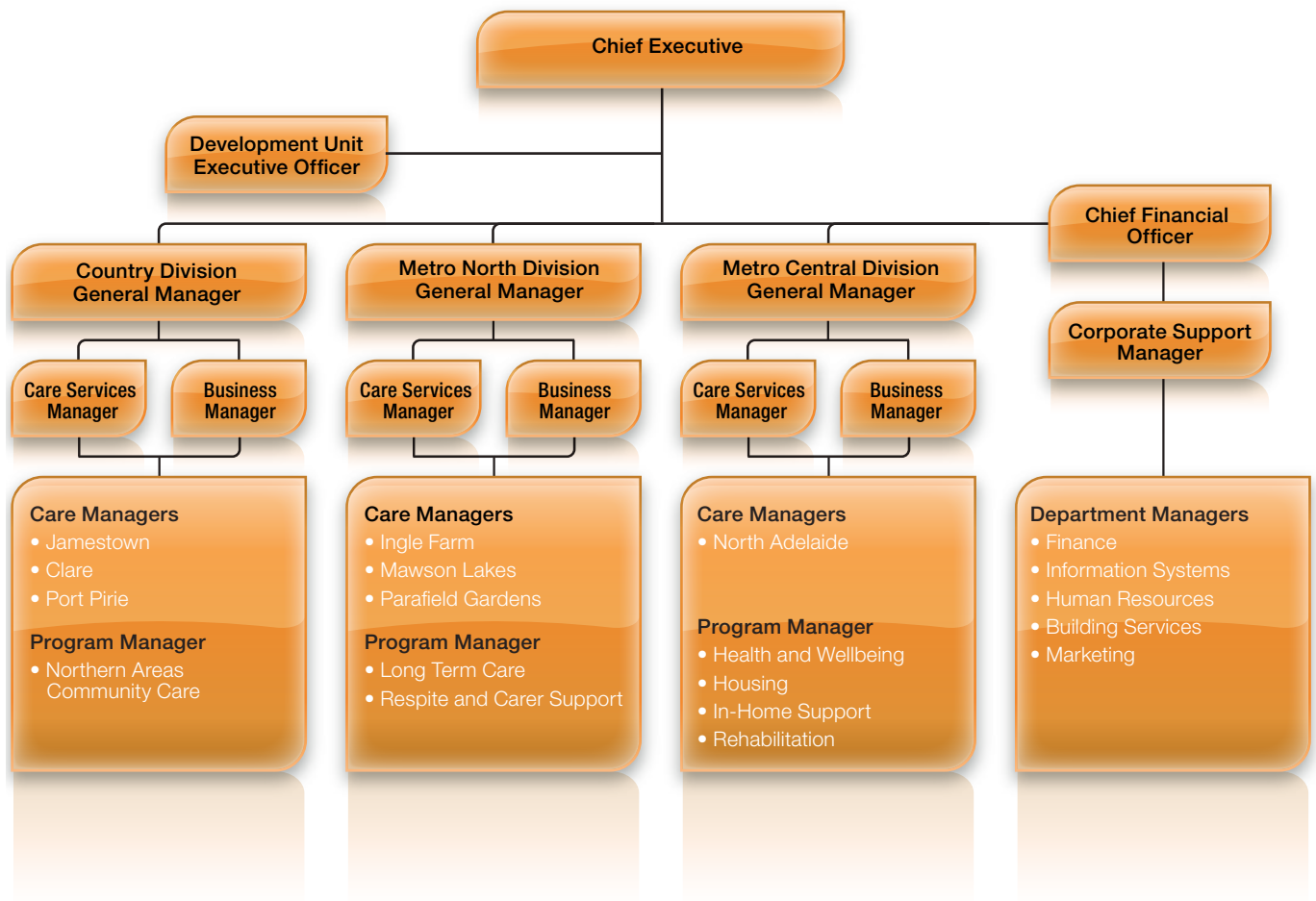


Mary Ryan
Country Division General Manager



Darren Young
Metro Central Division
General Manager

Organisational Structure



Adrian Ware
Chief Financial Officer



Megan Corlis
Development Unit, Executive Officer



Julie Goods
Corporate Support

Employees

Helping Hand Aged Care employs approximately 1,200 staff members located across South Australia. Labour costs are the most significant cost in our organisation and absorb approximately 70% of every dollar of income we earn.

Working at Helping Hand is a rewarding and challenging experience. We seek a workforce that is committed to the values of the organisation: choice, high quality, client focused and committed. We deliver our services in both the client's home and our home. The majority of our workforce is part-time and work in roles such as nursing, catering, personal care, project management, information technology, management and administration and domestic services.

Employees and volunteers at Helping Hand come from broad social, cultural and educational backgrounds. As each member of the team makes a unique contribution, it is important that we work together to ensure the individual needs of the residents and clients are always our first priority.

Helping Hand is committed to being a caring and equitable employer, supportive of diversity, continuous learning and recognising the importance of a balance between work and daily living activities.

Volunteers

For more than 50 years, volunteers have played a crucial role in our success and have contributed to our recognition as one of Australia's leading aged care providers. The thousands of hours provided each year by volunteers assists us to maintain an excellent service and improve the quality of life for many of the 7,000 South Australians who receive our services.

The week beginning 14 May 2008 was National Volunteers Week, which provided an opportunity for Helping Hand Aged Care to recognise and thank our volunteers for the hard work they do. Helping Hand and our many residents and community clients are indebted to each and every volunteer who donates their time.



Knowing the Business Program

In such a large organisation it is important for all staff to understand and identify the importance of their role and the roles of others in Helping Hand Aged Care.

The Knowing the Business program provides an initial opportunity for staff within Corporate Support Services, who do not traditionally work in the front line, to better understand the business needs of Helping Hand.

Each member of Corporate Support Services is allocated two working days each calendar year to spend at a service delivery point within Helping Hand. This is to ensure that staff understand or increase their understanding of our business.

CASE STUDY

Corporate Objective

We will increase efforts in training to ensure that we realise the full potential of our workforce, including volunteers.

Organisational Plan

Key Result Area 1 – Developing our Organisation

| 2010 OUTCOMES |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 We will have a clearly-defined and well communicated statement of our core business and of our core approach to providing services. |
| 1.2 We will have consistent, principle based processes for making decisions about organisational change and growth. |
| 1.3 We will have both a paid and a volunteer workforce with the capacity as well as the skills and attributes necessary to meet the changing needs of our consumers. |
| 1.4 Our business systems will be simpler, more reliable and more efficient as well as adapting to meet contemporary corporate governance requirements. |

Key Result Area 2 – Meeting Community Needs

| 2010 OUTCOMES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 We will have a culture that encourages and supports our “communities of interest” to be involved in changing and improving how services are delivered. |
| 2.2 Our service development strategy will be based on research and analysis, with identifiable influence by current and potential consumers. |
| 2.3 We will have introduced a simpler and more unified entry process which helps consumers to make more informed choices. |
| 2.4 We will have generated new and/or improved responses in the areas of dementia care, mental health and housing options. |
| 2.5 We will have implemented a range of initiatives that have demonstrably addressed the spiritual and “quality of life” needs of our consumers. |
| 2.6 We will be flexibly positioned to respond to any changes in the way services are funded, including changes which affect our business relationship with consumers. |

Key Result Area 3 – Leading the Sector

| 2010 OUTCOMES |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 We will have participated in research and in the trialling of new and innovative approaches to service delivery. |
| 3.2 We will have built and sustained strategic alliances which optimise our individual and collective contributions, with demonstrable benefits for consumers. |
| 3.3 We will have had an identifiable influence on aged care policy development at all levels. |

Financial Reports

A surplus of \$927,000 was achieved in 2007/2008. This represents an improvement of more than \$2m from the previous year and was supported by an increase in total revenue of more than 11%.

During 2007/2008 Helping Hand Aged Care's total assets increased to a level which now exceeds \$109m whilst total net assets stand at close to \$47m.

The most significant component of our business is the provision of Residential Care Services. Helping Hand has 653 Commonwealth funded beds at eight separate locations; four Metropolitan and three regional. In addition we operate eight transitional care beds and three pay for service beds at our Mawson Lakes and Ingle Farm facilities.

During the year Helping Hand was pleased to be able to open the flagship refurbished Rotary House complex located at North Adelaide. This was totally upgraded and provides high quality services to 87 residents. This beautifully refurbished facility incorporates 35 Extra Service places which each comprise a lounge room and separate bedroom as well as private ensuite facilities. These rooms are highly sought after and were rapidly filled.

Nevertheless the provision of residential care continues to be demanding, financially, as is increasingly evident from a raft of industry surveys. These indicate that the financial performance of residential providers is falling as costs increase at a rate far in excess of funding increases.

As our facilities age it is increasingly challenging to keep the facilities at an acceptable standard while charging competitive fees. A comprehensive review of the fee structure will be undertaken in the coming 12 months.

A substantial contributor to this year's results was from bequests and donations. In the year under review we received an extraordinary amount in excess of \$1.6m.

Helping Hand has a strong track record of delivering innovative care solutions to the people of South Australia. We will continue to strive to maintain this level of superior service in an environment which is increasingly facing financial strain.

Corporate Objective

We will create funds for developmental purposes and allocate those resources according to priorities.

Income Statement

for the year ended 30 June 2008

| | 2008 \$'000 | 2007 \$'000 |
|------------------------------------------|----------------|----------------|
| OPERATING INCOME | | |
| Government Funding | 34,956 | 32,027 |
| Residents and clients fees | 11,592 | 10,310 |
| Accomm bond retentions/capital subsidies | 3,189 | 2,228 |
| Interest and dividends received | 1,281 | 933 |
| Profit on sale of assets | (34) | 374 |
| Profit on sale and turnover of RFUs | 539 | 228 |
| Rent received | 2 | 68 |
| Fundraising/Bequests | 1,620 | 226 |
| Unrealised profit/(loss) on shares | (536) | (36) |
| Other operating income | 83 | 1,013 |
| Total operating income | 52,691 | 47,372 |
| OPERATING EXPENDITURE | | |
| Staffing costs | 37,579 | 33,830 |
| Catering costs | 1,664 | 1,497 |
| Chemist & medical | 433 | 715 |
| Domestic costs | 469 | 475 |
| Activities, programs & other expenses | 436 | 822 |
| Laundry & incontinence expenses | 872 | 775 |
| Maintenance & gardening | 1,313 | 1,126 |
| Fuel, Light & power | 654 | 672 |
| Administration expenditure | 1,220 | 942 |
| Management, consulting & legal | 257 | 398 |
| Rates & Taxes | 243 | 247 |
| Other operating expenditure | 1,368 | 1,595 |
| Interest on loan | 315 | 321 |
| Fundraising expenditure | 1 | 279 |
| Depreciation & upgrading provisions | 2,656 | 2,262 |
| Long service & annual leave provisions | 2,284 | 2,527 |
| Total operating expenditure | 51,764 | 48,483 |
| NET PROFIT/(LOSS) FROM OPERATIONS | 927 | (1,111) |

Balance Sheet

as at 30 June 2008

| | 2008 \$'000 | 2007 \$'000 |
|--------------------------------|----------------|----------------|
| CURRENT ASSETS | | |
| Cash and cash equivalents | 22 | 20 |
| Financial assets | 15,391 | 6,046 |
| Trade and other receivables | 1,902 | 1,363 |
| Accommodation bonds due | 6,353 | 1,589 |
| Inventories | 39 | 44 |
| Prepayments | 135 | 265 |
| | 23,841 | 9,327 |
| NON-CURRENT ASSETS | | |
| Financial assets | 2,336 | 3,702 |
| Property, plant and equipment | 82,887 25 | 81,021 |
| Loans secured | 25 | 25 |
| | 85,248 | 84,748 |
| TOTAL ASSETS | 109,089 | 94,075 |
| CURRENT LIABILITIES | | |
| Bank overdrafts | 0 | 85 |
| Trade and other payables | 5,102 | 4,795 |
| Incoming resident payments | 8,086 | 5,104 |
| Provisions | 4,718 | 4,456 |
| Loan | 460 | 460 |
| | 18,365 | 14,900 |
| NON CURRENT LIABILITIES | | |
| Trade and other payables | 12,559 | 11,867 |
| Loan | 3,557 | 4,017 |
| Incoming resident payments | 27,627 | 17,637 |
| Provisions | 361 | 285 |
| | 44,104 | 33,806 |
| TOTAL LIABILITIES | 62,469 | 48,706 |
| NET ASSETS | 46,620 | 45,369 |
| EQUITY | | |
| Accumulated funds | 26,488 | 25,555 |
| Asset Revaluation Reserve | 708 | 655 |
| Trust and ID funds | 2,440 | 2,440 |
| Capital Grants Reserve | 13,651 | 13,651 |
| Equalisation Reserve | 3,333 | 3,068 |
| Total Equity | 46,620 | 45,369 |

Statement of Cash Flows

for the year ended 30 June 2008

| | 2008 \$'000 | 2007 \$'000 |
|---------------------------------------------------------------|----------------|----------------|
| CASH FLOW FROM OPERATING ACTIVITIES | | |
| Receipts from operating activities | 48,681 | 42,536 |
| Interest received | 1,103 | 632 |
| Dividends received | 178 | 302 |
| Bequests & fundraising | 1,620 | 226 |
| Capital subsidies | 0 | 1,300 |
| Other operating income | 478 | 1,013 |
| Payments to suppliers | (49,122) | (44,569) |
| Interest paid | (315) | (321) |
| Net cash provided by / (used in) operating activities | 2,623 | 1,118 |
| CASH FLOW FROM INVESTING ACTIVITIES | | |
| Proceeds from sale of property, plant and equipment | 215 | 752 |
| Payments for purchases of property, plant and equipment | (4,643) | (7,474) |
| Proceeds from sale of shares | 1,607 | 817 |
| Payments for purchase of shares | (852) | (1,359) |
| Net cash provided by / (used in) investing activities | (3,673) | (7,263) |
| CASH FLOW FROM FINANCING ACTIVITIES | | |
| Increase / (Decrease) in Bonds | 9,985 | 3,122 |
| Increase / (Decrease) in RFU Licenses | 449 | 130 |
| Cash Received from Jamestown Amalgamation | 0 | (2) |
| Increase / (Decrease) in Loans | 507 | 0 |
| Loans Repaid | (460) | 0 |
| Net cash provided by / (used in) financing activities | 10,481 | 3,249 |
| NET INCREASE / (DECREASE) IN CASH HELD | 9,431 | (2,896) |
| CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR | 5,982 | 8,878 |
| CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR | 15,413 | 5,982 |

Making a Difference

How You Make a Difference

Helping Hand is supported by both State and Commonwealth Government for the provision of a range of core services and facilities. Special thanks must go to all those who so kindly recognised the services provided by Helping Hand and its staff.

So why do we fundraise? It gives us an opportunity to add value to people's lives by offering additional services, opportunities and experiences. This may be in the form of new equipment, excursions, education to our clients and their carers or research into new services and care.

There are a number of 'extras' that make a difference to the quality of life of our residents and clients.

This is only made possible by the generosity of our supporters and patrons. We would like to take this opportunity to thank the many people who supported us in 2007/2008 through fundraising activities, donations and volunteering their time.

Lending a Helping Hand

There are many ways that you can support Helping Hand deliver services and care:

- Volunteer your time to one of our many programs
- Participating in an Auxiliary
- Making a donation
- Considering us with an In Memoriam
- Bequests

Your contributions help us make a big difference. If you would like to find out more please contact us on 1300 653 600.

Men's Group



Helping Hand Aged Care in conjunction with the XMRC (ex-military rehabilitation centre) operates a Men's Group at the Edinburgh base every Tuesday.

The program offers activities for older men who may be facing issues associated with significant change in their lifestyle, including ageing, health, retirement, isolation, disability or separation.

Allan, a member of the group for the last four years joined after he lost his wife. As a Veteran Allan suffered from post war stress and found the loss of his wife as a life altering moment for him.

"Joining the group caused me to relax and has changed my life, it's like going on a holiday", he said.

"Most of us would be sitting in a chair just wasting away if it wasn't for this group. When I first came here I was down in the dumps, but in 6 months time I feel like you can't stop me" Allan said.





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An Agency of the Uniting Church in Australia