



Annual review 2018 – 19

Providing innovative and responsive services for older people, which support them to have the best quality of life.



Helping Hand
new aged care

'We welcome all measures that improve the quality of services for older people and I have great confidence in our people who demonstrate they are responding or, in many cases, pre-empting the significant change that is occurring.'



CEO Chris Stewart with
Lightsview resident
Mrs. Mary Colwell.

CEO report

Chris Stewart

Chief Executive Officer

I was excited to be appointed to the role of Chief Executive Officer by the Board in January 2019. In my first six months I have been getting to know our residents, clients, staff, volunteers and stakeholders. The impact Helping Hand has on so many people is evident and I am inspired to see this organisation continue to flourish.

Aged care seems to be constantly 'under review' and this has been taken to a new level in recent times with a Royal Commission, the introduction of new Quality Standards, and a new Rights Charter. We welcome all measures that improve the quality of services for older people and I have great confidence in our people who demonstrate they are responding or, in many cases, pre-empting the significant change that is occurring.

I am committed to strengthening our offering and organisational capability. In 2019, I undertook a leadership culture survey and engaged the Executive team and Board in reviewing our strategy. Our Executive and 200 plus leaders will also be participating in an innovative aged care-specific leadership program called *My Home Life* from July 2019.

With careful consideration for the current and foreseeable external environment, and through listening intently to our Helping Hand communities, the development of our new strategic focus is emerging.

Helping Hand has an incredible legacy and an enviable reputation. It is truly an honour to join this organisation and to be part of a staff team that is emphatically committed to the care and dignity of older people.

Key areas will include:

- opportunities in the North Adelaide precinct where we have various assets ripe for redevelopment
- growth in Home Care service delivery
- ongoing capital investments across our residential care homes
- long term financial sustainability in a rapidly changing market.

Helping Hand has a core mission: to provide innovative and responsive services for older people, which support them to have the best quality of life.

I personally see this every single day across our sites, services and staff team and am incredibly proud to be entrusted with the leadership of this organisation.

This report demonstrates how we translate our mission and highlights some of the key achievements from the past year. I hope you enjoy this reflection and I look forward to the years ahead.

'I wish to thank everyone who is a part of the Helping Hand community for the role you play in making this an outstanding organisation and one in which we can all be very proud.'



Chairperson Rosalie Pace

Chairperson report

Rosalie Pace

Chairperson

This has been a landmark year for Helping Hand with significant change and a strong focus on the role our organisation will play in a transforming aged care landscape.

After a career-defining 28 years as Chief Executive Officer at Helping Hand, we congratulated Ian Hardy AM on his outstanding contribution to the organisation and the sector, and wished him the very best in his well-earned retirement in December 2019.

The Board was pleased to oversee a smooth transition to new Chief Executive Officer Chris Stewart. Chris joins Helping Hand with three decades of business, customer service and governance experience across financial services, health and aged care, technology and professional services. We welcome Chris and look forward to the next chapter for the organisation under his leadership.

The Board has undertaken a governance review to align with contemporary best practice, and has been actively observing the Royal Commission into Aged Care and our organisation's response.

A highlight this year was the opening of Helping Hand's ninth residential care home at Golden Grove. It was officially opened by His Excellency, the Honourable Hieu Van Le AC, Governor of South Australia, and represents Helping Hand's ongoing commitment to meeting the needs of the most vulnerable in our society.

Helping Hand is guided by its values of compassion, respect, excellence and community. As Chairperson, it is a privilege to see how our Board members and Board Committees embody these values in the governance of this highly valued organisation.

I wish to thank everyone who is part of the Helping Hand community for the role you play in making this an outstanding organisation and one in which we can all be very proud.

Responsive service delivery



A care service that puts our clients first

Excellence in care means responding to people's wants and needs. We do this by providing personalised services crafted to each individual. We use research to help us change the way we do things and improve the lives of the people in our care.

65th Anniversary recipe book

To celebrate the 65th anniversary of Helping Hand in 2018, we gathered 65 recipes from across the organisation, reflecting the diversity, histories and stories of our community. The publication was called *Recipes from the Helping Hand Community*.

A highlight was the inclusion of several recipes from Lian Knight, former owner of The Hermitage at Marananga in the Barossa Valley. She generously shared her famous Banana Pudding with Toffee Sauce recipe, as well as recipes that have been in her family for generations.



(Top – Bottom) Lightsview residents Mrs. Joy Helps and Mrs. Mary Colwell and Helping Hand chef Martin Collumb.

Tasting Australia Dare to care

In April 2019 Helping Hand was excited to be participating in Tasting Australia. *Dare to care* showcased the new trends in food and dining services from leading aged care homes across Australia. Understanding the importance of meals and mealtime for older people in 2018/19, we became the first aged care provider in SA to use pasteurised shell eggs in all our residential care homes - bringing back the simple joy of a soft poached, or sunny side up egg at breakfast time.

We also completed a project to introduce alcohol options in our cafés, during events and as part of mealtimes. We continued to grow the success of our Bistro nights, bringing together residents and their families for a night out.

Implementation of the new Aged Care Quality Standards

In the lead up to the introduction of the new Aged Care Quality Standards, Helping Hand undertook a gap analysis on current practices and monitoring processes identifying opportunities for improvements to demonstrate compliance to the new standards. The organisation revised its audit structure and developed a training program for staff and communication assets to support its introduction.

The new standards came into effect on 1 July 2019 and are being embedded across our service delivery areas leading to improved outcomes for residents and clients.



Quality of Life measure

Quality of life tools have the potential to design and plan services at an individual level as well as identifying longitudinal organisational trends.

Helping Hand is committed to enhancing the quality of life of its residents and clients and made a commitment this year to incorporate a quality of life measure into its suite of assessments. This helps us identify opportunities to partner with our consumers to improve their quality of life through delivery of care and services.

This year the organisation investigated the purpose and usefulness of a quality of life tool and explored which tool would be the best fit with Helping Hand. The *Adult social care outcomes toolkit (ASCOT)* was selected as the most appropriate. It has now been incorporated as part of our assessment processes and assists our clinical and care staff, in collaboration with residents and clients, to inform care plans.

Helping Hand Lifestyle Assistant Sharon Neighbour with North Adelaide resident Marjorie Brune at one of our regular Bistro on Buxton dinners. We create a restaurant atmosphere where families and friends join residents for dinner.



Exercise physiology in aged care

Helping Hand has had a long-standing commitment to exploring the benefits of exercise physiology as part of everyday care within an aged care home environment.

We were interested to see if people with significant dementia and other chronic conditions, and disabilities could experience an improvement in their health and wellbeing when prescribed a specific exercise program.

Exercise physiologists are allied health professionals who are experts in tailoring for the needs of any individual with appropriately targeted exercises and other activities to improve one's quality of life.



A long term research project was completed and found that exercise physiology led to:

- improvement in health and function of residents
- change of perceptions of staff towards exercise for residents
- change of perceptions of family members towards what their loved one could do.

2018/19 highlights

- Residential group exercise classes were established at three of Helping Hand's metropolitan sites throughout the project.
- A fee-for-service exercise physiology model was introduced.
- Exercise Physiologists joined Helping Hand's allied health team.
- An exercise physiology training tool for clients, families and staff entered the development stage.

Infection control project

We focussed on infection control which improved hand hygiene and created safer spaces for everyone.

Helping Hand recognises the importance of creating safe spaces for residents, clients and staff. This year, as one of our major clinical projects, we have created a specific focus on infection control.

A combination of communications, awareness and training was implemented across the organisation. Outcomes included improved hand hygiene and an increased awareness of infection control practices.

Culture and reputation



Our values are our compass

Our strong values and beliefs are the driving force behind everything we do: from our relationship-based approach to care, our unique services, even to the way in which we make our business decisions.

The financial capability of older people

Older people are increasingly expected to make complex financial decisions, often at times of stress, when an ill-informed decision can have disastrous consequences.

In January 2019, the *Financial capability of older people report* was published. This comprehensive research project was an initiative of UniSA, in partnership with Helping Hand, COTA, ECH, Catalyst Foundation and the ANZ Bank. For the purposes of this report, financial capability encompassed not only financial knowledge and literacy but also confidence, motivations and attitudes. Initial research was commenced in 2018, with the findings presented to the partnership group in September 2018. Men and women aged 65 years and older were interviewed to assess the level of their financial capability, how they managed home care packages and the challenges they faced when choosing banking and financial products.

Resonance

For the third year running, Helping Hand participated in the annual Adelaide Guitar Festival.

In 2018, Helping Hand sponsored a touring component of the Adelaide Guitar Festival called *Resonance*. This program gave people unable to attend concerts or festivals, the opportunity to enjoy world-class performers.

This year we expanded our participation from two concerts to six; three being held in our



regional sites in Port Pirie, Jamestown and Clare. Staff volunteered their weekends to host the events for more than 380 residents, families and friends.

Helping Hand thanks the Adelaide Festival Centre and participating artists for this fantastic initiative.

The Future Design Hub

The Hub is our platform for innovation and technology in the ageing space. This initiative is driven by principles of co-design, collaboration and commercialisation.

This year we opened the Future Design Hub. The Hub is a collaboration between Helping Hand and UniSA as part of our Enterprising Partnership.

The Hub is both a physical space and an approach. It has been designed to explore, develop and test ideas and products with the aim of improving the quality of life for older people.

It is located on the first floor of Rotary House, North Adelaide and consists of four rooms and a meeting space which comfortably accommodates researchers, students and others.

Several design clinics have been run this year, engaging residents and staff in conversation and generating ideas. The Hub has also hosted a PhD candidate from UniSA who has undertaken a pilot study on virtual reality and reminiscence. We look forward to the continued growth of the Hub and the realisation of products and services which will hope to positively impact quality of life.



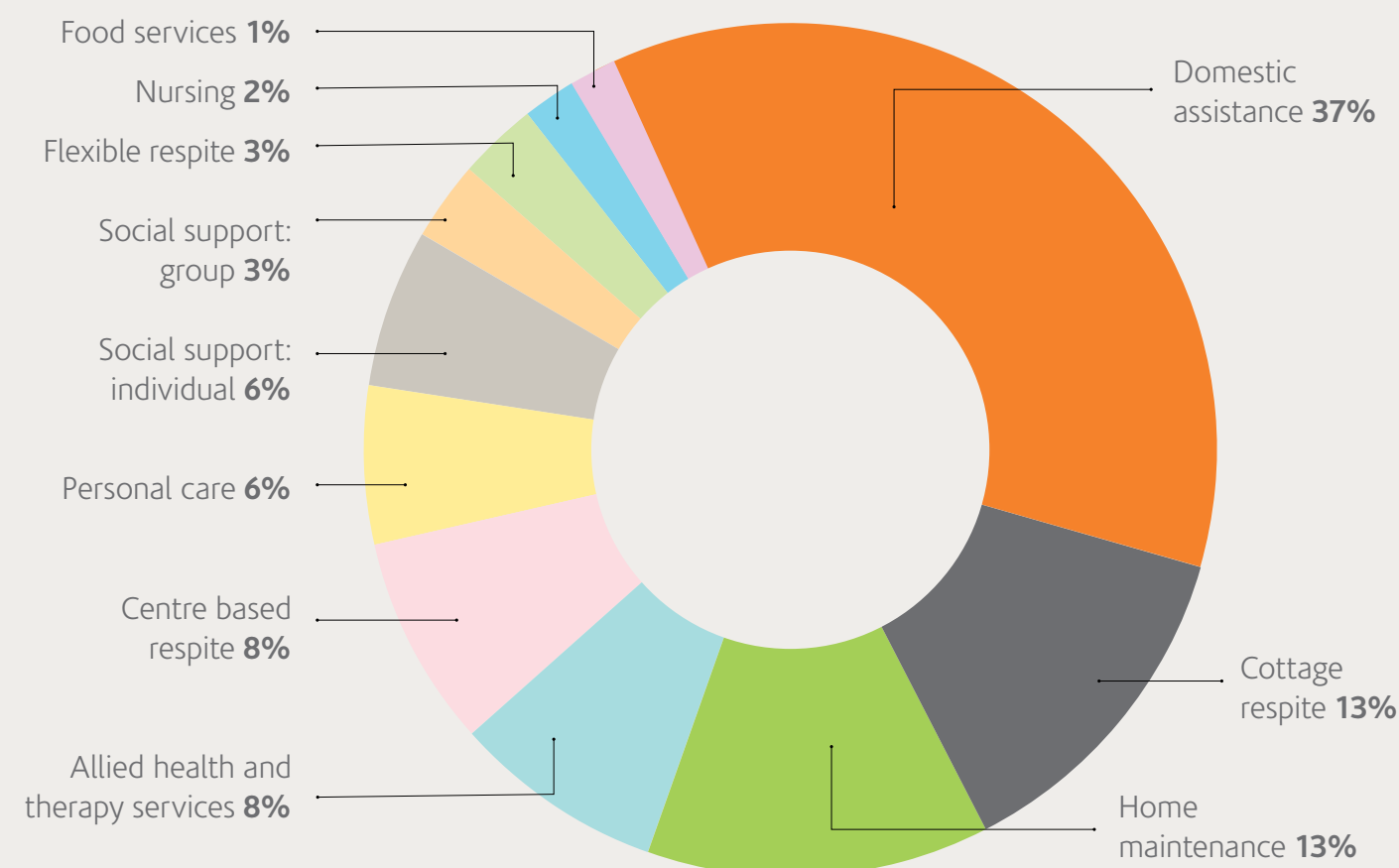
Services delivered to Commonwealth Home Support Program (CHSP) clients

Total number of hours provided to CHSP clients:

113,252
Hours



We provide the following services to people at home through the CHSP:



We welcome diversity

Helping Hand celebrates and embraces the diversity of people who use our services and who are part of our workforce. This includes diversity in terms of sexuality, gender identity and sex characteristics. We stand alongside the lesbian, gay, bisexual, transgender and intersex (LGBTI) communities as allies in changing community attitudes and practices.

Growth and change



LGBTI and Helping Hand

Helping Hand is actively working towards an inclusive environment for LGBTI older people, carers and staff.

To coincide with the International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), Helping Hand launched its first *LGBTI position statement* on the 17th May 2018.

'It is vital that LGBTI residents receive the best possible care and that our staff have the skills to deliver this. We don't want LGBTI people to be fearful of coming into aged care and, more importantly, to feel that they cannot be themselves. This *Position statement* is a way of formalising our ongoing commitment to LGBTI communities and to providing care which is respectful and inclusive of diversity in all its forms', said Chris Stewart, CEO.

Gwendolynn is one of a growing number of transgender Australians to enter aged care. She moved into Helping Hand's Ingle Farm residential home, where she has been warmly welcomed.

In March 2019, Gwendolynn became one of a growing number of transgender Australians to enter aged care.

Gwendolynn says her feelings that she was 'a little bit different' started as a primary school student growing up in southern Wales.

She now realises that seemingly 'innocuous' childhood experiences were actually significant moments that, once pieced together, would help her to live as a transgender woman in her twilight years.

'There were so many small moments where I thought something wasn't quite right, but I just dismissed them and locked my feelings away', Gwendolynn, now 87, says.

'They probably started from the age of about nine. For example, I remember looking through fashion magazines and I was just so drawn towards the girls in them, in wanting to wear the dresses and look like them, but I just thought it was silly, it wasn't the way I was meant to feel.'

The classically-trained pianist moved to Australia in the late 1960s with a wife and four children, making her home in Adelaide's northern suburbs.

'I still had that lingering feeling that something was a bit different', Gwendolynn said.



It wasn't until she entered her 80s that she decided to see a GP to chat about what she was experiencing.

'I went to the GP and told them how I was feeling, who in turn got me to see a psychiatrist and then, an endocrinologist. I saw them over a period of about two years.

'I was told in the end that I had gender dysmorphia. My next questions were "what does that mean? And, what happens next?"

'There were a few options – they said they can turn me into a woman, or that I could go on leading the life I've always lived but that it might just drive me over the edge. I was also told I could make small changes that would allow me to lead my life as a woman.'



What followed was a harrowing decision making-process.

'When I made this decision, it was made by myself, in isolation, I had no-one to help me. I had arguments with myself and continually asked "who am I?", I didn't get an answer right away, I just kept asking.'



Eventually, Gwendolynn decided to embrace life as a transgender woman, adopting the name of two beloved aunts.

'At the start, I put an earring in one ear and that didn't garner much attention at all', she said.

'After a while I put earrings in both ears. Again, it didn't really get noticed.

'Then, I started to wear a skirt and blouse. And I would go to the shops and wasn't treated any differently. It gave me some more confidence. Wherever I went, I grew more confident.'

She moved into Helping Hand's Ingle Farm residential home, where she has been warmly embraced by staff and residents alike.



Gwendolynn is thankful for the love and support she has received from the Helping Hand community and encourages others not to be fearful of aged care providers.

'Going into a home is something that no-one can really prepare you for,' she said.

'When I was younger, I'd drive past aged care homes and not give them a second thought. Now, living here, I see just how much work the carers, everyone in fact, puts in.

'Everyone has been so welcoming, both the carers and the residents. I feel like I can be me, that's the most important thing.

'At times, I have felt like I had to change, things like change my voice to appear more feminine, but that hasn't been the case here at all.'

Helping Hand's staff have started receiving training through the Council of the Ageing (COTA)'s Silver Rainbow program which aims to ensure the needs of older LGBTI Australians are met in aged care. The organisation also has 10 LGBTI-specific home care and residential care packages available to South Australians, including five at its newly-opened Golden Grove home in Adelaide's north-east.

Listening and responding to
Forgotten Australians

Real care the second
time around

The term Forgotten Australians refers to people, who as children, were harmed in State and institutional care. This includes former wards of the State, placed in children’s homes, foster homes and orphanages.

Forgotten Australians, along with child migrants and the Stolen Generations are now ageing. It is estimated that there are approximately 450,000 Forgotten Australians, many of whom are struggling with the possibility of a second experience in institutional care, making them vulnerable to retraumatisation.

Helping Hand is leading
a project, Listening and
Responding to Forgotten
Australians, to assist the
aged care sector to better
understand and respond to
their aged care needs.

The project, the first of its kind nationally, has involved extensive consultation with Forgotten Australians and the development and launch of a resource for the aged care and other sectors which has been widely distributed around the country.

In 2018, Helping Hand partnered with Flinders University to undertake research into trauma informed care in aged care as a response to needs of Forgotten Australians.

In recognition of this important work, the Federal Government announced in April 2019 significant funding to further the work until June 2021 with expected outcomes including:

- Models of care and support which will build the capacity of Forgotten Australians to engage with aged care, including a peer support framework and trauma informed care.
- Resources to support Forgotten Australians to communicate with providers and to understand aged care systems and processes.
- Inclusive enquiry, admission and care planning processes which respond to the needs of Forgotten Australians.
- Findings to be shared with other providers.



Gordon is one of many who has been part of the ground-breaking Forgotten Australians project.

Country of birth for members of the Helping Hand community (top 11)

Employees

Australia	59.6%
India	12.1%
United Kingdom	5.9%
Philippines	3.7%
Kenya	2.3%
Nepal	2.3%
China	1.4%
Malaysia	0.9%
New Zealand	0.9%
South Africa	0.6%
Vietnam	0.5%

Residents

Australia	75.0%
United Kingdom	11.8%
Italy	1.6%
Germany	1.3%
Republic of Ireland	1.1%
Malta	1.1%
Hungary	0.6%
Netherlands	0.6%
Poland	0.6%
Austria	0.5%
New Zealand	0.5%

Home Care

Australia	58.6%
Not stated	13.1%
United Kingdom	9.2%
Italy	3.4%
Greece	2.7%
Scotland	1.6%
Germany	1.4%
Netherlands	1%
Ireland	0.6%
China	0.5%
Austria	0.4%

Sustainable business

A strong business model

Entrepreneurial by nature, our diverse range of services ensures we remain financially strong. We handle information and technology efficiently to support our goals. Our retirement living and residential care homes reflect our customers' needs.



Trial of MediMap



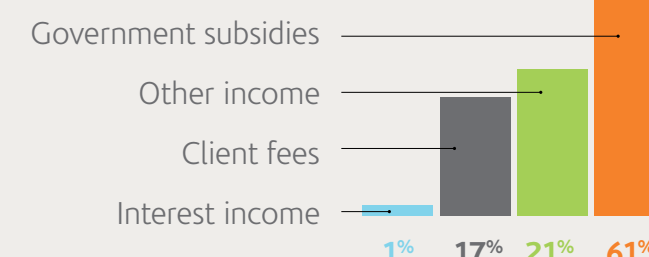
In May 2019 Helping Hand piloted the use of MediMap at the new residential care home in Golden Grove.

MediMap is a comprehensive medication management tool which can potentially improve communication between Helping Hand, pharmacies and GPs.

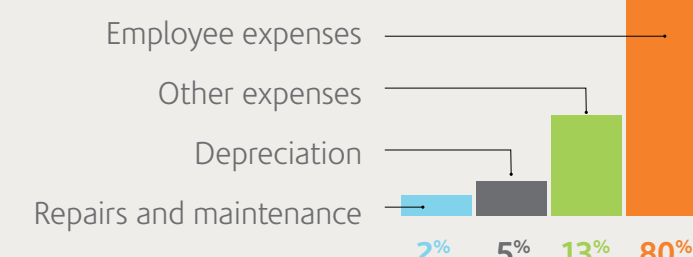
The benefit is a safe and responsive service to residents. Following the review of the Golden Grove trial, Helping Hand will investigate rolling this across all residential care homes.

Income and expenditure overview

Organisational income



Organisational expenditure



Capital investments

This year, work began at our Parafield Gardens and Ingle Farm care homes. Works included redesigning the reception and common areas, upgrading café, hairdresser and library areas, new carpet, paint and signage and refurbishing the café. Work is on schedule and on budget and is expected to be completed by March 2020.

In 2020, work will begin at our care homes in regional South Australia – Port Pirie and Clare – as part of an investment from the Federal Government through the Aged Care Regional, Rural and Remote Infrastructure grant. Works at Port Pirie will include: refurbishment of the commercial kitchen, installation of solar panels and LED lighting upgrade. At Clare, works include upgrading 30 ensuites and refurbishing four servery and dining room areas.

Capital works expenditure

- Helping Hand Golden Grove **\$41m investment** of land and development of new 110 room care home, opened May 2019.
- Refurbishment of Helping Hand Parafield Gardens **\$9.8m investment** with works due for completion March 2020.
- Refurbishment of Helping Hand Ingle Farm **\$11m investment** with works due for completion March 2020.

The café in Parafield Gardens was upgraded.



His Excellency, the Honourable Hieu Van Le AC, Governor of South Australia, officially opened Helping Hand Golden Grove on 6 June 2019.

Official opening of Golden Grove

The three level, 110 room home created a buzz in the local community as the long-empty high profile greenfield site was transformed. Residents began to move in immediately, and two of the three levels were filled within two months.



(Left – Right) Rosalie Pace, Chairperson, His Excellency, and Chris Stewart, Chief Executive Officer cutting the ribbon at the official opening of Helping Hand Golden Grove.



Our workforce is our most valued asset

Every member of our staff is a 'people person' who lives and breathes our values. Each is dedicated, engaged and proud of the vital role they play. They are highly skilled professionals who collaborate with consumers and carers.

Workforce



My Aged Care Leadership Program

The aged care workforce will need to triple in size in the next 30 years to meet the needs of ageing Australians.

Helping Hand is committed to supporting its workforce to deliver the highest level of care for its residents and clients, and to ensuring the leadership capability within the organisation places us as a provider of choice.

In 2019, our organisation has endorsed an international program *My home life*, which is a well established and proven program for our sector, to be the cornerstone of the leadership development work.

The first program will start in July 2019, and will include our Executive Leadership Team. Within 12 months we will deliver the program to 115 leaders in Helping Hand with plans to train a further 120 leaders the following year.

Alongside the program, we are committed to implementing a culture change measurement tool that uses workforce engagement survey tools, sourcing technology to support leadership development, and the development of technology to support a Helping Hand mentoring program.

Launch of Feel at home

The *Feel at home* campaign approach, launched this year, creates a sense of belonging and makes an authentic statement about who we are and who people will meet when they engage with our organisation. Our workforce sets us apart and our staff are at the centre of storytelling when we communicate the value and impact of our organisation and our work. We are proud of the difference staff make in the lives of residents and clients day to day, and our staff are proud to work for Helping Hand.



We also believe this is an opportunity to highlight the value of our workforce and the importance of investment into aged care.

Our approach to the start of the Royal Commission

In September 2018, the Federal Government announced a Royal Commission in to Aged Care Quality and Safety. As a large provider, Helping Hand was invited to complete an early submission. Helping Hand has proactively and transparently participated in the Royal Commission and is hopeful that the recommendations will strengthen the aged care sector and lead to improved outcomes for all older Australians.

In January 2018, Helping Hand established an internal Steering Group to oversee its participation in the Royal Commission and to also review and monitor the preliminary reports and emerging themes. To date we have published our approach to staff ratios, CCTV monitoring, chemical restraint and transparent pricing in Home Care service delivery on our website.

The Helping Hand Way

The *Helping Hand Way* began in 2016 and continues to grow and evolve.

The program is focussed on team building, communication, customer service and client focus and is the translation of our values and service ethos across the organisation.

2018/19 Highlights:

- We completed the roll-out of the *Helping Hand Way program* across all business units and opened the Golden Grove site with the program in place
- We have maintained connection with all previous business units including ongoing *Team mentor connect* sessions and check-ins with the local change teams
- The *Top 5 Meaning for me* program (a program supporting client choice and control) supporting communication of client quality of life choice, as well as the development of relationships between client and staff, has gained the most momentum.



To date, training has been delivered to:

- 84 Helping Hand facilitators
- 195 Team mentors
- 1116 Customer service frontline staff.

The completed roll-out now embeds common programs to support customer service as well as the introduction of technology as a key work tool through the mobile phone app.

Outcomes:

- improved communication in the workplace particularly around the client service
- improved focus on team building (Team 10s and Café Connects)
- development of future leaders through Team Mentors
- improved understanding of client expectations and a focus on supporting what brings meaning to them.

In the coming year, our focus will be on:

- embedding and refining the program elements
- introducing a tool to measure how embedded it is and to measure culture change
- integrating a continued focus on our workforce and workplace as a critical element of high quality customer service and business performance.

Statement of profit or loss and other comprehensive income

<u>For the year ended 30 June 2019</u>	2019	2018
	\$'000	\$'000
Operating income		
Government subsidies	62,839	60,396
Client fees and charges	20,286	19,932
Daily accommodation payments	2,824	2,468
Interest and dividends received	1,331	1,715
Bequests and donations	82	70
Other income including prior year Workcover provision adj	8,359	5,388
Total operating income	95,721	89,969
Operating expenditure		
Employee expenses	68,517	66,002
Depreciation and amortisation	4,374	4,376
Other expenses	12,898	12,002
Finance and administration expenses	2,554	2,434
Repairs and maintenance	1,826	1,906
Total operating expenditure	90,169	86,720
Net surplus / (Deficit) from operations	5,552	3,249
Revaluation of land and buildings	16,477	—
Total comprehensive income for the year	22,029	3,249

Statement of profit or loss and other comprehensive income

<u>As at 30 June 2019</u>	2019	2018
	\$'000	\$'000
Assets		
Cash and financial assets / investments	33,450	60,657
Land / buildings / plant & equipment	259,353	206,604
Trade receivables and other assets	1,757	2,473
Total assets	294,560	269,734
Liabilities		
Refundable accommodation deposits, RFU licenses	138,105	137,424
Provisions	12,160	12,431
Trade payables and other liabilities	16,870	14,483
Total liabilities	167,135	164,338
Net assets	127,425	105,396
Accumulated funds and reserves	52,312	46,760
Asset revaluation	75,113	58,636
Total equity	127,425	105,396

Focus on 2020/21

We are looking forward to these new ventures and journeys throughout 2020/21.



Turn up your voice

We will be expanding our transformative consumer engagement program *Turn up your voice*, listening to the experiences of our care home residents and home care clients to design sustainable improvements for even better quality of life.

Royal Commission

Helping Hand will be responding to the ongoing Royal Commission into Aged Care Quality and Safety.

2020 – 2025 Strategic Plan

We're developing an entirely new strategy that is built around transformation, long term sustainability and adapting to the changing needs of a future ageing population. The launch of our *2020 – 2025 Strategic Plan* will lay the strong foundation for this approach.

Major capital works

Major capital works at our residential care homes:

- Clare
- Port Pirie
- Mawson Lakes
- North Adelaide.

Unspoken truths

Changing the narrative around the reality of accessing aged care services using innovative story telling. *Unspoken truths*, is a series of short films that follow the journey of a family making decisions about their aged care journey.



Helping Hand has retirement living and residential homes across metropolitan Adelaide, as well as Clare, Port Pirie and Jamestown.

Our home care services also extend to people living across metropolitan Adelaide and out to the Lower North, Barossa Valley, Mid North, Yorke Peninsula, and Eyre Peninsula.

Helping Hand acknowledges the Traditional Owners of the land on which all our care homes and services are located and pays its respects to Aboriginal and Torres Strait Islander Elders past and present.

The wellbeing and quality of life of our community comes first, and is the heart of everything we do. Our values and beliefs form the foundation on which we work, interact, make decisions and develop a smart strategy that supports our mission:

Helping Hand provides innovative and responsive services for older people, which support them to have the best quality of life.

Our sites and services are designed to be age friendly, inviting, and accessible for customers, carers, visitors and staff.

Helping Hand is a not-for-profit organisation offering home care services, retirement living and residential care homes to over 7,000 clients in metropolitan and regional South Australia.

Excellence

We believe in providing the highest standard that goes above and beyond everything we do.

Respect

We believe that everyone has the right to have their feelings, wishes and rights recognised and honoured.

Compassion

We believe in demonstrating our concern for others and doing everything we can do to help.

Community

We believe in creating relationships that foster a better connection with our customers, our teams, each other and our community.

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