

Annual Review 2022—23



70
Years
Together



Helping Hand
new aged care

Helping Hand provides services across many lands traditionally owned by the Kaurna, Narungga, Peramangk, Ngadjuri, Nukunu, Barngarla and Nawu people.

Helping Hand acknowledges the traditional owners of the land on which we work and provide services. We pay respect to their culture and heritage and to Elders past, present and emerging.



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HRH Princess Anne opens Rotary House and Roy Carter Day Hospital, 1975



Broken Hill to Burra Barrow Push, 1986



The Hon Hieu Van Le AC, (Governor of SA), officially opens Golden Grove Residential Care Home, May 2019



Front cover: Residents and sister-in-charge, Westering, circa 1954.

Back cover: Chat 'N' Chew canteen, North Adelaide, circa 1970s.

1953 -2023

In May 2023, Helping Hand celebrated 70 years of service – and we continue to grow and change with the times.

Today our dedicated, diverse and inclusive workforce delivers outstanding care and services to thousands of older South Australians and families in metropolitan Adelaide and regional South Australia.

2022/23 at a glance as at 30 June, 2023.

Workforce



2,078

Number of employees



55%

Staff born overseas



73

Countries of origin



59

Spoken languages



18.5%

Worked 10+ years



43 yrs

Longest serving employee



6%

Identify as LGBTIQ+



8%

Living with a disability

Residential Care



807

Residents



172

Volunteers & pastoral carers



36

Countries of origin



12

Residents aged 100+

Home Care Services



910

Home Care Packages



1,567

CHSP clients



197,358

Hours of service



67

Client countries of origin

Message from the Chair



Our industry continues to move at rapid pace with the Australian Government's focus on reform.

This year Helping Hand reached its 70th birthday milestone. As custodians of the legacy of Pastor Strange, the Board and I acknowledge the vision of our original founders to care for the most vulnerable in our community. One of the original calling cards for what was then known as Helping Hand Centre had a simple, yet powerful statement: *'We build fences at the top of the cliffs instead of hospitals at the bottom.'*

This philosophy of prevention and intervention was well illustrated in November 2022 when the Board raised and answered the question 'If not us, then who?' when making the decision to acquire the assets/operations of Whyalla Aged Care (Kindred Living). Helping Hand continues to live up to its mission and purpose.

When Covid-19 restrictions began to lift, members of the Board were delighted to have the opportunity to start visiting residential care homes and operational sites and meet with residents, families, staff and volunteers.

Visiting Yeltana and Copperhouse Court in Whyalla was a particular highlight. It was wonderful to meet with residents and listen to their experiences around the transition from Whyalla Aged Care (Kindred Living) to Helping Hand.

Our commitment to compassion and community sits at the forefront of our decisions.

I thank the Board and Chief Executive Officer for their ongoing commitment to the continuity of aged care services in regional communities.

The aged care sector is in a period of flux and uncertainty and with a focus on financial sustainability and high regulatory reform, many smaller providers are being forced to leave the industry altogether.

While the sector is undergoing challenges in the aftermath of the pandemic as well as keeping pace with reforms, it has been encouraging to see Helping Hand's performance continue to strengthen. The previous 18 months have been challenging and fortunately we were able to absorb the significant financial costs of the pandemic. I am pleased to see the organisation returning to pre-Covid financial stability in 2023.

Helping Hand has also continued to expand its home and community services, keeping pace with consumer needs and supporting clients to remain in their own home wherever possible.

During the year, the Board and Executive reviewed its asset portfolio in line with our strategic direction. This review highlighted opportunities to expand our retirement living portfolio around our residential care homes. We recognise that new and innovative care and housing models are needed in aged care services. People wish to remain in their homes for as long as possible and with the assurance of higher care services if, and when, required. This year the Board made the decision to progress with masterplan developments for North Adelaide and Whyalla and to divest its Belair retirement village, Barryne.

Helping Hand also celebrated attaining Inclusive Employer Status. To be one of only 32 organisations awarded with this title is an immense achievement. This illustrates the value we place on a culturally safe environment for staff, volunteers, residents and clients and we are extremely proud of this recognition.

This will be my final year as Chair of Helping Hand, as I made the difficult decision to retire at the end of the 2023 financial year. I would like to thank my fellow Board members, the Chief Executive Officer Chris Stewart and the Helping Hand Executive Team for their support and trust during these past three years.

Since taking on the role in 2020, I have witnessed many changes and I am proud of the work completed by our Board and its role in steering the organisation through the most challenging period of the pandemic and building on the existing levels of strong governance to prepare for the future.

In closing, I would like to express my heartfelt gratitude to the residents, clients and their families who have chosen Helping Hand. I am grateful for your trust and for the privilege to be welcomed into your lives to provide care and support.

I look forward to seeing Helping Hand continue to thrive.

Professor Brenda Wilson AM
Chair of the Board

Message from the Chief Executive Officer



2022/23 was a year of reform, growth and change for Helping Hand.

After many months of preparation, October 2022 saw the introduction of significant policies of aged care reforms, as

recommended by the Royal Commission into Aged Care Quality and Safety.

These reforms include the introduction of Star Ratings for all residential care homes that came into effect in December 2022 and a new funding tool introduced in October 2022. These two significant changes improve transparency and decision making for older South Australians and investment into quality care outcomes for the most vulnerable.

Other key reforms that we have successfully implemented include the capping of administration and management charges for Home Care clients and a 15% pay increase for many aged care workers. We welcomed this increase as it was a well-deserved acknowledgement of the hard work and dedication of a valued and essential group of workers. The increase will also assist in attracting and retaining the right people to our organisation so that we can deliver the best quality of care for all Helping Hand clients and residents.

In October 2022 we said farewell to Rob Heinjus, Executive Manager, Home Care Services and Housing, after three years with Helping Hand. The following month we welcomed James Bardsley into the role, bringing experience in the not-for-profit sector in aged care, disability and retirement living. James joined us at a time of significant growth in Home Care and has successfully realigned the structure of the team to better position the organisation for continued growth as well as the forthcoming changes to Home Care funding and delivery.

In November 2022, following a national benchmarking exercise, we were delighted to learn that Helping Hand was one of only thirty-two organisations to achieve the status of Inclusive Employer from the Diversity Council of Australia (DCA). The DCA is an independent not-for-profit peak body leading diversity and inclusion in the workplace.

We exceeded the national benchmark in all six criteria, which speaks volumes about the culture at Helping Hand and how the leadership across the organisation truly embodies our values and creates a safe and inclusive workplace.

In November 2022 we also embarked on a new era, officially welcoming Whyalla to the Helping Hand family. There was an extraordinary amount of work behind the scenes to ensure the transition was as smooth as possible for our Whyalla colleagues, residents and clients. The Whyalla community have embraced Helping Hand (and vice-versa) and we are proud to be building on our legacy of providing care and support for regional South Australians.

In the coming year we are committed to a multi-year technology roadmap which will optimise our systems across the organisation including technology, clinical systems and human resource management systems.

To support the recruitment and retention of staff we have embarked on a journey to identify a new Employee Value Proposition. Staff from across the organisation were interviewed about their experiences of working at Helping Hand. The insights they shared gave us a better understanding of what makes Helping Hand such a great place to work and identified areas we can improve on. The outcomes of this project will assist with improving the experience for current staff as well as promoting Helping Hand as an employer of choice.

Leadership has proven to be a key factor that impacts both the retention and attraction of staff and ultimately, the quality of care provided across our services. In March 2023, in partnership with Flinders University, we launched our Leading Excellence in Aged Care Delivery (LEAD) program. Thirty-five of our senior leaders are undertaking this 12-month program with monthly sessions focussing on leading self, leading teams and managing business practices. This is an innovative program and I look forward to seeing it grow over the coming years.

In 2022/23 we approved funding for the upgrade and refurbishment of levels two and three of Rotary House in North Adelaide and commenced work on our North Adelaide masterplan. These are transformative projects which will dramatically enhance our service offerings in North Adelaide.

We also made the decision to divest our retirement living village Barryne, located in Belair, which we have supported since 1999. Retirement villages are evolving to provide more care and services enabling people to continue to live independently for longer. Barryne has moved across to Kalyra, which has a strong presence in the Adelaide Hills and will provide ongoing support to residents.

I would like to extend my sincere thanks to Professor Brenda Wilson AM, who retired from her role as Chair of Helping Hand in June 2023. Professor Wilson led the Board for three years, starting in the role at the height of the Covid-19 pandemic. She provided clear and insightful leadership during a challenging time for the aged care sector, as well as playing an active role in improving our corporate governance as we implemented the aged care reform agenda.

Finally, I would also like to thank every one of the more than 2,000 employees and almost 200 volunteers who make up Helping Hand. The work we do can be hard, but it can also be incredibly rewarding and we are fortunate to have such a dedicated and compassionate team.

Chris Stewart
Chief Executive Officer



Leading Excellence in Aged Care Delivery (LEAD) launch, March 2023

Helping Hand Board

Board and Board Committee meetings are conducted regularly and canvas a range of issues including clinical care, occupational safety, financial performance, risk management and strategic direction.



Professor Brenda Wilson AM

Board Chair since August 2020

Professor Brenda Wilson has significant clinical and management experience in the healthcare industry in the public, private and not-for-profit sectors in Australia and the UK. Professor Wilson has held senior executive leadership roles across the sectors, most recently as CEO Cancer Council SA. In 2019, she was made a Member of the General Order of Australia for significant service to community health, the Arts, and to the people of South Australia through a range of roles. A former Lieutenant Governor of SA, Professor Wilson has significant experience managing health services and a deep understanding of the aged care sector.

Professor Wilson stepped down from the role of Chair in June 2023.



Chris Stewart

CEO and Board Member since January 2019. Pursuant to the Helping Hand Aged Care Inc Constitution, the CEO is also a Member of the Board of Directors.

Mr Chris Stewart has extensive executive level leadership experience across diverse sectors including professional services, financial services and healthcare. He has also consulted extensively to clients on business growth, strategy and corporate governance. Chris was a Board Director of Helping Hand for nine years and chaired the Finance and Property Committee from 2012 to 2015. He served on a range of other boards and committees, predominantly in the not-for-profit sector and is currently a Board member of Windmill Theatre Company. His qualifications include BSc (Hons); MBA; GAICD; Dip Fin. Services; Level 1 Accredited Executive Coach. Chris is passionate about leadership and bringing his commercial and consulting expertise to ensure the growth and on-going success of Helping Hand.



Associate Professor Dr Craig Whitehead

Board Member since January 2008

Associate Professor, Dr Craig Whitehead is the Regional Clinical Director for Rehabilitation, Aged and Palliative Care for Southern Adelaide Local Health Network (SALHN). He is also a member of the executive of SALHN. Dr Whitehead is a staff specialist in geriatric medicine and Chair of the Client Care sub-committee. He is also a member of the Flinders University Department of Rehabilitation and Aged Care, an active clinician in public and private practice and a Member of the Aged Care Advisory Committee that advises the Australian Health Protection Principal Committee about aged care policy related to COVID-19.



Ms Erica Benn

*Board Member
since January 2015*

Ms Erica Benn has more than 20 years experience in strategic communications, marketing, reputation management and governance across Australia and the UK. She is currently the Director, Strategic Communications for the Australian Financial Security Authority and has held senior positions at Health Workforce Australia, the BBC and the National Patient Safety Agency in the NHS. She has served on several boards and committees and is also currently Chair of the OT Advisory Board at UniSA. Ms Benn is Deputy Chair, and Chair of the Governance sub-committee.



Mr Jason Cattonar

*Board Member
since August 2015*

Mr Jason Cattonar is a finance professional focussed on delivering strategic outcomes and strong corporate governance, is a qualified Chartered Accountant with more than 15 years of financial experience within international accounting firms, and large private and public companies. He is also a member of the Institute of Chartered Accountant, Taxation Institute of Australia and the Australian Institute of company Directors. Mr Cattonar is Chair of the Finance and Property sub-committee.



**Associate Professor
Angela Scarino**

Board Member since October 2018

Angela Scarino is Associate Professor in Applied Linguistics and Director of the Research Centre for Languages and Cultures, University of South Australia. Her research and development work focuses on the role of language and culture in communication in diverse domains, including age care, and particularly in contexts of linguistic and cultural diversity. Her projects span state and national contexts in Australia as well as sustained work in Singapore, Hong Kong, Malaysia, France, Italy and New Zealand. She is currently the Chair of the Multicultural Education and Languages Committee, an advisory committee on languages and multicultural education to the Minister for Education and Child Development in South Australia.



Dr John Harvey

*Board Member
since February 2020*

Dr John Harvey is currently Chair of Rural Business Support, Studio Nine Architects and the Australian Wine Research Institute's nominations committee. He is a Non-Executive Director of headspace (the National Youth Mental Health Network), Can:Do Group and Revenir Winemaking as well as a Trustee for the Winston Churchill Memorial Trust (SA) and the South Australian Grain Industry Trust.



Ms Janet Finlay

*Board Member
since October 2021*

Ms Janet Finlay is an experienced independent company director with a strong commercial and finance background across a range of industries. A chartered accountant and former partner of Big 4 accounting firm EY, she has extensive experience in leadership, governance, business development, financial management and reporting, risk management and stakeholder engagement. Janet's other board roles include SA Water Corporation, SA Football Commission, University of Adelaide, Adelaide Oval Stadium Management Authority Limited and the Libraries Board SA.

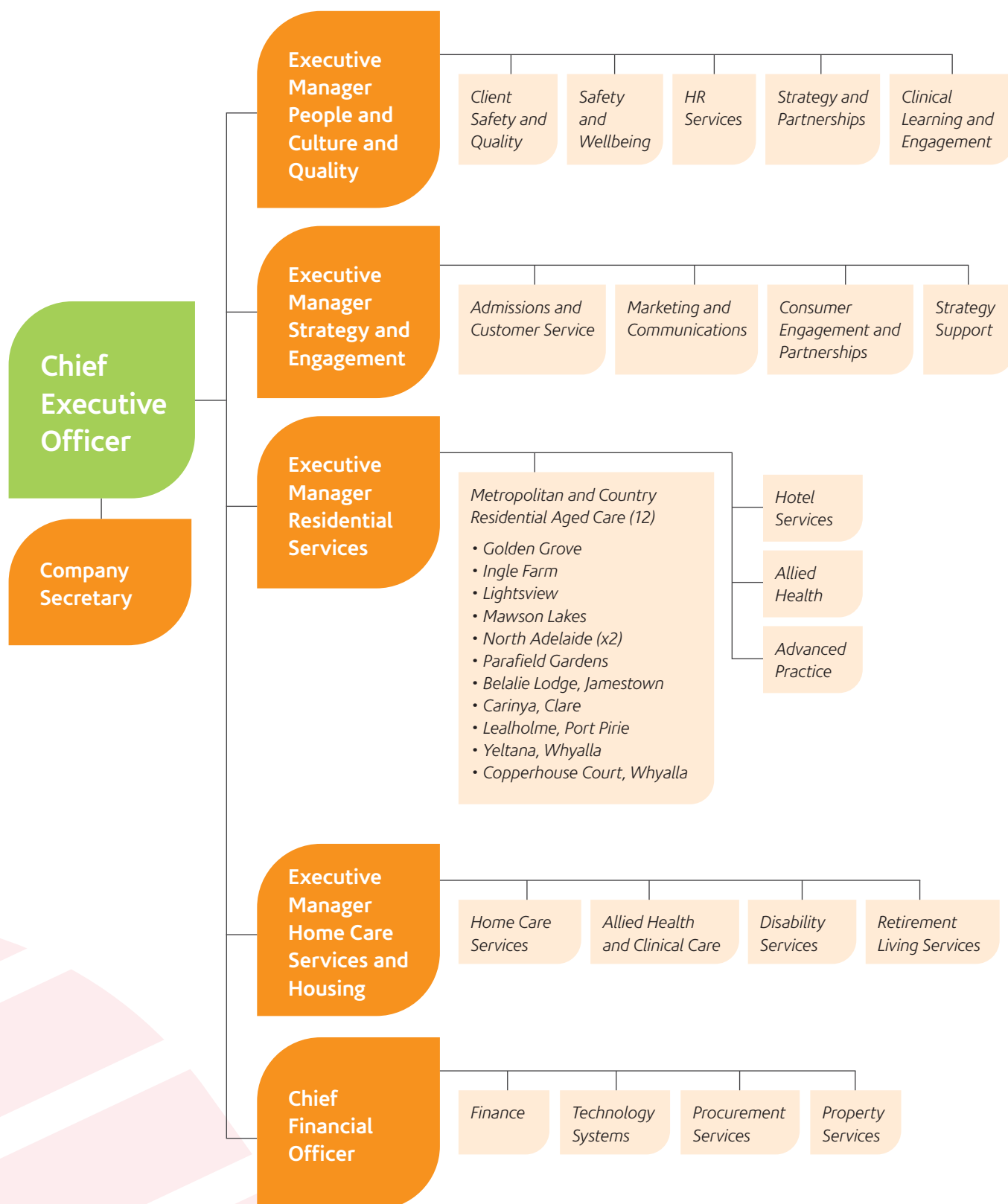


Ms Julie Cooper

*Board Member
October 2021 – November 2022*

Ms Julie Cooper is the Chair of Nova Systems Pty Ltd, a major defence engineering and technology company, and is also Chair of the South Australian Film Corporation (SAFC). She is a Non-Executive Director at Credit Union SA; ASC Pty Ltd; and the Adelaide Crows Foundation. Julie is an Advisory Board Member for the Sarah Group and is a Board Member and a Fellow of the Australian Institute of Company Directors (FAICD).

Organisation Chart



Celebrating 70 years together



Opening of Mary Seymour Girl's Hostel, 1960



Laying the Foundation Stone for the new Church, Archer Street, North Adelaide, 1962

The Helping Hand story began with the passion and purpose of an exceptional individual and a singular building in North Adelaide.

From a young age, Arthur Strange was destined to lead and care for others. His experience of loneliness whilst on leave in London during World War I led him to vow to minister to lonely people. He earned the title of 'Padre' serving in World War II and came to the Archer Street Mission, North Adelaide in April 1944. As well as his inexhaustible energy and dynamic style; he was renowned for his sphere of influence.

A group of supporters gradually developed a network of services under his leadership.

In an era when counselling and aged care services were either non-existent, or in their infancy and social security provisions were limited, this network served people of all ages and genders. Strange's reach expanded thanks to a weekly Sunday radio broadcast on Station 5AD in the 1950s. The program created the name Helping Hand by introducing him as the man who 'gives people a helping hand'.

Strange's broader vision for helping older people came together when he spotted a 'For Sale' sign on Molesworth Street North Adelaide in 1953. The Trustee gave him 12 hours to pay a deposit of £750 and secure the property.

Only able to raise £500, he called a family meeting and together they made up the rest and purchased the first building for aged care services.

The next step was to raise the balance of the purchase price and form a committee of management for the enterprise. On 4 May 1953, a meeting of the Archer Street Helping Hand Mission was held to form a management committee for the North Adelaide Helping Hand Home for the Aged.

Strange's leap of faith was a success and his capacity to raise funds and expand services to care for others began a legacy that continues to flourish and transform lives.



Opening ceremony, Westering, 1954

OUR VISION

The most trusted and exceptional partner in aged care and wellbeing services.

Strategic Plan 2020 – 2025

HOW WE WILL REALISE OUR VISION

Deliver outstanding care and service

Provide excellent clinical care and develop leading service models across our residential care homes, building scale and new capabilities.

Develop and expand our homecare enterprise into new services and locations; maintain our strong commitment to regional communities.

Strengthen our clinical governance, safety, risk management and overall transparency to exceed the quality expectations of our stakeholders.

DRIVEN BY THESE VALUES

Grow a sustainable business

Embed high standards of corporate, financial, care and environmental governance throughout the organisation.

Redevelop the North Adelaide precinct to create a world leading ageing and wellbeing community that integrates new models of housing, care and service.

Develop strategic and tactical partnerships and collaborations that enable us to grow and achieve high impact service outcomes.

Develop our team

Establish a 'one team' culture that fosters teamwork, collaboration, agility, wellbeing and client responsiveness.

Create a learning organisation that allows our entire team to grow personally and professionally; and to step into new opportunities with confidence.

Attract and retain the best talent, embrace diversity and grow capability at all levels, to support those in our care.

Excellence

Respect

Compassion

Community

FOUNDED ON OUR MISSION

We create communities and experiences to enable older people to live their best lives.



Helping Hand
new aged care

Delivering outstanding care and service



Turn Up Your Voice

Engaging with purpose

Turn Up Your Voice (TUYV) is an integral part of Helping Hand's consumer engagement program and helps us to better understand how people experience our services as well as identifying areas of improvement and celebrating what we do well.

TUYV runs over a two-year cycle across all residential homes and has five phases: discovery, reporting, co-creation, embedding and evaluation.

In 2022/23, Ingle Farm and Carinya both completed a two-year TUYV cycle.

Over the last three years, TUYV has focused on understanding residents and families and gaining a deeper insight into how they experience our services. This has given us a comprehensive insight into our service delivery and what it takes to create a positive experience.

In 2022/23, with the knowledge gained through our engagement work and the findings from the Resident Experience Survey; we co-created positive change for residents, clients and families. Examples include:

Dementia Support Group, Ingle Farm

Through TUYV at Ingle Farm, we heard from families who felt they would benefit from having an onsite support group to share their experiences with people who had a family member living with dementia at Ingle Farm.

Typically, the co-creation phase involves the engagement team running workshops on-site and in-person. However, due to Covid-19 restrictions, workshops could not be held at Ingle Farm. Rather than delay the process, the engagement team provided the Resident Liaison Officer (RLO) with all the feedback and findings. From there, they supported the RLO to introduce a Dementia Support Group (DSG).

Outcomes for family members:

- improved mental health and wellbeing
- family members commented that it was nice to feel supported and to meet people who were going through the same thing, they also said they they felt less guilty and less alone
- members of the Dementia Support Group said they have gained greater understanding and are more accepting of their loved ones in care.

“ This group is important to me as it is providing the support and information I need. It has already helped me to deal with my dad and his journey with dementia. My sons have commented on how much better I am coping since the group began. A crucial part of this group is how it enables the participants to see and feel how we are a part of the whole community of Helping Hand Ingle Farm. ”



Copperhouse Court, Whyalla team members

Communication book, Carinya, Clare

Based on feedback, and a desire for residents to feel more at home, a Communication Book has been designed to document the likes, dislikes and preferences of individual residents and is shared with the team.

Some examples of the impact the Communication Book has made include:

- A resident was finding it difficult to sleep at night. Through the book, staff learned that she liked to have a hot Milo with honey before bed. This has been incorporated into her night-time routine and it has helped her to settle easier.
- Staff became aware that a resident lived in Britain during the Blitz and as a result would feel anxious and scared during thunderstorms. With this awareness, they introduced additional comfort and support during a storm.

“ The Communication Book project enables us to capture that information that is sometimes ‘lost’ or not collected. It’s enabled us to get to know the residents likes and dislikes more personally. ”

Carinya staff member

Whyalla integration

In April 2023, the Consumer Engagement Team engaged with residents, clients, staff and families in Whyalla to learn first-hand about their experiences during the transition from Whyalla Aged Care (Kindred Living) to Helping Hand.

Staff reported a range of improvements including:

- security of employment
- larger organisation with more departments to provide support
- education and new systems.

Consumers* reported:

- more reassurance about the future
- peace of mind with a larger provider
- more professional
- security of tenancy.



A question of trust

In line with our strategic vision to be the most trusted and exceptional partner in aged care, our engagement also investigated how Helping Hand rated questions around 'trust'.

In April 2023, consumers were invited to rate Helping Hand on a scale of zero to nine on the following statements:

- Helping Hand is good at what it does.
- Helping Hand is honest.
- Helping Hand keeps its promises.
- Helping Hand is trying hard to have a positive impact on society.

Helping Hand achieved a trust rating of **6.93 out of 9** from staff and **7.31 out of 9** from consumers*.

Engagement by numbers

In 2022/23, we engaged with:

72

Residents



1887

Staff

These totals comprise TUYV, Whyalla integration, the Diversity, Inclusion and Belonging survey and Team Connect.

42

Family members & representatives



5

Volunteers

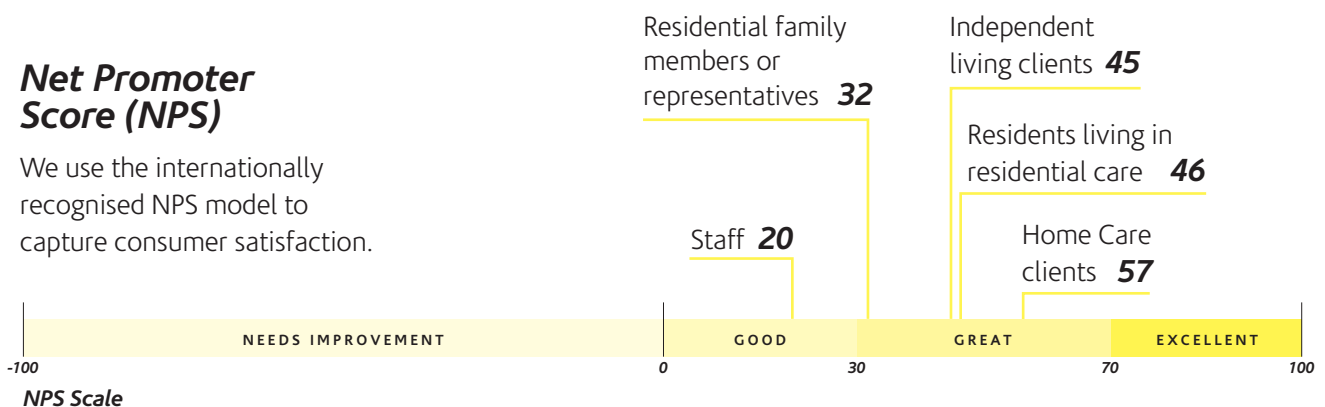


3525

Engagement responses via 'Happy or Not' kiosks located in residential care homes.

Net Promoter Score (NPS)

We use the internationally recognised NPS model to capture consumer satisfaction.





CEO Chris Stewart and RSM Carol Qiu with some of the recipients of 10-Year Certificates of Service

A decade of care and community

In December 2022, the Lightsview community came together to celebrate 10 years since opening its doors.

A beautiful afternoon tea was enjoyed by residents, staff, and members of the Executive Team, while they listened to music and reminisced with photos from the past decade. It was also the perfect opportunity for Chris Stewart, Chief Executive Officer, to present seven staff who have been a part of the Lightsview family since day one, with 10-year service certificates. The smiles on the residents' faces throughout this memorable day was testament to the amazing team and community spirit at Lightsview.

One of the team receiving her 10-year service certificate was Michelle – who had been with Lightsview since it first opened its doors. Asked why she has stayed this long her answer was quite simple – giving people purpose gave her purpose. She says helping them to achieve quality of life relative to their circumstances is incredibly rewarding.



RSM Carol Qiu and Barry

Greater choices, better outcomes

Evidence shows that very few people have an Advanced Care Directive and many older people and their families and friends are reluctant to talk about death, or their preferences should their health decline.

The Greater Choice for At Home Palliative Care program provides training and resources for people working in palliative care. The program ensures the wishes, values, and beliefs of residents are clearly documented through conversations, assessment and regular reviews – always keeping the resident at the centre of decision making. Helping Hand has been involved in the program since 2019.

Client Contact Centre

In November 2022, the Home Care team set up a Client Contact Centre, based at their metropolitan office in Salisbury South. The Client Contact Centre is a dedicated Call Centre for Home Care clients. It was implemented to more efficiently manage the large volume of daily incoming calls. This new centralized system ensures that staff answering calls are all appropriately trained to optimise the client experience.

Initially servicing metropolitan Adelaide, the Client Contact Centre has been introduced to regional areas and now services clients across South Australia.

Dementia grant

With investment through ARIIA funding, Helping Hand is implementing a staff training and environment project across three Memory Support Units, to better understand the impact of changes to physical environments from the resident's point of view. Residential homes at Clare, Parafield Gardens and Lightsview are participating and project partners include Flinders University and Dementia Training Australia. Staff will participate in education around responsive behaviours and medication management and funding will support environmental upgrades to the Memory Support Units.

Elevate

Elevate refers to services that Helping Hand chooses to offer residents to enhance the day-to-day experience of living in residential care. These services are not funded or subsidised by the Australian Government.

With a focus on wellbeing and quality of life, as well as creating a shared community, Elevate services reflect our strategic mission to create communities and experiences that enable older people to live their best lives.

In July 2022, Elevate Club was introduced at Lightsview and North Adelaide, complementing the services already in place at Golden Grove. In November 2022, Elevate Club was extended at Lightsview and North Adelaide to offer even more services including the appointment of a Resident Liaison Coordinator and lifestyle activities and café available seven-days-a-week.

Tell Touch



After a successful trial at Lightsview in late 2021, Tell Touch kiosks were rolled out to all residential care homes from July 2022. The Tell Touch kiosks and system streamlines the process of capturing feedback and experiences from residents and their families.

A review was conducted after the first six months, revealing a significant increase in the volume of feedback received.

Some key insights across all residential sites included:

- number of complaints received **increased by 30%**
- volume of positive feedback received **increased by 86%**
- there was a **23% decrease** in complaints about care and a **93% increase** in compliments about care.

Increased feedback, both positive and negative, provides the organisation with a balanced perspective of the experiences of our residents and their families and helps us to identify areas in need of improvement.

The Tell Touch system for Home Care Services will be rolled out in 2023.

Growing a sustainable business



Starting a new chapter together in Whyalla



Isobel, Yeltana

On Friday 25 November 2022, Whyalla Aged Care (Kindred Living), with the support of the Australian Government, was formally integrated into the Helping Hand family.

We are proud to be continuing our legacy of supporting older people and their families in regional South Australia, and we have been warmly welcomed by the local community.

The goal was to have the Whyalla team fully integrated into Helping Hand's systems and practices by July 2023, which was achieved thanks to the hard work, goodwill and dedication of everyone involved in the transition process.

As part of the Whyalla transition, we welcomed:

- **208** staff
- **113** residents (56: Copperhouse Court, 57: Yeltana)
- **121** Home Care clients
- **13** retirement living residents
- **11** NDIS clients.

As well as providing older people and their families access to high-quality residential, retirement and home care services the local workforce is now better positioned to continue their important work, pursue professional development opportunities and contribute to the social and economic wellbeing of the Whyalla community.

With the addition of Copperhouse Court and Yeltana, Helping Hand now operates five residential care homes in regional South Australia. Homes that were built by their local communities and that we have respectfully transitioned to Helping Hand to ensure that more regional South Australian families have access to high quality aged care services.

Focus on capital works and infrastructure

Mawson Lakes Residential Care Home

Purchase of new furniture, artworks, and window treatments for the Memory Support Unit



Salisbury South Home Care

Office refurbishment



Parafield Gardens Care Home

Laundry refurbishment



Barryne Retirement Village, Belair

Refurbishment of retirement units



BEFORE



AFTER



Focus on home care

As of June 2023, Home Care was supporting 1,567 clients through the Commonwealth Home Support Program (CHSP) and 910 clients receiving a Home Care Package (HCP).

Behind these statistics are the personal stories of older South Australians living independently in their own homes and communities and the dedicated cohort of care workers, allied health professionals, domestic,

gardening and maintenance teams and administrative staff supporting them at every stage.

As of June 2023, 910 Home Care Packages (HCP) were supported across metropolitan Adelaide and regional South Australia.

In 2022/23 the Home Care team delivered a total of **197,358** hours of service either through a Home Care Package or CHSP.

Transformative technology

Helping Hand is focussed on updating and introducing new digital systems across the organisation through a new program called – Business Transformation Enabled by Technology.

Seamless and integrated digital systems can support staff in many ways including having to spend less time on duplicate paperwork, making it easier and quicker to access the right information and ensuring we meet our legislative requirements.

The program was announced in May 2023 and will be implemented over three to five years.

Some of the initiatives already delivered include:

HR self-service: a centralised portal for staff to access payslips, leave balances and personal information in one secure location.

DoneSafe: a new staff hazard and incident reporting system.

RiskMan: upgrades to the client incident reporting system where staff submit reports to the system without the need to fill in paper forms.

Moving on Audits: an audit and quality improvement system where site and service managers can complete audits, manage their continuous improvement activities and report mandatory indicators.

In 2022/23, work continued revitalising the Helping Hand website to improve navigation pathways for existing and prospective clients. The website is expected to be relaunched in early 2024.

On the road

In 2022/23, Helping Hand was back on the road, engaging with people looking to pursue a career in aged care, speaking to prospective clients about our services in metropolitan Adelaide and regional South Australia and showing our support across the community.



Disability, Ageing and Lifestyle Expo *October 2022*

Helping Hand participated in the 2022 Disability, Ageing & Lifestyle (DAL) Expo held at the Adelaide Showground. The DAL Expo brings together hundreds of products, services and information relating to the disability and ageing sector and is the largest event of its kind in South Australia. Our presence at this high-profile event which attracted hundreds of people was an opportunity to showcase our services across Home Care and Residential Services and enhance and promote our standing as an employer of choice.



Feast Festival – Picnic in the Park *November 2022*

On Sunday 27 November 2022, a group of volunteers from across our organisation represented Helping Hand at Feast Festival's Picnic in the Park. It was a brilliant day with lots of colour and loads of glitter!

Most importantly, it was a great opportunity to demonstrate Helping Hand's ongoing commitment to the LGBTQIA+ community both as an employer of choice and an inclusive and welcoming aged care provider.



The Big Meet *March 2023*

Helping Hand took part in The Big Meet a careers fair aimed at university students and recent graduates. Staff from Student Placement, Recruitment, Allied Health and Nursing teams spoke to hundreds of students sharing information on how to apply for jobs with Helping Hand, current vacancies, required qualifications, graduate pathways, and volunteering. The face-to-face engagement was a great way to talk to prospective employees about the opportunities of a career in aged care and promote Helping Hand as an employer of choice.

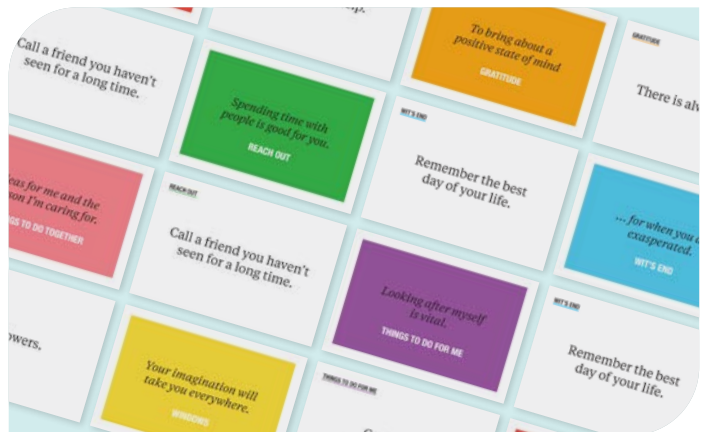
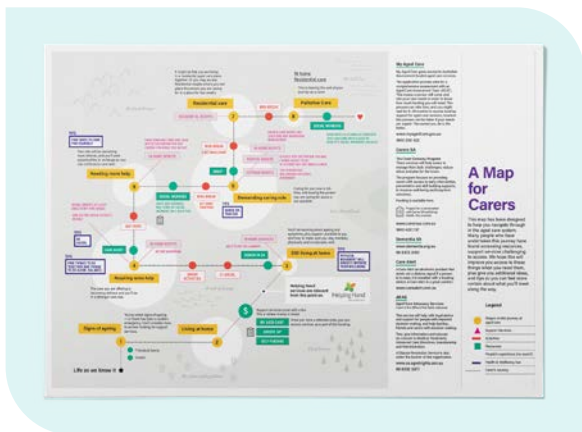


Eyre Peninsula Field Days (Cleve) *August 2023*

After an absence of four years due to COVID, the Eyre Peninsula Field Days finally returned to the town of Cleve and Helping Hand was delighted to once again be a part of it.

Members of the Home Care team promoted our service offerings across the Eyre Peninsula as well as showcasing Helping Hand as a great place to work and sharing their expertise and knowledge with the local community on how to best navigate the aged care system.

Redefining respite



Whether formally recognised or not, most Home Care clients have a family carer. We know that carer guilt is the single biggest barrier to asking for help. We also know that when carers do not have some planned respite, a crisis can quickly arise.

Helping Hand embarked on a discovery and co-design process with six carers – three living in Adelaide and three living in Clare. We listened to their experiences so we could better understand their needs as carers.

One of the results of this process was the creation of tools to support carers to reduce burnout and inspire self-care, support their navigation of the aged care system and services, and encourage uptake of respite services.

The tools include a Map for Carers and Carer Cards.

The Map for Carers tracks the client and carer journey and details respite services, activities, and resources available at every stage of the journey.

The Carer Cards provide touchpoints for carers, based on the areas of needs identified during the development of the project. Both these tools support carers and clients to feel more assured and prepared about the challenges and joys they may meet along the way.

We're delighted that our Home Care Services team will be using these resources as part of their customer service approach with carers of Home Care clients.

This project was funded through a Perpetual IMPACT Philanthropy grant.



Developing our team



Diversity, inclusion and belonging strategy

As an organisation we are privileged to be a blend of people from a variety of cultures, languages, religions, identities, backgrounds, and beliefs. Our team members, volunteers, residents, and clients all form part of our unique community.

Helping Hand is committed to creating a safe and inclusive environment. In 2022/23 we developed and introduced a new 2023 – 2025 Diversity, Inclusion and Belonging Strategy to support the workforce and consumers.

The purpose of this strategy is to demonstrate our commitment to the principles of diversity, inclusion and belonging for all stakeholders.

This strategy guides us on how we provide a culturally, linguistically and psychologically safe environment for our community.

Specifically, we wish to:

- eliminate racism in the workplace
- develop and enact our Reconciliation Action Plan
- achieve gender equality in our organisation
- draw upon our diversity to change practices and ways of working, where appropriate
- embed diversity, inclusion and belonging into all that we do.

Forgotten Australians

Real Care Second Time Around continues to make a positive impact across the country.

Resources which have been developed and co-designed with Forgotten Australians and Care Leavers are being used and recognised by aged care organisations across the country.

The first training program developed through this project called *Working with aged care clients who experienced childhood trauma in 'care'*, is proving a compelling resource for aged care staff:

- 99% agreed that their awareness was raised and that their understanding of how trauma impacts behaviour has improved and all participants agreed that their ability to provide quality care as a result of the training program had improved.

The Australian Government has adopted the training for its My Aged Care (MAC) workforce which includes:

- agents in the My Aged Care call centre
- Aged Care Specialist Officers (ACSOs) at Services Australia
- ACAT and RAS assessors
- Care finders.

The National Aged and Community Care Roundtable for Forgotten Australians launched its new website in April 2023. The website offers a comprehensive range of resources, latest news, stories and events. forgottenaustraliansroundtable.com.au

In partnership with Relationships Australia SA, a new online training module is being developed. When implemented it will support aged care staff working around the country to have more confidence connecting with residents and clients with diverse lived experience.

A national trial is also underway to embed trauma-informed care across several residential care homes in Queensland and South Australia. A Community of Practice has been formed within the UnitingCare network to embed the existing resources and evaluate their impact. After one year we will evaluate the effectiveness of the training, measure the impact it had on Forgotten Australians and Care Leavers and staff, and create a toolkit to assist future implementation within residential aged care in Australia.

This projects is supported by the Australian Government.

RN graduate program

Helping Hand has partnered with the Aged and Community Care Providers Association (ACCPA) to enrol 12 Registered Nurses into a program which will support their transition into the workforce.

ACCPA offers a 12-month Aged Care Nurse Transition to Practice program to provide guidance to graduate nurses in their first year of clinical practice. The program offers support through mentorship, online professional development sessions by expert clinicians, and portfolio development.

Helping Hand has bolstered this offering by providing two years of engagement for additional employment security and localised learning with a commitment to turn theory into practice.

Participants are also given the opportunity to specialise in an area of choice during the second year, such as wound management, dementia or palliative care. This enables them to work towards becoming 'subject matter experts' which will benefit residents, clients and the workforce alike.



Helping Hand welcomes Registered Nurses participating in the program

Taking the LEAD

In March 2023 Helping Hand launched the Leadership Excellence in Aged Care Delivery (LEAD) program, designed in partnership with Flinders University.

Thirty-five current and emerging leaders were invited to participate in the LEAD program which runs for 12 months. Supported by one-on-one coaching opportunities, the program provides a range of contemporary strategies to assist participants to effectively navigate the significant level of reform impacting the Aged Care sector. The program explores three core pillars – *Leading self, Leading others and Leading the organisation*. So far, participants have reported that the program has challenged their thinking and they have actively applied their learnings when interacting with their teams.

Helping Hand recognises the importance of investing in its leaders, both as individuals and as a collective group. With the support of Flinders University, we look forward to seeing our leaders continue their personal growth and strengthening their connections across the leadership team throughout the year.

Employee Value Proposition

The ability to attract, engage and retain a professional and cohesive workforce is a critical challenge for the aged care sector.

In 2022/23 work commenced on developing an Employee Value Proposition (EVP) to position Helping Hand as an employer of choice and attract, engage and retain staff with the skills, talents and commitment to make a difference.

Recognising that existing staff will also benefit from the development of a meaningful and authentic EVP, we invited people from across the organisation to share their insights, ideas and experiences. The objective was to ensure that the development of the EVP reflected the lived experience of people who work for the organisation and who are passionate about the sector.

For Helping Hand, a well-articulated and accessible EVP will help us stand out in a competitive labor market; create pathways to re-engage with staff and continuously improve the quality of care and services we offer.

Helping Hand's Employee Value Proposition was launched in late 2023.

Financial summary

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2023

	2023 \$'000	2022 \$'000
Operating income		
Revenue from Services	141,175	115,060
Other income	13,172	9,797
Total operating income	154,347	124,857
Operating expenditure		
Employee expenses	109,133	94,284
Finance costs	186	97
Administration expenses	3,431	3,309
Depreciation and amortisation	8,082	7,639
Repairs and maintenance	2,971	2,360
Other expense	21,146	17,813
Refundable Accommodation Deposit Lease Expense	9,570	5,472
Total operating expenditure	154,519	130,974
Net surplus / (Deficit) from operations	(172)	(6,117)
Other comprehensive income		
Acquisitions / Divestments	(998)	
Total comprehensive surplus / (Deficit) for the year	(1,170)	(6,117)



Statement of financial position

For the year ended 30 June 2023

Assets	2023 \$'000	2022 \$'000
<i>Current Assets</i>		
Cash and cash equivalents	29,157	20,010
Trade and other receivables	2,700	6,956
Financial assets	11,237	1,200
Total Current assets	43,094	28,166
<i>Non-current assets</i>		
Other financial assets	2,656	1,689
Investments accounted for using the equity method	5,108	4,108
Resident funded units	26,765	24,855
Property, plant and equipment	238,695	237,201
Right-of-use assets	1,283	1,693
Total non-current assets	247,507	269,546
Total assets	317,601	297,711
Liabilities		
<i>Current liabilities</i>		
Trade and other payables	8,700	10,665
Subsidies received in advance	10,457	11,949
Provisions	14,556	12,414
Lease liability – current	393	379
Refundable Accommodation deposits (RAD)	152,675	132,958
Resident funded units (RFU) licenses	13,522	10,844
Total current liabilities	200,303	179,209
<i>Non-current liabilities</i>		
Provisions	3,636	3,246
Lease liability – non current	890	1,314
Total non-current liabilities	4,527	4,560
Total liabilities	204,829	183,769
Net assets		
Accumulative funds	37,659	18,993
Asset revaluation reserve	75,113	75,113
Capital grants reserve	—	17,396
Trust and id funds	—	2,440
Total equity	112,772	113,942



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Helping Hand
new aged care