



# Annual Review

2020/21

Celebrating  
our milestones  
and successes



**Helping Hand**  
*new aged care*

Helping Hand acknowledges the traditional owners of the lands on which our residential care homes, retirement villages and offices are located, and where our Home Care services are delivered; and pays its respects to Aboriginal and Torres Strait Islander Elders, past, present and future.



**Front cover:** In a year where COVID-19 continued to challenge and shape our approach to delivering safe, high-quality care for older people, we continued to find inclusive ways to connect and celebrate.

The Armchair Travel series at Golden Grove Residential Care Home brought the world of travel a little closer for residents, families and staff. Armed with passports, airline tickets and samples of local cuisine, residents headed for destinations far and wide. For staff and residents, the Armchair Travel series was an opportunity to share stories and culture and to rediscover how connected we all are.

In 2020/21 our Golden Grove travellers experienced Ireland, England, the Philippines, Japan, Hong Kong, China and India. Staff and volunteers shared their culture, experiences and heritage with residents and families.

Caption: In June 2020, residents Joyce Ellicot, 93, and Ruby Harrison, 87, celebrated the wonders of India with Pritpal Kau, Namita Gautam and Shubhdeep Kaur. Photographer: Tricia Watkinson

# Contents



Introduction to Helping Hand	4
------------------------------	---

Message from the Chair	6
------------------------	---

Message from the Chief Executive Officer	8
--	---

Helping Hand Board	12
--------------------	----

Delivering outstanding care and service	17
---	----

Clinical Governance Framework	18
-------------------------------	----

Engaging with purpose	20
-----------------------	----

Turn Up Your Voice	20
--------------------	----

Engagement by numbers	22
-----------------------	----

Exceeding national benchmarks	22
-------------------------------	----

The COVID-19 effect	23
---------------------	----

Redesigning respite	25
---------------------	----

Real Care the Second Time Around	26
----------------------------------	----

Retirement living stories	28
---------------------------	----

Helping Hand 2020/21 scorecard	30
--------------------------------	----

Growing a sustainable business	32
--------------------------------	----

Growing Home Care	33
-------------------	----

PETRA study	35
-------------	----

Capital works and infrastructure	36
----------------------------------	----

Developing our team	38
---------------------	----

A study in innovation	39
-----------------------	----

My Home Life leadership program	40
---------------------------------	----

Dementia Scholarship	42
----------------------	----

LGBTIQA+ position statement	43
-----------------------------	----

Outstanding customer service	43
------------------------------	----

Fundraising 2020/21	44
---------------------	----

Financial summary	45
-------------------	----

Financial summary	46
-------------------	----

Statement of financial position	47
---------------------------------	----

# Introduction to Helping Hand

Helping Hand is a not for profit organisation and a member of the Uniting Care Australia network.

Helping Hand has grown considerably since it was first established in 1953 and retains its core commitment to delivering innovative, inclusive and responsive services for older people to support them to live their best lives.

Every year, we positively impact on the lives of thousands of South Australians as well as their families, friends and local communities.

Overseeing our organisation is the Helping Hand Board which provides strategic oversight of our governance frameworks, finances, care governance, risk management and operational performance.

Continuous improvement and sharing ideas and knowledge across the sector are integral to our approach and we have strong partnerships and alliances with the tertiary sector and across the aged care sector.

Helping Hand is a member of LASA (Leading Aged Services Australia), Shelter SA, COTA SA and the SA Innovation Hub.

Helping Hand has ten fully accredited residential care homes that provide permanent care, respite and specialist dementia care services. Collectively these homes have 854 licensed beds.

Across the State, as of June 2021, Helping Hand supports approximately 2,364 clients through the Commonwealth Home Support Programme and 601 Home Care Packages, and we manage 130 retirement living units across three metropolitan and three regional locations.

## Residential care homes in metropolitan Adelaide:

- Golden Grove
- Ingle Farm
- Lightsview
- Mawson Lakes
- North Adelaide
- Parafield Gardens

## Retirement units in metropolitan Adelaide:

- Belair
- Prospect
- North Adelaide

## Residential care homes and retirement units in regional South Australia:

- Clare
- Jamestown
- Port Pirie





### Our locations in Metropolitan Adelaide

-  Residential Care Homes
-  Retirement units
-  Home Care office
-  Corporate office



### Our locations in Regional South Australia

-  Residential Care Homes
-  Retirement units
-  Home Care offices



# Message from the Chair

**It has been more than a year since I joined the Board of Helping Hand and although it will probably be recorded as one of the most challenging years for the aged care sector, I have no regrets.**

I am constantly impressed by the quality of our Leadership team and staff at Helping Hand who are committed to following our corporate values of excellence, respect, compassion and community.

The *2020-2025 Strategic Plan* defines the road map for the future, and the context and rationale for how we make decisions that best align with our vision. The Board regularly reviews the impact of this plan on the people we aim to serve, to ensure it remains on track to deliver its stated outcomes.

The Royal Commission into Aged Care held its final hearing in October 2020. The Commission released its final report in March 2021, heard from 641 witnesses and received more than 10,000 submissions, including presentations from Helping Hand. The recommendations provide an opportunity to challenge existing practices in the aged care sector and to ensure we provide the highest level of care to maximise the health and wellbeing of the people who choose to utilise the services we offer.

In addition, 2020 was the year that COVID-19 changed the lives of people around the world and continued to do so into 2021. The impact of COVID-19, on people living in residential care homes was challenging for all concerned, and a stark reminder of the responsibilities we take on as an aged care provider.

As I visited our sites across the State, getting to know our staff and residents, I was impressed with the resilience and positivity I observed everywhere I went. This demonstrates that our values are embedded deeply in our culture and that our clients are well cared for.

As well as adjusting to new safety and screening protocols and keeping everyone informed as Emergency Directions changed, I was impressed by the way our staff went that extra mile to ensure that clients could still connect with families and friends, providing them with much needed reassurance and social interaction.





The Board takes seriously its role in ensuring good governance and during 2020/21 we endorsed a range of updated policies that encompassed areas such as care and service delivery, ethics, consumer engagement, privacy and confidentiality. Regularly reviewing our policy frameworks ensures they are responsive to new developments, legislation and reflective of the changing values in society.

The sanction at Lealholme in 2021 was the first of its kind for Helping Hand. It presented a serious challenge for Helping Hand, and the people at Lealholme, their families and our staff. We believe as a team, we have emerged stronger and more cohesive because of this sanction, and will continue to deliver the best care possible going forward. The Commission's decision to lift the sanction earlier than expected, was a vote of confidence in our CEO, Chris Stewart, the Leadership team, and our staff, and a benefit to residents and families of Lealholme. It was reassuring for the Board to see how capably this sanction was managed by everyone concerned.

2020/21 has been an intense, challenging, and insightful time for Helping Hand and for the aged care sector generally in Australia, and the Board is confident we are on track to deliver safer, better care for our customers.



On behalf of the Board, I would like to take this opportunity to thank Chris, the Leadership team and our dedicated staff across all our sites at Helping Hand, we couldn't have survived such a challenging year without your resilience and commitment to delivering excellent care with respect and compassion.

**In closing, I thank the Reverend Gayle McClimont and Priya Chadha for their significant and valued contributions during their terms on the Board and wish them well in their future endeavours.**

**Professor Brenda Wilson AM**  
Chair of the Board



## Message from the Chief Executive Officer

Every September we focus on recognising individual service milestones and celebrating goals and achievements. Staff Appreciation Month is an opportunity to stop and reflect on the integral role that everyone can play, in supporting older people to live their best lives.

This *Annual Review* is also an opportunity to reflect on our shared goals and achievements. To shine a light on some of the innovative and transformative activities that align with our strategic vision to be the most trusted and exceptional partner in aged care and wellbeing services.

As we navigated the second year of the COVID-19 pandemic, our *COVID-19 Risk Management and Crisis Management Plans* were reviewed and improved upon. Helping Hand was selected to conduct a COVID-19 outbreak simulation exercise at North Adelaide, with SA Health and the State Command Centre. This was an excellent opportunity to see how our plans would respond when tested against different scenarios. By early 2021, our focus moved towards the rollout of the vaccination program across all our residential care homes and meeting the requirements for residential care staff, contractors and volunteers to be vaccinated. Coordinating vaccination clinics at metropolitan and regional sites and supporting staff to ensure they were aware of the changes, and making informed choices, was a significant undertaking.

While COVID-19 often appeared to take centre stage, many other projects, partnerships, collaborations and services were delivered, or initiated in 2020/21.

For example, in 2020, COVID-19 restrictions in residential care homes meant that allied health clinics could not continue as normal. This led to a community partnership with the Parafield Gardens Recreation Centre to establish an allied health clinic at their site, a partnership that continues to this day.







In January 2021, we opened a new Care Awaiting Placement (CAP) unit at Parafield Gardens Residential Care Home. CAP offers hospital patients short-term care in a comfortable setting, while they await permanent residential placement or other types of care. In the three-month pilot phase, we supported 105 patients from Modbury and Lyell McEwin Hospitals. The success of the pilot and positive feedback from SA Health, led to a 12-month extension of the program.

We also made some changes to our community respite services in metropolitan Adelaide. After careful consideration, we closed Styles House in June 2021 in favor of opening two new community respite day clinics at Ingle Farm Residential Care Home and the RSL Hall in Salisbury. Our community respite services are an essential circuit breaker for carers, and as we move forward, we may consider different options for overnight respite as well.

On the Home Care front, we welcomed the Federal Government's budget announcement of funding for 80,000 Home Care Packages, as part of their multi-billion-dollar investment into aged care. In the past year, our Home Care team delivered more than 23,000 hours of services every month, experienced 21% growth; and achieved a 9 out of 10 satisfaction

rating in a recent customer feedback survey. This is an outstanding outcome given that the team was continually adapting and modifying their services to operate safely in a COVID-19 environment.

There were some tough challenges to work through this year.

In March 2021, the Aged Care Quality and Safety Commission (the Commission) advised us that Lealholme, in Port Pirie, was non-compliant across two of the 42 requirements in the Aged Care Quality Standards. As a result, the Commission took regulatory action and imposed a sanction on Lealholme, for six months. This was our only sanction in almost 70 years, and frankly, it was devastating news. We were committed in our efforts to address the issues that led to the sanction and to support the staff, residents, families and the local community. This was a period of intense effort as we introduced long-term sustainable changes. We were very grateful that the Commission lifted the sanction before the six-month period. Nonetheless, this experience has given us a different perspective of the often interconnected challenges in residential aged care, particularly, how we grow and retain a skilled workforce in regional communities.



This year, we said goodbye to two Helping Hand stalwarts. Our Chief Finance Officer (CFO), Adrian Ware, retired after 13 years (that's 13 budgets and 13 audits!). Adrian's steady and thoughtful approach supported the expansion of our Home Care and Residential services. More than \$110m worth of capital projects were successfully rolled out under his watch. In 2021, Reverend Gayle McClimont, also retired after almost 20 years of service to Helping Hand. Gayle started out with one volunteer, working across seven sites and oversaw the expansion of Chaplaincy services and Pastoral Care to include a coordinator and almost 100 Pastoral Care volunteers, working across our homes. She also served on the Helping Hand Board since 2002. What an amazing contribution to the Helping Hand story.

In August 2020, we welcomed Professor Brenda Wilson AM to Helping Hand as the Chair of the Board. Brenda's perspectives on governance and the extensive government, healthcare, business and clinical experience that she brings to the organisation is highly valued.

From the redevelopment of the North Adelaide Precinct, to growing our Home Care services, through to responding to the recommendations from the Royal Commission into Aged Care, this is a period of opportunity and growth. There are opportunities on the horizon, and we are ready. As an organisation, we will continue to adapt and flex accordingly, as we position ourselves for a very different environment.

**I sincerely thank our Board, the Executive team and the talented and committed people at Helping Hand for their hard work and resolve over the past twelve months.**

**Chris Stewart**

Chief Executive Officer



# Helping Hand Board

The Helping Hand Board is a skills-based board and promotes the highest standards of good governance. 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.



## Meet the Board



**Professor Brenda Wilson AM**  
Chair since August 2020

Professor Wilson AM is the Lieutenant Governor of South Australia and the Chair of the Clinical Quality and Innovation Committee at SA Health. She serves on several boards and committees, including roles as a director of the Women's and Children's Health Network, and the Adelaide Community Health Care Alliance (ACHA). She is also a member of the Flinders University Council and Executive Council and an adjunct Professor at Flinders University and UniSA. Professor Wilson is widely known for having served as Chief Executive at Cancer Council SA from 2003 to 2015, and has significant experience managing health services, together with a deep understanding of the aged care sector.



**Dr Craig Whitehead**  
Member since January 2008

Dr Whitehead is a staff specialist in geriatric medicine and Chair of the Client Care 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.



**Silvia Caricasole**  
Member since January 2013

Silvia Caricasole is a leading professional in the enterprise business, architecture and business process management field. She has more than 15 years' experience in the information, communications and technology sector through consulting roles working for blue chip organisations in the UK and technology services organisations in South Australia.



**Erica Benn**  
Member since January 2015

Erica Benn is Chair of the Governance Committee and has a background in marketing and communications having worked both in Australia and the UK. Erica is an Assistant Director for the Australian Financial Security Authority and had previous roles at St Peter's College, the University of Adelaide, Health Workforce Australia, the BBC, the National Patient Safety Agency (part of the National Health Service) and the London Fire Brigade. She is a member of the OT Advisory Board at UniSA.



**Jason Cattonar**  
Member since August 2015

Jason Cattonar is Chair of the Finance and Property Committee and a finance professional focused on delivering strategic outcomes and strong corporate governance. Jason 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 the CFO of Cobham Aviation Services, a member of the Institute of Chartered Accountants, Taxation Institute of Australia and the Australian Institute of Company Directors.



**Associate Professor Angela Scarino**  
Member since October 2018

Associate Professor Scarino is an Associate Professor in Applied Linguistics and Director of the Research Centre for Languages and Cultures, UniSA. 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**  
Member since February 2020

Dr Harvey is currently Chair of Adelaide based Can:Do Group, which provides services to people who are vision or hearing impaired. He is also Chair of Studio Nine Architects and Rural Business Support, Non-Executive Director of the National Youth Mental Health Network (Headspace), Revenir Winemaking, a Trustee for the Winston Churchill Memorial Trust (SA) and the South Australian Grain Industry Trust.



**Julie Cooper**  
Member since October 2021

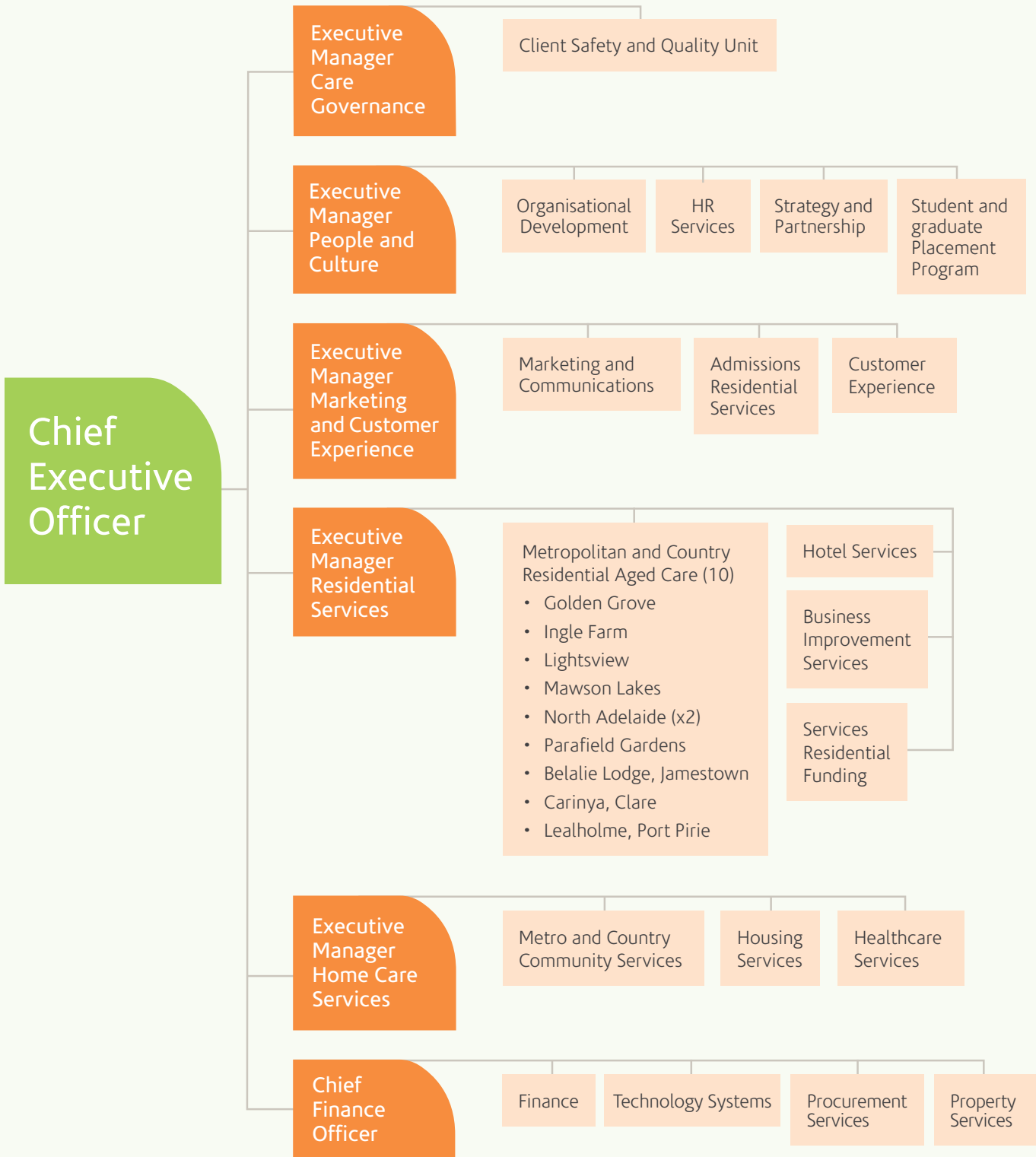
Julie Cooper, FAICD, is the Chair of Nova Systems Pty Ltd, a major engineering and technology company, and is a Non-Executive Director at Credit Union SA. She is an Advisory Board Member for the Sarah Group, one of South Australia's most successful construction companies; and is a Board Member of the Adelaide Crows Foundation. Julie is also a member of the Council of the Australian Institute of Company Directors (AICD). A former Management Consultant for the global consulting firm, McKinsey & Company, she has supported clients in sectors including health, defence, retail, oil and gas; and has worked in Australia, the UK, Europe, Asia, and the Middle East. Prior to joining McKinsey, Julie worked for BAE Systems (Australia and UK) and has worked in the banking and brewing sectors in South Australia.



**Janet Finlay**  
Member since October 2021

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 Four 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, St John Ambulance SA and the Libraries Board SA.

# Organisation chart



# 2020-2025 Strategic Plan

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.

### 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.

DRIVEN BY THESE VALUES



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*





# Clinical Governance Framework

“Clinical governance is everyone’s responsibility, and we all have an obligation to act.”

The updated *Clinical Governance Framework 2021-2022* was launched in May 2021. It was rolled out across the organisation; including workforce, clients, residents and their families.

Helping Hand’s *Clinical Governance Framework* supports our clinical and non-clinical staff in providing safe clinical care and delivering services that are based on the needs, goals and preferences of people in our care. The Framework is designed to deliver people-centered, high-quality care – every single time. Through this Framework, everyone who works and delivers services for Helping Hand is accountable for continuously improving the standard of care and services and for contributing to a working culture which supports excellence in clinical care and service delivery. This ethos extends to our volunteers and visiting health professionals.



The Framework aligns with our strategic direction and the Aged Care Quality Standards.

The Framework is based around six principles of care:

- communication and relationships
- leadership and culture
- consumer partnerships
- organisational systems
- mentoring and reporting
- effective workforce.



Sharing the *Clinical Governance Framework* with staff and residents at North Adelaide.





## Engaging with purpose

### Turn Up Your Voice

Consumer engagement is an active process of participation and partnership that improves decision making, increases satisfaction and awareness of our services and brings into focus issues that might not otherwise be heard.

#### We engage often, and with purpose.

Turn Up Your Voice (TUYV) forms part of Helping Hand's consumer engagement program and is an important pathway to listen, engage and connect with our clients.

In 2020/21, TUYV actively engaged with 402 people, including:

- 217 people living in residential care home
- 40 family members and representatives
- 32 volunteers in residential care
- 91 staff
- 10 Home Care clients
- 12 Home Care staff.

#### Below and next page:

Through TUYV at Parafield Gardens, we heard that residents like to participate in everyday activities such as helping to cook the BBQ, washing dishes and baking. So we co-designed an 'everyday activities' project for residents to do just that.





“Consumer engagement is a mindset – not a technique.”

Dr Julie Gregory

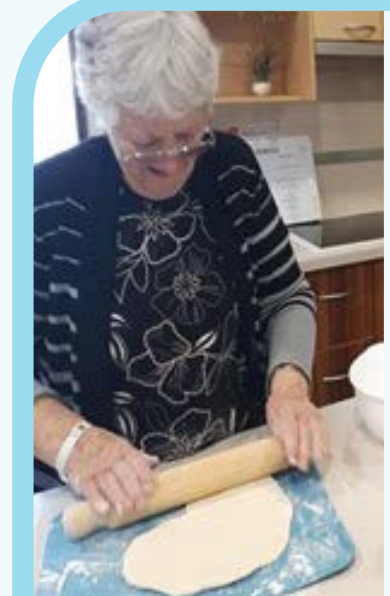


There are five phases of TUYV and these are conducted over a two-year cycle: discovery, reporting back, co-create, embedding, evaluation.

### The TUYV journey so far...

- all our residential homes have completed the discovery phase
- six homes are currently co-designing projects based on discovery and reporting back
- three residential care homes have completed and embedded co-designed outcomes and are currently completing evaluation. The learnings from these successful projects are being shared across the organisation.

In May 2021, the team travelled to Port Lincoln to implement discovery, reporting back, and co-creation with staff and Home Care clients in the region.





## Engagement by numbers

In addition to *Turn Up Your Voice* activities, the Consumer Engagement team delivered a range of activities. In 2020/21, they engaged with more than 1,600 people across the organisation, including clients, families and volunteers.

## Exceeding national benchmarks

Using the internationally recognised **Net promoter score (NPS)** model, we captured customer satisfaction, the willingness of customers to recommend a service, and brand loyalty.

The Australian NPS benchmarking score for residential aged care is currently +48.72. Helping Hand's **NPS** is currently tracking at +58.

Groups	Industry benchmark	How we scored
Score from residents living in residential care	48.72	55.56
Score from residential family members or representatives	60.80	65
Score from Home Care clients	37	68
Score from Home Care family members or representatives	23	54.17

**Sources:** The QPS benchmarking performance report 2020 and The Catalyst Report 2021, Home Care Industry study.





## The COVID-19 effect

In mid-July 2020, Helping Hand commenced a survey of residents, families, volunteers, clients and staff to see the impact of COVID-19 from a range of different perspectives.

A total of 817 people shared their experiences with us.

Their overwhelming response was they trusted the decisions Helping Hand made and appreciated the way we managed our response to COVID-19. 90% of respondents felt that Helping Hand played a role in supporting them during COVID-19.

**Below:** On Wednesday 10 March 2021, Helping Hand held its first resident COVID-19 vaccination clinic. 93% of residents from Doreen Bond House at North Adelaide were vaccinated. A second clinic was held the following day. Mrs Ruth Murdock (pictured below) became the first Helping Hand resident to receive a COVID-19 vaccination.









## Redesigning Respite

A group of six carers who are family members of regional and metropolitan Home Care clients are participating in a co-design project to redesign respite.

Maxine, Frank, Andrew, Rhonda, Graham and Jean have been incredibly generous with their time and experiences. Their collective insights will help us to re-imagine how we communicate about respite and how we design and deliver respite services in future.

**The project is expected to be complete in 2022.**

This project is funded by the Perpetual IMPACT fund and is being designed in partnership with the Australian Centre for Social Innovation and Svelte Studios.

**“All of our experiences with respite have been in emergency situations and quite traumatic. It would be good to have a more open and planned discussion around caring and respite.”**

**Redesigning respite participant,  
Andrew**





## Real Care the Second Time Around

A focal point in 2020/21 for the Real Care the Second Time Around team was to support Forgotten Australians and Care Leavers to access aged care support; as well as support the aged care sector to better understand and engage with people identifying as Forgotten Australians.

### This included:

- Developing a Top 10 questions brochure, a guide for Forgotten Australians/Care Leavers making decisions about residential care. This brochure was included in the Canberra Institute of Technology's new e-training module about Forgotten Australians/ Care Leavers. It was also circulated throughout the aged care sector by the Commonwealth Department of Health's Aged Care and Diversity section and is available to all aged care organisations that support this group.
- Facilitating an About ME workshop for co-design members to develop their own one-page summaries of what's important to them and what they need. About ME profiles are used widely internationally and reduce the need to re-tell stories of trauma and help build understanding and connection.
- Developing a training resource for the aged care sector, in partnership with Relationships Australia and the Australian Institute of Social Relations, for people who have experienced trauma in care.

**“Helping Hand understands the need for all individuals to be heard, to feel safe and to be cared for. This is especially important for those whose life experiences have caused them harm.”**





## Retirement living stories

**“For a community to be whole and healthy, it must be based on people’s love and concern for each other.” Millard Fuller**

Situated behind St John’s Uniting Church Memorial Hall is Helping Hand’s smallest retirement community. Comprising four units, it is home to four women whose lives have been shaped by family, faith and friendship.

For mother and daughter, Dawn and Bev, Helping Hand has been part of their family story for three generations.

Now aged in her 90s, Dawn moved into her retirement unit more than a decade ago. Her inviting and cosy home is filled with photos and reminders of the wonderful family life she shared with her husband Eric.

Dawn grew up on the Eyre Peninsula and at 18 years of age, volunteered to ‘do her bit’ for the war effort at home. She became a search light operator at an airfield on the outskirts of Perth. ‘It was all arranged with the greatest secrecy. No one knew where we would be sent to, but when the train got to Port Augusta and turned left – we had a fair idea where we were going!’

Before reporting for duty, Dawn became engaged to Eric (pictured, below), who had also volunteered for service. ‘Eric was very keen to make it official. Before I left, he gave me a ring and wrote to my father asking permission to get engaged’, she says.



An early photo of Eric and Dawn.



L-R: Bev and Dawn.

As it happened, Dawn's war effort coincided with a leap year. She and her girlfriends at the base were absolutely thrilled as it meant they could take advantage of the tradition that women could propose marriage during a leap year. They all eagerly wrote to their partners asking for their hand in marriage!

Naturally, Eric accepted Dawn's leap year proposal and they married and would go on to raise a family of five children. They lived and worked in the Prospect area. Then, as now, the St John's Uniting Church community was an important part of Dawn's world.

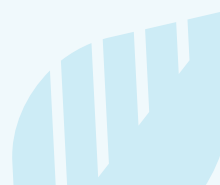
A few years ago, Dawn's daughter Bev, a retired school teacher, moved into one of the units. As far as we know, they are the only mother and daughter, who are also neighbours in a Helping Hand retirement community. Further down the family line, Dawn's mother also chose retirement living with Helping Hand. 'My mother went to craft classes in North Adelaide, which at the time were run by Helping Hand', recalls Dawn, 'and from that, she eventually, moved into a retirement unit on Buxton Street.' Bev has strong memories of her Nana moving into her retirement village, accompanied by a crop of pumpkins she was loathe to leave behind.

### **"The four of us all look out for each other, and we are here for each other."**

While Bev had not necessarily planned to move into a Helping Hand retirement unit, in the end it all fell into place. Today this unique arrangement suits mother and daughter perfectly, not to mention their two neighbours, Margaret and Val. 'It's a real help being so close to Mum. The four of us all look out for each other, and we are here for each other. If mum's front window blind is still pulled down at a certain time of the morning, you can be sure that Margaret will go over to make sure everything is OK. Those little things, make a big difference.'

Dawn and her neighbours Margaret and Val maintain their strong connections with the St John's Uniting Church. During COVID-19, Margaret attended services via Zoom and she has many family stories about the Rev Alfred Strange and his wife Stella, who founded what would go on to become Helping Hand today. She remembers handing a posy of flowers to Stella Strange when she was four years old.

If a community is defined by a group of people connected through shared experiences, then these women have created a haven of family, friendship and faith that embodies the best of community living.





# Helping Hand 2020/21 scorecard

*Helping Hand is responsible for:*

Using the internationally recognised Net Promoter Score (NPS) model, we captured customer satisfaction, willingness of customers to recommend a service, and brand loyalty.



10

Accredited residential care homes = 845 licensed beds



601

Home Care Packages



2,364

CHSP clients



130

Retirement living units

## Residential Care

55.56

Score from residents living in residential care.

Industry benchmark 48.72

65

Score from family members or representatives.

Industry benchmark 60.80

## Home Care

68

Score from Home Care clients.

Industry benchmark 37

54.17

Score from family members or representatives.

Industry benchmark 23

\$290m +  
of assets

\$117,129,000  
total operating income

## Home Care is thriving

21% growth in Home Care Packages.

601 Home Care Packages supported in metro Adelaide and regional South Australia.

In 2020/21 we delivered 235,000+ hours of services and travelled 1.44m km to deliver these services in metro and regional SA.

## Residential care

94.4% occupancy rate.

All our residential sites have **three year** accreditation status.

## Meaningful engagement

In 2020/21, we engaged with more than **1,600** people across our organisation, including staff, clients, families and volunteers.

Team Connect staff engagement surveys with more than **1,500** respondents.

## We speak your language

### Staff

As well as staff born in Australia, our workforce represent **66** different countries with **70** different languages spoken across the organisation.

### Residential Care

As well as residents who were born in Australia, we are home to residents from **30** different countries across the world, speaking **16** different languages.

### Home Care

As well as clients who were born in Australia, we also have clients from **38** different countries across the world, speaking **14** different languages.

## Workforce

1,693 employees

- 67% in care service delivery roles.
- 29% have been with us for more than 7 years.
- 42% have been with us for more than 5 years.



Our work is supported by **206** volunteers.





*Growing a sustainable business*

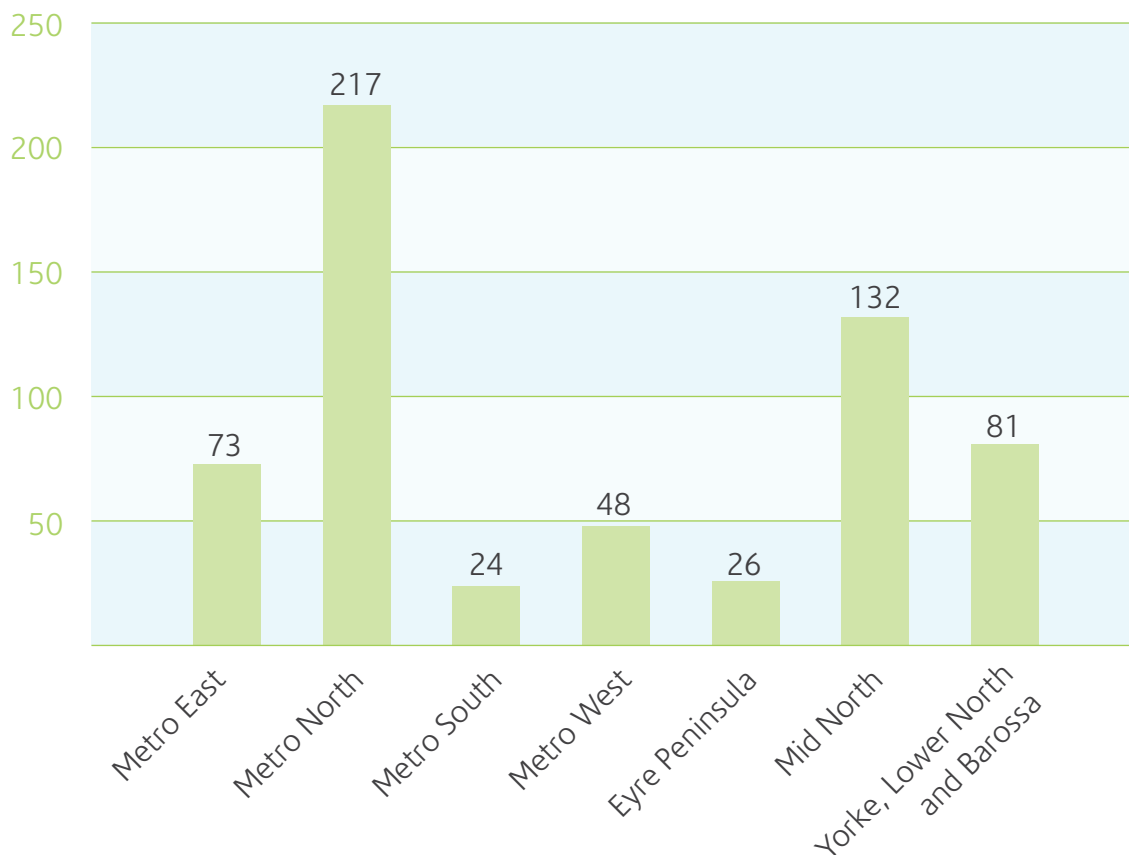






# Growing Home Care: 2020/21 at a glance

## Home Care Packages by region





## Fast facts

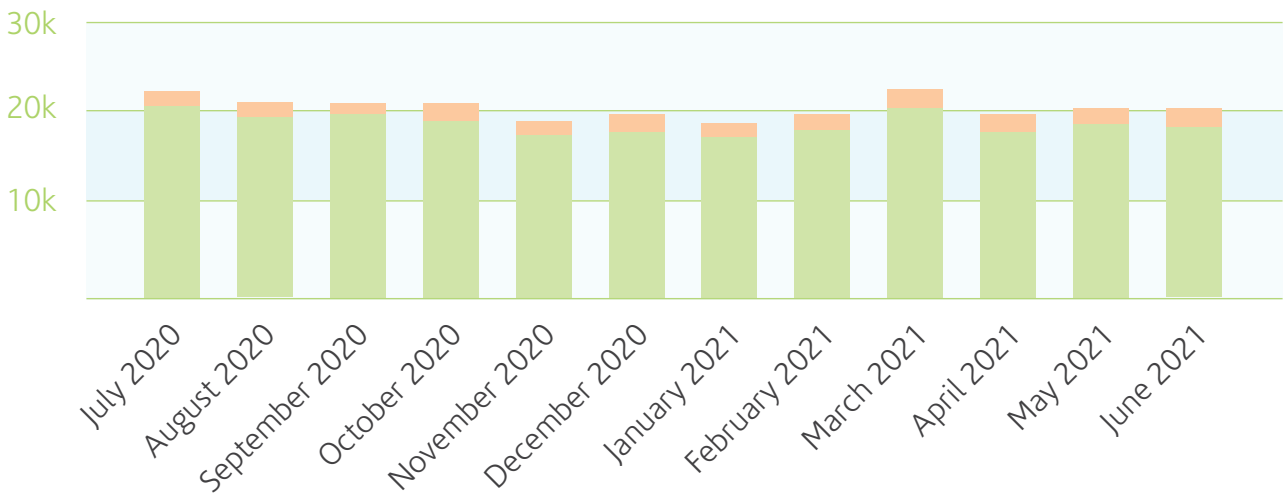
- **601** Home Care Packages were supported in metro Adelaide and regional SA.
- **106** new packages were supported in 2020/21, representing **21%** growth.
- Helping Hand supported **50%** of all available packages in the Mid North region.
- The Mid North region experienced the highest level of growth in 2020/21 (**56** new packages activated).
- **34%** of all packages supported by Helping Hand are Level 2 packages.
- **57%** of all packages are either Level 3 or Level 4.



“Home is where the heart is and Home Care services support households and families, as well as neighbourhoods and local communities.”

### Hours of service

-  Delivered by agency support
-  Delivered by Helping Hand



- More than **235,000 hours** of services were delivered to clients during 2020/21, this is consistent with last year’s service hours.
- Up to **20%** of services were cancelled or put on hold as a result of a COVID-19 lockdown or local restrictions.
- More than **91%** of all services were delivered by Helping Hand employees. **8.5%** of services were delivered by agency support.



## The PETRA study

### “Strategic tactical partnerships and collaborations enable us to grow and achieve high impact service outcomes.”

An innovative new partnership between Helping Hand and the South Australian Health and Medical Research Institute (SAHMRI) is testing the use of UV light in residential care homes to reduce the impact of respiratory illnesses, including COVID-19.

Helping Hand has partnered with SAHMRI for a two-year trial research project that will test the effectiveness of UV light technology in reducing the spread of airborne viruses such as colds, influenza and even COVID-19. Golden Grove and Lightsview Residential Care Homes are both part of this important national research program.

The Prevention of COVID-19 Transmission in Residential Aged Care using ultraviolet light (PETRA) study will run for two years and is led by Professor Geraint Rogers, from SAHMRI.

As part of the study, GUV (germicidal ultraviolet) wall units have been installed in shared areas at Lightsview and Golden Grove. These kinds of units are already being used in hospital settings to destroy viruses and bacteria in the air. Additionally, the research team will collect air and surface samples and review routine pathology results from residents who have a respiratory illness.

If the outcome of the trial proves effective, this SAHMRI-led project, supported by Helping Hand, could be a game changer for people living and working in residential care.

Trials will be run over a period of four months, in 2021 and 2022 with initial results expected at the end of 2022.

This project has been approved by Bellberry Limited Human Research Ethics Committee (Protocol 21 PETRA) and is funded by the Australian Government – Medical Research Future Fund.

**Lights! Camera! Action!**  
When Ten News came to interview Chris and research trial leader Professor Geraint Rogers at Lightsview about the project – resident Jack heard the action outside his room and thought he'd try his luck at a TV cameo.





## Capital works and infrastructure

### Metropolitan Adelaide

#### Parafield Gardens

**\$144,000**

Final works to facilitate the opening of the new 12 bed wing Care Awaiting Placement Unit including signage, landscaping, air conditioning upgrade.

#### Lightsview

**\$52,000**

Hot water upgrade.

#### Mawson Lakes

**\$1.3 million**

Building of a new café 'The Lakes' for residents and visitors. The new café is in the foyer area. Included in this project is a new undercover outdoor area, adjacent to the café.

#### Ingle Farm

**\$45,000**

Installation of a walk-in freezer and upgrade of the cool room.

### Barryne Retirement Village

**\$330,000**

Extensive refurbishment of three retirement units for resale

In 2021, Property Services, Retirement Living and Marketing collaborated on the refurbishment design and advertising and sales component for these three retirement units. The units were all designed to be accessible, adaptable and built to the Liveable Housing Design Guidelines. At the time of publication two of the units have already been sold off the plan.





Carinya at Clare, new servery area.

## Regional South Australia

Helping Hand acknowledges Federal funding from the Aged Care Regional Rural and Remote Infrastructure program, which combined with Helping Hand funding, have supported these projects in regional South Australia.

### Lealholme

**\$340,000**

Refurbishment of a commercial kitchen and cool room/freezer facilities.

### Clare

**\$680,000**

Completion of 30 ensuites and upgrade to four servery areas to enhance the dining experience.



Upgraded kitchen facilities for Lealholme, Port Pirie.



**“Investing in the built environment adds value and ensures staff and clients benefit from upgraded contemporary and accessible facilities that enhance their experience.”**



## *Developing our team*





## A study in innovation

**“Helping Hand has pioneered an innovative approach to building workforce capacity, by engaging students from a range of disciplines to work alongside clients and staff as both learners and contributors.” LASA**

In August 2020, Helping Hand was recognised with the LASA (Leading Aged Services Australia) award in the Leading Organisation category. The award acknowledged the success of our Student Placement Program and its innovative approach to student participation; going beyond one-on-one placements to achieve qualifications and create employment within the sector.

In 2020/21, Helping Hand welcomed 242 students through the program.

*“I honestly loved every minute at Helping Hand. I said goodbye to the residents before leaving and thanked them individually for the absolute honour and privilege to be welcomed into their lives for my student placement and for them allowing me to care for them.”*

Rebecca, Certificate III Individual Support





## *My Home Life leadership program*

**“MHL gave me the questions to ask myself. The answers reinforce my positive feelings towards my work.”**

**Participant**

Since it was introduced in 2019, the My Home Life (MHL) program has continued to inspire and change how we connect and support each other to create a positive and empowering working culture. MHL tools are being adopted across all facets of the organisation and its influence continues to grow through the MHL team mentor program and partnerships with Turn Up Your Voice.

In 2020/21, COVID-19 lockdowns temporarily paused the roll-out of the program. This created opportunities for the team to redesign and future-proof how they deliver MHL in a COVID-19 safe environment. Programs were recommenced online and when sessions could once again be held in person, they were capped at smaller numbers.

### **Outcomes for staff participating in the program:**

- **97%** agree they feel confident to model an appreciative approach in their work.
- **100%** agree they feel confident to adapt MHL tools and processes into their work.
- **94%** agree they are more supportive to encourage others to express their views.
- **90%** agree that they now seek help and advice from others more regularly.
- **90%** agree that they are more curious to learn why things are working well.

**Source:** MHL Hopes survey, Tier 2 evaluation.

By the end of 2021, 149 team members will have completed the MHL program.



## Learnings and experiences shared by participants.

•• I used to remain focused on addressing the concerns raised in resident meetings. Now I include activities like Every Brilliant Thing and the Positivity Poster to shift our focus onto the things that bring us joy, and the things we value and are grateful for. ••

•• I received a serious complaint about a team member that wasn't good. My initial reaction was that I wasn't happy about it, but I reflected on the MHL principles, and chose to invite this person to connect with me and to sit down to discuss the complaint together. ••

•• I used to feel quite rigid in my approach and process, whereas now I feel a lot more flexible and willing to explore alternative options. ••

•• I am continuing to become more comfortable with the word 'compromise'. I have been more mindful to pause, to listen more, to reflect. My feelings around the word have softened a little bit and it is helping me to not take things so seriously. ••



# Helping Hand Dementia Scholarship

**“Dementia affects nearly half a million Australians and almost 1.6 million Australians are involved in their care.”**

## Dementia Australia 2021

The Helping Hand Dementia Scholarship was launched in 2020 to honour the memory of Mrs Anne Gibson, who died in circumstances that continue to influence and shape our approach to delivering outstanding care and building new capabilities.

The intention behind the Scholarship was to create a legacy of learning around the challenges and opportunities of working and caring with people living with dementia.

Now in its second year, the Scholarship is open to all staff working across every level of our organisation. It supports staff who want to know more about living with dementia and who have a passion for creating positive change in their workplace. Applicants who go through the program will often share what they have learned with their teams.

In 2020, thirty people participated in the program. As we go in to the second year, a further 21 applicants are undertaking a scholarship opportunity.

In a first for South Australia, some of the scholarship recipients chose to participate in a Meaningful Engagement Mentoring Program run by Dementia Australia. The aim of this program is to develop skills and knowledge and to support participants with dementia-related mentoring skills and training that they themselves can then cascade through their teams. This reflects our strategic commitment of creating a learning organisation, that allows our entire team to grow personally and professionally, and step into new opportunities with confidence and knowledge.

The Helping Hand Dementia Scholarship has been made possible through generous corporate and individual donors, including fundraising donations from Helping Hand staff. Every dollar donated goes directly into funding scholarship opportunities.



The Meaningful Engagement Mentoring Program at Lightsvue.



## *LGBTIQA+ position statement updated*

**“Helping Hand celebrates and embraces the diversity of people who use our services and who make up our workforce.”**  
2021 Position Statement

In 2018, Helping Hand launched its first LGBTIQA+ Position Statement

In 2021, the Statement was updated and reflects our ongoing learning and understanding as well as our continued commitment to providing care and support to LGBTIQA+ communities.



## *Outstanding customer service*

In July 2021, Chris Deed, Hotel Services Assistant at North Adelaide, received an outstanding customer service award from the Institute of Hospitality in Healthcare.



Simon Mills, Hotel Services Manager and Chris Deed, Hotel Services Assistant. North Adelaide.

# 2020/21 Fundraising

## Fundraising

In 2020/21, our fundraising efforts continued to play a much appreciated role in our capacity to support meaningful experiences and opportunities.

A total of  
**\$86,877.53**  
was donated to  
Helping Hand  
during the 2020/21  
financial year.

## Learning highlights

In 2020/21, a range of improvements were undertaken to enhance the donation experience; reach more potential donors and streamline internal processes.

- Helping Hand launched a new donation section to the website and made it possible for people to donate directly via our website, rather than via a fee for service external donation platform.
- To raise the profile of our Tovertafel and Dementia Scholarship campaigns we commissioned two well received promotional videos which effectively tell the story about of how these campaigns translate into meaningful experiences for people in our care.
- We created a quarterly fundraising bulletin for subscribers to keep them up to date on our fundraising campaigns.
- The Marketing and Finance teams partnered to develop and implement a more streamlined protocol to manage donations.





*2020/21  
Financial summary*

## Financial summary

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
<b>Operating income</b>		
Revenue from services	92,653	84,375
Non operating income	11,797	10,595
Other income	12,679	11,845
<b>Total operating income</b>	<b>117,129</b>	<b>106,815</b>
<b>Operating expenditure</b>		
Employee expenses	84,994	79,252
Depreciation and amortisation	7,319	7,365
Other expenses	16,136	13,923
Finance and administration expenses	2,691	2,634
Lease interest expense	21	40
Repairs and maintenance	2,194	2,183
Refundable accommodation deposit lease expense	5,204	6,608
<b>Total operating expenditure</b>	<b>118,559</b>	<b>112,005</b>
<b>Net surplus / (deficit) from operations</b>	<b>(1,430)</b>	<b>(5,190)</b>
Revaluation of land and buildings	-	-
<b>Total comprehensive income for the year</b>	<b>(1,430)</b>	<b>(5,190)</b>

# Statement of financial position

As at 30 June 2021

	2021 \$'000	2020 \$'000
<b>Assets</b>		
Cash and financial assets / investments	31,321	27,353
Land / buildings / plant & equipment	263,923	265,067
Right-of-use assets	1,086	955
Trade receivables and other assets	2,777	1,524
<b>Total assets</b>	<b>299,107</b>	<b>294,899</b>
<b>Liabilities</b>		
Refundable accommodation deposits, RFU licenses	141,686	137,433
Provisions	15,463	13,395
Trade payables and other liabilities	20,814	18,509
Lease liability	1,086	1,573
Borrowings	-	2,500
<b>Total liabilities</b>	<b>179,049</b>	<b>173,410</b>
<b>Net assets</b>	<b>120,058</b>	<b>121,489</b>
Accumulated funds and reserves	44,946	46,378
Asset revaluation	75,113	75,111
<b>Total</b>	<b>120,059</b>	<b>121,489</b>

For a detailed financial report please visit the Australian Charities and Not For Profit website: [www.acnc.gov.au](http://www.acnc.gov.au)



## Helping Hand

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**Helping Hand**  
*new aged care*