



2023-2025  
DIVERSITY,  
INCLUSION AND  
BELONGING  
STRATEGY



**Helping Hand**  
*new aged care*

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We provide services across many lands, traditionally owned by the Kurna, Narangga, Ngadjuri, Nukunu, Banggarla, and Peramangk 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 Elders past, present and emerging.



This document refers to consumers, which means both clients and residents of Helping Hand.

# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

*Helping Hand is highly regarded as a progressive organisation. For more than a decade, we have made significant contributions to diversity, inclusion and belonging to benefit the experience of consumers and our highly diverse workforce.*

This strategy celebrates all of that great work and articulates a clear and coordinated approach for the coming years. We will build on the existing work to further enhance our commitment to ensure we create safe, respectful and flourishing environments across our communities.

We have developed this strategy through deep listening - to understand how our communities are asking us to play a leadership role that from within our organisation, flows on to shape the society we live in.

Current and future workforces will select their place of employment largely influenced by their authentic demonstration of values, and commitment to social change.

Similarly, future generations of older people choosing aged care services will be inspired by those delivering care, who innately understand a range of lived experiences.

We are making this promise because it aligns with our values and principles as an organisation and because at the heart of everything we do, is a genuine and abiding sense of responsibility.

**Chris Stewart**  
Chief Executive Officer



# WHY DIVERSITY, INCLUSION AND BELONGING?

*The Helping Hand community is privileged to be made up of a blend of people from a variety of cultures, languages, religions, identities, backgrounds, and beliefs. Our team members and consumers all form part of our unique community.*

We are dedicated to supporting a diverse and inclusive culture across the Helping Hand community, which we achieve by living our values: compassion, respect, excellence, and community.

A diverse and inclusive organisation is not only socially and economically the right thing to do, but also supports our Strategic Plan's vision and objectives. Changes in community expectations, upcoming aged care reforms and internal workforce experiences have focused Helping Hand on developing a Diversity, Inclusion and Belonging (DIB) Strategy that supports both the workforce and our consumers.

The purpose of this strategy is to demonstrate our commitment to DIB and outline the strategies that will enable us to deliver on our Action Plan. It guides us on how we provide a culturally, linguistically and psychologically safe environment for our community; and how we prioritise our work to ensure we meet our measures of success.

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.



# WHAT IS WORKPLACE DIVERSITY, INCLUSION AND BELONGING?



**Diversity** is what makes each of us unique, including our backgrounds, personality, life experiences and beliefs. It is about recognising, respecting, and valuing differences based on, and not limited to ethnicity, gender, age, caring responsibilities, race, religion, disability, social class sexual orientation,<sup>1</sup> and professional identity - that is their profession, education, work experiences and organisational role.<sup>2</sup>

**Inclusion** occurs when people feel, and are, valued and respected. An inclusive workplace culture enables people to:

- be visible, heard and seen;
- have equitable access to opportunities and resources;
- contribute their perspectives and talents;
- be themselves at work; and
- have a sense of belonging.<sup>1</sup>

**Belonging** is when everyone is treated and feels like a full and thriving member of the larger community.<sup>3</sup>

**Cultural safety** is understanding a person's culture, acknowledging differences, and being actively aware and respectful of these differences when working with, or planning and delivering care and services.<sup>4</sup>

**Psychological safety** is when individuals feel safe to act, speak and engage in an environment that encourages, recognises and rewards people for their contributions and ideas.<sup>5</sup>

**Linguistic safety** is about choosing words and language that demonstrate mutual respect and supports diversity, inclusion and a sense of belonging. In an aged care setting, the words we use can define our relationships with colleagues, residents, clients and families.

<sup>1</sup> Victorian Government, 2019, 'What do we mean by diversity and inclusion?', Victorian Government, accessed on 19 October 2022, <https://www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion>

<sup>2</sup> Diversity Council Australia, 2022, '2021-2022 Inclusive Employer Index Report Helping Hand, p,7, Diversity Council Australia, Sydney NSW

<sup>3</sup> Harvard Human Resources, 'Glossary of Diversity, Inclusion and Belonging (DIB) terms', p.2, Harvard University, accessed 12 October 2022, [https://edib.harvard.edu/files/dib/files/dib\\_glossary.pdf](https://edib.harvard.edu/files/dib/files/dib_glossary.pdf)

<sup>4</sup> Aged Care Quality and Safety Commission, 'Aged Care Standards' 2019, Australian Government, accessed on 12 October 2022, <https://www.agedcarequality.gov.au/providers/standards/standard-1>

<sup>5</sup> Gartner, 2023, 'Human resources Glossary' Gartner, accessed on 8 February 2023, <https://www.gartner.com/en/human-resources/glossary/psychological-safety>



# 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**

**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

# 2023-2025 DIB STRATEGY

**Our vision** *We all, through our actions and behaviors, create an environment where all people are respected and accepted for their diversity, feel a sense of belonging and can be their authentic selves.*

## How we will realise our vision

Diversity	Inclusion	Belonging
<ul style="list-style-type: none"> <li>• Capture the stories of, and embrace the diversity in our community.</li> <li>• Embed diversity into our recruitment, promotion, retention and admission practices.</li> <li>• Listen to, and reflect on diverse perspectives.</li> <li>• Consider diversity to develop a better environment and services for workforce and consumers.</li> <li>• Build on diversity to ensure 'one team' of professions, skills and experience.</li> <li>• Find learnings, genuine interest and innovation through diverse lenses.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop our workforce to have inclusive mindsets.</li> <li>• Develop our 'one team' culture of inclusion where all people feel, and are, valued and respected.</li> <li>• Embed our values into everyday practice.</li> <li>• Ensure that all people are seen, have a voice, and have opportunities to grow and learn through different modes of engagement.</li> <li>• Engage and empower our consumers and workforce.</li> <li>• Create service delivery environments where consumers feel included.</li> </ul>	<ul style="list-style-type: none"> <li>• Welcome, encourage and support people to be a part of our Helping Hand community from the moment they engage with us.</li> <li>• Build on our community engagement and interconnectedness.</li> <li>• Words create worlds. Challenge the language we use to develop inclusive communication and environments.</li> </ul>

## At the heart of the strategy is that we seek to:

- Acknowledge and embrace people for their differences and show them respect.
- Interact with people in a way that demonstrates we understand their diversity.
- Create a sense of welcome and belonging for all people, allowing people to learn, grow and contribute their best work.
- Create an environment that is culturally, linguistically and psychologically safe for our consumers and their families, team members, volunteers, contractors, and the broader community.

# OUR FIVE KEY FOCUS AREAS



*Helping Hand acknowledges that there are many areas of diversity and that people may identify with more than one group. This is known as intersectionality. We seek to have an organisation that is inclusive of all diversity and recognise that to have a better impact on our community, we need to focus our efforts.*

In selecting our focus, we undertook the following activities:

- Surveyed our workforce and consumers on their backgrounds, identities and preferences of where we focus our resources.
- Used our Team Connect bi-monthly pulse survey to identify what diversity actions are important to our workforce.
- Captured diversity data, and benchmarked against other organisations.
- Created a Diversity, Inclusion and Belonging Steering Committee, reporting directly to Executive, and including Executive team members.
- Created and engaged with workforce groups, with representation from people with lived experience able to give their unique perspectives.
- captured the stories of people in our community.

Upon evaluating this feedback, in conjunction with our strategic objectives, we have identified five key focus areas that we believe will add value to our Helping Hand community. By embedding DIB in everything that we do, it is our hope that we will naturally be creating an environment where all people can feel a sense of belonging.



**Forgotten Australians/  
Care Leavers**



**Aboriginal and Torres Strait  
Islander Peoples**



**Culturally and  
Linguistically Diverse**



**Gender Equality  
and LGBTIQ+**



**Homelessness and  
Financially Disadvantaged**



# KEY FOCUS AREAS

## FORGOTTEN AUSTRALIANS/ CARE LEAVERS

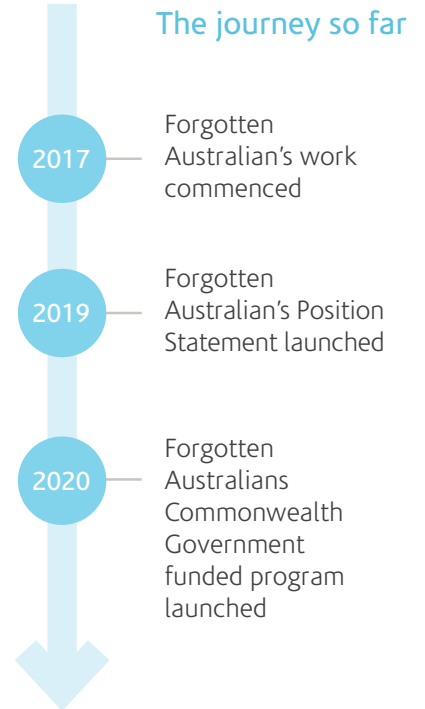


### The rationale

Helping Hand is a progressive and innovative organisation and in 2017 we identified that there was limited focus on this group of aging people, and an opportunity for the organisation to take a nation leading role in improving aged care service delivery for Forgotten Australians/Care Leavers. This work was supported with Federal government grant funding.

It is consistent with our strategic intention for regional growth, many Forgotten Australians/Care Leavers live in regional areas.

### The journey so far



## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES



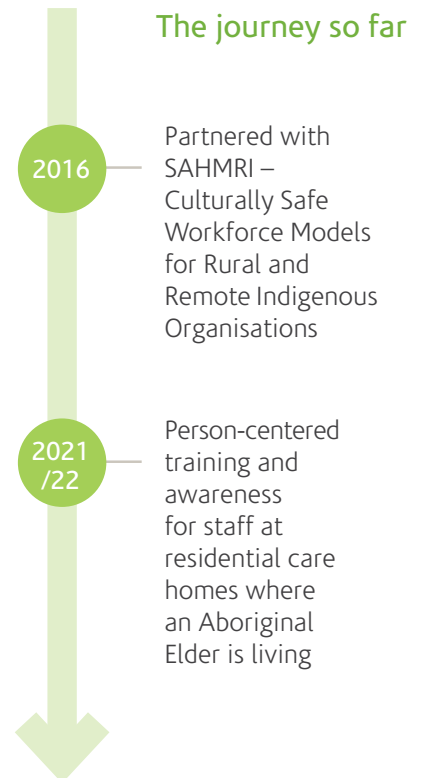
### The rationale

Helping Hand employs and provides services to people who identify as Aboriginal and Torres Strait Islander.

Our regional presence means that we have a responsibility to provide work and services for First Nations Australians who live in these areas. This aligns with our strategy to maintain our strong commitment to regional communities, and also our attraction and retention strategy.

It is in the spirit of reconciliation and consistent with our objective to develop and implement a Reconciliation Action Plan (RAP).

### The journey so far



# KEY FOCUS AREAS

## CULTURALLY AND LINGUISTICALLY DIVERSE



### The rationale

Helping Hand is made up of a workforce where more than 40% of people were born in a country outside of Australia and more than one third of people speak a language other than English.

Our workforce survey overwhelmingly told us that they would like us to focus on this area.

Employing culturally and linguistically diverse (CALD) people is a large part of our attraction and retention strategy where a diverse workforce enables us to provide support to our consumers, resulting in higher level service delivery.

We already have a diverse consumer base and in future years the demographic of our consumers will be further diversified.

## GENDER EQUALITY AND LGBTIQ+



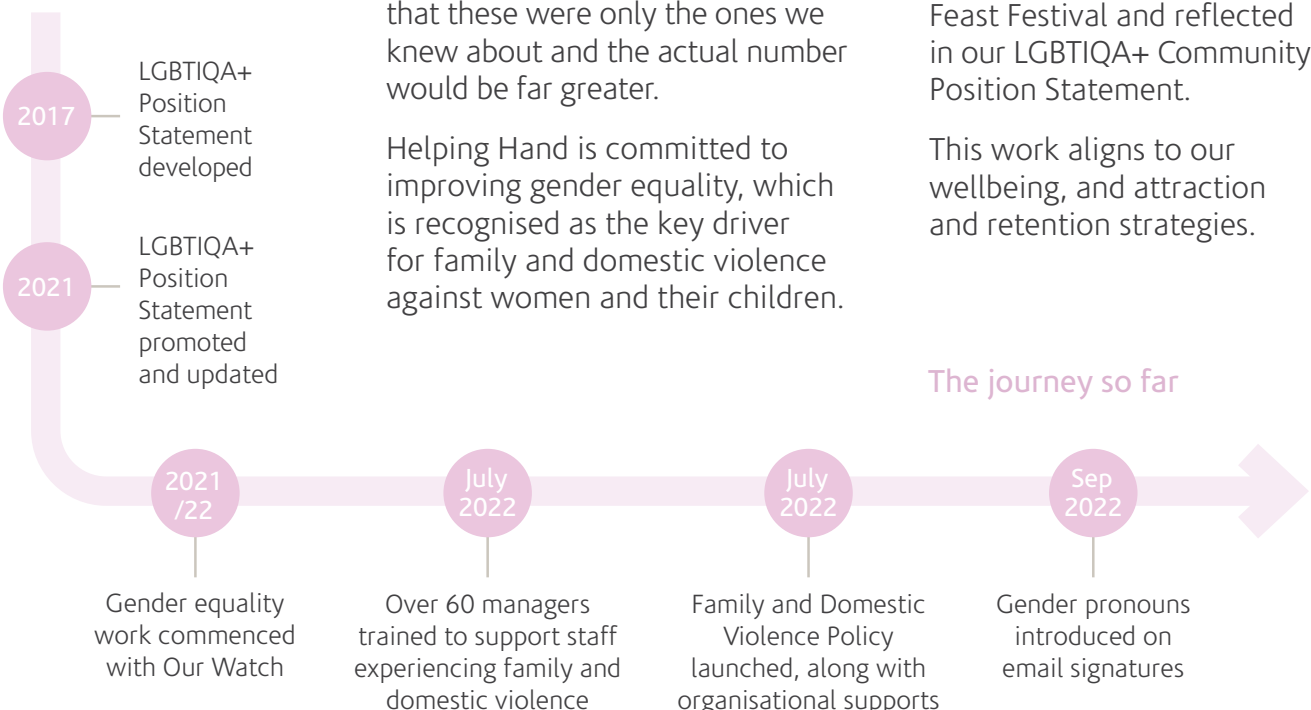
### The rationale

Almost 83% of our workforce are women. In 2020, a Wellbeing Working Group was set up to respond to workforce wellbeing during Covid-19, where it was identified that Helping Hand was informally supporting team members experiencing family and domestic violence. The reality was that these were only the ones we knew about and the actual number would be far greater.

Helping Hand is committed to improving gender equality, which is recognised as the key driver for family and domestic violence against women and their children.

Gender equality is also important in ensuring that our workplace and services are inclusive for LGBTIQ+ people. We are active and public supporters of the LGBTIQ+ community, regularly participating in Feast Festival and reflected in our LGBTIQ+ Community Position Statement.

This work aligns to our wellbeing, and attraction and retention strategies.



# KEY FOCUS AREAS

## HOMELESSNESS AND FINANCIALLY DISADVANTAGED



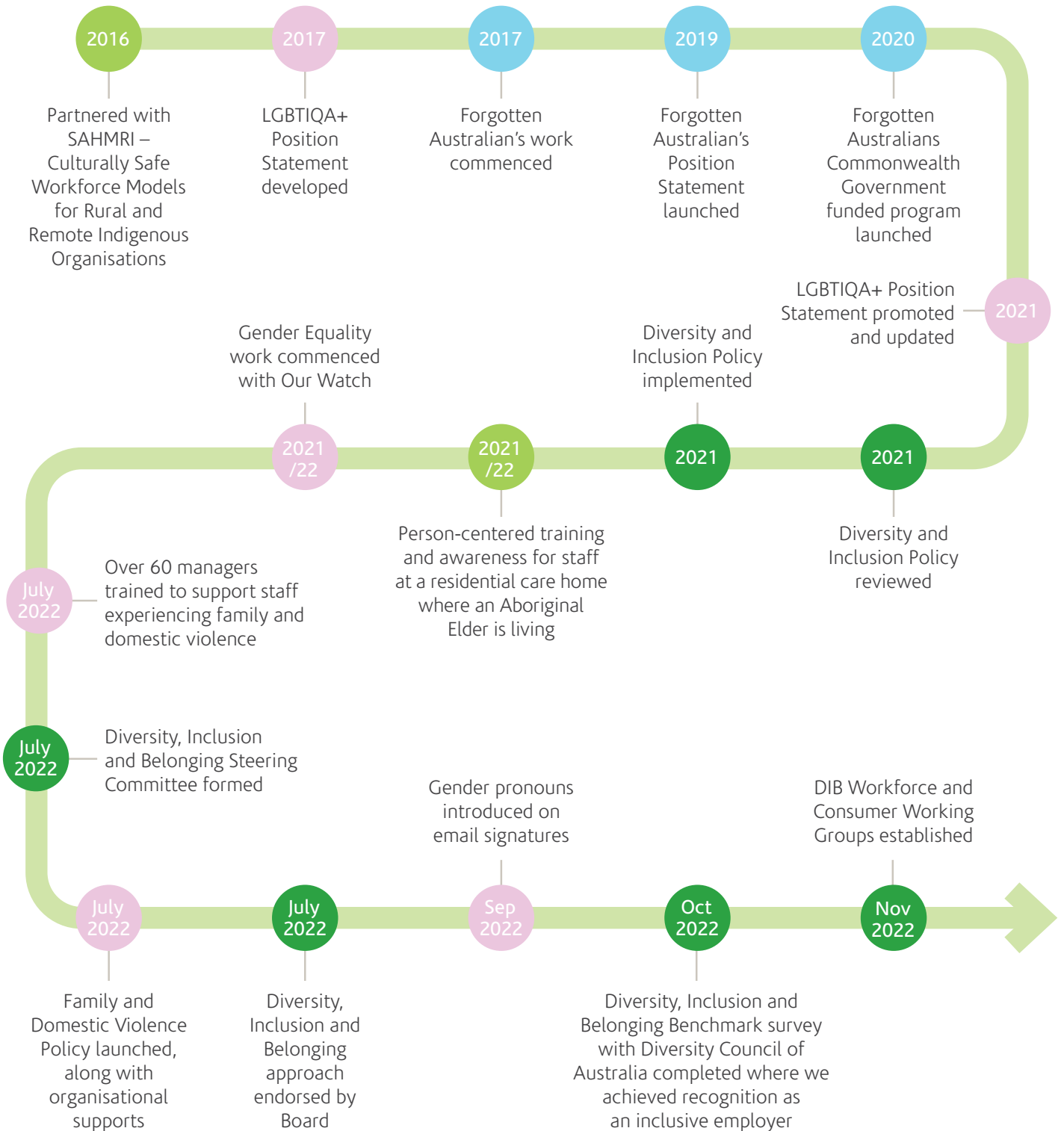
### The rationale

Our workforce and consumer surveys also told us that focusing on people who are financially or socially disadvantaged and homeless, or at risk of homelessness, is a high priority for them.

When Helping Hand was founded in 1953, it was to support older women. Women over 55 are the fastest growing cohort experiencing, or at risk of, homelessness and it fits in with our core values to support them.

We have housing assets that are used by many tenants whom have limited means. Over 40% of our consumers living in residential care receive government support due to low means.

# FOLLOW THE DIB JOURNEY



 Aboriginal and Torres Strait Islander Peoples

 Gender Equality and LGBTIQA+

 Forgotten Australians/ Care Leavers

 Diversity, Inclusion and Belonging

# OUR ACTION PLAN

Our Action Plan reflects the values of the organisation and the views and ideas expressed by team members, consumers, Board, and Executive. It is aligned to our 2020-2025 Strategic Plan – specifically, developing our team and delivering outstanding care and services. It is influenced by key external policies including the Aged Care Quality Standards and Aged care reforms.



## Current Action Plans

- Overarching DIB work
- Gender Equality and LGBTIQ+ Action Plan, incorporating Family and Domestic Violence Policy
- Forgotten Australians/Care Leavers Project
- Culturally and Linguistically Diverse Action Plan

## Upcoming Action Plans

- Reconciliation Action Plan
- Homelessness and Financially Disadvantaged Action Plan

# MEASURES OF SUCCESS

## Workforce

- Actions identified in the Helping Hand Diversity, Inclusion and Belonging Action Plan will be implemented.
- Increase in organisational survey responses relating to 'Belonging' by 2% each year by October 2025.
- Our rating within national benchmark improves year on year.
- 10% increase in engagement of our Helping Hand diversity survey responses.
- Attraction: Talented candidates from diverse backgrounds are attracted to Helping Hand due to our reputation around DIB.
- Retention: Helping Hand retains its talent from diverse backgrounds due to our culture of diversity and inclusion, which encourages everyone to be their authentic self at work and report a sense of belonging.
- Staff surveys will see a decrease in comments about racism, with no comments of this occurring from staff by 2025.
- Learning and development: Workforce is equipped to deliver culturally, linguistically, psychologically safe, and trauma-informed care.

## Consumers

- Actions identified in the Helping Hand Diversity, Inclusion and Belonging Action Plan will be implemented.
- National diversity and inclusion index improvement against our 2022 benchmark.
- 10% increase in engagement of our Helping Hand diversity survey responses.
- People who identify among diverse needs groups trust Helping Hand and choose Helping Hand as their preferred service provider.
- Consumers report receiving culturally, linguistically, psychologically safe, and trauma informed care and services.
- Improved Resident Experience Surveys result in increases in residential care home Star Ratings.





## Organisation

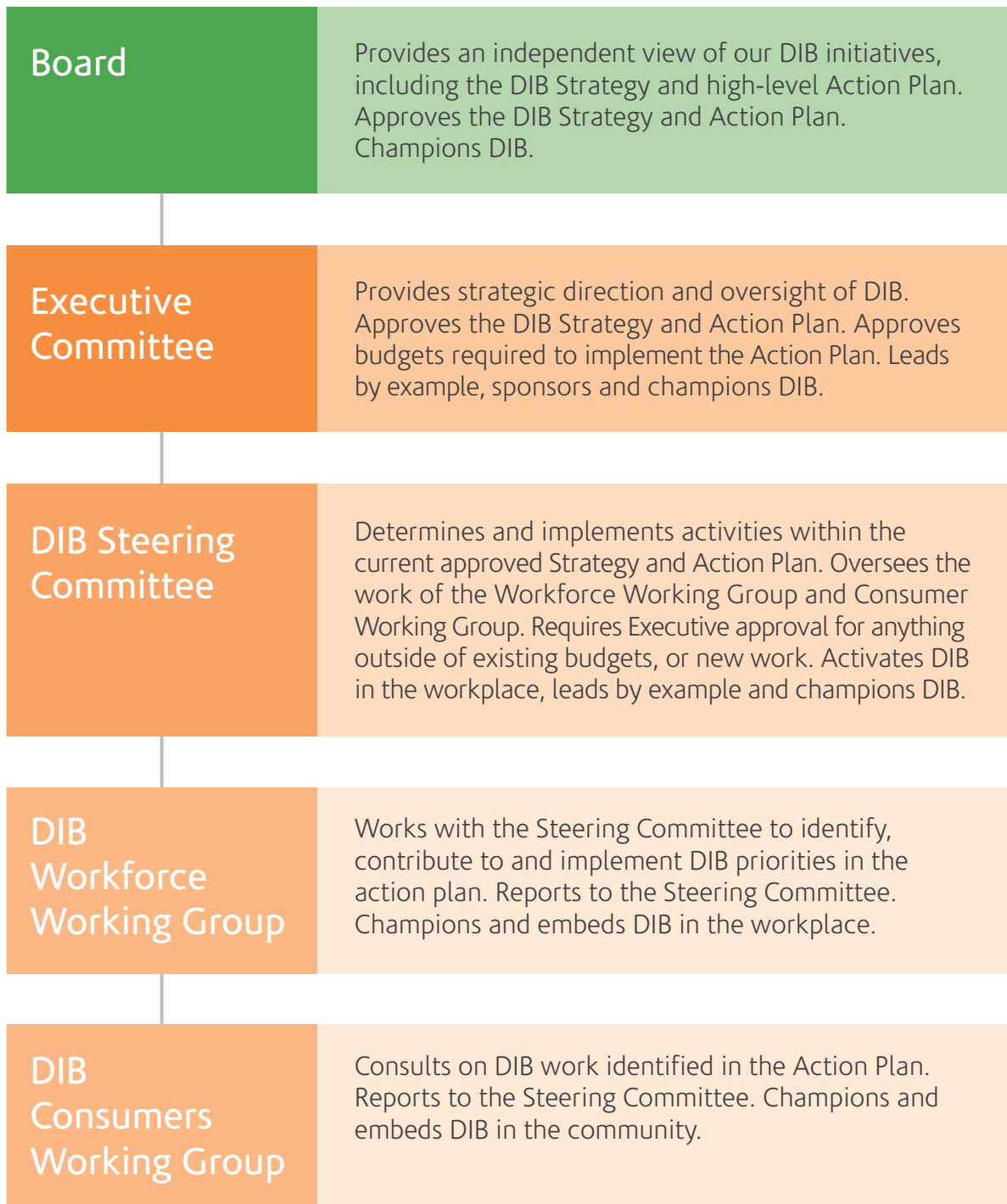
- Aspects of diversity, inclusion and belonging are naturally embedded within the organisation.
- All members of the Helping Hand community understand the terms 'cultural safety', 'linguistic safety' and 'psychological safety' and act in cultural, linguistically and psychologically safe ways.
- Verification of Helping Hand's specialisations are evident on the My Aged Care portal.
- Helping Hand can provide accurate diverse groups data to CEI interviewers who visit as part of the Star Rating process.
- Our rating within national benchmark improves year on year.
- Board recruitment to acknowledge diversity.

## External Partnerships

- Referrers recommend Helping Hand based on our reputation around diversity, inclusion and belonging.
- Collaborators and partners choose Helping Hand based on activity in diversity, inclusion and belonging.



# GOVERNANCE STRUCTURE





# KEY DOCUMENTS

- [Helping Hand Strategic Plan 2020- 2025](#)
- [Helping Hand Diversity Policy](#)
- [Aged Care Diversity Framework](#)
- [Aged Care Quality Standards](#)
- [Royal Commission Recommendations](#)
- [Aged Care Specialisation Verification Framework](#)
- [Star Ratings for Aged Care](#)





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