

*Applicant
information pack*



Executive Manager, Residential Services
June 2021



Helping Hand
new aged care

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In preparing this publication, Helping Hand acknowledges the traditional owners of the land where its residential care homes, retirement units and services are located and pays its respects to Aboriginal and Torres Strait Islander Elders, past and emerging.

Information correct at time of publication.



Message from Chris Stewart, CEO

While few could have foreseen the global reach of COVID-19, I am pleased to say that Helping Hand remains in a strong position. We have a resilient and professional workforce; a strong financial framework and a cohesive and collaborative Executive team and Board.

While the challenges facing the aged care sector are significant, our continued growth, innovation and investment in our workforce contributes to build a dynamic and compassionate working environment.

We are proud of our legacy and our reputation for quality aged care in South Australia. We are forward thinking and people-focussed and committed to our vision to be the most trusted and exceptional partner in ageing and wellbeing services.

Helping Hand is committed to playing a transformational role in how this country rethinks its approach to aged care to ensure the highest quality of life, respect and dignity for older Australians.

Our workforce is our most valuable asset and we invest in ongoing professional development with leadership programs that engage and inspire our team to be its best. We also recognise the importance of our working environments and invest in our built and IT infrastructure to ensure state-of-the-art facilities and equipment as well as comfortable, safe and accessible working spaces.

As an organisation we embrace diversity in all its forms and at every level. Our core values are excellence, respect, compassion and community. These are the values we seek in our ourselves and the values that create meaningful experiences for the people who use our services.

As CEO, I want to ensure that everyone who works for Helping Hand feels they are part of a collaborative, inclusive and engaged team of professionals, working together to give older people the best quality of life.

We seek leaders who welcome change, inspire those around them and live our values every day.

I wish you all the best with the recruitment process.



Living and working in Adelaide, South Australia

Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong Indigenous culture today.

Lifestyle

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre.

You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15 minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world.

The Property Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report.



Regional Experience

The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds – the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide Fast Facts

SA Population

1.7m

Adelaide City Resident Population

29,889

South Australia Gross State Product 2019

\$110b

South Australia ranked in the top 5 regions of the world by Lonely Planet's Best of Travel 2017

Median House Price

\$480k

Median Apartment Price

\$330k

Adelaide #10 most liveable cities in the world 2019 (Economist Intelligence Unit)

One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as one of the top 10 liveable cities in the world (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

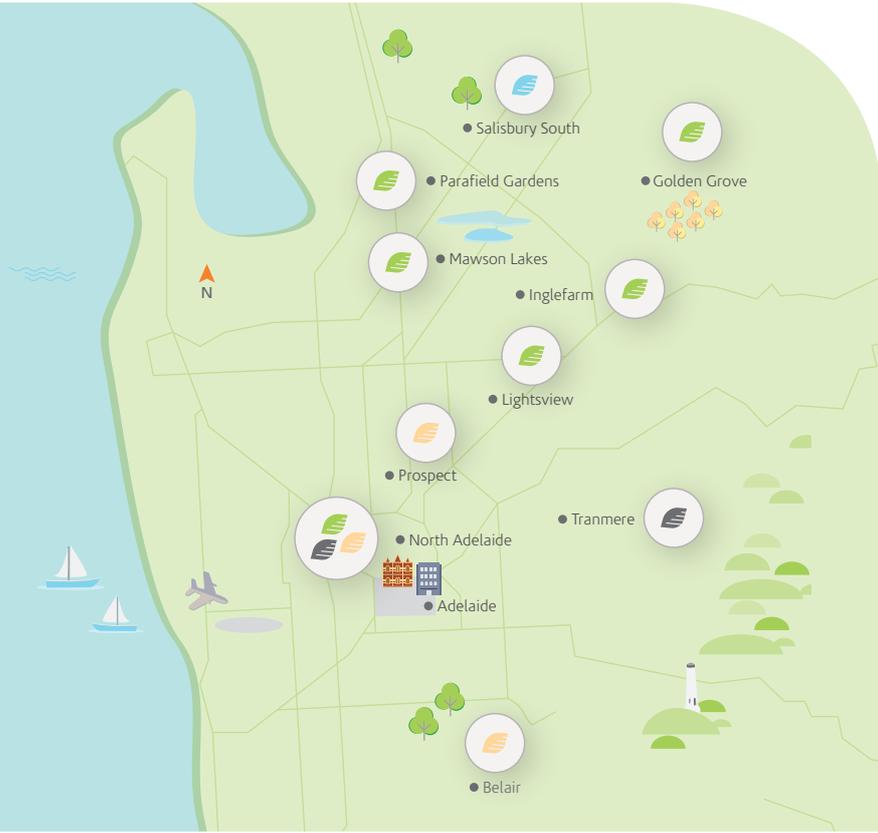
Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.

Helping Hand location maps

Metropolitan Adelaide

-  Residential care homes
-  Retirement village/units
-  Home Care services office
-  Corporate office



Regional South Australia

-  Residential care homes
-  Retirement village/units
-  Home Care office



About Helping Hand

Helping Hand delivers innovative and responsive services for older people supporting them to have the best quality of life. Every year, we positively impact on the lives of more than 7000 South Australians as well as their families and friends.

Established in 1953, Helping Hand remains a South Australian not-for-profit organisation. Overseeing our organisation is the Helping Hand Board which provides independent and strategic insight over our governance frameworks, finances, acquisitions, care governance and corporate identity.

As a not-for-profit organisation, we reinvest our profits back into our organisation and our staff through ongoing professional training and development programs and opportunities.

As an organisation we are entrepreneurial and innovative and our strong business model ensures our long-term financial sustainability.

Continuous improvement and sharing ideas and knowledge across the sector is 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 leader in:

- Residential care homes
- Home care services
- Respite
- Retirement living.

Helping Hand has nine fully accredited residential care homes that provide permanent care, respite and specialist memory support services.

Metropolitan locations:

- Golden Grove
- Ingle Farm
- Lightsvie
- Mawson Lakes
- North Adelaide
- Parafield Gardens.

Regional locations:

- Clare
- Jamestown
- Port Pirie.

Our people-centred model of care also applies to our staff. We actively support and foster an inclusive and engaged working culture that welcomes diversity at every level.



Organisation Chart



2020 – 2025 Strategic vision

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

The Board

The role of the Helping Hand Board is to give an independent view of governance and ensure high level operations including finances, acquisitions, care governance and corporate identity are performing to the highest level to meet the needs of our clients.

The Board consists of between eight and twelve members including the CEO. Board meetings are held on a monthly basis.

Helping Hand has an established committee structure and protocols to ensure that governance, financial management and risk are managed effectively.

The Board of Management, and Sub-Committees are the primary committees responsible for the management of the organisation.

For more information about Board members go to www.helpinghand.org.au/board-members/

Board Sub-Committees

The Sub-Committees are established by the Helping Hand Board and are committees of Directors of the Helping Hand Board. The composition of the committees is determined by the Board and the Chairs of the Committee and will be on invitation from, and in consultation with, the Chair, and recommended and approved by the Board. The Committees are a Standing Committee of the Helping Hand Board and report to the Board.

The committees are not a policy-making body nor do they have substantive executive function. However, they assist the Board in developing policy and monitoring organisational activity within the scope of its remit and making recommendations to the Board for resolution.

Governance Committee

The scope of the Governance Committee is to ensure that the Board fulfils its legal, ethical, and functional responsibilities through adequate governance policy development, recruitment and succession strategies, professional development, monitoring of Board activities, and evaluation of Board members' performance.

Client Care Committee

The scope of the Client Care Committee is to:

- Monitor data collected from risk, incident and complaint management systems and recommend action to minimise risks to client care and experience.
- Coordinate the implementation and review of the Care Governance Framework.
- Ensure the Board has access to information required to make Clinical Governance decisions.
- Coordinate the achievement of organisation's Care Governance goals and meet legislative requirements.
- Ensures decisions related to care delivery are based on sound evidence and research.

Finance & Property Committee

The scope of the Finance & Property Committee is to ensure that the Board fulfils its legal, ethical, and functional responsibilities through adequate financial policies.

Benefits of working with Helping Hand

We invest in you and your leadership team

Helping Hand is implementing the world's largest roll-out of the internationally acclaimed *My Home Life* transformational leadership development program. Commenced in 2019, this program will enable almost one fifth of our entire workforce to participate and benefit.

We surround you with support

Helping Hand has a strong Corporate group which partners with you in your work to create the best outcomes for our clients and our staff.

We support your learning

Helping Hand encourages employees to pursue further education and study to ensure we have the most educated and qualified workforce possible. Employees are entitled to study support, which may include having up to 50% of your degree paid for, the option to take study leave to complete your studies, or a fully funded scholarship.

We support you to minimise the tax you pay

As a not-for-profit organisation, Helping Hand can offer you the benefits of salary packaging, a scheme approved by the Australian Tax Office that increases your take home pay. We partner with the Community Business Bureau (CBB) to provide the best support to our staff about using salary packaging. CBB is also a not-for-profit organisation providing great customer service to our staff.

We show our appreciation

September is our Staff Appreciation Month, where we focus on our valuable staff and the contribution they make to our organisation. Helping Hand recognises every single year of service that you provide to us. We celebrate your contribution and commitment to us – and thank you each and every year.



Discover the Helping Hand Way

The Helping Hand Way reflects who we are and informs how we strive to achieve our mission to provide innovative and responsive services for older people which support them to have the best quality of life.

Our objectives

The wellbeing of our residents is central to everything we do. We strive to provide a higher quality of life with an array of innovative services that assist older people to achieve:

Individualised wellness

We believe that wellness is a right and determined by the individual.

Dignity of living

We believe everyone is entitled to the care and attention they deserve.

Quality of life

We believe older people have a right to maintain their quality of life, sense of purpose and contribution to the community.

Choice

We believe that choice is about supporting options, client preference and informed decision making.

Our values

Our core values are reflected in everything we do. They form the foundation on which we work, interact, make decisions and develop strategy supporting our mission.

Compassion

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

Respect

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

Excellence

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

Community

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

Our workforce qualities

The personal characteristics and qualities our staff possess, enables us to deliver our service promise and reflect our values.

Engaged

Our staff listen, are attentive and interested in understanding the needs of our clients.

Dedicated

Our staff are committed to making a difference through their work and always bring their absolute best every day.

Professional

The professionalism of our staff is reflected in their skills and knowledge, respectful communication and courteous behaviour.

Genuine

Our staff's intentions and actions are sincere and authentic in everything they do.

Our service ethos

Putting client choice first is at the core of our service ethos. We achieve this by being:

Connected

We believe an active and engaged community of clients, staff and volunteers offers a welcoming community that is built together.

Personalised

We believe that excellence in care means we deliver our services to suit the needs of the individual.

Considerate

We believe keeping everyone's feelings in mind and understanding their circumstances, will result in better service.

Caring

We believe caring for clients and their choices demonstrates the compassion and respect they deserve.

Position description

Purpose of the Position

The Executive Manager leads the delivery of residential aged care services across Helping Hands nine residential sites located across Adelaide's northern metro area and Mid North regional SA.

Position Title:

*Executive Manager,
Residential Services*

Reports To:

Chief Executive Officer

Salary/Classification Level:

Negotiated Salary Package

Reporting to This Position:

- Residential Services Site Managers
- Senior Manager Residential Services
- Manager Residential Funding
- Project Manager
- Hotel Services Manager
- Executive Assistant

The managers reporting to this role are in both regional and metropolitan SA. The overall size of the residential services team is approximately 1,200.

The role is accountable to the CEO for achieving consumer, financial, business and services outcomes consistent with budgetary, organisational and legislative requirements, and in accordance with the organisation's mission and values.

The Executive Manager is primarily responsible for the planning, development, resources, compliance and service delivery associated with the management of the residential services within Helping Hand Aged Care (HHAC). This position will play an integral role in fostering and developing links between internal teams and external associations and networks.

The role of Executive Manager contributes to the development, monitoring and achievement of Helping Hand's broader strategic objectives. As part of the Executive team this role will monitor and develop strategies to continuously improve organisational performance.

The position is a pivotal position for the continuous review, planning and improvement of the residential services structure within Helping Hand. A key focus of this role is to assist the organisation to evolve through effective change management, development of standardised management processes and effective people leadership and management.

The Executive Manager is expected to be fully aware of all facets of the organisation's policy and activity and to participate with other members of the Executive Group in the management and leadership of the organisation. The role requires active and visible leadership including travel to the regional sites.





Executive Team

The Executive Manager Residential Services is one of six positions reporting to the Chief Executive Officer as a member of the Executive Group.

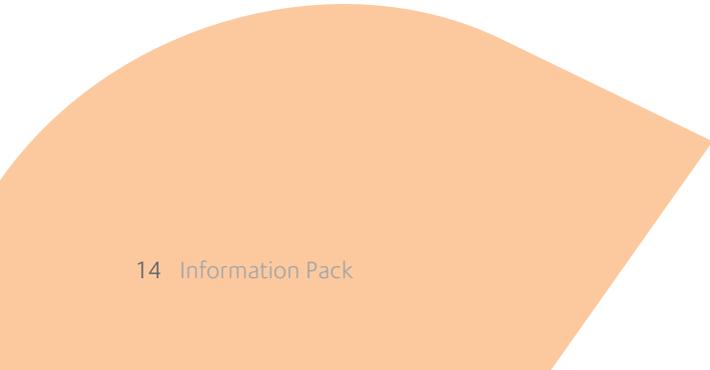
The Executive positions are:

- Chief Financial Officer (CFO)
- Executive Manager Care Governance
- Executive Manager People and Culture
- Executive Manager Marketing and Customer Experience
- Executive Manager Home Care Services
- Executive Manager Residential Services.

Other Key Relationships

The Executive Manager works closely with all members of the Executive Team and fostering team cohesion will be a key element of the individual's success. The incumbent will be expected to establish effective networks and professional relationships within the sector which include, regulatory bodies, suppliers, contracting parties, advocacy groups and other key stakeholders.

Key Outcomes & Responsibilities

- Facilitate the strategic growth and sustainability in the residential services team, enabling Helping Hand to compete and grow in a dynamic and transformational market environment
 - Develop a strong, capable and accountable residential services team by providing outstanding leadership and coaching, allowing them to flourish and explore innovative and professional ways to deliver high value and high-quality services to clients
 - Through engagement with residents and families, develop and implement service and care innovations that drive safety, efficiency and/or improved quality and service outcomes that help to differentiate Helping Hand
 - Ensure excellence against all relevant legislation and regulation, including the Aged Care Quality Standards, ensuring that clinical and care services are of the highest standards that go beyond basic compliance
 - Lead and embed the organisational values, ethos and mission and ensure consistent application with colleagues and across the organisation, fostering collaboration and driving service outcomes
 - Contribute to organisational strategy and then lead the development and management of business unit strategies, plans, budgets, policies and processes, people and performance development plans, to support the strategy.
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Selection Criteria

Essential

1. Appropriate tertiary qualifications and experience in health, aged care, human services and/or business.
2. Demonstrated operational experience in leading a complex health/aged care business with multiple sites and diverse multicultural staffing.
3. Strong working knowledge of clinical governance frameworks, quality systems and models of care, as they apply in the aged care or health care sectors.
4. Strong financial and commercial acumen with advanced analytical, problem-solving and process improvement skills.
5. Outstanding interpersonal and leadership skills including demonstrated experience in communicating with a broad range of staff and community stakeholders. Skills include communication regarding sensitive and confidential issues, presentation and negotiation.
6. Experience in managing geographically dispersed teams and clientele where there is a high degree of safety, legislation, regulation and quality standard compliance requirements.
7. Demonstrated experience of change management and process improvements in complex service environments to manage key business drivers.
8. High emotional intelligence with critical and reflective thinking skills in decision making and principle-based decision making.
9. Demonstrated commitment to continual professional and personal development.
10. Experience in the Microsoft suite of standard products.
11. Driver's License and ability/willingness to travel throughout regional South Australia.

Desirable

1. Appropriate qualifications in a clinical field and current registration with APHRA
2. Aged care experience
3. Experience in mergers and acquisitions
4. AICD qualifications.

Conditions

This position has been identified as an Approved Provider Status Key Personnel (APS KP) role within the organisation. In recognition of the responsibility and authority to act on behalf of Helping Hand a police check, search of bankruptcy records and completion of the "Approved Provider Status" form is required. If at any time the position incumbent is convicted of an Indictable Offence, the incumbent will be a 'Disqualified Individual' within the definitions contained within the Aged Care Act (1997) and will be unable to maintain their tenure of position.

This role requires current vaccination status against Influenza.

Customer Service... the Helping Hand Way

**We deliver our
service guided by our
5 Golden Standards**

1. We always offer choice.
2. We engage.
3. We speak clearly, politely and respectfully.
4. We deliver on our promises.
5. We make their day!

Helping Hand's Code of Conduct

Our Code of Conduct reflects The Helping Hand Way and expects you to act with:

Compassion

- Demonstrate your concern for others and do everything you can to help.
- Recognise and consider people's feelings and circumstances.
- Treat others with respect, courtesy, care and compassion.
- Support and value the contribution of other team members.

Respect

- Recognise and consider people's feelings, choices and rights.
- Maintain the privacy and confidentiality of others at all times.
- Conduct yourself with honesty, fairness and integrity.

Excellence

- Undertake your work with professionalism, to a high standard and with the appropriate skill and care.
- Take responsibility for your actions and behaviours.
- Strive to improve the quality of services to our clients and to each other.
- Go the extra mile in order to deliver the best outcomes.
- Strive to create new and better ways of doing things.

Community

- Foster connection with our clients, our teams, each other and our community.
- Value and support difference in our community and value the contribution that difference provides to us.

Work, Health & Safety

Exercise Due Diligence and Lead the Organisation to Arrive Safe, Work Safe and Go Home Safe

Lead and Support a Positive Workplace Culture
- embed the Zero Harm, Zero Injury philosophy.

As an Officer of Helping Hand, you must take all reasonable steps to:

- acquire and update your knowledge of work health and safety matters;
- understand the operations being carried out, and the hazards and risks associated with those operations;
- ensure that Helping Hand has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety from work that is being carried out;
- ensure that Helping Hand has, and uses, appropriate resources and processes in place to receive and respond promptly to information regarding incidents, hazards and risks;
- ensure that Helping Hand has, and uses, appropriate resources and processes in place to retain injured workers at work or return them as soon as practicable after an injury;
- ensure that Helping Hand has, and uses, processes for complying with duties or obligations under the Work Health and Safety Act and the Return to Work Act (refer CEO001F Due Diligence Statement).



How to apply

Contact Information

For a confidential discussion regarding this role, please contact VUCA Senior Associate, Ms Patricia Williams on EMRS@vuca.com.au or 0438 388 530 during business hours.

Please forward your letter of application and CV in MS Word by **Friday 11 June 2021**.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.



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