

Tapa Marnirni-apinhi (Creating Change)

Our Practice Framework



Acknowledgement of Country

Baptist Care SA acknowledges the Traditional Owners of the land.

We recognise and respect their cultural heritage, beliefs, and deep connection and continued guardianship of these lands, sky and waters. We value the contributions of Elders past and present, we are committed to learning from those emerging.

The Bible says "let justice flow like water" (Amos 5:24) and we follow this example as we seek the justice of righting the wrongs of the past. We express our gratitude that we share this land today, our sorrow for the costs of that sharing and our hope that we can move to a place of justice and partnership together.

Kurna Warra Karrpanthi (KWK) is the leading group dedicated to Kurna language revitalisation and maintenance process.

The traditional lands and language of the Kurna people include the Adelaide Plains of South Australia. KWK has been consulted and given their cultural consent for Baptist Care SA to use Tapa Marnirni-apintheta to name their best practice framework.

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“ This has been the best year of my life! Before, my life was so different...now, I feel like I have what I wanted – my independence.

I’ve learnt new skills and made some lifelong friends. And, I am so privileged to work with these Baptist Care SA staff. I would like to thank Jogen, who made me believe that men can be empathetic. He always encouraged me to be a strong person. And Sophie. I am so grateful to her. I really appreciate her precious time.

The gist of my words is that Baptist Care SA has really changed my whole life and that’s something I will never forget”.

Irina, former client
Unaccompanied Humanitarian Minors Program



Tapa Marnirni-apintheta (Creating Change)

One of our strategic priorities is to develop and implement a Practice Framework with the aim of raising practice standards and strengthening the quality of work across our service delivery programs.

Our Practice Framework represents another step forward in Baptist Care SA's development. Built after a lengthy consultation and co-design process with our staff, it reflects aspirations, values, methods and theories that are important to them. It also provides the structure, method and discipline to ensure that when we work with our clients, families and communities, we do so in the most effective way.

The core theories and methods that guide our practice in this framework are centred on the importance of people. Our practice is built around relationships, being holistic and client centred, building on people's strengths, working in culturally responsive ways, recognising the impact of previous trauma and seeing family, friends, community and other agencies as all having a role to play in providing help and support.

These methods and theories are evidence informed and reflect what we know is best practice. The quality of our practice, how we treat people, how we make them feel, how we best help and support them, defines us as an organisation. It is what our staff, clients and communities remember most. That's why practice is so important and why we now have this Practice Framework.

Baptist Care SA wishes to recognise the individuals who have contributed to the development of this Framework and who will be supporting the implementation and embedding of it across our organisation.



Paul Nixon
Lead Practitioner



Kate McGarry
Executive Leader,
Service Pathways

About Baptist Care SA

At Baptist Care SA, we work collaboratively with South Australians from all walks of life who are doing it tough and support them to achieve their life goals.

We're committed to finding a way forward for everyone we serve.

Baptist Care SA provides

- out of home care
- disability care
- youth education, employment and training
- mental health and wellbeing services
- homelessness services
- Aboriginal services
- therapeutic support.

We've been working on the front line with South Australia's most vulnerable people for more than 100 years.

Beginning in 1913, Baptist Care SA has grown to more than 1000 staff and volunteers. We've developed a wealth

of experience and knowledge that can inspire and motivate our clients to achieve their goals.

We understand that we are stronger together and we actively engage with other quality organisations to increase our capacity and capability.

Our Vision

Baptist Care SA, motivated by Christ's servant heart, aspires to be a leading, life-transforming organisation, founded in a faith community that is engaged in client focused care.

Our Mission

Baptist Care SA expresses God's love and compassion for people, especially those at risk or marginalised, by journeying with them toward the attainment of their full potential.

Our Purpose

Finding ways to make people's lives better.

Our Values

Underpinning all of our work are these four values:

Integrity

Compassion

Empowerment

Innovation

| | | | |
|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Integrity Ensuring personal and corporate transparency and the highest ethical standards. | Compassion Treating people and communities with empathy, dignity and fairness. | Empowerment Releasing individual strengths that promote personal and community transformation. | Innovation Fostering a culture of continuous improvement, staff engagement and improved client outcomes. |
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Delivering on our Mission

Our ability to establish effective working relationships based on trust and collaboration is pivotal to making the biggest, positive difference in working with our clients.

We believe that to genuinely deliver on Baptist Care SA's Mission, every member of our team needs to:

- Know **why** we do **what** we do, and **how we know it works**.

The purpose of developing, implementing and using a Practice Framework is to help us get really good at **making explicit** the things we often do **implicitly** with our clients and our colleagues.

This enables us to be:

- Intentional in the work we do with people (our clients **and** our colleagues)
- Confident that our (collective) work is making a positive difference to our clients and meets their needs
- Accountable and consistent in the quality of our practice with all our clients
- Well-equipped to share, reflect on and improve our practice
- Innovative in our practice and service design
- Collaborative in our approach, both internally and externally.

At Baptist Care SA, we work with people from a wide variety of backgrounds and everyone comes to us with a life-story. As workers, we also bring our own history and experience and come from a variety of backgrounds, with our own stories and a strong sense of purpose aligned with Baptist Care SA's own.

Our ability to establish effective working relationships based on trust and collaboration is pivotal to making the biggest, positive difference in working with our clients. This enables us to share a safe space allowing them to be vulnerable, to express their needs and to create and lead their own solutions.

Together, we will:

- Make sense and meaning of what's going on for them
- Identify what's important, what needs to change, and what their role is in making this change.

Ultimately, our goal is to increase our clients' capacity to establish, restore, build and maintain positive, healthy relationships with:

- Themselves
- Others
- Their environment, and
- A Higher Power, which people interpret in many different ways and, in the Baptist tradition, we call God.



What is a Practice Framework?

A Practice Framework is a conceptual map that guides and supports practice based on values, language and theories. It provides a coherent set of concepts, beliefs, theories and assumptions to shape practice. At Baptist Care SA, our Practice Framework provides a clear understanding of what underpins our work and informs our work with our clients.

Practice Frameworks are designed to help workers and their organisations apply theory and an explicit rationale to their practice and way of doing things. It helps to guide the focus and energy of the organisation in terms of what it is trying to achieve and how it does this. It guides organisational development, policies, procedures and an understanding of clients' needs.

Our Practice Framework sets out how we want to behave as workers, makes clear our offer and promise to our clients and gives us clarity about the way we work and why we work in that way. Our Practice Framework offers transparency to our clients and stakeholders about how we work and how we will be open and accountable for the quality of our practice.

Inside a Practice Framework are Core Theories and Methods which describe the specifics of our daily practice and interactions with our clients, providing an understanding of their specific needs and shaping our activities and planning.

Being clear and purposeful about our ways of working and being supported to do these things well, will lead to better outcomes for our clients. If we are clear why we work in these ways, we will be more effective.

The Baptist Care SA Practice Framework will enable us to focus on quality and outcomes for clients.

Measures of **quality** of client experience

Measuring **outcomes** for clients

Integrated services

Holistic service offerings

Culturally responsive approaches

Being **client / community centred**



Definitions

The Practice Framework enables us to be consistent with our language and clear about what we mean. Some of the key words are defined below:

Clients –

are the people who are receiving a service from Baptist Care SA

Community –

are the people and other organisations who are a part of our clients' lives.

Outcomes –

are a description of what our clients are aiming to achieve as a result of working with us

Partnerships –

are effective collaborations, with our clients, their families, communities and other organisations that increase the impact and extend the reach of our services

Practice –

is what we do when we engage with and work with our clients. This is the use of our knowledge of methods and theories and our skills in working with people, to make a difference in people's lives and support change

Practice Framework –

how we apply values, knowledge and theory to practice, helping our workers to be most effective with their clients

Restorative Practice –

is, at its core, relational practice and the most effective way to work with our clients

Stakeholders –

are other organisations and, including the Baptist churches, who have an interest in, and are involved with, the work of Baptist Care SA.

Theories and Methods –

describe why and how we do things in our practice – 'our way of doing things'

Leader –

has a senior position in the organisation and has the responsibility for leading and implementing change

Manager –

has the responsibility of managing and leading a Program team(s)

Supervisor –

is a member of staff who has the responsibility of providing regular and quality supervision to other staff

Worker –

is a member of staff, student or volunteer of Baptist Care SA with client facing responsibilities.



Practice Governance

Practice governance is the set of relationships and responsibilities established by an organisation between its governing body, executive, workers, clients and stakeholders, to deliver safe and quality services. It provides assurance that systems are in place to deliver safe, high-quality care and to continuously improve services.

It is an integrated component of the organisation's governance of its services:

- Workers are supported to deliver safe, high quality care through systems that are structured in accordance with best practice
- Processes and outcomes are monitored against expected standards
- Any deficiencies in processes and outcomes are addressed.

Practice Governance ensures that everyone, from frontline workers to managers and members of governing bodies, such as Boards, is accountable to clients and the community for assuring the delivery of services that are safe, effective, high quality

and continuously improving. It also sets expectations that everyone is accountable for their own practice and for their contribution to the safety and quality of the support and interventions which are provided to service users.



The Practice Governance Framework includes:

Practice

It is well recognised that quality practice involves the use of clear models, critical reflection, a curious approach, careful analysis and considered decision making. Importantly, it helps us to integrate our knowledge and skills within an organisational context, provides consistency and supports us to articulate why we do what we do and for what outcomes.

Practice is at the centre of the Framework and highlights the importance of good practice to achieve positive outcomes for our clients. Baptist Care SA has a set of practice standards and guidelines against which the quality of our services and their impact can be measured. This will be in the form of practice guidance, resources and tools, and will also include external regulatory standards.

Our practice standards will be clear and explicit, so that all workers, managers and leaders are clear about what constitutes good practice in relation to our language, attitudes, approach and service provision.

Good practice will be celebrated. We will take the time to learn from what works and share this learning across the organisation, as well as ensuring that it is used to support the training and guidance given to our workers.

All workers are being supported through supervision, learning opportunities and structures within the organisation to provide good quality support, care and interventions to clients.

Quality

Baptist Care SA promotes a culture of excellence, innovation and continuous quality improvement to ensure our services are of the highest standard, meeting or exceeding the expectations of our service users, the community, key stakeholders and the relevant quality and licensing authorities.

Quality assurance activities enable everyone in Baptist Care SA to understand how effective we are in achieving our goals of quality practice and good outcomes with our clients. It includes being proactive ie. providing mechanisms to assure and support good practice, like supervision and written standards for practice quality, or reactive ie. giving workers and managers feedback and data on the quality of their service so they continue to improve.

Quality assurance is about ensuring that we understand what we are doing well and what requires improvement. It facilitates and supports the ongoing professional and practice development of all workers, as well as helping the organisation to identify systemic issues to be addressed.

This knowledge and understanding comes from a number of different sources, including; self-assessment, audits, compliments and complaints, and feedback from clients, staff and our partners.

The Quality Assurance Framework ensures that there are activities in place to enable us to know how well the core practice standards are being adhered to. The outcome of these quality activities are provided to the Practice Governance Group (details in Governance section) that oversees the quality of practice across the organisation.

Learning

Baptist Care SA has a culture of continuous learning and improvement and is focused on ensuring high quality care, support and interventions, and achieving positive outcomes for our clients.

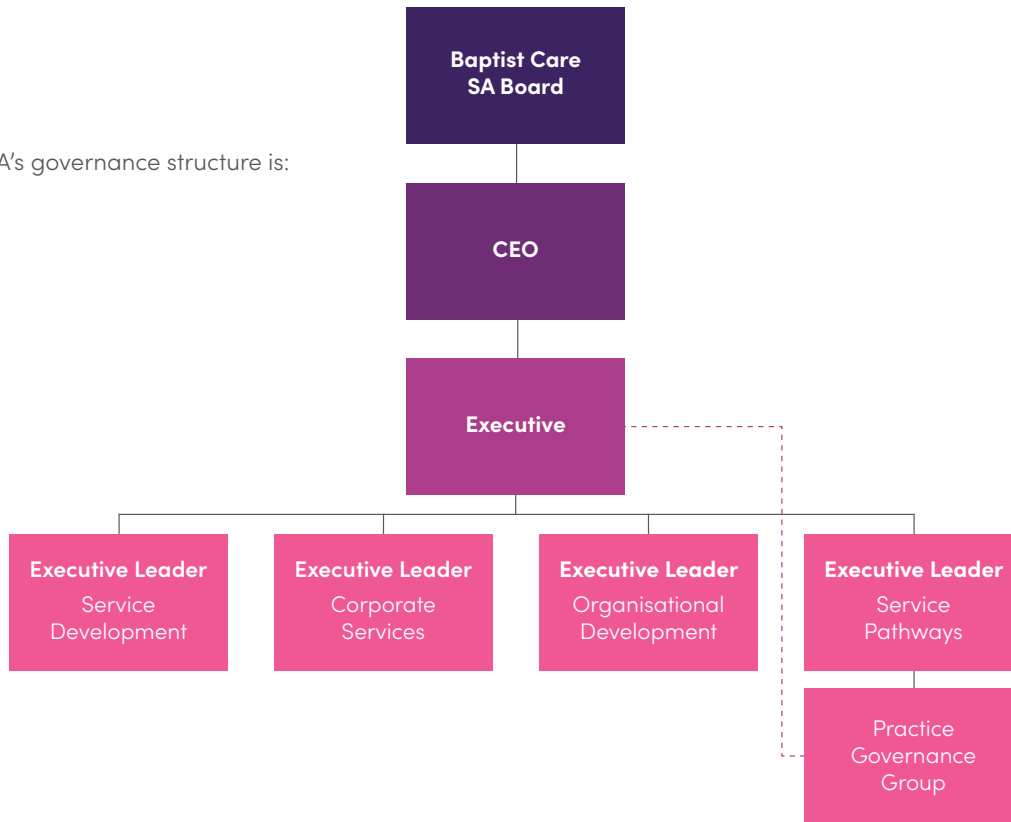
Learning and improvement is achieved through learning from what we do well (appreciative inquiry) and reflecting on our practice and how we can be even better. Our quality assurance activities inform our learning and development requirements.

All our workers will be provided with a variety of opportunities for learning and improvement, including good quality and regular supervision, training, access to research and good practice guidance, coaching and mentoring, practice workshops and more.

Practice Governance

Governance

Baptist Care SA's governance structure is:



The Baptist Care SA's Practice Governance Framework drives behaviours, both individual and organisational, that lead to better client outcomes.

The **Practice Governance Group**, chaired by the Executive Leader Service Pathways, includes Senior Managers from across the organisation. It leads the development, implementation and embedding of the Practice Framework and has oversight of the quality of practice across the organisation.

The Practice Governance Group:

- Provides effective governance and reporting to assist Baptist Care SA to embed its Practice Framework
- Ensures accountability and responsibility for quality client outcomes
- Has a focus on:
 - Service delivery policy
 - Safeguarding (including client incident management processes)
 - Practice development (including practice training)
 - Service assurance
- Provides the Executive Leadership Team and Board with reporting on the quality of service delivery

and practice through monitoring, reporting and oversight, in accordance with the Practice Framework

- Monitors skills and resources to ensure the provision of regular and good quality supervision and makes recommendations regarding learning and development requirements
- Works collaboratively with colleagues across the organisation to ensure the quality of service delivery and practice.
- Drives sound practice/ organisational strategic planning for optimal client and organisation outcomes
- Embeds a continuous improvement and learning culture.

Our Core Practice Standards

Our Promise to our Clients and our Communities

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| <p>We understand our clients' Needs and Strengths</p> <ul style="list-style-type: none">• We have listened, heard and understood our client's journey• We have used our professional curiosity to gather the information that we require to be able to provide good quality care• We know where they have been and we are clear about where they want to go• We recognise their unique strengths• We understand the impact of trauma on their lives. | <p>We Work With our clients</p> <ul style="list-style-type: none">• Establish trust that enables us to work alongside our clients, supporting them to find their own solutions• We work at our client's pace and shape our intervention support with them, keeping accurate records• We prioritise the building of relationships with clients and people important to them to build trust and connection. | <p>We are working to clearly defined Goals and Outcomes</p> <ul style="list-style-type: none">• We are clear about the focus of our work and how we will achieve the desired outcome with the client• We are able to share the progress of work with clients and with others involved• The goals and outcomes are:<ul style="list-style-type: none">S – SpecificM – MeasurableA – AttainableR – RelevantT – Timely. | <p>We are Respectful to everyone who we work with</p> <ul style="list-style-type: none">• We are respectful of each individual's culture and diversity and demonstrate this through culturally responsive practice• Our communication is respectful and professional to everyone who we come into contact with in our work• We understand the impact of trauma and we show empathy, patience and genuine care. | <p>We work in Partnership with others to achieve positive outcomes for our clients</p> <ul style="list-style-type: none">• We recognise the importance of working as a team with our clients and their:<ul style="list-style-type: none">» Family networks» Other organisations working collaboratively with our client» Their wider networks and community, including their spiritual and cultural contexts  |
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Our Practice Standards are an essential part of ensuring that our clients receive consistent support and care. They are the rules that describe the (minimum) service or practice that can be expected.

The Practice Standards have been developed in consultation with our staff, and are based on what works well. They are designed to guide our workers in their work and provide clarity about what good practice looks like.

We understand our clients' **Needs and Strengths**

- We have listened, heard and understood our client's journey
- We have used our professional curiosity to gather the information required to be able to provide good quality care
- We know where they have been and are clear about where they want to go
- We recognise their unique strengths
- We understand the impact of trauma on their lives.

Understanding our clients' needs and strengths requires our workers to be professionally curious, to listen to their clients and to gather information from others (family, community and other organisations). It requires us to take a holistic approach and consider our clients' wider needs, including the impact of trauma and not just the presenting need for the service being provided. We recognise that our clients have a myriad of strengths and as such are much bigger than their pain and struggles. We focus on discovering all of these strengths to enable them to be used to plan the way forward together.

Going forward, our workers will utilise assessment frameworks (e.g. ARACY Common Approach) to help understand their clients' needs and strengths, as well as tools to provide a better understanding (e.g. ecomaps, genograms) of a client's relationships, networks and resources.

Our workers and clients will work together to develop an assessment that will focus on the client's needs, strengths, existing resources, what the client would like to achieve and any identified risks. The voice of our clients, their wishes and their feelings, will be apparent in all of our assessments.

Consideration will always be given to our clients' culture, spirituality, language and traditions, and this will require our workers to be curious and practice deep listening. It will also require an understanding of our clients' experience of trauma and how this has impacted their lives.

An assessment is an ongoing process between worker and client. It is a basis for planning what needs to be done to; maintain, improve or bring about change for our clients, their environment or both.

How will we know that we have met the standard?

- Client's holistic needs and strengths are accurately recorded in assessments and plans, which include contributions from all relevant people involved in their lives
- Our client's voice, own words and a definition of their own needs and strengths are clearly represented in the recording of their needs, strengths and priorities.





We
**Work
With**
our clients

- Establish trust that enables us to work alongside our clients, supporting them to find their own solutions
- We work at our client's pace and shape our intervention support with them
- We prioritise the building of relationships with clients and people important to them to build trust and connection.

The basis of restorative practice is that human beings are happier, more cooperative and productive, and more likely to make positive changes in their behaviour when those in positions of authority do things with them, rather than to them, or for them.

Research from the Harvard Centre found that the most important factor in the success of services provided by a care professional is the quality of their relationship with their client. When workers know how to connect with their client and are able to deeply listen and discover what's really going on beneath the surface, build trust and find ways to explore solutions together, then life outcomes for clients can be transformed.

Relationships matter. Our quality of life, our happiness, our ability to cope when times are tough, are directly related to the degree to which we feel connected to others and can rely on them for support.

At Baptist Care SA this means demonstrating the importance of good relationships at all levels, from

leaders to frontline workers. It means the quality of relationships is a priority for everyone, highlighted within the organisation's vision, in our service contracts, as part of our recruitment criteria, and in individual performance and accountability frameworks.

How will we know that we have met the standard?

- Clients will tell us that they feel active participants in their own planning and decision making, and that they were clear from the outset how we would work in partnership together
- There is clear evidence in our assessments and plans that our clients have played a key role, and their voice has been heard, with their wishes and feelings recorded.



We are working to clearly defined **Goals** and **Outcomes**

- We are clear about the focus of our work and how we will achieve the desired outcome with the client
- We are able to share the progress of work with clients and with others involved
- The goals and outcomes are:
 - S** – Specific
 - M** – Measurable
 - A** – Attainable
 - R** – Relevant
 - T** – Timely.

When we understand our client's needs and strengths, as a result of a holistic assessment, we are able to formulate a clear plan that addresses their needs and utilises their strengths and resources. All client plans flow from a holistic assessment.

A good plan identifies strengths, talents and resources in a client's life. It allows us to be clear about the focus of our work and how we will achieve the desired outcome with the client. It allows us to be able to evidence the client's progress on their journey and the impact of our interventions, when we review and update the plan.

We will always ensure that our clients are active participants in their own planning and decision making, that they lead the decision making and our role is to support and enable them to achieve their goals and outcomes.

How will we know that we have met the standard?

- All clients have an up-to-date plan that:
 - » Reflects their strengths, talents and resources
 - » Reflects both their immediate needs (in terms of their safety and well being) and longer term holistic needs (including education, health, housing and employment), and
 - » Has clearly defined goals and outcomes that can be monitored and reviewed over time
- There is evidence that our clients' goals and outcomes are being achieved.

We are
Respectful
to everyone
who we
work with

- We are respectful of each individual's culture and diversity and demonstrate this through culturally responsive practice
- Our communication is respectful and professional to everyone who we come into contact with in our work
- We understand the impact of trauma and we show empathy, patience and genuine care.



We will be respectful in all of our interactions, with colleagues, clients, communities and our stakeholders. We seek to build effective working relationships with our clients, their communities, our colleagues within Baptist Care SA, and partner organisations.

We respect each individual's cultural background, we respect and support diversity and we have an awareness of the impact of trauma on people's lives.

How will we know that we have met the standard?

- All clients receive information about how they can provide feedback and make complaints
- Our clients tell us that our ways of working honour and respect cultural difference
- We have recorded our client's ethnicity and we are purposeful about their needs in relation to their culture and identity.

We work in
Partnership
with others to
achieve positive
outcomes for
our clients

- We recognise the importance of working as a team with our clients and their:
 - » Family networks
 - » Other organisations working collaboratively with our client
 - » Their wider networks and community, including their spiritual and cultural contexts



Working purposefully with Families and communities of care recognises that all of our clients, to a greater or lesser extent, are connected to a wider network of formal and informal supports and relationships. By ensuring our practice always positively connects with our clients' wider set of family and community relationships and other helping organisations working with them, we can maximise the knowledge, information, resources and support that will help us support our clients to the best possible outcomes.

How will we know that we have met the standard?

- We understand our client's important relationships and the connections they have, including in their family and communities of care
- Key partners, family members and the client's community of care are part of planning and providing help and support
- Our clients have given their consent for us to share information with others.

“ To be part of anyone’s life journey is humbling. It’s a privilege to watch them grow and blossom into the best version of themselves they can be.

For me, a young white female, having the trust and respect of middle aged to elderly Aboriginal men (my clients) is an honour that I hold dear to my heart.

Walking alongside them while they achieve the goals that they once thought were impossible, is a heart-warming and enriching experience that only comes with true understanding and knowledge of who they are – worthy and unique human beings”.

Support worker, ENU Aboriginal and Torres Strait
Islander Men’s Accommodation Service

Core Theories and Methods

Baptist Care SA has committed to integrating five core theories and methods of change to guide all our practice and service delivery.

These theories and methods describe why and how we do things in our practice – ‘our way of doing things’. They set out our rationale and purpose. To support our day to day practice with our clients, we have provided guidance to help workers and supervisors make decisions and guide their practice.

Our five key theories and methods of change are; Restorative, Strengths Based, Culturally Responsive, Families and Communities of Care, and Trauma informed.



Holistic and Client Centred

Central to our work with our clients is the need to be holistic in our approach and client centred. An holistic approach involves examining all factors of a person's life, rather than focusing on one issue. Being aware of a person's strengths and needs in other areas of their life can support and explain the presenting issue.

This means considering their physical, emotional, financial, social and spiritual wellbeing when we assess our client's needs. It also requires us to engage and work with others; our client's family, other organisations, their own community (with appropriate consent), to be able to gather a holistic picture of their life.

Client centred is a way of thinking and doing things that sees our clients as equal partners in planning, developing and reviewing the services and support that they receive from Baptist Care SA, to make sure that they meet their needs. It requires us to work with our clients in partnership and to empower them to identify their own solutions.

For our practice to be high quality, we need to provide structure and process around the way we work

with our clients. This also allows us to review with them the progress we are making towards agreed outcomes and solutions. Our practice approach includes the requirement for:

- An holistic assessment to be completed, identifying strengths and needs
- A plan that addresses the needs and has SMART goals and outcomes
- An ongoing review and update of the assessment and plan, to ensure that the supports and services we are providing are enabling our client to achieve their goals and outcomes
- Involving our client, their family and community, and any other organisations involved in their life and working as a 'team around our client'
- Our workers receive regular supervision and support to provide high quality practice.

Summary – in a nutshell.

Holistic and Client Centred focusses on the whole person, considering all aspects of their lives when identifying needs and strengths. It requires us to work with our clients to empower them to find their own solutions and to be equal partners in the development and review of services.

In practice:

1. We complete our assessments and plans with our clients
2. Assessments consider all areas of a client's life
3. Information is gathered from others who are involved in a client's life
4. We work with in partnership with our clients and others
5. We provide regular supervision and supports to our workers.

Core Theories and Methods

Restorative

Restorative practice is at its core relational practice and the most effective way to work with our clients. It is designed to help workers engage with individuals, families and communities enabling them to build and maintain positive and constructive working relationships. It also enables workers to support their clients to improve their own relationships - healing and repairing relationships in their own world when conflicts emerge and things go wrong.

Centrally, the aim is to work collaboratively with people, working alongside them, enhancing their relationships and connections in their own networks and relationships that enhance networks of support. The worker has an emphasis on enabling their client to take responsibility and power to determine their own solutions and actions, rather than their practice being paternalistic and falling into the 'helper trap' of doing things 'for' them or 'to' them.

This means putting power and decision making closest to the problem, so that clients and their key relationships are in charge of decision making at every opportunity. In doing this, restorative practice seeks to give our clients power and responsibility over their own lives.

What happens in organisational culture and behaviour is most commonly also reflected in practice. This means demonstrating the

importance of open, understanding, supportive and accountable relationships at all levels, from leaders to frontline workers. It means making the quality of relationships a priority for everyone, highlighted within the organisation's vision, in service contracts, as part of the recruitment criteria, and in individual performance and accountability frameworks.

When workers know how to connect with clients; they are able to listen and discover what is really going on beneath the surface, build trust and find ways to explore solutions together, then life outcomes for our clients can be transformed.

Baptist Care SA will utilise Dadirri with all of our clients. Dadirri is an Aboriginal concept of building empathy, understanding and connection through deep listening. We will listen deeply to their pain, their strengths and their hopes, and support others to deeply listen and acknowledge their voice as well. We will also support the client to deeply listen to their own reflections and those within their 'Community of Care'. Dadirri is a special quality and unique gift of the Aboriginal people, it is the inner deep listening and quiet still awareness:

To know me is to breathe with me

To breathe with me is to listen deeply

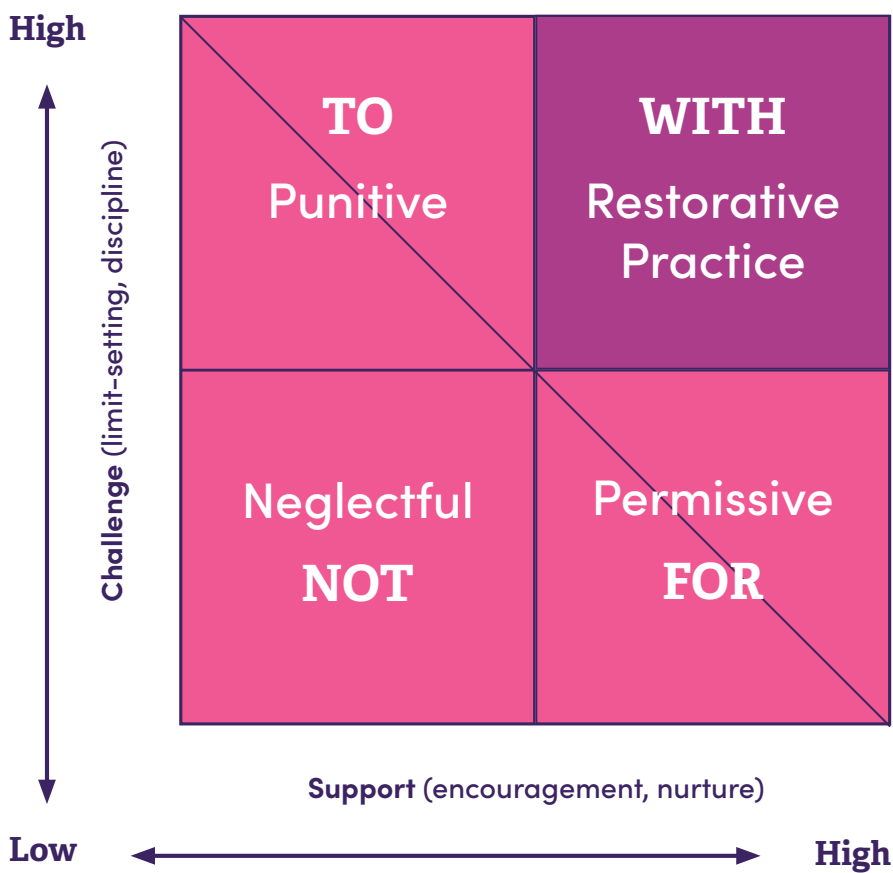
To listen deeply is to connect²

Restorative practices operate on a continuum of practice behaviours and methods that position clients to take responsibility and power. This ranges from the way we make statements or ask questions to impromptu circles to resolve conflict or make decisions through carefully planned and constructed family or community conferences.

Restorative Practice is 80% proactive; building and maintaining constructive working relationships and connections, and 20% reactive; healing and repairing relationships when things go wrong. To help this happen our workers will work in ways that:

- Provide the right support, encouragement and empowerment to enable others to reach their agreed goals. This is called **'high support'**.
- Provide constructive challenge, conversation and dialogue to agree outcomes and ways of doing things that keeps us on track for good outcomes. This means a way of agreeing our shared accountability and responsibility for each other. Those in relationships hold each other to account in a meaningful and constructive way and agree clear boundaries to work within. This is called **'high challenge'**.

These ways of practising are set out in the following diagram showing the need to practice wherever possible in the 'with' box. Working in restorative and collaborative ways with our clients.



Summary – in a nutshell.

Restorative Practice focusses on the power and value of relationships. It seeks to build and maintain constructive relationships with clients and their networks, and healing and repairing relationships when things go wrong.

In practice:

1. Move power and decision making closest to the client
2. Put the problem at the centre, not the person
3. Widen the circle of support and pluralise it. Understand and engage the client's network of family, friends and community relationships
4. Create a pattern of support and constructive challenge in working relationships.

Restorative Practice is a way to be. It is a term used to describe principles, behaviours and approaches which build and maintain healthy relationships and a sense of community. Restorative Practice can resolve difficulties and repair harm where there has been conflict.

It is a way of being with people, essentially to work with and alongside others to create sustainable change.

Core Theories and Methods

Strengths Based

Strengths based practice assumes that everyone, no matter their circumstances, has skills and attributes that will help them achieve change. It seeks to build on the strengths, assets, skills, knowledge and social networks around clients to help them to find solutions to their own problems. It does not ignore the client's problems, but rather engages their knowledge and skills in resolving their difficulties.

A strengths based approach to practice in care, support and inclusion, looks first at what people can do with their skills and their resources. It also seeks to connect people to their own community network of help and support. Our clients are seen as much more than just their own care needs – but people in their own right who are experts on themselves.

Practice seeks to engage the knowledge and skills of the clients in defining their own needs and problems and the role of the worker is to help them elicit as often as possible their own solutions that are right for them. Motivational Interviewing, Solution Focused Coaching, Family Systems and Ecological counselling models are methods of strengths based practice which put the client at the centre of defining their own needs and goals and identifying their innate resources and skills to achieve solutions.

Strengths based practice is based on values and principles about people's innate worth and rights and seeks to promote self-efficacy and self-governance.

The client is an expert on themselves and they know their own needs and strengths better than any outside professional. Hence the role of the worker is to effectively engage the client in identifying their own problems and are supported to find their own solutions.

Strengths based approaches balance strengths, needs and risks. They give the client respect and hope; working to their strengths and building resilience, safety and wellbeing from the strengths in the clients' environment to help them address needs and concerns.

Strengths Based practice steps

include working with the client to establish:

- How they are going to work together and what explicitly are the processes and methods to be used
- The client's definition of their problem and what they want to change
- Establish with the client what are their key motivations and strengths that help them tackle adversity and overcome their difficulties
- Engage the client in identifying their key relationships and social supports that can help them achieve the change and improvement they are looking for
- Work with the client to identify strategies for change and how to manage relapse and reset goals for change.

Summary – in a nutshell.

Strengths Based Practice is an approach that builds from the knowledge, skills, motivations and attributes of the client. It positions them as the expert on their own life and values self-efficacy and self-determination. The role of the worker is to help the client identify and deploy these strengths in achieving their goals.

In practice:

1. Client will guide and lead decision making where possible, using their own experience and knowledge
2. Understand their needs holistically – strengths, needs and challenges
3. Client's own insights and resources are key to change
4. Build on the strengths of the client to tackle their problems
5. Identify and utilise the strengths and resources within the client's community of care.

Culturally Responsive

Aboriginal and Torres Strait Islander people

Baptist Care SA strives to be a place where Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples work together in a positive partnership to find ways to make people's lives better (culture, love, language, music, art and dance). With a focus on culture and traditions, we are privileged to work alongside the Aboriginal and Torres Strait Islander communities in a number of our services.

Baptist Care SA is committed to ensuring the visibility, voice and valuing of Aboriginal and Torres Strait Islander peoples and culture. Baptist Care SA acknowledges that Aboriginal and Torres Strait Islander people have endured historical injustice and dispossession of their land, language and culture and we recognise this is continuing today. We further acknowledge that Aboriginal people have never ceded sovereignty. This has profoundly influenced and impacted all aspects of Aboriginal and Torres Strait Islander life. Baptist Care SA longs for healing and we are committed to playing our part in making amends for past and present wrongs and working toward a future where we can walk together in harmony.

Most importantly, Baptist Care SA requires our workers to have a strong awareness and appreciation of Aboriginal and Torres Strait Islander experiences under white colonisation and the effects on Aboriginal and Torres Strait Islander people as individuals. This includes the historical and continuing impact on communities and families, health, social justice, home ownership, education, employment and the removal of children from their families.

A key expectation and requirement of the Practice Framework is that all workers, when working with Aboriginal and Torres Strait Islander clients, are expected to connect their clients with their culture, community and kin.

To be a culturally responsive organisation, we need to learn from and promote Aboriginal and Torres Strait Islander leadership in our practice. This means building up a body of knowledge of culturally appropriate engagement and decision-making practices that reflects Aboriginal and Torres Strait Islander culture.

It is important to note that there is great diversity among Aboriginal and Torres Strait Islander peoples and cultures, which in itself is critical to understand. However, consistent across these many cultures is a strong connection to the land, sky and waters and this relates to all aspects of existence, including language, family, lore, spirituality and culture, and a commitment to family and community. These relationships are fundamental to the identity and way of life for Aboriginal People.

Multicultural South Australia

South Australia is a multi-cultural environment and being culturally responsive means being responsive to all cultures and diversity. This includes Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse (CALD) communities.

Culturally inclusive and responsive practice is designed to ensure that the cultural identity, safety, traditions and needs of our clients – especially clients from Aboriginal and Torres Strait Islander and culturally and linguistic diverse (CALD) communities – are valued and promoted, so that we can build on their strengths.

This requires our workers to:

- have knowledge and awareness of other cultures
- work in culturally responsive ways
- listen to and learn from our clients around patterns of engagement and models of cultural safety and wellbeing
- provide clients with choice and control
- are curious about their clients' culture

- have a person-centred focus
- encourage Aboriginal led co-design and service delivery
- have a deep understanding of their own values and cultures originating from their own family, background and position in society.

Working responsively and inclusively with Aboriginal and Torres Strait Islander and CALD peoples includes; showing respect, understanding and valuing knowledge and practices. The development of meaningful relationships, with all of the people that we work with, requires respectful deep listening and the development of trusting relationships. This requires ongoing staff development and training to maintain and grow their cultural fitness.

Summary – in a nutshell.

Culturally Responsive Practice

is an approach that values, strengthens and responds to the cultural identity and needs of our clients. It means we are guided in our practice by the culture of the client and their cultural needs. It means we must adapt from what we usually do in our practice to what is right for the cultural needs of the particular clients' culture and identity.

In practice:

1. Listen deeply; Dadirri, be respectful, caring and compassionate
2. Recognise, affirm, be positive and work in ways that strengthen the client's cultural identity and heritage
3. Use patterns of engagement, partnership and methods of decision making that reflects the client's own culture, traditions and values
4. Connect to the client's network of support and pattern of family and community relationships.

Core Theories and Methods

Families and Communities of Care

Everyone, whether an adult or child, is connected to and part of some wider family or community of relationships that have some importance or meaning to them. Even if it is only one person, it is important. Research has consistently shown that human relationships, particularly close family and community relationships, are a key to peoples' safety and wellbeing. This means we cannot see our clients in isolation, but as part of a wider network of family and community, however disconnected they have become.

Focussing on families and communities of care means that when workers are engaging with clients they must think about their wider set of relationships and connections and put these people in the picture of assessment and decision making. For example, when working with families, workers whose primary focus is the adult will need to consider to the needs of the children, and any impact on them from adult behaviours or difficulties, and the worker whose primary focus is the child will need to consider the needs of any adult in the family.

This approach recognises the importance of supporting all members of the family to enable sustainable change and for our clients, in most cases, to remain safe or have safe connection with their families and communities.

It requires us to work systemically with our clients so that there is consideration of all of the family members' needs and difficulties, as well as their strengths and assets.

Summary – in a nutshell.

Families and Communities of Care

recognises that all of our clients, to a greater or lesser extent, are connected to a wider set of relationships of family, friends and community. This includes a range of organisations that may know them or may be providing them with help and support.

Connecting or reconnecting our clients to their natural and informal family, friends, church, community networks of support and informal social regulation is crucial to creating more sustainable helping relationships into the future. So too is engaging with other organisations and with other services within Baptist Care SA, to ensure we are meeting our clients' needs in a more integrated and holistic way.

In practice:

1. Think widely about family, friends and community networks and how we can engage them in assessments, decision making and offering help or support to the client
2. Make sure we understand the range of organisations working with our client and that we work in partnership with them to create integrated assessments and plans to meet their needs
3. Use models of collective decision making and review so all contributions from informal family, community and formal professionals and organisations are valued and integrated into a holistic response to achieve client outcomes
4. Identify where relationships may be strained or severed and consider how these relationships can be repaired.

Trauma Informed Practice

Trauma informed practice is a strengths based approach shaped by an understanding of the impact of trauma, which emphasises physical, psychological and emotional safety for the client and creates opportunities for those experiencing trauma to rebuild their wellbeing and a sense of control and empowerment (Hopper et al 2010).

Our clients can recover from trauma and our practice should support their self-determination and strengthen their resilience to do so. Trauma informed practice is an approach that recognises the impact of trauma on the brain and human development and its effects on people's behaviour and wellbeing.

Trauma can be understood as 'simple' in response to a single traumatic event or 'complex' characterised by often multiple, inter-related or enduring events that cause trauma. The nature and impact of a client's trauma experience will depend on the nature, duration and pattern of trauma along with their individual characteristics and resilience of their family and the social situation.

There is a growing body of evidence from Neuroscience and studies in brain development that show us that brain development of a child both prenatally (before birth) and perinatally (soon after being born) is very sensitive to external impacts. The impact of trauma on young children can lead to life-long difficulties.

People who experience complex trauma are often likely to have learning and behavioural problems, but new research on Brain Plasticity shows us the brain is able to adapt and adjust but this capacity does decrease with age.

Theories of Resilience are crucial to understanding how trauma affects different people and how people respond, as most people experience some kind of traumatic event in their lives. Resilience helps us manage and respond to trauma, so finding out what are the resilience factors for clients is important, so we can strengthen these. Resilience factors can protect people from the effects of trauma as well as facilitate health, recovery and change. It provides factors that can reduce our vulnerability and enable the client to work with risk and increase coping mechanisms and resources.

Trauma informed practice requires:

- An awareness and understanding of the cause and impact of trauma
- Where possible promoting the client's choice and self-determination
- Enhancing the client's connections and supports
- Paying attention to client safety and building a reliable consistent relationship
- Working from the client's strengths and helping them to build their skills and coping mechanisms.

Practice tips working with trauma:

- Be aware of the signs of trauma when responding to behaviours that are concerning or demand attention. Look beyond the behaviour to the underlying causes
- Look for strengths and protective factors that are maintaining resilience and allow further recovery
- Be aware of signs of risks related to trauma-based behaviours and forming collaborative safety plans with the client to prevent further harm or trauma
- Reduce risk by teaching coping skills to promoting resilience factors.

Summary – in a nutshell.

Trauma Informed Practice is shaped by an understanding of the impact of trauma on people's behaviour, emotions and wellbeing. Focus on physical, psychological and emotional safety for the client and seek to create opportunities for recovery and healing which will help them to rebuild their resilience, identity and self-determination.

In practice:

1. Be aware of trauma and understand its signs, so you can recognise its effects and respond appropriately
2. Focus on being a calm, reliable and secure person. Do what you say you'll do.
3. Look for strengths and protective factors, especially relationships that are maintaining resilience
4. Ensure the client feels safe and has self-efficacy which enhances their resilience
5. Use strengths based and skill building approaches to help them manage emotions and behaviour on the road to recovery.



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