

Ten Steps to Developing a Diversity Plan in Aged Care

Wednesday 19 October 2022

Acknowledgement of Country

The Centre for Cultural Diversity in Ageing acknowledges the Traditional Owners and Custodians of country throughout Australia. We pay our respect to Aboriginal and Torres Strait Islander peoples and their Elders, past, present and emerging.

We acknowledge their continuing connection to land, sea and community.

We would like to extend that acknowledgement and respect to any Aboriginal and Torres Strait Islander peoples listening to this presentation.

We hope our work contributes to fostering respect and recognition between cultures in Australia.

OUR VISION

All aged care consumers in Australia experience inclusive and accessible care

OUR PURPOSE

To build the capacity and capabilities of Australian aged care providers to deliver services that are welcoming, inclusive and accessible

OUR SERVICE AREAS



Inclusive practice
training and workshops



Capacity building to
promote cultural inclusion
and equity



Diversity advice and
consulting

The Centre for Cultural Diversity in Ageing is supported by Benetas & funded by the Australian Department of Health and Aged Care through the Partners in Culturally Appropriate Care (PICAC) program.

Poll 1

What services do you provide?

Poll 2

What type of service are you?

Poll 3

Does your organisation provide aged care services to rural, regional or remote communities?

Quick Stats

- There are over **420** languages spoken in Australia including **183** Indigenous languages. (Source: SBS)
- The top 5 languages used at home, other than English, are **Mandarin, Arabic, Vietnamese, Cantonese and Punjabi.** (Source: Census 2021)
- Around **37%** of people over 65 years were born overseas. (Source: Census 2021)
- The 2021 Census data collected information from more than **120** religions and faiths.
- In Department of Health and Ageing data from 2020 around **28%** of people using home care and **20%** of people using permanent residential and respite care were from a CALD background (in this case Department of Health define CALD as people who were born overseas in countries other than UK, Ireland, NZ, Canada, South Africa and USA).
- There is also a culturally diverse aged care workforce. **21%** of the total direct care workforce identify as being from a CALD background. (Source: Department of Health, 2020, Aged Care Workforce Census)
- Personal Care Workers account for **91%** of all CALD direct care workers.
(Source: Department of Health, 2020, Aged Care Workforce Census)

Lisa Tribuzio

Lisa Tribuzio has 22 years experience in a range of sectors including:

Assistant Director for Inclusion Strategies at the NDIA, Diversity Advisor for the Hume Whittlesea Primary Care Partnership working with aged care and disability providers, Projects Manager for the Victorian Arabic Social Services and researcher at the Institute for Citizenship and Globalisation at Deakin University.

She has also undertaken cross-cultural research in Egypt for the Centre for Intercultural Dialogue in Cairo.

Lisa is the founder of Lotus Consulting which aims to assist organisations in developing deep understandings of diverse perspectives and practices.



Margaret Teuma

Margaret Teuma is the Diversity & Inclusion Specialist at Uniting NSW.ACT.

She is responsible for the provision of expertise in embedding of diversity and inclusion principles in Uniting.

Her role includes challenging existing structures and supporting progressive change through influencing system improvement and coordinating special projects that build diversity and inclusion capability.



Ten Steps to Developing a Diversity Plan in Aged Care

Why consider inclusive practice?

Legal

Aged Care Act 1997
Age Discrimination Act 2004
Disability Discrimination Act 1992
Racial Discrimination Act 1975
Sex Discrimination Act 1984
Australian Human Rights Commission Act 1986
Equal Opportunity Act 2010

Business

Innovation, productivity, profitability
Employee satisfaction & morale
Reduced turn-over & absenteeism
Consumer loyalty & satisfaction
Reputation/brand
Minimise risk & ensure compliance

Consumer

Health & wellbeing
Feel safe, respected & included
Be their authentic self
Feel they can contribute

Social

Improve quality of life & wellbeing for all
Contribute to the greater good of society

Moral

Fair
Just
Respectful

Why consider inclusive practice?

National Approaches

Department of Health and Aged Care's Aged Care Diversity Framework

Aged Care Quality and Safety Commission through Aged Care Quality Standards

Aged Care Diversity Consultative Committees

Department of Health and Aged Care responses to Royal Commission

Global Approaches

Supported by global human rights. For example, WHO Age Friendly Cities

WHO Social Determinants of Health, 2030 Agenda for Sustainable Development

United Nations Principles for Older Persons

Social inclusion as a social determinant of health

Social determinants of health are conditions in the places where people live, learn, work & play that affect health & quality-of life-risks & outcomes.

Social connectedness & the degree to which individuals form close bonds with others outside the family has been linked in some studies to lower morbidity & increased life expectancy.

Over the past 2 decades, around 1 in 5 people reported they often felt very lonely.

1 in 4 Australians aged 15 & over (5 million people) experienced some degree of social exclusion in 2018.

Social inclusion as a social determinant of health

People in certain groups are more likely to experience social exclusion. This includes women, people aged over 65, immigrants from non-English speaking countries, Aboriginal and Torres Strait Islander people, people with disability or a long-term health condition, early school leavers, single-person and lone-parent households, and public housing tenants.

Social exclusion is a term that describes social disadvantage & lack of resources, opportunity, participation & skills which are essential for full participation in society.

Social exclusion through discrimination or stigmatisation can cause psychological damage & harm health through long-term stress & anxiety. Poor health can also lead to social exclusion.

Sources: aihw.gov.au/reports/australias-health/social-determinants-of-health

Brotherhood of St Laurence & Melbourne Institute

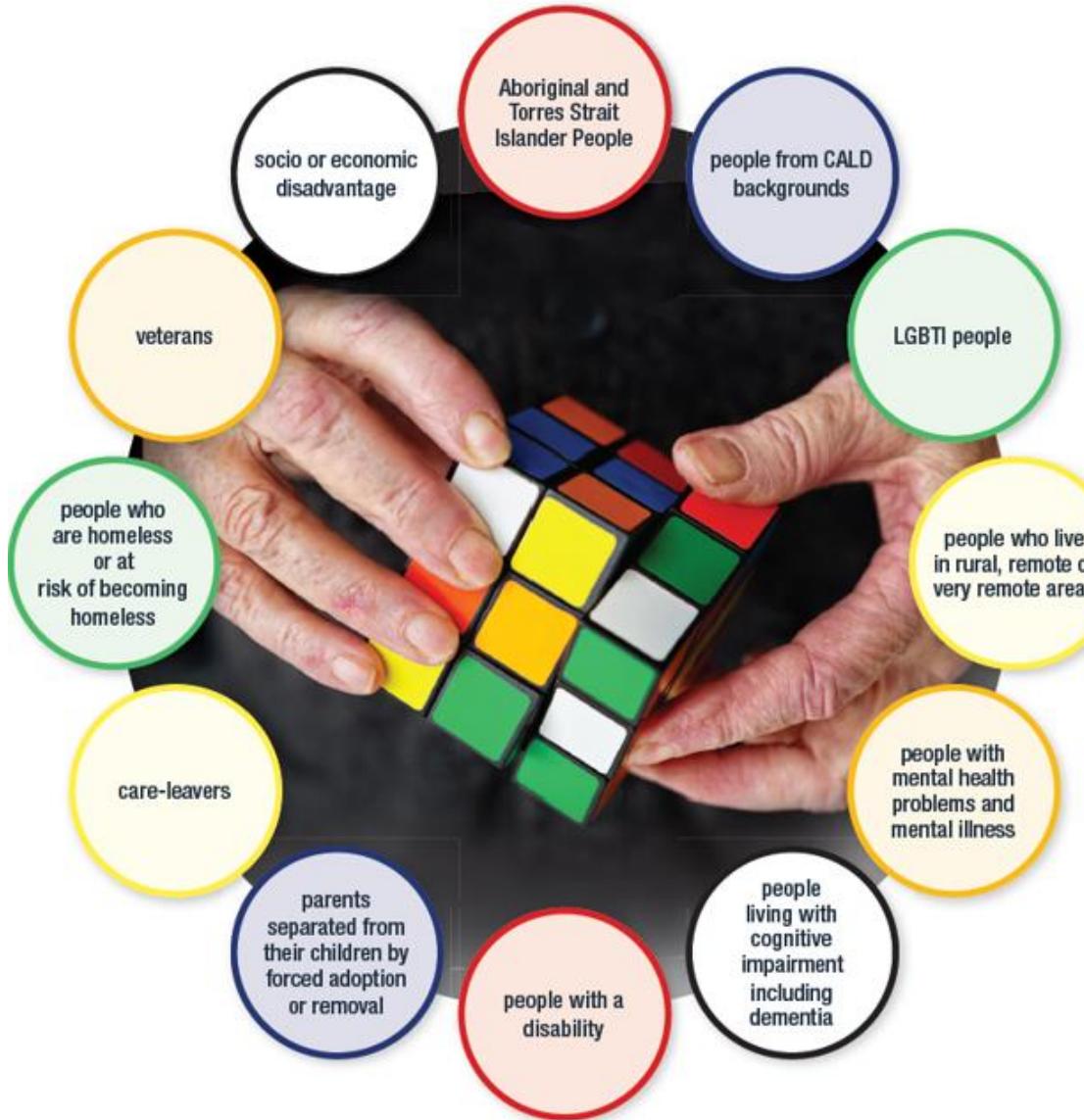
Diversity and inclusion in the aged care sector

Aged Care Diversity Framework (2017)

The diversity framework works to embed diversity in the design and delivery of aged care services.



Special Needs groups in the Aged Care Diversity Framework



Diversity, Equity & Inclusion plan

One such targeted approach is the creation of a Diversity, Equity & Inclusion (DE&I) plan.

The DE&I plan would not just sit on the shelf, so to speak, but would operate across the whole organisation and be ongoing.

Equity is about fairness

It's about recognising that disadvantage exists and finding solutions to the barriers, behaviours and attitudes that create unequal situations and outcomes.

In order to be fair it is necessary to treat people differently.

Equity doesn't mean disadvantaging anyone. It is about making the playing field level.



Diversity encompasses any characteristic used to differentiate one person from another.

These characteristics permeate the way we individually experience the world, the way we self-identify and the way we are identified by others.

These characteristics and attributes shape who we are and what's important to us.

We can identify with multiple characteristics at any given time or context.

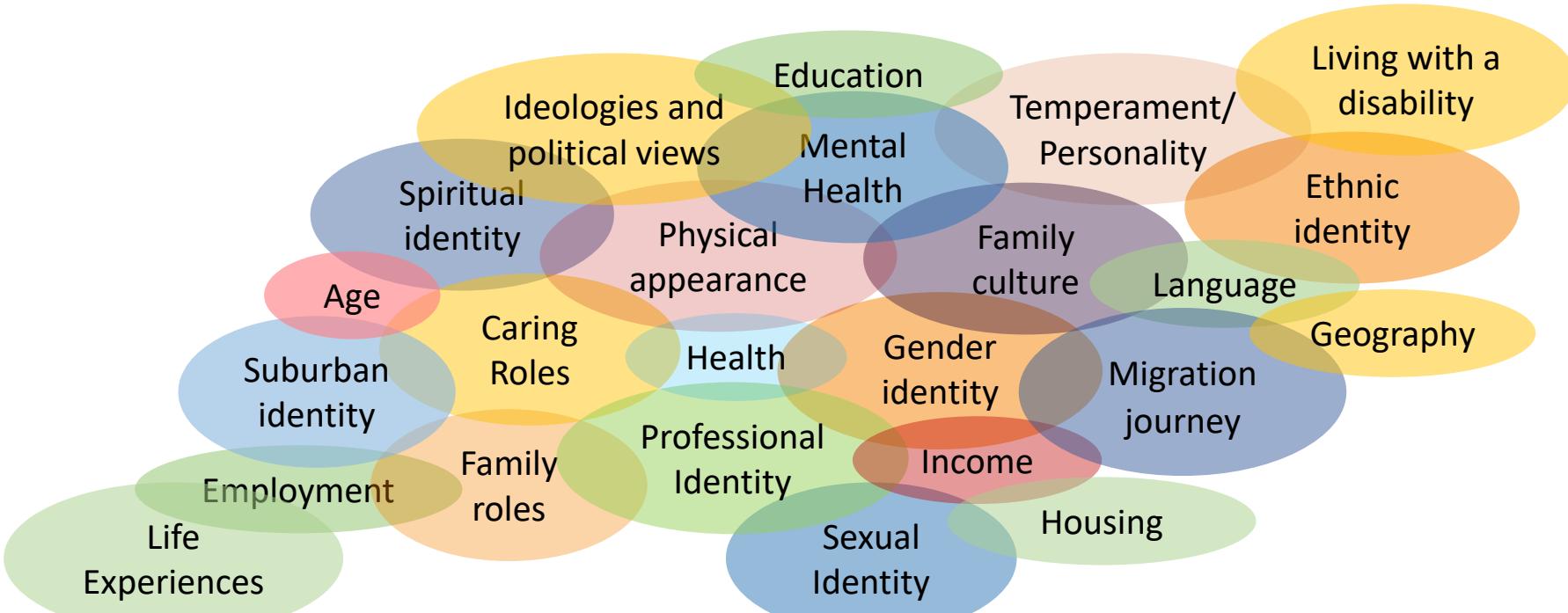


Diversity characteristics

Beliefs around ageing		Living with a Disability		Beliefs around end of life	
Life Experiences	Ideologies and political views	Temperament/Personality			
Sexual identity	Ethnic Identity	Age	Family roles	Mental Health	
Education	Caring Roles	Gender identity	Language	Health	
Income	Physical appearance	Family culture	Migration journey		
Geography	Suburban identity	Professional Identity	Spiritual identity		
Housing	Living in rural/remote living		Employment		



Intersectionality: Overlapping identities & experiences



People identify with more than one characteristic, exacerbating already complex issues. There's no limit to the number of different characteristics a person holds & no two people's lived experiences are the same. Understanding how diversity characteristics intersect can guide us towards holistic & person centred care.

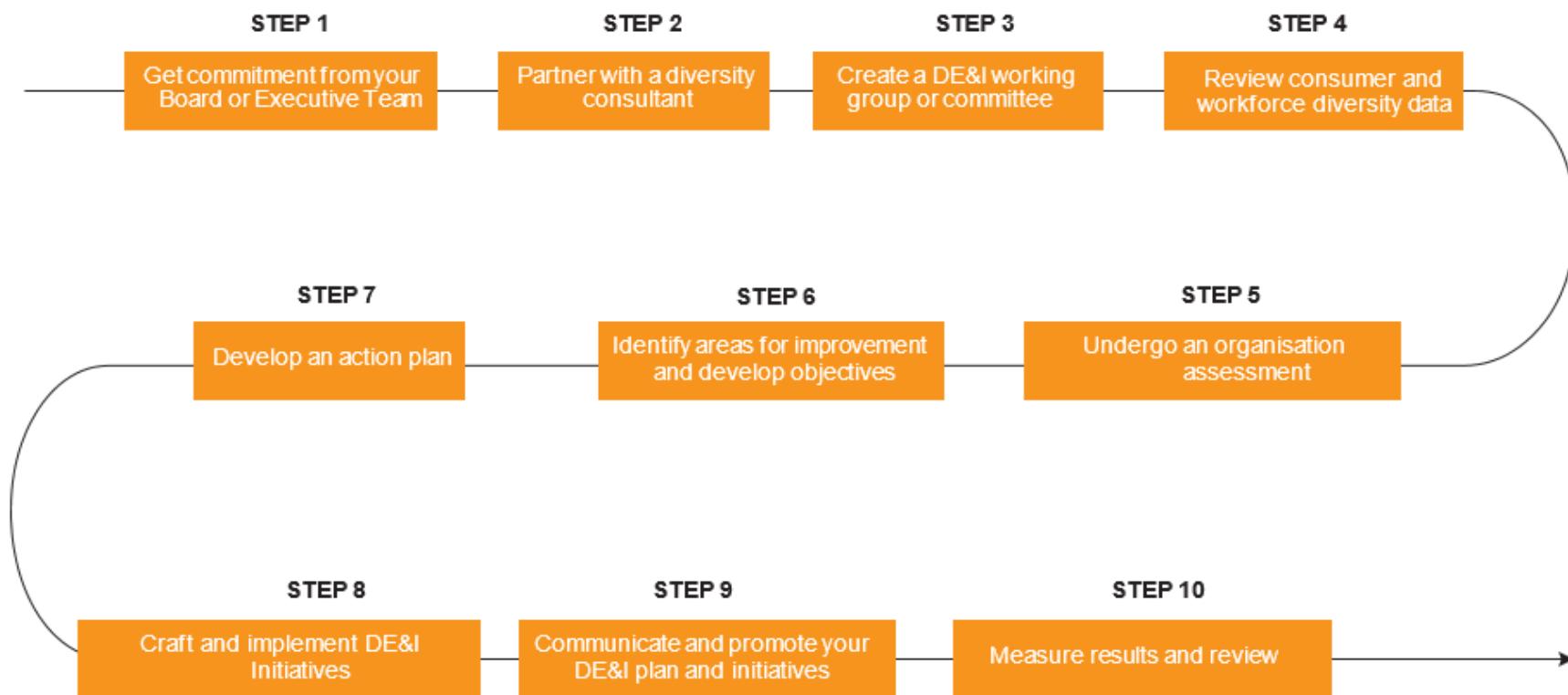
Inclusion is positive action taken to help consumers participate and be represented in all areas.

Inclusion is where environments are welcoming, people feel comfortable to be themselves and are empowered.

Creating inclusive services and environments means addressing power and privilege imbalances.



Ten Steps to Developing a Diversity Plan in Aged Care



Step 1: Get commitment from your Board or executive Team

What are the steps we're taking to achieve Board/Executive Commitment to move from our current state to future desired state of inclusion and belonging for our people, our clients, our communities?

Present your business case to get your Board and Executive team to truly understand why having a DE&I plan will impact the organisation from top to bottom. Rationale for having a DE&I plan can include moral and social reasons, legislative reasons, ensuring compliance and mitigating risks.

Having a DE&I plan can also assist the organisation to gain a good reputation for being inclusive and applying person centred care principles in line with the Aged Care Quality Standards.

A DE&I plan will also keep the Board and Executive team accountable in meeting targets.

Step 1 Poll

Step 1: Get commitment from your Board or executive team

Is this achievable?

What are the benefits?

What are the challenges?

Step 2: Partner with leading organisation or a diversity consultant

Source a diversity consultant or diversity expert to facilitate open and honest discussions about diversity with senior leadership.

You can find diversity consultants within the Partners in Culturally Appropriate Care (PICAC) Program.

There are also a range of diversity consultants that operate independently as well as networks and organisations such as the EEON network and the Diversity Council of Australia.

Step 2 Poll

Step 2: Partner with leading organisation or a diversity consultant

Is this achievable?

What are the benefits?

What are the challenges?

Step 3: Create a DE&I working group or committee

Develop a DE&I committee or working group to ensure conversations and implementation of diversity, equity and inclusion strategies are ongoing and embedded within the organisation.

The group should have a terms of reference with a clear objectives.

The group could :

- Promote training and events to bring awareness to DE&I in the workplace
- Engage co-workers in DE&I conversations and training
- Review and develop policies and procedures that promote DE&I
- Communicate the DE&I plan and initiatives across the organisation.

In the absence of a DE&I committee, an employer can designate responsibility for the above to management or consider hiring a consultant to run the group.

Step 3 Poll

Step 3: Create a DE&I working group or committee

Is this achievable?

What are the benefits?

What are the challenges?

Step 4: Review consumer and workforce data

Collecting diversity data across the organisation sets the standard of where the organisation is at in relation to diversity that exists already and any areas of under representation.

You need to measure and benchmark the diversity of the [current state of your consumer and workforce population](#) to identify areas of concern and track trends over time.

Collecting local demographic data is critical in comparing service usage with local ageing populations; marketing to potential consumer groups and responding to changing community needs/demographic profiles.

Workforce data helps you plan your recruitment strategies to ensure your consumer diversity is reflected in your workforce.

The Centre for Cultural Diversity in ageing has a [data and demographics practice guide](#) to support you in collecting data.

Step 4 Poll

Step 4: Review consumer and workforce data

Is this achievable?

What are the benefits?

What are the challenges?

Step 5: Undergo an organisation assessment

It's important to assess where your organisation is at in relation to DE&I strategies.

The Inclusive Service Standards were developed by the Centre for Cultural Diversity in Ageing to assist aged care organisations become better equipped at addressing the diverse needs of their consumers.

They provide a framework for services to embed a systemic and holistic approach that focuses on adapting and improving current services and organisational practices so they are welcoming, safe and accessible for everyone.

By using this tool organisations are able to review current practices against each measure, identify areas for improvement and undertake further planning and development.

Step 5 Poll

Step 5: Undergo an organisation assessment

Is this achievable?

What are the benefits?

What are the challenges?

Step 6: Identify areas for improvement and develop objectives

Once you have diversity data on your consumer and workforce population and have undergone an organisational audit, you can now begin to identify areas for improvement and develop clear objectives and targets.

For example, if you have an under representation of consumers from a certain cultural background, you may wish to target that group.

In addition, you may notice a gap in programs that support certain groups such as people from culturally diverse backgrounds, people living with disability, Aboriginal and/or Torres Strait Islander communities or people who identify as LGBTIQA+.

You may wish to guide objectives towards these diversity groups.

Step 6 Poll

Step 6: Identify areas for improvement and develop objectives

Is this achievable?

What are the benefits?

What are the challenges?

Step 7: Develop an action plan

Once gaps are identified within the organisation and objectives are designed, you can approach developing your DE&I action plan with key initiatives and performance indicators.

The action plan would have clear timelines and deliverables and be overseen by the working group with clear roles and responsibilities amongst staff involved.

You may need a budget to support the key initiatives.

It's important to get Management or Board endorsement for your action plan.

Step 7 Poll

Step 7: Develop an action plan

Is this achievable?

What are the benefits?

What are the challenges?

Step 8: Craft and implement DE&I initiatives

Once an action plan is created and endorsed, you can implement your proposed initiatives.

These can range from reviewing, changing or creating new diversity related policies and practices, diversity staff training initiatives, conducting targeted DE&I awareness events, partnering with diverse communities on targeted programs to name a few.

It's recommended you make DE&I the responsibility of every employee not just Human Resources, through smaller, simpler initiatives. For more ideas the Centre for Cultural Diversity in Ageing has its [Inclusive Service Standards tip sheets and suggestions.](#)

Step 8 Poll

Step 8: Craft and implement DE&I initiatives

Is this achievable?

What are the benefits?

What are the challenges?

Step 9: Communicate and promote your DE&I Strategy

Making sure employees and consumers understand DE&I initiatives requires engagement from stakeholders in executive and senior leadership.

It's important senior leaders articulate their commitment for DE&I, inspire employees to make sustained commitments, and pilot and support DE&I efforts.

Ongoing promotion of DE&I initiatives should be throughout the organisation including social media, websites and all types of communication directed at consumers.

A public launch celebrating the development of your DE&I Strategy will help build your public profile as an inclusive organisation. A provider and employer of choice.

Step 9 Poll

Step 9: Communicate and promote your DE&I Strategy

Is this achievable?

What are the benefits?

What are the challenges?

Step 10: Measure results and review

Measuring results for DE&I initiatives can make the difference between DE&I in theory and DE&I in action.

The outcomes you measure are your indicators of change. Some outcomes to consider measuring are:

- Representation of consumers accessing your service
- Consumer feedback
- Workforce is representative of the diverse communities you support
- Attitudes amongst staff toward diversity, equity and inclusion – e.g. staff surveys
- New or existing programs and policies focussing on targeting diverse consumer populations
- DE&I training completion rates
- The creation of a DE&I strategy and progression toward its proposed actions.

Step 10: Measure results and review

Supplementing your quantitative research with [qualitative methods](#) can help to determine what aspects of your program influenced consumer experience.

DE&I initiatives are not static. An ongoing review and a response to changing needs are necessary.

Your organisation can establish procedures for periodic review of DE&I initiatives and goals.

Periodically, an organisation may need to go back to the start and collect data to refocus its DE&I program.

DE&I planning means organisational change. Change often doesn't occur in a linear way. It's cyclical.

Step 10 Poll

Step 10: Measure results and review

Is this achievable?

What are the benefits?

What are the challenges?

Key considerations

Keep updated with Diversity & Inclusion initiatives in the aged care sector

The Aged Care sector is constantly evolving and changing in relation to DE&I initiatives. It's imperative to keep updated with new programs and policies relating to diverse consumers such as navigator/care finder programs and language service initiatives to address language barriers.

Be mindful of DE&I challenges within aged care organisations such as:

- Thinking diversity approaches "others" people
- Lack of staff, time, resources or allocated funding
- Lack of commitment to Diversity and Inclusion
- Lack of change readiness
- DE&I not being a priority

Key considerations

The importance of partnerships and networking

Developing a DE&I strategy involves consultations and input from a range of stakeholders. This involves developing effective partnerships within the organisation and externally.

Useful Resources

[Aged Care Diversity Framework](#)

[Aged Care Diversity Framework Action Plans](#)

[Uniting Diversity and Inclusion Strategy 2020-2023](#)

[Inclusive Service Standards](#)

[The Centre for Cultural Diversity in Ageing's Diversity Webinar Series 2022](#)

[Partners in Culturally Appropriate Care Program](#)

[Equal Employment Opportunity Network Victoria](#)

[Diversity Council of Australia](#)

Q&A

Where to go for support



Centre for Cultural Diversity in Ageing

Diversity Webinar Series 22-23



July Free Translations in Aged Care

Aug Collecting Diversity Data to Promote Inclusive Services

Sep The Inclusive Service Standards for Beginners – Diversity Coaching Workshop

Oct Ten Steps to Developing a Diversity Plan

Nov Supporting Older People from Culturally Diverse Backgrounds with a Hearing Impairment

Feb Food for Thought – the Link between Food, Culture & Identity

Mar Harmony Week Video Launch – The Voices of Multicultural Community Leaders & their Visions for a more Inclusive Aged Care System

Apr Recognising Multifaith Initiatives in Aged Care

May Culturally Diverse Perspectives on Mental Health Care

June Cultural Awareness Walk & Talk – Hidden Culture/Decolonising Melbourne with Uncle Shane Charles (Face-to-Face Victoria)

Book at bit.ly/DWS-22-23



Inclusive Service Standards and Resources

The Inclusive Service Standards were developed by the Centre for Cultural Diversity in Ageing to assist aged care providers in the development and the delivery of inclusive services to all consumers.

They provide a framework for services to adapt and improve their services and organisational practices so they are welcoming, safe and accessible.

culturaldiversity.com.au/inclusive-service-standards



Inclusive Service Standards Online Portal

Use the Inclusive Service Standards Portal to self-assess against the Inclusive Service Standards, develop inclusive strategies and action plans.

[Access the portal >](#)



Tipsheets, Templates and Resources

Access a range of tip sheets, templates and resources designed to support your organisation to meet the Inclusive Service Standards.

[Get the tip sheets, templates and resources >](#)



Read the Inclusive Service Standards

The Inclusive Service Standards provide a framework you can adapt to improve your services and organisational practices so they are welcoming, safe and accessible. Now in its second edition.

The [First Edition \(July 2018\)](#) is also available.

[Get the 2021 Second Edition >](#)



Video & discussion guide

Watch video about the Inclusive Service Standards, and use the accompanying guide to facilitate group discussion.

[See the videos & discussion guide >](#)



Online training modules

These interactive modules combine the key themes of the Inclusive Service Standards with prompts to reflect on your current progress and future options for implementing the standards.

[Get the training >](#)



Organisational Audit and Planning Tool

Use the Organisational Audit and Planning Tool to review current practices, identify areas for improvement, and undertake further planning and development.

[Get the interactive PDF >](#)

Inclusive Service Standards Online Portal

The portal was developed with the aim to support providers to navigate and report against the Inclusive service standards.

Developed in 2020 in partnership with BNG, an online platform provider designed to support health service providers with operations, governance and compliance.

Portal is free and contains:

- Self-assessment tools
- Reading room
- Tips and Templates to support inclusive service
- Invitations for good practice across the sector

culturaldiversity.com.au/service-providers/inclusive-service-standards-portal

Diversity Mentoring Program

The Diversity Mentoring program is a co-design program involving a collaboration between an aged care service and the Centre for Cultural Diversity in Ageing. The program links leaders from the aged care service to diversity mentors from the Centre for Cultural Diversity in Ageing in a six-month mentoring relationship.

The aim of the program is to support the aged care leaders within the service to develop the initial stages of a diversity and inclusion approach across the whole organisation. It will involve monthly diversity mentoring consultations and two online training sessions on culturally appropriate care delivered to leaders and direct care staff.



[culturaldiversity.com.au/training-development/
diversity-mentoring-program](http://culturaldiversity.com.au/training-development/diversity-mentoring-program)

Have your say survey on our homepage

-  Multilingual Resources >
-  Good Practice Stories >
-  Inclusive Service Standards and Resources >
-  Practice Guides >
-  Training and Professional Development >
-  Register for Bilingual Directories >

Have your say to improve the Australian Aged Care system for CALD seniors >

culturaldiversity.com.au

Everybody has a story – free learning module



Everybody has a story **Delivering culturally inclusive care**



Everybody has a story: Delivering culturally inclusive care module by the Aged Care Quality and Safety Commission was created in partnership with the **Centre for Cultural Diversity in Ageing**.

To learn more visit:
[culturaldiversity.com.au/training-development/
everyone-has-a-story](http://culturaldiversity.com.au/training-development/everyone-has-a-story)

Podcast



To listen visit:

culturaldiversity.com.au/news-and-events/podcasts



Listen on Spotify



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Practice Guides

- Culturally Inclusive Feedback
- Communication
- Data and Demographics
- Food and Nutrition
- Living Environment
- 10 Steps to Developing a Diversity, Equity and Inclusion Plan in Aged Care
- Spiritual Support
- Working with Bilingual Staff
- Interpreters Policies
- Cultural-specific Information
- Digital Inclusion
- Accessing Interpreter Services
- Effective Co-design with Consumers from Culturally and Linguistically Diverse Backgrounds

Culturally Inclusive Feedback

Consumer participation mechanisms vary amongst service providers. They should be an easy and accessible for care recipients, family members, representatives and others to provide feedback and contribute ideas.

It is important to have cultural awareness when it comes to consumer participation and feedback as cultural variation is an important factor in all levels of consumer participation. Some cultures are accustomed to give direct feedback (such as in individualistic cultures) whilst other cultures may prefer more subtle indirect feedback (such as in collectivistic cultures).

Many older people from culturally diverse backgrounds are unaware of their right to complain and the way to complain about government services in general. In addition lack of processes and resources in the preferred language of the older person such as translated feedback forms and access to interpreters, can create additional barriers.

Some older people from culturally diverse backgrounds may come from a country which did not have a system whereby they were empowered to complain or able to give feedback to government programs safely. This may lead to a mistrust for government agencies. In addition, some new migrants may fear that a complaint to the government may have adverse implications for their immigration status.

Consideration also needs to be made around privacy concerns. In some cultures, there may be stigma around certain issues resulting in a reluctance for older people to share their stories.

It is important to adopt flexible approaches to gaining feedback from consumers from older people from culturally and linguistically diverse backgrounds.

Key considerations

- Consider and research the cultural background of the older person and understand the cultural expectations of giving feedback (be mindful not to make assumptions)
- Provide information about how to make complaints and provide feedback available in plain English, other languages and in a variety of formats
- Provide opportunities for feedback and complaints provided through multiple methods and through multiple channels
- Assess the language needs of the consumer and engage with interpreters or multilingual staff or multilingual health educators to assist with communication and understanding
- Engage with advocacy groups or peak bodies representing older people from culturally diverse backgrounds for advice and co-designing your approach (For example Partners in Culturally Appropriate Care Alliance or Federation of Ethnic Communities Council of Australia, Migrant Information and Resource Centres)
- Have a policy or framework in place for that entails inclusive feedback and complaints mechanisms

www.culturaldiversity.com.au

Download from
culturaldiversity.com.au

Poster

The poster features a vertical orange gradient background with a white decorative border on the right side. The main title 'SUPPORTING YOUR ORGANISATION TO BECOME CULTURALLY INCLUSIVE' is displayed in large white capital letters. Below it, 'The Centre for Cultural Diversity in Ageing' is written in smaller white capital letters. A section titled 'WE CAN SUPPORT YOU WITH' lists services: 'How to apply culturally inclusive care for your consumers and their families', 'Diversity and inclusion training and tailored consultations', and 'Links to multilingual aged and health related resources'. At the bottom, it states 'Funded by the Department of Health through the Partners in Cultural Appropriate Care Program'. Logos for 'PICAC alliance' and 'Centre for Cultural Diversity in Ageing' are at the bottom left, along with contact information for 'Contact Us'.

**SUPPORTING YOUR
ORGANISATION
TO BECOME
CULTURALLY
INCLUSIVE**

The Centre for Cultural
Diversity in Ageing

WE CAN SUPPORT YOU WITH

How to apply culturally inclusive care for your consumers and their families

Diversity and inclusion training and tailored consultations

Links to multilingual aged and health related resources

Funded by the Department of Health through the Partners in Cultural Appropriate Care Program

PICAC alliance
Partners in Culturally Appropriate Care

Centre for Cultural Diversity in Ageing
Supported by Benetas

Contact Us
Address: PO Box 5093 Glenferrie South Vic 3122
Phone: (03) 8823 7979
Email: info@culturaldiversity.com.au
Visit culturaldiversity.com.au

Download from
culturaldiversity.com.au/about/promotional-posters

Connecting older Australians to aged care services – better connecting with diverse audiences

One of the 2021 Aged Care Royal Commission's key recommendations was to ensure that diversity is core business in aged care. **Connecting older Australians to aged care services – better connecting with diverse audiences** is funded by the Department of Health and Aged Care in partnership with Icon Agency and aims to:

- Enhance the ability of senior Australians to access information through the timely and targeted provision of translating and interpreting services
- Produce and translate information to allow aged care providers to communicate key written messages to their care recipients in languages other than English and other accessible formats

Aged care providers can request in-language materials through a dedicated website by registering their request + any additional materials they want translated at
diversityagedcare@iconagency.com.au

Partners in Culturally Appropriate Care program

The Centre for Cultural Diversity in Ageing is funded through the Department of Health and Aged Care, PICAC program.

The Centre forms part of the PICAC Alliance, a national body comprising PICAC funded organisations across Australia.

The Alliance aims to be a voice and discussion conduit into information, training and resources to inform aged and community care services.

picacalliance.org



Thank you!

Thank you for participating today.

For more information, good practice stories and resources visit



culturaldiversity.com.au



[Centre for Cultural Diversity in Ageing](#)



[Centre for Cultural Diversity in Ageing](#)



[CCDAAUS](#)

Thank you Sarah Burrell-Davis
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