



Annual Report 2019



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Eskleigh – who are we?

OUR VISION

To be the leading provider of disability and support services in Tasmania.

OUR BUSINESS PURPOSE

To provide quality, individual support services that enrich the lives of people with a disability.

OUR GOALS

Sustainability - To be sustainable in five years' time with opportunities emerging for growth.

Marketing and communication -To have raised our profile as demonstrated in increased membership, participation, fundraising and partnerships.

Our People - To have a skilled and happy workforce.

Our Clients - To be delivering quality care to an increasing client base, with a higher percentage of satisfied clients and value added services.

OUR VALUES

Empathy

We value the opinions and uphold the rights of the people we support. We identify with the people we support and treat everyone equally with dignity, respect and compassion.

Integrity

We approach all of our communication, work relationships and work practices in an open, honest and transparent manner, respecting privacy and trust at all times. We deliver support with high moral principles and professional standards.

Accountability

We are responsible to the people we support to deliver quality evidence based practice. We are committed to manage funding and policy to maximise the opportunities and outcomes for all the people we support.

Community

We value team work, and the involvement and inclusion of all stakeholders with the broader community working and interacting together toward common goals.

Happiness

We recognise and celebrate the efforts and achievements of all. We value happiness as it brings self-esteem and confidence to both the people we support and our staff.

Flexibility

We are ready for and open to change. We demonstrate innovation and continuous improvement to be the best we can be, finding effective, creative and environmentally responsible ways to fulfil our mission.

QUALITY POLICY

Eskleigh in supporting people will:

- Deliver a quality, efficient and diverse service.
- Value and respect all people we support in policy and practice.

Eskleigh operates to a quality management system which is being reviewed in line with the NDIA Quality and Safeguarding Framework as part of its continuous improvement. All Directors and staff are directly responsible for the quality of their own work and actions.



Lynette Broomby Chair

Eskleigh's mission is to enrich the lives of those that are living with a disability throughout Tasmania and reflecting on the year that's past we continue to provide this enrichment through the good work of our staff, management team, the board and volunteers. We have experienced significant challenges both from a financial and operational perspective in adapting to the NDIS simply due to the ever evolving and changing environment. We continue to embrace the changes and rollout solutions that ensure that Eskleigh as an organisation delivers its key objectives as a disability services provider.

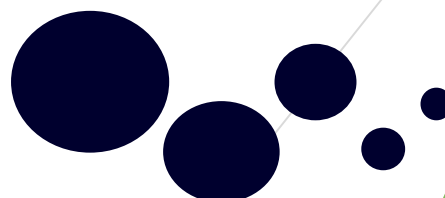
In March we said farewell to Dale Luttrell as Eskleigh's CEO after 18 years of service. For those that attended a farewell event for Dale you would have heard me talk about the wonderful contribution and impact Dale had made on Eskleigh over the years, but with that farewell we had the opportunity to welcome our new CEO Dan Lowe to the position. The board's CEO recruitment sub-committee went through a very diligent process to ensure that we had a right calibre person to manage Eskleigh into the future. I thank the committee for their hard work in completing this appointment and have seen Dan fit comfortably into the role. I would also like to thank Tim Curran who acted as interim CEO between Dale's retirement and Dan starting. Tim is from NSW, has a wealth of knowledge of the disability sector and kindly gave of his time to assist us through a strategic planning session which allowed us to develop the strategic blueprint for the next couple of years.

To date the board has placed significant focus on the financial viability and updating of systems at Eskleigh as we adapt to the new world of NDIS but the strategic planning session gave us an opportunity to provide further thinking around our properties as we focus on improving our housing stock across the state and looking at ways to incorporate technology to improve the lives of our clients and their ability to live as independently as possible. It will be exciting to see these new developments come to life over the next five years or so.

During the year we said goodbye to two directors, Linus Grant and Lionel Morrell. I thank them for their years of service on the board and the contribution they have made to Eskleigh. As I write we are currently completing a process to appoint two new directors to the board, this process has included a detailed interview and selection process to ensure that we have the necessary skills to guide the organisation into the future. A full governance review has been a significant project over the last 12 months with board member Les Baxter leading the work in this area to ensure that we are operating within contemporary governance frameworks that are reflective of our changing environment. Over the coming months we will be updating our rules to reflect this review.

It has been a tremendously busy year for all the team at Eskleigh and I would like to sincerely thank all members of the Eskleigh team for their hard work and dedication in ensuring that Eskleigh is the leading provider of disability services in Tasmania.

Lynette Broomby
Chair





Dan Lowe Chief Executive Officer

It was an incredible honour to be appointed as CEO of Eskleigh in May this year, an organisation that was a part of my family for almost 30 years and an organisation that I have long respected and admired. Joining the Organisation shortly after Eskleigh Home's transition to the NDIS, it was remarkable to observe our staff fully embracing the principles of the scheme. With the additional supports available through the NDIS, our staff are now providing an elevated level of support to our residents and have a much greater focus on assisting clients to build their capacity and achieve their individual goals. The management team has worked tirelessly in preparing Eskleigh for the final transition and have developed processes and systems to support the Organisation in navigating through the complexities of the NDIS.

In essence, 2019 was a year of significant change and I believe this is always a great test of an organisation's fluidness and capacity. I'm pleased to report that the team has risen to the challenge. With the final phase of the NDIS transition complete, Eskleigh is now fully connected to the largest social reform since the introduction of Medicare. The importance of this should not be lost any of us, particularly the role we all play in reforming the disability services sector.

This year Eskleigh introduced a new payroll system and invested in a new intranet system, FlowLogic. The FlowLogic software underpins and supports all of our business systems including Human Resources, rostering, NDIS claims, client management, incident reporting and complaints management. The continued integration of FlowLogic will allow Eskleigh to realise efficiency gains within its operations and will position us well for achieving the accreditation standards required under the NDIS Quality and Safeguards Commission

Eskleigh achieved continued growth with *Attendant Care* clients in the Northwest region, a promising trend as we continue to push for market share state-wide. In December, a new participant bus was purchased affording residents with greater independence and flexibility as we expand our *Community Access* program

From a financial perspective, Eskleigh achieved a modest surplus of \$334,202. The positive result is largely due to several generous donations and bequests received throughout FY2019. Our largest bequest of \$469,163 was received anonymously and we are grateful to have been remembered in such a way. Eskleigh continued to receive support from various Trustees of Estates, including the Bruce Wall Trust, Estate of Mrs M M Bennett and the Estate of Mr H C Abbott. As Eskleigh continues to evolve in the NDIS environment, I am confident that the Organisation will achieve healthier financial returns through efficiency gains and client growth.

Looking ahead, it will be critical that Eskleigh achieves sustained client growth and retains existing clients. The NDIS is about choice and control for participants, our teams must deliver the very best of service to ensure participants choose Eskleigh. In July our registration with the NDIS Quality Safeguards Commission came into effect. This is another critical and welcomed change in the sector, with a higher level of oversight and standards for disability service providers. We also eagerly await the developments and outcomes from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

I would like to sincerely thank our Board of Directors, led by Chair Lynette Broomby, for their ongoing support and guidance. To the management and executive team, thank you for your unwavering commitment and passion. Finally, thank you to our staff. The work undertaken by our support workers, nurses and facilities staff is truly inspiring and Eskleigh is very fortunate to have an employee base who care immensely for our clients.

Dan Lowe

Chief Executive Officer



Linda McKenzie Treasurer

The financial year ended 30 June 2019 saw a return to a surplus position for the organisation after a very disappointing result in 2017/18. A net surplus of \$334,202 was achieved for the year; a vast improvement over the prior year's deficit of \$615,264.

Operating revenue increased by 13%, with a corresponding increase of 11% in employee costs. Included in this year's surplus was a very significant bequest of \$469,163, the details of which will remain confidential. Excluding this bequest, the result would have been a deficit of just on \$135,000, which is still a great improvement over the prior year's result. This year's result does not reflect the amount of the organisation's effort and continued hard work to overcome the ongoing difficulties associated with the NDIS and our not-for-profit organisation operating in a very commercial environment.

Eskleigh has had to utilise some of our long-standing cash reserves as a consequence of the new billing regime under the NDIS, whereby we bill our clients for services and receive payment in arrears, compared with our former block funding paid in advance. This of course has provided on-going challenges and our new Flow Logic System, implemented this financial year, continues to assist this process and provide improvements to ensure that all services provided are on-charged to our clients and manage our largest expense – employment costs.

Vacancies in our group homes have been problematic throughout the year and our Southern services continue to under-perform. These areas will require focus to improve to a sustainable level. On a positive note, our relatively new North-West Coast operations have improved significantly in 2018/19. The board continues to monitor opportunities for alternative revenue streams; Eskleigh Estate our function centre, came on-line recently. Other strategic projects have been identified and will be progressed in the near future, to ensure the on-going sustainability of the organisation.

After a comprehensive administration review and continual improvements to every aspect of the business, the financial performance of Eskleigh dramatically improved in the final quarter of the financial year. This trend has continued in the first few months of the 2019/20 year.

Our auditors, Wise Lord and Ferguson have issued a favourable Independent Auditor's Report.

The 2018/19 year saw several changes in key staff positions; with the well-deserved retirement of our long serving CEO Dale Luttrell and the appointment of Dan Lowe as his successor. We were also very fortunate to receive the services of Interim CEO Tim Curran, who made a significant contribution during his short period of service, which assisted with our long-time strategic and financial planning.

The board and senior management are committed to the long-term strategic plans of Eskleigh to provide sustainable services to our clients and improve our service offerings into the future. I would like to thank all management and staff for their dedication and commitment during another challenging year, as well as Chair Lynette Broomby and the Board for their significant contributions in 2018/19.

Linda McKenzie

Treasurer



Kerry Butler Manager Finance & Administration

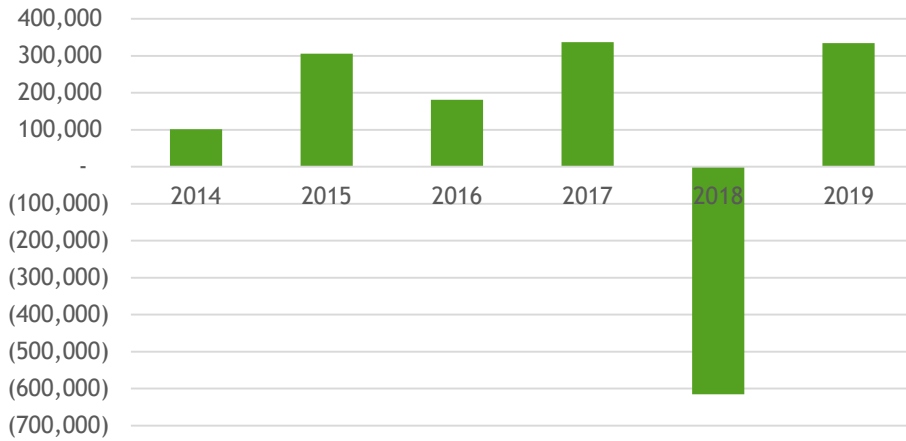
Eskleigh had another exciting year with further challenges and opportunities presented by the NDIS. Change can be hard and both staff and participants are handling it well. We have now had a full year working with our rostering, payroll and accounting systems to better respond within the NDIS environment. This next year will see us further refine those systems to more efficiently roster, process payroll and claim funding. We will launch the new "Flow Point" Participants Portal, an advanced communications tool shortly. This will enable participants and their families secure access to view communications, rosters, plan and other key information.

Funding has been a key challenge in the 2018/2019 year, with the final NDIS transition involving Eskleigh Home happening at the end of March 2019. Bequests and donations have been significant, and we would like to thank everyone who have remembered us. The growth in the disability sector through the NDIS presents an exciting opportunity for Eskleigh and we are well positioned to achieve increased market share.

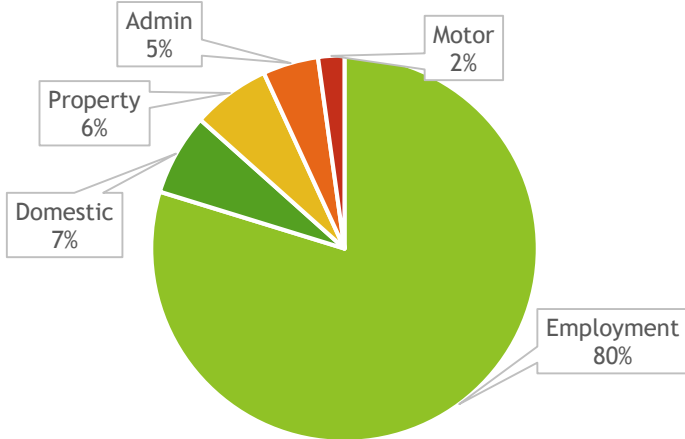
Kerry Butler
Manager Finance & Administration

Income & Expenditure

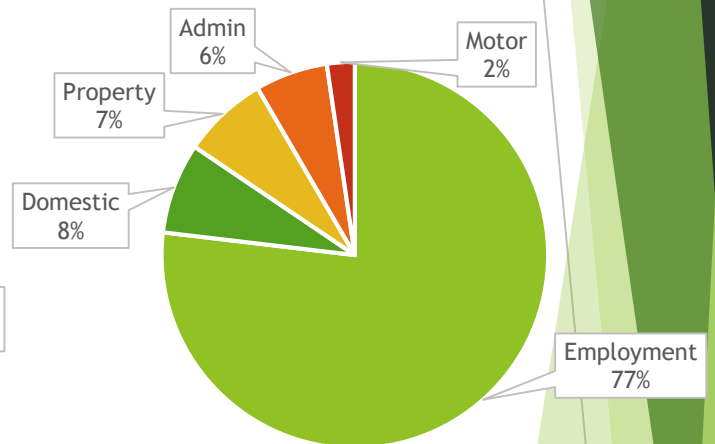
Eskleigh 5 year Summary - Net Surplus /Deficit



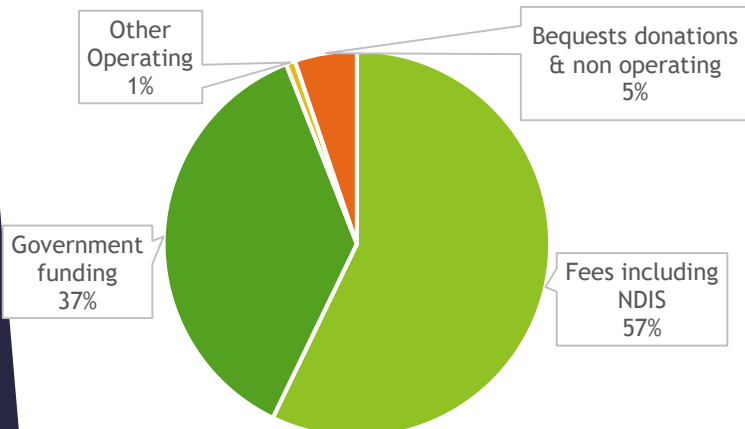
Eskleigh Operating Expenses 2019



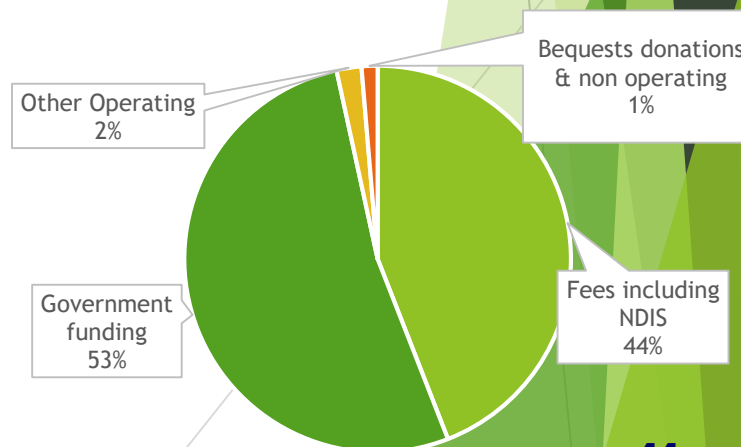
Eskleigh Operating Expenses 2018



Eskleigh Income 2019



Eskleigh Income 2018





Samantha Drotsky

Operations Manager

This year has been an exciting one for Eskleigh, in particular for Eskleigh Home, where the final step in our transition to the NDIS occurred in March, with eligible residents converting over to the scheme. The transition process was not without its challenges but during this time we gained a better understanding of our residents (and their families) and demonstrated that our team can navigate and manage change extremely well. The majority of residents that transitioned were issued with NDIS plans for 6 Months, these will be due for renewal in the coming months and we have already begun the process of collecting the information required to commence the planning process with our residents.

We have gained new clients and welcomed back old clients across the State, which has been fantastic to see. We have changed our structure and continue to review our service offering to our clients to ensure that we adapt and grow with our clients. Although this year has been challenging from an operational perspective, we have also celebrated the success of our clients, most have gained new skills such as reading and meal preparation, which was once thought to be a hurdle too big to overcome.

Due to the demand of the NDIS we have significantly increased our workforce to meet the needs of our clients. We have introduced a structured day program at Eskleigh home which has been warmly received by our Eskleigh Home and Northern Group Home residents, with art, cooking and exercise being some of the activities that our residents and friends participate in weekly.

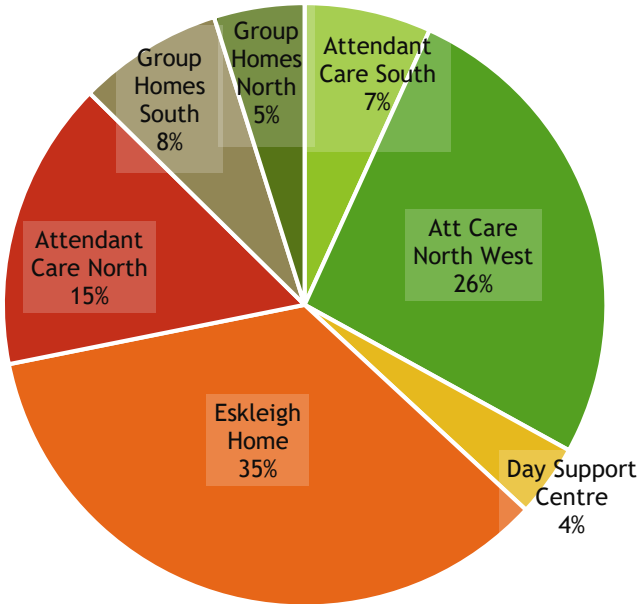
I look forward to the year ahead as we continue to grow and adapt to our market, strengthen our relationships with our current residents, clients, staff and friends and form new relationships along the journey.

Samantha Drotsky

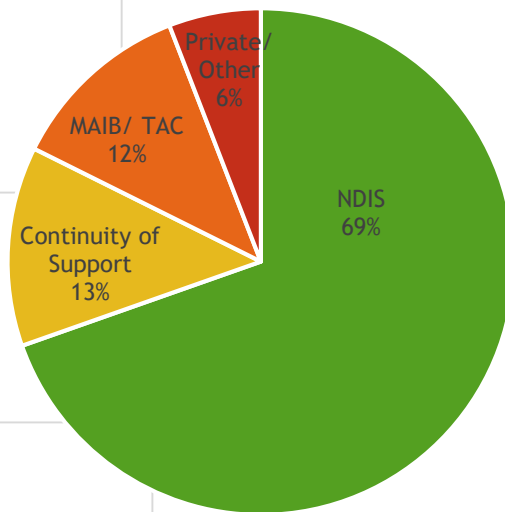
Operations Manager

Eskleigh Client Statistics

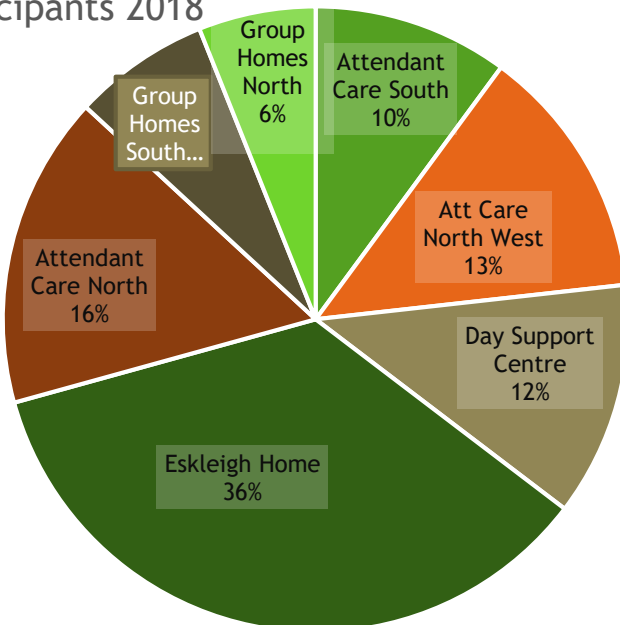
Participants 2019



Funding Sources 2019



Participants 2018





Jacqueline Gray North / South

2018/2019 was a year full of change and challenges as all of Eskleigh clients who are eligible have now transitioned to NDIS funding.

I started the year in the position of State Roster Coordinator with my first major task to revamp the Eskleigh Home Roster to comply with staffing / participant NDIS ratios. This was a huge undertaking with input from multiple staff and managers. We have undergone a large staff recruitment in order to support our increased shifts and staff ratios and are still undertaking further recruitment to provide full shift cover.

State Rostering was responsible for all our Community clients and Group Home rostering statewide. With the increased scope of work, Rostering were pleased to welcome Lachlan to the team late in 2018. Lachlan is a first-year trainee but has been a fantastic addition to the team and picked up the rostering systems and processes quickly.

Early in 2019 our Southern Region underwent some staff changes and I was given the opportunity to step into the Acting Southern Coordinator Role. I had already established good relationships with clients and Southern staff via rostering, so I was able to 'hit the ground running'. We are working hard on promoting our services in the South and hope to be able to increase our presence in Attendant Care. We have seen an increase in MAIB clients over the year and these clients are now an ongoing part of our business.

Looking ahead, there will be a high focus on increasing client numbers at the Day Centre by continuing to develop innovative and capacity building activities.

Jacqueline Gray

Services Coordinator North & South



Sharlene Knight North West Coast

The North West Coast continues to grow and expand as we welcome new participants and new support workers.

Our services are centred around one to one supports in the home and in the community, creating opportunities for capacity building and increasing skills in and around the home.

We have had a strong commitment to training over the past 12 months, ensuring our support workers have up to date skills and knowledge in order to best support our participants including those on King Island.

Also, during this time we have developed stronger relationships with local allied health providers and achieved some great outcomes working together as a collective team.

There have been many opportunities to learn and explore with participants both locally and further afield, with visits to the East Coast, Hobart, Agfest and music concerts. Other activities included learning to drive, learning how to catch a bus, learning guitar, planting a vegie patch, learning to cook and learning to swim.

I look forward to where are our adventures will take us over the next 12 months.

Thank you to everyone for your continued support.

Sharlene Knight
Services Coordinator North West Tas



Lisa Harris

Leisure & Lifestyle

The Leisure and Lifestyle department has seen many positive changes over the past 12 months with our residents at Eskleigh Home transitioning to the NDIS. We have formalised our daily activities into a *Day Program* where the residents have a range of activities to choose from:

- ▶ Health and Fitness – activities on offer include walks around the lovely gardens, games (indoor and outdoor) and gentle stretching
- ▶ Mind Gym – a range of activities designed to stimulate the mind and memory
- ▶ Cooking – participants enjoying cooking (and eating) a wide range of goodies
- ▶ Sensory – relaxation, smell/touch/feel, foot spa's
- ▶ Music - a weekly musical journey down memory lane
- ▶ Workshop – participants work on various projects including woodwork
- ▶ Art and Craft – in addition to our own craft sessions we are very fortunate to have members of the Launceston Art Society who attend weekly and host art sessions
- ▶ Community Access - includes excursion to local attractions, bowling and regular shopping trips
- ▶ Movie time – an afternoon dedicated to watching movies, old and new
- ▶ Games (cards, iPad, board) – cribbage, carpet bowls, eight ball,

There were many other events that participants have undertaken during the year:

- ▶ AFL games at UTAS Stadium
- ▶ AGFEST
- ▶ TARGA Tasmania exhibition
- ▶ V8 Supercars at Symmons Plains

During the next 12 months we will be implementing many more exciting activities and I look forward to working with staff, residents, family and friends as we continue to enhance our Leisure and Lifestyle service.

Lisa Harris

Leisure and Lifestyle Coordinator

Leisure & Lifestyle



LEFT: Chris Parsons, Jimmy Kelly & Michael Conley at Steamfest

BELOW: Ailsa Smith joining staff at the Dare to Re-wear Fundraiser



Steven Cousens at the Deloraine Car Show



Leisure & Lifestyle



LEFT: Wendy Brown participating in arts and craft



ABOVE: Katrina Rhodes, Chris Parsons and Helme Kulla at Bunnings Warehouse

BELOW: Leigh Warren at the Deloraine Car Show



BELOW: Susan Canning making the most of the warm weather





FAREWELL TO CEO DALE LUTTRELL

Dale Luttrell retired at the end of March 2019 after more than 18 years with Eskleigh Foundation. Staff, clients and the Board bid farewell to Dale with a series of BBQ events and dinners. Dale was presented with a gifts to enhance his retirement travel plans, as well as surprises - such as the cherished Geelong guernsey! We wish Dale all the best for a happy and relaxing retirement!



Eskleigh Directors



L-R
Mrs Lynette Broomby
Mr Les Baxter
Mrs Linda McKenzie



L-R
Dr Fiona Joske
Mr Linus Grant
Mr Tim Whyte



L-R
Mr Lionel Morrell
Mrs Angela Holzberger

Officers

Patron: Governor of Tasmania, Her Excellency Professor the Honourable Kate Warner

Chair of the Board
Mrs Lynette Broomby

Treasurer
Mrs Linda McKenzie

Vice Chair
Mr Les Baxter

Public Officer
Dr Fiona Joske

Eskleigh Managers



L-R
Mrs Sharlene Knight –
NW Coordinator

Mrs Jacqui Gray
North/South
Coordinator

Mrs Allison Barry-
HR Manager



L-R

Mrs Deb Miller – Clinical
Nurse Coordinator,
Eskleigh Home

Mrs Tamara Laycock -
Team Leader Support
Workers Eskleigh Home

Mrs Lisa Harris
Leisure & Lifestyle
Manager, Eskleigh Home



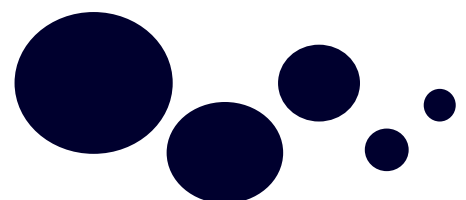
L-R
Mrs Susan Davies –
Payroll & Finance Manager

Mr Jonathon Burgess –
State Roster Coordinator

Mrs Catherine McIntyre -
Special Projects

Life Members

- ❖ Mrs R Boyd
- ❖ Mrs E B Sheldrick
- ❖ Dr W Gibson
- ❖ Mr J Stevenson
- ❖ Mr T Henty
- ❖ Dr F Joske
- ❖ Mr L Morrell



Donation Slip

Have you ever thought about donating to Eskleigh but thought 'my gift won't make much difference'?

As a not-for-profit body, we are greatly reliant on the Tasmanian community. If you are interested in supporting us, please return this form or contact us for more information.

We rely greatly on the generosity of the public for much of our funding. Even the smallest donation can make a big difference. Please consider making a donation, so that we can continue to help those who need it.

Title/s: Mr/Mrs/Miss/Company : _____

First Names: _____

Surname: _____

Telephone: _____

Address: _____

Suburb: _____ Post Code: _____ State: _____

Email: _____

Please accept my donation/s in the form of:

- Cash
- Cheque / Money Order
- Other:

Please debit my:

Visa Mastercard Expiry Date: ___ / ___ CVV: _____

Credit Card No: _____

Name on Card: _____

Signature: _____

As a not-for-profit body, we are greatly reliant on the generosity of the Tasmanian community.



A New Era in Disability Care

If you are interested in supporting us, please complete the donation form overleaf or contact us for more information.



Garry
Fellows
tending to
his garden