

Growing care in our community

Eskleigh Annual Report 2020-2021



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Growing care in our community since 1947

Eskleigh started as a not-for-profit organisation over 70 years ago right here in Tasmania, with a mission to care for Tasmanians living with a disability.

Today, Eskleigh is one of Tasmania's most experienced disability providers. We provide a range of services from high needs based care in our group homes to in-home support, community nursing and respite care options as well as a range of day activity programs.

All Eskleigh services can be accessed through the National Disability Insurance Scheme (NDIS), the Motor Accidents Insurance Board (MAIB), Disability Support for Older Australians Program (DSOA) or can also be funded privately.

While much has changed in the disability support sector over the last 70 years, Eskleigh is still not-for-profit and still providing the best in care to Tasmanians right across the state.



A range of comprehensive services offering unparalleled care



Community
Access



Community
Nursing



Specialist
Disability
Accommodation



Short Term
Accommodation



In Home
Support



Supported
Independent
Living



Support
Coordination

About Eskleigh

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.

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.

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.

Chair's Report

The year 2020-21 was another successful one for Eskleigh. Once again, we remained in surplus while undertaking significant organisational change, appointment of some new staff, extensive staff training and development, and the implementation of new processes and systems. The increasing demands of the NDIS and associated regulatory and compliance systems has meant that we have had to invest additional funds and resources into risk management and compliance, regulatory systems, and improved service delivery. This investment will reduce our surplus in coming years, but will ensure that Eskleigh is sustainable, while providing best practice services and support to our participants.

From a strategic perspective, good progress was made of the planning and application for the construction of seven, two-bedroom group homes on our site at Jardine Crescent in Prospect. Actual construction should commence in the first half of 2022. We have commenced concept development and planning for future development of the Eskleigh home site at Perth. This process has only just commenced but we plan to have concept plans by the first half of 2022. There have also been several growth opportunities in terms of new service provision and care packages including in the North-West of the state.



Keith & Ray building bird houses

The Board has continued to meet regularly, despite the complications of COVID restrictions, with the majority of Board and Board sub-committee meeting conducted by Zoom. Our sub-committees are working well. A Clinical Governance Sub-committee, under the leadership of Angela Holzberger was established this year as was a Fundraising Committee. The Fundraising Committee was initially chaired by the former CEO of Eskleigh Dale Luttrell, however Dale subsequently resigned due to other commitments. The position of Chair has now been taken up by Jessica Brown, State Program Team Leader. Jessica has stepped into the role with great passion and the Fundraising Committee has already organised a classic car show at Eskleigh Home and a barbecue at Bunnings in Invermay. Both events provided excellent visibility for Eskleigh and an opportunity for our participant involvement.

One of our Directors, Natalie Mayes, resigned from the Board this year to take on the Executive Manager role with Eskleigh. Nat was an active member of the Board, and we were sorry to see her leave this position.

That said, we were very pleased to have her join Eskleigh's Senior Leadership Team.

Following a very successful Board recruitment round we were delighted to appoint Jennifer Dignam to fill the vacancy left by Nat's departure. Jennifer is an excellent appointment. She has formal qualifications in HR, and extensive experience in governance, change management, organisational development and organisational culture. Jennifer is already actively contributing to the governance of the Eskleigh Foundation.

Our CEO, Dan Lowe, continues to be the driving force behind the development and operation of Eskleigh. His enthusiasm and commitment to the Foundation, participants, staff and Board is unwavering and has resulted in the significant changes that we are witnessing across the organisation. Dan applied for, and was successful in receiving a government Building Project Support Program grant to the value of \$826,000; among the other great achievements.



Les Baxter
Chair, Eskleigh Board

I would also like to take this opportunity to thank our dedicated and enthusiastic staff who are the heart and sole of the organisation. We are indeed blessed by having such committed staff, and this is reflected in the care that our participants receive.

As we go into the new Eskleigh year, I would like to thank my fellow Directors; our CEO, Dan; and our staff for their tremendous efforts and we look forward to another successful year in 2021-22. Eskleigh is now on solid foundations. We have a range of exciting projects and opportunities going into the new year, and this promises to be a fulfilling and fruitful year. It has been my pleasure and honour to Chair the Eskleigh Board during 2020-21 and I look forward to your continuing support in 2021-22.

Les Baxter
Chair, Eskleigh Foundation



Chief Executive Officer's Report

As I reflect on the past 12 months and attempt to summarise financial year 2020-2021 from my perspective as CEO, I find myself (once again) feeling a great sense of pride in what Eskleigh has been able to accomplish. Over the previous year Eskleigh has achieved a number of strategic and operational objectives – positioning Eskleigh for sustained success, but more critically, enhancing service delivery and the supports provided to our valued clients.

Towards the end of 2020 we heavily invested in new training packages for support workers. These training packages centred around the technical and high-risk aspects of support work, such as meal management, manual handling/transfers, seizure management and report writing. The training was well received by our teams, and we will continue to invest in the best training for our people. Delivery of this training would not have been possible without the support of two trusted partners; St Giles and Independent Living Centre Tasmania. In an ever-competitive NDIS environment, it is pleasing to witness the continued collaboration between providers in the local market.

With Eskleigh's registration moving from the NDIA to the NDIS Quality and Safeguards Commission in 2019, we are now required to be assessed against the NDIS practice standards by an approved NDIS auditor. I'm pleased to report that Eskleigh was assessed as compliant in mid-2020, with the NDIS Commission granting certification in early 2021. Our next audit cycle will begin in September 2022.

A great deal of progress has been made with the development of Jardine Crescent in Prospect – the 4000sqm parcel of land that Eskleigh purchased in 2018. Eskleigh entered into a partnership with Wilson Homes in mid-2020 to provide project management for the design and planning stage of the project and, through extensive consultation with key stakeholders, we identified that smaller and independent living options are the way forward. This is a pivot away from the traditional (and dated) group home model for people with disability. Group homes are not attractive to consumers in the



market, who now have more choice with where they live and who they live with. Eskleigh has developed plans for the construction of seven 2-bedroom villas that will meet Specialist Disability Accommodation standards. Alternatively, each villa can be easily modified to serve as independent living. Eskleigh's development application was approved by Meander Valley Council in September 2021 and we are hoping to 'break ground' in late 2021 or very early 2022. Eskleigh is also working with Wilson Homes and other stakeholders on the re-development at Eskleigh Home, with work being completed on a master plan for the Perth site.





Financially, we achieved a significant surplus for the second straight year. These surpluses will be the exception rather than the rule, particularly as NDIS transitional payments will decrease each year and, as we continue to increase resources across the organisation. Stronger financial performance has afforded Eskleigh the opportunity to reinvest in improved infrastructure, system enhancement & implementation and people development. In early 2021 we commenced minor renovations of resident rooms and shared spaces in Haines Wing at Eskleigh Home and transitioned to a new payroll system just prior to the start of the 2021-2022 financial year.

Outside of the occasional quarantine escapee, Tasmania has largely been unaffected by COVID-19 restrictions, the same is true for Eskleigh. We have remained vigilant and fluid with shifting public health orders and I would like to thank our staff and participants for their understanding and commitment to keeping Eskleigh sites safe. The Federal Government's Phase 1a Vaccine Roll out applied to Eskleigh's accommodation settings and, albeit delayed, I'm pleased to report that well over 90% of our residents are fully vaccinated.

I would like to sincerely thank the Senior Leadership Team (SLT) for their commitment to the cause and the passion displayed each and

every day. Our Board of Directors, led by Chair Les Baxter, continue to provide unwavering support to myself and SLT. Thank you to Les and the Board, for your dedication and guidance.

In closing, I want to say a special thank you to our support workers and clinical staff. These are some of the hardest jobs going around, particularly support work with all the standards that must be met in challenging environments and situations.

I'm proud to be part of an organisation that is committed to growth and always striving to improve services to clients. I look forward to our continued journey in 2021-2022.

Dan Lowe
Chief Executive Officer



Executive Manager's Report


For the purpose of this report, I have spent 11 months as a Director and 1 month as Executive Manager.

My journey with Eskleigh Foundation during the 2020-2021 financial year has been diverse, fulfilling and rewarding. I first joined the dynamic and effective Eskleigh Board of Directors at the beginning of 2020 – a role in which I relished and enjoyed contributing to the overall governance of the organisation. As a director I was involved in both the Recruitment & Performance sub-committee and the Risk Management, Finance & Audit sub-committee. The most notable impact of the Covid-19 pandemic of 2020 saw the Board move to Zoom meetings however, this did not impact the continued delivery of effective and professional governance to allow Eskleigh to continue to operate professionally and seamlessly with minimal disruption during this period.

In March, I attended the Culture and Strategy workshop as a Board Director with the rest of the Board and Senior Leadership Team (SLT). This session was designed to propel the strategic vision for Eskleigh through its goals, underpinned by Eskleigh's values. Key to the success of this workshop was the collaboration between the Board and SLT.

May 2021 presented a new opportunity for me to join the SLT as Executive Manager. I accepted this role and transitioned from a member of the board, responsible for overall governance of the organisation to being part of the daily operations of the business. Having served as a director on the board of Eskleigh, I feel I have a unique perspective, if not a full 360 degree view of Eskleigh. I can say now that I have a far greater appreciation and understanding of what it takes to fulfil Eskleigh's purpose of providing quality, individual support services to enrich the lives of people with a disability.



 Eskleigh Classic Car Show fundraiser

The focus of my first 100 Day Plan included building relationships. One of the rewarding parts of working at Eskleigh is the diversity the people bring to the organisation. I have met so many capable, caring and committed staff since I commenced, from the fun-loving Shared Services team to those working directly with our Participants including the Team Leaders, Clinical staff and Support Workers. I feel so encouraged that Eskleigh is in such caring and inspiring hands.

One of the highlights for me has been getting to know our Participants not only at the Eskleigh Home but at our other sites and in the Community – their infectious beaming smiles and enjoyment of life is inspiring. Whether it's chatting with Jimmy every day in the corridor, comparing pink nail polish with Wendy, gardening with David or trying to find a word in Leigh's word search puzzle before he does (I never can!), it makes working at Eskleigh more than just a job.

As the Organisation progresses into the new 2022 Financial Year, there are a number of operational and strategic objectives we are focusing on to enhance not only our service delivery and support for our




Natalie Mayes
Executive Manager

Participants, but position Eskleigh as an employer of choice with significant investment in the people who work here. I'm really excited to be part of this journey.

In conclusion, I would like to thank Chair Les Baxter and the Board for believing in me as a Director and supporting my transition into the business. Whilst I miss being part of the Board, I feel I have a strong understanding of who we are as an Organisation and am enjoying bringing that to my new role with the support and guidance of my team, SLT and in particular our CEO Dan Lowe. As Mahatma Gandhi once said, "the best way to find yourself is to lose yourself in the service of others".

Natalie Mayes
Executive Manager

 Eskleigh Classic Car Show fundraiser



Finance Report

Eskleigh has experienced another exciting year with further challenges and opportunities presented by the NDIS, increasing entrants into the NDIS market and of course the global COVID pandemic.

We continue to refine, develop and invest in processes, systems, facilities and staff, to better support our participants and help staff to perform their roles within an ever-increasing compliance and every changing NDIS environment, alongside Eskleigh's own commitment for continuous improvement. With our aging infrastructure we are continually upgrading facilities as well as planning ahead for the new developments at Jardine Crescent in Prospect and beyond.

The financial year ending 30 June 2021 recorded an overall surplus of \$2,017,658, reflective of our re-investment back into the business compared to the prior year surplus of \$3,845,652. Our auditors, Wise Lord and Ferguson have issued a favourable Independent Audit Result and completed successful reviews of our grant acquittals for our Continuity of Support funding.

The result for financial year 2020-2021 is due to a range of factors showing an increase in both revenue and associated costs; Continuity of Support funding continues at NDIS equivalent levels; and greater understanding of the NDIS is enabling further support to participants. Operating income increased by 14.5%, however employment costs increased by



Eskleigh Classic Car Show fundraiser

30.6% during the year reflecting sector wide issues with recruitment and retention of staff, managing high workers compensation insurance levels as well as ensuring a high level of training to meet NDIS Quality and Safeguards Commission standards. Employment costs



Outdoor games and a BBQ at Eskleigh's home in Perth



Eskleigh clients go sailing on the Tamar River thanks to Sailability

continue to represent the majority of Eskleigh's expenses, being 75% of operating income in 2020-2021 and 66% in 2019-2020. Eskleigh invested heavily in staffing the Shared Services & Administration area in 2020-2021 to build a hub of expertise to fully support the staff and the organisation in areas such as quality, training, purchasing and behavioural/clinical. The remaining operating expenses remained in line with growth demonstrating Eskleigh's strong cost controls.

Bequests and donations during 2020-2021 were \$55,912 compared with 2019-2020 of \$120,155. Eskleigh continues to have the support of several ongoing Trusts such as the HC Abbott Estate and M Bennett Trust as well as donations from the Bruce Wall Trust and others whose details remain confidential. We would like to thank everyone



Kerry Butler

General Manager – Finance

who has remembered Eskleigh and assisted in the many ways to help Eskleigh provide services to enrich the lives of people with a disability.

The positive result for Eskleigh for 2020-2021 is a reflection of the continued hard work and efforts by many and sets the organisation on a strong path to achieve its strategic objective to ensure the ongoing sustainability of Eskleigh. We look forward to further advancing our property developments in 2021-2022 and heralding in new disability designed accommodations. I am fortunate to work with an amazing team of people who are actively making a difference to enrich lives. To the Board, our CEO and staff - thank you.

Kerry Butler

General Manager – Finance

\$2.018M

Overall Surplus

*End of financial year
30 June 2021*

14.5%

increase

*Operating income
(2020-2021)*

30.6%

increase

*Employment cost
(2020-2021)*

*Bequests and
donations*

\$55,912

2020/2021

\$120,155

2019/2020

Business Development Report

Financial year 2020-2021 has been another year of adaptation, and resilience for Eskleigh Foundation, the coronavirus pandemic has continued to be a disruptor to our everyday life.

It has been truly inspiring to see the way our teams have adjusted quickly and worked together to solve problems; they have a genuine and deep commitment to our clients – we have adapted, worked collaboratively, and just got on with the job. It's exciting to be part of a team that's so passionate and person centred.

Together, but socially distanced, we have endeavoured to keep our people safe and continued to work on business as usual. We have proactively identified innovative ways to keep residents engaged

and active, we have baked, painted, danced, and sang our way through 2020-2021.

Our continued goal is to harness the passion and energy of our teams as we take Eskleigh further and we continue our journey of change, growth and development

In March 2020- I transitioned into the GM Business Development role, to focus on relationship building, service and development opportunities both externally and internally for the organisation, and opportunities for progression.

We know that building good relationships leads to great outcomes for clients, as they receive the supports that they need to achieve their individual goals. This has been evidenced by the growth that we have seen within the 2020-2021 financial year, and which continues into 2021-2022.

In this financial year we have successfully set up a new home to support a client with very specific support needs. We have commenced our community Nursing in Launceston - this service is providing additional support to NDIS





Samantha Drotsky

General Manager – Business
Development

clients in the community. We have welcomed new clients into supported accommodation, and we have achieved considerable growth in our community supports, especially in the Northwest of the state.

Over the 2021-2022 year we will continue to assess our service offering and identify opportunities for improvement and progression and we are excited for the opportunities we are presented with over the next 12 months.

Samantha Drotsky

General Manager – Business
Development





Growing care in our community



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