

Growing care in our community

Eskleigh Annual Report 2021-2022



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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.



Community

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



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.



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.



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.



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

Les Baxter – Chair, Eskleigh Board

Once again Eskleigh had a successful year with a surplus of \$1,064,758, despite several challenges. COVID-19 continued to be a major issue for participants and staff impacting on our capacity to maintain services to our residents, our staffing levels, and operating costs.

Throughout this time Eskleigh staff and senior management demonstrated commitment, professionalism, and resilience in trying circumstances. On behalf of the Board, participants, and their families, I would like to take this opportunity to sincerely thank our staff for their outstanding efforts under difficult circumstances. Although a trying time, the organisation and staff have learnt much from managing the COVID-19 outbreaks at Eskleigh and these learning will hopefully stand us in good stead from inevitable future pandemics and disease outbreaks.


Once again, the constantly changing regulatory, compliance and governance systems associated with the NDIS have created challenges and uncertainty for Eskleigh. The ability for participants and their families to change providers and service requirements with ease has resulted in a level of uncertainty for planning and budgeting. Compliance and regulatory requirements continue to have major impacts on the operations and reporting associated with delivering the NDIS services to our participants. These challenges, together with necessary changes in

culture and a requirement to predict future resource requirements has resulted in major changes to senior staffing levels within Eskleigh and this has impacted on operational efficiency of the organisation. That said, these changes have been an opportunity to further develop senior staff and Team Leaders and to build their capacity to take us into the future. We have continued to develop our client relationship management system, Flowlogic and our accounting system MYOB Advanced to cater for the changing needs of the organisation.

We expanded our services in 2021-22 with a move into the child safety space along the northwest coast of Tasmania and the leasing of properties in Mowbray and Prospect as group homes. The child safety service provision in the NW was part of a specially contracted service and has allowed us to gain valuable expertise in this new area. The slow pace of development of our group housing site in Prospect has been disappointing due to circumstances beyond our control. However, this has allowed the Board to concentrate on additional development and future projects for Eskleigh home.

This year, major foci for the Board were clinical governance, planning for strategic development, future



 Eskleigh enjoying a visit to the Longford Golf Course Benevolent Day comp



Eskeleigh's Stewart Johnson and new WHS Advisor Matthew Buse



Eskeleigh residents enjoying a visit from Minerva Park Mini Goats



Eskeleigh residents enjoying the day out at Agfest

resourcing, and cybersecurity. Clinical governance has, for some time, been a major focus of the Eskeleigh Board and culminated in the establishment of a Clinical Governance Committee chaired by Angela Holzberger. The ongoing Royal Commission into Disability Support and the increasing compliance regime imposed by the NDIA have highlighted the need for good clinical governance structures within providers. Eskeleigh's Clinical Governance Committee is now well established with an excellent reporting and governance framework in place, placing us in a good position as we move into the future.

Cybersecurity has been another major focus for the Board, Finance and Risk Management Committee, and Eskeleigh staff. The risks posed by cybersecurity breaches are now readily apparent and the consequences of such breaches for Boards will increase going forward. Eskeleigh is working to develop enhanced cybersecurity strategies and implementation plans and is now well advanced in this area.

While we made a healthy surplus in 2021-22, it is readily apparent that the challenges of the NDIS funding models, future uncertainty, and unforeseen circumstances such as COVID have come together to adversely impact on future

earnings. As we go forward, we may not be able to maintain the surpluses generated over the past few years. Ageing housing stock and assets, resource requirement for a redevelopment of Eskeleigh home, the development and Prospect Vale, and a requirement for additional group homes will present challenges for the Eskeleigh Board going forward in a climate of reduced overall income surplus. A new strategic plan was recently approved by the Board and will take us forward for the next 5 years.



Eskeleigh team members spreading awareness for R U OK Day

As usual, our CEO, Dan Lowe continues to provide first class leadership to the staff of Eskeleigh and is a driving force behind the ongoing development and operations of the organisation. His commitment, enthusiasm and

resilience provide an excellent example to the Eskeleigh staff and is highly appreciated by the Board. We look forward to working together with Dan as we move into the implementation of the new strategic plan.

I would also like to take this opportunity to thank our dedicated and enthusiastic staff without whom the organisation could not function. We thank you for your support and for the care and attention that you provide for our participants.

Finally, this marks the end of my term as Chair of Eskeleigh Foundation, a role that I have found to be immensely rewarding and fulfilling. I now hand over the reins to our new Chair, Murray Smallhorn. I would like to thank my fellow Directors; our CEO, Dan; and the staff of Eskeleigh for their support during my time as Chair. Eskeleigh is on a sound footing, with a capable staff and resources to take us into the future.

Les Baxter
Chair, Eskeleigh Foundation



Treasurer's Report

Pal Singh – Treasurer, Eskleigh Board

Financials

The net operating surplus for the financial year ending June 2022 was \$953k. The operating revenue for FY2022 was \$23.6m which is 19% higher than previous financial year. The operating revenue was \$19.7m for FY2021. This is due to transition of all its residents to NDIA or equivalent rates and two once-off COVID grants to tackle the Covid outbreak at Eskleigh Home.

The total number of clients as at June 2022 were 103, with 51


residing in Eskleigh properties and the rest being supported in their own homes.

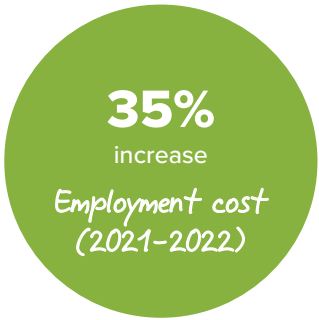
The net surplus for the year 2022 was lower by 52% compared to financial year 2021. The drop in operating surplus is primarily due to increase of \$5mil in employment related cost due to higher compliance cost to meet NDIA requirements. Total expenses for the FY2022 were 96% of operating revenue compared to 89.3% of

for financial year 2021. For the current financial year Eskleigh has budgeted for a net operating deficit of \$400k and employment cost of 90% of the operating revenue. Management has put plans in place to reduce employment cost and the impact of it will start to flow in 2nd half of the year.

The total net assets/equity is \$17.5mil for FY2022 which is an increase of \$3.5mil over the last financial year. This is due to



 Eskleigh residents enjoying a visit from Minerva Park Mini Goats



increase in valuation of fixed assets. Cash in hand for the period ending June 2022 is \$7.4m. The debt-to-equity ratio of Eskleigh is .01 highlighting the fact that that the debt level is materially insignificant.

The financial performance for the year has delivered a strong balance sheet and cash reserves that will allow Eskleigh to invest in its future for the welfare of its clients.

Strategy

In the current financial year Eskleigh has invested considerable management time to build the strategic road map for the future. The Board is currently considering various strategic options and a detail financial modelling work by an independent consulting outfit in underway to underpin the strategic options.

Audit

In line with best governance practice, WLF, the independent auditors for Eskleigh for last five years, has been replaced by Newton & Henry. It has conducted its audit as per Australian Auditing Standards. These standards require the auditor to gather sufficient appropriate evidence to form an opinion on its financial reports. I am happy to say that based on their audit, Newton & Henry has happily endorsed that Eskleigh’s financials provide a true and fair view of the financial position as at 30th June 2022 and of its performance for the financial year ending 30th June 2021.

Pal Singh
Treasurer, Eskleigh Board



Eskleigh Home Community Group taking part in weekly cooking



Chief Executive Officer's Report

Dan Lowe – Chief Executive Officer

It's hard to believe it is that time of year again and, as I sit down to write my contribution for this year's Annual Report, I find myself looking back with pride. This organisation has navigated through considerable change over the past three years, as we continue to evolve in this consumer (NDIS) driven market and adapt our services to meet the needs of clients.

From my perspective, this has been the most challenging year during my tenure. Tasmania has been 'living with COVID' for the past two years, but this year we really did have to learn to live with COVID as the borders reopened in December 2021. Our first COVID positive client was confirmed on Boxing Day 2021 and from there we saw six months of peaks and troughs with client and staff cases, including three outbreaks at Eskleigh Home and isolated outbreaks in our community homes. These outbreaks tested our resilience, particularly at Eskleigh Home, with sustained lockdown periods, staff absenteeism and strict infection control protocols. Our response with managing these outbreaks has been amazing and is testament to the professionalism

of our COVID Management Team, leadership group, clinical staff, support workers and maintenance team. Supported by a robust and well executed Outbreak Management Plan, I'm pleased to report that these outbreaks have resulted in no loss of life or long-term adverse health effects for clients.

The COVID effect has not just been felt internally, it's also negatively impacted broader strategic endeavours. Our development application for Jardine Crescent was approved by the Meander Valley Council in almost record time in late 2022, but the sub-division and building application process has been delayed by availability of civil contractors and trades due to COVID, labour shortages and a very active local construction sector. The delays have been frustrating but unavoidable and we look forward to submitting the building application prior to Christmas, with view to 'break ground' at Prospect in February 2023.

Operationally, July 1, 2021, brought the introduction of Disability Support for Older Australians (DSOA), replacing the previous Continuity of Support (CoS) program for people with disability ineligible for the NDIS. DSOA has


been a welcomed change with funding levels more aligned to NDIS funding, resulting in DSOA clients having more opportunity to access higher support and capacity building programs.

Eskleigh has expanded into the child safety space and has been contracted to provide support to clients in Northwest Tasmania, requiring our teams to diversify their skill set and quality standards. We have added to our rental portfolio with the leasing of properties in Mowbray and Prospect, affording three Eskleigh Home clients with an improved quality of life and greater independence.


Investment in developing our Team leaders has a huge focus over the past 12 months, empowering our 'on the ground' leaders to be less reliant on senior managers and build their capability.

From a system perspective we have continued refine our client relationship management system, Flowlogic and accounting software MYOB Advanced to meet our ever changing needs, in addition to reviewing our cyber security framework to mitigate the ever increasing risk in this space.



 Eskleigh CEO, Dan with long serving staff member Shirley



 Eskleigh residents and staff participating in R U OK Day

Financially, for the third year in a row we had another strong year with a FY22 surplus of \$1,064,758. Operating revenue increased by just under \$4m and net assets increased by just over \$3m. We are anticipating more challenging financial times for FY23 with NDIS plans reducing in value and higher expenditure with rising inflation.


I want to sincerely thank the Senior Leadership Team and our Shared Service staff for the support that they provide to our operations. Our Board of Directors, led by Chair Les Baxter, continue to provide great support to myself and senior leadership. Thank you to Les and the Board, for your dedication and guidance.

Finally, I thank our clinical team and support workers for the passion and commitment that you display each and every day, supporting our clients to achieve their goals and live life to the fullest. It is a challenging (but extremely rewarding!) vocation at the best of times but even more challenging this year with COVID – thank you!

I look forward to FY23 and our continued journey. As always, I'm proud to be part of an organisation and a team that provides such wonderful care and support to people with disability.

Dan Lowe
Chief Executive Officer



 Eskleigh residents enjoying time in the Eskleigh Home garden



Executive Manager's Report


Natalie Mayes – Executive Manager

I have had the pleasure of serving Eskleigh as part of the senior leadership team for over a year now and it has struck me what an honour and privilege it has been to do so.

Eskleigh recognises that people are at the heart of everything we stand for; so how we serve people, is fundamental to our core values and accordingly our investments in people and partnerships will define Eskleigh as an employer and provider of choice. Servant leadership is all about making the goals clear and then rolling your sleeves up and doing whatever it takes to help people succeed – whether as a participant or a staff member.

One of the most enjoyable aspects of my role as a servant leader, has been engaging with our residents and working alongside our passionate and capable staff to build capacity and add value. This has included working 'on the floor' at Eskleigh Home, going



 Eskleigh Home Community Group taking part in weekly cooking

on community access visits with participants, being involved in the meaningful activities we provide – whether working with David or Leigh in our community garden as part of our day program or going on individual outings such as enjoying coffee and a lamington with Steve.

For as much as FY22 has been a rewarding and profitable year, there have been significant challenges along the way with the impact of COVID-19 coming in at the top of the list. As the borders opened in December 2021, we received our first phone call regarding a positive case over Christmas. Our COVID Management Team worked tirelessly during this period, with the support from our Team Leaders and staff to successfully implement our Covid Management Plan. As a sector and a society, we have become accustomed to living with COVID-19 and it has been our experience here at Eskleigh that with a professional, considered approach and management of infection control, we have demonstrated our resilience and capability.

One of the most significant projects we have been working on this financial year has been the Master Roster project. In responding to



 Eskleigh residents enjoying a day out watching the football at UTAS Stadium

one of our strategic objectives to align our service offering to consumer demand in a shift away from institutional style supports towards client-centric support, we are moving towards our vision of providing desirable, fit-for-purpose accommodation options for our clients. With the sector experiencing a significant increase in compliance (Quality & Safeguards Commission) with high expectations and obligations for standards of care and reporting, additional challenges for accommodating large groups of people in one Group Home are not only the systems and processes which underpin the compliance requirements but also the impact of COVID-19 and strict isolation/infection control mandates in place.



f Eskleigh Staff participated in Mind Games – Race for Research, in May 2022

The Master Roster project has involved designing a roster with a focus on the client, their specific requirements (reflected by their funding packages) and suitability/choice of support person. The



f Eskleigh residents enjoying the day out at Agfest

magnitude of this task has been significant including consultation with staff and union involvement. This project has continued into FY23 and all involved staff including

the Project Team members are to be commended on their efforts to progress this project.

One of our focus points as part of our people and culture strategy has been investment in people and organisational capacity. In our quest to develop brave leaders and a courageous culture, we have recruited some valuable additions to our team, including Chief Operating Officer Amanda Bailey and People & Culture Manager Donna James, both joining our senior leadership team towards the end of FY22. Already their contributions and support for myself have been meaningful and we look forward to their continued involvement with the organisation.

My journey here at Eskleigh has been a challenging, rewarding and enjoyable experience. For that, I would like to extend a huge thank you to all our staff for the laughs, your continued support and commitment. Further, I couldn't do

my job without the support of our senior leadership team capably led by our inspiring CEO Dan Lowe along with our Board and Chair Les Baxter. It has been a pleasure working with you all. In closing, I'd like to share some words of wisdom by John C. Maxwell because it reminds me of Eskleigh - "people do not care how much you know until they know how much you care."

Natalie Mayes
Executive Manager



f Eskleigh residents and staff celebrating R U OK day



Chief Operating Officer Report

Amanda Bailey – Chief Operating Officer

I was incredibly pleased to join the Eskleigh Foundation as Special Projects Manager in May this year, transitioning to Chief Operating Officer 3 months later.

Providing great service to people with disability is my passion and I have spent over thirty years of working in the disability sector in a variety of roles in both government and non-government organisations, with the majority of these roles in senior or executive leadership positions.

This being my first Eskleigh Annual Report contribution, I thought it appropriate share some of my background and personal insight. I have lived in Launceston all of my life and all of my work experience has been within the state, typically with organisation that have operated statewide. I have four


amazing children, two of which are adults and have left the nest. I enjoy motorbike and motorcycle riding, gardening, and cooking.

I also enjoy self-development and as such I have studied on and off for most of my adult life successfully achieving numerous qualifications relating to disability, business, leadership, human resources and workplace health and safety.

I consider my areas of expertise to be wide and varied, however I specifically enjoy change management, developing and building capability in others, and improving the lives of people with disability.

I already feel a part of the Eskleigh family in my short tenure, because of the fabulous people that work for the organisation. I am extremely excited to work with all the different teams of which I am responsible for, to take them on a journey of continuous improvement with the fundamental aim of ensuring we are and will set ourselves up to continue to provide the best services we can under the constraints of the complex beast - the NDIS!




 Eskleigh residents enjoying a visit from Minerva Park Mini Goats

We have already commenced two significant pieces of work to ensure that we are running Eskleigh Home, and our operations more broadly, efficiently and building capacity within our leaders. I look forward to continuing this journey in 2023 and supporting the organisation to achieve its operational and strategic goals.

Amanda Bailey
Chief Operating Officer



 Eskleigh residents enjoying a visit from Minerva Park Mini Goats

People & Culture Report

Donna James – People & Culture Manager

It's hard to believe I started working at Eskleigh in June, I've certainly "hit the ground running" with the opportunity to work on several People and Culture projects during my first four months.

With over 20 years experience in industrial relations, training, and project management, across many diverse industries, I'm excited to be on this journey with Eskleigh and the opportunities this role presents.

During my brief tenure with the Organisation, I have been able to apply best practice solutions and assist our teams with finalising existing projects, but I have also had an opportunity to look ahead and identify future projects to further enhance our culture. My passion is learning and development and fortunately, I have been able to

devote significant time during my initial two months co-facilitating Team Leader workshops, aimed at building organisational capability through investment in our emerging leaders.


As I am still quite new to the Organisation, I thought I would also include some personal information. I am a proud foster carer at the Launceston Dogs Home but, have recently failed to send back my (now adopted) greyhounds! I enjoy getting away on weekends in my van "Darcy", so you might see me around Tassie in the Ford Transit van with two black greyhounds. I have a

passion for further learning and self-growth, and I am hoping that I can contribute to further embedding this into our culture at Eskleigh.


I am excited to be able to support the implementation of strategic and operational initiatives in 2023, which included finalising Eskleigh's Enterprise Bargaining Agreement (EBA). I sincerely hope that my role, adds value to the lives of our clients living with disabilities.

Donna James
People & Culture Manager




 Celebrating Eskleigh resident Pete's birthday



 Eskleigh residents and staff celebrating R U OK day



 Eskleigh residents and staff celebrating R U OK day

A day in the Eskleigh community





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Growing care in our community

