

2019 2020

ANNUAL REPORT



DISABILITY
LIVING

CHOICES
FOR
LIVING

OUR VISION

Choices for Living

OUR MISSION

Fostering an inclusive community that supports people to make real choices about how they want their lives to be.

OUR COMMITMENT

We will ensure we always put people at the centre of everything we do and that our CREDIT Culture sets us apart from other service providers.

2019 / 2020

ANNUAL REPORT

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CHAIRPERSON'S REPORT

MY first year as Chair has been a privilege in a forever changing industry within an organisation full of passion and driven by outcomes. I congratulate and thank every staff member and volunteer for playing a role and being part of disAbility Living, making it what it is today.

The strategic plan comes to a conclusion in the next year, disAbility Living celebrates many achievements and looks to continue to develop innovative ways to ensure clients are reaching outcomes and have choice. One initiative, which was fulfilled this year, was the opening of the DESS Hub. The Hub has sensory play, art therapy, classroom environments all available to provide a holistic approach to client support. This is truly an example of innovation and I congratulate all involved. Undoubtedly we will draw from our staff's creativity and expertise to continue to innovate into the future.

The Board composition has changed over the year with Bianca Lewis and Ruth Davey moving on to new challenges, and we thank them for their years of dedication and service. This year we welcomed Shaye Thyer and Alison Sinclair who bring a wealth of experience and enthusiasm to their roles, allowing us to lay strong foundations for our future. A significant announcement from Matt Collins during the year was his decision to resign as CEO. After 20 years with disAbility Living he was a key driver of the growth and initiatives which have shaped disAbility Living. Many farewells were planned for Matt, who will always be considered a part of the disAbility Living family. Thanks to Matt for his passion, insight and ongoing demand for better outcomes for all people with a disability.

I thank the executive team and all staff for their ongoing commitment to CREDIT which really drives what we do every day. I look forward to what 2020-21 brings – a new CEO and a new strategic plan to kick off a year of activity and adventure.

SANDRA DI BLASIO
DISABILITY LIVING BOARD CHAIR

CHIEF OPERATING OFFICER'S ANNUAL REPORT

GROWTH and sustainability have been forefront to operational management this year whilst we continue to monitor and adapt to forever changing goal posts both organisationally and sector wide. The team worked diligently and tirelessly to juggle a year of change and adjustment, and were further challenged by the effects of the global COVID-19 pandemic to achieve some remarkable outcomes. The broader statistics demonstrate a significant 103% increase in the number of clients supported through close to 500 contracts for services across 455 clients, a 15% increase in our workforce at the frontline and additional administrative roles, resulting in a 21% increase in revenue.

We have enjoyed some remarkable outcomes and as we draw closer to the end of our current strategic plan we reflect on the events that have shaped us this year.

- The merger of InterchangeSA with disAbility Living ensuring, clients, volunteers and staff a positive future. We were particularly careful in retaining the integrity and values the InterchangeSA team hold close, as we integrated services and bade farewell to CEO Marianne Collins.
- The development of our exciting and very unique DESS Hub providing a fit for purpose facility for our team of Developmental Educators to establish themselves and grow. The hub itself promoting innovation and engagement with office and therapy space available to:
 - enable clients to express themselves their way
 - provide skills development and behavioural support strategies
 - engage with other service providers
 - foster relationships with tertiary institutions
 - pilot a program supporting teachers in schools
 - integrate children's group programs with development-based holiday activities
 - integrate volunteer opportunities and programs
- The redevelopment through Renewal SA of our very first cluster of homes for founding client members, an emotional journey for them to vacate the houses they called 'home' for 35 years. On the flipside, so joyous to see lives transformed with new and modern Specialist Disability Accommodation and an invigorated approach by residents towards new goals and aspirations.



- The review of Short-Term Accommodation service models adapting to the changing needs of clients, including the poignant closure of our Riverside Children's respite service and followed with the introduction of innovative new respite style services such as Tailored Getaways.
- We transitioned many clients caught in the cycle of homelessness to permanent accommodation and noted a marked growth in 'In-Home' service provision.
- We increased administrative support with the introduction of our Service Access Team and portfolios around systemic reduction and elimination of restrictive practices across the organisation, Supported Independent Living and Transitional Support Services.
- Our Holistic and Clinical Health Care, and Restrictive Practice and Positive Behaviour Support Advisory Committees redesigned and making significant headway in meeting their respective mandates.
- After an extraordinary 20 years' service to disAbility Living we shared an emotional farewell to our Chief Executive Officer Matt Collins. It has truly been a privilege to work alongside Matt, an amazing and very strong advocate of human rights.

We fondly remember clients and staff who left us this year: Vale Scott Sweeney, Adam Brown, Michael Mulders and Team Leader Kelly Burford.

No one has been immune to the effects of the global COVID-19 pandemic. Alongside other service providers we have shared in the challenge of maintaining essential services, with our COVID response team ensuring the best possible strategies to keep clients, front line workers, staff and our families safe. We embrace these times to shape services to a 'new normal', introducing greater flexibility and taking full advantage of technology to support the team to remain connected, as well as investigate innovative new initiatives for client support.

We are well positioned to enter the next chapter of our story. We have a strong and experienced leadership group and an outstanding team of staff.



I acknowledge and thank my Operational Management and Client Services leadership team for their determination, commitment, and support to our team of support workers and our clients.

JODY **SACHS**
OLIVER **CARLTON**
EMILY **ANDERSON**
JO **SAIES**
LAUREN **LEWIS**
ALI **BRADLEY**
MARK **ACIERTO**
LIZ **WALLACE**
DONNA **BURROWS**
LEAH **JOHNS**
DEE **SINGLINE**
LISA **MORTIMORE**

EMMA **FARQUHAR**
CHRISTIE **ROGERS**
JESS **CHARMAN**
JESS **KING**
KARINA **CANTY**
MICHELLE **PALMER**
LISA **BEAVEN**
NATALIE **PATMORE**
KAREN **BALL**
JEANNE **VAN BALEN**
SARAH **SCHUMANN**
RAEGAN **GILLAN**

SHERIDAN **MURRAY**
SUSAN **CONNELL**
ZOE **MESSENGER**
DEMI **MARTIN**
JACLYN **COLE**
RENEE **STEWART**
CAITLIN **WEBB**
LETITIA **PEEK**
KAREN **BANWELL**
BELINDA **RICHARDSON**
SARAH **SHUTTLEWORTH**
AMANDA **RETALICK**

CAROLINE **BURTON**
GAIL **PAGE**
SANTOSH **ADHIKARI**
KELLY **BURFORD** (*dec.*)
AYIBA **TARRA RAINE**
ADAM **BRITTAIN**
TRUDY **HUBBARD**
BRIONY **DRAPALA**
ZENOBIA **PEREIRA**
BROOKE **ALLEN**
THAKUR **KHATIWADA**
LINDA **HOOD**

NATHAN **OWNSWORTH**
SAM **CHIUTALE**
ESTHER **HUNTLEY**
RISHI **BAINS**
JADE **UNDERWOOD**
SUJAN **SHRESTHA**
MICHAEL **GERGES**
NATALIE **BRADTKE**
MARLENA **BOJANOWSKI**
ANTHONY **BABYSKA**
JASMINE **DAVIS**

GROWTH COMPARISONS

REVENUE



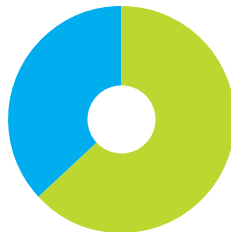
DESS



CHILDREN'S SERVICES



STA ADULTS



IN HOME SUPPORTS



SUPPORTED INDEPENDENT LIVING (SIL)



CLIENTS SUPPORTED



WORKFORCE



● 2018/2019
● 2019/2020

STATISTICS

- Children's Services growth has been marginally impacted with the closure of Riverside at the beginning of the 3rd quarter however, continues to grow with alternative service types being offered.
- The global pandemic COVID-19 restrictions imposed by the South Australian Government impacted InterchangeSA Services, Children's Services, Short Term Accommodation and Developmental Educators and Specialist Support Services in the last quarter with suspension of non-essential services delivered under these service types.
- Short-Term Accommodation has also been impacted with the successful transition of clients to Supported Independent Living or In-Home Support Services.
- Growth areas for disAbility Living remain similar to last year with the Developmental Educators and Specialist Support Services and In-Home Support Services experiencing highest levels of growth. Although an obvious trend with changes to NDIS plans and pricing, we can forecast this growth to plateau with Short-Term Accommodation, Medium-Term Accommodation established and a stronger move to Supported Independent Living (SIL) for clients.

ANITA BAYFORD

CHIEF OPERATIONS OFFICER



1984

Community Living for the Disabled (CLD) is open for business

Tarcoma opened with one house and two units supporting five adults.

2000

Ballater was opened (rented from the SA Housing Trust)

Matt is employed as Team Leader at Tarcoma

2004

Cressy is built: By this time Matt is the Operations Manager and is instrumental in coordinating this build.

CLD has doubled the amount of residents and now supports 25 people and has 40 support staff (20 of whom were employed because of Cressy)

2005

Matt Collins appointed as General Manager

2008

Six houses and 10 units currently exist

2009

Change of name from Community Living for the Disabled Inc to disAbility Living Inc

Redwood house opens

2010

Semaphore site was purchased

2013

Dunes, Riverside and Formby houses opened
disAbility Living reached \$5m revenue turnover

2014

Seaton house opened

2016

Broadview and Campbell houses opened
disAbility Living started providing resources under NDIS

2017

Gawler house opened
disAbility Living reached \$10m revenue turnover

2018

Seaside house opened

2019

InterchangeSA merger with disAbility Living

2020

Enfield and Mt Barker sites and DESS Hub opened

disAbility Living reached
\$20m revenue turnover

THANKS MATT!

Matt left on his 20th year anniversary 2020.
He had been MD/CEO for

15 YEARS
12 SITES
455 CLIENTS
EMPLOYING
269 STAFF



DESS

DEVELOPMENTAL EDUCATORS AND SPECIALIST SUPPORT SERVICES

THE DESS team has established itself in the industry as a leading professional team, creating a service unlike any other in Australia. Portfolio advancement, industry award recognition and the growth of a client-driven team has led to a progression of practices and outcomes including the development of the DESS Hub, the first of its kind and positioning us at the forefront of the Developmental Educators professional sphere.

DESS significantly increased its workforce this year with each new Developmental Educator bringing a new speciality to the team. This has enabled the application of specific knowledge and skills to individual client support, resulting in client-driven 'DE matching', a key innovation to distributing caseloads. The team boasts a range of specialisations including management and reduction of restrictive practices, individual skills development programs, community engagement, as well as offering a consultative approach to managing complex behaviours, education, employment and modified disability support practices.

Our newly created position of Skills Enhancement Worker (SEW), offers an internship into the role of a Developmental Educator, enabling valuable insight and experience through the role of a 'therapy assistant' and is viewed as a career pathway for those engaging successfully in their university placement with DESS.

Recognition for our team was strong with DE Susan Connell presenting at the Australasian Society for Intellectual Disability (ASID) conference on restrictive practices, and DESS receiving four of the six awards presented at the industry professional body's DEAI awards night. Manager, Emily Anderson also received the Dot Mills, DE of the Year Award.

The DESS team supported over 190 clients through the year with over 400 hours spent creating industry leading Restrictive Practices (RP) policy and procedures. A compilation of Positive Behavior Support (PBS) templates and practices complying with NDIS Commissioner requirements was also developed, with many hours also spent providing training to internal and external support staff and families.

The DESS team ended 2018-19 geared to expand horizons. This year has seen the DESS team achieve innovation and more. As DESS continues their vital service, they remain committed to ensuring clients remain centre to planning, with choice and control creating the ideal space for growth and development, and opportunity to succeed.



STATISTICS

- 91% supports were external contracts bringing new clients to DLI
- 48 Positive Behaviour Support Plans developed
- 200% DESS team growth
- DESS team received 4 out of 6 DEAL awards
- 12 Flinders University Students supported totaling 2700 hours coaching and development
- Working relationships with 4 Service Providers who regularly contract DESS services
- DESS office and therapy space grew to 768m²

EMILY ANDERSON

MANAGER
DEVELOPMENTAL EDUCATORS AND
SPECIALIST SUPPORT



DESS HUB

ANNUAL REPORT

THE DESS Hub is an innovative, state-of-the-art, client driven Therapy Centre enabling disAbility Living's Developmental Educators (DE's) to fulfil their mandate of providing a holistic approach to client support. The Hub offers allied health providers opportunity to hire facilities inviting collaboration, inspiration and fostering engagement. It is the blank canvas for innovation; for practitioners, clients and everyone involved.

SENSORY GARDEN

The Sensory Garden is a safe, enclosed space enabling robust, gross, and fine motor skill development. It can be themed to suit the individual needs of clients. Dinosaur garden, mud play, fairy garden, ball-play or a bubble extravaganza are all potential concepts to fully engage the client.

KELLY'S SENSORY ROOM

In memory of valued employee Kelly Burford (dec. 2020), the Sensory Room provides a space for clients to focus, develop and condition themselves. Sensory therapy plays an important role encouraging individuals to create, investigate, and explore through a range of activities, textures, and good vibes. Opportunities for sensory play are boundless and can include aromatherapy, light curtains, ball pits, material walls, bubble machines, auditory development, weighted toys, and a multitude of other resources.





DESS HUB GALLERY

The DESS Hub Gallery has multiple uses, is full of colour, energy and life. Throughout the week the Gallery is used as a welcoming space for clients to meet and prepare for therapy supports. On the weekend, it turns into a developmental space used for skills programs, Wii tournaments and all types of social gatherings. Artwork by artists living with a disability is displayed providing an important outlet for individuals to promote their work.

COLLINS COURTYARD

An outdoor space established to support practitioners, families and individuals to connect, enjoy, and refocus. Aptly named, the Collins Courtyard, the space celebrates the 'Collins family' for their love, loyalty and friendship through a combined 40 years' service to disAbility Living and InterchangeSA.

GROUP THERAPY ROOM

The group therapy space is ideal for Life Skills Development Programs, assisting individual clients and groups to learn, develop and transfer skills. The room has an abundance of space and beautiful view of the Sensory Garden.

INDIVIDUAL THERAPY ROOM

This inviting space is perfect for 1:1 therapy support, enabling focus on individual skills that are transferable to the home. It is also a comfortable space for counselling, emotional development, and personal reflection.

DESS HUB GYM

The DESS Hub Gym is the perfect space to learn how to use gym equipment and develop the skills to work-out in a shared space. Working alongside exercise physiologists, goals related to fitness and health can be achieved such as following exercise routines, gym etiquette and confidence building to feel comfortable transitioning to a mainstream gym.

CLASSROOM

The classroom is set up to look and feel like a classroom that you would see in a school. The main purpose is to support clients in a safe environment to develop skills that can then be transferred to mainstream classrooms.

GOWLING STUDIO

The art studio is a fun place for the creative spirit. Engaging in art therapy, messy sensory play and water play are all areas of development and pleasure. Art therapy is shown to be effective for reducing symptoms of stress, anxiety and dementia, whilst providing stimulation and an opportunity to explore emotions and feelings. Gowling Studio has been named after a founding member of disAbility Living, William (Kelly) Gowling. Kelly's talent and love of painting brought him public recognition.



OTHER FEATURES

The Hub features two meeting rooms which are also used for training. Each room has a large TV with Google Chrome and WIFI access, fostering an environment to facilitate learning, development, and collaboration.

Two serviced offices are also a feature of the DESS Hub, enabling multi-disciplinary professionals the opportunity to work in the DESS space.

Having fought over 20 years to gain acknowledgement as professional therapists, the sector is now recognising the significant professional role a Developmental Educator plays, and they are in demand.

Through our DESS Hub we are proud to offer

- Clearly defined clinical teams and fit-for purposes therapy space
- Skills Enhancement Workers for therapy assistance
- Opportunities for undergraduates and career pathways for skilled DE's
- Office and meeting/training room facilities hire for other services/providers
- Training programs
- Sponsorship/donor and partnership opportunities
- Outreach service



CLIENT SERVICES



INNOVATION has been a key focus in service delivery over the past year, resulting in an expansion of services offerings, trial initiatives and creative training opportunities.

In September, Client Services welcomed the team from InterchangeSA adding an exciting new dimension to our work. With InterchangeSA specialising in individual mentoring, camps and family home-stays for people with a disability, we had the challenging task of merging this area of business with our current operations assuring its sustainability in the new NDIS world. While all traditional services have been maintained, some exciting new ventures have also been offered to clients including the ExploreAbility school holiday and weekend group programs aimed at younger people between 13 and 17 years of age.

Changes to our children's respite services, including the closure of Riverside Respite facility in February, enabled opportunity to trial our Tailored Getaways Program which facilitates short break holidays for 1-2 children at a time. Rather than being supported in a centre-based respite facility, these adventures take place in cabins and camping spots across the hills, beaches and wine regions of SA. disAbility Living has brokered some great relationships with holiday parks and campsites in unique locations including Mylor, Gawler and Aldinga. These vantage points give Getaway participants plenty of space to explore. Getaways offer 1:1 staffing ratios and an individualised experience for participants. They have been very popular during the trial phase and set to become a regular offering for both children and adults.

The Tarcoma site redevelopment was completed in 2019 with the official launch of this new housing taking place before the Senior Policy Advisor for the Disability Royal Commission, Maurice Corcoran, in August. This work had been 2 years in the making with the residents having to vacate the property and take up temporary residency at Highgate Park. On their much anticipated return, Tracey, Dave, Jules, Jarrod and Corey were in awe of their platinum-build accommodation, each unit offering wheelchair accessible kitchens and large open planned living spaces. The possibilities in life are now endless for these 5 individuals as they settle into their new way of living.

In-Home Support Services are going from strength-to-strength with 17 children and 10 adults presently receiving this style of service.

Finally, this year DLI has embarked on a comprehensive Leadership Development Training series for managers and team leaders across all program areas. More than ever before, we have placed an emphasis on empowering our Team Leaders to manage their teams. Training so far has covered the foundations of leadership, performance development, performance management, professional case-note writing and organisational data management systems. Our leaders have relished this monthly training opportunity.

JODY SACHS

GENERAL MANAGER CLIENT SERVICES



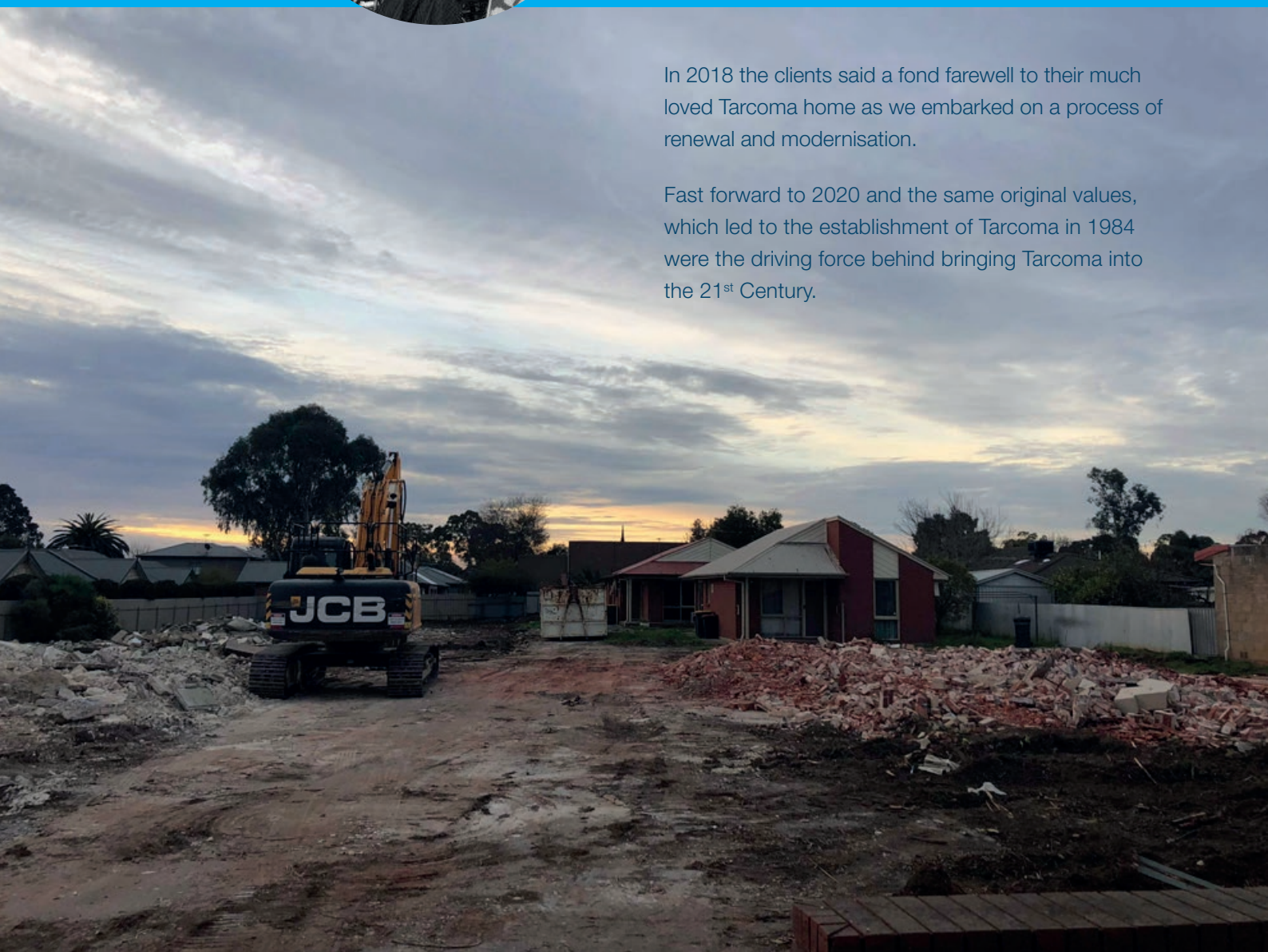
TARCOMA REDEVELOPMENT WELCOME HOME!



In August 1984, disability Living established its first specialist disability accommodation site – Tarcoma. The remit was clear from the start, we would commit to offering client focused services which put clients in control; a truly innovative approach prior to the introduction of the NDIS.

In 2018 the clients said a fond farewell to their much loved Tarcoma home as we embarked on a process of renewal and modernisation.

Fast forward to 2020 and the same original values, which led to the establishment of Tarcoma in 1984 were the driving force behind bringing Tarcoma into the 21st Century.





On 14th August 2020 the clients, many of whom were the original tenants of Tarcoma in August 1984, were ecstatic to get the keys to their newly redeveloped homes!

To the clients, staff and families who played a part in the history of Tarcoma both old and new, WELCOME HOME!

It is epic! It is great
having my own unit
and space to myself.

JARROD

I ♥ it! I have a
good man cave.

DAVE





I ♥ having the responsibility of keeping my own property clean and tidy. It makes me proud.

JULES

Watching our clients go from a group home accommodation to being able to live independently is amazing. Leading a team of staff to build independence, and to ensure our clients can live on their own has been my greatest achievement.

DEE



I have come so far. I ♥ living in my own unit and I have become very independent.

TRACEY

ADVISORY COMMITTEES

RESTRICTIVE PRACTICE AND POSITIVE BEHAVIOUR SUPPORT ADVISORY COMMITTEE

THE role of the Restrictive Practices and Positive Behaviour Support Advisory Committee is to ensure positive outcomes for clients are achieved through the systemic reduction and elimination of restrictive practices across the organisation.

The key functions of the committee are to ensure staff across all levels of the organisation are supported to understand their specific responsibilities for reducing and eliminating the use of restrictive practices and to ensure compliance against all NDIS legislation, rules and related NDIS Commission requirements.

The Restrictive Practices and Positive Behaviour Support Advisory Committee has the delegated authority to make recommendations for improving risk-management practices and monitoring the use of registered and unregistered restrictive practices.

Over the past 12 months, the Committee has focused on the review and development of internal processes to provide clear reporting guidelines for staff. “Zero Tolerance” training has been delivered to staff to raise their understanding of abuse, neglect and exploitation and their responsibilities for upholding the rights of the people we support.

A review of all sites has also been undertaken to identify the use of any unregistered restrictive practices and we have implemented plans to look at alternative, non-aversive support strategies as well as ensure Positive Behaviour Support Plans are developed where applicable.

With the support of the DESS Team, Managers and our dedicated support staff, we will continue to closely monitor our internal processes and work practices to ensure the rights of the people we support are upheld.

ANITA BAYFORD

CHAIRPERSON, RESTRICTIVE PRACTICE AND BEHAVIOUR SUPPORT TEAM.



HOLISTIC AND CLINICAL HEALTH ADVISORY COMMITTEE

THE role of the Holistic and Clinical Health Care Advisory Committee is to monitor and provide advice to the DLI Board on issues relating to clinical safety, risk management and best practice leading to improved health and well-being for disAbility Living clients and staff.

The primary functions of the committee are to monitor the safety and quality of clinical practices and encourage initiatives to promote healthy lifestyles. This is achieved by:

- Developing, implementing and monitoring clinical performance indicators to facilitate optimum standards of clinical practice.
- Promoting and supporting a person-centred approach to medication management and holistic health care, encouraging an active partnership, improved communication, collaboration between disAbility Living staff, Pharmacists, Medical and Allied Health Professionals.
- Supporting initiatives for clients and staff that promote healthy lifestyles.
- Developing and monitoring policies, procedures and guidelines.

The Committee has the delegated authority to make recommendations to the Board for improving risk management practices, lead to improved health and well-being for clients and staff, and respond to any complaints or concerns raised regarding clinical practices and the level of health care support provided to clients.

Progress for the committee this year has included a clinical health review conducted by Greenleaf Consultants to ascertain a true measure of our health care management with an action plan supporting recommendations that fell out of the audit. Various ethical dilemmas were workshopped to ensure a shared understanding of our responsibilities as a service provider, with numerous operational procedures, forms and processes either reviewed or established for the betterment of managing health care.

This is an exciting space to be in as we spearhead into 2020-21 with a plan, a passion and some key targets ensuring best practice, compliance and, most importantly, client choice and control over their health care.

ANITA BAYFORD

CHAIRPERSON, HOLISTIC AND CLINICAL HEALTH ADVISORY COMMITTEE

CONSUMER REFERENCE COUNCIL

THE Consumer Reference Council have worked diligently during 2019 representing the broader client group and reporting directly to disAbility Living's board members. With COVID-19 restrictions in-play, monthly meetings were temporarily placed on hold for the safety and welfare of all members. This provided opportunity to revisit how we can truly empower clients with a voice, which led to a strategy to fully include our broader client group to have a relationship and direct line of communication with board ensuring true representation and participation in organisational decisions.

We anticipate some innovative, exciting and fresh approaches coming into play in 2020/21 ensuring disAbility Living continues to have a strong client voice including direct engagement with our board members.







30 YEARS OF A SHARED VISION



THIS year is one of great significance with the merger of InterchangeSA with disAbility Living.

It was clear from the start that both organisations shared a similar vision and culture creating a natural synergy. However, it was not just the cultural similarities that drew both organisations together. It was also the differences that encouraged our transition to where we are today.

For much of disAbility Living's history, our focus has been on providing the very best housing and independent living options for our clients. We have done this well and adapted our models of support to be innovative and responsive to client demand. But, as we have quickly learnt from our transition to the NDIS, our clients demand more than just these services. They want access to a variety of services from us, many of which we needed highly skilled community inclusion specialists to deliver.

As a result of the merger, our clients now have access to more services, and a vast array of expertise to complement their existing service types. This has made our offerings to clients even more compelling, allowing them to choose a holistic approach to services, with access to a wider choice of professional staff.

With InterchangeSA's history as a provider of specialist volunteer-led support, we are also able to draw on a robust and well-established volunteer model to further enhance our service catalogue. Again, this innovative approach to 'how and what' we offer to clients is allowing disAbility Living to continue to be at the forefront of the sectors transition into the brave new world of the NDIS.

As the dust settles on the administrative elements of the merger, we are already seeing our clients take full advantage of new service types. In another 30 years' time it will be fascinating to observe where our clients will have led us as, like the merger, it is they who will drive the future of what we become.

COMMUNITY ENGAGEMENT

1 YEAR IN AND 1 YEAR WISER

A YEAR since inception, the creation of our Service Access Team has fostered a strong focus on customer service, ensuring that when our clients choose services, they are given every opportunity to lead their journey. A hidden functionality of the team is the assurance of the very best administrative support to accompany client choices, also offering transparency and accountability to NDIS best practice guidelines.

The fast-paced, yet diligent work undertaken by the team cannot be underestimated. It is not uncommon for the team to receive up to fifteen enquires per day, whilst also working vigorously to ensure our existing clients have the very best in choice and control. It is testament to the high-quality services we provide that the Service Access Team is continually inundated.

Our Communications Officer, envisaged to play a lead role in disAbility Living's marketing and communications work, has also played a pivotal role in triaging service enquiries. This proactive commitment to customer service has become synonymous with the Service Access Team, meaning disAbility Living is not just an innovator of services, but also a provider who innovates behind the scenes.

Our NDIS Officer has also been an important resource in providing valuable advice and support to potential and existing clients, their families and our staff. This has created greater awareness and familiarity with NDIS, and for disAbility Living, a systemised approach as we continually adapt to an ever-changing environment.

Importantly, our Volunteer Team has adapted considerably since it was welcomed as part of the merger with InterchangeSA. We welcomed Christie Rogers to the role of Volunteer Coordinator, bringing with her a wealth of community engagement and events management experience. It is in no small part to her that the Volunteer program is being rapidly reshaped to follow industry best practice, recording its social impact, and ensuring our busy events schedule has access to volunteers who can enhance the lives of people we support. Moving forward, the program will increase its reach and capacity to reflect our growing client base, meaning our clients will have even more supports on offer to them outside of their NDIS plans.

2019-2020 has seen the Community Engagement Team expand, evolve and innovate to meet the opportunities afforded by the NDIS and client demand. Our current and future clients are now once again firmly in the driving seat, ready to shape what we will look like into 2020-2021.

OLIVER CARLTON
MANAGER COMMUNITY ENGAGEMENT



STAFF ENGAGEMENT

DISABILITY Living's team of reliable, compassionate, and caring staff allows our organisation to continue to deliver high quality services to our clients. Their adaptability, resilience, and ability to think outside of the square in the past year has been amazing!





MAX BIRRELL AWARD

OUR coveted Award named in honour of, and to commemorate founding member and first Chairman of disAbility Living, Max Birrell, is presented to an individual for outstanding achievements ‘above and beyond’. The board identified two worthy recipients who share the honour this year. We proudly recognize staff member Mark Acierto and service recipient Craig Sparre.

Mark has achieved significant outcomes for clients living under a Supported Independent Living arrangement (SIL). He has ensured applications are equipped with the highest level of evidence which has resulted in significant increases in funding for 100% of our SIL based clients. This is a substantial achievement, having positive results for clients. Mark has gained significant insight and professional skills in this area that we are proud of and greatly value. Further to this important work, Mark has maintained high quality services through operational management. He is respected by his staff and clients, and is always ready to lend a hand whether that be his muscles, an empathetic ear or imparting his wisdom of experience. He freely gives his own time to ensure services are continuously supported, that his staff are fully considered and cared for, and always with a smile.

Craig actively engaged in his NDIS Planning with very clear goals on working towards increased independence and making personal choices on how he manages his life. He had one significant goal and that was to ensure his life had true meaning. Craig’s life has changed. He is independently making decisions around his home and accessing community activities like the gym and TAFE. He is catching public transport—a fantastic shift from reliance on taxis and living the night life too. But importantly the reasoning behind winning this award, he has considered more than his own needs in his plans. Craig gave back to the community. He became a volunteer with the SES and is also a member of disAbility Living’s Consumer Reference Council.

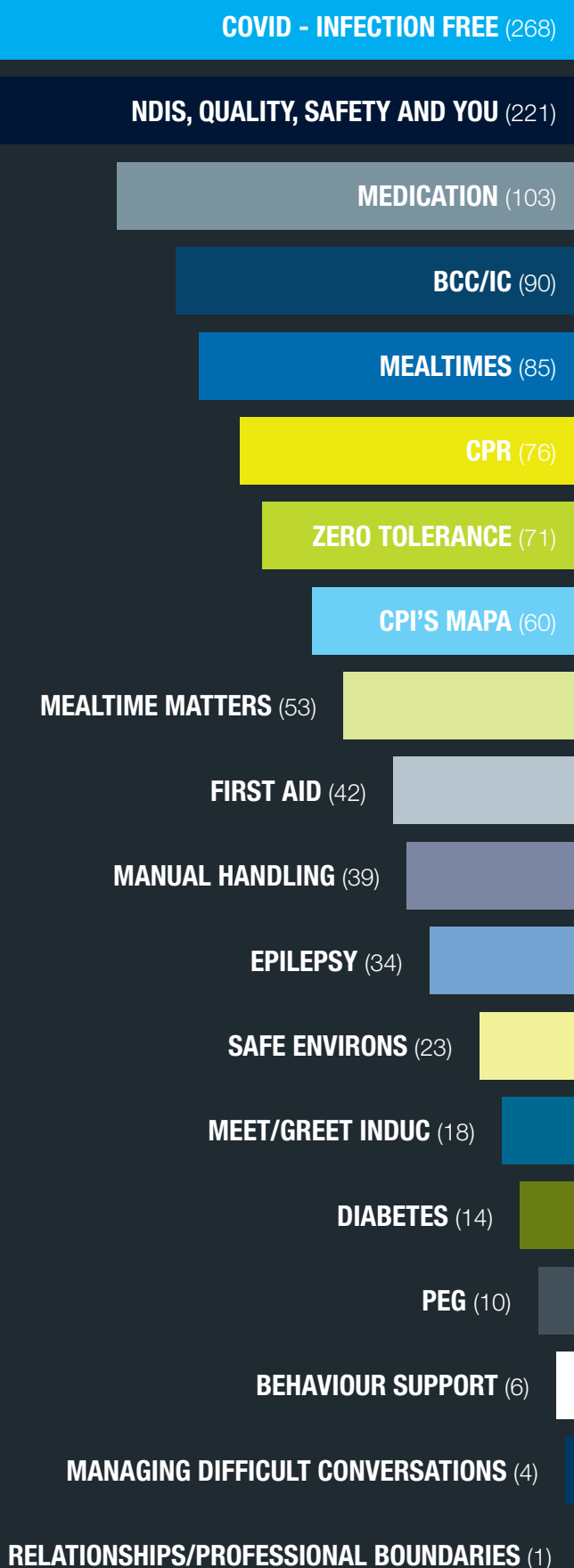
Congratulations to both Mark and Craig.

LAUREN LEWIS
HUMAN RESOURCES MANAGER

TRAINING AND DEVELOPMENT

OUR commitment to professional development has been highlighted this year. We were presented with many challenges created by COVID-19 pandemic restrictions which meant we needed to explore innovative ways to offer training opportunities to our staff group. With this in mind we were still able to run 19 different training courses equating approximately 3850 hours. This represents an 11% increase on training types and 6.5% increase in training hours compared with previous year's statistics. When COVID-19 pandemic restrictions were imposed in mid-March we suspended all non-mandatory training. We continued to run mandatory courses using either a newly developed online platform, self-paced learning, live interactive sessions, or on-site instruction with significantly reduced participant numbers in each session, thus maintaining social distancing requirements.

All staff also completed a "Supporting People to Stay Infection Free" training course which has since been added to the mandatory requirements for all new staff.



MILESTONE AWARDS

20
YEARS

MATT COLLINS

10
YEARS

DEARNNE **SINGLINE**

LETITIA **PEEK**

NATASHA **CLAVELL**

SONYA **KELLY**
MILLER

5
YEARS

STEPHEN
HANSBERRY

CRISTOPHER **RAMOS**

CAROL **HAMMOND**

NICK **CASBARRA**

ESTHER **EVERS**

ANITA **FUSCO**

ANTHONY **BABYSKA**

CHARANJITH **SINGH**

VIVEK **VENUGOPAL**

TESSIE **JOHNSON**

MARGARITA **ROGERS**

PRINCELIN **RAJAN**

3
YEARS

MARK **ACIERTO**

PHILIP **ILLMAN**

JODIE **CRKOVNIK**

RENAE **RYAN**

AMIT **SABHERWAL**

JACK **MWANUE**

ADAM **BRITTAIN**

GURINDER **KAUR**

MARK **WICKHAM**

BROOKE **ALLEN**

AMRITPAL **KAUR**

HAYLEY **McMAHON**

JACLYN **COLE**

GREETLY **JEANET**

AMAVEER **HARIKA**

SIOBHAN **McGINN**

KAREN **BANWELL**

VICTORIA
WRECZYCKI

LAUREN **ROYALS**

PURITY **MACHARIA**

CHRISTINE
ANDJELKOVIC

OUR STAFF PROFILE

TOTAL ACTIVE STAFF NUMBERS **269**

The total workforce for FY19/20 increased by **15%** to 269 employees.

TURNOVER **16.7%** (45 employees)

leaving by means of retirement or moving to new challenges.

2% under the sector's national average of 4.6% per quarter (2018-19)

STAFF RETENTION increased

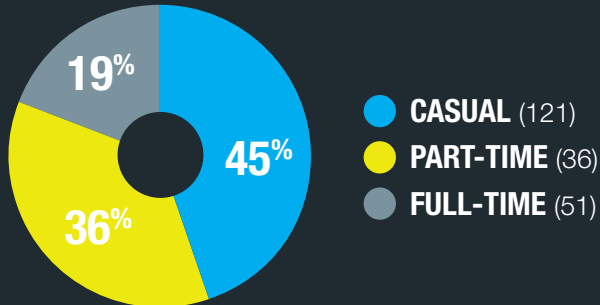
marginally by 2.8% compared with last year's figures.

We remain reliant on a flexible casualised team accounting for 45% of our workforce, however we have seen an 85% increase in full-time roles across the organisation accounting for 19% of the workforce, with 36% employees in part-time roles. Our aim over the coming year is to offer increased stability and predictability to our Community Support Workers by offering a greater number of permanent positions.

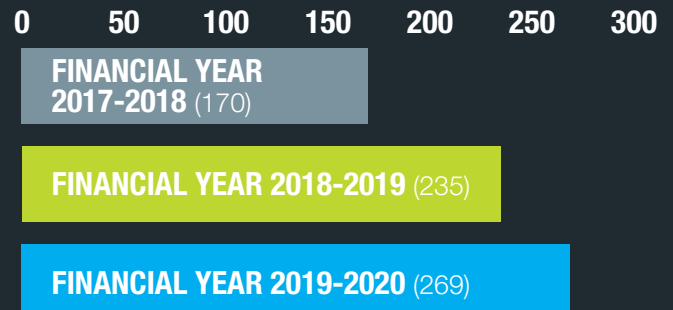
LAUREN LEWIS

MANAGER, HUMAN RESOURCES

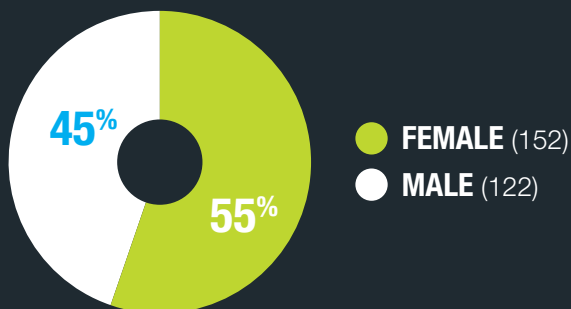
CURRENT ACTIVE STAFF RATIOS



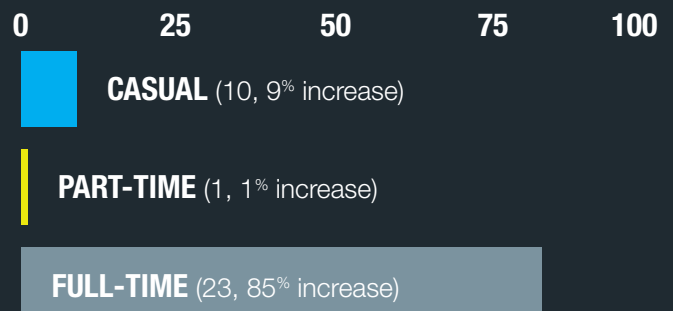
TOTAL WORKFORCE GROWTH



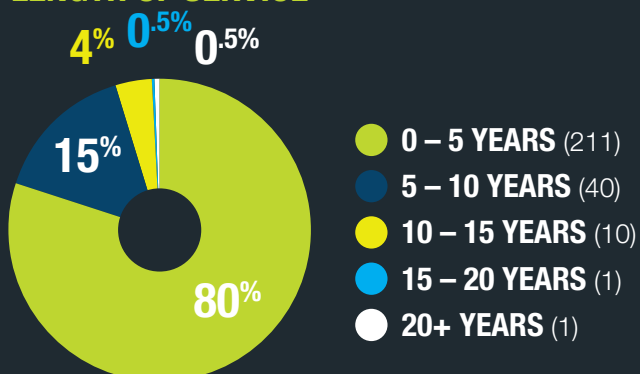
WORKFORCE GENDER DISTRIBUTION



POSITIONS INCREASE 2020 (%)



LENGTH OF SERVICE



INFORMATION TECHNOLOGY

UNPRECEDENTED TIMES CALL FOR UNPRECEDENTED SUPPORT

INNOVATION is more important now than ever before. We are excited to be working on various projects that have a profound impact on the way our staff will work in the future. With each project, our CREDIT culture continues to guide our approach, and our absolute priority is on supporting the organisation to continue to operate with minimal disruption.

The imposed restrictions to daily life resulting from the COVID-19 pandemic forced us to quickly adopt different ways of working, learning, and connecting with each other. We quickly responded to ensure the organisation was geared to manage our 'new normal'. This included preparing many staff to work remotely from home by updating remote access solutions, commissioning hardware and systems.

Whilst this crisis has brought unprecedented challenges both for people and society, we have also seen our staff respond in unprecedented ways.

ODETTE LATACEVSKI
ICT SUPPORT COORDINATOR



QUALITY AND GOVERNANCE

COMPLIANCE WITH THE NDIS PRACTICE STANDARDS

OUR initial NDIS Certification Audit was undertaken in October 2019 by independent, external auditors. The team were onsite for four days and completed site audits as well as phone and face to face interviews with clients, families, staff, and the board.

The external audit process is a valuable opportunity to review our current work practices, benchmarking ourselves against other service providers, and identifying opportunities for improvement. Although we are still waiting for final endorsement from the NDIS Commission, the auditors' recommendation for our re-registration was supported by positive findings and comments about the quality of our service delivery.

Based on the feedback from the audit team, a focus of our quality activities has been the review and implementation of improved information management systems, consolidating service planning and reporting processes and improvements to property management arrangements.

COVID-19

The outbreak of the Coronavirus has placed restrictions on our services and working arrangements and has delayed the progress of numerous Quality and Governance projects.

However, the crisis has necessitated a re-think of our business practices and, as a result, new systems have been implemented which have improved our interactions with staff, families, and clients. Expanded use of technology has enabled greater flexibility for staff to work from home as well as developing more individually tailored service options for our clients.

The ongoing challenge for the Quality and Governance team is to respond to these rapid changes ensuring processes are documented and our compliance requirements are met.

EXPANDED QUALITY TEAM

We were very pleased to welcome Esther Huntley to the Quality and Governance team in April 2020. Her role is that of Quality and Safety Engagement Officer (QSEO) and reflects our commitment to ensuring these critical aspects of service delivery are embedded across the organisation.

CAROL HAMMOND
MANAGER, QUALITY AND GOVERNANCE



BSI EXTERNAL AUDIT TEAM

“During site visits, it was clear that the staff took time to communicate with clients. They were giving clients options in the types of activities they wanted to join as well as supporting clients to understand what was happening around them.”

“Interviews with staff across the varying service areas identified that staff had been provided training in regards to the rights of clients and that this was generally ingrained within the organisation’s values. All clients interviewed, whether face-to-face or via telephone were able to articulate in that they had no reason to believe that their rights had not been met. Observations of staff interaction and communication with clients supports this to be a component of everyday practice in supporting clients.”

FINANCE TEAM

IT'S been another busy year for the Finance Team as disAbility Living continues to grow and expand service delivery. We remain focused on adapting to change and supporting our CREDIT culture.

In particular, our billing and accounts receivable team has seen significant growth over the past year. In March we welcomed Shreya Rajjada, our third Accounts Receivable Finance Officer to the team to further support our billing and claiming operations.

In June we announced that disAbility Living is embarking on a system review across the organisation. The scope of this review is to map out all the current systems we use and look at how we can ensure future growth. Our information systems underpin all aspects of our service delivery and a focus in this area is needed as we continue to grow as an organisation.

The continued hard work and commitment from our staff, volunteers, management and board have resulted in another great year. disAbility Living continues to remain in a strong financial position as shown by the accompanying financial graphs.

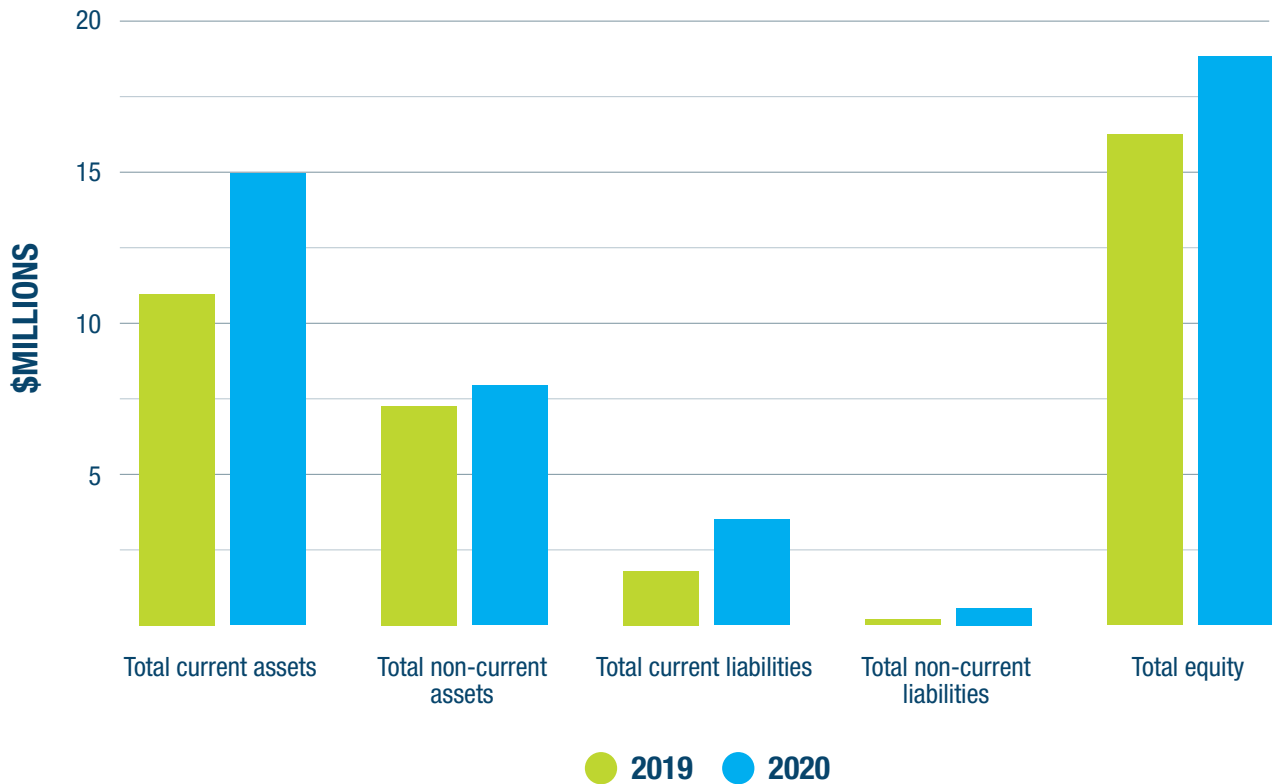
Copies of the full set of audited financial reports will be available upon request by contacting our Head Office or emailing admin@disabilityliving.org.au

JENNIFER DOONAN
FINANCE MANAGER

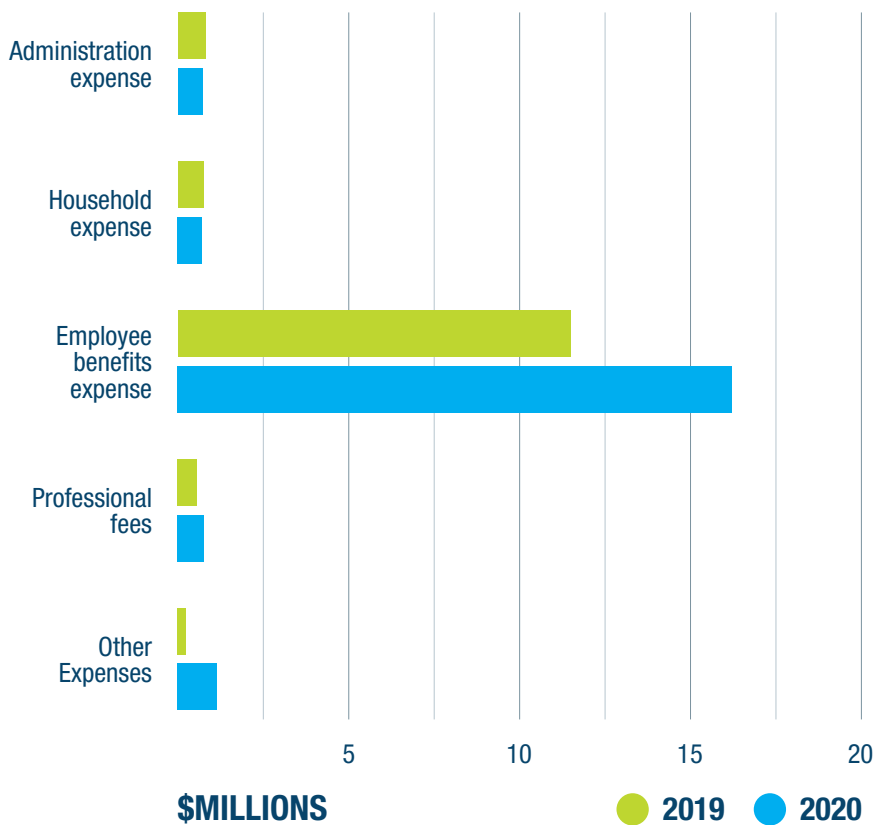




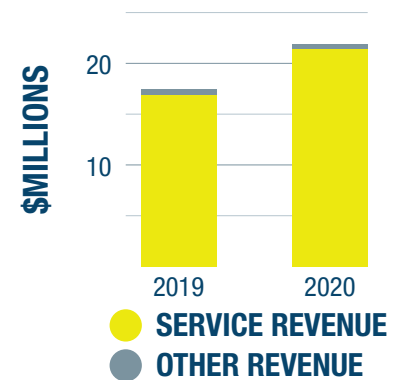
FINANCIAL POSITION



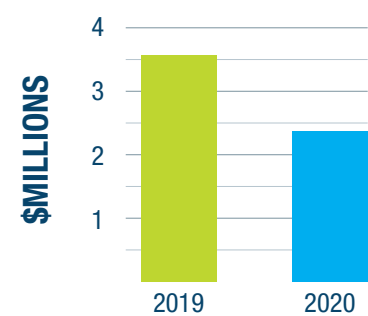
OPERATIONAL EXPENSES



OVERALL REVENUE



OVERALL SURPLUS







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