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Health. Hope. Opportunity
Annual Report & Quality Account 2016-2017



CONTENTS

3. Acknowledgement
4. CEO And Board Chair Message
6. Who And Where We Are
7. EACH Service Principles
8. Co-Designing Welcome, Empathy And Hope
10. Accreditation
11. Accreditation: Services And Programs Accredited
12. Keeping Each Child Safe
13. Buttons
14. Rainbow Connections
15. Mental Health Consumer Group
16. Diabetes Innovation Lab
17. Employee Health And Wellbeing
18. Events And New Beginnings
19. A Chat With Dottie
20. Pillars To Recovery
22. Homes Not Just Houses
23. Preventing Violence By Promoting Gender Equity
24. Killara House
25. Using Interpreters To Ensure Safe And Quality Health Care
26. Improving Communication For Better Coordination
27. April Falls 2017
28. Welcoming Customer Feedback
30. Indicators Of Dental Quality
31. Screening For Better Oral Health
32. When Music Is Therapy
33. Rent It Keep It Workshops
34. EACH And The National Disability Insurance Scheme
35. Teens Stuck On Screens
36. When Choice Is Important
37. Our New Road Map To Safe And Great Care
38. Financial Summary
39. Acknowledgement Of Funding Support

CUSTOMER DEFINITION

EACH is committed to being a customer centric organisation. Our broad definition of customer means we are inclusive of all people who interact or engage with us, either externally or internally. Our customers include consumers, clients, participants, patients, carers, the community, stakeholders, partners, staff, volunteers and members.

In this document, we use the word customer to describe the people with whom we interact and work.

FRONT COVER

Close up of a mosaic pillar co-designed and created by EACH customers. Read about this story on pages 20 and 21.



Smoking ceremony performed at
the Dreaming on the Edge retreat

ACKNOWLEDGEMENT

We begin by acknowledging the traditional custodians of the land on which we work, and we pay our respects to Elders past and present.

We acknowledge the sorrow of the Stolen Generations and the impacts of colonisation on Aboriginal and Torres Strait Islander people. We recognise the resilience, strength and the pride of the Aboriginal community and endeavour to encourage and support emerging leaders.



CEO AND BOARD CHAIR MESSAGE


We are delighted to present Health. Hope. Opportunity, which combines our Annual Report and Quality Account into a single document. The Annual Report informs our customers, community and staff of our progress against our annual objectives and is complimented by the Quality Account which reports on the work we are doing to continuously improve both the customer experience and outcomes of the services we deliver. Together they give a concise summary of the year's achievements.

Though the organisation's financial reports and statistics are important indicators of our achievements over the year, it is the stories that come from the individuals and communities we serve that show the true impact of our work. Inside this report you will find many such stories including Buttons (Shee's story on page 13), the Diabetes Innovation Lab (page 16) and Rent It Keep It Workshops (page 33), amongst others.



As always it has been an extremely busy year at EACH. It is impossible to list all the important challenges and achievements of the year but we would like to take this opportunity to highlight some key happenings.

While the National Disability Insurance Scheme (NDIS) and My Aged Care are well and truly in full swing, it is still a work in progress for EACH as we continue to improve and adapt our service offerings and ways of delivering services. Though we are a long way from delivering a perfect service every time, each piece of feedback we receive gives us the opportunity to make improvements. We have been utilising all feedback to understand our customers better and in turn provide tailored solutions to meet their needs.



If you have feedback on any of our services we would love to hear it. You can speak to someone at your local EACH site, call us on 1300 003 224, fill out the feedback form on our website (each.com.au) or email feedbackandcomplaints@each.com.au.

In line with *EACH 2020: A National Strategy*, investment in infrastructure has been a focus over the past year as we strive to provide customers with welcoming, convenient and comfortable facilities to access our services. One of the most significant projects is the major redevelopment of our Ringwood East site into an Integrated Child and Family Centre. The centre will increase our current childcare places from 90 to 122 and will accommodate a number of other services including early childhood intervention, maternal and child health and counselling. New sites were also established in Ipswich and Preston and our Boronia site has completed significant renovations.

Our organisation's internal structure has also been under review as we work to keep pace with the ever-changing external environment. We are shifting from a program-based structure to a regional-based structure.

This change will ensure that the organisation is geared to support regional teams where service delivery and interaction with local communities occur.

Finally, we would like to take this opportunity to thank all EACH employees, volunteers and students for their active participation in this process.

Though there are many inevitable changes and challenges that we must face as an organisation, our primary focus remains squarely on providing our customers with services that meet their needs and exceed their expectations. We hope that the stories featured in this report give you greater understanding of the work we do and the positive impact it has on individuals and the community.

JUDITH WOODLAND
Chair – EACH
Board of Directors

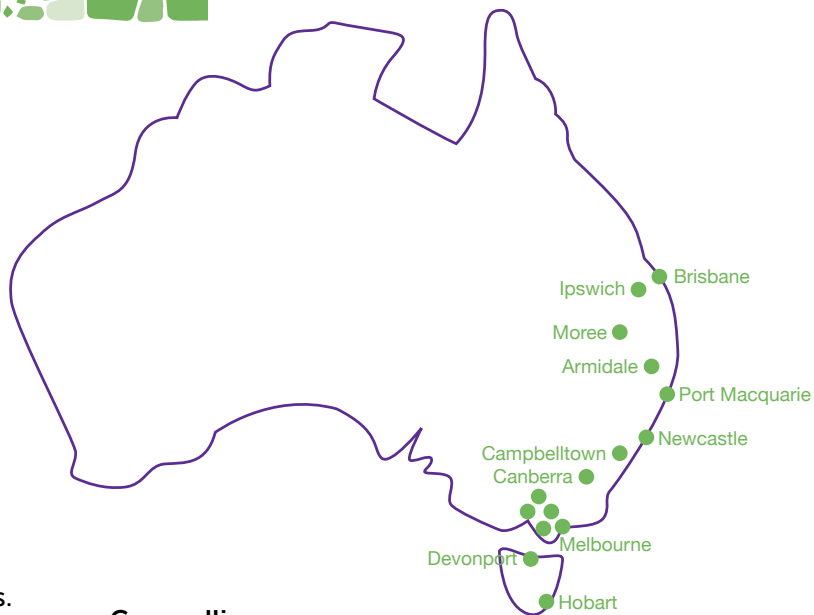
PETER RUZYLA
CEO - EACH

EACH: WHO AND WHERE WE ARE

EACH provides a range of health, disability, counselling and community mental health services across Victoria, New South Wales, Queensland, ACT and Tasmania.

We understand health and wellbeing are determined by a combination of medical, behavioural, social and environmental factors. We recognise that not everyone experiences life equally, by virtue of a range of factors including gender, socio-economic status, cultural background and education level. Our focus is therefore about creating opportunities for equitable outcomes. No matter what someone's starting place, we will support them to achieve their hopes and aspirations.

With this as our foundation, EACH provides a diverse range of services – from medical and allied health, to housing and employment services:



Counselling
Child, Youth and Family
Community Health Services
Support for Older Adults
Mental Health Services
NDIS Services
Disability Employment Services

We embrace diversity in all its forms, and respect everyone's strength and contributions irrespective of gender, ethnicity, culture, religious beliefs, sexual orientation and political views.



63

Sites Across
Australia



1191

Staff



270

Volunteers



42,000

Volunteer
Hours

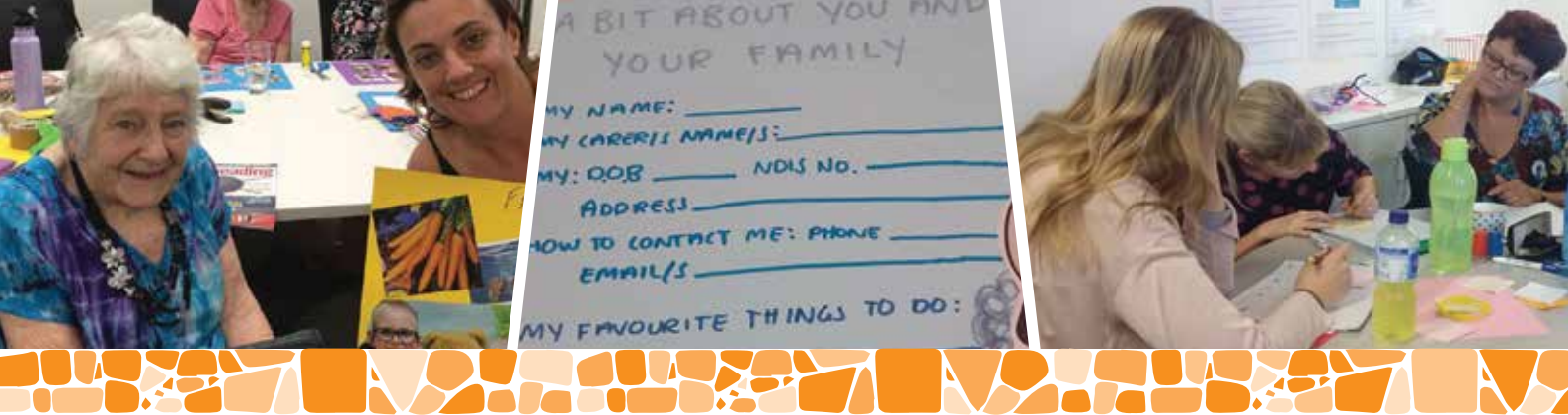
EACH SERVICE PRINCIPLES

The EACH Service Principles aim to provide a common language for our service culture. It is our point of difference and describes 'how' we work with customers and the wider community.



37,338
Clients Supported
Across Australia





CO-DESIGNING WELCOME, EMPATHY AND HOPE

In 2016 EACH co-designed our new service principles (see page 7) with customers.

As a result we described how we work as:

“We welcome you with empathy and hope.”

This underpins everything we do. We developed a set of 10 best practice principles that shape our service culture. EACH believes our service principles establish a benchmark for the highest quality care and service.

In the past year we have run workshops with staff to help them become familiar with the EACH service principles. The workshops used a human-centred design approach. At all workshops, customers participated by sharing their lived experience. Through a human-centred design process called prototyping staff made storyboards, models or other visual representations of possible improvements to

service systems and processes. The focus for our workshops was creating welcoming, empathic and hopeful services.

Over 30 workshops were held across all states where EACH delivers services. Below are some of the ideas our staff and customers have produced to help create a welcoming, empathic and hopeful service culture.

NEW SOUTH WALES

One example of a prototype in Port Macquarie, NSW was “Bridging the Gap”. Kitty, one of our customers of the seniors program, helped develop a prototype to establish activities that bring the old and young together for social connectedness, such as “Adopt a Nanna”.



CANBERRA

After meeting with parents of children with disabilities, the Canberra prototypes included:

- a calming space for children to engage with as the first room children walk into, rather than families walking past busy work areas
- a one-page assessment form that is child friendly and focuses on the child's strengths and the things they like to do, and uses child friendly language in simple, large font.

QUEENSLAND

In Ipswich staff met with customers over two days and designed eight prototypes based on their customer conversations. Creating welcoming, hopeful and family friendly environments that provide inspiration informed prototypes.

TASMANIA

In Hobart the focus was on creating spaces for music, a patio and flower beds for seniors. Some quotes from our staff and customers about the prototypes were:

"It has similarities to a club house, but it isn't a club house"

"It has similarities to a day centre but it isn't a day centre"

"It doesn't have the look and feel of clinical offices but it is our state head office"

VICTORIA

For head office staff our customers were internal service managers and team leaders who are served by our corporate service teams including: IT, Infrastructure, Strategy Planning and Development, Human Resources and Finance.

Sharing their experiences of interactions with head office services led to prototypes addressing welcome, empathy and hope for the internal customer.

The many great ideas emerging from our workshops will be shared across EACH and will go a long way to help us demonstrate that "we welcome you with empathy and hope".

ACCREDITATION

EACH, like all of us, needs to have regular checks and tests to make sure that as an organisation we are working well and to help identify any problem areas that we may want to look at more closely and improve on. This check is called an accreditation. Accreditation is an ongoing process to make sure we are doing our best to keep our customers safe and focusing on continually improving our services.

EACH is reviewed against a large number of best-practice standards which cover all the different services we deliver across Australia including: mental health; oral health; child care; disability; older adults; workplace health and safety and more.

These standards measure the quality of care and services we are providing across a number of key areas, from organisational governance (what the Board and our Executive Team do), to how well we manage our services and staff, to consumer participation and the way we deliver services to ensure our customers are provided with safe and high quality care.

Most of the standards run in a three-year cycle with checks in between to look at the work we are doing to continually improve. At the moment, our teams are working on a wide variety of improvements including the following:

- our communications team has been working on and continuously improving the EACH intranet called The Grid. This system allows for information sharing across EACH so all staff have access to the most recent information and organisational news
- we are implementing the child safe standards so EACH has systems to prevent and respond to child abuse and neglect (see page 12)
- we have worked with our Consumer, Carer and Community Advisory groups to combine our Rights and Responsibilities and Privacy brochures into one simpler brochure.



ACCREDITATION STANDARDS	SERVICES and PROGRAMS ACCREDITED 2016-2017	
QIC Quality Improvement Council Health & Community Service Standards	EACH organisation wide fully accredited in March 2015 - Mid cycle check successfully completed October 2016	✓
NSQHS National Safety & Quality Healthcare Standards	EACH Oral Health Program fully accredited in March 2015 - Mid cycle check successfully completed in October 2016	✓
NSMHS National Standards for Mental Health Services	EACH Mental Health Services fully accredited in March 2015 - Mid cycle check successfully completed October 2016	✓
HSS Human Service Standards	EACH Disability services, Child and Family and Family Violence services, Supported Housing At Discharge Eastern Service (SHADES) - Mid cycle check completed October 2016	✓
ACIS Attendant Carer Industry Standards	EACH Lifetime Care & Support program NSW Annual review completed May 2017	✓
NSDS National Standards for Disability Services	EACH Disability Employment Services achieved full three year accreditation in January 2015 - Annual review completed April 2017	✓
Home Care Standards	EACH Older Adult Services, Homecare Packages, Social Activity Groups, Allied Health, Nursing NSW- Port Macquarie: Quality review November 2016 NSW- Campbelltown and Hamilton: Quality review December 2016 Victoria: Mid cycle check completed on March 2017 Tasmania: Mid cycle check completed May 2017	✓ ✓ ✓ ✓
Work Health Safety (Victoria)	Annual review completed September 2016	✓
EACH Child accreditation (Victoria)	Assessment completed on July 2017	✓
Bus Operator Registration (Victoria)	Audit completed May 2017	✓
Victoria Housing Registrar (Victoria)	Victoria Housing Registrar Annual Evaluation Completed August 2016	✓

KEEPING EACH CHILD SAFE

The child safe standards were introduced by the Victorian Government in 2016 to improve the way organisations act to prevent and respond to child abuse. EACH provides services in Victoria, Queensland, the ACT, New South Wales and Tasmania so we are implementing these standards EACH-wide as they provide best practice for keeping children safe.

The standards aim to drive cultural change to ensure protecting children is part of the everyday thinking and practice of leaders, staff and volunteers. The standards are compulsory for EACH as providers of services to children.

Improvements in line with the child safe standards have been to:

- develop a Child Safe Policy which is available to the community on the EACH website
- strengthen the EACH employment screening and recruitment practices to protect children from abuse
- update our child at risk processes to ensure they are in line with the standards and provide clear advice to leaders, staff and volunteers on how to report suspected child abuse or neglect



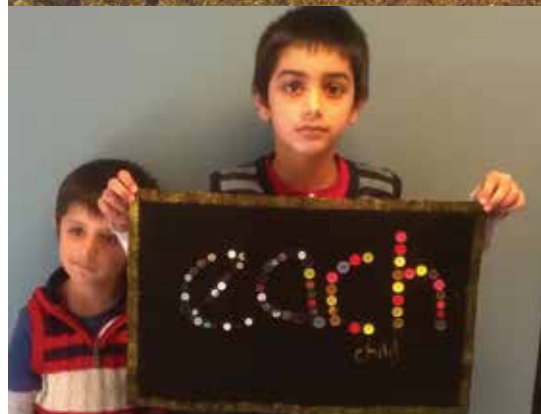
- add wording to the EACH Code of Conduct so that it establishes clear expectations for appropriate behaviour with children
- introduce plans for EACH-wide child safe training
- create a statement that sums up EACH's commitment to child safety:

"All children who come to EACH have a right to feel and be safe. EACH is committed to the safety and wellbeing of all children whether they are direct service recipients or indirectly linked to our services such as children of clients or carers. The welfare of children and young people will always be our first priority. We aim to create a child safe and child friendly environment where all children are valued and heard, are safe and protected."

BUTTONS

In early 2015 Shees came to EACH Child in Canberra for early intervention because of his developmental delay. Shees was one of our first National Disability Insurance Scheme (NDIS) customers. He worked with a range of EACH staff through attending a regular, small group, early intervention program, working with a key worker and having speech therapy. By working with Shees we not only helped him to build his own skills but also helped his mother Jamila gain skills and confidence to be an effective and confident parent.

Shees and his family worked with our Early Intervention Team for two years and left because everything was going well. Shees came with his family to say farewell and presented the staff with a lovely wall hanging that he had made with the help of his mother. Jamila explained the meaning of the hanging. Two years ago she had felt lost and in the dark, not knowing how to help her son or make progress – this is shown by the dark buttons in the first letter. Working with EACH, she felt the colour and light come back into her life. She grew in confidence and is now able to lead and parent her children – this is shown by the bright buttons of the final letter.



Shees and his brother are pictured with their gift.

Early Intervention aims to promote children's participation in family and community life in ways that support and strengthen the child's abilities and which improve child and family quality of life. It is about improving children's capacities to fully participate in life.



RAINBOW CONNECTIONS

EACH actively supports the Gay, Lesbian, Bisexual, Transgender, Intersex and Queer/Questioning (GLBTIQ) community. A dedicated staff group work to promote GLBTIQ inclusiveness, service access and organisational capacity. The focus of the group is on service quality improvements, events and advocacy.

QUALITY IMPROVEMENT AND ADVOCACY

EACH is working towards achieving the Rainbow Tick to signify to the community that we are committed to providing GLBTIQ friendly services. This work is gradually progressing with senior staff attending Rainbow Tick training as well as having staff training modules available. The group works on ways to continually raise awareness of EACH by attending and sponsoring GLBTIQ events.

EVENTS

Midsumma: A Melbourne GLBTIQ arts and cultural festival held in January 2017. EACH had a stall with a face painter and photo booth.

It was very colourful as usual and there were many questions about the National Disability Insurance Scheme (NDIS).

Melbourne Queer Film Festival: In 2017 EACH CEO, Peter Ruzyla, introduced the documentary *Real Boy* sponsored by EACH. At the event, EACH staff gave out 500 bottles of water to movie participants and provided complimentary movie tickets to 30 EACH customers.

Tilde: EACH sponsored the trans and gender diverse film festival in October 2016. This festival supports the work of trans and gender diverse filmmakers along with works that have trans and gender diverse content.

IDAHOBIT: stands for international day against homophobia, biphobia and transphobia. To celebrate this day The Crew, a group of young people, ran a stall. They made a family tree and invited people to write 'who is in their family' on an origami leaf, and attach it to the family tree.



Rainbow flag: The vibrant colours reflect the diversity of the GLBTIQ community and stand for life, healing, sunlight, nature, art, harmony and spirit.

MENTAL HEALTH CONSUMER GROUP

The EACH Mental Health Recovery (MHR) Consumer Carer Advisory Group (CCAG) was established in August 2015 and has implemented many quality improvements and achievements. One key achievement resulting in direct quality improvements for consumers over the last two years includes the creation and production of *Reachable*, the Mental Health Recovery consumer and carer newsletter. This newsletter includes a variety of information about what is happening at EACH MHR, latest developments in mental health, spiritual care, recipes and jokes.

The CCAG also recently prepared a quick guide on the National Disability Insurance Scheme (NDIS) for consumers and carers after being requested by a consumer. The easy to understand format has helped consumers and carers navigate the NDIS and provide helpful tips on the planning session and pre-planning call. An accompanying booklet for staff on getting ready for the NDIS was also produced.

The CCAG also helped prepare an information session for consumers and carers about the NDIS that was presented by two MHR staff members. The feedback about the session was very positive.

Quick guide for EACH Mental Health Recovery Consumers. Getting ready for the National Disability Insurance Scheme (NDIS)



Preparing for a National Disability Insurance Agency (NDIA) planning session

- Start preparing NOW.
- Think about all the aspects of your life and any supports you might need to live an ordinary life.
- Request support from your support worker/carer before the planning meeting to go over your goals. Your MHCS Individual Recovery Plan (IRP) is a good place to start.
- Make sure you have your goals written down in a concrete and specific way. E.g. 'If I had..... then I could.....'
- Ask your family, friends, carers and informal supports to have input into this plan. Think about what they do to help you that could be included in the NDIS plan.
- Gather all of your supporting evidence of the impact of your condition and what you need to live an ordinary life. This means a letter from a health professional about your diagnosis and evidence of its impact on your life.

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NDIA Pre-Planning call

- An NDIA Pre-Planner will call you to confirm your interest in the scheme and to establish your eligibility. This phone number won't be displayed on your phone as it is a private number. They will try to call you three times and if you haven't answered they will send a letter with a set time and day that they will call you again.
 - To verify that the caller is from the NDIA, double check their details about your address, date of birth and spelling of your name.
 - The Pre-Planner will ask for your: Centrelink Reference Number (CRN); primary disability; and if you're receiving a Centrelink mobility allowance.
 - Being invited for an "information gathering session" is another way of saying "the planning session".
 - Request a face-to-face meeting with the NDIS Planner at a time and location that suits you and your support person/people.
- Things to do:**
- Politely ask where is the caller from, their name and phone number.
 - Check if this is a NDIS planning session. If so, request a face-to-face appointment.
 - If you prefer to have your worker or carer speak on your behalf, inform the NDIA caller.
 - Ask for a NDIA reference number for the call.

Some of the feedback included:

"I liked how the information was broken down into manageable pieces to understand"

"Thank you very much for providing this service to us"

"Question time was extremely valuable"

The feedback was incorporated into future information sessions to build on the presentation.

EACH MHR will continue to provide NDIS information and help eligible consumers transition into the NDIS in the future.

DEVELOPING THE HEALTH, HOPE AND OPPORTUNITY REPORT

The stories in this report were developed in partnership with EACH staff and customers. All stories and images have been produced with the consent of those involved. Feedback on last year's report has helped to develop and improve this year's report. As a result of feedback provided by the Mental Health Recovery Consumer Carer Advisory Group the report has kept its unique size, includes a map of EACH locations and information on the EACH service principles staff training.

DIABETES INNOVATION LAB

An Innovation Lab is a dedicated space created to encourage innovation to solve problems. It is a way for service providers to work alongside customers to develop a service or product that is relevant and meets customer needs. A lab was run for 10 existing customers of EACH's diabetes services, and their carers.

Our aim was to learn about customers' experiences and challenges and to then work on ideas and feedback about how we could make things better. Three key topics were discussed:

1. accessing services and information about diabetes
2. arranging appointments
3. helping understand the customers' needs

KEY FINDINGS

Customers were often overwhelmed when first diagnosed and were often seeking reliable information to help them self-manage their diabetes. They were often unsure where to go and relied heavily on their doctor to make the referrals. When referrals were made the waiting time to see a health professional was often long. Customers often needed to see multiple health professionals and some found co-ordinating appointments challenging.



QUALITY IMPROVEMENT

Customers suggested having a key worker who could assist with referrals to other health professionals and co-ordinate appointments. This key worker would be a source of timely, reliable information. Another idea was for EACH to offer 'Diabetes Question and Answer' (Q&A) sessions throughout the year, as an informal way for questions to be answered.

The first 'Diabetes Q&A' session has been planned and will be delivered later in 2017. Planning is currently underway to develop a key worker and service model for diabetes.

EVALUATION

All lab participants reported they felt welcomed and listened to by EACH staff at the lab. About 50% of participants believed that EACH would implement their ideas. We will be designing evaluations that will give us good quality information about customer satisfaction and the effectiveness of our programs.

EMPLOYEE HEALTH AND WELLBEING

EACH understands that a healthy, happy workforce is well placed to provide the best quality service to our customers. Therefore, EACH is committed to a coordinated, tailored, and whole of organisation approach to support positive health and wellbeing for all employees. In order to help identify where initial focus should lie, we conducted an employee health and wellbeing survey to understand what impact the current work environment has on staff, as well as the current health needs and concerns of employees.

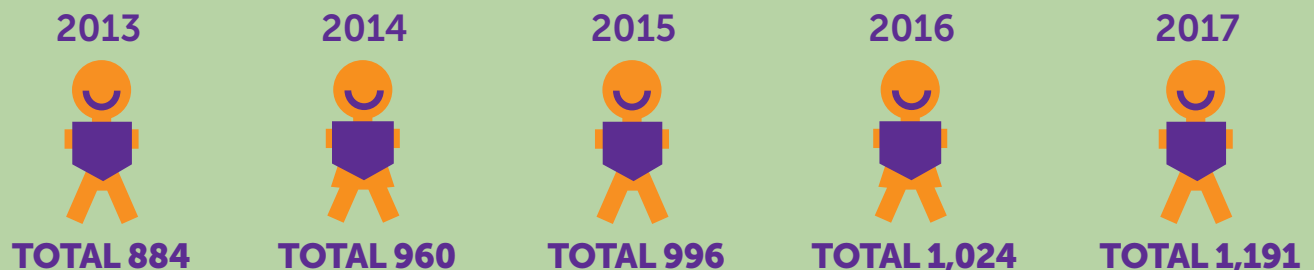
The survey included questions relating to a range of health priority areas. Mental health and wellbeing, physical activity, healthy eating, smoking, alcohol and other drugs. Responses were received from 341 employees, representing all 8 service delivery areas, from 30 different worksites across four states and territories.



EACH discovered that:

- results show that the majority of employees chose mental health and wellbeing and physical activity as the top two health priority areas for our workplace to focus on
- many employees have no, or limited, physical activity during their work day and many do not take frequent enough breaks from sitting to avoid health risks associated with prolonged sitting
- respondents thought EACH could do more to promote diversity and to support positive mental health and wellbeing

Responses to this survey have assisted EACH to select health priority areas for action for the next 12-24 months. Health and Wellbeing Champions are currently being recruited from work sites across the organisation. These people will develop a proactive plan to deliver health and wellbeing initiatives and improve workplace policies, environment and culture, relevant to the needs identified from the survey.



EVENTS AND NEW BEGINNINGS



The third Dreaming on the Edge retreat was held in 2017. The retreat for Aboriginal and Torres Strait Islander people focuses on mental, emotional and spiritual wellbeing. The event is set in a peaceful bushland just outside of Healesville. The retreat participants enjoy various activities including a smoking ceremony, singing, camp fires, bush remedies, a yarning circle, bushwalking and art.

The art group had to create a painting using anything other than a paintbrush. The background design to the art piece was made using sticks and branches. As the group created the painting a huge goanna snuck up close to them.



This was the totem of one of the women. The group knew that she needed to paint her totem on their painting. She also knew that this was a sign especially for her and that she needed to start painting again. It was a beautiful moment for the group and they enjoyed sharing the story.



Hungry4Success is a hospitality program and social enterprise that consists of a cafe and catering service. This program provides young people with individual support, pre-accredited and accredited training, hands on work experience and pathways to long term employment.

The aim is to provide the young people with a safe and supportive environment to develop their employability skills, strength, social connections and self-confidence.

"Hungry4Success has been my lifeline. Before I started the program I was lost. I had nothing to do. I had no purpose and no connections. Hungry4Success has given me a purpose and has helped me grow" (Nick)

You can support the team by buying a coffee or using our catering service at the Hungry4Success Café at Maroondah Federation Estate, Ringwood.



A CHAT WITH DOTTIE

"There should be an EACH for everybody"

Dottie is a proud Yamitji Badmiya woman and Elder from Western Australia. Over the years Dottie has lived in Western Australia, New South Wales and Victoria. Her children also have strong cultural connections on their father's side to Byron Bay (Bundjalung Country). She has now settled in the eastern suburbs of Melbourne. We had a chat to Dottie about her involvement with EACH.

How did you get involved with EACH?

"I have been involved with EACH for about four or five years. I re-engaged with the service after meeting up with Penny, the EACH Aboriginal Health Facilitator, at Mullum Mullum (Indigenous Gathering Place). All my work has been with the Community and I have worked in education, childcare, aged care and midwifery. Without saying anything Penny picked up on my passion to be involved as a voice for Aboriginal people."

Can you tell us about the groups you are involved in with EACH?

"I am a member of the Mental Health Consumer Advisory Group. Marilyn suggested I be involved. I had no idea about the work of this group but since becoming involved, I am amazed at the knowledge this group has. They know a lot about the National Disability Insurance Scheme and the



group have developed information to help others understand this and the changes it will bring."

"Being on the EACH Family Violence Strategy Planning Working Group has allowed me to be a voice for the community on this issue. I am also on the EACH Aboriginal Health and Wellbeing committee; it is awesome that EACH have this group. After living and working in the Byron Bay area of New South Wales and in Western Australia, I have not known a service like EACH. There should be an EACH for everybody. I am also on the committee planning the EACH Dreaming on the Edge Aboriginal and Torres Strait Islander retreat. I am able to bring the Aboriginal perspective to all these groups and am not afraid to give my view."

At the end of our chat, Dottie picked up an EACH brochure pointing out how important it was for her to see the Aboriginal and Torres Strait Islander flags on it. This is a great step in making the community feel welcome.



PILLARS OF RECOVERY

EACH's iconic site in Yarra Junction, known to the local community as the "Purple Church", was reopened in 2017 following a significant redevelopment and expansion project.

This project has allowed us to increase the services we provide in Yarra Junction across Mental Health Recovery, Financial Counselling, Disability Employment Services, Early Childhood Intervention, Gambler's Help, and Drug and Alcohol support.

From the outset, a community art project was planned to capture the environmental and community aesthetics and spirit of the "Purple Church". The art project was undertaken by participants of the Mental Health Recovery program.

Niki, the Project Co-ordinator and EACH Community Support Worker, engaged participants who had demonstrated interest in creative arts through existing arts programs.

The unique mosaic pillar concept was suggested by a customer. Utilising a community development model, Niki promoted the concept within the service and customers volunteered to be involved. The project took nine months.

The first step was for the group to workshop the design concept. Niki (as an artist, art teacher and project coordinator) then transformed the ideas into workable images. A basic, common composition was designed and for each of the panels the artists added their own flair with the detail of the mosaic work.

Niki states, "The theme features mountains along the base of each bollard and represents the valley where we live. We have continual views of the mountains that surround us. The curly white clouds are a feature often witnessed in real life. The colourful patterned backgrounds represent diversity. It represents the diverse stories of the people who attend EACH services here. They are a visual representation of individuals' recovery journeys".

Some quotes from the participants when asked “How did you feel about being involved?” and “Did your involvement impact your sense of wellbeing?” were:

“Loved being involved as I wanted to give something back to EACH as I am grateful for what I get out of the art and clay programs at The Purple Church”.

“I started as a new person and finished with a circle of new friends”.

“The project was boosting to my self-esteem – I would have otherwise just been staying at home”.

“Sense of pride in the finished work – every time I drive past, I point it out to friends and say ‘Look what I did!’”.

A human-centred design model was used as part of a cultural community development model, where options were provided for the group to make decisions. The group, including the facilitators, felt a sense of pride and accomplishment particularly as they saw the designs after installation.

Niki stated, “I was so amazed and impressed by the women who committed to the project. It was at times physically demanding and also required a huge time commitment. In terms of a project that embraced the recovery model under which we work, it ticked so many boxes! I really feel like this was such a great example of where community mental health connects with cultural community development and what can be achieved”.

There has been significant positive feedback from people who view the work. Often people have stopped to take photos. It has made the site look vibrant, eye catching and dynamic. One participant is now aiming to set up a mosaic group in the community.



The church was originally constructed in Warburton in the late 1800s and relocated to the current site circa 1900, becoming the Uniting Church. It was used for church services and weddings well into the 1980s. From the late 80s the site had been used for community health related activities including services by Eastern Health and Anglicare, then EACH.

HOMES NOT JUST HOUSES

Stories from Susan and our other tenants reinforce the importance of the joint services by EACH and EACH Housing to support these vulnerable tenants and we are committed to continuing with this program.

As a result of the findings from the Royal Commission into Family Violence, the Victorian Government launched the Rapid Housing Assistance Fund in 2016 to assist housing agencies purchase dwellings for accommodation for victims of family violence. The program aims to provide long-term, stable housing for families leaving violent relationships and to prevent them becoming homeless. EACH Housing as a successful applicant for this program, as well as for a second Rapid Housing program for people experiencing long term homelessness has been able to purchase 16 dwellings.

The dwellings are modern and in excellent condition, are secure and close to transport, services and schools. In addition to having safe and secure homes, it is critical for the tenants to be able to achieve independence through required support and the development of life skills. As such, EACH has provided them with a dedicated case worker who assists the tenants with the move into their new homes and then with ongoing support from a range of services provided by EACH and other external agencies.

The ongoing support to the tenants includes the provision of services such as counselling, drug and alcohol services, financial counselling, enrolment in education programs, opportunities for work, and access to medical services including dental treatment. These services have an immediate positive impact on the tenants' overall health and wellbeing and supports them in managing their lives independently.

A HOME FOR SUSAN

Susan, after years of an abusive relationship, moved into a house with her children. It was the first place Susan could call her own and feel safe. Since moving in Susan has worked hard to become financially independent and both Susan's and her children's mental and physical health have improved. Susan's daughter is doing well at her new school, her elder son has part time work and her younger son, who previously lived with his father, now has a safe place to live with his mother and decided to move back with her. For Susan it has been a very slow process to settle and feel safe again but now that she has all her family back together, with great support and a place of her own, she can take time to think about her own needs and plan for the future.

NOTE: The name of the tenant has been changed for confidentiality.



PREVENTING FAMILY VIOLENCE BY PROMOTING GENDER EQUITY

EACH recognises the enormous impact that family violence has for many community members and therefore has a strong focus on the prevention of family violence. Part of this has included workforce development and involving staff in exploring how we can promote and demonstrate our work as part of preventing violence before it begins.

Workforce development for staff in Eastern Metropolitan Melbourne has included face to face training provided with support from Women's Health East. This has been supported by email communications, campaigns during key prevention dates and opportunities for staff to support this issue. A key focus of the training has been understanding the connection to gender equity which has proven to be a core, underlying cause of violence against women.

An evaluation of the workforce development showed that the program was still too early in its long term work for staff to embed gender equity in practice, but there had been a change in staff knowledge, attitudes and practice. For example, some staff are applying gender equity learnings in their work and personal lives and in some cases championing gender equity at EACH.

The research also suggested that the organisational culture supports staff in learning and applying gender equity knowledge.

The strengthened momentum for EACH staff to keep learning and contributing to this broader prevention of family violence and the issues of violence against women can be seen in the quote below:

"I think we all have a role to play in preventing violence against women and promoting gender equity. It's about time that this became a front line issue." (staff post survey response)



EACH FAMILY VIOLENCE STRATEGY PLANNING

EACH is currently developing its second family violence strategy 2017-2020. This strategy belongs to the whole of EACH. It reflects the potential for everyone including staff, volunteers, board members and engaged community members and customers to address and end family violence in our communities. We know however that family violence is too big an issue for one organisation to solve, so this strategy reflects the importance we place on collaboration and partnership.



KILLARA HOUSE

Killara House in Ringwood provides support for older adults with dementia and staff are currently making improvements to the program to provide a better quality of care. There is growing evidence that exercise, including resistance training, may reduce the onset of dementia and it is becoming evident that customers are wanting more active programs and are no longer happy to sit and “do craft”! With this in mind, staff are developing the following stimulating and challenging programs to meet the range of interests and abilities the customers bring:

“Seeds of Change” is a gardening group that offers an enjoyable form of exercise for all abilities. Within this program we plan to develop a sensory garden. This will provide an environment which will encourage both fine and gross motor skills, improve endurance and strength and help prevent disease such as osteoporosis. Gardening activities will promote relaxation and wellbeing.

Using the nutritious home grown produce we will run a cooking program where customers will make soups and salads for themselves.

“Stepping Out”, a regular walking group, is planned. This, too, will provide an opportunity for social interaction and reminiscing. Walking helps reduce disease and strengthens muscles, keeps joints flexible and improves co-ordination and balance. Walking without assistance is a strong indicator of whether someone can remain living independently.

“Prime Movers” a dementia specific gym program, is also planned. This program has similar benefits to the walking program. Increased muscle strength leads to improved brain function in adults with dementia.

Current activities such as art, craft and word games will continue, as will going on out and about days, where socialising is enjoyed.

USING INTERPRETERS TO ENSURE SAFE AND QUALITY HEALTH CARE

To assist EACH customers who speak a language other than English, accredited interpreters are used. Our Refugee Health Team relies on interpreters to accurately understand customers' health concerns and schedule appointments. The story below highlights how the Refugee Health Team works with interpreters.

Bow Thang and Thang Cin recently arrived in Australia after fleeing their village in the Karen State in Myanmar due to civil war. Their settlement case manager referred them to the Refugee Health Nurse (RHN) for a health assessment. RHNs are often the first point of contact with the Australian health system and plan care for refugees who have had minimal or no health care before their arrival. The nurse books an onsite interpreter a week beforehand due to the small number of credentialed Karen interpreters.

The family's health care journey continues when the nurse refers them to EACH's refugee specialist doctor.

Bow's uncontrolled diabetes means that an urgent appointment is required and therefore a telephone interpreter is used.



Thang Cin has been struggling with menopause so a referral is made to EACH's Well Women's Clinic. It is culturally important to have a female interpreter so this is booked. Two weeks later the couple arrive at EACH with a friend who tries to explain that Thang Cin can't attend her appointment because of a conflicting Centrelink appointment. Due to the friend's limited English the refugee nurse communicates with the family by calling an interpreter. This clarifies things and a new appointment is made for Thang Cin.

This story is one of many demonstrating the need for professional interpreters in organisations like EACH.

NOTE: The names of the family have been changed for confidentiality.

THE TOP FIVE

The top five languages that our clients speak other than English are:

1. Burmese
2. Arabic
3. Mandarin
4. Persian
5. Cantonese



IMPROVING COMMUNICATION FOR BETTER COORDINATION

Service coordination is any activity that helps EACH customers identify their needs and helps to make sure that information is shared between staff, services and sites. There are many ways that customers' services are coordinated at EACH and we share one of these ways below:

The client health record documents the interaction between the customer and the service provider. It is an important communication tool that helps coordinate customer service provision and care between various providers so the customer does not have to repeat their story.

As part of EACH's commitment to making sure the collection and use of client information is appropriate we complete an annual audit of client documentation. The audit also assists us to make sure customer information is treated with privacy, respect and is kept up-to-date. The audit results help us to identify improvements and below are some examples that we are currently working on:



Providing information to new customers about how to access EACH services, rights and responsibilities, privacy and any fees or costs. To improve the quality and consistency of information we are putting all this information together in "welcome packs" and making sure staff are familiar with the contents.



Developing consistent practices to assess any risks to customers and staff so that we can include this in our planning processes.



A care plan describes in an easy way the services and support being provided, and is put together and agreed with the customer through the process of care planning. In our audit we found that we need to establish agreed care planning practices across all services, especially in the areas of regular plan review and consistency of documentation.



A part of coordinating service and care is making sure we have clear and consent processes for collecting and for sharing customer information to others inside or outside our services. We are currently working on ways to do this.

APRIL FALLS 2017

EACH's Active Health Team recently presented two free community seminars on ways to prevent falls and maintain independence at home and in the community.

The first seminar was presented to 120 elderly community residents at the Hungarian Club in Wantirna. For some, this was their first contact with EACH services.

The seminar included a practical session by the EACH Falls Prevention Physiotherapist with some balance exercises for keeping steady on your feet. There was also information on how to reduce the risk of having a fall. An EACH Occupational Therapist spoke about ideas and equipment to improve safety at home and how to access EACH services via My Aged Care. EACH staff answered individual questions, provided relevant brochures and had a display of equipment.

The second seminar was presented to 32 participants and volunteers at the Knox Group of the Chinese Community Social Services Inc. (CCSSCI). A number of participants from this group had experienced falls at home and so requested a seminar.



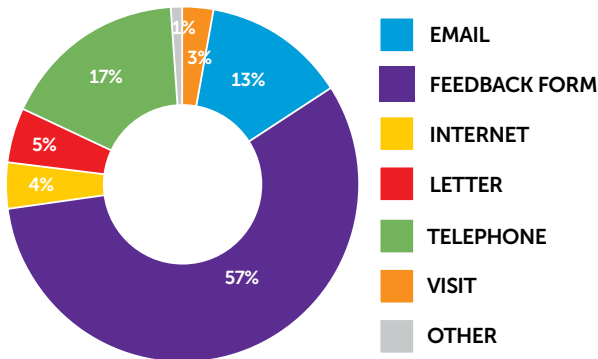
Every word spoken by the presenters was translated into Cantonese and Mandarin by the CCSSCI staff.

Both seminars received very positive feedback about the quality and usefulness of the presentations and the many new and practical ideas presented. The CCSSCI has requested that the EACH Falls Prevention Physiotherapist attend their group again to teach them more exercises for preventing falls.

WELCOMING CUSTOMER FEEDBACK

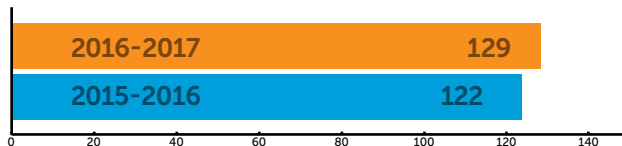
Complaints, compliments and suggestions are important feedback and are valued by EACH.

WAYS WE RECEIVE FEEDBACK



EACH asks for feedback in a number of ways: via feedback forms; face to face conversations; emails; via the EACH website or over the phone. Almost 60% of feedback received last year was provided using the "Tell us what you think" form. These forms are available at all EACH sites and provided to clients when they start with an EACH service.

COMPLAINTS

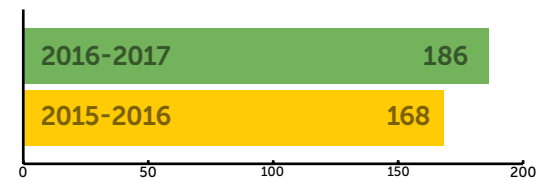


Slightly more complaints were received this year than the previous year. We want our customers to tell us if they are unhappy with our services or processes. Because of feedback we have learnt that we need to improve in the areas of communication and service provision.

Below are some examples of improvements made:

- in our older adults services we have improved customer service and billing practices for gardening and maintenance services. We have moved from monthly to quarterly billing to reduce the confusion of multiple invoices, and allowing more time for payments to be made
- mental health services have worked on improving communication by developing a brochure about the Transdisciplinary Mental Health program

COMPLIMENTS



The themes for most compliments are expressions of satisfaction and appreciation either to individual staff members, teams, groups or with the level of care taken.

"I have appreciated the support and encouragement from the group."

"Feel very blessed to have found your centre and the children were so excited when they arrived this morning"

"My life has changed completely since I joined EACH. I have people to talk to and everyone helps each other..."

WE WELCOME YOU WITH EMPATHY AND HOPE

For the first time in late 2016, EACH participated in the Victorian Healthcare Experience Survey (VHES). This survey asks 66 questions including questions about access, facilities, experience with health workers and team work. The results are compared with the statewide results and overall EACH performs very well.

We themed the results against the overarching EACH service principle “we welcome you with empathy and hope”and EACH scored well on three questions that relate to this theme:

QUESTION	EACH (%)	STATEWIDE (%)
Did the health service feel welcoming?	93.5	89.9
Were the health workers compassionate?	90.1	88.2
Did you feel you were treated with respect and dignity at this health service?	96.2	91.3

Some EACH customers will be asked to participate in the survey in late 2017 and we look forward to sharing the results with you next year and seeing where we have and haven’t improved.

CO-DESIGNING A CUSTOMER HUB FOR NEW EACH HEAD OFFICE

EACH Head Office will relocate from Bayswater to a new site in the heart of Ringwood across from the station, adjacent to the Town Square and opposite REALM.

As part of the commitment in the EACH 2020 Strategic Plan the customer hub area of the new site has been co-designed with community representatives providing input and advice through a Working Group that has been meeting since July.

The aim of the customer hub has been designed to provide a welcoming and accessible waiting room area for anyone who drops in for information, links to supports or meetings with EACH staff. Although the site will not have a focus on delivering services it is anticipated that community members will visit to identify the types of services EACH provides and how these can be accessed or attend for working groups and meetings.

The waiting area layout, furniture and the use of different spaces within the hub have been co-designed to accommodate people of all ages and abilities.

INDICATORS OF DENTAL QUALITY

2016-2017 SNAPSHOT



The way the Oral Health Team check the quality of the dental treatment provided is by a set of measures called clinical indicators. The EACH Oral Health Team review regular clinical indicator reports received by Dental Health Service Victoria. From these reports, the team found:

QUALITY STERILISATION SERVICES

Attention to detail is an important quality for the dental assistant team who are responsible for cleaning and sterilising approximately 50,000 dental items per month. Dental assistants who have completed further sterilisation qualifications provide leadership and training to the team to ensure compliance with the required standards and guidelines. With 17 dental chairs to keep in full working order, the dental assistants need to remove used items from the dental surgery as quickly and safely as possible. The instruments and equipment are then cleaned, disinfected, packaged, sterilised and stored ready for use.



93.8%

Of fillings done for adults did not need to be redone within 6 months.

97.6%

of fillings done for children were successful on the first visit

98.7%

of dentures (false teeth) were successful and did not have to be remade

97.7%

of customers did not need to return within 7 days of having a tooth removed





SCREENING FOR BETTER ORAL HEALTH

In an attempt to combat tooth decay and provide education and timely intervention to children and families, EACH commenced oral health screenings in 2017. These basic dental checks were offered to all the preschools enrolled in the Smiles 4 Miles program and also to Croydon Primary School where there is a high proportion of children from refugee families.

So far 17 preschools and one primary school have received oral health screenings in the Knox and Maroondah local council areas. Of the 329 children that have been screened, 60% required follow up treatment.

The overwhelming feedback we had from the educators, families and the oral health team has confirmed that we are making a difference.

Some of the feedback we have received includes:

"Even if none of the children at the day of the screening require follow up treatment, the fact that we have been able to demystify what an oral health visit looks like and take away some of the preconceived fear is beneficial in so many ways."
Maggie - Oral Health Therapist

"I kept meaning to email you this week. The oral health screenings were fantastic! We had lots of great feedback from parents regarding this, so thank you so much for offering this to our service."
Cassie - Croydon Early Learning Centre

Oral health screenings are a great way to introduce children to dental checks. They provide ease of access for families and provide early detection and intervention for any oral health problems.

WHEN MUSIC IS THERAPY

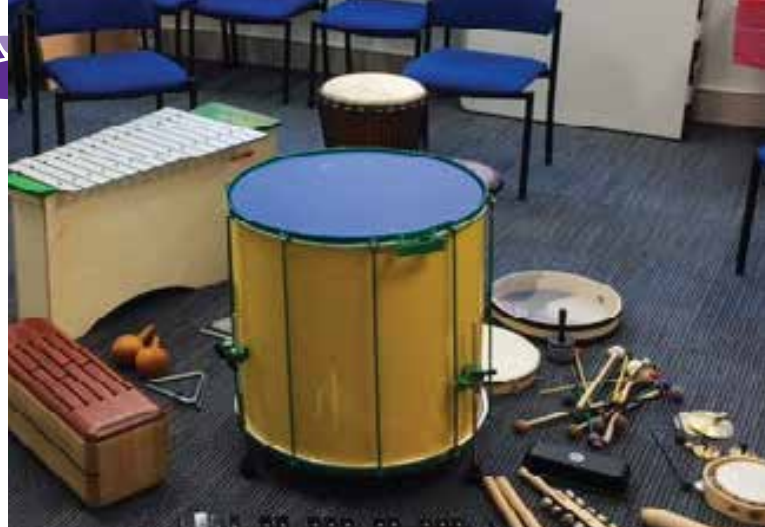
Music therapists draw on the benefits of music to help people of all ages and abilities attain and maintain good health and wellbeing. Our Mental Health Recovery Inner East of Melbourne has partnered with the University of Melbourne to run a series of workshops utilising music therapy as a means of enabling positive expression and interaction amongst people who have difficulty in social situations.

Registered Music Therapist Jason McKenna from Melbourne University ran these workshops. The workshops were developed by Jason for people living with a personality disorder to improve their skills for effective interactions with others. Originally only delivered within the private sector, Jason trialled the workshops with Recovery Inner East in 2016.

At the end of the workshops, feedback from participants provided enough encouragement and momentum to deliver three more workshops.

Below is a short personal account from one of the workshop participants:

"My daughter made me aware that music therapy existed when she told me that the Netherlands used it for their war veterans with Post Traumatic Stress Disorder. When my case manager mentioned that this was a new program last September, I jumped in, not knowing anything.



Briefly, Jason facilitated the group, where we played percussion instruments, listened to the replay of said jamming session as we drew as a response to said music...well really at first it was just a lot of noise for approximately three minutes. As the weeks passed our playing became more harmonious about 18-20 minutes long...as we spoke to each other rhythmically. I responded with drawings like I had never done before... and a thirst for music videos of all genres.. and couldn't wait for each Wednesday to come around. Also, I found myself becoming more available and engaged with the people around me... like I was coming back to life.

After many sessions with the psychologist I am seeing what revealed itself was a realization of an intense emotional occurrence earlier in my life that I had not grieved for.. the music dug deeply into my psyche, soothed and healed it, so I could feel, really feel, whereas before I had been totally stuck in my head.. feeling dumbed down emotionally. My vitality has been slowly returning... feeling positive... finally."

RENT IT KEEP IT WORKSHOPS

EACH has been the lead agency in the New England Regional Sustainable Housing and Homelessness (NERSHH) project. This is a specialist homelessness service funded by Family and Community Services New South Wales and aims to provide early intervention strategies to reduce homelessness and the risk of homelessness in the New England and North West region of New South Wales.

This year NERSHH has provided a number of Rent it Keep It workshops across the region focusing on providing potential renters with information about budgeting, legal implications of a lease, application processes and social and private housing options. Participants are provided with a certificate of attendance which may be viewed as a rental reference by some real estate agencies.

Sally attended one of the workshops because she was struggling with her rental, she was escaping domestic violence, had lively toddler twins, was expecting her third child, and was coping with family law matters. Before the workshop she had little knowledge about her rights and responsibilities as a tenant. Sally's situation was tough.



Her former rental was in arrears for rent, water and repairs as she did not report the domestic violence in the household and therefore became liable for all damages and did not have a good relationship with her landlord. Sally was facing homelessness.

Since doing the workshop, Sally has been able to work with NERSHH and Moree Aboriginal Housing Service to gain a new tenancy, establish and maintain a repayment plan for the former tenancy and is in the new rental with renewed determination to keep her rent in advance. She has established a good rapport with her real estate agent and is empowered to report repairs needed, either through fault of her household or wear and tear.

NERSHH continues to run the Rent It Keep It workshops with the aim of empowering the people who come to know their tenancy rights and responsibilities for long term sustainable housing options.

EACH AND THE NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

The \$22 billion National Disability Insurance Scheme (NDIS), which is being introduced in phases around the country over a three year period, commenced roll-out across Australia on 1 July 2016. Prior to this NDIS commenced in several trial locations across the country including in the ACT where EACH has been delivering Childhood Intervention Services to over 120 children for the past two and a half years.

On 1 July 2016, EACH started delivering NDIS services from our new Preston site in the North East Melbourne Region (NEMA). In the last 12 months, over 70 new customers have received a service from the NEMA NDIS Operations Team and another 100 from the NEMA Support Co-ordination Team.

EACH's NDIS operations in both the ACT and in NEMA have provided a platform for EACH to tackle our biggest transition: that of supporting 1300 current customers living in Inner and Outer East Melbourne to move to an NDIS plan from 1 November 2017 and another 200 in South East



Melbourne from 1 September 2018.

Our current Mental Health, Disability, Early Childhood Intervention Service and Allied Health Teams are working energetically with all of those people to support them with pre-planning for NDIS.

EACH also has a new service in Ipswich and the ACT that is in partnership with the National Disability Insurance Agency. This service supports families of children up to six years old to identify the best supports in the community to meet the child's needs.

EACH has a long history of providing services and support to people living with a range of disabilities including cognitive, intellectual, acquired, sensory, psychosocial and/or physical. EACH NDIS services provide core supports that enable customers to complete activities of daily living and build their independence and skills. NDIS plans may include funds for specialist disability accommodation, assistive technologies, equipment or home or vehicle modifications.

Through the NDIS, EACH enables people with disabilities to have choice and control over supports which will help them lead the sort of life they choose.

TEENS STUCK ON SCREENS

EACH is dedicated to providing services that are at the forefront of social change. In the digital and social media age, EACH staff were noticing the effect that the internet was having on customer's lives and culture in general. The Teens and Screens project provided a unique chance to connect with young people, professionals, parents and carers about when and how digital media use can become a problem, and the associated risk factors and impacts.

This research project brought together three EACH teams to look at the relationship between technology and young people's well-being. The small study included two activity streams: a Community Seminar stream and a Counselling stream. The data collected from the project did support the view that excessive use of digital technology (phone and computers) can be a problem in its own right (e.g. leading to lack of sleep, less face to face conversation). The data also showed that extremely excessive use can be a coping strategy that masks an underlying, deeper issue or trauma.

During the course of the project a tip sheet was developed.

TIPS FOR PARENTS/CARERS/PROFESSIONALS

Follow social media, gaming and the online digital space in order to have informative conversations

Being familiar with the online digital space can help you make informed decisions about what is healthy.



Be an open channel for communication

Be interested and curious about what the young person is playing or doing. Ask questions such as "what do you enjoy about this experience?"
Be patient and non-judgmental.

Offer offline time/company

Ask the young person what they would like to do and encourage offline activities, preferably outdoors.

Model positive online behaviour, particularly at night-time

Research shows that screen-media in the 90 minutes before bed has a bad effect on sleep patterns. Make sure you practice what you preach!

Honest conversations with kids about pitfalls and concerns

If you are concerned about some aspects of the young person's technology use, have a conversation about it. Choose a good time to share your concerns, such as on the way to school or at the dinner table.

WHEN CHOICE IS IMPORTANT

The Victorian Government has made a commitment to five priorities regarding palliative care and end of life. They have asked all health services to act on at least one of these priorities. The five priorities are:

1. Delivering person-centred services
2. Engaging communities, embracing diversity
3. Coordinating and integrating services
4. Making quality end of life and palliative care everyone's responsibility
5. Strengthening specialist palliative care

EACH is involved with the Eastern Melbourne Primary Health Care Collaborative End of Life Care Working Group. The focus of this work is to be able to ensure that people living in Eastern Melbourne are fully supported to die in their place of choice with adequate care available for individuals, their families and their carers. This work meets a number of the five priorities, especially numbers one and three.

The working group began in March 2017. A workshop was held in July involving local organisations, customers and carers to help understand what aspects of current care prevent people from dying in their place of choice.



Tanya, Manager Quality, Research & Evaluation, is the EACH representative on the working group.

Tanya said, "The workshop was a great way to identify key themes around end of life care and where the issues and opportunities are. The working group is now looking at the top 10 themes to develop an improvement project. The project is in its early stages and we look forward to providing an update in next year's Quality Account."

OUR NEW ROADMAP TO SAFE AND GREAT CARE

'All customers experience safe and great care' is the central vision for the recently launched EACH Quality, Research and Evaluation Framework. The framework is like a road map that points EACH staff in the right direction to our quality systems and the evaluation of our programs to help achieve better outcomes for customers and the community.

The diagram shown here is the middle section of the framework. The customer is in the centre and surrounded by elements that work together to provide a safe and great experience. These elements are represented as coloured shapes surrounding the customers.

One of these elements 'Service Principles' brings the customer voice into the framework and reminds staff that these principles are essential to providing a consistent level of customer service (see pages 7-9).

'Co-design principles', another element, is a process that includes the people who receive our services in the design, evaluation and improvement of our services.



One example of this is how we are working with customers to co-design a customer hub that will be part of our new head office site in Ringwood (see page 29).

The framework was co-designed with EACH staff who helped shape the final framework so it was clear and simple for all staff to understand. The Quality, Research and Evaluation team are currently visiting the many EACH sites and explaining to staff the purpose and vision of this new framework. This has been a great way to remind everyone about the importance of quality and safety and hear the achievements and challenges that staff across EACH face. From listening to our staff we have identified ways to improve some of the systems that make up the framework. For example, we are currently working on projects to improve our incidents and complaints management systems and using the feedback we receive from staff to assist with these improvements.

FINANCIAL SUMMARY

	2015/16 (\$)	2016/17 (\$)
Revenue from operations	73,644,018	81,816,449
Non-operating income	799,873	706,813
Capital grants	2,583,712	5,196,778
Total revenue	77,027,603	87,720,040
Total expenses	74,200,826	85,110,256
Surplus	2,826,777	2,609,784
Other comprehensive income (Gain on revaluation of properties and fair value measurements)	5,165,057	262,271
Total Comprehensive Income for the year	\$7,991,834	\$2,872,055

Assets (extract of balance sheet (as at 30 June 2017))

Cash & liquid investments	24,646,454	23,820,643
Property, plant & equipment	29,581,950	37,902,619
Other assets	1,719,073	2,978,337
Total assets	\$55,947,477	\$64,701,599

Liabilities

Trade & other payables	13,049,804	15,510,113
Provisions	11,431,406	14,853,166
Total liabilities	\$24,481,210	\$30,363,279

Net assets

Net assets	\$31,466,267	\$34,338,321
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Major capital expenditure

Property purchase & construction	\$10,197,666		
Software systems	\$712,687	IT & office equipment	\$936,561
Motor vehicles	\$208,114		

ACKNOWLEDGEMENT OF FUNDING SUPPORT

We would like to acknowledge that the services we deliver across Australia are made possible by funding from the federal and state governments:



Australian Government

- Department of Health (DoH)
- Department of Social Services (DSS)
- Department of Human Services (DHS)
- Department of Families, Housing, Community Services and Indigenous Affairs (DFaHCSIA)
- Department of Education and Training (DET)



- Department of Health and Human Services (DHHS)
- Department of Justice (DoJ)
- Dental Health Services Victoria (DHSV)
- Victorian Responsible Gambling Foundation (VGRF)



- NSW Health

We also recognise and value the support and partnerships of local governments and government agencies:

- Knox City Council
- Whitehorse City Council
- Primary Health Networks (PHN)
- Eastern Health
- National Disability Insurance Agency

We would like to acknowledge all the partnering health, community and advocacy organisations who collaborate with us to build healthy communities.



BOORAN MOTORS
www.booranmotors.com.au



Thank you to Booran Motors and Freedom Furniture for their generous support of projects and services we provide in the community.

WE VALUE YOUR FEEDBACK

We are committed to making this Annual Report & Quality Account an informative document for the whole community. To do this we need your help - we would like you to tell us what you think of the report and how we can make it more interesting.

To make it as easy as possible for you to get in touch with us, there are a number of ways that you can give your feedback:

Online: www.each.com.au/qocsurvey

Feedback form: At EACH sites

Telephone: 1300 003 224

Email: feedbackandcomplaints@each.com.au

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