

each

health . hope . opportunity

2017 - 2018

ANNUAL REPORT & QUALITY ACCOUNT



# Contents

1. Acknowledgement of Country
2. CEO and Board Chair Message
4. About EACH
5. Inclusion & Diversity at EACH
7. Getting WILD
8. Customer Hub
9. Welcome to EACH
11. Love is Love
12. Caring for Carers
13. NSW headspace
15. Striking the Right Chords
16. Safety for Each and Every Child
17. EACH Child
19. Tasmania Welcome Day
20. You Said, We Did
22. 2018 Accreditation Results
25. The Art of Choice
26. Navigating NDIS
29. Room to Breathe
30. Oral Health Indicators
31. Keeping the Bugs at Bay
32. Safe and Great Care
33. Your Healthcare Experience
34. Recovery in Real Time
35. Metamorphosis

36. Financial Summary

37. 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:**

“your past does not determine your future” by Tim Read

Learn the story behind this sculpture, a feature at EACH’s Boronia (VIC) site, on page 37

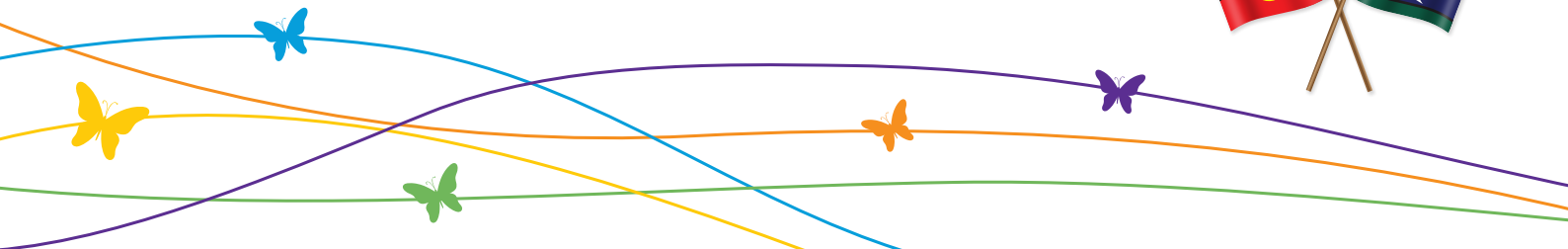
# Acknowledgement of **Country**

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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 the 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

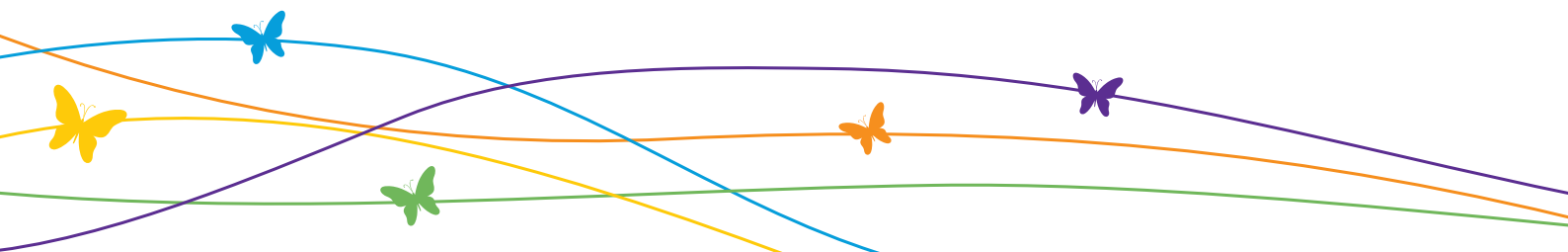
Welcome to the 2017/18 edition of Health Hope Opportunity, EACH's combined Annual Report and Quality Account. This document informs our customers, community and workforce of our progress throughout the year. We aim to do this through a combination of quantitative measures, for example annual objectives, accreditation, financials as well as qualitative measures for example client feedback, stories and events. Both are equally important in telling the story of EACH and how we have performed across the year.

The past year has been a challenging one for the customers and workforce of EACH. The environment in which we are operating continues to shift towards a more dynamic, fast paced one with customer experience at its core. Government policy moves strengthening customer choice are exemplified in the NDIS and My Aged Care. There is no doubt that customer choice is, and always will be, strongly aligned with the ethos of EACH. From our work in the 1990s to support de-institutionalisation we have been a consistent voice supporting increased choice and control for customers. Importantly though, we recognise that not every

customer is comfortable with the pace and nature of recent changes. EACH is committed to ensuring our transitioning customers and workforce are well supported to adjust to this new environment, and we honour the feelings of loss that can come with change.

Whilst navigating these changes to the 'new world', we have advocated alongside our customers and workforce to make sure those who may be ineligible or choose not to engage with NDIS at this time don't fall through the cracks.

EACH now delivers over 130 programs up and down the eastern seaboard of Australia. There has been an abundance of inspiring stories throughout EACH this year, and this Quality Account can only showcase a small sample of these. From the opening of our revamped, larger EACH Child centre in Ringwood (VIC) to Welcome Day in Hobart (TAS), the Social Activity Group in Wynnum (QLD) and headspace Port Macquarie (NSW) we draw examples of our staff and customers working together every day to achieve exceptional outcomes. Many of this year's stories were chosen in response to





feedback you gave us on last year's report. We would love to have your feedback, not just on this report, but on all aspects of our service. You can speak to someone at your local EACH site, call us on 1300 003 224, visit our website ([each.com.au](http://each.com.au)) or email [feedbackandcomplaints@each.com.au](mailto:feedbackandcomplaints@each.com.au).

This year has continued to be a time of significant changes within EACH. We are continuing to review and refine our internal structure to ensure our ways of working maximise our resources while continuing to deliver safe and great care to our customers.

We are committed, especially during times of uncertainty, not to lose sight of the reasons we are all here. We would like to take this opportunity to thank all EACH employees, volunteers and students for their continued loyalty to the organisation and their unwavering commitment to the customers we work with. Our purpose for being continues to be working with 'those who come', just as it was when we were founded some 44 years ago.

EACH isn't, and has never been, in the business of 'cherry-picking' where and when we provide services. We establish our presence in the places where we believe there is a community need we are well placed to serve. We embrace our reputation as a provider that can provide excellent support to those with complex needs. This is a more difficult path for us to traverse in the new environment but we are committed to staying the course.

We hope you enjoy reading the snapshot of our work contained in the 2017/18 Annual Report and Quality Account.



Board Chair, Judith Woodland  
and CEO, Peter Ruzyla

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 on 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:

- Counselling
- Child, Youth and Family
- Health and Wellness
- Support for Older Adults
- Mental Health Services
- NDIS Services
- Housing



**130**

Programs  
Across  
Australia



**1200**

Staff



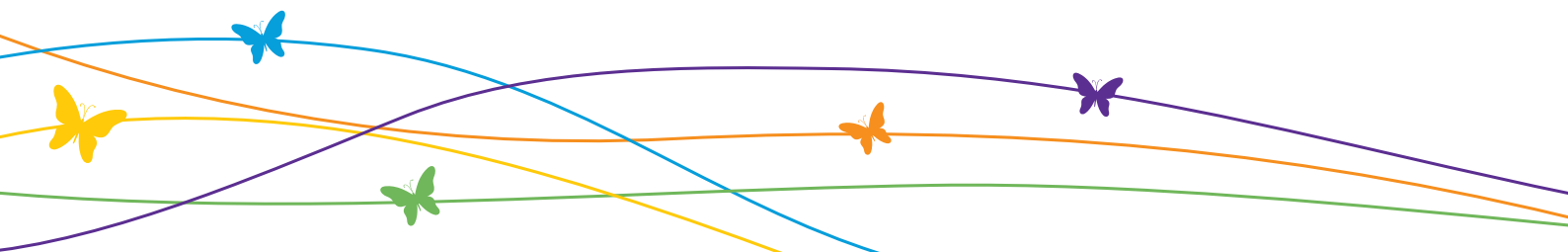
**250**

Volunteers



**41,006**

Clients Supported  
Across Australia



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. Inclusion and Diversity at EACH takes many forms. Some highlights of EACH's work in this space during the year include:

## Training

During 2017/18 the EACH Board participated in a cultural respect audit and EACH employees participated in three sessions of our newly developed Aboriginal and Torres Strait Islander Cultural Respect Training.

Workshops exploring the application of the EACH Service Principles were also held during the year together with training in Human Centred Design. These sessions had the dual purpose of orienting employees across the organisation to the Service Principles and at the same time generating more than 100 prototypes of what welcoming people with empathy and hope could look like.

We also commenced the provision of Inclusion and Access Training conducted by people with lived experience of disability. This training will continue throughout 2018/19.

## Events

EACH was a proud supporter of a number of GLBTIQ events during the year. We continued

our sponsorship of the Tilde Film Festival, our participation at the Midsumma Festival and were the presenting partner at the Melbourne Queer Film Festival for the film 'STUMPED', an inspiring documentary that is a moving testament to resilience, courage in the face of adversity and the healing power of laughter.

## Customer Engagement

EACH customers, board members and staff came together for a dinner and workshop to evaluate EACH's current methods of customer engagement and suggest improvements for the future. The event was well attended and there was a broad range of recommendations including the development of different ways of engaging to capture the experiences of different groups, cultures and individuals and the importance of a truly integrated approach to service delivery.









The positive power of nature on the human psyche is unattested and we know Bush Adventure Therapy (BAT) has a positive effect on mental health. This is well documented in academia, however, how does it work? There has long been a significant gap in the research in this type of therapy.

Staff from EACH's Mental Health and Health Promotion Teams wanted to explore how BAT works and embarked on a research journey to find out.

The findings of this research strongly point to the fact that the success of BAT stems from a complex interplay of positive human relationships taking place outdoors. Healing begins with the positive relationship with staff, which flows on to the relationship with peers and then to the relationship with self.

The research revealed that the respect which nature demands, together with its mood-boosting powers, effectively creates positive human relationships.

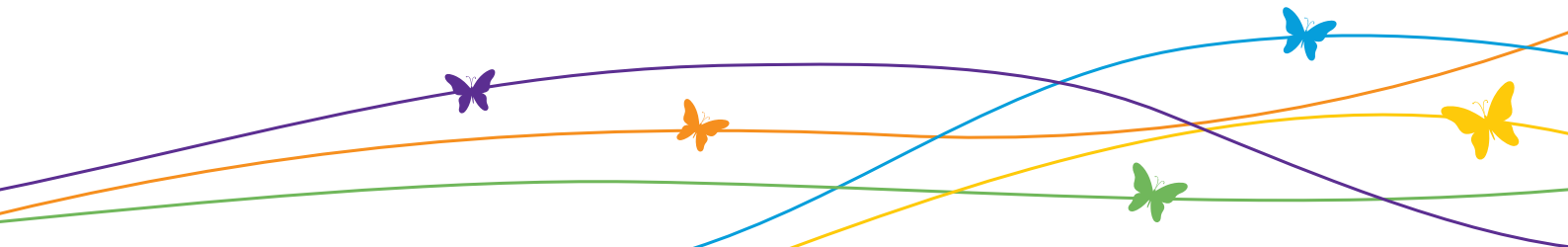
For those willing to contemplate the challenge of participating in BAT, outdoor challenges in nature can be a superhighway to the most protective factor for mental health recovery and positive human relationships.

*"This research highlights how important relationship building is, between staff and peers alike. Understanding how relationships connect with nature and adventure activities has been very rewarding," - Matt, Senior Youth & Family Wilderness worker, EACH.*

## About the WILD Program

EACH's WILD program gives young people a safe space to discover who they are. The program encourages each individual's personal development by connecting them to their surrounding environment. WILD supports participants to develop healthy relationships with self, others and the environment, making positive changes through bush adventure therapy. Other positive outcomes that have been documented by WILD participants include increased empathy and patience.

*“ we believe making change is possible ”*



**“Community members who live, work and study in Maroondah and the Outer East have told us that navigating the health and community services system is complex. We co-created the Service Information Hub with community members to make accessing the right services easier.”**  
- Peter Ruzyla, EACH CEO

## Co-Creating a Community Space

EACH's Service Information Hub (The Hub) is located in the heart of Ringwood (VIC), adjacent to Ringwood Town Square and Eastland Shopping Centre. The site is a prototype concept for EACH that was co-designed with community representatives. The new site houses our Service Access Team who are highly trained members of the EACH team and the faces behind the 1300 00 EACH national phone line. They are able to respond to a wide range of customer needs, and provide information about both EACH and non-EACH services, as well as make referrals.

There are a number of features of The Hub that visitors can enjoy including:

- on the spot consultation with a member of the Service Access Team
- self-service touchscreen information system
- quiet consulting spaces
- parents' room
- events throughout the year.

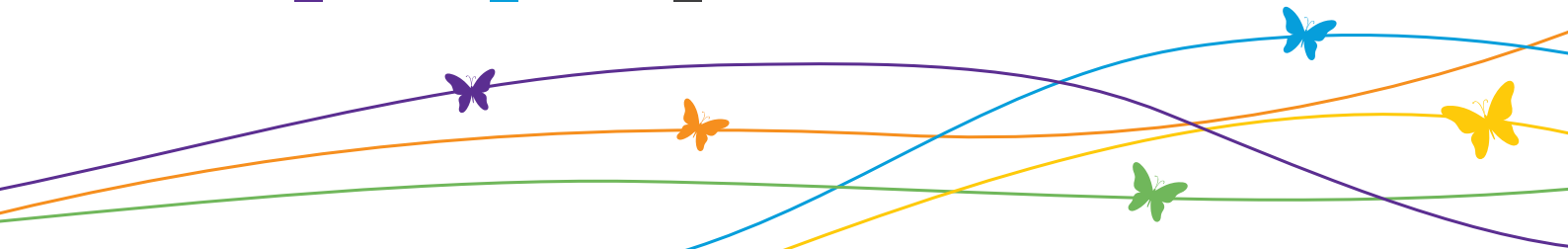
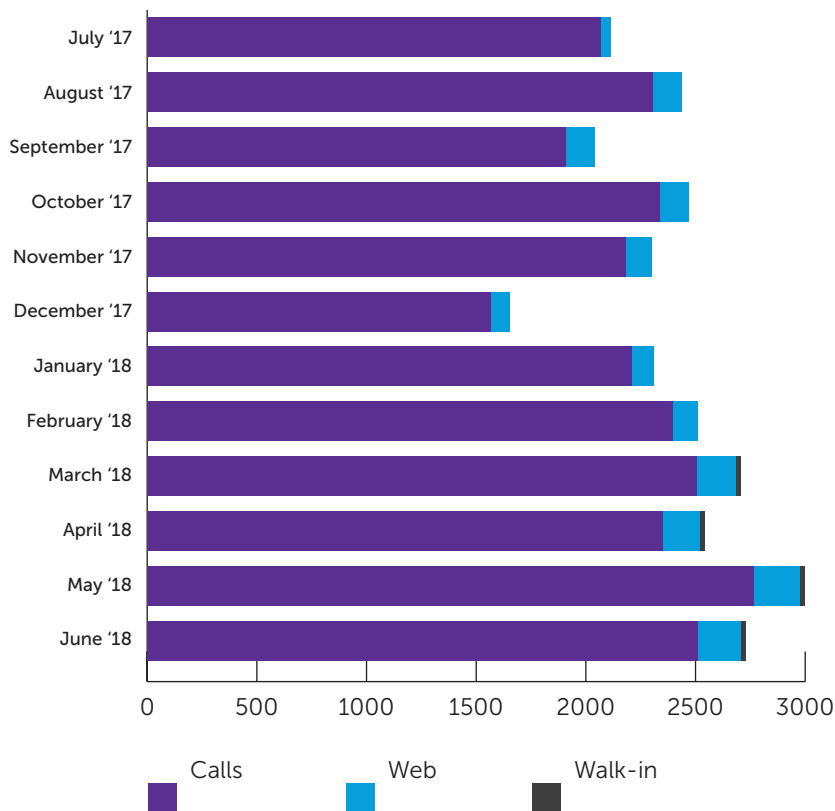
## Flu vaccinations @ The Hub

EACH's Service Information Hub recently hosted nurses from our Patterson Street, Ringwood site to provide flu vaccines during winter. The vaccines were available free of charge to all community members with no appointments required. Being the first time we had trialled this initiative we were pleasantly surprised by the enthusiastic response.



**“we make services safe, responsive and easy to access”**

EACH's Service Access team members are the faces behind the 1300 00 EACH number, the EACH website and the EACH Service Information Hub in Ringwood (VIC). Service Access team members are able to respond to a wide range of customer needs, and provide information about both EACH and non-EACH services, as well as make referrals.







In addition to EACH's continued support of GLBTIQ community activities including the Midsumma Festival, Tilde Film Festival and Melbourne Queer Film Festival, we were proud to be a vocal supporter of the historic 'Yes' vote for Marriage Equality in 2017. EACH developed a digital campaign that gave our passionate employees and customers a chance to share what marriage equality meant to them. Some of these messages, reinforcing that love is love, are shared below.

*"I am proud to be part of an organisation like EACH, who along with many other organisations and millions of Australians, are prepared to publicly and actively support the Yes campaign – showing respect, empathy and true leadership."*

Melissa – Executive Officer

*"Marriage equality is about everyone being able to choose whether or not they want their relationship legally recognised. Some will, some won't, but everyone should have the choice."*

Marg – Strategy & Operations Manager

*"Marriage equality is not about promoting anyone over anyone else. It is about ensuring no one person or group of people are discriminated against or penalised because of who they love."*

*Marriage equality is not about acceptance, rather it is about inclusion and celebration.*

*When we focus on love, not on hate and discrimination, everyone's emotional, psychological and physical health and wellbeing improves."*

Tom – Team Leader

*"A Yes vote for Marriage Equality is an important vote towards reducing youth suicide. GLBTIQ youth are at a far higher risk of suicide and the opportunity to marry the person they love will have a profoundly positive impact!"*

Kristin – Occupational Therapist

*“ we advocate with you and for you and your community”*

## Family Relationship Support for Carers (FRSC)

FRSC offers a range of services to support carers including counselling, family therapy, mediation, information and education support. Services are available to any family member or guardian caring for a person with a disability.

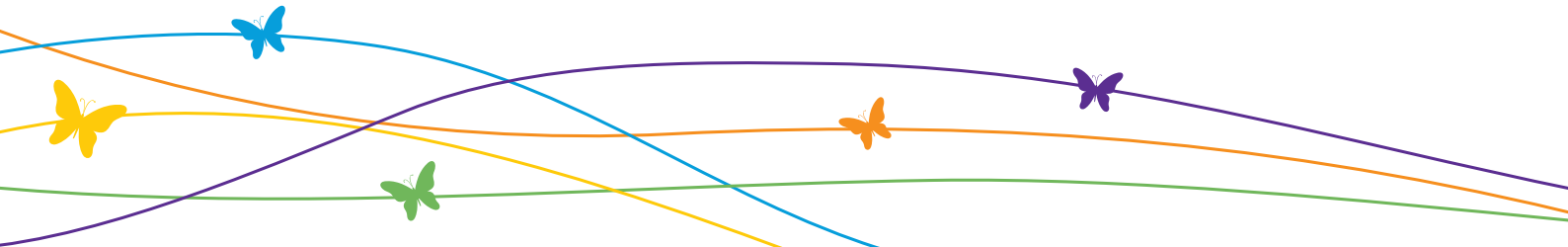
### Sophie's Story

Sophie is a sole parent of two children diagnosed with Autism Spectrum Disorder who recently moved from Wonthaggi to Ballarat, with the hope of providing her children with better learning opportunities. After moving to Ballarat, Sophie lost her way a little, trying to care for her two daughters, at the same time as settling in and navigating a completely new environment. Things that she thought would be manageable became an uphill battle, especially when she knew few people and was not linked to support services.

When life became unbearable for Sophie, she googled carer support services and found Family Relationship Support for Carers (FRSC). She contacted the FRSC coordinators who immediately connected her with a counsellor who had the appropriate skills to support Sophie.

After just three sessions of counselling we received the following feedback from Sophie:

*"I would like to thank FRSC for their quick response in finding and linking me with the right counsellor to support me through the issues I have been facing. The counsellor is amazing with lived experience of caring for someone with a disability. She is a great listener, who offered me fabulous advice regarding strategies around transitioning assistance, networking and linking in with relevant support services and maintaining support networks. I am in a much better place today than I was a year ago. Thanks to FRSC and my amazing counsellor."*





## Improving Communication, Improving Outcomes

Early intervention is vital in improving wellbeing, particularly for young people. Schools are in a great position to recognise early signs of decreasing wellbeing and provide appropriate interventions. However, teachers are stretched in terms of resources and often experience difficulty navigating the various health and community services on offer.

In order to combat this problem, a Community Intervention Team (CIT) concept was proposed in October 2017 following a meeting between EACH headspace Port Macquarie, several school principals, the Schools' welfare/wellbeing teams, and the Primary Health Network (PHN).

The CIT model simplifies the process for schools and speeds up the screening process for services across EACH by utilising a single referral form for services including mental health, homelessness and alcohol and other drugs recovery. The referral form can be received via email or phone from multiple pathways and is then tabled and discussed at regular CIT intake meetings.

A critical area for schools is reporting back to the welfare/wellbeing committee in relation to the supports provided to students. This is conducted by a member of the CIT team reporting on

behalf of their colleagues, a much more efficient option than multiple individual reports.

This streamlined process allows students to access services faster. Additionally, there is a clear process for linking students to other services where EACH may not be best placed to provide support. Initial stakeholder feedback has been positive and an independent evaluation will be conducted in late 2018.



headspace is a free mental health service for young people aged 12-25 years. EACH is lead agency for headspace centres in Port Macquarie, Narre Warren, Dandenong and Knox. Whilst it is a clinical service offering co-ordination of care, psychological supports and access to a GP on site, the strength of our service is within the groups where young people come together to share their experiences, enjoy activities together such as creative journaling, stand up paddle boarding, knitting, yoga or learning guitar.

**“ we include the people  
important to you ”**



The health benefits of listening to and playing music are well documented – elevated mood, reduced stress and improved memory to name just a few. EACH Volunteer Tim brings the joy of music to young people through the CHORDS program.

As a teenager Tim began guitar lessons. The music tutors had a great impact on Tim and fuelled his growing passion for music. Tim's tutors taught him how to appreciate music and the many different styles which opened up a whole new musical world for him to explore. Part of this passion was to 'pay it forward' by passing on what had been taught to him.

Seeing the potential in Tim's passion, EACH's Youth and Family Program worked with Tim to develop a musical mentoring program for young people living in the local area. The aim was for them to learn how to play an instrument and to develop their own passion.

Tim is the only volunteer supporting the CHORDS program and usually holds at least two training sessions a week. The sessions have been a great success not only for EACH but also for the young people who live in our community. These are young people who generally have little interaction with others and find it difficult to socialise. The program has helped them find a sense of purpose, belonging and self-worth.

Tim was a very deserving finalist in the 2018 Minister for Health Volunteer Awards in which he was nominated for 'Outstanding Achievement by a Young Volunteer'.

*“ we respect your lived experience  
and work with your strength ”*





The Child Safe Standards exist to promote and protect the wellbeing, safety and best interests of all children. The standards provide guidance for EACH on the necessary steps to take to keep children safe from abuse and neglect, and to provide a safe environment.

## **Focus on Standard 7: Participation by Children in Planning and Decision Making**

Over the past year the EACH Child childcare centre has been undergoing renovations to greatly improve the facility and allow for an increase in the number of places for children from 90 to 120. Part of the planning for the redevelopment was creating an outdoor space with a focus on the natural environment with dry creek beds and native plants.

The children were involved in an activity to help choose the items they wanted in an outdoor area. Using pictures of the outdoor items, the children placed coloured dots on the items they liked most. The items chosen for the outdoor area were a slide, swing and sandpit.

The philosophy of EACH Child is focused on children making decisions to enhance their sense of safety and security. Children are actively taught empathy and respect for each other. If there is an incident between children, the childcare staff will help the children involved

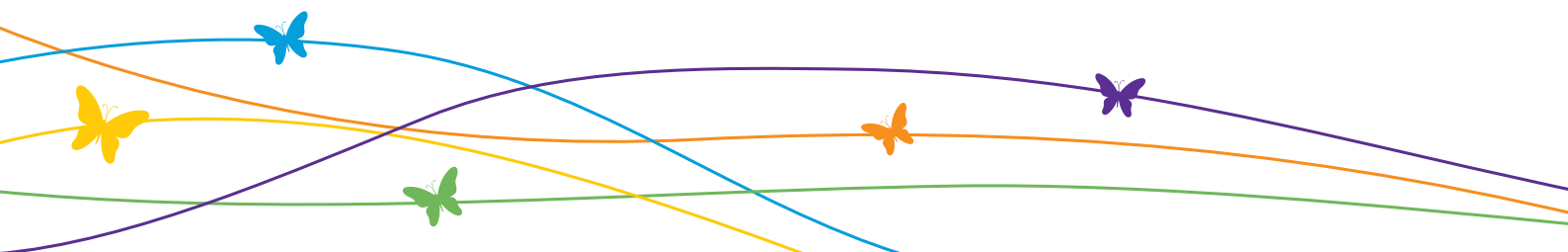
look after each other as a way to embed empathy as part of everyday practice.

The Child Safe Standards prioritise the cultural safety of Aboriginal and Torres Strait Islander children, children from culturally diverse backgrounds and children with a disability.



In the first half of 2018 the EACH Child centre in Ringwood (VIC) underwent a significant renovation, the first stage in the major redevelopment of this site into an Integrated Child and Family Centre. This extensive renovation and expansion of our EACH Child Centre also provided an opportunity for the look and feel of the centre to be revamped with a focus on recognising the traditional owners of the land on which the centre stands.

This initiative was led by Merilyn from EACH's Inclusion & Diversity team and included three art installations, a bush tucker garden and the naming of each of the children's rooms with a Woiwurrung word with permission from Wurundjeri leader and language expert, Mandy Nicholson. Mandy's artwork is displayed on the door of each of the children's rooms with the room name prominently displayed also. Each of the words used are traditional names for animals native to the area.









Welcome Day is an annual event with a simple message: that every person is equal, and that every person is welcome, and that this is reason enough for celebration.

On a chilly Hobart (TAS) morning, this year's Welcome Day celebrated Aboriginal culture with an event attended by many older adults from within the local community, some service professionals, and the staff from the Creek Road social activity group.

Those present were lucky to share the experience of Kris Schaffer, a well-known speaker on the topic of bush food, community, and Aboriginal tradition. She performed a smoking ceremony, and welcomed everyone present to the land and the Welcome Day event.

The event included singing, a short history of each song, and some drumming lessons. Those who were keen enthusiastically reached out

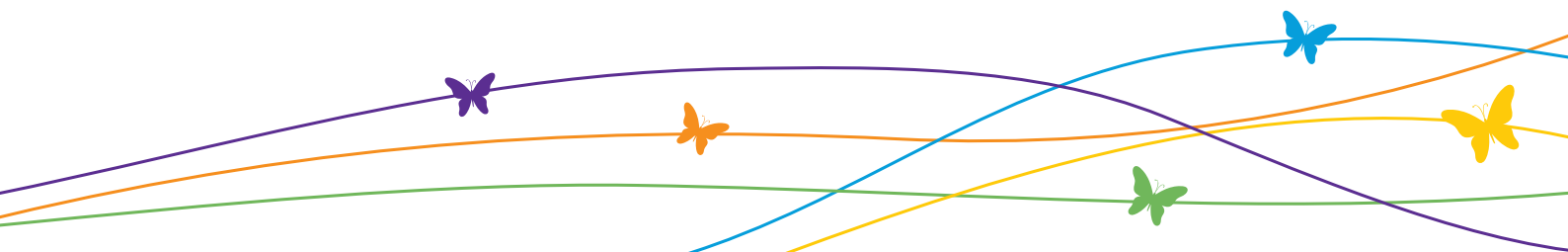
for instruments when the percussion box was passed around. Attendees sang and drummed and together, shared rhythm and music.

*"This was my first Welcome Day so I really enjoyed it, especially the song department"*  
- Attendee

As part of reconciliation week and, in line with the 'coming together' nature of such an event, we served scones, specially created for the day. They featured traditional bush tucker flavours of fetta with river-mint and orange and pepper-leaf with parmesan.

The event was just four hours long and went all too quickly. The sessions were filled with deep conversation, loud laughter, community singing, and a collective richness hard to describe unless you were there.

*“we respect diversity and learn about you and your culture”*



# You Said, We Did

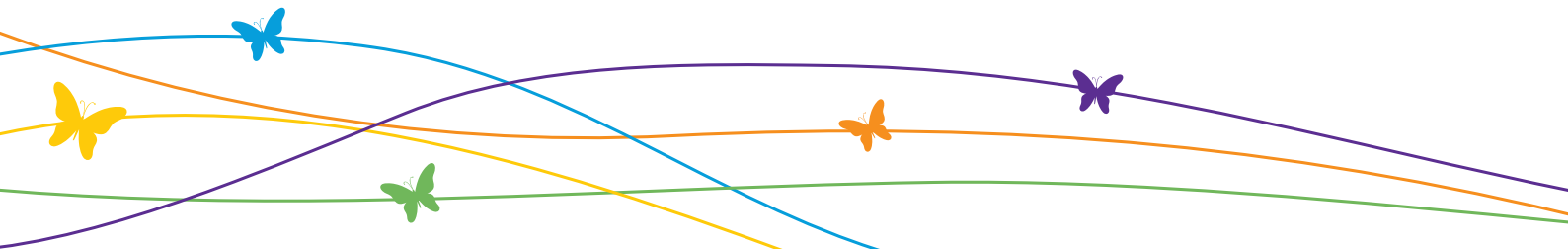
EACH is committed to getting better at all we do and working with our customers is a great way for us to improve. We learn from customer feedback in many ways including: complaints, compliments and suggestions, focus groups, co-design workshops and customer representatives on EACH committees.

'You said' are the things we have learnt from our customers about how we can improve our service.

'We did' is how we used the suggestions or ideas to make improvements or worked with our customers to design better services or processes.

**Below are examples of this process in action:**

You Said	We Did
The information provided to new customers is too much and too complex	A single, simplified brochure was created to explain privacy, rights and responsibilities
headspace Port Macquarie did not have sufficient after school appointments to meet demand	Staff work hours were changed so the service was able to open on a Monday afternoon
Our customer feedback form needed to be more appealing so people would pick it up and provide feedback	A new 'Tell us what you think' customer feedback form was developed and is in use. This is complemented by a poster and also a postcard on ways to provide feedback



### Feedback in Action: Wynnum Social Activity Group

The customers of Wynnum social activity group (QLD) worked with EACH staff to co-design their activities for the coming year. Participants were provided with a list of current activities and also brainstormed possible new activities.

Participants were then led through a further discussion around each of the possible new activities to consider potential risks, concerns and issues. The final step in the process was a vote whereby participants placed stars against their favourite ideas and activities.

Some of the great outcomes from this day were:

- changes to activity times and lengths to better suit participants' needs
- a weekly games afternoon
- a meandering group
- a bigger bus was hired for the Carnival of Flowers due to its popularity
- 'out and about' trip ideas including mini-golf, visits to the Twin Towns, the Wheel of Brisbane and a day trip to Stradbroke Island.

To date there has been an increase in participation rates at the Wynnum Social Activity Group due to these changes.

### 2016-2017 Quality Account Feedback

Every year we encourage readers of the EACH Quality Account to provide feedback on the report. The majority of this feedback comes from a survey and from our consumer groups. Key pieces of feedback received and acted upon included:

- keep the unique size/shape of the report
- list EACH's services on the back cover and note that we use 100% recycled paper
- make the accreditation page more interesting to read, and
- include a story about our volunteers.

### Types of feedback 2017 - 2018

#### Compliments



#### Complaints



#### Suggestions/Comments



*“we are committed to getting better at all we do”*



# 2018 Accreditation Results

In early 2018 EACH went through a process of accreditation to make sure we provide safe and high quality services for our external and internal customers.

Accreditation assessors came to visit EACH for two days in March and five days in May and reviewed us against five sets of standards. They visited 11 sites and spoke to staff, consumers and external partners. They read a huge amount of information and gave us a thumbs up to a job well done! We received only one non-compliance (where we did not meet a standard) which is an exceptional outcome given it was our first time being accredited against two of the five standards.

Here is a summary of what the surveyors told us against our stated quality commitment and quality objectives:



## All customers experience safe and great care

- passionate and committed staff who consistently prioritise consumer needs above all else
- consumer feedback was overwhelmingly positive across all programs and sites



## Learn and inform

- our awareness and acknowledgment of Aboriginal and Torres Strait Islander Communities was very impressive and consistent across all sites
- external stakeholders consider EACH to be an excellent partner who listen and care



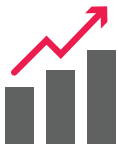
## Open and accountable

- organisational planning and decision making is based on rigour and evidence
- we have great processes for seeking and following up on consumer feedback



## Share and influence

- consumer advocacy and engagement such as the Mental Health Consumer Advisory Group and New Horizon Self-advocacy Group were stand-out examples of consumers having a voice and influencing positive change
- lots of evidence of great team work across the organisation and sharing of key information



### Key observations (areas of improvement)

- improve document control and ensure local procedures are current and well understood
- strengthen Quality, Research and Evaluation as a key component for induction training
- more consistent approach on how to manage challenging behaviours and critical site incidents
- more rigour and consistency regarding client progress notes
- update program guidelines more regularly and consistently

Name of standard	How did we go?
ISO 9001:2015 These are international, best practice governance standards that were used for the first time at EACH.	<ul style="list-style-type: none"> <li>• awarded certification to the ISO standards for three years</li> <li>• there was one non-compliance, we're working to improve this</li> <li>• our surveyors made six observations (recommendations) for possible improvements</li> </ul>
National Standards for Mental Health Services (NSMHS)	<ul style="list-style-type: none"> <li>• achieved 100% compliance for our mental health services</li> <li>• our surveyors made two recommendations for possible improvements</li> </ul>
National Standards for Quality Health Services – Dental (NSQHS)	<ul style="list-style-type: none"> <li>• achieved 100% compliance for our Oral Health program</li> <li>• our surveyors made seven recommendations for possible improvements</li> </ul>
Human Services Standards (HSS)	<ul style="list-style-type: none"> <li>• achieved 100% compliance for our Disability and other Victorian Department of Health &amp; Human Services funded services</li> <li>• our surveyors made three recommendations for possible improvements</li> </ul>
Early Childhood Intervention Standards (ECI)	<ul style="list-style-type: none"> <li>• achieved 100% compliance for our Early Childhood Intervention services</li> <li>• our surveyors made five recommendations for possible improvements</li> </ul>







EACH's Art of Choice therapy group is for women who have experienced family violence and aims to provide a safe space for them to explore their experiences in a creative way and strengthen their ability to make choices in a supportive environment. The Art of Choice program is just one of many programs and services available to those affected by family violence. Visit us at [each.com.au](http://each.com.au) or call 1300 003 224 to learn about the full range of services.

## **EACH Family Violence Strategy**

Family violence is prevalent, serious, and complex. It is also preventable. For EACH to achieve its vision of creating healthy and inclusive communities we must play an active role in addressing family violence. Working towards ending family violence is one of the key priorities for EACH and is directly linked to our vision and purpose as outlined in our Strategic Plan.

EACH's initial Prevention of Violence against Women and Children (PVAWC) Strategy ran from 2014-15. Since then, the EACH Family Violence Strategy 2018-2022 has been developed.

The strategy aims to increase our understanding of family violence so we can respond appropriately to our staff, customers and communities. We are exploring ways to improve internal systems and processes to ensure we make every contact count. This means ensuring that all those affected by family violence can feel safe and supported.

EACH has sought and received extensive feedback on the draft strategy from a broad range of stakeholders. The project team have sought additional input from the Aboriginal and Torres Strait Islander community through the Indigenous Family Violence Regional Action Groups (IFVRAG) and via the Aboriginal Health team at EACH.

The strategy was approved by the EACH Board in July and will be released publicly in the coming months.

*“we are trained to understand and respond to all your needs”*

# Navigating NDIS

- ▶ **Start preparing as soon as possible**
- ▶ **Make sure you have your goals written in a concrete way.**  
*e.g. If I had ... then I could ...*
- ▶ **Ask your family, friends, carers and informal supports to have input into the plan**
- ▶ **Gather all of your supporting evidence of the impact of your condition**  
*e.g. a letter from your health professional about your diagnosis and evidence of its impact on your life*
- ▶ **Ask for support coordination to be included in your plan**



The National Disability Insurance Scheme (NDIS) has continued to roll-out across Australia during the past year. There are many people who are transitioning from existing services and supports across to the NDIS and there are many people becoming eligible for services and supports for the very first time.

While feelings of excitement and hopefulness abound, there is also confusion and angst that comes from a change of this magnitude. Not only are transitioning customers being asked to change the way they access services and potentially change which services they are able to access, but at the same time providers are also making changes to how services can be delivered. New customers are faced with a lot of new terminology, new faces and many new forms to complete.

Talking to our customers we identified that there was an opportunity for EACH to facilitate some information sessions where we could share our learnings, and those of our customers, with people who were new to the world of NDIS. Workshops have been run at a variety of locations throughout the year and are continuing throughout the remainder of 2018.

To support these sessions we developed some resources, including our Quick Guide to Getting NDIS Ready. Some of our top tips from those sessions are provided on the opposite page.

### Early Childhood Early Intervention (ECEI)

EACH is pleased to be an NDIS Partner in the Community to deliver ECEI services in Ipswich, South-West Sydney, Southern New South Wales and the Australian Capital Territory. As the NDIS Partner delivering ECEI services, EACH will be the first point of contact for parents and carers who have a baby or young child with developmental delay or disability and we will work with families to ensure they have access to supports quickly and easily.

We will be working in the community to identify the most effective intervention supports children will need. We will support inclusion of universal services currently in the community as well as providing a pathway into the NDIS for children who require longer-term support.







Room to Breathe is the project name given to the rooftop deck space at EACH's Boronia (VIC) site. We recognise that coming to EACH can be a huge step for many of our customers, particularly those who have experienced trauma in their lives. The brief for the rooftop was to create a welcoming space that evokes feelings of calm and wellbeing, a space that is multifunctional in its use by both customers and employees.

The rooftop deck provides users with a connection to the outdoors and views of the nearby Dandenong Ranges. It was the designer, Alison Watson's, intention that this connection to the outdoors, together with private sitting areas and open space will allow people time to recharge and find balance in their mind, body and spirit.

The plants used in this green space have been selected to appeal to the five senses. The bamboo and palms rustle in the wind. Sculptural feature plants provide focal points. Colourful flowers, aromatic and edible herbs provide pops of colour and smell. Finally, an

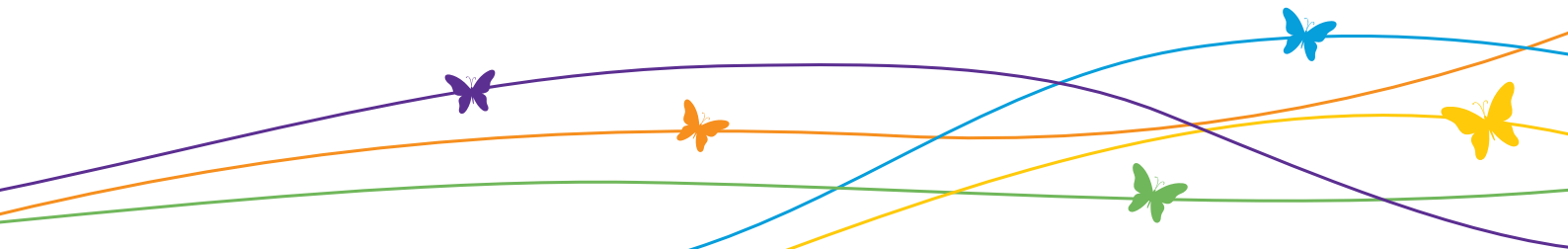
ornamental grapevine will frame the pergola over time, providing a soft, green façade and protection from the heat in summer.

EACH's Boronia rooftop garden was recognised with a Silver medal in the Rooftop category at the 2018 Australian Institute of Landscape Designers and Managers (AILDM) awards.

## The Purple Church

In our 2016/17 Quality Account we featured the re-opening of our iconic site in Yarra Junction, the Purple Church, the landscaping for which was also designed by Alison Watson. We are pleased to report that the Purple Church's landscaping was also a winner at the AILDM Awards, with a Gold Medal in the Educational/Institutional/Playspace category.

*“we recognise and respond to the impact of trauma”*





## Top quality dental care



**12,434**

NUMBER OF  
CUSTOMERS



**4,157**

NUMBER OF CHILDREN  
(0- 12 YEARS) VISITING THE  
DENTAL CLINIC

### Some interesting dental facts:

The way the dental team check the quality of the treatment provided to their customers is through a set of measures called clinical indicators. The EACH dental team review regular reports received by Dental Health Services Victoria. From these reports, the team found:

**93.2%**

of fillings  
completed for  
adults did not need  
to be replaced  
within 6 months

**97.3%**

of fillings on  
children's teeth  
were successful on  
the first visit

**98.2%**

of adults who had a  
tooth extracted did  
not need to return  
within 7 days after  
an extraction

**99.2%**

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

## Infection control

In November 2017 an annual external infection control audit was undertaken at EACH. The dental clinics currently operate four chairs at Ringwood, 13 at Ferntree Gully and an outreach mobile dental van, offering a range of dental services.

The infection control audit is an in-depth process which ensures high quality, safe outcomes in the delivery of great care to our customers as well as a safe work environment for all staff.

The audit criteria includes hand hygiene, cleaning instruments, personal protective equipment, management of sharps and clinical waste, environmental cleaning and much more.

EACH received an outstanding compliance result of **99.3%**.

## Antimicrobial Stewardship

World-wide overuse of antibiotics has reduced their effectiveness. This unnecessary over-prescribing of antibiotics has led to the development of drug resistant superbugs.

Through an Antimicrobial Stewardship program the dentists at EACH take the time to check that antibiotics are not unnecessarily prescribed. As part of their ongoing improvements to the quality and safety of dental care the dental team decide when to use antibiotics by:

- advising the use of alternate over the counter medications when this is the better choice

- only prescribing antibiotics when it is the best treatment
- following national guidelines to help dentists choose the right antibiotic, at the right dose and for the right period of time
- completing an audit to review the use of antibiotics and discuss any issues with their team.

**The dentists aim to help educate the community about correct use of antibiotics by:**

- advising customers that antibiotics are not always the best option and to use over the counter medicine for pain relief
- advising customers to always complete a full course of antibiotics to increase their effectiveness.





At EACH we are committed to making sure that all customers experience safe and great care. This is for our external customers – our clients, carers and community members – as well as for our internal customers – our staff and volunteers.

In last year's Quality Account we told readers about the Quality, Research and Evaluation Framework that was developed in 2017 as a roadmap for staff regarding our quality systems and the evaluation of programs. In 2018 we have developed a Quality Objectives poster for display at all our sites to explain to our customers what this commitment looks like.

The poster shows customers examples of how we achieve safe and great care through three quality objectives:

- 1. To learn and inform** – this includes understanding what we do well and where we can improve, innovate, meet customer needs and understand risks and opportunities.
- 2. Be open and accountable** – this means that we make informed decisions based on evidence, use our resources well and deliver on our customer and community commitments.
- 3. To share and influence** – we want to share our learnings inside and outside of EACH, contribute to the social services sector and advocate with those with lived experience.

Read more about how we provide great and safe care to the youngest EACH customers on page 16.



## Quality Objectives

Meeting ISO Standards 9001:2015

All customers experience safe and great care.  
We do this through three quality objectives:



### 1. To learn and inform

- Understand what works well and where we can improve
- Innovate and explore new ideas
- Services are designed to meet customer needs
- Understand and manage risk and opportunities
- Monitor and review our strategic direction



### 2. Be open and accountable

- Make informed decisions based on evidence
- Use resources effectively and efficiently
- Deliver on our commitments to customers and communities



### 3. To share and influence

- Share our learnings to inform and influence positive change at EACH and beyond
- Develop our expertise and contribute to the social services sector
- Advocate for better outcomes by partnering with people with lived experience

EACH's quality objectives meet ISO 9001:2015 standards and are taken directly from our Quality, Research & Evaluation Framework.

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In 2017, EACH took part in the Victorian Healthcare Experience Survey (VHES) for the second time. This gave us a chance to hear from 210 customers across 15 services. Improvements were achieved in 2017 and we performed significantly better than the state-wide average in 20 areas.

The survey asks 66 questions about a broad range of topics. Below is a summary of some of our results:

- when asked, "Overall, how would you rate the care you received at the health service," 99% of our customers said very good or good. This is 6% better than 2016, and 4% better than the statewide average in 2017
- when customers were asked if they would recommend this health service to a friend and/or family member 89% said very likely, 8% said likely and 2% said neither likely nor unlikely.

EACH is currently looking at how we can make improvements in a number of areas where our VHES score was lower than last year and lower than the State average. These are:

- making it is easy to find out about EACH services
- the cleanliness of sites
- giving necessary information about customers to services like GPs and hospital staff

- helping customers set goals for their health and wellbeing and making sure that relevant people (e.g. family members and health workers) are involved in setting goals.

Our three primary health sites have been making improvements to make it easier for customers to book an appointment. In 2016, 72% of customers were positive about how easy it was. To achieve an even better result the team looked at the different ways customers make appointments and improved the following processes:

- using a standard phone number and process to prioritise customers
- using the same process and initial screening tool
- having a consistent appointment system
- using SMS for appointment reminders
- customers being able to directly call the Administration Assistant for re-booking.

In 2017, 80.3% of customers were positive about how easy it was to make an appointment so it's great to see that making these improvements has led to a better customer experience.

## What is an Integrated Therapeutic Community?

The Integrated Therapeutic Community provides live-in accommodation for young people 16-25 years old to assist with their recovery from severe mental health issues and complex needs. Over 12 months the young people receive individual recovery counselling, group programs and leadership opportunities. This acts as a stepping stone for young people aiming to build practical life skills and confidence for independent living.

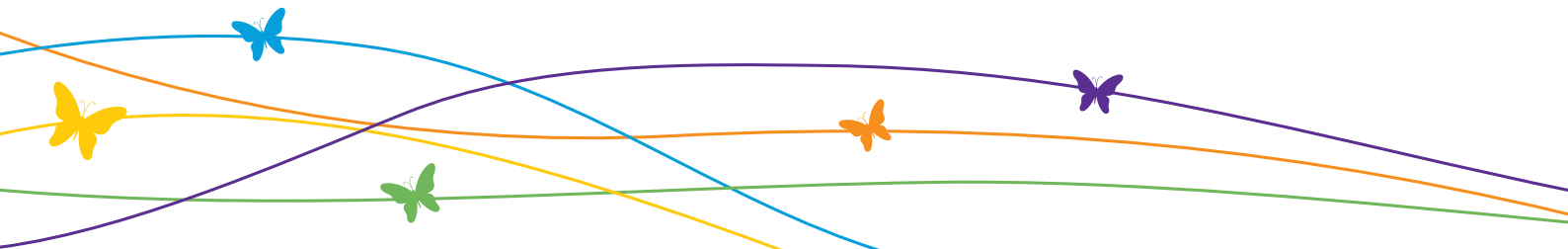
EACH has two therapeutic communities linking young people to resources in the community. The young people engage with the service whilst continuing to participate and find a sense of place and belonging to their communities. Some of the activities they may be involved in are:

- groups exploring topics such as managing relationships, getting better sleep, relaxation and mindfulness strategies

- music and art therapy
- healthier lifestyle programs such as the gym, swimming, yoga and learning about a range of topics including healthy eating, building a routine and different types of exercise
- the WILD Bush Therapy Program offers an opportunity to learn new skills. Read about this program on page 7.

The Integrated Therapeutic Community together with the EACH evaluation team have worked with a software provider to create a first-of-its-kind online outcome tracking system. This provides the young people with real time goal planning, progress scales and a graph to help track their recovery. Importantly the software can be accessed by clients on a tablet computer such as an iPad or on a desktop. This means the young people can be more engaged in their recovery planning.

*“ we work together with you and others to respond to your needs ”*





Tim Read, artist and creator of the artwork featured on the front cover of this report, has strong ties to EACH, being a former Peer Worker. The story of his sculptural work, featured at EACH's Boronia (VIC) site, in his own words, is reproduced below.

*My sculptural work is intertwined with my own mental health journey and I feel there are many parallels with how I reuse and reshape materials to create a work of art.*

*A big part for me is connecting with stuff in a different way. Turning something that may have had an end date into something completely different. Not allowing its previous life to determine its value in the future.*

*As I pondered the above I could not help but think of the transition from a caterpillar into a butterfly. Of course there is nothing wrong with a caterpillar, but a caterpillar would be destined to stay bound to the earth, limiting its capacity for growth and change.*

*In my own experience I link the cocoon stage to challenge, withdrawal and darkness. It's within this darkness where real change is made. This stage is where real growth can occur.*

*As a health worker this is the stage where we are integral. Depending on a person's ability to learn, change and adapt, our job is to get along side, guide, advise and support people through this transition. Our hope as health workers is to*

*be part of a transformation that allows people to fly, to push beyond their illness and gain the richness and fulfilment that is available to them.*

*Of course any of this growth and change is not possible without roots that run deep and give the structure and strength needed to support the workers and consumers. In this artwork I believe the roots and trunk of the tree represent EACH as an organisation with the strength required to allow growth and change to happen. For a couple of years now I have been working alongside respected Australian painter Linda MacAulay who collaborated with me on this project. As we have worked together we have connected around the many challenges that life throws at us, and the way that those challenges shape us and make us who we are.*



You can learn more about Tim and his sculptures at [treadsculptures.com.au](http://treadsculptures.com.au)

	2016/17 (\$)	2017/18 (\$)
Revenue from operations	81,816,449	93,292,873
Non-operating income	706,813	672,593
Capital grants	5,196,778	2,991,272
<b>Total revenue</b>	<b>87,720,040</b>	<b>96,956,738</b>
Total expenses	85,110,256	99,864,344
Surplus/(deficit)	2,609,784	(2,907,606)
Other comprehensive income/(loss) (Gain on revaluation of properties and fair value measurements)	262,271	(24,569)
<b>Total Comprehensive Income/(loss) for the year</b>	<b>\$2,872,055</b>	<b>(\$2,932,175)</b>

## Assets (extract of balance sheet (as at 30 June 2018))

Cash & liquid investments	23,820,643	19,385,984
Property, plant & equipment	37,902,619	43,414,607
Other assets	2,978,337	5,300,651
<b>Total assets</b>	<b>\$64,701,599</b>	<b>\$68,101,242</b>

## Liabilities

Trade & other payables	15,510,113	20,185,387
Provisions	14,853,166	16,509,708
<b>Total liabilities</b>	<b>\$30,363,279</b>	<b>36,695,095</b>

## Net assets

<b>Net assets</b>	<b>\$34,338,321</b>	<b>\$31,406,147</b>
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## Major capital expenditure

Property purchase & construction	\$8,417,281	
Software systems	\$234,185	IT & office equipment \$1,001,112

# Acknowledgement of Funding Support 37

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.



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



## EACH services include:

- Counselling
- Child, Youth and Family
- Mental Health
- Health and Wellness
- Support for Older Adults
- NDIS

## Not sure who to call?

Access services and receive advice about what services are right for you

 1300 00 3224

 [each.com.au](http://each.com.au)

 [facebook.com/eachsch](https://facebook.com/eachsch)

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