

# Welcome to **ECHO**

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**2017/18 Annual Report**  
for clients and their families



**ECHO**  
Community Services

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ECHO Community Services is a registered charity and has the Australian Charities and Not-for-profits Commission tick of approval.

ECHO Community Services acknowledges the Traditional Owners of country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures; and to elders past, present, and future.

# Welcome to ECHO Community Services

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ECHO was originally formed in 1982 in partnership with what was then the Shire of Bayswater. Over the next 36 years, the organisation has grown to offer services to more than 1,500 older people and people living with disability, across suburbs in the East Metro and North Metro areas.

In March 2018, following a period of consultation with staff, volunteers and clients, ECHO's Board formally adopted a new purpose statement:

*Our purpose is to enrich the lives of people living independently in their own homes through connection to services and community.*

Our purpose is the driver for everything we do, and the decisions we make.

At ECHO, we have a very simple philosophy. When we are delivering services, we ask ourselves one question: "Is this good enough for My Mum?"

This "My Mum" approach applies equally to any family member. It means we do our best to treat our clients as if that person was someone we knew and loved. We respect and care about their histories, their stories, their dreams and their vision for their future.

Everyone is someone's Mum / brother / sister / friend ... the list goes on. At ECHO, each person is treated as though they are "My Mum."



“Exceptionally  
friendly and  
polite.”



“The most  
beautiful place  
in my life.”

# Chair's report

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For over three decades, ECHO has had a passionate team of staff and volunteers delivering a variety of support to clients and their families. We have grown significantly in our service delivery. Yet the grassroots that ECHO was original built on are never forgotten, even as we embark upon an ambitious path for growth. Our clients come first and we try each day to treat everyone that interacts with ECHO as if they were “My Mum” or my dad ... or someone that we know and love.

We are realistic when we look at the needs of community versus the resources available to meet these needs so we work in innovative and collaborative ways. To do this, we continue to work with and listen to our community. We are adaptable and always look for opportunities to continually improve what we do. We have hope as life for our clients and families improve and most of all, we care about everything we do.

In 2017/18, we find ourselves well positioned as we continue to develop our services into the future despite the aged care sector remaining in a process of significant transition. The Australian Government is progressively implementing a major program of reform aimed at improving the affordability, sustainability and quality of aged care services as well as a move towards a consumer driven and market based aged care industry. The changes enable clients and their families more choice and control over the services received. Many of the changes have only recently been introduced. The industry is still in the process of adjusting to the changes and now we have the recent accountment of a Royal Commission into Aged Care from which we can expect more change. We must treat this current scrutiny and the coming Royal Commission as an opportunity for learning and growth.

ECHO has however positioned itself to embrace the changes and sees a bright future. Last year, I reported in the Annual Report the strategic vision of ECHO – The 3E approach. We have successfully completed the first phase of this strategic vision. We now have strong processes and teams. We are ready positioned to grow our footprint so more people can experience ECHO's services.

In 2017/18, we cared for over 1 500 residents across the local community. We confirmed during this time that our core purpose is to enrich the lives of people living independently in their own homes through connection to services and communities. We have a range of services to help enrich

*“Always very polite, helpful and efficient.”*

the lives of our community. For instance, the prevalence of dementia amongst our aged community, and in general is increasing. ECHO is committed to improving the lifestyle and health of people with dementia and continues to develop the award-winning specialist dementia care model through the Sunshine Club.

The aged care sector has faced a significant level of public scrutiny. ECHO is well placed to respond to this challenging environment, with a diversified growth strategy and an agile and experienced management team. An internal management reorganisation was undertaken during the year to strengthen ECHO’s operations and underpin our future growth. This included in January 2018, we welcomed a new CEO, who has continued to make excellent progress on our programs and services. A new constitution was also supported by members that reflects the maturity of the organisation and the need for improved governance to prepare ECHO for its growth. I wish to thank my fellow board members as we continue to answer the broad governance questions: Why are we here? What are we doing? And how are we doing it?

Our financial results further reflect the strength of ECHO. ECHO has delivered another solid financial result in FY17. I congratulate the management team for delivering a surplus. ECHO remains a strong organisation with a conservative balance sheet. It is therefore well placed to fund its growth strategy. I refer you to the Treasurer’s Report to further explore the results.

On behalf of the Board of Directors, I assure members and our partners in the community who support our work that ECHO is managed professionally and in accordance with good governance principles. ECHO is committed to providing higher than industry standards of quality of care and services with passion through the work of our staff and volunteers. These results have been achieved through the dedication and commitment of the Board of Directors, our CEO, Mr Jonathan Smith, staff and volunteers. I commend to you this report which covers the areas of ECHO’s operations.

**Mr Paul Blackbeard**  
Chair



## Treasurer's report

**ECHO continues to grow and diversify: maintaining all existing programs, and implementing new services for clients this financial year.**

The largest growth areas were in the delivery of Level 3 and 4 Home Care Packages. This resulted in an overall increase of \$535,583 in revenue (up 16%), from \$3,378,287 in 2016-17 to \$3,913,870 in 2017-18.

Of course, expenses accordingly also increased due to the growing number of clients and services. Employment expenses in 2016-17 were \$2,681,841 and grew by 23% to \$3,301,490 in 2017-18. The program costs (the purchase of goods necessary to delivering services to our clients) also grew from \$89,640 in 2016-17 to \$199,111 in 2017-18. Overall, 82% of ECHO's expenses are associated with direct service delivery to our clients. This is in line with industry benchmark standards and within our target range of 80% to 85% of expenses being related to employment and program costs.

In 2017-18 operating revenue was \$3,913,870 and we also obtained capital grants of \$284,017. After total expenses of \$4,047,160, ECHO added \$150,727 to reserves, closing with a net equity position of \$1,331,757. This is an increase of 13% over the net position at 30 June 2017 of \$1,182,032.

A growth and diversification strategy was established in 2017-18 to ensure ECHO's future business would not be impacted nor the organisation be reliant upon one program or source of income in view of the changes occurring within the Aged Care sector. Horizon One was the focus in 2017-18, including the appointment of our new CEO,



installation of new accounting and client management software and reviews of our committees, policies and procedures.

The hard work in 2017-18 has provided a strong foundation for continued growth in 2018-19.

2018-19 will see Horizon Two of the strategy being rolled out and the search for additional office spaces to spread ECHO's footprint. The budget for 2018-19 includes planned capital expenditure to implement these projects and allows for further growth in our clients and services.

I thank the Management team and fellow Board members in achieving these great results for ECHO. I share the Chair's optimism for 2018-19. We have established a solid foundation for growth and next year is full of opportunity.

**Ms Janice Jones**  
Treasurer

*"Somewhere  
where I can  
come and  
be myself."*

*"I live in a large  
home and the  
help I receive is  
most beneficial."*

# CEO's report

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It's hard to believe it's been nearly a year since I joined ECHO as incoming CEO at the end of October 2017. I would like to acknowledge my predecessor, Phil Baker, who steered ECHO through the first half of the financial year.

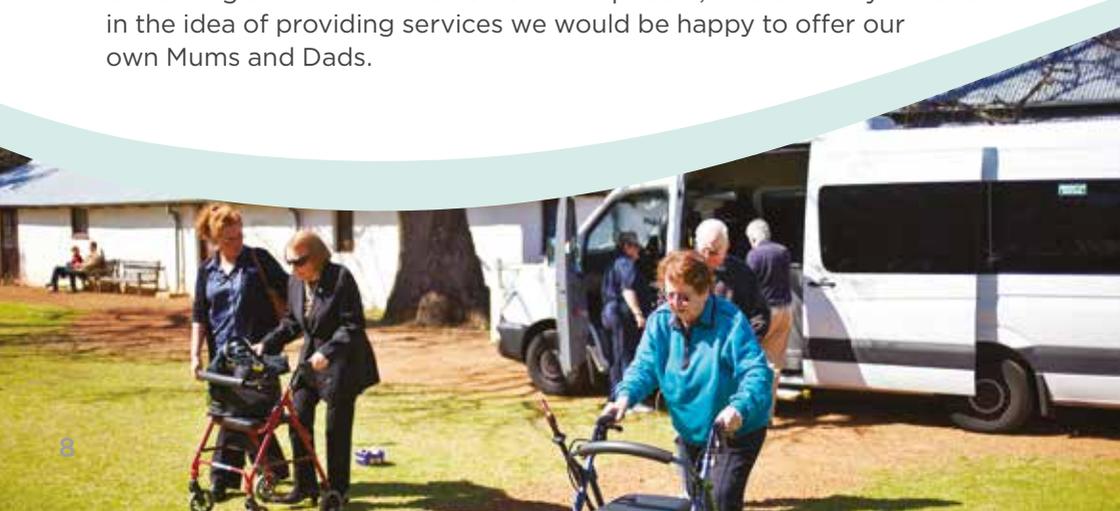
I formally commenced as CEO on the first of January, so my view of ECHO is mainly focused on the second half of the 2017-18 Financial Year. This started by setting out a plan to implement the 3.E strategy set by the Board, to build a stronger, more resilient service for our community members.

Our plan is based on a balanced scorecard, focusing on five key areas:

- Our customers
- Our people
- Finances
- Internal processes and systems
- Innovation and growth

We finished the Financial Year delivering all our projects on track for time and scope, with some of them running slightly under budget. My wife, Kim, works in project management for a major bank, and when I told her we had brought all our projects in on time and under budget, she found it hard to believe. She said, "That never happens."

If I think about how that happened, it all comes back to the people. For me, the most significant change this financial year has been the cementing of a fantastic senior leadership team, who all firmly believe in the idea of providing services we would be happy to offer our own Mums and Dads.



Heloise Steyn, our CFO, has been with ECHO the longest, and has provided the solid foundation for the team. Philip Young joined to provide strategic HR support and has steered the commencement of our workforce development plan and culture. Mikey Walton has made himself indispensable by managing to juggle our continuous improvement and communication functions, as well as managing our gardening team, and helping our staff navigate an infinite array of IT issues.

It's also important to acknowledge Trudi Hodges, who worked with us in the second half of the financial year to set up very important systems for quality and continuous improvement.

The support workers and gardening teams are the vital face of ECHO, the people our customers see every day, who make such a huge difference in the lives of our clients.

And our Coordinators and Office staff are the glue who hold the whole lot together. Every part of the team is equally important to allow the whole enterprise to function. And every part of the team must be equally focused on the needs of the customers and the end goal: to provide a service good enough for my Mum.

I thank the Board for the opportunity to serve this great organisation, and I look forward to an exciting 2019.

**Johnathan Smith**  
CEO

*"It's all about  
friendship and  
happy people."*





*“Your services  
are above  
reproach.”*

## How ECHO can help

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### **Your partners in consumer-directed care**

**ECHO helps people in many different ways.**

ECHO provides services funded through:

- Home and Community Care (HACC)
- Commonwealth Home Support Program (CHSP)
- Home Care Packages (HCP)
- NDIS and WANDIS
- Customer funded fee-for-service
- and through brokerage arrangements with other agencies.

ECHO’s philosophy is to provide genuinely individualised, consumer-directed care. We believe each person knows what’s best for them. We partner with our customers to help them make well-informed decisions to support them living the way they want to live.



Examples of the services ECHO currently provides, include:

- Individual transport and social outings
- Personal care
- Respite
- Day centre
- Home and garden maintenance
- Social support
- Case management
- Food services
- Domestic assistance
- Dementia-specific services.

True individualised, customer directed care is about more than picking from a list. If there's something you need to help you live independently in your own home, we will work with you to try to find a way to make it happen.

*“A comfortable place to come and socialise with others.”*

# Planning for the future

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## **ECHO 3.E – Embrace, Enhance and Enrich**

In 2017 ECHO adopted its new strategic plan, called ECHO 3.E – the third evolution of the organisation, setting us on the path to **Embrace** our past, **Enhance** our present and **Enrich** the future.

The aim is to retain the best parts of ECHO’s origins, as a person-centred, community based, grass-roots organisation, as we grow and build resilience to help Western Australia face the challenges of an aging population and the growth of service provision through the National Disability Insurance Scheme (NDIS).

The close personal connections we hold dear have helped to build trust and confidence in the services we provide. The challenge is to grow and to modernise our services, while retaining and improving those connections and trusting relationships.

At the start of 2018 ECHO adopted a implementation plan, which included 10 projects over the course of the next 12 months, to turn that 3.E strategy into reality.

At the end of the financial year, ECHO was on track with all its projects. The biggest was deployment of a completely new IT system, which has taken months of work in the pre-planning and integration.

Reactions to the new system have been mixed, with some clients finding the process of signing into the new system a bit tricky, and some clients experiencing delays with their invoices following the release of the new system. Thank you to all our clients for bearing with us, as we have been working with the developers to iron out all the teething problems.

We are confident the investment of time and money in the new system will deliver much better, more effective customer service in the long-run.



*“Very caring  
and helpful in  
every way.”*

# Supporters and partners

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**ECHO is fortunate to have people throughout Perth who are willing to work with us.**

One example of how we collaborate is through a brokerage agreement with an external agency, whereby a client is registered with another agency but chooses ECHO to provide services. We have formal brokerage agreements with the following agencies and are in the process of negotiating more.

- Brightwater
- Catholic Care Homes
- Silver Chain
- Amana
- Juniper
- Avivo

Other friends and colleagues include:

- City of Bayswater (Olive Tree House)
- Bethanie
- Aged Care Assessment Teams (ACAT) – SCGH and RPH
- CPE Group
- Bendigo Bank
- ACSWA
- Regional Assessment Services
- Key2
- ANSON Management Consulting
- Alzheimers Association
- Red Cross

And, of course, we thank our most important partners – our clients and their families.



# Our people

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## **Mr Paul Blackbeard – Chair**

Paul has over 25 years of global experience handling a variety of Board, senior management, operational and strategic roles.



## **Ms Frances Kelly – Vice-Chair**

Frances is the Group Finance Manager, Contracts and Procurement, for a large, multi-state home care provider and has extensive experience in the aged care sector.



## **Mr Greg Palmer – Secretary**

Greg has over 30 years work experience in the disability sector and has been a public advocate. As well as a Board member, Greg is one of our transport service drivers.



## **Ms Janice Jones – Treasurer**

Janice is a consultant and actuary with over twenty years' experience in the financial services sector advising corporations, trustees and government on their employee and member benefits, investments and financial planning.

*“It keeps me independent.”*

*“Great place to be and feel stimulated.”*

*“I couldn't manage living on my own without this help.”*



### **Mr Glenn Carmody**

Glenn has 25 years experience in General Management specialising in Strategy and Business Development.



### **Ms Christine Goodall**

Christine started at ECHO in 2000 as part-time carer for four years before becoming a volunteer. She has been a Board member for over 10 years.



### **Dr Kylie Hollins**

Kylie has strong experience across different industries in strategy, governance, project management, technology and health & safety.



### **Ms Kathleen Howell**

Kathleen joined ECHO in 1997, initially with the craft group, then social support home visiting and shopping for clients. She has been a Board member for over 10 years.



### **Mr Paul Purdy**

Paul joined ECHO as a volunteer transport driver and has since taken on the role of Board member. Paul has a background in aged care at the Federal level.



*"Always very well-mannered and greatly appreciated."*

**Staff**

**CEO** - Jonathan Smith

**Community Care Manager** - Tanya Whitehead

**Chief Finance Officer** - Heloise Steyn

**Services Manager** - Mikey Walton

**Administration Officer** - Ede Lappel

**Bookkeeper** - Sonja Pfister

**Coordinators** - Paulette Lazenby, Lisa Mladenovic, Hazel O’Toole, Karen Pavlovic, and Kim Turnpenny

## Most popular services accessed in 2017/18



**1458 active clients**

at 30 June 2018

**86%** services delivered in the City of Bayswater

**14%** services delivered in the City of Stirling

# The story in numbers

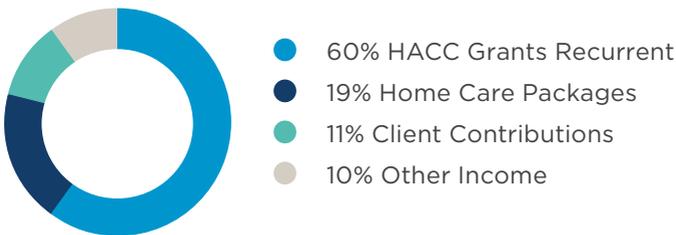
## Financial report 2017-18

### Our financial results are a vital ingredient in our success.

Having a solid financial platform provides ECHO with the ability to adequately fund the much needed day-to-day services to our clients. We also aim to invest in expanding and provide a sustainable platform today and for the future.

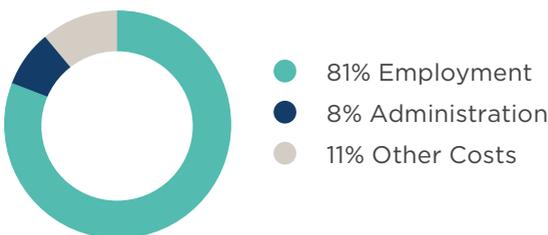
### Revenue

The following summarises the successful story of ECHO in numbers for the last financial year that ended on 30 June 2018. Funding for ECHO comes through various channels. ECHO has seen a substantial growth in Home Care Packages over the 2018 financial year.



### Expenses

ECHO's expenditures continue to be closely managed to remain in-line with the growth in revenues. The biggest expense item is staffing cost. This is reflective of the importance we place on the ability of our staff to provide high quality and unique services to our client. Administration and Other expenses are kept at a very low ratio to ensure the majority of our revenue contributes back into client service and care.





"I thank you  
all for the help  
and support -  
bless you all."

# ECHO

**Community** Services

*Working together to care for our community.*

ABN: 44 202 237 906

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