

# ECHO

Community Services



Annual Report  
2020/21



Extended Community  
Help Organisation (ECHO)  
is a registered charity.



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

ECHO's values:

- *Excellence*
- *Compassion*
- *Honesty*
- *Opportunity*

ECHO 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. As people who care for and support the elderly and people with disabilities, we particularly appreciate and seek to learn from the wisdom of elders at all times.

# ECHO in the spotlight

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ECHO continues to deliver our core in-home care services, with over 70,000 hours delivered to 1,649 active clients in 2020-21. Our revenue increased by 16%, bringing us up to \$6.2m and we managed a net contribution to reserves. A 16% increase means we increased the number of clients and services provided compared to the year before. We could not have done this without our client facing staff – support workers, maintenance and nursing; nor could we do this without our office support team of client advisors, team leaders, finance, fundraising, quality, human resources, schedulers, client supports, reception and volunteers

This year we have faced several challenges along the way.

## **ROYAL COMMISSION into Aged Care Quality and Safety**

The Royal Commission, while welcomed, required much management of time and energy to understand what was happening, responding to questions, and then determining our responses to the findings.

The findings indicated:

- The need for a rights based aged care system
- Stronger governance is required
- The need for improved workforce conditions and capabilities
- A better system will cost more

The ECHO Board is well positioned to responded to these challenges.





## COVID-19

In WA, COVID-19 became less of a crisis and more of the new way of working during 2020-21. The increased requirement for personal protection, intermittent lock downs and quarantining of individual staff from time to time, all had a significant impact upon workforce planning and our bottom line.

The vaccine rollout began during the year and the Board actively supported all those eligible to become vaccinated, as a public health measure and to protect ourselves, fellow employees and our

clients. However, the ongoing closure of WA borders to both Australians and new immigrants placed our team under pressure – both personally – as many are separated from close family – and professionally – as we have been struggling to find sufficient employees and volunteers.

With a closed economy, the aged care sector is also directly competing for employees. This has limited our ability to hire new staff and thereby add new clients, or benefit from the release of additional care packages. This has also meant we are frequently understaffed, placing our staff and volunteers under more pressure and preventing us from delivering all that we want for our existing clients. This is disappointing, but as noted, common across the industry at present.



On a more positive note, during the year ECHO contributed \$30,700 towards those in need in the form of financial relief to assist our clients during the COVID-19-19 pandemic. In the midst of the challenges of getting the day-to-day job done, we had several notable projects and achievements:

### **MAX TULLEY HOUSE**

- We have continued to develop options for the Max Tulley House including using it for administrative staff to ease the pressure on the Toowong Street office. An initial design has been completed and public stakeholder consultation took place to review the development of Max Tulley House. Unfortunately, 2020-21 saw grant funding directed to COVID-19 issues and away from infrastructure so we have not yet been able to secure financial support from Lotterywest or other sponsors.

### **GINGIN/WHEATBELT**

- ECHO was invited to provide services to clients in Gingin/Wheatbelt. However, the difficulty with staffing is more acute in this area and we have not progressed.

### **METRO GROWTH**

- ECHO was invited to submit a proposal to combine with another metropolitan service provider with a very similar client base and culture. The Board and management was pleased to be shortlisted and progressed with due diligence and a detailed merger plan. However, we were not in the end successful.

### **Our other achievements included:**

#### **AWARDS**

- ECHO won the LASA 2020 WA Aged Care Excellence Organizational Award and Hadja Sow won the Rising Star Award.

#### **MY HEALTH RECORD**

- ECHO worked with the WA Primary Health Alliance (WAPHA) to gain access to My Health Record to allow better two-way communication with other health professionals about client clinical care. ECHO was the first home care provider in the Perth metropolitan area to do this. WAPHA invited ECHO to become part of the Community of Excellence Program.

#### **CLINICAL PATHWAYS**

- ECHO was one of only two aged-care providers to participate in the review of the clinical pathways for general practitioners and doctors relating to ageing and dementia.

#### **FUNDRAISING PLAN**

- ECHO's fundraising plan has been formalized with the website re-design, an email campaign and donation button live on the website.



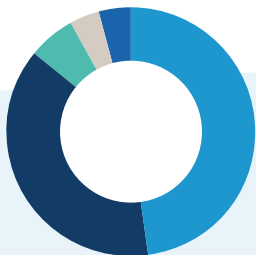
# The story in numbers

## Revenue

Funding for ECHO comes through various channels. ECHO's total revenue for the financial year ending 30 June 2021 was \$6,850,824, an increase of 16% from the previous year. Recurrent revenue has increased by 27.5% to \$6,176,282. This is mainly attributable to a 56% increase in home care package subsidies received. During the year ECHO also received a significant amount of non-recurrent funding in the form of JobKeeper subsidies (\$535,500) and Government COVID-19-19 stimulus boost income (\$37,500).

Recurrent revenue for the financial year ended 30 June 2021 consisted of:

- 48% CHSP recurrent grants
- 38% Home care packages
- 6% Client contributions
- 4% National Disability Insurance Scheme
- 4% Investment and other income

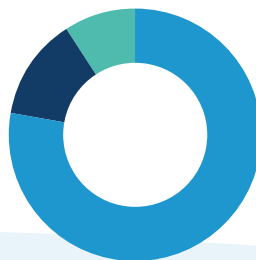


## Expenses

ECHO's expenditure continues to be closely managed during these challenging economic times. The largest expense item is staffing, which reflects the importance of our staff to provide high quality services to our clients. Administration and other expenses are kept at a very low ratio to ensure the majority of revenue contributes back into client service and care.

Expenses for the financial year ended 30 June 2021 consisted of:

- 78% Employment
- 13% Administration
- 9% Other expenses

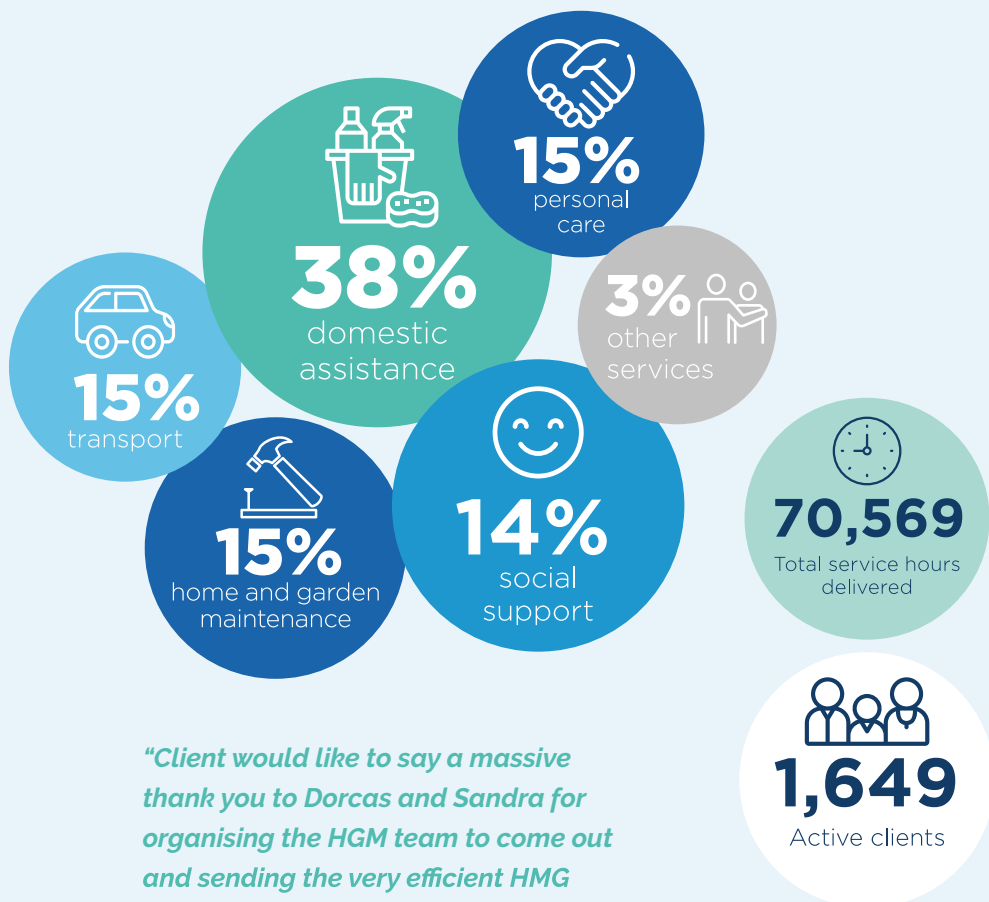


## Investment

ECHO has invested in a diversified index fund for the third year, designed to reflect the overall performance of the share market. Despite the global pandemic and economic crisis, the investment delivered a 13.98% increase from \$1.47 million to \$1.67 million at 30 June 2021.

# Service Delivery

*"Client is very happy with HGM service provided today. The HGM team that turned up today cleaned up all the mess from the garden and put it in the bin, client is very happy with the effort they put in and the standard they have completed the service to."*



*"Client would like to say a massive thank you to Dorcas and Sandra for organising the HGM team to come out and sending the very efficient HMG team. Well done team"*



# Volunteer Jared Wilson

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Volunteering plays a special role in Jared's FIFO life. Away on site for two weeks at a time, and in Perth for just one week each month – it's a routine which is often challenging, socially, physically and mentally.



***“Volunteering grounds me when I am pulled away from the daily routine of FIFO life, and helps to re-engage me back into a social environment. I thoroughly enjoy being part of an amazing team – from the clients to the volunteers and staff.”***

Jared said it was the COVID-19-19 pandemic which motivated him to want to become a volunteer. Having seen the effects it was having on people globally, he felt gratitude for his own circumstances, being able to have a job at a time when so many others had lost theirs. He wanted to be able to help others, to be able to make a difference in someone else's life.

Fortunately for Jared he has found the flexibility of ECHO's volunteer program a real bonus. There are no long-term rosters to adhere to, and ECHO is happy to work around a schedule that suits Jared's needs.

Having arrived from New Zealand in 2010 to pursue a mining career, Jared had planned to stay for just a few years to 'give it a go'. However, he loved it so much he decided to stay. 11 years later Jared says he has 'fallen in love with the country, the culture, and the people', and now calls Perth home. Many of his

family members have since migrated to Perth too, and have also taken up jobs as mining FIFO workers.

One of eight children, Jared was brought up in a tight-knit family environment which strongly believes in having great respect for their elders. He says that it was ECHO's 'My Mum' philosophy which drew his attention, motivating him to want to help support clients in need.

Jared enjoys the variety of options available to volunteers. One day he might be driving clients to and from appointments, and on others he could be participating in activities in the day centre, like crafts and bingo. This is always a time for a few laughs, especially when Jared is often the designated 'caller' – he can't resist teaching clients 'proper New Zealand English' with the pronunciation of number 'six'. And in turn, clients do their best to teach him to speak Strayan.



# Our People - Board Members

The Board of ECHO represents the community and comprises a diverse range of skills.



**Janice Jones (Chair)** BA, Grad Dip Mgmt

*Appointed March 2017*

Janice is a consultant and actuary with over 20 years' experience in the financial services sector advising corporations, trustees and government on their employee and member benefits, investments and financial planning.

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**Glenn Carmody (Deputy Chair)** GAICD, FAIM

*Appointed March 2017*

Glenn has 25 years' experience in general management specialising in strategy and business development.

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**Sarah Wiley** Cert Fundraising & Events Management

*Appointed May 2019*

Sarah is an experienced fundraising and events manager, responsible for building and maintaining stakeholder relationships, partnerships and community fundraisers.

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**Mitchell Hartman** MBBS, BSc, GAICD

*Appointed May 2019*

Mitchell is a medical doctor and has experience with clinical governance and innovation in healthcare.

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**Flora Chong** BSc (Occupational Therapy), FAICD

*Appointed May 2019*

Flora has experience in senior allied health clinical roles in aged care and mental health and recently running her own business providing health care services to the disadvantaged.

# Our People - Board Members *(cont.)*



## **Gillian Hull**

*Appointed October 2020*

Gillian is a qualified nurse with over 30 years' experience in aged care. She holds qualifications in infection control and dementia care mapping. As part of her career, Gillian set up and managed a 100-bed residential care facility.

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## **Manraj Khosa LLB (Hons)**

*Appointed May 2019*

Manraj is a former lawyer who has worked in the United Kingdom, Singapore and Australia. He now provides corporate and business advisory services.

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## **Chris Goodall**

*Appointed October 2011*

Christine started at ECHO in 2000 as part-time carer for four years before becoming a volunteer. She has been a Board member since 2011 and was named a life member in 2019.

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## **Retired**

**Paul Blackbeard (Chair) BCom, MBA**

*Appointed March 2017*

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

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## **Co-opted member**

**Jeffrey Nurse MBA CPA**

*Co-opted April 2021*

Jeffrey was appointed as Treasurer and brings 30 years of experience working as a Chief Financial Officer. He is a certified practicing accountant.



# Our People - Senior Leadership Team

## **Chief Executive Officer, Jonathan Smith**

GAICD, MBA (dist, dux), Grad Cert Mgmt (dux), BA(Hons)

*Appointed January 2018*

Jonathan has previous experience as a Board member and co-owner of a consulting firm, specialising in the community sector as well as leadership experience in verticals including disability, aged care, mental health, education and domestic violence.

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## **Community Care Manager, Tara Eastep**

MBA (advanced), Masters Communication and Science Disorders,  
Bachelor Communication and Science Disorders

*Appointed May 2019*

Tara is an experienced speech pathologist, with international experience managing the therapy department at a major USA hospital.

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## **Chief Financial Officer, Heloise Steyn**

BCom (Accounting & Audit), Grad Cert Com, CPA, IPA

*Appointed May 2015*

With over 10 years' experience with KPMG and in the mining and resources industry, Heloise transitioned to the not-for-profit sector over five years ago and has experience in financial and strategic management.

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## **Philip Young**

Grad Dip Bus Admin, Dip in HR/Personnel Mgmt

*Appointed March 2018*

Philip has 30 years of corporate and operational experience as a senior human resource manager and director in the Asia Pacific region and across Australia.

# Excellence in Age Services Awards 2020

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*ECHO's purpose is to enrich the lives of people living independently in their own homes through connection to services and community. In October 2020, ECHO was recognised for its work to achieve its purpose and strive to deliver measurable social benefits based on contemporary, evidence-based practice. ECHO competed against significantly larger organisations to be recognised as the recipient of the Leading Aged Services Australia organisation of the year.*



## ECHO was recognised for its work to:



Despite the pandemic, ECHO has seen a substantial growth in HCP (73.67%) over the 2020 financial year, including a growing number of higher level packages, resulting in growing demand for clinical care and governance. In a time of uncertainty, ECHO was recognised for finding innovative ways to improve. For example, ECHO presented at the NFP People Conference in Melbourne, sharing a simple tool for improving performance appraisals.

ECHO has also been working to build relationships with organisations, such as Edith Cowan University and the Wicking Dementia Research and Education Centre in Tasmania. These connections have helped ECHO ensure its approaches are based on contemporary research and the opportunity of new research to improve an understanding of aged care.



# ECHO

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**ECHO's values:**

- Excellence
- Compassion
- Honesty
- Opportunity

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