

ECHO

Community Services



Annual Report
2021/22



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.

Chair Report

ECHO continues to deliver our core in-home care services, with over 55,600 hours delivered to 989 active clients in 2021-22. We could not have done this without our client facing staff – client relationship advisor, support workers, nurses, gardeners and maintenance personnel; nor could we do this without our office support team of client advisors, team leaders, finance, fundraising, quality, human resources, schedulers, client support officers and reception.

Our Treasurer, Jeffrey Nurse will outline the financials and how we managed to deliver all these services and stay in the black, but I do want to acknowledge our donors and supporters over the year, including the City of Bayswater, Lotterywest and our elected State and Federal Representatives.

However, it was a difficult year financially and we had to draw on our reserves. We have faced several challenges, many of which were common to Australian business and the aged care sector in particular.

Aged Care Quality and Safety

The ACQS Commissioner has been progressing with system reforms following the Royal Commission and ECHO has been responding as appropriate:

- The need for a rights-based aged care system – we have ensured all clients have received and understood the charter of rights and have had a review of their plan.
- The need for improved workforce conditions and capabilities – ECHO has increased employee pay in accordance with the award increases, complied with the new minimum two-hour shift, installed Elmo for easy personnel record keeping and the Board approved a significant training budget for the coming year.
- A better system will cost more – and it has. The award increases, minimum shifts, increased training and ever-increasing costs of petrol and equipment have increased our operating costs from 2020-21 to 2021-22. Unfortunately, government funding of services did not match these increases.



COVID-19

Our team was well prepared for the Omicron wave of 2022. However, as so many West Australians (over 1 million) were quarantined either with COVID, as a close contact, or as a parent of a COVID child, this has had an ongoing significant impact on our staffing and ability to deliver services.

We are pleased to have staff mainly back in the office and we continue to comply with health directives to keep our clients and staff safe.

The closure of WA borders during the first half of the financial year, and slow return of immigration, has meant a continued struggle to find sufficient employees and volunteers. The aged care sector is directly competing for employees with the deeper pockets of mining companies and other for-profit businesses. This has limited our ability to hire new staff and therefore add new clients or benefit from the release of additional care packages. In addition to COVID-related absences, this has 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.

Other challenges faced this year

Employee turnover

Over the course of the year, we farewelled several longstanding employees.

We were pleased to welcome Stuart Diggins as Acting CEO and promoted Tania Duthie and Irina Tyulpinova to the Senior Leadership Team as well as employed 64 new employees in a range of roles. Unfortunately, many of these employees did not remain with ECHO due to labour market conditions.

CMS Implementation Continues

The client management system is now in full swing, albeit with the usual IT teething problems. We had support from a project manager and more recently a major training campaign for all employees and an improved relationship with the platform provider. Applying the CMS system to in-home care has proved challenging for the software provider, while our staff turnover has been an impediment to our efficient use of the platform.

Echo Operational Review

Stuart's appointment enabled us to review our operational focus, reset the budget for 2022/23, and successfully secure our full CHSP funding for 2021/22

Fundraising Plan

ECHO suspended fundraising initiatives due to lack of resources over the year, and we were disappointed that no major grant opportunities were available.

The Board is acutely aware that the budget for 2022/23 is very tight and we are actively exploring options to ensure we operate with maximum efficiency while delivering quality services to our clients.

In closing, I particularly thank the Board members that left us over the year, Christine Goodall, and Mitch Hartman; and welcome our new board members Amarja Ringay and Jeffrey Nurse. Heartfelt thanks to Flora Chong, Manraj Khosa, Glenn Carmody, Sarah Wiley and Gillian Hull who have all been dedicated and responsive in what was a challenging year for the Board.

Janice Jones
Chair

Chief Executive Report

2021-22 was a period of challenge and change, and I am extremely proud of how our staff and volunteers have adapted, responded, and remained committed to serving our clients.

I joined ECHO in January 2022, and I am thankful for the ongoing commitment of ECHO staff and the Board to making people's lives better, and the care and dedication is evident through the positive and sometimes touching feedback that we receive from our clients and their families. Whilst we live with the ongoing impacts of COVID-19, the team continues to work tirelessly to ensure that our staff, our volunteers, and our customers remain safe. It is with pride that I recognise the unswerving efforts of our ECHO staff and volunteers who have constantly exceeded expectations through the outbreak period. They have not only supported clients with necessary services, they have provided a sense of security for a vulnerable group in challenging times.

The safety of our staff, clients and their loved ones is our number one priority, and our response to the Coronavirus Pandemic has included a structured and governed pandemic response plan. ECHO has remained in close and regular communication with the Department of Health, industry peak bodies and our partners in the community to ensure the continuity of our services.

As ECHO continues to adapt to the 'new normal', we are well placed to meet ongoing pandemic challenges. With a united approach and the commitment of our staff, volunteers, members, and our board, we will continue to make people's lives better.



The Royal Commission into Aged Care Quality and Safety proposed sweeping changes to the way aged care services are provided. In the 2021-22 Budget, the Australian Government confirmed its commitment to establish a single assessment workforce. This means that senior Australians will no longer have to undergo multiple assessments by different assessment providers as their needs change. The Royal Commission into Aged Care Quality and Safety and the 2021-2022 Federal Budget also highlighted the focus on the changing needs and skills of the aged care workforce. The Federal Government is investing approximately \$246.7m over three years from 2021-2023 to provide quality and consistent personal care workers and nurses. ECHO has identified the ongoing importance of having a skilled workforce which can respond to the needs of senior Australians and support the government with workforce reforms.

Our commitment is to empower a workforce that can respond to the holistic needs and challenges of our clients. Our workforce aims

to demonstrate that we can continue providing high quality client experiences offering efficient value-for-money services to our stakeholders, establishing strong place-based relationships and networks. This requires building a skilled workforce who are passionate about delivering our mission to support individuals, redefining what's possible and changing lives along the way. This year, we have placed the highest value on our employees through investing in the development of highly competent, inspirational and compassionate professionals who empower our clients and communities. As Janice has highlighted, we now have a new leadership team, which has meant there has been some change to staffing. I have been honoured to be part of ECHO and navigating ECHO to new opportunities.

We would like to thank the Board for their work and commitment to ECHO and for guidance during a challenging year.

Stuart Diggins
CEO



Treasurer Report

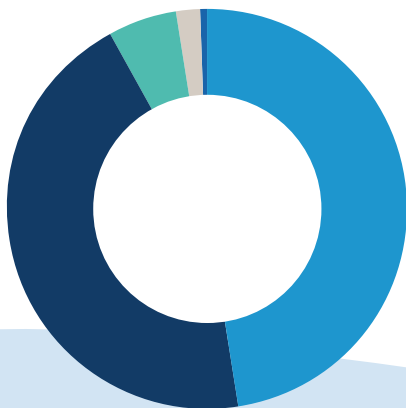
ECHO continues to maintain all existing programs for clients this financial year. In 2021-22 total assets were \$2,507,045 and liabilities \$1,526,467 with a net equity position of \$980,578. The cash balance at the end of 2021-22 was \$66,823. This is a lower cash balance than at the end of 2020-21.

Revenue

Revenue decreased from \$6,849,758 in 2020-21 to \$6,261,979, in 2021-22. The largest growth area was in the delivery of Level 3 and 4 Home Care Packages. A 19% increase in Home Care Packages means we increased the number of HCP clients and services provided compared to the year before.

Recurrent revenue for the financial year ended 30 June 2022 consisted of:

- 47.5% CHSP recurrent grant
- 44.6% Home Care Packages
- 5.5% Client contributions
- 2.1% National Disability Insurance Scheme
- 0.3% Investment and other income



Investment

ECHO's investment continues to be in a diversified index fund. This fund is designed to reflect the overall performance of the share market. The investment experienced an unrealised negative movement of \$162,093, though the original capital remained. The Board however has determined that this fund will be required to be drawn in the future.

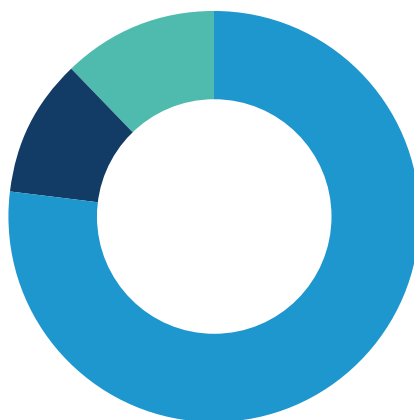
We have turned our minds to building efficiencies in our operations. We are pleased to announce that unlike many other service

Expenses

Expenses increased. The greatest expense was the delivery of programs and employment costs. Employment expenses were \$5,334,301 in 2021-22. Staffing costs represent approximately 77% of the total expenses in the ECHO budget.

Expenses for the financial year ended 30 June 2022 consisted of:

- 77% Employment
- 11% Administration
- 12% Other expenses



providers, we continue to be able to accept new clients. This presents as a positive future for ECHO.

I thank the Management team and fellow Board members in their work this year. We have established a solid foundation for growth and next year presents an exciting one of growth and opportunity.

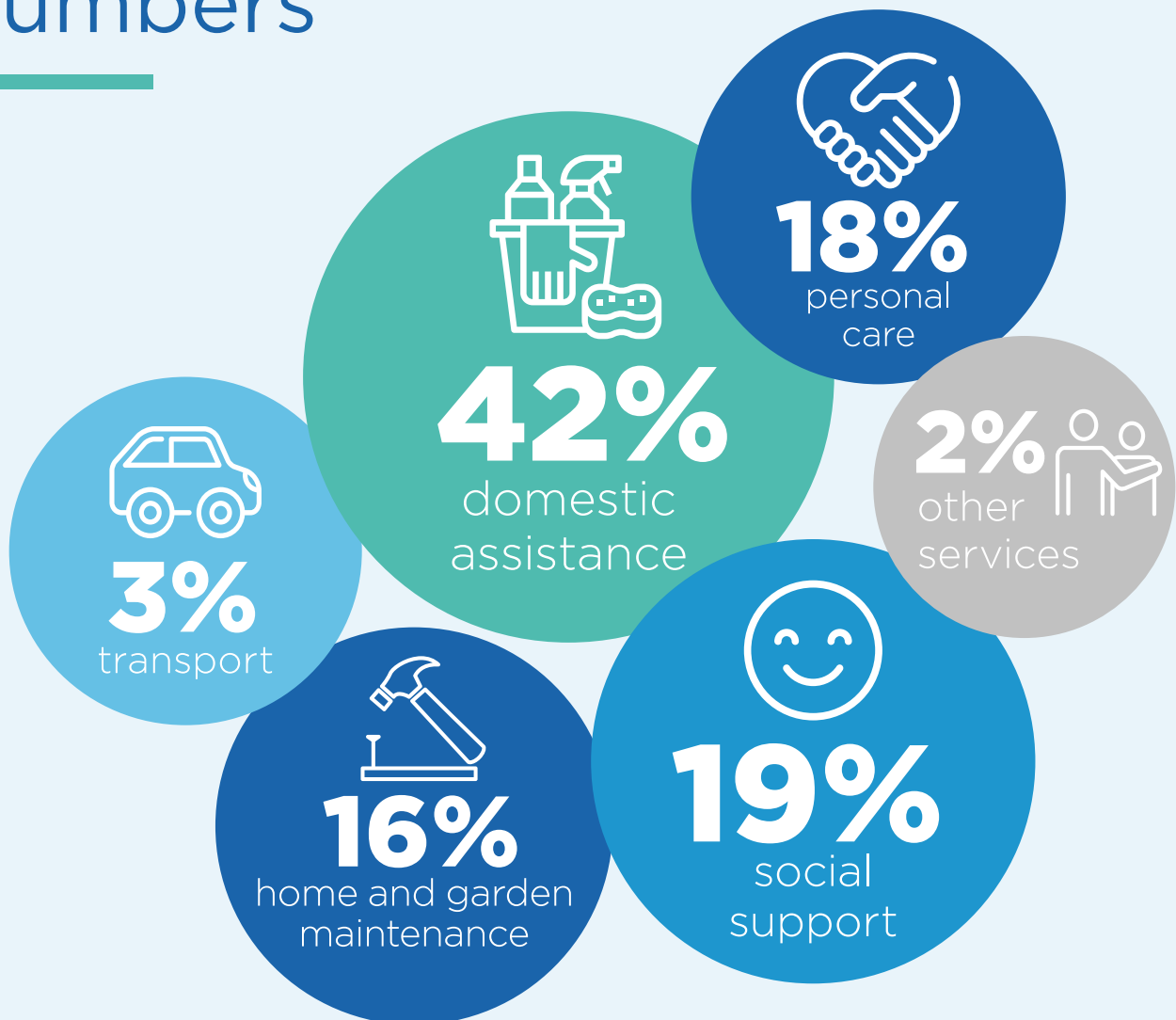
Jeffrey Nurse
Treasurer

ECHO in the spotlight

ECHO continues to deliver our core in-home care services, with over 55,600 hours delivered to 989 active clients in 2021-2022.



The story in numbers



Awards

Christine Goodall (Chris), former Board member and Volunteer was recognised for her contributions to ECHO at the LASA awards.

Chris migrated to Australia in 1966 and became an embedded resident of Bayswater not long after arriving in Perth. Chris and her husband Paul have been active volunteers with ECHO. Chris started volunteering at ECHO in 2000. Chris won the ACSA Aged Care Awards Volunteer of the Year 2021 in October 2021.

Christine was recognised for her contribution to the organisation – service which spans more than two decades.

During that time she has worked tirelessly across a range of areas: assisting with the running of the client day centre, coordinating volunteers, fundraising and providing administrative support, as well as being a Board member since 2005.

The award is a fitting tribute to Christine's compassion for others and for her many years of service and dedication to ECHO.

We are very proud of Chris and wish her well as she retires from the Board this year.



Volunteering at ECHO

Robyn Stanton and Robyn McMeekin are two of ECHO's dedicated volunteers. They do not just share the same first name but also their passion for working at ECHO as well as gardening.

They have been volunteering at ECHO for a number of years and provide the necessary support for the administration of the organisation.

Volunteering at ECHO has a long history and when it was formed in 1982, volunteers played an important role in the delivery of the original gardening services. Today, ECHO has more than 30 volunteers who provide support to the organisation in many ways.

Robyn Stanton spent 30 years working with Telstra and witnessed the change in technology over that time. During her time at Telstra, she realised the importance of good customer service. It is this dedication that Robyn brings to her role at ECHO. Robyn works with Scheduler Alicia. Robyn's role involves ensuring clients know when to expect their next service. Robyn said, "the best part of this role is talking to our clients and spending time with them". You will see Robyn in the office four afternoons a week.

Robyn McMeekin spent three decades working with the Western Australian Police Force. She had a variety of administration roles, including working on reception and data entry. We have been very fortunate to have Robyn join us to



share her administration skills in keeping the office organised. Robyn shared that "volunteering at ECHO has helped keep her skills current as she looks for her next career opportunity". Robyn volunteers on Tuesdays and Wednesdays.

Both Robyn Stanton and Robyn McMeekin bring many skills to the roles they play at ECHO. They equally bring a joy of what they do. Robyn Stanton shared that she loves being part of an organisation that recognises good work.

If you would like to volunteer, please contact reception on 9271 7011.



Our People

Board Members

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



Janice Jones (Chair) BA, FIAA, GAICD

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.



Glenn Carmody (Deputy Chair) GAICD, FAIM

Appointed March 2017

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



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.



Mitchell Hartman (Resigned December 2021)

MBBS, BSc, GAICD

Appointed May 2019

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



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 more 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.



Manraj Khosa (Resigned September 2021) LLB (Hons)

Co-opted March 2022

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



Chris Goodall (Resigned October 2021)

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.



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.



Amarja Ringay CPA Masters Accounting

Appointed October 2021

Over 20 years finance and corporate governance experience working within the Resources and Civil Construction industries. Skilled in business analysis and business improvement projects, financial accounting, treasury, taxation as well as commercial contracts.

Our People

Senior Leadership Team



Chief Executive Officer, Stuart Diggins

MBA (Exec) AGSM

Appointed January 2022

Stuart has 37 years' experience in management in the technical, business and government sectors. Stuart brings a unique skill set to assisting business owners to improve the performance of their businesses.

Chief Executive Officer, Jonathan Smith

(Resigned January 2022)

GAICD, MBA (Dux, Dist), 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.

Human Resources and Strategic

Projects Manager, Philip Young

Grad Dip Bus Admin, Dip in HR/Personnel Management

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.

Community Care Manager / General Manager, Operations, Reginah Kirumba

Masters Public Health, BSc

Appointed July 2021

Reginah has previous experience as a Project Manager in mental health, managing teams, interpreting data, EEO, OHS, advocacy, community education, consumer initiatives in supporting cultural diversity in healthcare, and stakeholder engagement.

Finance Manager, Irina Tyulpinova

Master of Professional Accounting, Bachelor of Accounting and Audit, (ASA) CPA

Appointed January 2022

Irina has 16 years of audit and accounting, reporting, capex, procurement, logistics, costing and budgeting experience, including extensive international experience prior to joining ECHO four years ago.

Chief Financial Officer, Heloise Steyn

(Resigned October 2021)

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.



ECHO

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ECHO's values:

- Excellence
- Compassion
- Honesty
- Opportunity

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