



# ANNUAL REPORT 2017-2018

**HEADWAY ADULT DEVELOPMENT PROGRAM INC**

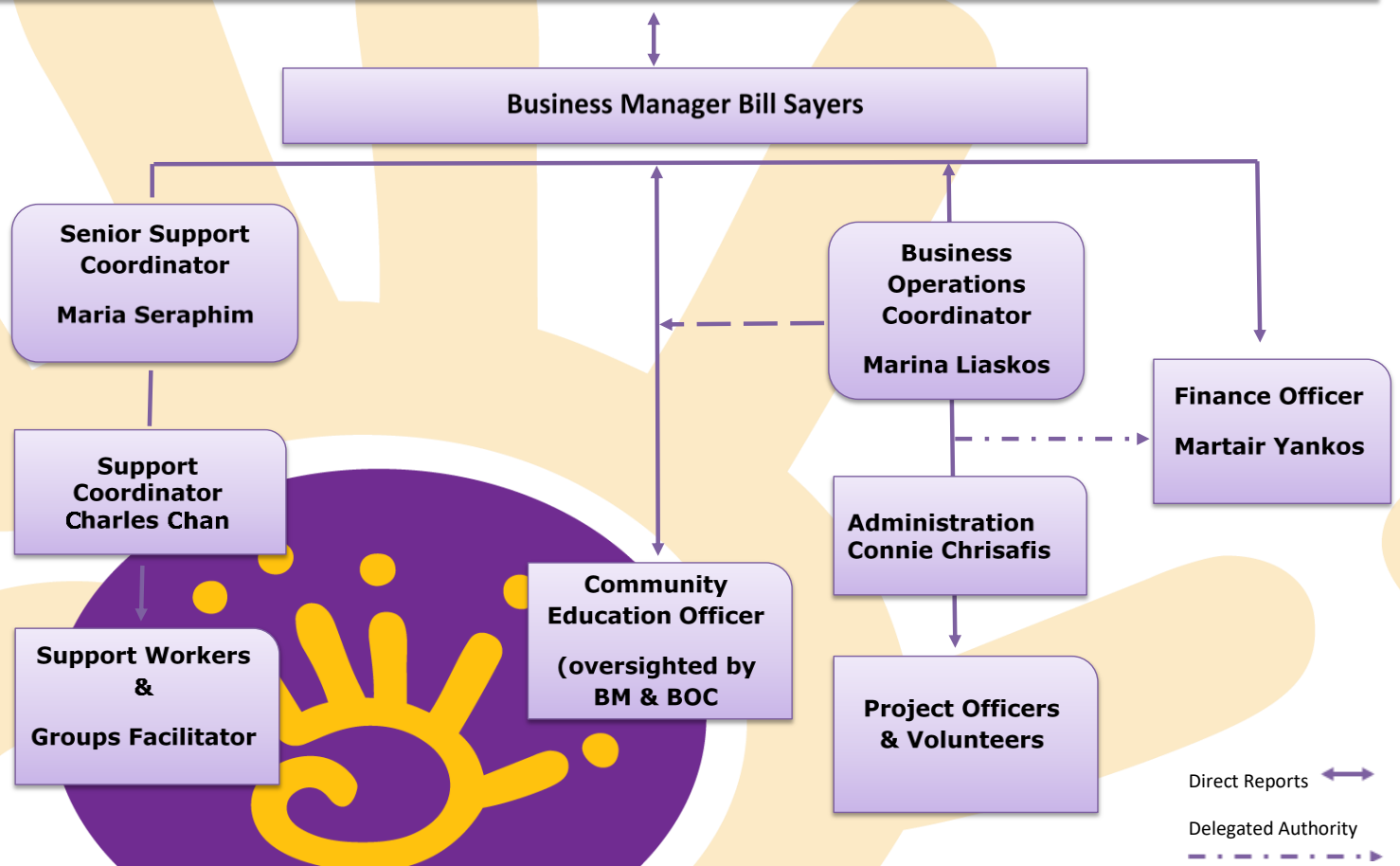
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## HEADWAY ADP PARTICIPANTS & MANAGEMENT COMMITTEE MEMBERS



# ANNUAL GENERAL MEETING MINUTES

The Meeting was held at Headway House, 6 Percy Street, Bankstown NSW and commenced at 10.45am on the 7<sup>th</sup> December 2017.

## 1. Present

Irene Wright, Peter Robinson, Judith Couley, Fiona Curtis, Marina Liaskos (minute taker), Kerry Stafford, Bill Sayers, Karen Macallum, Esmae Koutsoukis Mihalatos.

## 2. Apologies

Vince Bates

Judith Couley President thanked all for attending Headway ADP's 25th Annual General Meeting and declared the meeting open.

## 3. Adoption of Minutes from the Annual General Meeting 15th December 2016.

Motion : That the minutes for the Annual General Meeting held 15th December 2016 be accepted as a true and accurate record of that meeting.

Moved : Kerry Stafford      Seconded : Irene wright

## 4. Business Arising from Previous minutes

Nil

## 5. REPORTS

### Presidents Report

Presidents Report for 2016-2017, Judith thanked the Committee Members Present and was confident that this year was a better year for Headway ADP.

### Treasurers Report

Bill reported on the Treasurers report due to Vince absence. The Financials have been a challenge over the year with all the funding changes to the organisation. This said Headway ADP is transitioning successfully.

Bill noted that the Auditors statements indicate that the total members equity for the 2016/2017 financial year is \$1,546,743 compared to \$1,555,013 for the 2015/2016 financial year.

Motion:

The Manager noted that Headway ADP is in a good position to pay off any or all debts and presented a motion to move the Audit Reports for 2016 be adopted and moved.

Moved: Kerry Stafford

Seconded: Judith Couley

### Manager's Report

Bill thanked all present for attending the Annual General Meeting for 2017, Bill expressed that over the last year it has been challenging but the reality is that he has walked into a service with an incredible history and a real passion for participants.

The transition from ADHC to the NDIS has brought forward many changes to the organisation and Headway ADP has had to change its service scope out in the community. Through the staff's dedication the historical foundations of the organizations remain solid: i.e financial reserves and corporate governance.

### Participants Review

Participant Representative Peter Robinson tabled the Participant Report. The NDIS has been a very challenging time for all Participants. Senior Service Coordinator Maria Seraphim has help build and implement plans to really get the best out of your NDIS Package. The support staff are viewed as very professional. Judith thanked all staff for their hard work.

## 7. Election of Management Committee Members

3 Nominations were received for the following positions.

Bill Sayers announced that the following positions were declared open - President, Secretary, Carer Representative.

Nominations were received for the above position 2017-2019.

<i>Position</i>	<i>Nominee</i>	<i>Proposer</i>	<i>Seconder</i>
1- President	Kerry Stafford	Peter Robinson	Judith Couley
2- Carer Rep	Irene Wright	Vince Bates	Kerry Stafford
3- Casual Position	Esmae M K (casual until moved at Committee Meeting)	Kerry Stafford	Peter Robinson
4- Casual Position	Karen Maccallum (casual until moved at Committee Meeting)	Kerry Stafford	Vince Bates
5- Participant Rep Nomination (casual until moved at Committee Meeting)	Judith Couley	Karen Macallum	Kerry Stafford

On the floor

Casual x 3 Accepted and still declared vacant until they have been moved an accepted at the first Committee Meeting that will be held in 2018

All present welcomed including continued and new Management Committee Members.

#### 8. Appointment of Auditor

All members present were happy to still remain with Quinn Group Consultants as our Auditors for the 2017/18.

#### 9. GENERAL BUSINESS

Bill once again thanked all for attending this year's Annual General Meeting. The Committee all received a small thank you gift for all their hard work throughout the year as well as their knowledge and support provided to the organisations. The transition has been difficult but has been made a little easier with the Committee commitment.

10. Closed meeting at 11.20 a.m.



## PRESIDENT REPORT – KERRY STAFFORD

### Strategic Highlights

2017/18 has proven to be a year in which Headway ADP has consolidated its position within the NDIS market place, dealing with extreme market volatility and the relentless pressure of transitioning from State funding. We are in a good position, but this is no time for

complacency.

Some of our achievements are impressive within the context of our small size, less recurrent funding and the consistent battle with an agency (NDIA) and subcontractors (Local Area Coordinators) to achieve sustainable supports and outcomes for participants. The facts remain two years into the National Disability Insurance Scheme that participant assessments are frequently patchy, many individuals are underfunded and rather predicably, the level of disability knowledge amongst assessors and planners is very inconsistent. Despite this, we have successfully consolidated the business around 25 to 30 NDIS participants, but most critically, have seen our direct servicing hours increase from approximately 500 hours to around 2000 service hours per month in total. Beyond the NDIS, we still conduct community education and assist a small caseload of compensable and mature participants, meaning that we service around 40 individuals, exclusive of their carers and other critical stakeholders.

Our business remains a proud “not for profit” but we have steadily sharpened our business practice through radical shifts in technology, 1:1 support capability and levels of participation via targeted group and social programs: e.g. Cooking and BEAT. Our challenge has clearly been to maintain our soul, our fierce advocacy and sense of uniqueness at a time when the viability of the business rests on successful 1:1 transactions and subsequent billing of the Commonwealth. We will face the rigors of the new NDIS Commission and the additional burden of a new compliance framework as we head to 2019 and beyond.

### Operating Highlights

Headway ADP now employ over 25 staff and provide employment opportunities for a multicultural, gender diverse and multi lingual workforce. We have designed and adapted on line training to suit these ends and will continue down the path of innovation and oversight to grow both our competence, our broader footprint and capability.



The NDIS changes have created many casualties across the disability sector over the past year. I acknowledge the closure of some important specialist services, including our colleagues at Head East. The loss of small specialist services and market failure can only deny participants choice and control. This is an issue that needs visibility and we will continue to contribute to this discussion wherever we see fit, through forums and our peak in NDIS.

Headway ADP will continue to focus on individuals and carers who recognise that small is often more personal, that advocacy and support matter, and most critically, know Acquired Brain Injury and its unique challenges well. Headway ADP will continue to work closely with the Liverpool Hospital's Brain Injury team, maintain and enhance our relationships with two carer's groups (who convene at Headway ADP), and the South Western Area Health Service (who have extended our group and community education funding) as well as important peaks Synapse and sector colleagues such as ABIS (Acquired Brain Injury Services).

*"Headway ADP now employ over 25 staff and provide employment opportunities for a multicultural, gender diverse and multi lingual workforce. We have designed and adapted on line training to suit these ends and will continue down the path of innovation and oversight to grow both our competence, our broader footprint and capability"*

## Looking Ahead

What does the future look like? Headway ADP has no plans to expand beyond Bankstown and its reach throughout South Western Sydney. Quite frankly, corporate modelling is not a desirable objective for a service that has staked its reputation on the quality of its work and strong community ties. This said, our use of interactive and accessible technology will allow us to reach a larger audience. We will continue to provide a range of media for the ABI community to interact with us. We will remain an innovative, dynamic force of influence in our sector, ensuring that our participants have a real voice, and that funding bodies also remain accountable to individuals. This is an exciting time. A time to rise to challenges and make life a better place for many individuals who felt their ABI signaled an end of participation. At Headway ADP, we aim to see post traumatic growth and all participants reaching their potential, regardless of the extent of their disability.





## SECRETARY'S REPORT – ESMAE MIHALATOS KOUTSOUKIS

Esmae Our Secretary has seen a few changes throughout the financial year and continues to benefit from a diverse skill set of lived experience, sector knowledge and commercial acumen. We feel well positioned to maintain a unique legacy whilst deploying the commercial savvy to deal with a virtual market in the NDIS. I encourage all members to make friends or business colleagues

aware of our unique work as we strive for excellence.

### Membership Statistics July 17- June 18

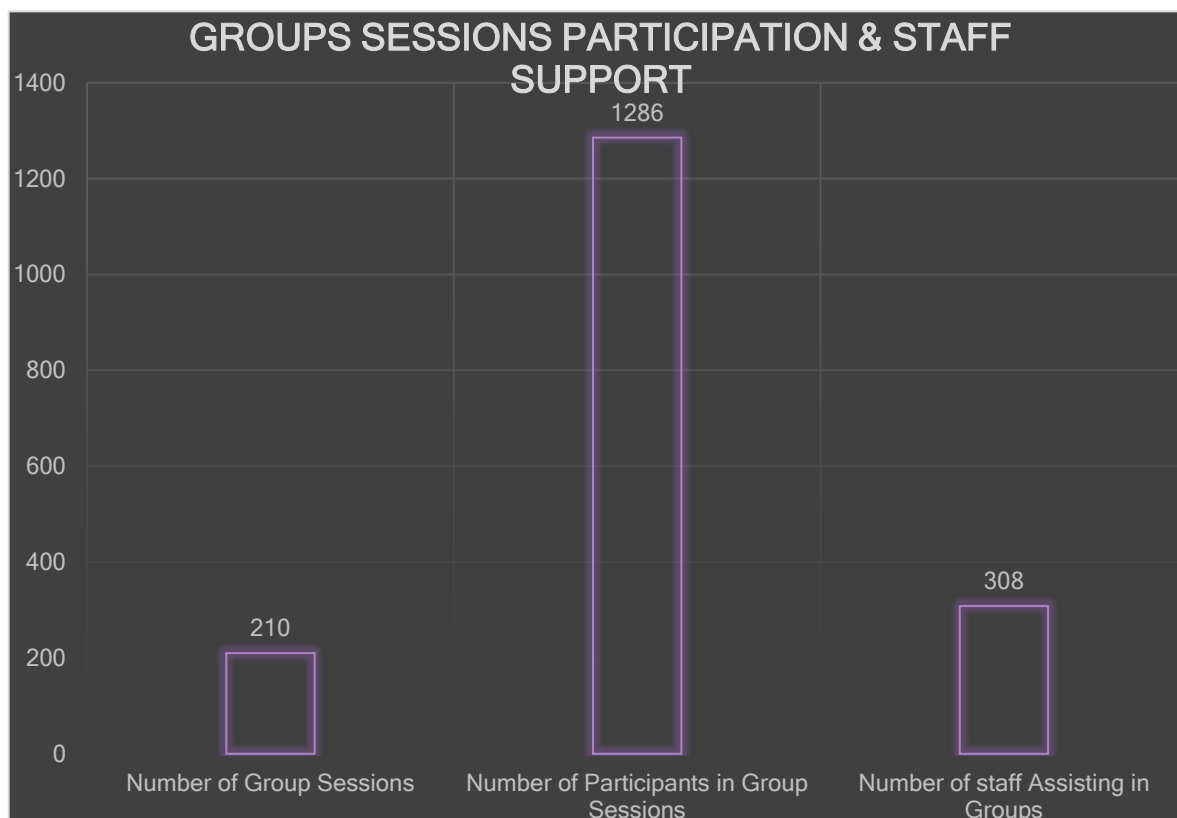
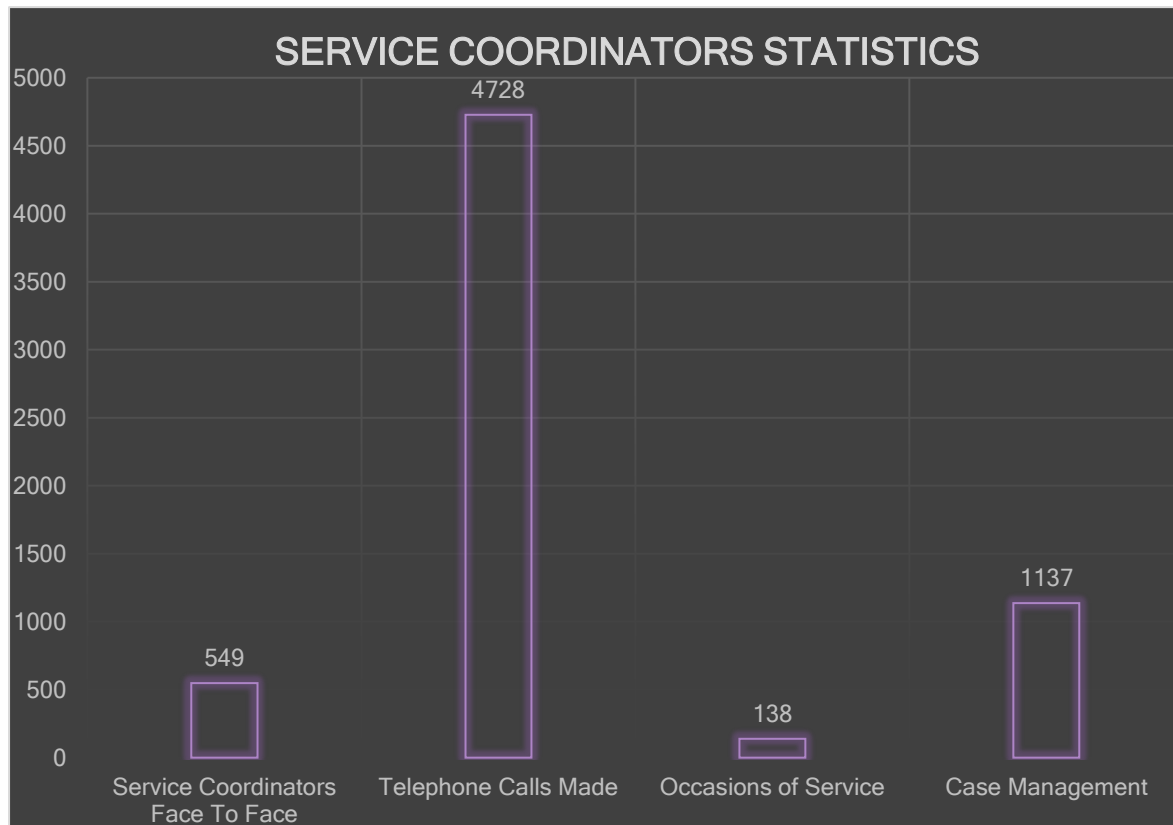
❖ People with an Acquired Brain injury	18
❖ Carers & Other Interested Parties	3
❖ Associate Members	2
❖ Life Members	4

### Management Committee Meetings Attendance for 2017-2018

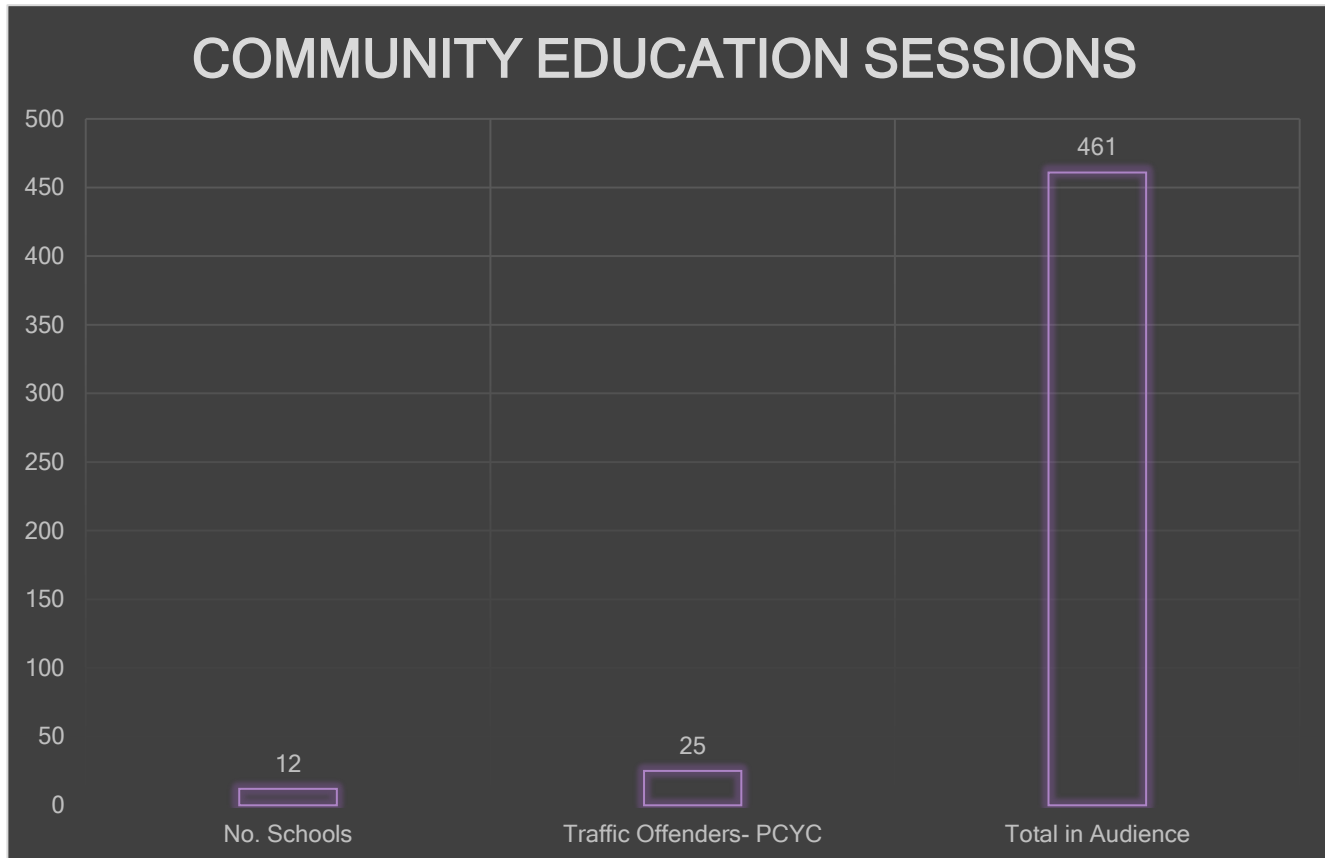
❖ Kerry Stafford - President	4
❖ Esmae Mihalatos Koutsoukis - Secretary	1
❖ Vince Bates - Treasurer	3
❖ Karren MaCallum - Casual	4
❖ Peter Robinson	6
❖ Judith Couley - Casual	6
❖ Irene Wright - Carer Representative	5

*"I encourage all members to make friends or business colleagues aware of our unique work".*

# SERVICE STATISTICS OCCASIONS OF SERVICE JULY 2017 – JUNE 2018



# SERVICE STATISTICS OCCASIONS OF SERVICE JULY 2017 – JUNE 2018



## PARTICIPANT REPRESENTATIVE REPORT – PETER ROBINSON- JUDITH COULEY

*‘The role of participants in providing an authentic voice to Headway ADP management remains a cornerstone of the service. Whilst we are all aware that the NDIS is creating much more pressure on providers through additional administrative burdens, we have felt it important that Headway ADP does not drift from its core purpose: I.e. to be a unique Acquired Brain Injury service provider that really knows and meets the needs of its participant base, people with Acquired Brain Injury.’*

Over the past 12 months Headway ADP has used a combination of “get togethers”, surveys and advocacy opportunities. Our Participant Get Togethers have become the main focal point where we as the participants are able to express our ideas, concerns as well as experiences with our involvement at Headway ADP. Some of the ‘Get Togethers’ are held off site in the community with 1:1 NDIS Supports. By combining a social outing with feedback we are effectively maximizing participation and achieving a real breadth of opinion. The feedback from these meetings is presented to the committee bi-monthly.



Another real success for our Skill Development Programs is that all groups are full to capacity. We still continue to run the following groups, Cooking, BEAT, Ten pin Bowling and a new one in YOGA. It’s a great thing to walk into our premises in Percy Street and see the house full of our participants, who are enjoying their daily activities, and learning lifeskills in their homes as well as out in the Community.

The IT changes at Headway ADP are a huge success over the 2018 year. Passtab and Deputy have made the running of our business smooth and transparent. Staff are also able to log in participants and themselves effectively through cloud-based software. Liaising with key staff via these programs makes it easier for all involved.

The month of August brings Brain Injury Awareness Week. This is always a successful social activity. The theme that was chosen by the Participants this year was “Wear your favorite Jersey” The attendance was very good and all had a great day. No matter what your team was



everyone was accepted and participated in singing, dancing, and fun. The most popular event of the day was the Cat Walk of the combined Jerseys and singing of club songs.

Our social calendar and Headway ADP functions are the envy of many other services. For many participants, a day out with supports is the only real opportunity they get to hang out with friends and enjoy the company of caring and attentive staff. Some of the highlights for our Social Calendar have been: -Warragamba Dam, Blue Mountains, Botanical Gardens, Bundeena National Park, Tella Balls, C2 Café in Bankstown, Sports Day at Headway ADP and the Kiama Blow Hole.

Our Annual Survey and questioning is a powerful continuous improvement tool: e.g. Surveys indicate that whilst a number of participants feel that their services have improved through the NDIS, the relationship with the NDIA is often problematic: This is evidenced by all respondents (15 in total), stating that they required advocacy to deal with the bureaucracy. Survey Monkey is a successful tool that is being utilized by our Business Operations Coordinator to drive the learning and development of all the support staff, as well as capturing the needs and feedback of all participants. Always feel free to express your concerns and be honest in your feedback.

Community Education remains a foundation stone of the organization and recognizes the value of “lived experience” as a valid and persuasive instructional tool. We thank our regular Community Education Speakers for their ongoing dedication to Public Awareness and ABI prevention through presentations at the PCYC and local Schools.

Last but not least we thank Bill and all his staff for all the extra hours that have been implemented to keep the Headway ADP Ship afloat. The NDIS has proven to be very challenging for the Disability Sector, but all the hard work is paying off. We appreciate all the Community Support Workers for the ongoing support and their friendly manner. It is always comforting to have attentive and caring staff when you open the door to your home.

**“EVERYONE IS VALUED AT HEADWAY ADP AND WE ARE NOT TREATED LIKE A NUMBER’.**





## MANAGERS REPORT – BILL SAYERS

### Headway ADP 2017-2018

The financial year 2017/18 has been a real watershed for Headway ADP and in historical terms, the year we have reached some impressive milestones. We have successfully navigated our Disability Services Accreditation Process, ensuring our ongoing status as an NDIA recognized specialist service. We have also secured innovation funding from South Western Area Health Service for another year, based on outstanding delivery of social and group activities designed explicitly for ABI participants. Liverpool Hospital ABI Outreach still facilitate carer meetings and guest events, covering issues as diverse as Diabetes Management, Mental Health, Continence Care and communication with the Public Guardian and Trustee. We have modernized and upgraded our technological interface with contract managers and most importantly, our payroll, billing and financial efficiencies through PASSTAB, Deputy and MYOB.

Choice and control are part of Headway ADP's DNA. To this end, participant get togethers, our fearless advocacy and good partnerships within the local community are essential elements in striving to be a provider of choice. As parochial as it sounds, no-one does a better local event than Headway ADP, continuing a long-standing tradition of service. Similarly, the feedback we get from our participants drives our desire to continuously improve what we do. It is worth noting that in our recent participant survey an overwhelming number of participants and carers felt that they needed Headway ADP advocacy to deal with the NDIA, their review processes and more generally, to assist them to help in bringing daily experiences to light with planners and assessors..

### What are our challenges for 2018-2019

Headway ADP will continue to place participants at the centre of all business investment decisions. With the support of our very active committee, we will invest in ducted air-conditioning for the whole building and essential maintenance to retain the value of our property. We want Headway ADP to have the feel of a Social Club, with professional standards that exceed participant and carer expectations. This experience is not just about NDIS goals, but also about the "Headway" experience itself.

The NDIS has commenced discussions with NDS members and other disability service providers to develop a new framework, which will be oversighted by the new NDIS Commission. It is intended for this rollout to occur by mid - 2020. We will be kicking off this process by conducting a strategic Planning day in October 2018 and looking at what resources we need to achieve to develop compliance and promote quality improvement under the new arrangements. Investments in staff training, feedback from participants and mapping of existing competencies from our current service standards framework, will all be critical. As stated by our President Headway ADP now provides over 2000 hours of service per month through 25 staff, making us a significant supporter of local families, individuals and carers.

## Continuous Quality Improvement

Our twin goal with quality is to consolidate financial reserves. For the first time in the past 2 years Headway ADP appear to be on a steady growth trajectory. Remember that our overhead costs have ballooned through a much larger payroll and that running costs for insurance and operations have grown exponentially, so this achievement is no small feat.

Working SMART is a much-abused term but in Headway ADP'S case I can honestly say that my Senior staff are constantly looking to do things more efficiently and they have shown enormous capacity to innovate and find solutions, so much so that external auditors frequently comment on our administrative systems and efficiencies. In my view, we fight well above our weight when it comes to business practice.

Community Education remains a critical part of our contribution to community safety and we will be looking to expand our footprint in this space over the next 12 months. The Motor Vehicle fatality profile is also changing with 25 to 45 year old men for the first time, being more likely to suffer death or serious injury than teenagers. This is why our work with PCYC and traffic offenders is so critical.

Finally, let me say something about my staff and colleagues. After 35 years in the workforce it is still refreshing to find individuals committed to making a difference in people's lives. Headway is proof that "community" is more important than "economy" and that "inclusion" is more important than "individualism". Being valued is at the heart of our humanity and fighting for fairness remains our driving force as a provider. For participants, we are often referred to as being like family. For our team, there is no greater compliment or reward.



# HEADWAY ADP HELPED ME UNDERSTAND AND WORK TOWARDS ACHIEVING MY NDIS GOALS – MICHAEL WRIGHT



## About Me

I had my accident from a fall and this changed my whole life FOREVER. I loved swimming, playing sports especially soccer, and did the City 2 Surf in under 1 hour. I was studying Human Movement at University, but after my brain injury things changed dramatically.

## How I Joined Headway ADP

I was referred to Headway ADP from Royal Ryde Rehab in 2002, as my behavior and my physical well being had been impacted after my Brain Injury. I can remember feeling very frustrated, angry and alone as I had lost all my friends and worse of all my best mate (My Father passed away while I was in Hospital). Joining Headway ADP made my life feel a little more comfortable as I was able to interact with people my age and I knew my friends at Headway ADP had the same challenges as me.

## What I did at Headway ADP

I love Ten Pin Bowling and I joined the Bowling Team straight away. I also enjoyed going out to watch a movie and going out with my Community Access Worker to watch the brilliant Eels play a few games. I also participated at regular FRANS Disco nights which were always arranged by my Community Access Worker. Life was looking a little brighter. I didn't feel as lonely and I was getting better at controlling some of my frustrations.

During my journey here at Headway ADP I have seen many positive changes, such as upgrades to Headway ADP House, different staff and new Participants but no matter how many changes have happened, I am a constant here. We even moved suburbs, so we can be closer to Headway ADP.

## NDIS & ME

When I first heard of the NDIS I was worried and confused. My Service Coordinator Maria Seraphim took her time to explain all the changes that will happen. Maria helped me to develop My Getting Ready Plan and she “just gets me”. When my first plan was approved my life started to change in a positive way. I was getting more support in my home that allowed me to become more independent and not have to always rely on mum. The changes did take a little time for me to get used to as I was having to learn to accept different staff coming in and out of my home. Now I feel very comfortable to have my supports coming to help me with my daily living skills, I especially look forward to cooking some of the recipes that we create at Headway ADP Cooking Group. There are some jobs that I don't really like to do such as sweeping but I now understand that I need to be more responsible for my life if I want to live in my home for as long as possible and retain my independence.



With My NDIS Plan I was able to re-ignite my love of sport. Currently, I attend Neuromoves three times a week, swim weekly, cycle weekly and participate in yoga and Ten Pin Bowling twice a week.

I also have more opportunity to choose my social participation with support staff when I attend. Some of these choices may include going out to a café for my favorite drink ever, Chocolate Milkshake, or going to watch the latest movie and the Eels club for a nice meal. I am also supported to attend my regular specialist appointment and medical appointments it's great to have my support worker take me to these appointments and help me to remember what the Drs have said.

Did you know that under the NDIS you can also be eligible for assistive technology? I now have a new recliner chair that helps me get up and stand independently. Mum does not need to help me get up. I also have a new red walker that I use when I am walking around my street to get fit. But unfortunately, I am still waiting for kitchen modifications.

Because of my NDIS Plan, Mum can go away for a short trip and not have to worry about me, she had not been able to do this since my accident. Maria, my Service Coordinator, is able to plan for my overnight supports and always gives me the choice of who will be working with me, as well as well as being able to choose a service provider.

But best of all I am a very popular Community Education Speaker at Headway ADP. The PCYC'S, Councils, Traffic Offenders Program and Schools often request Michael Wright. I always look professional when I represent for Headway ADP, wearing my Community Education Polo and most importantly getting my message across

"The injury destroyed my life, so don't let alcohol ruin your life. Alcohol won't make you superman but remember always have a laugh. There is a humorous side to everything"

With the Support of My Service Coordinator I am in the process of working towards my new goals. I have a better understanding now of the NDIS and how this can work for me.

When you next see me around Headway House SAY Hi, ask me how it is all going, and how Headway ADP can help you.



# TREASURERS REPORT – VINCE BATES

(RESIGNED SEPTEMBER 2018)

## Accounts

I have great pleasure in presenting the Treasurer's report for the year ending 30 June 2018. The key changes evident within our financial position relate to the significant shift in turnover figures and a more transactional service model, meaning that economies of scale and maximisation of 1:1 services under the NDIS arrangements has become a mainstay of our business.

## Financial Summary

The audited statements indicate the total members' equity for the 2017/18 financial year is \$1,575,405 compared to \$1,546,743 for the financial year 2016/17. This represents an increase in equity of 1.85%.

As indicated in our President's report, the 2017/18 income of \$1,282,469 compared to 2016/17 of \$656,412 has increased significantly by 95%. This is due to a significant shift from ADHC block funding in 2017 compared to NDIS funding in 2018 year.

Another pleasing result, is the renewal of South Western Sydney Area Health's investment of approximately \$120K per annum for provision of targeted ABI specific programs and innovation, including preventative education for offenders and school children of driving age. Wage costs are our single largest expense, at \$1,069,882 in 2017/18 compared to \$547,868 in 2016/17 and accounts for 84% of total expenditure.

If there is a pleasing aspect to this report it is that NDIS income flow has become more predictable as caseloads have settled and ADHC have all but exited the marketplace. Transitioning in this environment is an enormous challenge and to date, Headway ADP is not only surviving, but holding its place as a provider of choice. At present, there is sufficient income to sustain our service but market volatility and participant attraction strategies need to be met proactively in 2018/19 by Headway ADP management and the Committee. This will be achieved through a new Strategic Plan, which will be presented at our December Committee Meeting.



*"It is my opinion that Headway ADP is in such a financial position to pay all accounts and debts as they fall due and is in a strong financial position to continue trading.*

*The Quinn Group continues in the role of auditor for Headway ADP, completing the audit for the 2017/18 year. The audited accounts are attached for the membership's consideration and if acceptable, adoption."*

## Auditor's Report

Please see attached booklet. Audited Financial Report for June 2018.







# THE YEAR THAT WAS 2018



