



DIVERSITY SOUTH

Annual Report

2021-2022



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From the Chairperson and CEO

Diversity South was first established in 1994 and created by families and interested community members in the Peel region to support local family members with disability to live closer to home and live an ordinary life.

Diversity South is invested in building on our strong legacy and ensuring we are a leading organisation in the Peel and surrounding regions for people with disability with high and complex support needs.

This year has been one of change and in November 2021 we farewelled Linda Craig after 26 years. Linda has made a positive impact, and this was clear to see with many attending her farewell morning tea. We thank Linda for her commitment to people with disability over the years and her dedication and friendship will be long remembered.

We are committed to excellence in contemporary disability service delivery and in late 2021 we commenced developing new information technology and communication (ITC) systems. In addition, a new structure was implemented to facilitate choice, consent and decision-making for people with disability at all levels. This new structure has seen the setting of new goals including:



improving quality service provision and better outcomes for people with disability;



achieving the NDIS Quality and Safeguarding Commission and NDIS Practice Standards compliance requirements;



developing and implementing COVID preparedness and business continuity plans.



improving our financial sustainability.



strengthening our workforce capacity; and



strengthening our governance and leadership.

The Board

Brett Goodridge
Jon Long
Lesley Wilkinson
Rebecca King
Richard Duldig

We are pleased the external quality auditor recommended Diversity South for certification and their report has been submitted to the NDIS Commission for assessment. This is a major milestone for Diversity South and our thanks go to Melanie Richardson, Tracy Foulds and all the staff who worked tirelessly to ensure we achieved this outcome.

As many of us have experienced first-hand, the COVID 19 pandemic has been a challenging period right across the community. Through this extremely difficult time, our staff have been exceptional to ensure people with disability are kept well, work through restrictions and continue to adapt and operate services. Everyone has responded well and jumped on board completing additional infection control training, diligently undertaking all testing requirements and adhering to protective personal equipment (PPE) directions and government mandatory vaccinations to minimise any risk for people with disability, families and each other in the workplace.

Hats off as well to the people with disability we support, who had to isolate in their homes and forego their regular community activities and social contacts and have been very understanding of the requirements needed to be put in place.

In 2022, we commenced expediting a move toward an all-electronic environment, and with the fantastic funding and support from Lotterywest we are developing an integrated ITC framework and plan to implement a new Client Information Management System that is fit for purpose and designed to empower staff with a

wealth of information and practical tools at their fingertips. This system improvement includes a new website and make sure you keep any eye out as the new website takes shape.

As part of service improvement and diversification, we have strongly supported NDIS plan reviews to ensure the people with disability we support have the funding they need in order to live a good life. We have also re-commenced building a meaningful and engaging community access service for the

In 2022, we commenced expediting a move toward an all-electronic environment, and with the fantastic funding and support from Lotterywest

people we support and for people with disability not living at Diversity South homes. Continuing the diversification strategies, Support Co-ordination services have commenced, and future growth is anticipated as these services take hold.

Continuing our focus on continuous improvement, we conducted an initial review of our properties, and this resulted in two of the properties we own being identified as no longer fit-for-purpose or meeting accessibility requirements. We sold one property and are preparing to place another one on the market for sale.

Considering the current property market conditions, the Board has taken the prudent decision to hold the net proceeds for now and utilise a portion of the revenue to make accessibility improvements to two of our other owned properties. We entered into an agreement with another community housing provider and sourced an additional property. We also reactivated and did some home improvements for a property that had been vacant for a while.

We will be developing and implementing a property strategy in 2022-2023 to ensure our home and living environments are better aligned with people's needs, provide a more homely environment and support people with disability to make choices about what they want in a home, who they'd like to live with and the type of housing they'd like to live in. This may include shared and independent living options ranging from houses, to villas, to duplexes to apartments.

The continued support from our Patron, the Hon David Templeman MLA is wonderful and his commitment to Diversity South is unwavering and strong as always. We also acknowledge and thank Mrs Lisa Munday MLA, Member for Dawesville and Andrew Hastie MP, Federal Member for Canning for their active support and keen interest in Diversity South.

In addition, thank you to the NDIS, the NDIS Quality and Safeguarding Commission, the Department of Communities, Department of Health and Lotterywest for their assistance throughout the year. Working in partnership and collaboratively with the State and Commonwealth Governments, and our local community stakeholders are crucial to achieving improved outcomes for people with disability.

As you can see, it has been a very busy and exciting time over the past year for Diversity South. We are strongly committed to making a positive difference and are laying the foundation for strong and quality service innovation, sustainability and growth to support good everyday lives for people with disability. We have heard from many, analysed the data and we know there is a real need for the provision of quality and safe services across Peel and the surrounding areas, especially for those people with disability with high and complex support needs.



Kathryn Moorey
Chairperson



Julie Waylen
CEO

People with Disability

Diversity South receives funding from NDIS participants and the Department of Health, along with intermittent grants, including Lotterywest. This funding enables us to provide services 24 hours a day, seven days a week, year-round. Currently there are 39 people with disability living in houses we own and lease receiving 24-hour support and around 30 people with disability supported to actively participate in community life.

Diversity South provides person-centred supports and services for people with disability. To us, this means we are focused on meeting the person's needs and are guided by what's important to them. With the person's agreement, we include their family and/or carer, where appropriate.

The key principles that underpin our person-centred practice are:



there is a partnership between us and the person, and if the person agrees, their family, carer and/or wider social network;



the person's individual needs and preferences shape the services we provide; and



all of the services we provide are driven by the person's individual goals.

By putting the person with disability at the centre of our systems and practice, we can best ensure



we always act in the interests of the person with disability;



the wishes of each person with disability are respected;



each person is encouraged to make informed choices;



each person accesses supports that are specific to their needs; and

people are involved in decisions about service design, development and delivery to the extent that the person wants to be involved.

Having Fun



- Denise was surprised
- she was named the
- exhibition's finalist
- in the People with
- Disability category.
- She was awarded with
- \$1,500 for first prize
- of her artwork titled
- 'waterfalls.'

Denise is a quiet lady who enjoys crafts, shopping, cooking, completing word and jigsaw puzzles, and participating in other activities as the opportunities arise. When Diversity South requested expressions of interest for participants with the Artists in Residence Project, Denise was one of the first to respond.

The Artist in Residence Project was facilitated by artist, Tilly Jowle-Gill who designed and delivered a four-day art program to ten people with severe and complex disabilities over the course of two weeks. The art classes provided opportunities for experimentation with different mediums such as pencils, acrylic paints, oil pastels, and clay to identify their interests and provide an environment to participate in this activity. The overall aim of the project was to create artwork to the theme of 'Water' to submit individual's creations into the Mandurah 9x5 Exhibition in August 2022.

Denise attended four art classes during the first week of the project with other participants Shirley, Brooke, and Noeleen. The art program provided a staggered approach to using the different mediums by providing reference images of water (such as ocean landscapes, rivers, waterfalls, natural springs, and lakes), using visual art diaries to gather ideas, and practice techniques to create their final water-themed artwork onto 9x5 inch boards for the exhibition.

Denise attended the Mandurah 9x5 Exhibition opening night on Friday 5 August 2022, along with her peers, where awards were presented for each category of the exhibition. Denise was surprised she was named the exhibition's finalist in the People with Disability category. She was awarded with \$1,500 for first prize of her artwork titled 'waterfalls.'

Making a Difference



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Garrick was nominated and unanimously voted in by his peers to become Co-Chair of the Advisory Group with Diversity South's Chief Executive Officer, Julie Waylen.

Garrick is one of many regular visitors to the Diversity South office who participates in the organisation's recruitment process as a member of interview panels. Garrick has been involved in numerous interviews for Support Workers during recruitment phases with Andy White and Angela May and offers his honest opinion which is highly regarded by the Management Team.

From his ongoing involvement with the recruitment process, Garrick was invited to become a member of the newly formed People with Disability and Family Advisory Group who meet quarterly throughout the year. The Advisory Group was created in March 2022 to provide an opportunity for collaboration and avenue for feedback from people with disability and family representatives to key members of Diversity South Management on a range of continuous improvements strategies, internal policies, and procedures.

At the Advisory Group meetings, people with disability and family representatives have delivered suggestions on a wide range of topics, such as:

- improvements to the accommodation people with disability currently live in,
- preferred methods of communication,
- ideas for content to share internally and with external stakeholders and,
- future activities and upcoming events.

During the July meeting, Garrick was nominated and unanimously voted in by his peers to become Co-Chair of the Advisory Group with Diversity South's Chief Executive Officer, Julie Waylen. By accepting this nomination, Garrick can display his natural leadership skills, collaborate with all members of the Advisory Group, and positively influence continuous improvement to the service delivery of Diversity South.

Services and Supports



Diversity South provides:

Home and living services which include assistance for personal tasks in the home that enable people with disability to live as independently as possible. This includes meal preparation, 24-hour personal care such as showering and dressing, assistance with cleaning and laundry and, living, social and communication skills;

Community participation including sport and recreation activities that are an important part of everyday life, health and wellbeing. This includes visiting friends and family, going out to places like movies or a concert, and learning new skills such as dance, art classes; and

Support co-ordination services which provide support to understand and implement a person's NDIS plan and link to community, mainstream and other government services. Support Co-ordinators assist to negotiate with disability providers about what they will offer and how much it will cost. Support Co-ordinators help build a person's ability to exercise choice and control, to coordinate supports and access the local community.

Our strong legacy with local families and being established for and in the Peel region and connected to the local community where people with disability have a sense of belonging and acceptance is our point of difference. By supporting people with disability to participate to their fullest and take their part as equal citizens in society, they have improved capacity to reach their full potential and be accepted as valued community members.

Support Coordination

Diversity South commenced providing Support Coordination services in March 2022. As at end June 2022, there are 22 participants access Support Coordination from across the Metropolitan and Peel Regions.

Support Coordination assists participants to effectively achieve the goals in their plan and get the most from their NDIS funding. Jackie Breasley, Diversity South's Support Coordinator, has lived experience of disability and a NDIS plan of her own. Jackie understands how frustrating it can be to access the services needed to live a fulfilling life.

Jackie provides meaningful Support Coordination services working closely with participants, families and carers to link with the services and supports they want whilst building skill and capacity to understand their NDIS plan.

Diversity South is committed to providing nonpartisan support to find the best solution for our Support Coordination participants.



Meet Jackie

Meaningful Support
Coordination

Quality and Safeguarding

At Diversity South, we have created a dedicated Quality and Safeguarding team to improve our services and ensure high quality supports and safe environments for the people with disability we support. The team comprises the General Manager - Quality and Safeguarding, NDIS Plan and Risk Manager, Clinical Lead, and Project Lead – Quality and Culture.

Registration with the NDIS Quality and Safeguards Commission



Much of the focus for Diversity South was the preparations for completing the registration process with the NDIS Quality and Safeguards Commission (NDIS Commission). Preparations included reviews of all policies, procedures and documents and the implementation of new processes to meet the requirements of the NDIS Practice Standards.

As part of the registration process, Diversity South was required to complete a two stage audit by NDIS approved quality auditors. The first stage of the audit, completed in March 2022, included a desktop review of our policies, procedures, documents and templates to ensure they met the NDIS Practice Standards and Quality Indicators. The first stage audit found that Diversity South could clearly demonstrate that the outcomes and indicators are met as proportionate to the size and scale of the organisation. No non-conformities were identified and four opportunities for improvement were identified as part of the Stage One Audit.

The second stage audit, completed in April 2022, included randomly selected interviews with people with disability, family members, staff members and key management personnel and reviews of files and records to ensure that Diversity South's practices and services met the NDIS Practice Standards and Quality Indicators. The Stage Two Audit found that Diversity South demonstrated compliance with the NDIS Practice Standards and Quality Indicators.

We are very pleased the auditors recommended Diversity South for Certification with the NDIS Commission and a very big thank you to all the staff, people with disability and families who participated in the registration process. The outcome of the registration application for the NDIS Commission has yet to be finalised and we anticipate the outcome will be known in the near future.



Training on Understanding Restrictive Practices

At Diversity South, we are highly committed to working towards the reduction and elimination of the use of restrictive practices for people with disability. In October and November 2021, all Diversity South staff participated in two training sessions on restrictive practices by a Behaviour Support Practitioner. This training assisted staff to learn more about restrictive practices, including the types of restrictive practices, the elimination or reduction of restrictive practices, the requirements of the NDIS Commission and the process for reporting unauthorised and authorised restrictive practices.

Incident Management

Diversity South's incident management system is a key part of our quality management processes, ensuring that we are responsive to all incidents and implement strategies to reduce the possibility of a similar incident occurring in the future. The incident management system is linked with our risk management, complaints management and continuous improvement strategies. The incident management system, policies and processes were also reviewed and redeveloped to meet the requirements of the NDIS Commission and the Practice Standards.

Diversity South welcomes feedback and complaints as they are important in improving our quality of services. We actively promote this importance and the right of people with disability to make a complaint. In addition, it is vital that people with disability are supported in the complaints process, and they have the support they need to make a complaint. We are also committed to the rights of people with disability to access the support of an advocate, including support from an independent advocacy agency.

We strongly encourage a 'speak up' culture to empower people with disability and families to 'speak up' if they need to about the quality and safety of our services. In addition, it is strongly emphasised for everyone if they 'see something, say something'. Feedback and complaints can be made in person, by email, in writing, by phone, on the web and/or anonymously. Complaints can also be made direct to the NDIS Commission.

Establishing and maintaining meaningful relationships with people with disability helps to understand and improve our services. Providing an avenue to enable people's voices and improvement ideas to be heard and considered, leads to better experiences and improved outcomes for people with disability.

We have recently implemented a new complaints management system and the below feedback was received from a family member following the resolution of their complaint:

"On reflection after going through your complaint system, you were very quick to contact and also reassure me. The process is strong, you kept me abreast of what happened without breaching confidentiality. The end result was the best result for everyone. Very high-quality process and I believe nothing further could improve this process". "Since coming to Diversity South I have been delightfully surprised and pleased with the quality of service that [my son] is receiving. Your staff are really caring and supportive. Everyone I have had contact with always hasten to help, give support and are genuinely caring."

Clinical Lead

Diversity South has employed a full-time Clinical Lead, Emily Bailey who is a registered nurse. The purpose of this role is to ensure our organisation can provide high quality, person-centred clinical supports to each person. Emily has been working to identify quality improvement areas and develop systems that integrate excellent clinical, and disability supports to improve the safety and quality of services.

In addition to ensuring quality supports within our organisation, Emily works closely with local healthcare services to ensure that people with disability are appropriately supported, any time they're in hospital. This task involves being the primary line of communication between services, advocating for equal investigation, health care, and treatments; and updating clinical and support plans prior to discharge.

Onboarding a Clinical Lead has allowed us to expand the services we provide to include NDIS High Intensity Supports for people with disability with complex clinical needs. These supports include:

- Urinary Catheter Care
- Subcutaneous Injections
- Enteral Feeding
- Ventilation
- Tracheostomy Care
- Severe Dysphagia Management
- Complex Wound Care
- Complex Bowel Care
- Diabetes Management

The Clinical Lead role key roles and responsibilities throughout the year have included:

- **Clinical Interface**
 - During hospitalisation, the Clinical Lead is responsible for liaising with person with disability's family/Guardian, Medical Team, and Diversity South Executive Management. This allows for accurate interpretation of clinical changes and support needs which facilitates a safe transition of care at time of discharge.
 - Collaborate with South Metropolitan Health Services to improve inpatient care services for people with disability supported by Diversity South.
- **Clinical Oversight**
 - Supporting Team Leaders and On-Call Team with all clinical concerns and assist in establishing a plan of care, including the appropriate actions, interventions, and escalation required.
- **Clinical Monitoring and Management**
 - Hospital Passports: Including individual health summary, baseline clinical observations, required supports and communication plan.
- **High Intensity Support Plans**
 - Implemented to support trained staff in providing direct person-centred care to participants with complex needs.
- **Risk Management Plans – Clinical**
 - Identify and manage Individual Clinical Risks.
- **Immunisations**
 - Coordinating and monitoring Participant vaccinations against COVID-19 and Influenza virus.

People with Disability and Family Advisory Group

We have established a People with Disability and Family Advisory Group (the Advisory Group) to provide lived experience advice to Diversity South management on our services, policies and procedures and, improvement ideas to ensure the voices and feedback of people with disability and their families are heard and considered.

The Advisory Group held its inaugural meeting in April 2022 and agreed to meet on a quarterly basis and the members are:

 Garrick Snell, Co-Chair

 Julie Waylen, Co-Chair

 Anne-Maree Pruiti-Ciarello

 Peta Sturdy

 Keith Stockins

 Lyndell Richards

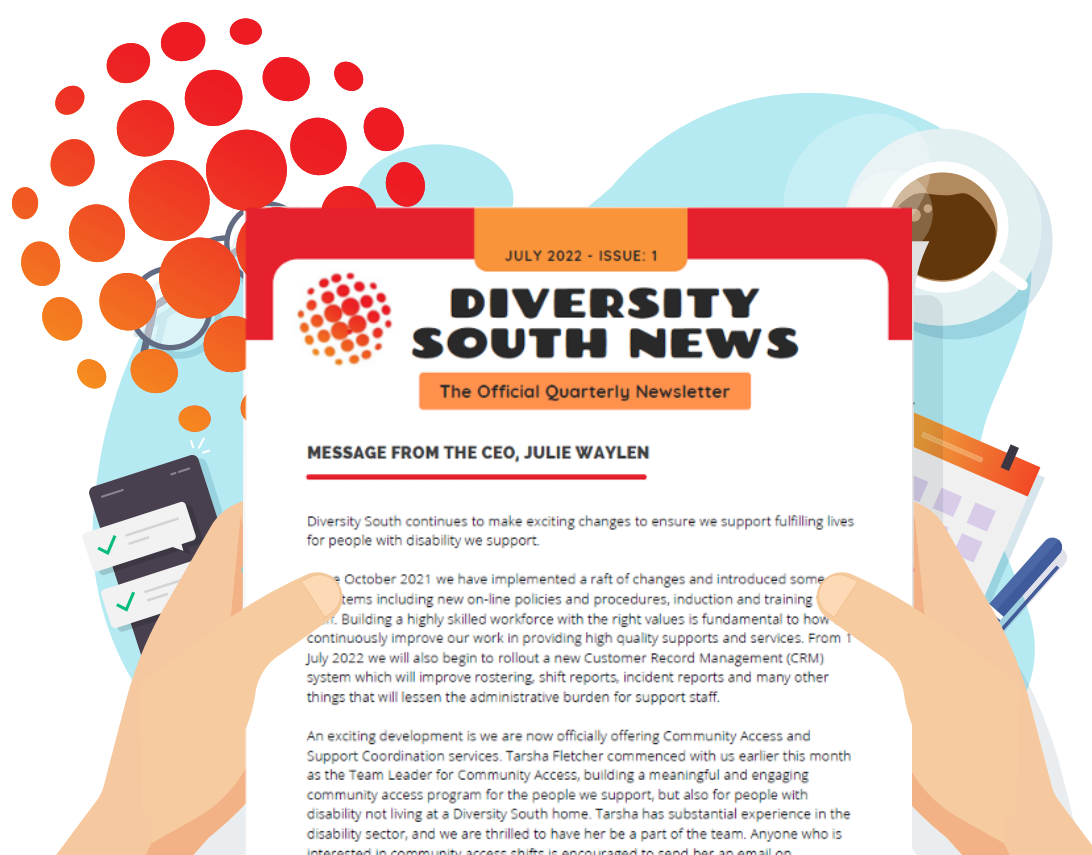
 Andy White

 Emma Riley

 Tracy Foulds

The feedback from the Advisory Group supports Diversity South's focus on improving services, planning future activities, increased communication with people with disability and family members and ensuring that people with disability have a say in all aspects of the supports provided by Diversity South.

At the inaugural meeting, it was identified that people with disability and family members would like the regular newsletter to be re-introduced. As a result of this feedback, 'Diversity South News' was created to share information and good news stories and is available in an Easy Read version.



Workforce

There continues to be significant workforce pressures facing most businesses state-wide, largely driven by the lowest unemployment rate since 1974, which fell to 3.5 per cent in June 2022 (Australian Bureau of Statistics). One of the biggest challenges for Diversity South is attracting, retaining, and continuously upskilling a flexible workforce that will meet the needs and wishes of people with disability. To address this challenge, we apply values-based recruitment where our values of quality, excellence, visionary and mutual respect are integral to working with people with disability; and provide ongoing learning and development to enhance employee's skills, knowledge, and competencies to provide quality support to enable people with disability reach their full potential as accepted and valued community members.

Building a highly skilled workforce with the right values is fundamental to how we continuously improve in providing high quality support and services. Developing and growing a contemporary workforce continues to be a key focus where Diversity South workers provide services that are:

- Designed and directed by the person with disability and/or their families
- Individualised, identify a person's strengths and builds on those strengths
- Protect and promote human rights
- Optimise and promotes inclusion in the community
- Promotes learning, growth and development; and
- Flexible, responsive and change with a person's needs.

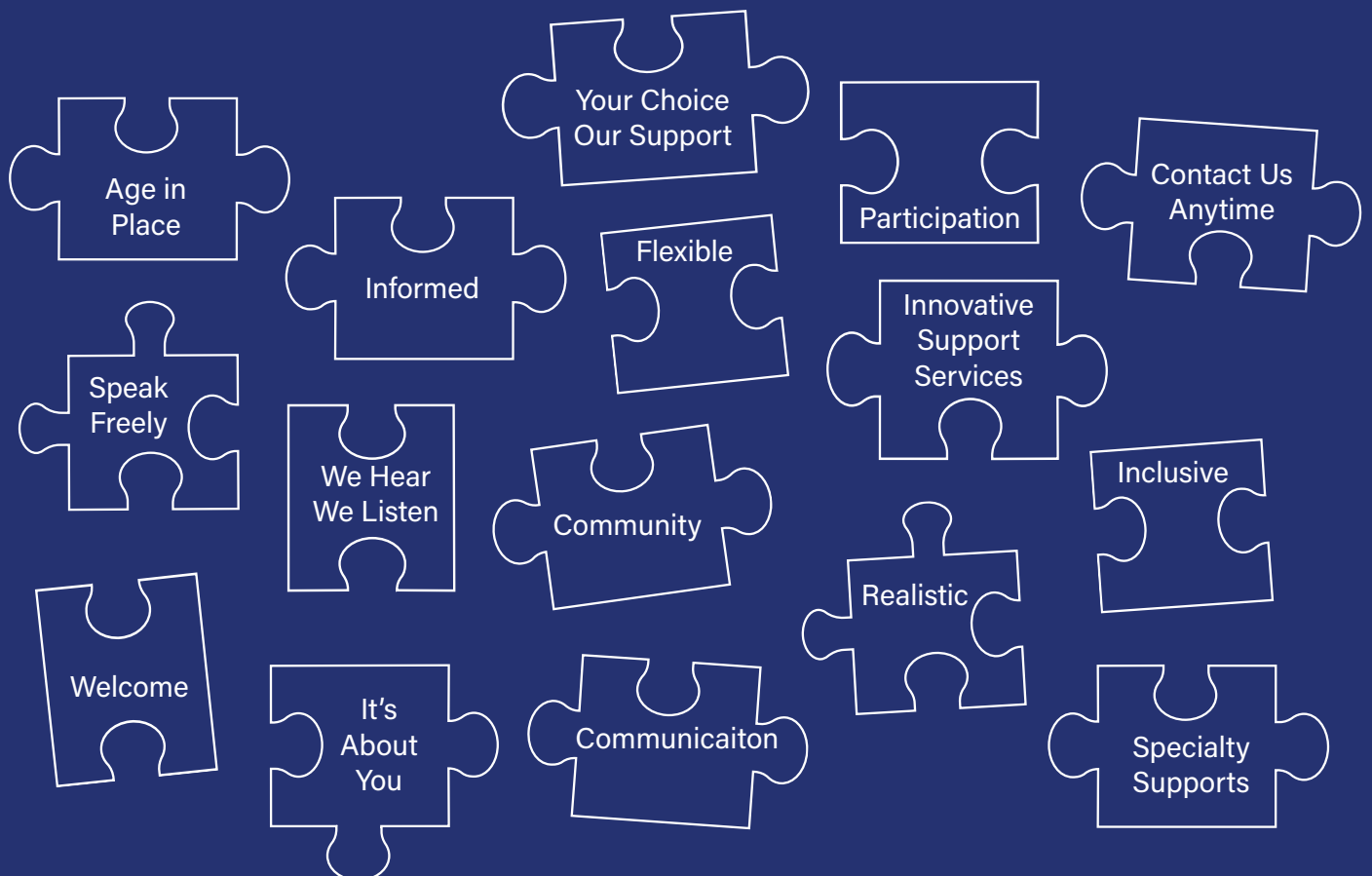
As part of the Diversity South team, our workers commit to our values-based organisation and as our representative, they exercise a level of diligence, accountability and professionalism reflecting the reputation and standing of Diversity South. All employee roles have a strong commitment to the human rights of people with disability, and will promote inclusion, choice and independence and adhere to the NDIS Practice Standards, NDIS Code of Conduct and ensure compliance requirements of the NDIS Quality and Safeguards Commission are met.

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- Building a highly skilled workforce with the right values is fundamental to how we continuously improve in providing high quality support and services.



Welcome to Diversity South Inc, the Perfect Fit

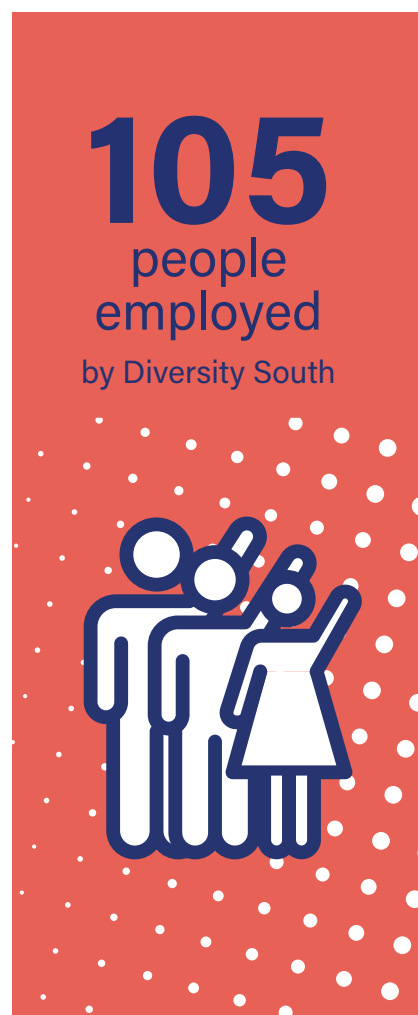
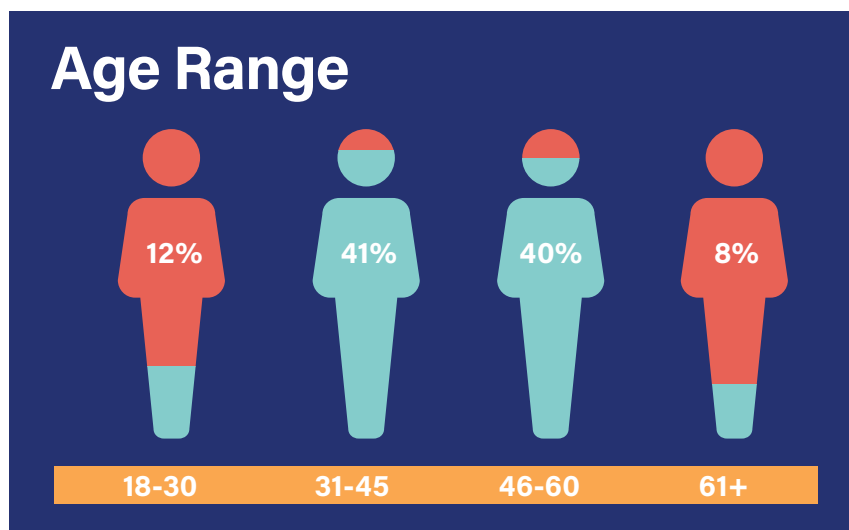
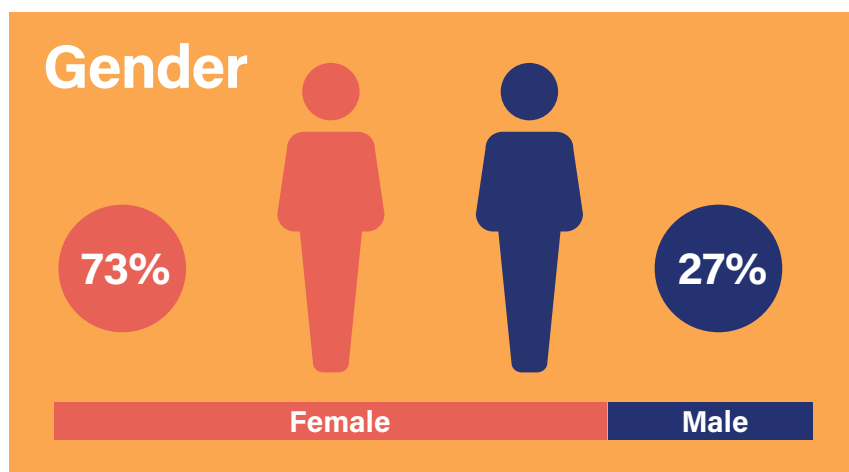


Workforce Metrics

As at 30 June 2022, 105 people were employed by Diversity South, comprising of support workers, specialist and clinical staff, administration and management employees. In addition, Diversity South engages with third party vendors and contractors i.e., building and property maintenance, information technology support, gardening, supplies and products.

Over the past year there has been a concerted effort to increase the number of Diversity South support workers (both permanent and casual) to reduce the reliance on agency staff. By providing our own employees we can improve the consistency of support for people with disability and in parallel reduce the spend on external agency fees. Pleasingly, the number of Diversity South Support Workers has increased from 70 to 89 and the volume of agency workers has halved from 26.5% to 13%. For the coming year we intend to continue the momentum of growing our support worker employee headcount by 30% and further diminish the use of agency staff wherever possible.

The below graphics provide more detail on the demographic of our disability support workforce:



Employee attrition for 2021/22 was 28%, noting the top reasons for employees resigning were:

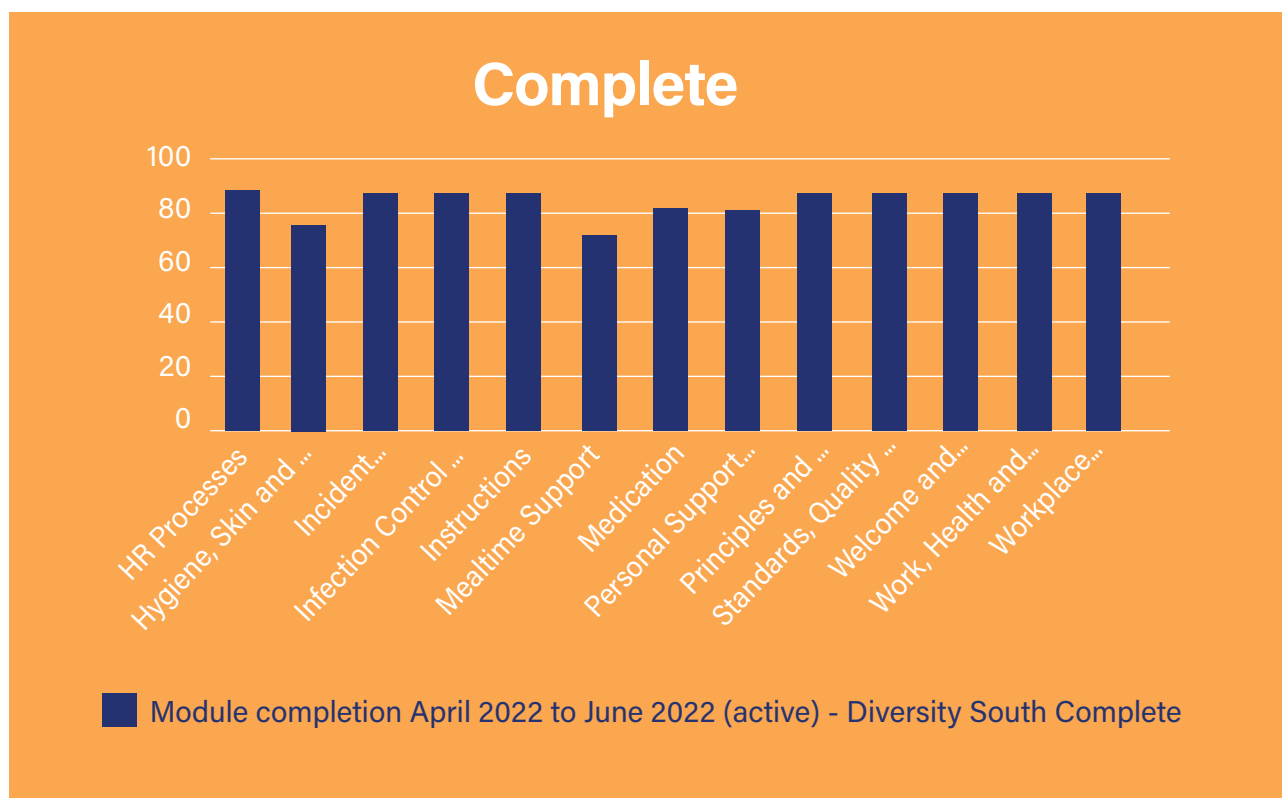
- Change in role to move into a different industry
- Personal reasons (child/dependent care, career break, study)
- Impact from pandemic (vaccination status, moving/relocating)

28%

Learning and Development

Diversity South is committed to developing a skilled workforce and providing ongoing development opportunities to enhance employee's skills, knowledge, and competencies to provide quality support to people with disability.

We have developed and implemented a new on-line induction, training and compliance system called i-induct. I-induct comprises 13 online modules (see topics in graph below) and was completed by employees from April to June 2022. It is really pleasing to see that 92% of employees completed the training modules within the time period.



Examples of other learning and development courses undertaken by employees since November 2022 include Manual Handling, Understanding Restrictive Practices workshop, and Dignity of Risk. Feedback from support workers on the training sessions has been very positive and Diversity South will continue to seek funding to provide ongoing learning and development opportunities for the upcoming year.

Work Health and Safety (WHS)

The first meeting of the newly established Work Health and Safety Committee was held in May 2022, the committee includes representation from administration, management and support workers.

The first meeting focussed on the Terms of Reference, with the committee agreeing to meet three times per year. Changes to the recent WHS legislation are discussed in depth, and the importance of hazard identification and risk management highlighted.

Systems Improvement

The introduction of new NDIS standards has changed the compliance landscape for disability organisations. To create improved practice, we developed and implemented an on-line policy and procedure system to ensure our workforce remains up to date and knowledgeable about NDIS requirements and have at their fingertips access to organisational policies and procedures. This was a significant system change from traditional paper-based policies to an on-line system to ensure best practice guidance in contemporary disability service provision.

In addition, we have developed and implemented a new on-line induction, training and compliance system called i-induct. This system has been custom designed for Diversity South and NDIS. This means staff can be inducted quickly and effectively and staff can complete their induction at home or anywhere they have access to a computer or smartphone or tablet and internet any time of the day. This has enabled us to ensure all staff receive the same information in the same way and using the same process. Each Diversity South employee now has their own dashboard to login and complete their work and manage their own documentation. We have achieved 100% of our staff completing the on-line induction modules.

Diversity South also begun investigating software changes with the goal of creating system improvements and operating efficiencies. After careful consideration and due diligence, Brevity was chosen to replace Diversity South's existing CRM. Brevity is a purpose built platform for providers of NDIS services, designed to work on any device, and provides a single system for planning, resourcing, rostering and billing. Full rollout across the organisation is scheduled for October 2022, with initial trials commencing in September 2022.

With the generous support from the Lotterywest funding we are looking forward to creating an integrated information technology and communications framework over the coming year that enables our workers to operate more efficiently and have ready access to the systems and information required.

Properties

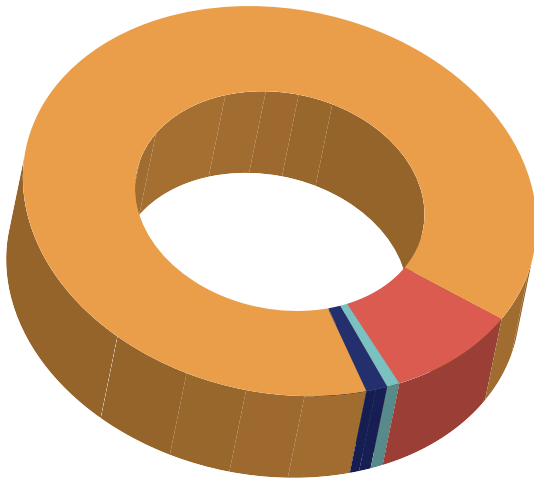
As mentioned in the Chairperson and CEO overview, in 2020-21 we conducted an initial review of our properties, and this resulted in two of the properties we own being identified as no longer fit-for-purpose or meeting accessibility requirements.

We sold one property and are preparing to place another one on the market for sale. We are utilising a portion of the revenue proceeds to make accessibility improvements to two of our other owned properties.

In early 2022, we entered into an agreement with another community housing provider and sourced an additional property. We also reactivated and did some home improvements for a property that had been vacant for a while.

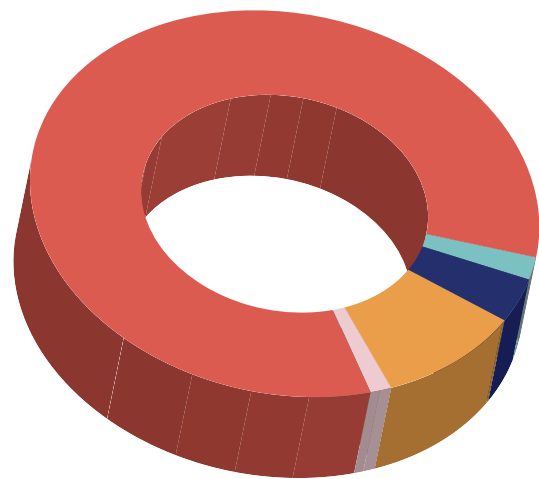
We are looking forward to completing the property strategy to ensure our properties importantly meet the home and living support needs of people with disability now and into the future.

Financial Reports



Income

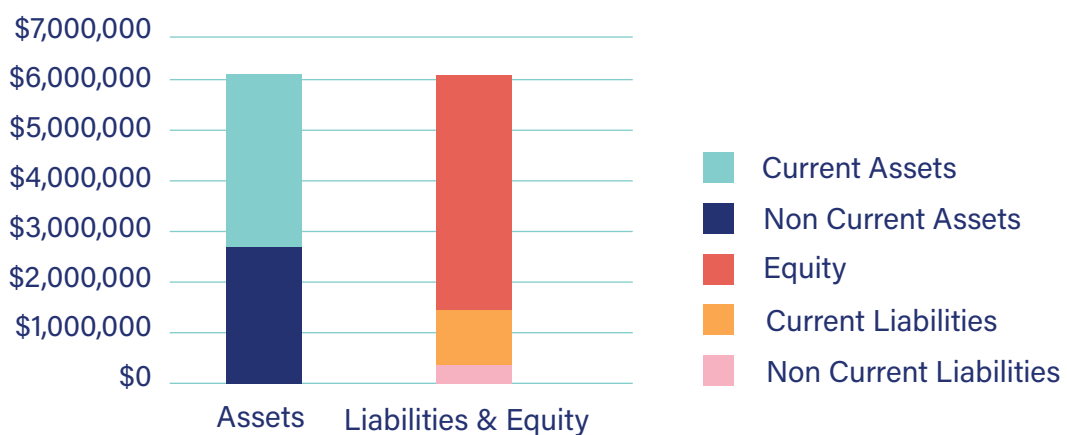
| | | |
|-------------------------|--------------------|--|
| Government Income | \$7,879,701 | |
| Accommodation Income | \$790,523 | |
| Other Income | \$84,276 | |
| Profit on Sale of Asset | \$106,119 | |
| TOTAL | \$8,860,619 | |



Expenses

| | | |
|-------------------------------|--------------------|--|
| Employment Costs | \$7,914,995 | |
| Property Rental & Maintenance | \$476,845 | |
| Insurance | \$789,805 | |
| Operating Expenses | \$140,158 | |
| Depreciation | \$111,924 | |
| TOTAL | \$9,433,727 | |

| | Assets | | Liabilities & Equity | |
|-------------------------|--------------------|--|----------------------|--|
| Current Assets | \$3,528,647 | | | |
| Non Current Assets | \$2,632,175 | | | |
| Current Liabilities | | | \$1,115,723 | |
| Non Current Liabilities | | | \$450,227 | |
| Equity | | | \$4,594,872 | |
| TOTAL | \$6,160,822 | | \$6,160,882 | |





DIVERSITY SOUTH ^{UN}

SUPPORTING A FULFILLING LIFE FOR PEOPLE WITH DISABILITY

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