



PHCS
ANNUAL
REPORT 14/15



OUR VISION

People living as valued citizens,
making their own decisions,
developing their abilities and
growing in their relationships

Perth Home Care Services
continues being adaptable and
nimble with strong, innovative and
creative staff working in partnership
with customers to design and
deliver life changing services.

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ABOUT

ORGANISATION OVERVIEW

For almost 50 years **Perth Home Care Services** has been helping people with support services in the Aged, Mental Health and Disability sectors.

The **Not-for-Profit**, non-denominational organisation has offices in Geraldton, Northam, Osborne Park, Jandakot and Mandurah providing regular support to approximately **2,000 customers**.



VISION AND VALUES

Our Vision

People living as valued citizens, making their own decisions, developing their abilities and growing in their relationships.

Our Focus

People who require individualised support to lead their lives due to disability, ageing and frailty or mental ill-health.

Our Purpose

We work in partnership with people and families to plan and provide supports they choose to lead their lives.

Values

Your life – We respect you, value your strengths and listen to what is important to you.

- We listen and get to know what is important to you.
- We support you to live your life in the way you choose.
- We respect your family and friends and the place they have in your life.

In partnership – We work in partnership with you, respect your decisions and work together to do things better.

- We work out ways of doing things together.
- We work with you to plan, direct and develop your supports.
- We learn together about how to do things better.

Can-do attitude – We do what it takes, we are optimistic and innovative as well as practical and persistent.

- We explore new and different ways of doing things together.
- We do the things we say we will do, when we say we will do it.
- We work together through challenges and achievements.

Valuing people – We value, develop and support each other to do good work.

- We appreciate the values, skills and experience of each other.
- We support employees in their development, learning and wellbeing.
- We explore new and different ways of doing things together.

CHAIRPERSON'S REPORT



Phil Thick

Chairperson

It seems that each year when I write my annual report I comment on the unprecedented amount of change that is happening in our industry and our business. This year is no different. Probably even more so if possible.

Perth Home Care Services continues being adaptable and nimble with strong, innovative and creative staff working in partnership with customers to design and deliver life changing services.

We are known for delivering person-centred, focused solutions and this reputation will continue to grow.

The trial of the NDIS in WA has been a major focus of the past year with trials in the Lower South West, Perth Hills and Cockburn/Kwinana. We are pleased to be part of the trials in the Perth Hills and Cockburn/Kwinana and have invested in developing our capacity to provide excellent support to customers with NDIS funding.

PHCS is a leader in self-directed support with considerable experience implementing reforms that ensure all elderly people with a Home Care Package are consumer directed.

The principles of consumer direction and a partnership approach are very much aligned with the focus and objectives of PHCS.

Equally the third sector in which we operate, mental health, is moving in the same direction. The focus is listening to the aspirations and needs of people with mental ill-health, their carers, families and communities and providing person centred services to support their recovery.

It has been challenging to address the different directions and strategies working across three sectors. The sectors' policy alignment on providing greater choice and control to customers will help PHCS develop the necessary alignment with similar goals to achieve better outcomes for people.

I would like to acknowledge the exceptional work from Rosie Lawn and her executive team over these challenging twelve months. Rosie moved confidently and seamlessly into the CEO role, leading the organisation with strength and making good decisions.

CHAIRPERSON'S REPORT

I am very confident that the PHCS team and organisation, under Rosie's direction, are well positioned to continue to grow amidst the changing sector.

However, it is our people delivering services who deserve the most acknowledgement as they work tirelessly with our customers, aligned with our goals and values, to plan and provide the supports people choose to live and enrich their lives. I am always in awe of the commitment and passion of our team facilitators and support workers.

Finally, I thank my Board for their support. I am blessed with a great team of dedicated people with a vast range of different experience and skills that, when combined, produces extraordinary ideas. During the year Jackie Softly and Giles Everist left us after two and five years respectively. It is very sad to see both go as their perspectives and contributions have been amazing and the organisation is much better for their involvement.

To the year ahead, the key word is "Choice". Every program in every sector in which we operate gives the consumer greater choice. People have the opportunity for greater control over their funding and supports, organisations will need to differentiate themselves as being able to meet this and provide the services people want. The second word will be "Partnership". Organisations who genuinely embrace these two words will succeed. We have an exciting future where change will be the norm and flexibility, creativity and resilience will be the keys to success.

I am very excited about PHCS' capacity to do just that.

Phil Thick
Chairperson

We are known for delivering person-centred, focused solutions and this reputation will continue to grow.

BOARD SUMMARY



Phil Thick BE (Hons) FAICD

Chairperson (from 2008)

Phil is the Managing Director of New Standard Energy Limited, a public listed oil and gas exploration company, and was previously CEO and Director of Coogee Chemicals. Phil joined the Board of PHCS in 2008 and became Chairperson in 2010. Previously Phil had a 20-year career in the oil industry with Shell in locations around Australia and overseas and was also an Executive Director for Shell Australia Limited, based in Melbourne, from 2003 to 2006. He brings extensive corporate and commercial knowledge, direct experience managing large workforces and Board and Director experience across a wide range of small to large businesses.

Committee membership:

Chairperson of Board of Director meetings



Dr Angus Buchanan BAppSc (OT) DSM DBA GAICD

Deputy Chairperson (from 2010)

Angus is an Associate Professor at Curtin University and Head of the School of Occupational Therapy and Social Work and the Centre for Research into Disability and Society. For the 16 years prior to commencing at Curtin in 2008, Angus held senior management and leadership roles at the Disability Services Commission of Western Australia. Angus is an active member of the Australasian Society of Intellectual Disability (ASID), currently holding the position of Australasian President. Angus joined the Board in 2010. As well as having a strong research background in contemporary disability practice he brings extensive senior executive experience of working within the disability sector in Western Australia across policy, program and operational areas.

Committee membership:

Attends Board of Director meetings
Member of the Audit Committee
Member of the Remuneration Committee



Giles Everist BSc (Hons) ACA GAICD

Board Member (from 2010)

Giles has held a number of senior financial executive roles over the past 24 years within Coopers & Lybrand, Rio Tinto, Fluor Australia and latterly Monadelphous Group where he was Chief Financial Officer until he left in September 2009. Since then he has joined a number of Boards in the public, private and not-for-profit sectors. As well as having a strong commercial background, he has had extensive experience with service and project-based businesses and has gained a deep understanding of the strategic, governance and risk management issues growing organisations face.

Committee membership:

Attends Board of Director meetings
Chairperson of the Audit Committee
Member of the Investment Committee

BOARD SUMMARY



Deborah Pearson, BSc GAICD

Board Member (from 2011)

Deborah is the Group Coordinator Arts and Health for St John of God Health Care, a new role established to refine and formalise SJGHC's approach to Arts and Health and to establish further arts and health initiatives. Previously she was Group Manager Learning and Organisational Development for St John of God Health Care, also a new role set up to establish a group-wide framework for Leadership Development. She joined SJGHC in 2003 after 20 years of successful consultancy roles primarily within government and non-government sectors. She has experience in and knowledge of the mental health and disability sectors and has been involved most of her working life in work that aims to serve the community and enhance individuals' lives. Deborah has previous Board experience with three arts organisations and values being able to contribute to the direction and governance of PHCS.

Committee membership:

Attends Board of Director meetings
Chairperson of the Remuneration Committee
Member of the Investment Committee



Greg Madson

Board Member (from 2012)

Greg has lived experience of vision impairment.

Currently Greg is President of Blind Citizens Australia, Dog Guide Handlers Australia and People with Disabilities WA, Vice President of the Australian Federation of Disability Organisations and a member of the Lotterywest disability equipment Grant Sector Advisory Group.

Committee membership:

Attends Board of Director meetings
Member of the Audit Committee

From 2001 to 2014, in addition to being a staff member, Greg volunteered as an Equity and Diversity Advisor for the University of Western Australia. He is past President of the West Australian Tandem Cycling Advisory Council, was on the Board of VisAbility (formerly the Association for the Blind of WA) and is a past member of the WA Ministerial Advisory Council for Disability and WA NDIS Reference Group.

His knowledge and expertise is in the areas of information technology, adaptive technology (including training), public speaking, sport (competed in the 1996 Paralympics), business, recreation, transport, employment, education, governance and policy is greatly valued by the organisation.

BOARD SUMMARY



Jo Fletcher, BSocCc MBA GAICD

Board Member (from 2012)

Jo brings a broad scope of international strategic management experience to the Board. Since 2000 she has helped a variety of organisations develop sustainable growth strategies. Jo has lectured at Edith Cowan University in business strategy, international business, the cultural framework of business and organisational theory. Additionally, she has managed WA Department of Treasury programs in the area of economic reform. Jo has been a Board member for a WA public company during its globalisation phase. Her focus is on getting the best outcomes from complexity and diversity, values contribution, integrity and fun.

Committee membership:

Attends Board of Director meetings

Chairperson of the Investment Committee

Member of the Audit Committee



Jackie Softly

Board Member (from 2012)

Jackie has a 30-year-old son who has Down Syndrome and a young granddaughter with Autism. She was a founding member of Down Syndrome WA and has worked in a range of roles in the disability sector for over 25 years. She has run her own disability consultancy since 2001, working with government and non-government organisations to improve access, inclusion and service quality for people with disability and their families. This includes six years as an Independent Standards Monitor and extensive experience as a facilitator and trainer, including as a facilitator of the Partners in Change and the See You See Me training for Perth Home Care Services. Jackie has been Chair of the WA Ministerial Advisory Council on Disability and currently is also an Independent Director on the Board of Down Syndrome Australia.

Committee membership:

Attends Board of Director meetings

Member of the Remuneration Committee



The PHCS Vision & Values team comprising staff and customer co-facilitators.



CEO'S REPORT



Rosie Lawn
CEO

It has been a year of considerable learning, change, and development as we take on the challenges provided to us by the NDIS, changes in community aged care and mental health services.

We are inspired about our vision of people living as valued citizens and developed a Strategic Plan to guide us over the next three years.

Our six strategic goals are:

- 1. Partner with people, families and communities**
- 2. Lead and manage locally**
- 3. Invest in people**
- 4. Focus on outcomes and innovation**
- 5. Be known and recognised**
- 6. Provide value for money and viability**

Each goal has objectives and outcomes that will measure our success over the next three years. A key decision in 2014 was to rebrand PHCS and actively market services to the wider community. The introduction of the NDIS and consumer directed home care has made it critical that we are known and recognised. The decision to develop a new name and brand was made after considerable deliberation and great focus is being made to manage the project to deliver strong value for money. It is hoped the new name and brand will be ready for launch in early 2016.

PHCS invested in dedicated teams to engage with the NDIA Perth Hills Trial site and Disability Services Commission's NDIS My Way site in Cockburn/Kwinana. Both teams have worked to interpret and understand the impact of NDIS on our customers and have been driven to develop ways of working that ensure we provide great services to customers. As with anything new there have been challenges and it has been a steep learning curve. However, we firmly believe that by working with both NDIA and DSC we can develop the best scheme for a national rollout.

CEO'S REPORT

We were delighted when we received 60 Level 3 Home Care Packages late in 2014. This has enabled us to support more elderly people who have higher support needs. PHCS is a leader in self-directed support with considerable experience implementing reforms that ensure all elderly people with a Home Care Package are consumer directed. Over the year we have developed processes and training for all our Area teams to offer Home Care Packages as consumer directed. A key element has been developing processes to provide all Home Care customers with a regular financial summary about their package. Information Services, Finance, Organisational Development and Community Services all put an enormous effort into ensuring that we can now provide customers with financial statements on a monthly basis.

We want to provide consistent high quality services to all our customers. The Customer Journey developed in 2014 provides the framework and the expectations to provide the best services. The Quality & Outcomes team has provided training in the customer journey to all coordination teams and support workers in 2015.



Jimmy with family and PHCS support team

In December 2014 we secured work space on the Ground floor of our Osborne Park Office. It provides us with the opportunity to create a welcoming space for customers and visitors and a collaborative workspace for our Northern suburb coordination teams. The Facilities team worked incredibly quickly to manage the fit out and move, which took less than four months, with everyone moving in at the end of June.

In holding our first Celebrating Great Work event in early 2015 we asked employees to nominate individuals and teams who demonstrate our core values.

It was fabulous to receive so many nominations and hear how our employees make such a big difference to people's lives. Building on this success and wishing to celebrate more regularly the excellent work being undertaken, the Yes.You. project was launched in early August. It offers teams and customers a forum to nominate and share in the great work being done by PHCS people.

Rosie Lawn
CEO

We are inspired about our vision of people living as valued citizens and developed a Strategic Plan to guide us over the next three years.

SENIOR STAFF OVERVIEW



Rosie Lawn

Chief Executive Officer

Rosie has over 35 years of experience working within Community Services in New Zealand, England and Australia. She has worked as an Occupational Therapist, trainer, consultant and manager and is vitally interested in developing an organisation that provides great person centred supports and services. She joined PHCS in 2005, moving from Manager, Client Services to Chief Operating Officer in 2012 and then on to Chief Executive Officer in 2014.



Thim Lee

Chief Financial Officer

Thim is a Chartered Accountant with 30 years of experience in Finance and Accounting across multi-national and national industries as well as the not-for-profit industry. Thim joined PHCS as its Chief Financial Officer in 2008.



Kate Fulton

Executive Manager, Organisational Development

Kate joined PHCS as Training and Development Consultant in February 2013. With over 20 years of experience within the human services sector, Kate has consulted across the UK and Australia. Kate's experience is steeped in Self-Directed Support, Personalisation and Organisational Change.



Melanie Kelsall

Executive Manager, Human Resources

Melanie has worked in HR for over 20 years and has 15 years of HR Management experience specialising in change management (private sector). Prior to joining PHCS, Melanie was HR Manager in the not-for-profit sector (career and youth services) and private sector (retail) in the UK. Melanie joined PHCS in 2010.



Darrin Leggett

Executive Manager, Information & Administration Services

Darrin has over 25 years of experience within the IT sector working for government and corporate enterprises including leading, organising and planning teams, departments and projects. He joined PHCS as Manager Information Technology & Facilities. Darrin was appointed Executive Manager – Information and Administration Services in 2012.

SENIOR STAFF OVERVIEW



Susan Peden

Executive Manager, Community Services South

Susan came to PHCS in 2014 with over 25 years of Senior Management experience, particularly with the Disability Services Commission (DSC) WA. Her experience includes budget management, change management, managing and shaping strategy and policy development. Susan qualified as a speech pathologist and has a special interest in person-centred support, self-advocacy and evidence based practice.



Janette Spencer

Executive Manager, Community Services East

Janette has over 20 years of experience in state and local government and the not-for-profit sector, producing effective results across a range of community sectors. She has high level experience in the implementation of community development strategies, identifying and linking partnerships and opportunities and building community and business capacity. She joined PHCS as Executive Manager North Metro in November 2013.



Jenny Webster

Executive Manager, Community Services North

Jenny has over 35 years of experience within the Health and Community Care sectors. She has experience across management and leadership, finance, continuous improvement, change and project management, and in the development of tools to evaluate the effectiveness of projects and programs. Jenny has extensive experience in aged care and disability and commenced leading the Mental Health Portfolio in 2014. Jenny joined PHCS in 2013.



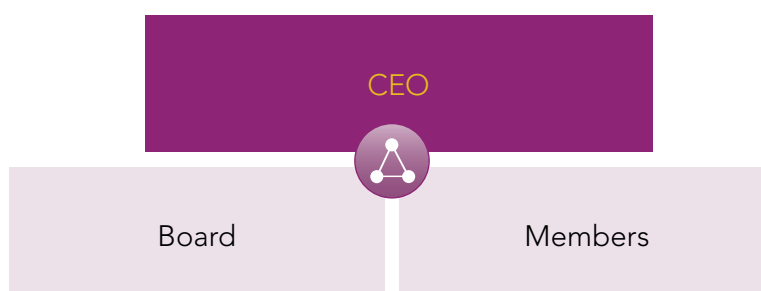
Perth Home Care Services Executive team

(L-R: Darrin Leggett, Janette Spencer, Jenny Webster, Rosie Lawn, Susan Peden, Melanie Kelsall, Thim Lee). Absent: Kate Fulton

PHCS FUNCTIONAL STRUCTURE



Customers			
North	South	East	Specialised Services
<ul style="list-style-type: none"> • Northern Beaches • Western Beaches • Coral Coast • Individualised Community Living • Partners in Recovery 	<ul style="list-style-type: none"> • Darling Ranges • Canning River • Fremantle • Southern Coast • Peel • Nurse Consultancy 	<ul style="list-style-type: none"> • Northern River • Perth Hills • Wheatbelt • Call Coordinators and Crisis • North Pool 	<ul style="list-style-type: none"> • Shared Living • Your Way



ACTIVITY HIGHLIGHTS

MARKETING

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In light of the significant changes, particularly with the NDIS Trials, driving greater competition to the sector,

Perth Home Care Services added resources to the **Communications and Marketing** area to help **build our profile.**

OUR BRAND PERSONALITY

FRIENDLY

FLEXIBLE

BRAVE

OPTIMISTIC

CREATIVE

INTUITIVE

RESILIENT

The appointment of a Communications and Marketing Manager provided the necessary resources to undertake the current project of renaming and rebranding.

We need to build greater awareness amongst the community of the services PHCS offers and research confirmed that the current name and brand were limiting in terms of geography and did not reflect the breadth of services.

The Board approved work to undertake the necessary research towards creating a new name and brand which will better reflect the spirit and aspiration of the organisation.

Employees and customers have been willing participants in establishing the Brand Blueprint which will guide the development of the Brand and name.

Some fun has been had in terms of exploring the type of 'person' PHCS is if you met them in the street. We're pretty sure you would like them and hopefully recognise them as being Perth Home Care Services. Words such as resilient, brave, flexible and optimistic are some terms we feel match how PHCS can be recognised.

In addition to a new name and brand will be the creation of a new website that is more customer focused and able to incorporate greater online engagement and communications with Support Workers and customers.

The project remains on schedule and the planned launch for the new name and brand will be in early 2016.

ACTIVITY HIGHLIGHTS

FINANCE AND OPERATIONS

Finance and Operations remains focused on more effectively managing resources to provide value-for-money services, achieve strategic objectives, meet contract requirements and ensure financial viability.

In July the new financial system Finance1 was launched and for the first time PHCS could generate reports from the very lowest level of our reporting hierarchy, starting with individual customer account, up to the highest consolidated organisation level.

The benefit has been improved visibility of the financial results which allows a greater level of transparency when managing individual or regional budgets.

A goal of the 2014/15 budget was to focus on reducing non-billable service costs and overheads such as general administration and other associated support coordination. Strategies were developed that resulted in significantly reducing these Support Worker non-billable expenses. Savings were also achieved with service coordination costs and further work will be done to manage coordination costs whilst ensuring we provide high quality services.

Review of service costs

Our participation in the NDIA Perth Hills Trial presented an opportunity for the organisation to review cost structures and fee-for-services delivered to better understand our viability under an NDIA cost structure.

This feasibility study was undertaken in the fourth quarter, using services of an external consultancy. The report was encouraging insofar as it shows PHCS can continue to deliver high quality services under the NDIA, however further efficiencies will need to be achieved within the service delivery model to maintain quality of service and value for money.

For all of our customers, we are developing resources that will provide accurate and financially feasible cost estimates to customers. In 2015 we developed tools for use with Home Care Packages. We will develop similar tools for use with DSC and other funders in the year ahead.

Finance1 offers greater Financial Transparency for Individual and Regional Budgets.

ACTIVITY HIGHLIGHTS

INFRASTRUCTURE AND SYSTEMS

The primary objectives of Infrastructure and Systems (IAS) are to create and maintain safe, inviting and productive working environments, and to ensure that our information is secure and readily available to effectively manage our operations and support innovation.

Timely access to relevant and accurate information continues to drive initiatives for system and process improvements across the organisation.

In readiness for July 2015 we managed the smooth transition to new systems to assist in recording and managing customers' financial budgets and expenses at an individual level. We are now able to produce statements for people who have been allocated their own budgets and after successfully setting this up for customers on Home Care Packages we will be progressively introducing this for people on other funding programs which supports greater transparency and accountability.

ConnectUs

The redevelopment of our staff intranet is progressing well and will be launched later in 2015. The system, known as ConnectUs, is in its final stages of testing and will provide staff with easy access to a variety of resources including up-to-date processes, procedures and the latest news.

Over the year we have reduced and streamlined policies and procedures ensuring only current and relevant documents are available for staff and customers.

Other system improvements include:

- Implementing Phase 1 of MyInfo to provide office staff with online access to their personal and payroll details, and the ability to manage their leave electronically (Phase 2 to roll this out to all staff is scheduled to occur within the next year).
- Replacement of the ageing telephone system to improve the handling of phone calls and provide more flexible solutions for after hours contact.
- Reducing the risk of computer system failure impacting our operations by moving the equipment to a purpose-built controlled and managed environment and upgrading the computer network links.

In November, we successfully secured additional space at our Osborne Park premises which has resulted in our Reception and Community Services teams relocating to the ground floor of the building. The new location offers improved accessibility for visitors and provides a number of formal and informal meeting spaces that complement the bright and modern open-plan work environment.

ACTIVITY HIGHLIGHTS

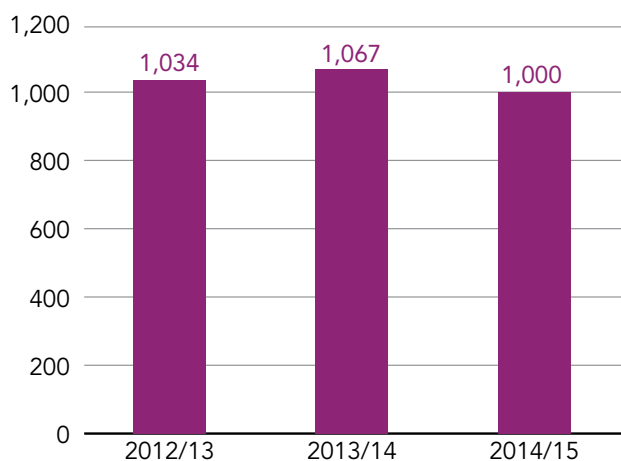
OUR PEOPLE

Our aim is to have people with passion, values and skills recruited, developed and retained to deliver our organisation's vision.

Over the past year employee numbers have steadied to 1,000, mainly part time of which, 775 are Support Workers (see Fig 1). Support Workers are supported by teams spread across five office locations: Geraldton, Northam, Osborne Park, Jandakot and Mandurah.

Salary costs for the financial year totalled \$41,359,000 with a superannuation spend of \$3,763,904.

Fig 1. Perth and Regional Home Care staff levels



Employee engagement

The fifth Employee Engagement Survey 'Your View' was completed by 352 of our employees with the following results.

- 95.4% of our employees know what is expected of them at work
- 89% feel that the mission/purpose of PHCS makes them feel that their work is important
- Improved satisfaction with communications and engagement with PHCS

This last point is worth reflection in light of the isolated nature of the work Support Workers undertake. Communication is an important focus for the organisation and one we will be developing further in the new year.

Highlights

The Customer Journey Training Program was developed and has been shared with 97% of staff. The Program emphasises person-centred approaches to service delivery and challenges everyone to find how they can participate in the various stages.

A key priority from the last financial year was developing contracts of employment with greater flexibility to meet customer needs. Now completed, they will be implemented over the next few months.

PHCS implemented new software to improve efficiency of our recruitment processes. One benefit is the shortlisting tool that identifies and measures the values of applicants. Further work will be done in the new year to improve recruitment practices and a trial of values-based recruitment will commence shortly.

ACTIVITY HIGHLIGHTS

OUR PEOPLE

'My Info', a self-service portal for employees, was rolled out to office-based staff and enables staff to apply for leave, change personal details and view payslips. It is planned to make the service accessible via a portal to Support Workers and Team Facilitators.

Significant progress has been made in reviewing policies and procedures including a new Whistleblowing Policy and revision of the Fair Treatment and Disciplinary procedures.

Occupational Safety & Health

PHCS OSH Consultation groups continue to function well, including a wide representation of employees that supports communication across all levels through the Safety Committee.

Committee members attended training from Chamber of Commerce and Industry to gain skills and better understand the role and expectations. Participants received training in:

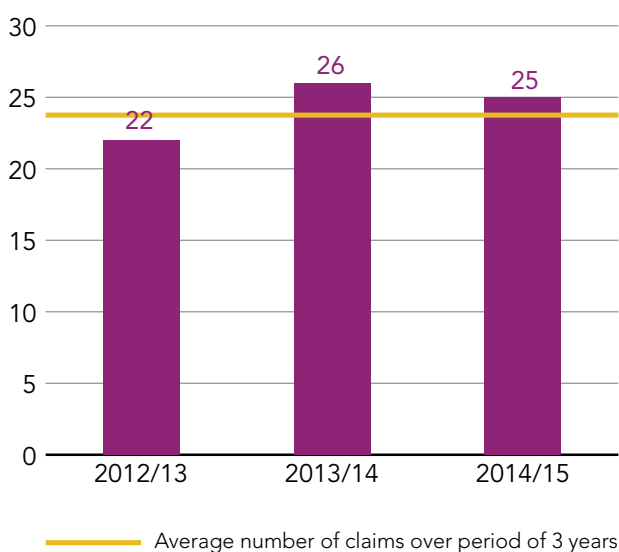
- Introduction to OSH legislation
- Hazard identification, risk assessment and control
- Functions of the Safety Committee
- Review or formulate Terms of Reference for the OSH Committee
- Introduction to the Draft Work Health and Safety (WHS) Act
- Functions of the Safety Committee under the WHS Act

The safety of our employees and customers is always a priority. We monitor the occupational health and safety trends and work to address underlying issues. Some of the improvements introduced over the past year include refining the safety training programs, a focus on ensuring attendance at relevant training as well as more involvement of OSH Committee members in their respective areas.

For the 2014/15 financial year reporting period, we had 25 workers compensation claims.

The average number of workers compensation claims over the last 3 years is 24 claims (see Fig 2).

Fig 2. Total number of workers compensation claims per financial year



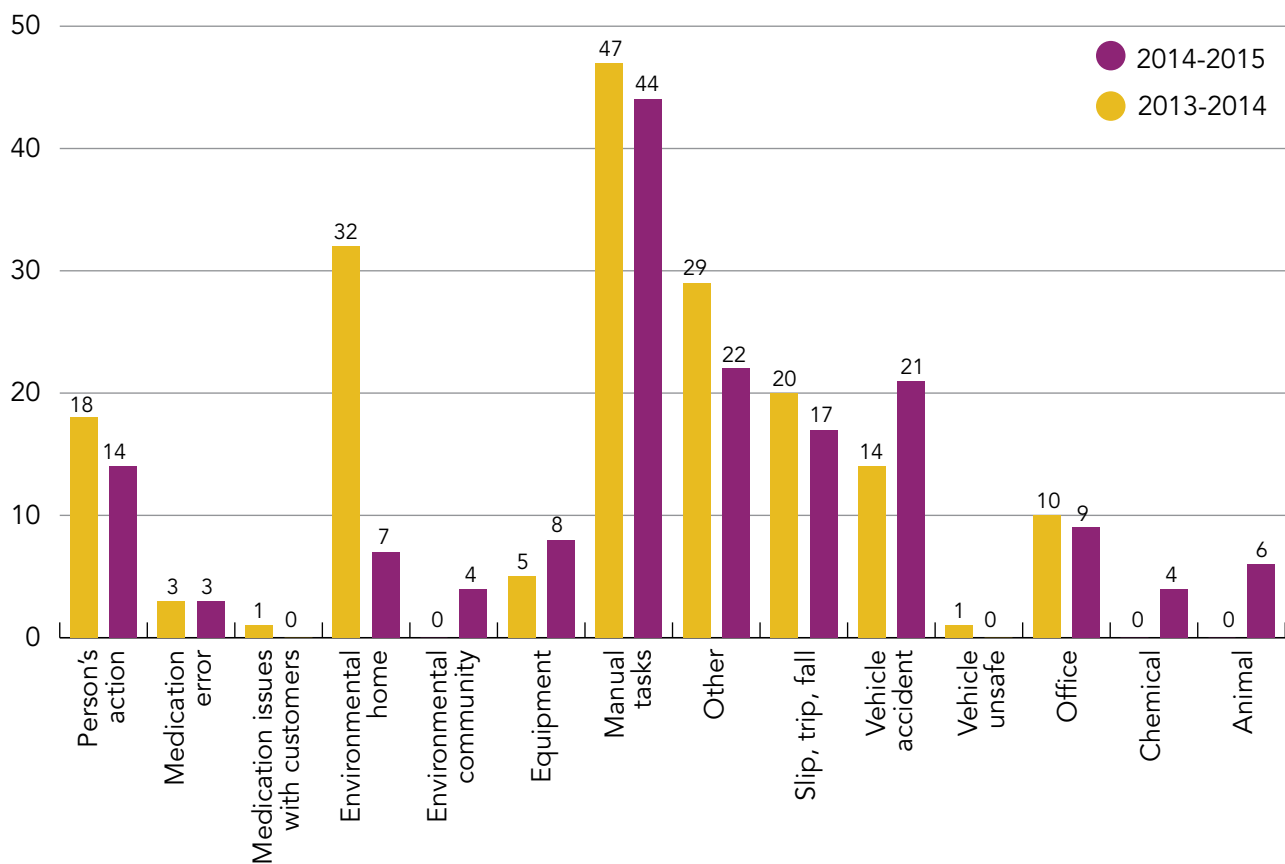
The health and safety of PHCS workforce is always a priority.

The focus for this year and the next will be the development and introduction of online training tools that will provide greater flexibility to all staff.

Finally, there has been work to develop a PHCS Wellness Strategy for all employees.

This program will address issues and behaviours which can impact on our Incident/Accident statistics. The OSH consultation groups will be responsible for the implementation of this strategy in the new year (see Fig 3).

Fig 3. Incidents/Accidents reported in relation to employees for the financial year 2013/14 and 2014/15



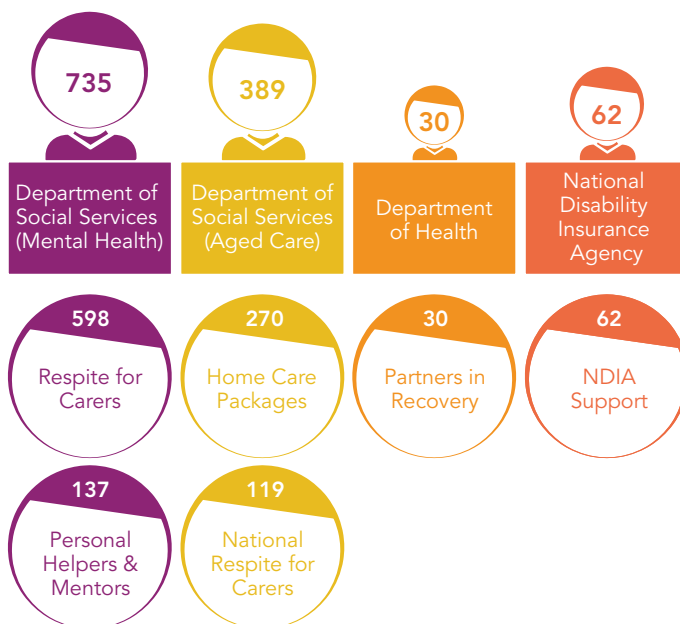
ACTIVITY HIGHLIGHTS

OUR PRACTICE

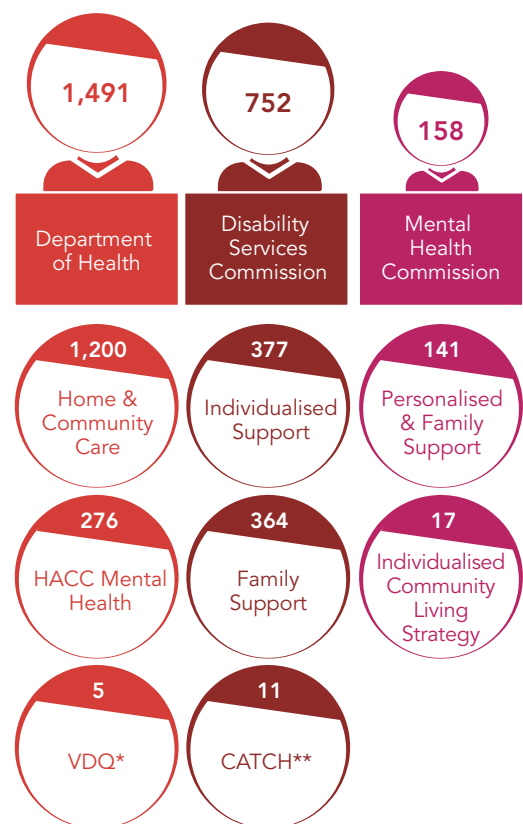
We have provided supports and services to 3,609 customers over 2014/15 across the Disability, Aged Care and Mental Health sectors.

We work in partnership with people to plan and provide the supports they choose to lead their lives. Services range from practical support and care in their home to working with people to establish a wide range of supports for them to live their lives.

Australian Government



Western Australian Government



* VDQ – Community Care Program for people with Ventilator Dependent Quadriplegia

**CATCH – Children with Assisted Technology Cared for at Home

ACTIVITY HIGHLIGHTS

OUR PRACTICE

Delivering the Best Services

Our primary focus is to deliver the best service to our customers and the Customer Journey has been instrumental in terms of assisting our people to understand how what we do sets us apart. The Customer Journey Training Program has been acknowledged and recognised by a range of funders in quality audits and evaluations as good practice. By working in partnership with people and families to revise support planning processes, ensuring we understand the person and what matters to them we can build great supports that are flexible.

How well we support customers to achieve their outcomes is integral to our work. In 2014 we developed PHCS Outcomes Framework in partnership with customers. It guides the planning, designing and delivering of supports to ensure we focus on areas that are important. In the next year we will review the framework to ensure we maintain this focus and seek better approaches to how we support people.

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We are clear that the kind of partnerships we offer need to be unique and tailored to the person.

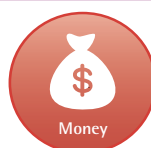
Our Outcomes



In control of your own life and the supports you use – making decisions, making mistakes, and making your own way.



A life of meaning – your own meaning and purpose, learning and growing to achieve this.



Having the means to be financially independent; to set your own course and to achieve your own goals.



Having a place you can call home, not just a shelter, but a place where you can have privacy, where you can be with those you love, where you belong.



Having the ability to give and receive help from others.



Being involved and giving something to your community.



Meeting, socialising and having relationships; friends, lovers, family and community.



Having good health, including mental health, feeling and being safe from violence or threat.



“I started shared management around three years ago to free up a little more funding and care hours by taking control of my funds and cutting out some of the management costs.”

JASON LEWIS

ACTIVITY HIGHLIGHTS

OUR PRACTICE

When we are committed to helping our customers to live life to the full in their communities there can be inherent risks. In 2015 we developed resources that help people identify these risks and develop strategies to adequately manage them. This approach regularly provides great results and we have received acknowledgement of the benefits from other agencies we partner with.

Shared Management – a partnership approach

PHCS has been a strong supporter of self-directed support for many years with a solid history of developing innovative ways for people to take control of their funding and direct their supports in ways that makes sense to them. The Shared Management model has been refined in the last year to ensure the model has the flexibility for as many customers as possible.

We are clear that the kind of partnerships we offer need to be unique and tailored to the person. This can range from PHCS managing and providing the support that people choose, to our Advisors assisting the person to manage their supports.



The work in Shared Management has been met with strong interest and invitations to share the knowledge at a number of sector forums and conferences which has been very encouraging.

Positive Behaviour Support

PHCS is committed to person-centred support, valuing the individuality and worth of each person. A part of this approach includes Positive Behaviour Support which focuses on working with people who sometimes display challenging behaviours. This approach examines the drivers behind a behaviour and explores positive changes that can address, and in many instances, reduce such behaviours.

PHCS appointed a Support and Development Advisor to support this work in conjunction with customers, family members and support teams. 'Behaviour Matters', a one-day training workshop for Service Coordinators and Team Facilitators has also helped create better understanding of this approach.

In addition, strong external networks have been established by connecting with behaviour support consultants at other providers and participating in Disability Services Commission committees and working groups.

In the year ahead, our focus will be to identify and eliminate any restrictive practices being used with people we support. This work will include the creation of a Panel of Review and a restrictive practice audit.

National Disability Insurance Scheme

The NDIS Perth Hills trial commenced in July 2014 and PHCS established a dedicated project team to develop and trial our services within the trial site.

The trial offered PHCS the opportunity to engage with the individualised funding model and explore how we adapt to the new environment and provide feedback to NDIS on the benefits and challenges with this approach. It is important that we work in partnership with people to build their understanding of the integrated services PHCS offer and how this could help them live their life.

ACTIVITY HIGHLIGHTS

OUR PRACTICE

It has been pleasing that we have been able to include Shared Management services in the trial site with our Advisor working with people to explore strengths and capacity to manage more of their supports. Many people have taken this option, getting the maximum value from their funding and the chance to determine, design and direct their supports in partnership.

People feel greater confidence managing their own supports knowing PHCS is backing them up.

As our knowledge and understanding has developed of the NDIS throughout this year, we have explored a range of innovative approaches to offer service coordination that includes coordination as close to people as possible and IT solutions to assist people to have maximum control day-to-day.

As at the end of June, PHCS supported 60 people funded by the NDIS and customer satisfaction was high. As partnership is key to our supports and services, we have also taken opportunities to influence NDIA nationally in helping them understand Shared Management and individualised supported living.

People feel greater confidence managing their own supports knowing PHCS is backing them up.



PHCS worked with Paul Jay and his family to build a strong network of support to live life.

ACTIVITY HIGHLIGHTS

OUR PRACTICE

Perth Hills Trial overview

- Mainly supports people with disabilities, with lower numbers of people with mental ill-health. (People with mental ill-health are now being transitioned into the Scheme).
- High number of customers with complex support needs.
- Out of 60 customers, 39 had support coordination as part of their package.

Perth Hills Trial highlights and innovations

- Explored and tested mobile / remote working solutions – local teams living and working in local areas.
- Significant work done to configure PHCS systems for better response and interface with external systems.
- Business Analysis commissioned to:
 - Examine financial implications of NDIS.
 - Identify areas for growth and project future financials.
 - Review and revise key processes.
- Developed marketing strategies that increased our profile within the trial site.
 - Attend local expos and community events.
 - Developed specific marketing materials.
- Worked to understand the new environment and explore PHCS responses now and in the future in order to develop a variety of support options.
- Established and developed key relationships within the sector.

Preparing for NDIS My Way Trial

The Fremantle team was preparing in readiness for Disability Services Commission to launch their NDIS My Way trial for the Cockburn/Kwinana area in July 2015. The focus by DSC over the past year was to ensure current customers funded previously by DSC transferred to NDIS My Way on the 1st of July.

In response to this opportunity, PHCS engaged a Project Officer who worked with the Fremantle team to prepare for launch and develop our services to people in the area.

The team has established good relationships with the My Way Coordinators and ensure that every eligible current PHCS customer had a new 'NDIS My Way' plan in place ready for the launch.

The Fremantle team has developed innovative approaches for the site, including creating an initial contact person for potential customers and referrers.

PHCS
PERTH HOME CARE SERVICES

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With us as your trusty crew you'll have the power to reach your destination.

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Perth Home Care Services is participating in both:
The Perth Hills NDIA trial, and
Cockburn/Kwinana NDIS My Way trial.

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Visit: phcs.org.au
E-mail: admin@phcs.org.au

ACTIVITY HIGHLIGHTS OUR PRACTICE

Aged Care reforms

Over the year, we have developed processes and training for all our area teams to offer Home Care Packages as consumer directed. A key element has been developing processes to provide all Home Care customers with a regular financial summary about their package. Information Services, Finance, Organisational Development and Community Services all put an enormous effort into ensuring that we can now provide customers with financial statements on a monthly basis.

PHCS has played a leading role in trialling self-directed support with people who are eligible for Home and Community Care, primarily people over 65. This project has been developed in partnership with HACC, Independent Living Centre, Access Care Network Australia, Community West and Mercy Care. Beginning in May 2014, PHCS supports 67 people and Mercy Care supports 27 people to self-direct their supports. Each person has an agreed budget with a range of flexible supports that will assist them to achieve their goals.



“Self-directed support gives Mum the amount of support that she needs but with the amount of control and the choice of the person she has in her life to be able to deliver the supports that work for her.”

ANNE'S DAUGHTER, BRONIA

ACTIVITY HIGHLIGHTS

OUR PRACTICE

Feedback from customers indicates greater satisfaction in having freedom to choose how to use their funding in a way that matches and makes sense to their specific needs.

Curtin University are evaluating the project to provide evidence on the benefits and the costs involved with self-directed supports. The evaluation will assist with further implementation of self-direction within PHCS and across the state.

Implementing Mental Health reforms

The focus in this area has been to embed approaches that recognise the uniqueness of each individual and supports them in their recovery journey.

This has involved building good working relationships with other providers such as mental health clinics and funding bodies for greater cohesion and collaboration for each person. In addition, PHCS has revised documentation, procedures and practices and supported staff with training and development.

The result has been better quality of supports and services to customers and added to our reputation in the sector for providing innovative, tailored and flexible approaches.

We have received positive feedback from the Mental Health Commission in relation to the Individualised Community Living Strategy and the Personalised and Family Support programs. Area teams focused on increasing engagement with Indigenous people which has resulted in better outcomes for customers and funding compliance.

In consultation with customers, families and staff we are establishing a Mental Health Community of Practice. The community will provide opportunities for people passionate about mental health to encourage and support each other and provide us with input on best practice.

We are fortunate that we have funding available through Home and Community Care (HACC) to evaluate our mental health approaches through all our programs. The aim of the evaluation is to identify best practice and to inform the future of PHCS mental health services. The evaluation is planned to be completed by December 2015.

The result has been better quality of supports and services to customers and added to our reputation in the sector for providing innovative, tailored and flexible approaches.

ACTIVITY HIGHLIGHTS

OUR PRACTICE

Working with Wheatbelt Aboriginal communities

The Northam office has focused on building awareness around the various support services available for the Aboriginal communities across the Wheatbelt. Working in partnership with KEEDAC Aboriginal group and using Partners in Recovery (PIR) funding, the team held Aboriginal Mental Health First Aid courses in Quairading which provided opportunities to establish contact with key groups. Also, Personal Helpers and Mentors (PHaMs) services were expanded to include the Quairading township and surrounding areas, resulting with five men now receiving supports.

In terms of building trusting relationships and cultural awareness, it's important we continue to recruit Aboriginal workers.

The Northam Area Manager's successful application for the Clifford Townsend Scholarship has helped establish a relationship with two members of the Badjaling Community group, East of Quairading. A field trip is planned in the new financial year in the Kimberley to meet with other community groups and share knowledge and experiences in home supports to Aboriginal communities.



The Wheatbelt team has a small plot in a community vegetable garden that grows fragrant herbs and some tasty treats.

ACTIVITY HIGHLIGHTS

OUR PRACTICE



Wheatbelt Team Facilitator, Lyndon Ugle doing a deadly job on the barbecue at a community event

Great work in the Wheatbelt

A Northam man was receiving social and community based support. It was not adequately meeting his needs but he was reluctant to discuss his issues further.

Team Facilitator Lyndon Ugle worked with him to build trust. He became a regular attendee at Koorda Men's Group, run in conjunction with Keedac and Wheatbelt Mental Health services.

This resulted in increased funding to help with additional domestic support and specialised equipment to improve his health and orthopaedic shoes to assist in mobility.

ACTIVITY HIGHLIGHTS

SOCIAL INNOVATION AND ENTERPRISE

The Clifford Townsend Scholarship was reviewed to encourage applications from employees wanting to innovate.

The 2014/15 scholarship was awarded to Wheatbelt Area Manager Nicki Dyson to explore community development models for the delivery of Home Care Packages to Aboriginal people.

PHCS Foundation financially supported the development of three social innovations this financial year:

1. Befriend was funded to research into ways PHCS customers can access and participate within the Befriend Social network. Many people we support, particularly those who experience mental ill-health tell us how difficult it is for them to develop friendships. The research involved focus groups with customers and staff and the development of two strategies to trial in 2015/16.
2. Youniverse is a self-organising community of practice that supports people to establish individual Microboards. A Microboard is a small group of people, typically committed

family and friends, working together to provide individualised and empowering support for a particular person. Youniverse has operated under the auspices of PHCS for over seven years and funding was provided for the group to establish themselves as a separate entity.

3. Planning for the Next Season, was funded to trial a business model where services were provided to help older people and their families to have plans for ageing in place. The trial tested whether people were prepared to purchase this service on a fee paying basis. Whilst many people like the concept it was found they were not prepared to pay for the service themselves. In April the PHCS Board agreed not to further invest in this concept.

We would also like to acknowledge the outstanding support and pro-bono services provided by Lyn Ladhams and Kirsten Young of King & Wood Malletsons, for their help in drafting our Social Enterprise Agreement.



Janette Spencer, Executive Manager, Community Services East and Nicki Dyson, Area Manager Wheatbelt at a recent Aboriginal Community Event in Northam

RISK

PHCS believes it is important to have effective Risk Management at all levels of our operations.

Significant progress has been made in the past year to develop our Risk Management Framework, define the organisation's risk appetite, identify and manage a range of organisational risks and implement an internal audit framework.

We take seriously the need to identify and address potential risks proactively. Risks identified are wide ranging and include all things that may threaten the organisation, the services we provide, our employees and most importantly our customers. This year we addressed six issues, that were assessed as high or extreme, to moderate or low.

Three internal audits were undertaken providing very useful insights into operations that were working well as well as areas for improvement. Functions that were audited included credit cards, payroll and timesheets as well as Occupational Health and Safety.

STAFF SERVICE AWARDS

Staff Service Awards



Susanne Nakoi

Staff with 20 years service as at 30 June 2015

Susanne Nakoi

Staff with 15 years service as at 30 June 2015

Janina Bogacki

James Frampton

Jenny May

Ian McKenzie

Lindsay Sepede

Staff with 10 years service as at 30 June 2015

Carol Bryan

Pam Cherry

Paul Conroy

Mitzi De Klerk

Maxine Friend

Tadeo Gonzalez

Joanne Hall

Rosie Lawn

Mavis McIntosh

Kim McNally

Barbara Millward

Robyn Wells

Julie Wulff

Staff with 5 years service as at 30 June 2015

Robyn Anderson

Rachel Bissett

Sarina Blundell

Kerry Bowman

Julie Breese

Donna Carty

Aimmie Cheung

Nicole Clohessy

Molinda Danda

Olsen Dias

Jacqueline Down

Susan Downs

Theresa Eggleston

Christine Fisher

Krishenda Fong

Benay Fong

Scott Gellar

Belinda George

Gabriele Gover

Cherie Harrington

Judith Healy

Kristina Heygate

Shirley Hicks

Dianne Jacoby

Betty Johnston

Victoria Kennedy

Anna Kochmanski

Jay Landuyt

Kim Landuyt

Jacqueline Law

Darrin Leggett

Rawinia Mahuika

Catherine McGregor

Sandra McLatchie

Gina McPhee

Gary Miller

Rebecca Mulvaney

Givemore Naini

Trinh Nguyen

Nhi Nuynh

Jessica Nyamidzi

George Oakley

Suzanne Perry

Terri Petersen

Oscar Petrolati

Karen Phillips

Gabrielle Richards

Keiko Robinson

Sharri Roepen

Gaby Slade

Kevin Smith

Jacqueline Sokil

Carrie-Ann Stevenson

Peter Sutcliffe

Kathleen Tarawa

Wendy Testa

Peter Thompson

Ngoc Tran

Eileen Treseder

Lynette Urquhart

Wendy Waller

Liz Westbrook

Stephanie Winterton

Jennifer Wright

Wendy Xu

GOVERNANCE

GOVERNANCE

"Corporate governance refers to the processes by which organisations are directed, controlled and held to account."

PHCS Board Policy Document

Board Governance

The Board closed the year with two vacancies. Jackie Softly stepped down in October 2014 and Giles Everist in June 2015 and are thanked for their valued contribution. The Board is currently seeking a replacement Board member with lived experience and another who is a registered accountant.

PHCS is governed by the Associations Incorporation Act 1987 and determines its annual agenda through the framework of the Constitution and Board Policy Document. The CEO presents a full series of monitoring reports to the Board, to ensure compliance with these documents.

Board members visited individuals and families supported by PHCS. They valued this opportunity to further develop their understanding of the services and supports PHCS provides and to make the connection between the reality and the vision of the organisation.

At the start of each Board meeting a visit reflection is presented and often results in valuable discussion.

All Board members are independent and provide an annual written declaration of interest and third party relationships. At the start of each Board and Sub-Committee meeting they are asked to declare any interests relating to topics being discussed. The Board and Sub-Committees have a process in place to annually review the performance both individually and as a Committee.

This year the Board commenced a review of the Governance Framework to ensure it was up to date and fit for purpose.

Name	Attendance at Board Meetings		
	10 x Board	3 x Audit & Risk Committee	2 x Remuneration & Nomination Committee
Phil Thick	8		
Angus Buchanan	7		1
Giles Everist	8	3	
Jo Fletcher	10	3	
Greg Madson	9	2	
Deborah Pearson	10		2
Jackie Softly	2		0

GOVERNANCE

BOARD SUB-COMMITTEES

Audit & Risk Committee

The Audit & Risk Committee, established in 2011, assists the Board to discharge its responsibilities for financial reporting, internal controls and internal and external audit. Three Board Members constitute the Committee which meets three times per year. Achievements this year include:

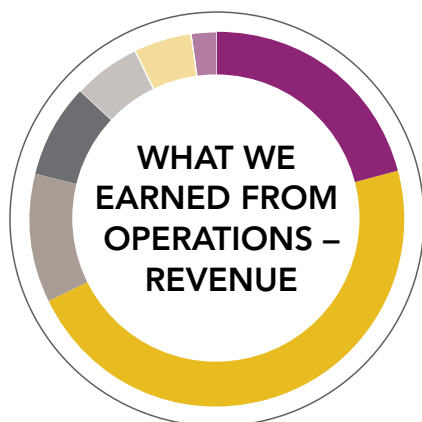
- The Audit Committee broadened its responsibilities to become the Audit and Risk Committee.
- EY is in its third year as External Auditor. Additional guidance has been provided by the auditors on topics such as Internal Audit which has further informed the Committees and improves our practice.
- Three Internal Audits were conducted during the year across areas including Credit Cards, Payroll/Timesheets and OSH. The recommended actions were pertinent and were implemented promptly.
- Risk Management practices have become embedded in the Committee's annual calendar, with the Risk Register and Risk Profile reviewed in detail. The Risk Management Framework was reviewed by the Committee and approved by the Board, including the Risk Management Policy and the Risk Assessment Matrix.
- Risk Treatment Action Plans presented to the Committee included, Financial Processes, Contract Management, Critical Incidents and Occupational Health and Safety.

Remuneration & Nomination Committee

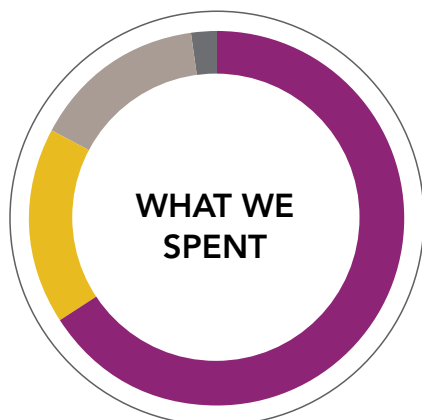
The Remuneration & Nomination Committee, established in 2013, assists the Board to fulfil its responsibilities for the remuneration and terms of service for the CEO and the framework for the CEO to determine remuneration and conditions for all other staff. Three Board Members constitute the Committee, which meets twice a year. There is currently one Board vacancy on this Sub-Committee. Following a review of the ASX Corporate Governance Principles the Remuneration Committee broadened its responsibilities to become the Remuneration & Nomination Committee. The Committee reviewed:

- Staff Annual Remuneration
- Executive Structure
- Talent Management Plan to manage the succession, retention and motivation of the Board, CEO and senior executives
- Board nomination process including position description and selection criteria
- Oversight of the Office Based Enterprise Agreement process

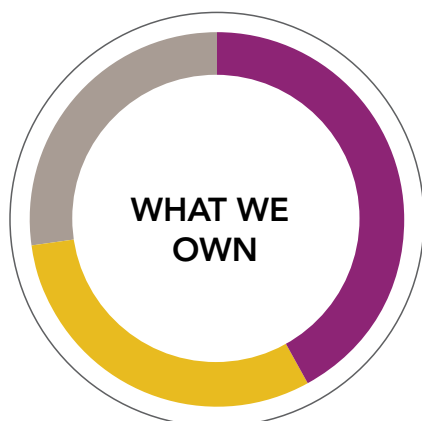
FINANCIALS



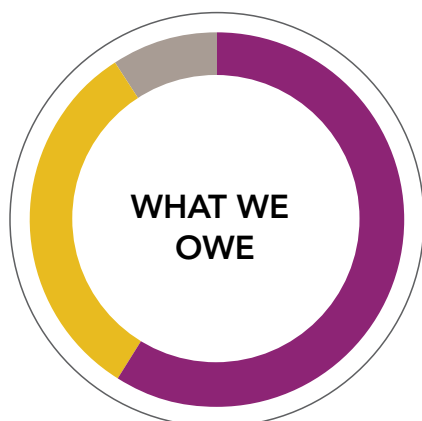
Home and Community Care	\$13,324	21%
Disability Services Commission	\$30,068	47%
Home Care Packages	\$6,948	11%
Hospital Contracts	\$5,038	8%
Mental Health	\$3,967	6%
Other Government Grants	\$2,941	5%
Fee for Service and Subsidies	\$1,480	2%
Total	\$63,766	100%



Direct Care	\$41,501	66%
Indirect Care	\$10,665	17%
Support and Administration	\$9,676	15%
Depreciation	\$1,339	2%
Total	\$63,181	100%



Cash Assets	\$12,213	42%
Debtors and Prepayments	\$8,998	31%
Property and Equipment	\$7,729	27%
Total	\$28,940	100%



Trade Creditors and Accruals	\$7,016	59%
Employee Entitlements (Current)	\$3,818	32%
Non-Current Employee Entitlements	\$1,054	9%
Total	\$11,888	100%

FINANCIALS

Income Statement for the Year Ended 30 June 2015

	\$'000 2015	\$'000 2014
Operating Revenue		
Revenue from government funding	62,286	57,927
Other Revenue		
Fee for service	815	458
Subsidy fees – aged care and others	665	613
Interest received	539	796
Total other revenue	2,019	1,867
Other Income		
Capital grants	690	694
Unspent grants awarded	152	318
Others	698	485
Total other income	1,540	1,497
Total revenue and other income	65,845	61,291
Operating expenditure		
Direct care service	41,501	41,092
Indirect care service	10,665	9,949
Administration overheads and depreciation	11,015	9,692
Total operating expenditure	63,181	60,733
Net surplus before provision for unspent grants	2,664	558
Other expenditure		
Provision for unspent grants	2,487	1,664
Net surplus/(deficit) and total comprehensive income for the year	177	(1,106)

FINANCIALS

Statement of Financial Position as at 30 June 2015

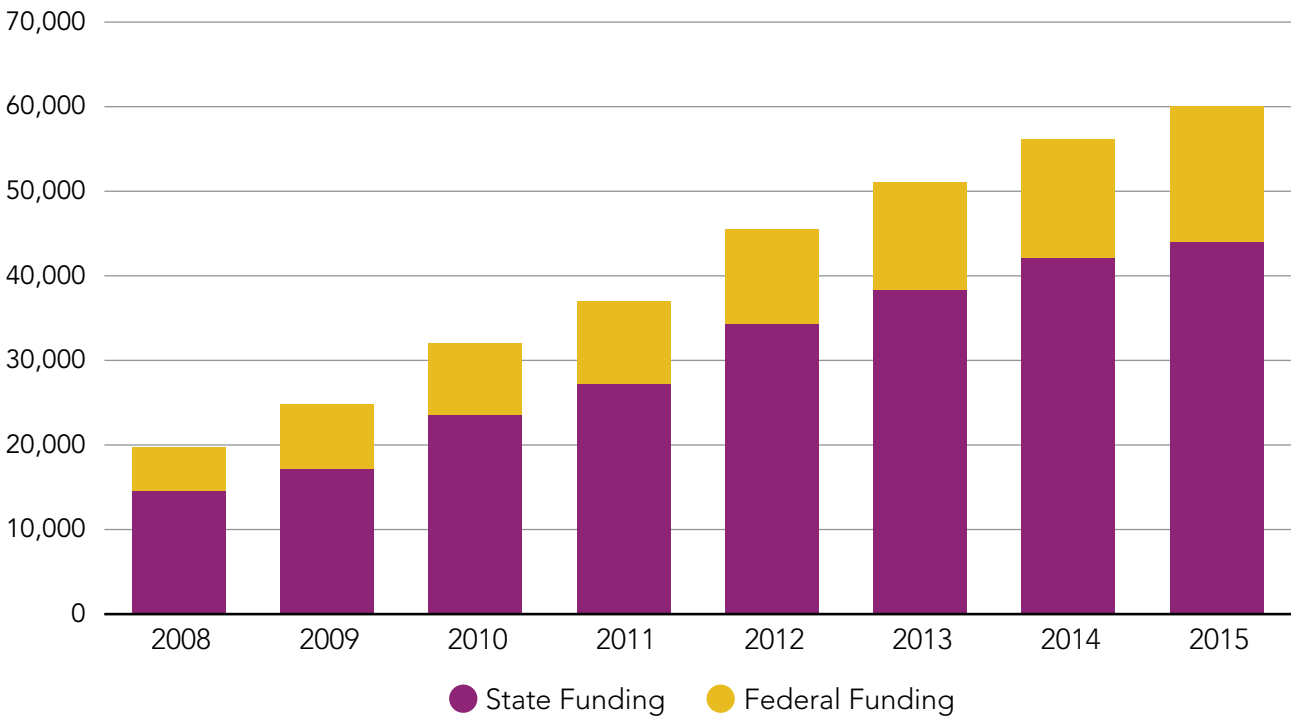
	\$'000 2015	\$'000 2014
Current Assets		
Cash at Bank and On hand	3,800	1,217
Short Term Bank Deposits	8,413	13,958
Trade and Other Receivables	8,998	4,392
Total Current Assets	21,211	19,567
Fixed Assets		
Property, Plant and Equipment	7,561	7,502
Capitalised Work in Progress	168	643
Total Fixed Assets	7,729	8,145
Total Assets	28,940	27,712
Current Liabilities		
Trade and Other Payables	7,016	6,365
Provisions for Employee Entitlements	3,818	3,447
Total Current Liabilities	10,834	9,812
Non-Current Liabilities		
Provisions for Employee Entitlements	1,054	1,025
Total Non-Current Liabilities	1,054	1,025
Total Liabilities	11,888	10,837
Net Assets	17,052	16,875
Members' Funds		
Retained Earnings	14,529	14,352
Reserves	2,523	2,523
Total Members' Funds	17,052	16,875

FINANCIALS

Statement of Cash Flows for the Year Ended 30 June 2015

	\$'000 2015	\$'000 2014
Cash flows from operating activities		
Receipts from customers	1,053	1,363
Interest received	539	523
Grants received	61,935	57,410
Payment to suppliers and customers	(60,209)	(60,102)
Net cash from/(used in) operating activities	3,318	(806)
Cash flows from financing activities		
Loan to Perth Home Care Services Foundation (Inc)	(5,399)	–
Net cash used in financial activities	(5,399)	–
Cash flows from investing activities		
Redemption of term deposits	5,544	3,194
Payments for purchase of fixed assets	(1,594)	(2,724)
Payments for capitalised work in progress	–	314
Proceeds on sale of fixed assets	714	518
Net cash used in investing activities	4,664	1,302
Net increase in cash held	2,583	496
Cash at beginning of the year	1,217	721
Cash at end of the year	3,800	1,217

2014-15 Federal and State Recurrent Funding \$'000





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Wheatbelt:

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