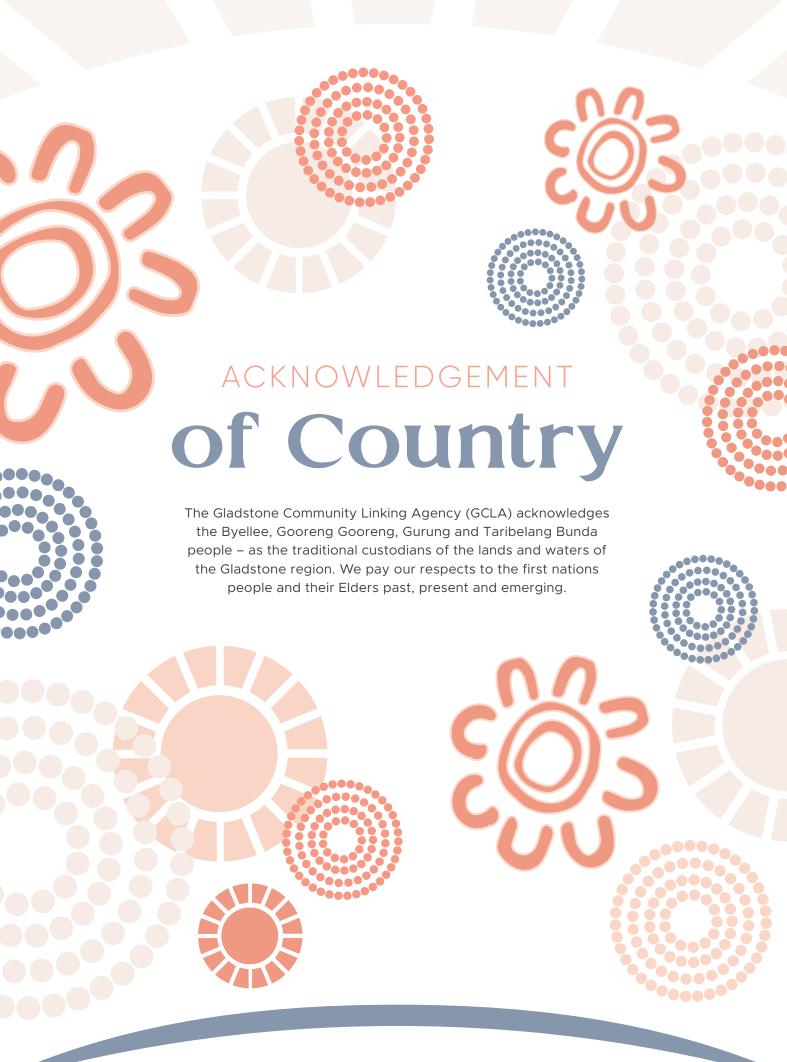
Gladstone
Community
Linking Agency **annual report**2022/2023









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MESSAGE FROM

The Chair



"One of the key tenets of the provision of human services is that in doing so, we do not add to the burden of people who need the services and support."

People with disabilities and people who require assistance due to ageing and frailty already shoulder burdensome issues in their lives including, inability to participate fully as others do, to be included as a norm, to be able to make their own choices and decisions and the presence of other complexities such as health fitness and wellbeing. Providers of services and support should be about reducing these burdens for people.

But here we are, two Royal Commissions later, and a NDIS review by the Federal Government (report yet to be released) occurring against a backdrop of massive sustainability challenges to the human services industry, which is being ladened by increasing regulation and compliance. The Aged Care Royal Commission made 148 recommendations, followed by the Disability Royal Commission with 222 recommendations. GCLA has operations in both arenas, so we are very much aware of the escalating expectations for compliance, quality, and safeguards.

It is therefore even more evident that GCLA will be reliant on its staff - direct support and management, to provide services and supports that are compliant, of quality and of care, and that reduce the burden of daily life for our clients. As Chairman I have confidence that we can do this because we have an aligned culture. The task for the leadership teams in GCLA (including our Board) is to continue to develop GCLA's culture so that our natural place is to achieve outstanding outcomes for our clients through lessening the impact of life's burden that they experience every day.

Throughout this year we have enacted a renewal of our IT functionality, the cornerstone of which has been the implementation of a new Customer Relationship Management software, which is already having a positive effect on the business. IT transformation will continue, and the Board recognises that effective IT is a vital element of our service.

We have embraced a 'state-of-theart' financial modelling structure. This structure, which is now being used in FY2024 is at a level that one would usually find in much larger organisations. Advances in our financial governance are having a major effect on our understanding of our operational financial planning and positioning.

As we report, the Board and leadership teams are working towards a new edition of our Strategic Plan. These planning imperatives will shape the future of GCLA, and there's no doubt that the Board is in an expansive frame of mind as we look to the future of this important local Gladstone human service.

"I am sure that together we will rise to meet what lies ahead and continue with the commitment and the work that we all do to ensure that our client's experience a service that is Beyond Ordinary, albeit in extraordinary times."

The coming year will be one of immense focus as we embrace the sector changes that are coming. Our organisation's sustainability will be "under the pump", but I am sure that together we will rise to meet what lies ahead and continue with the commitment and the work that we all do to ensure that our client's experience a service that is "Beyond Ordinary", albeit in extraordinary times.

David Rafferty Chairperson

MESSAGE FROM

The CEO



"I am very honoured to be providing my first **Annual Report as the Chief Executive Officer** and Managing Director for the GCLA."

Having been warmly welcomed to both GCLA and the Gladstone Community, together with the Board, I am committed to ensuring the success of GCLA into the future. With a rich and remarkable history, I acknowledge all the leaders that have come before me, positioning GCLA as a key service provider and large employer for the region.

GCLA is a people organisation who provides disability support and aged care services. We walk alongside people in some of the most challenging and fulfilling times of their life. Our role is to connect supports by establishing and nurturing relationships with our customers. This requires a special type of person who can partner with our customers, and their family. As I lead this wonderful organisation, my role is to 'care for those who care for others' and instill the GCLA behaviours to be kind, be helpful. be thoughtful, speak positive, and provide safe, quality care.

As we emerge from Covid-19 and prepare for reforms following the Aged Care and Disability Royal Commissions we are fully aware of the challenges and opportunities presented to the sectors in which we currently operate.

With more than 60% of strategic projects completed, we are well positioned to deliver the following key outcomes of the 2022-2023 Strategic Plan by providing:

- a stabilised, successful and financially sustainable organisation,
- a transformed organisation, reengineered services, relevant business and financial models; and
- a reinvented culture.

Our strategy has seen us invest significant resources to enable us to move at a rapid, but necessary pace to achieve our sustainability and transformation agenda as we strengthen our foundations in preparation for emerging and future opportunities.

Our financial results reflect both the need for transformation and the investment made with tailing impacts of Covid-19 in the first quarter. I am pleased to report we have achieved a 7.8% growth in revenue as we have expanded our range of services and focused on the successful delivery of block funded programs. With a new financial model supporting strategic decision making, GCLA achieved a positive turnaround of \$1.3M against forecasts.

Aligned to our growth strategy, we are thrilled (from 1 July 2023) to have attracted \$550K of additional Commonwealth Home Support Program (CHSP) grants to deliver clinical nursing, allied health, transport, meals, in home flexible respite and overnight cottage respite. The overnight cottage respite has undergone refurbishment providing two overnight respite rooms, which is a much-needed service for the region.

Our focus on developing our clinical service capability has resulted in a successful external audit against the NDIS Quality Practice Standards and Quality Indicators. This result provides GCLA eligibility for high intensity support registration.

As we look ahead, we will continue our digital transformation to focus on our customers and employee experience. New Customer Relationship Management software will provide increased visibility, connecting our customer goals, enhancing services, and increasing schedules with a tailored Beyond Ordinary team of Support Workers. Our refreshed branding reflects our renewal and is providing us an opportunity to reflect the 'vibe' we wish to radiate.

Our customer focus will continue as we implement more formal forums including both a Customer Reference Group and Quality Advisory Committee. We will continue to co-design programs to meet our customers changing goals and preferences and engage with the community to anticipate and plan for service needs.

I would like to thank the board and the entire GCLA team for their "Bevond Ordinary" support. Most of all I would like to thank all our customers and family for entrusting their care and support with GCLA.

Jennifer Marsh GAICD **Chief Executive Officer and Managing Director**

ABOUT GCLA

Established in 1977 as the Gladstone and District **Combined Handicapped Association (GDCHA)** by Ms. Judy Young, the former Chair, and fellow parents and friends of people with disabilities, GCLA has a long history of organisational service development and growth.

In 1992, a sub-committee of the GDCHA Committee of Management was formed to investigate the availability of respite for Gladstone families; subsequently, the Gladstone and District Respite Care Association was formed.

In 1994, the organisation's name changed to the GCLA. In 2012 Gladstone Respite Care Association merged, and GCLA became responsible for the management of Mainstay Respite Care House.

In 2015, GCLA and Port Curtis Day Respite Centre amalgamated into GCLA, which then became responsible for the management and provision of in-home aged care services.

Today GCLA is a true local not-for-profit provider of both aged care services and disability support. We have a proud history and a head office located in Gladstone. With a comprehensive range of services and career opportunities, we have a unique Point of Difference!





OUR BOARD AND

Leadership

BOARD OF DIRECTORS

Anne Bryce Previous Chairperson



David Rafferty Chairperson



Jennifer Marsh Board Member



Peter Callaghan **Board Member**



Tania Howard Board Member

OUR LEADERSHIP TEAM



Jennifer Marsh Chief Executive Officer & **Managing Director**



Rayleen Donohoe **Chief Finance** Officer



Lisa Fuller **Chief Operations** Officer



Vicki Jackson **Finance** Manager



Tanya Taylor Program Performance Manager



Glenn Payne Chief Digital Officer



Sara Jordan **Team Leader** Support Coordination



Melinda Pajonk Support Services **Supervisor**



Jane Katsanevas Public Relations Coordinator



Jaeme Spalding Community **Engagement** and Referral Manager



Vicki Lawrence Corporate Support Manager



Melissa Martin Digital Transformation Manager

OUR VISION, PURPOSE &

Behaviours





Our Purpose

Supporting people to live well at home and in the community.

Our Behaviours











Accreditation

AGREEMENTS & REGISTRATION

GCLA maintains a quality management system, which focuses on providing quality services and support, compliance and continual improvement with a customer focus and ensuring a postive employee experience.

Our registrations and contracts are outlined below, and we expect to provide High Intensity Supports, nursing and exercise physiology to people with disability, in early 2024.

- Aged Care Approved Provider
- National Disability Insurance Scheme Registered Provider
- National Injury Insurance Scheme Queensland Provider
- QLD Health Transition Care









GCLA AT

a glance



SERVICED





customers serviced

travelled by staff



CUSTOMERS



Number of Support



volunteers

Facebook: 1.2k Total engagement increased by 100%





210,732.24 HOURS OF CARE PROVIDED

our way forward

Inspired by our vision, purpose, and culture we aim to provide choice, control, and timely access to services for the Gladstone Community.

to support our aggressive growth and sustainability targets

OUR STRATEGY

2022 - 2023

Our quick turnaround **Strategic Plan contains** four enabling strategic initiatives.

Our success has derived from our embedded Change Management structures and Project Management protocols.

Strategic Focus

Financial Sustainability

We have focused on our financial sustainability with the finance team who have worked tirelessly with Cadert Financial to develop a detailed Financial Model. The model has supported us in identifying our key levers, making informed decisions and planning for both organic and new service growth as we seek to expand our current footprint in Central Queensland.

continued on next page >>



Initiative One

Contemporary Governance & Transformational Planning, **Dynamic Leadership &** Management.

Initiative Two

Adaptive Structure & Defined Positions, Energetic People & **Vibrant Culture.**

Initiative Three

Organisational Development & **Continual Improvement, Service** Excellence & Business Excellence.

Initiative Four

Innovative Business Development, Geo-service Expansion, Mutually Beneficial Relationships & Partnerships.

OUR STRATEGY

2022 - 2023



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Digital Transformation

GCLA has significantly invested in necessary digital transformation which seeks to gain efficiencies, whilst improving both our customer and employee experience. Through an initial period of discovery a Digital Road Map has been developed, and project implementation teams established.

Key initiatives include:

- Implementation of digital tools which link to our redesigned website, and establishing foundations to streamline processes from enquiry, referral, and service commencement.
- Implementation of Customer Relationship Management (CRM) Software, supporting the team to process almost 20k accounts

Service Growth

Having obtained a grant from the Department of Health and Ageing, we are pleased to have gained additional funding for our Commonwealth Home Support Program (CHSP). This is providing much needed services for the Gladstone region and commencing July 1, 2023, will include:

- Clinical Nursing
- Allied Health
- Cottage respite, for overnight stays
- In-home flexible respite
- Meals
- Transport.

We were also granted 40 Aged Care Volunteers Visitors Scheme (AVCCS) places to connect people who are receiving government funded aged care services with a volunteer companion if they are at risk of social isolation.

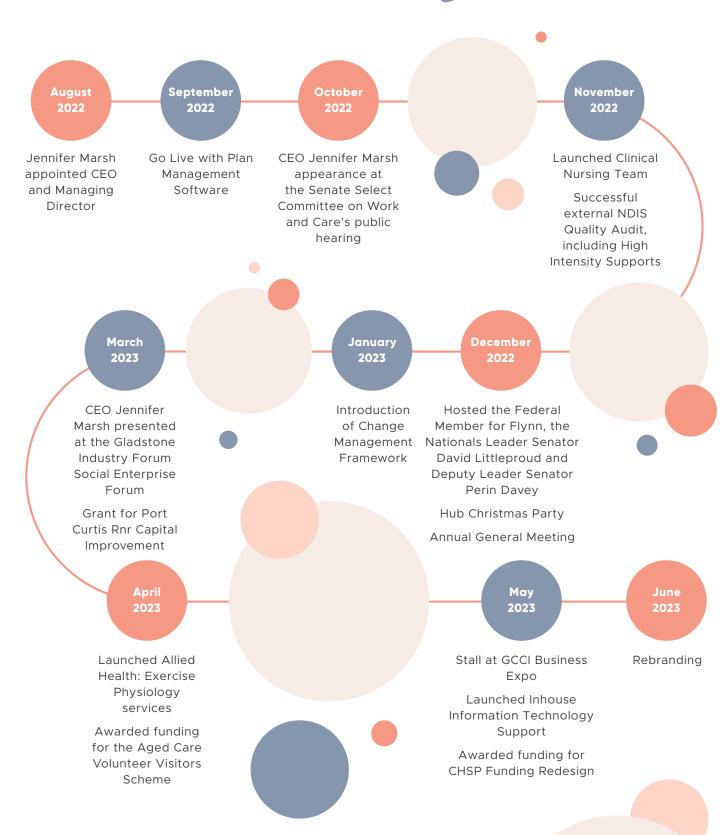
GCLA has entered two MOU arrangements with new Special Disability Accommodation (SDA) providers entering Central Queensland, and we look forward to providing Supported Independent Living services to NDIS participants in 2024.

Our Culture

We recognise the value our employees bring to GCLA. To attract, reward and retain the right employment mix, and above all 'care for those who care for others' we have focused on our employee engagement and the culture of how we do things. We embrace the new GCLA Behaviours: be kind, be helpful, be thoughtful, speak positive, provide safe, quality care. With ongoing pulse surveys of our team, we are pleased with the results of our employee engagement metrics.

HIGHLIGHTS

for the year



OUR customers

We know Australians prefer to live well in their home with support to maintain, regain and enhance their independence.

Our customers include:

- People with a disability.
- People over 65 years
- People with chronic or complex health challenges
- Carers for those who have a disability or are ageing.

Our youngest customer is 3 years and our oldest is 97 years young!





referrers

GCLA maintains various relationships to streamline service commencement following enquiry.

GCLA referrals come from the following:

- Family, friends, and carers of those who need support
- NDIS Participants
- NDIS Support Coordinators
- Local Area Coordination Services
- People who are ageing who registered with My Aged Care
- Aged Care Assessment Teams (ACAT)
- Regional Assessment Services (Aged Care RAS)
- Hospital discharge planners
- Hospital Transition Care Teams
- Carers Gateway
- National Injury Insurance Scheme Queensland

out & ABOUT with GCLA



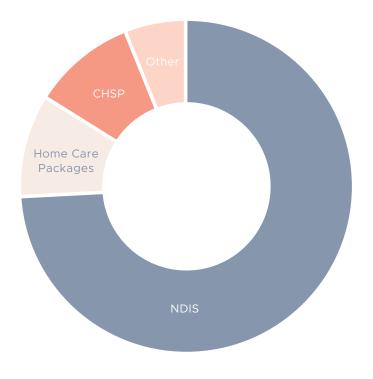
OUT & ABOUT

with GCLA



Funding

OUR FUNDING DISTRIBUTION





National Disability Insurance Scheme

We are supporting NDIS Participants to exercise choice and control over the services they receive through providing:

- Individual Supports, Community Access, and Capacity Building Programs
- Supported Independent Living
- Plan Management
- Support Coordination.





Commonwealth Aged Care

Commonwealth Aged Care funding supports seniors to live well at home, while maintaining independence and wellbeing for as long as possible. Funding also supports carers through respite programs, so as they can remain in their caring role for longer.

Services range from entry level assistance to a coordinated approach for more complex needs through:

- Home Care Packages (HCP)
- Commonwealth Home Support Program (CHSP).



National Injury Insurance Scheme Queensland (NIISQ)

NIISQ is a no-fault scheme that provides treatment, care and support for people who have been seriously injured in a motor vehicle accident.



Aged Care Volunteer Visitors Scheme

This free service provides friendship and companionship to older people and aims to develop social connections. The scheme focuses on older people who are at risk of feeling isolated or lonely.



Fee For Service

All our support is available on a fee for service basis. We also provide services on behalf of other organisations on a brokerage, or subcontract basis.



Complimentary Linking and Advisory Services

GCLA provides a free service to assist people to navigate the aged care system and access My Aged Care to obtain government funded services.

Services



Aged Care Services



NDIS Support Coordination



NDIS Plan Management



Assistive Technology



Nursing Services



Food Preparation



Home Care Packages



Domestic Assistance



Personal Care



Social Support



Fee For Service



Transport Assistance



NDIS Disability Support



Short Term Accomodation



Port Curtis Day Respite Centre



Daily Living



Gardening Maintenance



Supported Independant Living



Port Curtis Cottage Overnight Respite



Aquafit



Allied Health



Social Enterprise Groups

Programs

Social interaction and connection is key to living well.

We are fortunate to operate both the Port Curtis RnR day respite service, primarily focused for those over 65 years and their carers, and the Hub, supporting people with disabilities. Our programs continue to evolve as we co-design activities with our customers to meet their changing goals and preferences.

Our Hub Christmas Party was a definite highlight for the year, with participants planning every aspect of the event months in advance. They even provided the entertainment through the Hub Rock school band. The crowd pleaser was definitely the ghost busters act, where both staff and participants took to the stage together.



Port Curtis RnR Respite Centre

With an ever-changing program promoting social interaction, mild exercise, and wellbeing, the centre provides respite for carers, and a place where socially isolated older people can come, make friends and enjoy activities.

At our Port Curtis RnR we enjoyed both activities in the centre and excursions into the community, from a trip down memory lane with a bus ride through town reminiscing on locations that once were bustling businesses, to driving past locations where people frequented in days gone by.

The Port Curtis customers also enjoyed the weekly entertainers who visit our centre and delight with their musical prowess. The team from Bunnings who work with us to complete monthly craft, gardening and other activities and of course the garden at our centre would not look as beautiful as it does without the care and dedication of our volunteers who we are especially grateful for.



Flavour Masters Cooking Classes



My Life Rulz



Chill Out Squad

Programs

<< continued from last page



AquaFit

The popular Aquafit Programs transitioned to an allied health program, under the supervision of Stephanie Perotti, GCLA Exercise Physiologist, whilst maintaining all social aspects of the program.



Rock School

The Rock School attained their goal of performing in the community, with performances at both the Marina Stage and the Philip St Precincts.



Blooms Gardening Group

Bloom is an outdoor activity group where we plant fruit & vegetables, and learn how to protect our plant friends.

Yahoo

Social days to feel a sense of belonging and connection within our community.

Various excursions through the year support customers to engage in the wider region from the Caves, and Rockhampton through to the Boyne Valley and Agnes Waters. We also had behind the scenes visits to locations including the Fire Station, Airport and Entertainment Centre.



OUR Team

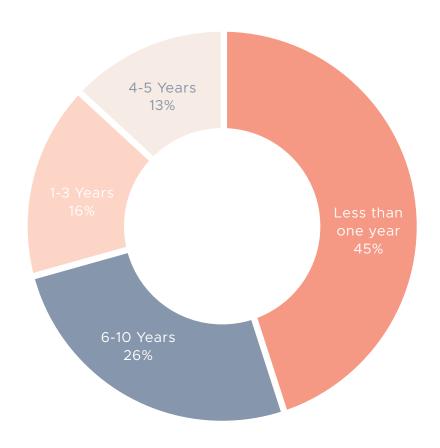
We have a dedicated and multidisciplinary team where we have prioritised engagement, recognising the value our employees bring to GCLA.

To attract, reward and retain the right employment mix, and above all 'care for those who care for others' we have focused on our employee engagement and the culture of how we do things as we embrace the new GCLA Behaviours: be kind, be helpful, be thoughtful, speak positive, provide safe, quality care. With ongoing pulse surveys of our team, we are pleased with the results of our employee engagement metrics.

As we have restructured to meet the future needs of GCLA we have created the following new roles, providing both career structure and increased capability, in particular, within our clinical services:

- Chief Operations Officer
- Community Engagement & Referral Manager
- Exercise Physiologist
- Program Performance Manager
- Public Relations Coordinator
- Plan Partners
- Registered Nurse
- Senior Support Workers
- Support Worker
- Team Leader
- Volunteer and Aged Care Plan Partner

TEAM LENGTH OF SERVICE



OUR DIVERSE TEAM

includes people with connection in the following countries:



UK



Indonesia

Bosnia

Sri Lanka



Team

Our Culture

Our culture is created and maintained by all employees and defined by how we do things.

As a people-focused organisation whose success relies on developing and nurturing ethical relationships between customers and Support Workers, the following reward, recognition and retention initiatives have supported us to achieve a significant uplift in the engagement of our team and improve advocacy within GCLA:

- Updating of the organisational structure, improving clarity regarding reporting and supervision functions
- We have prioritised offering our Support Workers permanent roles as opposed to casual employment
 - Defining the GCLA Behaviours
- Introduced a Scholarship Program
- Increased our social event calendar
- With ongoing staff engagement and pulse surveys our improved results instilled encouragement and confidence in our full leadership team, affirming the effectiveness of our operational planning and actions derived from the GCLA Strategy.

We are proud of these team members who were promoted through the year.

- Maree Scholfield, Michele Andrews and Helen Kurtin to Senior Support Workers
- Kathy Hickling Support Coordinator
- Kathleen Manning Support Coordinator
 - Jaeme Spalding Community
 Engagment & Referral Manager
 - Melinda Pajonk Support
 Worker Team Leader

Volunteering with GCLA

GCLA has a proud history of volunteer engagement who support many activities and programs, whilst fulfilling their own goals of volunteerism.

They are there when we are needing a helping hand to achieve the extraordinary!

Many of our volunteers assist and support our customers on a weekly basis, predominantly with our Aged Care services, whether its our pool based volunteers assisting our Aquafit team, or it's the entertainers who volunteer their time every week to perform at our Port Curtis RnR. Without their dedication our customers would not have the same experience.

We also have community organisation's who volunteer their time to make a difference to our GCLA community, Rotary have on many occasions held working groups at our RnR for garden makeovers. In addition, Bunnings volunteer their staff to provide activities at our RnR, and many other businesses support us and our services and we are all very grateful.

CUSTOMER ENGAGEMENT

and Co-design

We have an ongoing focus on customer engagement and program co-design.

- Customers of Port Curtis RnR enjoyed being included in the selection of materials and furniture for the overnight cottage respite service, and have expressed their delight with the new colour and style choices for the Cottage Respite renovations.
- We also engaged with our customers to assist with the selection of our new Hybrid Vehicle. With some test driving with our customers of different height and mobility, everyone enjoyed being part of this initiative under the supervision of our Exercise Physiologist, Registered Nurse and Port Curtis Support Worker.
- Our support team collaborate extensively with participants who engage in activities under the NDIS programs, with participants taking a lead in exercising choice and control to ensure programs meet their goals.
- Looking forward, our new Customer Reference Group and Quality Advisory Committee will provide a more formal forum to ensure the services we deliver meet the needs of the community and continue to be delivered to a high standard.



WHAT OUR CUSTOMERS SAY

beautiful staff

SUPPORT ME

grateful

wonderful

Presence

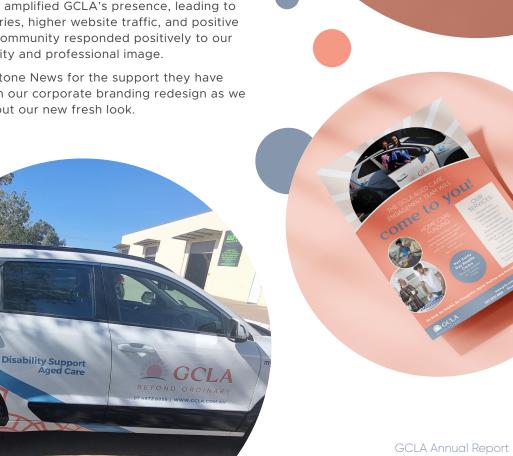
With many competitors coming into the Gladstone region over the past years, we have prioritised reminding the Gladstone Community that we provide Beyond Ordinary aged care and disability support.

We have partnered with both "Gladstone News" and "Gladstone Today" and have enjoyed seeing ourselves and our customers in print.

The past year we invested in impactful marketing campaigns, which effectively promoted our services. The marketing campaigns have played a pivotal role in strengthening GCLA's presence in the region. By effectively utilising both traditional and digital channels, we have successfully showcased our Home Care Packages, new assistive technology, and the range of services we offer. As we move forward, we will continue to be innovate and explore new avenues to ensure that our mission of providing exceptional care and support reaches those who need it most.

These initiatives amplified GCLA's presence, leading to increased enquiries, higher website traffic, and positive feedback. The community responded positively to our enhanced visibility and professional image.

We thank Gladstone News for the support they have provided us with our corporate branding redesign as we continue to rollout our new fresh look.



Presence

The transformation of GCLA has been bought to life through new branding which aligns to the characteristic of Gladstone as the place of origin for GCLA.

Our New Logo





THE SUN

Is a Star Visible every day: the sun radiates outwards, touching all. It symbolises health and vitality, promoting wellness and healthy living. The sun represents a new beginning, signifying a future of possibility and being "Beyond Ordinary".



THE WATER

Water references the tranquillity and sense of place within the Gladstone Harbour, Water represents the ebb and flow of nature and life with its various challenges, achievement, and celebration.



THE ARCH

The arch represents various concepts such as support, shelter, protection, and stability. The arch also symbolises strength, security, and bridging gaps. In the context of disability and aged care, it demonstrates the provision of a supportive and secure environment for individuals, bridging the gap between their needs and the services provided.

Presence

Advocating for the Gladstone Community

We engage extensively with the community as evidenced by attending the following forums:

- Interagency Meetings
- Public Health Network Clinical Society
- Disability Community Network Gladstone
- Commonwealth Home Support Programs Sector Support
- Disability Provider Network
- National Disability Services Senior Leaders Regional and Remote Forum
- Chamber of Commerce and Industry events

Representing the Region

- The CEO, Jennifer Marsh, presented to the Senate Select Committee on the Work and Care's Public Hearing via invitation.
- The CEO, Jennifer Marsh, Public Relations Coordinator, Jane Katsanevas and Customer Support Manager Jaeme Spalding, hosted the Nationals leader Senator David Littleproud and Deputy Leader Senator Perin Davey along with the Federal Member for Flynn Colin Boyce as part of the party's regional listening tour. We were able to share our concerns and ideas for the future to contribute to a sustainable disability and aged care sector.
- GCLA spoke at Queensland Social Enterprise Counsil (QSEC) panel discussing the importance of local business to support social enterprise through sponsorship.





HEALTH &

Safety

With a good health, safety and wellbeing record, GCLA has continued to be vigilant with combatting the impacts of Covid-19, both for customers and our team. Our staff wellbeing programs have been enhanced throughout the year as our new Wellbeing and Occupational Health Partner provides a dedicated focus. We are thrilled to offer Aquafit Classes for our staff and will expand this next year as a free service for all health and human service employees.

Health and safety preventive activities include workplace inspections, incident, hazard reporting and investigations. Mandatory training, ongoing education and awareness campaigns ensure staff are aware of the hazards inherent with the operations of GCLA and provides instruction regarding the systems which ensure risk is reduced so far as is reasonably practicable.

Stewardship

With a vast array of "green" initiatives including extensive solar power and batteries, we engaged in the QLD ecoBiz program to undertake an energy audit.



OUR SOCIAL

Impact

Our work at GCLA as a social enterprise seeks to have a positive impact on the community by delivering both social and economic benefits by providing support and services to vulnerable people, their families, carers and the community.

Our services are not measured by profit, but measured by the impact we have aligned to our vision of Empowered People, Inclusive

We proudly operate Ground Control Garden Maintenance services, providing full employment

We are fortunate to have such a rich and diverse industry with listed companies whose shareholders are increasingly expecting **Environmental Social Governance (ESG)** coming year.

Memberships

We maintain the following memberships to support us to be a high performing, respected and sustainable service provider. We thank all our partners for their service, advice and encouragement.



Aged and Community Care Providers Association



National Disability Services



Institute for Healthy
Communities Australia
Certification



Gladstone Chamber of Commerce & Industry

OUR

Partners

GCLA would like to acknowledge some of our key partners who have helped us to progress our strategic plan including:

- Australian Strategic Services
 - Cadert Financial
 - Three Digital
 - Wilkinson Butler
 - Elevate Media

