



2019-2020
Annual Report





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Acknowledgement of Country

The District Nurses pay respect to the traditional and original owners of this land the muwinina people. We pay respect to those that have passed before us and acknowledge today's Tasmanian Aboriginal people who are the custodians of this land.

Chair Report



This Annual Report highlights the key achievements of our organisation and the significant impact those services have made to the lives of Tasmanians.

It is with pleasure and a great deal of pride that I present the 2019–20 Annual Report for The

District Nurses, my last official function before stepping down from the Board.

Without doubt this has also been a very challenging year, particularly having regard to the overarching and unexpected impact of the COVID-19 pandemic. Despite the initial uncertainty surrounding COVID-19, and then the ongoing threat it posed, TDN has successfully navigated its way through the pandemic, without any disruption to our service provision. We remain extremely vigilant about the effect of the pandemic on our consumers and their families but feel confident that we are managing the risk and promoting the safest environment possible for both our consumers, their families and our staff.

This year there has been a spotlight on the aged care industry from the ongoing Royal Commission which has necessarily caused all providers to reflect and consider the way they deliver services. Aged care providers operate in a continually changing but highly regulated environment. An ongoing theme has been the recognition that consumers and their community wish to remain in their own homes, appropriately supported, for as long as possible. In response there has been the release of additional home care packages by the Commonwealth Government. This has dovetailed well with our mission, as we strive to provide care to those who most need it, as well as those who need only a few services, to enable them to remain living and enjoying their lives in the community.

A significant focus of our year was ensuring that the quality of care we provide was embedded in systems and processes and documented for

the Aged Care Quality Review which occurred in February this year. It was a significant achievement to be recognised as meeting all the aged care quality standards.

Notwithstanding COVID-19, the Quality Review and the Royal Commission, the past year has been very productive. Our staff, under Sally's guidance, have demonstrated exceptional commitment to our consumers and TDN. Our negative financial result last year caused us to pull apart and inspect every aspect of our service delivery and every program we run. We have worked hard to ensure we can deliver a sustainable service in the future while remaining true to our charitable status.

We continue to invest in and create the best possible solutions, to enable our staff to deliver the services our consumers need and to maximise positive outcomes. We have continued to explore operational efficiencies to better account for the services we are now providing. Despite another negative result this reporting period, we are budgeting for an improvement in the coming financial year, as we continue to expand our services in the community and further enhance our systems internally.

Our vision is for Tasmanians to live their best life in the community, and that has been the primary focus of an in-depth strategic review of our operations, our mission and our values for 2020–2023.

It is with sadness but much gratitude on our part that the TDN Auxiliary advised us that they had finalised their activities after almost 40 years. We have been so very lucky to have the number and calibre of dedicated and resourceful supporters working alongside the organisation for so long. The Auxiliary met monthly and each year would raise vital funds that would be donated for a specific purpose. The Auxiliary are part of the fabric of TDN and will be greatly missed. We wish each of the remaining members well for the future.

The achievements throughout this year, of which there are many, must be credited to the TDN team – our CEO Sally, her executives, our managers, staff and volunteers. The commitment they demonstrate is evident to the Board every time we are in the

Chair Report Cont

building. There have been some significant changes in the leadership team at TDN in the last 12 months and the new team come to the organisation with great depth of knowledge and experience across a range of sectors.

On behalf of the Board we thank and acknowledge each and every one of you. Your efforts and contributions are valued and vital to our achievements.

Finally, I would like to thank each of our Board members. Their unstinting support and commitment has been appreciated and is essential to our governance as a charitable organisation. The board has a strategy of board renewal in order to refresh our membership. Both David Nowell and I have been on the board for over 10 years and in accordance with the Constitution, have reached the end of our terms. At the AGM on 25 November 2020 we will both formally finish our roles as board members.

David's positive contribution to TDN over so many years deserves acknowledgment. Charities often ask a lot from Board members, who give their time and expertise, mostly voluntarily, and sometimes with little recognition. David has also been a member of the Finance, Audit & Risk Board subcommittee for all of the years he has been a Board member and has rarely missed meetings. I know that his financial knowledge and enthusiasm for TDN will be sorely missed.

David and I have been honoured to serve as members of TDN board. As much as David and I will miss TDN, we are extremely confident that we leave it in capable hands and that greater things are on the horizon.

We have been fortunate to recruit new board members. During the year Dr Tom Lewis was appointed to the board just as we commenced our strategic planning process. We also have three new members who will commence after the AGM. They are – Jo Jones (who has a nursing background), Jacky Purves (financial and auditing background) and Mary Anne Ryan (Nurse turned Barrister with governance experience). Each of them will bring significant strength to the board and I know they are all excited by the future possibilities.

While this is my last year as Chair and a Board member of TDN, I shall continue to watch with interest the contribution TDN continues to make to the community.



Gayle Johnson
Chair

Consumer Advisory Group Chair Report



Our Consumer Advisory Group has continued to support a number of key objectives for TDN in 2019–20.

Unfortunately, we had to defer one of our meetings earlier in 2020 to allow for the organisation to manage its response to the pandemic. Consumers

on our Advisory Group continued to discuss and provide input to the way in which TDN operates, and this has been very valuable.

Firstly, our review of the care planning documents and the Home Care Package agreement was a key part of ensuring that we were listening to how we can best support people to live in the community.

This agreement has had a ‘revamp’ and is now more easy to read and find key information. The Group provided really useful feedback to us to ensure this agreement enabled clear understanding of the home care provided.

Another key discussion and suggestion by the group is the role of TDN in hosting community events and discussions, particularly around issues that become ‘front of mind’ when you or someone you care for requires support. We will continue to develop a series of discussion topics with the opportunity for a social event to support and serve the community in this way.

Finally, I would like to thank all of the Group members for their contribution to TDN, and to giving up their time to improve the way we work.

Debra Burgess

Board Chair

Consumer Advisory Group



Chief Executive Officer Report



When I penned my first Annual Report it was from a lens of a new CEO embracing the challenges of our industry, the new Aged Care Quality Standards and the Aged Care Royal Commission, but I did so with excitement and optimism as a steward of the rich history of an organisation with

over 120 years of care and service to so many Tasmanians.

TDN had commenced a transformational journey with a new team and a focus on understanding our business and the people who serve our consumers, their families and carers. Our focus was and still is on having the right people, with the right skills to deliver the right care at the right time.

We have invested resources and finances to deliver care and service that is built on a strong foundation of knowledge, skill, collaboration and understanding, ensuring a viable, sustainable, responsive and scalable service into the future.

But it is unavoidable as we look back on 2020 not to reflect on the impact of the COVID pandemic. Notwithstanding the enormity worldwide of this virus, at TDN it was establishing from Day 1 our Incident Management Team (IMT), a cohesive team responsible for the development of our COVID Outbreak Management Plan, a dynamic document that we have continued to refine as we recognised the importance of staying ahead of the 'curve', learning from our mainland counterparts and their experiences of a second wave.

Each day TDN has a COVID Liaison Nurse on duty who provides timely support and advice to consumers, their families and our staff. This valuable role has provided comfort and assisted in guiding individuals, particularly in the early days of the pandemic when restrictions and information changed weekly, if not daily. I must acknowledge the work of this team of dedicated health professionals

and the IMT who continue to meet weekly to this day. Their commitment, expertise and passion for our consumers and fellow staff members ensured TDN was at the forefront of managing this pandemic without any disruption to our service provision.

Whilst COVID remains part of our everyday life at TDN, the Board, Executive and staff remained focused on the job at hand and the need to create a platform for the next 3 years. We embarked on a strategic planning process with a key focus on transformation of the organisation over the next 12–18 months. What would be the new "norm" and how would TDN respond, and more importantly adapt, to be innovative and grow?

Our first steps were simple – to embed a new financial model and complete a systems review. These are significant investments in our long term future, ensuring not only an integrated system supporting our staff to have key information at the point of care, particularly those on the road, but to ensure our data and information informs our business decisions and fosters excellence.

Our focus has also been on our people, developing a Workforce Capability Strategy ensuring we have the right person with the right skills at every encounter.

In 2020 I have experienced hope and gratitude as we work through the financial and social impact of COVID, including being grateful for living in an island state and hope for a bright future.

With the government's release of 23,000 Home Care Packages and flexibility of our current programs and financial support to ensure that we have the equipment – personal protective equipment (PPE) and other resources we need as a community provider, we are well placed to consolidate and prepare for growth. Our team has embraced the opportunities to engage with our consumers and stakeholders virtually and our Wellness Hub has provided important education and support to many who would have otherwise experienced social isolation. Our Wellness Officer has made over 188 welfare check-ins and I am pleased to advise our Hub is gradually recommencing services on-site in our Moonah premises.

TDN has also experienced an increased demand for our services across the North, North East and North West and our Launceston team is expanding to meet the current and future needs. This is an exciting time for our organisation as we look to provide much needed services to rural communities who are geographically dispersed.

As the year draws to an end our Board will see two long term Board members complete their tenure: Gayle Johnston, current Board Chair and David Nowell. I would like to thank both Gayle and David for their ten year commitment to TDN. Gayle as the Board Chair has provided guidance, wisdom and support to me in my first 12 months.

To the amazing Executive, we are a new team that has achieved a great deal in one turbulent and exciting year. A successful aged care quality review, introduction of a new financial model, review of all our business segments, introduction of a new pricing model, organisation wide systems review and development of a workforce capability framework.

Finally, I acknowledge our Care Coordinators, Case Managers, Schedulers, Community Support Workers, Administrative staff and Nurses who are on the frontline each day. You have adapted and responded to everything we have asked of you and your care and service represents the heart of TDN. To our managers and support staff, your tireless day to day behind the scenes effort keeps TDN operating successfully.

To our consumers, their families, friends and carers my heartfelt thank you for choosing, inviting and trusting TDN to support and care for you in your home. We remain committed to caring for you and all Tasmanians.



Sally Faulkner
Chief Executive Officer

Glenorchy Auxiliary

Despite adverse conditions dominated by the COVID-19 Pandemic; the Auxillary managed to continue fundraising, albeit in a limited capacity.

Prior to Christmas 2019 we had a successful barbeque in November which was well attended by consumers and staff. A Christmas raffle was also organised and was well supported.

The Auxiliary attended our Christmas luncheon at the Balmoral Motel where we were treated with customary excellent service.

Meetings resumed in February and we just had time to arrange an Easter raffle before our last meeting on March 4, 2020.

As usual my grateful thanks to our Secretary Jenny Milles; Jenny has done an outstanding job taking meticulous minutes at our meetings and attending to any correspondence. Our Treasurer Marcia Holbrook has been exemplary in her dedication to managing our finances and buying and selling of our mainstay revenue raiser – chocolates.

My thanks also to all our Members for your good work and support throughout the year.

What a great team!

Andrea Self
President

Our Year in Summary

Our services

In-home care for all ages

Short-term + transition care

Private nursing + carer services

Veterans' nursing + home care

End-of-life care



1,374
cared for



148
staff



\$13.5m
revenue



Wellness
hub



Statewide
coverage



188
wellness
checks

Board



Gayle Johnston
Chair



Miriam Coleman
Audit and Risk Committee



Maree Fudge
Quality and Safety
Committee



David Nowell



Debra Burgess
Consumer Advisory Group



Tom Lewis



Hobart District Nursing Service Inc.

Financial Report

For the Year Ended 30 June 2020

Financial Report

The financial report covers Hobart District Nursing Services Inc. as an individual entity. We are a not-for-profit Association, incorporated and domiciled in Tasmania, with operational bases in both Hobart and Launceston.

As a state-wide service our principal activities during the financial year were the provision of the following services:

- In-home and centred based nursing
- Community support services
- Care Coordination and Case Management for over 1500 consumers and
- End of life care

Operating Result:

Net Deficit: \$1,372,070
(2019: \$1,653,791)

Net Assets:

\$5,724,389
(2019: \$4,738,767)

Equity:

\$5,724,389
(2019: \$4,738,767)

Key Services:

- Commonwealth Home Support Program
- Department of Veterans' Affairs Community Nursing and Veterans Home Care Programs
- End of Life Care Supplementary Services
- Home Care Packages
- Home and Community Care Program
- Private Services
- Short Term Restorative Care Program

Overall, our operational financial result for 2019–20 was a net deficit, however, the Association has implemented significant changes throughout the year, with a new Executive team embarking on an organisation wide transformation. Establishing a solid foundation for our financial modelling will inform our Strategic Planning for 2020–2023, and will improve not only our financial viability but our sustainability and scalability.

The last half of the financial year provided an unprecedented challenge with COVID-19. As a home and community care organisation, the impact was not only on our service delivery but resourcing and upskilling our workforce to prepare for and manage through the pandemic. The initial work undertaken on mitigation of risk to our consumers and staff has resulted in the ongoing commitment to our COVID Incident Management Team. Resources are now available to ensure our robust and agile preparedness, including managing the longevity of the pandemic and future outbreaks.

There have also been opportunities during COVID to have greater flexibility in the allocation of funding to meet the needs of consumers and focus on our core business.

During 2019–20, several key projects were undertaken including:

- Payroll Audit, November 2019
- Introduction of a new Financial Model, March 2020
- Pricing Review & introduction of new Home Care Package Services Schedule, June 2020
- Introduction of a Consumer Centred Framework, June 2020
- Organisational Systems Review due for completion in November 2020

This substantial investment in our services will enable us to continue to deliver quality consumer centred care and to grow and broaden our service delivery and geographical locations. We will do this in a context of an environment that will be challenging in the coming year and into the future, particularly with the outcomes of the Aged Care Quality Royal Commission, the pending outcomes of the Disability Royal Commission and the changes in funding streams – all of which will contribute to industry wide reform.

At TDN we believe our strong clinical leadership, manager expertise and governance will ensure we continue to provide a quality service that is truly consumer focused and viable.

We acknowledge and thank the Executive Team, our Managers, the Finance team and the Board Audit and Risk Committee for their commitment and contributions over the past 12 months, and we look forward to the challenges and opportunities ahead.

Our external auditor for FY 2019/20 was Crowe Audit Australia, and a summary of their report is attached.

Hobart District Nursing Service Inc.

Operating Report

30 June 2020

The Board submit the financial report of the Association for the financial year ended 30 June 2020.

1. General information

Board members

The names of the Board members throughout the year and at the date of this report are:

Gayle Johnston	Chair
Ian Nelson	Resigned 20 November 2019
David Nowell	
Miriam Coleman	
Maree Fudge	
Debra Burgess	
Tom Lewis	Appointed 23 May 2020

Principal activities

The principal activities of the Association during the financial year were the provision of in-home and centre based nursing, allied health, and community support services.

Significant changes

No significant change in the nature of these activities occurred during the year.

2. Operating results and review of operations for the year

Operating result

The net deficit of the Association for the financial year amounted to \$1,372,070 (2019: \$1,653,791).

Signed in accordance with a resolution of the Members of the Board:

Chair:

Gayle Johnston

Board Member:

Miriam Coleman

Dated this 28 day of October 2020.

Hobart District Nursing Service Inc.

Board Declaration – per section 60.15 of the Australian Charities and Not-for-profits Commission Regulation 2013

The Board declare that in Boards' opinion:

(a) there are reasonable grounds to believe that the Hobart District Nursing Service Inc is able to pay all of its debts, as and when they become due and payable; and

(b) the financial statements and notes satisfy the requirements of *the Australian Charities and Not-for-profits Commission Act 2012 (Cth)*.

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.

Signed in accordance with a resolution of the Board:

Chair
Gayle Johnston

Board member.....
Miriam Coleman

Dated this 28 day of October 2020.

Hobart District Nursing Service Inc.

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2020

		2020	2019
	Note	\$	\$
Fees		1,536,819	1,729,960
Grants		8,808,773	7,346,894
Interest		73,116	111,964
Other income		653,974	167,472
Employee benefits expense		(9,211,235)	(9,020,833)
Depreciation and amortisation expense	2	(322,947)	(315,010)
Communication and information technology		(229,672)	(217,827)
Medical services supplies and equipment		(736,967)	(181,241)
Travel and motor vehicle fleet		(136,486)	(221,796)
Other expenses	2	(1,798,882)	(1,053,424)
Finance costs	2	(8,563)	50
Net surplus/(deficit) from continuing operations		(1,372,070)	(1,653,791)
Other comprehensive income			
Revaluation of land and building		2,357,692	-
Total comprehensive income for the year		985,622	(1,653,791)





The District Nurses

**For more information on the
State wide services provided by
The District Nurses contact:**

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