



Annual Report 2017/18





Contents

Chairman's Report	1
Going the extra mile	3
Board Updates	4
CEO's Report	5
Strategic Plan 2017 - 2020	7
Client Services Report	9
How moving changed my life	11
People and Culture	13
Voice Survey	15
Supported Living	18
Community Services	19
T's Journey	22
Nexus Complex and Individualised Support	24
Finance	25
Corporate Information	27



Chairman's Report



Nexus continues to grow and build in the new NDIS world. The pressure of adjusting the Association to the NDIS environment and also providing the setting for management to capitalise on the many growth opportunities has meant that the Board has focused on many strategic issues over the past year.

The 2017-18 financial year has seen the building of internal structures and systems to accommodate the growth Nexus has experienced over the past two years. The Board's 2018 planning day was focused on making sure Nexus has the right structures to move forward. The biggest internal asset Nexus has is staff, which is why we commissioned the Voice group to undertake an employee survey.

Around 60% of staff responded to the survey, which we are told is a strong result for a first-time survey. The results showed staff had a strong engagement and connection to the Mission and Vision of Nexus and believed that they played an important role in contributing to our success in supporting Tasmanians with a disability. Our responses were also compared to the average result from over 50 other Australian services where we found Nexus staff were more likely to believe that their facilities were good quality, Nexus had a future and there was good opportunity for career progression with the organisation.

The survey identified some opportunities for the management team with the need to focus on career development, further support to adopt our new technology and for staff to adjust to the NDIS. The survey also reminded us that we have grown significantly over the past three years and it is important to maintain and build on the culture of Nexus across all of the services offered.

The Board worked on a new strategic plan for the period 2017-2020, identifying four key areas of focus:

- Ensuring that the person we support is at the centre of our decision making;
- Being a sustainable provider in the NDIS market;
- Be a known and recognised brand; and
- Have the right workplace culture.

With the NDIS roll out resulting in substantially more people seeking services in Tasmania the Board has continued to be open to opportunities for growth. To support our accommodation growth, we have been working with CatholicCare to develop new housing options for people with a disability. As a major provider of social housing CatholicCare has land, access to housing funding and expertise; while Nexus has the support and management expertise to provide services. The Board has made a strategic decision not to be a home builder, but to partner with social housing specialists like CatholicCare, Housing Choices and, of course, Housing Tasmania.

Growth has also continued in both the community services and the complex care areas, these Divisions now making up around 40% of revenue. The management team and staff have been through a period of rolling change as they respond both to these new opportunities and keeping up with the constantly changing policy landscape that the NDIS has been creating. The Board recognises the risk of change fatigue and is supporting management's work to both grow and nurture Nexus.

The Board has also recognized the need to build and develop its skills, adding Gail Ward to the Board at the AGM and soon after co-opting Yvonne Golder onto the Board. Gail is manager of Breast Screen Tasmania and a health professional, this brings a new expertise to support the Board as we get more clients with complex health and mental health issues. Yvonne is a lawyer and small business person who brings a range of skills to the Board and will help the Board meet its ongoing policy and governance responsibilities.

I would like to thank our other volunteer Board members – Ged Dibley, Suzie Winter, Jo Hall, Marcus Pringle-Jones and Gary Bailey who all bring an extensive range of experience and skills to their role. This year both Susie and Ged will retire from the Board, both having served for over 10 years, including both as Chair of the Board. We thank them for their guidance and wisdom along this journey as both have been instrumental in setting up the structures of Nexus to allow it to go on into this new NDIS environment.

My thanks also to the enthusiastic and professional management team, our dedicated staff, our clients and families and other service providers working with Nexus. They have all contributed to a very successful for Nexus with many existing and new clients getting high quality supports to live their lives as independently as they can.

Kerry Burns
CHAIRMAN

Going the extra mile



We are proud of our 'can do' approach at Nexus. We regularly go the extra mile, helping the voice of our clients be heard and ensuring they can increase their independence and have the quality of life they aspire to.

The introduction of the NDIS has had its challenges at times, both for our clients and our people.

At Nexus, our Support Coordination team often go into bat for our clients when there has been details or information overlooked and when we feel their reasonable and necessary needs have not been understood. We might do this with the person themselves, or families and sometimes other service providers.

One such example saw a Nexus Support Coordinator work for 12 months for a client who she believed was being disadvantaged through her NDIS plan and was missing out on important social interactions.

Persistent follow up with the NDIS through meetings, emails and phone calls saw our Support Coordinator arrange a review that significantly improved the client's life. We managed to get back community access opportunities and ensure she was interacting socially with others her own age and experiencing regular recreational activities again.

Nexus Support Coordination is independent of our service provision, and in fact our Coordinators tend not to place clients at Nexus for service. We don't do Coordination for a large financial gain, we do it because it is the right thing to do and because we want every individual to live an independent, happy, safe and rewarding life.

Alison, Min and Lena have over 60 years combined experience fighting to improve the lives of people with a disability and their passion for this is well founded in the Support Coordination role.

Our experience and passion is a part of what makes Nexus different.

Board updates

Welcome to our two Board members who joined us at the 2017 Nexus AGM



Yvonne Golder

Yvonne Golder joined the Board in 2017. She is a legal practitioner of many years of experience over a wide range of law having worked in both private practice and the Legal Aid Commission of Tasmania. Yvonne has both management qualification and current experience. She also has considerable expertise from her involvement in business, which spans over 30 years.



Gail Ward

Gail is a Registered Allied Health Professional in Diagnostic Radiography who has worked in public hospitals in Melbourne, in private practices and also at the Royal Hobart Hospital. She is experienced across the full range of acute diagnostic services. Since 2003, Gail has been the State Manager of Tasmania's cancer screening programs, and from 2009 to 2011, was also Director of Oral Health Services Tasmania.

Gail has both a personal and professional interest in supporting quality disability services, and believes her knowledge and expertise in health service delivery will be another asset to the existing strengths of the Nexus Board.

In the 2018 Australia Day Honours List, Gail was awarded the Public Service Medal for outstanding public service to breast cancer screening in Tasmania.

Farewells

We also sadly acknowledge the retirement of two long standing Board members at the 2018 AGM.

Susie Winter has been a Board member since 2007 and served for a period as Chair. Susie has provided valuable insight to the governance and growth of the organisation. As her expanding role at the Tasmanian Legal Aid Commission has grown Susie has decided, with great regret that her time with our Board must end.

Ged Dibley has been a Board member since 2002 and also served as Chair. Ged was instrumental in steering the Board through a transition from a Board of "management" to one of "governance". Ged, as an ex-director of both Disability and Housing in the State Government has also given great advice, well rooted in the history of these sectors.

The contribution of both Board members has been highly valued and a vital support to our growth and transition to a modern disability service under the NDIS.

CEO's Report



I recently heard a year in the NDIS world likened to 3 years in “normal” time, which puts our experience with the NDIS feeling like we have been here for 15 years – that might explain why things sometimes seem a blur.

The beginning of the financial year saw Nexus leave our home of almost 20 years and move into new offices at TechnoPark, with last year's AGM being our official opening by Minister Archer. The move has given us a much more relaxed space to grow into, but already it seems to be filling. The new offices provide quality training and meeting spaces for staff as well as a good working environment for our teams.

The year also began with the news that all Nexus state “block” funded houses would move to the NDIS in the current financial year, instead of aging in over two years. This saw a significant workload for Alison (Client Services Manager) and Adrian (Supported Living Manager) as they prepared NDIS quotes for 34 clients living in accommodation. As Nexus was the source of much knowledge on the needs of these clients it was up to Nexus to collate this “evidence” for the NDIS planning process. Thankfully we had been preparing for this and Alison has done a sterling job finding many reports and case files. Our last houses transitioned in June, leaving only a small amount of State block funding to transition in during 2018-19.

We were also thankful that we had invested time, effort and money into the adoption of our new client software (CIMS) and accounting package (NAV). Jackie, Adrian and Andrew have certainly become our CIMS masters and have been able to tailor the package to our needs. We completed a post implementation review mid-year and made a few minor adjustments to meet our needs. I can comfortably say we are now in the enviable situation of being able to pay staff and invoice the NDIS off the one roster – increasing accuracy, saving much time and managing our cash flow.

The payment and invoicing process with the NDIS is much improved over the farce of the new portal last year, but the system is still clunky and subject to far too much manual fixing. That said we are now able to pick up rejected payments quickly and NDIS have been very responsive to fixing errors – there are just still too many for the system to be efficient.

However, putting aside the challenges of NDIS administration, there is no doubt that most of our clients have been beneficiaries under the scheme. The accommodation quoting process resulted in a massive needs review for each client and most gained access to more support. Adrian's accommodation team has had a net increase in support hours post NDIS.

We have also seen many new clients enter the service system with high expectations about how they would like their lives to be supported in the future. Jackie's team has driven our commitment to capacity building with many clients growing across a whole range of skills as we support them.

In the previous year we began supporting a few "complex" clients and this has grown over the past 12 months. These clients are complex because their disability is based on many factors which can include trauma, mental health and impaired decision making. The NDIS insurance model supports these clients as their lives can often dramatically change with support and focused capacity building. While they are often difficult to support, the rewards for them can be a significant improvement in lifestyle and capacity. To support this group Nexus appointed Greg McKenna to manage our Complex and Individualized Support team.

This complex group underlies a key philosophical belief of Nexus which is that all clients have a right to services, no matter how challenging, unfinancial or complex they are. But this right also includes a responsibility for them to commit to the program funded by the NDIS. Greg's team works closely with allied health professionals to provide tailored therapeutic supports.

Nexus revenue grew to \$10.6m this year (up from \$9.1) and the NDIS is now our major funder. We had budgeted for higher growth, but access to suitable housing has held that growth back. Affordable housing is a major issue in Southern Tasmania and people with a disability who have considerable supported living funding in their NDIS plans are not able to find places in the social housing system. Our costs have also grown, with employee wages and superannuation remaining our major expenditure (90.7%). Nexus also increased spending on other staff related costs including on boarding and training. Overall, we had another sustainable return this year, finishing with a surplus of \$401,756, which was 3.8% of revenue. While this is at the lower end of expectations, with 5% being our target, it is nonetheless a good result given our investment in staff and growth this year.

I would also like to acknowledge the support of our Board who are all volunteers and provide their time to assist the strategic direction of Nexus. We have a skills based board who provide an excellent range of expertise and have been clear and sound in their advice to management during this time of rapid change.

Our activity for 2018-19 will be focused on accommodation, with over 30 beds coming on line in the first part of the year. We have been building staff numbers and focusing our marketing and promotion in anticipation of this growth and look forward to a busy but exciting year.

Mark Jessop

CHIEF EXECUTIVE OFFICER

Strategic Plan 2017 - 2020

OUR VISION IS a community where every individual is valued and free to live an independent, happy, safe and rewarding life of their choice.

OUR MISSION IS to encourage, advise and support people with a disability to live the life they aspire to.

GOAL 1

Ensure that the person we support is at the centre of our decision-making.

STRATEGIES

- Provide individualised service that best meets the needs of our clients.
- Enable clients to have choice and control in their lives, and to lead their own service design.
- Actively pursue innovation in service delivery that is evidence based and effective.
- Be recognised as an employer of high-quality professional disability practitioners.

OUTCOMES

- Staff understand and practise a person-centred approach when we plan and work with clients and their families.
- Staff have the level of training appropriate for their role.
- Clients transition to the NDIS with the appropriate level of support to meet their needs.
- Active support drives improved client experience and is the framework to monitor outcomes.
- Complex & Individualized Supports Team is established.
- Our clients and their families are satisfied with the quality of our service.

GOAL 2

Be a sustainable provider in the NDIS market.

STRATEGIES

- Use technology to develop effective and efficient business processes.
- Grow services and capacity to meet market demand.
- Maintain open, co-operative and candid relationship with the NDIA.
- Uphold our values as a rights-based provider of services to clients and support clients to get the most from their NDIS plans.
- Collaborate with stakeholders to build strong and open links that foster quality case management and service outcomes.

OUTCOMES

- Nexus is paid on time for services delivered.
- Business systems meet NDIS business rule requirements.
- Nexus is market orientated and achieves annual market growth at least in line with the growth of participants in the NDIS.
- Nexus reserves are sufficient to invest in the business.
- NDIS readiness increases and Nexus maintains an understanding of the changing policy and operational procedures at the NDIA.
- Nexus continues to flexibly work with the NDIA.
- Quality Assurance accreditation obtained.
- Management of data quality and integrity developed and systems implemented.

WHAT WE VALUE

- Listening to and acknowledging the perspectives of others, always recognizing that each of us is different and has something unique to offer.
- Providing reliable and dependable support to our clients and colleagues that is fun, enjoyable and valued.
- Being adaptable, approachable and responsive to our clients and colleagues and finding ways to tailor our services to be inspiring and engaging.
- Being compassionate and connected so to empower the clients and colleagues we work with.

GOAL 3

Be a known and recognized brand.

STRATEGIES

- Communicate our story to people with a disability, their families, stakeholders and the wider community.
- Ensure a clear and transparent message about access to Nexus services.
- Contribute to the debate on sector issues and policy development.
- Actively participate in industry promotional events.

OUTCOMES

- Clients and their families have an understanding of how Nexus supports them.
- New clients seek out Nexus when they have a need.
- Nexus is recognised as a quality provider for people with complex and high needs.
- Nexus seen as an innovative and active player in the disability industry.

GOAL 4

Have the Right workplace culture.

STRATEGIES

- Ensure Nexus “Right Practice” is used across the organisation.
- Develop people and management capacity to lead our growth.
- Build a learning culture and ensure staff have access to training to meet organisational needs.
- Develop a contemporary, industry-leading, skilled & diverse workforce.
- Ensure that as our staff and leadership group grows we share a common understanding of the strategic direction of Nexus.
- Strive for our people and culture to be appropriately recognised as best practice in the sector.

OUTCOMES

- Attract & retain skilled committed staff to meet our needs.
- Nexus and our employees work flexibly to deliver services.
- Policy and procedures are contemporary and compliant.
- Staff understand the outcomes they achieve for clients.
- Processes are inclusive and achieve Nexus goals.
- We have a culture of open & transparent engagement with staff.

Client Services Report



Client Support covers a range of roles around ensuring all Nexus clients receive a service that is both high quality and meets their goals. It is managed by Alison Hodges, who also takes on the Senior Practice role at Nexus, helping staff assess any instances where our service did not exceed our expectations. Often this is due to very complex situations, such as ailing health, and Alison brings a wide range of experience to support staff in these situations. As Alison is not related to direct service provision, only monitoring its quality, our Support Coordinators are also managed by Alison.

During the past year, a new journey began for all the clients living in our accommodation service as they became 'participants' of the National Disability Insurance Scheme (NDIS).

Many Nexus Supported Living clients had no family or independent support to provide consent or fully participate in the planning process with them. So this started the year with Alison and CEO, Mark Jessop, meeting with the State's Guardian to look at ways we could overcome this problem for clients – if they could not consent to be in the scheme they could not transition from State services. We agreed on a format and applications were made by Nexus to the Guardianship and Administration Board and Guardians were appointed.

For others, Nexus contacted families and Alison provided them with assistance and the relevant information to register as Nominees and participate in the planning meetings. For clients who were able to provide consent,



we provided the information they needed to participate and make their own choices about their future. Although the process was slow at times, due to a variety of reasons, it has been an extremely busy year with great outcomes and changes for all.

As each of the plans were completed, Support Coordinators from a variety of other services were appointed to assist the clients to implement their new plans. Throughout the year, we have worked with the clients, Support Coordinators, Nominees, House Managers, Support Workers, various Healthcare Professionals and Providers to ensure that clients have had all the information required to complete suitable referrals, purchases etc.

Over the last year we have been working with CatholicCare and Wilson Homes in some exciting new building projects throughout Hobart, the first of which is due to be completed in early October, 2018. Client Support has been liaising with Wilson Homes on some aspect of the building process, as well as working with suppliers to install ceiling tracking for hoists. In the year to come, Nexus is looking forward to be involved in the intake process etc of all the sites.

Earlier this year, Adrian Scott and Alison completed and implemented the new Medication Policy and Procedures which meets Disability Services Medication Management Framework. This involved some changes in procedures, the installation of safes in all houses and introduction of new Medication Charts.

As the sector in Tasmania moves toward the introduction of new National Quality and Safeguarding rules we have also begun to review our existing policies and we have commenced the selection process for a project officer to complete this task. Alison will be closely involved in this process, as will all the executive at Nexus.

Support Coordination continues to grow, with Lena Mitchell and Min Lane doing a fantastic job providing this service to 36 NDIS participants. Our team attends the monthly Support Coordination Networking meeting to ensure that we keep up to date on all changes and to gain a great knowledge of NDIS.

Our Client Support team is the main intake point for people entering Nexus accommodation services. Often there is multiple complex health issues to work through, behaviours supports to develop and support plans to negotiate. Alison attended a one day workshop in Launceston about transitioning participants from hospitals and Aged Care to more appropriate supported accommodation. This is often a major area of complexity for people and Nexus does all it can to make this transparent and timely for clients and families – but sometimes the complexity makes this very difficult.

Alison Hodges
MANAGER CLIENT SERVICES

How moving changed my life



An area of challenge for Tasmanians in the NDIS is our transport system. Even our largest centre, Hobart, does not have the density to allow for a really effective transport system let alone one that is fully accessible to all people with a disability.

We have been supporting a young man who lived in Sorell in a public housing unit. He was supported by another accommodation provider and we came in to provide support during week days – all of his support was funded at the 1:1 level.

Billy has CP and this limits his ability to community, but it does not limit his ability to think and want to do things. Unfortunately living in Sorell limits what you can do locally which meant Billy was often frustrated with his daily offering of activity.

Billy's transport funding was equivalent to a standard mid-level package – allowing only a couple of thousand dollars to pay for all of his transport requirements. This left very little for Nexus to use in our daily activities.

With some lateral thinking by his accommodation provider, psychologist and Guardian a plan was hatched to move Billy into Hobart – and with the support of Housing Tasmania this happened.

Practically this means that Billy's quality of life has significantly expanded as there is enough transport funding to get him to activities that are often Hobart based. This means that Billy gets more activity, an improved quality of life and a less frustrating existence.



People and Culture



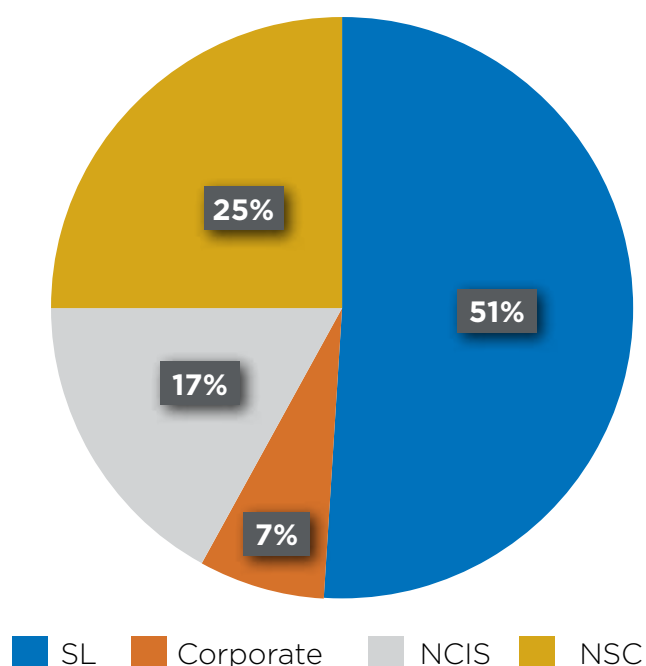
During the latter half of 2017/18, a People and Culture team was created to cater for the growing Nexus workforce and the need to have improved human resource systems and processes. The team consists of a Manager and Senior Advisor. Doug Strohfeld joined Nexus as the manager with experience in the not-for-profit sector (aged care and environmental advocacy) and local government and Craig Vernon moved into this team to manage training and staff mentoring.

A key achievement was having the HACSU-Nexus Inc Enterprise Agreement 2016 approved by the Fair Work Commission in February 2018. Nexus Employer and Employee Bargaining Representatives are to be congratulated for their efforts. This agreement would not have been achieved without the support provided by the HACSU.

Our employees continue to undertake training that ensures our clients are provided with a high standard of support. We continue to run on-the-job training including autism, active support, mental health first aid and core skills (manual handling, medications, first aid and fire safety). Extensive training into the operation of the Nexus Client Information Management System has been undertaken and is also scheduled to continue in 2018/19. We were very pleased to take on two young administrative trainees who have been working toward completing their Cert III's while working for us.

The majority of staff still work, as their primary location, in Supported Living but the past 12 months has seen a significant growth in both NCS and NCIS staffing. This year saw a significant increase in staff costs related to selection (eg medicals), onboarding (eg buddy shifts) and bringing staff up to the training standard we require for them to complete their roles (eg medication and complex health training).

Employees by main work location





An exciting initiative which is still in its planning stage is a partnership between Nexus and AETS in delivery of a Cert III in Individual support (Disability Stream) which candidates will undertake over a 12 month period commencing in October 2018. Nexus staff will deliver a majority of the 13 units to students who will be issued with an accredited Cert III in Individual Support (Disability Stream) on successful completion of the course.

In the new Enterprise Agreement, we created a Level 1 Support Worker role. Employees at this level are expected to be engaged in formal training (eg. Cert III in Individual Support) and undertake routine activities under close direction. Subject to the employee's work performance being developed to a level that they can perform duties under less direct supervision then the employee will be promoted to a Level 2. We are using this new role to select 7 people with

no formal disability experience to join us and commence their AETS Cert III training. With the massive growth in staffing under the NDIS this is a way Nexus can help expand the pool of people with skills to work in the disability sector.

Nexus has grown significantly over the last five years and that growth will continue into the future as we expand the number programs we run. To prepare for this growth Nexus has been developing a training program for staff who aspire to become Team Leaders in the future. The program will include: internal training delivered by Nexus about our systems and processes; external training comprising some units from Diploma of Management; mentoring and support from existing Team Leaders and the Manager Supported Living; and opportunities to "act" in a Team Leader role. The Program will be rolled out during 2018/19.

Voice Survey



improving organisations
by giving people a voice

No doubt, our biggest asset is our staff. This is why the focus on Nexus for 2018 has been more internal than in previous years as we have wanted to take our internal temperature. Growing from about 80 staff to over 200 each payroll has changed the dynamic of our workforce.

The Board accepted a recommendation to establish a People and Culture team in the 2017/18 budget. After a successful external stakeholder survey in 2016/17 we also decided to undertake an internal stakeholder survey, which is why we commissioned the Nexus Employee Engagement Survey 2018 (via Voice Project).

We selected the Voice group as we felt their instrument provide staff with the best opportunity to have a voice in determining the future direction of Nexus. The survey covered 29 management and human resource topics and compared our results with over 50 other disability organisations who have completed the survey.

Nexus staff had a stronger positive response than the average result across the disability sector:

- Passion and Engagement - 86% (which is 6% higher than the National average), and
- Progress of the organisation - 80% (which is 7% higher than the National average).

A strong Commitment to Nexus - staff were very supportive of what they do at work, with results like:

- I believe a person-centred approach benefits our clients (97% 'agree' or 'strongly agree'.)
- I like the kind of work I do (96%)
- I understand how my job contributes to the overall success of Nexus (96%)
- I believe in the values of Nexus (96%)
- I believe in the overall purpose of Nexus (95%)

Nexus also scored very highly compared to the national results in a number of key areas:

- The buildings, grounds and facilities I use are in good condition (91%, + 25% on the national sample)
- I am satisfied with the income I receive (68% + 24%)
- I can see a future for me in Nexus (83% + 18%)
- There are enough opportunities for my career to progress in nexus (63% + 15%)

Each management area developed a response to the survey that was then presented and signed off at the Board Strategic Planning Day in April. Some of the direct actions that came out of the survey were:

- Project to improve performance feedback to managers
- Develop cross area communications within Nexus
- Increase staff familiarity with NDIS terms and concepts
- Explore a wider range of training opportunity for staff to enhance their skills
- Maintain our support to help staff adjust to the large amount of new technology we have introduced (client management systems etc).





Supported Living

2017-2018 has been a year of transitions for our Supported Living programs.

The continuing rollout of NDIS has seen all eligible clients “transition” from the State system to NDIS. This process was accompanied by a detailed analysis of current and future needs drawing on the evidence to develop detailed support plans to present to the NDIS. For many of the clients we support this has meant an increase to the support available to them, which means their support needs can now be more fully met and those people have the opportunity to participate in a wider range of activities.

For other clients who have developed their skills to the point that they are able to do many more tasks independently, their level of funding reflects this now and has reduced. That’s a great outcome! Our Active Support model supports this in that we aim to provide the right level of support for people to succeed, not to over-support and do ‘for’ people, thereby denying them the right to learn and do things for themselves.

The remaining clients in Supported Living who were not eligible for NDIS funding (over 65 years of age) have moved to the Continuity of Supports scheme, which will see them maintain their pre-existing level of funding for the foreseeable future.

We were excited to commence work on co-designing two new houses for clients with very high support needs. These are due for release in October and will enable clients to move to new purpose-built houses that will safely met their needs. Built by CatholicCare from a Federal Government Specialist Disability Accommodation Initiative (SDAI) grant, Nexus has supported the design as well as adding tracking for our high physical support clients.

We are always reviewing and refining our practices and this year there have been some major changes in the way we manage client information and report on the work we do. CIMS (Client Information Management System) is now close to full implementation, meaning staff are now able to access information about how to work with clients online (using their secure log in) and are able to record the work they do via Progress Notes. The reporting capabilities in CIMS are extensive, meaning we are now easily able to provide information to clients, families, planners and other stakeholders about the work we have done to support clients achieving their goals. We have moved from our old paper based recording systems to now be almost paper free, with the ability to access information that is always up to date, online, at any time.

Some vacancies in our group homes allowed three new clients to move into our Supported Living service this year. These vacancies also allowed us to offer some internal moves for people who wanted to move to a house that better met their physical or social needs.

It has been an extremely busy and sometimes difficult year, but it has been a hugely rewarding experience to be part of the successful transition to NDIS and the development and implementation of new programs of support for the people we support in Supported Living. With the exciting new opportunities on the horizon I’m certain we will have more good news to report in 2018-2019.

Adrian Scott

MANAGER SUPPORTED LIVING

Community Services



It appears that I begin each annual report submission with the same line “this has been a year of steady increase for Nexus Community Services”, which is true again in 2017/18.

We introduced two ‘streams’ part way through last year, Capacity Building and Community Access, and both have been working well and successfully delivering high quality service to clients. The increase in clients always determines the increase in staffing and this year has seen our staffing levels expand to meet needs. We have Team Leader roles in both streams and have also introduced Assistant Team Leaders to support the needs of our growing team of staff and clients. We have also seen a few of our clients transition over to the newly created NCIS team within Nexus, giving them a higher level of expert support by building some amazing teams around them (but I’ll let Greg brag about that in his report).

In the Capacity Building team we have seen an increase in numbers along with a transition of clients coming through our transport training and skills development areas. We have also seen an increase in supports in the School Leavers Employment Support (SLES) item through NDIS funding. This area of funding is to assist young people leaving year 12 to explore options and opportunities in further education, training and/or employment. We have support people to gain valuable work experience, on the job training, work placements and trials and volunteer roles in their communities. All of this experience gives valuable insight into skills, likes and dislikes to enable a person to make an educated decision when looking at their future pathways. Most of these clients have had this support for 12 months, with one young man having 24 months to fully explore and understand the path chosen. It is a valuable program for not only the young people we support, but also the community groups and employers we make connections with. It breaks down many barriers and dispels many fears still often held in the broader community. These networks made by the participants are seen and valuable and enhancing in workplaces whether paid roles eventuate or not.

In this past 12 months we have seen an increase in supports required for people with acquired injury. We have been able to work with clients to enable them to remain in their own home environments, regain their sense of place in a changed world for them, build and retain family relationships and work on skills to enable them to set goals for a return to work, family and social life. This support has been invaluable to the participants and their families but has also enhanced the experience and skill level of our staff with many undertaking further training related to



their physical needs. This is an area that will continue to grow with the expansion of the NDIS and is an interesting and fulfilling space for our staff suited to this work.

The Community Access team has also ventured into the world of acquired injury supporting a number of clients to remain in their own homes and stay out of aged care facilities. Again, staff have embraced this changing landscape and have committed to training in many different areas to build their skills and better support these clients.

The Rowbottoms Rd program has continued this year albeit with one less participant. October 2017 saw the passing of Roy Tabor, a much loved and long standing member of the Nexus community. Roy's passing left quite a mark on the clients and staff at

Rowbottoms and it took a little while for everyone to get their groove back but once it was there, it was grooving. The demountable building has been put to great use with tasks like making Christmas decorations for the client party and an amazing mosaic program with some incredible pieces being made (take a look in the Operations Building at Technopark sometime). The garden is working well with some ideas coming forward for the production of vegies and fruit that are soon to be on offer to other clients and staff. On top of this there have been many outings into the community ranging from regular bbq lunch days, walking trips and visits to Bonnerong Park. Pair these trips with the regular cooking and craft programs, trips to the shops for goods and attending community engagement programs and



everyone is very busy and very happy in their day's activities - and that's what it's all about!

From a staffing perspective, we are expanding as required. Many casual staff have entered the Nexus Community Service world this year and we welcome them all. We have also had the capacity to offer more permanent contracts. This not only gives staff security and options to enhance their own personal lives but gives clients the security that the staff they enjoy working with are sticking around.

The opportunity for further training for staff has been coming up with many of our staff jumping at the chance to learn more about the disability industry in general but

sometimes, more specifically, the client they support. This can be practical essential training like medication administration, first aid, food safety and handling etc but also extends to understanding the NDIS or working with clients through palliative stages of their lives.

All in all, it's been another fantastic year and, as always, our clients have been at that centre of this. We have, and will continue to offer the best available supports to the clients who have chosen us as their provider. We look forward to another successful year in 2018/19.

Jackie Gregory

MANAGER NEXUS COMMUNITY SERVICES

T's Journey

With the advent of the NDIS Nexus now offers a wider range of services to people. In particular the NDIS has opened new doors for young people with complex support needs. One of these young people is T, who had been living at Youth Care a shelter for young men aged 13-20 years. T moved into an NCIS supported unit in March where we have given him stability and focused on his social engagement and building his capacity to manage his emotional responses. T has an amazing level of resilience and drive but like any young person still needs support and guidance. The staff have worked well with T to create this stability and since March T has completed Certificate I in Hospitality, joined an archery club and completed his L1 driver's licence.

T's enthusiasm - reflections of Peter a support worker

Not long after I arrived, the three clients were having a wonderful time riding an office chair down the driveway! It was a chair that he had been given for free at the markets last week. He desperately wanted to make it into a billy cart. The wheels on the office chair are not really ideal for this and I suggested that he should wait until we could access more suitable wheels.

As usual, T's enthusiasm wanted it to happen now, not tomorrow, it had to be now. He asked me to drive him to a friend's place where he could devise a way of constructing a billy cart.

Later he phoned me asking if I could take him to Bunnings. I expressed that the things he would need to make a billy cart would cost money. He said he had \$20 and that his friend was going to throw in an extra \$5. I thought, good on you. I did not want to dampen this positive energy so I agreed to collect him and accompany him to Bunnings.

I suspected, \$25 did not seem to be anything like enough. This did not deter him in the slightest, actually, it made him more determined.

Once again, I was happy to go with this positive attitude. Eventually we came up with a much compromised version of the plan. We thought that it may not be as good as the one we had planned; however, it would be affordable and it could happen tonight.

We gathered all the bits and pieces and, on the way, home I dropped Tyson at his friend's house. T arrived home at 10 pm with his completed billy cart.

In the dark, without any fear, T rode his billy cart down the driveway. He was extremely proud of himself and I had the opportunity of showering him with all the positives he had achieved.





Nexus Complex and Individualised Support

With the advent of the NDIS Nexus now supports more clients with acquired disabilities as well as those where mental health is a significant issue. We also provide services across more settings including people's own homes and in the community.

During the last year Nexus have developed a new division focused on supporting those with complex and individualised needs. Nexus Complex and Individualised Support (NCIS) has been developed around a group of clients with significantly more decision-making capacity, but with limitations due to social, health or disability issues. The program is committed to supporting people to become as independent as they can be using a strength-based approach and to develop their skills in a safe, supportive and regulated environment. Some clients are also supported by a psychologically based therapeutic program to build their independence.

Currently, the program consists of four 1 or 2 client houses, the Nexus Independent Living Program (NILP) at Queens Walk (4 single units) and six clients being supported in their own homes. The program is expected to double in size over the next 2 years.

The complex nature of these clients means that they have new pathways to Nexus including hospitals, institutional care, foster care as well as the traditional pathways from families. Three of the young individuals with comorbidity of mild intellectual disability and social and health issues had previously been in crisis or emergency youth shelters before Nexus was able to broker stable accommodation for them. Each are now settled in this accommodation and it is possible for NCIS to engage with them and provide capacity building supports.

The nature of the clients and their support needs has also caused Nexus to reflect on how we recruit staff, train and support them and how we maintain their energy and stamina. Doing 1:1 shifts with complex people is, to say the least exhausting but equally can often be a great privilege as you can really see how you are making a difference in someone's life.

The recruitment and retention of the NCIS staff group has also been a learning curve for our management team. While some have come from traditional disability fields, we have increased the number of staff with youth work, mental health, community services studies and allied health qualifications. Additionally, we have added in different supervision and debriefing models as well as an after hours on call manager role. Through the support the NDIS we have also been able to have many of these clients engaged in complex behaviour support plans which have been supported by allied health professionals providing ongoing training to staff as the plans come into operations.

While a relatively new area of practice for Nexus we have been able to build a consistent reputation for providing a quality service to a group of people who are often marginalised by the service sector because of their behaviour, attitudes and disability.

Greg McKenna

MANAGER NEXUS COMPLEX &
INDIVIDUALISED SUPPORTS

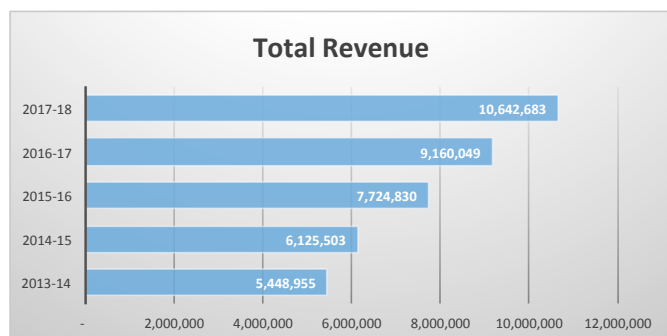
Finance



The full audited financial statements of Nexus Inc are available on the NCSC site and are access for public viewing (www.acnc.gov.au)

Our 2017/18 results were slightly below budget, largely due to new housing options coming on line later than expected.

The overall result was still pleasing with growth in several numbers accross our three divisions. Nexus now supports around 175 clients, employing more than 200 Tasmanians in this activity.



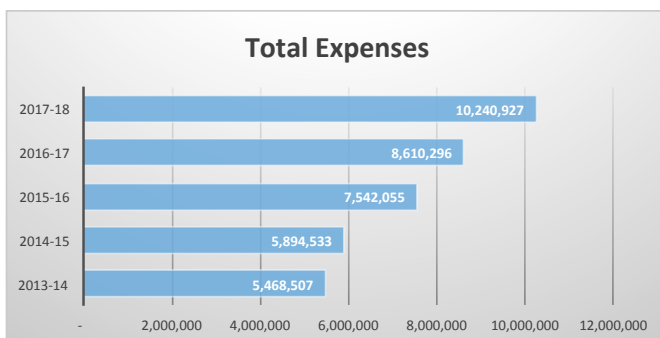
Revenue

2017-18 saw the transition of our traditional group homes to NDIS funding. Revenue growth for 2017-18 has come from new NDIS clients receiving service for the first time and new clients in the Complex Individualised Support area. NDIS will now represent 90%+ of Nexus revenue; with clients aged over 65 years funded by DHS, representing approximately 9%.



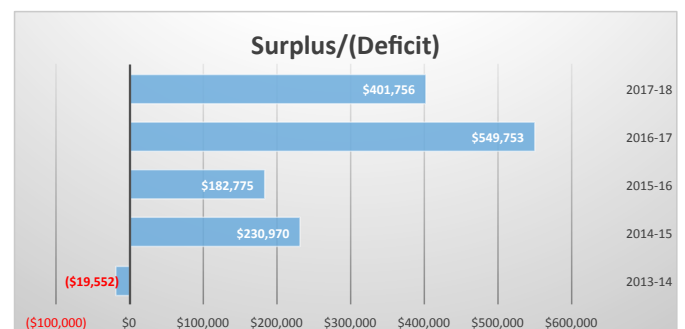
Expenses

Salaries and wages have increased in line with revenue growth with a slight increase over previous years due to increased training for staff in areas such as autism. Information Technology investment continues to grow and is budgeted to grow again in 2018-19. This investment has demonstrated rewards such as the ability to claim NDIS funds weekly and keep a health cash flow for Nexus despite rapid growth – cash flow can be a casualty of rapid expansion. With a focus on financial rigour, the finance team has also needed to grown to keep pace with expansion.

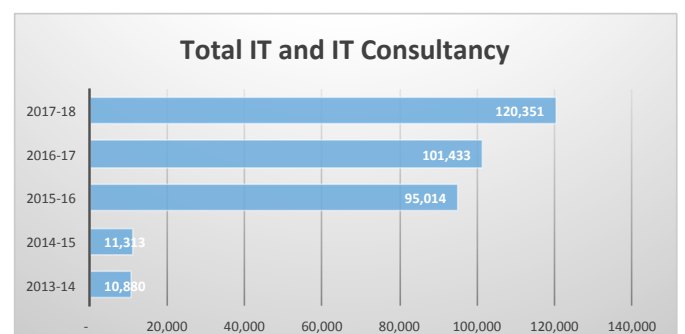


Surplus

The surplus for 2017-18 is below budget expectations due to the timing on growth expectations. At 3.8% of total turnover, it is also below the ideal NDIS benchmark of 5%. However, with a debt ratio of 0.49 and a current ratio of 2.34, the organization is in good shape. Nexus internally funded \$200,000 of relocation costs and while this is not shown as an expenses as it is written off over 10 years, it does impact on financial ratios such as months spending (1.72 with an ideal benchmark of 3)



Information Technology



Corporate Information

Nexus Inc. is a not-for-profit community based organisation – funded largely through the National Disability Insurance Scheme (NDIS), Tasmanian State Government through Communities Tasmania, and the Commonwealth Department of Health. Nexus Inc. is an incorporated body in the State of Tasmania and has Public Benevolent Institution status under Australian taxation law and has deductible gift status for donations.

Our registered business address is 40-44 Innovation Drive Dowsing Point, 7010 and our ABN is 71 925 635 744.

We specialise in the provision of community based accommodation options for people with a disability and provide support from assisting people in their own homes with daily living tasks through to providing 24 hour high care support. Nexus Inc. is a registered provider under the National Disability Insurance Scheme (NDIS) – provider number 59197988. Nexus has the skills and capacity to provide a wide range of NDIS supports in the “Core” area (daily living, assistance with personal activities, community access, access employment, etc) as well as in “Capacity Building” (behaviour support, develop life skills, therapeutic supports, etc). We also provide Coordination of Supports and Specialist Support Coordination.

