



Annual Report 2020/21





About Nexus

We are an independent, not for profit organisation, supporting people living with disabilities to live the life they choose.

Connect with us

We are always happy to hear from potential clients, future employees, Support Coordinators, Local Area Coordinators, and members of the community.

You can connect with us on the details below:

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Chair's Report

The Board's major project for this year was the finalisation of the new strategic plan.

We recognised that, whilst Nexus still supports clients with intellectual disabilities, our services are now sought after by a wider demographic. Our new Mission reflects this with inclusive wording and a focus on what we do for clients.

Our review of our Values was informed by our ongoing project with the Australian Childhood Foundation (ACF). Extensive consultations with staff, clients and stakeholders found four core values that define us:

- Dedication
- Solutions-focus
- Effectiveness
- Teamwork

The strategic planning process highlighted the new opportunities and challenges that the move to a competitive, consumer-driven market has presented for Nexus. The new Strategic Plan identified four key pillars that are the foundations for Nexus moving forward in this new environment which can be found in this annual report.

I would like to thank Kym Goodes, Roland Naufal, Mat Rowell and Joe Tucci for their expert advice, as well as the input from management and my fellow Board members.

COVID19 Impact

COVID19 continued to pose the greatest operational risk, with the board acknowledging the greater health risks faced by some

clients. The management team presented the Board with strategies to effectively manage outbreaks at Nexus. These were approved and implemented as needed.

Governance, Finance and Growth

Whilst it was not mandated, the Board supported the CEO in his advocacy for all staff to be vaccinated. Nexus staff are supported to get vaccinated and tested including financial support to cover rostered shifts if needed.

Acknowledging the growing complexity of Nexus, the Board created two subcommittees – Finance and Audit; and Program Governance. I thank Peter West, Gail Ward, Ross Byrne and Mat Rowell for taking on these committees and providing advice on their development.

Nexus returned a turnover of just under \$30 million this year – another year of growth. However, changes to Supported Living (SL) funding created financial pressures which were only eased by COVID19 rental relief. Without this support Nexus would have had a surplus of less than 1%. We are working with the Agency to identify cost savings that do not impact our ability to provide safe and specific supports.

The board's biggest investment this year was a commitment of \$500,000 to launch Social Enterprise, Employment and Diversity (SEED). SEED will employ people with disability and support them to gain experience, confidence, training and skills in their chosen field.

I would like to thank my fellow Board members who, despite the many things happening in their lives and businesses during these unsettled times, have managed to maintain a positive forward momentum at Nexus.



“We believe our new Mission statement reflects the changing demographic of our clients and acknowledges the diversity in the people we support”
Marcus Pringle Jones, Chair

CEO's Report

It's been another year of overcoming challenges, achieving goals, and growing our services at Nexus.

At the end of 2019/20 we reviewed our corporate structure and identified areas to develop. As well as the newly established COO role we added more Assistant Manager and Team Leader roles. We invested significantly in our People and Culture team adding a General Manager, an Assistant Manager of Learning and Development, and another role within our Quality Team. We created our first Marketing and Communications role and expanded our Allied Health team with a qualified clinician to support our behaviour support practitioners.

These positions signify the growth of Nexus. We can no longer have managers fill roles off the side of their desks, instead we now have clear lines between governance and practice.

The increase in senior staff made it possible to be agile and respond efficiently to queries from clients, families and agencies. I particularly want to mention our Supported Living (SIL) team who faced significant challenges with ongoing changes to SIL funding from the NDIA. This was felt across the sector with the NDS campaigning on behalf of providers. Hopefully we see sensible changes to this in the new year.

Our People and Culture team also did an amazing job this year with high levels of recruitment, the development of our trainee roles and the ongoing management of the COVID threat to our COVID protocols.

With the finalisation of the 2020-23 Strategic plan we also turned our attention to the future. Our former Community Services Manager, Jackie Gregory, had some time offline to research the market and highlight areas of opportunity.



“The Nexus team never fails to amaze me with their relentless adaptability and dedication to keeping our staff, clients and community safe and supported.”

Mark Jessop, CEO

Three areas were identified:

- **Younger clients.** While Nexus is registered for clients 7 years and older we have usually worked with adolescents and adults. We are now adapting our policy and practice documents to suit clients from 7 years old.
- **Respite services.** There is high demand in this area and our new properties in Brighton, due for completion in 2022, are well suited to this model.
- **Employment at Award Wage.**

The third area has been our main focus. We launched Social Enterprise, Employment and Diversity (SEED) to develop social enterprises that support clients' employment goals. This coincided with Nexus being offered a lease on an orchard in Frank-

lin and a stall at Salamanca Markets. This became the first SEED Enterprise, quickly followed by our COVID cleaning team. A garden maintenance team is also being developed.

While we have been luckier than our interstate counterparts who have sadly lost both staff and clients, we have nonetheless been ready to implement our COVID19 outbreak management plans if needed. All of our teams have put in a lot of effort to make sure we are prepared and I would like to thank all staff for their adaptability and dedication to keeping our staff, clients and community safe.

I look forward to another exciting and innovative year with Nexus in 2021/2022.

“It’s an exciting time at Nexus - as our services are becoming more varied and complex we are able to consolidate our processes to continue providing the best support to our clients and staff”

Adrian Scott, COO



After a number of years of rapid growth and expansion at Nexus, this year has been a period of consolidation for our Operational teams. In line with our new 2020-2023 Strategic Plan, we have turned our thinking to developing and refining how we deliver services at Nexus in the future.

A major piece of work this year has been the review of our IT needs and the selection of a new client management and billing platform called MYP. We recognised in 2020 that our services had become more varied and complex and that we needed to find better ways to manage our client and staff information. MYP provides us with an integrated solution to manage client service delivery from initial enquiry through to service review. The new system offers a more effective way to manage staffing resources, a sophisticated rostering system and specialised HR management tools. Importantly, MYP provides us

with accurate, real-time data to monitor the effectiveness of our services and allow us to report back to our clients and their representatives. I am confident this will help strengthen our relationships with clients and allow us to engage more openly about how we continue to work together. The roll out of MYP is well underway and will be completed in 2022.

We have thought a lot about how we structure our teams to provide the best possible services for clients. We believe there is scope to organise our teams into more focused areas of specialisation. This will provide clearer referral pathways, a defined skill profile for each segment of our workforce and an easier way for people to find the right service for them at Nexus. Ultimately, it will also enable us to provide better quality service to all the people we support, and it coincides with exciting opportunities on the horizon which will see us provide new and innovative

OUR VISION

A community where everyone
is safe, valued and respected.

OUR MISSION

Supporting you to live
the life you choose.

OUR **nexus** Inc. VALUES

DEDICATION

- We earn the respect of our clients by being respectful and dedicated in our work
- We take our role in supporting people seriously
- We provide reliable and dependable service

SOLUTIONS - FOCUS

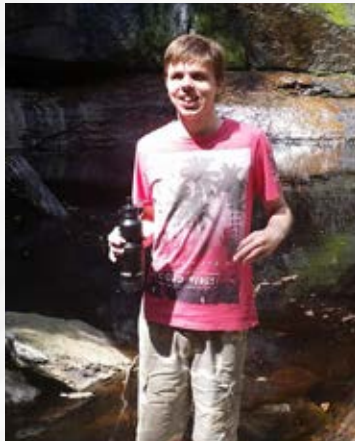
- We work collaboratively with clients supporting them to achieve their goals
- We are compassionate, innovative, honest and determined
- We are adaptable when working to meet clients' needs

EFFECTIVENESS

- Our service makes a positive difference to the lives of clients and our community
- Our practice is of the highest quality
- Our practice is evidence based

TEAMWORK

- We have honest and genuine relationships with clients and the people important to them
- We have honest and genuine relationships with our co-workers and other stakeholders
- We recognise diversity and appreciate that we all have something to offer the team
- We work to grow and strengthen the capabilities of our team



CLIENTS

We will listen to existing and new clients and find innovative solutions to support them to receive the right support at the right time.



TEAM

We will build a team culture that is focused on achieving client outcomes by supporting the training and career development of our staff.



BRAND

We will be a trusted and recognised brand in the provision of leading human services and effectively communicate the values and strengths that set us apart.



OPPORTUNITIES

We will build on our existing services and be willing to explore and invest in new opportunities, systems and services.

STRATEGIC THEMES 2020 - 2023

People and Culture

Living our values:
“We recognise diversity and appreciate that we all have something to offer the team.”



New Team Members

As we continue to expand our services to meet client needs, we have needed to hire more employees across all divisions to support this growth.

This year we employed 180 new staff throughout the organisation and created 17 new roles including a Marketing and Communications Officer, General Manager People and Culture, Asset and Building Services Coordinator, and HR Manager.

As part of their introduction to Nexus, all new staff underwent an induction process which includes an online component, a face-to-face induction day, and workplace buddy shifts. This is all complemented with ongoing training as they progress at Nexus.

Supporting Staff Wellbeing

At the end of this year we worked with Aspen Medical to provide vaccination hubs at the Nexus offices for all staff. These were held over a few months to ensure that as many staff as possible were able to get vaccinated against COVID19. We were very pleased with the number of staff who took up the opportunity to protect their colleagues, clients, community and themselves. It was great to be able to extend this opportunity out to our friends and neighbours at Able Australia as well.

Upskilling our Team

After their induction we continue to provide training and development opportunities for new and existing staff across all teams. We believe this instils more confidence in our staff and improves the support that we provide for clients.

For staff engaged in formal VET certifications and Diploma training we ran a fortnightly study group in conjunction with Avidity training. This gave staff additional study support and peer-to-peer engagement with their colleagues.

This year we introduced **toolkit training** for all of our teams working with complex clients. This training was rolled out every six weeks and the content included:

- Introduction to Trauma
- Translating the Impact of Trauma into Effective Support
- Relationships, Reflective Practice, Self-Care
- Micro skills
- Positive Behaviour Support

People and Culture

Our **traineeships** continued this year, combining work and study across all of our teams. We consider this a valuable way for future staff to enter the industry with practical training.

We continue to invest in our staff and have delivered over 650 qualifications this financial year as shown below:

Qualification	Number of staff members trained
First Aid	154
Key worker training	152
Assist Clients with Medications	151
Manual Handling	72
Recognise Health Body Systems	50
Mental Health Skills Set	27
Diploma of Community Services	18
Certificate IV in Disability	16
Certificate III in Individual Support	16
Certificate IV in Project Management	8
Diploma of Project Management	1
Certificate IV in Human Resources	1
Certificate IV in Accounting	1
Certificate IV in Work, Health and Safety	1
Australian Institute of Company Directors	1

We look forward to offering new training to staff in the new year to assist them to support clients with specific support requirements. This is all part of ensuring that both staff and clients feel supported by Nexus.



Living our values: “Our practice is of the highest quality”

Creating and Supporting Specialist Roles

To support the growing nature of Nexus’ service provision and income streams, we created the role of Assets and Facilities Coordinator and further developed the role of Revenue Accountant.

Our Assets and Facilities Coordinator consolidated the information we had on our existing assets which had been previously held across our individual divisions. By storing all of this information in one location, creating asset registers, updating processes and procedures and streamlining insurances we are now able to ensure that all assets remain accounted for and maintained for the benefit of clients and staff.

Early in the year we farewelled Mike and welcomed Candice as our new Revenue Accountant. With the growth in our services and client base, the claiming process has continued to expand and we have supported Candice to create more in-depth processes for managing our claiming processes and streamlining how our team works with each division at Nexus.

Retaining a Surplus in Challenging Times

Despite the ongoing price pressures caused by changes to funding by the NDIA, Nexus returned a surplus of \$492,000 which is a surplus of 1.7% revenue

Our revenue increased by \$4 million (16%).

To grow our service offerings, and continue to provide quality support to clients and staff, we added a number of new roles across the organisation which increased our salaries and employment costs by \$5.3 million or 26%. A number of these new roles were in our quality and compliance team to keep up with the reporting requirements of the NDIA.

Whilst Cash and Cash Equivalents have decreased by \$1.66m, the cash balance as at 30 June 2020 included a \$2.1m prepayment from the NDIA to assist providers with their cash flow during the COVID19 Pandemic.

This was another strong year for Nexus despite a number of challenges faced by the industry as a whole. We look forward to further financial growth in 2021/2022.

Total Revenue

2020 - 2021	29,027,268
2019 - 2020	24,988,415
2018 - 2019	14,574,402
2017 - 2018	10,642,683
2016 - 2017	9,106,049
2015 - 2016	7,724,830

Total Expenses

2020 - 2021	28,535,302
2019 - 2020	22,755,798
2018 - 2019	14,157,858
2017 - 2018	10,240,927
2016 - 2017	8,610,296
2015 - 2016	7,542,055

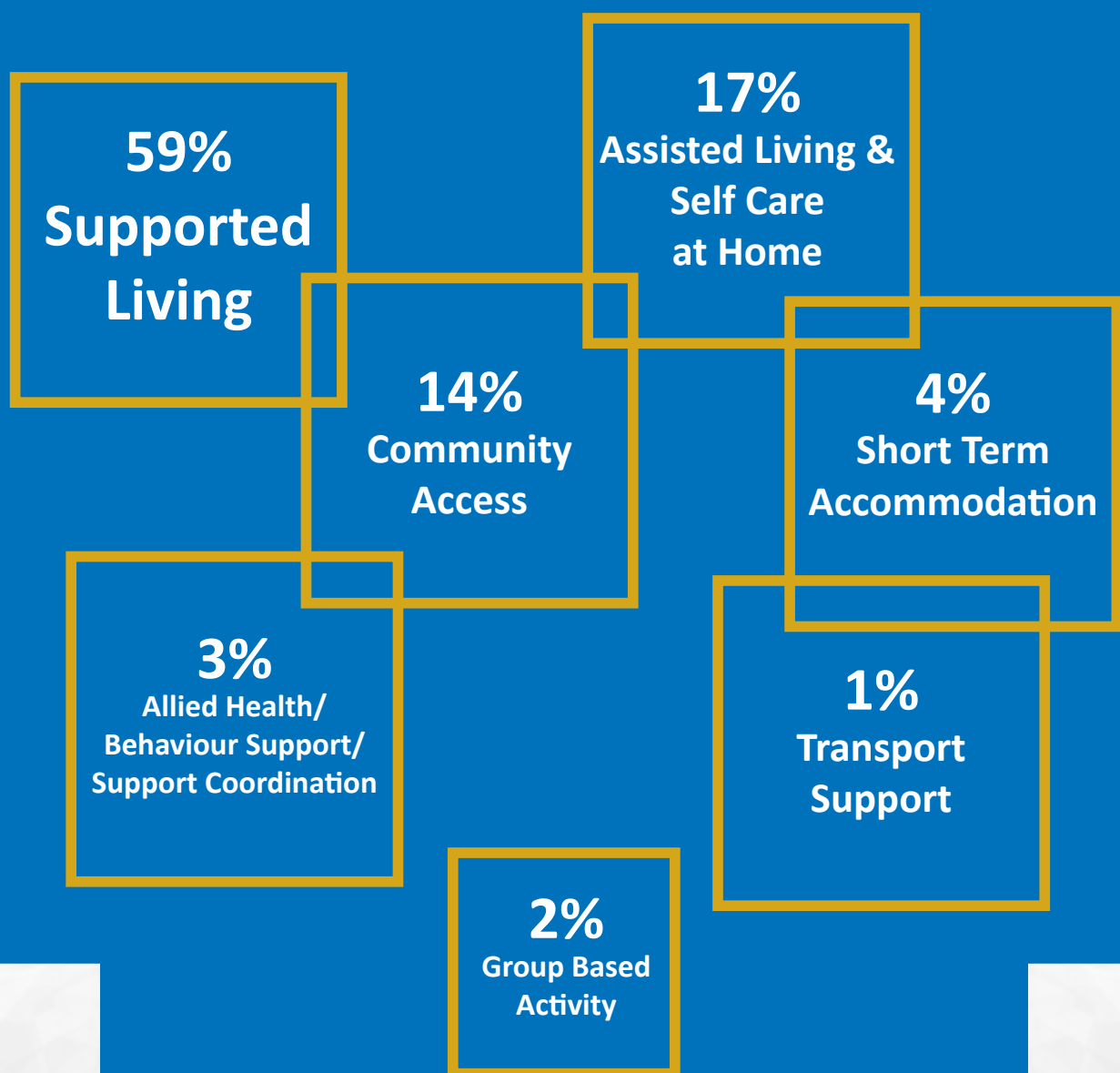
Our Services

Our Mission is to support people to live the life they choose. We understand that this looks different for everyone and can also change over time.

One of the biggest areas of support that people request is support with daily living. This can be provided in shared accommodation (SIL), in their own homes (in-home support) or through emergency short term supported accommodation. Next year we will also be opening a planned respite facility for children and young people.

We often provide multiple service types to clients and there is overlap. All of our services aim to improve a client's quality of life and build their capacity.

The graphic below gives an overview of the key areas of support we provide presented as percentages of our total revenue:



Living our values:
**“Our service makes a positive
difference to the lives of clients”**



Meeting the Changing Needs of Clients

The Nexus Client Support team has continued to grow and expand its services over the last year and now includes:

- Nexus Behaviour and Allied Health Services (NBAHS)
- Support Coordination
- Quality and Compliance

We have continued to see clients with varying support needs engage with our teams and have extended our service offerings to cater to their growing and changing needs.

As part of this, we have now employed a practice manager to oversee our expanding behaviour and allied health team. This allows for more streamlined processes around intake and service provision, and the team are now seeing clients for support in behaviour support, occupational therapy and psychology.

Our quality and compliance team has grown this year and has been working closely with operational teams to ensure the new and evolving role of the NDIS Commission is understood by clients, their families and staff.

Working with clients aged



36



clients working
with the NBAHS team
to receive support including
occupational therapy reports
and behaviour support plans

4



New team
members in Support
Coordination and
Behaviour Support



83



Clients receiving support from
our Support Coordinators

Client Story

Chris

Chris has been doing some amazing work with wildlife rescue this year.

Chris passed his snake handling course with flying colours, and is now a volunteer with Bonorong Wildlife Sanctuary after successfully completing Bonorong's wildlife rescue course.



Living our values:
“We work to grow and strengthen
the capabilities of our team”

Growing our Team

The Community Services team had a huge year of internal growth beginning in late 2020 with Catherine McNeice moving into the Manager role and David Smithurst becoming Assistant Manager.

There were many internal promotions and opportunities for upskilling in both the Community Access and Capacity Building streams. We love to see the ongoing development of all staff and this was made possible by improved hiring processes, regular onboarding sessions, and more staff check-ins.

Staff often join our team with life experience and transferable skills but not always with specific disability knowledge. We continue to place a high importance on supporting staff to gain this knowledge.

With changing support demands we are pleased to say that many of our casual support workers have been offered permanency. This gives more stability and consistency to both staff and clients.

Remaining Client Focused

By training our team to be client-focussed we have continued to find out what clients are really interested in doing. We have begun regular meetings with the Nexus Supported Living Team to improve communication on handovers, common challenges, incidents, and client achievements.

The way we support clients is becoming increasingly flexible so that we can be responsive to requests for an increase, decrease or change in supports.

This year we supported clients to:

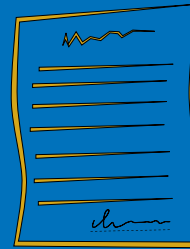
- Catch a Redline bus to a training course in Sorell
- Catch the bus home from college
- Gain work in commercial cleaning
- Gain employment as a mentor at the Saddle Club
- Complete a hospitality/barista course at Hamlet Café
- Access the Driver Mentor program and get their P plates
- Welcome a child with their partner
- Start work experience at local pubs
- Volunteer at Hobart City Mission
- Learn about bird watching and photography
- Become part of the SEED program and learn skills in orcharding, picking, packing and pruning
- Work towards financial independence
- Stay overnight in Airbnbs

We are also excited to start offering Community Service supports from our new office in the Huon, and to be launching our child/youth focused respite services.





Finalist
Skills Tas Equity
Apprentice/Trainee
of the Year Award
Glenn Woodhouse



31
New staff
members



10
Permanent staff
were promoted

13

Clients increased
their support



Staff supported to
do their Diploma of
Community Service

Clients engaged in



Boxing

*New
Activities*



Woodwork



Horse Riding



Martial Arts



20

New clients supported by
Community Services

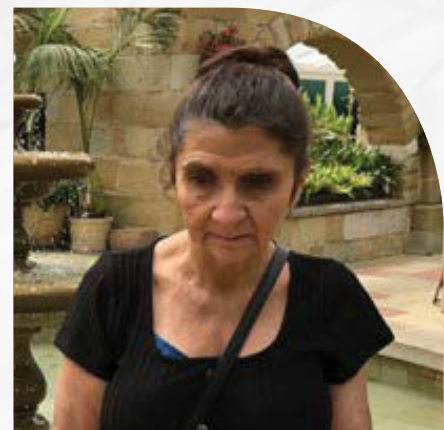
Client Story

Karen

Karen has been working with our Community Access team to get out of her comfort zone, become more independent and engage with the community.

Karen enjoys being outside with the flora. Going to the Botanical Gardens and making a wish in the wishing well was a highlight.

Karen is happy to try new things with her Community Access "Girls" as she calls them. The team are trying to get Karen into a regular pottery class, improve her cooking skills and start jewellery making.



Nexus Complex and Individualised Support (NCIS)

Living our values:
**“We are compassionate, innovative,
honest and determined”**



A Preferred Supplier for Complex Support

Since the NCIS team was created it has had a strong reputation in the sector for supporting complex clients. Part of this is due to the importance we place on matching clients to suitable support workers. This proves challenging but is a key factor in the success of our team.

This year we received feedback from the stakeholders and the sector that the NCIS team were doing exceptional work with complex clients coming from a range of health settings. This is a great testament to the hard work of our staff who continue to provide trauma-informed, client-focussed support to clients and adapt to rapidly changing support needs.

Working Towards Client Independence

Clients come to our team with a variety of support needs and personal goals. We are flexible in the way that we work with clients to create innovative pathways for them to achieve these goals.

This year our team supported clients to:

- Move from 1:3 model of support to a 1:6 model of support, increasing their independence
- Attend school and catch the bus home independently
- Get their drivers' license and gain employment
- Start working at the SEED Orchard
- Access physio which has led to them being able to walk with a walking frame
- Start volunteering at a local neighbourhood house



21



Clients receiving additional support from other Nexus teams

6



Internal promotions:

3 Acting Team Leaders
2 Team Leaders
1 Acting Assistant Manager



34



New clients
with complex support needs
working with the NCIS team

Client Story

Courtney

Courtney has been working hard to prepare for her Learners' License test and was very excited to come into the office and tell us that she had passed.

Courtney is now being supported by her Nexus support workers to get her driving hours up so that she can get her provisional license later this year. She is excited to get her license so she can be more independent.



Living our values:
“We provide reliable and dependable service”



Adapting to Changing Support Requests

Our Supported Living team have spent this year growing our support services further and increasing our capacity to tailor support for people with complex health or behavioural needs.

We have seen a number of changes in the ways that clients like to be supported and have been pleased to see Nexus adapt quickly to these new support requests with a broad suite of accommodation options and community support. This includes group accommodation, single person units, in-home support in people's own homes, and flexible drop-in support based on the person's individual support needs.

Increasingly clients are coming to the Supported Living team with complex support needs. This has led to a growth in the number of support workers in our team and a change in the types of specialised training we provide to new and existing staff to assist them in supporting these new clients.

COVID19 Preparations

Though there have been few cases of COVID19 in Tasmania during the last year, we have nevertheless been proactive in our planning for an outbreak.

As well as planning an outbreak response for each house we are supporting all staff to get their COVID19 vaccinations. There has been a great uptake and we are pleased to see that staff are taking steps to keep themselves and their clients as safe as possible.

With a lot of new staff being onboarded and new Team Leaders settling into their roles, we are looking forward to another strong year for our team and clients in 2021/2022.

Support provided at



23

properties including two new
in-home locations



6

New clients being
supported across individual,
group and private houses



60

Clients working with
the SIL Team



84

New staff members



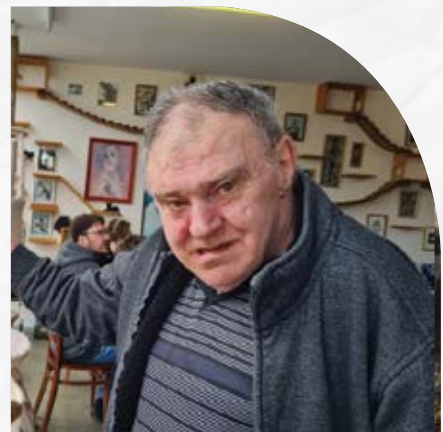
New SIL on-call number launched to
support staff outside of office hours

Client Story

Ed

Ed has been enjoying day support activities and getting out and about in the community.

He joined fellow client, Sharon, at Richmond Bridge and also had a lovely day out meeting the cats at the Cat Café.





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