

OPTIA

2014 > ANNUAL REPORT



CELEBRATING **25** YEARS

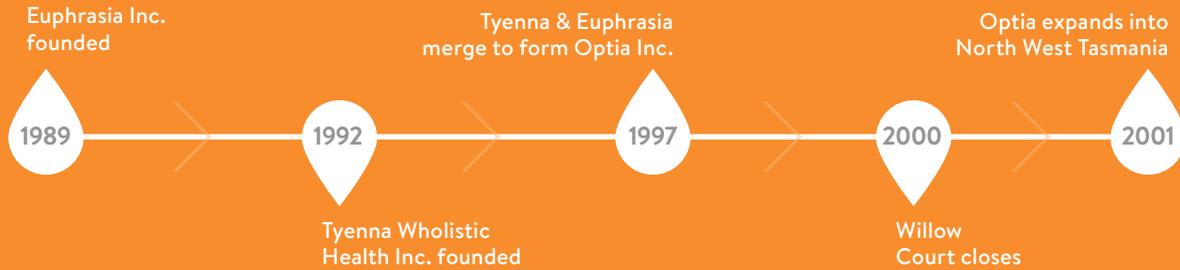
1989 - 2014

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25 YEARS OF SERVICE



From Willow Court institutional care to consumer driven personalised services, there has been a significant change in how disability services are planned and delivered over the past 25 years.

Optia feels privileged to have been able to serve the community over this quarter century, making our contribution towards 'a good life.'

Optia's early beginnings lay in the community services of the Sisters of the Good Shepherd and the phased closure of Willow Court, an institution for people with disability and mental illness in New Norfolk.

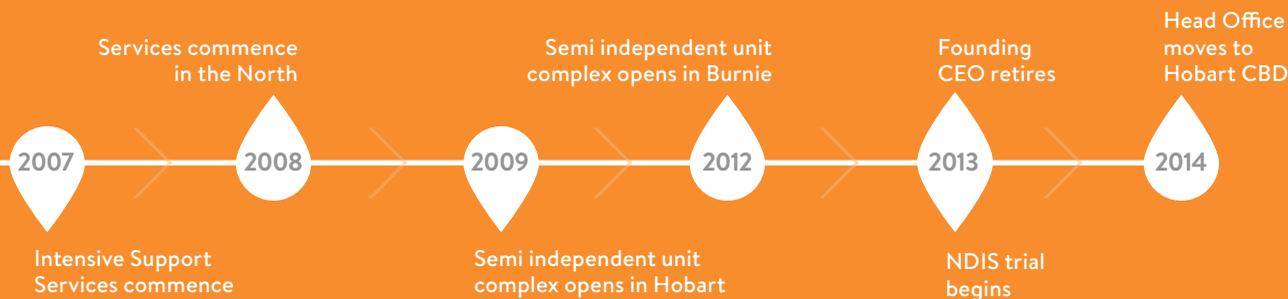
Optia initially operated as two separate organisations, Euphrasia Inc. and Tyenna Wholistic Health Incorporated. Both provided accommodation to people with an intellectual disability.

Euphrasia Inc. began in 1989 as a voluntary, non-government organisation, named after Sister Mary Euphrasia who founded the nuns' order in the 19th century. The organisation had a significant impact on the community in their care and support of people with intellectual disabilities by providing both accommodation and employment options.

Euphrasia continued the work of the Sisters with the accommodation supports and brought a new approach to support clients to have socially valued roles to help them achieve 'a good life.' Services included two group homes, a transition house and the oversight of six independent units.

Tyenna Wholistic Health Inc. commenced operation in January 1992, with the first residents from Willow Court taking up their new community accommodation in two group homes in July 1992.

1989 – 2014



Founding staff included former Optia CEO, Geraldine Harwood, and current Optia Practice Manager, Judy Prodan, who had previously worked with some of the clients at Willow Court.

In 1997, the Boards of Euphrasia and Tyenna decided to merge the two organisations, adopting the name 'Optia,' a Latin word meaning 'freedom to choose.'

Over the following decade Optia's services expanded greatly, commencing in the North West in 2001 and in the North in 2008. The suite of services also expanded to include Intensive Support Services, Children's Respite at Latrobe and Adult's Respite in the North West and North.

Optia opened two new semi-independent residential sites - in Hobart in 2009 and Burnie in 2012 - providing an innovative model for combining independence, security, support where needed and community integration.

In 2013, two key events occurred marking the end of one era and the beginning of another - the retirement of the founding Optia CEO, Geraldine Harwood, and commencement of new CEO, Glenn Campbell, and the introduction of the National Disability Insurance Scheme (NDIS). The NDIS promises to revolutionise the way services are delivered to people with disability, replacing a system which rations services to one that places clients in control of their own funding and gives them the freedom to design their own supports and their own destiny. This is one of the most significant social changes in Australian history.

Looking back over the past 25 years we have come so far, but we believe that the best is yet to come.

OUR VISION

That all people supported by Optia will have the maximum potential to lead a good life.

OUR MISSION

To empower people with additional needs to achieve their vision of a good life by delivering excellence in support.

OUR PURPOSE

- provide a range of support services to people with additional needs
- explore innovative and creative solutions to meet individual client needs
- enable people with additional needs to engage, participate and maximise their independence
- provide active and positive support services, based on stimulating experiential opportunities
- provide recreation and leisure opportunities, along with lifelong learning, to people living with disability
- be a responsible and participative community organisation.



CHAIRMAN'S REPORT

This year we mark our 25th year in disability services and bringing positive change to thousands of Tasmanians.

Over the past 25 years we have built a reputation for listening and going to extra lengths to meet the needs and desires of our clients. We have built long lasting friendships and take seriously the trust and responsibility that families place in us. Our experience means we have solid foundations to build on as we face future challenges.

Optia made strong progress in 2013–14 to ready ourselves for an increasingly competitive environment under the National Disability Insurance Scheme (NDIS) and to ensure we are clear about our mission, values and priorities. Our clients and their families are central to our mission, our values and are our first priority.

With the commencement of our new CEO, Glenn Campbell, in July 2013 the board and management team undertook a very robust strategic planning process. This involved significant consultation with

the Human Services Minister, Tasmanian Premier and Cabinet, DHHS, National Disability Insurance Agency (NDIA), National Disability Services, other launch sites, clients, families and many other stakeholders. We reviewed international and interstate client-driven, and insurance based models to ensure we had the best informed analysis possible to underpin our strategy. After very productive consultation sessions with our experienced staff in the three regions, we finalised an ambitious three year strategic plan with clear goals and objective scorecards to measure our progress. The plan's themes for each year are:

- 2014: strong foundations
- 2015: known and growing
- 2016: market competitive

We also worked closely with the State and Federal Governments, the NDIA and others in the disability sector addressing the challenges accompanying the rollout of the NDIS pilot in Tasmania. It has been said that the introduction of the NDIS is the biggest social welfare reform since Medicare and I agree. It is gratifying to see the bipartisan support for the NDIS and

we continue to strongly urge governments to hold fast to the planned time frame of the full roll out of the scheme by 2019–20. People with disability and their families have already waited too long for this much needed reform. While we are cognisant of the challenges inherent in implementing a change of this magnitude, Optia’s progress and the success of the Tasmanian launch site have demonstrated that they can be surmounted if all parties work together in a focussed and constructive manner.

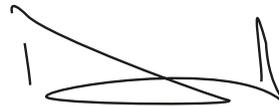
To ensure the board is best positioned for future opportunities, we undertook a skills analysis of the board to identify skills gaps and growth opportunities. I am delighted to report that we subsequently appointed three senior and very experienced new directors who have significantly strengthened an already capable board.

OTHER ACHIEVEMENTS INCLUDED:

- introducing a new Board Charter of Human and Civil Rights
- strengthening the Board’s operations and processes
- amending the constitution to provide greater flexibility
- implementing a comprehensive new policy and procedure framework.

The Board and I were delighted to host two special events over the past year – a lunch at Parliament House attended by the Minister for Human Services, Members of Parliament and sector leaders, and a disability sector dinner with NDIA Chairman, Mr. Bruce Bonyhady as guest speaker. These were both valuable opportunities to build relationships and share our experiences and knowledge in this time of change.

I would like to thank my fellow directors, CEO Glenn Campbell, his management team and our strongly committed staff for their dedication and outstanding achievements in a challenging and exciting year. I would also like to acknowledge the outstanding contribution of two directors, Professor Don McNicol and Tony Fletcher, who are both retiring at the next Annual General Meeting. We are indebted to you both for your valuable input and wise counsel over many years and will miss you both.



David Mazengarb
CHAIRMAN

CEO'S REPORT

It has been an exciting 12 months at Optia with the first stage of the roll out of the National Disability Insurance Scheme (NDIS).

It is vitally important that we are financially robust so we can continue to provide quality services to our clients and stable employment for our staff. So it was particularly pleasing to move from a deficit over the last two years, to a strong surplus of \$143,000. This was achieved through a restructure of management roles, effective management of costs, improved rostering, varying funding agreements and growing revenue by \$2.7 million from the NDIS, Motor Accidents Insurance Board, Transport Accident Commission and Out of Home Care. Importantly, we also extended our funding agreement with the State Government for a further two years.

We have spent much of the past year adapting to the changing environment, moving from being a Government-funded NGO to operating in a commercial market.

We restructured the organisation, strengthened the management team, and have placed greater focus on research, innovation, and marketing.

We have made strong progress in the implementation of our Strategic Plan 2014–16.

THIS HAS INCLUDED:

- investing in capital improvements to client facilities
- expanding our suite of services with new Community Access programs in the North and South and a property for respite services leased in the South commencing in early 2014–15
- a strong focus on the client voice and engaging them to shape their own services
- commencing new research projects including the development of a new Practice Framework
- improving financial systems, reporting and the risk management framework
- providing greater role clarity for staff and improved performance management systems

- implementing a new policy framework and self-assessment ahead of an Accreditation Audit for the Attendant Care Industry Standard 2013 in September 2014
- new marketing collateral and website, along with recruitment of a senior role specifically focussing on Marketing and Stakeholder Engagement.

Building on the Board Charter of Human and Civil Rights, we proactively delivered mandatory training to all staff on Optia's Zero Tolerance approach to abuse and neglect of clients. The training provided practical scenarios to assist learning and was well received by staff.

Changes in the sector, particularly with the NDIS, are seeing a greater focus on consumer choice. I have been delighted to see clients and families using their consumer power to interview service providers, rather than having to compete for a restricted number of places at a given service. We welcome this change as it is already driving improvements in the sector, and the quality and range of services for clients and their families.

“**We have spent much of the past year repositioning our organisation for the new NDIS environment.”**

I would like to thank my extraordinary management team for their focus, support and ability to grow and embrace change; our staff for their dedication and enthusiasm, and the Board for their support, guidance and wisdom. But most of all thank you to our clients for allowing us to be part of their lives and to have the privilege to witness their achievements and growth. We have a lot to celebrate as we mark our 25th anniversary.



Glenn Campbell
CEO

GOVERNANCE

DAVID MAZENGARB

CHAIRMAN

B. Comm., Dip. Fin. Planning., FAICD, FCA, MIMC



David is an experienced company director, holding a number of executive and non-executive director roles in companies ranging from financial services, information technology and aquaculture industries over the last 20 years. David currently serves as Chairman of two financial services companies as well as being the Chairman of Optia.

David is a Chartered Accountant, a Registered Company Auditor and a business consultant with a focus on finance, accounting and corporate governance.

*Board Member since February 2007, Chairman since 2012.
Committees: Finance, Risk, Audit and Compliance*

TERRY LONG

DEPUTY CHAIRMAN

FAICDC



Terry is the Chief Executive Officer of the Tasmanian Minerals Council and Chair of the Major Employers Group. Prior to these roles he was a journalist, presenter and manager with the Australian Broadcasting Corporation.

*Board Member since October 2007, former Chairman,
Deputy Chairman since 2012.
Committee: Finance, Risk, Audit and Compliance*

TONY FLETCHER

TREASURER



Tony had a longstanding career as an Independent member of the Tasmanian Legislative Council (1981–2005). He was leader of the Government in the Legislative Council from 1986–89 and 1996–98. He now runs a business consulting firm and is Chairman of the Save our Heritage Group.

*Board Member since August 2008, Treasurer since 2012.
Committee: Finance, Risk, Audit and Compliance*

JOHN FRANKCOM

SECRETARY

B. Juris.; LLB, Grad. Dip. Corp. Gov., FGIA



John Frankcom is a barrister and solicitor in private practice in Hobart and a member of the Law Society of Tasmania and Governance Institute Australia. He has

had more than 30 years' experience as a barrister and solicitor in private practice as well as more than 10 years as in-house counsel and Company Secretary at Warnambool Cheese and Butter.

Board member since November 2013.

KATHLEEN BRIENT

BOARD MEMBER



Kathleen is Service Manager, National Business Gateway, Corporate and Change, Australian Government Department of Human Services. She has extensive

experience in project management, change management, stakeholder engagement, human resources and public sector management. Previous roles include Business Manager at Centrelink and management roles in the Department of Social Security.

Board member since June 2003.

PROFESSOR DON MCNICOL

BOARD MEMBER

BA Adel PhD Camb



Don was a Professor of Psychology (UTAS) and a former Vice-Chancellor of the Universities of New England, Sydney and Tasmania. He has served as Commissioner for

Universities and Chair of the Universities Council, Commonwealth Tertiary Education Commission and President of the Australian Vice-Chancellors Committee.

Don is currently a member of the Migrant Resource Centre Board.

Board Member since August 2008, former Deputy Chairman.

PAUL MORGAN

BOARD MEMBER

Dip. Pharm.



Paul was the owner of Hobart's iconic Morgan's Pharmacy for 40 years and has extensive experience in small business management.

Paul is a member of the

Pharmacy Society, and was previously Vice President of the Tasmanian Retail Traders Association, a Board member of Tasmanian Small Business Council and a member of the Tasmanian Retail Tenancy Monitoring Committee.

Board Member since July 1994.

BRIAN SCULLIN

BOARD MEMBER

B Ec



Brian is the President of the Retirement Benefits Fund of Tasmania and Chairman of Spark Infrastructure. Previous directorships included BT Investment

Management and Dexus Property Group. His executive career included senior positions with BT and Deutsche Asset Management in Australia and Japan.

Board member since November 2013.

DR. WILLIAM TURNER

BOARD MEMBER

MB,BS, LLB, FRCS, FRACS, FAOrthA, FACLM, FAICD



William has been a successful orthopaedic surgeon for over 28 years and has a strong medico-legal background. Current director roles include on the Medical Protection

Society of Tas., Professional Management Australia Ltd, Medical Indemnity Protection Society (MIPS), Queensland Doctors' Mutual, MIPS Insurance Ltd and Winston Churchill Memorial Trust. Former positions include Chairman of the Medical Advisory Board at Hobart Private Hospital and Director of Rehab Tasmania.

Board member since November 2013.

GLENN CAMPBELL

PUBLIC OFFICER AND CEO

B Bus, ASCPA, MBA, GAICD



Glenn has been CEO of Optia since July 2013. Previous Chief Executive Officer roles have included Hopewell Hospice, RT Health Fund and Family Planning Tasmania.

He has also held Senior Executive roles with MBF, Mayne Nickless Limited and British Aerospace. Current or former Director roles include ARAFMI, TasCOSS and Football Federation Tasmania. He was formerly Chair of the National Disability Special Interest Group on Relationships and Sexuality and is currently a State Committee Member for National Disability Services.

Board member since November 2013.



25 YEARS OF FRIENDSHIP

OUR YEAR BY THE NUMBERS



370
clients



100 NDIS
participants

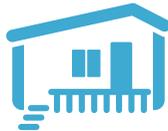


348
staff

contributes
towards:



314,000
CLIENT SUPPORT HOURS



3
respite
centres



19
supported
residences



53
semi-independent
housing units

OUR SERVICES

- ▶ Supported accommodation
- ▶ Adult and Children's Respite
- ▶ Out of Home Care
- ▶ Intensive Support
- ▶ Semi-independent accommodation
- ▶ Leisure and Recreation program
- ▶ Community Access and Support
- ▶ Dual Diagnosis Counselling



THE NATIONAL DISABILITY INSURANCE SCHEME

The National Disability Insurance Scheme marks the biggest social change in Australian history since the introduction of Medicare in the 1980s.

It is an insurance scheme, paid for by a levy on taxpayers, to ensure that people with disability have the support they need to be part of the social and economic life of the community they live in. The trial schemes introduced over the past year have already been life changing for many participants.

A key benefit of the scheme is that it places participants at the centre of decision-making. They have more choice and control over how, when and where supports are provided; a plan that will help individuals grow and reach their potential; and greater certainty that they will receive the support needed over their lifetime.

Based on insurance principles, the NDIS seeks to minimise support costs over a person's lifetime and maximise their opportunities. The scheme includes intensive early intervention, particularly where there is good evidence it will substantially improve or arrest a decline in functioning. The scheme's sustainability will also be driven by efficiencies and innovation resulting from competition among service providers and greater economic participation by carers and participants.

THE NDIS HAS THREE AREAS OF FOCUS:

- raising general community awareness about the issues faced by people with disability and the value of this insurance scheme for all (Tier 1)
- information provision and referral services to general community support services for people with disability, families and carers (Tier 2)
- people who need specialised supports (Tier 3).

A conversation with the NDIA Chairman



Chairman of the National Disability Insurance Agency, Bruce Bonyhady, was the special guest at a dinner hosted by the Optia board in June 2014.

The event was a valuable opportunity for Mr Bonyhady to share insights on the scheme's planning and implementation, and for leaders in the disability sector to provide feedback on the opportunities and challenges posed by this landmark reform.

The new system provides funding directly to eligible participants tailored to their individual needs and establishes a fee-for-service model for the efficient delivery of services by providers.

Participants' needs are assessed by the National Disability Insurance Agency and then together they develop a support plan with funding attached. The participant can then 'shop around' and select their preferred provider(s) to deliver these supports.

On July 1 2013, Tasmania commenced a trial of the NDIS for young people 15 – 24 years old. Trial sites also commenced at the same time in the Barwon (Victoria) and Hunter (NSW) regions and for children in South Australia.

By the time the NDIS is fully rolled out across Australia, approximately 460,000 Australians with disability will benefit from the scheme.

CLIENT SERVICES

The past year has been a period of extraordinary growth for Optia both in terms of scale and breadth of service delivery as we actively responded to the changing needs of clients and families.

This has been particularly pronounced with the introduction of the National Disability Insurance Scheme, which has reinforced our focus on personalisation and choice for clients.

The number of clients choosing Optia as their service provider grew significantly over the past year, particularly among participants in the NDIS. Over 2013–14 Optia was chosen by almost 15 per cent of all eligible NDIS clients in Tasmania and our total number of support hours grew by close to 10 per cent.

During this exciting period of growth we've kept a strong focus on ensuring that our support practices and systems are of a high quality and that clients' and families' choices and requirements are met.

THIS HAS INCLUDED:

- mandatory training to all staff on Optia's Zero Tolerance approach to abuse and neglect emphasising clients rights, the importance of reporting incidents and whistle blower protections
- working in partnership with the Tasmanian Government's Disability and Community Services unit to develop and implement an evolved support model for the Garden Road site
- an internal continuous improvement program and preparation for Quality Accreditation (see page 22).



25 YEARS
OF FUN

FULL SUITE OF SERVICES

Our programs have continued to expand so that we now have a full suite of services in Tasmania's three regions.

HIGHLIGHTS IN 2013-14 INCLUDED:

- four new supported accommodation sites established in Launceston (1), Hobart (2) and Burnie (1)
- an additional 200 hours per week of Community Support services provided across the state
- state-wide Community Access programs commenced, including a drama group in Launceston
- new holiday programs were held for school aged children in the North West
- respite services across all regions operated at full capacity
- the northern Leisure and Recreation program continued to grow in popularity.

In addition, we entered into a partnership with Kingston Uniting Church to provide supported accommodation in an 'Intentional Community' at Rowallan Park. This service will commence in 2014-15.

FIRST CHOICE CLIENT FACILITIES

Optia implemented a program of improvement for our facilities including group homes and semi-independent living units investing more than \$84,000 in capital improvements and new client service vehicles.

A wheel-chair accessible bus was purchased in the North West to meet the transport needs of our Community Access program.

The Children's Respite Centre at Latrobe is set to benefit from two grants to purchase new electronic adjustable beds and play equipment specially designed for children with disabilities. The beds and play equipment will be installed in late 2014. Our thanks to the Tasmanian Community Fund and the Commonwealth Bank for their contribution towards improving the respite facilities.

“Our programs have continued to expand so that we now have a full suite of services in Tasmania's three regions.”



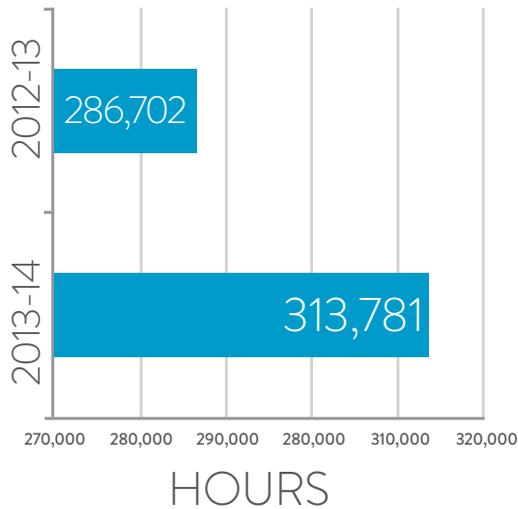
25 YEARS
OF EXPERIENCE

QUALITY ASSURANCE

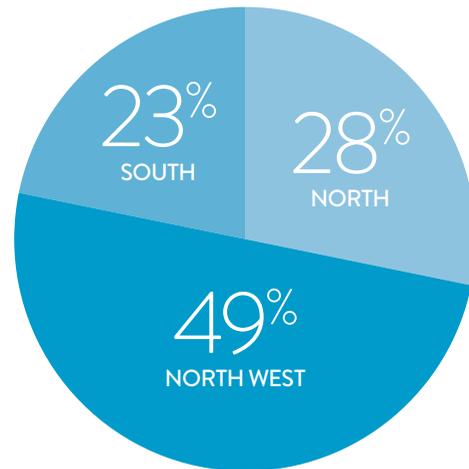
Optia began working in February 2013 towards attaining accreditation for the Attendant Care Industry Standard 2013. In 2013-14 we successfully completed an independent external assessment against this national quality standard, which was designed by the industry under the auspice of the Attendant Care Industry Association Australia (ACIA).

We also developed and revised policies, introduced a new policy framework, undertook a comprehensive self-assessment and developed SharePoint reporting systems to meet compliance requirements. The compliance audit is scheduled for September 2014.

Total hours of support provided



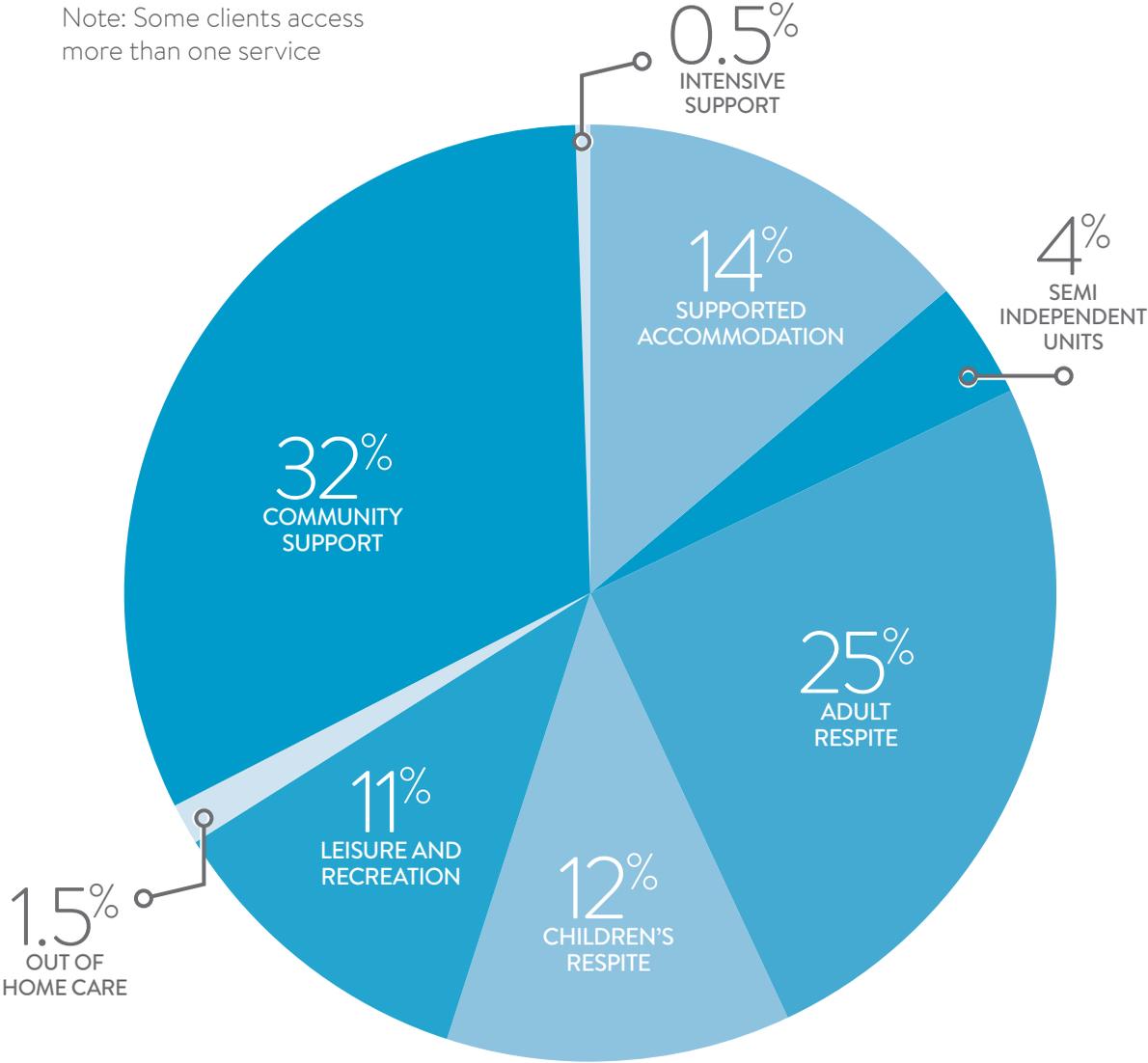
Clients by region



(Total clients: 370)

Services accessed by clients

Note: Some clients access more than one service



DEVELOPING LIFE SKILLS

Emily* loves cooking and after six months in Optia's Community Support program, her confidence and expertise is growing.

The 18 year old College student came to Optia as an NDIS participant seeking assistance in developing her daily living skills.

Before starting the Community Support program, Emily and her family met with an Optia Practice Development Consultant to talk about her specific needs and to develop a Support Plan. Emily has a developmental delay, experiences agoraphobia and is extremely shy with people she doesn't know.

“Emily and her family met with an Optia Practice Development Consultant to talk about her specific needs ...

Currently living at home with her mother, Anne*, brother, Peter* and grandmother close by, Emily and her family would like her to learn to be more independent. The goals in her Support Plan include improving her skills in cooking and managing money.

An Optia Support professional, Kate, spends two hours a week with Emily teaching her daily living skills including grocery shopping, cooking, washing up and road safety.

“Emily is more confident in the supermarket. She is able to write a shopping list and find items in the store. She has learnt how to use the self-service checkout without any support,” Kate says. “She is more confident in selecting meals to cook, using recipes and using the stove top.”

More comfortable in public and socially confident, Emily now asks a supermarket staff member for an item if she can't find it – something she would never have done previously. Shopping trips are also an opportunity for Emily to learn road safety awareness and to look out for traffic before crossing a road.



Emily's Mother, Anne, has noticed that Emily's learning experience has made her happier, with visible improvements in her skills and confidence.

"Emily is proud of her new skills," Anne says, adding that her pace of learning has increased significantly since receiving support from Optia.

For her family, Community Support has also provided valuable 'time out' from their carer duties.

"The support allows you a couple of hours to sit back without having to support Emily, and allows time to do your own activities," Anne says.

All of our case studies are based on interviews with families, clients and Optia staff.

**Names have been changed at the request of the client and family.*

RESEARCH, INNOVATION & PRACTICE DEVELOPMENT

Optia's strategic planning process identified the need for a greater focus on research and practice leadership, resulting in a restructure of the Practice Development group.

The roles and function of the group were realigned and expanded to lead the client 'intake' process, provide case management, and engage in research and innovation. The group also continues to lead client engagement and personal planning programs, and oversee the complaints and compliments process.

PRACTICE FRAMEWORK

Optia has commenced new research into the most effective ways to support people. This has involved interviewing staff and clients and reviewing the literature to identify the support practices that best ensure the delivery of the outcomes sought by our clients.

The Practice Framework will be completed in 2014–15 and will provide an evidence-based, practice guide for staff. We will evaluate outcomes regularly to continuously improve our services and outcomes for clients.

CONSUMER ENGAGEMENT

In 2013–14, Optia contracted a new advocacy provider, Speakout, to facilitate quarterly Consumer Forums in the North, North West and South. These forums are well attended and valued by clients as an important opportunity to have their say. Elected client regional representatives present the reports in person to the Optia Board, providing a valuable opportunity for the Board to hear first-hand about our performance, as well as offering a personal development opportunity for clients. The Board reports back to clients on actions undertaken in response to their feedback.



RESEARCH

We have a strong conviction that to be our best our practice must be underpinned by demonstrable evidence and research.

Optia initiated a number of research projects in 2013–14 including:

- investigating the impact of NDIS for people with complex needs (in partnership with Anglicare)
- evaluating a pilot program that supports people living semi-independently to develop meaningful, lasting, social relationships
- evaluating the ‘Road to Success’ program delivered by advocacy group, Speakout, which facilitates the development of self-advocacy skills.

Information gained from these projects is being presented to the sector at the Association for Study of Intellectual Disability, Australian Society for Intellectual Disability (ASID) Conference in Fremantle in November 2014.

Our leadership in research was also highlighted in 2013–14 with Practice Director Nicola Crates presenting at the Institute for Applied Behaviour Analysis

Invitational Conference in Manchester, England. The presentation, on supporting people during behaviour crisis, was so well received that she was asked to author a chapter for a book about behaviour support being published in the United States.

CLIENT SERVICE PLANNING

In 2013–14, Optia developed a new streamlined intake process for clients. A support profile, support plan and service agreement provide clients with a more consistent and thorough approach to understanding their needs and involves them in all stages of decision making.

The NDIS and other areas of service growth, resulted in a large increase in the need for client service planning. Our Practice Development team developed new, personalised support plans for 160 clients, including 100 NDIS participants. New services were introduced in response to client requests such as literacy tutoring, mentoring, individualised community participation, individualised crisis support and shared accommodation options.

A close-up, sepia-toned photograph of a person's hand holding a pen over a stack of Australian currency and forms. The hand is positioned as if about to sign or write. The currency includes a 10-dollar note with the portrait of Queen Elizabeth II. The forms in the background have fields for 'Full Name' and 'Age'.

25 YEARS OF
FOSTERING INDEPENDENCE

CLIENT AND FAMILY SURVEY

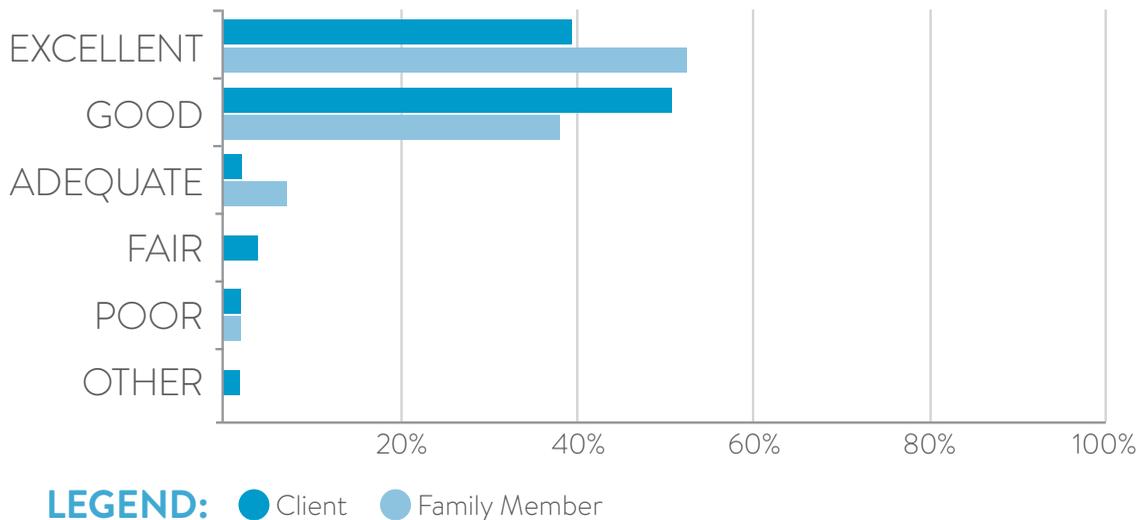
A Client and Family Satisfaction Survey found a high level of satisfaction with our services.

Of the 100 respondents, more than 90 per cent rated the quality of our services as 'good' or 'excellent', with 46 per cent stating the quality was excellent. Our staff were rated as 'very good' by 78 per cent of respondents.

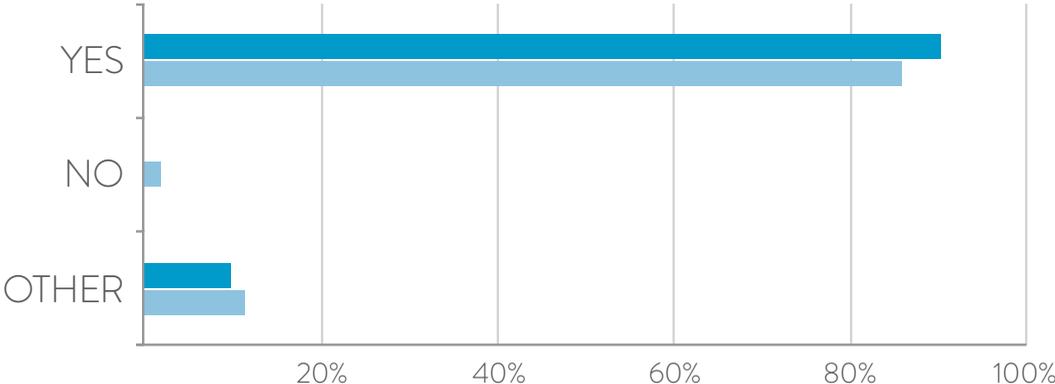
Clients and families were asked for feedback on areas where Optia could improve our services and this information was incorporated into our strategic planning, most specifically to individualise their freedom to choose their support worker, a stronger focus on skills development and community participation.

The overwhelming majority of clients and families felt listened to, that Optia respected their choices and preferences and that they were given the opportunity to meet their life goals.

How do you rate the quality of Optia's service provision?

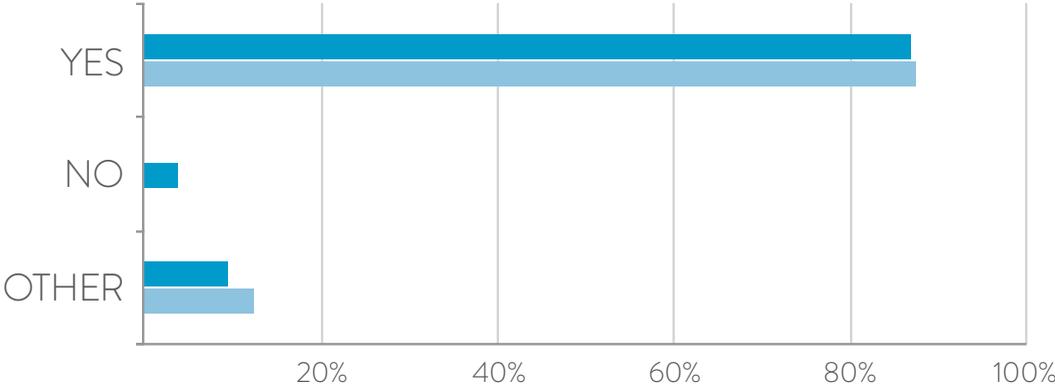


Do you feel Optia respects you/your family member's choices and preferences?



LEGEND: ● Client ● Family Member

Are you/your family member given the opportunity to set and meet life goals within Optia?



LEGEND: ● Client ● Family Member

GETTING OUT AND ABOUT

When Sean received an acquired brain injury after an assault in 2011 his life changed permanently.

The injury left him with cognitive impairment and physical limitations that require him to use a wheelchair.

Coming home from hospital, the 34 year old set goals in his Support Plan to get out into the community and become more independent. Optia staff assist Sean with personal care at home and to access community activities such a rehabilitation, swimming, arts and crafts through the New Horizons Club and social outings.

Two years down the track, Sean has grown in social confidence and has noticed that his stamina, mobility and fitness has improved. “I was walking one lap of the swimming pool and now I’m doing 20 laps,” he says with pride.

One of his favourite outings is to go to a local coffee shop each week, where he chats to staff and customers.

His mother and primary carer, Connie, says it took a little time for Sean to adjust, but he is now comfortable and positive about the support he receives. She has noticed encouraging changes in his attitude to life.

“He is more outgoing than when he first started [on the program],” Connie says. “He is enjoying the company of all the support workers and looks forward to going out and doing his daily routines and days that are flexible.”

“He is more outgoing than when he first started [on the program].”



The support, including respite services, has also given Connie more time for herself and the rest of the family. “He goes out and interacts with other people without us. He has time out from us and we get a chance to relax - read a book,” Connie says.

She also feels confident that he is safe and with staff that “will do the right thing by him.”

Sean has come a long way since his injury. His next goal is to develop his independent living skills.

“ I was walking one lap of the swimming pool and now I’m doing 20 laps.”

All of our case studies are based on interviews with families, clients and Optia staff.

OUR PEOPLE

Recruiting the best people into our organisation, developing a strong work culture and investing in skill development were key areas of focus in the 2013–14 Strategic Plan.

OUR WORKFORCE

Optia seeks to attract, employ and retain the ‘best and the brightest’ for each position. After several years of steady workforce numbers, the growth in demand for services in 2013–14 as a result of the NDIS required a strong recruitment focus to meet resourcing needs. We successfully increased our workforce by 20 per cent to 348 employees while retaining our high recruitment standards. At the same time we achieved a lower staff turnover at 15.5 per cent, down from 26.4 per cent in 2012. Our policy of employing Support Workers as permanent staff where possible in a sector that generally has high casual employment has helped attract and retain quality staff.

As Optia enters a new competitive environment under the NDIS it is essential that we develop a culture that fosters an unwavering client focus, accountability and innovation. Over the past year we commenced work on developing a new set of Organisational Values that will guide staff behaviours and the workplace culture.

WORK HEALTH AND SAFETY

A strong focus on workplace health and safety has resulted in a substantial decrease in reported staff injuries, down from 107 in 2013 to 54 injuries in 2014. These results reflect the implementation of new systems introduced to meet the new Workplace Health and Safety legislation in 2013.

Improved safety awareness and processes led to increased reporting of hazards, which assisted in making our workplaces safer.

In addition, staff training in Positive Behaviour Support of clients and how to deal effectively with young people contributed towards a significant drop in incidents of physical aggression against staff, which is the most common cause of injury in our organisation. Reported incidents of physical aggression halved in 2013–14.

25 YEARS OF
EXPLORING

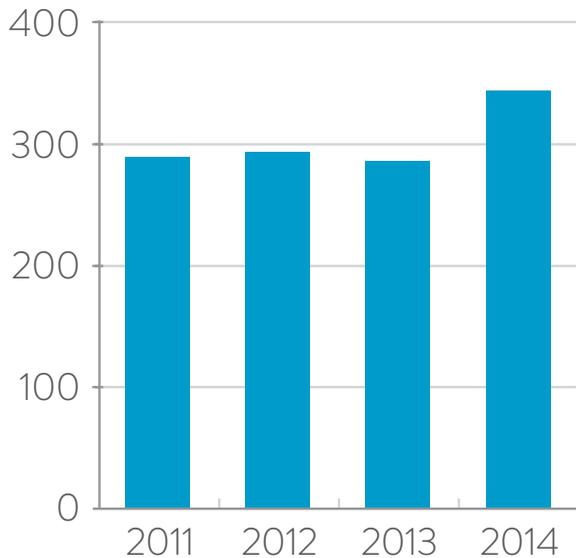
TRAINING

Optia continues to invest in training and upskilling of our workforce. Training was provided to staff in the priority skill sets identified under the National Disability Insurance Scheme. In 2013-14, Optia supported 13 staff to participate in training towards qualifications in Certificate 3, Certificate 4, Diploma and Advanced

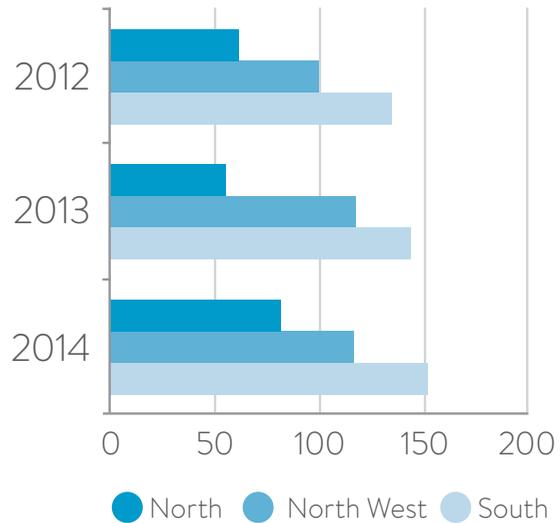
Diploma level in disability care and working with children. Senior staff also participated in management training covering change management and leadership.

In the coming year, Optia has enrolled a further six staff for Diploma level training and 24 staff for Certificate 4 qualifications.

Number of employees 2011-14



Employment by region





FLOURISHING WITH INDEPENDENCE

Pauline* was understandably nervous at first at the thought of her daughter, Angela*, moving out of home into supported accommodation with Optia.

Three years later, the move has made the world of difference for them both.

“I was a bit concerned in the start because of past experiences,” Pauline said. “It took me a while to figure out if she would be right in the house, but it is right.

“It made me realise that she is there if I want to see her and it gives us time to ourselves.”

Angela has an intellectual disability and a cleft palate which makes speech difficult. The 34 year old has shared an Optia house in Northern Tasmania for three years with three other residents and her dog, Sally, who she loves dearly.

Prior to moving into the share house, Angela and her family worked with Optia’s Practice Consultants to develop a Support Plan and a Personal Plan that set out her goals and the support she would receive to achieve those goals. Angela quickly achieved her initial goal of caring for a dog and is now working towards cooking more meals, planning menus and keeping a healthy lifestyle.

She says she is happier and has become more independent and responsible over the past three years.

“I like living here because it’s fun and I go shopping with staff... I get to cook here and help plan the menu,” Angela says.

She independently takes herself about town, catching up with friends and working five days a week with a Disability Employment Service.

Her mother says Angela “is a lot happier in herself.”



“I am really impressed. She has come a long way,” Pauline says. “They [staff] are very supportive and are there when she needs them.”

She has also noticed improvements in her daughter’s behaviour and the way she has learnt the value of money.

“**She is happier and has become more independent and responsible ...**

All of our case studies are based on interviews with families, clients and Optia staff.

**Names have been changed at the request of the client and family.*

THANKYOU

Thank you to all our clients and families for helping us learn and improve our services over the past 25 years and for allowing us to feel pride in your achievements and growth.

Thank you to our staff for your dedication, professionalism and hard work that has ensured Optia continues to deliver quality, personalised services.

To all our partners, volunteers (including our Board directors) and families who are so generous with your time, support and commitment – thank you!

Optia gratefully acknowledges the ongoing funding and support of the Tasmanian Department of Health and Human Services, particularly the dedicated staff in Disability, Housing and Community Services and Children and Family Services.

We also acknowledge the committed staff at the National Disability Insurance Agency and the State-wide Implementation Team with whom we have worked very closely on the NDIS trial over the past year and the Gateways - Baptistcare and Mission Australia - whose support over many years is gratefully appreciated.

Thank you to the Federal Government for nation building funding, and Burnie City Council, Tasmanian Community Fund, Commonwealth Bank, Murdoch Clarke and the Uniting Church in Kingston for your support.

Our heartfelt thank you to you all – we couldn't do this without your support.

FINANCE REPORT

REVENUE

STATE BLOCK FUNDING

2013 – \$11,362,759

2014 – \$11,732,203

FEE FOR SERVICE INCOME

2013 – \$3,485,523

2014 – \$4,505,965

Income was increased by **17.6%**, while expense growth was contained to only **16.4%**, resulting in a financial turnaround of **\$176,000**.

NDIS INCOME

› NDIS TRIAL COMMENCED IN 2014

2014 – \$1,238,315

OTHER INCOME

2013 – \$548,058

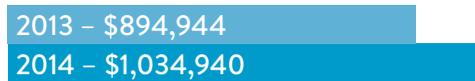
2014 – \$634,787

EXPENSES

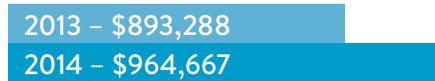
EMPLOYEE RELATED EXPENSES



DIRECT PROPERTY & CLIENT EXPENSES



GENERAL AND ADMINISTRATION EXPENSES



RESULTS



ASSETS

CURRENT ASSETS

2013 - \$713,673

2014 - \$1,442,812

NON-CURRENT ASSETS

2013 - \$7,312,192

2014 - \$7,031,187

LIABILITIES

CURRENT LIABILITIES

2013 - \$2,586,168

2014 - \$3,024,387

NON CURRENT LIABILITIES

2013 - \$4,049,417

2014 - \$3,916,611



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