



KOOMARRI

Supporting People With Disability™

**KOOMARRI
ANNUAL REPORT
2014-2015**

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CHAIRMAN REPORT



2014-15 was a significant transformational year for Koomarri. The introduction of the National Disability Insurance Scheme (NDIS) in July 2014 reformed the disability sector in Australia on a scale not seen before and created a new environment in which Koomarri must now operate.

The ACT has been ambitious in its approach, being the first jurisdiction in Australia to commit to full implementation of the NDIS over a two year period. This will see over 5,000 people with disability in the ACT covered by the scheme including more than 350 people that access Koomarri services.

Whilst general feedback has been positive, the organisational implementation of the NDIS continues to present the organisation and its management team challenges on several fronts, predominantly as a result of the scheme being built and implemented almost simultaneously.

The board and management undertook a process of careful and early planning to ensure

Koomarri was fully across the issues, responsive, flexible and able to adapt quickly whilst still delivering quality service underpinned by good governance and transparency.

Our clear vision for service delivery at the highest level together with our sector leading workforce enabled Koomarri to confidently embark on transforming our service to one that continues to deliver meaningful outcomes for individuals in a new competitive and in what is perhaps better described as a consumer driven market.

Within an uncertain, ever changing and fast-paced environment, Koomarri performed well against operational goals ensuring we were able to deliver services in a personalised way, that were easy to use and cost effective.

The year ahead will see all eligible ACT clients transition into the NDIS and Koomarri will continue to convert on outcomes for people and work closely and collaboratively with government to influence policy and further refine the build of the NDIS.

As the leading specialist disability service provider in the ACT for over 60 years Koomarri will retain its outstanding reputation in the provision of services to people with a disability in Canberra and the surrounding region and I remain very confident that we will continue to lead the nation under the new scheme and maintain our leading profile as a specialty provider.

It was a pleasure to welcome Stephen Holmes to the board recently and I extend my gratitude to all my board colleagues for their counsel, expertise, commitment and belief in Koomarri and its work.

To our families and their loved ones, Koomarri only exists to support, nurture, and work with you in delivering the best possible outcomes meeting both collective and individual needs.

Finally but I thank our CEO, Miranda Garnett and her team, for the vision, leadership and dedication to the organisation through this period of intense change once in a generation change for the sector and Koomarri.

James Service

CEO REPORT



To support the introduction of the NDIS our strategy was clear and concise - ensure the transition is smooth for our people; engage our staff; realign our corporate and service delivery functions; and capitalise on opportunities as they present.

That being said the implementation has not been without its challenges, the speed, volume and complexity of change across all areas of Koomarri meant we experienced an incredibly busy and dynamic year.

With the support of our board of directors, forward thinking, meticulous planning and a flexible approach we have made sound progress to a new Koomarri that is not only responsive to the NDIS principles of choice and control, but is efficient, effective and financially sustainable into the future.

As our service users and their families are at the forefront of all our actions, we made it a priority to closely monitor each individual's situation and ensure the right information and support

was delivered at the right time.

Whilst the implementation stage requires investment in additional resources, it remains an important objective of ours that individuals and their families have a positive experience as they transition to the new scheme. Our robust functional assessment tool - the I-CAN, also proved a valuable investment to support people throughout the NDIA planning process and we will continue to offer this as people transition over the coming year.

Our workforce was also a priority. As more than 5,000 people are expected to access the NDIS in the ACT, it is anticipated that the ACT disability workforce will effectively double over the next decade. The transformation required of organisations like Koomarri is to become competitive in context to the market share of 'customers', complemented by workforce supply and talent.

In 2014-15 we worked hard to increase the capability and capacity of our staff through a restructure, and review and redesign of our job profiles,

recruitment and retention strategies. Despite the uncertainty generated by the NDIS I have been encouraged by the commitment and resilience of our staff who continue to deliver on a range of significant outcomes under significant pressure in a rapidly changing environment.

I would like to take the opportunity to acknowledge the work of the Koomarri Senior Management team as they have performed above and beyond in 2014-15 ensuring a smooth transition for individuals. I would also like to acknowledge the commitment and flexibility of all Koomarri staff during this period of significant change.

In the coming year we will further enhance our business model, specialty service lines and continue to refine our infrastructure, systems and processes to maximise Koomarri's capacity to deliver services within the new environment.

I look forward to the second and final year of transition into the NDIS.
Miranda Garnett





NDIS - FIRST YEAR OF TRANSITION

The first year of the National Disability Insurance Scheme (NDIS) was a period of significant change and uncertainty as well as opportunity for innovative new practice and improved outcomes for individuals and families.

In 2015-16 we supported 46 existing individuals and their families to transition and welcomed 26 new people into our services.

We diversified and realigned our services to better match individual need and preferences and worked closely with numerous existing and new service users to prepare and support them to get the maximum benefit from the NDIS.

Our preparedness activities included education and information through group forums and small focus groups as well as individually tailored activities such as one on one meetings and the completion of an I-CAN.

The I-CAN, a validated functional support needs

assessment tool designed by the Australian Centre for Disability Studies, provides a support services and family friendly holistic assessment conceptually based upon the internationally recognised WHO ICF framework.

The I-CAN proved to be an excellent tool for individuals and families to take to their NDIA planning meetings. It provides a comprehensive strengths based assessment that describes an individual's support needs mapped against the life domains used in the NDIA assessment process. Furthermore, it enables individuals and families to easily identify life goals and aspirations, including the right services and networks.

To enable the appropriate amount of support required for each person to transition Koomarri developed an NDIS transition team and further invested in the I-CAN assessment tool. Seven staff became accredited I-CAN facilitators, completing a total of 38 assessments and pre-planning support.



NDIS transition team: Kate Pensa and Gemma Worland
The I-CAN facilitators



Families report the ability to provide their planner with an I-CAN report was an important factor in reducing the time required to go through the planning process as well as directly influencing a positive plan outcome.

Feedback from the NDIA was also encouraging with the length of time required to develop a plan greatly reduced and the content of the I-CAN used to guide planning, service needs and to allocate resources and predict future costs.

NDIS - FAMILY FEEDBACK

Koomarri welcomed six new service users across two supported accommodation homes and 20 individuals access a range of our services including education and training, life transitioning, employment, community linking and individual and group supports.

“Many families would have felt as we did about the introduction of the National Disability Insurance Scheme. We were happy with our son’s living arrangements and, at our stage of life, when our son is now 52, any change was unwelcome and threatening. The thought of more interviews, trawling through records and examining every detail of our son’s life was just not what we wanted to do. As the months went by following the announcement of the scheme we attended numerous meetings and workshops and gradually we started to gain a clearer picture of how our son’s future would be managed. Unfortunately such a major change in managing the lives

of people with disabilities involves major policy development and it is quite obvious that policy makers were making it up as they went along. No wonder we were feeling threatened and insecure. So I jumped at the chance offered by Koomarri for a facilitator to help us with the planning process by doing an I-Can assessment. The interview was done in my son’s home in conjunction with our son’s annual interview to update his Individual Plan so it was a familiar process for him. His house manager, his mother and Ben Medley, the facilitator participated. So we slowly went through the questions in the document, discussing with my son what he felt about his life and his place of living and participation in the community. At no time was he pushed and plenty of time was allowed for him to give his opinions.

When the draft document arrived I was impressed to see how much more work had gone into filling out the story and preparation of

the document. The house manager had considerable input which illustrated the degree of support our son requires on a daily basis. It now presents a vivid picture of our son, the impact of his disabilities and the supports required. I am confident that we now have a basis to use when the time comes to develop a plan for our son under NDIS”. Kerin Cox October 2015.

“We would like to express our appreciation for the effort and attention to detail, your knowledge of the requirements and costs of running a house such as Gardiner Street and your focus in championing the long negotiations for our brother’s assessment with the NDIS. The focus on the Gardener clients needs and the empathy you and your staff have demonstrated during the very smooth transition to Koomarri management shows the professionalism and dedication of yourself and your staff.

We look forward to the continued management by Koomarri of Gardiner Street and wish to express our confidence in you and your staff” Kind Regards, Neil Davis and Robyn Gibbons.

“My personal experience was painless, smooth, seamless and pleasant - but only because you and the Gardiner team made it so!” Best wishes, Carolyn and Kevin.

“Following the first meeting between the Parents/ Guardians of the clients at “Gardiner Street House” and Koomarri I have been confident that the selection of Koomarri to manage and run the Gardiner House will work out to be the correct decision, and since the transition of Gardiner to Koomarri my original thoughts have been confirmed. I am now very happy with the care being provided to my daughter and also see the Gardiner staff appear to have a happier approach to their work and commitment to the house” Regards, Gavan.

THE YEAR AHEAD UNDER NDIS

The ACT is expected to fully transition by July 2016 and our priorities for the year ahead will focus on staying at the forefront of market changes. We are committed to organisational development to meet current and future need through the development of innovative and diverse opportunities so as to create a sustainable future for Koomarri and the people we support.

We will:

- Support the remainder of our ACT service users and their families prepare and transition into the NDIS;

- Prepare and support our NSW service users transition;
- further develop our specialist service lines;
- re-orientate and expand our existing support services in response to identified gaps in the ACT community;
- ensure a skilled, responsive and stable workforce; and
- continue to streamline our operations with the implementation of a new ICT infrastructure comprising a purpose built Client Management System (CMS), rostering, time sheeting and billing system.







WORKFORCE

As a leading provider of disability services, we have established ourselves as an employer of choice, working innovatively to develop a workforce that provides specialist support services based on the individual choice of people.

We continued to deliver innovative, responsive and evidence based better practice services underpinned by our workforce strategy. This is a multi-faceted, systemic approach to building the capacity and sustainability of our workforce. Our strategy is a comprehensive way of thinking about and responding to the complex interplay of issues that affect the workforce including individual skills and strengths, organisational culture and the operational systems within.

We support our people by emphasising the importance of values and the ability to professionally critique what we do through our individual development and clinical supervision frameworks.

Similar to other professions engaged in working with people, Koomarri's clinical supervision framework provides preparatory knowledge and retrospective practice to the direct support workforce. The philosophy of this supervision is multi-dimensional and encompasses a range of objectives, including:

- high quality and accountable practice;
- a skilled and competent workforce;
- a culture of learning through reflective practice; and
- professional and career development.

Koomarri's total workforce is comprised of 111 part time, full time and casual employees who work across direct support, planning, assessment and coordination, teaching, administration and leadership positions across the organisation.

Koomarri's workforce is highly skilled, with 95% of staff

holding qualifications, related to their specific work area.

Of Koomarri's employees there are:

- 49% females and 51% males who represent a broad range of diverse cultural backgrounds, ranging in age from 19-70.

Age	%
Under 30 yrs	22
30 – 39 yrs	27
40-49 yrs	23
50-59 yrs	17
60 yrs and over	11
Total	100

BEN MEDLEY

Being an I-Can facilitator, Ben oversees the prioritisation and completion of I-Can assessments at Koomarri. Previously a secondary school teacher for five years and with several qualifications in the field of teaching and aged/disability care, Ben thoroughly enjoys his job here at Koomarri and says the best part is “Conducting the I-Can assessments, and developing packages with support requirements that helps the needs of the client”.

Job Title

iCan-Facilitator and Trainer

Role

In my role, I oversee the prioritisation and completion of the I-CAN (Instrument for the Classification and Assessment of Support Needs). My role is to determine those who would most benefit from an I-CAN (e.g., those who may be at risk of social isolation, those who have minimal

supports in place, etc.) and carry out an I-CAN interview with the help of my fellow facilitators; Deepthi Soman, Sejal Patel, Nancy Zhang, Iana Ismael and Sean Garden.

Qualifications

I have a Bachelor of Secondary Education from the University of Canberra. I taught in ACT and NT high schools for approximately five years. I also have a number of years' experience in high support disability support, aged care, child protection and I worked for several media organisations in Sydney until moving back to Canberra at the beginning of 2013.

Time at Koomarri

Since January 2013, so not far off three years.

What do you enjoy most about your job?

I thoroughly enjoy conducting the I-CAN assessments, knowing that the finished document can really

help people and the organisations who support them gain a comprehensive understanding of their support requirements and develop support packages that meet their needs.



RODNEY PARKER



Job Title

Truck Driver

Role

Driving the truck around to collect clothes from our charity bins, also delivering stock to and from all of our sites.

Time at Koomarri

Approximately 25 years.

What do you enjoy most about your job?

Driving the truck around town, interacting with other staff members and being in control.

PETER SOLDO

Peter is a support worker with Koomarri's Community Services program. Being a disability support worker, Peter interacts with his clients on a daily basis offering them assistance with everyday tasks. Peter has a certificate IV in disability and with over four years' experience here at Koomarri under his belt, he cherishes the relationships and bonds he has makes with each individual he works with.

Job Title

Disability Support Worker

Role

Support Worker with Koomarri's Community Services

Qualifications

I have a Certificate IV in Disability

Time at Koomarri

Getting close to four years

What do you enjoy most about your job?

It is hard for me to pin point just one thing that I find most enjoy about my job, because there are so many aspects that I love. If I have to pick one thing it would be the relationships that I have formed with each and every one of the individuals I work with/support.



GEE AND CHRISTIAN

Gee and Christian operate one of Koomarri's cleaning businesses as well as running errands and deliveries for our flower service.

Job Title

Gee: Disability Support Officer

Christian: Supported Employee

Role

Gee: Supporting employees in their daily job tasks

Christian: Cleaner and delivery driver.

Time at Koomarri

Gee: 8 Years

Christian: approximately 10 years

What do you enjoy about your job?

We work well together as a team ensuring we do the best job as well as having fun along the way.



AMBER HAYDEN



Amber is a short course coordinator and is in charge of running and facilitating courses at Koomarri; such as cooking classes, an art class and a young ladies group on a Thursday. Amber has been welcomed into the Koomarri family with open arms and says she "loves the diverse range of roles and people she gets to interact with on a daily basis". Koomarri has also supports Amber with a young family, offering her flexibility with work and raising her 2 children at home.

Job Title

Short Course Coordinator

Role

To facilitate and manage short courses. We run an art class, cooking classes and also have a young ladies group.

Time at Koomarri

16 months

What do you enjoy most about your job?

I enjoy the diverse range of roles and people I get to be with on a daily basis. Also, the flexibility that Koomarri offers me with a young family.

The Young ladies group has evolved and has had a very successful first year. This course was developed to empower and encourage young women to be the best they can be by building friendships, skills, self-esteem and self-confidence in a positive and fun learning environment.

The ladies spend time looking at trending styles and what's in fashion. We've also done so many different great activities together over the year. We have given each other manicures, pedicures, we made skin care products, hair care, nail art, we've made some beautiful craft products and even spent some time gardening.

This term we invited Emma McCann Empowerment guru to leads us in a beginners Yoga class. Emma designed personalised balance programs to cater to the wide range of ability levels within our group which included standing, sitting and lying on the mats. This is what Emma had to say about the experience.

Hi Amber

It was an amazing opportunity for me to bring yoga to people who probably wouldn't seek it out and certainly wouldn't be coming to me. I'm so grateful for the opportunity to learn from the girls as I taught them. I learnt a lot about communication from working with sorry, mental blank, the young woman in the chair who is non verbal. So much so that it prompted this post on my facebook business page:

Emma McCann - empowerment creative

RENEE WALLACE

Job Title

Business Capability Manager

Qualifications

Bachelor of Education (Primary), Associate Diploma in Social Science (Disability Studies), Certificate IV in Business Administration

Role

My role is to promote and build internal and external disability workforce capability. Internally, I design and deliver education and training packages that provide staff the skills and confidence to deliver innovative services.

The power of training is only felt when implemented. As a result, the training focuses on delivering services that are underpinned by human rights and skill development. Ultimately, the quality of service delivery assists people with disability to live full and fulfilling lives.

Externally, I work in partnership with government Departments, corporate organisations and disability providers to review and design inclusive governance structures to enhance disability employment opportunities. All training packages are specifically designed against the organisation's priorities and needs. I deliver Disability Awareness and HR Expert Knowledge sessions to enhance organisations' internal capability to support and employ people with disability.

What have been your biggest achievements at Koomarri?

I support people with disabilities to achieve their career goals, I am just the vehicle that supports the person to reach their goals, the achievements belong to the employees with disabilities.



THE PEOPLE WE SUPPORT - JOHN BATES

John has been with Koomarri for about 45 years. He used to work in Pack n Post but is now supported in our transition to retirement program to access his local community. John likes doing historical research and he helps his friends and support workers to find out information about their family trees.

John has an excellent memory and knows most of the roads in Canberra. He likes to be a 'GPS' and show staff the way when on outings.

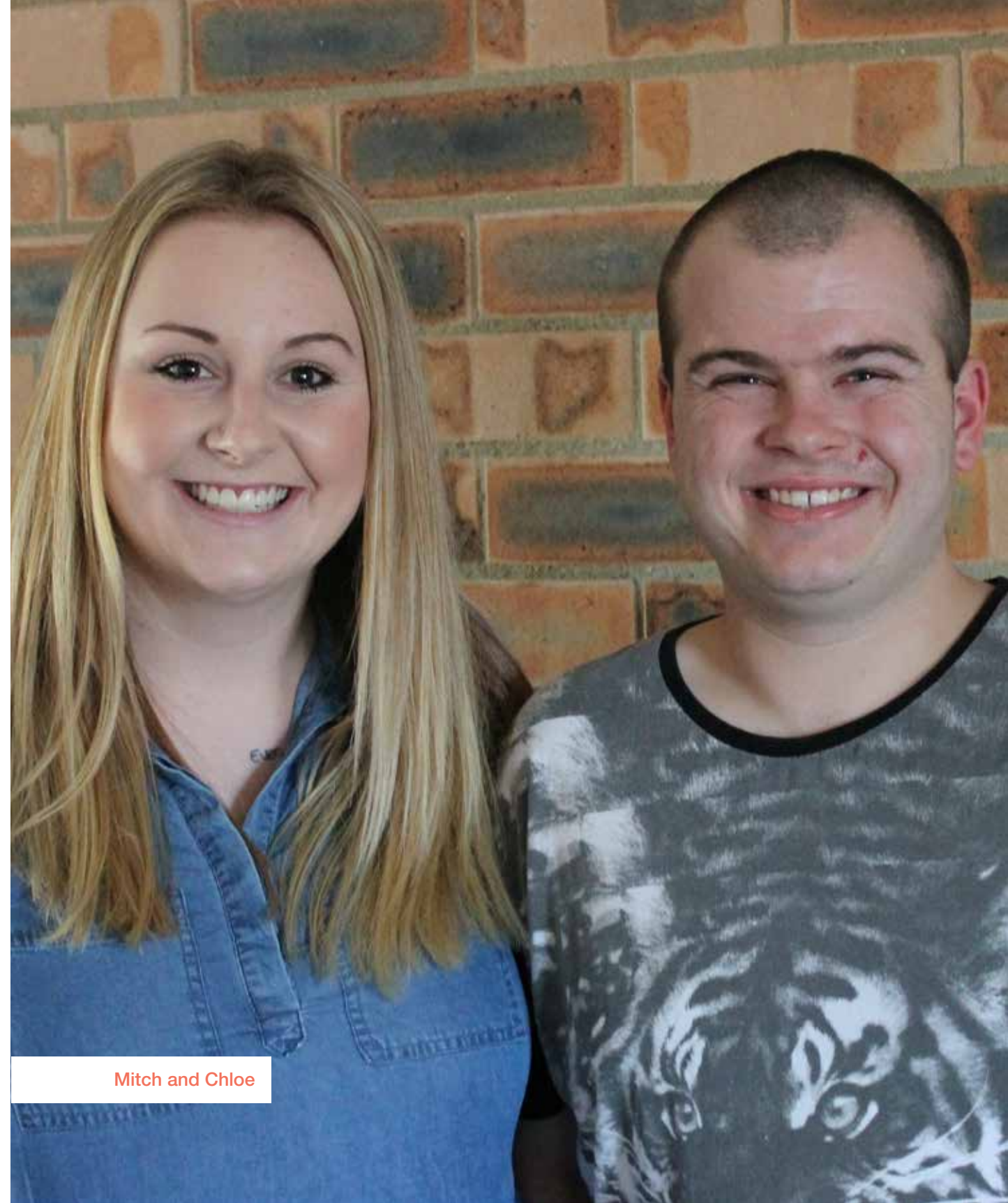


John and his support worker Peter Bowman

THE PEOPLE WE SUPPORT - MITCH LANGBEIN

Mitch is a young supported employee at Koomarri. Being at the vibrant age of 24, Mitch works within Koomarri on a Monday and Tuesday every week, and also receives community support from Chloe. With the help of his family and Chloe, Mitch is now living in his own apartment independently. Behind his apartment, he is working tirelessly on a community garden project where he is able to maintain his own garden and pick out his own vegetables. Mitch thoroughly enjoys working on several projects for organisations such as The Canberra Times. He also attends one of Ambers cooking classes at the Church House in Lyons on a Wednesday.

Mitch likes being independent and the freedom of his own space. Mitch has made artworks during support time with Chloe and has several of his paintings hung up around his apartment.



Mitch and Chloe



OUR SERVICE MODEL

Koomarri is established as a specialist best practice organisation, operating within a person centred framework with focus on clinical oversight and reflexivity of practice. Over the past 2 years Koomarri has researched, reviewed and established a service delivery model that is both responsive and dynamic in its approach to supporting people living with disability in the new world under the National Disability Insurance Scheme (NDIS).

The launch of the NDIS and the sector's continued focus on human rights has promised enhanced choice and control for people with disability and their lifelong support under the scheme. It has been critical as a disability service provider within a key launch area that we prepare for the changes and the associated challenges that the new world presents to Koomarri and the people we support by listening to what people want and need and providing a service that is responsive to this advice.

Our success as an organisation in this environment has required us to ensure the services we provide to our community are outcomes focused and responsive; that our workforce is skilled, educated and passionate about what they do; and that we empower the people we support with greater choice and control over the breadth and type of services they receive, how those supports are delivered and by whom.

In response to our community's transition into NDIS we have streamlined our operations and delivered on a more flexible and individualised model of service delivery; diversifying our services in response to need; and focused on building capacity in people using a strengths based approach. To operationalize a more flexible approach, our staffing model shifted away from a business hour only model to one that provides services and supports available 24 hours a day, 7 days a week and

ensured better matching of staff to individual preferences.

Further, Koomarri initiated the development of a dedicated NDIS Transition and Support Team, led by the organisation's Senior Practitioner, to assist the people we support to step through the NDIS planning and transition process.

COMPLEX CASE MANAGEMENT

The past year saw significant growth in our complex case coordination area. Led by a team of professionals with expertise across the disability, mental health, justice and alcohol and other drug professions, Koomarri supports people in the Canberra and Southern NSW Region who require intensive, specialist and proactive supports in order to remain engaged and safe in their community. The team has regular interface with not only with the disability sector, but with the office of the Public Advocate, the ACT Magistrate's Court, Mental Health services, ACT & NSW policing, Disability ACT and NSW Family and Community Services.

Underpinned by a clinical supervision framework, the specialist staff in the complex team are provided professional development and supervision to ensure reflexivity and ongoing learning in their practice. The complex team is also supported externally by the expertise and clinical oversight of the School of

Psychology at the University of Canberra. The team are regularly invited to participate in conferences, key forums and symposiums as an example of best practice in complex case coordination.



REGIONALISING & DIVERSIFYING OUR SERVICES & TEAMS

In diversifying our services and supports, it was important that Koomarri looked at where we locate our services in response to where the people we support live and work. Regionalising our services and workforce has ensured that our breadth of activities and supports are diversified, connected within the local communities the people we support reside and are fiscally responsible and accessible. Co-locating our community services and short course programs with our business services has provided the people we support with greater opportunities to extend their skills, to enjoy new experiences and to build new friendships and supports with others.

The short course program grew significantly as we capitalised on the diversity in the of backgrounds and skills of our community services staff, running term long programs in cooking, art therapy and a women's group. We further expanded upon our yearlong Certificate One in Work Skills for Life course, introducing a Certificate Two Work Skills program for people wishing to pursue more specific vocational goals.



LEADERSHIP TEAM



Miranda Garnett
Chief Executive Officer



Nadine Stephen
Executive Director, Operations



Ralph Fortmann
Manager, Human Resources



Renee Wallace
Business Capacity Manager



Kate Pensa
Senior Disability Practitioner/
NDIS Transition



Sean Garden
Manager Service Coordination &
Complex Case Manager



Mark Baldwin
Manager, Community Programs



Denis Oreskovic
Manager, Business Enterprises



Susan Nicol
Manager, Residential & Flexible
Support Services



Zachary Ong
Financial Controller

ACKNOWLEDGEMENTS

ADHC

ACT Chief Ministers
Department

ACT Health

ACT Property Group

Bunnings

Canberra Institute of
Technology

Department of Defence

Department of Human
Services

Department of Social Services

Fuji Xerox

IP Australia

Professor Douglas Boer

QANTAS

Spotless

Telstra

University of Canberra

University of Sydney

UTZ



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