

# Annual Report

## 2010 in Review

**This year was the fourth in a row that the organisation has generated a surplus, a vast improvement on financial performances of the past.**

Despite the surplus, the organisation continues to operate in a highly competitive environment. Our commercial arm, BrightSky Australia, has had another successful year with revenue growing significantly. Margins however continue to be under pressure as competition and Government tenders drive down possible net returns. The Mobility and Functional Support program has benefited from yet another extension to the existing contract to April 2011, however the opportunity for further extensions has now ended with the next three year contract out for tender. Demand for services in the Primary Health Team continues to grow, and while last year we were able to add resources, financial pressures have not enabled us to further increase the resources again this year. The Attendant Care operation continues to deliver quality personal care services in a challenging environment.

The redevelopment of Ferguson Lodge continues to consume an extensive amount of time for a number of people at ParaQuad. While it is finally starting to take shape and will deliver on much needed improvements to the facility, it has been a long haul with numerous small building and related issues to resolve and negotiations with neighbours, Government and local utilities. The original timetable was very tight with full occupation previously expected during 2010. Unfortunately a few of these issues and rain has delayed the overall project by a number of months with final occupation not expected until March/April 2011. However, by the time you read this review, we expect current residents to be preparing to move into the main complex of the redevelopment. Stage 2 which will be completed in 2011 involves the completion of independent living units,

gardens and roadways. We are hopeful the redevelopment will be finished in time for ParaQuad's 50th Anniversary celebrations scheduled for March/April 2011.

As in past years Quality accreditation continues to be an important part of operations at ParaQuad. There seems to be a never-ending requirement for operations to be accredited or re-accredited in some way. The Mobility and Functional Support program will be working towards accreditation under ISO 9001 as a requirement of the recently launched tender.

Under the Attendant Care program we have implemented a new Rostering System, which at the time of writing was being launched to carers and clients. Expectations are that the new program will enable co-ordinators to visit clients and staff more frequently rather than spending large amounts of time reviewing timesheets for processing.

During the year a new Payroll system was successfully implemented. While the old systems met basic needs they did not provide the necessary capability for the organisation to be as effective as it needs to be in the current environment.

Revenue continues to grow in the BrightSky Australia operation with a full strength Sales Team generating positive results. During 2009/10 we were successful in tendering for the Epidermolysis Bullosa Scheme to both administer and supply wound care product under the scheme. The scheme operates for the benefit of children who have a serious skin condition requiring a regular supply of wound care bandages.

In the latter half of 2009/10 we successfully launched our business to business webstore enabling corporate

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clients to place orders online at their convenience. To ensure that we are able to efficiently support the increased business volume a review of processes is being undertaken. The review has already identified a number of relatively small areas of improvement that collectively will improve the efficiency and cost effectiveness of the order to despatch logistics process.

Total revenue of the organisation has grown by over 6% this year but due to tighter margins and increased costs the surplus result is lower than last year. A surplus of \$129,664 was generated which is significantly better than was budgeted for the year. We were also very fortunate to have received a few small bequests and a large donation for which we continue to be very grateful. Our new Fundraising and PR Manager has settled in very well and is generating some exciting leads. Revenue received from general fundraising in 2009/10 was by far the biggest we have had for a number of years with expectations of even better results in years to come.

Over the year ParaQuad also received three large donations totalling \$330,000 that were provided specifically for the purpose of the redevelopment of the Ferguson Lodge building at Lidcombe. The Board understands that Australian Accounting Standards require these donations to be recognised as revenue in the year of receipt. As the donations relate to a property that ParaQuad does not own the Board is of the view that to recognise the revenue during 2010 would materially misrepresent the financial results of the organisation in 2010 and in 2011. During 2011 it is expected that these donations will be fully expended on the Ferguson Lodge redevelopment. Such expenditure is likely to be treated as an expense item thereby distorting the 2011 result.

The Board is of the view that matching these specific donations with the expenditure incurred in the year of expenditure will better represent the financial operations of the organisation. The Board also accepts that this treatment will lead to a qualification of the 2010 accounts.

During the year the Board reviewed the investment portfolio in conjunction with independent advisors to shape our investments to maximise return within an

acceptable risk profile. This review identified that some structural change was necessary to improve the returns generated. The view taken was that rather than invest predominately in Managed Funds which are a vehicle for all organisations irrespective of tax status, a structure built around direct share investments enabling us to better capitalise on imputation credits available to the organisation and at a lower cost structure was the preferred method. The share portfolio will be managed by professional advisors.

As a result of this decision we sold the managed fund investments and realised the unrealised capital loss recognised in last year's accounts. The consolidated \$129,664 surplus for the year is after realising a loss of \$224,814 from the sale of investments. While a loss was realised on the managed fund portfolio our existing direct share portfolio currently holds an unrealised gain of \$88,160 as at 30 June 2010.

Looking ahead we see continuing challenges and competitiveness in the BrightSky marketplace. In the Attendant Care program there will continue to be a balancing of client and staff needs and wants ensuring the safety of all are maintained. In the Mobility and Functional Support program while there is potential for an increase in business if successful in the new national tender, there is also potential for revenue to be lower as new competition under the tender is likely to reduce our current market dominance in NSW.

Expectations are that the redeveloped Ferguson Lodge will be a state of the art facility providing much needed resources for the spinal cord injured community, however there is still more building development work to come and the demolition of the existing building is expected to reveal asbestos as reported in last year's report. We expect another positive year for fundraising but recognise that ParaQuad is only one of a very large number of charities competing for a scarce donation dollar and as such our success in this and other areas of the organisation will only ever be achieved through hard work by the total ParaQuad team.

Employee turnover in Management ranks has been quite low with only one position changing during the year, that being, Kris

Hume, General Manager BrightSky Australia. Kris was successful in building a solid base for Brightsky's successes. Kris left towards the end of the year to work for another not-for-profit organisation in a more senior role. The General Manager's role has been filled by an internal appointment.

While there has been no major change during the year to the corporate infrastructure including our IT environment we have stabilised all performance related issues which plagued us a few years ago with an IT uptime outcome in excess of 99.5% availability over the year. The next stage of the upgrade will be to establish a disaster recovery capability which should allow us to continue operating in the event of a catastrophic failure at Newington.

As with all organisations operating in the not for profit sector we want to acknowledge the generous support we receive from our sponsors, donors and other funding bodies. We continue to be very appreciative of the support we received for the Ferguson Lodge redevelopment from ADHC and the Motor Accidents Authority in making this redevelopment possible. Residents continue to be enthusiastic about the redevelopment and are eager for Stage 1 to be completed.

The Board acknowledges the tremendous effort of management and staff in delivering quality services in a difficult environment while generating a surplus for the fourth consecutive year.

Our ongoing focus continues to be to enhance the resources available to support the range of services we provide to our members and clients however we are constrained by available funds to do this. As indicated previously we expect 2010/11 to be a very challenging year as in the past.



**Wendy Potter**  
Chairman



# Annual Report

## Key milestones achieved in 2010

### Community Services

The 2009/2010 year was a challenging year for all of Community Services. There has been a steady demand for service delivery in all areas. In addition, all services are currently reviewing policies, procedures and standards of care in preparation for two formal accreditation reviews in 2011. Services to be reviewed under the Quality Improvement Council Standards for Community Services and Integrated Care are:

- Primary Health Care Services
- Transitional Accommodation
- Ferguson Lodge
- Education & Training

In addition to this, the Attendant Care Program will undergo a review under the Attendant Care Industry Management System Standards and is in preparation for this audit. There have been a number of achievements within each service area, which are highlighted below.

### Primary Health Care

- The Primary Health Care Team has been staffed by a Social Worker/Primary Health Care Manager, Registered Nurse and two Occupational Therapists.
- In the Financial Year 2009/2010 the PHCT completed 536 direct and consultative reviews of adults with a spinal cord injury living in the community. This equates to an average of approximately 45 direct reviews per month.
- There has been an increasing demand on the team to complete community education, information sessions and awareness training in the community. Examples of such sessions that have been completed in the last year are regular spinal cord injury education training for personal care attendants, disability awareness training for V Australia and QANTAS as well as training community clinicians in matters relating to spinal cord injury.
- The PHCT Social Worker became an accredited Mental Health First Aid trainer; and sessions will be held regularly from the 2010/2011 financial year.
- The team has supported multiple student placements in the last year including Social Work, Occupational Therapy and Medical Students from the University of Western Sydney

completing the community education component of their degree.

### Attendant Care

- The team successfully tendered for the renewal of the contract to retain status as an Approved Panel Provider for Home Care.
- As part of the Leadership Development Program, 3 team members successfully attained nationally recognised qualifications in Management/Supervision of either Diploma of Management or Certificate IV in Frontline Management.
- Three Coordinators and two Relief Coordinators successfully completed Certificate IV in Disability. All Attendant Care Coordinators have now attained this qualification or equivalent.
- Phase one implementation of the Carelink+ rostering system was implemented in May 2010. The new system provides greater flexibility and user convenience than the previous system. Phase two implementation is now proceeding, which will result in Carelink+ having electronic interfaces with Pay Office and Finance Department.
- As at 30 June 2010, there were 76 clients on the program, excluding clients receiving care under the Home Care contract.
- The team applied for additional one off funding for 41 clients who currently have an Attendant Care package with ADHC. This amounted to \$120,000 in funding being allocated to support the purchase of 79 separate items, ranging from mobility equipment, white goods, air conditioning, computer/other technology, to minor home modifications.
- 44 clients received specialised Occupational Therapy services. In delivering these services, 104 occupational therapy related issues were addressed.
- The team successfully advocated for an increase in funded care hours for five clients. This additional funding will allow these clients to receive a more appropriate level of support to meet their individual requirements.

### Ferguson Lodge

- At present, Ferguson Lodge accommodates 22 permanent residents

with spinal cord injury and has capacity for two respite beds. The residents are supported by a committed team of Registered Nurses, Assistants in Nursing, Kitchen Staff, Laundry Staff and Driver/Maintenance Staff. Staff and residents alike are experiencing enormous change with the redevelopment of Ferguson Lodge. The current model of care is predominately clinical and although this is necessary, the new facility will provide a model of care which also includes a person centered approach. To do this, existing systems are being reviewed to identify gaps and the development of an infrastructure for the new facility has begun.

- The new facility is now well underway with an expected date of moving into Stage 1 being late January 2011.
- Two of the Independent Living Units within the new facility have been scoped to provide the space required to support people who are ventilator dependent. As such, regular meetings have been held with stakeholders including State Spinal Services, Lifetime Care & Support Authority, Enable NSW and Area Health Service staff to develop a model of care for people who are ventilator dependent. At this stage, a final model has not been agreed, however we are confident that over time this will be developed.
- Payroll has been transferred to Newington and staffing will reflect the 38 hour fortnight as per the Collective Agreement.
- Accreditation has been gained to the NSW Food Authority Food Safety Standards for Vulnerable Persons.

### Berala Transitional Accommodation

- Berala Transitional Accommodation Service has undergone a \$500,000 plus refurbishment which has seen a transformation of the studio units and houses within the service.
- Demand for these services remain high and with 75% - 80% occupancy throughout the year due to renovations to Units, Complex and Townhouses.
- Partnership with St George Community Housing continues with six residents currently gaining additional support from ParaQuad whilst living in permanent Community Housing accommodation in the community.

- Berala was the winner of the 2010 Auburn Community Access Award for Making a Difference. The service was nominated by residents to Auburn Council who awarded the service for "Access & Making A Difference" in the lives of people with SCI.
- The Transitional Accommodation Supervisor has completed the Certificate IV in Disability, Workcover NSW Course in OHS Consultation and Cultural Awareness Training for the Arab Australian Community Workshop.

### Northern Regional Branch

- The Northern Regional Branch staff are active members of Local Government Access Committees and are Members of the Newcastle District Disability Network Group as well as Maitland HACC Forum. The Branch Manger also attends on a bi monthly basis the Hunter Spinal Outreach services team meeting to update their team on current activities and initiatives of ParaQuad NSW. This collaboration provides opportunity to gain the best outcomes for people with SCI in the Hunter region.
- BrightSky Kiosk Operation Northern Branch - Demand for BrightSky products and information within the region remain high. People with SCI are supported to access services from Health Care providers, Medical Practitioners, other Government and Non Government agencies.
- The branch has an ongoing partnership with Northcott Equipment Services and they continue to lease the Newcastle Branch warehouse providing equipment repairs for clients and consumers within the region.
- Accommodation issues remain high on the agenda for the region and ParaQuad continues to operate a service for transitional accommodation in Hamilton. Within 2010 the Department of Housing have completed some modifications to the shared unit, both external and internal, the most prominent modifications being a fully covered pathway to the unit's garages as well as side access to these. Some minor internal maintenance has also been completed.
- There has been active collaboration with The Right Care Inc. on developing support for additional accommodation

services for people with physical disability within the region.

- The Northern Regional Branch is currently working in partnership with Hunter New England Spinal Outreach Service for the inaugural "Wheels for a Day" event which was held on November 12th. A positive achievement has already developed from this partnering with the Hunter New England Spinal Outreach Service committing to further strengthen and build on their relationship with ParaQuad NSW's Newcastle Branch within 2011.

### Education & Training

A significant achievement has been made with the development of a partnership with Response Employment and Training Pty Ltd, a Registered Training Organisation which provides training, assessment and credentials in vocational education. The partnership is designed to provide a framework for the development of constructive, cost-effective training initiatives which are delivered in collaboration. Through this partnership we have:

- Received government funding under the Enterprise Based Productivity Places Program to deliver 70 recognised qualifications to employees in the Community Services area. These will be delivered under the partnership agreement that has been established with Response Employment and Training.
- Enrolled a group of Registered Nurses from Ferguson Lodge in a government funded Diploma of Disability to assist with professional development in the lead up to new operations in the rebuilt facility.

In addition to this, Education and Training have:

- Reviewed mandatory training workshops for Attendant Care and launched new workshops at the beginning of 2010. These workshops improve learning outcomes in the area of OH&S, recognising job boundaries and professional communication with clients.
- Delivered ongoing disability awareness training to Cabin Crews undergoing initial training within QANTAS and V Australia.

- Joined forces with BrightSky to market all training activities in one brochure to maximise cross-promotional opportunities.

### Mobility and Functional Support (MFS)

ParaQuad is one of two organisations that are contracted by the Department of Veteran Affairs to provide mobility products and services to the Veteran community throughout NSW and the ACT.

- The Mobility and Functional Support Team processed 37,882 orders in 2010 and provided service to 17,226 Veterans.
- In collaboration with medical providers and the Department of Veteran Affairs, ParaQuad source suppliers across the state to provide equipment and related services to Veterans in their homes.
- The current state based contract will end in April 2011. ParaQuad has formed a national network of suppliers and submitted a response to the new National Tender launched in August 2010.

### Quality

- The Quality Management Systems underpinning BrightSky and Community Services were successfully re-certified by SAI Global and Quality Management Services respectively reflecting the organisations, on-going commitment to Quality and Continuous Improvement.
- Under a new mandate from the NSW Food Authority, Ferguson Lodge was required to develop a Food Safety Program for the management and food processing activities of their kitchen. Following a stringent audit by the authority they were certified to be compliant with the Food Standards of Australia. This program will be reviewed annually to ensure the on-going food safety practices remain at a high standard for the residents.
- Further maturity of the Quality Management System marked the launch of several critical organisational frameworks including:
  - Business Continuity / Disaster Management Planning
  - Board Governance Charter
  - Records Management

## Human Resources

- As at 30th June 2010, ParaQuad employed a total of 313 staff made up of:
  - 66 permanent full-time staff
  - 186 permanent part-time staff
  - 61 casual staff
- 2009/2010 has seen an emphasis on ensuring the Human Resource management framework is in place and appropriate. Accordingly, there has been much activity in HR strategic business planning to underpin organisational and departmental strategic business plans, reviewing and revising existing structure and programs, ensuring compliance to policy and practice, and managing operational issues.
- A significant emphasis has been placed on increasing learning and development initiatives with a view to building a learning organisation. Specifically, we:
  - Ran a very successful Leadership Development Program in partnership with TAFE NSW;
  - Are currently running a Certificate IV in Training and Assessment also in partnership with TAFE NSW;
  - Designed and ran internal workshops on:
    - ParaQuad's Collective Agreement;
    - How to Write a Position Description;
    - Advertising a Vacancy.
- Other workshops have been designed and written but are yet to be run during 2010/11.
- The Collective Agreement has facilitated employees in the Attendant Care Program and at Ferguson Lodge undertaking courses to gain nationally recognised qualifications in Disability and other disciplines.
- Significant work has gone into integrating Ferguson Lodge including reviewing and revising existing practices and implementing new ones and preparing staff for the immense change facilitated by the transition into a new building and model of care.

## Communications, Public Relations and Fundraising

### Fundraising

- **Appeals:** Managed two major direct mail appeal campaigns. The Christmas Appeal generated \$7,660 in revenue. The Tax Appeal was much more successful, generating in excess of \$32,000, more than doubling the return from the same appeal in 2009
- **Corporate Sponsorship:** ParaQuad NSW was chosen as 'Charity of Choice' by Westpac Top Ryde. Keddies Lawyers is

a major sponsor of the Primary Health Care Team. The Lions Club of Sydney Markets continues to raise funds to support ParaQuad community services. NOVA Employment sponsored the 2010 Tax Appeal

- **Events:** No fundraising events were hosted this year, with a new strategy to launch a series of donor luncheons and a golf day in the next year
- **Bequest Program:** Hosted two Wills Days in partnership with Hassetts Solicitors and Phillip A. Wilkins & Associates to support the 'Confidence in Times of Uncertainty' campaign

### Public Relations

- Wheels for a Day launched Spinal Injuries Awareness Week and featured celebrities including Grant Hackett, Julia Morris and Jonesy & Amanda competing in a wheelchair challenge
- Participated in two events to celebrate International Day for People with a Disability, hosted by Railcorp and Parramatta City Council respectively
- Media coverage included seven interviews on mainstream radio, as well as fifteen references in editorial coverage in print media

### Communications

- ParaQuad News issued four times throughout the year, continues to give relevant and current information to members and other stakeholders, as well as generating revenue through advertising
- The ParaQuad website [www.paraquad.org.au](http://www.paraquad.org.au) carries up to date information including news from ParaQuad, industry information and classifieds advertisements
- The P.E.N. (The ParaQuad Employee Newsletter) continues to be an important source of information for employees
- Reviewed and updated ParaQuad brochures, including the 'About ParaQuad NSW' brochure and the 'Primary Health Care' brochure
- Developed an Arabic language 'About ParaQuad NSW' brochure as part of the Cultural and Linguistic Diversity program
- Launched a donor newsletter, Empower. This twice yearly publication to keep donors updated about ParaQuad success stories
- Expanded our online communications by developing Facebook, Twitter and YouTube pages aimed at quick and cost effective communication

### Scholarships

- The ParaQuad NSW scholarship program and the Golden Stave

Scholarship continue to provide opportunities for people with a spinal cord injury to continue and further their education, training or sporting pursuits

- Awarded 34 scholarships to successful applicants, from a pool of 37 submissions. This represented the largest response to our scholarships program to date

## BrightSky Australia

ParaQuad's commercial division, BrightSky Australia, is a national supplier of specialist healthcare products supporting primary healthcare. BrightSky delivers direct to the door of end-users, organisations, pharmacies, aged care facilities and nursing agencies across Australia. All proceeds from BrightSky support ParaQuad services and programs.

### Orders

In 2009-10 BrightSky recorded strong growth in both the number and value of orders which were delivered Australia-wide and internationally.

### Programs and partnerships

In response to the changes to the Continence Aids Payment Scheme (CAAS) BrightSky launched the BrightSky Card. This innovative customer program is aimed at assisting people on the new Continence Aids Payment Scheme (CAPS) and helping them make their funds last longer. BrightSky launched its national sales team with consultants in NSW, QLD, VIC, SA and WA.

### Contracts and agreements

BrightSky Australia was awarded the National Epidermylosis Bullosa Dressings Scheme contract in 2009 by the Federal Government. BrightSky is responsible for the management of this program and the delivery of wound care dressings to patients on the scheme Australia wide. In 2009 BrightSky continued to act as the principal supplier to the Lifetime Care and Support Authority of NSW for the management and delivery of continence consumables to clients on this scheme.

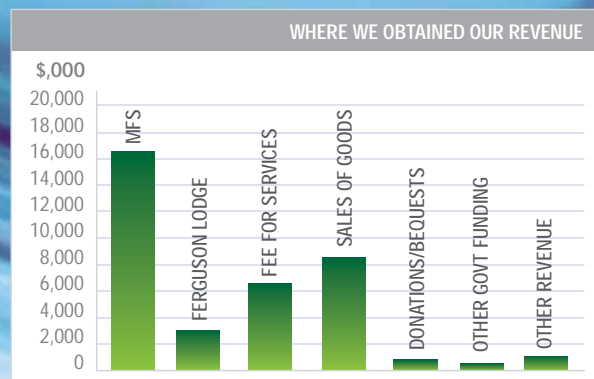
### Clinical tools and education

At the National Conference on Incontinence in Adelaide BrightSky Australia launched its new innovative clinical tool, The PadNavigator™, which helps healthcare professionals select the right continence pad for a client when a continence assessment has resulted in the recommendation of a disposable absorbent product.

BrightSky Australia launched a national product application workshop program for Registered Nurses with RCNA accreditation with attendance attracting CNE points.

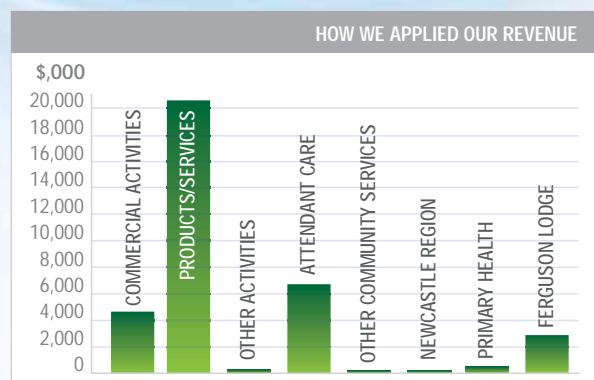
# Annual Report

## Financial Summary



**INCOME STATEMENT** For the year ended 30 June 2010

	CONSOLIDATED	
	2010	2009
	\$	\$
Revenue	35,718,047	33,582,020
Cost of Sales	(20,241,735)	(18,774,752)
Employee Related expenses	(11,855,237)	(11,151,244)
Operating and Administration expenses	(2,637,334)	(2,621,804)
Other Expenses from Ordinary Activities	(854,077)	(643,658)
<b>Profit/(Loss) before income tax</b>	<b>129,664</b>	<b>390,562</b>
Income Tax Expense	0	0
<b>Net profit/(loss) after income tax expense</b>	<b>129,664</b>	<b>390,562</b>



**BALANCE SHEET** As at 30 June 2010

	2010	2009
	\$	\$
<b>Current assets</b>		
Cash assets	4,256,682	3,049,237
Receivables	2,791,408	2,188,428
Inventories	827,806	744,929
Financial Assets	1,325,929	2,154,745
Other current assets	141,767	96,591
<b>Total current assets</b>	<b>9,343,592</b>	<b>8,233,930</b>
<b>Non-current assets</b>		
Property, plant and equipment	5,697,243	6,102,938
<b>Total non-current assets</b>	<b>5,697,243</b>	<b>6,102,938</b>
<b>Total assets</b>	<b>15,040,835</b>	<b>14,336,868</b>
<b>Current liabilities</b>		
Trade and Other Payables	5,293,398	5,213,181
Short Term Provisions	476,500	542,600
Short Term Borrowings	0	0
<b>Total current liabilities</b>	<b>5,769,898</b>	<b>5,755,781</b>
<b>Non-current liabilities</b>		
Long Term Provisions	273,600	122,200
Long Term Borrowings	0	0
<b>Total non-current liabilities</b>	<b>273,600</b>	<b>122,200</b>
<b>Total liabilities</b>	<b>6,043,498</b>	<b>5,877,981</b>
<b>Net assets/Total equity</b>	<b>8,997,337</b>	<b>8,458,887</b>

