# ANNUAL REPORT 2018/19



=ll

breakaway

6

1

٢

P 4639 5100

3

Designing Quality Sup

Û



Our Story	3
Our Vision	5
FY18 Highlights	6
From The CEO's Desk	7
Chairmans Report	9
Team	11
What We Do	12
Marketing 2019	14
Financial Report	16
Memories	19

#### Incorporation

Breakaway Toowoomba (ABN 28 208 514 271) is a public company limited by guarantee.

#TakeTime FINISHED! www.walkforawareness.org.au

Urban ENERGYPRO'

0

Herag

X SNAP

KEMP KLAW

# **OUR STORY**

Breakaway Toowoomba (previously known as Toowoomba and District Respite Care Association - Menukah Services) began in 1986 when a group of parents united to provide a respite service for families in Toowoomba and nearby regions.

Prior to this time respite resources were severely limited and rural families were often disadvantaged by their distance to support.

This basic service was run by parents who volunteered their time. Funding then became available from the Commonwealth Department of Health and Housing for staff wages and rental of the premises. Shortly after, the Department of Health responded by providing the resources to purchase a house at 294 West Street where centre-based day respite was provided.

Toowoomba and District Respite Care Association – Menukah Services was instrumental in changing the focus from centre-based group support to an individual, community based approach and successfully lobbied for the additional resources to be provided for the new style of support from the Department of Families, Youth and Community Care, previously known as the Department of Disability Services Queensland and today under the Department of Communities – Disability Services.

The programs were expanded so that families had a choice between inhome care, community-based support and short-term centre based support, depending on their individual needs.

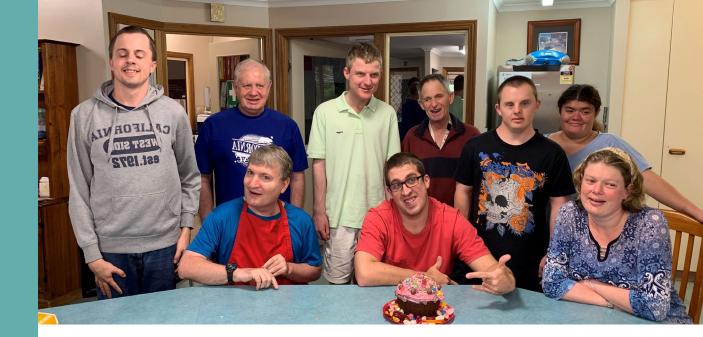
During this time, a grant from the Jupiter's Casino Community Benefit Fund was received. The funding received from the Casino Fund enabled us to build a house at Highfields for the purpose of offering opportunities to people with disabilities to visit the guesthouse for short-term stays. The stays at the guesthouse by the family members, (generally a week at a time) provided the parent/carer with an opportunity to have a break from their on-going caring role.

Due to Toowoomba City Council business accommodation regulations, Toowoomba and District Respite Care Association – Menukah Services was required to vacate the premises on West Street and find an alternative office venue. In August 1999 its office accommodation transferred to 29 Hill Street Toowoomba.

Since that time, the Board and staff have focussed on developing on-going quality improvement strategies and practices within the organisation. The Human Services Quality Standards have been utilised to develop a framework for quality improvement. The organisation's Strategic Plan also identifies strategies and goals for an on-going quality service delivery that are in line with these standards.

In July 2004, the organisation moved to 10 Rens Street and is now identified as Breakaway Toowoomba Inc. A re-structure occurred in June 2005. Since this time of change, the organisation has continued to evolve and grow resulting in more services being made available to a greater amount of families.

Breakaway was granted certification first in February 2007 and was recertified in March 2010 by the internationally recognised quality assurance authority, the Institute for Healthy Communities Australia (IHCA). This certifies that



Breakaway Toowoomba has demonstrated compliance with the Human Services Quality Standards and indicates to our staff, carers and community that they are able to feel confident about the standard of support that they will receive.

After an extensive search Breakaway Toowoomba purchased the Dixon/ Tamawood display home situated at 27 Mort Street on 17th October 2008. Following the purchase and the subsequent renovations, Breakaway Toowoomba commenced operations from Mort Street on 15 June 2009.

Breakaway Toowoomba had been looking to move to accommodate its organic growth and expansion following recent strategic level planning. The new location maintains easy routes to the buzzing Toowoomba CBD and provides Breakaway Toowoomba with 154 square metres of high quality modern office accommodation.

The location modernisers the look of the organisation and is more appropriate to the quality of work that Breakaway Toowoomba undertakes and clients that it represents.

In November 2009, Breakaway Toowoomba commenced an innovative accommodation service to support 24 hours a day sustainable housing tenancies for six (6) adults with disabilities whose parents or carers are ageing. The service is located at the 'The Anden', a former seven (7) room Bed and Breakfast at 252 North Street. This service offers exciting opportunities for independent living. The key characteristics of the service includes a relatively low-level support and a structured program of life, social skills development with the aim of which is to promote independence by empowering the individual through a person-centred strength-based developmental approach of supports.

With the community's rapidly growing need for the services provided by Breakaway Toowoomba, we acknowledge that there is a need to respond quickly and efficiently with adequate infrastructure. Hence, in early 2008 Breakaway Toowoomba purchased 1500sq metres of land at 461B Bridge Street for the purposes of building a second Guesthouse. With the culmination of an 8 year project 'Breakaway on Bridge' was officially opened on Friday 6th March 2015 by the Hon, Ian Macfarlane MP, Federal Minister for Industry and Science and member of Groom. B.O.B. (as it is affectionately known) has 5 beds for clients and 2 for staff, as well as a large room for day respite.

# **OUR VISION**

#### **VISION STATEMENT**

Breakaway Toowoomba provides services for people with disabilities and their families through services that develop self-reliance, independence, community inclusion and a life of quality.

#### **MISSION**

Our aim at Breakaway Toowoomba is to ensure that a person with a disability and their family are valued, respected and included in the community. FY18 HIGHLIGHTS

## 126,548

**Total Support Hours** 

Skedulo

Lumary

# 2,190

**Sleepover Shifts** 

# 32,417

**Completed Jobs** 

\$2.3 M

Turnover Growth

**3** Cars

## 6

Supported Independent Living Houses

> Preparing for NDIS Quality and Safeguards Framework Audit

Website

6

# FROM THE CEO'S DESK



We are so privileged to have been given the opportunity to support so many amazing people during this year

I have enjoyed meeting with you, and I thank you all sincerely for the wonderful warm welcome you have given our whole team, every time you have opened up your home and invited us into your lives.

During the past year, we connected with, talked with and listened to so many people through our participation in NDIS briefings and meetings, NDIS Expos, community activities and People with Disability celebrations.

We learnt how important it is for you to have a real person to engage with and to make a real connection with, for your support to be successful. In order for us to focus more on our relationship with you we restructured our teams and incorporated rostering into the role of our Client Liaison Officers to ensure we have one point of contact at all times for our families. Communication and quality service delivery are elements we are seeking to continually improve. We also introduced small support teams to ensure stability in knowledge and expertise in our service delivery. We will continue to develop our capacity to ensure we are responsive and available when families call upon us.

We are very proud of our Breakaway on Bridge facility (BoB), but acknowledged that it did not have the inviting atmosphere we would like participants to experience when they visit us on their holiday away from home. We uplifted our facility with colourful furnishings. We understand how important it is for our families to be confident that your loved ones receive the best care whilst visiting. To improve our knowledge and experience we are proud to report we employed a registered nurse and the equivalent of Assistant nurses staff to support our BoB Manager with this very important task.

We heard and saw how much effort you have had to put in to manage the NDIS plan, and felt your worry about whether you would have enough funding to maintain your supports. It is clear that those who can advocate well for themselves, are more likely to get the support they need than those who don't have a strong voice. We assisted numerous people to have their plans reviewed and have supported dozens of participants to receive additional supports while their plans are being reviewed. We provided Support Coordination so that we can help connect you to the support that you need.

True to our mission, we expanded our Supported Independent Living (SIL) and provided accommodation services for people with a disability who do not meet the SIL criteria, but access individual supports. We are proud to report on positive outcomes, happy households and a place our SIL participants can call a home away from home.

Our Creative Life Skills Group moved to Highfields and participants are enjoying the opportunity to make music and grow their own vegetables to

assist with the healthy cooking. We thank all our families who supported us through this change.

None of Breakaway's activities are possible without our participants and staff. Breakaway provided 126,547.71 hours of support and 32,417 shifts. Participants were supported on 2,190 sleep over shifts. Breakaway participants were actively engaging in the community through activities such as fishing trips, holidays, excursions, music and sport events.

Our office staff have worked very hard this year to improve our processes and to move from a paper based system to an electronic system, called Lumary and Skedulo. Staff adjusted to change in practice and embraced the new policies and procedures as well as training to meet the NDIS requirements. We passed the HSQF accreditation and are now preparing for the NDIS Quality and Safeguards Framework audit during 2020. We also acknowledged the need for specific expertise and Breakaway has employed a Human Resource Officer and sought training to qualify one of our staff as a Workplace Health and Safety Officer. We would like to thank our families for participating in acknowledging our outstanding staff in the monthly spot the high performer recognition strategy. We would also like to thank all our support workers for attending our monthly BBQ.

Breakaway embraced the NDIS requirement to have adequately trained staff to meet your needs. An initial fifty support staff have taken up studying a Cert III in Disability Support. Breakaway is committed to supporting the disability sector through student placement, and we have provided twenty three opportunities for student's placement in the last year.

We are also delighted to report investing in Breakaway during the past year. We are very proud to see our support staff drive around town in our new branded vehicles when providing support. Going forward we are hoping to see a new bus. Families and support staff reported positively in the new technology used by our support staff, called Skedulo, which provides a real time tool for accessing shifts, gaining all information needed by support staff to complete a shift, and for families to be ensured that shift times are recorded accurately.

Technology is becoming more important as years are going by and we invested in a new website which provides quality information and is userfriendly. Our Facebook Page is regularly used to provide information on our activities and keep families up to date. Our own staff became movie stars and features regularly on Channel 7 through our television ad. And for those who enjoy a cup of coffee and the newspaper, we are pleased to have covered twenty seven issues in our local paper and newspapers out west. We are also covered in various information directories and a participant enthusiastically reported she found us on a shop-a-docket.

As the CEO I cannot be prouder of being part of the Breakaway achievements over the past year. Finally, I would like to thank all our families associated with Breakaway, everyone who works for Breakaway Toowoomba and in particular our Board who volunteer their time and expertise so generously. Your passion and commitment to supporting people in our community and to delivering outstanding outcomes, makes you very special indeed!

Carolina Williams

**CEO Breakaway Toowoomba** 

# CHAIRMANS REPORT

Following the less than satisfactory performance of the organisation in the 2017/18 financial year, it gives the board great satisfaction to report a significant improvement in the overall health and performance of the business for the 2018/19 financial year.



While there are constant ongoing challenges, it is extremely pleasing to report that with the hard work and dedication of all staff under the direction of our CEO Carolina Williams that the organisation is now on a much more solid footing.

From the board's perspective, the substantial improvement in the financial health of the organisation under Carolina's direction has provided the board with the confidence to commence making a range of foundational investments to ensure that the business is well placed to carry the organisation well into the future.

The board is committed to ensuring that the organisation has the frameworks in place for the future to ensure that we continue to provide our dedicated staff with the appropriate tools to allow them to continue to provide our core goal of providing quality support services.

During the year the most significant of these investments has the implementation of a new technology platform to drive the day to day operations of the business. This was a substantial investment, but it was one that the board identified as a critical project that would provide the foundations for the organisation to thrive into the future.

It was a significant project for the team to implement and the board acknowledges the time and effort that went into ensuring the implementation was handled quickly and efficiently with an exceptional outcome for the business. This new platform touches virtually every aspect of the business from payroll to participant management by our support workers.

In addition to the above, the continued investment in the replacement of the organisation's aging motor vehicle fleet has continued with the purchase of a number of new vehicles. These were subsequently wrapped in Breakaway marketing signage and really do stand out around the town. Work is currently underway to investigate the replacement of additional vehicles including the bus. The project to replace vehicles is one that will continue over the coming years.

Finally, I believe the most important investment that has made has been an investment in people. The board continues to work closely with Carolina to ensure that she has the appropriate staff resources to allow the team to continue to provide the level of service that we wish to provide our participants and families. The board is committed to investing in all our staff for now and into the future. Looking forward, there will always be challenges facing the organisation. The challenge for the board is to ensure that we use our resources wisely to enable the business to continue to grow to enable it to continue to provide our core fundamental services to our participants and families.

The board will shortly commence working on a new strategic plan for the organisation to help address our future aspirations as well as to enable us to navigate the ever-changing world that is the 'NDIS'.

As a board, we have been extremely conscious of the need to strengthen and argument the skills of the existing board. We are currently in the process of working towards a recruitment process to attract new board members to the organisation. Our aim is to identify people with the appropriate skills to help guide and drive the business forward. It needs to be acknowledged that we are now dealing with an organisation with an annual turnover approaching \$8 million dollars and a substantial workforce.

During the year the board has welcomed 2 new board members. In November 2018 Madeline Fouhy joined the board. Madeline is a solicitor with the local legal firm, Gouldson Lawyers. In August 2019 the board was also joined by Shane Kamhler. Shane has had a long career in the Banking industry.

Both new members have brought with them a wealth of knowledge and more importantly passion for the organisation and the role it plays in the wider community.

The board wishes to acknowledge the role that Carolina has played in transforming and guiding the organisation since her arrival at Breakway. We are thankful for the skills and expertise that she and her team bring to the organisation. While we don't always have a lot of opportunity to meet a lot of the staff outside of the office we are aware that they are a dedicated group of passionate people who are focused on doing the best for their respective participants.

As a parent, I am privileged to regularly interact with a range of support workers and I can attest that they are all amazing people. I am sure that they probably don't actually realise the meaning of the support that they provide to families. A big thank you.

There can be no doubt that the future will continue to provide the organisation with an ever-changing range of challenges. But I have the confidence in our board and management to handle whatever comes our way. I am sure that the findings from the current Royal Commission will play a significant industry-wide catalyst for change in the industry.

As a member of the board, I am acutely aware that I and the rest of my fellow directors have a serious responsibility to ensure the ongoing viability of the organisation to enable it to continue to provide our various services. I also know that the board takes seriously our responsibility to our significant number of staff and their families to ensure that the organisation prospers for their benefit.

Finally, I would like to thank all of my fellow directors for their ongoing dedication and support. I am extremely privileged to be part of this organisation as Chairperson and I look forward to working with everyone in the year ahead.

Russell

Chairman Breakaway Toowoomba

## TEAM

Turnover	15%
New Recruits	24
Staff	152

### We currently have the following numbers of staff:

Full Time	24
Part Time	25
Casual	103

25

Staff Were Nominated As High Achievers



#### CELEBRATING DEDICATION TO BREAKAWAY

**22 Years** Robert Fernandez

**17 Years** Peter Sacagio

**16 Years** Robert Gatfield

**13 Years** Mark Eelkema

**11 Years** Paul Van Der Beek Julie Clement

**10 Years** Keith Klaas

**9 Years** Jeffrey Passmore Fowke, Chantal Louise

8 Years Anthony Appleby Emma Cauley Wong, Joanne Olga Sabburg, Gavin

7 Years Patricia Clark David Hills Emily Simmons

**6 Years** Fiona Goodfellow Mike Sykes-Nama Micah Catherine Sharp

**5 Years** Bevan Greenwood

# WHAT WE DO



#### **IN-HOME RESPITE**

Our In-house Respite service option provides caregivers with a much needed short-term break by providing support within the comfort of your own home environment.



#### RESPITE

With two state-of-the-art guest homes located in Toowoomba and Highfields, we can provide emergency or short term stays based on the available NDIS funding as well as your needs.



#### SUPPORTED INDEPENDENT LIVING

Our Supported Independent Living option provides assistance to those with a disability who are wanting to move into their own home.



#### **EMERGENCY SUPPORT**

With our emergency support, we offer both day and overnight respite care for emergencies or crisis situation. Based on your availability, we will endeavour to assist you within one of our two guest houses located in Toowoomba and Highfields.



#### **VACATION CARE**

With our vacation care, we can provide fun and stimulating activities for children during school holidays. Our care group starts at 9am and finishes at 3pm - making it very convenient.



#### **COMMUNITY PARTICIPATION**

At Breakaway, our community participation support allows people with a disability to actively participate in everyday activities or enjoy activities that may be difficult to access.



#### DAILY LIVING & DOMESTIC ASSISTANCE

Domestic assistance encourages active participation with daily living tasks and teaches everyday skills. Our experienced staff support participants with everyday living tasks and also assist them with learning independence.





# **MARKETING 2019**

#### Marketing

- 7 Expos
- 3 newly branded vehicles
- Channel 7 television advertisement
- Breakaway t-shirts
- New website
- Lumary (data management system)
- Skedulo (scheduling system)
- Shop A Docket
- Hospital Patient Information Guide
- Local business directory listing
- Local radio advertising
- Internet advertising
- Corporate Business Directory Listing
- 24 Issues in The (Toowoomba) Chronicle

Toowoomba

breakaway TOOWOOMBA P 4639 5100 www.breakawaytmba.org

#### **Team Building**

- Morning Round-ups
- Dinner with Board
- Birthday celebrations at Monthly Staff Meetings
- Monthly staff BBQ's
- Admin Staff Christmas Dinner with Board Members at The Bavarian
- Staff meet and greet at monthly Board Meetings
- Gala Ball
- Amazing Race
- Pittsworth Sprints

#### Advertising

- Hospital Patient Information Guide St Andrew's (quarter page advertisement)
- Shop A Docket
- Breakaway logo t-shirts
- Health Directories (2019)
- What's up in Disability Magazine
- Corporate business directory
- Toowoomba Chronicle
- Toowoomba Chronicle Style Magazine
- Toowoomba Chronicle Online Ad with link to 3D tour

-

breakaway

2.2M

(\*\*)

Clickability



akawayloowoomba Inc. is a non-for-profit organisation whose sole focus is on providing quality support services to people with a disability and their families since 1986.



Celebrate International Day

#### Short Term Respite Accommodation Support Co-ordination Plan Management

• HACC Services re designed to assist you if you are older an

or have a disability or mental health need and you are under 65 years old, need help to continue living at home. HACC can provide a range of basic rices to support you with everyday tasks. Most people want to live in their home, but some frail older people and people with a disability can find this juit without support. Help can be provided by cares (family and friends) and

# **FINANCIAL REPORT**

Treasurer's report on the financial activities of Breakaway Toowoomba Inc. for the financial year ending 30<sup>th</sup> June 2019

#### **OUTCOME - FINANCIAL ACTIVITIES**

The 2019 financial year has been a year of turnarounds for the organisation. We have invested in critical infrastructure and equipment to continue to provide a safe and effective service for our participants and families. This investment was long overdue and sets the organisation up for the future. As I write this report, I think of the improvements made over the last 12 months with excitement for what these will mean for our staff, participants and families in the future.

In reflecting on the performance of Breakaway as a business in the 2019 financial year, I am grateful for the success we have achieved in steadying the ship after a tough 2018. Income from all sources grew by some \$2.3M on the amount achieved in 2018 to a total of \$8.339M. Expenditure for the year rose commensurately to \$7.968M compared to \$6.508M the previous year. The final result for 2019 has been a Net Profit of \$370,906 which is much improved on the Net Loss recorded in 2018. This return to profitability has allowed the investment in new Client Management programs, upgraded rostering software and a much-needed refresh of the fleet vehicles owned by the organisation. Particularly the computer upgrades are an important step in keeping up with the demands of the NDIS and protecting the information of the organisation and families that we serve. As Breakaway continues to invest in the future of the organisation, it is my hope that our services remain personalised and fulfilling for our participants and their families.



## The most significant movements in financial accounts occurred as follows:

<b>Revenue Sources</b>	Increase	Decrease
	(\$000)	(\$000)
NDIS Fees	2,323	
Interest Received	9	
<b>Operational Outgoings</b>	Increase	Decrease
	(\$000)	(\$000)
Employment Expenses	1,397	
Accounting & Audit		11

······································		
Advertising & Promotion	24	
Household Supplies, Accommodation & Meals	27	
Motor Vehicle & Travelling Expenses	5	
Computer Software & Support	49	2
Telephone & Internet Expenses		15
Client Activities	162	
Client Brokerage		125

Per the above tables with income increased significantly from the previous period, expenses have subsequently in line with this on the back of increased wages for support. The improvement in the financial performance of the organisation has been as a result of recommendations from an external accounting consultant who was engaged to provide valuable support and advice over the last 12 months. Some of the recommendations provided were to make investment in the Client Management programs in use at Breakaway, these have been upgraded to the new Lumary platform and supported by the addition of Skedulo to support rostering activities.

As I mentioned in my report for 2018, "part of the evolution of our organisation is to seek out the necessary technological and procedural enhancements required to maintain our high standards of service delivery to our 300+ families and their loved ones whom we support". I can now confidently say the first steps of this evolution are underway on the back of the investments made over the last 12 months. Further work is needed now and into the future to maintain this strong momentum, I am certain Breakaway has the leadership and cultural platform to continue this trajectory.

The Net Profit delivered in 2019 is a great result and that is evidence of positive change and a significant amount of hard work. This is proof that Breakaway is an agile organisation willing to make positive changes and seek out advice that will be of benefit to ensure the legacy of this great organisation is upheld for years to come.

#### **OVERALL FINANCIAL POSITION**

The balance sheet as at 30th June 2019 shows that the total equity for the organisation amounted to \$2.643M.

Cash on hand as at 30<sup>th</sup> June 2019 were \$1,126,177 Cash on hand as at 30<sup>th</sup> June 2018 were \$724,908 Net cash flow increased significantly by \$401,270

Total Assets as at 30<sup>th</sup> June 2019 were \$3,675,055 Total Assets as at 30<sup>th</sup> June 2018 were \$3,340,726

Total Assets increased \$334,329 on the back of the increase in Cash on Hand along with a number of factors offsetting this increase in cash being predominantly depreciation of fixed assets.

Total Liabilities as at 30th June 2019 were \$1,032,010

Total Liabilities as at 30th June 2018 were \$923,114

Total liabilities increased \$108,896 due in large to the receipt of income in advance being funding not yet spent/allocated. If this advance payment was removed from the financial statements total liabilities would have reduced by some \$300,000 year on year.

Overall the increase in equity of the business of some \$225,433 reflects the operating result of a Net Profit of \$370,906 being transferred to our balance sheet via increased assets. The equity of the business and our strong cash on hand levels indicate that the organisation remains in a stable financial position.

#### AUDIT

Our auditors Crowe Horwath have again worked with the relevant stakeholders internally to complete their independent Audit Report. A copy of their audit opinion will be added to the Annual Report.

I would like to thank our wonderful finance team for their assistance in the audit process as well as their commitment to the improvement of our processes and procedures via the consulting work undertaken to date.

#### **FINAL WORDS**

I would like to take the opportunity in closing this report to thank each of our wonderful families and participants for their continued support in the 2019 financial year. In addition to this, I would like to also thank all of our dedicated and hardworking staff, from the office team to each of the support workers delivering great care every day, this organisation would not be what it is today without you. As I mentioned earlier in this report, this last 12 months has seen the delivery of great improvements across the organisation and I believe the investment provided will benefit the organisation for many years to come.

Lastly, I would like to thank my fellow Board Members, your support and willingness to selflessly contribute to sound governance for the business will continue to set Breakaway up for long term success. I look forward to working with you again in 2020.

Adam Keen

Treasurer

# **MEMORIES**



Mary got in touch with her creative side, making this beautiful craft project at Junk Made in Toowoomba.

Matthew, Allan and their Support worker, Simon, rocked it out seeing the one and only Jimmy Barnes during his concert at the Toowoomba Empire Theatre. All of the gents had a highly enjoyable night!





Greg and Rahim enjoyed a joy ride over Toowoomba thanks to Fun Flight, a not-forprofit organisation dedicated to helping fulfil the childhood dreams of flying.

Jeffrey also enjoyed an outing to the Workshops Rail Museum in Ipswich to celebrate successfully securing a job delivering brochures in his local area.





Peter enjoyed a day trip to Burleigh Beach to soak up some sun and feel the sand between his toes.













William

www.breakawaytmba.org