

## CEO Report 2021-2022

During this past year, Your Best Life Disability and Health Services Ltd continued to work towards our vision of a world in which we work together to overcome life's challenges and barriers. We did this by helping children, teens, and adults to live their best lives through community health, disability, and human services.

YBLDHS started as an incorporated association known as Sunshine Coast Children's Therapy Centre more than 35 years ago. Over those decades, it was funded by government grants to provide therapy to a small number of young children with disabilities. The incorporated association transformed into a company in 2017 and developed a new strategic direction and business capabilities to meet changing needs. The company was renamed as Your Best Life Disability and Health Services Ltd in 2020. During these transformative years, Your Best Life Disability and Health Services opened new centres in the drive-market across the Sunshine Coast, Gympie, and Moreton Bay LGAs.

At its heart, YBLDHS is proud to ensure our regional communities have access to a not-for-profit company offering service excellence and that invests back into the region. Our organisational sustainability is important as it enables us to commit to continued service expansion, growth, and diversity in response to regional needs. We are a values-driven model service provider that sets a high standard for client-centredness and professionalism. We continue to defend and promulgate our social justice values in a volatile and uncertain world contested by a confluence of ideas about private commercial models and exploitation of NDIS vulnerabilities. We hope that in 2023, the development of NDIS 2.0 is successful, and we commit to continuing our role in implementing it with humanity and professionalism.

In 2021-2022, YBLDHS operated five businesses including:

- 1) CATTs
- 2) Mindcare MHS
- 3) YCPM
- 4) LUIL
- 5) Thumbs Up Support Coordination (since November 2021)

This makes us somewhat of a one-stop shop for many services delivered by our businesses working collaboratively. We also work with key stakeholders and partners to ensure integrated and streamlined service pathways that facilitate access and overcome barriers. Your Best Life Disability and Health Services is quality assured, accredited, values-driven and invests in innovation and fresh ideas.

Speaking of innovation, collaboration between our people and the flexibility provided by our state-of-the-art information and communication systems enable us to provide client-centred services wherever our clients call home – anywhere in Australia. Our flexible working models and adoption of phone and video-conferencing tools help us stay connected with each other and with our clients.

In 2021-2022, Your Best Life Disability and Health Services reaffirmed our commitment to providing much needed services in the Gympie and Caboolture regions by extending our property leases for another three years each.

Quality and compliance remained a primary focus during the year. As a registered provider under the NDIS Quality and Safeguard Commission, the company successfully undertook a mid-term audit in March 2022, with no non-conformities recorded.

The year brought forth major headwinds including several extreme weather events – one of which rendered our Caboolture centre unusable for several months. This impacted our profitability.

Also impacting profitability were the recurrent outbreaks of COVID-19 and commensurate requirements to implement the Queensland Government's mandated vaccinations for staff working in disability services. Under this Government direction, 70 staff members received their double vaccination by the 15 December 2021 deadline. There were 20 positive cases of COVID-19 during the year with the majority (70%) of these recorded in the last quarter, when Queensland experienced its first Omicron wave. These relatively low numbers are attributed to the implementation of the company's COVID safety plan and monthly deep cleaning across all centres.

Our response to the headwinds was to dig deeper and work smarter through our collaborative teamwork.

We continued to invest in our organisational capacity and capabilities, and in improving efficiency and managing the fast pace of growth.

For example, the Business Systems Improvement Project was undertaken July-October 2021 to streamline and improve automation of invoice reconciliation between our client management systems and the Xero accounting system. The outcome of the project was improved:

- financial governance
- cash flow management (which is essential for growth)
- debt recovery processes, and
- data integrity.

HR onboarding efficiencies were realised by leveraging electronic issue and signing of employment documentation via Adobe Acrobat.

As we continue to grow, YBLDHS will continue to focus on new and integrated information systems to handle increased volumes of data with speed and accuracy. Good information systems enable us to be effective data analysts who can use knowledge and understanding to guide and protect the company.

I will now provide an overview of financial and performance indicators for each of the businesses.

### **Children's and Teens' Therapy Services (CATTS)**

CATTS provides therapeutic supports to children and teens aged birth to eighteen with developmental delays, disabilities and health conditions. Therapeutic supports provided include Occupational Therapy, Speech Pathology, Physiotherapy, Allied Health Assistants, Assessments, and group therapy. The majority of CATTS clients receive NDIS funding, however CATTS therapists also see clients with other funding streams such as Medicare, other brokerage, and private clients.

During 2021-22, Children's and Teens' Therapy Services continued to be our core business and a solid base from which to grow. Under the leadership of Melissa Terry, the focus of CATTS was on therapy workforce growth and retention as well as investment in staff development. Melissa focused on factors identified as important to CATTS' People Value Proposition.

### **Mindcare Mental Health Services**

Mindcare was established in October 2020 and had its first full year in operation in 2021-2022. Manager Emma Burke quickly set about achieving 'NDIS Specialized Behaviour Support' accreditation and becoming a preferred provider for several other initiatives such as 'Bupa Open Arms' for veterans

and their families and 'Department of Justice' for young people at risk of incarceration. Both services required Mindcare MHS to provide psychological supports and assessments.

In total, Children's and Teens' Therapy Services and Mindcare MHS provided Allied Health Services to 1546 clients with a total revenue of \$4,509,479.

Following a merger of the two business units into The Allied Health Collaborative (TAHC) from 1 July 2022, the business is focused on both consolidation and growth, practice excellence, workforce attraction, training, and strategic planning. CATTs and Mindcare MHS are on track to be provider of quality services and employer of choice.

### **Your Choice Plan Management (YCPM)**

YCPM is a Financial Intermediary that plays a significant role in assisting NDIS participants to achieve quantifiable and positive outcomes whilst building the capacity of participants.

During this financial year YCPM experienced significant growth. Same-day processing proved popular forming a major of our marketing campaign and one of the main reasons clients want to be plan managed by us. YCPM's personalized service has proven to be successful maintaining a 98% client retention rate. Overall, YCPM has had a very successful year.

### **LevelUp Independent Living**

LevelUp Independent Living provides services to people with a disability to assist them live independently and achieve their goals.

### **TUSC**

TUSC was established as a business unit in November 2021. During its seven months of service, TUSC supported 123 participants and produced a net deficit result of \$1,494 after overhead allocation.

Many organisations are closing their Support Coordination businesses and we understand NDIS 2.0 will produce changes to the business rules for Support Coordination. We are not committing to investing further due to inherent vulnerabilities in the NDIS' Support Coordination market model.

### **Thanks and acknowledgement**

In closing, I would like to thank our clients for choosing us as their service provider and our staff for their professionalism and dedication to quality outcomes.

I would also like to thank the Executive Leadership Team who work hard to implement the vision and values of the company every day in every way. To our auditor and finance team, I am, as always, impressed by your scrutiny of our financial reports and attention to detail.

To the Board, I express my genuine appreciation that you have chosen to support Your Best Life with great governance and I look forward to further developing our cohesion over the coming years. To Karin, I am particularly grateful for the way you have supported the company through turbulent times. I trust that you can continue to provide great leadership around our common values and purpose.