

2021-22

Annual Report & Quality Account



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Acknowledgement of Country

We begin by acknowledging the traditional custodians of the land on which we work, and we pay our respects to Elders past and present.

We acknowledge the sorrow of the Stolen Generations and the impacts of colonisation on the Aboriginal and Torres Strait Islander people. We recognise the resilience, strength and the pride of the Aboriginal community and encourage and support emerging leaders.

Welcome to Natalie Sullivan

We warmly welcomed Natalie Sullivan as our new CEO of EACH following our farewell of Peter Ruzyla in December 2021. Natalie has worked tirelessly during her first year to learn about the way EACH operates as well as the breadth and depth of our services to the community. She quickly set about meeting many of our teams and customers and spent considerable time getting to know our partners and key stakeholders, ensuring we continue to work collaboratively to deliver positive changes in the community.

We welcome Natalie to EACH and look forward to continuing to work closely with her.

Judith Woodland – Chair



CEO & Chair Report

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As we wind down the last of our COVID related services it truly feels like the end of an era. The past year at EACH has been a time of transition and transformation as we positioned the organisation for success in a post-COVID world. Like many organisations across Australia, and across the world, our ways of working have evolved and improved as we faced the challenges of lockdowns, mask mandates, remote working, increase in working with technology and (finally) a consistent return to our sites. Our exceptional community of more than 1600 staff and 200 volunteers once again went over and above to find creative ways to engage with our customers despite the circumstances, ensuring that we were able to continue offering health, hope and opportunity throughout the year.

This report provides a snapshot of our services and highlights just a small number of the different achievements and events happening across the organisation in a single year. One notable event this year was the launch of EACH's Reconciliation Artwork in May 2022 which was organised by our Reconciliation Action Plan Working Group. You can read more about the story behind the artwork in this report, including a reproduction of this compelling and engaging piece that we are proud to display at our sites.

We are extremely grateful to all staff and volunteers of EACH for once again choosing to work with us and thank our Board and Executive Leadership Team for their ongoing stewardship and support throughout 2022.

Judith Woodland – Chair

Natalie Sullivan - CEO



About EACH



145+ Programs



60,000+ Customers



65 Sites



1600+ Employees



200 Volunteers

EACH provides a range of services including health and wellness, NDIS, counselling, community mental health, support for older adults and child youth and family programs across Victoria, New South Wales, Queensland and the ACT. We understand health and wellbeing are determined by a combination of medical, behavioural, social and environmental factors.

We recognise that not everyone experiences life equally, by virtue of a range of factors including gender, socio-economic status, cultural background and education level. Our focus is therefore on creating opportunities for equitable outcomes. No matter what someone's starting place, we will support them to achieve their hopes and aspirations.

Patterson Street Redevelopment

Official Reopening

EACH Quality Account 2021 - 2022

In May 2022, we held the official reopening of our newly refurbished community health centre at Patterson Street in Ringwood East, Victoria.

EACH was founded on this historic site in 1973, however, due to age and heavy utilisation, the fabric of the building had deteriorated. Additionally, an increase in programs and staff to meet customer and community demand, the facility was no longer fit for purpose.

During this redevelopment project that began in 2017, the childcare centre was expanded from 90 to 122 places, a dedicated parking area and entrance were established, and a new family hub with child and family services was created. The project also included a complete renovation and refurbishment

of our reception and consulting rooms to increase space for customers and staff, meet accessibility requirements, and incorporate an outdoor play area for children.

Services offered at this site include Childhood Intervention and Development, Counselling and Support and the ability to offer services through the EACH Family Relationship Centre when needed. In addition, Maroondah City Council provides Maternal Child Health services.

To enquire about services at Patterson Street or any EACH site please call 1300 00 3224 or visit www.each.com.au.





Journey Tracks

Cultural Health and Wellbeing Program

The Journey Tracks Cultural Health and Wellbeing Program is a program for Indigenous young people, delivered by the Ngarrang Gulinj-al Boordup Team at EACH.

The program aims to engage, support and strengthen our local Aboriginal and Torres Strait Islander children and youth in their culture whilst focusing on health and wellbeing initiatives.

Implemented in partnership with Schools, Koorie Engagement Support Officers, Local councils, and Aboriginal Community Controlled Health Organisations it is an integrated, collaborative model. The core of the program are the Aboriginal learning principles of health and wellbeing with connection to self, others, country and culture.

The program's content focuses on developing strong cultural identity and connection to Community, which is vital to the health, social, and emotional wellbeing of Indigenous young people.

Key learning areas include:

- Cultural history, activities, and practices
- Building proud Aboriginal identities
- Developing student leadership
- Building collaborative partnerships
- Promoting social, emotional, cultural, and physical wellbeing.

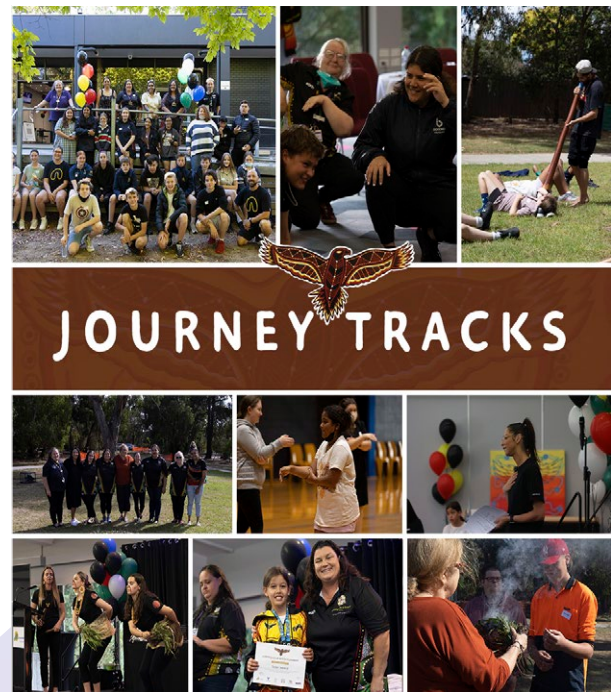
Through listening to the voices of the program participants who wanted to be involved in a leadership program, EACH in collaboration with Mullum Mullum Indigenous Gathering Place, Koori Engagement Support Officers, Knox Council, Maroondah Council, Koori Youth Council, Korin Gamadji Institute, Wanyara, Wurundjeri Elders and community members, developed a series of Cultural Leadership Days, called the Journey Tracks Youth Cultural Leadership Days.

Participation from a variety of schools in Knox, Maroondah LGA and surrounding regions saw students from years 5 through to 12 register to attend the workshops across the Cultural Leadership Days.

During the workshops, participants learned about the importance of connection to culture and identity, forming positive peer connections with other Indigenous youth, being advocates for their community and school, building leadership skills and knowledge, aspirations, and taking care of their health and wellbeing. They experienced the privilege of hearing from Elders and Indigenous guest speakers and witnessed Indigenous performers pay tribute to their culture.

The feedback from the participants and their families has been exceptionally positive with requests for further programs, services, and workshops.

You can view an Impact Report from the Program for 2022 at www.each.com.au/about-us/publications/





Over the Rainbow

Rural Rainbows

In 2021, EACH received an Australia Post Community Grant, which was used to establish the Rural Rainbows group for young people following an online survey to identify the needs of the Yarra Ranges community.

Supported by the Yarra Ranges Council and headspace Lilydale, Rural Rainbows is a fortnightly community-led social group for people aged 12 – 25 years living in the Yarra Ranges who may identify within the LGBTQIA+ community or are questioning.

It is an inclusive, safe, and supportive environment where young people can socialise with others who have shared experiences, and access resources that can help them on their journey of exploring their identity. Rural Rainbows is led by a committee of eight passionate local LGBTQIA+ young people.

The group is excited about creating future partnerships with local schools to promote Rural Rainbows as extra-curricular support for students and is looking forward to facilitating larger-scale projects and events.

“Rural Rainbows wants to show that it is possible to find a local and loving community and that we are not alone in our dreams for an inclusive and connected Yarra Ranges.”
- Rural Rainbows Team

Wellbeing across the Yarra Ranges



Diesel and Jason's Story

Paws 4 Thought

Dogs are more than just snuggle buddies. When having a ruff day a hug from a cuddly four-legged friend can make a positive impact on your mental health.

The Paws 4 Thought group is for young people aged 12-25 and is run by EACH's headspace Knox service. The service provides young people with mental health and/or physical health challenges the opportunity to interact with its therapy dogs without being expected or obligated to participate in formal talk therapy.

Before becoming a therapy dog at PAWS 4 Thought, Diesel was considered a 'dangerous animal'. Growing up on the wrong side of the tracks he was taken by the local council to be put down for bad behaviour until he was saved and rehabilitated by his new carers.

Since then, Diesel has turned his life around and found himself employed as a canine counsellor, giving love and hugs to people in need like Jason.

After being in a bad car accident, Jason lost three of his closest friends. When Jason met Diesel, they became inseparable mates with Diesel helping Jason get through his trauma.

“He knows when I'm stressed, or when I'm sad and he will come up and lick me... it makes me feel very special.”

- Jason

Many of the young people who participate in the Paws 4 Thought group like Jason report benefits to their mental health, improvements in their social interactions and an increased ability to manage anxiety and panic attacks.



Staying Connected

EACH Quality Account 2021 - 2022

Wynnum Social Activity Group Service

With COVID-19 restrictions behind us, most of us are getting together with old friends, meeting new ones, and getting involved in our local community. However, for some of our older Australians, getting out and about can be difficult.



Our Wynnum Social Activity Group supports older Australians to stay connected and active in their local community. The program runs structured activities that are fun and engaging for participants and also provide respite for families and carers. These activities are based on people's interests as well as their needs, which may include celebrating community events, gentle physical exercises, music, guest speakers, art and crafts and general outings.

During a recent survey, our Wynnum team inquired about potential activities that the group might enjoy. Most respondents requested a Games Day with classics like Rummy-o, Hoy and Bingo that everyone could enjoy. During this time, another group was engaged in an indoor barbeque activity. With time, fewer people could make it to the Games Day time slot, so a client suggested bringing the two groups together; a suggestion the team implemented.

"Bringing the two groups together has certainly built up a lot more people since incorporating with the games. We've had more people join us. Everyone seems to enjoy the day and the food is great" – Rita Hanks (Wynnum Social Activity Group Customer)

There has been positive feedback from both groups, with many participants noting that they have built more social community connections.

Over 81 older adults have been supported by Wynnum Social Activity Group.



Smile Squad

Keeping Our Young Community Smiling

Smile Squad is a Victorian Government program that provides free dental care for all Victorian public primary and secondary school students. The program will save parents time and money as examinations and any required treatment is carried out on school grounds, during school hours.

Oral disease is one of the most common and expensive diseases to treat, but it is also the most preventable. Across Australia a quarter of children have untreated tooth decay and in Victoria dental conditions are the highest single cause of preventable hospitalisations for kids under 10. When it comes to oral health; early prevention is the key.

Smile Squad aims to improve the oral health of all Victorian government school children through the delivery of consistent, accessible, high-quality dental care, every time.

With Smile Squad services re-commencing in 2022 after Covid-19 lock-downs, we are delighted to be back delivering care to our local school age students.

At EACH, we have been promoting the importance of oral health education; ensuring our children have easy access to oral health examinations and any required treatment which has never been more important.



Smile Squad has delivered free dental examinations and services to 1,476 primary and secondary school-aged students in 37 local schools this year.

Our Oral Health team at EACH, kept children's smiles bright by working in partnership with the Victorian State Government's Smile Squad initiative to deliver free dental examinations and services seeing a total of 1,476 primary and secondary school-aged students in 37 local schools across the Maroondah and Yarra Ranges local government areas during 2021/22 financial year.

The EACH Smile Squad team is looking forward to visiting many more schools in the region over the next twelve months, including an additional 34 schools across the Knox local government area at the start of term 1 2023.

With a strong focus on education and prevention, we want every student we see to walk away with the tools and knowledge they need to eat well, drink well and clean well – for life. Smile Squad's eat well, drink well, clean well messaging encourages students to drink more tap water by filling up a reusable bottle at school.

We hope that by providing a Smile Squad water bottle and education pack including toothbrush and toothpaste, we will help encourage positive behaviour.

Together we can reduce the burden of oral health and minimise its impact on the lives of young people and families across the state.



Outreach Vaccination

Burmese Refugee Community Refugee Health Clinic

Through the Refugee Health Service, EACH has had a long association with Burmese communities living in the eastern suburbs of Melbourne. There are several Burmese communities that the service provides support for: Hakka Chin, Falam, Zomi, Karen, Mizo, and Chin Falam.

Several months into the COVID-19 vaccination rollout, it became apparent to the EACH Refugee team that there was a significant percentage of the community that was not vaccinated. EACH staff spoke to community leaders about how communities would most like to receive their vaccination. We learned that they felt most comfortable attending clinics in settings they were familiar with. To cater to these communities, we offered pop-up clinics at locations that were well known to them.

The community leaders did the community engagement work, while EACH provided the workforce and materials for vaccination. Community leaders worked with EACH's administration staff to schedule community members for vaccination and assisted with registration onsite at the pop-up.

Official interpreters were also present. Some community members are also staff at EACH, which made other community members feel at ease.

Due to these pop-ups, 1,626 individuals from the Burmese community received a vaccination. A Burmese community leader, who is also employed by EACH, now estimates that around 90 per cent of Burmese people living in Melbourne's eastern suburbs are vaccinated.



1626 members of the Burmese community received a vaccination through EACH's outreach program.



Ying Ying's Story

Chinese Peer Connection

Ying Ying, a migrant from mainland China, has been volunteering at Chinese Peer Connection (CPC) since 2014.

Ying Ying experienced difficulties adjusting to a new environment, particularly due to the language barrier, a lack of social support, and difficulty finding a job, resulting in her being diagnosed with depression in 2007.

Ying Ying sought help from EACH in 2013 after a medical staff member referred her. Since one of her family members had a gambling problem and Ying Ying too had experienced gambling-related harm, EACH's social worker encouraged Ying Ying to join the CPC volunteer team. At first, Ying Ying worked as an administrative assistant and was later trained as a telephone peer support worker. Ying Ying was initially anxious about making calls, but the 6-session training, support from other volunteers, and staff helped her overcome it.

Ying Ying is very grateful to be a peer support worker at CPC, where she can help others who have experienced similar experiences.

This year CPC supported 198 members of the Chinese Community experiencing gambling harm.

The Chinese Peer Connection program supports people from the Chinese community who are experiencing gambling harm. Support is also available to families or friends. Support is provided through peer support, to complement counselling or group work with existing services.

“Whenever I heard my clients saying they are delighted to receive your call or they feel better talking to me or they are better now etc., I would feel happy for them and in return I am feeling blessed too.”

- Ying Ying

High Risk Accommodation Response Team

Working together to combat COVID-19

During the pandemic, a local caravan park in Melbourne's south-eastern region was forced to simulate the worst possible scenario, a COVID-19 outbreak.

The caravan park houses around 100 transient members of the community who have experienced primary or secondary homelessness, including those that typically suffer from complex underlying needs, such as alcohol and other drug problems, disability, family violence, or physical comorbidities. In partnership with EACH's High Risk Accommodation Response Team (HRAR), EACH's COVID-19 Vaccination Team had been attending the caravan park monthly since July 2021.

When the COVID-19 outbreak occurred during the second half of October 2021, EACH's COVID-19 response services (HRAR Team, C-19 Rapid Response Testing Teams (RRTT), and the COVID-19 Vaccination teams) coordinated efforts with other partners (Australian Government Department of Health, Department of Families, Fairness and Housing, C-19 Lead Agency, Star Health, and Monash Health) to help residents get tested,

isolated, vaccinated, and receive other support.

However, capturing this audience for key messages, testing or vaccination proved difficult due to disengagement in this community. Many residents had a long history of engaging and disengaging with various health, social and justice institutions, and had felt let down in the past. As a result, initially, they were reluctant to engage with the EACH Teams.

Residents of over 800 community houses, boarding rooms and caravan parks received COVID Vaccinations and Screening Tests through the program.

EACH staff responded to the caravan park's residents with empathy, respect, and an open mind, given their complex needs and distrust of institutions. Through the lens of harm minimisation, they talked to residents about how they wanted to support their health and wellbeing during the pandemic, without bringing their own personal opinions into the conversation.

By using this strengths-based approach, the residents felt at ease with EACH's teams, enabling staff to provide 40 immunisations to the caravan park seven times between July and November 2021. We also carried out 191 COVID-19 tests during the October 2021 outbreak, identifying 14 positive cases which help limit the spread of the virus.



Dan's Story

The Homelessness to Home program

In March 2021, EACH established the Homelessness to Home (H2H) program to offer housing and support to people experiencing homelessness in the eastern and southern regions of Melbourne.

The initiative is an opportunity to make a significant, lasting impact on homelessness and rough sleeping in Victoria. Following Housing First principles, the primary aim is to house people as quickly as possible to prevent further harm from sleeping rough or living in emergency accommodation.

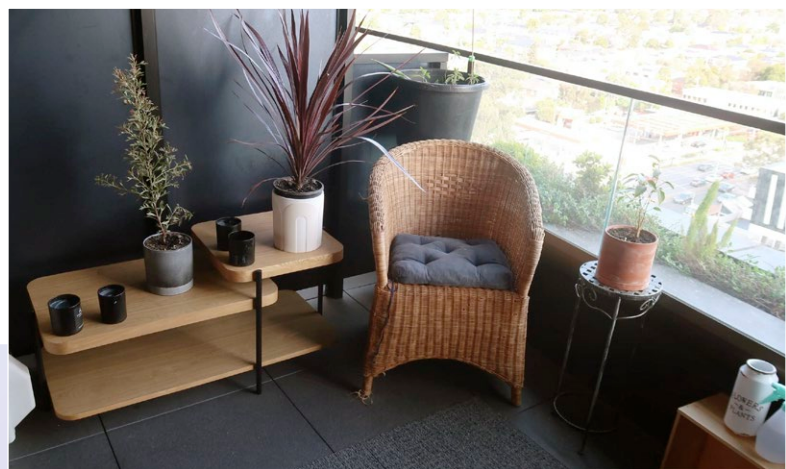
After spending 16 months living in emergency accommodation, Dan, 43 years old, was referred to H2H by a Support Worker. Having struggled with substance abuse and mental ill-health, Dan stayed in several emergency motels and shared accommodations, some of which he refers to as "scary places that make you feel even more stigmatised and afraid to reach out for help".

H2H has housed 106 people since it commenced in 2021.

H2H was a sign of hope for Dan. For the past 18 months, Dan has lived in a comfortable and safe home with amenities, local access to public transportation, food, and shopping facilities, as well as local recovery services which he has successfully been committed to throughout his recovery journey.

Aside from helping Dan continue his recovery process in a safe environment, the H2H program has enabled him to start jogging and visiting the local gym. He has also discovered new things about himself, such as a knack for gardening, winning the EACH Housing Garden Competition in 2022 as best balcony gardener.

"Every morning, I open the curtains and my heart fills with gratitude, it's a wonderful way to start the day." - Dan



Lora's Story

Mental Health & Wellbeing Hubs

EACH Quality Account 2021 - 2022

Thirty Mental Health & Wellbeing Hubs are now operating across Victoria as part of a \$13.3 million Victorian Government commitment to provide easier access to free mental health support to navigate through the impacts of the COVID-19 pandemic.

EACH have been selected as one of the community health partners delivering this service along with several other organisations. We were given the opportunity to provide essential support to those experiencing lowered mood, anxiety, substance use or addiction, financial difficulties, homelessness or housing stress, and loneliness or social isolation.

Lora*, a regular contact with the service, said the flexibility of the service and the easy access made it a lot easier for her to engage with EACH.

After the breakup of a friendship, Lora became ill and began to feel isolated and vulnerable. She sought care at a hospital, which referred her to EACH for ongoing support. When Lora started receiving support from EACH, she started feeling better. Lora had an opportunity to discuss her experiences with a mental health professional; she found this easy, convenient, and helpful.

Initial consumer and referrer feedback has been overwhelmingly positive about the ease of accessing our Mental Health & Wellbeing Hubs with many expressing their relief about being able to talk to someone so easily and in a timely manner.

*Names and identifying details have been changed to protect the privacy of individuals.



527 community members received support from EACH Mental Health and Wellbeing hubs.

Transforming Youth Mental Health Care

Headspace

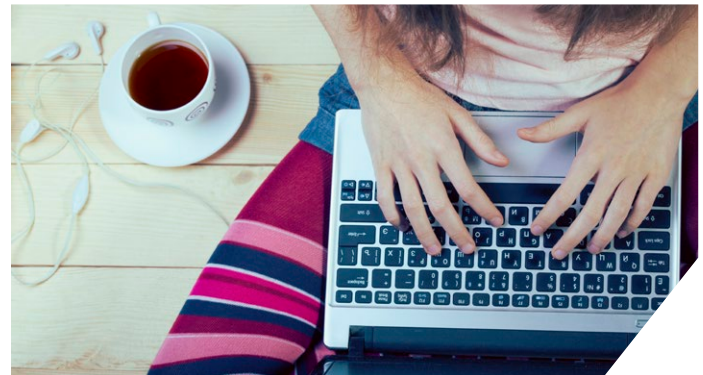
With young people seeking help at an unprecedented rate and the rising levels of complexity and acuity, there are major challenges in meeting the demand for services with wait times growing to up to three months.

In response to this, PwC Australia and the University of Sydney Brain and Mind Centre had come together to develop the InnoWell Platform. Five headspace centres located on the North Coast of NSW, including headspace Port Macquarie, partnered with Sydney University Brain and Mind Center for research into the effectiveness and benefits of InnoWell as a waitlist management program for young people.

As part of headspace Port Macquarie's assessment process, young people were offered access to use the InnoWell Platform. Using the platform, young people were able to initiate a conversation with a Mental Health Coach as they wait for an appointment with a Mental Health Clinician or Allied Health Professional and express anxiety, sadness, and self-harm, which alerted clinicians to any potential risk by indicating a RED flag.

In one case, a young person self-assessed herself on day 3 of using the InnoWell Platform and her dashboard indicated a RED flag with feelings of self-harm and severe anxiety. Upon being alerted, headspace Port Macquarie staff contacted the young person and her mother. The young person refused to visit the center but allowed clinicians to visit her at home, resulting in the young person coming into the center with Headspace Staff to be assessed and placed into a voluntary admission.

A total of 150 young people accepted the InnoWell invitation, activating their profiles, which has resulted in a 50% reduction in wait times.



Jan's Story

NDIS

EACH Quality Account 2021 - 2022

When Jan, an EACH customer with an intellectual disability, lost her father in January 2022, she faced a difficult situation. This was made more difficult by the placement of her mother into care, removing her family support system.

Jan previously accessed the NDIS but found it challenging to get the support she needed without becoming frustrated. This was until she reached out to her EACH Support Coordination and Home and Community Support team.

Now with the support of Sue, Jackie, Jay, and Ibrahim, her EACH team, Jan is back on her feet. Jan can easily access the support she needs, and with the help of her support workers, Jan now gets to spend time with her mother every Monday, which is a highlight of her week.

Jan has also been able to join groups that have given her a sense of purpose and a social outlet, which she wouldn't have had otherwise, as well as build the confidence to start planning to study (Disability Services) and return to work in 2023. Jan's confidence also enables her to travel to Queensland to volunteer at the Virtus Oceania Asia Games, which she could not have accomplished without EACH's support. She will assist in the coordination of the swimming competition and support athletes with intellectual disabilities.



EACH provided services to 2399 NDIS customers this year.

“Support from Sue and the team at EACH has been brilliant. It's allowed me to speak up and be more independent which is something I didn't have before”
- Jan

You Said, We Did

Continuous Improvement across EACH

All customer feedback is important to EACH. We offer many ways to make it easy to give feedback: in person, phone, email, the EACH website or our feedback form. Feedback can be complaints, compliments and suggestions or comments.

What our customers told us	What we did
Customers told us they found it difficult to know the services we offered which would match their funded plan.	A customer information tool was developed to assist with decision making and that the appropriate services were purchased.
Customers told us of having to repeat their story when seeing a new member of staff.	Additional training to teams was provided to ensure the correct handover procedure is followed and minimising any interruption to service
Customers let us know they wanted new and varied range of activities to attend.	We listened to all our customers interests resulting in a new range and calendar of available activities.
Customers told us new pop-up clinics were difficult to find and the signage wasn't easily understood.	We developed easy-to-read signage and worked with Councils to ensure this was posted in clearly visible locations.
Customers told us they found financial statements confusing and not easy to find they information they need.	We developed information sheets explaining financial statements and ensured these are easily accessible and understood.

EACH Great Care

Putting quality through its PACES

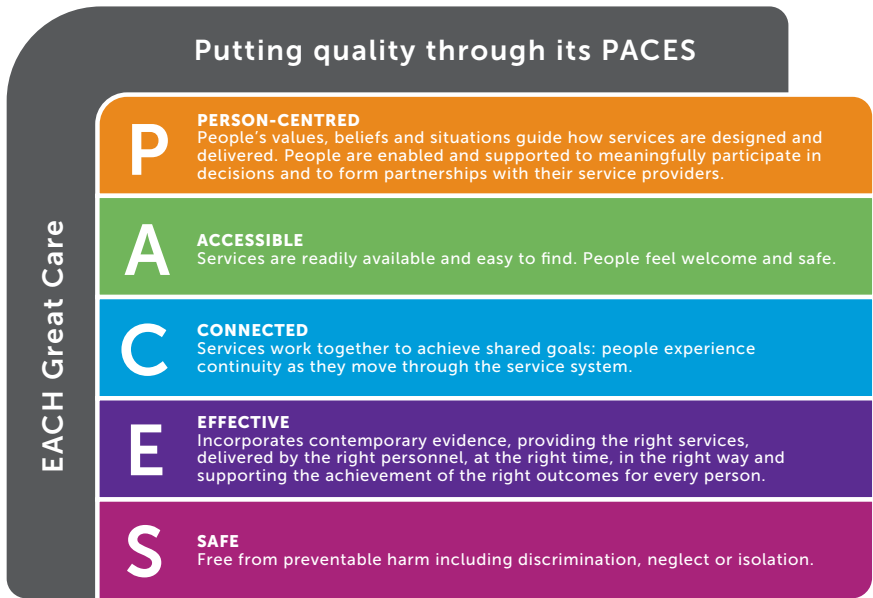
To ensure safe, consistent, and high-quality care throughout all our sites, in 2021 we introduced EACH Great Care, which consists of four pillars – Purpose, People, Domains and Implementation – and is based on the Quality Clinical and Practice Governance Framework.

Pillar 1 – Purpose, was launched successfully in January 2022, consisting of the PACES framework, where every team at EACH considered how they would ensure that all of EACH’s customers would be able to access Person-centred, Accessible, Connected, Effective and Safe care.

“Everyone at EACH, in all service areas, carries the responsibility of providing the right care and support at the right time and in the right way,” said Audrey Ellis, Manager - Quality and Risk.

At the beginning of 2022, everyone across EACH considered how PACES applied to their service area, and what they could do to enhance our customers’ experience. PACES opened new channels of discussion and helped sharpen the thinking and rationale behind what we do.

Our next step is to focus on Pillar 2 – People, where we will consider how all internal and external stakeholders (such as our leadership, frontline personnel, government departments and partner agencies) interconnect to effectively deliver EACH Great Care.

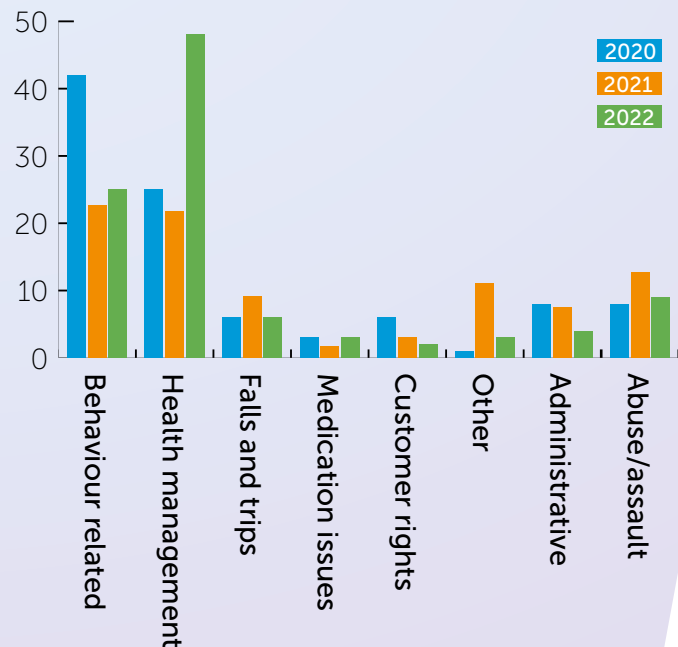


Customer Safety

Incident Data

EACH is committed to keeping our customers safe. But sometimes things don't go to plan, so staff are encouraged to report all customer incidents so they can be investigated to understand what happened and take action to stop it happening again.

At EACH, we like to talk openly with customers, their family and carers. In the past year we have worked on developing a process for reviewing the more serious incidents that involve our customers so we can learn from these incidents and improve our processes.



Quality Accreditation

2021/22

EACH is accredited against many best practice standards which cover the wide range of services that we provide. In the past year EACH has passed the following standards:

Name of the standard	How did we go?
ISO 9001:2015 Quality Management Systems	This audit covers all services at EACH. There was one minor nonconformity and three recommendations highlighted by the assessors. All items were resolved. <i>"Throughout the ISO recertification assessment, documents viewed, and interviews conducted with ...staff detailed the ways customer-centric activities are consistently conducted and attended to, regardless of the program and services being provided".</i>
Human Services Standards	There was one nonconformity and three recommendations from this audit of five EACH services in Victoria. All items were resolved. <i>"EACH has processes and practices that promote effective service delivery in accordance with the assessed requirements".</i>
Standards for General Practices	There were no nonconformities and three recommendations reported over two practices. All items were resolved.

Name of the standard	How did we go?
Headspace Model Integrity Framework	This audit with new Standards covers our Headspace services. There were five nonconformities. All items were resolved.
National Safety & Quality Health Service Standards	This audit covers our Oral Health services. There were no nonconformities and one recommendation reported. This was resolved. <i>"The organisation has well established systems and processes that actively involve patients in their own care, meet the patients' information needs and shared decision making."</i>
National Quality Standards & National Regulations	This audit covers our EACH Child service. Despite some minor recommendations this service achieved a rating of 'Exceeding' the Standards. <i>"The positive and respectful relationships between educators, children and families and the collaborative relationships between educators significantly contributed to children's sense of confidence and security".</i>

Financial Summary

EACH's Financial Statement 2022 can be found at: www.each.com.au/about-us/publications/

Acknowledgment of Funding Support

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We would like to acknowledge that the services we deliver across Australia are made possible by funding from the federal, state and local governments and partner organisations including:



Australian Government



We would also like to acknowledge all the partnering health, community and advocacy organisations who collaborate with us to build healthy communities.

EACH services include:



Counselling



Mental Health



Child, Youth and Family



NDIS



Health and Wellness



Support for Older Adults

Not sure who to call?

Access services and receive advice about what services are right for you

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