



## DES MCGOWAN

### Tell us about yourself.

I retired two years ago and always wanted to take on a role in a community organisation in my retirement. I wanted to give back to the community. Gellibrand was always very close to my heart.

My wife and I have two daughters, one son and 7 beautiful granddaughters.

I grew up in Strathmore. Over the last 45 years our family have lived in Moonee Ponds, Ascot Vale, Aberfeldie and now in Avondale Heights.

I worked in the federal public service in Melbourne, Canberra and Darwin for 10 years and then moved to the private sector. I also worked as a self-employed advisor for 5 years. 15 years ago, I started an organisation survey company which grew to 60 people with other offices in Sydney and the Gold Coast. I worked extensively in Hong Kong and Singapore over the last 15 years with the company.

### How long have you been on the Committee?

I was elected to the Committee at the 2020 AGM

### Why did you join?

I joined for three reasons.

I have always had great empathy with the magnificent work that not-for-profits do in the community. My company provided services to a number of not-for-profit organisations; we also provided services on a pro bono basis for some not-for-profit organisations.

Secondly, I always had a strong commitment to be a volunteer in a community organisation.

Finally, I joined Gellibrand in particular because I had seen at first hand over many years the incredible level of support that Gellibrand provides to people with special needs. My sister-in-law has been a resident for 10 plus years so that has been an amazingly positive experience for me over those years.

In addition to these reasons, my wife was on the Gellibrand Committee for 8 years. Many of those 8 years involved the transition of the disability sector to dealing with NDIS. She couldn't speak highly enough of the way that Gellibrand handled that challenging transition without losing sight of the needs of our residents.

### What do you appreciate most about Gellibrand?

I have been amazed at the level of selfless commitment of the staff towards clients.

In addition I have been amazed at the way that Gellibrand is committed to ensuring that its capability to change remains high.

During COVID Gellibrand has proven to be very adaptive and agile. This has stood it in good stead during all of the COVID lockdowns. It has proven to be very resilient as well as very caring during these lockdowns.

Finally, Gellibrand puts a lot of work into communicating with families, staff and clients.

### What would you like to see Gellibrand improve?

I have been very happy to see how Gellibrand has committed to improving its IT functionality and its community profile. I am keen to see that continue.



## MARY BURBIDGE

### Tell us about yourself.

I am a retired GP and have been involved in many disability related groups in the Western suburbs over the years.

### How long have you been on the Committee?

I joined the committee back in the dark ages when it was known as the Rotary Mentally Retarded Persons Planning Committee. The Williamstown Rotary had decided to use the money it raised at bingo to do something to help local people with an intellectual disability and went on to build and establish the two Hanmer St houses.

### Why did you join?

I was invited to join, probably because my daughter had a severe intellectual disability and I was becoming involved in disability issues and also because I was a GP. It was a good Committee to work with and I have stayed involved through all the organisation's growth and evolution for over forty years.

### What do you appreciate most about Gellibrand?

The 'Gellibrand Way' that Matthew has promoted in his years as CEO; that the people the organisation cares for are the primary concern; with the recognition that to achieve this the team members must also be cared for and I love the way people can move through the organisation to new roles and responsibilities while staying in touch with the client base.

### What would you like to see Gellibrand improve?

I'll leave that to the visionaries.

## FIONA MCHUGH

### Tell us about yourself.

I have been within the risk, governance and HSE industry for over 20 years. In that time, I've worked in health, disability, manufacturing and public transport sectors.

### How long have you been on the Committee?

I've been on the committee for a year now. How time flies!

### Why did you join?

I wanted to be able to actively represent Gellibrand clients and family members on the Committee and hopefully I also bring a different skillset to other committee members.

### What do you appreciate most about Gellibrand?

I really appreciate the "Gellibrand way". As a new committee member and as a parent of a Gellibrand client it means there is a real 'care factor' from staff and management, no matter their role. I've consistently experienced many examples of enthusiasm, accountability, respect and fun at Gellibrand!!

### What would you like to see Gellibrand improve?

I think the essence of Gellibrand is great, let's not change that! I hope to actively contribute ongoing improved systems and governance. In the short to medium term I hope to see some innovative branding/marketing to ensure everyone is aware what Gellibrand is and what our point of difference is compared to other service providers.





## OUR VALUES

### OUR VISION

A community where individuals are respected, opportunities are explored and choice is promoted.

### OUR MISSION

We support individuals with a disability, assisting them to improve their quality of life and achieve the outcomes that they want as valued members of the community.

### WHAT WE STAND FOR

Real People, Real Connection, Real Service and Real Outcomes.

Putting people first.

### OUR VALUES

Respect, accountability, integrity, care and honesty.



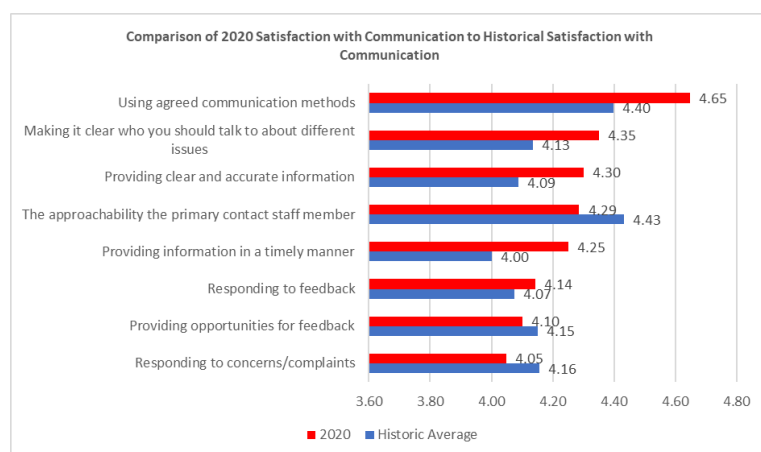
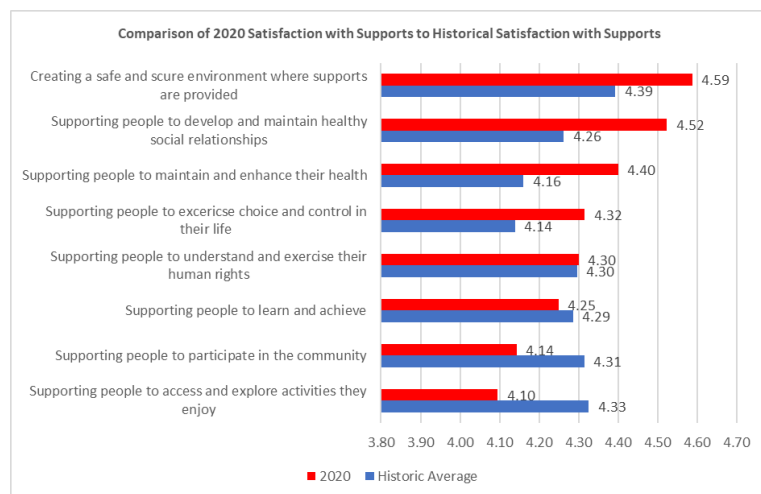
# EXTERNAL STAKEHOLDERS SURVEY 2020

The response rate to the 2020 External Stakeholders Survey (33%) was slightly lower than the response rate to the 2019 survey (38%); but was still more than double the response rate in 2018 (16%). The increased response rate is attributable to the change from mail in surveys to emailed surveys made in 2019. The survey asked those outside Gellibrand who care for and support our clients to let us know their opinions of the support we provide, and their experiences in interacting and communicating with us. It is divided into two broad categories of questions: Supports and Communication. The 2020 survey also included a section asking for feedback on our response to the COVID-19 outbreak.

There were only three items in the area of supports which recorded mean scores below the historic average. These were Supporting People to Access and Explore Activities (M=4.10); Supporting People to Participate in the Community (M=4.14); and Supporting People to Learn and Achieve (M=4.25). These are the areas which were particularly impacted by governmental restrictions in response to the pandemic. The majority of clients spent most of the year unable to access their usual work or education and, along with the rest of the state, had their movements in the community significantly restricted. Comments relating to this included *‘Difficult to achieve because of COVID-19’*; *‘I believe staff have done their best within constraints.’*; *‘The staff are caring and lovely. COVID has had a huge effect on completing this survey.’*; and *‘Difficult situation dealt with in a professional and caring manner. In particular with residents not being able to go out at weekends or to attend Mambourin.’*

46% of written comments about satisfaction with supports were praise, with remaining concerns centering on a desire for improved communication (27%), a desire for more proactive support (18%) and the impact of COVID (9%).

Three areas of Communication recorded average ratings below the historic average. The Approachability of the





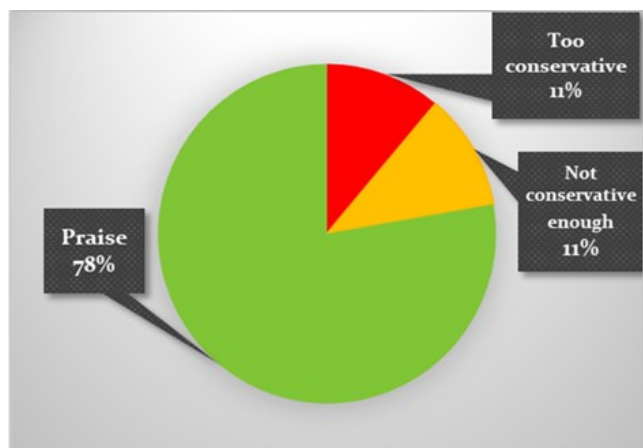
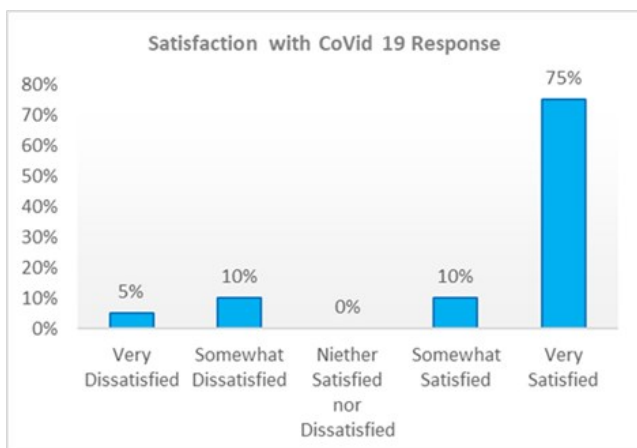
Primary Contact Staff Member slipped back to an average satisfaction score of 4.29, after achieving its highest mean score on record for this area in 2019 with 4.61. Responding to Concerns/Complaints was also below the historic average, recording an average rating score of 4.05. This was the lowest score for this area since 2016, and made it the lowest scoring communication item from this year's survey. The final area to record an average satisfaction score in 2020 below the historic average was Providing Opportunities for Feedback. It's average satisfaction score of 4.10 was the second lowest in the 2020 survey. This is the second year this area has declined in average satisfaction after a marked increase in 2018 (4.38).

On the whole, communication ratings remained positive however; and the comments reflected this, with 55% of those who provided comments on Gellibrand's communication offering praise. Of those who had feedback to improve communication, requests for increased communication was the most common suggestion (36%). Mirroring the suggestions of 2019, there were a number of respondents who specified that they particularly felt a lack of communication from senior management and the Committee.

Feelings about how best to respond to COVID in the broader community are somewhat divided. Research conducted by Roy Morgan in November 2020 found 71% of respondents approved of the Victorian Government's handling of the pandemic. Reported satisfaction levels with Gellibrand's response to the pandemic compare favorably to these results. 85% of respondents reported a level of satisfaction with Gellibrand's response, with 75% reporting that they were Very Satisfied. The majority of comments provided were praise (78%) with only two comments offering suggestions for improvement; one which indicated that our response was too conservative, and one which indicated it was not conservative enough.

Thank you to the people for completing surveys and providing feedback. This has helped Gellibrand to grow and improve our service to our clients.

## BETHANY GOLDSMITH



## CLIENT SURVEY SUMMARY

The client surveys for 2020 were delayed as lockdowns and restrictions were in place and this presented barriers to administration. Surveys for this report were administered in January and February of 2021. Select administrators were allocated areas of service and asked to offer the survey to all of the clients in the sites or services they were allocated. Participation by clients was optional. The number of survey responses from this year's client survey (n=32) was lower than 2019 (n=58), but still represented a marked increase from the number of responses received in 2018 (n=17). The differences in response rates may be attributed to differences in the administration of the survey. Due to restrictions associated with COVID lockdowns, the process took longer than expected, and required clients to choose to do the survey at the time the administering team member was able to visit the site, rather than at a time of their choosing.

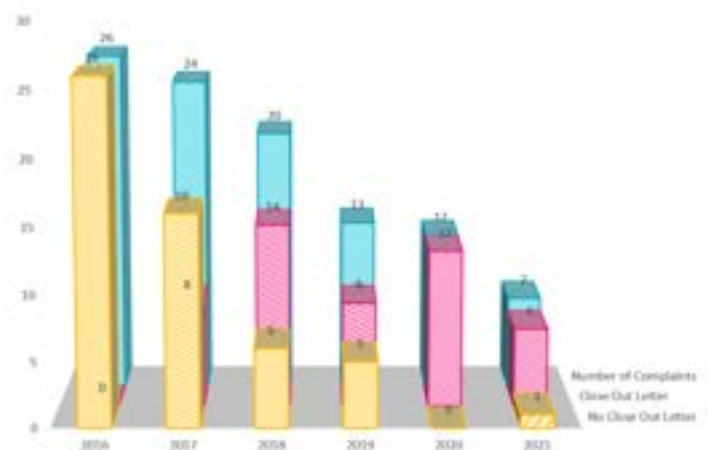
On the whole, respondents were positive about the service they received from Gellibrand. Four questions elicited positive responses below 75%, they were:

1. *"When you complain about something, does Gellibrand listen and respond?"* (Always: 54%);
2. *"Does Gellibrand listen and work with you to give you the support you want?"* (Always: 69%);
3. *"When you go out, are you able to able to go when and where you like?"* (Always: 48%);
4. *"Do you get along with the other clients you receive support with?"* (Always: 60%).

**"When you complain about something, does Gellibrand listen and respond?"** (Always: 54%)

The number of clients who reported that Gellibrand always listened and responded when they complained about something decreased from 69% in 2019 to 54% in this survey. 75% of the clients who said that Gellibrand did not always listen or respond to their complaints provided additional feedback when asked how Gellibrand could do a better job in this area. The responses fell into two broad categories; not

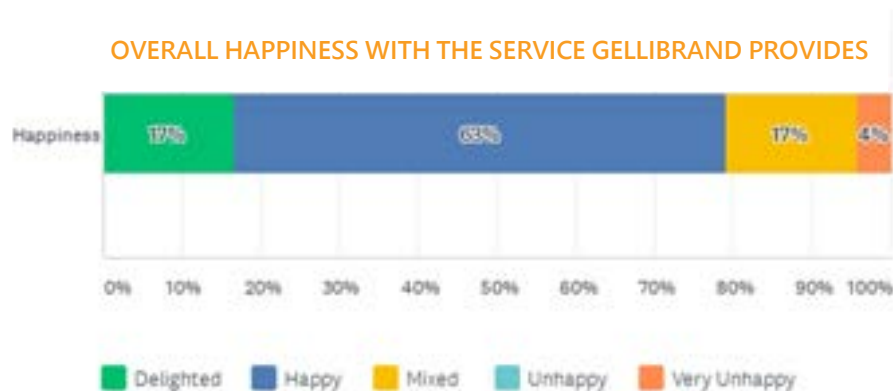
### CLIENT COMPLAINTS & CLOSE OUT LETTERS



listening to complaints (43%) or not acting on complaints (57%). When complaints data was examined it was found that the number of complaints logged between 2016 and 2019 decreased significantly, from 26 in 2016 to 13 in 2019. The number of complaints logged from 2019 has been steady, averaging one client complaint per month. There was also a difference found in the number of complaints closing with a formal letter sent to clients, increasing from 0% of complaints in 2016 to 100% of complaints in 2020. A single client complaint was closed out without a formal letter to the client in 2021. This matter was resolved with a new communication strategy between the client and the service manager to allow suggestions and requests to be addressed formally without requiring the use of the complaints process. The rise in the number of close out letters should correlate with an increase in the perception of Gellibrand listening to and acting on complaints as they serve the purpose of summarising and confirming actions taken on complaints as well as providing another opportunity for complainants to voice any remaining concerns. At first glance, the declining number of complaints also appears positive. However, viewed in conjunction with the increasing number of clients who reported Gellibrand did not always listen and act when they complained (46%), it suggests that the falling number of complaints logged may not correlate with an actual fall in the number of complaints. It is suggested that a renewed focus be placed on team members recognizing and acting on client complaints to ensure they are logged and followed up by service managers.

**"Does Gellibrand listen and work with you to give you the support you want?"** (Always: 69%)





There was a marked decrease in the number of clients reporting that Gellibrand always worked with them to give them the support they want, from 84% in 2019 to 69% in this survey. Clients who provided additional information indicated that the staff did not always have as much time for them as they would like, or did not always follow through on tasks. There were also two comments which suggested clients did not feel team members were always delivering their supports as they wanted them. It is not clear from the responses what has driven the decrease in the number of clients who reported always feeling Gellibrand work with them to provide the support they want, but it is possible that some of the decline is due to the additional restrictions COVID placed on the delivery of supports through 2020 which cause major disruptions to both staffing and regular supports outside the home. It is recommended that Gellibrand continue to monitor client satisfaction in this area to determine if the decline is a discrete reaction to current circumstances or a declining trend requiring additional action.

**"When you go out, are you able to go when and where you like?" (Always: 48%)**

When asked if they had the resources they needed to access the community as they wished, 48% of the clients who responded said that they always did. This was down from 59% in 2019 and 86% in the 2018 survey. Some of the decline may be influenced by the additional restrictions on accessing the community imposed by COVID restrictions, however this was not reflected in the comments provided by those who felt they could not access the community when and how they wanted to. The 52% of respondents who indicated they did not feel that they could always do this were asked to identify their barriers, and 8 provided additional comments. None of the comments mentioned COVID, and they fell into two broad categories; namely lack of staff/hours and lack of other resources.

**"Do you get along with the other clients you receive support with?" (Always: 60%)**

The response options for this question were re-worded from previous years from "Always, Sometimes, Never" to "Well, Mixed, Not Well" as it was posited that "Always" was not a realistic standard of measuring how well clients were getting along with their housemates or workmates. 61% of respondents indicated that they received at least some of their supports in a group setting (like at MAP, or in a shared home). Of the clients who said they received some of their supports in a group setting, most (60%) reported that they got along well with the other clients they were supported with, 35% reported mixed relationships with the people they receive support with, whilst only one respondent (5%) reported that they did not get on well with the other people they received support with. These results mirror the results from the previous survey, before the responses were reworded, suggesting that previous results may be relied on to reflect a similar sentiment.

**Overall Satisfaction**

Most clients (80%) indicated that they were happy with the service Gellibrand provides, though this was down from 86% in 2019 and 94% in 2018. Clients were also offered the opportunity to tell us what they thought Gellibrand could do to improve. 59% of respondents (n=19) provided suggestions. These responses were fairly evenly split between three broad categories: suggestions for improving management of services; suggestions for improving team member skills; and suggestions for improving supports delivered. 37% (n=7) suggested management improvements such as improved rostering, communication and maintenance; 32% (n=6) suggested team member improvements such as additional training, increasing the number of volunteers and improving communication; and 32% (n=6) related to the personal supports the client was receiving; either wanting to go out more, do different things or have additional resources.

**BETHANY GOLDSMITH**

# TEAM MEMBER ENGAGEMENT SURVEY SUMMARY

The team member engagement surveys have undergone a revamp in the 2020-2021 period. We have moved from a self-devised annual team member engagement survey, which was based on the Gallup Q<sup>12</sup>, to a new platform 'Culture Amp'. The survey questions have been taken from Culture Amps own cache of questions, which have been shown to be a valid measure of employee engagement. Employee engagement represents the levels of enthusiasm and connection employees have with their organisation. It's a measure of how motivated people are to put in extra effort, and a sign of how committed they are to continue working for the organisation. It is an important measure because it focuses on things a manager can action to influence employee performance, satisfaction and retention.

The Culture Amp platform allows Gellibrand to take more regular 'pulse' surveys, rather than an annual survey, and analyse results to suggest areas of greatest impact for improving team member engagement.

6 Engagement Surveys have been conducted since July 2020. The results below focus on the most recent survey from June 2021. From June to November we have been administering individual site and management surveys.

## PARTICIPATION

Participation rate was up from 24% (n=43) in the previous survey to 46% (n=76). Factors contributing to increase in participation were: an audit of contacts on Culture Amp to ensure survey was only sent to active team members; feedback provided to team members on results from previous surveys; additional communication from CWT manager encouraging participation; and an extended run-time of the survey. We do not need to aim for 100% participation, but getting responses from a majority of team members is considered an indicative sample. Culture Amp reports that 70% of their customers have response rates between 75% and 90%. Continuing to find measures which improve Gellibrand's response rate is a focus going forward as it will provide Gellibrand with more reliable results.

## ENGAGEMENT

Overall Engagement in June 2021 was slightly down on previous results. Favourable engagement remained above 75% but, at 76%, was at the lower bounds of expected results. It is likely that the uncertain, isolating conditions created by necessary lockdown rostering was impacting many team members in June 2021, despite the efforts of the management team to keep people informed and connected.

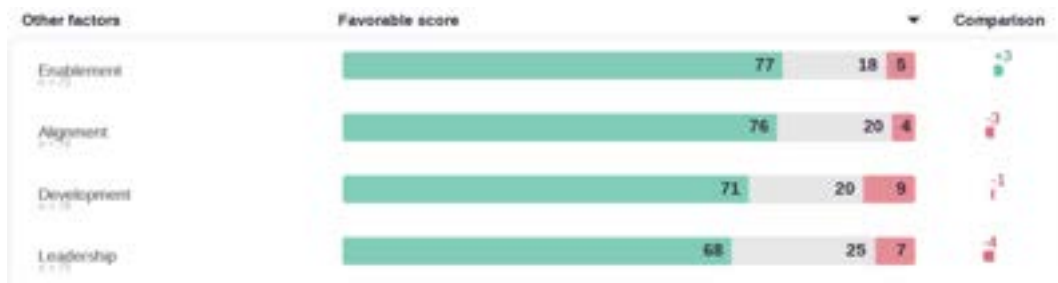
OVERALL ENGAGEMENT TREND JULY 2020—JUNE 2021





## ENGAGEMENT SUBFACTORS

Culture Amp breaks down overall engagement into 4 broad areas of engagement: Enablement, Alignment, Development and Leadership. In June 2021, the favorable Enablement Score rose to 77, up from 74 in May. Other Engagement Sub-Factors were slightly lower, with Leadership slipping the most, down from 72 in May to 68 in June.



## STRENGTHS AND OPPORTUNITIES

In addition to overall engagement, Culture Amp analyses movement in the sub-factors and answers to each specific question to identify current strengths and opportunities for positive action. In the graphic below, the first column shows the questions with the 3 highest positive scores; whilst the second column shows the 3 questions with the greatest improvement in positive scores since the previous survey.



Opportunities are the areas identified by Culture Amp with the most potential for positive change. These are not necessarily the questions which received the lowest scores, but action by managers focused on these three areas are predicted to have the most impact on overall Team Member Engagement. The 3 greatest opportunities for positive impact identified in June 2021 are listed below.

## BETHANY GOLDSMITH

Factor	Question	Score	Previous
Development	I believe there are good career opportunities for me at Gellibrand	64%	-6
Alignment	The support, feedback and acknowledgement I receive from my managers is based on our Values in Action	67%	-7
Alignment	Day-to-day decisions at Gellibrand demonstrate that quality and improvement are top priorities	70%	-4

## CULTURE & CHANGE: KEEPING THE ESSENCE OF GELLIBRAND ALIVE & WELL

*"Only three things happen naturally in organisations: friction, confusion, and underperformance. Everything else requires leadership."* Peter Drucker

At the heart of culture is the issue of an organisations 'core values'. Many organisations publish explicit value statements, often advertised on their websites or glossy brochures, to espouse their desired culture. But these statements of intent can be misleading. The true culture of an organisation lies in the stories which are told, the behaviours which are valued and rewarded, the 'unwritten rules' of an organisation.

Culture is highly significant for how organisations function; from strategic change, to everyday leadership and how managers and employees relate to and interact with customers. However, culture does not only control the way a group functions, but also provides its members with self-esteem and a basic sense of identity. Culture gives members of a group an understanding of who they are, how to behave and how to feel good about themselves. These critical functions, and the underlying meaning of culture make it easy to realise why cultural changes may provoke anxiety in people.

The unspoken assumption behind having a values statement is that the values are defined by management, and with the expectation that team members will adopt them. However, the reality is that employees do not come into organisations as blank slates. They come with inherited conceptions and world views, at the centre of which are embedded their own values which have become a part of their identity. Therefore, managing and retaining productive team members who embody the desired culture of an organisation takes active work. The explicit values must be seen to be valued in order to be adopted, internalised and lived. Having values on a poster and in glossy brochures is far from enough. Gellibrand knows this and is committed to ensuring we are not an organisation that merely has values on paper but which are not lived on the ground.



Gellibrand has seen much change over the years and the last year has seen this continue. There are many challenges that come with change, but for Gellibrand, none is greater, or more important than making sure the essence of Gellibrand, and what makes us, us, isn't lost in the change. Gellibrand has many things that make it unique and valued by its clients and their families.

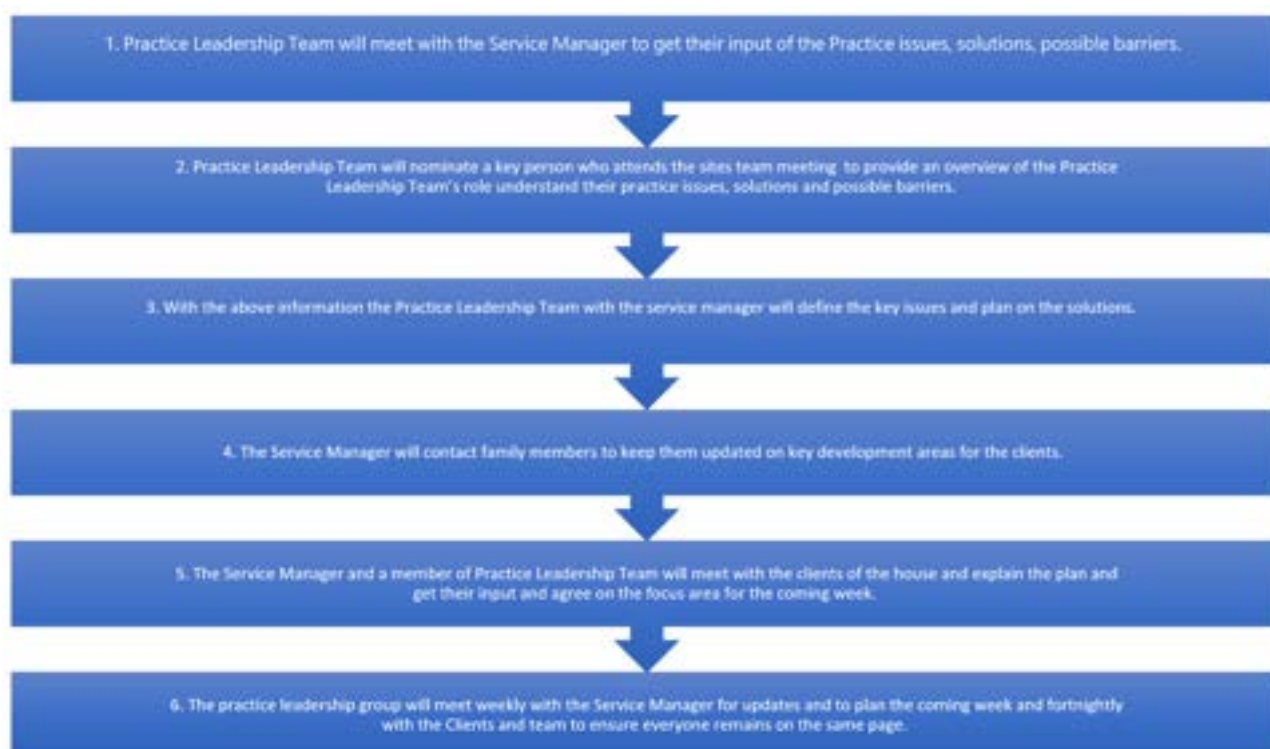
As our organisation continues to grow, we have had to become more structured in how we disseminate our desired culture and demonstrate how to put our values in action into practice in everything we do. To focus on maintaining a strong culture through our rapid growth, we have formed two new teams, Peer Support and Practice Leadership teams. The Practice Leadership Team's express purpose is to ensure we stay the path of our culture, in a tangible manner.

The practice leadership team is a group with a central objective is to ensure Gellibrand's philosophies and best practices are used across our sites. We work on one site at a time and a member from the practice leadership team attends each day to ensure the team is supported to live and learn the practice and culture are being fine-tuned. The membership of the team includes long term team members and managers who embody Gellibrand culture and practice.

To date the team has worked closely with one team and group of clients and the successes being seen here are certainly to be celebrated. COVID had seen the clients and team get a bit "stuck" and forget that first and foremost clients should be in the driver's seat of their lives; owning and taking responsibility for their lives and the things they achieve. It has been wonderful to see how the team and the clients have pivoted back to our key practice outcomes and to see how good the clients feel when they are achieving has been marvellous.



We are a work in progress but below is an outline of how we are currently functioning.



Change and culture take work, they take leadership. We hope that in some small way the practice leadership team will assist the good ship Gellibrand to keep sailing in the right direction; strengthening our culture and ensuring we stay focused on the essence of what makes us Gellibrand.

BIANCA MOVERLEY

BETHANY GOLDSMITH

MARGARET GIVEN



## ACKNOWLEDGEMENTS



Gellibrand would like to congratulate these team members on this remarkable milestone they have achieved. Gellibrand truly appreciate all their hard work, dedication and amazing supports they provide to the clients.

ADMIRE MUKUPE	5 YEARS
ADRIANA TSUZAKI	10 YEARS
ANGELA ISAAC	5 YEARS
BEN JORDAN	10 YEARS
BIANCA MOVERLEY	5 YEARS
BREIAN MALUPA	10 YEARS
DEAN LAMBRICK	5 YEARS
GREG FRANZKE	5 YEARS
JASON JOHNSON	5 YEARS
JODIE TAYLOR	15 YEARS
JOHANN NACIANCENO	5 YEARS
JOSIE MIFSUD	5 YEARS
MARK SUMMERS	5 YEARS
MILEY VERMA	5 YEARS



