

**25yrs**

service to the  
Yarra Ranges  
community

Community  
Health  
Service

inspiro

# INSPIRING HEALTHIER LIVES

Annual Report 2019-20

[inspiro.org.au](http://inspiro.org.au)

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## Acknowledgements



We acknowledge that our services are delivered on the traditional lands and waterways of the Wurundjeri people and offer our respect to their Elders past, present and emerging. We also acknowledge all other Aboriginal and Torres Strait Islander community members who have chosen to call this place their home.



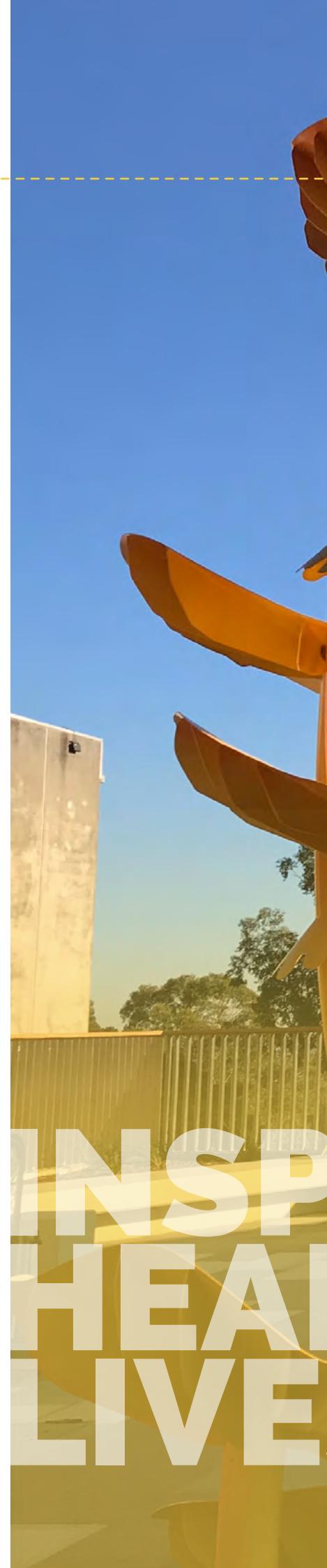
Inspiro's services are supported by funding from the Commonwealth and Victorian governments.

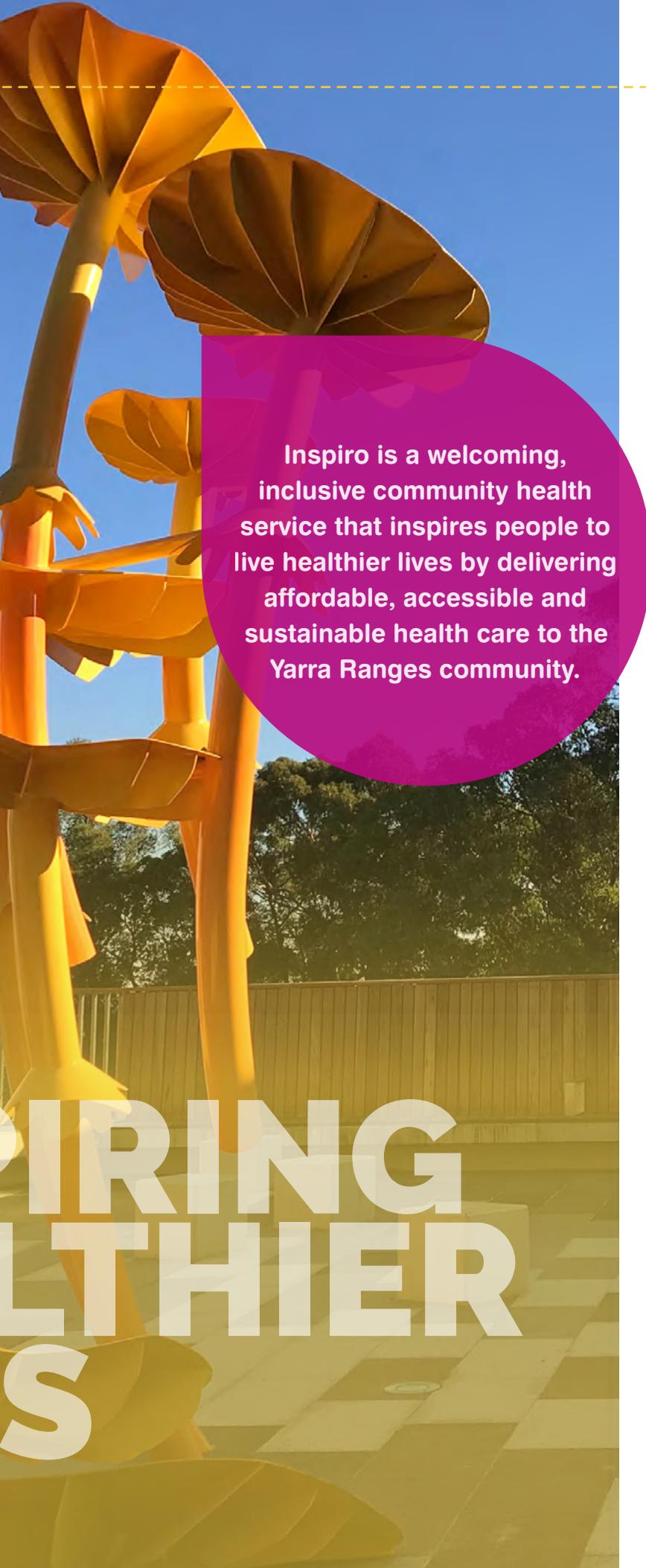


**1995:**  
Ranges Community Health Service Inc was born out of the amalgamation of Mooroolbark and Sherbrooke Community Health Centres

**1997:**  
The Belgrave site was purchased

**2000:**  
The purpose-built centre in Clarke St, Lilydale was officially opened. The centre included a new four-chair Community Dental Service and a two-chair School Dental Service





**Inspiro is a welcoming, inclusive community health service that inspires people to live healthier lives by delivering affordable, accessible and sustainable health care to the Yarra Ranges community.**

## • About Inspiro

We offer a wide range of healthcare services to meet the growing needs of people in the Yarra Ranges. Our services include:

- ▶ **Children's services** including speech therapy to help pre-school kids improve their speech, and occupational therapy to help improve participation in movement activities, self-care skills, attention and play.
- ▶ **Counselling** to help with personal problems such as relationships, family violence, drug and alcohol addiction, grief, anxiety and depression. We also offer specialist Youth and Family counselling for young people between 12 to 25 years old.
- ▶ **Dental care** for healthy teeth and gums.
- ▶ **Diabetes education advice** to help you manage your diabetes.
- ▶ **Dietetics** to advise on nutrition and which foods to eat to manage health conditions and weight.
- ▶ **Exercise physiology** for safe, tailored exercises to help prevent and manage chronic disease and improve quality of life.
- ▶ **Occupational therapy** to support adults to do everyday activities safely and independently.
- ▶ **Physiotherapy** to restore movement, prevent falls and maximise function when people have any injury, illness or disability.
- ▶ **Podiatry** focuses on feet and lower leg health.
- ▶ **Speech therapy** to help adults who have trouble with talking, eating, drinking and swallowing due to illness or disability.
- ▶ **Inspiro is a registered provider with the National Disability Insurance Scheme** and can help with *Therapeutic Supports* including Occupational Therapy, Physiotherapy, Exercise Physiology, Podiatry, Counselling and Speech Therapy.

# Message from the Chair and CEO



**Looking back over the last twelve months, it can be said the organisation achieved much during very uncertain and ambiguous times.**

To bring our 2019-2022 Strategic Plan to life, we undertook a robust process to develop the 2020 Business Plan. This

involved numerous workshops across different levels of staff to logically determine the sequence of actions that would build on our strength and capability. The Business Plan was ambitious but we were all up for the challenge. We were keen to upgrade our facilities, improve our data collection and reporting, support our staff and grow our services to respond to community need.

## Culture

In the midst of an unplanned State of Emergency announcement, we conducted a staff survey and still achieved an exceptional participation rate of 90%. That tells us our staff are highly engaged but we still have work to do to make sure their positivity, strong sense of achievement and 'can do mentality' continues. The culture of our organisation is vital, having the resilience and agility as we work through the many demands placed on the health system and in particular, the community health sector.

## Achievements

All the planning in the world could not have foreseen the circumstances we find ourselves in. Irrespective of the challenges we faced with the COVID-19 pandemic, we didn't close our doors and continued to deliver more than just essential services. Whilst essential services continued to be delivered face to face, like other organisations, we had to be innovative and respond quickly with the option of appointments via phone or video conferencing. Working from home became the new normal and challenges for staff, such as working from home and home-schooling children, became a harsh reality. By the time the second wave hit, 80% of staff were working from home, either providing client services remotely or supporting the back end so that disruptions for clinicians were minimal. We initiated welfare checks for those clients whose care had been halted due to the imposed restrictions. It helped to connect with and support clients whose condition may have otherwise regressed.

While COVID was a significant disruption to everything we do, it would be meaningless to not see the opportunities and learnings it presented, such as telehealth, a new way of providing services that clients may not have adapted to easily in the past. We took advantage of the smaller numbers of people onsite and refurbished the Clarke St client waiting area and reception space. We believe this will provide a better experience for our clients but also enable us to deliver safe and quality services under the new COVID compliance guidelines.

COVID may have slowed us down but it definitely didn't stop us. We were successful in receiving two lots of funding from the Commonwealth Government through the Eastern Melbourne Primary Health Network. One funding source has enabled the delivery of the Stepped Care Mental Health program and the second is to establish an Integrated Youth Health Hub in Lilydale. Both programs are possible through the establishment of valued partnerships with consortiums that align with similar values to Inspiro.

While we focus on addressing the emerging challenges, we are also encouraged by the prospects of doing things better, and for more people than was possible twelve months ago.

Today more than ever, strong relationships with partners and stakeholders underpin our accomplishments. For that reason, we sincerely thank all our partners and stakeholders and funding bodies. We thank our Board of Directors, volunteers and broader community for their ongoing support. Finally, we could not have achieved any of our successes without the contribution, dedication and responsiveness of the Management Team and all Inspiro staff.

**2008:**  
Eastern Health opened the Yarra Ranges Health "Superclinic" adjacent to our Clarke St building, providing a major health precinct for the area

**2010:**  
Started the Early Intervention in Chronic Disease program, Healthy Living with Diabetes program, and Healthy Mothers Healthy Babies program in conjunction with Yarra Valley Community Health Service

**Stephen Potter,**  
Chair, Inspiro Board  
of Governance

**Sue Sestan,**  
CEO



**11,819\*** **30,007** **110**

Clients accessed  
our services  
during the year

Appointments  
were attended  
during the year

Staff including  
clinicians and  
corporate support  
staff

## Highlights for the 2019–2020 year included

### Integrated Youth Health Hub

*Inspiro was very excited to be the lead agency in a winning tender to deliver an integrated youth health hub for the Yarra Ranges.*

The aim of the hub is to provide an integrated service model with many local agencies working together for the benefit of young people in our region. Our partners in the winning consortium are Oonah Health and Community Services Aboriginal Corporation, Eastern Community Legal Centre, Anchor Inc. and Cire Services.

The Integrated Youth Health Hub will provide a range of activities and engagement, while supporting young people with their health, mental health, employment, housing, legal and other needs.

The service is funded to \$4.1 million by the Australian Government through the Eastern Melbourne PHN.

### Stepped Model of Care

*In May 2020, Inspiro joined a newly formed Steps Outer East partnership, delivering Mental Health services to those who may not usually have access to them.*

Steps Outer East is a partnership between Access Health and Community, Carrington healthAbility, Inspiro Community Health and Oonah Health and Community Services Aboriginal Corporation.

Mental Health Stepped Care is a model that focuses on connecting people with the right level of support. It focuses on the individual and uses a 'wrap-around' approach to make sure that all needs are met, including physical, social and mental health needs.

The service is free for people of all ages who are not able to afford or access similar services and who live, work or study in Maroondah, Knox and Yarra Ranges.

One of the main features of Mental Health Stepped Care is that it is flexible – as the need for support changes over time, the service provided can change as well. It can be thought of as 'stepping up' or 'stepping down' as needs change, yet remaining supported by us throughout the journey.

### CEO Sleepout



*Inspiro CEO, Sue Sestan, participated in the 2020 Vinnies CEO Sleepout raising \$10,000 to support people experiencing homelessness and those at risk of being homeless.*

This is an issue Sue feels very passionate about. She spent the night of June 18 sleeping out in the elements under a cardboard box. She shared her experience with our community through our Inspiro social media pages.

Inspiro often sees clients who are unable to access safe and secure housing. Sue is particularly passionate about helping the ever-increasing number of older women who are currently experiencing homelessness, an issue becoming even more prevalent through these COVID-19 times. There are a number of organisations doing amazing work to help in our community, but the issue persists.

### Clarke St Refurbishment

Having been in the planning pipeline for some time, the refurbishment of the Clarke St site became a reality this year. With less clients coming in for face to face appointments because of COVID-19, we took advantage of the opportunity to do the full refurbishment in one hit. The makeover of the Clarke St site is now complete and has delivered:

- More comfortable and open waiting areas with additional capacity
- More consulting rooms
- An inviting and welcoming reception space
- More efficient workspace for staff



\*We experienced a 5% drop in the number of clients seen during 2019/2020. We minimised the decrease by introducing telehealth options and offering face-to-face appointments to high risk clients and continuing to provide essential services.

## Message from the Chair and CEO



# Inspiro Strategic Plan 2019-2022

In early 2019 we commenced development of the 2019-2022 Strategic Plan. The initiative involved an extensive consultation process with external stakeholders, partners, funders, the community and internal stakeholders such as staff and Community Advisory Group.

A series of workshops attended by Directors, the Community Advisory Group, Inspiro Management Team and staff, were run to bring together the varied perspectives and agree on the future direction for the next three years

## Our Purpose

Inspiro exists to inspire healthier lives. We do this by enhancing health and wellbeing for all people in the Yarra Ranges community through responsive, affordable, accessible and high quality health care.

## Our Strategic Priorities for 2019-2022

## **Priority Area 1: Our Community**

- 1.1** To grow as a trusted and recognised health care provider.
  - 1.2** To be the leading health care provider of choice in the Yarra Ranges by effectively meeting the current and emerging needs of our community.
  - 1.3** To work collaboratively with partners and stakeholders to enhance the health and wellbeing of our community.
  - 1.4** To create facilities that:
    - are welcoming
    - are inclusive and
    - reinforce our capability and expertise as high quality providers of health care.

In this first year we focused on improving our data collection, monitoring and reporting to better understand the needs of our

community and how we are responding to those needs. Work commenced on strengthening the Inspiro brand to support the objective of growing as a trusted and recognised health care provider. We also refurbished the Lilydale site to improve client comfort and experience while also enabling our staff to operate proficiently.

## **Priority Area 2: Our People and Culture**

- 2.1** To attract and retain a highly skilled, capable and values driven workforce.
  - 2.2** To build the next generation of leaders at Inspiro.
  - 2.3** To create a positive culture of collaboration, transparency and accountability.

A review and improvement of our onboarding and induction processes has had a positive impact on recruitment success rates and retention of staff. We introduced an electronic learning management system to increase access to training and development opportunities. We also conducted a staff survey which showed an improvement in staff engagement across the organisation. This information will guide the development of an appropriate action plan to respond to staff expectations and ongoing engagement.

## **Priority Area 3: Our Sustainability and Growth**

- 3.1** To grow in a sustainable and purposeful manner that meets the health needs of our community.
  - 3.2** To enable more efficient service delivery.

Our community and stakeholder consultation identified a growing demand for mental health services. We also confirmed the need for an increase in health services for young people in the Yarra Ranges. Our strength in partnership approach resulted in Commonwealth funding for the Stepped Care Mental Health program as a consortium partner with lead agency Access Health and Community and Carrington healthAbility and Oonah Health and Community Services Aboriginal Corporation. Inspiro was also selected as lead agency to establish an Integrated Youth Health Hub in Lilydale.



# Board of Governance Report

**Inspiro's Directors are guided by legislation including the Corporations Act 2001 (Cth), Australian Charities and Not-for-Profit Commission Act 2012 (Cth) and the objectives and powers of the company represented by the constitution. Directors are volunteers elected by members of Inspiro or appointed by the Board.**

**During 2019-20 Inspiro's Board Members were:**

## Stephen Potter Chairperson

- Qualifications:** Bachelor of Business, Accountant (CPA).
- Experience:** Working with not for profit organisations in financial management roles since 1982 Extensive community involvement including sports administration.
- Special responsibilities:** Chair Finance and Audit Committee.



## Alana Killen

- Qualifications:** Master of Business Administration, Master of Adult Education, Graduate Australian Institute of Company Directors (G.A.I.C.D)
- Experience:** RMIT Sessional Lecturer and Executive Coach and has own consulting business. Extensive and diverse background in education, leadership and management having worked across a variety of sectors including health, education and government.
- Special responsibilities:** Chair Scholarship Committee.



## Diana Borgmeyer

- Qualifications:** AICD Financial Literacy Module.
- Experience:** CEO Ansvar Risk Management Services. Extensive experience in delivering governance and risk management consulting services for public and private sector organisations involved in complex human service delivery.
- Special responsibilities:** Chair Quality and Risk Governance Committee.



## Graham Warren

- Qualifications:** Graduate Australian Institute of Company Directors (G.A.I.C.D).
- Experience:** Manufacturing Manager – Horizon Global Corporation. Former Councillor (seven years) and Mayor (one year), Yarra Ranges Council. Actively involved in local sporting and community groups. Former Board member of Agribusiness Yarra Valley and the Lilydale Museum Trust.



## Linda Steane (Hancock)

- Qualifications:** Senior Constable for Victoria Police and Crime Prevention Officer for Yarra Ranges Shire Council police service area.
- Experience:** Actively involved in a number of community programs and community and traders groups in the Yarra Ranges Shire Council.
- Special responsibilities:** Deputy Chairperson.



## Helen Ruddell

**Appointed 11 November 2019**

- Qualifications:** Diploma of Leadership and Management.
- Experience:** Has been at Yarra Ranges Council since 2017 and appointed Manager Economic Development and Investment in October 2019. She has more than 15 years experience in local government and more than eight years of experience in retail banking. Extensive experience in building strong and engaged teams, collaborative partnerships and delivering positive community outcomes.



## Key responsibilities of our board:

- Monitor key areas for risk (e.g. financial and assets, clinical activities, quality standards and client satisfaction);
- Be the link with the community and ensure that the needs of the community are met; and
- Set the strategic direction, and ensure high quality services are provided with the resources we have.

## Katie Nitti (Yeaman) Appointed 11 November 2019

- Qualifications:** Bachelor Nursing (pre registration) and Grad Dip Renal Nursing.
- Experience:** Manager, Accreditation and Clinical Risk at Mercy Health Has a clinical background in Nursing specialising in Renal Nursing and has over 18 years in the health industry, holding various senior management roles in quality and safety across acute health.



## Lee Evans Resigned 8 December 2019

- Qualifications:** Qualified ASIC registered SMSF auditor, Member of the Institute of Chartered Accountants in Australia and New Zealand, Bachelor of Commerce and Bachelor of Arts.
- Experience:** Experience and knowledge of external audit, internal audit, corporate governance and risk management.

## Angela Dodson Resigned 17 October 2019

- Qualifications:** Bachelor of Arts and Master of Arts: Media and Communications.
- Experience:** Extensive media, marketing, communications and public relations experience in both private and public sectors.

# Diabetes research

## An insight into Diabetes Research by Dorothea Warr Scholarship recipient, Elizabeth Kennedy

The Dorothea Warr PhD Scholarship was established by Inspiro in partnership with La Trobe University to undertake further research in the Yarra Ranges to improve health outcomes.

Dorothea Warr was passionate about improving the health and well-being of local communities. Dorothea was a previous Inspiro Board Member and upon her death left a bequest to the organisation.



Elizabeth Kennedy, the current recipient of the Dorothea Warr Scholarship, is researching models of care for people with diabetes in the Yarra Ranges. Type 2 Diabetes requires regular engagement with health care providers to initiate and maintain good glycaemic control. The usual multi-visit model of care and an integrated model with multiple health-care providers (e.g. Inspiro's IDEAS clinic) are two possible options.

Elizabeth's PhD aims to identify the most appropriate model of diabetes care to support engagement for people with diabetes in the Yarra Ranges. Her methodology included interviews with health-care staff and focus groups, a feasibility study looking at the differing outcomes between an integrated or the usual model of care, and interviews with people with diabetes using the different models of care.

Elizabeth has presented preliminary results of her research at the American Diabetes Association e-Conference in Chicago this year. Results from Phase 1, the interviews with health care staff and service users found that the barriers and enablers to accessing care included lack of access, inability to take time off work for appointments and low socio-economic status. Health care staff perceived an integrated model of care would be the most appropriate option to address barriers to attendance. Findings from Phases 2 and 3 will inform modification or adoption of a model of diabetes care.

We look forward to hearing more about Elizabeth's research findings and the changes it could mean for people living with Type 2 diabetes.

All kinds of clever

Perspectives of barriers and enablers from stakeholders of the current model of care for diabetes management in an Australian regional area

E. Kennedy<sup>1</sup>, B.A. Gordon<sup>2</sup>, A.H. Ng<sup>3</sup>, G. Smith<sup>3</sup>, A. Forsyth<sup>1</sup>

<sup>1</sup>Department of Dietetics, Human Nutrition and Sport, La Trobe University, Victoria, Australia  
<sup>2</sup>La Trobe Rural Health School, La Trobe University, Victoria, Australia  
<sup>3</sup>Inspiro Community Health, Victoria, Australia

Snapshot of Elizabeth's presentation at the American Diabetes Association e-Conference

### Enablers to the Model of Care

- Individual enablers**
  - Increased motivation to continue attending as a result of improved diabetes related health outcome
- Relationship enablers**
  - Including a family member in management
- Community enablers**
  - Having a multidisciplinary team working together in the same location
- Societal enablers**
  - None found

"when they say, 'I get it now'" (Participant 7)  
"understanding what's going on in their relationship with their needs, minimise stress" (Participant 12)  
"it would be good to have an integrated, multidisciplinary care, tailored to clients needs" (Participant 10)  
"patients see improvements, feel more positive, and reach goals with the help of your recommendations" (Participant 4)  
"we need to take on a holistic approach to their diabetes management" (Participant 11)  
"would be great to offer services in the community, so we can visit, particularly for those clients who are not able to travel to [the clinic]" (Participant 13)





## Smiles for miles



Inspiro works in partnership with Dental Health Services

Victoria to run Smiles 4 Miles, an oral health promotion program for kindergarten-aged kids in the Yarra Ranges.

Our Integrated Health Promotion team, Dietitians and Dental Practitioners teach educators, families and kids in early learning services about the importance of oral health and nutrition in fun ways. The slogan is - Drink Well, Eat Well and Clean Well.



# Victorian Healthcare Experience Survey (VHES)



Each year Inspiro participates in the Victorian Healthcare Experience Survey (VHES), a statewide survey administered by the Department of Health and Human Services. This provides a great opportunity for us to receive feedback from our clients and also benchmark against other Community Health Services. The following are this year's results:

## What did we do well?

### At Lilydale

**96.3%    89.3%    17%**

of respondents found the care at Inspiro Lilydale to be very good or good

of respondents said that the health workers at Inspiro Lilydale to be always compassionate

increase since the last VHES in respondents receiving the information they needed before their appointment at Lilydale Inspiro

### At Belgrave

Respondents were  
**14.6%    26.9%**

more likely than the Victorian average to feel that they never had to repeat information that should have been recorded at Belgrave Inspiro

Respondents were  
more likely than the Victorian average to feel that Belgrave Inspiro health workers definitely helped with goal setting

## What could be improved?

Overall, the results are telling us that although we are providing great care, people would like some more information on their plans that include their health and wellbeing. We have commenced a process of reviewing what is in place and how this can be improved. Unfortunately due to Covid-19 restrictions this process has been delayed but we hope to have some improvements that we can put in place early next year.

**2016:**  
awarded Yarra Ranges Council contract to provide free Youth and Family Counselling services for young people aged 12-25 years dealing with depression, anxiety, bullying, harassment or managing difficult relationships

**2017:**  
Commenced a new exercise physiology service providing effective exercise programs and advice to help people manage their health conditions

**2018:**  
Belgrave Community Hub was officially opened in April

**2018:**  
became a registered NDIS provider



INSPIRING  
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# • Healthy communities



**Inspiro's Health Promotion team works in the community to prevent health issues. They work to create positive changes in schools, sporting clubs, workplaces and the general community. The team aims to make the healthiest choice the easiest choice for our community.**

## Social Support

**Inspiro's social support service connects socially isolated people to health services and group activities in a supported setting. We run around a dozen groups and programs supporting people of all ages, stages of life and challenges.**

### Interlink

**Interlink is a group of people with a range of disabilities that meet weekly and engage in differing activities . The program is overseen by Occupational Therapists but run and facilitated by Allied Health Assistants.**

In 2019, Emily, one of the staff that coordinates the Interlink Program, introduced a joint venture with the Belgrave Library to develop a mutual community social inclusion program. The library offered to provide orientation to their programs for the group while the Interlink participants could engage in a seed propagation program (all seeds donated by the library and their 'Seed savers' club). Once our seedlings were big enough, the group would plant them in the Belgrave community gardens (behind the Cameo). We would tend the garden each week and when ready, we would harvest, use some of the produce in our cooking program and all excess produce would be donated to the Belgrave Library's 'Food is Free' program, offering fresh produce to the community for free.

This program helped our group members enjoy the process of growing their own food, using fresh produce for cooking, and giving back to the community. It also helped to orientate them to the library, a service that some had previously felt isolated from accessing independently. They all now love going in and saying "hello" to our friends behind the counter, they feel welcomed and know how to ask for help, or just to visit. Many members of the community have enjoyed the sight of our beautiful bee-attracting sunflowers that brightened up the car park!

**Some of our current health promotion priorities are:**

- ▶ Encouraging positive wellbeing and physical activity in primary schools.
- ▶ Supporting young people to create change for gender equity and respect.
- ▶ Creating healthy food environments in schools and sport and recreation centres.
- ▶ Promoting cultural strengthening with our local Aboriginal community.
- ▶ Supporting parents to navigate the online world with their children.



*Seedlings growing in the Belgrave Community Garden as part of the Interlink Social Inclusion program.*



## Cyber Savvy Communities Webinars

After the success of the Cyber Savvy Communities forums in 2019, this project continued in 2020. Although we would have loved to see our community face to face, 2020 had other plans and we took Cyber Savvy Communities online, in the format of 3 live webinars.

Our partners from The Cyber Safety Project delivered three webinars on keeping kids safe online, on social media and when gaming. We had a great turn out with 177 people watching from the comfort of their own homes. Parents increased their knowledge in many ways, including learning about social media platforms and their settings, managing security settings and developing self-regulation in young gamers. 100% of parents reported they were more confident to have conversations with their children to support them with their online interactions.

## Morning Move for Mind

Inspiro partnered with Belgravia Leisure, Generation Run, Outer East Primary Care Partnership, Yarra Ranges Council and Yarra Valley Water on a new approach to increasing physical activity in primary school students. Morning Move for Mind uses active lessons to teach wellbeing strategies to reduce stress and anxiety.

2019 saw 271 grade 5 & 6 students participate in the program, which ran in four different primary schools. On average, students increased their physical activity by 60 minutes per week and 77% reported that they had increased their knowledge of wellbeing strategies. The program saw many students benefit, with reports of increased concentration in class, better regulation of emotions and increased desire to exercise.

After piloting the program at the start of the year, the project received a grant from the Outer East Primary Care Partnership to expand into more schools for the remainder of the year. Due to the success of the program, Inspiro will continue to run Morning Move for Mind in 2020.

**“I enjoyed getting an extra run and calming down”**  
– Satisfied student

**“It made me keep track of my exercise and made me proud of myself”**  
– Satisfied student



One student who participated in the program in 2019 ended up joining generation run as she found a love for running.

Her parents said she had struggled prior to Morning Move For Mind but since increasing her physical activity and learning strategies through the program over the 8 weeks, she developed a love for running. She started her own training journal, was more motivated and more settled in her behaviour.

Her parents attributed her significant improvements to the program and were thankful that she was able to have the opportunity to participate.

**“The kids are loving it and coming to class really settled. It gives them a chance to get some energy out”**  
– Happy Teacher



**“To Toby, Dani and Sarah, thank you sooo much for making us feel great each day. Every day that we do Morning Movement for Mind, I feel AMAZING! Once again, thank you!”**  
– Satisfied student



# Our COVID-19 response

The COVID-19 pandemic and Inspiro's response, has naturally dominated in 2020. COVID-19 acted swiftly and has had a long and deep impact for our community and our organisation as a whole. Inspiro's response to COVID-19 has evolved as we've learnt more and adapted to our "new normal".

Inspiro centred our response chiefly on the safety and wellbeing of our employees and our community. As the nature of COVID-19 is such that the information is ever changing and evolving, we have taken a collaborative approach and engaged with our multidisciplinary team to ensure our response plan is appropriately tailored to our environment.

COVID-19 has presented many challenges but we have also taken opportunities as they have manifested. This includes expediting our telehealth service platform, mobilising our workforce to work remotely, optimising our learning & development platform and improving internal communication.

Communication has been our number one priority and enabled us to work safely and collaborative. We got creative and looked for new ways to stay connected. This involved establishing Inspiro's own Youtube channel, used to share messages, have a laugh or learn new skills. We also established weekly updates from our CEO which gave us certainty during uncertain times. Our staff newsletter acts as our corridor conversations and helped us to stay connected.

It became obvious to Inspiro that COVID-19 brought with it physical safety risks, but it has also increased mental health risk and this has been another important focus in our pandemic response. The Health & Wellbeing Committee have played a vital role in supporting our employees through different initiatives, designing a holistic program that has been implemented during the stage 4 lockdown period.

The program ran for the six weeks of lockdown and had a specific focus each week. Week 1 was Yoga and Meditation, Week 2 was Sit Less Move More. This promoted evidence-based education as curated by our Health Promotion team. Week 3 was Stress Down week, focussing on self-care tips, education and activities that could be done at home and during work hours. Week 4 looked at Food and our Mood, expertly advised by our very own dietitian. Week 5 was all about Being Kind and we took the opportunity to publicly share via an online platform the things we appreciate about our colleagues. Last but certainly not least was week 6 - Personal Training, this program was tailor-made by our very own exercise physiologist.

Inspiro has developed a COVID-19 response plan that aligns to the six guiding principles as prescribed by the Victorian Government, we have effectively managed our workforce planning to ensure services can continue safely, while ensuring that the health and wellbeing of our employees and community are not compromised. This will continue to remain our focus until we are through this historical event.

# Community, partnerships and directions

**Inspiro is committed to working with our community to co-create service delivery approaches that improve the health outcomes of our community. Through community engagement we hope to better understand the communities' needs and aspirations.**

In addition to community engagement, Inspiro recognises a partnership approach strengthens the capacity of projects and services to broaden their reach, engage more stakeholders and achieve shared objectives. We also know partnerships can achieve greater outcomes than individuals or an organisation acting alone, increasing benefits because they share expertise, skills and resources. On the basis of these principles, we renewed our longstanding Memorandum of Understanding with the Healesville Indigenous Community Service Association (HICSA), now known as Oonah Health and Community Services Aboriginal Corporation.

Our extensive list of partners includes acute settings, alcohol and drug services, Yarra Ranges Council, disability services and education institutions. We also looked to form a strong alliance within the community health sector across the Eastern Melbourne Region.

Inspiro partnered with Carrington healthAbility and Oonah to successfully tender for the Steps Outer East Mental Health program which responds to one of the main identified needs of the Yarra Ranges community. The model focuses on linking the client with the right level of support that the client needs and uses a 'wrap-around' approach to make sure their physical, social and mental health needs are met.

The opportunity to collaborate presented again through a partnership between Inspiro as lead agency, Anchor Inc., Cire Services, Eastern Community Legal Centre and Oonah Health & Community Services Aboriginal Corporation, to establish an Integrated Youth Health Hub in Lilydale. We aim to work

together to create an innovative integrated health hub that provides young people and their families/carers with a single entry point to access a range of no cost or low cost primary health care, community and social services. We expect the developments we make with the Youth Hub will increase the number of partnerships that will be forged in the coming year, all with the common purpose to support our local community.

## Community Advisory Group

*Contributor: Hamish Russell,  
Community Advisory Group Chair*

**The Community Advisory Group (CAG) brings a community perspective to discussion and decision making at the operational level within Inspiro.**

The group currently has five community members and meetings are attended by senior Inspiro staff. Despite the COVID restrictions, the CAG has continued to meet regularly via Zoom and individual members have continued working with staff on various projects where their expertise has been sought.

The primary emphasis has been directed to the development and refinement of the Community Engagement Strategy to ensure that a community/client perspective is taken into account in all aspects of the work of Inspiro and especially in those areas defined as Strategic Priorities. Particular projects have included assistance with the Victorian Healthcare Experience Survey; input to the design and evaluation of reception areas; and advice on publications and signage to ensure that they are as user friendly as possible.

The work of the CAG has been very much an equal partnership with the Inspiro staff who we interact with and it has been a pleasure to see how well this is working.

**CAG Community Members:** Hamish Russell (Chair), Deanne McKenzie, Joan Rose, Karen Pomeranz, Shannyn Gereg.





**Inspiro is proud to have partnered and collaborated with the following organisations in 2019-2020:**

- ▶ Access Health and Community
- ▶ Anchor Inc
- ▶ Belgrave Leisure
- ▶ Box Hill Institute
- ▶ Carrington healthAbility
- ▶ Cire Services Incorporated
- ▶ CIS Yarra Ranges
- ▶ Child & Youth Mental Health Service (CYMHS) (Eastern Health)
- ▶ Dandenong Ranges Emergency Relief Service Inc. (DRERS)
- ▶ Dorothea Warr
- ▶ EACH
- ▶ Eastern Community Legal Centre (ECLC)
- ▶ Eastern Health
- ▶ Eastern Melbourne Primary Health Network (EMPHN)
- ▶ EDVOS
- ▶ headspace
- ▶ La Trobe University
- ▶ Matchworks
- ▶ Melba Support Services
- ▶ Mentis Assist
- ▶ Mountain Men
- ▶ Oonah Health and Community Services Aboriginal Corporation
- ▶ Partners in Training
- ▶ Ray White Real Estate – Lilydale and Mt Evelyn
- ▶ Turning Point (Eastern Health)
- ▶ Wise Employment
- ▶ Yarra Ranges Council
- ▶ YETTI – Youth Engagement and Treatment Team Initiative (Eastern Health)

**Inspiro would like to acknowledge our funders:**

- ▶ State Department of Health and Human Services
- ▶ Commonwealth Department of Health
- ▶ Dental Health Services Victoria (DHSV)
- ▶ Turning Point Eastern Treatment Services (Eastern Health)
- ▶ Yarra Ranges Council
- ▶ Eastern Melbourne Primary Health Network

# Our staff: committed to diversity & equity



**Inspiro's internal Diversity and Equity Working Group is committed to improving the health and wellbeing of our diverse and marginalised population groups.**

This commitment to improving Inspiro's culture is demonstrated through the implementation of the organisational Diversity and Equity Action Plan 2020.

## Future activities the working group are committed to include:

- ▶ the delivery on Gender Equity Bystander Action training to staff
- ▶ improving our internal processes around LGBTQIA+ inclusion
- ▶ advocating for increased diversity and inclusion training commitment for Inspiro staff, and
- ▶ conducting an audit of external communication materials to determine current health literacy levels and use of inclusive language.



## 2019-20 actions that have come from our commitment to diversity and equity:

- ▶ Advocating for a specialist domestic violence role at Inspiro.
- ▶ Development of a calendar of events to increase staff awareness and participation in important cultural and awareness events
- ▶ Increasing staff awareness of NAIDOC week and advocating for increased opportunities for staff participation.
- ▶ Social media celebration event for International Women's Day.
- ▶ Organising Aboriginal cultural awareness training for staff, delivered by Oonah training.
- ▶ Advocated for Inspiro to make \$500 donation to Minus18 and for staff to celebrate Wear It Purple day.



## Inspiro Staff Survey 2020

**Inspiro facilitated an online Staff Survey in March 2020 and achieved a response rate from our employees of 90%. The survey focused on seven key areas - engaging our people, identity and direction, values, risks at work, our leadership landscape, organisational change and client engagement.**

The survey tool provided Inspiro with the ability to benchmark its results against relevant peers across the sector. This provided valuable insights that highlight our best attributes and areas that require adjustment or further growth.

The survey results indicated that Inspiro has a workplace culture of 'Ambition'. This means Inspiro is ambitious and we are looking for a better way of doing things for our community. Generally

speaking, our employees have an "anything is possible" mentality and this results in innovation.

One of the most pleasing responses obtained through the survey was that 60% of our employees believe Inspiro is "truly a great place to work". Overwhelmingly, our employees believe that Inspiro is committed to delivering high quality services that meet the needs of our clients, we have a friendly atmosphere and that it's our people and their skills that are our best attributes. As an organisation, we are committed to ensuring that the information gathered from the survey will continue to enhance our culture and inform our engagement strategy.

**Survey results revealed a positive workplace culture where "anything is possible" and innovation is encouraged**

**60%**

**of employees believe that Inspiro is "truly a great place to work"**

# Quality, safety and client feedback



## Feedback overview

### Compliments

The compliments received mostly related to our clinical services and the treatment clients received (47). Four compliments focused or mentioned communication/customer service.

71% (36) of compliments were about the dental service, 25% (13) were about primary care services, 4% (2) were about communication/customer service.

### Complaints

In 2019-20 Inspiro received 11 complaints. Seven of these were regarding the dental service, two regarding communication/customer service, one primary care services and one general in nature. Areas of complaint focused on treatment/clinical service, waiting list/access to services, customer service/communication and building/facilities/locations.

All complaints are followed up and resolved directly with the client or their representative. Inspiro aims to resolve the complaint within two weeks of receiving it. 18% (3) were resolved within 7 days, 55% (7) were resolved within 30 days and 9% (2) needed more than 30 days to resolve.

An investigation was conducted into every complaint with feedback provided to the client and staff concerned, and where relevant to the wider organisation as part of improving how we provide services.

### Suggestions

In 2019-20 Inspiro received four suggestions via the client feedback process, two were in relation to communication/customer service and two were general in nature. Areas of suggestion focused on communication/customer service and building/facilities/location. Where possible, suggestions were followed up with the client and implemented if relevant and appropriate.

Feedback received in 2019-20

66

pieces of feedback received in 2019-20 including, 51 compliments, 11 complaints and 4 suggestions.



● Compliments (77%)  
● Complaints (17%)  
● Suggestions (6%)

**“Inspiro = Inspirational professional service with a smile. Life changing thank you to everyone at Inspiro”**

- Inspiro client

**“I have been attending Exercise Physiology sessions with Mitchell on a weekly basis since March 2019. His exercises and support have been very beneficial and I have certainly improved in the last 6 months under his guidance.”**

- Inspiro client

**"I've seen Louisa a few times in regard to some very difficult times in my life. She is amazing. She's taught me some fantastic strategies and helped me understand myself better. Thank you so much. I also wanted to do a shout out to Michelle at Reception, she's brilliant with the clients that come through the door, not to mention very helpful and warm when calling through. Always had a positive experience when dealing with her."**

*- Inspiro client*

**"Dr Vishal and Amy were FANTASTIC! So kind, gave great information, great senses of humour, wonderful dentists! Receptionists were kind, patient, caring JUST AMAZING well done! We are very grateful that the dentists were so kind and caring!! Well done!! Thank you!! Kristy (receptionist) was wonderful too, very kind, helpful and patient. So grateful to you all. My kids enjoy the dentist now!"**

*- Inspiro client*

## Your Feedback matters

Inspiro is committed to making a positive impact in the Yarra Ranges and aims to provide a high standard of service and positive experience for our community. We encourage client feedback to help us identify areas for improvement and also celebrate what we do well.

### How to provide feedback



Via our Facebook page



Fill out one of our feedback forms



Send an email to [hello@inspiro.org.au](mailto:hello@inspiro.org.au)



Visit the feedback section of our website [inspiro.org.au](http://inspiro.org.au)



### Infection control

Inspiro conducts a full suite of audits across the organisation to assure ourselves and our clients that we provide safe and quality care. Inspiro services achieved its infection control audit target and other key compliance requirements such as "five moments of hand hygiene".

Staff are supported in their compliance through monitoring, ranking and development and regular feedback.

### How we manage compliments and complaints

All feedback is collected and logged, and complaints are followed up and resolved directly with the client or their representatives. An investigation is conducted into every complaint with feedback provided to the client and staff concerned, and where relevant to the wider organisation. We also acknowledge staff who have received compliments.

# Financial report

## Statement of Comprehensive Income

For the Year Ended 30 June 2020

	Note	2020	2019
		\$	\$
Revenue	2	9,283,218	9,171,824
Employee benefits expense		(7,068,369)	(6,607,918)
Depreciation expense		(145,053)	(106,415)
Professional fees		(398,172)	(424,649)
Office expenses		(150,709)	(182,768)
Occupancy expenses		(337,296)	(366,996)
Motor vehicle expenses		(28,856)	(37,444)
Program/health education expenses		(558,477)	(1,524,260)
Marketing and promotion expenses		(51,657)	(62,339)
Other expenses		(101,347)	(117,494)
Finance costs		(1,024)	-
		<b>(8,840,960)</b>	(9,430,283)
<b>Surplus/(deficit) for the year</b>		<b>442,258</b>	(258,459)

### Other comprehensive income

Items that will not be reclassified subsequently to profit or loss:

Net gain on revaluation of land and buildings	10	-	20,000
<b>Total comprehensive surplus/(deficit) for the year</b>		<b>442,258</b>	(238,459)

## Statement of Changes in Equity

For the Year Ended 30 June 2020

	Accumulated Surplus	Asset Revaluation Reserve	Total
	\$	\$	\$
<b>Balance at 1 July 2019</b>	<b>5,795,287</b>	<b>647,628</b>	<b>6,442,915</b>
Surplus for the year	442,258	-	442,258
<b>Balance at 30 June 2020</b>	<b>6,237,545</b>	<b>647,628</b>	<b>6,885,173</b>
 <b>Balance at 1 July 2018</b>	 6,053,746	 627,628	 6,681,374
Deficit for the year	(258,459)	-	(258,459)
Revaluation increment (decrement)	-	20,000	20,000
<b>Balance at 30 June 2019</b>	<b>5,795,287</b>	<b>647,628</b>	<b>6,442,915</b>

## Statement of Financial Position

As at 30 June 2020

		2020	2019
	Note	\$	\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	2,233,312	711,065
Trade and other receivables	5	696,720	377,254
Other financial assets	6	4,185,215	5,747,873
Other assets	7	193,921	83,165
<b>TOTAL CURRENT ASSETS</b>		<b>7,309,168</b>	6,919,357
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	9	1,493,552	1,439,073
Right-of-use assets	8	54,662	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>1,548,214</b>	1,439,073
<b>TOTAL ASSETS</b>		<b>8,857,382</b>	8,358,430
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	499,176	665,854
Employee benefits	12	1,090,621	998,087
Lease liabilities	8	26,822	-
Other liabilities	13	115,726	79,657
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,732,345</b>	1,743,598
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	12	206,632	171,917
Lease liabilities	8	33,232	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>239,864</b>	171,917
<b>TOTAL LIABILITIES</b>		<b>1,972,209</b>	1,915,515
<b>NET ASSETS</b>		<b>6,885,173</b>	6,442,915
<b>EQUITY</b>			
Accumulated surplus		6,237,545	5,795,287
Reserves	14	647,628	647,628
<b>TOTAL EQUITY</b>		<b>6,885,173</b>	6,442,915

# Independent Auditor's Report

## Opinion

We have audited the financial report of Ranges Community Health t/a Inspiro (the Company), which comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- i) Giving a true and fair view of the company's financial position as at 30 June 2020, and of its performance for the year then ended on that date; and
- ii) Complying with Australian Accounting Standards (including Australian Accounting Interpretations) and the

*Australian Charities and Not-for-profits Commission Regulation 2013.*

## Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Information other than the Financial Report and Auditor's Report Thereon

The directors are the Responsible Persons of the Company. The directors are responsible for the other information. The other information obtained at the date if this auditor's report is included in an annual report, (but does not include the financial report and our auditor's report thereon).

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude

that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial reporter, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- ▶ Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Accru Melbourne*

ACCRU MELBOURNE (AUDIT) PTY LTD

*Cameron J Flynn*

C J FLYNN  
Director

8 October 2020

# Responsible Entities' Declaration

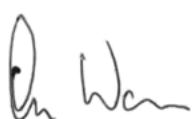
The directors of the entity are the responsible persons and the responsible persons declare that:

1. The financial statements and notes, as set out on pages 22 to 23, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:
  - (a) comply with Australian Accounting Standards (including Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Regulation 2013*; and
  - (b) give a true and fair view of the financial position as at 30 June 2020 and of the performance for the year ended on that date of the entity.
2. In the responsible persons' opinion, there are reasonable grounds to believe that the entity will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.



STEPHEN POTTER  
Director



GRAHAM WARREN  
Director

8 October 2020



**2020:**  
*Through successful tender processes, Inspiro commenced delivery of the Outer East Stepped Care Program and the Integrated Youth Health Hub*

**2020:**  
*Inspiro celebrates 25 years of providing health services to the Yarra Ranges community (celebration to come...)*

# What you're saying about Inspiro

## **Podiatry**

"I would like to acknowledge the great care that Cameron displayed in treating my foot problem. When the treatment was completed, I felt I was walking on air. Thank you for this wonderful service."

## **Reception**

"Staff were polite, helpful and friendly. Checked on me without prompting."

## **Dental**

"Every time I have visited in the last five years have always had great dentists fix my teeth and the dental nurses have also been excellent. Today and last month I saw Jon, he does excellent work. You never have to worry when coming to see your dentists they always explain everything. You are always welcome by both dentists and dental nurses who both make you feel relaxed before work starts."

## **General**

"We have been clients since 2003 and have used services such as podiatry, dental, physiotherapy, diabetes educator and dietetics - we have found the services to be excellent with friendly and concerned staff members. We would also like to mention the reception staff - delightful ladies, so helpful and willing to assist us in making appointments. The services of Inspiro were well recommended to us by a friend who has used and been impressed with them. We are very grateful that we are able to access the services of Inspiro - thank you."

## **Dental**

"Thanks @InspiroCHS #dentist & #nurse for your gentle & friendly approach today."



## Locations

### Lilydale

17 Clarke Street  
Lilydale Vic 3140

### Belgrave

1616-1624 Burwood Hwy  
Belgrave Vic 3160

## Contact us

**Call:** (03) 9738 8801

**Fax:** (03) 9739 4689

**Email:** [hello@inspiro.org.au](mailto:hello@inspiro.org.au)

**Write:** 17 Clarke Street, Lilydale Vic 3140

**Twitter:** [@inspiroCHS](#)

**Facebook:** [/InspiroCHS](#)

**[inspiro.org.au](http://inspiro.org.au)**

*Ranges Community Health t/a Inspiro*  
ABN 14188 575 324