



Annual Report

2020-21





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Vision & Values

Vision

A Tasmania where carers have access to excellent services when they need them.

Purpose

We provide or connect carers with first choice services that build and sustain their capacity to care for family or friends within a broader system of support.

Values

Carers First – we listen to what carers need and deliver results that matter most to them

Care in all we do – we care for our work, each other, carers, and the wider world we share

Integrity always – we are transparent, act ethically, own when things don't go to plan, treat each other with respect, and do what we say we will do

Quality every time – we don't accept 'good enough'

Speed that matters – we are agile and don't put off what can be done today

Chair's Report



It is now the second year of Care to Serve Ltd (C2S) as the sole Carer Gateway provider in Tasmania and the implementation during unprecedented times has surged ahead with vision, innovation and commitment to the known 80,100 carers in our community. It is well documented that there are many carers hidden in our community who don't identify as carers, many don't feel they are entitled to support or there is no-one else to step in. It can be lonely, isolating, financially and emotionally challenging, but also rewarding and heartfelt. It is important carers know they are not alone and C2S this year has strived to raise awareness of the supports and advice it has to offer to ease the burden and the challenges faced during the COVID pandemic and everyday life.

The Board of C2S provides strategic oversight for the organisation which includes a commitment to its four-year strategic plan and strategic themes, most specifically for C2S, service excellence, marketing and communications, governance and leadership and organisational capacity and capability development. Against these themes, there has been significant focus in articulating

our vision and values into a carer service charter, a media awareness campaign and research into understanding carers motivations to build a service system that is flexible, practical and responsive.

As Chair, I am immensely proud of what the C2S Board, our CEO, David Brennan, and staff has achieved over the last 12 months and how we have done the work. We have continued to put carers first, respond with compassion and train and develop our staff to be the best at everything they do. We have driven development of innovative and contemporary systems and built a culture of respect, integrity and empathy. A static organisation without an appetite for innovation and growth will not be here tomorrow. For carers, be assured that we will never stop thinking about tomorrow and we will deliver for you and overcome the challenges and harness the opportunities in the years ahead.

I would like to acknowledge and thank the Board of Directors, past and present, for their ongoing support, integrity and wise counsel in the implementation and delivery of the Carer Gateway and organisational governance. Also, I wish to commend our CEO, David Brennan, for his executive oversight, business insight and innovation and empathetic and committed leadership across the organisation. Together we have achieved great things and we will do more in the years to come as we grow, learn and adapt, but always keeping an eye on the future... we are here for the long haul.

My final word is to the many carers in Tasmania, heard and unheard. Thank you for all you do, never feel you are alone and you deserve all the support that is waiting for you. A helping hand means a lot more than a million words, so remember to always take care of you.

Rebecca Moles, Chair

Our Board



Rebecca Moles
Chair

Human Resource and
Governance Committee
member



Brett Walker
Deputy Chair

Human resource and
Governance Committee
CHAIR



Renee Anderson
SECRETARY

Human Resource and
Governance Committee
member



Roslyn Atkinson
DIRECTOR



Kate Beer
DIRECTOR



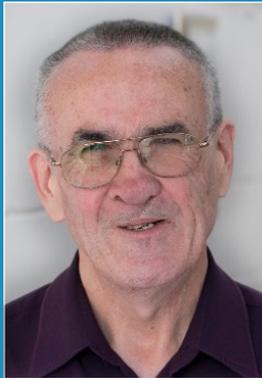
Belinda Bresnehan
DIRECTOR

Finance Risk and Audit
Committee member



Sue Ham
DIRECTOR

Finance Risk and Audit
Committee member



David Morrell
DIRECTOR



William McShane
DIRECTOR

Finance Risk and Audit
Committee CHAIR

Board Attendance

	Eligible meetings	Attendance
Director Anderson	8	8
Director Atkinson	4	4
Director Beer	1	-
Director Bresnehan	8	7
Director Ham	8	7
Director Moles (Chair)	8	8
Director McShane	8	8
Director Morrell	8	6
Director Walker	8	7

Finance, Risk and Audit Committee

The Finance, Risk and Audit Committee (FRAC) is primarily responsible for oversight of Care2Serve's finances, ensuring that funding is well managed, audits are appropriately conducted and grant reporting occurs within required timeframes. The Committee leads oversight of organisational risk assessment and frameworks, business continuity and other internal controls.

	Eligible meetings	Attendance
Director Bresnehan	7	5
Director Ham	7	7
Director McShane (Chair)	7	7

Human Resources and Governance Committee

The Human Resources and Governance Committee is responsible for overseeing the organisational governance framework, including policies approved by the Board, business continuity planning, and Director recruitment and onboarding. The Committee also conducts the annual review of the Chief Executive Officer and other strategic workforce and organisational culture management.

	Eligible meetings	Attendance
Director Anderson	5	5
Director Moles	5	5
Director Walker (Chair)	5	5

CEO Report



This past year has been the most difficult in living memory. Carers have often spoken of their fear of catching COVID and something happening to those for whom they care. They have told us that they stayed bunkered down, rarely going out for much of last financial year to minimise the risk of COVID. Of course, this has placed undue burden on the shoulders of carers and they have not always had access to the supports they could. As the deployment of vaccines started to gather steam in the last quarter, this was a source of optimism for carers – and for the wider community.

The first full year of Carer Gateway services have been very successful. There continues to be growing awareness of the new supports amongst carers across the state with increasing demand being recorded. As you will note on page 13, over 1,800 carers have been assisted during the year with counselling, connection with other carers, one-off supports, planned respite and support out of hours with emergency respite. We have also coordinated over 43,000 bednights of residential respite. As vaccination rates increase over the course of the next financial year and carers are more confident, we expect to see service demand increase. We were also pleased to offer retreats for carers that combined social and carer connection with the chance to have a break.

In support of raising awareness, we launched a major campaign to help Tasmanians identify as carers. The Carer's Hat Campaign was heavily featured on television, radio and social media and complemented with billboards, bus backs and direct mail pamphlets. The reaction was excellent with many new carers identified and registered into Carer Gateway.

Our partnerships have been

a strong feature of successful deployment of Carer Gateway into Tasmania. With Migrant Resource Centre Northern Tasmania and Migrant Resource Centre Tasmania, we have established effective outreach into the many culturally and linguistically diverse communities across the state. Through our partnership with Primary Health Tasmania we have commenced an annual mapping of services for carers and together with TasCOSS, we have a carer tile on www.findhelptas.com.au for the first time. We launched many kiosks across the state with many being neighbourhood houses. Our sub-contracting arrangements with a broad range of service providers means we have been able provide planned and emergency respite 24/7 across the state. We also have a strong relationship with the 59 Residential Aged Care Facilities in the state to coordinate residential respite for carers.

Our valued relationship with the Tasmanian Government to deliver HACC supports has once again delivered results. During the year, we provided over 1,200 hours of specialised psychoeducational support to carers in the North-west, North and South of the state. For the first time, we also trialled a program to connect carers to the

digital world through a tablet and training program. The program has changed the lives of carers that previously were isolated from the connection and services available online.

Through the year, we also delivered a one-off Community Connector program to ageing carers of someone with disability. The program aimed to support carers to have the person they care for enter the NDIS where possible, support them to manage plans more effectively and generally link them with supports. The project enabled us to spend time with carers who were often frail aged (our oldest carer turned 95 whilst we were supporting her) and was very beneficial. Sadly, the funding did not continue into this financial year.

Our Board and staff look forward to Carers Week each year, as we love the chance to celebrate and show appreciation to the incredible work carers do for Tasmania. In the context of COVID, Carers Week was a little muted. However, we still managed to stage Who Cares?, a play written and starring Helen Swain, in four cities, host cinema screenings and support morning teas across the state.

Care to Serve Limited is blessed to have a skilled and experienced Board of Directors. I am grateful

for their unwavering commitment to putting carers first in all considerations, led by Board Chair, Rebecca Moles, and Committee Chairs, Brett Walker and Will McShane.

I could not fulfill my role without skilled, dedicated and passionate management and staff. I am grateful to our executive management team, Rachael Williamson and Mary Coulson, working tirelessly to implement Carer Gateway in its first full year of operation, supported with excellent financial management.

The real stars of our organisational staffing are our teams that either provide support directly to carers, our community heroes, or who work in the background ensuring administration, coordinating and marketing are effective in supporting carer support and respite booking officers. Thank you for your incredible work over the past year.

David Brennan
Chief Executive Officer

“

...over 1,800 carers have been assisted during the year with counselling, connection with other carers, one-off supports, planned respite and support out of hours with emergency respite.

”

Carers: The Numbers

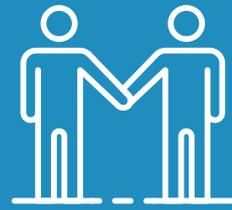


6,669

Total number of carers

8,382

Total number of people being cared for



1.26

Average number of people being cared for



74.76%
Female



25.24%
Male

Median carer age

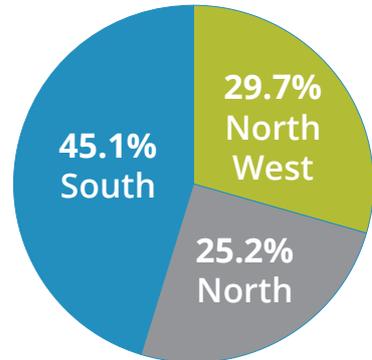
57.64
years



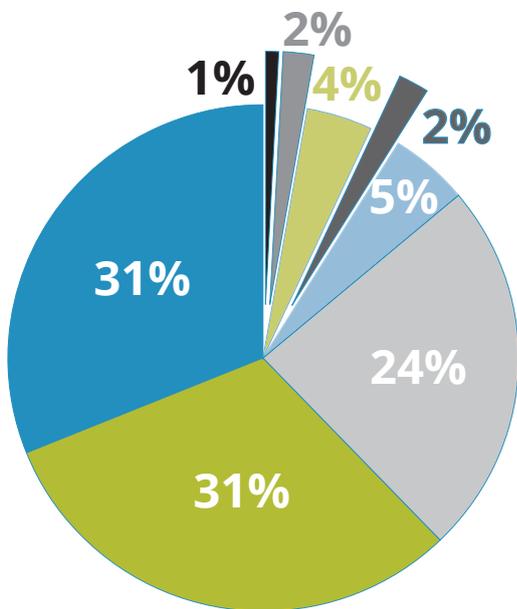
5.5%
of carers are young -
aged 5-25 years

Caring Relationship

Region of Residence

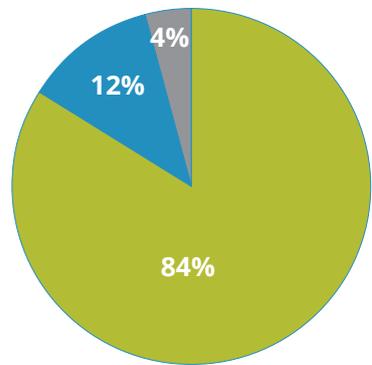


Caring Relationship



- Parent
- Partner
- Child
- Grandchild
- Grandparent
- Friend
- Other Relative
- Sibling

First Nation Carers



- Aboriginal
- Aboriginal & Torres Strait Islander
- Torres Strait Islander

Country of Birth

Top 10 carers by country of birth

- | | |
|-------------|---------------|
| Australia | United States |
| England | Philippines |
| New Zealand | Germany |
| Netherlands | South Africa |
| Scotland | India |

Top 10 languages spoken by carers at home

- | | | |
|---------|----------|---------|
| English | Farsi | French |
| Nepali | Mandarin | Tagalog |
| Dari | Hindi | |
| Spanish | Greek | |

* 32 languages were represented by Tasmanian carers

Carer Gateway

Care2Serve is one of ten providers nationally offering Carer Gateway services across a total of sixteen service areas. Tasmania is a single service area and Care2Serve is the only provider for the state.

Carer Gateway is the result of significant reform of carer supports by the Australian Department of Social Services and was launched late in the last financial year. Carer Gateway offers a mix of online supports through its website and in-person supports through local service providers.

Digital supports include connection with other carers through an online chat forum, access to coaching and training modules, a vast collection of information relevant to carers and through the national hotline, counselling is also available.



An Australian Government Initiative

The in-person supports that we provide in Tasmania include:

- Helping to navigate the maze of supports (such as My Aged Care, Centrelink, NDIS) and support carers with advice, information and referrals
- Assessing each carers circumstances and supporting them to set goals to support their caring roles
- Providing up to six sessions of specialised carer counselling
- Connecting carers with each other
- Coordinating residential respite across all residential aged care facilities
- Providing up to six sessions of individual carer coaching
- Supporting carers with planned respite and one-off purchases that help them in their caring roles

In conjunction with Carers Queensland, Care2Serve has also offered support to carers wanting to return to employment or increase their hours of work. Your Caring Way is a specialised pilot program that provides carers with vocational coaching, soft skills development, vocational skills training and placement support.

Carers were supported in their caring roles with a broad range of programs across all regions of Tasmania.

Key Highlights

14,362
carer interactions



2,746
carers supported

1,801
carer plans developed



4.3

Average counselling
sessions per carer

46,778

Nights of residential
respite booked



98.2%

Clients with overall
positive improvement
in wellbeing



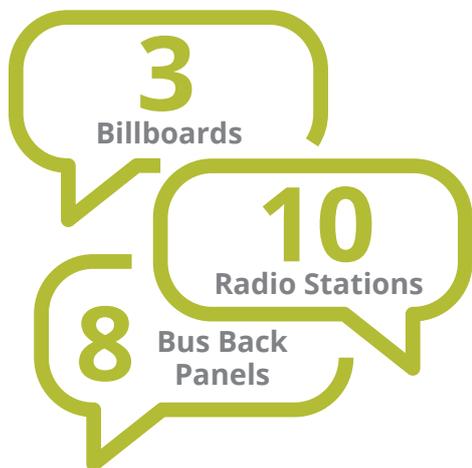
4.68

Average
satisfaction
score (out of 5)

9.07

Net Promoter
Score

Carer's Hat Campaign



Care2Serve, as Tasmania's Carer Gateway service provider, planned and deployed a major, multi-modal campaign in the final quarter that will run well into next financial year.

Remarkably many carers are invisible to themselves, as they just identify as mum or dad, a sibling or child, a grandparent or grandchild or just a good

neighbour. As a result, Tasmanians providing care do not always reach out for support. The key challenge is to support carers to identify themselves as carers.

This campaign was developed around the theme that we all wear different hats. For example, we could be a wife, mother and carer or husband, brother and carer or sibling, child, grandchild and carer and so on.

The campaign was built around four carer person as: a young carer for her grandparent, a carer for her husband, a carer

for his sister, and a carer for her son. Where possible, carers with lived experience were part of the campaign.

The campaign featured a 30-second television commercial, ten bus backs that will travel four major cities for 52-weeks, a targeted 30-second radio commercial, roadside billboards and segmented digital advertising across multiple platforms. The campaign will be complemented later in 2021 with the distribution of 196,000 brochures into residential letter boxes.



BUS BACK CAMPAIGN
May 2021 - June 2021

Number of Panels	Region	Estimated Reach	Estimated frequency (avg)	Estimated Impressions
3	Hobart	88%	10.6	1,897,677
3	Launceston	91%	2035	1,503,804
1	Burnie	90%	13.8	610,954
1	Devonport	90%	13.8	382,748

BILLBOARDS: 3

RADIO STATIONS: 10

1. 7HOFM Hobart
2. LA FM Launceston
3. Chilli FM Launceston
4. 7SD Scottsdale
5. Chilli NE Scottsdale
6. 7AD Devonport
7. SeaFM Devonport
8. 7BU Burnie
9. Seas FM Burnie
10. 7XS Queenstown

TV COMMERCIAL STATS:

SCN7: Cumulative Reach of **182,888** people who saw the ad, on an average frequency of 4.61 times TDT & WIN swapped signals at 1 July so no longer have data available for before then.

The social media ads for the 'Care2Serve social media campaign' performed very well, reaching **112,171** people and serving a total of **936,924 impressions from 16 May – 30 June 2021.**

This campaign has generated a massive total of **7,615 link clicks to the website**, achieved at a click-through rate (CTRs) of 0.81%. This is slightly below the Facebook average of 0.89%. This is likely due to the campaign's high average ad frequency, served to individuals within the target audience an average of 6.93 times. The high average frequency does assist in driving brand awareness levels. The campaign also achieved 36,421 post engagements which includes metrics such as 707 post reactions, 109 post shares and 75 post saves. The Facebook campaign spent \$8685.40 + GST from 1 May – 30 June.



Facebook reach of **116,692**.
The ads performed best among an older cohort



Overall, the campaign drove **7,615** people to the Care2Serve website



YouTube ads - view rate of 25.51%
17 May – 30 June 2021

An average YouTube view rate is usually around 15%, which indicates that the video material captured the audience's attention. 25.59% of viewers watched the video to completion, this suggests the content was highly engaging to the audience and also held their attention. Additionally,

the ads achieved 534 clicks through to the website at a CTR of 0.23%, which is good for a YouTube campaign. Generally, YouTube functions more like a TV campaign and website clicks are just a bonus, so to drive this level of traffic from YouTube is a fantastic result. The YouTube campaign spent \$1,320 + GST.

Carer Partnerships

Care2Serve has a broad range of partnerships to support the delivery of Carer Gateway services across Tasmania, and other funded services through the Tasmanian Government. Our partnerships reflect our desire to work with organisations with pre-existing knowledge and experience that know particular cohorts or communities best. Whilst our organisations we work with regularly for referrals number over 200, we have had some particular strategic partnerships over the past year.

Migrant Resource Centres

Care2Serve partnered with Migrant Resource Centre Northern Tasmania and Migrant Resource Centre Tasmania to promote Carer Gateway to culturally and linguistically diverse communities in the north and south of the state. The partnership includes registering carers into Carer Gateway, connecting them with supports and with each other, with the key goal of identifying hidden carers.



MIGRANT
Resource Centre
(Northern Tasmania) INC.



Primary Health Tasmania

A valued four-year partnership with Primary Health Tasmania (PHT) exists to improve awareness of carers amongst General Practitioners and Pharmacists and the ongoing mapping of services. Over the course of this year, PHT have raised awareness through publications and training, and completed an initial mapping exercise. A key value-adding outcome has been working with the Tasmanian Council of Social Services (TasCOSS) to improve information access for carers. With TasCOSS and PHT, we have added a new category of 'carers' on www.findhelptas.com.au and linked services by type and region. Next year, we intend to expand the range of services and filters available for carers.

Carer Kiosks

When we launched Carer Gateway, we wanted to have local access points for carers to use to meet each other, be supported to access online supports, receive counselling or attend workshops, but without duplicating existing infrastructure. Carer Kiosks were the product of that vision. We are grateful for the relationship we have with these organisations.

- Beaconsfield House
- Dorset Community House
- Dunalley Neighbourhood House
- George Town Neighbourhood House
- Riverlands Centre (Longford)
- Derwent Valley Community House (New Norfolk)
- Prosser House/SECC (Orford)
- SECC Sorell
- St Helens Neighbourhood House
- May Shaw Health Centre (Swansea)
- Wyndarra Community & Resource Centre

Libraries Tasmania

Under our Home and Community Care contract with the Department of Health, we designed and delivered a pilot digital inclusion project in the north-west and south of the state. The pilot involved the provision of a tablet to carers and connection to the internet for 12-months at no cost to the carer, plus training on using the device. Once again following our philosophy of not reinventing the wheel and creating new infrastructure we partnered with Libraries Tasmania that provided the training. The added advantage of Libraries Tasmania was that carers were connected to a local resource and could troubleshoot as needed after the training was completed.



**LIBRARIES
TASMANIA**

National Community Connector Program

Care2Serve was funded for only this financial year, as part of a pilot for the National Community Connector Program (NCCP) through the National Disability Support Scheme. The NCCP had five different streams, with Care2Serve funded under the initiative for supporting ageing carers of someone with disability. The goal of the program was to find hidden ageing carers and help them understand how to implement an NDIS plan, consider options, their health, wellbeing and plan for their future and that of their loved one. The oldest carer supported through the NCCP over the past year was 95 years of age.

A broad range of activities were undertaken in Burnie, Launceston and Greater Hobart that included:

- Attending plan review meetings to advocate and support better outcomes with NDIS plans
- Linking ageing carers with support services for themselves
- Assisting ageing carers to better understand the NDIS
- Supporting ageing carers to future plan (supports in place for when they are no longer with us / able to care for their loved ones)
- Raising awareness with NDIS to ensure carer is considered with NDIS plan building
- Supporting ageing carers to get Support Coordination funded into their plan
- Connecting ageing carers with Carer Gateway services
- Supporting ageing carers to request review of a decision when NDIS made decisions that they were not happy with
- Supporting ageing carers to get the most out of the NDIS plan
- Supporting ageing carers at resolution meetings with NDIS and/or NDIS service providers.

81

Activities held to raise awareness of NCCP

132

Hidden ageing carers identified and supported

43

Ageing carers linked with ongoing formal supports

38

Families supported to access the NDIS



“

Had no idea what NDIS had to offer before linking with the program

.....

Thankful to have someone supporting me through the program

.....

Very thankful for all the help and guidance

.....

The program offered reassurance and direction

.....

Made life so much easier

”

Home & Community Care

The Tasmanian Government has made a long-term commitment to support carers through the Home and Community Care (HACC) program. The annual HACC activities are planned in conjunction with the Department of Health to meet the identified needs of carers whilst avoiding overlaps in service provision. This year the focus has been on psychoeducational and practical workshops and an innovative digital inclusion pilot.

Carer-specific workshops

In recognition of difficulties experienced by carers throughout the COVID period and in response to concerns raised by carers in the COVID Road to Recovery Survey conducted by Carers Tasmania, some of these were tailored specifically to expressed carer need.

- Contingency planning
- Mental health first aid
- Caring for some-one with dementia,
- Medication management
- Mindfulness
- Back care and manual handling
- Managing carer stress and fatigue
- Introduction to first aid
- Effective boundaries and communication
- Taking charge of pain
- Home budgeting
- Laughter yoga
- Mental health first aid
- Digital inclusion
- Beyond anger and frustration

1,354

Hours of workshops
delivered over
the year



Now more able to cope with their caring role.

.....
Feeling part of the community and not so isolated. Meeting people in a similar situation.

.....
Learning how to manage someone with cognitive deficits. Lots of ah ha moments of understanding.

.....
Learning to adjust my attitude after gaining more knowledge of the changes of the dementia brain and to be calm, patient and loving and to accept the facts. ”

Retreats

Over the year, retreats were an invaluable addition to the supports offered to carers that we were able to fund from the HACC grant and from a small grant received from the Australian Government. Given the impact of COVID on caring roles, such as dramatically increased hours, loss of sleep and wellbeing, reduced social networks and loss of time with other family members, retreats have been an important opportunity for carers to take a break, connect with other carers and, as many carers told us, 'just breathe.'

In total, eleven retreats were held across the three regions with a mix of events for mental health carers, young carers and some events held for carers from all caring roles.

“
I was totally satisfied, inspired and felt supported at the retreat!
.....
Carer retreat has put a smile on my face and made me feel happier. I met people who were kind, compassionate, understanding. The activities were relaxing and enjoyable!
.....
Carer retreat has been fantastic, it allowed me to recharge and refocus on my caring role.
”

94% thought the presenter was knowledgeable	92% enjoyed the variety of discussion and 86% thought the discussions were useful
95% said staff were helpful and 78% said additional support was offered	88% thought staff were well prepared and 93% thought the group was managed well
96% valued meeting other carers	94% said participation was encouraged

National Carers Week



Nationally, there are an estimated 2.65 million carers (or about 1:8), while in Tasmania that ratio is 1:6 or just over 80,000 carers. Our higher ratio of carers is reflective of the aged demographic profile, rates of chronic illness and generally lower health outcomes than the mainland. Given that, National Carers Week is a critically important time to recognise, celebrate and show appreciation for the contribution of our carers to families and friends across our state.

Who Cares?

A special event this year was to hold a series of performances of a play about caring. Written and performed by Helen Swain, *Who Cares?* centres on a daughter caring for her mother with advanced Dementia. Over 70-minutes, the audiences of carers identified with the ups and downs of caring for someone with an episodic condition and responded with laughter and the odd tear as the journey unfolded.

A drama teacher before her retirement, Helen wanted to express her great admiration for carers and the work they do for their families. Although a carer herself, Helen compiled the characters from hearing many stories of carers and their own caring roles.

The performances were held during the week at Launceston, Sorell, Moonah and Huonville.

Movie and popcorn

Carers had the chance to venture out to the cinema in the north-west in the aftermath of the lockdown. Care2Serve hosted a screening in Burnie and Devonport. Though social distancing spread carers across the cinema, the chance to relax and enjoy a film was appreciated.



Carers Week and Harmony Building

The Migrant Resource Centre Northern Tasmania (MRCLTN) and Care2Serve hosted two afternoon teas and information sessions at the Harmony Building as part of Carers Week 2020. A lunch was also held later in the month for carers from culturally and linguistically diverse communities.

Approximately 40 people attended the first event, which included Bhutanese carers, the people they care for and volunteers and staff from MRCLTN.

This event was to say thank you to carers and provide them with information about what services they can access. Afternoon tea and games were provided as well as music from one of our volunteers and members of the Bhutanese community who played traditional music.

The second afternoon tea was with a small group of carers from the Afghan, Eritrean, Burmese and Sierra Leone communities. Bi-cultural workers and interpreters were present at both events.

Morning teas

Care2Serve sponsored morning teas at a number of local neighbourhood houses across the state.

Financially Secure

Care to Serve Ltd is a charity registered with the Australian Charities and Not-for-Profit Commission (ACNC) and is externally audited each year.

Despite the impact of COVID-19 on how services needed to be delivered through digital channels, continues to be financial sustainable. We remain confident in our ability to manage the changed environment and to provide essential support to carers within the community.

The 2020-21 financial year saw the introduction of new Australian Accounting Standards for both revenue recognition and leasing. Total annual revenue of \$5.4M consisted of grant funds for the ICSS, Mental Health, HACC, NDIA and Carer Gateway establishment activities. The Care to Serve Ltd financial surplus of \$2M is largely driven by the change in revenue Accounting Standards which now recognises revenue in line with the date of receipt whereas previously this was recognised in line with expenditure.

Care to Serve Ltd Financial Results

FUNDING SOURCE	PROGRAM	AMOUNT
DSS	ICSS - Disability & Carer Support Program Grant	4,870,189
DSS	ICSS - MH Variation Grant	72,342
DoH	HACC Grant	226,726
	COVID Support	50,000
DSS	Establishment Funds	54,366
	Other	61,172.21
NDIA	NCCP	111,161
	TOTAL INCOME	5,445,956
	EXPENSES	3,402,121
	NET SURPLUS/(Deficit)	2,043,835
KEY		
DoH	Tasmania Department of Health	
DSS	Department of Social Services	
NDIA	National Disability Insurance Agency	



STOP
PLAY
PAIISE