



Annual Report 2023

From the Co-Chairpersons

It is our pleasure to present the Nulsen Disability Services Annual Report 2022-23, the first report for Nulsen under our new parent company structure as an organisation of PeopleKind Group.

This new corporate structure sees Nulsen retaining its own subsidiary Board which reports to the PeopleKind Group Board. This also means that this Annual Report does not include Nulsen's financials, as these are reported by PeopleKind Group as consolidated figures in their Annual Report 2022-23.

We thank Mr Robert Lawrence who resigned from the Board in early 2023. His dedication and expertise in his capacity as Family Board Director has been invaluable.

This past year has been one of rebuilding and restrengthening at Nulsen Disability Services. Under the leadership of Caroline Watt in her first year as Chief Executive Officer, the organisation has progressed in all aspects of performance, including a strong turnaround in financial performance to generate a modest surplus for the financial year.

We also commend Caroline and her team for the excellent results of the mid-term NDIS Practice Standards Surveillance Audit conducted in April 2023, in which Nulsen achieved a report devoid of non-conformities nor recommendations for service improvement. Rather, the Audit identified several key strengths in Nulsen's services and systems – a very pleasing outcome for our team, residents, and families.

We could not have achieved these results without Caroline's pioneering thinking and exemplary leadership skills. Caroline lives our values of being collaborative, compassionate, courageous, resilient, and respectful, helping us achieve our purpose of empowering people to live their best life.

It must be noted that our stronger performance also required some extremely difficult operational decisions made in 2022 to ensure Nulsen could achieve current and long-term sustainability under the model dictated by the NDIS.

With change comes renewal, and the Board commends the attention given to researching

and restrengthening Nulsen's culture this past year. The establishment of the CAN Do (Culture At Nulsen) Project and Employee, and the work undertaken, demonstrates that the organisation understands the importance of culture, shared values, behaviours, practices and safeguarding The Nulsen Way.

A welcome return was the Nulsen Residents' Cocktail Party held in May 2023 for the first time since 2019. Some 522 residents, family members, employees, Board Directors and Nulsen Youth Patrons attended the event at Perth Stadium, with very positive feedback received. We recognise the importance of this event to residents and their family members, and look forward to hosting this event again in 2024.

The advent of the National Disability Services Quality and Safeguarding Commission has seen new and increasing compliance obligations which direct how Nulsen can operate, and what it can, and cannot do. This presents a unique and ongoing challenge for the Board as it sets strategy while ensuring all obligations continue to be met.

We thank the Board Directors of PeopleKind Group and Nulsen Disability Services for continuing to have the courage to be visionary, making the tough decisions and expressing their ongoing commitment to ensuring that Nulsen Disability Services continues to have a long and successful future.

We also take this opportunity to thank the wonderful, professional, and dedicated Nulsen team, who each day, work towards creating a community where everyone belongs and feels connected.



Silvana Cappelletti

Silvana Cappelletti
Co-Chairperson



Bernadette Celliers

Bernadette Celliers
Co-Chairperson

From the CEO

Welcome to the Nulsen Disability Services Annual Report 2022-23.

This past year has been significant for all of us at Nulsen. It's the culmination of unprecedented times which has seen us restructure to align with the National Disability Insurance Scheme (NDIS) and navigate the COVID-19 pandemic.

The impacts of these events were significant, but we now find ourselves in a more stable position financially, and with a structure well equipped to meet the NDIS funding and compliance framework.

A key focus has been on our culture, being to re-strengthen it and continually improve the services we provide. To achieve this, the Nulsen leadership team have worked to achieve several strategic objectives:

- Identify new opportunities that align with our purpose
- Enhance stakeholder experience
- Invest in building innovation culture, capability, and capacity
- Defined strategy for improving our stakeholder's digital experience.

We formed the CAN Do (Culture At Nulsen) Project and Employee Committee who were tasked to refocus and restrengthen our unique organisational culture. The Committee conducted 17 interviews with key stakeholders including families and employees, held 7 focus groups with 30 Support Workers, and surveyed 600+ employees.

This enabled us to identify seven key themes for action, summarised as: communication, Social Role Valorisation training, leadership, family connections, high standards, IT and systems, and reward & recognition. Determining the priority actions against these themes has already commenced, and we'll maintain our accountability to addressing all themes over the next year.

Our Specialist Disability Accommodation (SDA) Housing Project is also well underway with project timelines progressing positively. In partnership with SDA providers Sana Living and Nesti Housing, we have planned project timelines in three phases resulting in 76 residents being offered SDA

accommodation across 34 homes between March 2023 and mid-2025.

The overwhelmingly positive mid-term NDIS Practice Standards Surveillance Audit result was a real highlight for the entire Nulsen team to share. Importantly, I want to acknowledge our Support Workers and front-line employees who have readily adopted positive change across our services. Your daily commitment to residents does not go unnoticed – thank you.

Likewise, I wish to thank our Residential Services Managers and Accommodation Managers who provide daily leadership and communication to residents, homes and families and all Support Workers across the organisation.

To my Executive Assistant, Debbie King, and the teams of Nulsen Therapy, Nursing, Rostering & Scheduling, Participant Engagement and Administration, thank you. Your professionalism, ability to adapt and embrace change and find new and innovative ways of offering supports to the people we support is not only appreciated within Nulsen but often held as best practice in the sector.

And finally, I would like to extend my thanks to the Nulsen Board, my fellow leadership team members, and our colleagues at PeopleKind Group. We're lucky to have such talent and dedication to navigate this complex and ever-changing sector together.

In closing, I'd like to share a quote from Peter Drucker that I came across recently.

...“culture eats strategy for breakfast, operational excellence for lunch and everything else for dinner.”

Nulsen has always been proud of its culture, and I commit to honouring this by ensuring our culture remains strong and we continue at the forefront of disability service provision in Western Australia.



Caroline Watt
Chief Executive Officer



People & Culture



811
Total employees

219
Full time employees

221
Part time employees

371
Casual employees



63%
Female employees

36.9%
Male employees

0.1%
Non-binary/gender neutral
employee



44
Student placement program
participants employed

Risk, Compliance & Governance



22

Quality evaluations completed for accommodation services



19

Continuous Improvement projects underway



1

Internal Quality Audits completed

1

External Quality Audits completed

The NDIS Surveillance Audit took place in May 2023. The audit revealed that the services provided, and the skills of those delivering services, are of a high quality.

Consequently, all our services complied with all the NDIS standards.



156

Feedback & complaints received

81%

Feedback & complaints resolved

48

Compliments received

Marketing & Engagement



38,502

Overall website sessions



21,244

Overall website new users

21,192

Total social media engagement

13,218

Facebook

6,537

LinkedIn

1,437

Instagram

86,850

Total social media reach

48,893

Facebook

28,899

LinkedIn

9,058

Instagram

363,468

Total social media impressions

254,170

Facebook

51,860

LinkedIn

57,438

Instagram



Nulsen Youth Patron Program

Since 2006, the Nulsen Youth Patron Program has fostered youth leadership and self-development for hundreds of young people. This one-of-a-kind program builds awareness of disability and encourages young adults to actively engage with people with disability and contribute to their quality of life.

This year's Nulsen Youth Patrons - from Hale School, Methodist Ladies' College and All Saints' College - had a bumper year which included 60 past and present Patrons attend the Nulsen Residents' Cocktail Party.



36

Nulsen Youth Patron Program (NYPP) participants



1,639

Total hours of service by Nulsen Youth Patrons (45.5hrs per person)



Our services

56

Locations across
Western Australia

205

Supported Independent Living
(SIL) participants

27

Shared management
service users

185

NDIS
funded SIL

1

CoS funded

3

Insurance funded

9

Plan Management
service users

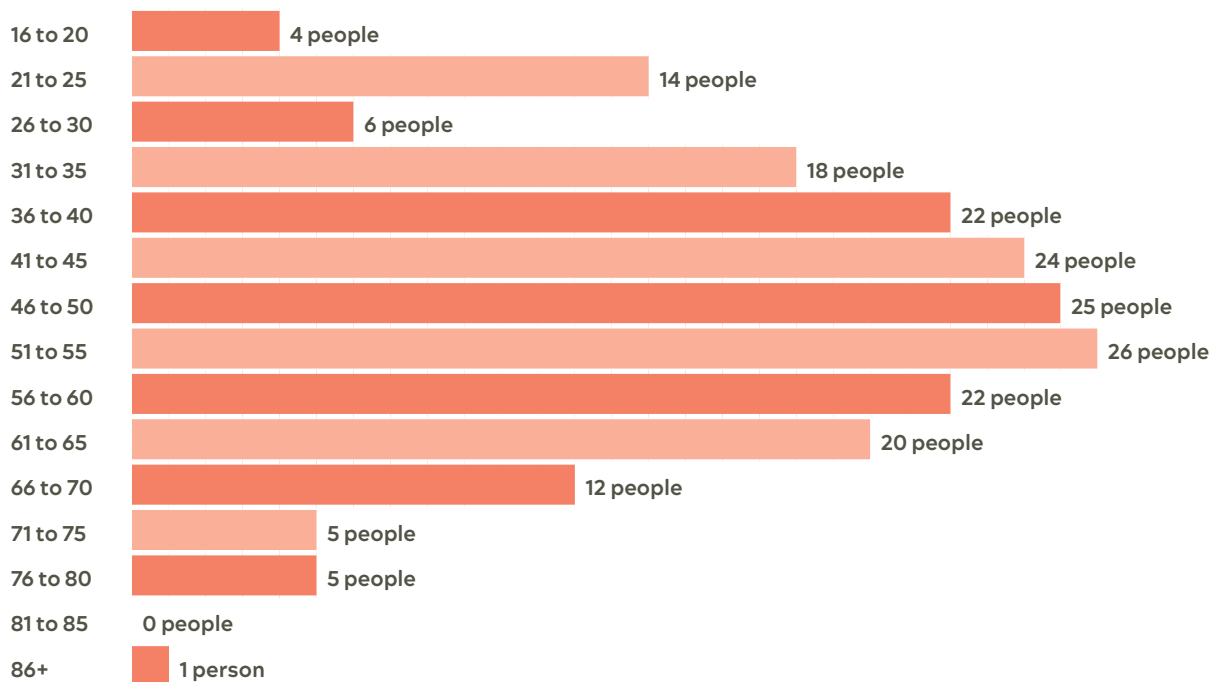
3

NDIS funded in
home support

11

DSOA funded

Age breakdown of people using our services



764,275

Total hours worked by
Nulsen employees



690,243

Total hours of direct care

*The Community Aids and Equipment Program (CAEP) has largely been replaced by the NDIS.

Nulsen Therapy is part of Nulsen Disability Services.

17

Nulsen Therapy clinicians

237

People received a Nulsen
Therapy service

218

People received WA NDIS/
NDIS funded therapy

35

People living in the
community received services

202

Nulsen residents received
services

17

Pieces of equipment
purchased through CAEP*





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