

annual report 2010

People with disabilities living great lives



spectrum care

Spectrum Care is an independent charitable trust that provides services for children, young people and adults with disabilities and their families.

At Spectrum Care, we see the sunflower as representing the people who use our services and show this relationship by incorporating the hand-drawn sunflower into our logo.

Turning its head to track the sun across the sky, the sunflower stands tall and proud, facing the light, with its shadow falling behind it.

Sunflowers can reach great heights (the plant can grow to a height of more than six feet), but they may require support to be their best and achieve their full potential. Similarly, Spectrum Care endeavours to provide the appropriate support to assist people using our services to reach their full potential.

Within this context, a partially opened sunflower symbolises an individual's latent potential, while a fully opened flower represents our vision of a great life, well lived.


A fully 'person-centred' approach (embodied by our 'Outcomes' philosophy) involves a shared vision of fostering and building on the strengths and potential of each individual we support.

The full bloom is achieved when staff, family members and the broader community work together to achieve the outcomes and plans defined by the person with a disability.

The multiple life stages of a sunflower can be seen as a metaphor for the progression of individuals we support, and also reflect the ongoing evolution of Spectrum Care, our staff and the services we provide.

The flowers' developmental progression also symbolises the fundamental transition in disability care over the past three decades – from institutional care, to group residential support and, most recently, to fully integrated community living.

Spectrum Care's Services	3
Our Journey Towards 'Person Centred'	7
Our Journey Towards Excellence	9
Chairman's Report	11
Chief Executive's Report	15
Financial Statements	20
Trustees	22
Vision and Values	24



“ I enjoy the company and my freedom... I do everything
that I want to do.”

Excerpt from John Te Kiri's story in *Extraordinary Journeys*

spectrum care's services

Spectrum Care's Top Town Sports Day – Wednesday 7 April 2010.



Spectrum Care provides services for children, young people and adults with disabilities and their families. Our services include 24-hour support for people living in residential homes throughout the Auckland and Waikato regions, respite care for adults in the Waikato and Bay of Plenty, and respite care for children in Auckland. Spectrum Care also offers specialised Home Support, Behavioural and Aspiration services for people in the greater Auckland region.

Our services are divided into nine key areas:

- Adult Services
- Advocacy Services
- Aspirations Services
- Behaviour Support Services
- Community Cultural Services
- Child, Youth and Respite Services (CYR)
- Home Support Services
- Orakau House – Respite care for infants
- Transition Services

Adult Services

Spectrum Care offers 24-hour support to adults with a disability living in residential homes throughout the greater Auckland and Waikato regions.

Located in a variety of urban and rural settings, these houses give people the opportunity to live in a shared home, in a community environment.

Generally sharing with three or four others, people engage in daily domestic living activities, go on social and educational outings, attend Aspirations activity and vocational centres, or go to work.

Adult Services is staffed by teams of trained Community Support Workers, who are based in the homes 24 hours a day.

Structured respite care

Structured respite care and support for the families of adults with disabilities is now available in the Waikato and Bay of Plenty regions.

Respite care is provided on a rostered basis and the services are aimed at families that need 'time out', or need training and support.

Spectrum Care's respite facilities are staffed by trained CSWs on a 24-hour basis and are designed to provide a 'home away from home' atmosphere.

Advocacy Services

Spectrum Care's Advocacy Services supports families and service users by providing information and advocacy, and being actively engaged on issues at an individual, organisational and national level.

An advocate encourages and supports individuals and/or groups to speak for themselves to ensure their rights are upheld.

When a person lacks the ability to speak for themselves, an advocate can speak and act on their behalf – always with their best interests in mind.

Aspirations

Through a range of activity and vocational centres, Aspirations Services provides work experience programmes to meet the individual developmental needs of people with a disability.

The activity programmes support people to develop life skills that will enable them to truly participate in their community, and have more enjoyable and fulfilled lives.

Ensuring full social inclusion through a wide range of brokered options, Aspirations Services supports people to develop skills in communication, advocacy, education, personal development, making and keeping friends, interpreting social situations, and preparing for employment.

Cooking, fitness and personal presentation, using public transport, social interaction and skill development, interacting with people in the community, arts and crafts, and sports are just some of the exciting brokered options offered by Aspirations Services.

The work-options programmes available at Aspirations aim to support people to develop skills to prepare them for job seeking, entering the workforce and maintaining a job.

Aspirations Services focuses on meeting individual needs. Service users choose which centres and options they want to participate in to meet their personal goals or outcomes.

Community Services

Community Services aims to provide person-centred support and an integrated approach that focuses on the needs of the individual, supporting them to live a great life.

Community Services includes Home Support Services, Behaviour Support Services and Community Cultural Services.

Behaviour Support Services

Spectrum Care's Behaviour Support team provides services for people with a disability who are under 65 years of age and live in the greater Auckland area.

The Behaviour Support team offers support to people who live in a home provided by Spectrum Care, as well as to individuals who live elsewhere within the community.

Community Cultural Services

In recognition of the cultural diversity of the people supported by Spectrum Care, the Community Cultural team provides services for people from other cultures who have a disability, are under 65 years of age and live in the greater Auckland area.

The team aims to provide support to the individual and families/whanau by assisting them to access services and ensuring cultural needs are recognised.

Home Support Services

Home Support Services provide individual assistance to children, young people and adults with a disability (and their family/whanau) within their home.

The Home Support team assists individuals to develop life skills that will enable them to lead a fuller life and to achieve goals that focus on skill development and access to the community.

Home Support also gives family/whanau and caregivers time to spend with other family members, or time to pursue other interests while a trained Community Support Worker from Spectrum Care is with the person.

Child Youth and Respite Services

Spectrum Care's Child, Youth and Respite team provides services in the greater Auckland area for children and young people with a disability (and their families).

The team aims to promote valued experiences in a safe environment that allows for the development of individual autonomy.

The goal is to identify the needs of each child or young person and aid them in developing life skills that will strengthen their overall competence and confidence.

Child, Youth and Respite Services includes residential support and structured respite for children and young people.

Orakau House

Orakau House provides structured respite care and support for children who:

- Are aged under five years
- Have a disability and/or
- Are medically fragile and/or
- Are technology dependent

The respite service is also available for families and caregivers who need support and education during or following their child's transition from hospital to home.

Transition Services

At Spectrum Care, we recognise that finishing school is a significant milestone for young people and their families. For this reason, Spectrum Care's Transition Services has a person-centred focus that is based on the individual person, their aspirations and lifetime goals.

We work together with the student, their family and support networks, and the school to ensure that we provide the best possible transition experience for each person.

Each student is provided with an Individual Transition Plan which provides them with post-school options and empowers them to make their own choices.

The aim of Transition Services is to facilitate the uninterrupted movement of a student into the post-school option of their choice that provides increased participation in employment and/or their community.

“We met the All Blacks coach, Graham Henry, up there while he was fishing,” says Gair, pointing out the photo of himself congratulating Graham Henry on his catch.

Excerpt from Gair Thompson’s story in *Extraordinary Journeys*



our journey towards ‘person centred’

Aspirations Services staged its own version of the soccer World Cup at the Massey Gymnasium on Thursday 12 July 2010.



He aha te mea nui?
He tangata!
He tangata!
He tangata!

What is the most important thing?
It is people!
It is people!
It is people!

Spectrum Care is committed to providing person-centred services.

Our ‘Outcomes-driven’ approach stems from this commitment and asks two key questions of the people we support: What do you want to achieve to have a great life? How can we support you to make this happen?

We learn about Outcomes when we talk to a person and discover what’s important to them and why. This information is skilfully and patiently gathered through an interview process which, where appropriate, may also include parents/whanau, guardians, friends and support staff.

Outcomes are then broken into short- and long-term goals, which are recorded in each person’s Outcomes Plan.

Progress towards achieving goals and Outcomes, and the organisational supports that are provided to assist the individual, are regularly assessed.

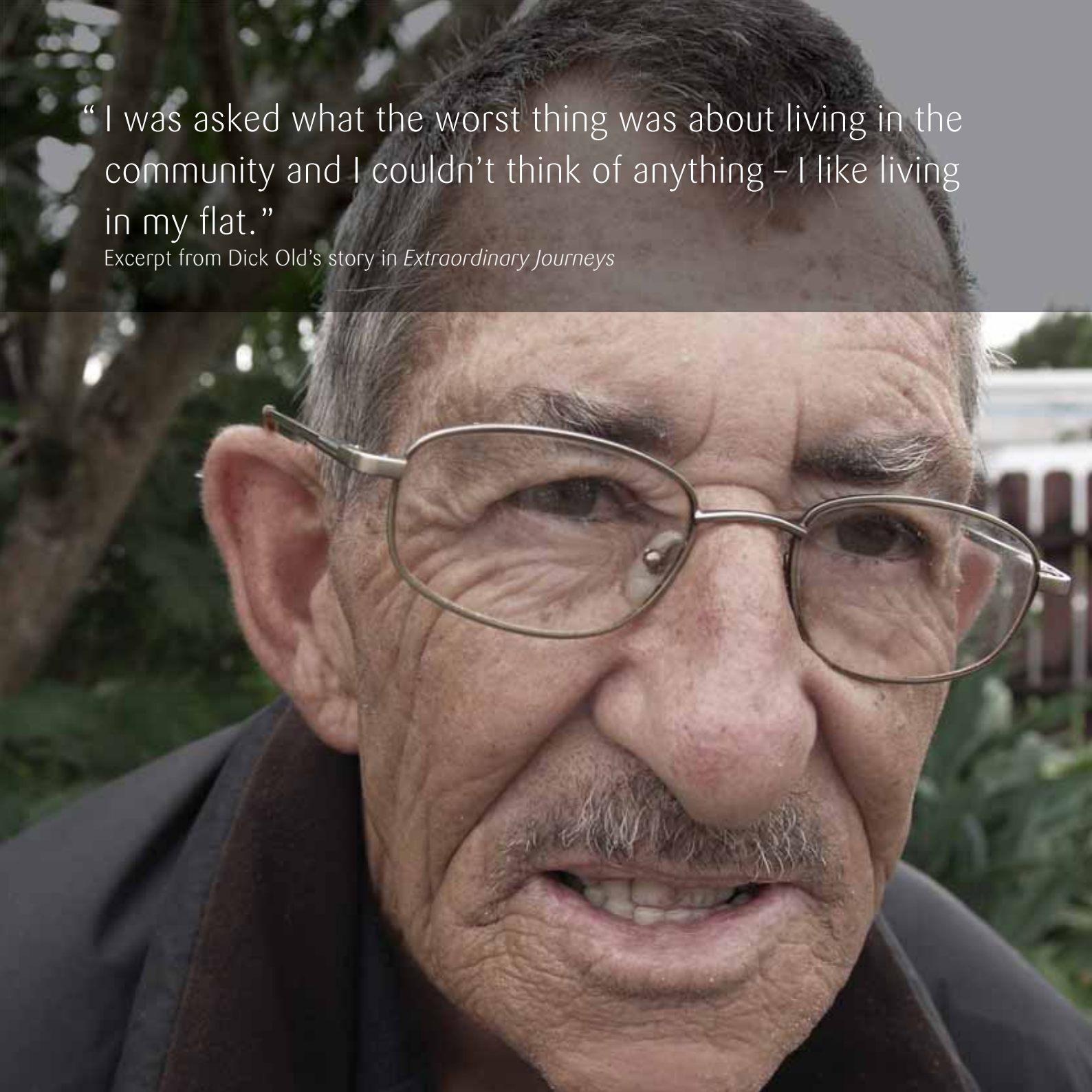
It is our ambition to become comprehensively and intrinsically person centred in all our activities. We strive to put the individuals we support at the centre of our organisational structure and empower each person to achieve independence in and control of their own life and destiny.

We Believe

- People with disabilities and their families have the same human rights as everyone else
- People with disabilities should have choice and control over the support they need to go about their daily lives
- People with disabilities should be involved in and in control of decisions made about their lives
- People with disabilities need to be able to participate in all the aspects of their communities

“ I was asked what the worst thing was about living in the community and I couldn’t think of anything – I like living in my flat.”

Excerpt from Dick Old’s story in *Extraordinary Journeys*



our journey towards excellence

Camp Morley was extended to a three-night stay with lots of fun and games this year. Held 8-11 February 2010.



One of Spectrum Care's most important Values is the pursuit of 'excellence' and we are driven, in all our activities, to provide the highest-quality support to the people we serve.

The better we can be as an organisation, the more able we'll be to achieve our vision of 'people with disabilities living great lives'.

Motivated by the desire to test ourselves against other high-performing global organisations via an internationally recognised benchmarking or accreditation body, Spectrum Care undertook the decision in 2008 to hand back our 'Accreditation Certificate' to the auditing agency.

We're now applying a much more rigorous, internationally recognised standard – the New Zealand Business Excellence quality framework (ie the Criteria for Performance Excellence) – to all aspects of our organisation and activities.

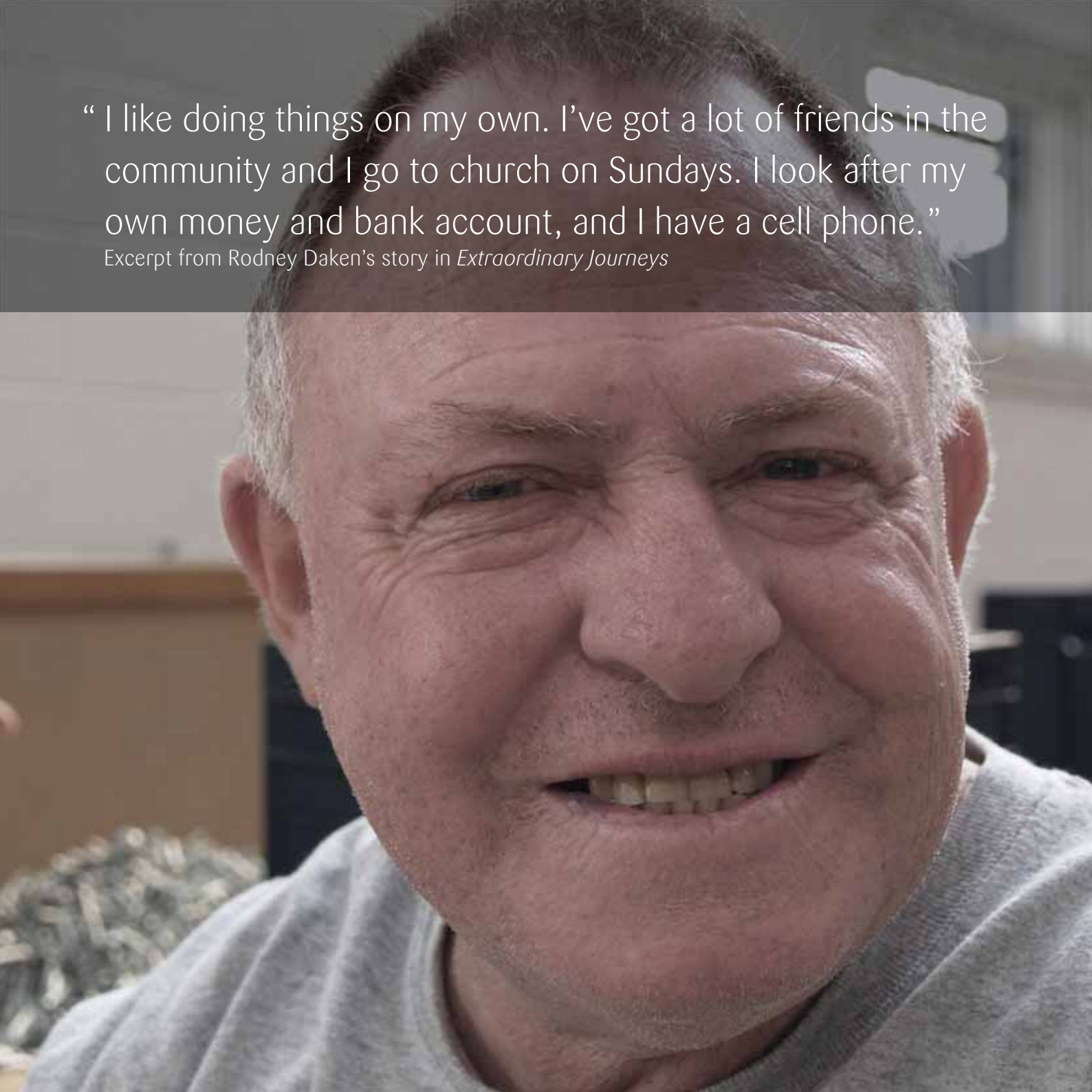
The Criteria for Performance Excellence have been used by thousands of organisations worldwide to improve performance and capability; to help them respond to current challenges; and to address all the complexities of delivering results today while preparing effectively for the future.

This is a complementary approach to an Outcomes focus. It supports the people we serve (and their families) in a more robust 'quality' context and is an inherently more person-centred approach which we aim to establish as 'best practice' by collaborating with stakeholders and providers across the sector.

It's an exciting journey, for as we improve as an organisation, so too we improve our ability to deliver the highest-quality support to the people we serve.

“ I like doing things on my own. I’ve got a lot of friends in the community and I go to church on Sundays. I look after my own money and bank account, and I have a cell phone.”

Excerpt from Rodney Daken’s story in *Extraordinary Journeys*



chairman's report



Richard Hanna

The level of anticipated change across the health and disability sector remains high, but change is slow to take effect – particularly as government funding models are not fully aligned with the Ministry of Health contract specifications. Additionally, the quantum of funding available to the disability sector constrains the move to more individualised supported living models.

Spectrum Care has been at the forefront of supporting the development of the New Zealand Disability Support Network to help guide an informed sector response to government policy changes. NZDSN has become a vehicle for disability sector providers to move from a position of 'victims of change' to 'partners in change', seeking to positively influence future directions and current deliberations regarding key health and disability issues.

The need for provider collaboration and greater service integration has never been greater, at a time of change and sparse funding in the response to a recessionary climate. This is a sink-or-swim environment and those that swim well will need to support those that are in difficulty. There are new discussions between providers about how we can add value to each other, become more efficient, establish shared supports and lever off the known strengths of other providers. This is an exciting and demanding time of building more complex relationships in order to manage better with existing resources.

An additional challenge is the recent decision on sleep-over pay. At the time of writing, this issue remains unresolved. If the appeal courts support the findings of the lower court, the outcome will create an unmanageable burden for the disability sector. Spectrum Care has estimated its maximum liability at \$7 million. For other providers in the sector, the cost is far greater and will not be affordable. Unless the government assumes the cost or otherwise legislates to reduce it, some providers may become insolvent.

The organisation continues to live within its financial means and, at the same time, improve its services. The most tangible indicator of improvement is the proportion of staff who have attained qualifications or enrolled in formal Careerforce training at the Foundation Skills (Level Two) or Core Competency level (Level Three). This translates to improved support service delivery and consequent outcomes. It is pleasing to note that over 240 people who use Spectrum Care residential services now have a specific individual Outcomes plan to guide support services.

As discussed in last year's Chairman's report, Spectrum Care has adopted the Business Excellence Foundation Framework, which focuses on excellence in planning, workforce development, analysis, leadership and process management systems to support evidence-based improvements to customer and market service delivery. The Business Excellence Foundation provides gold, silver and bronze awards to recognise excellence judged by internationally recognised standards. Over the past 18 months, the Business Excellence team at Spectrum Care (led by Brett Marsh) has redesigned our management structure to incorporate Business Excellence as a key driver of our activities and, as a consequence, has redesigned and refined many of our systems. We've made such progress in this process that, this year, we've applied for a Business Excellence award. The result of our application will be known later in the year.

To recognise the great commitment by staff to undertake further training, agreement has been reached to introduce a merit-based pay system to reward training success. This strategy means that staff may improve their formal skills, improve their levels of pay and consequently improve their opportunities for future employment in the rapidly evolving service landscape.

The disability paradigm is shifting towards a world where families and people who seek supports are setting the agenda for the future of service provision. Self advocacy and family involvement in service purchasing are driving a rethink of services towards a person-centred support arrangement. Spectrum Care, in order to remain relevant, is embracing the change and gearing for the implications of the new models of service delivery that will reflect a more individual, rather than group, service design.

There are many challenges to the adoption of a more person-centred approach. Internally, it'll require greater flexibility and agility at all levels of the organisation, as well as continuing staff training. Externally, there are many other factors that cloud the opportunities for individuals to realise their potential, such as community attitudes, the restrictions of congregate settings, contracting models that limit rather than expand choices, access to informed advocates and determined family members who argue for better outcomes. Spectrum Care embraces these challenges and has launched a review of what it will take for our services to be deeply person centred.

One exemplar of the person-centred experience was the launch of the *Extraordinary Journeys* book in August. This book describes, in a humbling way, the challenge of 12 different individuals who left institutions to establish and build new lives in the community. The launch was hosted by, and celebrated the achievements and experiences of, each of those inspiring individuals. Another event that builds upon the details of the Outcomes information (concerning the lack of real friendships and the resultant experience of loneliness) has been the launch of the Awesome Experiences Fun Club. The Club has been established by people with disabilities to create community participation opportunities that are relevant, enjoyable and mutually engaging.

The annual report reflects a good year financially and staff must be congratulated for their determination to reduce unnecessary costs and improve efficiency through better communication and operating systems. The investment in new information technology is demonstrating that giving people accurate and timely information is crucial in effective and prudent decision-making. This organisational prudence is evident at all levels of the report and clearly evident in the financial statement.

Within Spectrum Care, there is an energy and passion that is evident in teamwork, results, integrity of engagement at all levels and our reputation as a collaborative force in the sector. There is a considerable depth of ability and commitment across the organisation, which is a constant revelation to the Board, and we're humbled by the determination of the Leadership Team, Managers, Service Coordinators, House Leaders and Community Support Workers in their focus on Outcomes to support people with disabilities to live great lives.

A handwritten signature in black ink, appearing to read 'Richard Hanna', with a stylized flourish at the end.

Richard Hanna
Chairman

A close-up portrait of an elderly woman with short, wavy, grey hair. She is looking slightly to the right of the camera with a neutral expression. Her skin shows signs of aging, with wrinkles around her eyes and mouth. She is wearing a dark-colored garment with a patterned collar. The background is out of focus, showing green foliage and a wooden fence.

Dawn prefers to go out everyday, if she can, and doesn't like staying at home for too long. She likes to interact and roam around, and also loves going on holiday.

Excerpt from Dawn Campbell's story in *Extraordinary Journeys*

chief executive's report



Chris Harris

Much has been achieved over the past year and yet there are so many opportunities for the continued improvement of Spectrum Care services, in supporting great outcomes for the people we serve and in building the capacity of our workforce to respond skilfully and innovatively to offer a truly person-centred pathway to a great life. Our Vision of 'People with disabilities living great lives' requires a courageous and unrelenting determination to constantly question our motivations and processes, and it is humbling to be part of an organisation that is willing to examine itself assiduously.

Spectrum Care has been part of a wider evolution in the sector as the context of collaboration is actualised beyond mere rhetoric. The establishment of the New Zealand Disability Support Network has been an important milestone for the sector and will enable the development of shared solutions, along with improved information sharing and benchmarking that supports the potential for best practice, and the improved efficiency and effectiveness of future service delivery.

Reinforcing this, Spectrum Care is also actively fostering partnerships and collaboration with District Health Boards (DHBs), Public Health Organisations (PHOs) and the office of the Health and Disability Commissioner (HDC).

The opportunities for Spectrum Care and the wider sector are intertwined, and a strong focus on improved collaboration is expected at all levels of our organisation.

Ultimately, we need to understand if the organisation is truly making a difference to people's lives. Are there real outcomes that demonstrate that taxpayer investment in the organisation

and the sector is justified? To that end, Spectrum Care has invested heavily in improving its information systems so that reliable measures of organisational effectiveness that support improved outcomes for the people we serve can be assured.

A similar investment has been evident in workforce development and it is encouraging to witness the significant numbers of Spectrum Care staff who have taken up the challenge of gaining formal skills over the past year.

As a test of our commitment to excellence the organisation has run the gauntlet of a Business Excellence Foundation review. A team of independent evaluators have reviewed the integrity of our systems and processes to determine if Spectrum Care is performing according to international benchmarks of excellence.

The directions of Spectrum Care in pursuit of genuine outcomes for the people we serve have been significant. The following report provides a brief summary of the specific achievements in relation to the strategic plan and expands upon the major developments outlined above.

Outcomes

The momentum to build a personal Outcomes framework that is consistently applied across key services within Spectrum Care has certainly gathered strength. There are many forces at work to build a culture change that embraces personal Outcome measures as a fundamental focus of support and activity, and these are summarised briefly below:

- A data collection system has now been established as part of the CRM operating platform that provides readily accessible Outcomes data by individual, house, region and the organisation as a whole
- All staff have now been trained to use the Outcomes framework and have also been trained in Active Support to ensure that opportunities for outcomes engagement are maximised
- Preliminary work is underway to develop enhanced communication strategies to ensure that individual communication strengths are recognised and supported
- A review of health monitoring has resulted in the introduction of the CHAP tool and specific considerations of age-related health issues. A specific partnership programme with Counties Manukau DHB has been developed to focus on enhanced primary prevention strategies and health monitoring, assessment and medication management
- A review of the Aspirations Day Activity Services has resulted in the creation of five Outcome Broker roles that will support a greater focus on community inclusion
- Outcomes planning data is increasingly influencing strategic priorities and directions, and has strengthened focus on building friendships, exploring alternatives to group home living and, in particular, developing Supported Independent Living options
- Reflecting our Value of being 'person centred', the people we support have the freedom to choose where and with whom they live
- Personal advocacy focus has been strengthened through a range of initiatives owned and directed by people who use our services
- Family governance processes have been established in all respite houses to ensure alignment between family expectations and the actual respite service provided to support improved personal Outcomes
- The launch of the *Extraordinary Journeys* book describing the journeys of 12 people from institutions to community living

Workforce

There are so many expectations of service and quality improvement which are dependent upon skilled, responsive and committed staff. Spectrum Care has invested heavily in specific elements of training related to Outcomes, Active Support and life-preserving skills over recent years, and has now formally committed to Careerforce training at the Foundation and Core Competency levels of the NZQA framework. There are major associated challenges facing community support staff who have long-term literacy difficulties and a significant proportion of CSW staff face the added obstacle of English as a second language. Compounding these issues is the requirement for all staff to achieve a level of computer literacy necessary to access online policies and enter Outcome data. However, staff have embraced the learning opportunities offered by Spectrum Care and many have surprised themselves at their success in completing the formal qualifications, which has triggered an appetite for additional educational achievement. Indications of achievement in the workforce area include:

- 90% of all CSW staff are enrolled in or have completed Level Two and Level Three qualifications
- In-house assessors have been employed to guide and develop localised learning opportunities and offer peer mentoring and support
- Formal Leadership Skills training has been completed by middle management and a growing proportion of House Leaders across the organisation

- Staff satisfaction has increased over the past three years and levels of engagement have increased significantly
- Merit-based pay steps have been agreed as part of collective negotiation with the PSA to support the learning and development strategy
- The development of a robust casual pool and a casual pool Service Coordinator to ensure continuity of trained staff and continue the almost-zero use of Bureau staff
- The roll out of a Partnership to Excellence programme between staff and direct reports to build a culture of continuous personal development
- The introduction of monthly staff awards in support of the key organisational Values
- An agreement to ensure payment increments of 3% over the next 18 months to support staff achieving at Core Competency levels or higher
- The design of a specific programme to build the health and welfare monitoring and assessment skills for staff who work with people who are ageing
- The appointment of a clinical nurse advisor from Waikato DHB to support and train Hamilton staff in health monitoring and medication management

Business Excellence

To move beyond a risk management and compliance-focused health and disability regime and maintain best-practice and optimal customer service has been a significant step for Spectrum Care. This move has been spurred by the realisation that great lives cannot be supported in an environment where risk focus suffocates the opportunity for individuals to achieve personal Outcomes and where compliance interferes with the prospect of people living ordinary lives. The bizarre situation of contract and certification regulation and monitoring actually compromising rather than enhancing quality improvement in the disability sector is the unfortunate reality for many service

providers. The move to a Business Excellence framework by Spectrum Care has stimulated and energised staff to embrace innovation, to think deeply about person-centred engagement and to re-examine the elements of quality improvement that will truly impact upon the benefits of social inclusion, participation and 'ordinary' life Outcomes.

Specific elements within this pathway to improvement include:

- A stronger 'results' focus and a greatly enhanced system of information access at the point of decision-making across the organisation
- Improved communication across the organisation using the Merlin intranet
- An inclusive strategic planning process that values and incorporates input from the customer base of families and people who use our services, unions, coordinators, managers and external stakeholders to inform Board priorities
- Engaging families through survey and family governance processes
- The development of an interactive information system that adds value to staff and people using our services, and reduces bureaucracy and duplication
- Streamlining forms, policies and procedures to improve efficiency and effectiveness
- Development of a House Excellence Grid to monitor comparative performance across key quality and efficiency indicators
- Streamlining the Outcomes reporting process to ensure consistent and reliable measurement of progress
- Supporting staff to engage in wider training opportunities associated with leadership development and Business Excellence evaluation
- Benchmarking and reviewing the opportunities for future benchmarking using agreed key indicators nationally and internationally

Finance and Sustainability

The need to manage within our means is the message of the moment as New Zealand struggles to emerge from a recession. This is a particularly challenging time within the context of a national sleepover dispute and anticipated additional costs, which have only a marginal prospect of government indemnity. Unlike the health provider sector, there are no prospects of disability organisations enjoying the CPI increases or demographic price adjustments offered to District Health Board services. If crisis is the mother of invention, then disability organisations will need to develop robust opportunities to trim costs. The trend to improve back-office efficiency through greater service collaboration is certainly a prospect that Spectrum Care is seeking to facilitate with other like-minded organisations. At the same time, we must continue to invest in workforce development and innovation to ensure that our staff and services are at forefront of contemporary practice.

Developments over the past year have included:

- Further reviews of houses in the context of being 'fit for purpose' for supporting improved Outcomes and planned exit from houses that do not meet acceptable criteria for ordinary lives and social inclusion
- A review of Behaviour Support Services to align with future service expectations
- The successful transition to include a holiday respite programme as part of the service range
- The development of service models that are better aligned with Independent Living and Individualised Funding arrangements
- The investigation of more efficient procurement strategies for Spectrum Care and the wider health and disability sector
- The investigation of vehicle cost minimisation and accident reduction
- A 12% decrease in leave liability over the past year
- A review of Home Support Services' costs to ensure ongoing viability
- Implementing a programme of environmental efficiency with Eco-matters

Each year Spectrum Care entertains improbable targets as part of its annual strategic planning cycle and astounds itself by achieving most of the original targets – as well as others that seem necessary along the way. There is a pattern of 'going the extra mile' which is embedded into the culture of the organisation and enables the organisation to punch above its weight. It is rapidly becoming a learning organisation, but not in an exclusive way – Spectrum Care sees its future as a collaborative force within the sector. The Board, Leadership and Senior Management Team, along with all Service Coordinators and front line staff, will strive earnestly to improve services, to support significant Outcomes for people who we serve and their families, and to advocate strongly for finding ways that enable rather than limit excellence in all that we do. In doing so, we will continue to support our Vision of 'People with disabilities living great lives'.



Chris Harris
Chief Executive

The grand finalists were selected from a series of regional heats for the 'Showcase' Talent Quest held on Friday 31 July 2009.



financial statements

The biggest event on our social calendar is our annual fancy dress ball – held 17 October 2009.



Cash Flow Statement for the year ended 30 June 2010	2010 \$000	2009 \$000
Net cash flows from/(used in) operating activities	3,142	3,116
Net cash flows from/(used in) investing activities	(583)	(1,190)
Net cash flows from/(used in) financing activities	(870)	(373)
Net increase/(decrease) in cash and cash equivalents	1,689	1,553
Cash and cash equivalents at beginning of period	6,669	5,116
Cash and cash equivalents at end of period	8,358	6,669

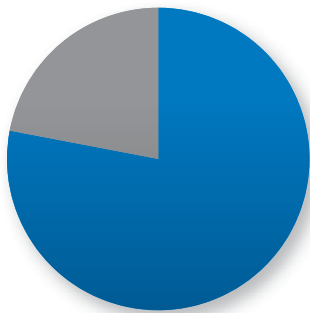
Balance Sheet as at 30 June 2010	2010 \$000	2009 \$000
Total Current Assets	12,300	9,943
Total Non-current Assets	34,533	34,864
Total assets	46,833	44,807
Total Current Liabilities	6,116	6,018
Total Non-current Liabilities	1,419	2,196
Total liabilities	7,535	8,214
Net assets	39,298	36,593
Equity		
Trust settlement funds	1,857	1,857
Retained earnings	21,866	19,648
Reserves	15,575	15,088
Total equity	39,298	36,593

Income Statement for the year ended 30 June 2010	2010 \$000	2009 \$000
Total income	41,311	38,990
Total expenditure	39,093	37,862
Net profit for the period	2,218	1,128
Gain on property revaluation	487	1,083
Total comprehensive income for the period	2,705	2,211

The notes which form part of these financial statements accompany the Audited Financial Reports which can be separately obtained from Spectrum Care Trust Board.

We have reviewed the summary financial statements on page 20 and confirm that the information reported in the summary financial statements is consistent with the full financial statements from which they are derived and upon which we expressed an unqualified opinion in our report to the Trustees dated 28 September 2010.

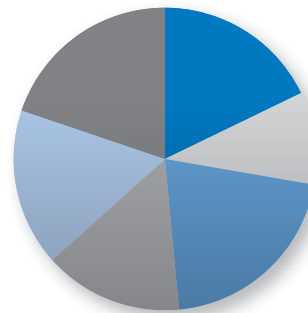
Expenditure



- Employee costs
- Supplies

	\$000	%
Employee costs	30,486	78
Supplies	8,571	22
Total expenditure	39,057	100

Breakdown of Supplies



- Admin
- Transport
- Property r&m
- Utilities, rates, rent
- Household food
- Depreciation

	\$000	%
Admin	1,529	18
Transport	852	10
Property r&m	1,772	21
Utilities, rates, rent	1,256	15
Household food	1,429	17
Depreciation	1,733	20
Total supplies	8,571	100

trustees

The names and details of Spectrum Care's Trustees in office during the financial year and until the date of this report are as follows. Trustees were in office for this entire period unless otherwise stated.



R M Hanna LLB (Non-executive Chair)

Richard Hanna joined Spectrum Care Trust Board in June 2003 and was elected Chair in July 2007. He also serves on the Trust's Audit Committee. He is the parent of a young person with an intellectual disability and brings over 30 years' experience as a solicitor, most recently in his own law practice. Previously, he was a senior Partner of the law firm Bell Gully. Richard is currently the Chair of Millennium 21, Director of Craig's Investment Partners Cash Management Limited and Trustee of various family trusts.



Dr M Horsburgh Registered Nurse, Ed D, MA (Hons), Dip Ed (Deputy Chair)

Margaret Horsburgh joined Spectrum Care Trust Board in July 2004 and was elected Deputy Chair in July 2007. She also serves on the Trust's Quality & Risk Committee. Margaret is Associate Professor at the Faculty of Medical & Health Sciences at the University of Auckland. She is also Director of ProCare Auckland Network PHO, Chair of the National Cervical Screening Programme Advisory Committee, Member of the Health Workforce Taskforce, Member of the Multi Region Ethics Committee and Trustee of her family trust.



B Doube MPhil, MRCSLT

Bernadette Doube joined Spectrum Care Trust Board in June 2002 and Chairs the Trust's Quality & Risk Committee. Bernadette has held senior management positions both in New Zealand and the United Kingdom and, at present, practices as an independent consultant specialising in health and disability sector projects. She also serves as Chair of the Web Health Linkage, and Trustee of Trust Waikato, Hamilton Residential Trust and Hamilton Boys High School.



In March 2010, Spectrum Care was officially welcomed into the Bay of Plenty by Ngati Pukenga Hauora, local hapu, families and other providers. Te Roopu Taurima O Manukau acknowledged their connection to and support for Spectrum Care with their active participation and the presentation of a taonga (or treasure). Spectrum Care's Chief Executive, Chris Harris, is pictured with Te Roopu Taurima's Special Projects Manager, Lorraine Bailey.



R Wikaira JP, Dip BMS

Rea Wikaira joined Spectrum Care Trust Board in July 2004 and serves on the Audit Committee. He has held senior management positions in the health and aviation sectors and, at present, practices as an independent consultant specialising in health, aviation and business development projects. Rea is the Chair of Nga Mauri Papa Pounamu Ora Trust, the Air Rescue Air Ambulance Division of the AIA and the Alcohol Liquor Advisory Council. Rea also serves as a Board member of Alexandra HF Limited and Bone Marrow Register Trust, and is a Justice of the Peace.



L N G Kosoof CA

Nick Kosoof joined Spectrum Care Trust Board in November 2007 and chairs the Audit Committee. Nick is the parent of a teenager with autism and is the Principal of Nick Kosoof & Associates Limited. He is also Trustee of McKenzie Centre Hamilton and various family trusts.



B A Snedden Dip HS

Bridget Snedden joined Spectrum Care Trust Board in May 2009 and serves on the Trust's Quality & Risk Committee. She is the parent of a young man with an intellectual disability and brings with her 18 years' experience of working in the disability and not-for-profit sector where she has held senior management positions. Bridget is also on the Board of Down Syndrome International. Bridget is driven by a strong commitment and belief in the full participation of people with disabilities in all walks of life and the natural authority of the families.



A Redican NZRP

Aseta joined Spectrum Care Trust Board in December 2009 and serves on the Trust's Quality & Risk Committee. As the first Pacific NZ Registered Physiotherapist, Aseta has a long history of service to Pacific Health in New Zealand. She established the Heart Foundation's Pacific Islands Heartbeat and ADHB's Pacific Health Advisory Committee, two Pacific-led Primary Healthcare Organisations (PHOs) – the Parish Nursing Services and Healthy Village Action Zones (HVAZ). She has been a key speaker at local and international forums on Pacific Health. Aseta is a trustee of the Heart Foundation, the Fred Hollows Foundation NZ and Capacity Development NZ.

vision and values

Spectrum Care's Vision is:

'People with disabilities living great lives'

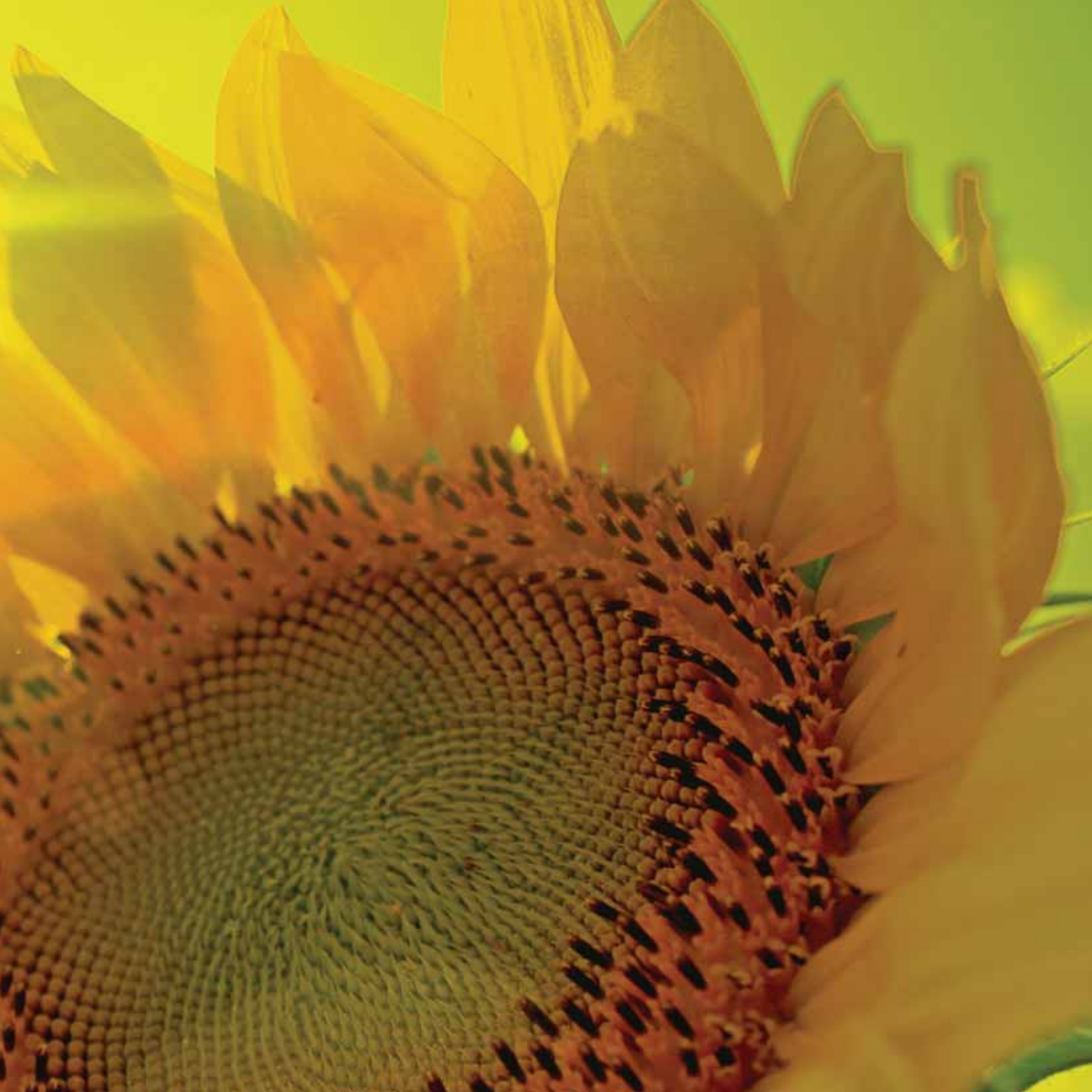
Spectrum Care is guided by the following Values to achieve its Vision:

- **Person Centred** – Responsive to the person; individualised services and support
- **Innovation** – Pioneering and looking for better ways
- **Commitment and Passion** – Creating and maintaining a high-performance culture, where we are passionate about what we do
- **Partnership** – Working successfully together with others, valuing each other's contribution
- **Excellence** – Leading the way

Spectrum Care aims to achieve its Vision by supporting individuals with:

- Lifestyle choices
- Opportunities to maximise personal development, participation and inclusion in the community
- A healthy, safe and caring environment
- Services that are continuously improving





Spectrum Care Trust Board

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