

# Annual Report 2016/17 - Contents

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# Our Vision and Values

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Avivo is a Western Australian, not-for-profit community organisation that supports people to live life.

## **Our Vision**

Our vision guides all that we do. We are all committed to people living as valued citizens, making their own decisions, developing their abilities and growing in their relationships.

## **Our Purpose**

Our purpose is to work in partnership with people and families to develop and provide the supports and services they choose to live life.

## **Our Values**

Our values are simple to understand and easy to spot.

**Your Life** – We respect you, value your strengths and listen to what is important to you.

**In Partnership** – We work in partnership, respect your decisions and work together to do things better.

**Can do attitude** – We do what it takes, we are optimistic and innovative as well as practical and persistent.

**Valuing people** – We value, develop and support each other to do our best work.

## **Outcomes and active citizenship**

Every day we work together to deliver services that support people to live life.

What is most important to the person and their family is the starting point: what does a good life look like?

The Outcomes provide a useful framework to think about your life as a whole and what's important.



**Help:** Giving and receiving help

**Freedom:** Taking charge of your own life

**Home:** Having a place where you belong

**Safe & well:** Looking after your health and feeling safe

**Purpose:** Setting your own direction

**Money:** Having enough to live life

**Community:** Being active and valued in your community

**Love & Relationships:** Having friends & family, loving people and being loved

## Chairperson's report

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Every year I seem to open my report with an increasingly clichéd comment about the amount of change the industry, sectors and our organisation have been through in the previous year. This is probably the first year when I can honestly say that the amount of change did not increase over the previous year, a year in which we changed our name, our logo and branding. These were enormous steps for an organisation with the history that Perth Home Care Services had.

We are now truly Avivo: Live Life, and it is pleasing to say that the changes are well embedded and we have transitioned smoothly and positively. The change has helped us to re-focus on our purpose – being committed to help people live as valued citizens, make their own decisions, develop their abilities and grow in their relationships. *To Live Life.*

Citizenship is our focus. We want to support all our customers to become active citizens in their communities, and provide our employees with the skills and tools necessary to support that objective. Being connected and having a sense of belonging is fundamental to everyone's experience of a full and rewarding life. As a community, we benefit enormously from the diversity and richness of ideas, experiences and knowledge that all people bring to cultural, sporting, social and civic life.

This focus on supporting active citizenship drives our Avivo strategy and direction. We are continuing to plan, develop and expand our "Working Locally" strategy, which will become the way we do business. This will put our employees and our support closer to our customers, empower our staff to make decisions to better support our customers' decisions, and increase our flexibility and responsiveness. This is not a small change but rather a fundamental shift in what we do and how we do it. It will keep Avivo at the forefront of innovation and truly differentiate our ability to lead in a world of increasing choice and control transferring to the people we work for.

We believe that it is critical that we make these significant changes to ensure we are sustainable and to set up the organisation for the future. We are in a strong position, with excellent leadership and healthy financials, and it is always ideal to make necessary change from such a position of strength, not reactively when forced to do so.

These changes obviously bring uncertainty for many of our employees, but we are working closely with everyone, being as open and transparent as possible, and trying to keep everyone informed as we continue with our plans. There is genuine excitement about the change and a sense of great opportunity to push harder towards our vision.

The move this year by the Commonwealth Government towards choice in the aged sector has been well received by our customers and staff. The transition has been smooth and has opened up many opportunities. However the continued frustration around WA's indecision on its position on the NDIS implementation still causes uncertainty and stress for everyone. Whilst the implementation is proceeding in line with the Bilateral Agreement between state and Commonwealth governments, it is vital that an agreement be reached and announced to provide a clear way forward as soon as possible.

Finally, I would like to thank my Board for their outstanding support and contribution again this year, and Rosie and the whole team at Avivo for another year of selfless commitment. I would especially like to thank Deborah Pearson who is stepping down from the Board to pursue other interests after long and distinguished service to Avivo.

Phil Thick  
Chairperson

# CEO's Report

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This has been a year for embracing changes and further developing Avivo for the future.

A very significant date was the 27<sup>th</sup> of February 2017 when the Commonwealth Government made it possible for elderly people to choose their Home Care Package (HCP) service provider. We believe it is essential that people have this choice and were well prepared for required changes. We put a lot of work into our systems and clarified what we offer, at what price, resulting in a very smooth transition.

We continued to work with the NDIS providing services to people with disability in two metropolitan trial sites and the Wheatbelt. It has been a year of waiting for decisions from the Commonwealth and State Governments. The Bilateral Agreement was announced early in the year but the new State Government commenced its term questioning the Agreement. We look forward to both State and Federal Governments reaching an agreement that provides certainty to everyone in the near future.

## Working Locally

We are finding ways to do better what we do now and support customers and employees to have more control and choice in their lives and work.

This year we developed a greater understanding of what it would take for teams to work locally, taking greater responsibility for leading and organising their own work. We have learnt a lot from other national and international organisations that work locally with great outcomes for staff and customers.

A number of Avivo teams trialled new ways of working locally, feeding back what works, what's challenging and ways to overcome these challenges.

We are committed to developing Avivo into an organisation of local teams that support customers to live life as they choose. In May we built on the insights and learnings of 90 employees and customers at a two day workshop called Shaping Our Future. We developed a plan for how we would organise and make the transition to work locally over the next two years, called the Roadmap. This journey, for success, needs everyone to invest in the process.

## Technology, Processes and Systems

We undertook important work this year to improve our current systems and processes. It started with the transition to electronic time sheets for Support Workers that is providing substantial administration time and cost savings. The considerable work to improve processes related to Home Care Packages, providing regular and accurate statements to customers and improving the invoicing for services is delivering many benefits. Some of the other improvements included streamlining reporting, reducing data inconsistency across systems, improving customer registration process, support planning, invoicing and rostering.

Efforts will continue to improve our systems and processes as we move toward working locally. A key element of success is for all employees to have more control of their work and to have good information. Planning was undertaken in the early part of this year to develop and secure this technology and over the next eighteen months this plan, called Enabling through Technology (ETT), will be put into place.

## Understanding our Costs

In readiness for the future, it is critical, as a not-for-profit organisation, we understand our costs across the different services we provide. Financial analysis has been undertaken across all funding programs to inform pricing and the changes required. Of particular concern is the current NDIS pricing. Avivo is committed to supporting people with disabilities and mental health issues and we need to ensure we provide quality services for people to be able to live well and the organisation remains financially sustainable. Further financial modelling and analysis will be required in the year ahead as we transition to working locally, being more effective and efficient so we can continue to provide quality services.

## Improving Viability

Early in the year, we made the hard decision to decrease the coordination in the South East Ranges and Peel teams due to their higher costs. This included some role changes as well as a reduction in a number of positions through voluntary redundancy. With these changes made, teams have worked to organise themselves to work more effectively and take on the challenges of the future.

We also reviewed the need for particular roles in other parts of the organisation including Office Services, Training, Shared Living, Nursing and Individualised Community Living. In each case careful consideration was given as to roles required and whether some work could be done in different ways. This resulted in a number of people taking redundancies, a challenging process for all those directly involved, particularly those who leave and the colleagues that work closely with them. We are sad to see people move on and appreciate the contribution they have made to Avivo.

## Respecting Culture and Diversity

For some years, we have been developing more understanding of Aboriginal and Torres Strait Islander cultures by working with communities in the Wheatbelt, the Midwest and Perth. I acknowledge and appreciate the patience and generosity of the Aboriginal people who have helped us to develop our first Reconciliation Action Plan. This current Reflect Reconciliation Action Plan (RAP) commits Avivo to actions that will further develop strong and respectful relationships with Aboriginal and Torres Strait Islander peoples and our awareness and knowledge of their cultures.

We have also been considering how we can welcome, appreciate and acknowledge the diversity we have within Avivo staff and customers. Many customers come from different backgrounds and we are lucky to have employees from diverse communities. This year we established a Diversity Reference Group, made up of a cross-section of employees, that are working out ways to help us better understand and create a more inclusive and culturally secure working environment.

## Future Direction

Over the past six months we have taken time to reflect on where we are and what our direction will be in the future. We continue to be inspired by our vision of a society where all people live as valued citizens, make their own decisions, develop their abilities and grow in their relationships.

We have committed to three strategic goals to take us closer to this vision:

1. Transform Avivo to support teams to provide good services locally,
2. Develop a culture and organisation that encourages people to do their best work, and
3. Develop technology and systems to enable better work and communications.

We have developed a Roadmap to guide us towards working locally as well as developing the culture and technology to support people to do good work.

I am excited about our year ahead but also know it will be full of challenges. I very much appreciate the Board and all my colleagues at Avivo for their commitment to citizenship and communities for everyone. Together, we'll continue to develop Avivo into an organisation that we are all proud of.

Rosie Lawn  
Chief Executive Officer

# Our Services

## Disability Services

The implementation of the National Disability Insurance Scheme (NDIS) in Western Australia has had significant challenges over the year. In December 2016 the Commonwealth and WA Governments agreed to commence the final negotiations on a nationally consistent but state-run NDIS, and the Bilateral Agreement was signed on 1 February 2017. The Agreement included a rollout plan across the state through to 2020. In March, a newly elected State Government indicated that they had concerns with aspects of the Agreement and were re-considering the options. Discussion continues between the Governments but no decision has been announced whilst the rollout continues to other metropolitan and regional areas.

This uncertainty is confusing and challenging for people with disability and mental health issues, their families and carers. It is also difficult for Avivo to adequately prepare for the system that we ultimately will be working within, creating additional workload for all involved and extra administration.

Ultimately the decisions will be made and we will adapt to ensure the NDIS works for people. In the meantime we focus on ensuring people get the best possible support to live life as they choose.

Over the past financial year Avivo supported 797 people with individualised disability support funding.

Disability	
<b>Individualised Funding:</b>	
NDIA	201
WANDIS	229
DSC	352
CATCH	10
VDQ	5
<b>Total</b>	<b>797</b>

## Disability Services Commission

As the expansion and rollout of NDIS commenced, Disability Services Commission (DSC) has been making, considerable changes to how it funds and administers across the State so as to align and prepare for the NDIS. The WA NDIS Support Clusters and Price Framework was released for the metropolitan areas on 1 July 2016 that incorporated changes based on feedback and input from the sector. There has been increasing numbers of Local Coordinators linked in with individuals, developing Plans and undertaking annual reviews. Overall, many Avivo customers have had Plan reviews, so as to ensure their Plan and funding aligns with their support needs.

Our teams have worked hard to make the necessary changes to align with DSC's pricing and reporting requirements. This involved training Coordination teams in using DSC's online portal for quoting, as well as developing plans and establishing services using Avivo's system.

We continue to have good relationships with DSC contract staff and Local Coordinators working through any issues so that customers have choice and control and the best possible outcomes.

### *Children Assisted by Technology and Cared for by their families at Home (CATCH) program*

For over ten years Avivo has supported children and families through the CATCH program. The funding assisted children to live at home by providing overnight and respite care. Funding came from three WA Government Departments: the Department of Health, Department for Child Protection and DSC. In 2016 the departments decided to end the CATCH program as the children and families would receive funding and support through the WA NDIS, NDIA or DSC. We have worked with DSC and families to support this transition ensuring they receive the support they require from Support Workers with the specialised care skills and ability to work well with families in their homes. In the last full year of its operation we supported 10 families through the program. Most have now transitioned to other funding or will in the near future.

### *Ventilator Dependent Quadriplegia - Community Care Program (VDQ)*

We continue to support five people with funding through the VDQ program. This program is funded by the WA Health Department and supports adults with quadriplegia and dependent on a ventilator to live at home. It is anticipated some of these people will transition to NDIS.

## **NDIS**

The NDIS provides funds to people with disabilities, including those who have a disability due to mental health issues, to have reasonable and necessary supports to live their lives. The two metropolitan NDIS sites were expanded this year. The WA NDIS site expanded into South metropolitan Perth and the NDIA site expanded into East metropolitan Perth and the Wheatbelt.

As the scheme expands, Avivo has been actively participating in community events and connecting with other providers to promote Avivo and to support people to access the NDIS. We have established key roles to provide an initial point of contact, to talk to customers and their families about how their funding can be best utilised and to assist with clarifying their plans with NDIA Planners or WA NDIS Local Coordinators.

Avivo is committed to supporting our current customers with the transition to the Scheme. A Pre-planning tool was developed and we have worked with our customers and their families, assisting them prepare for their first planning meeting with NDIS. Whilst finding the planning process challenging, most people who already had individualised funding have secured an NDIS plan with the same or more support than they had before.

People who have disability support needs due to mental health issues find the process of applying to the scheme particularly difficult, with many struggling to complete paperwork or gather the necessary evidence from health professionals. NDIS states that people with a significant disability that is likely to be permanent may qualify, however mental illness presents in various forms and at times fluctuates, making it difficult for many people to meet the eligibility criteria.

New customers have stated that whilst they were not looking forward to having NDIS funding, once their plan was approved, they have gained services and support previously not available to them. These customers report that they have enjoyed the opportunity to discuss their needs with NDIS, receive a plan suited to their needs, choose a provider, and have the opportunity of setting up their services.

Across both the NDIA and the WA NDIS, Avivo has worked to develop good working relationships with Planners and Local Coordinators.

In some circumstances we have been concerned about inconsistency in Plans and funding and the application of the criteria of reasonable and necessary supports. As the rollout progresses we are seeing more flexibility with Plans in terms of addressing issues such as travel, particularly in regional areas.

We continue to refine the ways we work with the NDIA and the WA NDIS and have been able to respond to new plans quickly, aiding our success in taking new referrals. There are continuing challenges related to the way people with disabilities and mental health issues experience the Scheme including assessment, planning and reviews and how Avivo can provide good service at the price paid by the two Schemes.

### *South Metropolitan*

The Kwinana-Cockburn teams moved into the second year of working with the WA NDIS. This has given existing customers the opportunity to make changes to their second Plans, and for the most part, the outcomes for them have been positive. We continued to have an increase in referrals with a significant number seeking psychosocial support. With the expansion of the WA NDIS into Southern parts of the city our South East Ranges and Peel Coast teams commenced supporting customers with transition to the WA NDIS.

### *East Metropolitan and Wheatbelt*

The NDIA site expanded this year from Perth Hills into Bayswater, Bassendean in Perth and Chittering, Toodyay, Northam and York in the Wheatbelt.

The uncertainty about which model of the scheme would operate in WA has made it very difficult for NDIA in Midland to plan for the future and address operational issues. Customers have also been confused about the NDIA and its role whilst the future administration is uncertain.

### *Case Study: Shannon's story*

Shannon started high school this year and celebrated his 13<sup>th</sup> birthday. It is an incredible milestone for a child who was not expected to live past three. Shannon, who was supported with CATCH funding, requires ventilator support, has scoliosis and deteriorating eye sight and mobility.

The transition to high school has been rocky at times for Shannon, but he has had some great accomplishments, including going on his first school camp at the end of 2016 enjoying the rock climbing and archery.

Shannon recently transitioned onto an NDIS plan, which has given him more support and greater access to technology and equipment.

## **Autism Champions**

We have six Autism Champions, employees who have a passion for supporting people with Autism. This year they received training and coaching from, Judith North, who has extensive knowledge and skills related to working with people with Autism. The Autism Champions' goal is developing team members to better understand and work with people who are on the Autism spectrum.

Judith has taught the Champions about the different ways people with Autism process the world, how to recognise when a person is overwhelmed, anxious or is experiencing sensory overload, and various support strategies. The Champions believe this understanding is beneficial when working with all people, whether they have Autism or not.

## **Developing better connections**

Avivo and Befriend work in partnership to enable people to truly 'live life' as valued members of the community with strong friendships and relationships. Avivo staff participated in a series of Befriend Professional Development activities designed to increase their knowledge and skills in developing relationships and community connections.

Following completion of Befriend’s “Sparking Connections through Social Support” workshop, 25 employees from Western Beaches, successfully completed the Befriend Community Connections Certification. A key insight from the workshop was the extent of social isolation many people have, and the realisation that it is not the role of a Support Worker to be a friend to the individual, but instead, a facilitator of connections between people that share interests. Members of Western Beaches also took part in a series of Team Coaching Sessions coming together to explore opportunities for connection and social inclusion. These sessions improve outcomes in areas related to relationship and community life,

“The training was excellent. It has made me rethink my goals and role as a Support Worker. I have a framework and tools that I can implement straight away, and I will be carrying and referring to them when I work with people.” – **Ashley, Support Worker**

### *Disability Outcomes*

Avivo collects and analyses information about the outcomes people want from their supports and services.

The research helps shape services and influences our strategic direction. The 339 goals recorded and summarised below provide a strong insight in to what is important to the people we work with in the area of disability.

**74% interested in connecting with their community and pursuing their individual interests**

**68% interested in maintaining independence in their own homes**

**38% interested in engaging support to stay safe & well**

### *Examples of why some goals are chosen*

#### Community & Purpose

- Support to develop social skills
- Assistance to access and participate in community activities and develop friendships

#### Freedom & Home

- Developing practical life skills to support independence
- Support to maintain their home environment

#### Safe & Well

- Support to attend appointments
- Support to improve fitness and diet

## **Mental Health**

Avivo supports people with mental health issues to live a valued and fulfilling life. Currently these supports and services are funded through a variety of funding programs. The past year has been challenging with uncertainty around the continuation of funding of some of our Mental Health Programs and the transition of customers to the NDIS.

We have worked with 1,166 customers and carers/families with mental health needs over the past year.

Teams have focused on developing relationships with referrers and other organisations and as a result we have seen an increase in referrals for customers seeking support through Home and Community Care (HACC) as well as more carers/family members seeking assistance.

Avivo's Individualised Community Living Strategy (ICLS) program has continued to grow and develop and now supports 20 people.

Our contract to provide Personal Helpers and Mentors (PHaMs) in the Wheatbelt and Coral Coast has been extended until 30 June 2019. The funds for PHaMs in the Wheatbelt were to be reduced significantly in 2017/18 due to the expansion of the NDIS. As the rollout of the NDIS has been slower than anticipated we were able to successfully negotiate full funding for next financial year. We also received confirmation from the Commonwealth Department of Health that Partners in Recovery (PIR) will be funded until 30th June 2019. The focus of both programs is to support customers to transition to the NDIS.

In the past year 61 customers successfully accessed funding packages through the NDIS with many able to gain more support than they previously received. Avivo has an important role in assisting customers to gather documentation that supports their eligibility for support in their everyday life.

Funding for Mental Health Respite and Family and Carer support has been substantially reduced for the coming year. Again the focus of this funding is to support carers and customers to transition to the NDIS.

The Mental Health Commission (MHC) continues to provide block funding for people requiring psychosocial support and services for families and carers. We were slightly over-delivered this financial year due to demand. Teams have assisted customers to transition to HACC who don't need as much support. As a result, Avivo will be able to accept new referrals.

The Mental Health Community of Practice has been operating for twelve months and is currently being evaluated to determine its effectiveness in meeting the objectives. This community has 67 members who use the forum to network and share information.

## **NDIS**

The process of applying for NDIS funding for support with mental health issues has been challenging for some customers.

Some people have found it difficult to gain the evidence required to apply, such as obtaining medical reports which supports their diagnosis and demonstrating the impact of mental health issues on their life.

With some funding made available through HACC and PHaMS, our teams were able to support some customers through the application process to help them receive the best plan possible to meet their needs.

### *Case Study: Dustin's story 'Painting the Life you want'*

"I'm more active, more social – more happy." - Dustin.

Dustin came to Avivo in February 2016 for support to live in his home through the Individualised Community Living Strategy (ICLS).

Dustin's recovery journey has been amazing. Initially he had no interest in obtaining a job; however he recently started working at a local art shop. He has also started exercising – swimming and walking.

Avivo has also supported Dustin to develop a positive relationship with his local Mental Health service which has been an important part of his recovery.

Dustin is a talented artist. He agreed to have a 'Live Life' video made to share his experience. Late in 2016, Avivo worked with Dustin to launch a solo art exhibition that was widely supported and led

to the sale of many art pieces. Dustin was willing to have his video screened and also spoke of his recovery journey openly for the first time.

## **Mental Health Outcomes Data Report**

Avivo collects and analyses information about the outcomes people want from their supports and services.

The research helps shape services and influences our strategic direction. The findings shared from the 143 goals recorded provide valuable insight on how we can continue to provide valued services to people experiencing mental health issues.

**62% identified goals to engage in interests and activities such as work and learning, to provide purpose in their lives.**

**53% identified goals about being connected to their community**

**68% identified goals about engaging support to stay safe & well**

*Examples of why some goals are chosen*

Safe & Well

- Attending appointments
- Focus on exercise and diet
- Identifying strategies to support mental wellbeing

Purpose

- Learning new life skills
- Engaging in study
- Entering employment

Community

- Joining sport or recreation groups
- Involvement in music or arts
- Attending local community events

## **Aged care**

Avivo worked with 1,815 elderly people, their families and carers throughout Perth, Mandurah, Wheatbelt and the Coral Coast for the 2016/17 financial year.

The Commonwealth Government changed how Home Care Packages (HCP) were allocated to individuals as of 27 February 2017.

This change gives people the ability to choose their provider and direct the Government subsidy to that provider. Customers can now change their provider and transfer any unused funds to that provider.

To prepare for the change Avivo created the Aged Care reform transition project 'Go Live' which ensured we had the systems and processes ready and staff were prepared. We also reviewed HCP pricing to remain competitive and ensure financial viability.

Since 27 February 2017, there has been consistent growth in the number of people choosing Avivo to provide their Home Care Packages throughout the regions we work in.

## Number of Avivo Home Care Packages as at 30 June 2017

Package	2014/15	2015/16	2016/17
HCP level 2	94	132	177
HCP level 3	56	55	55
HCP level 4	107	113	153
<b>TOTAL</b>	<b>257</b>	<b>300</b>	<b>385</b>

Note: Over the Year 270 people used L2, 98 people used L3 and 188 used L4 packages.

### *At a glance*

Since February 27

- 27% increase in HCPs
  - 68 new HCPs
  - 32 Package level increases from L3 to L4
- 38% increase in Wheatbelt HCPs
- Coral Coast welcomed its first 7 HCP customers

### **Home and Community Care (HACC)**

The Home and Community Care program continues to provide a substantial level of support to elders in the community.

In 2016/17 we provided home and community care to 808 customers over 65 years of age. This included providing crisis carer support for 125 elderly people and dementia support to 44 people through our LinkAge service.

The increase in HACC customers compared to last financial year (729) was significant given the impact of aged care and disability reform agendas on HACC referrals.

Staff worked hard at building stronger relationships with Regional Assessment Services (RAS) and raising Avivo's profile through community events and forums.

However, a reduction in the hours of support allocated to individuals through the referral process was experienced. This may have been influenced by the Aged Care Reform agenda in the delivery of the HCP Program and the planned transition of the HACC program to the Commonwealth Home Support Program (CHSP) in July 2018. This agenda reinforced HACC's commitment to entry level support.

A further, 55 Avivo customers transitioned from HACC to the NDIS programs:

WA NDIS: 44

NDIS (NDIA): 11

The HACC Aboriginal Engagement project resulted in a strong increase in service demand in Northam and surrounding Wheatbelt areas. RAS teams are referring more people as our reputation grows for the delivery of strong services to Aboriginal communities.

It was rewarding to have this work recognised by peers with the team being finalists in the 2016 ACSWA Awards.

The trial of self-direction within the HACC program continued in to its third year. Customers requiring low level support were allocated a specific budget determined by the HACC Assessors and were supported by Avivo to develop a plan and direct their own services and supports.

Finally, Avivo would like to acknowledge the support from the Health Department of Western Australia to utilise HACC underspend for a number of projects including strategies to better prepare customers for the transition from HACC to other programs.

### *Case Study: Managing real choice*

“I’ve found in the time I’ve been with Avivo that they understand self-management and trying to keep us as independent as possible.”- Mike

Mike and his mother Beth have been with Avivo since 2013 – and their story highlights how effective sharing management can be.

When Beth was preparing to come home from hospital, they were told there was an organisation doing a different type of package – so they decided to look into Avivo.

Mike says Avivo helped him find, interview and negotiate a rate of pay with a Support Worker as well as set up rosters to give him greater independence. Mike and Beth have been working with the same Support Worker for nearly four years and he believes Avivo understands what Beth needs to live life.

With the choice to transfer packages from Avivo Mike compared to ensure they were getting the best they could. Mike felt many didn’t understand or were limited in what they would let him do in regards to management and is happy with the decision to stay with Avivo. (Link to the Mike and Beth Live Life story)

## **Dementia Champions**

Avivo has always been willing to find better ways to work with people experiencing dementia that will support a good quality life at home. Dementia Champions are Avivo employees with an interest in this area that complete a Certificate IV through Alzheimer’s WA.

When completed the Champions provide information sessions to other colleagues with the aim of building greater awareness and skills to better support people with dementia.

### *Aged Care Outcomes Data Report*

To understand what our customer’s want and need from our supports and services, Avivo collects and analyses outcomes data.

The findings influence our services and shape Avivo’s strategic direction. Below is a sample of data that has been collated and analysed from 195 goals. It gives an indication of the outcomes that are important to our customers and why.

**72% said that they value being safe and well**

**80% said that staying at home made their life good**

**68% said that maintaining freedom of choice was important**

### *Examples of why some goals are chosen*

Home

- Support to remain living independently at home for as long as possible
- Assistance with domestic duties

Freedom & Community

- Support to access and participate in the community
- Maintaining control of funding and supports
- Respite from caring role in order to pursue interests and maintain other relationships

## Safe & Well

- Attending appointments
- Support with medication and personal care
- Engaging in activities for light exercise and to improve or maintain mental wellbeing

## Families and Carers

We provide a range of flexible and responsive services that support families and carers to continue to support and care for family members and friends. These include respite, both in and out of home; opportunities to develop capacity and resilience; crisis carer support and care; information, referrals and advocacy; and events and forum to meet and connect with each other and provide mutual support.

### Mental Health Respite

A Carer Support Officer role was created in November 2016 to better identify and connect with carers of people with mental illness. 294 carers and families have been provided with a variety of services throughout the year.

The Carer Support Officer worked closely with teams within Avivo in respect to the importance of self-care and how carer distress might present. The Officer has also raised awareness both internally and externally of what Avivo can offer carers; visiting Mental Health Clinics and private hospitals to speak to clinicians and patients about our services.

Avivo has also been involved in numerous events for families and carers. Some examples include:

- 'Avivo's in Town' information session held to promote Avivo in the Pinjarra area
- A Carers Wellbeing Day in Fremantle with information around the WA NDIS and the support Avivo provides carers and their families accessing the NDIS
- During Carers' Week, a Wellness Recovery Action Plan (WRAP) course was held. Six Avivo carers attended (five of the carers that attended were men)
- Two retreat days held in partnership with HelpingMinds, and
- A three-day Indigenous carers' retreat was held in partnership with Nidjalla Waangan Mia at Mandurah Quays. Ten women attended a retreat designed to build capacity around self-care and link with other women in the local community.

### Commonwealth Home Support Program

The Commonwealth Home Support Program (CHSP) offers flexible respite to carers over 65 (50 if Aboriginal and Torres Strait Islander People) in Western Australia to help elderly carers balance their care responsibilities.

Over the year Avivo provided services to 118 carers through this funding.

#### *Crisis Support for Carers*

Avivo provides Crisis support for carers through HACC respite funding. This short term support is offered to assist carers through a period where their capacity to provide care is affected. This service offers up to 72 hour support, 24 hours per day for no cost and is valued by carers and families using the service.

Over the past twelve months 149 carers were provided crisis support of which 111 were over the age of sixty five.

“I want to thank you for organising emergency in-house respite for my father in law. Your kindness and willingness to help will never be forgotten. I never thought that when I made the call on Thursday lunch time, that you would have someone there by dinner time. The staff that attended were professional and caring and the service provided in our time of need was something we could only dream about.” – Avivo customer

#### *Family Support - Disability Services Commission*

Through Family Support funding Avivo provides respite, information, guidance and flexible grants to develop capacity and resilience.

Avivo provided support to 501 families and carers this year including:

- Activities to assist carers to connect to the community - this includes gym and other health related memberships
- Attendance at workshops to increase carers' knowledge and skills to support the person they care for
- Supporting carers to attend a futures planning workshop (aimed primarily for carers of school aged children about to leave school)
- In-home respite supporting carers families to have a break or the person they care for to have a holiday
- Crisis support for families and carers when they have an emergency or ill-health, and
- Support the family member with a disability to learn independent living skills such as using public transport or shopping.

## Other services

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### Support Coordination

Avivo provided Support Coordination to over 104 people and families, helping them get the most from their NDIS plan. The service assists people to navigate the NDIS, understand their plan, funding and provides flexible support and secure the services that will help them to achieve their goals. Operating separately from Avivo's Community Services, the service ensures people choose service providers that meet their goals without the perceived obligation to use Avivo's services.

People may combine Support Coordination with a Plan Manager service. Plan Management makes payments for services the person chooses from the community and service providers. It provides people with the flexibility to purchase a range of services that will assist them to live life as they choose.

### Support Coordination Team Statistics

Total number of people using Avivo Support Coordination – 104

People using Avivo community services – 53

People using other organisations – 51

Total number of people using Plan Manager services – 10

### *Case Study*

A man was referred to the Support Coordination team to help him stabilise his living arrangements following his partner's death, and to avoid his daughter being placed in care by the Department for Child Protection (DCP). Working with the father, the team arranged for repairs, tidying and maintenance on the home and liaised with the family GP to explore counselling and management of medications. He was also assisted to re-establish his daughter's school routine, link in with community groups to help with household chores, and develop an income management plan to address personal debt issues.

The team provided strong ongoing support to assist the father resume a regular family life and DCP no longer believe the child should be taken into care.

### Shared Management and Bureau

Currently Avivo works with over 100 customers who are managing some, or all of their funding from DSC or the NDIS.

To help people manage their legal obligations better when hiring staff Avivo, with support from Western Australian Individualised Services (WAIS), developed the free publication 'Engaging Your Own Supports'. Also, additional information sessions were held to explore other technical aspects people need to consider when hiring and managing their own support staff.

Avivo successfully trialled an online budgeting tool for people to track spending and budget in real-time with 116 customers currently using the software and reporting it reduces administration time and makes sharing information easier.

Avivo offers customers choosing to manage their own funding a payroll service called Avivo Bureau. Services include:

- fortnightly processing of wages

- monthly processing of Superannuation Guarantee payments
- processing and lodgement of tax
- record keeping for all payroll responsibilities, and
- secure storage for all relevant payroll documentation.

### **People using Bureau services**

- In 2015/16 – 19 employers and 60 employees were using Bureau.
- In 2016/17 we had 31 employers and 118 employees using Bureau\*

\*note that figures include employers and employees that have been discharged from this service.

## **Nursing**

Our Nurses provide a range of training, consultancy and care services to maintain the health of our customers including:

- Training and education sessions with Avivo employees related to infection control, medication, personal care and specialised care (such as Gastrostomy feeding, oxygen therapy or catheter care)
- Clinical support to customers as requested, such as wound care and changing urinary catheters, and
- An after-hours phone contact for all staff on weekdays, weekends and public holidays.

They also provided education and training to staff at 46 schools and 10 other service providers to equip them with the knowledge and skills to work with children and adults with health conditions and specialised care needs.

### **Nursing Services by Funder**

Total = 140

CATCH – 10

DSC – 40

FFS – 6

HACC – 2

HCP – 66

NDIS – 4

VDQ – 5

WA NDIS – 7

## **Developing Positive Practice and Wellbeing**

Development Advisors and Practice Coaches support teams to better understand how customers are communicating, through words and behaviours. We also know that for some people, minimising risk and vulnerability is key to understanding how best to support them.

Coaches focus on building staff capacity, skills and knowledge to be more effective when working alongside people and families. It can include coaching, mentoring and an investment in developing teams' understanding on how best to listen and learn from customers.

To explore personal wellbeing the team delivered a number of training sessions and introduced 'think tanks' – an open invitation for people to share their learning with peers.

We continue to work with people, families and teams to promote choice, control and local decision making so everyone has a say over how they live their life and what good support looks like to them. It's an approach to planning and designing supports that focuses on wellbeing – what it takes to support people who may have some level of complexity including positive behaviour support, risk or vulnerability.

This approach includes a proactive strategy to eliminate restrictive practices.

### **Wellbeing and Planning services at a glance**

51 referrals

89 face to face coaching sessions

### **Shared Living**

Shared Living offers an individualised and tailored approach to match and support people, to share their life and accommodation with others.

There are currently 46 people being supported through a range of shared living arrangements, including:

- Homeshare – when a support person lives full-time in a customer's home, providing approximately 10 hours of practical support per week in return for free or reduced rent
- Alternate Family Care – when a customer lives in the support person's home full-time
- Host Family Care – when a customer lives in a support person's home for short stays

Avivo has invested significantly in developing the Shared Living service to improve the support provided to people, families and potential hosts and home sharers.

### **Call coordination**

Call Coordinators provide a valuable 'out of hours' coordination service for Avivo customers, families, carers and support workers.

Each caller has their needs assessed and appropriate response actioned including reports of serious incidents, complaints or safety issues.

Many of the calls from customers relate to change of support requirements for the following day or a support worker unable to work due to illness.

Liaison with the Crisis Team is also undertaken should immediate support be required for a carer or family member and callers are directed to organisations as appropriate, based on their needs and circumstances.

# Our People

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Avivo has a dedicated workforce of 1,084 employees who work throughout Perth, the Wheatbelt and Coral Coast.

The number of employees increased slightly over the last year from 1,025 to 1,084 with majority (896) working directly with customers in the community.

To further achieve our vision of citizenship we must continue to attract, retain and develop our people.

## Recruitment

The success of values-based recruitment continues through the inclusion of customers participating as ‘Talent Spotters’.

Groups of applicants come together to work collaboratively on a series of scenarios and challenges that allows the recruiting team and Talent Spotters to observe and select people who will better match the customer’s needs and also the values of Avivo.

In addition to this approach advertising for roles has focused on generating community interest through radio, local press and online to attract specific team members yielding greater reach and attracting strong applicants.

**“Recruitment day gives a specific idea of what to expect; it’s very helpful.”** – Avivo recruit

## Employee turnover and Engagement

The engagement of our employees is very important to Avivo. The seventh annual Your View Survey had 418 participants representing 40% of our employees.

Highlights from the survey included:

- 94% of respondents know what is expected of them
- 88% felt that the mission/purpose of Avivo makes them feel that their work was important

The survey results provide solid foundations for changes going forward and how we work together to support employees to feel more connected to each other and the organisation.

Staff turnover has remained similar to 2015/16 at 23.4%.

Staff Numbers 2016 / 2017	1084
Community	896
Office	188
Staff Turnover Rate 2016 / 2017	23.4%

### *Case study – Working to bring Wendy home*

“At home I’ll be outside enjoying myself – and that’s what I miss: the kids, the family and my dog.”  
– Wendy.

A successful recruitment workshop in June 2017 held in the regional area of Merredin is supporting one of our customers Wendy, to move back close to home. Wendy had a car accident in September 2015 which resulted in a spinal cord injury. Since the accident she has been in hospital and living in the Quadriplegic Centre. Wendy and her husband recently renovated a unit in Southern Cross that would support Wendy to leave the Centre and return to live closer to her family.

Wendy needed six team members to support her including overnight stays and recent recruitment efforts had not been successful. The Wheatbelt team led a recruitment drive that involved community organisations, local press and radio coverage culminating in a one day recruitment workshop in Merredin.

The response was outstanding and Wendy, with her team, is preparing to move home to be with her family.

## **Learning and Development**

We have focussed on innovative approaches in learning and development to better engage people including face-to-face workshops, e-learning, bite-size learning and coaching. We continue to partner with customers and families to deliver training as Co-facilitators.

### **Bite-size learning format**

Avivo introduced workshops in the mode of the bite-sized or spaced-learning format. Instead of having a one-day workshop, learning is staggered encouraging participants to integrate their learning into their work as they complete sessions.

This typically occurs over three sessions, with the real learning taking place within their work context, with good results. Topics delivered in this way have included: ‘Developing a Growth Mindset’, ‘Working in a Recovery Context’, and ‘Dementia Awareness’.

### **E-Learning**

The e-Learning portal has been well received since the 2016 launch with many employees completing e-Manual Tasks Training.

There have been trials of other e-learning products and these have now been populated on our Training Framework. Further plans are being made to make more web-based topics accessible across the organisation in the future.

### **New Training Framework**

A central Training Framework has been created for all staff to make sure that access to learning and development is easily available and where possible, directed by the person themselves. It assists people to explore where they might wish to build skills or competence in their role and progress their development.

### **Feedback and Reflection**

To better support the development of employees we reviewed our approach to appraisal, simplifying the processes and introducing team reflection.

The simplified appraisal method encourages employee ownership and includes new types of feedback tools. A key part is supporting transparent feedback through discussion.

Team reflection supports greater team connection through a reflective process on practice, achievement of outcomes, development and communication. Teams participating in trials have reported the value of this approach in developing their practice and cohesion as a team.

## Coaching

Over the past 18 months Avivo supported a number of employees to develop their skills as coaches who have subsequently been providing individual coaching to employees.

The focus has been to support people to think differently about how they view and approach their work towards developing their own solutions to the challenges they face. Our coaching approach is a series of conversations through which the Coach will support the person with their thinking, learning, and ultimately their actions. This self-directed approach has been a real eye-opener for participants. To-date, we have had 21 people who have engaged in a full coaching arrangement (typically 8 – 10 sessions) all with significantly successful outcomes. Avivo aims to build on this approach in the future.

### Learning and Development statistics:

1,975 attended Welcome Training

174 internal workshops

16% increase in attendance at Manual Task in Practice.

97% of Growth Mindset survey respondents believe the sessions will have a positive impact on their work.

21 accessed coaching

## Occupational Safety and Health

It's important all staff enjoy a safe work space. Many staff work in people's homes where the risk of injury is always present and we need to remain proactive in identifying potential hazards and changing work conditions.

The number of claims related to manual tasks is generally stable with the exception of 2015/2016 when there was a significant decrease. Factors that may have contributed to this decrease include changing the Manual Handling training provider and OSH Officers attending team meetings consistently throughout the year to increase awareness. Disappointingly this result has not been maintained this financial year. Recently E-learning for manual tasks has been provided to all staff to reinforce and remind people of good manual task practices and the OSH Officer will be attending team meetings to further promote and discuss good practice.

### Workers Compensation Claims

2013 / 2014	26
2014 / 2015	25
2015 / 2016	22
2016 / 2017	23

### Claims relating to Manual Tasks:

2013 / 2014	15
2014 / 2015	15

2015 / 2016	6
2016 / 2017	14

However, it is very positive that the number of reportable injuries to Worksafe has further decreased this year. This is due to being proactive in meeting with the injured employee's GP to discuss alternative duties and restrictions resulting in increased work capacity and employees being able to remain at work or return more quickly.

### **Reportable Injuries to Worksafe**

2013 / 2014	6
2014 / 2015	11
2015 / 2016	5
2016 / 2017	3

Initiatives introduced to further improve the health and safety of everyone have included:

- Reviewed policies and procedures to simplify reporting processes to ensure we capture and report safety incidents
- Updated the Injury Management procedure to increase the involvement of supervisors in the initial stages of a workers compensation claim, as well as the ongoing return to work program of injured employees
- Refreshed the OSH reporting process; the system changed to Yourlink to allow Coordinators and Team Facilitators to directly input reports and increased their ability to action preventative approaches quicker and more effectively, and
- Updated the OSH reports to provide greater clarity in information presented, enabling proactive decisions by teams and management.

### **Kudos to the crew**

#### ***People profile***

*Sam Tennakoon*

Well done to Sam, who was nominated for the Impact and Inspiration award at the 2017 WA Mental Health Awards. Just one of the reasons Sam was nominated is because he really cares about people he works with.

Sam challenges the stigma people surrounding mental health issues and says success comes from making time to talk and building people's awareness.

Over the last year Sam has coached one of the first teams to explore self-management.

Sam is truly passionate about mental health and improving the lives of others.

### **Kudos to the crew**

#### ***People profile***

*Emer Hickey*

Well done to Emer, who was nominated for the Excellence in Personal and Community Support Award at the 2017 WA NDS Support Awards.

Emer has shared her expertise and her passion for Shared Management to support customers to manage their funds.

She provides information and solutions and ongoing support for people as they take more control of their life and own supports and services.

A great example of Emer's dedication has been her support for Richard Rook.

Emer built a strong, trusting relationship with Richard and his mother Deirdrie to keep Richard at the centre of decisions on how his life could look. It's taken time and perseverance, but the ongoing support has meant Richard and Deirdrie have greater confidence that his needs will be well met in the in the future.

## **Kudos to the crew**

### ***People profile***

*Kylie Debono*

Well done to Kylie, who was nominated for the Excellence in Personal and Community Support Award at the 2017 WA NDS Support Awards.

One of the reasons for Kylie's nomination was her support of Zachery Palmer. When Kylie started work with Zac, there was a noticeable change in his interaction with others.

Kylie worked on building Zac's independence, and with her help and support, he moved into his own home, which he shares with his sister and a friend.

Zac, who commenced employment, has become more independent and confident to live the life he wants with the support and encouragement of Kylie.

## Business Support

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Avivo has committed business support teams including Human Resources, Communications & Engagement, Learning and Development, Quality & Outcomes, Finance, Information & Office Services and Business Improvement. These teams support organisation in our work with customers as well as projects aimed at improving the business.

The Communications and Engagement teams' focus has been, and will continue to be on Avivo's engagement and work with communities and highlighting examples of how we work together with people to live life.

A team highlight was the establishment of the 'Experts by Experience' network in November 2016. The idea is simple: the knowledge and involvement of customers, families and carers is vital in developing Avivo to be best it can be.

Members can choose to be involved across a number of areas including reviewing internal and external documents, critiquing surveys, delivering training or contributing to working groups. There are currently 94 Experts by Experience network members— ranging in age from 21 to over 90 years, across metropolitan and rural areas.

### Getting It Right

Developed 18 months ago, Getting it Right continues to provide Avivo teams with a compelling tool to better understand how we develop services and support that's right for customers and their families. It's conducted in addition to external audits because it's vital to regularly listen to everyone on how things are going and what can be done better.

#### Who's Getting it Right at a glance?

Over the last year

- 8 Area Teams completed Getting it Right
- 108 customers were heard
- 130 employees were involved

To share learning and support improvement, the following has been undertaken:

- Each Area Team has implemented a Development plan based on their findings and consultation feedback
- Area Managers delivered a shared learning session to the Leadership Forum, and
- Service Coordinators participated in a peer-to-peer shared learning session

Results were positive, with highlights shared across the teams including:

- Employees commitment to Avivo's Vision and values
- Customers felt valued
- Customers respect support teams professionalism and knowledge, and
- Customer's more willing to recommend Avivo.

Some of the improvements identified included:

- **Greater collaboration** as teams heard different perspectives and how this impacted on each other and the team as a whole

- **Better teamwork** creating a sense of ownership as people realise they play a vital role towards delivering quality services
- **Increased commitment** as feedback from customers and Support Workers create a strong sense of purpose to get it right.

Part of Getting it Right is how Avivo supports employees to do their best work. The Employee Journey can help us understand what Avivo employees experience and how we can improve. This approach has been trialled across four Areas in partnership with 36 employees.

## Improving efficiency

Over the year significant work was done to develop the organisation to be more efficient involving people across the organisation.

Key achievements include:

- *Enabling Through Technology* project, including successfully securing funding from HACC to support the project, and the establishment of the Project team
- Development of Home Care Package pricing and an online quoting tool to simplify data capture during customer visits
- System upgrades of all core business applications
- Reduction in month-end management reporting timeframes, and
- Credit card module implementation, reducing manual work and improving accuracy involving credit card expenses.

## Process and Systems Improvement

The Process and Systems Improvement project was established to enable and support our operational response to sector changes and progress opportunities to streamline and improve our systems and business processes to deliver better outcomes for our customers and staff.

A collaborative approach was undertaken, allowing staff the opportunity to share their knowledge, experience and ideas. Working groups participated in process mapping workshops, face-to-face meetings, targeted training or information sessions to ensure engagement with a wide range of staff.

Over the course of the project, the following improvements were delivered:

- Electronic forms were rolled out to capture data in to our customer system – improving direct access to information and reducing paper forms, processing timescales and duplication of data input
- Business readiness and a smooth transition for customers and staff in response to aged care funder changes
- Mechanisms implemented to improve data quality, and opportunities identified to streamline external and internal reporting, and
- Opportunities identified to utilise existing system functionality to support operational delivery, such as the use of letter templates (80% time reduction), SMS vacancy and roster messaging templates to field staff.

“The workshops were incredibly valuable to help the team and Avivo understand what is required to administer and deliver NDIS.” – Employee feedback from Process workshops

## Facilities

The Perth Hills teams were keen to spend more time closer to their communities and reduce travel time and reliance on the Osborne Park office. They opted to open smaller offices in Midland and Ellenbrook.

The offices are used as drop-in spaces for support teams to meet and perform their administration tasks that supports more time out in the community and developing local networks. Teams take a more mobile approach using wireless technologies and managing associated housekeeping amongst themselves to further reduce overhead.

The success of this approach will lead to the establishment of a similar office in High Wycombe later in 2017.

## The Year Ahead

For the year ahead, we are prioritising the provision of financial, technical and information support to Avivo's two key projects. This will include:

- Gathering and analysing business requirements for Enabling Through Technology, and development of the technology solution required to support Working Locally
- Financial modelling to better understand our cost to provide services
- Transitioning the management accounting function towards a true 'finance business partner' model, to better support operational teams with quality management information, and
- Development of a Facilities Plan to support Working Locally, and establishing other small local office spaces.

# Organisational Structure



# Governance

## Board Governance

The Board closed the year with a full Board of Directors.

The Board is governed by the *Associations Incorporation Act 2015* and determines its annual agenda through the framework of the Constitution and Board Policy Document.

Board members visit people and families supported by Avivo on a regular basis. They value this opportunity to further develop their understanding of the services and supports Avivo provides and to make the connection between the reality and the vision of the organisation.

All Board members are independent and declare any potential conflict of interest. The Board and Sub-Committees have a process in place to annually review their performance both individually and as a Committee.

During this financial year the Board undertook a full review of the Constitution to ensure the requirements and changes from the new *Associations Incorporations Act 2015* were addressed. The objects were also updated for the first time since 1996 to ensure they reflect the modern organisation and recent name change.

### Attendance at Board Meetings

Name	11 x Board	3 x Audit & Risk Committee	2 x Remuneration & Nomination Committee
Phil Thick	10		
Angus Buchanan	10		2
Jo Fletcher	9	2	
Greg Madson	10	3	
Deborah Pearson	10		2
Stewart Hart	9	3	
Gabrielle Trenbath	9		1

### Board Sub-Committees

#### *Audit & Risk Committee*

The Audit & Risk Committee, established in 2011, assists the Board to discharge its responsibilities for financial reporting, internal controls and internal and external audit. Three Board Members constitute the Committee which meets three times per year. During 2016/17 the Audit and Risk

Committee has focussed on:

- Working collaboratively with Management on the risk management processes for the business resulting in greater understanding of risk, improved risk reporting and making a better connection between risks and Avivo's key goals.
- A new quarterly risk report was developed for Board on material risks to oversee the progress on Management action plans to reduce these risks.

- Internal controls with 2020 Global appointed on 1 July 2016 to undertake internal audits. Three audits were conducted during the financial year controls, there were no significant audit findings. Also strong progress was made in 2016/17 on closing out past internal audit recommendations.

## **Kudos to the crew**

### ***Team profile***

#### *South East Ranges*

Well done to the South East Ranges Team, who was nominated for the Excellence in Personal and Community Support Award at the 2017 WA NDS Support Awards.

The team's nomination was in recognition of the work they did with Ross Bartninkaitis, in supporting him to travel home to Tasmania to scatter his mother's ashes and reconnect with his brothers.

Support Workers Barry Gibbs, Julie Vande Moody, and Team Facilitator Suzanne Tillemans made arrangements to ensure Ross could make the trip on his own. Working with his local doctor and the airline, Ross was able to plan his journey with some additional support along the way.

Ross was able to visit home and re-connect with his family.

#### *People & Culture Committee*

The Remuneration & Nomination Committee, established in 2013, assists the Board to fulfil its responsibilities for the remuneration and terms of service for the CEO and the framework for the CEO to determine remuneration and conditions for all other staff. Three Board Members constitute the Committee, which meets twice a year. During 2016/17 the Remuneration and Nomination Committee changed its name to People & Culture Committee and has focussed on:

- Expanding the role for the Committee to take in all people matters
- Monitoring the implementation of the Diversity Policy throughout the organisation, and
- Continually improving the Succession Procedure for the Board and CEO.

## **The Board**

### ***Chairperson – Phil Thick, BE (Hons) FAICD***

*(from 2007)*

Phil is the General Manager of Tianqi Lithium Australia, a company building a major lithium production facility in Kwinana. He was previously Managing Director of New Standard Energy Limited, CEO and Director of Coogee Chemicals and before that had a 20 year career in the oil industry with Shell in locations around Australia and overseas.

Phil brings extensive corporate and commercial knowledge, direct experience managing large workforces and Board and Director experience across a wide range of small to large businesses.

Phil joined the Board of Avivo in 2007 and became Chairperson in 2010. He has also served on the Board of the Disability Services Commission.

Phil is passionate about putting his experience and knowledge to good use to work closely with the dedicated people at Avivo to allow everyone in society to live the lives they choose to live.

#### *Committee membership:*

- Chairperson of Board of Director meetings

**Deputy Chairperson - Dr Angus Buchanan, BAppSc (OT) DSM DBA GAICD**  
(from 2010)

Angus Buchanan is an Associate Professor and Head of School at the School of Occupational Therapy and Social Work, Curtin University.

Working as an occupational therapist for the past 32 years Angus is passionate about people being given authentic opportunities to reach their potential and participate fully in all aspects of their lives. Angus worked for 16 years at the Disability Services Commission where he held senior management and leadership roles. Angus is an active and published researcher focussing on citizenship, inclusion and social participation of adults with disabilities within communities.

Angus is an active member of the Australasian Society of Intellectual Disability (ASID) currently holding the position of Australasian President. Recently he was appointed to the position of Vice President - Asia Pacific for the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD). As well as having a strong research background in contemporary disability practice he brings an extensive senior executive experience of working within the disability sector in Western Australia across policy, program and operational areas.

*Committee membership:*

- Member of the Board of Director meetings
- Member of the Foundation Board
- Member of the People & Culture Committee

**Board Member - Deborah Pearson, B. Sc. GAICD**  
(from 2011)

Deborah is the Group Coordinator Arts and Health for St John of God Health Care, a role established to refine and formalise SJGHC's approach to Arts and Health and to establish further arts and health initiatives.

Previously she was Group Manager Learning and Organisational Development for SJGHC, also a role set up to establish a group-wide framework for Leadership Development.

She joined SJGHC in 2003 after 20 years of consultancy roles primarily within government and non-government sectors. She has experience in and knowledge of the mental health and disability sectors and has been involved most of her working life in work that aims to serve the community and enhance individuals' lives.

Deborah has previous Board experience with three arts organisations and values being able to contribute to the direction and governance of Avivo.

*Committee membership:*

- Member of the Board of Director meetings
- Chairperson of the People & Culture Committee

**Board Member - Greg Madson**  
(from 2012)

Greg has lived experience of disability having lost his sight over 30 years ago.

Greg has been fortunate to have had opportunities from volunteering in the not for profit sector, with a special interest in governance within the disability sector in WA and nationally.

Greg is currently President of People with Disabilities WA, Vice President of the Australian Federation of Disability Organisations, President of WA Blind Sports Federation and a member of the Lotterywest disability equipment Grant Sector Advisory Group.

He has knowledge and expertise in the areas of information technology, adaptive technology (including training), public speaking, sport (competed in the 1996 Paralympics), business, recreation, transport, employment, education, governance and policy.

*Committee membership:*

- Member of the Board of Director meetings
- Member of the Audit & Risk Committee

**Board Member – Jo Fletcher, B. SocSc. MBA. GAICD**  
(from 2012)

Jo brings a broad scope of international strategic management experience to the Board.

Her career has seen her lead change programs in both the public and private sector. She has helped a variety of organisations develop innovative and sustainable strategies. Her focus is on getting the best outcomes from complexity and diversity and values contribution, integrity and fun.

Jo has lectured at local and international universities in disciplines ranging from the social sciences to business and health. She is passionate about health, education and culture in their role in transformational change.

Using her extensive experience as registered nurse she facilitates positive change in the community mental health sector, and mentors overseas nurses in their transition to their professional lives here in Australia.

*Committee membership:*

- Member of the Board of Director meetings
- Chairperson of the Foundation Board
- Member of the Audit & Risk Committee

**Board Member – Gabrielle Trenbath, BA, BA, PgDipPolSt (Murd.) MDip&Trade (Monash)**  
(from 2015)

Gabrielle is committed to see social change through delivering value to individuals and communities. She is currently studying a Graduate Certificate in Social Impact at the University of WA so that she can work to make society more inclusive.

Gabrielle is a Fellow of Leadership Western Australia as well as a graduate of their Rising Leaders' Programme and LeadAbility course. She also sits on the Board of Physical Disabilities Australia.

In 2011 Gabrielle completed a traineeship to become an Assistant in Nursing (a position she works in to this day in a full-time capacity) and through this she was able to become financially independent while being active in the community and pursuing interests outside of work.

She has participated in the United Nations Graduate Study Programme in Geneva, undertaken internships in China and at the Australian High Commission in Malaysia as well as volunteered in India, Ghana, Thailand and Romania. Gabrielle has successfully completed a Gold Duke of Edinburgh's Award.

*Committee membership:*

- Member of the Board of Director meetings
- Member of the People & Culture Committee

### **Board Member – Stewart Hart**

*(from 2015)*

Stewart has a passion for working with organisations that are committed to developing a high performing culture and leadership development. Stewart is a highly regarded financial and strategic leader in the resources industry. Stewart is delighted to bring his commercial and cultural experiences to his role as a Director with Avivo Live Life to help the organisation deliver great customer outcomes.

As Chief Financial Officer at BGC Contracting, Stewart leads teams that deliver financial and commercial services, and is responsible for leading and implementing growth strategies and change initiatives.

Prior to BGC he was Chief Financial Officer at Western Power, and previously held several global leadership roles over a 23 year period with BHP including CFO Iron Ore during the resources boom.

*Committee membership:*

- Member of the Board of Director meetings
- Chairperson of the Audit & Risk Committee
- Member of the Foundation Board

### **Kudos to the crew**

#### ***People profile***

*Katrina Mirco*

Katrina goes above and beyond her job role as a Recovery Guide, building awareness in her community on the issues for people living with mental health issues.

The work Katrina has done with Scott is a wonderful example of how she works towards people finding the best life for them by connecting them to people and places in their community. Katrina says it's about finding ways that works for people, supporting them to find the space for healing and growth.

Much of the time Katrina can find herself working with people after hours or on the weekend, but feels the rewards are in people knowing they have support and someone committed alongside them on their recovery journey.

### **Staff Service Awards**

#### **Staff with 20 years service as at 30 June 2017**

- Ioana Cazangiu
- Lorraine Gray
- Faye Shambrooke

#### **Staff with 15 years service as at 30 June 2017**

- Cheryl Brickwood
- Marnie Charlton
- Laura Coleman
- Anne Marie Pritchard
- Maria Swarbrooke

- Lynette Zacharko

#### **Staff with 10 years service as at 30 June 2017**

- Cherri Atkins
- Helen Barrett
- Eleisha Bell
- Terri Bolton
- Rebecca Cambage
- Tennille Donnelly
- Rosemary Drinan
- Gayle Lammle
- Stephen Masson
- Leanne McLeanne
- Gabriella Mierowsky
- Julie Mitchell
- Sanja Mustafic
- Nancy Oliver
- Lolita Seah
- Denise Smith
- Rhonda Stevens

#### **Kudos to the crew**

##### ***People profile***

##### *Kelly Teanby*

Well done to Kelly, who was a finalist at the 2017 WA NDS Support Awards for the Excellence in Regional Support Award for her work with Marlon Noble.

Kelly is a part of team who supported Marlon to establish his life in Geraldton. The team worked alongside Marlon and a range of other agencies to determine what a good life for Marlon would look like. Marlon worked to develop his skills and establish a good life. Kelly played a key role in mentoring and supporting him with his relationship and the journey of becoming a father.

#### **Staff with 5 years service as at 30 June 2017**

- Nalini Arachchi
- Nahid Azhdari
- Denise Bambridge
- Helen Barker
- Tracee Barr
- Katrina Best
- Jenni Black
- Rae Brebner
- Bernadette Carson

- Gloria Chan
- Sonia Christie
- Lincoln Cook
- Robyn Crerar
- Taria Dann
- Katy Dymond
- Toni Edwards
- Brooke Ferguson
- James Flanigan
- Megan Fulton
- Carolyn Gavin
- Juergen Grammes
- Yvonne Grywna-Erlemeyer
- Yvette Haeren
- Natalie Hawkins
- Eliza-Lee Horne
- Kevin Hunter
- Joanne Ioppolo
- Kylie Jackson
- Marie James-Vickers
- Pauline Jones
- Anna Jones
- Dena Jones
- Mary Karumbidza
- Caroline Kerr
- Belynda Kidd
- Aileen Kirby
- Carrie Lewis
- Joanna Li-Wiles
- Julie Mallaby
- Clive Marks
- Claire McCarry
- Jeanette McKinnon
- Samantha Merron
- Thersia Mills
- Cheryl Nardi
- Gail Newbould
- Melanie Oliver
- Teegan O'Neill
- Matthew Packard

- Christine Pelicon
- Karen Ridley
- Jade Romeo
- Penny Ryan
- Helen Scattini
- David Scott
- Ben Sepede
- Rose Sholdas
- Fiona Simpson
- Brendan Simpson
- Lynette Snook
- Jenni Spratling
- Carmen Steen
- Danielle Stevens
- Ella Stryers
- Odette Sword
- Kris Talikowski
- Sam Tennakoon
- Lyndon Ugle
- Preeti Vazirani
- Anika Waldin
- Karrin Weir
- Ruth Williams
- Terri Willison

## **Kudos to the crew**

### ***Team profile***

#### *Merredin Team*

Well done to the Merredin Team, who was nominated for the Excellence in Personal and Community Support Award at the 2017 WA NDS Support Awards.

The team's nomination was in recognition for the support they gave Dmitry, a young boy on the Autism spectrum who was non-verbal and rarely attended school.

Dmitry's mother, Tracey, noticed that Dmitry would get dressed and in the car for school if anyone aside from immediate family was present. The team responded by rostering a Support Worker to an hour each weekday to work with Dmitry towards making it for the school's morning siren.

Dmitry has responded wonderfully to the routine, is attending class and working on his speech.

## Financials

Avivo reported a \$2.4m deficit for the 2017 financial year, following a \$1.3m surplus in 2016. While government funding increased by \$1.97m, this was more than offset by a \$4.1m increase in provision for unspent grants. Unspent grants is significantly higher than prior year due to the growth in Home Care Packages, and the nature of this funding which allows customers to carry their funding into future years, which many customers are choosing to do.

At the individual program level, it is clear that Avivo cannot sustain the cost of providing services under NDIS at current prices, with this program reporting a \$0.6m or 21% loss for the year. WA NDIS also reported a loss of \$0.2m or 8%. We remain hopeful that the Government will respond positively to sector feedback regarding the impact on providers and customers of the current pricing.

Operating expenditure held relatively steady, despite the significant impost on resources, systems and processes to support the transition to NDIS, WA NDIS and Home Care Packages, and the increased reporting requirements for all three.

Total members' funds remain strong at \$15.2m, and Avivo's transition to Working Locally is aimed at minimising losses in future years.

<b>Statement of Comprehensive Income for the year ended 30 June 2017</b>	<b>\$'000 2017</b>	<b>\$'000 2016</b>
<b>Operating Revenue</b>		
Revenue from government funding	67,793	65,823
<b>Other Revenue</b>		
Fee for service	739	704
Customer contributions	884	1,001
Interest received	599	507
<b>Total other revenue</b>	<b>2,222</b>	<b>2,212</b>
<b>Total other income</b>	<b>442</b>	<b>1,557</b>
<b>Total revenue and other income</b>	<b>70,457</b>	<b>69,592</b>
<b>Operating expenditure</b>		
Direct Support service	43,990	42,189
Indirect Support service	10,559	11,459
Office support, administration and depreciation	10,705	11,085
<b>Total operating expenditure</b>	<b>65,254</b>	<b>64,733</b>
<b>Net surplus before provision for unspent grants</b>	<b>5,203</b>	<b>4,859</b>
<b>Other expenditure</b>		
Provision for unspent grants	7,635	3,521
<b>Net (deficit)/ surplus</b>	<b>(2,432)</b>	<b>1,338</b>

Statement of Financial Position as at 30 June 2017	\$'000 2017	\$'000 2016
<b>Current Assets</b>		
Cash at Bank, Cash on Hand, and Restricted Cash	16,052	9,466
Short Term Bank Deposits	6,000	6,407
Trade and Other Receivables	2,310	4,167
<b>Total Current Assets</b>	<b>24,362</b>	<b>20,040</b>
<b>Fixed Assets</b>		
Property, Plant and Equipment	5,943	5,988
Capitalised Work in Progress	-	675
Loan to Avivo: Live Life Foundation Inc	5,234	5,229
<b>Total Fixed Assets</b>	<b>11,177</b>	<b>11,892</b>
<b>Total Assets</b>	<b>35,539</b>	<b>31,932</b>
<b>Current Liabilities</b>		
Trade and Other Payables	15,335	9,038
Provisions for Employee Entitlements	4,296	4,313
<b>Total Current Liabilities</b>	<b>19,631</b>	<b>13,351</b>
<b>Non-Current Liabilities</b>		
Provisions for Employee Entitlements	751	823
<b>Total Non-Current Liabilities</b>	<b>751</b>	<b>823</b>
<b>Total Liabilities</b>	<b>20,382</b>	<b>14,174</b>
<b>Net Assets</b>	<b>15,157</b>	<b>17,758</b>
<b>Members' Funds</b>		
Retained Earnings	13,435	15,867
Reserves	1,722	1,891
<b>Total Members' Funds</b>	<b>15,157</b>	<b>17,758</b>

Statement of cash flows for the year ended 30 June 2017	\$'000 2017	\$'000 2016
<b>Cash flows from operating activities</b>		
Receipts from customers	1,985	24
Interest received	599	507
Grants received	68,947	68,067
Payments to suppliers and customers	(64,936)	(64,262)
<b>Net cash from operating activities</b>	<b>6,595</b>	<b>4,336</b>
<b>Cash flows from financing activities</b>		
Loan to Avivo: Live Life Foundation Inc	(5)	170
<b>Net cash (used in)/ from financing activities</b>	<b>(5)</b>	<b>170</b>
<b>Cash flows from investing activities</b>		
Redemption of term deposits	407	2,006
Payments for purchase of fixed assets	(994)	(1,533)
Proceeds on sale of fixed assets	583	687
<b>Net cash (used in)/ from investing activities</b>	<b>(4)</b>	<b>1,160</b>
<b>Net increase in cash held</b>	<b>6,586</b>	<b>5,666</b>
Cash at beginning of the year	9,466	3,800
<b>Cash at end of the year</b>	<b>16,052</b>	<b>9,466</b>