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About Avivo

Our Vision and Values

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

Our Vision

Our vision is a country where people live 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.

- Respect the person as the expert in their life. We respect people, value their strengths and listen to what is important to them.
- We work in partnership with people, supporting growth and development and respecting the decisions they make.
- We do what it takes, are optimistic and innovative as well as practical and persistent.
- We value our employees and support each other to do good work.

Our Strategic Goals 2017-2019

- Transform Avivo into a network of local teams providing excellent services
- Transition services to meet the requirements of the NDIS and the Department of Ageing
- Develop technology and systems to enable work and communications
- Develop and support employees to do their best work

Our Outcomes

What matters to people

In working towards our vision of citizenship we have identified key outcomes with our customers and employees.

These outcomes provide a useful framework to think about life and what's important to each person.

Freedom

Taking charge of your own life

Purpose

Setting your own direction

Money

Having enough to live life

Home

Having a place where you belong

Help

Giving and receiving help

Love & Relationships

Having friends & family, loving people and being loved

Safe & Well

Looking after your health and feeling safe

Community Life

Being active and valued in your community

Customer Outcomes

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

We live a good life when we have:

- **Freedom** Control in our own life, make decisions, make mistakes, and make your own way.
- **Purpose** Meaning and purpose, including learning and growing to achieve this.
- **Money** The means to be financially independent; to set our own course and goals.
- **Home** Have a place to call home and belong, with privacy and shared with those we love.
- **Help** Have the help and support we need to live life.
- **Community Life** Are involved and contributing to our communities.
- **Love and Relationships** Opportunity to meet, form and build friendships and relationships.
- **Safety and Good Health** Safety from harm, violence or threat, and have good health including mental health.

Employee Outcomes

This year we worked with employees to better understand what helps them live a good life and do their best work.

We held a number of conversations exploring what Avivo needs to pay attention to, both to support our colleagues and help them grow and develop their own citizenship.

The following employee outcomes are helping to guide our work as we further develop Avivo.

We do our best work when:

- **Freedom** We have freedom to make decisions.
- **Purpose** We are contributing to a meaningful purpose.
- **Money** We have secure pay and conditions.
- **Home** We work in a safe and trusted environment.
- **Help** We support each other's growth and development.
- **Community Life** We are connected to our communities where we live and work.
- **Relationships** We are connected to our customers and colleagues.

Chairperson's Report

“Avivo is a strong organisation that takes pride in building and keeping close relationships with the people we work with. We're committed to people living as valued citizens, making their own decisions, developing their abilities and growing in their relationships.”

Phil Thick

Chairperson

This is a quote from [our website](#) which outlines exactly what we stand for. As I reflect on the last year and the changes in the sector and within our organisation I think these words say it all. They also show how much we have changed in a relatively small period of time.

Not too many years ago we believed that our vision of “People living at home with dignity” summed up exactly what we stood for. We then added “...connected to family and community” to reflect that our vision for people is much more than just supporting them in their home. Citizenship and connection to community are very important too.

So our vision, core values and purpose have continued to evolve, which reflects the dynamic nature of the world we are working in and the degree of change that seems to increase every year.

This year we extended the citizenship theme to include our employees as we believe it is equally important for them to be connected to the community along with our customers.

The Board is now strongly focussed on, and committed to, a deeper exploration of citizenship and how we as an organisation progress down that important path for all our people, employees and customers.

My reflection on these high-level matters follows my recent decision to step down from the Board after more than 10 years, with 7 years as Chairperson.

I have looked back at the changes and what we have achieved over that time:

- Grew funding and services from just under \$20 mill in 2008 to \$64 mill in 2018
- Grew from 350 employees to over 1,000
- Developed a highly effective Board, including people from diverse backgrounds with great skills and people with lived experience
- Put in place mature governance processes giving confidence to the Board to focus on strategy and policy
- Rebranded the organisation from PHCS to Avivo: Live Life
- Adapted and led with the massive sector change providing greater customer choice and control, moving to individualised funding
- Strengthened our services in regional WA as well as metro
- Reshaped and transformed Avivo to support citizenship and meet a new vision and purpose

I look back with pride at what we have all achieved as a team.

I thank my Board, Rosie and the Executive Team for their courage, commitment and work ethic to drive the change we needed over that period to not only survive as an organisation, but to get stronger and more resilient to ensure our sustainability through the seemingly never-ending changes imposed upon the industry.

I also thank all our employees who never cease to amaze me with their passion and commitment to the peoplewe support.

We are only as good as the people in our organisation at every level and we continue to be driven by common values and goals that make a real difference in our communities.

It has been a privilege to work with you all. I wish you all the greatest luck and prosperity for the future.

Phil Thick
Chairperson

The R Word Campaign

Retard.

The word appears on social media approximately every 5-seconds. And few people question the use of it as everyday language.

But the R word is incredibly offensive, hurtful and demeaning. Not just to people with intellectual; and physical disability, but to the friends, family and carers of these people.

139,506. The number of times the R word was used on Twitter in the last 7 days.

“It might just seem like a word, but I can tell you, it’s not. Change your words.”

The word retard appears on Twitter every 5 seconds and is used all over social media, film and television. Yet the word is hurtful and demeaning, not only to people with a disability, but to their friends, families and carers.

Earlier this year, Avivo with the support of Marketforce, developed and launched the R Word campaign to raise awareness of the impact of this word by speaking to people directly.

Using a Twitter bot to detect the use of the word retard or retarded, a reply was instantly given with a message from someone who had been previously impacted by the word. Recipients were directed to the R Word website to learn more about the words, share our awareness video and watch in real time how often the R word was being tweeted.

The campaign was officially launched in February 2018 by the Minister for Disability, Hon. Stephen Dawson. Avivo’s leadership in the campaign shows us being front of mind for leading the way for equality.

A total of 62% of recipients watched the video message with 10,363 direct video messages viewed in the first week alone. There was global engagement across 30 countries.

The campaign was recognised internationally with Marketforce receiving industry recognition:

- **Bronze Lion** Cannes Creative Data Lions 2018, the first ever Bronze Lion in the Digital category for a West Australian campaign
- **Bronze** South Korea’s Adstars awards in Social Insight and Engagement, and Crystal in Use of Social Media in a Campaign
- **Finalist** New York Festivals Advertising Awards 2018 in the Civic & Social Education category
- **Merit Award** One of only 22 merit awards won by Australian agencies at the global One Show 2018

CEO's Report

“The decision for WA to join the nationally operated NDIS, the continued roll-out of the scheme and the transition of all aged care funding for people over 65 to the Commonwealth has impacted on the lives of our customers as well as how we deliver our support.”

Rosie Lawn

CEO

These changes provided the impetus for Avivo to fully engage in our strategic goals. We have made good progress establishing the foundations and framework to transition to local teams and developed an in depth understanding of the kinds of technology that will improve communications and make work easier.

These foundations, frameworks and knowledge place us well for further transition to local teams in the year ahead. Throughout the year we have worked together to develop as an organisation with the structure and culture that supports the growth and development of all employees and customers.

As the NDIS and Aged Care changes roll out, we are developing the internal knowledge, processes and systems to continue to support our customers and meet funders' requirements.

Avivo is committed to being an organisation that supports the citizenship of our customers and employees. We are transforming from a hierarchy where power and control sits with management, to a network of local teams who take responsibility for their work and make decisions in partnership with customers, within the support and infrastructure of Avivo. This transformation, called Working Locally, commenced early in 2017 and will progress through to 2020.

Over the past year we have made considerable progress involving employees and customers in developing an understanding of why we are making this change, developing the framework for local teams and building momentum and energy to drive the changes in the year ahead.

Work has been done to reshape the leadership structure that will better support the transformation. We have also developed a good understanding of the technology requirements of our workforce to support them to work in local teams.

As of the end of the year approximately 15% of our employees are engaged within local teams, taking on varying degrees of responsibility and self-management.

As we progress with Working Locally we are learning about the importance of an organisational culture that supports and encourages all employees to grow and develop to do their best work. Developing our ability to work effectively in teams requires each person to recognise the things they need to learn and develop and have the support of their colleagues to challenge assumptions and practice new ways of doing things.

A wonderful consequence is that we are also developing a deeper understanding and appreciation of the enormous talent and diversity among our colleagues and customers.

As teams transition in the year ahead, the top priorities are to work effectively as a team and provide excellent services to current customers.

Once established it is anticipated that teams will establish strong community networks, be better placed to assist new customers and develop innovative ways to support people to live life as valued citizens.

I am excited about the year ahead as we continue on our journey. I thank the Board for all their support and in particular Phil Thick, our Chairperson, who has guided and supported me in the role of CEO over the past four years.

I very much appreciate all my colleagues for their trust and commitment to citizenship and community. Together we are developing an organisation that we are all proud of.

Rosie Lawn

Chief Executive Officer

Our Services

Avivo works in partnership with people and families to develop and provide the supports and services they choose to live life.

The range includes support in-home and the community; recovery support; shared living; family and carer support; nursing; positive behaviour practice and wellbeing; support coordination; and shared management and bureau services.

Most important to us is each customer's experience and we welcome hearing from them at any time any feedback about the services they receive.

This year we commenced a process of seeking six-monthly feedback from a sample of approximately one-third of our customers.

The survey was to our customers in October and March and has provided us very valuable insights and feedback.

The survey indicated that we are consistently providing good supports and services and we are communicating better with customers.

Areas we need to further improve on include listening well to all customers, and having more choice about who provides support to them.

Over 84% of our customers would recommend Avivo's services to others.

Disability Services

The National Disability Insurance Scheme (NDIS) funds people with disabilities, including those with psychosocial disabilities, to have supports to live life.

On 12 December 2017, the Commonwealth and Western Australian (WA) Governments agreed that WA would join the nationally delivered National Disability Insurance Scheme (NDIS). This long awaited decision was welcomed, as it providing certainty about the scheme for people with disabilities, their families and carers, and the sector.

From 1 July 2018, the NDIA assumed responsibility for the delivery of the NDIS in WA. All current participants within the WA NDIS will transition to the nationally delivered scheme between April 2018 to 31 December 2018. The NDIS will continue to roll out on a geographical basis by 2020.

The State Government will continue to fund services to people with disabilities until each region joins the scheme.

Both Governments have committed to ensuring a smooth transition for all involved during the transition phase.

“The next three years will provide considerable opportunity and challenges as the NDIS is fully rolled out.”

Considerable work has been done to prepare for the transition and Avivo has focused on supporting people directly involved in the transfer from WA NDIS and those in the next stage of the roll-out.

The roll-out continued throughout the year in South & East metropolitan Perth and the Wheatbelt with increasing numbers of people securing an NDIS funded service. Avivo is committed to supporting our customers to access the NDIS and transition from current funding programs across Disability Services, Home and Community Care (HACC) and mental health funding.

We work closely with customers to prepare for their NDIS plans and navigate their entry into the scheme, trying to ensure they receive a package that provides them flexible supports and services to achieve their goals.

Our priority is to ensure that each person gets the best possible support to live life as they choose.

Strategically Avivo continues to work with the National Disability Insurance Agency (NDIA) to influence policies, processes and systems that support innovative and flexible supports and services.

We are committed to working collaboratively with colleagues across the disability sector and are actively involved with sector organisations influencing Government policy and systems particularly as the NDIS is developed and implemented.

Over the past financial year Avivo has supported 717 people with individualised disability funding from the Department of Communities of whom 348 had WA NDIS plans. We also supported 205 people with individualised funding who had a NDIS plan.

We supported five people who are dependent on Ventilators with funding from the Health Department of Western Australia, through the Ventilator Dependent Quadriplegia Community Care Program. Some of the people funded by this program will transition to the NDIS in time.

Children and families previously supported by Children Assisted by Technology and Cared for by their families at Home Program (CATCH) have all transitioned to the NDIS or Department of Communities individualised funding.

We supported seven children through CATCH until the program ended, October 2017.

Autism Champions

We have five Autism Champions, employees with a passion for working with people with Autism.

The Champions' provide training, advice and support to other employees to work really well with people with Autism.

This year the Champions have held three workshops facilitated by Adam Teague, Erin Fulton, Christine Lentz-Reid and Cheryl Nardi.

The workshops have been well attended with participants very much valuing the opportunity.

Rosa and Elio's story

Without Avivo, Rosa and her brother Elio wouldn't have been able to stay living at home with their elderly father after their mother passed in 2017.

Rosa and Elio had been with Avivo since 2011, but their mother was looking after most of their physical care needs. When she passed away, their future looked quite uncertain.

Avivo helped the family to access the extra funding and support they needed to continue living together in the family home.

Rosa loves shopping and getting her nails done while Elio enjoys playing bingo at the local Italian club. When they go out, their father gets some time to potter in his garden.

Avivo also helps Rosa and Elio with any problems that arise from their multiple medical conditions and arranges for them to be treated by allied health professionals.

Avivo's nurses also provide assistance for the support workers so that they can do their jobs well.

Mental Health Services

There continue to be changes to our mental health-funded programs as the NDIS rolls out.

The following is a snapshot of our current funding in the mental health sector:

- The Mental Health Commission (MHC) block funded programs have been extended Personalised Support until June 2021 and Family and Carers Support until June 2020. Prior to the end of these contracts there will be an opportunity to tender for new contracts.
- Home and Community Care - Mental Health (HACC MH)
Customers under 65 years of age will test their eligibility for the NDIS as it rolls out in the metropolitan area. Customers over 65 will continue to receive support through the Commonwealth Home Support Program (CHSP).
- Personal Helpers and Mentors (PHaMs) continues to be funded to June 2019
We were successful in maintaining our current employee levels in the Wheatbelt. The NDIS doesn't commence in the Coral Coast until July 2019 and Avivo will apply for an extension to our contract.
- The Individualised Community Living Strategy (ICLS) continues to grow and supported 24 customers this year.
It is understood the Mental Health Commission will continue to fund this program to provide the specialised mental health support required by people to live in the community.
As and when some people do not need the program they may choose to access the NDIS.

We have been fortunate that the Department of Social Services (DSS) have allowed us to carry over the underspend from the 2017/18 financial year for the PHaMs program.

The PHaMs teams are planning to increase their engagement with Aboriginal people and have appointed employees to facilitate the connection and support customers to understand the NDIS. The Coral Coast team will also focus on connecting with youth in the region.

In the past year we have further developed our capacity to deliver in-house training to equip our employees to better support customers. Focus areas have included hoarding, working within boundaries, roles and responsibilities and motivation of customers.

The focus of a number of our programs including PHaMs, HACC MH and Mental Health Respite Carer Support (MHR: CS) is to support customers to transition to the NDIS as it rolls out in their area.

Some customers have received substantial packages, while others have received insufficient support, or their applications have been unsuccessful.

There is still a challenge for customers to obtain the necessary documentation to test their eligibility. In response to this, Avivo has developed a 'Tool Kit' with resources such as planning tools, sample letters and checklists to assist customers and employees to collate the evidence to support their application, particularly in relation to the functional impact of their condition.

Individualised Community Living Strategy (ICLS)

The ICLS team have been working alongside Lydia, an Aboriginal woman, who specifically requested two Aboriginal women to work alongside her in her recovery journey.

There were concerns around Lydia's ongoing tenancy and Avivo worked collaboratively with a community legal centre and Lydia's clinical team to advocate for a transfer to a smaller home.

Lydia's new home is located close to her family which in turn strengthened their connection.

As a result of matching the right workers; making a connection through what is important to, and for, her, working in a culturally sensitive way and obtaining appropriate housing located close to family, Lydia's life has flourished along with her health, wellbeing and recovery.

She no longer requires the high level of specialised support that the ICLS team offers and Avivo, along with the clinical team, are now supporting her to transition to the NDIS.

“We have further developed our capacity to deliver in-house training to equip our employees to better support customers.”

Many WA community members have been impacted by the transition of the State Government's Home and Community Care (HACC) program to the Commonwealth Home Support Program (CHSP).

The CHSP program is an entry level program aimed at supporting people aged over 65 administered through My Aged Care. It requires a greater requirement for online interaction including the referral process. This has caused anxiety for some of the elderly in our community, including their carers and families. Avivo has worked with our customers and employees to help them navigate through the transition.

Paramount to Avivo's ongoing success through the aged care reform process has been strong ongoing working relationships with Government and program representatives including technical and help desk staff of My Aged Care, the State and Commonwealth Departments of Health and Ageing, the Department of Social Services and Medicare through Centrelink.

HACC transition to CHSP

Avivo has delivered the HACC program for over 50 years.

HACC has been a well-recognised and understood support for WA citizens, not only the elderly but for others requiring a low level of support to help them remain independent in their home and community. With over 1,900 of our customers being supported by HACC facing uncertainty about their funding future, we recognised that a special effort was required to support their transition to CHSP.

Avivo established a project team to deliver the HACC transition to CHSP, with transition funding support providing by the State Department of Health.

Developing a planned approach to the transition meant that all aspects and impacts of the changes could be identified with actions developed to ensure good outcomes for both employees and customers.

Changes were required in processes, procedures and systems to meet the requirements of the funder along with a review of our pricing. Establishing and delivering a communication plan, resource development and education and training requirements for employees and customers were all important actions to take to ensure a smooth transition.

There is still work being undertaken to support the transition of HACC customers who are under 65 and not eligible for CHSP funding support.

This involves monitoring their transition to NDIS or sourcing other funding support.

Our HACC funded Crisis Carer Support program became a casualty of the transition with no funding available to support the program through CHSP. Planned carer support is offered under the CHSP model to support flexible respite. Availability of this funding has been expanded to all Metro areas and the Wheatbelt.

“I am extremely appreciative of all the support both Mum and the rest of our family have received from Avivo during the past 6-7 years and particularly during the past couple of weeks. The Team around Dad have been outstanding, we couldn't have asked for more.”

Aged care customer's family member

Home Care Packages (HCP)

The delivery of Home Care Packages (HCP) in the environment of consumer driven care and a deregulated market place entered its second year of operation.

More older Australians than ever are being supported to stay in their own home for as long as possible.

The latest government figures revealed a record number of people receiving care in their home, with 77,918 in December 2017, up 13.5% from December 2016 and a 5% increase from September 2017.

Despite the deregulated environment which has seen an increase in the number of providers in the sector of over 40%, Avivo continued to perform well. Additionally there has been a large number of packages transition from Level 2 or Level 3 to a higher level.

This explains the decrease in Level 2 packages as shown in the table (left).

Our delivery in the Wheatbelt saw an increase from 72 to 126 packages across all package levels. This included a growth of Level 1 packages from zero in June 2017 to 19 at the end of June 2018. During the year 154 customers discharged from their packages packages with over 51% moving into residential care. Seventeen customers transferred to a new provider representing 11% of total discharges. The customers transferring to another provider represents 3.2% of HCP numbers. However three of these customers returned to Avivo within six months.

The reasons for transfer were varied with moving out of their area being the most common. The requirement for a strong reconciliation process and testing of our data integrity continued to be a big focus to ensure accurate financial statement reporting.

This required ongoing interaction with Medicare and My Aged Care, particularly relating to the impact of the Income Tested Care Fee and the process for its assessment and determination.

Training for employees was a necessity to ensure quality services and administration.

HCP Flexible Management, supporting Self-Management

Avivo has continued to support customers to have as much choice and control of the management of their package as they wish. Customers who wish to manage their support workers themselves are provided with information to help them with the process including funder, legal and legislative requirements.

We have produced a resource called 'Home Care Packages and choosing your own supports – your way' (left) that acts as a guide to recruiting and managing independent support workers and provides information about the contracting process, with useful templates and suggestions.

Involvement in COTA Australia's 'Increasing Self-Management in Home Care' trial as a project partner will enable Avivo to explore the potential of increasing customer financial choice and control through the use of a customer debit card.

Twenty six Avivo customers have agreed to be part of the project, the biggest contingent of the seven providers participating Australia wide.

Avivo will trial two different financial management models for our independent analysis to guide our future response for broader roll out.

Dementia Champions

The last twelve months has seen the ongoing training and development for our employees working with customers who have dementia. These programs aim to inspire employees to make a positive difference to the lives of people living with dementia through increased awareness and support.

Dementia Champions, Laura Coleman and Odette Strothers, have supported our endeavours by delivering the Bite Size Learning program for Dementia to 19 employees in the Metro area and 16 in the Wheatbelt.

Three employees attended the Positive Dementia Care workshop facilitated by Alzheimer's WA and one employee attended the National Dementia Conference in Melbourne. One employee was supported to join the 2017/18 Dementia Champions Program.

Josh's story

Joshua is 14 years old and has been registered with Avivo for Family Support funding since May 2017.

Family Support funding was used by the family to support Josh to attend his soccer club and swimming lessons. He is an active young man and loves to socialise with his peers.

The funds have provided him with the opportunity to connect with others and promote his understanding of team. Overall this activity also helps with his coordination and strength.

His parents have also engaged a support person to take Josh to some of these classes and allow Mum to spend time with her other son. This has been invaluable to her and her relationship with Joshua's younger brother.

Josh recently attended the Special Olympics and his Mum sent an email of appreciation.

Families and Carers

Avivo supports families and carers by providing a range of responsive and flexible supports aimed at building capacity and assisting carers to continue in the caring role.

A number of our funded programs will cease in the next year and will be replaced by the new Integrated Carer Support Service later in 2019.

The new services will focus on providing carers with access to early intervention supports that will improve the long term outcomes for carers.

Avivo has a long history of supporting families and carers in innovative ways and should be well placed to continue supporting carers through the new services.

Mental Health Carer Support

The funding for Mental Health Respite: Carer Support (MHR: CS) has been reduced substantially over the past two years due to the roll out of the NDIS. DSS has approved the carry-over of the underspend from last financial year which will assist us to continue supporting families and carers.

In January 2018 Avivo engaged the services of a part time Peer Carer Consultant to work with the Carer Support Officer, dedicated to supporting Carers and assisting the person they care for to access the NDIS.

The Peer Carer Consultant has been providing both one-on-one and phone support to carers that are connected to Avivo, or have been referred via external organisations. The Peer Carer Consultant is able to offer support using her personal lived experience in caring for someone experiencing mental ill-health and is assisting with succession planning and transitioning to the NDIS.

Case Study

Steve, who is 43 years old, lives with his parents and has mental health issues. Steve recently started working in IT – largely independent work which suits his social anxiety. His parents are in their 70s and worry about what's going to happen to Steve when they are no longer here.

The Peer Carer Consultant supported Steve to look at transitioning to the NDIS and with guidance from his support worker he was able to identify his goals which included living independently.

His mother completed a mental health checklist to identify Steve's family's informal supports and to identify functional impairments for testing NDIS eligibility focused around early intervention. With support from the Peer Carer Consultant and his support worker the family developed a transition plan that included testing his eligibility with the NDIS and exploring private rental accommodation with support options.

Steve now lives in his own home and is applying for the NDIS.

Disability Carer Support

Through Department of Communities Family Support funding Avivo provides respite, information, guidance and flexible individualised grants to develop families and carers' capacity and resilience. This includes in-home respite, holiday respite, accessing community and capacity building in daily living tasks.

Avivo's Family Support team are encouraging families to look at self-managed options through a short term family support grant in preparation for NDIS.

It is hoped that this will build a family's capacity to consider this option. Funds have also been used to pre-plan and attend workshops. Since January 2018 up until 30 June 2018 there have been 310 family support inquiries and 139 new families have been assessed to receive the family support funding in this time.

Crisis Carer Support

Avivo is saddened to report the closure of what has been a very valuable program, providing support to a large number of carers over the 22 years of its operation.

The transition of the HACC program to CHSP on 1 July 2018 has resulted in continued funding not being made available to support the Crisis Carer Support Program. The CHSP's Care Relationships and Carer Support funding can only be utilised for planned respite for carers aged over 65 referred through a My Aged Care RAS team member.

Whilst there is some opportunity for emergency support, it is unable to be used to support Avivo's Crisis Carer Support Program. The Commonwealth Government expects that the Commonwealth Respite for Carers in Crisis (CRCC) providers will deliver this respite support for crisis situations.

The program's merits of providing support to any community primary carer requiring respite in crisis circumstances has been highly valued by some 34 stakeholder organisations including hospitals, service providers, doctors and CRCC who have referred carers in crisis to Avivo.

Outcomes by Sector

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

The information guides our work with each customer, and it also influences our strategic direction and training and development focus.

Disability

The 565 goals recorded have been summarised to provide a strong insight into what is important to the people we work with who have a disability.

What matters most

- 33% Safe and Well
- 29% Love and Relationships
- 16% Purpose

Examples of the outcomes our customers are seeking include:

Safe and Well

- Improving or maintaining physical health and wellness
- Improving skills for independence

Community, Love and Relationships

- Getting out and about
- Making friends and developing relationships

Purpose

- Having something meaningful to be part of, such as work or volunteering
- Growing and developing skills such as learning to drive, learning to sew
- Developing positive behaviours to participate and be involved in life

Mental Health

The findings shared from the 282 goals recorded provide valuable insight on how we can continue to provide valued services to people experiencing mental health issues.

What matters most

- 37% Safe and Well
- 27% Community Life
- 14% Home

Examples of the outcomes our customers are seeking include:

Safe and Well

- Regaining or maintaining physical fitness, mental health and wellness, including staying motivated, engaging in daily activities and overcoming anxiety

Home

- The importance of having a home, including keeping it clean, safe and healthy
- Support to transition from hospital back into a home in the community, or to stay at home with loved ones

Community and Purpose

- Feeling connected to the community, making friends and feeling included
- Engaging in meaningful activities, working towards employment, study or hobbies

Aged Care

Below is a sample of data that has been collected and analysed from **175 goals recorded**. It gives an indication of the outcomes that are important to our customers and why.

What matters most

- 29% Home
- 26% Safe and Well
- 23% Freedom

Examples of the outcomes our customers are seeking include:

Home

- Being able to remain living at home
- Receiving assistance with shopping, cleaning and personal support

Freedom

- Remaining independent and continuing to do enjoyable activities, in the place they choose, surrounded by the people they love

Safe and Well

- Maintaining health and wellness
- Continuing mobility and activity routines

Other Services

Support Coordination

The Support Coordination team's focus has been on supporting people to manage their NDIS support plans. They have worked with 140 customers over the last financial year.

Its growing success is based on people, families and support organisations striving to imagine better and overcome today's challenges to create new and empowering approaches for tomorrow.

We know better outcomes are achieved when people are in control. They report greater satisfaction levels, perceptions of greater power and control over life decisions.

The Support Coordination team supports customers to maximise their budget and take on a level of responsibility that is right for them.

Case study

Tyler is a 10 year old boy who has Attention Deficit Disorder and an Intellectual Disability. He would often have violent episodes and would damage the family home. He was funded through his NDIS plan \$3000 for a mentor to achieve his goal of being able to self-soothe and self-regulate his temper.

Discussions were held with the family and his therapy team as to how best to utilise his funding. Instead of purchasing a mentor we opted to purchase guitar lessons for \$400 for 12 weeks.

He is achieving his goal of self-soothing and self-regulating his temper and when he has an 'episode' he is now able to take his guitar and play a song rather than damage the family home.

Shared Management

The Shared Management team support customers to engage their own employees in partnership with Avivo. Currently we have 98 active customers with funding from WA NDIS, Disability Services or NDIS who share manage some or all of their funding.

Customers have the assistance of an Avivo Advisor who supports them to engage employees, budget their funding and meet their obligations as an employer and to the funder. The Advisors also support people to plan for the future and to set goals.

Shared Management with Avivo offers increased choice, control and flexibility for the customer and their employees and develops the capacity of customers and their families to self-manage funding if they so choose.

As customers transfer from WA NDIS to NDIS, Avivo is exploring how these services provided by the Shared Management Team Management can be offered within the NDIS.

Bureau

Customers who share-manage may choose to utilise Avivo's third party payroll service, known as Bureau, to meet all payroll requirements for the support workers they directly employ.

Bureau offers services including fortnightly processing of wages, monthly processing of Super Guarantee payments, processing and lodgement of quarterly PAYG Tax Withheld Income Activity Statements, processing and lodgement of yearly PAYG Payment Summaries and Statements, record keeping for all payroll responsibilities and secure storage for all relevant payroll documentation.

Tools and support specifically designed to assist in registration with the ATO and the task of employing workers are also provided, including payroll specific forms for employees to complete, taxation and other forms and customised electronic timesheets.

There is an ongoing project to support Bureau to become less reliant on paper processes and increase efficiency.

Out of the 98 customers that currently Share Manage, 36 use the Bureau and have a total of 113 active employees.

Nursing

The Avivo nurses' primary role is to maintain the health and wellbeing of our customers. They also work with, train and mentor our many support workers so that they may provide a high level of skilled care to our many, varied customers.

They may also provide regular clinical support as required by the customer, such as changing of gastrostomy tubes, tracheostomy tubes, urinary catheters and ongoing wound care. All Avivo support workers are provided with training in medication administration and infection control with annual refreshers.

The nurses continue to provide an after-hours phone contact for all Avivo teams on weekdays, weekends and public holidays.

The Avivo nurses provide training and education to 18 other service providers to equip their employees with the necessary skills and education they need to work with their own customers.

Over the past year there has been a large increase in the volume of training the nurses have provided to well over

50 schools in the metropolitan area, Wheatbelt and recently Coral Coast.

Through this training school personnel develop the skills to provide care and support students with disabilities who have particular physical and health care needs.

Positive Practice & Wellbeing

During the year, support has been provided to teams working with 46 customers with coaching sessions being provided to those involved with each customer as needed.

Wellbeing and Safety Planning is Avivo's approach to supporting customers with behaviours of such intensity, frequency or duration that the physical safety of the person or others is placed in serious jeopardy.

The plan consists of individualised strategies to increase the quality of life for the customer, minimise behaviours and risks from occurring, eliminate unauthorised use of restrictive practices and guide teams around best practice to effectively support customers.

These plans are developed in collaboration with the customer, family members, carers, support team and other relevant external stakeholders.

Wellbeing and Safety Planning has improved outcomes for customers by reducing vulnerability, building capacity and confidence in employees supporting these customers in a least restrictive way, reducing the number of incidents occurring, and promoting partnerships with key stakeholders.

An increase in team members' knowledge and understanding of challenging behaviours and restrictive practices has resulted in more teams reporting challenging behaviour and seeking support.

Shared Living

Shared Living offers an individualised 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 16 supported via NDIA funding and 30 who are funded via the Department of Communities – Disability Services.

Arrangements include:

- Alternate Family Care (full-time Host living arrangement) – when a customer lives in the support person's home full-time
- Host Family Care (part-time Host living arrangement) – when a customer lives in a support person's home for short stays
- 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

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

Brianna's story

Brianna has been with Avivo since 2015, and her mum Penny uses Avivo's Bureau to employ a team of staff to support Brianna with her mental health.

Brianna, Penny, and their Local Coordinator had been looking at group homes for when Brianna was ready to move out.

Avivo started working with Brianna and Penny to explore ways Penny could get a break from her caring role, and together began developing a plan for Brianna to eventually move out of home.

Brianna was introduced to Tracey through a shared living arrangement, where she would stay in Tracey's home one weekend a month. They were matched as they had similar interests and over time, Brianna and Tracey developed a lovely supportive relationship. Whenever Brianna was with Tracey and her husband John, her self-talking and delusions were at a minimum.

When developing her WANDIS plan, Brianna identified she wanted to move out and Tracey and John were delighted to have her stay with them full time.

With the support of her mum and Avivo's shared living team, she has now moved in and has settled well.

Brianna stays with a host family once a fortnight and visits her mum and dad regularly.

Our People

We currently have 1170 employees working across Perth, the Wheatbelt and Coral Coast.

Our employee numbers have increased over the past year by 86. Over 1000 employees work directly with customers in the community. We continue to attract, retain and develop our people to achieve our vision of citizenship. Our values based recruitment strategy supports us in our overall recruitment.

This year we had turnover of 24.8% which is higher than we would like. As we transform to Working Locally it is anticipated that turnover will decrease.

Recruitment workshops are utilised throughout the organisation with the majority having customer involvement. We are increasingly impressed by the calibre of applicants seeking to work for Avivo.

The engagement of our employees is very important to Avivo. The Pulse Survey, undertaken every six months, is one way for all of us to have a say. The Survey asked a range of questions about how employees feel about the work they do, on a scale of 'never' to 'always'. The results gave an insight into employee engagement across Avivo. They tell us that the majority feel committed and enthusiastic about their work.

Occupational Safety and Health (OSH)

Most of our employees work in people's home and communities and this requires a high level of observation, awareness and thoughtfulness to ensure their own and others health and safety.

We are delighted to report our lowest number of Workers Compensation Claims in the past five years and we will continue to strive to ensure even fewer people are injured in the years ahead.

E-learning for manual tasks is provided to all employees to reinforce and remind people of good manual task practices.

This complements the practical Manual Task training that our community based employees attend.

Our 'Working Safely' training session for new employees has been updated and is delivered more frequently with the focus on the importance of safe work practices and reporting.

Further training was developed and is being provided to current employees on correct reporting and being more proactive in the workplace.

This will continue during 2018/19. System improvements have been made to simplify reporting of incidents, hazards and accidents for employees.

Policies and procedures have been updated to encourage more involvement by teams in 'return to work' programs for injured workers to ensure a smoother transition back into the workplace.

Learning & Development

We have continued to develop our e-learning offer with the introduction of the online 'Welcome to Avivo' module which forms part of our orientation for new employees. This training has been provided to all new employees joining the organisation.

We will continue to offer learning resources which can be accessed as needed by teams. This puts the individual in the driving seat of their learning, which is where we want them to be.

As Avivo moves forward, we know that technology will be a lever for our teams to get up and running, and we expect technology will enable the accessibility of learning, as well as providing a great medium for resources.

Training opportunities provided to employees throughout the year included:

Course	Attendees
Manual Tasks in Practice	571
Relationships and Community Connections	67
Facilitating Community Connections	41
Understanding Hoarding	40
Understanding Autism	93
Exploring Dementia	19

With our focus on Working Locally, we've been looking at how to build team capacity and learning what teams will need as they work differently. For different teams, this means different things.

We've started to shape and deliver a team development program which will build a strong foundation for our teams working in the community, as well as the back-office teams.

Coaching and mentoring is an important part of our support and development required for effective teams.

Avivo is significantly investing in the development of people in mentor and coaching roles so as to support all employees to work more autonomously and effectively.

“More than hit it, excelled I think with that one, ten stars! And no kidding, it's great! “

About our new online Welcome To Avivo

Coaching

We continue to offer one-to-one coaching to people across Avivo and people who have taken up this opportunity tell us it has helped them hugely in terms of shifting their perspective and opening their minds to new opportunities and growth.

We've had some great feedback, including:

Things I took as 'just being part of me as a person' but now view as things I can work on and do differently. I feel I've better self-awareness and understanding of who I am.

Over the past 3 years, we have learned that coaching can help people shift their thinking and this knowledge will play a role in how we work in a stronger team-context in the future.

Avivo Connection Coaches Program

For the past year, the Avivo Connection Coaches have been working with Befriend to better understand how they can support their colleagues to connect Avivo customers with community.

The Avivo Connection Coaches team includes Sue Flanigan (Coral Coast), Adam Manuel & Alyshia Fletcher (Northern River) and Helen Hansen and Mat Hall (Western Beaches).

The first part of the Program involved a lot of learning about how to facilitate relationships in the community for customers.

For the second part of the Program, the Coaches took part in a Human Centred Design Project. The problem guiding the process was, "how might we enable Avivo employees to facilitate relationships in the community for customers?".

The Coaches conducted research with and collected data from the following:

- Avivo employees
- Internal and external experts
- Community groups and organisations

The following questions guided their research:

- What are the key ingredients that make the facilitation of connection a success?
- What gets in the way?
- How can we inspire others?

The Coaches then identified themes, which they used to generate the following insights:

- **Insight 1:** Feeling connected to the organisation is important. Employees aren't motivated to connect people to the community if they don't feel connected to the organisation that they work for.
- **Insight 2:** Employees need to feel connected to and knowledgeable about their local community so that they can identify suitable options for customers.
- **Insight 3:** The relationship between the employee and the customer is vital. Employees need to have a good rapport with the customer so that they can effectively facilitate connections between the customer and others.

From their insights, the Coaches created a challenge that they could meaningfully take on:

How might we inspire others to share and collect information about their local community and promote easy access and sharing of information?

The idea of the Community Mascot Project was the result. The Mascot Project works by Avivo teams choosing a Mascot, a small figurine, that the team takes photos of at community locations, groups or events, and shares along with a description of the community activity with Connection Coaches.

The Connection Coaches publish the photo and story through social media sharing it with other Avivo teams and customers.

The Mascot Project is currently in the prototyping phase. The Coaches pitched their idea to the Avivo Foundation to see if further testing of the idea could be supported.

It's been an exciting year, and we can't wait to hear if we can take the idea further!

“We have been learning how to dig deeper into really knowing our customers and using different tools and worksheets to discover what people’s passions are so we can then help them find a positive role in their community increasing their chances for lasting community connections and friendships”

About our Connection Coaches Program

Communications and Engagement

The Communications and Engagement focus on advertising the new name and brand concluded as we moved our attention towards local events, hosted by local teams for the purpose of community involvement and conversation.

As well as supporting teams to host various local events we attended some major events including, Have A Go day and the Garden Festival which were well-received. These community events speak to Avivo's values, specifically, living life.

Our support for other departments evolved with more people accessing our services to help with thinking, coordination, design and planning. Work included recruitment resources for HR, training resources for Learning and Development, brand resources for ConnectUs and creative content for projects like Avivo's Amazing Race with the Geraldton team.

The team have been heavily involved in the communication of the Working Locally project, including workshop facilitation, creation and management of the Working Locally website, design of resources for presentations and communication, and active participation in various working groups.

In April 2018, C&E became the first self-managed team in Avivo's back office. The team continues to evolve to meet the needs of the business.

Quality and Outcomes

Avivo successfully met required standards with no recommendations from the two external quality evaluations conducted this year.

Through the distribution of quarterly reports the Quality and Outcomes team provides summary information on compliments, complaints, serious incidents, wellbeing and safety planning, and external quality evaluations to assist teams to provide quality services.

Information collated and analysed is used to determine what is working well and what isn't, to create and promote a culture of continuous improvement that ensures the best customer and employee outcomes.

During the year Avivo participated in the following external quality evaluations, where we met all required standards with no required actions.

- **Department of Communities – North Metro (Individually Funded Services, Family Support Services and CATCH Services)**
 This was an abridged evaluation that looked at the Rights, Individual Outcomes, and Feedback and Complaints standards.
- **Department of Communities – Comprehensive Desktop Quality Policy and Procedure Audit**
 This focused on our policy and procedure content to ensure Avivo meets the six standard requirements and adhere to best practice.

Projects

Working Locally

Avivo has the vision of creating an organisation that supports the citizenship of our customers and employees.

We are committed to transforming to a network of self-managing teams so that customers and employees can make their own decisions about supports and services, develop their abilities and grow in their relationships.

This represents a significant transformation from a traditional hierarchical structure, where most coordination and administrative tasks are performed in the office, to a structure that puts information, technology, and decision making into the hands of our field based employees.

Over the last 12 months, we have engaged with customers and employees, building momentum and using energy to drive change. Approximately 700 people participated in a variety of workshops, discussions and events to co-design the transition process, developing the frameworks and tools that support an entirely new way of thinking and working.

Through the work we have progressed and our learnings to date we have created strong foundations and support mechanisms to set the teams up for success in the year ahead.

To support transparency and to enable all employees and customers to be informed we created a Working locally webpage [here](#) offering a diverse range of tools and formats for engagement and interaction.

We have seen that by giving individuals trust, freedom and opportunities to grow, to embrace their passions in their day to day work, they can do really amazing work, develop and work out solutions.

Through the Working Locally project, Avivo is supporting the development local self-managing teams so as to bring the decisions and support closer to the customer where they truly are able to have choice and control of their services.

Some teams have been experimenting with working locally for the past 6-18 months, learning about what it takes and helping the organisation as a whole to learn what it takes to support them.

In developing these teams we are focusing on matching team members with our customers' likes, dislikes, interests, and locality as well as supporting each employee to be part of a team with greater autonomy in the work they are doing.

As a result we have seen stronger partnerships grow between customers, team members and relevant stakeholders as well as stronger teams that are able to offer flexible and responsive support to customers.

Our six-monthly Pulse Survey indicated that most of these teams reflect a greater sense of enjoyment in their work from the opportunity to bring their whole self to work and utilise all their strengths, skills and capacity. Anecdotally, Avivo customers supported by these teams reflect a sense of greater autonomy in their services.

Enabling Through Technology (ETT)

In July we began the Enabling Through Technology (ETT) project, an exciting initiative based on the understanding that to effectively work locally and provide good service to customers, our teams require direct control of their tasks and access to good information.

With the assistance of an external specialist agency, Marketforce, we've gathered input and ideas from hundreds of employees and customers on what technology means for them and how they would use it to get the best service experience. Topping the list are the simple means for changing visit details and communicating with each other, closely followed by the ability to directly maintain information.

A careful and considered review of our options has lead us to a latest technology solution that ticks most of the boxes and is designed to support local teams' working practices too. There is a little more that needs to be done to ensure that the solution satisfies all aspects of our Working Locally model plus our commercial and reporting requirements.

Then it will be full steam ahead with revising our processes and practices and rolling out the new technologies that will assist employees, and ultimately customers, to directly access the information and systems that they need, when they need it.

Reconciliation Action Plan (RAP)

The end of March 2018 represented the end of the first year of Avivo's Reflect RAP. This marked a considerable milestone as we worked with employees, customers and carers to build strong respectful partnerships fundamental for achieving our goals for reconciliation and our outcomes for the delivery of appropriate services supporting all people to live life.

Over the past 12 months, Avivo has been successful in achieving over 90% of the targets outlined in our Reflect RAP. Some of our highlights have been:

- The majority of Avivo internal and external meetings and events are now commencing with an Acknowledgement of or a Welcome to Country.
- The development of a RAP Working Group which is made up of Aboriginal and Torres Strait Islander customers, family members and employees and some non-Aboriginal employees who have been champions and guided Avivo in achieving the RAP actions. A total of 100% of the Aboriginal and Torres Strait Islander members have expressed their interest in continuing to be members of Avivo's RAP group with more Aboriginal customers wanting to become members.
- The development of Cultural Protocols.
- Many relationships are being made and strengthened with Aboriginal and Torres Strait Islander Elders, organisations and businesses.
- Aboriginal, Torres Strait Islander and Australian flags have been placed in the receptions of each Avivo office.
- Aboriginal artist Fred Knox was commissioned to complete artwork for Avivo that is hanging in the Jandakot office. This artwork is being used in conjunction with Avivo branding (below).

But no report can speak better to the changes within Avivo and our progress towards Reconciliation than the following story:

In the lead up to National Sorry Day on the 26 May 2018, the chairperson of our RAP Working group, Avivo employee and proud Kija woman, Sil Oxenbridge wrote to her Avivo colleagues in Osborne Park explaining that up until last year, she was always silent in her acknowledgement of National Sorry day at work.

She told Avivo that she has never felt secure enough at work to be open about being an Aboriginal woman.

For National Sorry day last year and again this year, Sil proudly wore the red, black and yellow of the Aboriginal flag in acknowledgement of the day.

She wrote:

Even though Sorry Day cannot change what has happened in the past, it can help us raise awareness so that it won't happen again and that we can all be equal. I have shed my insecurity and raised my hand in hope that you will walk with me on this journey of acknowledgement and learnings.

Diversity

The Diversity Working Group has spent time this year creating greater awareness of diversity throughout Avivo.

A diversity logo has been designed and is now used to ensure the work of the group is easily recognisable.

Members of the group have undertaken training to ensure they have the skills required to be diversity Champions.

They have spent time speaking to our employees to understand the main diversity issues facing them and exploring ways to embed diversity in the setup of teams and customer agreements.

The Diversity Policy has been revised to ensure Avivo encompasses customer diversity, choice and control whilst also protecting employees from discrimination; legal advice has helped with this.

A diversity questionnaire ensures that Avivo has a sound understanding of workforce diversity and informs Avivo information sessions, training and events to raise awareness of diversity and the support that is available.

Grants & Scholarship Program

Avivo: Live Life Foundation has the purpose of supporting innovation particularly related to citizenship. To this end it sponsors a number of grants and scholarships.

The Clifford Townsend Scholarship was utilised to fund a workshop run by the Corporate Rebels. Eighty people attended the full day workshop to explore lessons in organisational and workforce innovation from across the globe.

The Julian Pittendrigh Arts Grant was awarded to customer Wil Dingo who is collaborating with his neighbours to obtain a market space to sell their artwork.

The grant was used to purchase a number of items to help get the project underway, including a trestle table, brushes, canvases, and printing.

A brand new Small Sparks Grants program was established this year. It is available to both customers and employees to achieve a good life as citizens of our communities. People have great ideas and mostly they don't cost much money. A typical grant is around \$600 and the Avivo Foundation has kindly provided funding for 20 grants available throughout the year.

Further details of Avivo's Grants & Scholarship Program can be found online [here](#).

Business Support

Finance

The focus for the Finance team this year has been on improved business partnering with employees across Avivo.

This has meant much more direct involvement with frontline teams, to deepen the Finance team's understanding of our operations, and better respond to the needs of our internal and external customers.

This year has also seen a shift towards much more transparency around financial information, with a view to supporting all employees to think about how customer funding is used, and the financial sustainability of the organisation.

Financial modelling has been undertaken throughout the year, to forecast the impact of the NDIS rollout in the coming years, and to understand how the transformation to Working Locally can mitigate some of this impact.

This effort will continue in the year ahead, and the Finance team will be working to ensure that local teams have access to timely, accurate and meaningful performance reporting to support their decision-making.

Information and Office Services

This year's efforts were focused on improved cyber and data security, cost effectiveness and process efficiency.

Network changes were made to improve controls, and a new firewall implemented. Our IT helpdesk service was brought in-house, reducing costs and allowing a more personal service to our employees. External managed services were also moved to a more cost effective vendor.

Several manual processes were either automated or streamlined. New reporting was developed to support operational teams with quality information around customer funding utilisation.

The team were heavily involved in the system, process and training requirements to transition from HACC to CHSP at the end of the year.

Alongside the 'business as usual' activities, the team commenced a program to replace ageing equipment, rolling out over 100 laptops and implementing new networks across all offices.

The team also provided significant input and advice to the Enabling Through Technology and Working Locally projects. This will be a primary focus in the year ahead, commencing with the rollout of 500 smartphones to enable access to information and enhance communications for our field based teams.

Governance

Organisation structure

Governance

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. The CEO presents monitoring reports to the Board, to ensure compliance with these documents.

The Constitution was updated in July 2017 to reflect the recent changes to the Act. The Board took this opportunity to increase the number of Board positions. There are currently eight Board members, with one position remaining vacant to provide the opportunity to consider future needs. The Board agreed to trial holding less frequent meetings during the year.

The Board commenced the year with one vacancy after Deborah Pearson stepped down. Nick Maisey and Anna Roberts were welcomed in January 2018 as casual Board members. They received an induction program, including spending time with employees and customers.

Board members continued their program of visits to Avivo customers and families which contributes to their understanding of the services and supports Avivo provides.

Board members declare any interests at each Board or Sub-Committee meeting and a process is in place to annually review the performance both individually and as a Committee.

Board Sub-Committees

Audit & Risk Committee

The Audit & Risk Committee assists the Board to discharge its responsibilities for financial reporting and internal controls. Three Board Members constitute the Committee which meets twice per year with the internal and external auditors, the CEO, the CFO and the Governance Officer. During 2017/18 the Committee focussed on:

- Internal audits in payroll and accounts receivable which provided valuable reflection on systems and processes.
- Material risks and the Board's risk appetite which was reviewed in light of organisational changes.
- The external audit services went to tender with Ernst & Young selected to extend their engagement for a further 3 years.

People & Culture Committee

The People & Culture Committee assists the Board to fulfil its responsibilities for the remuneration and terms of service for the CEO, employees and the Board nominations. It also monitors Avivo's objectives in regards to diversity and the Reconciliation Action Plan. Four Board Members constitute the Committee, which meets twice a year along with the Manager of Human Resources, the CEO and the Governance Officer.

Attendance at Board Meetings

NAME	BOARD MEETING (x7)	AUDIT & RISK COMMITTEE (x2)	PEOPLE & CULTURE COMMITTEE (x1)
Phil Thick	6		
Angus Buchanan	7		1
Jo Fletcher	7	1	
Greg Madson	7	2	
Stewart Hart	4	2	
Gabrielle Trenbath	6		1
Nick Maisey	3		1
Anna Roberts	3		1

During the 2017/18 financial year the People & Culture Committee focussed on:

- Ensuring the succession procedure for the Board and CEO was current and embedded into the risk management framework.
- A Board discussion around Working Locally, its wider governance role and the impact on sub-committees.

Employees with 20 years service as at 30 June 2018

Pearl Benskin

Employees with 15 years service as at 30 June 2018

Rosalie Arto	Daniela Boothey	Kim Fogliani
Mitchie Golby	Karolina Grotowski	Stella Grundy
Jan Hancock	Wendy Millard	Jacqueline Plaisted
Linda Savarese	Carol Smyth	Carol Symes
Kerry Thompson		

Employees with 10 years service as at 30 June 2018

Anne Cheeseman	Helen Chivers	Linda Decuyper
Suzy Falcon-Buttery	Luke Fitzgerald	Jane Greenwood
Sheley Hallsworth	Rosemary Harrison	Maridel Hume
Gregory Hutchins	Anthony McCabe	Diane Meredith
Heidi Nissen	Danijela Obradovic	Heather Palmer
Silvija Pesich Palmer	Bree Sadler	Danielle Schoen
Stephen Sims	Jennifer Spiers	Merrin Sullivan
Lauren West	Liz Westbrook	Mari Yamamoto

Employees with 5 years service as at 30 June 2018

Sandra Allison	Kerryn Arthur	Katie Beattie
Jeab Bell	Neroli Bradshaw	Mathew Brown
Helena Cahill	Cindy Campisi	Larisa Dallo
Lecia Dangen	Carol Darnell	Janice Dart

Employees with 5 years service as at 30 June 2018

Lisa Davies	Natasha Davison	Deborah Dobson
Janette Dodd	Julie Doesburg	Linda Douglas
Suzanne Dunne	Carmen Echevarria Cardenas De Bravo	
George Edwards	Madeleine Ferguson	Jayde Fidock
Linda Freeman	Kathryn Fulton	Colin Gan
Ben Giblett	Christine Gibson	Garincha Giri
Grace Grennan	Monica Groth	Debby Hicks
Erin Hilditch	Rose Hyde	Karen Jackson
Veena Jaunky	Patricia Johnston	Simone Jones
Emmanuel Katongo	Dott Keenan	Natalia Kjellgren
Monica Lee	Steven Li	Karen Lim
Kirsty Little	Stephanie Loomes	Priya Maret
Helen Mari	Gemma Martin	Haley Mason
Julie McGuire	Dougal McLachlan	Katie McLellan
Elizabeth McMahon	Matthew Patroni	Lee Pelosi
Aubrey Pereira	Phillippa Perrella	Simone Robb
Chantelle Rogers	Kayla Rogers	Manmohit Sachdeva
Samantha Schofield	Amanda Sibanda	Mark Sisinni
Sonia Smilley	Andria Snelson	Ella Stafford
Kelly Teanby	Jennifer Tyrie	Lynnette Wallace
Suzanne Watson	Tania Whitburn	Liz White
Emma White-Dunn	Shirley Wong	Lu Yin

The Board

Phil Thick

CHAIRPERSON

BE (Hons) FAICD (from 2007)

Committee membership:

Chairperson of Board of Director meetings

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.

Dr Angus Buchanan

DEPUTY CHAIRPERSON

BAppSc (OT) DSM DBA GAICD (from 2010)

Committee membership:

Member of the Board of Director meetings

Member of the Foundation Board

Member of the People & Culture Committee

Angus Buchanan is Professor and Head of School of Occupational Therapy, Social Work and Speech Pathology, Curtin University. Working as an occupational therapist for the past 33 years, Angus is passionate about people being given authentic opportunities to participate fully in all aspects of their lives. Prior to commencing at Curtin in 2008, 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 focusing 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), until recently holding the position of Australasian President for 5 years. In 2017 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 WA across policy, program and operational areas.

Greg Madson

(from 2012)

Committee membership:

Member of the Board of Director meetings

Member of the Audit & Risk Committee

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 a member of the National Disability and Carers Advisory Council, a member of the National disability Strategy Working Group, President of the WA Blind Sports Federation, Board member of Diverse Leadership, Treasurer of Blind Citizens WA 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.

Stewart Hart

(from 2015)

Committee membership:

Member of the Board of Director meetings

Chairperson of the Audit & Risk Committee

Member of the Foundation Board

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.

Gabrielle Trenbath

BA, BA, PgDipPolSt (Murd.) MDip&Trade (Monash) (from 2015)

Committee membership:

Member of the Board of Director meetings

Chairperson of the People & Culture Committee

Gabrielle is committed to seeing social change through delivering value to individuals and communities through effective governance.

Gabrielle is studying Applied Corporate Governance and is looking to use this to ensure that Avivo continues to deliver the same level of quality serves into the future. She has just started a role in Risk and Compliance in the Private Sector after working in healthcare for many years.

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 Disability Services.

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.

Jo Fletcher

B. SocSc. MBA. GAICD (from 2012)

Committee membership:

Member of the Board of Director meetings

Chairperson of the Foundation Board

Member of the Audit& Risk Committee

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 and tertiary education facilities in disciplines ranging from the social sciences to business and health. She is passionate about health, education and culture and has a particular interest in the role of mindfulness in transformational change.

Using her extensive experience as a 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.

Anna Roberts

BA, Grad Dip Psych, Grad Dip Ed, GCLCC (from 2018)

Committee membership:

Member of the Board of Director meetings

Member of the People & Culture Committee

Anna has a broad range of experience in government, non-government and community sectors across health, mental health and education with qualifications in psychology, both organisational and counselling, as well as education.

Anna's career has involved project management, stakeholder management, strategic planning, program development and implementation, service delivery, training and development, conference management and workforce development. With experience on reference groups, steering committees and executive committees Anna has also served as a Board Member, including Vice President, on the WA Association for Mental Health for over three years from 2007.

Anna is passionate about the health and mental health of people and their families. She believes that Avivo is meeting the sector challenges with passion and creativity and is keen to contribute.

Nick Maisey

(from 2018)

Committee membership:

Member of the Board of Director meetings

Member of the People & Culture Committee

Nick Maisey is an Occupational Therapist, change-maker and social entrepreneur who founded Perth-based social enterprise Befriend in 2010. For the past 8 years, Nick has led Befriend's work partnering with communities to design, develop and pilot innovative approaches to fostering an inclusive, connected society.

Nick's work with Befriend has mobilised thousands of citizens, cultivating connections for more than 10,000 West Australians.

In 2017, Nick Maisey became one of ten Australians awarded a Social Change Fellowship through the Westpac Bicentennial Foundation, and undertook a 3-month global study of leading approaches to fostering inclusive, connected communities. Nick is passionate about supporting people.

Financials

Avivo is pleased to report a strong \$2.4m net profit for the 2018 financial year. This represents a welcome uplift to reserves that will support the financial challenges ahead as the National Disability Insurance Scheme rolls out.

There were two key contributors to the significant improvement from the loss reported in 2017. Firstly, last year's loss largely resulted from a 'catch up' recognition of unspent funding on Home Care Packages. Secondly, in 2018 Avivo received approximately \$2m in Social and Community Services funding supplementation, relating to the 2016, 2017 and 2018 financial years. Operating Revenue has grown by 7% or \$4m. Growth has largely been in Home Care Packages and Disability. Direct costs have increased in 2018, in line with revenue growth. However, strong cost management produced a reduction in indirect and overhead costs, improving the Administration Ratio (indirect and overhead expense as a percentage of revenue) from 32% to 27%.

Avivo is fortunate to provide services across three sectors. This diversified position allows the profitability of aged care services to supplement losses in disability. NDIS funding fails to cover the cost of services provided, with this program producing a loss of 15% or almost \$800k for the year.

As all eligible disability customers transition over the next year or two, the financial impact will be significant, and Avivo will report net losses until the benefits from the transition to Working Locally are realised. With over \$17m in reserves, Avivo is confident that it can withstand these losses, and that Working Locally will deliver savings in travel and administration costs, as well as position the organisation to grow and thrive in an NDIS environment.

Statement of Comprehensive Income for the year ended 30 June 2018

	\$'000 2015	\$'000 2017
Operating revenue		
Revenue from Government Funding	66,767	61,204
Other income		
Non-Recurrent Grants	1,568	577
Interest Received	749	599
Other	1,424	442
Total other income	3,741	1,618
TOTAL REVENUE AND OTHER INCOME	70,508	62,822
	\$'000 2018	\$'000 2017
Operating expenditure		
Direct Support Service	47,570	43,979
Indirect Support Service	9,763	10,354
Administration Overheads and Depreciation	9,022	9,505
Total Operating Expenditure	66,355	63,838
Other expenditure		
Project Costs	1,766	1,416
Total Other Expenditure	1,766	1,416
Total Operating and Other Expenditure	68,121	65,254
NET SURPLUS / (DEFICIT) AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR	2,387	(2,432)

Statement of Financial Position as at 30 June 2018

	\$'000 2018	\$'000 2017
Current Assets		
Cash at Bank and on Hand	23,534	16,052
Term Deposits	6,000	6,000
Trade and Other Receivables	2,931	2,310
Total Current Assets	32,465	24,362
Non-Current Assets		
Property, Plant and Equipment	5,504	5,943
Capitalised Work in Progress	181	-
Loan to Avivo: Live Life Foundation Inc	5,352	5,234
Total Non-Current Assets	11,037	11,177
TOTAL ASSETS	43,502	35,539
	\$'000 2018	\$'000 2017
Current Liabilities		
Trade and Other Payables	20,669	15,335
Provisions for Employee Entitlements	4,745	4,296
Total Current Liabilities	25,414	19,631
Non-Current Liabilities		
Provisions for Employee Entitlements	513	751
Total Non-Current Liabilities	513	751
Total Liabilities	25,927	20,382
Net Assets	17,575	15,157
Members' Funds		
Retained Earnings	15,822	13,435
Reserves	1,752	1,722
TOTAL MEMBERS' FUNDS	17,575	15,157

Statement of cash flows for the year ended 30 June 2018

	\$'000 2017	\$'000 2016
Cash flows from operating activities		
Receipts from Customers	771	1,985
Interest Received	749	599
Grants Received	71,119	68,947
Payments to Suppliers and Customers	(64,631)	(64,936)
Net cash from operating activities	8,008	6,595
Cash flows from financing activities		
Loan to Avivo: Live Life Foundation Inc	(118)	(5)
Net cash (used in)/ from financing activities	(118)	(5)
Cash flows from investing activities		
Redemption of Term Deposits	0	407
Payments for Purchase of Fixed Assets	(861)	(994)
Proceeds on Sale of Fixed Assets	453	583
Net cash (used in)/ from investing activities	(408)	(4)
Net increase in cash held	7,482	6,586
CASH AT BEGINNING OF THE YEAR	16,052	9,466
CASH AT END OF THE YEAR	23,534	16,052