

## Annual Report 2018 | 2019 – Contents

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## About Avivo

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### **What matters to us**

Avivo is a West 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 are optimistic and innovative as well as practical and persistent.
- We value our employees and support one another to do good work.

### **Our Outcomes**

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.

## **What matters to people**

### **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

## Chairperson's Report

“As Chair of the Board I often reflect on the values of Avivo and how we work to achieve them as an organisation.”

The Board is constantly looking ahead, focused on ensuring a strong future for Avivo, while keeping in mind why we do the work we do and who we are here for – the people and families we support, our colleagues and the community.

Avivo, like most community organisations, is needing to pro-actively respond to major policy and funding changes including the National Disability Insurance Scheme (NDIS), and aged care and mental health reform. While often presenting significant strategic and operational issues, the reforms offer many opportunities for Avivo to continuously improve its services.

While significant challenges remain, the Board is confident that Avivo is strategically, financially and operationally well positioned – now and in the future – to deliver quality services to our customers that are consistent with our vision, purpose and values.

2018-19 represents another year of major progress with the implementation our strategic objectives. The Board continues to focus on a deeper exploration of citizenship and how it is embedded for all of our employees and customers.

The organisation is making major changes to develop a network of self-managed teams. We are also making a significant investment in technology to ensure that our teams can communicate and work more effectively.

The positive impact of these changes is expected to be seen over the next 12 months as it supports the development of local teams, administrative effectiveness and efficiencies, and improved data reporting.

On behalf of the Board I'd like to acknowledge the extraordinary amount of work and commitment of the employees as they drive the necessary changes and reforms to service models and systems.

The coming year will continue to require ongoing work to position Avivo for a strong and healthy future.

The Board has recently recommitted to the strategic objectives, including the required financial investment for them to be achieved. The Board has commenced rethinking how it works to ensure good governance.

This activity is underpinned by the broader organisational reform of Working Locally. While the Board's role will remain strategic, it is fully committed to developing and maintaining strong connections throughout Avivo.

The Board members visit teams and customers regularly to hear firsthand about the work of Avivo. In the past year the Board has also commenced interactive meetings with key groups of employees where important issues are being explored to enable informed and collaborative decision making.

I thank my Board members for their commitment and significant contributions. I would like to acknowledge and thank both Greg Madson and Anna Roberts for their contributions. Both resigned from the Board during the year. We also welcomed to the Board two new members – Neil McGrechan and Brad Wearn. All Board members make a considerable voluntary commitment to Board meetings, committees and visits for which I thank them.

The organisation continues to thrive under the leadership of Rosie and her Executive Team who continue to demonstrate both vision and courage, not only within Avivo, but also influencing outcomes in the wider sector. I also thank everyone at Avivo for what each of you do each day to provide the support and services to the people we serve.

During the year I had the privilege to meet with the Carnarvon Team via a video link. What I experienced was similar to the feedback that all Board members provide after their visits – a strong sense of team, commitment to the people they serve, innovative ideas and wanting to make a real difference in their local community.

A few months later I was delighted to meet the team in person at the 2019 WA Disability Support Awards where they won the Excellence in Regional Support Award. This was a wonderful acknowledgement for the team but also for Avivo as we strive to work in partnership with people and families to develop and provide the supports and services they choose to live life

Avivo is strategically, financially and operationally well positioned – now and in the future – to deliver quality services to our customers.

**Angus Buchanan**  
Chairperson

## CEO's Report

“This has been a big year of working together to implement our strategic objectives whilst continuing to provide the best possible support and services to our customers.”

Reading through the annual report, it is great to see the progress achieved so far, but we all know that there is a long way to go. In May 2019 we reviewed our objectives and developed a roadmap to support implementation through to the end of 2020.

Our objectives remain essentially the same with the addition of a fifth objective to support employees and customers to live life by working on and connecting to what matters to people.

It is a considerable challenge to transform an established organisation, particularly whilst ensuring we continue to provide quality services, develop and support our employees and deal with wide ranging sector changes. Structure and role changes were required to support progress.

Between January and August 2018 the leadership team redesigned how we were structured to better support the organisation to achieve our goals. This resulted in the formation of four teams in October 2018:

- **An Executive Team** responsible for the whole of Avivo, the implementation of our strategic objectives, operations and a developmental culture.
- **A Sector Support Team** responsible for supporting Avivo to understand funders' requirements, develop appropriate processes and systems and meet compliance and quality requirements.
- **A Working Locally Team** responsible for guiding and implementing the transformation of Community Services to Neighbourhood Teams.  
The team aims to support the organisation to transform in a consistent and effective manner.
- **A Mentor Team** responsible for supporting teams across Avivo to provide good services whilst transforming towards Working Locally and transitioning services to new funding programs.

I am excited about the year ahead as we continue on our journey. Thank you to the Board for their support, guidance and understanding. I very much appreciate being part of the Executive Team with Kate Fulton and Lynsey McDonnell. Working together makes the process and outcomes so much better. Most of all, thank you to all of my colleagues for their trust and commitment to citizenship and community. Together we are developing an organisation that we can all be proud of.

**Rosie Lawn**  
Chief Executive Officer

## Strategic Objectives

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### Transform Neighbourhood Teams

#### Transform Avivo into a network of Neighbourhood Teams providing excellent services

##### Working Locally

The Working Locally project is about guiding and supporting the organisation to transform into a network of Neighbourhood Teams that provide excellent support and services to customers.

We committed to this transformation in May 2017 to better support our customers and employees and achieve our vision of citizenship. In the previous financial year, the project included trialling a number of local teams and conducting working groups to understand and learn what it would take to make this transformation.

We commenced this financial year with a strong commitment to transforming to Neighbourhood Teams. The Working Locally Team was established and has grown over the year to eight members, including three members guiding and supporting the changes and five team coaches supporting the formation and development of teams.

We now have 55 Neighbourhood Teams working across the city, the Wheatbelt and parts of the Coral Coast, all at different stages of the journey.

The Working Locally Team first connected with employees across Avivo to look at what had been achieved so far, and learn what had worked and what hadn't. It became clear that there were many perspectives and ideas about Working Locally across the organisation and there was a lack of consistency in the way these teams were being formed and supported. Next the team helped us with a clear definition of 'teams'. Fundamental principles for teams were clarified and shared across the organisation.

A Transition Plan was collaboratively developed to help geographical areas with the transition journey including four key stages that built on the experience and learning from teams and the wider organisation. The Transition Plan is guiding teams as they transition to Working Locally and continues to evolve as we learn from experience.

A Team Development Program was developed to assist teams to establish themselves, work effectively and achieve their purpose. The program is provided by the Team Coaches and forms a solid foundation for each unique team.

Working in Neighbourhood Teams has fostered a stronger sense of connection and belonging amongst colleagues. Participation in transition workshops as well as the Team Development Program has been varied, but once employees start to experience the benefits of being in a team, there is increased commitment and involvement.

Teams continue to focus on providing quality services to our customers as they progress along the four stages taking the opportunities to learn from what their colleagues have experienced. We have learned that the pace of the transition needs to adapt at times, to ensure employee well-being and obtain the desired outcomes.

Overall, the transformation has been challenging, but we have found that colleagues have banded together and demonstrated commitment to the vision in these difficult times. There has been a strong sense of community within Avivo, which will grow further as we continue to transform.

## How our community-based colleagues are feeling about Working Locally so far

I was initially anxious about joining a Neighbourhood Team, as I wasn't sure what the dynamics would be like. But it's turned out to be really good. Having the opportunity to connect with my fellow colleagues has been positive. We've been able to share practices and create a great team environment. Working Locally for me has been about supporting one another as well as our customers.

~ Craig Watts, Kelmscott Team

I knew that with so many people coming together, there'd be so many strengths. What I like best about Working Locally is the less travelling that I have to do. Once I get to Darch, I've got all my work there and it just gets done.

~ Mitzi De-Klerk, Darch Team

I wasn't sure how it was going to work as I was used to depending on the office for support. But it has made things a lot easier. It's easy to communicate with everyone in the Neighbourhood Team as we have everyone's contact numbers. If any of us are stuck with something or need help covering a support, we can get help quickly.

~ Givemore Naini, Bassendean Team

I'm forever inspired by support workers. Having the opportunity to meet with them regularly and get to know why they are here has really energised me in what I bring to my own supports. Working Locally has also given me more autonomy; I'm able to plan and make decisions with customers directly, and this enables me to provide better support.

~ Rylan Shearn, Karrinyup Team

## Technology AlayaCare

### Develop technology and systems to enable work and communications

#### Enabling Through Technology

The Enabling Through Technology project is developing technology, processes and systems to support effective, efficient and contemporary work practices and to enable colleagues and customers to have greater choice, control, connection and mobility. This year we have deployed over 900 mobile phones to Support Workers, providing access to systems and enabling improved connectivity across the organisation.

IT support was provided to ensure a smooth transition and to help these community-based employees familiarise themselves with the relevant functions and mobile apps.

A new customer management system, AlayaCare, has been selected to replace YourLink. This modern system will simplify processes and provide our Support Workers with access to customer information on their mobile phones.

We have established a strong project team of colleagues supported by specialist external resources to carry out its implementation.

Development is well underway, and the system is expected to be launched towards the end of 2019.

We have continued to progress towards a cloud-based landscape. Next year, moving the remainder of our core applications (HR and Finance), Microsoft Office, our intranet and documents will complete the cloud transition.

Building on last year's focus on cyber security, we will be introducing cyber security training for all colleagues, and refreshing our technology business continuity and disaster recovery plans thereafter.

This year we have deployed over 900 mobile phones to Support Workers, providing access to systems and enabling improved connectivity across the organisation.

## **Transition NDIS/HCP**

### **Transition services to meet the requirements of the NDIS and the Aged Care Reform Agenda**

#### **Transition to meet funders' requirements**

The reforms in Community Aged Care and the rollout of the National Disability Insurance Scheme (NDIS) have fundamentally changed how our services are funded and operated.

The transition from the State Government's Home and Community Care Program (HACC) to the Commonwealth funded Commonwealth Home Support Program (CHSP) on 1 July 2018 went ahead smoothly due to a project team addressing every aspect of the transition requirements. These included system and process changes, employee communication, training and engagement, and customer communication and support.

The Commonwealth Government released the new standardised Home Care Pricing Schedule in March 2019 with the aim of improving transparency and better supporting senior Australians to understand and compare home care pricing information. This new format would also allow them to make a more informed decision about which provider is best placed to deliver their care. All home care providers were required to publish their pricing information using the new Schedule by 1 July 2019. While providers were given twelve months to transition current customers over to the new pricing, Avivo decided to transition to the new pricing schedule by 30 June 2019 with all of our customers. This decision was made in the interest of simplicity and consistency. The process included customer communication and engagement, financial analysis and employee training and support as well as system and procedural changes.

The transition and rollout of the NDIS is having a massive impact on the lives of people with disabilities, people with mental health needs, and their carers. We have worked throughout the year to ensure that we have the knowledge, skills, processes and systems to support customers to transition, and to provide good quality services within the scheme. It is a very significant social policy change and it has not been straightforward. We have worked closely with the National Disability Insurance Agency (NDIA) and the Government to improve the process and outcomes.

The NDIA undertook the WA Market Review which we actively contributed to by sharing information and case studies demonstrating the need for higher prices to support the provision of quality services, and offering advice and suggestions to support the effectiveness of the price guide. We were pleased to see changes in the prices at the end of June which incorporated many recommendations from the WA Market Review.

## Culture Employees

### Develop a culture and organisation that encourages people to do their best work

#### Develop our culture

To be a workplace where all employees can develop and do their best work, we are working to improve our ability to understand, engage and value people from diverse backgrounds. This includes all people, with a particular focus on Aboriginal and Torres Strait Islanders, people with lived experience of disability and mental health issues, and people with diverse sexual orientations and gender identities. Over the past year we have focused on increasing awareness and knowledge of diversity through events and developing ways to direct colleagues to community assets related to the various diversity strands.

#### *Aboriginal and Torres Strait Islanders*

Avivo is committed to learning from the wisdom of Aboriginal People and their Elders. We are working to create a culturally safe environment for Aboriginal and Torres Strait Islander people, and encourage all employees to develop a deeper cultural understanding of Australia's Traditional Owners.

We are also committed to employing more Aboriginal and Torres Strait Islanders. Since completing our first Reconciliation Action Plan (Reflect RAP) in 2017 we are now well on the way to developing our next stage Innovate RAP, working together for a shared future.

We have expanded our external stakeholder participation and our internal employee engagement with the introduction of a Reconciliation Advisory Group, for external stakeholders and a RAP Internal Working Group to support collaborative work to meet the outcomes of the RAP. Activities were held throughout the year to increase awareness, understanding and collaboration with communities.

An important highlight was Reconciliation Week from 27 May to 3 June with events unveiling welcome plaques in each Avivo office, recognising the traditional owners of the land. The events followed the National Reconciliation theme, 'Grounded in Truth' with presentations from Elders and conversations about events in the reconciliation journey.

We were blessed to have stories told from our Elders and Respected Leaders. They led us down a path of recognition and truth and we found connection. We got to experience culture not only in story, but dance.

#### *Employment of People with Disability*

Many people with disabilities find it very difficult to secure meaningful employment. Alongside other employers in the sector, we made a commitment in 2019 to actively increase the number of people with a disability that we employ.

The starting point was to determine the current number of employees who identify as having a disability through an employee survey. As of March 2019, 10% of our employees identified as having a disability. We then reflected on the organisation and identified where we are at in our level of understanding and skill in employing people with disability.

Based on these insights, we are implementing a plan to improve the employment experience and increase the number of people with disability that we employ. We aim to increase the number to 12% of our workforce in the short term. We hope for this percentage to be higher in the long term.

## **Citizenship Purpose**

**Supporting employees and customers to live life by working on and connecting to what matters to people**

### **Our Good Life Project**

Avivo is dedicated to supporting everyone to have a good life and we know that the keys to citizenship help us stay focused on the important things in life. So over the last year we have worked in partnership with Befriend to begin to understand how we can best support the active citizenship of our colleagues.

Using a design thinking approach, we have supported the project team (all of whom volunteered to be part of the project) to actively research citizenship through the eyes of our peers. This data has helped the team explore ideas and possibilities that Avivo could prototype and develop further.

The team will share their insights from the process overall, as well as the solutions they have designed to implement. Although it is early days this project offers exciting insights into how Avivo can further develop citizenship for all.

## Our Services

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

Our support teams work with customers throughout Perth, the Wheatbelt and Coral Coast to achieve their goals including:

- Living at home and being part of the community;
- Recovery and independence; and
- Respite for family and carers.

Our Nurse Consultants provide training and advice to our support teams and customers to provide good quality care.

Our Shared Living Team establishes and supports living arrangements where a customer needs live-in support.

We also support customers to manage their own supports and services through our:

- Support Coordination and Plan Management Team
- Shared Management Team

We care about people having a great experience and work hard to listen to feedback and shape our services accordingly.

Over the last two years, we have invited different groups of customers to share their experiences via a six-monthly Pulse Survey. The sample size each time is approximately a third of our customers.

The results have shown that we have been providing good supports and services consistently. However we are continually striving to improve how we work. Area teams take action based on the feedback we receive to improve our services and communication.

### Disability Services

**The National Disability Insurance Scheme (NDIS) funds eligible people with disabilities, including those with mental ill-health, to have reasonable and necessary supports to achieve their goals. From 1 July 2108 the Commonwealth-operated National Disability Insurance Agency (NDIA) assumed responsibility for the delivery of the NDIS in Western Australia.**

Over the past year people previously funded under the WA NDIS have transferred to the NDIA. All regions of WA have now commenced transition to the Australia-wide NDIS for people previously supported through other programs as well as people who have never accessed disability support funding or services.

Avivo has focused on supporting current customers to transition to the NDIA, providing assistance whenever possible. We have also seen some growth with funded customers choosing Avivo as a provider.

Strategically we have worked with the NDIA and the sector to influence policies and improve the implementation of the Scheme. Pricing was a very high priority, due to the challenge for providers to continue to deliver quality services with price caps as low as they were. It was very positive to

see the NDIA consult with providers and make changes to the price guide from 1 July 2019, which will improve the viability of the program in the years ahead.

The NDIS Quality and Safeguarding Commission has been established and work is commencing within Avivo to prepare to meet their requirements including external accreditation in 2020.

We welcomed the establishment of the Royal Commission into Violence, Abuse, Neglect and Exploitation (Disability Royal Commission) in April 2019. The terms of reference are wide ranging and will have a significant impact on the lives of people with disabilities and their families hopefully resulting in considerable reform across our communities.

1066 people with individualised disability funding

280 customers transferred from WA NDIS to NDIA

### **Revenue 2018/19**

The transition of customers from WA NDIS and Department of Communities (DoC) to NDIA during the year has shifted the composition of funding significantly. By the end of the 2020 financial year, all disability customers are expected to be funded by NDIS.

NB: NDIS increase is due to both new customers and those transitioning from other programs.

We continue to support three customers who are dependent on Ventilators with funding from the Health Department of Western Australia through the Ventilator Dependent Quadriplegia Community Care Program. Some of these people are also receiving funding from NDIS.

### **Disability Services Quality Evaluation**

In November 2018 the Department of Communities, Disability Services conducted a Quality Evaluation of all of our disability services. The evaluation found that Avivo met all the standard requirements.

### **Nina's story**

Nina, a Communication Support Officer, has been supported by Avivo for about five years. She uses her HACC services mainly for accessing the community.

Prior to receiving support from Avivo, Nina felt embarrassed about engaging support services and didn't feel they fit into her life. She relied on her family members to support her.

However, she's since changed her mind. She noticed how Avivo fitted seamlessly into a friend's life and decided to explore engaging our services for herself. Her experience has been positive. She appreciates the flexibility she has with her support plan and has formed close bonds with her Support Workers.

Now that she's supported by Avivo, she's less reliant on her family members. Nina has also realised that she's more independent than she once thought she was.

She strongly believes in giving help, especially because she's often been on the receiving end. In the past year, Nina has got more involved at Avivo. She is an active member of Avivo's Experts by Experience and more recently joined the Avivo Council.

Nina wants other people with disability to know that they are fully capable of living their best lives, and reaches out to them and the larger community by sharing her personal experiences and perspectives on her blog, Inner musings of a funny looking kid: [www.ninimeany.wordpress.com](http://www.ninimeany.wordpress.com).

## Mental Health Services

The introduction of the NDIS has had a significant impact on the funding and operation of services to support people with long-term mental health issues living in the community. Funding programs including Personal Helpers and Mentors (PHaMs), and Partners in Recovery (PIR) have come to an end. We are supporting many people who used these programs to seek access to funding with the NDIS or alternative programs, if found they are not eligible for NDIS.

552 mental health customers

The transition process for many customers has been drawn out and many people did not make the transition to the NDIS by the end of the financial year.

We were very relieved to learn at the end of the year that the Commonwealth would provide additional funding to support people previously supported by PHaMs and PIR with the transition through 2019/20.

- **Mental Health Commission Block Funding:** Avivo continues to deliver Personalised Support until June 2021 and Family and Carer 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 are being supported to test their eligibility for the NDIS. If customers are found ineligible for the NDIS, they will transition to a Continuity of Support Service funded by the Department of Health.
- **Personal Helpers and Mentors (PHaMs) and Partners in Recovery (PIR):** These programs ceased at the end of June 2019. Avivo is now contracted through WAPHA to deliver the National Psychosocial Support Program (NPS) in the Midwest and Wheatbelt. Customers in the PIR or PHaMs programs are now participants of the NPS: Transition Support, a temporary program for people who are currently testing or waiting to test their eligibility with the NDIS. If customers are deemed ineligible we will transition them to a Continuity of Support service.
- **The Mental Health Commission’s (MHC) Individualised Community Living Strategy (ICLS)** has continued to grow throughout this year and is currently supporting 26 customers in both the metro and regional areas. The MHC have advised that the program will continue to be funded alongside the NDIS delivering specialised mental health support services to each of its participants. The ICLS Program will aim to support those deemed ineligible for NDIS support moving forward ensuring the continuance of the program into the future.
- Some customers have received substantial packages, while others have received insufficient support or their applications have been unsuccessful. However, the NDIS continues to develop and improve the NDIS pathways for people experiencing psychosocial disability. Avivo teams continue to utilise customer pre-planning tools to support customers to gather the necessary evidence to apply for the NDIS.
- Over the last twelve months Avivo has worked to enhance the skills of our mental health workforce. Our Mental Health Interest Group is currently planning Avivo’s first Mental Health conference. We have revised our mental health training and are developing our Community of Practice.

## Mental Health Quality Evaluation

- In the later part of 2018, the Government of Western Australia – Mental Health Commission conducted a Quality Evaluation of all of our mental health services and the report was received in January 2019. The evaluation found that Avivo met all the National Standards for Mental Health Services and the Mental Health Commission Outcomes.

## Number of mental health customers by funder

FUNDER	FAMILY	PERSONAL	TOTAL
DSS MH Respite for Carers	41		<b>41</b>
HACC Mental Health		220	<b>220</b>
MHC Individualised Community Living		27	<b>27</b>
Mental Health - Personalised Support		99	<b>99</b>
Mental Health - Respite	42		<b>42</b>
PHaMS		123	<b>123</b>
<b>TOTAL</b>	<b>83</b>	<b>469</b>	<b>552</b>

## Maureen's story

Maureen has been receiving psychosocial and community access support from Avivo since 2014.

Her life couldn't be more different than it was in the past. She used to struggle with mental ill-health and the substance misuse.

Today, with support from Avivo and her partner Bradly, she's happier, more independent and living her best life. She has a network of friends who she sees regularly, and is able to leave the house to go shopping and do recreational activities.

She also regained financial independence. When Maureen first connected to Avivo, her money was being managed by a Public Trustee. However, her Avivo team noticed that she was fully capable of managing her own money and helped her regain control through legal means.

Family is important to Maureen and given she had lost track of her biological family after she was removed as a child, reconnecting was critical. Maureen was supported to trace her family and understand what happened to them.

Maureen continues to progress in her recovery journey, and find fulfillment and meaning in her life.

## Aged Care Services

**Significant reforms continued in aged care throughout the year. This included the complete transition from the Home and Community Care Program (HACC) to the Commonwealth Home Support Program (CHSP), and the establishment of the Aged Care Royal Commission.**

### Commonwealth Home Support Program

The CHSP helps senior Australians access entry-level support services to live independently and safely at home. When contact is made with Aged Care Assessment Team (ACAT) Assessors, they determine the level of support that is required and whether that requirement would be from the CHSP or a higher level of support provided through a Home Care Package.

As at 30 June 2019 Avivo supported 866 customers through CHSP funding. A considerable number of CHSP hours have been allocated to people by ACAT Assessors, due to the wait time for a Home Care Package and their need for immediate supports. This has resulted in overutilisation of allocated CHSP hours in some areas of Avivo, and the need to refuse further referrals in those areas. The transition from HACC to CHSP involved changes to service type levels with the introduction of the service type Care Relations and Carer Support – Flexible Respite.

We believe this change contributed to the low referral numbers that Avivo has experienced in this first year post transition. We are working to develop stronger relationships with our referrers to ensure they know of our availability to support our elderly carers through the use of Flexible Respite hours. There is work being undertaken to support the transition of HACC customers who are under 65 and not eligible for CHSP. This involves monitoring their transition to NDIS or sourcing other funding support.

### Home Care Packages

As of 30 June we were supporting 475 people through the utilisation of Home Care Packages across all of the package levels. This represents a 9% growth from June 2018.

Level 4 packages increased by 30% and level 3 packages by 24%. Many of these packages were a result of transition from Level 2 packages. As a consequence Level 2 package numbers reduced by 38%.

140 HCP customers discharged throughout the year, with almost half of these customers transferring to residential care. Only 15 customers (3% of customers with us at the start of the year) chose to transfer their package to another provider. Avivo always seeks feedback from customers who leave, in order to understand the reasons and support our ongoing improvement.

### Royal Commission

The Royal Commission into Aged Care Quality and Safety was established on 8 October 2018. All aged care approved providers were invited to provide a written submission to the Royal Commission.

Our submission included our approaches to recognise, manage and report serious incidents and our robust complaints, risk management and governance practices. We also provided information on innovative practices in supporting customers to live in their own homes and communities including self-management.

The Commissioners are required to provide an interim report by 31 October 2019, and a final report by 30 April 2020.

## Self-managing Home Care Packages

In March 2018 Avivo was invited by the Council of the Ageing (COTA) to participate in a project to develop an innovative model to support people to self-manage their Home Care Packages. The project was funded by the Commonwealth Department of Health grants.

Avivo was one of nine providers involved in the nation-wide project. The project included the option for customers to have financial management control of their funds through the use of debit or preloaded cards. About 90 customers from around Australia participated, including 20 from Avivo.

The project began in September 2018 with an expected completion date of the end of September 2019. The final project evaluation report will be available in late 2019.

## Dementia Partnership Project

In early 2019 Avivo was invited to become a project partner with Alzheimer's WA's Dementia Partnership Project funded through the CHSP and aimed at improving the support provided to people living with dementia.

The project's main aim is to build capacity within the community care sector through a variety of activities to enable community care providers and health professionals to better respond to the needs of people living with dementia.

The project group selected consists of Dementia Champions, and a local coordination and support worker team working in the metro South West region. Learnings will contribute to the development and delivery of a model that will help our teams make a positive difference to the lives of people living with dementia.

## Sidney's story

Sidney has been supported by Avivo for 22 years. He has continued using our services all these years as he's had such a positive experience. He started with cleaning services and now has a Level 4 Home Care Package.

Last year, Sidney's health took a turn for the worse. He got pneumonia and septic shock and was in a coma on life support for five days. He was not expected to go home and his family members were told to say their goodbyes. Thankfully, he pulled through.

His family considered putting him in a nursing home because he was frail. But Sidney wanted to continue living at home with his dog, and his Avivo team did everything they could to make that happen. His dog is his best mate and he would've had to give him away if he moved into a nursing home.

Today, he lives at home with his dog and receives a range of supports: personal care, domestic support, assistance with shopping and accessing transport. Even though he needs help with many things, he feels that he has control over his life and is his own boss.

He continues to live his life to the fullest and even picked up playing the guitar again. He stopped playing the instrument as a teenager due to an accident. Thanks to Avivo, he got a left-handed guitar with his package this year. He performed at the Osborne Park office to share his passion with everyone at Avivo.

## Families and Carers

**Over the last financial year we have supported 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. We know that self-care and wellness planning is integral to maintaining a caring role.**

However, due to the changing landscape for carer funding across aged care, disability and mental health, a number of our funded programs have reduced or ceased over the past year. These programs are to be replaced by the new Integrated Carer Support Service in 2019/2020. The new service 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 over the last few years, due to the rollout of the NDIS.

However the Department of Social Services (DSS) approved an extension of the funding to align with the rollout of the Integrated Carer Support Service as well as approving the carry-over of underspend from last financial year which assisted us to continue to offer support services to families and carers.

Throughout the year Avivo’s part-time Peer Carer Consultant continued to work with 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 consultant also supported other carers internally with peer support development and NDIS training/resources.

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.

The carers were drawn from mental health, family support and disability (not aged care) as they were carers of people living with autism / neurological disorders.

**Disability Carer Support**

The Department of Communities Family Support funding enables Avivo to provide advice and guidance to families and primary carers and assists them to develop plans and identify strategies to meet their family’s needs, build capacity, and gain resilience in their caring role.

This program focuses on exploring support options through purchased services found in the person’s own networks, wider community, and other links to community resources. Short-term grants and funding is also available to support families.

Avivo’s Family Support funding is unique in that it supports both the primary carers and the people they are caring for. The funding enables families to get much needed support in the home, for out of home respite, and to connect to activities and other people in the community. The supports Family Support provides include short-term grants of up to 12 weeks to develop life skills, independence, building resilience and capacity building.

606 customers were supported in 2018/19. This figure does not include all the family carers who have benefited from the funding.

Whilst Avivo was aware of the fact that funding for this program will finish in June 2020 and will be replaced by the Integrated Carer Support Service in due course, we have been informed by the Department that from 1 July 2019 funding is only to be used for eligible individuals already

accessing a place who do not have an NDIS plan and that existing individuals can continue to access this service only until their NDIS plan start date.

### William's story

William is an Avivo customer with a Level 4, Home Care Package. He's been receiving support since having a stroke 10 years ago. He was with a different provider and made the transition to Avivo about four years ago.

Kevin has been his Support Worker since he came onboard. William and Kevin have formed a strong inseparable bond; William and his wife Byril say that Kevin is like family to them.

As a carer, Byril has peace of mind whenever William is out with Kevin; she is able to fully relax and take a break from her caring role.

With Kevin's support, William can access the wider community. They enjoy going the gym and having lunch together. Kevin has even gone on overseas trips to William and Byril's home country, Myanmar, with the couple.

With support from Avivo, William is able to live his best life. He's always in good spirits and looks forward to each new day.

## 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, making sure we are really focused on what people want and need.**

### Disability

The 372 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*

#### **Safe & Well 44%**

Goals focused on things like maintaining personal hygiene routines and a clean and safe environment, improving or maintaining physical health and fitness, and establishing routines and life skills to support daily living and safe interactions in the community.

#### **Purpose 33%**

Goals focused on pursuing activities and interests, developing capacity and skills in order to enter volunteer positions, paid employment or more independent living arrangements.

#### **Community 29%**

Goals were about meaningful access and participation in everyday recreational, social, creative, spiritual and work related activities, and about building and maintaining connections.

## Mental Health

The findings shared from the **97 goals recorded** provide valuable insight on how we can continue to provide great services to people experiencing mental health issues.

*What matters most*

### Safe & Well 55%

Managing and improving physical health, mental health, medication and appointments. Establishing and maintaining routines, decluttering, organising and keeping their home clean and safe.

### Purpose 23%

Goals centred on studying, starting or returning to work, and volunteering, as well as learning new daily living skills, such as budgeting, meal planning and cooking.

### Home 22%

Entering or maintaining secure and suitable living arrangements, staying on top of everyday tasks, and creating a pleasant and comfortable home environment.

## Aged Care

Below is a sample of the data that has been collected and analysed from the **430 goals recorded**. It gives an indication of the outcomes that are important to our customers and why.

*What matters most*

### Safe & Well 49%

Goals are about maintaining or improving mobility or physical health, managing personal hygiene, nutrition, medication and skin integrity. Also, maintaining a clean and safe home environment and managing medical appointments.

### Home 46%

Goals were about remaining at home for as long as possible whilst retaining independence and staying close to loved ones.

### Freedom 20%

Goals were about maintaining independence and continuing to do the things that are important and meaningful.

## Nursing

The Nurse Consultants' primary role is to maintain the health and well-being 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 provide regular clinical support as required by customers, 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.

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

There has been a marked increase in the Nurse Consultants' clinical visits to NDIS customers as well as assisting them with their future NDIS funding plans.

The Nurse Consultants have provided 39 training and education visits this year to 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, the Nurse Consultants have provided 61 training visits to schools in the metropolitan area, Wheatbelt and 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 and Well-being

Well-being 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 teams and other relevant external stakeholders. Well-being and Safety Planning has improved outcomes for customers by reducing vulnerability, building capacity and confidence in employees supporting these customers in the least restrictive way, reducing the number of incidents occurring, and promoting partnerships with key stakeholders.

During the year Avivo has provided teams with coaching and support to understand Well-being and Safety Plans and Restrictive Practices. An increase in team members' knowledge and understanding has resulted in more teams recognising challenging behaviours and then seeking support.

Avivo has further developed its training packages for Well-being and Safety Plans and Restrictive Practices, which will be rolled out across the organisation over the coming year.

## Shared Living

Shared Living is an individualised service that matches and supports 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 funded by the NDIA and 30 who are funded by the Department of Communities, Disability Services. As Shared Living is a distinct model of support for customers, transitioning these people's plans to the NDIS has had some challenges. We have worked closely with NDIA planners to ensure customers' plans are reflective of and support their Shared Living models.

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.

## **Support Coordination and Plan Management**

The Support Coordination Team has worked with 220 people to manage their NDIS support plans over the year. The service is growing due to its focus on people, families and support organisations striving to support people and their families to be in control.

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

Plan Management is a bookkeeping and accounting service that NDIS participants can request as a part of their funding. Plan Management allows customers to access services from both registered and non-registered providers to help them achieve their NDIS goals without the hassle of self-managing.

Avivo has supported 150 NDIS customers with Plan Management. This is a significant increase from the previous year of 35 customers.

We have been exploring online platforms as a way of further improving the service and hope to have a program in place in the coming months to reduce manual work, speed up the payment processes and provide real-time reporting to customers.

## **Shared Management**

The Shared Management Team supports customers to engage their own support team. This includes assistance with budgeting and meeting their obligations as an employer. We also provide a third party payroll service to customers for an agreed fee.

We have 95 customers with 40 of those now funded through NDIS. Payroll services are provided to 42 customers who together have a total of 161 employees.

This year we have invested in increasing resources and reviewing our systems and processes. This included a new payroll system to be implemented during 2019.

## **UDirect**

Over the year we have worked to redesign our offering to support people to self-manage, building on our experience in Shared Management and Support Coordination.

UDirect is a newly introduced service that gives our customers the opportunity to use their NDIS funding creatively. Our UDirect Team works in partnership with customers to assist them to self-manage.

The team can help people understand and make the most of their funding, plan for the future, recruit and build their own team and explore services that will get them closer to their goals. Customers can choose from different levels of assistance to help them self-manage including the option of a third party payroll service.

## **Danika's story**

Danika has been an Avivo customer since 2015. She was living with her parents then, and mainly spent her time with family and relatives. She didn't have many of her own friends and lacked self-confidence.

Her parents assisted in managing her funding and found a very good Support Worker for her. Her mum had wanted her to live independently, and did a lot of work towards this. Unfortunately, her mum became unwell and passed away two years ago.

Danika's dad, along with Avivo's help, continued working on what her mum had started. It was important that the accommodation for Danika was in the right place.

Today, Danika lives in a new home. Prior to the move, her Support Worker helped her develop a range of new skills like cooking, cleaning, doing laundry and accessing public transport.

Danika moved into her new home in March 2019. She continues to be supported by Avivo while her family self-manages a part of the plan. Her Support Coordinator visits her and liaises with her family and providers to ensure that her supports are meeting her needs.

Danika has blossomed since living on her own. She takes care of her home, has formed a social circle, is more confident, and loves her life.

## Our People

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### **As of the end of June 2019, we had 1,242 employees working throughout Perth, the Wheatbelt and Coral Coast.**

Our employee numbers have increased over the past year by 72. The majority of our employees, 1,043, work directly with customers in the community and work part-time.

The average monthly turnover rate over the year has been 2.22% and our annual turnover rate is 26.6% which is higher than we would like.

We need to continue to attract, retain and develop our people to achieve our vision of citizenship.

Our values based recruitment strategy continues to support us in our overall recruitment. Recruitment workshops are utilised throughout the organisation with the majority having active customer involvement. As an organisation we are attracting a higher calibre of applicants.

The engagement of our employees is very important to Avivo. The Pulse Survey is a way for all of us, colleagues and customers to have a say about how we're tracking at Avivo. Our Pulse Survey for employees asked a range of questions about how they feel about the work they do, on a scale of 'never' to 'always'. The results from the answers gave an insight into employee engagement across Avivo.

In March 2019 we invited 1,218 employees to participate and had 664 employees respond; This made our response rate 54.5%. This was lower than our previous response rates of 58.4% in October 2018 and 68.4% in March 2018. The majority of the responses however were from our community-based employees (500).

What they tell us is that they felt that their skills and experience were appreciated. The survey showed that on average, employees would (4 out of 5) recommend Avivo as an employer, 3.9 out of 5 felt they had a future at Avivo and 61% of employees always felt engaged with Avivo.

These are pleasing results, considering the pace of change that our colleagues are experiencing. We know that change can be difficult, and we are extremely grateful for the commitment of our Avivo community to work through both the sector changes and the internal transformation that Avivo is making.

Citizenship is important for our colleagues as well as our customers, and in the coming year, we have strategic initiatives aimed at improving every aspect of the employee journey, focusing on safety and wellness at work, enhancing learning and development opportunities, and recognising the great work that our colleagues do every day.

80% of employees would recommend Avivo as an employer.

### **Occupational Safety and Health (OSH)**

It's important that all employees enjoy a safe workplace. We have varied workplaces with many employees working in people's homes and in the community where the risk of injury is always present.

We are committed to continuously improving the safety culture across Avivo and strive to be a proactive and safe organisation.

We have continued to report our lowest number of Workers Compensation Claims in the past five years. In 2019 we have been focused on improving our safety and reporting culture, particularly the reporting and management of incidents, accidents and hazards, to reduce injuries occurring.

A new My Safety e-learning training module has been developed and provided to all employees to help reiterate each person's individual safety responsibilities. 1,131 employees have completed the training module so far. This complements the Working Safely workshop that all new employees attend.

## Learning and Development

This year we've focused on developing our capacity and capability to coach and mentor colleagues to develop themselves to do their best work. Our transformation towards Neighbourhood Teams means that teams need solid foundations about how to work in and flourish as a team.

The Coaches and Mentors play a significant part in the building of these foundations.

To help them, our Coaches and Mentors have participated in an accredited coaching program.

Now with a stronger cohort of people who can support teams in this way, we are well on our way towards building a coaching culture within Avivo.

While the focus has been on building foundations, we have continued to offer training and development. We have had a total of 2,125 attendees at our training events during the year.

On our radar is the next phase of team building where we'll be equipping our teams with the knowledge, skills and approaches to offer excellent support to customers. We will be working closely with the Working Locally Team to help shape and define this.

We are also making great strides in improving our learning offer and making sure that all our facilitators are skilled in the art and design of learning; we want to deliver the best training possible across Avivo.

### Training sessions for employees

WORKSHOP	ATTENDEES
Understanding Autism	104
Manual Tasks	646
Mental Health Related workshops	125
Medication Admin	286
Vision and Values	318
Working Safely	315
Dementia Related	87
Dementia Awareness (bite-size learning)	8
Relationships & Community Connections	210
Facilitating Community Connections	26

## WA Disability Support Awards 2019

Three of our teams were nominated for the WA Disability Support Awards 2019. Not only were all three teams finalists, but the Carnarvon Team, won the award for Excellence in Regional Support.

The submissions were done in collaboration with our customers and colleagues, and represent the tip of the iceberg of the good work done by so many people and teams across Avivo.

The purpose of the awards is to recognise and celebrate those who provide the highest standard of support to people in living their best life.

On 11 May 2019, the finalists and winners for the awards were revealed at the awards gala dinner.

Here's an overview of the three nominated teams:

**Team Avivo** comprising Terri Hunter and Carolyn Spanjers were finalists in Excellence in Advocacy & Rights Promotion. They were nominated by Tracy, an Avivo customer. Terri and Carolyn helped make Tracy's dream of owning her own home become a reality.

There were legal barriers that prevented Tracy from buying her own home and they worked through a long and laborious process to sort out the legalities. With Terri and Carolyn's support, Tracy is now the proud owner of a three-bedroom unit!

**The R Word Team** comprising Julia Hawkins and Kate Fulton, were also finalists in Excellence in Advocacy & Rights Promotion. They were nominated by Rosie Lawn, and customers and R Word ambassadors Casey and Catherine for their work on the R Word Campaign. In a nutshell, the digital campaign sought to point out to people who use the R Word on Twitter that the word is offensive, to raise awareness about the effect the word has, and to promote inclusiveness and respect for people with disabilities.

The campaign was supported by members from external advertising agency Marketforce and ambassadors who have a lived experience of disability.

**The Carnarvon Team** comprising Daniel Norrish, Phillip Braun, Ceilidh Christey, Janelle Mathews, Greg Rose and Alishea Laing were winners in the Excellence in Regional Support category.

They were nominated by Mentor Dannielle Wenn and all of their eight customers for their outstanding work in the Gascoyne town. The team has formed strong relationships with their customers, supporting them to work towards their goals and achieve their dreams. They also work very well together and have fully embraced Working Locally.

The self-managing team of six Support Workers share administrative duties, manage their own roster and undertake their own recruitment to ensure all members are the right 'fit' for the team and for the needs of the people they support.

The team has worked hard to create a presence in the town and embed themselves in the community.

## Grants and Scholarships

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**Our Avivo: Live Life Foundation is proud to provide grants and scholarships designed to support our customers and employees to pursue happiness, well-being and connection to community.**

### Clifford Townsend Scholarship

The Clifford Townsend Scholarship is available to Avivo employees who are looking to develop their capacity for innovative practice.

The year's scholarship was awarded to Katrina Micro, Bev Salant and Julie Emerson in June 2019, to learn more about the user-led mental health peer support group Personalisation Forum Group (PFG) in the UK.

The scholarship will fund exploratory work which may include a visit to PFG in the UK to see the model in action, or bringing its founder Kelly Hicks to Perth.

The goal is to build knowledge within Avivo that may be applied in the WA community, and in turn, reduce social isolation and promote citizenship.

### Julian Pittendrigh Arts Grant

This year's Julian Pittendrigh Arts Grant was awarded to Lorna Laycock, a customer from the Peel region. Lorna attends the Mandurah Arts and Craft Society on a weekly basis and has enjoyed a variety of handicraft since her childhood.

Lorna hopes to work with the Arts and Craft Society to enable them to provide courses to people with all capabilities and used part of her grant to purchase two adjustable chairs to accommodate sitting for long periods whilst participating in craft sessions.

### Small Sparks Grants

The Small Sparks Grants program began in March 2018 aimed at supporting colleagues and customers to access small grants to assist people to live a good life and connect to their communities.

This financial year, we awarded 35 grants including:

- Exercise classes for office-based employees
- Exercise classes for carers
- Launch of a new organisation focused on the inclusion of LGBTIQ communities
- Activities to boost morale across the office
- Book publishing support
- All things art – purchase of materials and equipment; establishment of groups
- Participation in many community events including sport, music, outings, workshops, camps and educational courses.

## **Social Innovation Fund**

People working with the Balgo Community in the Shire of Halls Creek contacted Avivo to explore how the community could self-manage Home Care Packages so that the women Elders could remain in the community.

The Avivo: Live Life Foundation funded a trip to the community following an invitation from the WA Country Health Service (Kimberley) (WACHS) and the Kimberley Aged Care Service. This involved travel with them to the very remote Balgo community. The aim was to meet the women Elders, spend time in their Tjilimi (Women's House), and get to know the community.

The trip proved a great opportunity to develop some valuable relationships and a greater awareness and understanding of what it takes to support ageing community members in remote areas of Western Australia. Unfortunately a change of the Kapalulangu CEO resulted in a decision to continue using volunteer support to care for the very elderly women.

## Business Support

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**Avivo's operations are supported by a variety of teams including including the Executive Team, the Mentors, the Working Locally Team, Sector Support, Human Resources, Learning and Development, Communications and Engagement, Finance, Office Services, and Technology.**

The Avivo Council was established in the early part of 2019 and brings together people from across the organisation including customers and Support Workers to steward the Vision, Strategic Initiatives and culture. The Council focuses on one strategic goal at a time and provides valuable insights and guidance to the leadership teams.

### Communications and Engagement

Communications and Engagement (C&E) supports Avivo to reach its strategic objectives. In the past year, the team has turned its attention towards communicating internally, exploring ways to celebrate the good work done at Avivo.

The team carried out the first large-scale employee recognition campaign called Share the Love from March to May 2019.

The focus of this internal campaign was peer-to-peer recognition and employees were encouraged to make time to notice good work by sending postcards with personalised messages to one another. The postcards had Avivo's brand qualities printed on them.

The campaign culminated in an organisation-wide family day event on 4 May 2019. C&E worked with ATL Events to conceptualise and execute the event held at Mounts Bay Sailing Club.

A post-campaign survey showed that the campaign was a success, with 100% of respondents saying that they loved the concept. However, the survey also revealed that many employees didn't participate because they didn't know their colleagues well enough or didn't see them often enough. Therefore connection is our focus for the year ahead.

C&E has also continued to support many teams to do their best work by assisting them with strategic thinking, planning, coordination, design and copywriting. Work produced includes training resources, creative content and presentation materials for Working Locally and Sector Support. Notably, the team has been instrumental in supporting the communication of the mobile phone rollout and the introduction of AlayaCare, key components of the Enabling Through Technology project.

The team also identified the need for the people we support to become more involved in helping us improve on what we do as an organisation.

This last year, the team has invested in supporting the Experts by Experience (ExE) by establishing a core group who steer the work of ExE. This team of customers and carers with varied skills act as an advisory group to Avivo in relation to our services and factors that affect people's lives.

## Avivo Ambassadors

Other initiatives to support employee recognition include the formation of the Avivo Ambassadors. The Ambassadors function as an extension of C&E. These community-based employees embody the values of Avivo and are cheerleaders of our vision. Members are in regular contact with their colleagues and are a voice for Support Workers in their area. They help by:

- sharing insights and feedback on projects from an employee perspective
- sharing messages and connecting colleagues
- celebrating the good work done in their area
- providing feedback on how teams in their area are travelling
- helping colleagues tell good news stories on various communication platforms

## Finance

This year Finance has continued to evolve our business partnering, with a focus on working with area teams and their designated Finance Champions to understand their financial performance and how that impacts decision making.

The team has worked closely with the Sector Support Team to support changes in funding across the disability, mental health and aged care sectors and to review pricing and delivery across all programs to enhance financial sustainability.

This year has also seen Finance developing as a team itself, refining its team purpose and how they work together to provide quality support to our colleagues across Avivo.

The year ahead will see a focus on ensuring effective integration with our new AlayaCare system, automating invoice processing, and adapting finance processes, systems and reporting to support the transition to Working Locally.

## Office Services

Our Jandakot and Mandurah office leases were renegotiated, allowing for ongoing extensions over the coming years as we continue to assess the most appropriate office infrastructure requirements as we transform to Working Locally. With leases locked in, we invested in recarpeting and repainting the Jandakot office and updating the Mandurah kitchen.

## Technology

Along with a singular dedication to keeping the Avivo technology lights on, over the past year the talented Technology Team has been heavily involved in system enhancements to deliver the new NDIS and Home Care Package pricing changes, and to transition Support Workers from paper based to electronic leave applications.

The Technology Team members are involved in many ways in the Enabling Through Technology project, with some members leading and owning smaller projects, some seconded into the AlayaCare project full-time, and others providing their subject matter expertise. This involvement positions the team well for supporting our colleagues beyond project delivery, in new and different environments.

## Governance

### Organisational Structure

#### Governance

**The Board is governed by the Associations Incorporation Act 2015 and determines its annual agenda through the framework of the Constitution, Governance Framework and Policy documents. The CEO presents monitoring reports to the Board, to ensure compliance with these documents.**

The Board commenced the year with eight Board members, with one position remaining vacant to provide the opportunity for the Board to consider future needs. In August 2018 Chairperson Phil Thick and Board member Greg Madson announced they would not be renewing their term of office. In January 2019 Board member Anna Roberts took leave of absence, with formal resignation from the Board in May 2019.

Angus Buchanan was appointed as Chairperson and Jo Fletcher as Deputy Chairperson.

Neil McGrechan and Bradley Wearn were welcomed in January 2019 as casual Board members. They received a comprehensive induction program, including spending time with employees and customers.

Board members continued their program of visits to Avivo customers, families and support teams 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.

#### Attendance at Board Meetings

NAME	BOARD MEETING (X6)	AUDIT & RISK COMMITTEE (X2)	PEOPLE & CULTURE COMMITTEE (X2)
Angus Buchanan	6	2	
Jo Fletcher	3	1	
Stewart Hart	5	2	
Gabrielle Trenbath	6		2
Nick Maisey	5		2
Neil McGrechan	3		
Brad Wearn	4	1	
Phil Thick*	1		
Greg Madson*	1	1	
Anna Roberts**	2		1

\*Did not seek another term    \*\*Resigned

## Board Sub-Committees

### 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.

### 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. During 2018/19, Board member Brad Wearn was welcomed into the Audit & Risk Committee.

## Employee Service as at 30 June 2019

25 YEARS

Gail Loy

20 YEARS

Karron Hall

Raylene Nestler

Kim Nguyen

15 YEARS

Gary Braun

Jennifer Hewitt

Jodi Norrish

Vesna Duzevic

Mai Nguyen

Michelle Taylor

Maria-Anna Hain-Saunders

10 YEARS

Danny Allen

Helen Hansen

Ryoko Pigatto

Gillian Ayling

Katrina Higgins

Kathrin Ploetz

Caroline Bautista

Pauline Jones

Maureen Rose

Maddy Braun

Jennifer Jurgielan

Bev Salant

Connie Bucchino

Karen King

David Scott

Megan Carmichael

Doreen Lau

Joan Smith

Julie Ann Chapman

Tereasa Maclean

Tanya Snook

Sandra Cheyne

Christine Mcivor

Frances Spencer

Margarita Condo

Renu Nair

Lynette Starcevich

Terri Coombs

Trudy Newcombe

Wendy Stewart

Lynda Crofft

Jayne O'Connor

Phoebe Villanueva

Patricia Del Valle

Flame Okwaro

Vickie Wirth

Donna Fitzsimmons

Jo Oliver

Sooyian Yap

10 YEARS

Cheryl Gibbons	Juli Parahi
Marissa Hall	Sonali Pietro Pietropoli

5 YEARS

Chanuka Aponso	Emer Hickey	Barbara Perry
Lisa Bealey	Bryce Holmes	Carole Pitout
Pauline Blair	Pauline Hudson	Annette Read
Lisa Boyd	Ngarita Hutana	Tim Yee Reed
Terri Brown	Howard Ip	Lesley Reid
Linda Bunworth	Dana Jamieson	Patricia Ridley-Chell
Jo Butler	Louise Jay	Teegan Robinson
Darren Cairn	Amanda Jobson	Tonia Sear
Leigh Chalmers	Duygu Kama	Dave Shomali
Wendy Cheng	Lydia Kapagonza	Nicola Spence
Brian Daly	Thanh Kirk	Janette Spencer
Nikki De Lafontaine	Andrew Lee	Susanne Starr
Todd Dempsey	Anne Magee	Odette Stothers
Sharon Dhu	Sandra Marais	Julie Taylor
Angela Di Filippo	Sheena Mathers	Sarah Thomas
Traci Dowling	Sofia Mclean	Kate Thomson
Stevie Epskamp	Helena Mclean	Chloe Towns
Jessamine Forward	Letizia Mcpherson	Christine Tunzi
Leeann Forward	Libby Meeson	Gail Van De Moosdijk-Johnson
Julie Giblett	Michelle Mills	Ardina Van De Ven
Cindy Glassie	Jill Milner	Debra Vincent
Krystal Goscombe	Inge Moreland	Lisa Walter
Jenny Grant	Pam Mulliner	Peter Ward
Erin Gray	Zoe Neville	Dannielle Wenn
Lisa Hanna	Danko Oljaca	Justine White
Clare Hannell	Loretta Orso	Slade White-Dunn
Carly Hewitt	Jo-Anne Pearson	Kelly Williams

## The Board

### Professor Angus Buchanan

BAppSc (OT) DSM DBA GAICD

Chairperson (Board Member from 2010)

#### Committee membership:

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

Angus is a Professor and Head of School of Occupational Therapy, Social Work and Speech Pathology, Curtin University. Working as an occupational therapist for the past 34 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 the social participation of adults with disabilities within communities.

Angus is an active member of the Australasian Society of Intellectual Disability, and recently held the position of Australasian President for five 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. As well as having a strong research background in contemporary disability practice, he brings extensive senior executive experience of working within the WA disability sector across policy, program and operational areas.

### Jo Fletcher

BSocCc MBA GAICD

Deputy Chairperson (Board Member from 2012)

#### Committee membership:

- Member of the Board of Director meetings
- Chair 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 she values contribution, integrity and fun.

Jo has lectured at local and international universities as well as 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. She also teaches the Diploma of Mental Health and is a trainer for the West Australian Association for Mental Health.

### **Gabrielle Trenbath**

BA BA PgDipPolSt (Murd) MDip&Trade (Monash) GAICD

Board Member(from 2015)

#### **Committee membership:**

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

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

She is studying Applied Corporate Governance and is looking to use this to ensure that Avivo continues to deliver the same level of quality services in the future.

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 Boards of the Disability Services Commission and Patricia Giles Centre.

### **Stewart Hart**

BBA (Financial Accounting), FCPA, GAICD

Board Member(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. He 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.

Stewart joined BGC in 2015 as Chief Financial Officer at BGC Contracting. In 2018, he moved into the role of Executive General Manager Sales Processes responsible for various divestments of BGC assets and businesses. Stewart has led BGC teams that deliver financial and commercial services, and is responsible for leading and implementing 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.

## Nick Maisey

BSc(OT)

Board Member (from 2018)

### Committee membership:

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

Nick is a values-based leader with a passion for nurturing human connection, belonging and universal solidarity. With his background as an occupational therapist, he founded Perth-based organisation Befriend in 2010 to catalyse a movement of connectedness.

Nick's work with Befriend has mobilised thousands of citizens, cultivating connections for over 10,000 West Australians. Nick is a School for Social Entrepreneurs Fellow and a Westpac Social Change Fellow.

He strives to bring the values of freedom, curiosity, courage, compassion and hope to life through organisational leadership, collaborative impact partnerships and design of organisations and services.

## Bradley Wearn

BBus (Information Processing)

Board Member (from 2019)

### Committee membership:

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

Brad is a passionate technologist with global experience in IT management, digital strategy and business process improvement across the mining, resources and financial services sectors. A career focus is shifting IT departments from traditional "one-stop shops" to facilitators of technology outcomes that drive effective consumption of fit-for-purpose technology platforms that are aligned with business needs and adapt as they change. Brad brings this experience to his role as a Director of Avivo Live Life to help guide the organisation through their digital transformation journey.

As a consultant, Brad helps organisations shape and align their digital strategy with the business strategy and define the pathway to successful execution. Before consulting, Brad worked at South32 as a technology leader, responsible for setting the direction of digital services in the Australian region, focusing on operational and functional requirements while delivering regional specific technology services. He was part of the BHP Billiton demerger team that led to the formation of South32. Prior to this, Brad was Chief Information Officer at BHP Billiton Iron Ore for 10 years.

## **Neil McGrechan**

BAppSc (Recreation)

Board Member (from 2019)

### **Committee membership:**

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

After holding a number of professional roles in both government and non-government organisations, a desire was ignited in Neil to build an organisation with a values-based approach to doing business. Neil fundamentally believes that people have a right to great places to work, and so, more than 25 years ago he founded MODAL, an organisational development and learning consultancy.

MODAL specialises in building healthy culture, leadership and team development and coaching together with people change management.

His coaching experience is extensive across all levels and his most recent work was focused on developing high performance executive teams and executive coaching.

Neil's coaching relationships with leaders at all levels has resulted in improved clarity, a more open results-oriented approach, and leaders that realise their worth within the demanding business environment.

Neil has worked with a variety of industries including mining, oil & gas and financial services. He has also mentored executives in a variety of organisations such as BHP Billiton Iron Ore, BHP Billiton Nickel West, Racing & Wagering WA, Ramsay Health, and Western Power.

## Financials

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**The 2019 financial year saw revenue grow by 7% and net surplus hold steady at \$2.4m or 3%, further bolstering Avivo's reserves to support the upcoming period of significant investment.**

Avivo received almost \$2m in Social and Community Services funding supplementation, supporting wage costs for the 2018 and 2019 financial years. Operating revenue growth was primarily within the NDIS, as its rollout in WA resulted in higher customer numbers in addition to existing disability customers transitioning across.

Direct costs grew 6% in proportion to the growth in operating revenue, while administration costs increased only 3% despite the revenue growth. Project expenditure increased, as the Working Locally and Enabling Through Technology projects reached the implementation phase.

Aged care continues to supplement losses from disability, with the NDIS producing an 8% (over \$1m) loss during the year.

Avivo advocated strongly during the year, along with peer providers, to seek higher price caps to reduce these losses and ensure quality and safe services could continue without impacting provider viability.

NDIA's decision to increase price caps from 1 July 2019 was a very welcome announcement that will enable Avivo to support our customers through the transition, and offer improved terms and conditions to Support Workers.

While we still expect to incur losses in the coming years, the strength of our reserves and the efficiencies to be gained from our organisational transformation will ensure the long-term viability of Avivo, and allow us to make a positive difference to those who matter most – our customers.

## Statement of Comprehensive Income for the year ended 30 June 2019

	\$'000	\$'000
	2019	2018
Revenue	71,306	66,813
Cost of services	-46,190	-43,780
<b>Gross surplus / (deficit)</b>	<b>25,116</b>	<b>23,033</b>
Other operating income	1,833	2,946
Administrative expenses	-23,180	-22,575
Project expenses	-2,198	-1,766
<b>Operating surplus / (deficit)</b>	<b>1,571</b>	<b>1,638</b>
Finance income	839	749
<b>Surplus before taxes from continuing operations</b>	<b>2,410</b>	<b>2,387</b>
Income tax expense	–	–
<b>NET SURPLUS AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>2,410</b>	<b>2,387</b>

## Statement of Financial Position as at 30 June 2019

	\$'000	\$'000
	2019	2018
<b>Current assets</b>		
Cash and cash equivalents	20,337	23,534
Term Deposits	11,000	6,000
Trade and other receivables	4,301	2,931
<b>Total current assets</b>	<b>35,638</b>	<b>32,465</b>
<b>Non-current assets</b>		
Property, plant and equipment	5,671	5,685
Loan to Avivo: Live Life Foundation Inc	7,368	5,352
<b>Total non-current assets</b>	<b>13,039</b>	<b>11,037</b>
<b>TOTAL ASSETS</b>	<b>48,677</b>	<b>43,502</b>
	\$'000	\$'000
	2019	2018
<b>Current liabilities</b>		
Trade and other payables	23,089	20,669
Provisions for employee entitlements	5,077	4,745
<b>Total current liabilities</b>	<b>28,166</b>	<b>25,414</b>
<b>Non-current liabilities</b>		
Provisions for employee entitlements	497	513
<b>Total non-current liabilities</b>	<b>497</b>	<b>513</b>
<b>Total liabilities</b>	<b>28,663</b>	<b>25,927</b>
<b>Net assets</b>	<b>20,014</b>	<b>17,575</b>
<b>Members' funds</b>		
Retained earnings	18,232	15,822
Reserves	1,782	1,752
<b>TOTAL MEMBERS' FUNDS</b>	<b>20,014</b>	<b>17,575</b>

## Statement of cash flows for the year ended 30 June 2019

	\$'000	\$'000
	2019	2018
<b>Cash flows from operating activities</b>		
Receipts from customers	872	771
Grant contributions	72,898	71,119
Interest receipts	839	749
Payments to suppliers	(70,261)	(64,631)
<b>Net cash from operating activities</b>	<b>4,348</b>	<b>8,008</b>
<b>Cash flows from financing activities</b>		
Loan to Avivo: Live Life Foundation Inc	(2,016)	(118)
<b>Net cash used in financing activities</b>	<b>(2,016)</b>	<b>(118)</b>
<b>Cash flows from investing activities</b>		
Payments for term deposits	(5000)	0
Payments for the purchase of fixed assets	(1,147)	(861)
Proceeds on the disposal of fixed assets	618	453
<b>Net cash used in investing activities</b>	<b>(5,529)</b>	<b>(408)</b>
<b>Net increase in cash held</b>	<b>(3,197)</b>	<b>7,482</b>
CASH AT BEGINNING OF THE YEAR	23,534	16,052
<b>CASH AT END OF THE YEAR</b>	<b>20,337</b>	<b>23,534</b>