

 *therapy and
assistive technology*

 *home and
community*

 *leisure and
independence*

 *training and
employment*


Rocky Bay
discovering abilities

Optimising the quality of life for people living with disability

Annual Report 2015-16





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Our Purpose

Optimising the quality of life for people living with disability

Chairman and CEO report

The disability sector is experiencing a once-in-a-generation period of reform and the extension of the NDIS and NDIS My Way trials ensured that 2015-16 was going to be a complex year for the sector.

Our strategic focus on 'preparedness' has put us in a strong position to ensure that we can provide the best possible service and support to our clients.

The sustained growth of Rocky Bay has meant strategic planning has become key to future success. Significant time has been spent determining the most appropriate ways to drive the organisation forward to create a mature and sophisticated business in preparation for the full roll-out of the NDIS. These underlying foundations will ensure Rocky Bay is well-placed to embark upon the major developments that are planned over the coming years.

A highlight over the last 12 months has been the transition of seven State Government group homes to Rocky Bay. The fact that more people are choosing Rocky Bay to provide support for their families affirms that we are living our purpose – to optimise the quality of life for people living with disability.

We are committed to making sure our services are accessible and convenient for the community. As such, we are delighted to have expanded our programs and services across WA with site openings in Osborne Park and Midland and further office openings and extensions to current facilities planned throughout the next 12 months.

We are increasingly aware that Rocky Bay would not be the organisation it is today without the commitment and hard work of our employees. With recruitment having increased significantly over the last year, we have delivered a considerable number of learning and development programs to support our people to deliver high quality services.

To ensure we remain at the forefront of best practice in disability service provision we have continued to build our global partnerships with Ability First Australia and Easterseals. We are delighted that five members of staff were awarded scholarships to visit Easterseals locations in the United States and were able to bring back their shared learnings to Rocky Bay.

In this increasingly challenging and competitive environment, sustainability is on everyone's mind. In January this year the Spina Bifida and Hydrocephalus Association WA (SBHAWA) joined Rocky Bay, a move that was welcomed on both sides to ensure SBHAWA members could continue receiving the support they need.

Whilst we've worked hard to be in a position of strength, we are never complacent. In the current landscape service providers that flourish will be those that can adapt quickly and keep clients at the centre of their decision-making. As we move towards 2017 we are clear that our success will depend on delivering consistent quality across Rocky Bay. Whilst we seek growth to ensure sustainability, we are cognisant that high-quality services are imperative and we must focus on providing excellent customer service.

Our achievements this year would not have been possible without the hard work of our people and support from the community. We would like to thank the Board and the Executive for their work in guiding the organisation through an uncertain and rapidly evolving period for the sector. We would also like to make a special mention of Mervyn Williams who, after 22 years of commitment, retired from his full-time position as Director, Finance, in January 2016.

We look forward to an exciting year ahead as we support more families to take advantage of the opportunities afforded by the NDIS.

Together, we can achieve more.



Michael Tait
CEO



Graham McHarrie
Chairman

About us

Rocky Bay is a leading provider of disability services, offering choice and independence to thousands of people of all ages living with any disability in Western Australia. Serving the community for almost 80 years, Rocky Bay provides a broad range of services and tailored support to individuals living with disability and their families.

Rocky Bay has facilities across metropolitan Perth and provides services throughout regional and rural WA.

therapy and assistive technology

Access exceptional therapy, equipment and clinical expertise

- Physiotherapy, Occupational Therapy, Speech Pathology, Psychological support, Social Work, therapy groups and workshops
- Equipment customisation, maintenance and repair and advanced technology solutions for independent living and community participation

home and community

Gain independence and create stronger families through supported accommodation and respite

- Supported accommodation, personal care, daily tasks, community access
- Respite through guest houses in Beeliar, Gosnells and Rockingham

leisure and independence

Explore the possibilities and create your own plans for leisure, training and skills development

- Leisure activities and skills development
- Community and centre-based support to achieve your goals
- Skills for Life, ASDAN, Duke of Edinburgh courses and lifelong learning

training and employment

Finding and creating jobs for people living with disability – training the sector and beyond

- Training courses and on-the-job training services
- Career guidance, job matching, placement, ongoing support in the workplace

Our Values

Providing Excellent Customer Service

Looking for Better Ways

Being Professional and Accountable

Working Together

2015-16 in figures

3,000+
people supported

Number of staff
624

Raised over
\$300,000
through fundraising

21
locations

95% of staff
believe in the purpose
and values of Rocky Bay

Helped 143
people find employment

220 new clients accessing
Therapy and Assistive Technology

7 new Group
Homes

93% of clients will stay with
Rocky Bay for 5 years and more

2,530
volunteer hours

36 external organisations
provided
with training

139,897
Leisure, Lifestyle and Learning
hours of service

Guest House stays 839



Patron, Board & Executive



Patron

Her Excellency the Honourable Kerry Sanderson, AC, Governor of Western Australia

Board members



Graham McHanrie
Chairman



Susan Male
Deputy Chair



Chris Catlow



Paul Klein



Rowan Kelly



Carolyn Hall



Miriam Borthwick



Veronica Parish



Jeff Holloway



Garry Johnson



Bruce McCowan
(Retired July 2016)

Executive team



Michael Tait
Chief Executive Officer



Adam Maxwell
Chief Financial Officer
(joined Nov 2015)



Trevis Lawton
Director Strategy



Wendy Tapper
Director Human
Resources



Linda Chiu
Director Clinical
Services



Jane Edmond
Director Home &
Community



Kylie Murphy
Director Leisure
& Independence

Financial statement 2015-16

Operating Result	2016 (\$)	2015 (\$)
Income from State Government	35,998,195	28,539,032
Income from Federal Government	3,344,453	2,304,982
Other Income	4,940,938	3,807,740
Revenue	44,283,586	34,651,754
Total Labour Costs	(33,043,175)	(24,971,602)
Other Costs	(8,372,772)	(7,169,837)
Earnings before Depreciation and Capital Grants	2,867,639	2,510,315
Depreciation	(3,011,756)	(3,170,970)
Capital Grant Income	1,166,681	5,039,534
Gain from Merged Operations	368,715	
Comprehensive Income for the year	1,391,279	4,378,879

Working Capital	2016 (\$)	2015 (\$)
Current Assets	19,502,173	16,182,818
Current Liabilities	(12,716,246)	(12,267,713)
Working Capital Surplus	6,785,927	3,915,105

Income from Donations and Trusts	2016 (\$)	2015 (\$)
Income from Trusts	219,442	158,892
Donations	11,530	33,030
Income from Foundations	1,286,370	527,093
Total	1,517,342	719,015

2014 to 2017 Strategic Plan

Strategy update

Customer service

Optimise the customer experience



- Understand our customers' needs and develop customised services
- Deliver innovative and quality services across Western Australia

Customer service

The customer engagement team was established to deliver a consistent, dedicated customer service and to provide clients with a single point of contact through all stages of their NDIS or WA NDIS planning process. We want clients to feel satisfied they are receiving the highest quality support and that their individual needs are being met. The 2015 client survey revealed that 94% of clients would like to stay with Rocky Bay for at least a year and 93% would choose Rocky Bay to provide their support for the next five years.

- Apply structured and documented governance and risk practices
- Develop consistent quality management information to aid good decision making



Governance

Processes and decisions that define actions, grant authority and verify performance

Governance

With the substantial increase in both staff and client numbers Rocky Bay has invested in governance to ensure the business continues to work to and exceed acceptable business and sector standards. 2015-16 has seen the introduction of a risk management system, a formal policy and process review as well as a program of internal audits. We have also recruited a Quality and Policy Coordinator and increased our focus on management reporting.

Financial capacity

Ability to maintain operations support growth and raise capital



- Deliver diverse services of an appropriate scale, productivity and value
- Fund new and improved facilities and services

Financial capacity

The Strategy division is helping to create a mature business approach for Rocky Bay and has had considerable impact upon this year's focus around preparedness for the new NDIS service model. Rocky Bay has increased working capital by 73% in 2015-16, which has been achieved through careful financial management and the expansion of services notably in the transition of seven State Government group homes, combined with new business from the NDIS and My Way trial sites.

- Deliver an attractive employee value proposition
- Engender passionate, effective, highly skilled staff



People

Spirit of the organisation

People

With considerable growth in employee numbers in 2015-16, the delivery of learning and development programs increased significantly. In December we held an 'All Staff Meeting' which was based around our organisational values and provided staff with the opportunity to learn the latest developments across Rocky Bay. Another major event was our inaugural Staff Ball, held in February. The evening saw the official launch of our Star Awards staff recognition program, and provided the opportunity to celebrate the wonderful achievements of staff in 2015.

Brand

Distinguishing ourselves from competitors in the market



- Be widely recognised as a leading disability service provider across Western Australia

Brand

Our marketing team have delivered numerous programs, campaigns and events to raise awareness of Rocky Bay as a quality service provider for people living with any disability in WA. 2015-16 saw the launch of our community engagement program 'Friends of Rocky Bay'. We were proud to be finalists for Innovation Excellence at the AIM WA Pinnacle Awards and finalists for Community Services Excellence at the WACOSS Awards for our Skills Acquisition and Rehabilitation Pathway. A communications function was also introduced to enable more targeted and effective messaging to all stakeholders.



NDIS update

The Commonwealth and Western Australian Governments have agreed to extend the current NDIS trials to July 2017 and expand the trial locations. Expansion of the trials will enable a further 2,700 people to access the NDIS in WA, increasing the total number of participants to 10,900. Trial sites of the WA NDIS (formerly My Way) will be expanded to include the City of Armadale, Shire of Murray and Shire of Serpentine-Jarrahdale. The Commonwealth-run NDIA trial will grow to include Bayswater, Bassendean, Chittering, Toodyay, York and Northam.

Since the NDIS trials launched in 2014, Rocky Bay's strategic focus has been on preparedness. This placed the organisation in a strong position to provide the best service and support to customers through their transition to the new service model.

Rocky Bay has made some key strategic decisions in recent years to ensure sufficient working capital with a focus on service excellence and expertise in business improvement. We are committed to providing quality customer service, which includes ensuring programs are accessible and convenient. Rocky Bay is supporting clients in the new trial locations, with offices in Midland, Cockburn and Mandurah.

Major projects

Merger with Spina Bifida and Hydrocephalus Association of WA

In January 2016 the Spina Bifida and Hydrocephalus Association WA (SBHAWA) joined Rocky Bay, a move that was welcomed on both sides to ensure SBHAWA members could continue receiving the support they need. We also established a Spina Bifida and Hydrocephalus Advisory Committee to provide guidance on the best ways to support the needs of people living with these conditions.



60 McCabe Street Redevelopment

Our Mosman Park site has grown organically over almost four decades and is no longer suitable to meet the future demands of the disability sector. Feasibility studies into a potential redevelopment of the site have been completed and we are now investigating funding options. Whilst still in the early planning stages, our vision is to create a Centre of Excellence and Inclusive Community Hub, providing state-of-the-art facilities for the local community.



Cockburn Extension

Development of a new Advanced Technology Solutions program, expansion of the existing Assistive Technology and Employment Services teams and a planned relocation of the Community Refurbished Equipment centre have meant that we've outgrown the existing space at the Patricia Kailis Centre. We now have exciting plans to extend on the land next door with work commencing in October 2016.

Geographic Expansion

We are committed to making sure our services are accessible and convenient for the community and are delighted to have expanded our programs and services across WA with site openings in Osborne Park and Midland and further office openings and extensions to current facilities planned throughout the next 12 months.

Developing Global Partnerships

Since 2014, Ability First Australia and Easterseals have facilitated a Staff Exchange Program – created to encourage shared learnings, opportunities for innovation and staff development within the disability services sector. In 2015-16 five Rocky Bay staff members visited Easterseals locations across the US, engaging with staff and clients while identifying best practices to potentially apply back home.

Therapy and Assistive Technology

Overview

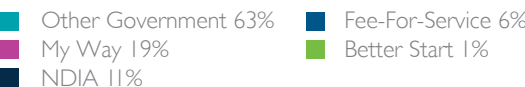
2015-16 was an exciting year for Therapy and Assistive Technology, with a new service framework implemented and Skills Acquisition and Rehabilitation progressing from a pilot project to a well-established service area.

We also received confirmation that Rocky Bay will be the WA NDIS equipment budget holder for another year at the launch sites in the Cockburn-Kwinana, Armadale, Serpentine, and Peel regions.

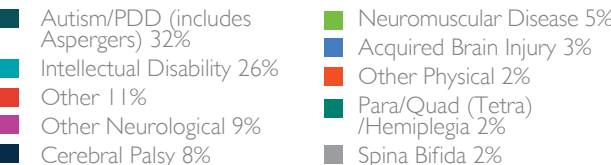
Rocky Bay was granted the opportunity to extend the funding for the Community Refurbished Equipment centre for another year while the NDIS agreement is being finalised.

Group therapy has proved a great success with groups and clinics growing in popularity amongst children, adults and families.

New clients by funding type



Primary diagnosis of clients serviced



Therapy and Assistive Technology clients by age



Groups and clinics

For parents and carers

Hanen 'It Takes Two To Talk'

Hanen 'More Than Words'

Hanen 'Talkability'

Sounds Like Speech

Tech Talkers

Parenting by Connection

Behaviour Clinic

Anxiety Clinic

Fathers' Forum

For children and young adults

Social Thinking

Little Rockies

Bike Riding Group

Worry Worms

Learn to Swim

For therapists and service providers

Technology for All

Sensory World around You

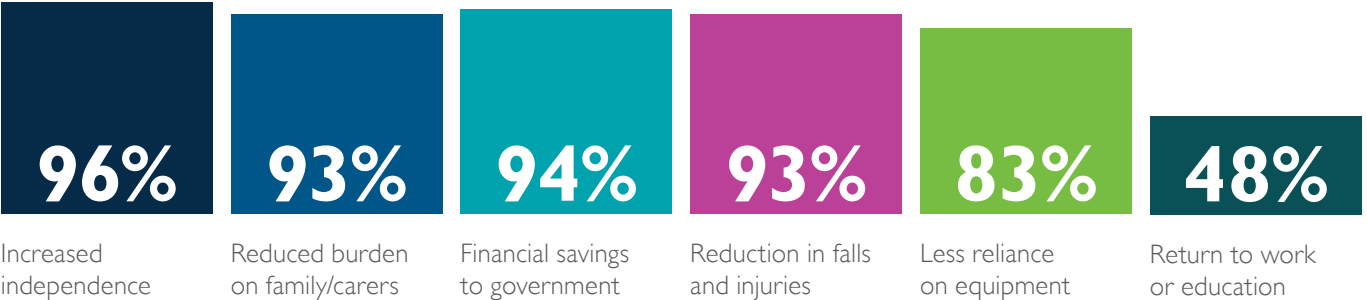
Teacher Talk TM

Key projects

Skills Acquisition and Rehabilitation

In 2014 Rocky Bay's Therapy and Professional Services division identified an unmet need for post-hospital rehabilitation. The main aim of skills acquisition therapy (in addition to improving functional abilities) is for the individual to achieve greater community integration and participation. This highly-acclaimed project has created a wave of referrals from Perth hospitals with 80 clients having received Physiotherapy, Occupational or Speech Therapy in the last year.

The program has delivered amazing results:



Source: Rocky Bay February 2016

Rocky Bay recognised for Community Services Excellence

We were delighted to be finalists at the WACOSS Community Services Excellence Awards 2016 in the large organisation category. The award recognises large organisations that have made a positive difference to individuals, families or communities through their collaborative, innovative and creative programs or services.



Carolyn Jentzsch, Emma Marshman, Zhao Lin Teoh and Portia Ho presented with award



Robot 'Milo'

helps children living with autism



Humanoid robot – pilot project

Thanks to the generous support of the West Australian community, Automotive Holdings Group and the Royal Fremantle Golf Club, Rocky Bay began a pilot project to identify how a humanoid robot, 'Milo', could help improve social skills and give children the confidence they need to succeed academically and socially. After an extensive investigation Milo was chosen for his ability to portray emotions through a range of facial expressions and his autism-specific curriculum.

Nine children aged between 5 and 14 years took part in the 10-week pilot project. Families have already identified positive outcomes in their goal areas.

Rocky Bay is proud to be the first disability services provider in WA to use a robot with facial expressions to support children living with autism and will use the results of this study to refine our service pathway.

New service delivery framework

The Therapy and Professional Services division has implemented a new service delivery framework focused on improving the quality and efficiency of service delivery. This primarily involved the inclusion of the World Health Organisation's International

Classification of Function and Disability. This strategic approach brings staff, parents and carers together to work collaboratively towards meaningful, participatory goals and identifying and removing any barriers to achieving those goals.

The year ahead

The emphasis throughout the next year will be on continuous improvement in customer service excellence and providing quality services.

We're excited to be the first disability services organisation in WA to be conducting a Certificate IV in Assistive Technology Mentoring for eight individuals with disability or their carers. Funded by the Disability Services Commission, this nationally accredited certificate has been developed by the Independent Living Centre of New South Wales. The aim is to create more opportunities for people living with disability to make their own choices and thrive in a world of technological opportunity. The workshop will be ready to roll-out early in 2017.

We will also be running an accredited Home Modifications workshop for Occupational Therapists and Builders to work together to develop sustainable homes.

Developed by RoboKind and leading autism experts, Milo uses a research-based curriculum to help children understand the meaning of emotions and expressions.

The curriculum is delivered verbally by Milo who is connected to a tablet where he can display multiple choice questions and show supporting images or videos to enhance lessons. Milo also teaches appropriate behaviour by demonstrating responses and collects valuable data so that progress can be monitored.

Early signs from the pilot have been extremely positive, with families quick to identify positive outcomes in their goal areas.

14-year-old Bagus was one of the participants in the pilot study. Bagus attended 20 sessions with Milo and Rocky Bay Speech Pathologist, Katiane Hermel, held at our Patricia Kailis Centre. Katiane stated "Bagus was a delight to work with. He was always giggling and smiling while working with Milo – it made our sessions so much more enjoyable."

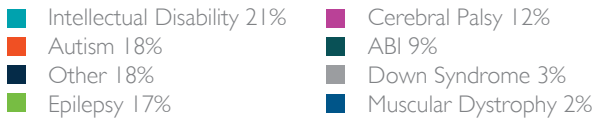


Family view Milo therapy session

Leisure and Independence

Overview

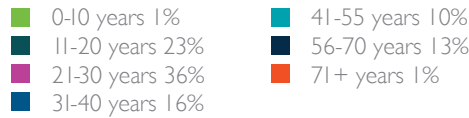
Over the past year, Leisure and Independence has experienced steady growth and major change across the division. In total, 439 Leisure, Lifestyle and Learning clients have been supported to enjoy leisure activities and skills development.



Leisure, Lifestyle and Learning clients by diagnosis



Leisure, Lifestyle and Learning clients by age



Leisure, Lifestyle and Learning

2016 saw the alignment and renaming of our 'Getabout' and 'RecConnect' services – now combined under the banner of Leisure, Lifestyle and Learning. This change in name reflects the evolving needs and wants of our customer base, and our desire to align ourselves with contemporary practice.

The past year has been one of growth and adaptation, with the department expanding across the Perth metropolitan area and into the Peel region. Equally, it has been a year of thinking, planning, and working to ensure clients receive a level of customer service excellence that embraces person-centred contemporary practices.

The past year has also brought with it some major shifts in operations, as plans are no longer ongoing and with some customers only accessing services for very short periods of time to complete a program, for example six weeks for 'Skills For Life'.

Employment Services

Our employment services team has experienced significant growth and expansion over the past 12 months.

Employment services tendered for and successfully acquired new business in core catchment areas, and the transition of clients took place early last year. Since then, we have increased our resources and opened multiple new outreach facilities to provide services to these clients. Employment services recruited and trained five new Job Development Consultants to provide employment services to many more job seekers.

In the past year, star ratings performance improved significantly for many of our sites North and South of the river. Our performance in Central West is the best in the region, currently sitting at a high 4 star rating. Performance was also very good in Midland, Osborne Park, Rockingham and Cockburn, which are all either 4 or 5 star rated.

More broadly, the employment services team have been challenged to meet employment outcomes in a time of downturn in Western Australia – requiring more inventive ways of assisting job seekers into sustainable employment.



Key projects

Throughout 2015-16 a strong focus has been on advising and inviting the community to participate in the programs available within Leisure, Lifestyle and Learning. These have included:

Duke of Edinburgh Award

We currently have participants registered for Bronze and Silver Duke of Edinburgh Awards – with one client recently receiving funding from the national body to support his adventurous journey.

Skills For Life

An ideal program for clients experiencing a transitioning phase, such as leaving school or moving home. A person-centred, evidence-based approach, Skills For Life focuses on client goals to develop specific skill sets and increase independence.

School Leaver Transition program

My Destination: Post School program aims to improve post-school transitions of young people with disability – not only for the benefit of the individual but also for the benefit of our wider society and economy.

Rocky Bay is now registered with NDIA in the Perth Hills trial site to deliver 150 hours to provide skills development for school-aged young adults between the age of 15 and 18 years.

ASDAN Learning

The ASDAN programs are specifically designed to support positive outcomes, while developing skill sets in chosen areas. Clients work at their own pace and achieve an accredited qualification in one of four areas; Towards Independence, Workright, Life Skills Challenge, or Personal Social Health Education.

The year ahead

The key objectives for Leisure and Independence in 2016-17 are:

Training and employment solutions

A cross department project that will deliver training and employment solutions to people living with disability that have been assessed as not meeting the criteria to be supported under Disability Employment Services.

Individualised services

Learnings from the NDIS and WA NDIS trial programs, especially in regard to plan change over and meeting customer expectations.

Program expansion

To explore short term programs that have measurable outcomes (such as the Skills For Life program).

Courses – developing skills for life and independence

For people living with disability
ASDAN Learning Course
Skills For Life Modules:
Discovering Motivation
Moving around the Community
Friendship and Community Support
Personal Care
Money Management
Time Management
Household Routines
Safety Awareness
Meal Planning and Nutrition

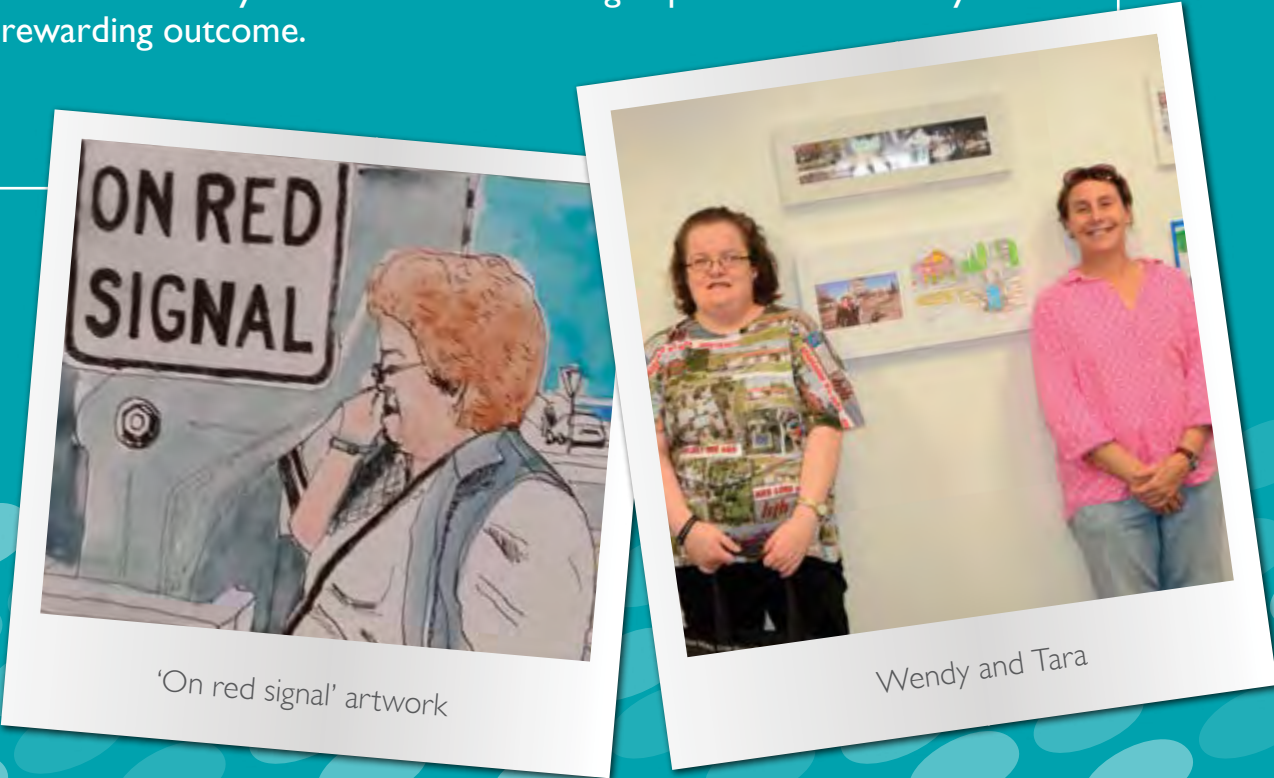
Wendy's railway adventure

When support worker Tara began working with client Wendy, she was quick to recognise her creative spirit and love for railway crossings. Leveraging Tara's photography background the pair decided to undertake a collaborative mixed-medium art project based upon a central railway crossing theme.

Over the course of 2015, Tara and Wendy set about visiting various railway crossings around Perth to draw inspiration. They began working on individual pieces, and together created an impressive collage that integrated Tara's photography and Wendy's detailed sketches.

Their collaborative efforts culminated in an art exhibition entitled 'Railway Crossings Boomgates', held at Rocky Bay's Moon Café. The event allowed Tara and Wendy to proudly display their collection of creative work, and was well-attended by family, friends and Rocky Bay staff.

The joint art project proved to be a huge success, providing both Tara and Wendy with a fantastic learning experience and a truly rewarding outcome.



Home and Community

Overview

2015 saw a restructuring of the Home and Community division, with all individual services being delivered by Leisure, Lifestyle and Learning in order to exclusively focus on delivering accommodation-based services. This change has been in response to rapid growth and the need for extra capacity in supported accommodation and group home transitions.

7 State Government Group Homes transitioned to Rocky Bay



Group Home residents by age

■ 26-40 years 10%
 ■ 41-55 years 40%
 ■ 56-70 years 36%
 ■ 71+ years 14%

290

Beeliar Guest Houses (Both 3 Bed)

282

Mandurah Beach House (6 Bed)

267

Gosnells Guest House (5 Bed)

Number of Guest House stays

Key projects

Group Homes

Since 1st July 2015, Rocky Bay has been selected to manage services at seven former State Government group homes across the Perth metropolitan and Peel region. Two Assistant Manager positions (North and South) have been created to support this considerable growth.

We have also made several improvements to our group homes' outdoor areas and internal environments to promote a more homely and inviting atmosphere with higher standards of cleanliness and maintenance. Homes with six or more residents have also been allocated two vehicles to enable greater opportunities for community access.

Emerging Leaders Program

The number of Disability Support Workers has increased significantly over the past 12 months, resulting in a need to increase support for staff. The creation of the Emerging Leaders Program means that more supervisors are now present on-site and that a clear career pathway exists for Disability Support Workers that want to progress to more senior roles.





Animals bring joy to Como residents



Over the past 12 months, seven State Government group homes have transferred to Rocky Bay across the Perth metropolitan area, including one in Como last October. The Como group home's six residents were quick to inform staff of their shared love of animals.

Como residents now enjoy regular trips around Perth to spend time with a variety of animals. The group home is also frequently visited by a couple of new four-legged friends, and residents are all too happy to assist with dog walking and grooming routines.

As Laura Brady (Team Leader) notes, "it's the perfect pet experience – all the fun and none of the responsibility!"

Continuous Improvement Plan

Implementation of the Continuous Improvement Plan is nearing completion, having been underway for nine months at our Lucy Creeth residence. This process has involved:

- Developing clear definitions of roles and responsibilities within the service;
- Security upgrades and renovations, with the foyer area transformed into a combined reception/office space;
- Recruitment of an Assistant Manager;
- Running of staff training and team building events;
- Focus on development of more effective team communication including the introduction of daily 'huddles' and team 'champions'.

Safeguarding

A safeguarding policy and procedure was introduced, supported by training for all staff and volunteers at Rocky Bay. This represented a large investment and organisation-wide effort to promote a 'zero tolerance' culture across all divisions. Rocky Bay is one of the only organisations in Western Australia to have demonstrated such strong investment in safeguarding practices and commitment to raising awareness.

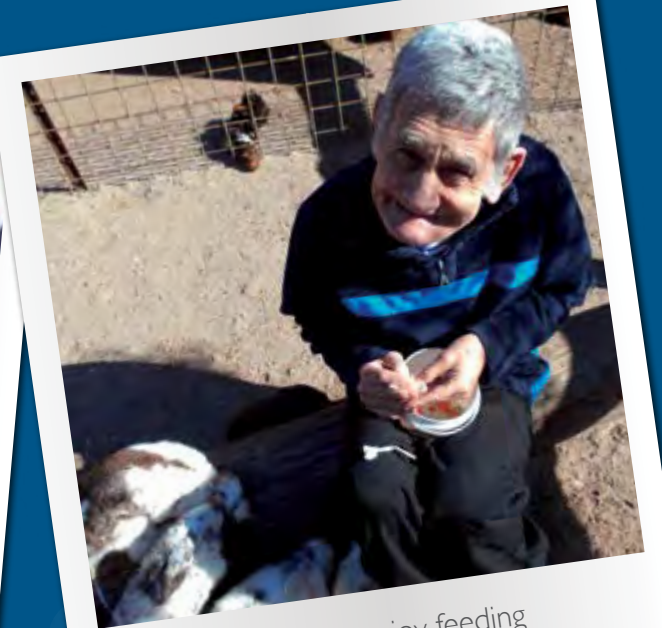
The year ahead

For the year ahead, our primary focus will be on quality and customer service. This will entail additional customer service training for staff at all levels, while new posts will be introduced to maximise service quality and enhance customer experience. We will also seek to develop a more inclusive environment for customers and their families through the collection of client feedback and hosting of focus groups.

Consolidation of improved working practices will be another major priority for Home and Community. We will look toward ensuring that all of our procedures, systems and processes are aligned across the division to enable a smooth transition to a new Client Management System and future NDIS roll-out.



Volunteer Nikitta and her dog, Lila, visiting the Como group home



Residents enjoy feeding the animals



Training


Over the past 12 months, Rocky Bay has further cemented its strong industry reputation through the provision of training to external clients and organisations. Throughout 2015-16, our training team delivered courses and programs to a diverse variety of organisations – including disability service providers, educational institutes, corporate firms, community groups, charitable organisations and health care providers. In total, over 600 individuals from 36 organisations engaged Rocky Bay to support their individual or collective training requirements. Clients were able to access our suite of 11 training courses, with modules ranging from ‘Manual Handling’ to ‘Mental Health First Aid’.

Rocky Bay has also continued to grow and expand its capacity as a Registered Training Organisation (RTO). Having successfully progressed through a Training Accreditation Council audit, we gained accreditation to deliver the newly-developed Certificate III in Individual Support (a consolidation of the previous Disability, Aged Care, and Home and Community Certificates).

In 2017, we plan to develop our RTO to further build upon our existing program base, which will enable us to deliver an extended range of training options to a wider audience through a financially-viable and sustainable training model.

Training courses

For external clients
Medication Training
Manual Handling
Hoist Use
PEG Use
Catheter Care
Suppository Insertion
Uridome
First Aid
Mental Health First Aid
Eating, Drinking and Swallowing
Epilepsy/Midazolam

Number of external organisations trained **36** 

638 External participants

Building global partnerships

Rocky Bay continues to reap the benefits from its strong relationship with Ability First Australia and Easterseals.



Ability First Australia (AFA) is one of the nation's largest not-for-profit organisations, bringing together 12 of Australia's leading disability service providers through a shared goal of ensuring all Australians living with disability have access to programs that maximise their potential. AFA provides a collective national focus for Rocky Bay and other members, helping organisations build capacity to continue providing best practice services and opportunities for innovation within the sector.

Since its inception, AFA has maintained a strategic alliance with **Easterseals** – the world's largest disability services provider based in the United States, Canada and Mexico – serving as sole representative from the Asia-Pacific region on Easterseals' Global Partners Committee. This Committee of international affiliates encourages shared learnings, global research projects, global fundraising initiatives and developing best practice in disability service provision.



Since 2014, AFA and Easterseals have facilitated a Staff Exchange Program to enhance learning opportunities and professional development of staff, and in turn provide better outcomes for the clients of each organisation. Rocky Bay has been fortunate for two staff members to be awarded scholarships to visit Easterseals locations in the United States, where they could actively engage with local staff and clients, observe cultural differences and similarities, build professional relationships, and learn new approaches and perspectives that are now being applied back home.

Carolyn Jentzsch (Speech Pathologist)

Carolyn visited Easterseals affiliates in Indianapolis, Evansville, Dallas, New York and Washington DC, where she sought to observe and learn about new and developing clinical practices, intervention techniques, best practice and technological advancements, and strategies to further improve service delivery. Carolyn's trip also incorporated visits to the Baylor Institute of Rehabilitation and the American Congress of Rehabilitation Medicine, and a Press luncheon with the US Secretary of Veterans' Affairs.



Samantha Giezekamp (Training Officer)

Sam visited Easterseals locations in Southern California and New Jersey to learn about different approaches to training, mental health and wellness programs, positive behaviour support and restrictive practices. Sam also attended Camp Merry Heart – held at a 123-acre facility in Hackettstown, New Jersey. Specifically designed for people with disability, Camp Merry Heart offers a wide variety of recreational activities and opportunities for self-determination, group participation and physical exercise.



Human Resources

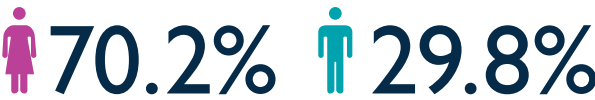
Overview

The HR division has provided essential support coordinating the expansion of a large workforce across a widening geographical range and with an increasing diversity of roles. Throughout the year we worked towards building closer relationships between the service, recruitment and rostering teams in order to provide a more client-focused recruitment process. These strengthened interdepartmental relationships have allowed us to more effectively manage recruitment and improve customer service.

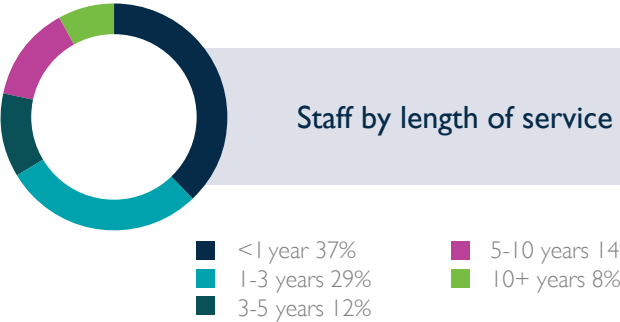
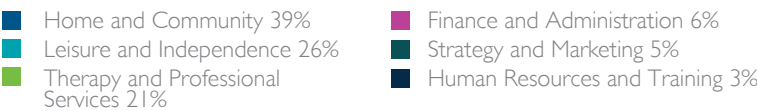
We were thrilled with the results of our safety practices throughout 2015-16, with eight months recording zero time lost due to injury. Our key focus areas and initiatives for Occupational Safety and Health (OSH) included launching an OSH management system, ergonomic workstation assessments, managers and supervisor OSH training, and a sustained commitment to our Health and Wellness program.

Rocky Bay similarly continues to demonstrate a firm commitment to staff development and opportunities for internal and external training. With a large increase in employee numbers and a need to meet new challenges within the sector, staff development and training help provide a solid foundation to Rocky Bay’s workforce development plan.

Staff by gender (%)



Employees by division



Number of staff



Key projects

Reflecting our value of ‘Looking for Better Ways’, we have shifted our team towards a Human Resources Business Partnership Model. This realignment process focuses on breaking down traditional silos to improve collaboration between divisions. The model also provides individual service areas with the opportunity to work with dedicated HR Advisors and Rostering Officers, enabling us to build upon effective partnerships with key stakeholders across the organisation.

In December, Rocky Bay held an ‘All Staff Meeting’ at our Mosman Park site. The day-long event was based around Rocky Bay’s organisational values, and provided staff with up-to-date information about the organisation through presentations by the CEO and individual service areas. Staff also participated in a series of values-based workshops facilitated by Deloitte.

Another major event for Rocky Bay was our inaugural Staff Ball, held in February at the Pan Pacific Hotel. The evening saw the official launch of the Star Awards and gave us the opportunity to celebrate the wonderful achievements of staff in 2015.

The year ahead

The provision of excellent customer service is a key focus for the human resources team, and we are looking forward to seeing full dividends of the many improvements we have been making to formal practices and procedures. This includes introducing new systems and simplifying processes in order to provide more streamlined recruitment services and increase staff access to HR resources and support.

In 2017 we will also be launching a learning management system, which will enable employees to complete internal training units and courses, support skills refreshers, and workplace health and safety modules. We also look forward to completing an external safety audit in order to gain WorkSafe accreditation, and to introducing a new recruitment methodology to further strengthen workforce planning, recruitment and support services.

Staff development

Investing in our people

Rocky Bay's success is underpinned by the skills, knowledge and dedication of our people across the organisation. Investing in our staff is critical to supporting our clients, and we are committed to developing our people through a range of programs. Rocky Bay ensures that all staff have access to professional learning and development opportunities, and provides multifaceted training aimed at all levels of the organisation.

Participation in our learning and development programs has increased significantly over the past year, with our training team engaging 563 employees and offering 51 different courses during 2015-16. The growth in training participation is partly due to the increase in the number of staff inductions following the rapid overall growth in recruitment.

Compulsory safeguarding training was rolled out across Rocky Bay, reflecting our organisation-wide dedication to ensuring that individuals can live free from harm, neglect or abuse. Over the financial year, safeguarding training was provided to over 500 people at Rocky Bay – from Board Members to frontline staff and contractors.

Developing future leaders

As part of our commitment to developing future leaders, the 'Emerging Leaders Program' was launched for Home and Community last year. This program was introduced to enable senior support workers to directly learn about leadership and the practical techniques used to support teams and improve customer experience. This ongoing initiative will serve to support the culture and values of Rocky Bay, and reinforce excellent customer service as a priority in our changing environment.

The Rocky Bay Foundation Study Scholarships



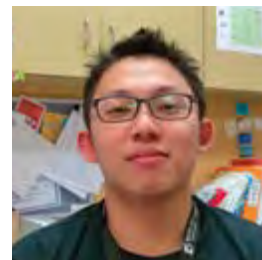
Since 2015, The Rocky Bay Foundation has supported three staff members each year to undertake professional study trips that serve to encourage shared learnings and development of global best practice in disability service provision. The Study Scholarship Program highlights Rocky Bay's long-term commitment to staff development and the core purpose of optimising the quality of life for people living with disability. This year's Rocky Bay Foundation Study Scholarships were awarded to:

Kelvin Kong

Advanced Clinician (Assistive Technology)

Destination: United States (Boston, New York, Chicago & Washington D.C.)

Focus: Emerging assistive technologies and devices to support individuals living with disability

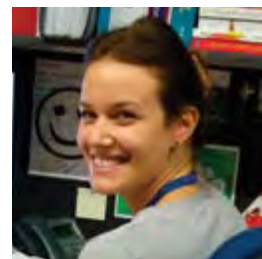


Amanda Incognito

Senior Occupational Therapist

Destination: United States (San Francisco, Southern California, Missouri & Illinois)

Focus: Models/frameworks for delivering autism-related services and support



Zhao Lin Teoh

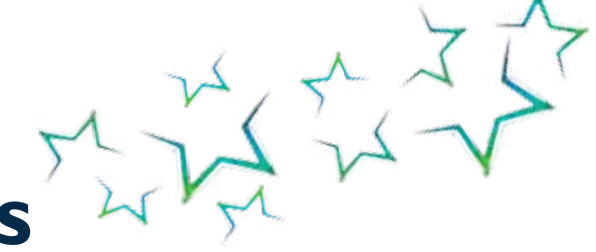
Senior Physiotherapist

Destination: United States (Chicago, New York) & Canada (Ontario)

Focus: Clinical service delivery, effective interdisciplinary teamwork and communication



Star Awards



Our staff are the spirit of Rocky Bay and they drive our success. The Star Awards program was established this year to recognise exceptional performance, effective behaviours and outstanding achievements that fulfil the purpose and values of Rocky Bay.

'Optimising Quality of Life'

Recognising an individual or team who has made the most difference to someone's life.



2015 Winner: Tara Hardy-Atkins

Tara recently supported a client in completing a major art project, after recognising a love for railway crossings and a creative instinct. Leveraging her photography background, Tara invested considerable personal time to provide a memorable, uplifting and truly rewarding experience.

'Providing Excellent Customer Service'

Recognising an individual or team that has gone above and beyond expectations.



2015 Winner: Michele Hodgson

Michele is passionate and enthusiastic about making a difference for people with disability. Epitomised by her instrumental role in easing families through group home transitions, Michele works proactively across divisions to ensure the best outcomes for each and every client.

'Discovering Abilities'

Recognising an individual or team who has supported someone to discover new abilities.



2015 Winner: The Skills Acquisition and Rehabilitation Team

The Skills Acquisition and Rehabilitation pathway has gone from strength-to-strength, generating tremendous results and numerous client success stories. The team's achievements have helped Rocky Bay carve out an increasingly-positive profile in both the health and disability sectors.

'Working Together'

Recognising a team or cross functional group who have shown excellent collaboration.



2015 Winner: Dianella Team

As the first house transitioned from the State Government, the team in Dianella worked collaboratively to ensure the process was smooth and pleasant for the home's six residents. The team continues to welcome new staff with open arms while supporting residents to achieve their individual goals.

'Looking for Better Ways'

Recognising an individual or team whose innovation has had a major impact.



2015 Winner: Liana Dolzadelli

Liana never accepts the status quo, openly seeking new ways to improve processes, systems and services. Liana has similarly worked hard to foster a culture of 'Looking for Better Ways' amongst her team, creating an environment where people feel empowered to make suggestions and drive new ideas.

'Being Professional and Accountable'

Recognising an individual or team who exemplifies good process.



2015 Winner: Susan Polden

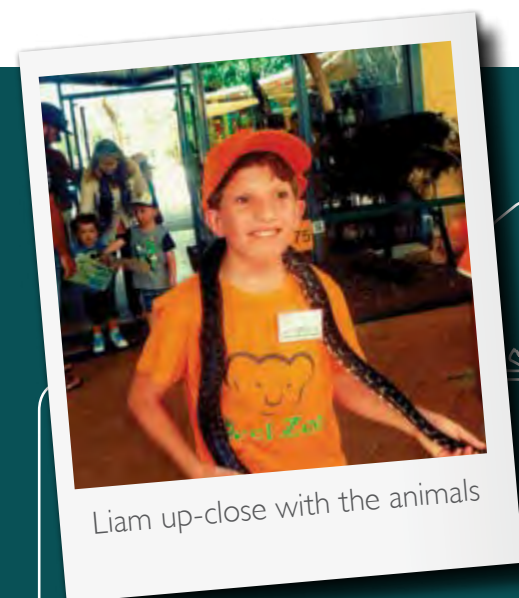
Susan is always a positive and helpful employee, addressing any request or query with a smile and can-do attitude. Every task is completed in a professional and timely manner, while her calm and friendly personality is ever-present.



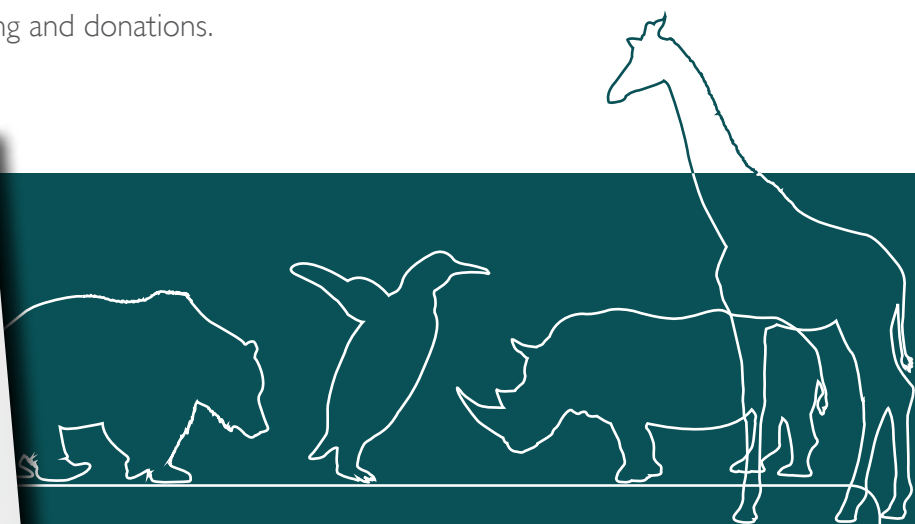
Helping dreams come true for our clients

The Wishing Tree serves to make dreams come true for people living with disability where there is no other funding available. This year we granted 27 wishes that increased independence, fulfilled a long-term goal or ambition, supported a better living environment or provided a special, one-off treat.

Wishes are 100% funded by fundraising and donations.



Liam up-close with the animals



Zookeeper for a day

15-year-old Liam is passionate about animals and regularly visits the zoo.

Rocky Bay therapist Esther Dourado noticed that Peel Zoo provide the opportunity for children to become a Junior Zookeeper for the day. Immediately thinking of Liam, Esther mentioned the Wishing Tree to Liam's Mum, Jo-Anne and sought permission to submit a wish on their behalf.

The wish was granted and the Zookeeper experience was set for January 2016.

Liam beamed with pride when he was given a t-shirt and hat that read 'Peel Zookeeper for the Day'. His jobs included cutting up food and feeding the animals, helping to clean cages, refill water bowls and observe the animals.

Liam got up-close with koalas, quolls, quokkas, possums, rabbits, guinea pigs, ferrets and bengal cats and even participated in the Tasmanian Devil show. He fed live insects to lizards, hand fed native birds, played with red foxes and bottle fed orphaned red kangaroos.

Liam's Mum Jo-Anne, thanked Rocky Bay for the experience saying "Liam absolutely loved being a Zookeeper, it was a such a special and unforgettable day."



Friends of Rocky Bay



Rocky Bay would not be the successful organisation it is today without the ongoing support of the West Australian community.

Thanks to generous donations, bequests and support through fundraising events, Rocky Bay has been able to pay for equipment and services that break new ground, providing those extras that optimise the quality of life for thousands of people living with disability.

Support comes in many forms, but it's not all about money. 2,530 hours were volunteered by 56 people in 2015-16 along with incredible support from schools close to our Mosman Park site, including Scotch College, Iona Presentation College, St Hilda's Anglican School for Girls and Shenton College.

'Friends of Rocky Bay' is a new community engagement program where friends can offer support through skilled volunteering, pro bono support or special offers and services for people living with disability. Once registered, friends will be notified of matching projects and invited to attend future Rocky Bay events.

Overwhelming generosity of AHG

This year marked the 13th anniversary of the Automotive Holdings Group (AHG) charity golf day for Rocky Bay. The event, held in March, raised \$175,000 which will help fund the expansion of a groundbreaking rehabilitation service that offers renewed hope and support for people to re-learn life skills where they have experienced major trauma or acquired disability. Over 50 local businesses, partners, suppliers to AHG and other organisations supported the event.

We are very grateful for the long-term support from Bronte Howson (AHGs Managing Director) who was honoured with an Order of Australia in June 2016 for his service to the automotive industry and to charitable organisations. Since 2004, Rocky Bay has been supported by AHG and Bronte who has worked tirelessly to ensure the annual AHG Corporate Golf Day raises record breaking amounts with over \$1.75 million raised to date.

2015-16 in pictures

Walk With Me



Staff Ball



AFL Lunch with Woodside



AHG Golf Day



Royal Fremantle Golf Day



Group Home Transition



Acknowledgements

Rocky Bay would like to take this opportunity to thank our funders, supporters, volunteers and staff for their continued and passionate support of our clients living with disability.



Automotive Holdings Group (AHG) hosted the 13th successful Corporate Golf Day. Thanks to AHG and in particular, Managing Director Bronte Howson and Chief Operating Officer Tony Salerno, for their magnificent support provided to facilitate this event. Our thanks also extend to the many sponsors who donated a range of outstanding auction prizes and MC David Christison for his enthusiastic work on the day.



The Royal Fremantle Golf Club hosted the 34th annual Rocky Bay Charity Golf Day. Rocky Bay sincerely thanks the committee, as well as the members of the club for supporting the day so passionately for over three decades.



The State Government, through the DSC, has continued to provide Rocky Bay with recurrent and one-off grants. Rocky Bay maintains a strong professional relationship with the DSC and its principal officers, Chairperson, Mr Bruce Langoulant



and Director General, Dr Ron Chalmers, and we thank them both for their support during the year and look forward to the continuation of this strong partnership in the years to come.



The Commonwealth Government, through the Department of Social Services has again provided Rocky Bay with funding to assist over 143 clients find and maintain open employment. We thank them for over seventeen years of support for this program.



Zurich has once again agreed for Rocky Bay to access up to \$20,000 to be used for Occupational Safety and Health (OSH) related training to promote a safety culture across Rocky Bay. Some of these funds will be applied against injury management and OSH representative training.



Lotterywest has made it possible for many of our clients to receive grants to modify homes, vehicles and purchase items such as personal alarms. Under the Chair of Ms Heather Zampatti and the management of Mr Paul Andrew, Lotterywest has been a wonderful supporter of Rocky Bay over many years and we are indeed indebted to them.

Rocky Bay could not continue to provide services and support to people living with disability without support from so many Australian organisations and individuals. Our sincere appreciation to the many families, supporters, volunteers, donors and sponsors who generously provided assistance throughout 2015-16.

A Adami Charitable Trust	Dani Montgomery	KTM	Ryan John
Acton Real Estate	Data 3	L & N Wilkinson Trust	Santa Fe Relocation Service (Wridgways)
Aegis Care	David Christison	Leeuwin Estate	Scotch College
Allianz	Dean Cox	Linneys	Segway Tours WA
Alloy Steel	Deloitte	Liquor Barons	Southside Mitsubishi
AMC Commerical Cleaning	Dick Smith	Mosman Park	Spinifex Trust
AMCAP Distribution Centre	Dr H Raith	Macquarie Telecom	St Hildas Anglican School for Girls
Ashley Group	Dr L Ee	Margaret Harper Charitable Trust	Stan Perron Charitable Trust
Australian Rugby Union	Dynamic Creative	MC Motorsports	Super Cars Perth
Automotive Holdings Group	E & C Knowles & T Fricker Memorial Trust	Merlino	Sure People Solutions
Bakers Delight (Mosman Park)	Enduroclad	Mosman Park Pharmacy	Sylex
Barrows Foundation Trustees	Esplanade Hotel	Mr & Mrs W & M Packer	Tecknoweld Alloys
BDO	FJ Longhurst Charitable Trust	Mr K Ball	The Marketing Mix
Beta Spuds	Fly By Night	Mr G Lees	The West Australian
Bronte Howson	Fortron	Mr S Wilson	TL Engineering
Bruce McLean	Fraser's Kings Park	Mrs R Clark	Tony Salerno
Café Rous	Gary Chilcott	Mrs S Richards	Town of Mosman Park
Carlton & United Breweries	Gerard Daniels	Nedlands Volunteer Resource Centre	Turner Engineering
Carsales.com.au	Gumtree	Nine Network Perth	Vanquip Mobilities
CarsGuide.com.au	Guy Lees	Nova 937	Verve Portraits
Castle Equipment	Hardie Foundation	Peters Security	Vocus Communications
Castrol	Heal	PHC	Volunteering WA
Claremont-Nedlands Lions Club	Honourable M J Craig	Precision Floors & Décor	WESCO
Cooktown	Hotel Rottnest	Prime Constructions	Western Australian Football Commission
Crommelins Products	Hyundai WA	Programmed Maintenance Services	Westpac Group Gifts
Crown Hotels	India Private Ltd	RAC	Wood & Grieve Engineers
D'Orsogna	Iona Presentation College	Rapid Relief Team	Woodside Petroleum
	JLT Australia	Rockface	92.9
	Kendrick Automotives	Rottnest Fast Ferries	96FM
	Kevrek	Royal Fremantle Golf Club	
	Keystart Home Loans		



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