

Annual Report 2016-17



Discovering abilities

growing together



Optimising the quality of life for people living with disability

Our Purpose

Optimising
the quality of
life for people
living with
disability

Contents

Chair and CEO report	5
About us	6-7
2016-17 in figures	8
Major projects	9
Patron, Board and Executive	10
Financial summary	11
Strategic plan	12-13
NDIS update	14
Strategy update	15
Therapy and Assistive Technology	16-19
Leisure and Independence	20-23
Home and Community	24-27
Human Resources	28-29
Staff development	30
Star Awards	31
Training	32
Global partnerships	33
Friends of Rocky Bay	34
The Wishing Tree	35
Customer highlights	36-37
Acknowledgements	38-39



Our Values

Providing Excellent Customer Service

Looking for Better Ways

Being Professional and Accountable

Working Together

Chair and CEO report

Despite another difficult year for the sector, we were delighted to be in a position to support more than 3,000 customers and families in Western Australia.

Each year brings its own challenges. As we wait for a decision on what the NDIS will look like in WA, we continue to contend with the issues of managing services under the criteria of three different funding sources.

Regardless of the scale of change, our revenue and staff numbers have grown by 25%, and we are in a strong position to be financially sustainable under a fully implemented NDIS scheme.

“Whilst we have continued to experience growth, our customer feedback reassures us that our focus on quality and customer experience remains resolute.”

This year's customer survey told us that 90% of customers would like to stay with Rocky Bay for at least a year and 86% for five years, which is a testament to the hard work and dedication of our staff.

Our 2020 strategic plan builds on our preparedness journey of the previous three years. We know that we need to seek out different modes of operation, more efficient practices and be more attuned to our customers' needs than ever before.

2016-2017 has been a significant year in Rocky Bay's history.

In November, we merged with Valued Independent People. During this period of reform, it is a relief to know that people living with disability in WA will continue to receive support despite funding pressures.

Towards the end of this financial year, it was a delight to see the Cockburn extension come to fruition. Completing the second stage of the Patricia Kailis Centre means that more people in the south metropolitan region can access rehabilitation, advanced technology and children's services on their doorstep.

This year has also seen the implementation of a centralised Client Management System. With substantial changes to the funding models, it has become essential to understand operational costs, productivity and efficiency to make informed decisions.

We are committed to making sure our services are accessible to the community. As such, we have formulated a hub and satellite strategy to ensure we are closer than ever to our customers.

When reflecting on the achievements of the year we must offer heartfelt thanks to all our supporters, partners and friends. Rocky Bay would not be the organisation it is today without the continued support of the Western Australian community.

We would also like to thank the Board, Executive and Leadership teams as they have continued to guide our organisation forward to a position of strength and of course, our dedicated and skilled staff for ensuring that our customers are at the heart of all that we do.

The pillars that underpin Rocky Bay's success are our values, and by living our values, we will continue to drive improvement and help people with disability live a better life.

We look forward to working with more customers and families next year, as we strive to optimise the quality of life for people living with disability.

Together, the future is bright at Rocky Bay.



Graham McHarrie
Chairperson



Michael Tait
CEO



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	leisure and independence	home and community	training and employment
<p>Access exceptional therapy, equipment and clinical expertise</p> <ul style="list-style-type: none"> • 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 	<p>Explore the possibilities and create your own plans for leisure, training and skills development</p> <ul style="list-style-type: none"> • 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 	<p>Gain independence and create stronger families through supported accommodation & respite</p> <ul style="list-style-type: none"> • Supported accommodation, personal care, daily tasks, community access • Respite through guest houses in Beeliar, Gosnells and Rockingham 	<p>Finding and creating jobs for people living with disability – training the sector and beyond</p> <ul style="list-style-type: none"> • Training courses and on-the-job training services • Career guidance, job matching, placement and ongoing support in the workplace



2016-17 in figures

3,000+
people supported

Number of staff
850


144,032
Leisure, Lifestyle
& Learning
hours of service

90%
of customers
will stay with
Rocky Bay for
at least a year

1,453
clients accessing
Therapy and
Assistive
Technology

390 ✓
Employment
Services clients
actively employed

27 
locations

96%
of staff believe
in the purpose
and values of
Rocky Bay

4 new Group
Homes


2,500 
volunteer hours

22 
external
organisations
provided with
training

Guest House stays
718 

Major projects

Merger with Valued Independent People

In November 2016, Rocky Bay merged with Valued Independent People (VIP) to ensure people living with disability in WA can continue to receive a high level of support despite funding pressures. In total, we welcomed 100 employees and 100 customers with complex needs. The merger has been a great success as former VIP customers now have access to a broader range of services and excellent facilities across Rocky Bay.

60 McCabe Street Redevelopment

Our purpose is to optimise the quality of life for people living with disability, and our Mosman Park site is no longer able to deliver at the high level we expect. Coupled with significant unmet needs in rehabilitation, life skills and sector training, it is essential that we act now to develop a centre that can meet the needs of the Western Australian society.

A development application will be submitted in August 2017 with the aim of commencing build in late 2018 and completion by 2020. Plans include the development of a Community Recreation & Health Centre, Rehabilitation Centre, Therapy & Technology Centre, Life Skills Centre and Knowledge & Function Centre that will allow individuals living with disability and the local community to access services side-by-side.



Geographic Expansion

Rocky Bay is committed to making sure our services are accessible and convenient for the community. As such we are delighted to have transitioned more Group Homes from the DSC in Yangebup, Thornlie and Morley and increased our footprint in the north as a result of the merger with VIP. Further office openings and extensions to current facilities are planned throughout 2017-18, including the completion of Phase II of our Patricia Kailis Centre in Cockburn.



Client Management System

As a result of the move to individualised funding a new client management system was needed to deal with the more complex transactional environment of NDIS. Following considerable planning in 2015-16, the majority of client related business is now managed through Penelope, by Athena Software, and has enabled much more granularity to records and a means of more accurately controlling bookings, billing, information and reporting.

Reconciliation Action Plan

Rocky Bay recognise the need to acknowledge the traditional owners of the land on which we operate and engage more deeply with Aboriginal and Torres Strait Islander communities through service, employment and procurement opportunities. A Reconciliation Action Plan is currently being developed that documents what Rocky Bay commit to as part of our contribution towards reconciliation in Australia.

Patron, Board & Executive



Patron

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

Board members



Graham McHarrie
Chairman



Susan Male
Deputy Chair



Chris Catlow



Paul Klein



Rowan Kelly
(Retired Oct 2016)



Carolyn Hall



Miriam Borthwick



Veronica Parish



Jeff Holloway



Garry Johnson



Chris Ryan



Richard Diermajer



Martin Wandmaker

Executive team



Michael Tait
Chief Executive
Officer



Adam Maxwell
Chief Financial
Officer



Trevis Lawton
Director
Strategy



Wendy Tapper
Director
Human Resources
(Retired Aug 2017)



Linda Chiu
Director
Clinical Services



Jane Edmond
Director
Home & Community



Kylie Murphy
Director
Leisure & Independence

Financial summary 2016-17

Operating Result	2017 (\$' 000)	2016 (\$' 000)	2015 (\$' 000)
Income from State Government	48,164.0	35,998.2	28,539.0
Income from Federal Government	3,903.2	3,344.5	2,305.0
Other Income	5,621.1	4,940.9	3,807.7
Revenue	57,688.3	44,283.6	34,651.7
Total Labour Costs	(44,764.3)	(33,043.2)	(24,971.6)
Other Costs	(9,775.3)	(8,372.8)	(7,169.8)
Earnings before Depreciation and Capital Grants	3,148.7	2,867.6	2,510.3
Depreciation	(3,364.0)	(3,011.8)	(3,171.0)
Capital Grant Income	895.8	1,166.7	5,039.5
Gain from Merged Operations	4,886.0	368.7	0.0
Comprehensive Income for the year	5,566.5	1,391.2	4,378.8

Working Capital	2017 (\$' 000)	2016 (\$' 000)	2015 (\$' 000)
Current Assets	23,140.0	19,502.2	16,182.8
Current Liabilities	(15,571.0)	(12,716.2)	(12,267.7)
Working Capital Surplus	7,569.0	6,786.0	3,915.1

A full set of financial statements are available on www.acnc.gov.au

Rocky Bay Strategic Plan 2017-2020

What will we look like in 3 years?

- Be recognised as a principal disability service provider within WA
- Lead the disability agenda amongst peers through world-class services and facilities
- Be financially sustainable under a fully implemented NDIS
- Have successful, full service hubs established across metropolitan Perth

Key Strategic Areas



Goals	Customers (Our Services)	Marketing & Communications (Our Brand)	Workforce (Our People)	Capability	Information (Our Knowledge)	Assets (Our Resources)
	<ul style="list-style-type: none"> • Empower our customers to influence their own services • Satisfy customer expectations through an exceptional customer experience • Deliver and consistently improve best practice disability services 	<ul style="list-style-type: none"> • Build strong stakeholder relationships • Positively influence all customers, staff and other external interactions through effective communications 	<ul style="list-style-type: none"> • Create a working environment that enables and stimulates engaged and capable employees 	<ul style="list-style-type: none"> • Maximise staff utilisation and flexibility to deliver efficient quality outcomes 	<ul style="list-style-type: none"> • Utilise reliable management information to aid effective decision making across all areas of the organisation • Clearly understand business performance 	<ul style="list-style-type: none"> • Implement facilities, equipment and technology that enable our staff to be efficient and effective
Strategies	Customers (Our Services)	Marketing & Communications (Our Brand)	Workforce (Our People)	Capability	Information (Our Knowledge)	Assets (Our Resources)
	<ul style="list-style-type: none"> • Implement effective online customer tools that enable two-way information exchange • Develop and deliver a customer experience philosophy • Identify and improve where services are not meeting customer needs 	<ul style="list-style-type: none"> • Define effective ways of attracting and retaining customers • Deliver messages in different and appropriate ways to various targeted audiences 	<ul style="list-style-type: none"> • Empower a motivated workforce through effective performance review 	<ul style="list-style-type: none"> • Determine and embed sustainable productivity levels within a NDIS context 	<ul style="list-style-type: none"> • Develop an organisational analytics & reporting capability • Define and report performance indicators at appropriate levels across the business on a regular basis 	<ul style="list-style-type: none"> • Deliver appropriate facilities across Metropolitan Perth • Investigate sustainable transport solutions for customer supports • Instigate effective asset management practices

Strategic Measures

Customer Outcomes

Rolling average outcomes achieved across customer plans at plan end date



Customer Satisfaction

Net promoter score – rolling monthly average of customers at time of plan end date



Growth

Rolling quarterly Core Business Revenue increase %
Monthly increase in active customers



Financial Sustainability

Monthly operating contribution (before depreciation)



Workforce Capability

Internal staff satisfaction score – rolling staff sample





Strategy update

Overview

Considerable time was spent developing the 2017-2020 Strategic Plan and resulting business plans. This involved workshops with the Board, Executive and Leadership teams as well as Managers and Supervisors to define how to move forward from our previous three years of preparing for a new environment.

As we move towards a full roll-out of the NDIS, it is critical that we understand how we interact with our customers. A Customer Journey Framework has been established identifying all the touch points and processes that we use to ensure we deliver the best customer experience.

As the business grows, the need for clearer controls is required. A Delegated Authority Manual has been created which outlines various important decision points across the organisation and who is authorised to make them. This has established greater levels of empowerment throughout the organisation and enabled our processes to be more efficient.

Major projects

A significant amount of time was committed to undertaking preparation and research for a grant to redevelop the ageing main building in Mosman Park.

A detailed and well-executed plan saw the successful transition of VIP with Rocky Bay in late 2016. The organisations combined smoothly to deliver an effective outcome for the Western Australian society.

Due to the merger of VIP with Rocky Bay, a Client Quality Coordinator was added to the Quality & Risk team which has added a level of maturity around safeguarding and other client service practices.

In ongoing governance improvements, an Audit Calendar was finalised. This outlines a full range of internal audits being conducted throughout the business to deliver improved services.

The year ahead

With the launch of some key systems such as the new Client Management System (CMS) 'Penelope', and the Rostering and Human Resources systems, we are now generating transactional data in systematic ways. As a result, we have engaged an internal Analytics & Reporting team to interpret this data and develop improved management information.

NDIS update

From 1 July 2017, the NDIS will roll out to Rockingham, Mandurah, and the Pilbara and Kimberley regions. The WA NDIS will also commence roll out in the Perth Hills as well as for individuals in the Swan, Kalamunda, Mundaring, Bayswater, Bassendean, Chittering, Toodyay, Northam and York areas who are not currently accessing the NDIS through the National Disability Insurance Agency (NDIA).

The State Government is yet to make a final decision about the NDIS model. Negotiations are currently underway with the Commonwealth to determine what the NDIS will look like in WA and who will implement the scheme. The State Government wants to ensure that an informed decision will be made with a particular focus on the long-term best interests of WA and its people.

Rocky Bay is committed to ensuring that it continuously provides excellent customer service, and develops sustainable business practices as the funding shifts from a traditional to a contemporary individualised model.



Artist's impression

Therapy and Assistive Technology

Overview

Seeing the plans for our Cockburn facility come to fruition was a real highlight this year. From our early beginnings in 2011, which enabled Rocky Bay to provide children, youth and adult therapy services, we quickly reached capacity at this site. Our success in functional rehabilitation and vision to support more people to live independent lives drove the extension which is now also the heart of our Advanced Technology unit.

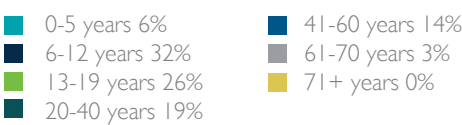
The expanded building at the Patricia Kailis Centre means that local people have access to the best possible therapy services in their community, including access to an 'Aware House' where they can trial the latest technology, a dedicated Therapy Playzone for children and a larger rehabilitation centre.

Thirty two per cent of our clients live with autism so we have grown our autism services to reflect the needs of our customer base and make sure families have easy access to services within Rocky Bay.

In preparation to meet the demand of the NDIS, workforce planning, talent management and recruitment have been a significant focus for the Clinical Services division.

Training has also been high on our agenda, both to ensure we provide the best possible services to clients and that we continue to attract and retain the highest quality staff. A significant focus has been training the team to work with the new Client Management System which will streamline bookings and records management, reduce administration and significantly increase capacity planning into the future.

In April 2017 the Disability Services Commission (DSC) ceased funding and support for the Community Refurbished Equipment program (CRE). This decision resulted in the closure of the four-year initiative at the end of June 2017. We are disappointed to see the end of this excellent initiative and are looking for avenues to ensure customers can continue to access equipment at a reasonable cost and within the fastest possible timescale, as well as seeking environmentally sustainable solutions.



Therapy and Assistive Technology clients by age



Primary diagnosis of clients serviced

Groups and clinics

For parents and carers

Gaming Group

Hanen 'More Than Words'

Hanen 'Talkability'

Sounds Like Speech

Protective Behaviours

Parenting by Connection

Behaviour Clinic

Anxiety Clinic

For children and young adults

Social Thinking

Little Learners Academy

Bike Riding Group

Worry Worms

Say it Sound it Write it

Milo Humanoid Robot Sessions

For therapists and service providers

Technology for All

Teacher Talk TM

Key projects

In March 2017, we purchased a state-of-the-art Functional Electrical Stimulation (FES) treatment bike. The FES bike is used for physical rehabilitation and retraining to promote improved function, independence, health and well-being, particularly for people who have suffered from severe spinal cord and brain injury.

Rocky Bay therapists successfully introduced this treatment, which is already showing impressive results. For some of our clients, this is the only way they can improve their cardiorespiratory fitness. In the short time this equipment has been available, it has been accessed by 30 clients who have benefited from its amazing technology.

This year the DSC provided funds for Rocky Bay to organise Home Modifications training for 30 Occupational Therapists and Builders in the sector. This first training was conducted by Assistive Technology Australia from New South Wales. Following this successful session, the DSC granted permission for Sandi Lightfoot, (Occupational Therapist Consultant) to run another full day of training with the original group of sector occupational therapists, eight of which were from Rocky Bay. Ms Lightfoot also ran a follow-up session for senior management in the sector. We are grateful to have benefitted from this training which has made us better placed to advise clients how to make their homes more accessible.

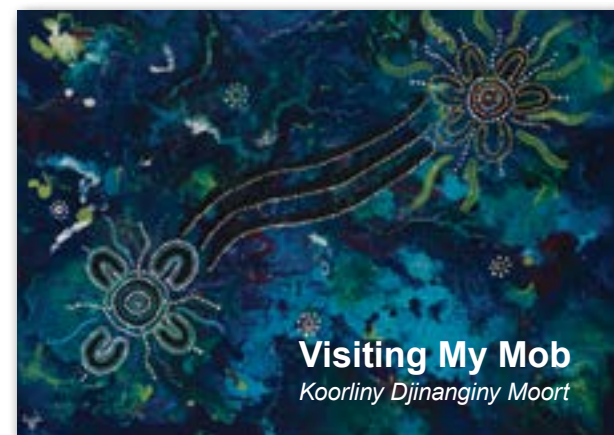
Thanks to a partnership agreement with Liberator we are excited to be able to offer clients the ability to trial and experience communication aids and devices free of charge before they commit to purchasing them.



Following two years of DSC funding, we were delighted to share the results and resources created through the 'Finding Different Ways' project. The project was successful in engaging with the local Noongar community in the Peel region and strong relationships were formed with community focus groups in Mandurah and Pinjarra.

Resources available to the public and other organisations to download include:

- 11 audio bites broadcast on Noongar community radio
- Five posters
- Three postcards
- Magnets
- A 'Finding Different Ways' pathway to guide individuals through the process of identifying and diagnosing disability and accessing services
- Children's book 'Visiting My Mob' to raise awareness of disability and autism in the local community



FINDING **DIFFERENT** WAYS

The year ahead

As the NDIS expands and margins tighten, productivity management and capacity planning will be a large focus in the year ahead. A major consideration is increasing the efficiency of staff who travel between Rocky Bay sites to visit clients.

Regarding projects, we're very excited to be expanding our Milo therapy service to more clients living with autism. Thanks to the generosity of the West Australian community we have been able to purchase another robot which means we can now assist children beyond the metropolitan area.

We have also signed an agreement with RoboKind to be the sole distributor in Australia, meaning more customers will be able to access this amazing technology.

We are looking forward to working with the Sensorium Theatre to coordinate Sensory Storytime in our new children's Therapy Playzone. The ten-week program will commence in July 2017.

Alicia walks again!



Happy family, thrilled by Alicia's success

Three years ago Alicia underwent major spinal surgery which resulted in her living with quadriplegia and a tracheostomy. After three months in intensive care the most Alicia could move was her fingers. Desperate to relieve the extreme pain she was feeling, her parents searched for a hydrotherapy pool.

Senior Physiotherapist, Zhao, and Alicia formed a special relationship, both equally determined for Alicia to reach her goals. Since Alicia's parents approached Rocky Bay, they haven't looked back. "No one else would take a quadriplegic in a pool with a tracheostomy" said Alicia. "Zhao was prepared to help me and it changed my whole entire life."

Following an intensive rehabilitation program, Alicia proudly walked again. More recently, Alicia enjoyed another 'first' when she transferred out of her wheelchair to a café chair to enjoy afternoon tea with her family for the first time.

We're so happy for Alicia and can't wait to hear what she achieves next.

Leisure and Independence

Overview

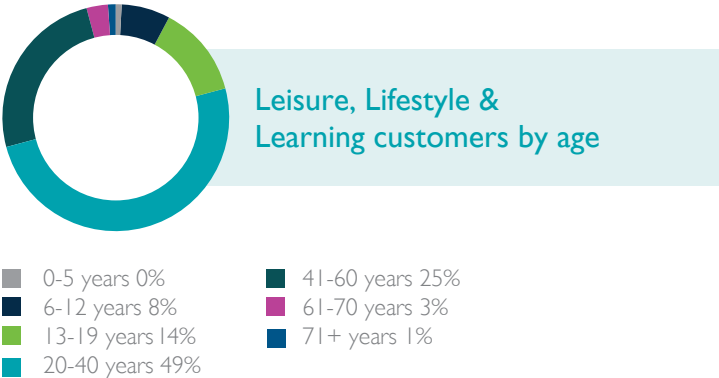
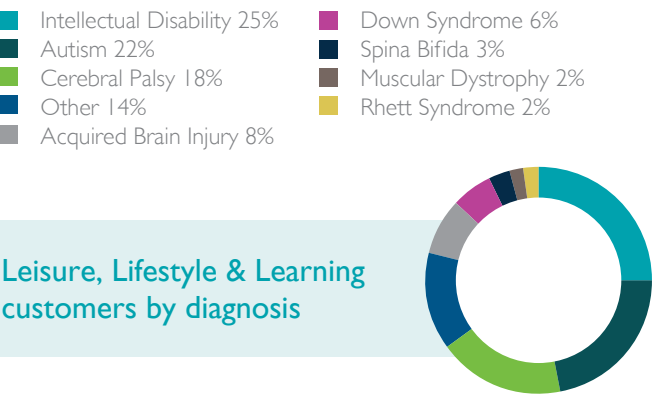
In November 2016, Rocky Bay merged with Valued Independent People (VIP). The merger was a great success, guaranteeing long-term support as well as offering a broader range of services to the existing 100 VIP customers. The merger increased Rocky Bay's footprint in the north with sites in Duncraig, Nollamara and Girrawheen.



Employment Services continue to provide exceptional support to people in the competitive employment market with offices in Cockburn, Osborne Park and Midland, plus outreach offices in Fremantle, Rockingham, Joondalup and Mirrabooka.

We are proud to have achieved excellent ratings this year, including a 100% pass grade from the ISC surveillance audit in September 2016 and two awards for 'Exceptional Practice' and 'Service Improvement' from the quality evaluation conducted in April and May 2017, which also recognised the success of the merger.

Following the division of block funding into individualised services, the Studio was restructured to ensure continuity of service for our customers. The team met with all customers and their supports and helped them connect with their relevant local coordinator for WA NDIS to begin the planning process. Currently, customers can attend art, pottery, woodwork and cooking classes in our main Studio at Mosman Park, in an individualised support setting.



Key projects

In addition to the merger, another highlight from this year has been the partnership agreement negotiated with Mirrabooka Adult Mental Health Services (MMHS) to deliver an Individual Placement and Support (IPS) program.

IPS is a model based on collaboration between MMHS, Employment Services and the jobseeker. Our Employment Consultant is based at MMHS, attends weekly case management meetings and receives referrals directly from the Mental Health team. This has fostered both a positive relationship with MMHS and allowed the team to diversify.

Thanks to the hard work and commitment of the Leisure, Lifestyle & Learning team, the Leeming Education Support Centre will now be encouraging more students to explore their post-school options with Rocky Bay.

A number of students from Leeming completed a program in Mosman Park over a two-week period where they explored different activities to see which program was the best fit for them. It was so successful that the Leeming Education Support Centre decided to make this an on-going partnership.

Throughout early 2017, three members of our Gardening Group were invited to take part in the City of Melville consultation process relating to the redevelopment of a new sensory play park in Melville.

Terry, Carolyn and Malcolm provided vital feedback to ensure that the park was accessible to all individuals with diverse abilities within the community. They provided input on the path layout, ease of access for wheelchair users and ideas for the new garden beds. The trio are excited to see their ideas brought to life when the park officially opens in August 2017.





Courses – developing skills for life and independence

For people living with disability

ASDAN Learning Course

The Duke of Edinburgh's International Award

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

Woodwork

Pottery and Mosaics

The year ahead

Leisure, Lifestyle & Learning continues to attract new customers, with services provided in the community and the home increasing. With the new sites in the north, the intention is to operate a north and south team to increase opportunities for customers to engage in their community. Leisure, Lifestyle & Learning will continue to expand services that appeal to our customers' requirements.

Whilst we are proud of our achievements in Employment Services, we recognise we face a major challenge over the next few years as the disability employment reforms are realised. Our efforts will continue to be focused on readiness for the impending changes whilst continuing to support job seekers on their employment journey.

Terry is the next Bond!

There is a new name being bandied about as a replacement for Daniel Craig as the next Bond – Terry Fleming! Aside from being a namesake of the famous author, Terry has dreamt of playing 007 for years. After his performance in recent masterpiece 'Gold Fist', we can see why.

The movie premiered to high acclaim at an outdoor cinema screening for 200 people at Rocky Bay in December. Terry delivered his lines with panache as he took on mighty arch enemy Gold Fist, played by Rocky Bay resident Kelvin.

The two-year project was led by Support Worker Ben Zabbia, who recently won a Rocky Bay 'Discovering Abilities' employee Star Award for his efforts.

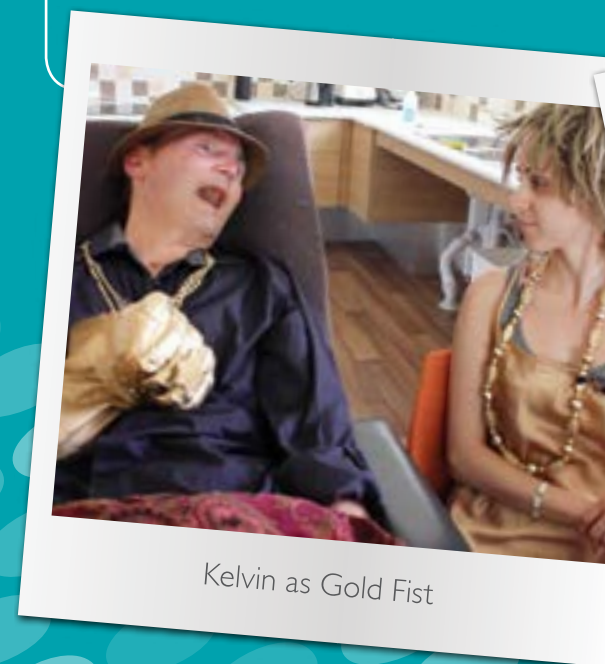
But it wasn't a solo effort by any means. Terry and four other residents Carol, Paul, Hamish and Dwayne had a big hand to play brainstorming ideas, writing the script, designing props and even producing the theme tune. They all gained a huge sense of achievement from being so involved in the creative process, taking on supporting actor roles and bringing Terry's dream to life.

The result was a really entertaining addition to the Bond franchise and a perfect night for all those who came to the premiere.

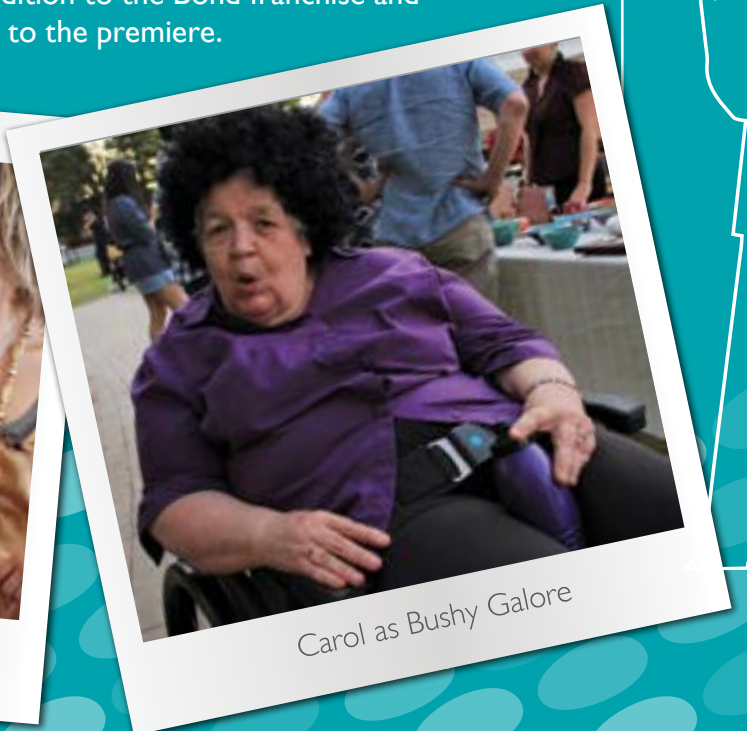


Terry as 007

007F



Kelvin as Gold Fist



Carol as Bushy Galore

Home and Community

Overview

The year started well with a glowing report from the Disability Services Commission (DSC) for Rocky Bay’s accommodation services. The quality assessment confirmed Rocky Bay met all six National Standards for Disability Services and identified exemplary practices as well as positive feedback around the involvement and presence of families at the Mosman Park site.

DSC Director General, Ron Chalmers, also visited our Como Group Home and congratulated the house on their commitment to achieving customer outcomes and the happiness of the residents.

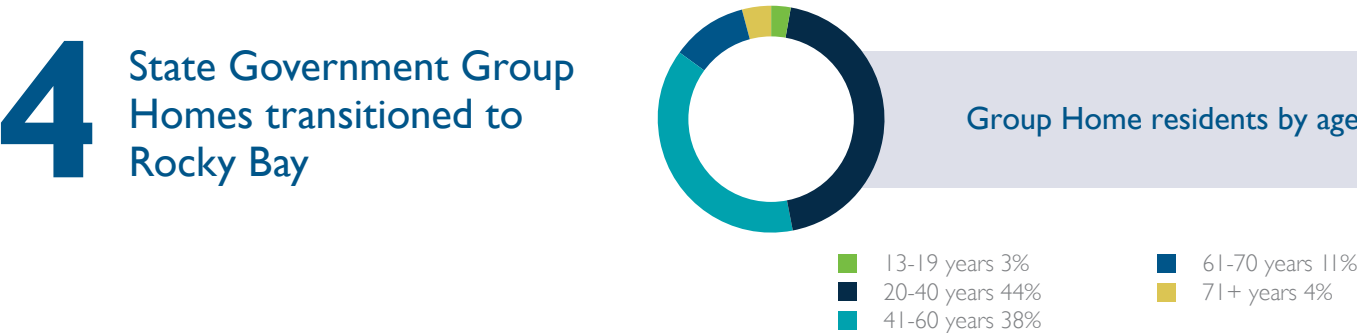
Following our growth in Group Homes last year, we’re delighted that families continue to choose Rocky Bay to provide support for their loved ones. A further four Group Homes transitioned from the DSC to Rocky Bay this year, taking our total to 12. To support this growth and ensure we maintain the highest standards of customer service, we have employed an additional Assistant Manager.

As part of a continuous improvement journey, Home and Community has collaborated with the Quality and Risk team to standardise all processes and documentation. A major review of the medication policy and procedure was undertaken, resulting in a new system being established. In addition to this, a thorough chemical restraint and medication competency audit has been completed across all accommodation venues.

Once complete, training sessions were held with all staff to ensure the new policies were understood and implemented effectively.

With robust policies and procedures in place, Rocky Bay can continue to assure customers and their families that we are providing the highest standards of care in a safe and secure environment.

In line with our commitment to staff development, we have built on the success of the Emerging Leaders Program launched last year by extending the program to include external training for Assistant Managers and other identified emerging leaders.



Key projects

Customers are at the heart of all our decision-making, so listening to feedback received, we made some significant changes to our staff rosters to provide more choice and increase continuity of service.

Following feedback from families, the Beach House respite accommodation was formally made into a female-friendly venue with an all-female staff team.

We are also delighted to have eased the financial process for customers and families, so they now find it much easier to access their money and review their spending.

Safeguarding our customers will always remain at the forefront of our service delivery. We are pleased to have increased the already high security in place, with the introduction of personal alarms for every house, which is monitored by an external contractor as well as improvements to lighting, fencing and gates.

The year ahead

We have identified many projects for 2017-18 as part of our commitment to continuous improvement.

Throughout the next year we will be meeting with families and carers to try to reduce the use of chemical restraints where feasible and not a risk to the individual. We will also be embarking on a Positive Behaviour Support project to be prepared ahead of the introduction of the 2020 Quality Framework.

2017-18 will also see the transition of two Group Homes and recruitment of night managers with responsibility for on-call duties.

There are also several exciting plans in place for our Group Homes. One of the priorities is assessing the living environments in homes that have transitioned from the DSC to make them as homely as possible for our customers. We will also be embarking on a project to provide more social and leisure opportunities by accessing our hubs and a pilot project that aims to improve IT access for all houses.

Training is still high on our agenda, with the next item being the introduction of a 'champion' in each house who will receive training to promote person-centred support by acting as a role model, sharing good examples and raising this as a standard agenda item at team meetings.



Mark reconnects on Sorry Day

Mark didn't participate in any community activities before joining Rocky Bay. Happily, things are different for Mark now. He's becoming more connected with his heritage and culture and loves spending time with his family.

"Mark was so excited to go to the Sorry Day Festival at Wellington Park with his sister," said Kylie Griffin, Team Leader at our Yangebup Group Home. "It was a special experience for him to have the opportunity to reconnect with his indigenous heritage."

Fellow Yangebup resident, Darryl, attended the festival with Mark and loved the atmosphere. Kylie said, "He showed me a book with an Aboriginal flag and watched a man playing the didgeridoo before the event. It's great to see him having so much fun. The look on his face says it all."



Mark reconnects



Darryl loving the atmosphere

Human Resources

Overview

Throughout the year the HR division supported a substantial period of organisational growth as well as managing the requirements associated with the merger with Valued Independent People. The merger involved significant work, including well-planned employee communications, due diligence, mapping roles for staff transferring from VIP as well as preparing for a mass induction of 100 staff members.

The HR division also adopted a number of new approaches to ensure we struck the right balance between filling vacancies promptly and recruiting the right people that reflect Rocky Bay's values and commitment to our purpose.

One of our major achievements was receiving the Platinum WorkSafe rating from the Government of Western Australia, which is the highest in its category. Our people are our most important asset and it is a testament to the dedication of our Safety team, plus the diligence of every staff member that we achieved this exceptional rating.



Key projects

In August 2016, Rocky Bay's recruitment software was upgraded which increased automation, improved efficiency, measurement and reporting.

In late 2016, a values-based recruitment model was trialled, as well as Group Assessment Centres for volume recruitment. Both new approaches are already yielding positive results with reduced time to hire and increased quality and cultural fit.

Reducing the use of recruitment agencies has been a key focus over the last 12 months and we are pleased to report a downward trend thanks to increased monitoring, cross-team collaboration and the development of a permanent 'casual pool'.

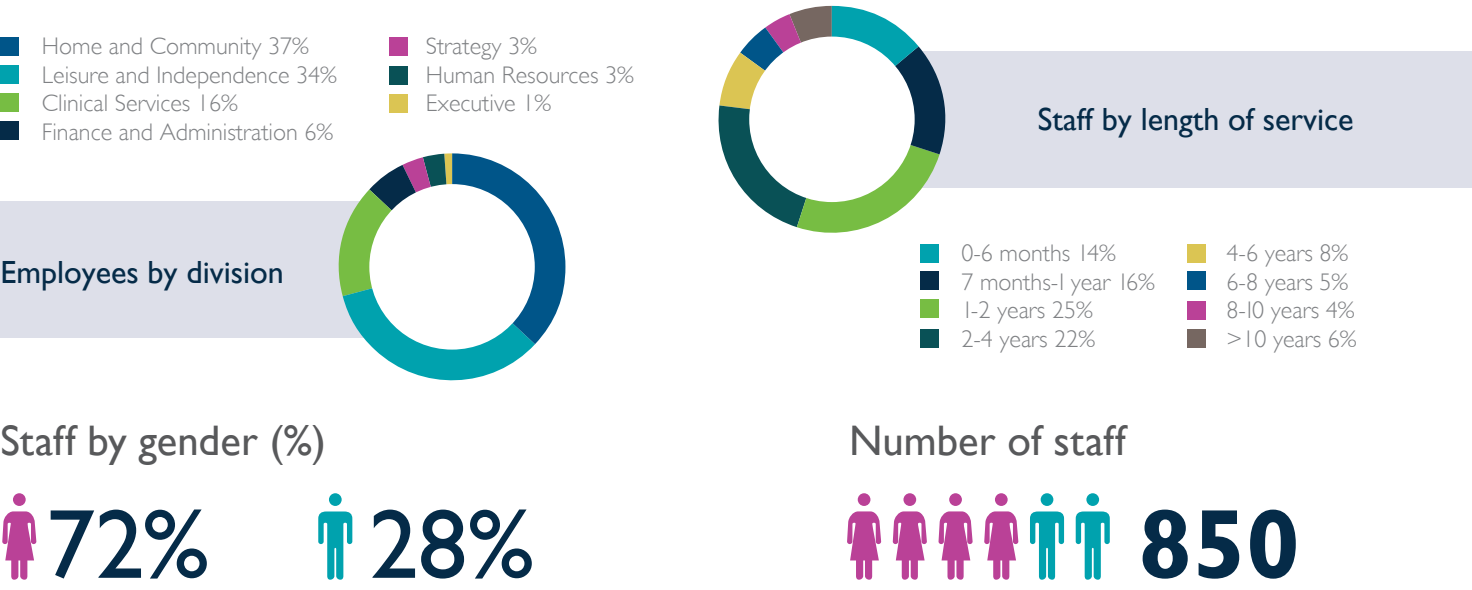
The year ahead

Whilst below the industry average, we still need to reduce staff turnover through better recruitment, on-boarding and more touchpoints throughout the employee lifecycle.

Having reaped the rewards of the Emerging Leaders program in our Home and Community division, we are keen to expand the training to other divisions, including tailored programs for Clinical Leaders and Team Leaders.

As we predict growth and recruitment to continue, the training team will focus on the development of an online platform to improve our induction process and offer more efficient training opportunities for mandatory or scheduled training updates.

We know we provide the best customer experience when permanent staff support our customers, so monitoring agency usage will remain a priority throughout 2017-18.



Staff development

Overview

Rocky Bay wouldn't be the successful organisation it is today without our people. It is due to the dedication and commitment of our staff that we generate so many wonderful outcomes for our customers and deliver long-lasting benefits to the Western Australian society.

As such, we are committed to investing in our people and 2016-17 saw over 500 employees benefit from professional development.

Key projects

One of the major achievements was the successful delivery of the Certificate III in Individual Support to 26 Disability Support Workers.

The staff induction program has grown to two sessions per month to support organisational growth.

Additional compliance reporting and training has been delivered to Disability Support Workers to ensure they thrive in their role and continue to provide excellent service to our customers. Following the success of the Emerging Leaders program in our Home and Community division, the training will be expanded to other divisions, including tailored programs for Clinical Leaders and Team Leaders.

The year ahead

The focus for the next 12 months will be on the development of an online platform to complement our induction and mandatory training process.

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:

Sarah Chudy

Senior Physiotherapist

Destination: Canada (Toronto and Montreal)

Focus: The provision of early intervention in disability services and emerging areas

Bethany Cunningham

Project Coordinator, Finding Different Ways

Destination: Canada (Toronto and Ontario)

Focus: How Rocky Bay can work more effectively with people from diverse cultural backgrounds

Nicky Ryan

Occupational Therapist

Destination: Netherlands and United Kingdom (Nijmegen and London)

Focus: Clinical and community therapy services, parental coaching observations and assist with developing portfolio for upper limb and children's rehabilitation services

The
Rocky Bay
Foundation

2016 Star Awards



Our staff are the spirit of Rocky Bay and are fundamental to our success. The Star Awards program was established in 2015 to recognise exceptional performance, effective behaviours and outstanding achievements that fulfil Rocky Bay's purpose and values.

'Optimising Quality of Life'

Recognising an individual or team who has made a significant difference to someone's life.



Bryn Butler

Bryn identified that a customer required sensory toys as part of their therapy. He joined the Noah's Ark Toy Library, who provided helpful ideas to enrich the lives of his customers. Thanks to Bryn, Noah's Ark Toy Library now brings joy to customers in many of our Group Homes.

'Working Together'

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



Two individuals were recognised for their excellent collaboration.

Portia Ho and Abby McLennan

Nothing is too much for Portia, she is always willing to go the extra mile. Her consistently positive attitude has seen her receive glowing feedback and praise from staff and customers.

Following the merger with VIP, Abby was promoted to Team Leader. Abby rose to the challenge immediately and her co-operative approach kick-started the development of great internal relationships between Leisure, Lifestyle & Learning and other departments.

'Looking for Better Ways'

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



Shelby Higgins

Shelby's role within Home and Community is more than a job; she is invited into the lives of her customers. She makes new team members feel at ease and always ensures the administration is completed to a high standard.

'Providing Excellent Customer Service'

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



Anna Sanfead

Anna consistently provides efficient and friendly service no matter how busy she is. She is a reliable team member and always approaches her work with a positive attitude.

'Discovering Abilities'

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



Gosnells Guest House

The team at Gosnells Guest House consistently provide a fun and friendly atmosphere for the residents. The team have embraced the cultural diversity of the residents and work together effectively to enhance their quality of life.

'Being Professional and Accountable'

Recognising an individual or team who exemplifies good process.



Wendy Jones

Wendy is passionate about the services offered by her team. Wendy worked tirelessly through a Department of Health review, pouring all her energy into making it a success.

'Outstanding Contribution'

2016 Winner: John Roberts

As a long-term employee of 35 years, John has been a part of Posture Tech since its inception. He has held various roles within Rocky Bay, beginning as a Carer. John is now the 'go to' for all equipment needs as Workshop Supervisor, taking on and succeeding in many challenges during his time.

Training


Overview

Rocky Bay has remained a respected provider of industry training to external clients and organisations. Throughout the last year, we have provided training to charitable groups, educational institutions, community organisations and disability service providers.

Key projects

A highlight of the last year was partnering with Sodexo to deliver approximately \$20,000 of training in Mental Health First Aid, CPR and Disability Awareness for 50 staff at the Melaleuca Remand and Reintegration Facility.

Training for external organisations
Salvation Army
Communicare
Programmed Health Professionals
Health Care Australia
Belridge Secondary Support
Prendiville Catholic College
Corpus Christi College

Number of external organisations trained **22** 

500+ External participants

A Customised Manual Handling program was delivered to 60 students living with disability at Leeming Senior High School Education Support Centre and Canning Community College Special Education Support Centre, as well as 16 staff from Prendiville Catholic College.

The year ahead

Our planned expansion as a registered training organisation will ensure we can deliver the Certificate III in Individual Support to external clients, as well as increasing our scope to include the Certificate IV in Disability.

Courses
Safeguarding
Disability Awareness
Medication Training
Manual Handling
Hoist Use
PEG Use
Catheter Care
Suppository Training
Provide First Aid
Mental Health First Aid
Eating, Drinking and Swallowing
Epilepsy/Midazolam

Building global partnerships



Rocky Bay is a proud member of **Ability First Australia (AFA)**, an Australia-wide alliance of 13 leading disability support organisations with a shared goal of ensuring all Australians living with disability have access to programs that maximise their potential.

In early 2016 Michael Tait was appointed as Director of AFA. AFA Chairman Phil Cave, said of Michael's appointment as Director, "Michael is an outstanding advocate for AFA's work and has led Rocky Bay, one of AFA's founding members, through an incredible period of growth. The Board looks forward to working with him and welcoming him at our meeting in September."

In 2017 the AFA committed to using the strength of the group to support its members through policy and government advocacy, knowledge sharing, fundraising support and strategic partnerships with stakeholders, such as ministers and departmental officials.



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.

In 2016, Harveena Singh, Employment Services Assistant Manager, secured a scholarship to visit Easterseals in Florida, New York and Montana to explore employment service practices overseas. From this trip Harveena hopes to share the knowledge and experience she will gain in a practical setting to bring new ideas to Rocky Bay and influence current employment services practices and methodologies.

Bethany Cunningham (Project Coordinator, Finding Different Ways)

Bethany visited 14 organisations in Ontario, Canada to explore ways in which other organisations provide competent and appropriate services to people from culturally and linguistically diverse backgrounds. Organisations she visited include disability service providers, universities, mental health organisations, a children's hospital, a law firm, a youth homelessness organisation and Aboriginal organisations.

This enriching experience allowed Bethany to identify how Rocky Bay could work more effectively with customers and staff from diverse backgrounds. It also provided an opportunity for Rocky Bay to build relationships with other organisations for future collaboration. Speaking of the experience she said, "the knowledge I gained has provided the opportunity for me to develop both personally and professionally and I look forward to integrating my findings to shape Rocky Bay into the future."





Friends of Rocky Bay

'Friends of Rocky Bay' is a community engagement program where individuals can support Rocky Bay through skilled volunteering, pro bono support or special offers and services for people living with disability.



Volunteers

This year, over 80 volunteers provided over 2,500 hours of support. As a not-for-profit organisation the support we receive from the Western Australian community makes an incredible difference. From helping in our art studio, organising trips and helping at events, all volunteers contribute to optimising the quality of life for people living with a disability, and for that we are extremely grateful.

In October 2016, Rocky Bay volunteer, Kevin Casey, received a 10 year Long Service Award from the Town of Mosman Park Mayor, Ron Norris, at the annual Volunteer Awards. Rocky Bay also recognised Kevin with a 10 year Loyalty Award.

When Kevin joined Rocky Bay as a volunteer, he was paired with customer, Stephen. They hit it off immediately, going for weekly coffee catch-ups, watching movies and taking walks on the beach with Peggie, Kevin's dog. Ten years later, they have formed a special friendship, with Kevin continuing to support Stephen as his communication skills began to decline. Seeing Kevin formally recognised for his incredible commitment and contribution to Rocky Bay was a real highlight this year.



Helping dreams come true for our customers

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 28 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.

Daniel rocks with Axl



Daniel creates memories to last a lifetime

Daniel lives at home with his Mum, older brother and sister. With limited funds available, Daniel always thought that seeing his favourite band live in concert would remain a dream – until he joined Rocky Bay!

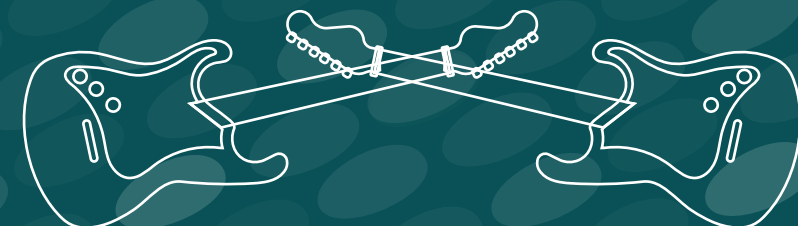
A surprise Wishing Tree application was submitted for Daniel to attend a Guns N' Roses concert, and acquire a new outfit to ensure he looked the part – including a souvenir t-shirt.

Daniel, his brother Chris and Support Workers enjoyed a delicious dinner at Dôme Café before heading to the concert. When the roar from the Guns N' Roses concert began, Daniel excitedly danced and played air guitar to the opening act, Wolfmother.

Between sets, encores and Slash solos, Daniel created memories to last a lifetime.

He loves his Guns N' Roses t-shirt, which his mum washes every day, and his concert program is beginning to fall apart because he's looked at it so many times.

Daniel related his experience to Support Workers, Kate Kessler and Craig Johnston who wrote, "I would never have got the chance to experience this amazing night without the support of Rocky Bay".




2016-17 Customer Highlights



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 customers living with disability.


 **Lotterywest**
Lotterywest has made it possible for many of our customers to receive grants to modify homes and vehicles, and purchase assistive technology that will improve their quality of life. Under the Chair of Ms Heather Zampatti, Lotterywest has been a wonderful supporter of Rocky Bay over many years and we are indebted to them.


 **State Government, Disability Services Commission**
For the past 30 years, the State Government, through the DSC, has continued to provide Rocky Bay with recurrent and one-off grants and we thank them for their support during the year. As the DSC has joined the Department of Communities, we look forward to building a strong professional relationship with the Department in the years to come to best meet the needs of individuals living with a disability.

 **Disability – Employment Services**
The Commonwealth Government, through the Department of Social Services has again provided Rocky Bay with funding to assist 390 clients find and maintain employment. We thank them for over eighteen years of support for this program.

Deloitte. Deloitte
Deloitte has been a long-term supporter of Rocky Bay, providing skilled training sessions to staff and volunteering as part of their international 'Impact Day' for five consecutive years. Rocky Bay is incredibly grateful for their on-going support and contribution to help optimise the quality of life for people living with disability.

 **Zurich**
Zurich has kindly agreed for Rocky Bay to access up to \$15,000 to be used for Occupational Safety and Health (OSH) related training to promote a safety culture across Rocky Bay. Zurich have supported Rocky Bay for many years and this investment in organisational safety has shown dividends with our receipt of the Platinum WorkSafe rating this year. The 2017 funds will enable further OSH representative training and trialling equipment that will aim to reduce the strain placed on staff when completing manual tasks.

 **LandCorp**
LandCorp employees raised more than \$14,000 as part of Landcorp's Employee Giving Scheme to support customers at our Nollamara office – a former VIP site. We were able to purchase a much-needed replacement ceiling hoist and provide respite for customers. We would like to thank LandCorp for making VIP the beneficiary of its program.

 **AHG**
Automotive Holdings Group (AHG) have hosted 13 successful Corporate Golf Days to raise over \$1.8 million for Rocky Bay. We would like to thank AHG and in particular, former Managing Director Bronte Howson and Chief Operating Officer Tony Salerno, for their support in facilitating this event over many years.

 **Royal Fremantle Golf Club**
The Royal Fremantle Golf Club have supported Rocky Bay over three decades with their annual Rocky Bay Charity Golf days. Rocky Bay thanks the committee, as well as members of the club for their continued support.

Fremantle Dockers
The Fremantle Dockers announced Rocky Bay as one of their charity partners for 2017, helping us raise awareness about disability and the services we provide, as well as kindly donating tickets for our customers to attend games.

Stan Perron Charitable Foundation
We would like to thank the Stan Perron Charitable Foundation for their contribution to the construction of stage two of the Patricia Kailis Centre. Without their generosity we would not have been able to create a facility that will deliver new programs in rehabilitation and specialist children's therapies, and support more people to live independent lives through advanced technology solutions.

Jason Kell
Jason Kell and his business, Enduraclad, are long-term supporters of Rocky Bay. When Jason won the 2017 Western Australian Medium Business Award, he kindly donated the \$5,000 prize money to Rocky Bay. We thank Jason and Enduraclad for their continued support, which has helped more children living with autism access services.

Schubert Family
Olympic Gold Medal winner, Grant Schubert, his wife Julie, daughter Zoe and son Jai participated in the 2017 HBF Run For a Reason to raise funds for Rocky Bay. Our Clinical Services team helped support their son, Jai's, development who lives with Bethlem Myopathy, a rare form of muscular dystrophy. The Schubert family raised an amazing \$11,000 for Rocky Bay. We are incredibly grateful for their advocacy and continued support.



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 2016-17.

Accessible Transport Specialists	Dr H Raith	JLT Australia	Nedlands Volunteer Resource Centre
AccessPay	E & C Knowles & T Fricker Memorial Trust	JW Sutton	Quick Corporate
AMC Commercial Cleaning	Estate of Golda Mary Hart	Kmart Australia	Realmark Real Estate
Anson	Estate of John Alexis Boyce	L & N Wilkinson Trust	RG Wilson Estate
Australian Executor Trustees	FJ Longhurst Charitable Trust	Margaret Harper Charitable Trust	Rotary Club of Karrinyup
Busselton Lions Club	Hardie Foundation	Mr & Mrs W & M Packer	Scotch College
Café Rous	Hesta	Mr E Heal	Spinifex Trust
City of Katanning	Iona Presentation College	Mr G Lees	St Hilda's Anglican School for Girls
Claremont Nedlands Lions Club		Mr N Buhari	Volunteering WA
		Mrs S Richards	Woodside Petroleum
		Mr S Tonkin	



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