

Annual Report 2017-18



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



In this photo: Rocky Bay customers

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Cover page photo: Occupational Therapist, Nicole Ryan, with customer Arabella

Chair and CEO report

It has been another successful year for Rocky Bay, with over 3,000 customers across Western Australia receiving life-changing services and support.

It was pleasing to see our customer's faith in Rocky Bay has grown over the past year, with satisfaction of our services the highest it has been since 2015 at almost 90 per cent.

Over 70 per cent of our customers agreed that they are supported to achieve their goals, their choices are supported and that they are involved in the decision-making process, which is of a high priority for us. It was also very pleasing to see that 73 per cent of our customers believe that Rocky Bay's services have had a positive impact on their lives.

To ensure we are providing the best possible service, we want to ensure that our customers spend less time travelling and more time accessing services. We are investing significantly in our Perth facilities to enable those living in the metropolitan region to have a quality Rocky Bay facility within 20 minutes of their home.

In August 2017 we opened stage two of the Patricia Kailis Centre in Cockburn, made possible thanks to the generosity of the Stan Perron Charitable Foundation and The Rocky Bay Foundation. The facility includes a rehabilitation centre, a demonstration room aimed at increasing the use of advanced technology, and dedicated children's therapy play zone, ensuring people in Perth's south have access to the latest therapy techniques.

Rocky Bay's Mandurah facility opened in September 2017, that provides improved facilities for our customers and sufficient room to support the growth of our clinical and community access services. Our new office in Ascot opened in November 2017, ensuring customers can access a broader range of services in a larger, newly refurbished building, which is fully accessible and has good transport links and plenty of parking.

We also opened our new facility in Gosnells during the year and completed a host of refurbishments to our Duncraig site, including the upgrade of therapy and rehabilitation rooms with the latest equipment to allow us to continue to provide high quality services to our customers.

Most recently, formal approval was received in January to redevelop our ageing Mosman Park facility. Following five years of planning and community consultation, the long-awaited approval means we can start to bring the vision to life and create a facility which meets the future needs of our customers.

Our annual golf day returned to the Royal Fremantle Golf Club in April 2018, with 100 representatives from 25 participating teams digging in to support Rocky Bay. We appreciate the support of those who attended the day and helped raise much-needed funds for crucial therapy and rehabilitation equipment to help people living with disability live more independent lives.

We were extremely proud of Rocky Bay's Therapy Professional Services – Children Services team who were named finalists in the Excellence in Innovation category of the 2018 WA Disability Support Awards.

The team conducted a pilot project using a humanoid robot named Milo to help children living with autism develop their social skills, with results showing increased improvement in their conversational skills, play and understanding emotions.

Following a long period of uncertainty, the Commonwealth and Western Australian governments announced in December 2017 that WA would join the nationally-delivered National Disability Insurance Scheme (NDIS). We welcome this decision, which provides clarity for people living with disability, their families and carers, and ensures customers could plan with certainty into the future.

Our Values

Providing Excellent Customer Service

Looking for Better Ways

Working Together

Being Professional and Accountable



Pictured: Our customer, Amy

Rocky Bay would not be where it is today without the ongoing support and generosity of our customers, supporters, partners, friends and the wider WA community. We thank each and every one of you for believing in our vision and helping us achieve our purpose.

We also extend our sincere appreciation to the Board and staff for their commitment and support of Rocky Bay. We are forever in awe of the incredible work carried out for the betterment of our customers.

As Rocky Bay approaches its 80th anniversary, we look forward to continuing to work together to improve the quality of life for those living with disability in Western Australia.



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 all disabilities in Western Australia. Serving the community for 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

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

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

Training and Development

Training the sector and beyond to support those living with disability

- Training courses and on-the-job training services
- Highly experienced training team offering practical, hands-on and theory based training



In this photo: Rocky Bay CEO, Michael Tait and staff at the Patricia Kailis Centre in Cockburn



2017-18 in figures

Number of staff

890



3,000+
people supported

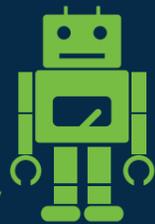
233,173

Leisure, Lifestyle
& Learning
hours of service



86%
of customers will
stay with Rocky Bay
for at least a year

1,657



clients accessing
Therapy and
Assistive
Technology

24



locations

97%

of staff believe
in the purpose
and values of
Rocky Bay



2,500
volunteer hours

36



external
organisations
provided with
training

Guest Housestays

741



Patron, Board & Executive



Patron

Her Excellency the Honourable Kerry Sanderson,
AC, Governor of Western Australia
Until April 2018

Board members



Graham McHarrie
Chairperson



Susan Male
Deputy Chair



Chris Catlow



Paul Klein



Carolyn Hall



Miriam Borthwick



Veronica Parish



Jeff Holloway



Garry Johnson



Chris Ryan



Martin Wandmaker



Richard Diermajer
(until April 2018)

Executive team



Michael Tait
Chief Executive
Officer



Adam Maxwell
Chief Financial
Officer



Trevis Lawton
Director
Strategy



Allison Adams
Director
Human Resources



Linda Chiu
Director
Clinical Services



Jane Edmond
Director
Home & Community



Kylie Murphy
Director
Leisure & Independence

Financial Summary 2017-18

Operating Result	2018 (\$' 000)	2017 (\$' 000)	2016 (\$' 000)
Income from State Government	57,242	48,164	35,998
Income from Federal Government	5,629	3,903	3,345
Other Income	5,382	5,621	4,941
Capital Grant Income	1,960	895	1,166
Revenue	70,213	58,583	45,450
Total Labour Costs	(52,599)	(44,764)	(33,043)
Other Costs	(12,939)	(9,775)	(8,373)
Earnings before Depreciation and Mergers	4,675	4,044	4,034
Depreciation and amortisation	(2,618)	(3,364)	(3,012)
Gain from Merged Operations	0	4,886	369
Comprehensive Income for the year	2,057	5,566	1,391

Working Capital	2018 (\$' 000)	2017 (\$' 000)	2016 (\$' 000)
Current Assets	29,640	25,442	20,745
Current Liabilities	(20,015)	(17,894)	(13,959)
Working Capital	9,625	7,548	6,786

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



In this photo: Our customer, Malcolm, watering Rocky Bay's garden

Rocky Bay Strategic Plan 2018-2020

Our Vision

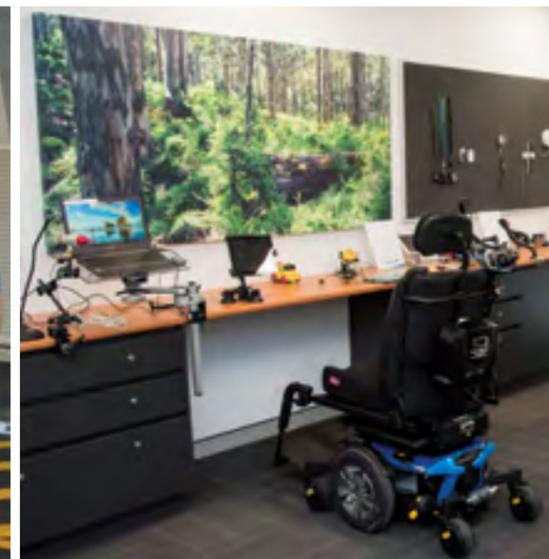
- Be recognised as a principal disability service provider within Western Australia
- Lead the disability agenda amongst peers through world-class services and facilities
- Be financially sustainable under a fully implemented NDIS
- Have successful, full service hubs established across metropolitan Perth

Environment

The disability sector has undergone significant change over the past four years as a result of the National Disability Insurance Scheme (NDIS).

As reforms to the disability sector continue to be rolled-out across WA, Rocky Bay has aligned its long-term strategy with a focus on seeking new methods of operation, ensuring more efficient practices and more closely attuning the business to our customer's needs.

Key Strategic Areas



Goals

Strategies

	Customers (Our Services)	Marketing & Communications (Our Brand)	Workforce (Our People)	Capability	Information (Our Knowledge)	Assets (Our Resources)
Goals	<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"> • Provide a challenging, rewarding and safe working environment 	<ul style="list-style-type: none"> • Maximise staff utilisation and flexibility to deliver 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 • Maintain and develop a strong and sustainable financial position
Strategies	<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"> • Define effective ways of attracting and retaining our employees • Develop the capability of our people 	<ul style="list-style-type: none"> • Identify and improve HR systems, policies and practices to meet our changing environment 	<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 • Instigate effective asset management practices • Develop and implement an ICT Strategy • Implement effective business forecasting mechanisms



In this photo: Customers Anthony and Alex playing in the Patricia Kailis Centre in Cockburn

Strategy update

Rocky Bay is currently updating its 2018-20 Strategic Plan to have a greater focus on customer experience, capacity building and financial stability. As the strategic direction of the organisation continues to adjust to the changing landscape of the disability sector, Rocky Bay has set clear priorities and goals which provide a positive outlook for future success.

Rocky Bay released its *Metropolitan Footprint Plan* during the year, which will see service centres located within 20 minutes of any area of the Perth metropolitan region. The plan was developed in response to the changing needs of our customers and has resulted in considerable capital expansion with hubs established in Rockingham, Gosnells and Ascot. Planning is also underway to substantially redevelop the Mosman Park head office to ensure the facility continues to meet the needs of our customers well into the future.

During 2017-18 Rocky Bay completed a number of technology projects to ensure the best return on investment from existing infrastructure, which included the finalisation of stage one of a new client management system – Penelope. The Penelope system will enable Rocky Bay to offer more personalised services by creating a single-source of truth for customer information.

Significant work was undertaken to manage the growth of new business and transition customers from legacy service models into the NDIS during the year. The Customer Engagement team was expanded to support the increased workload, ensuring Rocky Bay continues to provide strong customer service and assists people both internally and externally to understand how to extract the maximum benefits from the scheme. It is hoped there will be increased stability and simplification over the coming year with the full rollout of NDIS commencing and traditional models being phased out.

Rocky Bay's marketing and communication functions saw key personnel changes during the year, and a review of the way we currently undertake branding and fundraising was completed to ensure we are well-placed to promote the organisation as we move towards individualised funding models. Throughout the year we delivered considerable support to our operational areas, through expositions, events and printed materials, as well as driving some larger corporate initiatives such as tender preparations.



In this photo: Artist impression of the proposed Mosman Park redevelopment

Therapy and Assistive Technology

During 2017-18, Rocky Bay undertook extensive engagement to ensure staff were adequately prepared for the transfer of clients from the WA National Disability Insurance Scheme (WANDIS) and block to the National Disability Insurance Scheme (NDIS). A key focus of the organisation continued to be ensuring more accurate prediction of workforce requirements to meet demands, while cancellations of appointments has been flagged as a concern.

Key projects

Rocky Bay finalised an agreement with Robokind in Texas as an Australian supplier to resell Milo – a robot which assists with social skills education. The Milo Roadshow for educators took place in May and June at Cockburn Central, Mandurah and Ascot, with the teachers who attended all extremely positive about the new technology. This resulted in a number of schools seeking funding to purchase a robot.

The completion of a successful pilot in Mandurah saw Rocky Bay increase the number of schedulers being used across Perth, aimed at reducing the administrative burden for clinicians and increase their capacity to undertake more face-to-face clinical work.

During the year, Rocky Bay entered into discussions with Motor Neurone Disease Association WA to manage their loan equipment in the warehouse at our Cockburn facility. Rocky Bay secured a contract with the Department of Housing during the year to complete their Home Modifications Assessments.

Following the success of the Certificate IV Assistive Technology Mentoring program in April 2018, funding was secured from the Department of Communities for a further seven places to be offered in July.

Our Clinical Services staff attended an introduction to the mindsets and artful conversations of A+B workshop in April 2018, aimed at building more positive customer relationships. The feedback was



Pictured: Milo

overwhelmingly positive and staff gained a greater understanding of how to hold more beneficial conversations with customers.

The implementation of a dashboard for individual clinicians to self-monitor proved very beneficial for both management and the clinicians. The Clinical Services department was also successful in the two Quality Service Evaluations for Rocky Bay's management of Community Aids and Equipment Program funds and Therapy Professional Services.



In this photo: Senior Occupational Therapist, Danielle Smitham, and customer Paul

The Therapy Professionals' management team are currently developing strategies to increase capacity and monitor efficiencies using utilisation reports. Together with senior leaders, the team are looking at the clinical service pathways and how to support staff through the changes. We are also reviewing the different competencies and skills required for the complex needs of an individual, in order to ensure the continual quality of services.

Rocky Bay is committed to working with staff to ensure they understand how the organisation's culture and values impacts on good customer service, with the current climate placing a greater importance on each interaction we have with our customers. We acknowledge our Clinical Services staff for their effort and support in assisting us to achieve our utilisation KPIs.



In this photo: Our customer, Tom, having hydrotherapy

Leisure and Independence

Rocky Bay's Leisure and Independence services continued to ensure customers and staff are working and receiving services in and around their community. The Gosnells office will provide a new venue offering services and support to local customers.

Rocky Bay's employment services ceased operations as of 30 June 2018, following the requirement for all providers to retender for Disability Employment Services contracts. As a result of this process the organisation's contracts were reduced considerably, and it was decided to close the program prior to the commencement of the new contracts. All customers were successfully referred to other providers.

Staff impacted by this change were offered the opportunity to be considered for other roles within Rocky Bay or to be redeployed to other agencies. This resulted in 24 staff either finding work within our organisation or with one of our counterparts post closure.

Key projects

The team in Mandurah worked closely with children and young people eager to learn new skills and make friends. Working with local schools, Rocky Bay offered a weekly Friendship Club which saw children rely on public transport to make their way to and from the venue, teaching them time management skills, how to navigate the public transport system and developing social skills. The team are looking to rollout the program further in 2018-19.

Travel and transport are undergoing changes following the introduction of the NDIS to WA and Rocky Bay is currently looking at the appropriate fees and charges for access to the fleet, with new pricing to be introduced in 2018-19. Maintaining safety whilst driving will be a key priority for the organisation in the coming year, to ensure our customers and staff always return home safely.

The Studio was offered the opportunity to prepare bespoke art pieces for National Disability Services as gifts for visiting dignitaries and forum speakers, which were well received. Rocky Bay also commissioned artwork for the new hubs that opened around the Perth metropolitan area. Large paintings and prints can now be found hanging in all major venues, highlighting the creativity and ability of our customers. The Studio also held its annual exhibition, where many pieces were sold to staff and family, and customers received orders for bespoke pieces.

Family Services underwent a quality evaluation during the year, as they include predominantly block funded respite services, such as our Guest Houses. The evaluation saw Rocky Bay receive one Exceptional Practice and four Service Improvements, while no required actions were recorded.



In this photo: Disability Support Worker, Marandal Ayres, and customer Carolyn



In this photo: Ewen's dreams came true when he met Scooter Christensen of the Harlem Globetrotters



In this photo: Volunteer, Gill Sturgeon, and our customer, Michael, cooking in the Studio

Evaluation highlights



It was clear that Rocky Bay is a **transparent organisation**, that is willing to listen and take on board feedback and proactively change practices as a result



The training on offer is **very comprehensive**

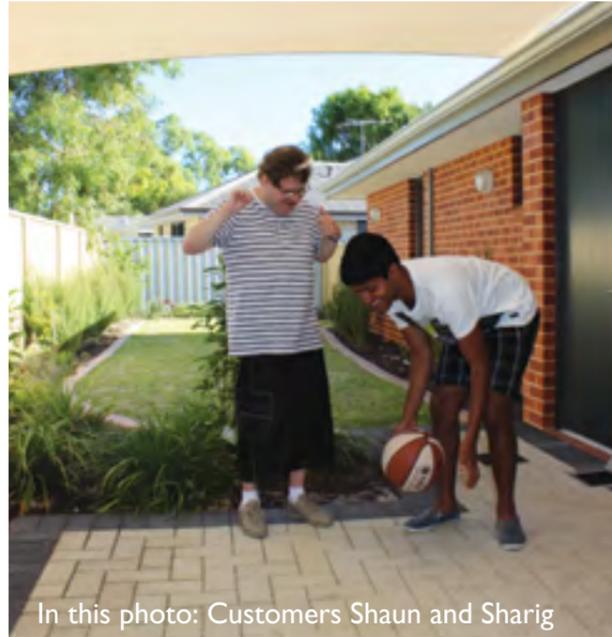


Rocky Bay has good staff and **really values its people**



Feedback on Guest Houses was positive, with families valuing the friendship weekends, level of activity outside of the house and engaging in household chores

Home and Community



In this photo: Customers Shaun and Sharig

Following two years of rapid growth and the transition of the final Disability Services Commission house in December 2017, 128 customers are now using Rocky Bay's permanent accommodation services – an increase from 44 customers in 2015. As the period of growth eases into business as usual, the focus for Rocky Bay will be on ensuring the provision of high quality services to our customers.

The focus for the year ahead will be on the successful transition of Rocky Bay's services to the NDIS and supporting customers and their families through this time of change. It is anticipated we will experience a few challenges along the way, and recognise the need to review our current transport arrangements and the provision of nursing services, both of which do not attract high levels of funding from the new scheme.



Pictured: Customer, Jan, celebrated her birthday with a day trip to Rockingham

The NDIS also brings with it a range of opportunities, one of which will be to explore the possibility of designing and building our own accommodation for people living with disability to fill the gap in good quality, low density housing where people can thrive and feel safe in their local community. Rocky Bay will also undertake an audit of existing accommodation options, with the results used to inform plans to ensure they continue to meet the needs of our customers into the future.

Customer service and engagement will continue to be a high priority for Rocky Bay, with a focus on talking to our customers to understand their ideas, wants and needs to guide future planning.

Key projects

During the year, Rocky Bay undertook a significant audit to eliminate restrictive practices, including a full review of each individual's medication with a specific focus on chemical restraints inherited through the transition of services. To date, 31 per cent of chemical restraints have been removed from the register and we are continuing to assess and review individual's requirements to reduce this further.

A key target for the organisation was the consistency of staff teams, with the recruitment of more casuals who have been trained to Rocky Bay's standards, policies and procedures. This has resulted in a significant reduction in the use of agency staff.

During 2017-18, Rocky Bay introduced new After Hours Service Coordinator roles that are responsible for responding to emergencies, providing advice, making regular visits to houses and offering support and supervision to night staff.

Following feedback from families seeking improved communication on a more regular basis, monthly newsletters have been introduced to provide information about the services received by their loved ones and personalised details on their progress, which have been well received.



In this photo: Our customer, John, on his Harley motorbike ride

There has been a strong commitment to enabling customers to try new things and engage more with their local communities. This has resulted in numerous holidays and days out, including rides on Harley Davidson motorbikes and engaging in local groups, such as the WA Italian Club. We have also held a variety of social gatherings to encourage friendships to be made.



Pictured: Our customers at Cockburn Ice Arena

There was a significant reduction in the use of external agency staff, with the average dropping from 6.8% in June 2017 to 3% in June 2018



Human Resources

The Human Resources division continued to support the business through organisational growth and the transition to the NDIS, with a focus on stabilising and applying best-practice processes and policies.

We experienced increased recruitment, on-boarding and training activities during the year, following the acquisition and management of 11 additional supported accommodation homes.

Rocky Bay successfully embedded the Values Based Recruitment and Assessment Centre process for volume recruitment of Support Worker positions, which has created greater efficiency in our recruitment and selection process, as well as greater collaboration across divisions.

The bi-annual Voice Survey, which was conducted during the year and measures employee engagement, returned impressive results of 82 per cent employee engagement and 97 per cent of staff believing in the purpose of Rocky Bay. Action plans were developed to focus on our key areas of strength and improvement based on the results of the survey.

A bi-monthly Pulse Survey was implemented in 2017-18, which is a short survey of 10 key questions to measure engagement across a sample group of 150 staff members. This enables the organisation to compare the results in each survey and identify our strengths and areas for improvement more frequently.

The focus for 2018-19 will be on developing the capability of Rocky Bay's people. The organisation will be implementing career pathways for every role in the organisation, which will include the review of all role descriptions and identifying the pathways for employee progression.

Another key area of focus is on system improvements and the implementation of tools and resources to support managers and staff members

to achieve organisational outcomes. The review and implementation of a Performance Development Review process will enable employees to achieve individual, company and customer goals by setting clear and realistic expectations.

Rocky Bay continues to emphasise the importance of efficient workforce planning and aligning employees with customer requirements.

Staff by gender (%)



Number of staff



- 0-6 months 19%
- 7 months-1 year 17%
- 1-2 years 19%
- 2-4 years 23%
- 4-6 years 9%
- 6-8 years 4%
- 8-10 years 2%
- >10 years 5%



- Home and Community 35%
- Leisure and Independence 26%
- Clinical 16%
- Finance and Administration 5%
- Strategy 4%
- Human Resources 12%
- Executive 1%



Key projects

In 2017-18, Rocky Bay commenced a review and relaunch of the organisation's values, identifying behaviours and unwritten ground rules, with the process establishing a common language and expectations of the way we do things. The project will continue into 2018-19 as a driver of culture and change.

The safety of our staff and customers is paramount to all that we do and we had a strong focus on safety processes and reporting during the year, which has resulted in positive results. Our Lost Time Injury Incidence rate decreased, and we are experiencing an increase in a positive reporting

culture in regards to reporting hazards and near misses. The implementation of mandatory recording and classification of the mechanism of injury has also improved the quality of data, analysis of trends for lead and lag indicators.

Rocky Bay undertook a Manual Handling Risk Assessment using sensor technology to record and assess employee movements during a normal work day as a Disability Support Worker. The assessment included videos and reports on muscle stress and range of movement, which was reviewed for potential areas of improvement in training and lifting equipment to reduce manual handling risks to staff.

2017 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.



In this photo: Rocky Bay CEO, Michael Tait and Deputy Chair, Susan Male, with the 2017 Star Award winners

Optimising Quality of Life

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



Kylie Heavens

Thanks to her determination and open mind, Kylie has truly impacted the lives of not one, but several people that she supports. As a Team Leader of one of our Group Homes, Kylie is a shining

example of how lives can be changed for the better, when we are positive and see nothing but opportunity and ability. She and her team also provide us with lots of life affirming and positive stories to tell to sponsors, corporates and at new staff inductions.

Discovering Abilities

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



Danielle Smitham

Danielle spent a year supporting people with disability to take a leap, try something new and believe in themselves. Although the project required far more input than originally expected, Danielle took it all in

her stride, ensuring every detail was considered and kept a smile on her face throughout. The success of this past year has subsequently enabled another large grant to perpetuate the good work she did in 2017.

Working Together

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



Paula Poletti

Paula worked relentlessly throughout the year on one of our most significant projects – Penelope. She showed endless patience, supporting staff across all of our divisions.

The outcome being improved efficiencies for staff and customers long into the future.

Providing Excellent Customer Service

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



Susan Minchin

Susan saw amazing outcomes thanks to her innovative approach, dedication to our clients and her ability to form strong relationships internally and externally. Feedback was outstanding, including

recognition and interest from Australia's National Disability Services peak body who wanted to share and grow our success.

Being Professional and Accountable

Recognising an individual or team who exemplifies good process.



Emma Holloway

Emma always undertakes her work with a professional attitude, seeking to deliver a premium service to both new and existing customers. Nothing is too much trouble and customers have been

quick to provide much positive feedback.

Looking for Better Ways

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



Niall Taylor

When Niall joined Rocky Bay in 2017, he saw a gap in our services and decided to do something about it. Niall did extensive research, ran two successful pilot groups and, due to overwhelmingly

positive feedback, more clients have benefited from his original thinking.

Outstanding Contribution

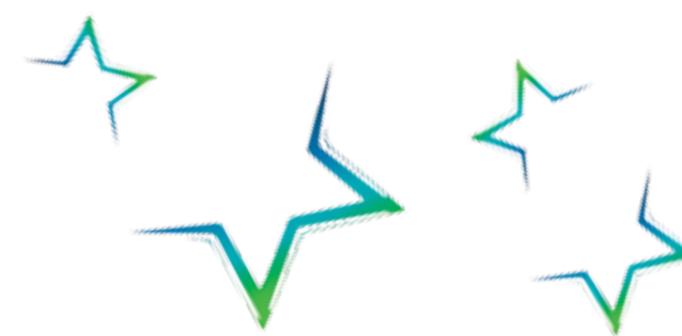


Linda Chiu

Linda has dedicated her entire career to the sector and has worked for Rocky Bay for almost 20 years. Her commitment, ownership and professionalism is simply incredible. She has a never-ending

supply of energy and is still, after so many years dedicated service, often the first here and last to leave.

She is passionately loyal to Rocky Bay, and to the community services sector, the physio profession and ultimately to the people we support who are at the forefront of every conversation. She is enormously respected in the sector for her contribution and the impact she has had, helping people with disability to live more fulfilling, longer and healthier lives.



Staff Development and Training

Rocky Bay wouldn't be the successful organisation it is today without its 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 community.

We continued to invest in our people, enrolling 34 employees in Rocky Bay's Emerging Leaders Program which aims to identify and develop future leaders and those new to managing staff. This is the third year of the program, which continues to experience high levels of engagement from participants from all areas of the organisation, including corporate, frontline workers and clinical.

Rocky Bay continued to grow the number of courses offered internally and externally as a Registered Training Organisation (RTO). The recent change of accreditation from the state-based authority, TAC, to the national accreditation body, ASQA, will enable us to expand training services nationally.

Throughout the year, Rocky Bay continued to provide fee-for-service training to charitable groups, educational institutions, community organisations, for profit organisations and disability service providers.

The focus for the next 12 months will be on the implementation of an online induction and learning system, that will provide an increased range of courses to employees, mandatory training, refresher modules, policies and procedures.

Rocky Bay will continue to grow its RTO capability, by expanding our scope of courses, support and training to a range of organisations. There are increased opportunities to collaborate with other providers in the sector, seeking to complement their internal capability and offer ongoing development and training to their staff.

Key Projects

We continued to develop our Certificate III in Individual Support – Disability and were successful in obtaining Traineeship Funding from the Department of Training and Workforce Development. There were 27 Rocky Bay Support Workers enrolled in the qualification in 2018.

The Rocky Bay Employee Induction was reviewed during the year, with the length of each session, and the order in which components of the induction were delivered, reviewed and adjusted.

As Rocky Bay continues to grow as a business and experiences periods of change, it is important to develop a culture of cooperation amongst individual teams and the broader organisation. The Organisational Development team have provided customised soft skills programs across the divisions, including communication in teams, quality customer service, leading and managing change, having difficult conversations, personal management and report writing.

500+ 

external participants across 61 sessions

36 

external organisations trained by Rocky Bay

Training for external organisations

Carers WA
CPE
Life Without Barriers
Crosslinks Inc.
WA Blue Sky
At Home Care
Diversity South
Essential Personnel
St Barts
Bassendean City Council
BGSE
Cannington CC
Prindiville College
No Limits

Courses

Emerging Leaders program
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
Certificate III in Individual Support – Disability
Positive Behaviour Support
Fire and Evacuation/Warden
Resilience

The Rocky Bay Foundation Study Scholarships

Since 2015, The Rocky Bay Foundation has supported staff members each year to undertake professional study trips 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.

The **Rocky Bay** Foundation

This year's Rocky Bay Foundation Study Scholarships were awarded to:

Paula Poletti

Junior Business System Analyst

Focus: Gain an understanding of client management systems within other organisations and discover how the disability sector is run in another country.

Kayla Chapman

Speech Pathologist

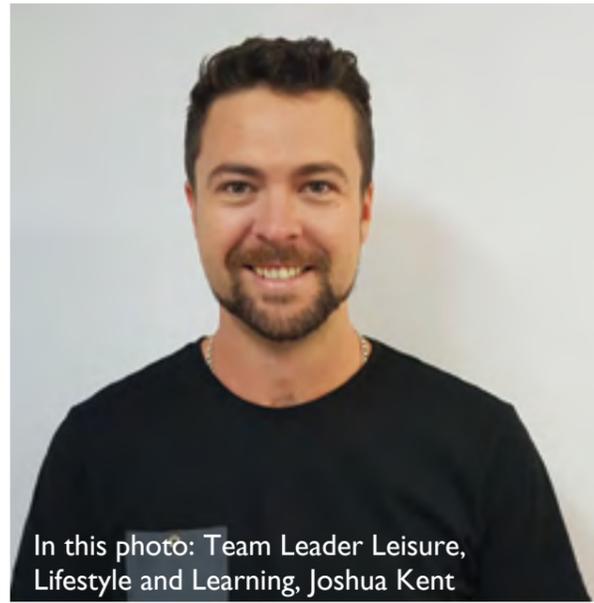
Destination: Gold Coast, Sydney and Melbourne

Focus: Observe the work of people within the disability sector in order to develop new clinical practises, strategies and techniques and explore new technologies being used to support communication worldwide.

Building global partnerships



In this photo: Senior Physiotherapist, Sarah Chudy visited the USA and Canada



In this photo: Team Leader Leisure, Lifestyle and Learning, Joshua Kent



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 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 2018 Joshua Kent, Team Leader Leisure, Lifestyle and Learning, secured a scholarship to visit Easterseals in Tuscon, Los Angeles and San Francisco. From this trip, Josh hopes to find out if and how positive behaviour support works in the American system and organisations at large, as well as discover more about their leisure and independence programs to see if there is anything which could be implemented in Western Australia.

Volunteering

Over 80 volunteers from the community offered their time to assist Rocky Bay in optimising the quality of life for people living with disability, which equated to over 2,500 hours of support in 2017-18.

Now in their sixth year, employees from Deloitte engaged in skill-based and manual team projects for the annual Deloitte Impact Day in November 2017. As always, it was wonderful to see volunteering on the agenda at Deloitte.

Volunteering WA assisted to coordinate a corporate team of employees from Woodside Energy Ltd. during the year. The team helped with gardening projects and enjoyed meeting and helping Rocky Bay customers in the Studio.

Rocky Bay sincerely appreciates the continued volunteer engagement by students from Scotch College, Iona Presentation College and St Hilda's Anglican School for Girls.



In this photo: Customer, Jamie with Rocky Bay volunteer, Iolo at Optus Stadium



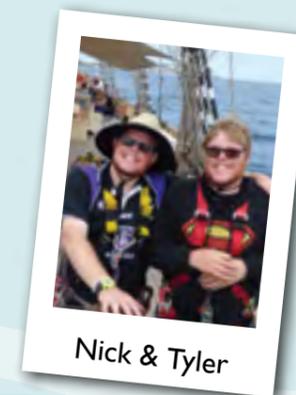
In this photo: Deloitte team



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 54 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.



Nick & Tyler



Taj & Jason

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.



Stan Perron Charitable Foundation

We would like to once again thank the Stan Perron Charitable Foundation for their ongoing contribution to Rocky Bay. Their generosity and support over the years has played a significant role in helping to improve the quality of life for people living with disability in WA.



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.



Department of Community Services

For the past 31 years, the WA State Government, through the Department of Community Services, has continued to provide Rocky Bay with recurrent and one-off grants and we thank them for their support during the year.



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 six 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.



Royal Fremantle Golf Club

The Royal Fremantle Golf Club has supported Rocky Bay for more than three decades via the annual Rocky Bay Charity Golf Day. Rocky Bay thanks the club's management, staff and members for their continued support.



Claremont-Nedlands Lions Club and Commonwealth Bank

Long-time supporters, the Claremont-Nedlands Lions Club, joined forces with the Commonwealth Bank to donate three computer tablets to deserving Rocky Bay families in early 2018. The donation has gone a long way to support the therapy outcomes of three children who would not have had such access without the generosity of these organisations.



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.



Rocky Bay could not continue to provide services and support to people living with disability without the support of so many Australian organisations and individuals. Our sincere appreciation to the many families, supporters, volunteers, donors and sponsors who generously provided assistance throughout 2017-18.

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| Estate of Edna Joy Dixon | Lindsay and Nan Wilkinson Trust | Netlink Group | Unicare Health |
| Mrs Joy Jeffes | Estate of the Late John W Sutton Charitable Trust | Automotive Holdings Group | Quick Corp Australia |
| Annetta Maria Dorothea Josephine Adami Charitable Trust | North Metropolitan TAFE | Turner Engineering | TRP |
| Australian Executor Trustees | Bassendean Lions Club | Western Biomedical | Konica Minolta |
| Emma & Charles Knowles and Tom Fricker Memorial Trust | AOD-Cloud Solutions | Black & White Cabs | Suez |
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RockyBay

discovering abilities

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