

# Annual Report 2018-19



80<sup>th</sup>  
Anniversary





Our Purpose

# Optimising the quality of life for people living with disability



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# Chair and CEO report

This year marked Rocky Bay's 80th anniversary. Established in 1938 to assist children living with the effects of Polio, Rocky Bay now offers a variety of services and support to over 3,000 people of all ages living with all disabilities in Western Australia and their families.

To celebrate, a Gala event was held in October for our customers and their families, staff, past and present Board members, politicians, members of the local community, suppliers, sponsors and supporters.

With a view to integrating into the communities we support, Rocky Bay has been expanding its locations to be closer than ever to customers. During the financial year, Rocky Bay opened a hub in Clarkson, which has enabled those living in Perth's northern suburbs to have access to quality disability services within 20 minutes of home.

In March 2019, Rocky Bay was confirmed as Western Australia's first and only active Specialist Disability Accommodation (SDA) provider to host the state's first SDA customer, beginning a wave of new accommodation options for people living with disability in Western Australia.

With the expected number of people living with a severe or profound disability expected to increase from 1.4 million to 2.9 million by 2052, it is vital sector infrastructure planning and development starts now in order to adequately manage the increasing pressure on the state's health resources.

Rocky Bay is continuing plans for a new facility for the Perth metropolitan area, which will set a new benchmark for disability services in Australia. The comprehensive, world-class operation will benefit not only the support, recovery and rehabilitation of people with disability, but also offer a new community hub.

Following the 2018 Annual General Meeting, it was resolved to change the status of Rocky Bay from an Incorporated Association to a Company Limited by Guarantee. We have steadily been progressing the

requirements for the change of status and are now in the position to formally roll this out.

Rocky Bay launched its Reconciliation Action Plan in May 2019, which seeks to acknowledge the original custodians of this land and formalise the organisation's commitment to engaging more deeply with Aboriginal peoples. The plan aims to build stronger relationships with Aboriginal peoples within the communities Rocky Bay works and leverage their knowledge to more effectively deliver services and support to optimise the quality of life for all people living with disability in Western Australia.

Our customers and their families also joined us to celebrate the holiday season at Rocky Bay's Christmas Family Fun Day in December, with over 300 guests attending the festivities.

We welcomed the Australian Federal Government's announcement of a Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability in April 2019. Rocky Bay has a zero tolerance policy with regard to disability abuse and wholly support any initiative that provides customers with a strong voice to allow them to be free of abuse, neglect, violence and exploitation.

Safeguarding, training and reporting have been, and continue to be, a key focus for the organisation. Regular training and a strong reporting culture, coupled with clear policies and procedures, ensure our employees and volunteers are well-equipped to support our customers and their families.

*Rocky Bay fully supports the Royal Commission and will work with the relevant agencies to ensure an outcome which provides a safe and inclusive environment for people living with disability in Australia.*



## Our Values

Providing Excellent Customer Service

Looking for Better Ways

Working Together

Being Professional and Accountable

We would like to take this opportunity to extend our sincere thanks to Graham McHarrie who retired from the Board in November 2018 following seven years of service, of which he served five as Chair. Susan Male was voted in as the 18th Rocky Bay Board Chair, with Chris Ryan announced as Deputy.

As the sector continues to experience uncertainty and change as the NDIS is rolled-out across the state, we are certain and steadfast about our future and committed to providing our customers with a stable and trustworthy support network for many years to come.

We are focused on providing our customers with the quality facilities and services they have grown to know and love over the years, and ensuring we look for modern and innovative ways to help them reach their goals and live independent and fulfilling lives.

Rocky Bay wouldn't be where it is today without our loyal customers, staff, volunteers, board, partners and supporters, and we thank each and every one

for their ongoing support and dedication and helping us to realise our vision.

We are well-placed for a long and bright future and look forward to another 80 years serving our customers and the wider community, and continuing to work together to improve the quality of life for those living with disability in Western Australia.



Susan Male  
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 across metropolitan Perth. 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.

## 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
- Respite through guest houses in Beeliar, Gosnells and Rockingham

## Home and Community

Gain independence and create stronger families through supported accommodation

- Supported accommodation, personal care, daily tasks and community access

## 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: Anthony Gangemi, Rocky Bay CEO, Michael Tait, Hon. Mark Falkard MLA, Nicole Gangemi and Minister for Disability Services Hon. Stephen Dawson MLC at the Clarkson Hub opening





# 2018-19 in figures

Number of staff

943



3,088

people supported



385,523

Leisure, Lifestyle & Learning hours of service

1,936

customers accessing Therapy and Assistive Technology



29

locations



96%

of staff believe in the purpose and values of Rocky Bay



2,000  
volunteer hours

33

external organisations provided with training



Guest House stays

827



## Patron, Board and Executive



### Patron

His Excellency the Honourable Kim Beazley, AC, Governor of Western Australia

### Board members



Susan Male  
Chairperson  
(Deputy until  
Nov 2018)



Graham McHarrie  
Chairperson  
(until Nov 2018)



Chris Ryan  
Deputy Chair



Chris Catlow



Paul Klein



Carolyn Hall



Miriam Borthwick



Veronica Parish



Jeff Holloway



Garry Johnson



Lui Pangiarella



Martin Wandmaker  
(until June 2019)

### 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 2018-19

Operating Result	2019 (\$' 000)	2018 (\$' 000)	2017 (\$' 000)
Income from State Government	56,122	57,242	48,164
Income from Federal Government	12,893	5,629	3,903
Other Income	7,138	5,382	5,621
Capital Grant Income		1,960	895
<b>Revenue</b>	<b>76,153</b>	<b>70,213</b>	<b>58,583</b>
Total Labour Costs	(55,173)	(52,599)	(44,764)
Other Costs	(17,658)	(12,939)	(9,775)
<b>Earnings before Depreciation and Mergers</b>	<b>3,322</b>	<b>4,675</b>	<b>4,044</b>
Depreciation and amortisation	(2,412)	(2,618)	(3,364)
Gain from Merged Operations		0	4,886
<b>Comprehensive Income for the year</b>	<b>910</b>	<b>2,057</b>	<b>5,566</b>

Working Capital	2019 (\$' 000)	2018 (\$' 000)	2017 (\$' 000)
Current Assets	30,831	29,640	25,442
Current Liabilities	(18,498)	(20,015)	(17,894)
<b>Working Capital</b>	<b>12,333</b>	<b>9,625</b>	<b>7,548</b>

A full set of financial statements are available on [www.acnc.gov.au](http://www.acnc.gov.au)





# 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 Western Australia, 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

**Customers**  
(Our Services)

- Empower our customers to influence their own services
- Satisfy customer expectations through an exceptional customer experience
- Deliver and consistently improve best practice disability services

**Marketing & Communications**  
(Our Brand)

- Build strong stakeholder relationships
- Positively influence all customers, staff and other external interactions through effective communications

**Workforce**  
(Our People)

- Provide a challenging, rewarding and safe working environment

**Capability**

- Maximise staff utilisation and flexibility to deliver efficient quality outcomes

**Information**  
(Our Knowledge)

- Utilise reliable management information to aid effective decision making across all areas of the organisation
- Clearly understand business performance

**Assets**  
(Our Resources)

- Implement facilities, equipment and technology that enable our staff to be efficient and effective
- Maintain and develop a strong and sustainable financial position

Strategies

- 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

- Define effective ways of attracting and retaining customers
- Deliver messages in different and appropriate ways to various targeted audiences

- Define effective ways of attracting and retaining our employees
- Develop the capability of our people

- Identify and improve HR systems, policies and practices to meet our changing environment

- Develop an organisational analytics & reporting capability
- Define and report performance indicators at appropriate levels across the business on a regular basis

- Deliver appropriate facilities across metropolitan Perth
- Instigate effective asset management practices
- Develop and implement an ICT Strategy
- Implement effective business forecasting mechanisms

# Celebrating 80 years in the community

**1938**

- Western Australian Society for Crippled Children (WASCC) incorporated



**1953**

- WASCC moves into former Lucy Creeth home at Avenmore Terrace, Cottesloe



**1963**

- Opening of a school at Lucy Creeth home, paid for by a Lotterywest donation



**1977**

- First Channel 9 Appealathon
- Wheelchair maintenance services opens



**1987**

- First independent accommodation built on the McCabe Street site



**2006**

- AHG Recreation Centre opened at Mosman Park
- 2009 - Refurbishment of therapy pool and rooms. Mosman Park garden redesign



**2010**

- Opened the Patricia Kailis Centre in Cockburn



**2017**

- Completion of Phase II of the Patricia Kailis Centre in Cockburn
- Expanded services to Ascot and Mandurah



**1957**

- Hydrotherapy pool March 1957 Avenmore Terrace, Cottesloe

**1959**

- Clinic Day 20 May 1959 Avenmore Terrace, Cottesloe

**1979**

- Official opening of current premises at McCabe Street, Mosman Park
- First Mrs Australia WA Quest



**1981**

- First Royal Fremantle/Rocky Bay Golf Day
- 1980 - First Charity Home Auction



**1991**

- Name change to Rocky Bay Incorporated
- 1993 - Employment Services division established
- 1995 - Getabout program established

**2015**

- Five homes opened at 62 McCabe Street, Mosman Park - the view from above
- Expanded services to Midland and Joondalup







## Strategy

This year marked a major milestone for Rocky Bay, celebrating our 80th anniversary with a Gala event and historical exhibition in October 2018. The event was warmly received by customers, stakeholders and staff and provided Rocky Bay an opportunity to thank those who have supported the organisation over the years.

The biggest change to the disability sector in decades saw the new National Disability Insurance Scheme (NDIS) roll out to Western Australia in July 2018. A phased approach was undertaken to transition customers across to the new scheme, with over 1,000 Rocky Bay customers falling under the new funding as of 30 June 2019. Rocky Bay continues to refine its processes, practices and systems to ensure we are able to effectively and efficiently deliver individualised services under the NDIS and allow for a smooth transition for our customers.

In order to better understand our customers and stakeholders, Rocky Bay embarked on a stakeholder research project with consultants Painted Dog during the year. The research provided insights into Rocky Bay's perceptions, strengths, weaknesses and desired future state. The results will be used to inform a brand refresh project, as well as customer and stakeholder service delivery and engagement planning, with the organisation focused on becoming a provider of choice.

Lotterywest provided Rocky Bay with a \$4.8 million grant towards the redevelopment of our Mosman Park headquarters. The grant will enable the organisation to replace its aging infrastructure in order to continue to deliver modern, quality services into the future.

At the 2018 Annual General Meeting, it was resolved to transition Rocky Bay from an Incorporated Association to a Public Company Limited by Guarantee, to better reflect the legal status of an organisation of our size and complexity. This transition to the new status is anticipated to take place by the end of 2019.

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability was announced in April 2019 and saw a considerable planning effort commence. Rocky Bay fully supports the Royal Commission and will work with the relevant agencies to ensure an outcome which provides a safe and inclusive environment for people living with disability in Australia.

A significant effort has been placed into developing Rocky Bay's technology infrastructure. A key focus for the organisation was on a major review of the way Rocky Bay's client management system operates in order to improve efficiencies. Additionally, new human resources modules, a pool car booking system, asset management system, intranet, and rostering improvements were implemented during the year to increase workplace effectiveness.



In this photo: Mia Huntley, Linda Chiu, Hon. Stephen Dawson MLC and James Parish



# Therapy and Assistive Technology

The 2018-19 financial year saw a new structure for the Clinical division was developed to provide a more flexible and agile leadership model that allows for more timely operational and expert clinical management. The model will be rolled out in 2019-20 and provides a career plan for therapists either in management or clinical expertise.

## Key projects

The number of active therapy customers increased from 1,635 in 2017-18 to 1,678 in 2018-19.

Rocky Bay's utilisation increased five per cent during the year to 57 per cent, with the organisation committed to improving use of time in relation to work records and one-on-one time with customers.

Our Assistive Technology team were awarded the most innovative OT project at the National Australian Assistive Technology Conference in November 2018, for a rural-based project which focused on improving independence and participation of people with disability in daily activities. Through the use of environmental control devices and/or monitoring or alerting technologies, significant improvements in independence were achieved for 29 individuals living in Geraldton,

Albany, Bunbury, Kalgoorlie and Broome, in collaboration with professionals from local disability organisations.

The final report on the 2018-19 Assisted Technology Mentoring Program was submitted. The program was deemed highly successful, following the graduation of six students in the Certificate IV Assistive Technology Mentoring, and is scheduled to go ahead in 2019-20.

Rocky Bay's Therapy Groups continued to experience high levels of interest throughout the year. A review was undertaken into the type and number of groups being conducted, with a focus on ensuring the maximisation of resources. Groups included Building Buddies, The Gaming Group, Mindful Movers, Bike Group and the Hanen: It Takes Two to Talk® workshop.

A new partnership with the Motor Neuron Disease Association of WA saw the transfer of their customer equipment to the warehouse at Rocky Bay's Cockburn Hub for storage, sterilisation and delivery as required. The partnership to date has been extremely successful, providing a new income stream to the organisation.



In order to adequately meet the needs of our customers, we continued to perform regular health checks on customer data to ensure records are being correctly maintained. New customer action plan documentation was developed during the year, which assists customers to negotiate the NDIS and provides clear and concise information on the new funding scheme.

Rocky Bay launched a new fee-for-service payment option for those that are ineligible to receive government funding and wish to purchase services for an out-of-pocket fee. Posture Tech sales increased during the year, with plans underway to further maximise this area of the business moving forward.

Rocky Bay renegotiated the intake process for the Insurance Commission of Western Australia and

created a holistic packaged service, which includes working with our senior physiotherapist prior to engagement and regular checks along the journey. We also hosted National Disability Services Council of Regional Disability Services for a two-day workshop during the year, which provided invaluable connections to the organisation.

Rocky Bay's Senior Physiotherapist, Zhao Teoh, and former Director Clinical Services, Linda Chiu, attended and presented at the 2019 World Confederation for Physical Therapy Congress in Geneva in May. They had the opportunity to meet with physiotherapists and academics from over 100 countries, sharing knowledge and research findings around disability and rehabilitation, opening the doors to future collaboration with those in the sector around the globe.





# Leisure and Independence



The Leisure and Independence division continued to work with internal and external stakeholders to create a sustainable business model. This included the continual review of the structure to ensure customers and staff are well supported, ensuring the cost of services match pricing, and providing feedback to the National Disability Insurance Agency on pricing where appropriate.

## Key projects

Rocky Bay's bi-annual support worker training day was held in January 2019, which saw 50 support staff come together to discuss the changes in the sector following the introduction of the NDIS.

The training day enhanced the team's regular training program and provided staff with an opportunity to network with their peers and senior management.

Further work was undertaken on skills development programs for customers, through recognised training programs such as ASDAN, The Duke of Edinburgh and work readiness. The delivery of such training allowed Rocky Bay to increase the capacity of customers to develop their independence and advance the outcomes underpinning the NDIS.

The Studio's customers' artwork was celebrated throughout the year, with their creative pieces hung throughout Rocky Bay's Hubs. We increased our focus on external orders, with the group creating artworks for a number of businesses seeking unique

and personal gift ideas. It was also a proud moment for local artist, Carolyn Shervill, whose artwork was purchased by the Hon. Stephen Dawson MLC.

Comprehensive respite funding continued to provide much-needed breaks for families and carers of people with disability, including those requiring emergency support. Five customers were granted wishes during the year through Rocky Bay's The Wishing Tree, providing them an opportunity to enjoy a range of experiences or support the purchase of vital equipment and technology.

Fifteen families from across Perth descended on Rocky Bay's School Holiday Family Camp in April 2019 at the Seaside Camp in Rockingham. The free respite camp, which was entirely funded by Rocky Bay's comprehensive respite funding, provided families who may otherwise not have the ability an opportunity to unwind, reconnect, have fun and meet new friends in a safe and supported environment.

An action-packed four days saw families get involved in the Scitech Science Program, a range of Rocky Bay art activities, as well as archery, orienteering, boccia

and obstacle courses run by WA Disabled Sports Association. Music Rocks Australia provided entertainment for the camp group, and there was plenty of time for families to bond and relax over dinner, dancing and a movie night.

Rocky Bay delivered respite services to children and young adults under the age of 18 years for the first time in 2018, with four children enjoying a week's break at The Beach House over the Christmas holidays. The children, who had not experienced this type of service previously, had an amazing time, and their families will now look to explore short-term accommodation further when planning under the NDIS.

We were extremely proud to see Chloe Hutchinson, one of our skilled customers, develop her public speaking during the year, presenting to our support workers and senior leadership team on her journey as a young woman living with disability.





# Home and Community



Rocky Bay's accommodation services continued to experience growth in 2018-19, providing accommodation and support to 145 customers – a 13 per cent increase on the previous year.

The transition of Western Australians to the National Disability Insurance Scheme (NDIS) has taken longer than anticipated, with the majority of our long-term supported accommodation customers yet to move to the new funding model. In readiness for the NDIS roll-out, Rocky Bay appointed a dedicated resource to assist customers and their families with the transition and provide guidance on navigating the system.

During the year, we met with National Disability Insurance Agency (NDIA) representatives and our Ability First Australia counterparts to gain insights on how to best influence plans and build appropriate Supported Independent Living NDIA funding quotes, to ensure the individuals we support are not disadvantaged. While there is still some way to go, we are confident we have the skills and resources to manage the change over to the NDIA.

The development of accommodation offerings remains a focus for Rocky Bay, and we are committed to ensuring Western Australians living with disability have a wide range of modern, purpose-built accommodation options to choose from. We currently have a number of Specialist Disability Accommodation projects in the pipeline and plans are in place to undertake a number of projects to upgrade our current properties.



**Rocky Bay's accommodation services continued to experience growth in 2018-19, providing accommodation and support to 145 customers – a 13 per cent increase on the previous year.**

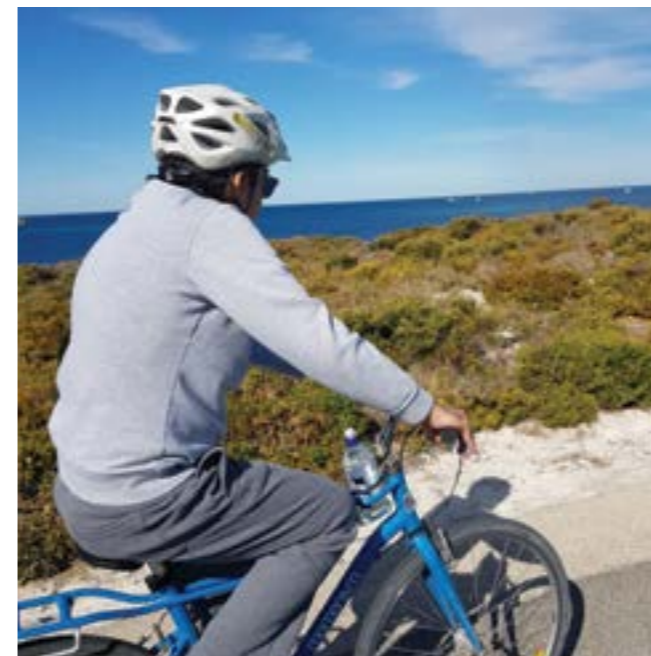


## Key projects

The year saw four group homes and 26 customers transition from Baptistcare to Rocky Bay following a stringent tender process. We were pleased to retain 95 per cent of staff who previously worked for Baptistcare, which ensured familiarity and consistency for customers and meant minimal disruption to their lives, with most staff having been with them for over a decade.

Our 286 strong team of passionate and energised staff maintained an impressive level of innovation and commitment throughout the year, with a focus on enhancing our customer's quality of life. During the year, the group homes held movie nights, Christmas and New Year's Eve parties, taught customers to ride bikes, enjoyed visits from pets, took customers skydiving, and engaged customers to develop new skills and open up their world to new social experiences within the community.

The team also committed to maintaining individual's cultural connections, with a new Koorda Café initiative designed to support and connect Rocky Bay's Indigenous customers.



Rocky Bay continued to invest in its people through the provision of additional training opportunities, including person-centred planning, effective teamwork, specialist aquatic training to support customers to access swimming activities, and positive behaviour support.

Following the success of the Emerging Leaders Program, Rocky Bay promoted a number of lead disability support workers to team leader roles, which has allowed for more structured succession planning and career development pathways.



# Home is where the heart is



Family has played a significant part in Rocky Bay's very cheeky and happy customer Maria Bassano's life.

Born into a loving Italian family, Maria (60) has always had a caring and supportive network surrounding her. In fact, Maria's older sister Vita Quincy (83) was the sole carer for Maria for more than 20 years after their mother passed away – a role she was ever so happy to have played in her life.

Maria first started using Rocky Bay's services 22 years ago when she stayed in the respite facility located at Mosman Park. Since then, she has been a regular visitor at Rocky Bay's Guest Houses in Gosnells, Beeliar and Rockingham.

The homes have provided piece of mind for Maria's family, giving them comfort in the knowledge Maria had 24/7 qualified support and care and was well-looked after in a home she was always so excited to visit.

Maria's face lights up when you ask her about her time at Rocky Bay's Guest Houses, where she would enjoy a mini getaway, going on daytrips and meeting new friends.

"She absolutely loved it there. And everyone absolutely loved Maria!" Vita said.

*"Every time I used to pick Maria up from the Guest House, she would always ask if I was going to take her back because she enjoyed it so much."*

When Vita found herself in a position where she could no longer take care of Maria like she was once able to, the family decided it was time to look for a more suitable long-term living arrangement which would provide Maria with the care and support she required.

Making the decision to look for full-time accommodation support for Maria was an emotional one for Vita. When Rocky Bay suggested one of their group homes as a possible option following one of her Guest House visits, any worries or angst quickly dissipated and Vita felt confident Maria would be in good hands.

To assist Maria with her transition from short-term respite services into long-term supported accommodation, Vita worked closely with the

Rocky Bay team to find a suitable home which would allow Maria to live the way she wanted and to do all the things she enjoyed most.

Not a straight forward process, Rocky Bay supported Vita in submitting her applications for WA State Government funding and worked with the family to first move Maria into the Beeliar Guest House to enable her to meet the requirements to be granted funding.

While Maria and Vita awaited the funding application to be processed, they visited Rocky Bay's Rockingham group home to see whether it would suit Maria. They left that day thinking it was absolutely wonderful. Rocky Bay organised for Maria and Vita to visit the home on number of occasions to give Maria an opportunity to get to know the other residents and acquaint herself with the house before moving in.

In mid-2017, Maria moved into Rocky Bay's Rockingham group home, where she instantly fell in love with her new home and housemates – who have since become her good friends.

Maria now enjoys helping out with the day-to-day tasks in the house, including cooking, and does a spot of gardening in the home's large backyard.

When asked how she feels about her new home, Maria said

*"This is my home. I love it here."*

Vita and Maria are both extremely grateful for the support and friendship they have received from Rocky Bay over the years and Vita feels at ease knowing Maria is in capable and caring hands.

"I never would change Rocky Bay for anything, and I have had a lot to do with them over the years," Vita added.

*"I know Rocky Bay's staff always look after Maria. The lovely, caring staff always find the time to talk to us and help us – and that makes a lot of difference."*

"The time they spend looking after Maria – it's worth every cent. I don't know how I'd manage without Rocky Bay."

Rocky Bay has a variety of Guest Houses for short-term respite, as well as group homes, independent living and residential long-term accommodation located across Perth's metropolitan area for adults living with disability.

With a focus on providing exceptional care, friendly support and a warm and comfortable environment, Rocky Bay has a variety of accommodation options to meet your needs.





# Human Resources

The Human Resources division continued to support the business through organisational growth and the transition to the NDIS, with a focus on safety, cultural diversity, stabilisation and the application of best-practice processes and policies.

We continued to experience increased recruitment, training and on-boarding activities, following the acquisition and management of four supported accommodation homes from Baptistcare during the year.

Bi-monthly Pulse Surveys continued during the year, providing an opportunity for staff to offer feedback and measure employee engagement.

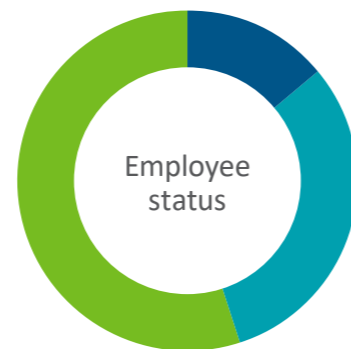
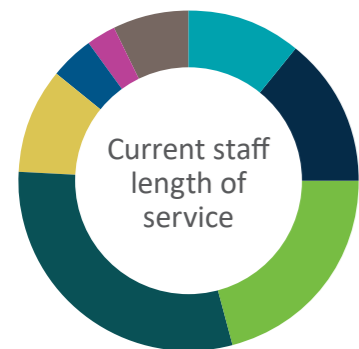
A focus on stabilisation saw Rocky Bay undertake a review of structures, roles and career pathways across the Clinical and Finance divisions. The reviews resulted in opportunities for staff to take on leadership roles, job share or other flexible working arrangements, and allowed the organisation to build capability of staff for current and future roles.



## Staff by gender (%)



## Number of staff



- 0-6 months 11%
- 7 months - 1 year 14%
- 1-2 years 21%
- 2-4 years 30%
- 4-6 years 10%
- 6-8 years 4%
- 8-10 years 3%
- >10 years 7%

- Home and Community 31%
- Leisure and Independence 29%
- Clinical 14%
- Finance and Administration 5%
- Strategy 4%
- Human Resources 16%
- Executive 1%

- Casual 14%
- Full-time 31%
- Part-time 55%

Statistics as at 30 June 2019.

## Key projects

During 2018-19, safety was a key focus for the organisation with an aim to create a proactive safety culture. Safety Behaviours were implemented to underpin Rocky Bay's values and included looking after your workmates and customers, taking action when you see a safety risk, and not compromising on safety.

A Safety for Leaders course is currently being developed, which will assist employees to continue towards a proactive safety culture. We also conducted an audit on our Health and Safety program, with the results used to guide ongoing and continuous improvements.

Rocky Bay appointed its first Cultural Diversity Coordinator, which aims to support the organisation's vision to be culturally inclusive. The role supports the ongoing development of cultural competence within Rocky Bay and ensures people within culturally diverse communities have awareness and knowledge to be able to access Rocky Bay services.

An organisational wide cultural diversity survey was undertaken during the year to collect information about the languages spoken and cultural background of staff. Cultural competence training was also piloted with Customer Engagement, program support and scheduling staff.

As we prepare for further growth in staff numbers, our focus will be on streamlining recruitment procedures and the ongoing improvement of learning and development programs to maintain our exemplary standard of service delivery and ensure high levels of customer support.

As we enter 2019-20, Rocky Bay is committed to looking at ways to improve organisational culture and ensure teams have the right skills and knowledge to support our customers to achieve their goals.



# 2018 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 with the 2018 Star Award winners

## Optimising Quality of Life

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



**Leanne Penn**  
Leanne helped her customer reach their full potential and constantly goes above and beyond to support them in developing skills, accessing technology and mobility equipment, and ensuring they feel

safe and comfortable at all times.

## Looking for Better Ways

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



**Heather Richter**  
Heather was instrumental in making the process of managing funds for 83 customers within support accommodation more efficient.

**Kayla Chapman**  
Kayla used her

initiative to explore new ways for speech pathologists to collect data on trial equipment, subsequently applying software to speech pathology devices which provides speech pathologists with quantitative data to support equipment applications for customers in less time.

## Discovering Abilities

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



**Nelly Sarwary**  
With the support of Nelly's advocacy, compassion and continual therapy interventions, a therapy customer who was thought to be unlikely to benefit from rehabilitation was able to regain

their independence, verbal communication, physical movement and ability to eat.

## Providing Excellent Customer Service

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



**Vanessa Santa**  
Vanessa has shown an outstanding amount of pride in maintaining high standards of presentation and customer service at our Ascot Hub. She

uses her initiative to go above and beyond to ensure visitors are welcomed and comfortable.



**Kerry Brindle**  
Kerry was recognised for the warmth and passion she has for her role as a support worker. Her person-centred approach ensures the customer is always number one

and is made to feel part of the process and able to explore opportunities to try new things.

## Being Professional and Accountable

Recognising an individual or team who exemplifies good process.



**Kasie Braddow, Clare Francioni and Guervara Velasco**

The team volunteered to champion an initiative focused on addressing restrictive practice and creating a more welcoming, supportive and safe environment for

customers. Together, they eliminated 40 per cent of the restrictive practices within Home and Community services.

## Working Together

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



**Lucy Creeth Residence and Therapy and Professional Services**

This cross-divisional collaboration demonstrated how Rocky Bay enabled a customer to lead a better quality of life, by keeping them out

of hospital, getting them out of bed, and making them smile.

## Outstanding Contribution

Recognising an individual or team who exemplifies good process.



**Gioia Coppard**

Celebrating 25 years with Rocky Bay, Gioia began her career as a disability support worker, before moving into various roles within the Home and Community team and finding her niche

as a service manager. Initially responsible for approximately 15 customers and 20 staff, Gioia is now responsible for 110 customers and over 200 staff. Her willingness to self-reflect and change her approach is well respected, and her desire to constantly improve and offer exceptional services is commendable.



**Alison Rennick**

During Alison's 25 years with Rocky Bay, she has made a huge impact on turning the culture of the team around and improving customer service for those within the Lucy Creeth Residence,

leading to greater quality of life and fulfilment. Alison has brought stability and professionalism to the services provided at the Residence, and her knowledge and expertise of people living with complex and profound disabilities is second to none.



# Staff Development and Training

Whether in a frontline, administrative or leadership role, the competence, skill, ability and expertise that each Rocky Bay team member brings to their work is key in ensuring Rocky Bay remains the provider of choice for our customers, their families and carers.

Rocky Bay builds employee capability by supporting learning opportunities in four main areas:

- Mandatory and compliance training
- Informal and formal training that addresses skills gaps
- Organisational development activities
- Professional development opportunities

Rocky Bay continued the rollout of its learning and development plan to improve the effectiveness and efficiency of our rapidly growing workforce. The continued emphasis was on developing and implementing programs and activities that would contribute to attracting and retaining staff and enhancing the capabilities of our people.

Rocky Bay invested heavily in learning and development during the year, providing a broad range of opportunities across the organisation. In addition to a best-practice induction and refresher program, internal training sessions were developed and delivered, including Positive Behaviour Support, Defensible Documentation and Resilience Training.

Rocky Bay continued to support staff to enhance their capability by achieving a nationally accredited qualification. In 2018, 28 staff enrolled in the Certificate III in Individual Support – Disability through the Rocky Bay RTO, with a 95 per cent completion rate.

The team provided customised soft skills programs across all divisions, including communication in teams, quality customer service, teamwork and high performing teams, leading and managing change, and difficult conversations.

The 2018 Rocky Bay Emerging Leaders Program (ELP) saw 30 high potential employees undertake and successfully complete the program. The program continues to grow year-on-year, facilitating the development of internal leadership capability. A highlight for 2018-19 was the successful appointment of ELP participants to new leadership roles within the organisation.

As part of our ongoing commitment to organisational and cultural development and supported change, we continued to embed a common language and expectations of the way we do things at Rocky Bay. Workshops were held on Unwritten Ground Rules, Bullshit and Customer Service to transform team cultures and build stronger teams.

Rocky Bay continues to be the training provider of choice, delivering fee-for-service training courses to individuals wishing to obtain the necessary skills to work in the sector. The greatest demand for training has been in clinical training for support workers in areas such as Medication and Dysphagia, Manual Tasks, First Aid and Mental Health First Aid.

**700+** 

**external participants  
across 70 sessions**

**33** 

**external organisations  
trained by Rocky Bay**

## Training provided to external organisations

At Work Australia	Governor Stirling School
At Home Care	Harrisdale Senior High School
APM	Identity WA
Acknowledge Education	Konekt Employment
Alpha Carers	Leeming Senior High School Education Support Centre
Cam Cam	Life Without Barriers
Carers WA	Lowes
Cannington Education Support	No Limits
Community Vision	Prendiville Catholic College
Consolidated Minerals	Programmed
CPE	Southern Grove Primary School
Crosslinks	St Barts
Discovery	SWICK Mining
Diversity South	Town of Bassendean
Essential Personnel	Woodside Mining
Family Support WA	WA Blue Sky
Focus Support	



In this photo: 2018 Emerging Leaders Program graduates with former Board member Martin Wandmaker



## Study Scholarships

Since 2015, The Rocky Bay Foundation has supported employees each year to undertake professional study trips to encourage shared learnings and development of global best-practice in disability service provision. The program highlights Rocky Bay's long-term commitment to optimising the quality of life for people living with disability.

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

### Simon Martelli

Physiotherapist

Focus: Observe and participate in neuromuscular services providing physical rehabilitation, respiratory care, equipment prescription and education in Belgium and Norway.

### Jane Carn

Therapy Assistant

Focus: Research the use of therapy assistants in other countries, in order to understand how Rocky Bay can best support customers and develop and train employees.

### Howard Hurley

Home and Community Team Leader

### Tina Wynne

Home and Community Disability Support Worker

Focus: Implementation of supported accommodation best-practice within Australian providers.

## Curtin University Scholarship

The \$5,000 Scholarship aims to support and encourage commencing fourth year Australian students currently enrolled in Physiotherapy at Curtin University.

### Bodie Logan – 2019 Award

### Aleisha Strugnell – 2018 Award

## The University of Notre Dame Scholarship

The purpose of this \$5,000 Scholarship is to recognise a student in the School of Physiotherapy at The University of Notre Dame, Fremantle, who demonstrates academic excellence and a commitment to providing support to people living with disabilities.

### Jaimi Campbell – 2019

### Rebecca Parkin – 2018

# Volunteering

Rocky Bay relies on volunteers to support a range of activities that complement the services and programs we provide to customers. In 2018-19, over 80 volunteers provided more than 2,000 hours of their valuable time in helping our customers get more out of life.

The seventh annual Deloitte Impact Day was held in November 2018, with volunteers assisting with skilled-based and hands-on team projects at our Mosman Park site.

Rocky Bay continued its long association with Volunteering WA, which saw corporate volunteer teams from Woodside Petroleum join the program. The team assisted with gardening projects, fleet detailing and spent time with customers in Rocky Bay's The Studio at Mosman Park.

We are proud to work with the next generation of leaders in our community through our school volunteering and engagement programs. We sincerely thank Scotch College, Iona Presentation College, St Hilda's Anglican School for Girls and Presbyterian Ladies College for their ongoing support.



## Building global partnerships



Rocky Bay is a proud member of Ability First Australia (AFA), an Australia-wide alliance of 14 leading disability support organisations with a shared goal of ensuring all Australians living with disability have access to programs that maximise their potential.



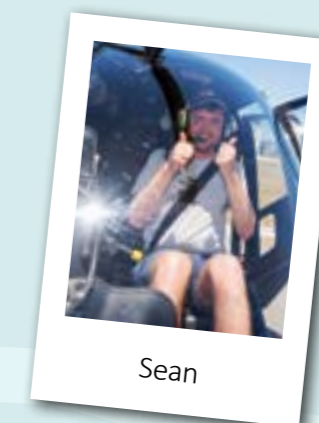
Since its inception, AFA has maintained a strategic alliance with Easterseals – the world's largest disability services provider based in the United States, Canada and Mexico – serving as sole representative from the Asia-Pacific region on Easterseals' Global Partners Committee.



## Helping dreams come true for our customers

The Wishing Tree serves to make dreams come true for people living with disability, when there is no other funding available. This year we granted 40 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 entirely funded through fundraising and donations.



Sean



Chloe



# Acknowledgements

Rocky Bay would like to extend its heartfelt thanks to our generous supporters for their ongoing and valued support and for the difference they make in the lives of our customers.

## Lotterywest



Lotterywest has been a long-time supporter of Rocky Bay across a wide spectrum of funding. During the year, Rocky Bay received a \$4.8 million grant towards the redevelopment of our Mosman Park facility located at 60 McCabe Street, to support a range of community and disability services and not-for-profit user groups.

## Department of Communities



Western Australia's State Government has supported Rocky Bay's efforts for 32 years through funding and grants and, more recently, with assistance to transition customers to the NDIS.

## Deloitte



Deloitte has been a long-term supporter of Rocky Bay for many years, most notably through its international Impact Day. For the past seven years, the initiative has provided valuable general and skilled volunteering support to Rocky Bay and played a significant part in supporting our mission of optimising the quality of life for people living with disability.

## Royal Fremantle Golf Club



The Royal Fremantle Golf Club and its generous members have supported Rocky Bay for more than three decades via the annual charity golf day. Rocky Bay thanks the club's management, staff and members for their continued support.

## Claremont-Nedlands Lions Club



Long-time Rocky Bay supporters, Claremont-Nedlands Lions Club has provided steadfast commitment to support a range of projects and equipment needs.

## Busselton Lions Club



The Club's donations over the years are greatly appreciated and show the support for Rocky Bay's work across Western Australia.

## Zurich



In 2018-19, Zurich allocated \$15,000 worth of risk management funding to Rocky Bay, which was used to conduct an independent review of activities and create new job profiles. The funds were also used to purchase a number of wheelchair boot sliders to assist with the transport of folding wheelchairs.

## Benefactors

We extend our sincere gratitude to the significant and ongoing support of Rocky Bay's benefactors during the year, who played a significant role in optimising the quality of life for thousands of people with disability.

Stan Perron Charitable Foundation  
Spinifex Trust

Willy and Mimi Packer  
Capital Resources Fund



In this photo: Rocky Bay Chair Susan Male, customer Karen Shao, Rocky Bay CEO Michael Tait and Minister for Disability Services Hon. Stephen Dawson MLC

## Supporters

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 2018-19.

EA and JA Heal	TRP Cleaning Services	Commonwealth Bank	NRL WA
Mr Hermann Raith	Programmed	of Australia – Cottesloe	City of Mandurah
Mr Caleb Stevens	Quick Corporate	Branch	Alcoa PEACH Fund
Stallard Family Trust	Australia	North Beach Lions Club	Rotary Club of
Testing Validation	Unicare Health	Scotch College	Mandurah
Services	Houghton Wines	Iona Presentation	
Rentokil-Initial	Alicia Waterman	College	

## Bequests

Rocky Bay acknowledges the following bequests which were received during the year.

Emma and Charles Knowles and Tom Fricker Memorial Trust	Annetta Maria Dorothea Josephine Adami Charitable Trust
Margaret Harper Charitable Trust	Australian Executor Trustees
Francis John Longhurst Charitable Trust	Perpetual Philanthropic Services
Lindsay and Nan Wilkinson Trust	De Cesare
Estate of the late John W Sutton Charitable Trust	





**RockyBay**

*discovering abilities*

60 McCabe Street, Mosman Park WA 6012

T: (08) 9383 5111 F: (08) 9383 1230 W: [www.rockybay.org.au](http://www.rockybay.org.au)

ABN 66 028 387 386 ACN 636 892 898

