



**Rocky Bay**  
HEALTH + COMMUNITY



**Annual Report**  
**2021-22**



YOUR  
partner  
IN  
possibility

Rocky Bay positively  
impacts customer wellbeing  
through trusted health and  
community services

### Our purpose

Enhancing abilities, enriching lives

### Our vision

Creating extraordinary outcomes through  
exceptional health and community services



In this photo: Rocky Bay customer  
Ruby with her sister, Macey

Cover photo:  
Rocky Bay customer Evanee

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**08 6282 1900**  
[rockybay.org.au](http://rockybay.org.au)



Rocky Bay acknowledges the  
traditional owners of the lands  
on which we live and work.



We pay our respects to elders  
past, present and emerging.



# Chair and CEO Report

This past year was full of challenges and surprises. Significant progress was made across several projects despite often difficult conditions. COVID-19 continued to remain an issue for both customers and staff, and we all had to focus to ensure that there was minimum disruption to our services.

To add further to our challenges, Rocky Bay experienced a cyber incident in February 2022, which significantly impacted the capacity of the business.

However, these events only served to make the organisation stronger. As a result of the cyber incident, we identified improvements we needed to instigate to ensure a stronger, more resilient recovery process in the future.

The other pleasing outcome was the effort expended across the business once the cyber incident had occurred, and the manner in which the recovery was methodically undertaken. It was simply exceptional. The organisational culture, strong leadership, and personal responsibility at every level, saw an unwavering progression to a positive outcome, under extreme stress. As a result of the outstanding response by all areas of the business, we were able to limit impact completely to our customers.

On a positive front, our new Core Systems Project officially commenced in August 2021. This project will enhance Rocky Bay's sustainability and growth by allowing us to work smarter and empower our customers and workforce with a fit-for-purpose market leading system. The importance of this project cannot be overstated. It will have a major impact on everyone who engages with Rocky Bay well into the future.

We were fortunate to receive significant research grants over the year. This included funding from Telethon for our Early Start Intervention Program (ESIP) and funding for our "Tech Talkers" initiative. We also collaborated with Murdoch and Curtin Universities on new research projects.

Our new web-based travel application "Clix" was successfully launched. Clix calculates how many kilometres are travelled by customers and staff and can be accessed via a web browser or mobile phone. The Clix process ensures that customers have full transparency as to how many kilometres they travel, which allows them to make better informed decisions about the use of their plan. Furthermore, it provides our Fleet team with a comprehensive fleet management system with which to manage our transport resources. Our Rocky Bay fleet travels three million kilometres a year, so maintaining a sustainable fleet is paramount.

We started the process of looking for a new site for our metropolitan hub facility, by preparing our McCabe Street site for sale. This included writing an Expression of Interest to gauge market demand and expectations for the site, title processing with the Department of Planning Land and Heritage and we also started contamination, engineering, and heritage reviews.

Rocky Bay was heavily involved in several community events over the year. This included working in the phone room at Telethon and holding our own "Family Fun Day." This event was well attended and provided the opportunity for the entire Rocky Bay community to unite and enjoy entertainment and activities for all ages and abilities.

Opposite photo L-R from front - Adam Maxwell, Hannah Beazley, Jeff Holloway, Michael Tait, Travis McKenzie, Michael Lawson, Richard Pappas

We acknowledged the contribution of staff at our Annual Star Awards. This year it was held at the Kidogo Arthouse in Fremantle and was attended by the quarterly Star Award winners and their partners.

We held our first ever event for Shift Accessible Homes. Shift is a wholly owned subsidiary of Rocky Bay Limited and specialises in the development of Specialist Disability Accommodation. We hosted a Housing Solutions Forum and expo in

September which was well attended by customers, NDIS providers and other sector peers.

On behalf of the Board and the Executive team, we would like to thank our staff, volunteers and partners for their effort and dedication throughout the year in helping to improve the lives of our customers. We look forward to working together with you into the future in these exciting times for Rocky Bay.



**Michael Tait**  
Managing Director &  
Chief Executive Officer



**Trent Bartlett**  
Chairperson



# About Us

Rocky Bay partners with our customers to celebrate potential in all its amazing uniqueness. We are a support network of friendly, genuine people whose sole purpose is to identify and nurture all the things our customers do well, whoever they are, whatever their age. We have a genuine desire to understand the needs of the individual and design our services accordingly.



## Accommodation

Rocky Bay staff open the doors to possibilities for our customers with a choice of accommodation options and a commitment to the highest standards of compassion, respect and understanding. Whether short term or long term, our staff genuinely listen to our customers' needs and preferences, to find the option that fits best, and to provide the lifestyle our customers want.



## Community

The Community team work tirelessly to help people with all abilities get more out of everyday experiences. By getting to know our customers, the team organise activities that enable them to participate in the life they want to live. Supported by a fleet of accessible vehicles, staff provide opportunities for leisure and recreation, skill building, job readiness and social interaction.



## Rocky Bay Equipment

Rocky Bay Equipment keep our customers moving and make everyday tasks a little easier with specialist technology. Working in partnership with occupational therapists and physiotherapists, the team connect people to the equipment and technology they need and when necessary, customise it to their individual requirements.



## Support Coordination

Our Support Coordinators are experts in the working detail of the NDIS system, and provide an independent voice for our customers, to maximise their plans, and source and receive the best possible supports.



## Therapy Services

Clinical staff at Rocky Bay build a team of professionals around each customer, working in partnership to enhance abilities and enrich lives. With care and understanding, the teams encourage determination in our customers, giving them the confidence to achieve their goals, no matter how big or small. The breadth of skills across many disciplines creates a holistic approach to the health and wellness of our customers.



## Training and Development

Rocky Bay's team of qualified trainers draw on the organisation's 80+ years of industry-based knowledge and skills to pass onto our customers, their carers, staff and other organisations so that they may continue our legacy of best practise support for people living with disability.





# Patron, Board and Executive

## Patron



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

## Board members



**Trent Bartlett**  
Chairperson



**Susan Male**  
Chairperson  
(retired July 2021)



**Paul Klein**  
Deputy Chair



**Miriam Borthwick**



**Chris Catlow**



**Jeff Holloway**



**Tricia Murray**  
AM



**Lui Pangiarella**



**Veronica Parish**



**Chris Ryan**

## Executive team



**Michael Tait**  
Managing Director  
CEO



**Allison Adams**  
General Manager  
Human Resources



**Anne-Marie Cox**  
General Manager  
Community



**Michelle Dillon**  
General Manager  
Clinical Services



**Jane Edmond**  
General Manager  
Supported  
Accommodation



**Trevis Lawton**  
General Manager  
Strategy and  
Governance



**Adam Maxwell**  
Chief Financial  
Officer

# 2021-22 in Figures

## Number of staff

**1119**



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

**30**   
locations

**3,400+**   
people supported

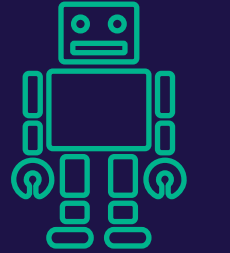
Number of  
Community  
Fleet vehicles **88**



**139**   
external  
organisations  
provided with  
training

**236,945**   
Community hours  
of service

Distance travelled  
**980,253 km**  
Rocky Bay fleet  
**320,345 km**  
Grey fleet

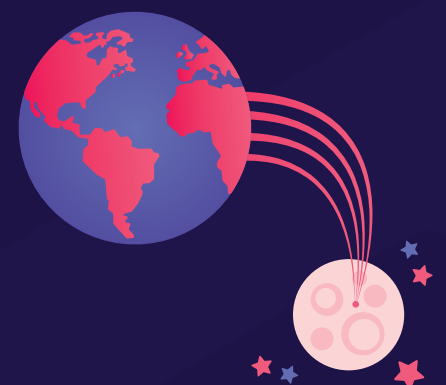
**2,600+**   
customers  
accessing Clinical  
and Assistive  
Technology

**20,000**   
Hours of training delivered

Approx.  
**20,000**  
Hours of training delivered

**5500+**   
Guest House stays

**Just for fun**   
The distance between  
the Earth and the moon is  
**384,400km**  
and we could have travelled  
twice there and back



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



# Strategy and Governance

## Strategy and Governance

2021/22 was a challenging year for the Strategy and Governance team. We encountered several unforeseen events (detailed below) and significantly adapted in the way we engaged with the NDIS as it matured.

The Strategy and Governance team was integral to working across all issues and demonstrated a high degree of resilience and flexibility. Likewise, the team expanded its skill-set to meet the changing organisational requirements that came with growth. Across the diverse areas of strategy, quality, risk, safety, technology, analytics, law, and corporate project management, we endeavoured to drive positive change and assist every part of the business.

## New Corporate Hub Site

A major initiative which required a considerable amount of time and effort, was aligning the multiple requirements of each department to facilitate Rocky Bay's move, from its long-term Mosman Park home to a new corporate hub. In order to ensure that we are best placed to cater to our customers into the future, a detailed framework was developed to identify a new site.

This included a comprehensive building site search across numerous local government areas within the inner north metropolitan area. This monumental decision allows us to start designing and constructing a new best practice, contemporary facility that will provide a new home for future generations.

## Service Interruptions

The year saw two major interruptions to normal operations in the form of COVID-19

and a cyber incident. Our emergency and crisis management plans were activated to protect both staff and customers and ensure business continuity. Whilst significant stresses were experienced over several months, these incidents highlighted the resilience of our people and processes and had limited overall impact to customers.

## Core Systems Project

Improvements to our core systems began in earnest this year. Contracts were negotiated and signed to get the project started. A well-resourced project team was established, and by the end of the year most of the system configuration had been completed. Furthermore, product demonstrations were met with significant positivity from staff.

The next steps involve testing, training, and ensuring a smooth change management process. The new systems continue to promise substantial improvements in efficiency and effectiveness and will be going live next year.

## NDIS Re-registration Audit

In order to secure re-registration with the NDIS, Rocky Bay participated in its first mandatory audit of operations. This required a considerable amount of work across the organisation, as we had to provide the auditors with access to all aspects of the business. The auditors interviewed staff and customers and reviewed a significant amount of documentation. This was all project managed by our Quality and Governance team.

Whilst a few minor points were noted for improvement, we were recommended for re-registration, which is a testament to the rigour and emphasis on quality to which Rocky Bay adheres.

## Workplace Health and Safety Legislation

Workplace Health and Safety harmonisation went live in Western Australia this year. As part of this process, the Safety team undertook an audit of existing practices and policies to ensure that we were able to fulfil our obligations and make our workplaces as safe as possible.

## Workplace Mobility

As part of the ICT Directions Plan, there were numerous improvements to network infrastructure, systems, and processes. One area that was significantly affected was workforce mobility. Over the year, considerable change occurred in the way people worked. This led to a significant increase in the number of laptops purchased and the implementation of more cloud-based services.

This was integral to overcoming short term issues and sets up the business for a more mobile future, which is critical to the distributed service model required under the NDIS.

## Strategic Planning

Over the year, we continued to investigate opportunities aligned to our strategic plan. This resulted in a variety of workshops, research, and position papers. Discussions related to new potential hubs, innovative service lines and facilitating ways to improve our existing business. Having the internal capability to deliver analytical insights proved invaluable over the year and ensured that the best possible decision-making occurred.





# Supported Accommodation

## A Challenging Year

Numerous challenges impacted negatively on our customers' health, quality of life and emotional wellbeing over the past year. A lack of staff resources also slowed down our ability to introduce some of our more significant service improvements.

Customers and staff contracted COVID-19 resulting in homes being locked down. The knock-on effects of COVID-19 also delayed the construction of our new Specialist Disability Accommodation (SDA).

Despite this, we worked collaboratively with our colleagues to ensure that our high standard of support to customers was maintained. We ensured that spirits remained buoyant by incorporating new house-based activities that engaged everyone, and we took the time to publicly acknowledge the dedication displayed by our employees over the period.

## Focus on the Future

Our focus is always on constant improvement. We want to make the lives of our customers and staff better, and we have many new ideas on how to achieve this. This saw us create the new role of Service Improvement Manager. We are excited about the difference that this role will make to customers and staff in the years ahead.

Two new major projects were undertaken over the period. The first project followed a submission relating to how individuals are funded, based on equitability, choice, and control. Rocky Bay was chosen to be one of the NDIA Supported Individual Living pilot programmes.

The second project was the engagement of Curtin University to undertake qualitative research on customers, who were moving from long term large congregate accommodation

options, or from their families' homes, into new SDA properties. Both projects are anticipated to run for the next two years and there are others planned for 22/23.

We maintained our focus on continual staff development. We worked with our colleagues in the training team to run a suite of training specifically focussed on front line managers and supervisors. This was delivered across the Supported Accommodation team and enhanced their skills, performance, and knowledge. This training ran in conjunction with numerous development options offered to our wider teams, focussing primarily on the outcome of achieving better services for our customers.

## SDA and Home Improvements

Teams across the business worked together intensively over the year as we prepared for the opening of two new SDAs. These were located in Yangebup and East Victoria Park. Both will be providing new homes for some of our existing customers and new customers. There is much excitement amongst customers, their families and the staff teams who are going to be supporting people in the new venues.

We were successful in our application to the State Government for funds to improve some of the older housing stock we manage on behalf of the Dept of Housing. This will provide the opportunity for homes to be modernised and improved, making them better places to live.





# Clinical Services

This year was an interesting and challenging year for the Clinical Division. As well as managing COVID-19, which impacted our staffing levels and service delivery, we also worked to address other issues affecting our customers.

## Allied Health Services

Waiting times for therapy services remained a concern for not only our customers, but also our staff. Longer than usual wait times were caused by recruitment difficulties in the Rockingham and Mandurah areas. We implemented a range of new initiatives including introducing a regular touch point protocol. This provided us with the opportunity to check-in with our customers (via email or text) and reassure them that we are still actively managing their case and listening to their concerns.

The Early Start Intervention Program (ESIP) continued to flourish with the assistance of our second grant from Telethon. During the year, we were able to double the number of participants treated and had 30 children enrolled in the program. Demand remains high for this program, and we have applied for a third grant from Telethon. This allows us to reach children prior to them accessing NDIS funding.

The Therapy Graduate Program saw 21 graduates finish their year-long pathway. As a precursor to the graduate program, we also ran a formal student placement program and supported 63 students over the last year. These students all came from major Perth universities. We are working closely with both Curtin University and Edith Cowan University to be seen by the allied health students as a viable employment choice post-graduation.

We have also developed new and varied services to meet our customers' needs, including Hippotherapy services and paediatric continence. Hippotherapy is a type of therapy that works in collaboration with a riding group, and after an extensive

consultation period, we partnered with the HorsePower group in Brook Valley. Children and adults can access this therapy to help with their mobility and core strength. Paediatric continence is a much-needed service for both NDIS participants and non-NDIS participants. Our specialists are actively working supporting children and their families from Geraldton to Mandurah.

2021/22 saw us expand our podiatry services to include Mandurah and Joondalup. Demand for Dietetics increased, and we increased the number of clinics available offering both face-to-face and telepractices for participants.

Emotional regulation was an often-requested service. To meet demand in a timely manner, we launched clinics in most of our hubs, so we could reach as many people as possible and provide tips to help them cope. This has resulted in us upskilling a range of therapists and families.

To help improve staff retention, we reviewed our structure and decided to embed Advanced Clinicians and Clinical Advisors into all our geographical hubs and teams. We identified 16 specialised areas in which we delivered therapy and now have Advance Clinicians and clinical advisers (clinicians working towards advanced skills), in these areas.

Allied Health Assistants who are vital to our delivery of care had their model of service reviewed. We now provide a career opportunity for them, with 2 senior Allied Health Assistant positions. We have also embedded them in geographical teams to provide appropriate support.



In this photo:  
S.T.E.P Perth airport tour

## Clinical Research

We continued our research into early intervention in children diagnosed with a rare disease, or at risk of developing a rare disease. This formed the framework for our early intervention program. We also continued our research into telepractice with people living with a disability. This is a joint research program between Rocky Bay and Curtin University. Last year saw the employment of a peer researcher (who was one of our customers) through our Stages Towards Employment Pathways (STEP) program.

A scoping review of telepractice from a user perspective was undertaken and interviews with staff working with disability providers throughout Australia were completed. We also achieved our tech talkers' program in conjunction with Murdoch University. The program trained 48 speech pathologists nationally and internationally.

In collaboration with AGOSCI, we conducted workshops and ran training for other providers locally, nationally, and internationally, including staff in Singapore.

We were also successful in receiving a small Telethon grant to re-launch our Autism Swim Program. This was a 10-week program that supports autistic children in gaining water safety skills in an environment where they felt supported. This included the beach as well as outside pool areas.

Our Therapy Services team worked with Ability First to deliver the First Steps program in Perth and Geraldton. Providing education to parents on a range of issues. Our mental health grant allowed us to explore the mental health support needs of our customers, as well as the needs of our staff.

We commenced scoping work on what it looks like to become a neurodiverse affirming organisation delivering neurodiverse affirming therapy. There is a desire from the community that autism be seen as a diversity not a disability. 2022/23 will see a range of strategies commencing in this area.

Our therapy team assisted Perth Airport with their sensory room consultation. This made the often-harrowing airport trip a little bit safer. We were also approached to work with emergency services regarding how people living with a disability could best access emergency assistance. We delivered education to frontline staff and are working towards removing barriers for people living with a disability who need to access these vital services.

Country grants from the NDS have allowed us to provide FIFO services to Geraldton to support the permanent team. We are also planning for a FIFO service to Albany.



## Nursing

Community nursing in the field of paediatric and adult continence grew significantly over the year. Our paediatric nurse visited clients across the Perth area as well as in Geraldton, often via telepractice. Our adult continence service is in high demand, and we are working on both clinic-based services and an in-home service for customers.

Customers continued to transition out of the Lucy Creeth Nursing Home. This allowed us to safely decrease night nurse support at the home.

## Support Coordination

Demand for support coordination outstripped our staff resources over this period. Our services are highly respected throughout WA, to the extent that we have a waitlist. We are constantly working to recruit staff to various locations throughout Perth and Geraldton.

2021/22 saw us introduce a new career pathway for our staff, with the creation of two senior support coordinator positions – one for the North and one for the South. These senior support coordinators provided guidance to their team, whilst also seeing clients. They provide expert advice along with the team leader in this complex area.

## Rock Bay Equipment (RBE)

The delivery of services this year was impacted by staff changes and the effects of COVID-19. However, despite this, we

managed to fully staff the team and were able to ramp up our mobile service and maintenance provision. We ran two mobile vans on the road every day, delivering maintenance and repairs to our customers' equipment in their home. Due to the increased demand in the secondhand warehouse, we were able to hire a warehouse assistant with lived experience through our STEP program.

We also developed an extensive online shop that featured all our secondhand equipment. The shop expanded to include prefabricated cushions and other devices. This allowed our customers to access a one-stop shop where they could look at the equipment in their own time and then hire or buy the piece of equipment.

An online catalogue was developed that showcased the range of customised seating options with prices included. This allowed the therapist or customer to pick and choose the different products that they needed.

As part of ongoing reform, we undertook an extensive review of our processes and introduced automation where possible, to ensure we were as efficient as possible and delivering value for money.

We also introduced the role of the specialist support coordinator. This person sees the more complex customers who have level 3 funding in their plan.



In this photo: The Rocky Bay Equipment team - Adam Faulkner, Leanne Shannon, Mark Cox, Eamon O'Brien, Quinn Walters, Lotta Collier



# Community

The Community Team continued to offer services and build relationships with customers, families, and carers throughout a challenging year. The first few months saw the peak of COVID-19 followed by the flu season, which saw some services intermittently impacted.

The entire team, from support workers to team leaders, are to be commended for their adaptability as they continued to work together to ensure as many customers as possible could receive supports through this time.

Our dedicated team leaders continued to work with families and customers to ensure that plans were on track and were maximised to achieve their intended goals.

## Guest Houses

In October 2021, Community opened “Parkland Retreat”. This was a new guest house and the first in Perth’s Northern corridor to offer short term accommodation respite services.

The guest house offers 5-bedrooms and is a fully renovated “Hampton’s style” respite home located in the leafy northern suburbs of Noranda. The home is situated close to the iconic Swan Valley and many other parklands, including Whiteman Park. It has an established regular customer base, who enjoy a short break and a holiday away from their day-to-day routines.

“Parkland Retreat” was a welcome addition to the southern home locations of “The Bush Retreat” in Beeliar, “The Beach House” in Rockingham and “The Country House” in Gosnells. All our teams worked hard to create a home environment with a range of daily activities encouraging everyone to live their

best life. For some customers, it enabled them to try living away from home and served as a supported first step before they made the decision to move out independently or into SDA accommodation.

Over the past 12 months, the team have delivered over 5,100 bed nights of short-term accommodation across the four homes.

## Emergency Respite

Emergency respite services were available for customers and families who found themselves in either crisis situations without respite funding, or had exhausted all short-term accommodation funding in a NDIS plan, at a time when services were required to assist the family.

This program continued to support customers and the impact equated to just over 1,200 bed nights.

## Stages Towards Employment Pathways (STEP)

The STEP program continued to grow during its second operational year. The program helps people living with a disability find meaningful employment by building on their personal skills. We also ran our School Leaver Employment Support (SLES) stream, which works with 16–23-year olds on securing employment.

A refreshed new discovery framework was launched and a new SLES framework will be launched next year.

## Community Access

Community Access continued to deliver increased services seven days a week to customers who wished to participate in their community and friendship groups. All programs were designed with our customer’s goals in mind and ranged from individually tailored programs to group events both on site in well-appointed hubs, or within the broader community.

All are designed to build life skills and independence while often forging friendships and gaining confidence on social outings.

We revisited all travel and transport services for existing customers and developed an in-house built application called ‘Clix’. This enabled staff to accurately capture the kilometres they travelled each day. This also enabled families to use their plans to claim for these costs, rather than it being an out-of-pocket expense. It was formally launched on 1<sup>st</sup> May 2021. We are also proud to be one

of the only providers to have invested in a sustainable modified van fleet service for future generations.

The Studio continued to expand its program offerings to customers, with programs ranging from pottery to textiles, woodworking and cooking.

Professionally trained artists took their art classes to our Clarkson and Duncraig hubs. With staff assistance, we were able to create some fabulous art and very happy customers.

School holiday programs in Rockingham continued to attract participants and assisted families through difficult times.

The Community Access aim across all hubs is to think locally and engage customers in their close communities. We work with individuals to design plans that meet their desired goals and recognise that living your best life is for everyone.

In this photo: children enjoying crafts at our NAIDOC day event





# The gift of safe transport

Rocky Bay and the Carcione Foundation joined forces to bring safe, reliable, and accessible transport to Warnbro teen, Tamati Ngamoki-Stevens, and his family.

The Ngamoki-Stevens family were presented with a new, accessible van at Rocky Bay's Cockburn Central hub, which was purchased by the Carcione Foundation and modified with funding from the National Disability Insurance Scheme (NDIS).

Tamati, a 15-year-old boy who lives with cerebral palsy, severe rigidity, and postural distortions, is non-verbal and has very limited sight. He has intensive care needs that require ongoing appointments at both Perth Children's Hospital and Rocky Bay, but transport has long been a challenge for the family.

Rocky Bay Occupational Therapist, Erica Tang, said Tamati's specialist modified stroller, with customised contoured seating, does not fit the standard van and hoist combination available in Western Australia.

"Tamati's postual limitations means he is unable to tolerate typical seating positioning and he requires a high degree of recline which makes his overall footprint longer than most wheelchairs," Erica said.

"Moreover, Tamati's legs also turn outwards from the knees, so not only is his chair longer than most, but it is much wider to accommodate for the way his legs splay."

With no other option available, the family had been using a borrowed van that is ageing, unreliable and too small for Tamati to access safely and comfortably.

An offer by the Carcione Foundation to purchase a van large enough to accommodate Tamati paved the way for an application to be made to the NDIS to convert the Mercedes Benz Sprinter into a safe and accessible wheelchair van. This ensures that the family will not have to worry about Tamati outgrowing the hoist within the next few years.

Rocky Bay Chief Executive Officer, Michael Tait, said the presentation of the van to the Ngamoki-Stevens family was testament to what could be achieved when organisations came together to work in partnership.

Tamati's mum, Tania Ngamoki-Stevens, said the new van and hoist would give her peace of mind knowing that Tamati is safe when transported to and from essential medical appointments.

"It was an emotional moment when we were told that Tamati's nomination had been selected to receive a van from a generous donor," Tania said.

"Thank you doesn't seem enough for what you have done for our son, and we are extremely overwhelmed by your kindness and willingness to help Tamati during his time of need."

Tamati lives with his parents Cecil and Tania, brother, twin sisters, and a foster brother who lives with Down syndrome. More than being able to attend medical appointments, a new modified van means the Ngamoki-Stevens' can finally include the whole family in outings together.

"We are a family unit and should be able to do things together as a family," Tania said.

"And now that is possible. Thank you very, very, much to Vince and the Carcione Foundation."



In this photo and opposite:  
The Ngamoki-Stevens family  
in the front of their new van



# Human Resources

The Human Resources (HR) team continued to work collaboratively to maintain a high level of service in an increasingly tight labour market. The continued travel restrictions created an acute skill shortage and inflated wage expectations. The sector saw unprecedented fluidity in the movement of resources from one provider to another, and Rocky Bay embraced contemporary recruitment practices to remain competitive and relevant. It is evident in the Allied Health profession that talent acquisition has become increasingly about agility, flexibility, and work life balance, rather than simply remuneration.

Recruitment of staff remained a consistent focal point for HR over the year. We continued to provide a quality service whilst also improving the candidate experience. We achieved this by streamlining and introducing contemporary and sustainable time saving technology solutions that promoted engagement.

Rocky Bay continued to strengthen its workforce by building organisational capability encouraging staff retention and enhancing ongoing performance. The organisation demonstrated an ongoing commitment to ensure that all staff had the skills, knowledge, and resources to support customers in reaching their potential and achieving their goals.

### Key Projects

2021-2022 saw several challenges emerge. We pivoted to support and respond to the new market pressures, whilst supporting customers and attracting new employees to cover employee attrition.

The upsurge of COVID-19 cases in the community rallied the team to work together to offer creative and rewarding responses to those workers supporting COVID-19 positive houses. This involved significant rostering innovation and redeployment to ensure all customers were supported during their services and contractual obligations were honoured.

The safety and wellbeing of both customers and our workers was paramount. We were able to demonstrate to both management and our teams that there was support available. This included the Employee Assistance Program. Those who worked in the houses during COVID-19, were afforded an allowance of 20% on their ordinary rate to reward and recognise their efforts.

The identification of performance improvements was a focus for the HR team. We leveraged technology and process reengineering principles to implement several

benefits including:

- A streamlined recruitment process with one point of contact for the candidate throughout the process
- Removal of duplicated processes, particularly in “Page Up” which were unnecessary and slowed down the process
- The implementation of video interviews, resulting in a 90% usage rate to date
- A partnership with “X Ref” – a reference checking system, with most references for a candidate returned within 48 hours
- A collaboration with the Marketing Team to review recruitment advertisements, media selection and marketing opportunities. This led to an increase from 2% to 6% of applicants being sourced from social media platforms (TikTok, Facebook, LinkedIn, and Instagram)
- Diversity, inclusion and acknowledgement of country statements were added to all recruitment advertisements
- Dedicated recruitment teams with assigned portfolios were established to ensure specialism and a familiar point of contact within the organisation

- Increased communication both internally and externally on internal positions available, leading to five promotions within the organisation
- The weekly promotion of vacancies and an increase to the Employee Referral program for successful recruitment from \$1000 to \$2000
- The introduction of a revamped and structured Allied Health Graduate Program for the 2022/2023 intake
- Dedicated inbox management and the establishment of a 48-hour SLA for queries, advice, and acknowledgement from HR and Recruitment
- Recruitment workshops with the business to revamp advertisements, attraction mediums, interviews, and job descriptions
- The development of standard templates and tools for the team to use with work instructions
- The automation of the exit survey process to create a database for HR analytics

We entered the fourth-year review cycle of the SCHADS Award. We prepared

for ratification by ensuring our systems and processes were reviewed, revised, and communicated to all managers and supervisors. This included an organisation wide communication of changes affecting employees. As we continue to develop and support our leaders, we launched a program to further knowledge and understanding, through our monthly “Lunch and Learn” sessions on topics that relate to them.

Changes to the NDIS practice standards in November 2021 instigated a review and audit into employee compliance. We worked to ensure that our employee records were compliant to mandatory employee requirements, which also included immunisation policy records.

The HR team worked tirelessly despite great challenges and change to ensure a quality service is provided to the business. We will continue to empower the team as they grow into their profession through increased exposure and experience. As we transition to a service delivery model of operation the business will only benefit, as we support a culture of growth, diversity, and inclusion.

### Number of staff



1119

### Staff by gender (%)



74%



26%



Casual	15%
Full-time	31%
Part-time	53%



Clinical	21%
Community	26%
Corporate Services	8%
Executive	1%
Human Resources	4%
Relief Pool	12%
Strategy and Governance	3%
Supported Accommodation	24%

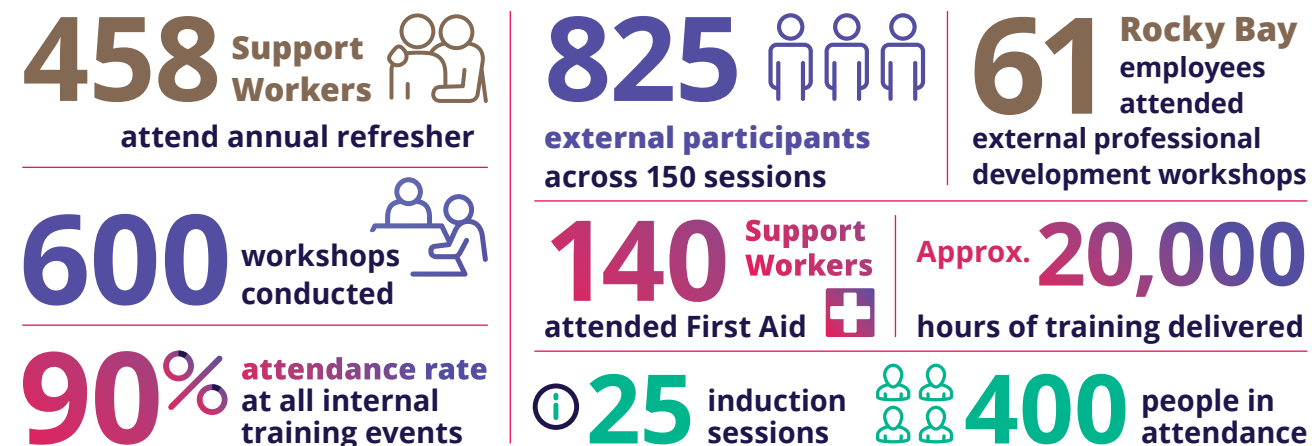


0-6months	14%
7 months - 1 year	16%
1-2 years	18%
2-4 years	18%
4-6 years	16%
6-8 years	9%
8-10 years	3%
>10 years	6%

Statistics as at 30 June 2022



# Staff Development and Training



Rocky Bay training has an integral role to play in helping Rocky Bay attract and retain a quality workforce that can meet the growing expectations of customers.

We are committed to ensuring our staff have the skills and knowledge to provide the best possible individualised support to our customers. Staff have access to a wide range of training programs, some of which are mandatory requirements and others as part of our development programs.

With our workforce growing rapidly, we continued the rollout of a strong learning and development plan to improve the effectiveness and efficiency of our workforce.

Throughout the financial year, Rocky Bay training delivered more than 600 sessions of training over a range of topics for a range of departments and teams. Training included essential and mandatory skills for support workers (including safe handling of people, medication administration, and infection control) to Customer Service and Leadership Development programs.

Whilst COVID-19 continued to influence the provision of services, we continued to support the organisation with learning and development activities with the team managing to pivot as required by ensuring

continuation of training to be delivered online, via MS Teams, as needed.

Our support workers continued to receive ongoing training to achieve mandatory requirements, while also being able to access supplementary training to ensure that they are supported to provide the best possible support to our customers.

Rocky Bay continued to facilitate the Certificate III in Individual Support (Disability) internally as a registered Training Organisation (RTO) and was excited to have 30 support workers complete and receive the qualification, and a new cohort commencing with 25 students. An incredible achievement for everyone involved.

Other than the mandatory requirements for support workers, other training for the frontline groups included:

- Person Centred Active Support
- Resilience and Change
- Professional Documentation

Leadership development has always been an integral part of Rocky Bay's commitment to supporting the growth of its staff, while building the capacity of the business to deliver an even better customer experience. With the introduction of the Learning and

Development Advisors, the team has been able to offer greater internal leadership and team development training opportunities.

In addition to direct support worker training, Rocky Bay continued to invest resources into building leadership capability across the organisation. Team Leaders and Service Managers explored their leadership potential through a series of development programs, with a series of six workshops, specifically developed to support these leaders with the skills and knowledge required to successfully undertake their roles. These workshops were supported with coaching provided internally by the Learning and Development Team supporting participants to implement the learning into their daily activities.

The Emerging Leaders Program was delivered over a 6-month period to 50 internal employees from a variety of frontline leader roles and from a range of departments. This annual program provides an opportunity for Rocky Bay to continue to build a pipeline of future leaders with several of the participants moving into more senior roles within the organisation.

Other internal programs delivered to a range of teams included:

- Supervising Successfully
- Understanding and Leading Team Effectiveness
- Managing and Leading Performance
- Managing Customer Expectations
- Creating and Leading Positive Customer Experiences
- Managing Change and Building Resilience
- Coaching and Mentoring
- Clinical Graduate Program

Rocky Bay has continued to invest in the development of online modules to ensure that staff are able to access training and compliance requirements in a flexible manner. The suite of modules continues to grow with the introduction of new modules, including:

- Workplace Behaviour
- Incident Management
- Penelope Training
- Regulated Restrictive Practise
- Personal Protective Equipment
- Customer Travel and Transport
- Cyber Security



External Training Services

As a well-regarded RTO, the demand for external training on a fee for service basis has continued to increase with new and existing external customers accessing training services from Rocky Bay.

This financial year, the training team exceeded performance targets and expectations and continues to grow the Rocky Bay training portfolio for external customers. The team was able to deliver more training than anticipated and demand continues to grow in the clinical training area.

Eight hundred and twenty-five external participants accessed training across 150 sessions. Our client base grew with more than 95 organisations in the metropolitan area. For some we have become their provider of choice.

Diversity and Inclusion

The Cultural Diversity Strategy was developed to help guide priorities and support the organisation to be culturally inclusive. Highlights included:

- Updated HR systems to capture staff cultural and language data to enable Rocky Bay to understand more fully our culturally diverse workforce. This has included languages spoken, Aboriginal identity, and cultural background
- ‘Staff Cultural and Language Information’ survey with 268 responses received and showing five staff identified as Aboriginal and/or Torres Strait Islander, 29% of our workforce speak a language other than English
- A new Aboriginal community member joined RAP committee - Samuel Garlett
- Work with Aboriginal RAP community members to update Rocky Bay’s Acknowledgement of Country
- ‘Reconciliation in Action’ induction module created, with advice from Aboriginal community members of the RAP committee.
- Translation of three Rocky Bay customer documents into five languages - Arabic, Simplified Chinese, Traditional Chinese, Tamil, Vietnamese.

Training provided to external organisations		
Perth Home Care	Ignite	Christ the King School
Uniting Care WA	Good Start Early Learning	Cannington Education Support
City of Melville	Interchange	Freshstart
WA Blue Sky	Unique Support	Access Plus
Family Support WA	West Byford Primary School	Success Primary School
Valued Lives	Prendiville College	Community Vision
Autism WA	Identity WA	Carers WA
Devoted Healthcare	ELBA Empowering People with Disabilities	Kompletecare
BGSR	Freshstart	Lifepan
Collective Hope Group	HADWA Health & Disability Awareness	Shape Disability
Enable WA	Ignite Community Network	Workpower





# Henry receives critical support

Henry Duca, a bright and happy two-year-old, had a challenging start to his life.

Born at 38 weeks gestational age to Leanne and Simon Duca, Henry received multiple medical diagnoses after birth and spent 81 days in a Neonatal Intensive Care Unit (NICU).

Since birth, Henry has endured seven different surgeries in relation to his diagnoses.

Henry was diagnosed with Pierre Robin Sequence (PRS) primarily affecting the formation of his jaw and palate, Tetralogy of Fallot (ToF), which is a congenital heart condition, Obstructive Sleep Apnoea, and dysphagia, resulting in difficulties with breathing and swallowing.

Henry was also diagnosed with a hearing impairment, for which he uses a bone conduction device for conductive hearing loss, with Leanne and Simon looking to explore a cochlear implant for Henry in the future if his hearing loss is permanent.

Henry's most recent surgery was in April this year, which consisted of reducing the size of his tonsils, Botox to his salivary glands, and a lip tie release to assist with his speaking, feeding and his obstructive breathing.

Rocky Bay's Allied Health Team Leader, Nelly Sarwary, advised and advocated for a review with his Paediatrician as well as a referral to be seen by an Ear, Nose and Throat (ENT) Surgeon.

Henry is the second participant in Rocky Bay's Early Start Intervention Program (ESIP), which launched in January this year, and was made possible with the generous support of the Channel 7 Telethon Trust.

The program brings critical and timely intensive multi-disciplinary therapy support to West Australian children with significant developmental delay and who are at risk of, or diagnosed with, rare diseases.

"As soon as we got on board with Rocky Bay, there were issues picked up with him....," Leanne said.

"Mostly with his mouth – the lip ties, tongue tie, extra-large glands in his mouth that were potentially impacting him."

When he was nine weeks old, Henry had jaw distraction surgery to insert metal distractors to lengthen his jaw. Henry also had his Cleft Palate repaired (a consequence of PRS), another surgery to insert a Percutaneous Endoscopic Gastronomy (PEG) for feeding in relation to his dysphagia, and at six months old he had open heart surgery to repair his ToF.

"Some kids with PRS have to have the jaw surgery, and some don't," Leanne said.

"Henry's was quite severe. What it did was almost immediately allow him to breathe almost on his own, as from birth he had relied on a Nasopharyngeal Airway (NPA) and being cared for lying face down.

"Every procedure he's had there have been complications. Nothing has ever gone straight forward and it's generally related to his airways, so we've always had extended stays in the hospital."

Leanne heard about Rocky Bay's ESIP through Perth Children's Hospital (PCH) and Henry has one of 24 spots in the program allocated to high-risk children.

"Henry's OT at PCH rang us straight away to tell us it would be a really good program for him. She did the referral and that's how we got involved," Leanne said.

After being referred to Rocky Bay, the Duca family had an initial meeting with ESIP Coordinator, Cristina Lee, who assessed Henry to see what services he should be accessing.

"When participants come into our program we have an initial meeting, and together we

complete a brainstorm with the family to ensure a holistic understanding of the child's routines and family life," Cristina said.

"This includes sleep, mealtime, communication, mobility, self-care activities like dressing and showering. We also look at community supports and networks the family currently have, and discuss a goal setting process with all of the kids as well."

In addition to PCH, children have been referred to the program from, private practices, child development services and by word of mouth.

"I shared Rocky Bay program with one of my NICU friends, and they are now on board with their child as well," Leanne said.

With Rocky Bay, Henry now accesses physiotherapy, occupational and speech therapy. The best part for the Duca family

is that Henry can receive intervention in the comfort of his own home, affording him a positive environment for progress.

"Henry is doing amazing. He's doing so well in the program and has made so many gains already," Cristina said.

Overall, the Duca family are thrilled with the services that Henry has been able to access via Rocky Bay's Early Start Intervention Program.

"We're stoked. He needs therapists that are quite firm, he needs the structure....and someone that picks up on his little cues and quirks," Leanne said.

"Henry is very determined, and he is very affectionate – he's the best cuddle giver," said Leanne.

"For what he's been through, he's always so happy."



In this photo:  
Henry and Leanne



# 2021 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.

## Being Professional and Accountable

This award recognises an individual or team that exemplify how we want to be perceived as an organisation and those that take ownership for all that they do.



### Trena Janczyk

Trena has been key to many of the improvements that have been implemented at Rocky Bay. She is always looking for solutions to problems and is consistently willing to get involved to ensure that everything we do is part of our continuous improvement program journey. Trena is the epitome of professional and accountable. She really cares about Rocky Bay's reputation both internally and with external stakeholders. She'll often take the lead on tasks without being asked. She's the glue that holds supported accommodation together.

## Providing Excellent Customer Service

This award recognises an individual or team who have gone above and beyond expectation. Providing excellent customer service is fundamental to Rocky Bay's success and it is what will continue to set up apart from our peers. It is vital we listen to customers and their families, tailor our services to their needs and always put our customers first.



### Jenny Durnthaler

Jenny is the face of customer service. She lives and breathes that whole value. She really believes that she is there to make everyone's journey to Rocky Bay and services the best she can. Jenny goes that extra mile and has even gone down the road to assist someone with directions to find Rocky Bay. She goes to every nook and cranny within Mosman Park to get whatever the customer or visitor needs, and she does this with a massive smile on her face. She makes every visit to Rocky Bay a memorable one and always does this with a smile and a laugh.

Pictured right: Rocky Bay CEO Michael Tait with our Star Award winners Jenny Durnthaler, Trena Janczyk, Hollie Beth Cubbit, Ran Ayres, Trent Bartlett (Board Chair), Hattie Lustig, Meagan Bates, Monique Miller and Megan Guglielmana

## Looking for Better Ways

We constantly review our performance, staying on top of new ways to make your experience better.



### Monique Miller

Monique was able to provide an opportunity to a customer that would have been life changing. She had multiple barriers that she needed to work through. She also managed to meet all of the risk management expectations and the end result was such a huge moment for that family that was really worth celebrating. She really went above and beyond.

## Working Together

This award recognises an individual, team or cross functional group who have shown excellent collaboration.



### Rocky Bay Studio Team with the assistance of Marketing

As a team, they work together brilliantly each and every day. They look individually at each of our customers, their abilities and how they can participate in some creative journey that really is important and meaningful to them. The team continuously demonstrate that they work together as a team with their customers at the centre of everything they do.





# Chris sails into leadership role

Motivation and a zest for life is inherent in 24-year-old Chris Minutillo, who has just recently earned a Silver Duke of Edinburgh International Award after completing the Leeuwin Ocean Adventure's Ultimate Challenge, with support from Rocky Bay's Wishing Tree.

Chris loves his sports, and excels at soccer in particular. He has played Associated Catholic College soccer and been part of WA's Paralympics side. In 2015 he won silver for Australia at the Special Olympic World Games in Los Angeles, and currently has his sights set on the 2022 National Games in Launceston.

A long-time Rocky Bay customer, Chris started his Duke of Edinburgh journey a few years ago. The Duke of Edinburgh Award is a structured and fully inclusive youth development program that empowers young people aged 14 to 24 to explore their potential and find their passion and purpose.

To progress throughout the program, participants must complete various stages to obtain a bronze, silver and gold award, including learning a new skill, improving their physical wellbeing, volunteer in their community and experience a team adventure in a new environment.

With a bronze award already achieved, Chris set his sights on obtaining his silver award, even if it meant a delay in achieving it due to the COVID-19 environment.

In February, Chris set off from Victoria Quay in Fremantle aboard the STS Leeuwin II as a supported crew member, on a unique and thrilling five night ocean adventure that would also complete his Duke of Edinburgh Silver Award. His place on the voyage was secured by Rocky Bay's Wishing Tree.

"I did lots of different stuff and enjoyed doing new things – pulling ropes to put sails up, cleaning and cooking," Chris says.

He also completed cleaning and galley duties, worked on the bow sprit and furled sails, learnt to tie knots, undertook night watch duties and even took the helm to steer the ship. Chris's proudest moment though was reaching his goal to climb the shrouds of the ship.

"I don't like heights but am very happy I climbed to the platform," Chris says.

"I climbed higher each try and got to the platform on Friday."

Rocky Bay Lead Support Worker, Craig Johnston, who supported Chris throughout the voyage, says that Chris was always willing to join in on any task he was asked to perform, and although he found some of them challenging, he would persist with support from the Watch Leaders and himself.

"Chris also stepped into leadership roles when setting sail, as he would regularly take on the position to sweat the lines and coordinate other participants hauling. He worked really effectively taking advantage of his physical size and strength on each task," Craig says.

Craig explains that Chris was always very aware of the needs of other participants on board, and was always willing to offer his help with tasks.

"Chris's biggest achievement from my point of view was seeing him climb the shrouds to the first platform. He remained keen on building his confidence and managing expectations," Craig says.

managed to climb to and touch the first platform with joy and confidence, and his genuine sense of achievement was very evident.

"There was a clear buzz from Chris as he was greeted and congratulated by people talking about how high he was and that he finally completed the climb!"

In April, Chris received his official Duke of Edinburgh Silver Award certificate, which was presented to him by Rocky Bay CEO, Michael Tait.

Since completing his Silver Award, Chris has been extended an offer of the Gold Award,

due to the impact that COVID-19 had on his completing silver. We can't wait to see what is in store for Chris, as he continues his Duke of Edinburgh journey!



In this photo:  
Chris Minutillo with  
Rocky Bay CEO, Michael Tait





# 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 41 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.



In this photo:  
Rocky Bay customer Gabriella



# Acknowledgements

## Making a difference for people with disability

Rocky Bay is privileged to work with many Western Australian organisations and individuals who share our commitment to supporting people living with disability to live their best possible lives. As partners and possibility, our generous supporters play a critical role in funding innovation and addressing funding gaps for which no other funding means are available.

Our supporters have continued to make a huge difference in the lives of our customers despite the trying times of the past few years. And for that, we are deeply grateful – thank you.

	<b>Department of Communities</b> Western Australia's State Government has supported Rocky Bay's efforts for 35 years through funding and grants, the transition of customers to the NDIS, and through our partnership to deliver Supported Accommodation.
	<b>Lotterywest</b> Lotterywest has been a long-time supporter of Rocky Bay across a wide spectrum of funding opportunities.
	<b>Channel 7 Telethon Trust</b> Following a highly successful, Telethon-funded pilot in 2021, Rocky Bay received funding to extend the Early Start Intervention Program for 2022 to provide critical therapy to children at risk of, or diagnosed with, rare disease. Thanks to Telethon's record-breaking year in 2021, we also received a second grant to pilot the AusSwim program to teach water safety and skills to children with disability.
	<b>Audi Centre Perth</b> The partnership between Audi Centre Perth and Rocky Bay continues to help reduce fleet costs, while also providing sponsorship for key events and activities.
	<b>The Rocky Bay Foundation</b> The foundation continues to support the work of the Rocky Bay organisation with funding over the course of the year.
	<b>NDS (WA)</b> Rocky Bay is a grateful recipient of several grants over the years that allow us to pilot service innovations for the benefit of people living with disability in WA.

## 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  
Willy and Mimi Packer  
Carcione Foundation

## Supporters

Rocky Bay could not continue to provide services and support to people living with disability without the support of so many families, supporters, donors and sponsors who generously provided assistance throughout 2021-22. We extend our sincere gratitude to the following people and organisations.

AccessPay	Lions Club of North Beach	Mr Chris Catlow
Alcoa PEACH Fund	Mr Paul Klein	Octagon Lifts
EA and JA Heal	Ms Rosalind Clark	Rio Tinto
Lions Club of Busselton	Ms Tricia Murray	

## Bequests

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

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

When preparing your Will, after considering your family, you may want to consider a bequest to Rocky Bay. Leaving a donation in your will is one the noblest ways you can ensure your legacy lives on, by directly benefiting the lives of people living with disability.

Rocky Bay was built on the kind donations from bequests, and our customers have benefited from the generosity of others, from small donations through to family homes.

All funds donated go directly to supporting people with disability. If there is an area that is close to your heart please call us to discuss your wish, no doubt together we can make it a possibility! For more information, please contact us on (08) **6282 1900** or visit [rockybay.org.au](http://rockybay.org.au)





**Rocky Bay**  
HEALTH + COMMUNITY

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