



Annual Report

2012 – 2013

 Identitywa
Sharing the journey



Our Vision

All people live with a sense of purpose, a sense of belonging and a sense of wellbeing.



Our Mission

Identitywa works in partnership with individuals and families to build a community where people with disability enjoy a fulfilled life.

We support individuals to achieve their goals whatever they may be. We offer families the support they need.



Our Values

Above all else, we make a commitment to act.

We will look for the opportunities rather than seeing the barriers.

Our approach will be objective, transparent and fair. We will always be honest and open and no matter how challenging, we will endeavour to see it through to the end.

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Identitywa Board Members



Graeme Mander
(Chair)



Linda Walsh
(Treasurer)



David Rowell



Terry Wilson



Nathan Ebbs



Phil Scott



Levy Mpofu



Jenny Drury



Chairperson's Report

At a Board Planning Day held some 18 months ago, Dr Ron Chalmers, Director General Disability Services Commission made the point that over the next few years the disability sector was going to change dramatically and that providers must be able to respond to the changing needs of people with disability and their families.

For Identitywa, the 2012-13 year was characterised by the fact that we have worked hard to position ourselves to provide the best possible services and supports, and respond to the lifestyle choices being made by individuals and families, some of which are outside our current offerings. This is an ongoing task made all the more challenging by the many pressures that impact the sector.

35th Anniversary Celebrations

A highlight of 2012 was our 35th Anniversary Mass and Art Exhibition held in August. Emeritus Archbishop Hickey was the Mass celebrant and took part in the festivities along with parliamentarians and other invited guests. The Art Exhibition highlighted in an extraordinary way, the incredible talent of those who live in our community. The whole day was very successful

and a wonderful tribute historically to the foresight and commitment of so many people who gave so much to make Identitywa the outstanding provider of service, care and support that it is today.

As a footnote to this event, I must say how delighted I am that we have returned to St Lawrence's Church, Balcatta for other celebrations. It is indeed a privilege to be present and witness the active participation of our community in these faith-filled events given the Catholic heritage that underpins Identitywa.

Strategic Plan

It has been just over 12 months since the Board endorsed a review of the organisation to ensure Identitywa's frameworks and mandate have the capacity to move forward. Ingrid O'Brien, Consultant, was engaged to undertake the four-stage review leading to the formulation of a strategic plan for 2013-2016. Through a thorough and comprehensive process the strategic plan is now complete and we have started to meet the challenge of fully implementing the plan and realising our vision for Identitywa over the coming years.

Board Planning Day

Our annual planning day was


held early in 2013. Attended by all Board and senior management members, we were pleased to again host Dr Chalmers and receive up-to-date information.

The business of the day included the Board working with Ingrid O'Brien to further develop and refine our strategic plan. This was followed by a report from three managers updating Board members on the latest initiatives and reforms. In all, it was a very worthwhile and successful day resulting in a clear strategic direction for the future.

DisabilityCare Australia

In last year's Annual Report I concluded by saying that we were eagerly awaiting more details on the National Disability Insurance Scheme. While much has been achieved over the past 12 months, that statement still holds true. We were grateful for the bi-partisan support of the parliamentary parties, underpinned by national support which saw DisabilityCare Australia become a reality - guaranteed into the future.

Although it is being rolled out in stages and this will take time, the scheme will provide a better quality of life for all Australians with significant disability and for their families and carers too. Again we await further details so



Identitywa can respond with a constantly improving quality of service, offering greater choice and better opportunities for community inclusion.

Organisational Restructure

Following on from last year's successful initiatives of implementing a House Senior in each accommodation service and formation of a Project Team to increase capacity and sustainability, this year there has been an important organisational restructure which consolidates existing services under two managers on a north/south split. As well, a new position of Engagement Leader has been created to enhance our interaction with clients and families and to keep Identitywa aligned with its stated mission and values.

Safety and Organisational Risk

Operations Manager, Britta Meyer and her team, together with Board member and parent, Phil Scott, have worked tirelessly to advance the Risk Management Plan. They have completed the Human Resource and Financial Areas Risk Management Register. The Board, in recognising the critical importance of such a plan, is grateful for all those involved in its preparation.

Conclusion

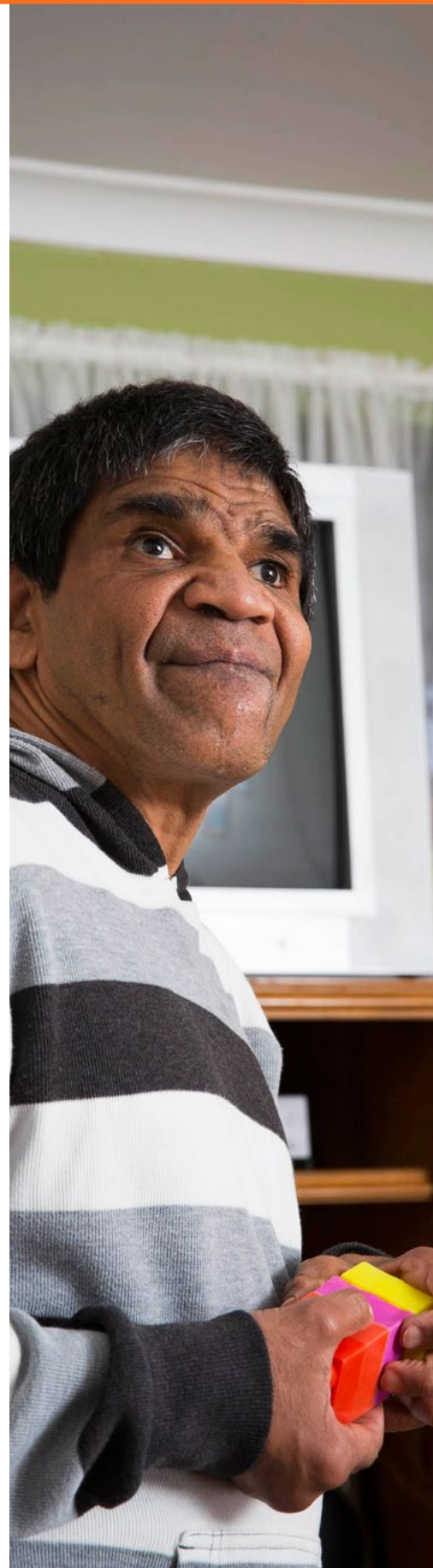
May I take this opportunity to say how pleased I am with the contributions made by those who serve on the Board. In a Spirit of open, honest and robust discussion, the Board attends to the governance of the organisation in the areas of accountability, guidance and future planning. Together we form a formidable team, always working in the interest of those for whom we care and serve. For this I sincerely thank each Board member.

As well, I would like to thank our CEO, Marina Re and all her staff, and pay tribute to Marina's commitment, expertise and skill in leading and nurturing Identitywa to be the best that it can be in the provision of services and care for those with a disability and their families.

Finally, may I acknowledge family members and carers who give themselves unconditionally so that those with a disability may have what others of us take for granted. It is from this group that we take inspiration.

Graeme Mander

Chair





CEO's Report

Identitywa has marked another year with celebrations, new directions and preparations for the significant changes that will occur in the delivery of disability services.

The Identitywa Strategic Plan entitled Sharing the Journey describes our new directions and the strategies which will support their achievement. We have reconsidered our vision, mission and values and are confident that they accurately reflect our organisation's position for the next five years.

New Vision, Mission and Values

Our vision for 'all people to live with a sense of purpose, a sense of belonging and a sense of wellbeing' is a statement we frequently reflect on. It holds for the whole community of Identitywa, for people with disability, for families, for staff and for our supporters. It provides a barometer for us to judge the outcome of our actions. Are our actions enhancing people's sense of purpose, belonging and wellbeing? We endeavour to answer this positively.

Our mission speaks of partnerships and of supporting individuals and families in leading fulfilled lives. The goals

we refer to in our mission are not our goals, but rather the goals and dreams that people with disability and their families determine for themselves, whatever they may be.

Our values seek to build on the strong foundation that Identitywa has achieved over 35 years of service. We value respect, dignity and honesty but we pledge to be much more than well intentioned. We commit to act. We look for the opportunities rather than the barriers and our approach will be objective, transparent and fair.

We understand that Identitywa cannot be all things for all people but we do commit to achieving outcomes, and when this is not possible we will be open to the involvement of others.

In June I visited our homes and discussed with staff the importance of these statements. I have been inspired and moved by the positive responses and the way staff have embraced their role as being more person-centred and responsive to the uniqueness of each person. I would like to pay special tribute to those Coordinators and support staff who have taken this opportunity to grow and develop and critically analyse the way we support people with disability.

Learning and growing

This year again we have ensured that all staff are continuously improving and growing in their work. We have strived to achieve this through a strong training and development calendar which offers all staff an opportunity to better their skills.

This year we have implemented workshops for casual staff and night shift staff who often struggle to take advantage of day time courses. In addition we have learnt from a joint project with Inclusion WA that staff are keen to support better connection between those who live within our homes and the wider community.

Meeting the challenges

Consultation with families around the introduction of House Seniors indicated great support for this initiative. It has resulted in improved communication and a greater sense of accountability within each house.

In January we started offering support to people with disability living in their own home. While this is a new direction for Identitywa it has been pleasing that we have identified a strong set of skills and competencies within the organisation which have enabled us to take this on successfully.

We know that there is increasing demand for these services and we are responding to this through planned and considered growth. As a major disability service provider it is critical that we broaden our capacity to demonstrate flexibility and think creatively when planning supports for people with disability and their families.

To meet the challenges ahead we have made changes and new appointments within our corporate structure. This together with a drive to form partnerships and explore mutually beneficial collaborations across the community will position us well for the tasks ahead.

We have actively embraced a new logo and worked hard to ensure that all our materials and publications reflect Identitywa as a vibrant, responsive and inclusive organisation.

A strong commitment

In closing I would like to express my gratitude to Graeme Mander, Chairperson and all Board Members for their wise counsel and consistent support of the Identitywa Management Team.

I would also like to thank Ed Mayvis, Sue Denny, Britta Meyer and Tracey Beckwith for the

strong and inspired leadership they demonstrate within Identitywa. Their commitment and passion for the organisation to be the best it can be is a strong motivator for all staff.

I always value the relationships we hold with service users and I thank those individuals and family members who have taken the time to share with me their thoughts, their concerns and their dreams. We honour this and take our responsibility to deliver very seriously and hope to create many more opportunities for these exchanges in the future.

The continuing commitment of all Identitywa staff to work in partnership with people with disability and their families will ensure we achieve this.

Marina Re

Chief Executive Officer





Community Services

The past year was a time of consolidation for the Community Services team. Our focus was firmly on developing responses to the changing environment to ensure we're well placed to work in more flexible ways with individuals and families to provide the type of support they want and need.

Adult Respite

Koondoola Adult Respite (KAR) provided overnight and day respite for 38 individuals during 2012-13. While the number of individuals supported was fewer than in 2011-12, the number of stays increased with 287 services provided (200 in 2011-12). KAR also provided an extended period of transition support to a family navigating through a period of changed circumstances. The commitment of staff throughout this period was testament to their dedication to providing high quality support.

KAR continued to operate on a mixed service model of funded and Fee for Service (FFS) beds. The annual average occupancy rate for funded beds was 95% (10% higher than the Disability Services Commission target of 85%). The corresponding rate for FFS beds was 63% - a 10%

increase on the 2011-12 rate of 53%.

The successful 2012 House Senior pilot was extended to respite services at the beginning of 2013, with House Seniors providing a central point of contact for families. At KAR, it also provided more coordinated opportunities for clients to participate in skill development activities both in the house and community, and recognises the important shift to a focus on outcomes by supporting clients in working towards their individual goals.

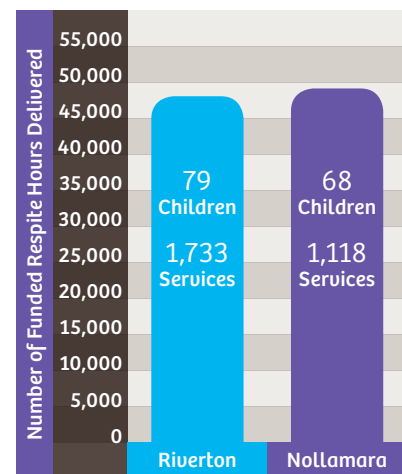
Children's Respite

Our children's respite houses continued to provide overnight and day places for 0-18 year olds. Nollamara Children's Respite House (NCRH) provided respite for 68 children (compared to 61 in 2011-12). Riverton Children's Respite House (RCRH) provided services for 76 children. In addition to funded respite, the houses supported nine children in a fee-for-service capacity consisting of individualised funding and sub-contracted arrangements. This is a future growth area for our out-of-home residential respite services.

Annual average occupancy rates continued to be high with 95% at NCRH and 92.5%

at RCRH; above our contract requirement of 85% occupancy over 12 months.

Children's Respite 2012-13



A highlight for NCRH was collaborating with CarersWA to facilitate a holiday for a young boy from remote Western Australia. Thanks to the efforts of the NCRH team who ensured the stay provided opportunities designed to meet the needs and aspirations of the child and family.

In-Home Respite

The Home and Community Care funded In-Home Respite (IHR) program delivered over 11,000 hours of respite support to 80 families in 2012-13. The number of families accessing IHR increased by 10% on 2010-11 to 86.

The In-Home Respite Team worked extremely hard to consolidate support offered to families and establish strong relationships with new clients. They also fostered improved partnerships with the metropolitan Regional Assessment Services resulting in a more person-centred assessment process.

We saw progress in several key areas in the improvement plan developed following the cyclical quality review against the Community Care Common Standards. Examples include the introduction of scheduled follow-up contact with families and a new shift report process which better captures information including outcomes achieved during shifts.

Recruitment and retention of casual Family Support Workers again proved to be a challenge. Strategies introduced to address this issue included tailoring recruitment processes to the needs of specific clients and working with families to identify potential support workers within their networks.

Recreation

A total of 127 families accessed the seven Recreation Services programs, with many families accessing a variety of supports. Respite Through Recreation

(RTR) delivered 1069 services to 44 clients in 2012-13. While this was three fewer than last year, the occasions of service delivered were higher reflecting efforts to maintain support for clients who previously ceased accessing recreation during school holidays.

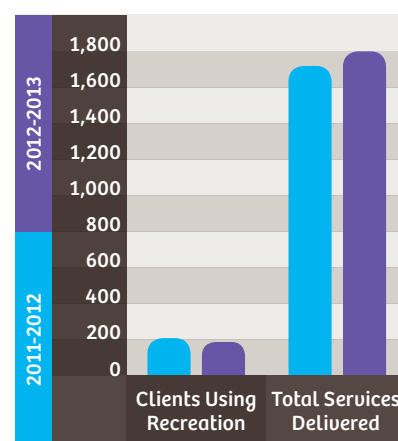
The school holiday period was again a busy time with 26 children attending camps. In addition, 39 children participated in day outings across the holiday period with 121 occasions of service delivered.

The Teen Program delivered 756 hours of support for adolescents and one of their peers, while the Sibling Connections Program delivered 752 hours of support for children and a sibling. A weekend Family Camp was also enjoyed by several families in May 2013. Surveys were conducted to determine the types of breaks families would like to experience in the future. Results will guide next year's planning.

Attendance rates at Social Club events varied according to the activity offered with dinner, comedy nights and karaoke proving popular. The Club transitioned to a self-managed model at the end of 2012-13

with members Ingrid Moore and Matt Mitter taking on the role of co-leaders. The Club will develop a new name and logo to represent its new direction.

Recreation Services 2012-2013



A big thank you to all the families who used our Community Services programs during 2012-13. Your willingness to provide feedback has been especially appreciated and I trust the improvements we've introduced to service delivery highlight the value we place on your input.

As we move into an exciting new phase borne of changes within the sector and at the local level, I look forward to continuing to work with the Management Team and Board to deliver on our mission, vision and values.

Tracey Beckwith

Manager Community Services



Accommodation Services

Given the ever-changing needs of people residing in Identitywa homes, an audit of all houses was undertaken to ensure we are best placed to meet the long-term support needs of each resident.

The audit identified a number of houses that due to their design, needed modifications in order to continue to provide a supportive environment as people aged. Issues identified included access to bathrooms and living areas, split level floor plans and ageing buildings requiring substantial maintenance in coming years.

A comprehensive series of refurbishments followed this audit and focused on improving accessibility and occupational health and safety. The functionality of several kitchen and laundry areas was enhanced and a number of bathrooms were made more accessible. Creating more attractive and comfortable environments for residents to live in was another major goal achieved through new lighting, flooring, painting and furnishings.

Identitywa also commenced negotiations with the Department of Housing and the Disability Services Commission to consider exchanging houses for more appropriately designed accommodation which will meet the support needs of people into the future.

Following discussions with families, our Cockatoo Court property in High Wycombe was returned to the Department of Housing. Residents were offered accommodation within existing Identitywa homes which will best meet their needs as they age.

We provided 30 homes until June when Cockatoo Court was closed, and supported 118 residents. At the end of 2012-13, three vacancies remained in our accommodation services.

Person-centred planning

Person-centred planning has been an ongoing feature of the staff training calendar. Identitywa in partnership with National Disability Services and WA Individualised Services presented a range of workshops for staff

which focused on customised supports that respond to the aspirations of each individual.

A new format for creating person-centred plans was also developed and will be introduced. Our aim is for all staff to have a clear understanding of a person-centred approach in every aspect of their relationship with the people they support.

Identitywa has also been involved in a sector-wide initiative working towards the elimination of restrictive practices. In 2012-13, we continued to inform staff of the Disability Services Commission's Code of Practice for the Elimination of Restrictive Practice to ensure they have the skills required to support individuals in a safe and respectful way.

Ed Mayvis

Manager Accommodation Services

	June 2010	June 2011	June 2012	June 2013
Number of homes	25	29	30	30
Number of individuals	100	109	124	118
Number of support staff	157	193	209	206



Corporate Services

Responding to Reforms

There were a number of proposed reforms to financial reporting and taxation in the past 12 months that have the potential to impact significantly on Identitywa and the operations of our Corporate Services department. With this in mind, we participated in a number of consultation processes including those on Fringe Benefits Tax Concessions for the not-for-profit sector, the Financial Information Statement proposal by the Australian Council of Not-for-profit Commission, and a study by the Council of Australian Governments regarding potential duplication of governance and reporting for not-for-profit agencies.

By the end of 2012-13, the various government bodies responsible for these proposed changes had yet to announce their final decisions following their consultation. However, we believe we conveyed our genuine support for reforms while explaining our concerns for the anticipated impact on our workload and bottom-line. In particular, the proposal by the Australian Accounting Standards Board for organisations such as Identitywa to prepare financial statements using the same Standards applied to large corporations such as publicly listed companies.

Meanwhile, changes to the State Records standards now require Identitywa to retain some financial records of clients for up to 25 years (previously only five years). In response, we reviewed our clients' financial records and where possible converted their format to one that is easily scanned and checked into our electronic records system, which has the capacity to store them for this period of time.

The changing landscape of the disability sector also prompted an upgrade of our Client Records Management system to cope with the changing expectations of clients. A working group has been formed and charged with selecting suitable new client records software. The group will also be reviewing current processes and business rules for capturing, recording and retrieving client records. This project began at the end of 2012-13 and we are aiming to have a new system up and running in 12 months.

Electronic rostering

We are pleased to have completed the next phase of our electronic rostering system in 2012-13. This project began in August 2012 with the installation of software on computers at our Accommodation and Residential Respite services.

Over 250 staff now 'clock on and off' electronically, eliminating the need to submit paper timesheets. The information is transmitted to payroll staff at head office at close to real time speed, eliminating manual data entry of timesheets.

As a result, payroll is now able to process all 400 staff in one pay cycle. We previously split payroll into two pay cycles on alternate weeks to cope with the workload. One pay cycle also avoids issues such as staff being paid in both pay cycles having worked across different Identitywa services.

Implementing this phase of the rostering system also involved training In-Home Respite and Recreation Services staff to view rosters and sign on/off shifts using the internet. This was necessary because these staff don't have a physical work site to clock on and off.

We will continue to expand the application of our electronic rostering system in the new financial year by using it to publish and allocate shifts to casual staff using the internet.

Sue Denny

Manager Corporate Services



Operational Services

2012-13 was a year full of learning and development for our employees. Various workshops and seminars stimulated learning and new ideas in innovative service delivery with individualised planning, person-centred approaches and cyber-safety featuring on our training calendar.

We continued to offer workshops on the 'Good Practice Model for Engaging Carers'. Lois Gatley and Beth Marchbank facilitated the workshops and shared their experiences as carers, challenging the 59 participants to view support from a different perspective. We also had 38 employees attend workshops by world-class educator John Armstrong on Social Role Valorisation.

Cyber-safety seminar 'ThinkUKnow' facilitated by the Australian Federal Police was well-received by 45 staff and clients. The seminar was designed to assist staff in supporting client use of the internet and mobile phones by raising awareness of issues such as e-security, cyber bullying and privacy management.

Our regular internal training provided all disability support workers with the opportunity to refresh or develop skills in manual handling, first aid, medication and PART (Predict, Assess and Respond to Challenging Behaviours).

Specialised tasks training was facilitated by our Clinical Nurse, with emergency response training provided by an external facilitator.

In collaboration with Challenger Institute of Technology, we also provided introductory computer courses for all newly appointed House Seniors with 13 employees completing the course.

With limited training space at Head Office, we are again grateful for use of the Sienna Newman Centre's training facilities free-of-charge. Without their support we would not be able to offer as many opportunities as we do.

Staff engagement

Throughout the year we experienced a more engaged workforce. Staff provided us with an increased amount of suggestions and feedback in relation to work practices and training needs. The staff consultancy group continued

to meet quarterly to discuss workplace-related issues with management. A sincere thank you to all group members for their commitment and input.


Staff turnover decreased from 28% in 2012-13 to 23% this year, and we received a much higher return of staff satisfaction surveys with job satisfaction results more positive.

A healthy workforce

Workplace and client safety was a strong focus with a comprehensive review of occupational safety and health processes taking place. We're glad to report that the severity of workplace injuries has reduced over the period.

We continued to support employees with free counselling through the Employee Assistance Program, and raised awareness of the importance of work/life balance with regular information campaigns. Healthy cooking and nutrition classes were also offered to staff and clients as part of the government-funded 'Swap It, Don't Stop It' initiative by the Heart Foundation.

Identitywa signed the One Life Pledge and became a member of the One Life Strategy, a



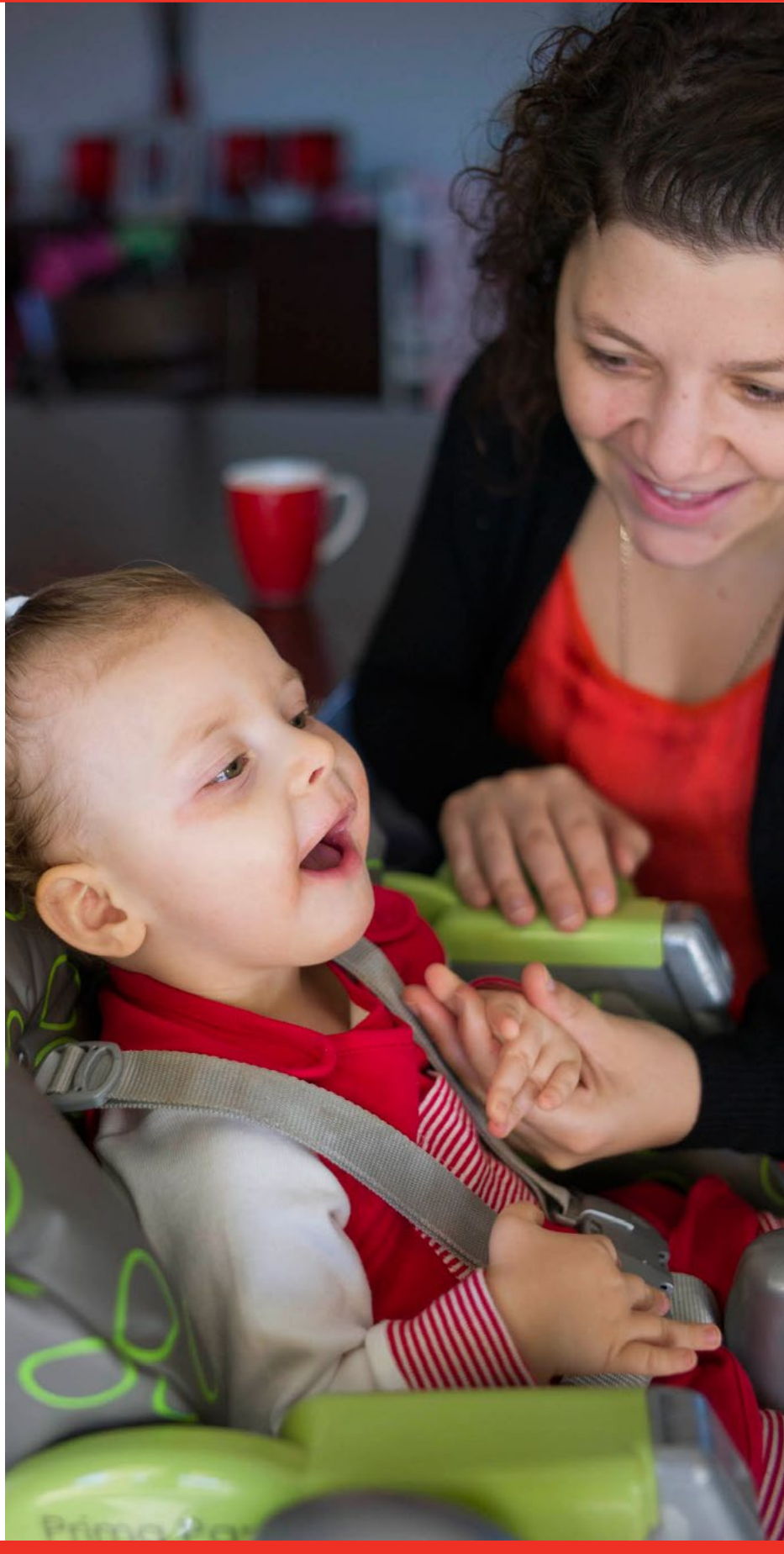
nationwide suicide prevention program. As such, we are able to offer employees information and referral to support services.

With thanks

And finally, a special acknowledgement of Gaye Matthews, mother of Charissa Matthews who passed away in December 2011. Gaye attends orientation sessions each month and shares her story as mother and carer of Charissa with new employees. We're extremely grateful to Gaye for sharing her valued perspective with us.

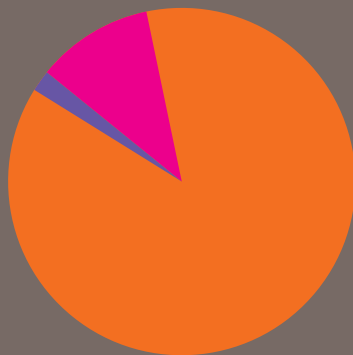
Britta Meyer

Manager Operational Services



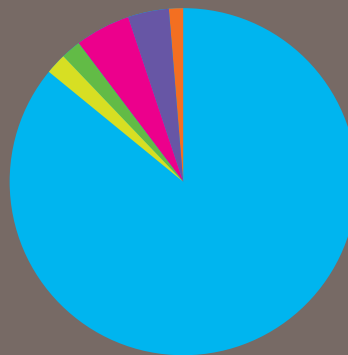
Financial Report

Identitywa Income
2012-13 – \$24.7 Million



- Fees Income
- Grants Income
- Other Income

Identitywa Expenses
2012-13 – \$24.1 Million



- Employee Costs
- Administration Costs
- Depreciation
- Operating Costs
- Property Rental & Maintenance Costs
- Transport Costs

Breakdown of Other Income
2012-13 – \$401,000



- Interest Income
- Donations
- Insurance Rebate
- Training Subsidy






Breakdown of Employee Costs
2012-13 – \$20.8 Million



- Salary & Wages
- Annual & Long Service Leave
- Superannuation
- Workers Compensation
- Training, Recognition & Other

Contributions



Donations

-  Phil & Barbara Scott
-  SM Nenkes
-  Mark & Elizabeth Chamberlain
-  Ann Healy
-  Maureen Davidson
-  Lee Lee Ong












Staff Years of Service

Congratulations to the following staff who achieved 15 and 10 year milestones of service with Identitywa.

15 Years

-  Lisa Billing
-  Geraldine Pearson

10 Years

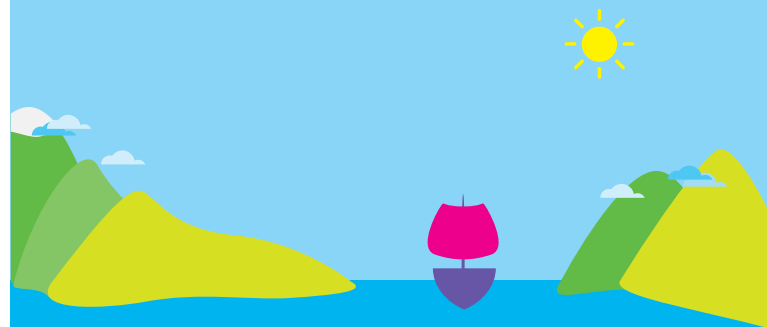
-  Debra Smith
-  Wanita McDade
-  David Johnston
-  Danica Ikac
-  Michael Wolfenden
-  Doreen Lopez
-  Nadia Samadali
-  Mary McCarthy
-  Kellie Rybarczyk
-  Catalina Van Vlijmen
-  Kristina Kotua

Volunteers

A special thank you to all the volunteers who generously supported Identitywa and our clients during 2012-13.

In Remembrance

- Katherine Arena
- Eden Streat
- Kevin Poole
- Antonia Pellizari
- David Martin
(father of Ruth Martin)





A Catholic outreach supporting people
with disability and their families.

In 1977, a group of parents saw a future in
which their children with disability received
quality care and greater acceptance from
their Catholic community.

Today, we see a future in which all people
with disability live with a sense of purpose, a
sense of belonging and a sense of wellbeing.

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