



Identitywa

Sharing the journey

Annual
Report

2013 – 2014

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Covers: Sean (front) and Liam (back) prepare for a gig at the Fly By Night Musician's Club. Their band is supported by the Swan Friendship Club, Music Rocks Australia and Identitywa's Community Participation program.



In Remembrance

Alison Oreakwuotu

A Message From Our Chair

Over recent years, Identitywa's Board and management have been involved in processes of preparation and consolidation to position the organisation to best respond to the changing face of the disability sector and the introduction of the National Disability Insurance Scheme. A tremendous amount of extra work has been done while at the same time keeping current systems and processes operational and up to standard.



Identitywa Board. L-R back: Graeme Mander (Chair), Linda Walsh (Treasurer), Nathan Ebbs, David Rowell, Levy Mpofu.
L-R front: Marina Re (CEO), Phil Scott, Terry Wilson, Jenny Drury

As a result of these initiatives, I on behalf of the Board, am pleased to say that we are very satisfied with where Identitywa sits within the sector. We are a well-recognised, high quality, responsive and visionary provider with clear values, delivering through dedicated and committed staff, best life outcomes to people with disability. We're ready to confidently meet future challenges and I congratulate and thank each and every staff member for the part they continue to play.

Over the past year the Board has been pleased to endorse and approve some exciting initiatives and oversee some outstanding results.

Financial Management Review

In response to the need for more detailed financial and management information the Board endorsed a request from the CEO to engage consultants Baxter and Lawley to conduct a review for the improvement of management and accounting performance information. This resulted in new management reporting structures, already improving outcomes at the Board, CEO and Manager/Coordinator levels.

DSC Transition of Services

Identitywa responded positively in accepting the Disability Services Commission's (DSC) request to express an interest in provision of services to people who are currently supported by DSC as they restructure their disability accommodation. The Board formally approved this decision and the process is in its early stages.

"The Board has been pleased to endorse and approve important initiatives and oversee some outstanding results."

Risk Management

As always, risk management and the safety of all in our community remains a high priority for the Board. I would like to thank Britta Meyer and Phil Scott for their ongoing work and especially for the Risk Matrix document prepared last October.

Lotterywest Grants

We are grateful for the success of two applications for Lotterywest grants in a somewhat difficult financial climate. The first was for \$215,000 for a new client management system. This came after successful lobbying by our CEO and will be an invaluable asset to the organisation. The second was for \$13,200 for a feasibility study by our architect on proposed sites after a review of our office accommodation.

Operational Improvement

Of particular note is the steady improvement in meeting and exceeding funding targets for the Home and Community Care (HACC) respite and recreation services. This improvement is in part due to better leadership and management. I sincerely thank the staff involved.

Memorandum of Understanding

A formal partnership between Identitywa and Therapy Focus led to a shared recognition and understanding of each other's valued services and resulted in a Memorandum of Understanding that affords reciprocal preferred provider status. This non-exclusive partnership greatly enhances the capability and offerings of each organisation while preserving each organisation's integrity.

Conclusion

In thanking all in the Identitywa community I especially mention members of our Board for their dedication and commitment to service. In particular, I acknowledge recently retired Board Member and past Chairman, David Rowell for his long and committed service. Identitywa owes him much and we will dearly miss him.

As well, I recognise our CEO, Marina Re who successfully completed her performance review. As Chair of that panel I was able to see how fortunate we are to have such a well-recognised, skilled and passionate leader to take us into the future. Thank you, Marina.

Finally, to all staff, families and carers: On behalf of the Board, I thank you for your ongoing support as together we work in service of those we care for.

It's Never Too Late

Just like the rest of us, Paul is a work in progress!

With his 41st birthday just around the corner, Paul is still learning and making progress. It doesn't just happen, but is the culmination of all the support and assistance he receives from the staff who work with him in both his Identitywa home and at Intework.

Each weekend to his mother's great delight, Paul practices his new skills at home. More words, more patience, more awareness and more engagement just keep happening. Improvements with dressing, undressing and putting on shoes and socks continue to happen and all the while Paul is more pleased with himself.

Setting and clearing the table, getting plates out of the cupboard and putting them away after mum has washed and dried them is the latest set of chores being tackled. Success is so sweet!

Di, Paul's Mum



Paul (right) sets the dinner table with support worker, Lajikumar

A Long Term Investment

After a decade of service, David Rowell retired from his role as Identitywa Board Member at the end of the 2013-14 financial year. David joined the Board in 2004, becoming Chairperson within six months and occupying this position for seven years.

During his time as Chairperson, David's strong advocacy for Identitywa resulted in more collaborative relations with funding partners which secured a stable income base for the organisation. His expertise in planning also enabled the Board to develop strategic planning processes which assisted Identitywa in charting a course through periods of significant change.

David's passion for corporate governance saw him guide the development of policies which ensured both the Board and agency operated within accepted corporate standards and practices. His proficiency and foresight in this area also ensured that Identitywa was well-prepared in key areas including risk management and succession planning.

Overall, David's investment in the development and sustainability of Identitywa has been significant. More importantly though, David's unflagging support and guidance over 10 years has improved the quality of life of the children and adults we support, their families and carers. We thank David for his immense contribution which will provide long term benefits to Identitywa.



That 'At Home' Feeling

Identitywa Board Members have a regular visiting program which enables them to experience first-hand the services that Identitywa provides. Levy Mpofu shares his experience:

I had the pleasure of visiting two homes as part of annual site visits by Identitywa Board Members.

I visited two homes in Cloverdale and was very pleased with the 'at home' feeling I experienced as I interacted with everyone in the house.

Staff members at the homes demonstrated a very detailed understanding of each individual they support and this provided me with a high level of comfort and assurance around effective service delivery by Identitywa support workers.

Levy Mpofu, Board Member

A Message From Our CEO

The Identitywa Strategic Plan 2013-2016, with its three pillars of quality services, winning the work and stakeholder engagement, continued to be a strong platform for guiding the agency through a period of significant change within the disability sector in Western Australia.



L-R: Therapy Focus
CEO, Matt Burrows
with Identitywa CEO,
Marina Re and
Manager Services,
Tracey Beckwith

Quality Services

In 2013-14, we saw a growth in the number of new supports offered by Identitywa. This was in response to requests from people with disability and families for more personalised services. To support this, we introduced a planning framework using Personal Outcomes Measures to structure conversations about the outcomes that people want in their lives. This approach assists us in becoming more focused on achieving these outcomes with a higher level of transparency and accountability.

Timely and high level reporting are long term goals and this financial year we made significant gains with projects resulting in new processes and practices to support the financial viability of Identitywa. This also provides greater transparency for consumers and more accurate analysis, forecasting and decision-making.

Win the Work

Identitywa delivering on its core value of 'above all else we make a commitment to act' requires us to maintain the strong reputation we've developed over many years and to continue to position ourselves as a major provider in WA.

"We are committed to building a range of partnerships to maximise the outcomes we seek."

To win the work we must maintain the confidence and trust of the people we support by continuing to deliver on our commitments. Building connections and networks and sharing our stories are essential strategies for Identitywa to be the agency of choice. Winning the work requires a high level of competence and timely responses to changing needs. Upskilling in areas of supporting aging in place and the concomitant health issues such as diabetes and other health priorities are essential in our preparation to be ready to offer what is asked of us.

This year we developed strategic collaborations and partnerships which extend the reach of the agency.

As an agency which supports people across the spectrum of Australian society, we are committed to building a range of partnerships to maximise the outcomes we seek.

Stakeholder Engagement and Support

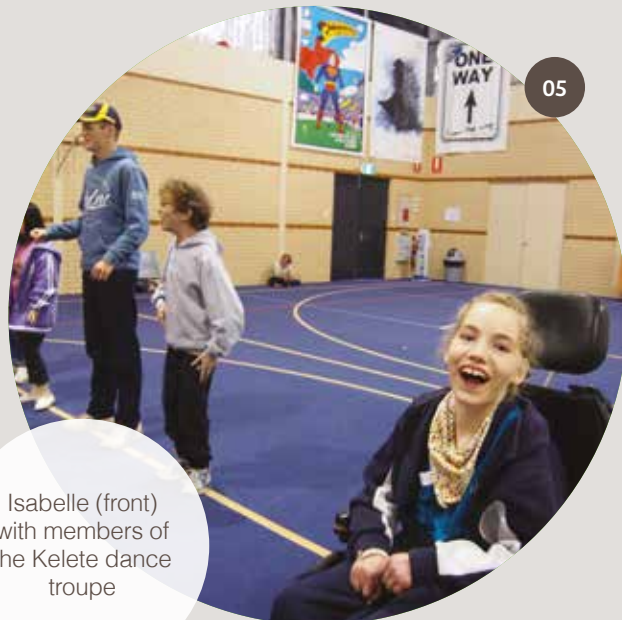
With the launch of the NDIS Perth Hills site in July 2014 and the WA NDIS My Way Cockburn/Kwinana site in July 2015 there is an urgent need to support individuals and families through the transition that will inevitably occur. During the past year, we increased our capacity to respond to this demand.

There are strong community expectations about the NDIS and it offers both great opportunity and uncertainty for stakeholders. We're committed to ensuring continuity of support where desired and have implemented strategies to ensure we offer both quality service and value for money. The critical issues of NDIS implementation and the impact on Identitywa will be closely monitored and we will advocate as required.

Throughout the year I benefitted from many honest conversations with people who use our services. These frequently lead to improvements and better outcomes and are invaluable and always much appreciated.

The strong commitment and leadership demonstrated by Board Members under the guidance of Chairperson, Graeme Mander makes for a very effective and productive working relationship with the Executive Team.

The entire staff of Identitywa is continually being challenged to improve and deliver to a higher level in their respective roles. We have embarked on significant investment in building our understanding and fine-tuning our capabilities and we are seeing the fruits of this with a focused and passionate workforce.



Isabelle (front)
with members of
the Kelete dance
troupe

Lighting Up The Stage

Dancing is something Isabelle decided she'd like to try this year, and she loves it. Her face lights up as she races from one end of the gymnasium to the other, pirouetting along the way.

Warm-up complete, Isabelle sits in a circle with the dance troupe as they mime their weekend pursuits. Dance teacher, Kelly then raises the energy of the group as they practice the routine they'll perform in the Dance Ability section of the Bayswater Dance Festival.

Isabelle joined the Kelete Theatre and Performing Arts Company through Identitywa's Community Participation Program. Finding ways to support people to pursue their passions is the part of the job that Community Participation Officer, Lucilla, really enjoys. "It's lovely to see how Izzy dances in her wheelchair and how sometimes physical limitations are not an obstacle if you really want to do something."

Izzy's dad Tom says, "It's really good we've got someone to take her. That sort of support helps us go to work and we've also got a two-year old so we can spend time with him."

"It's also good for Izzy to interact with other kids. She sees her friend Tash there. They used to go to the same school but don't anymore, so it's a good way for them to stay in touch."

"She loves it. She's buzzing afterwards...and a bit tired."

“The input of families and carers in the development of person-centred plans is extremely valuable”



L-R: Anthony (centre) and his parents Joseph and Tina join in Identitywa's Christmas Mass

A Person-Centred Approach

Identitywa entered into new service agreements with the Disability Services Commission in 2013-14 with the signing of Family Support Services and Individually Funded contracts. These new agreements underpin our approach to delivering more flexible supports tailored to the individual needs of people we support and their families.

Our Individual Funding contract includes a broad range of strategies ranging from individualised support within the home to supported learning, out-of-home respite and group accommodation. In all, 22 strategies are available and this provides individuals and families with the opportunity to design a support package that meets the unique needs of their situation, with scope for review as goals and situations change.

Community Connections

Community Connections is one of the 22 strategies and reflects the broadening of our contract, enabling us to provide what was formerly known as Alternatives to Employment (ATE) for the first time. Community Connections enables us to deliver more individualised services, supporting people to engage in meaningful community-based activities of their choice, doing something they enjoy while developing skills, knowledge and confidence as an alternative to paid employment.

We commenced this exciting new phase in January 2014, supporting one individual to engage in community-based lifestyle and development activities of his choice, and have seen steady growth in the number of people we support in this way during the second half of 2013-14. We now support a number of individuals living in the community or our group homes to participate in a diverse range of activities including dancing, swimming, art, music appreciation and fitness.

Personal Outcomes Measures

Our focus on individualised support led to the introduction of a more person-centred approach to the development of individual plans for the people we support. Using the Personal Outcomes Measures (POMS) methodology shifts the focus from service provision to people. This process has been enthusiastically supported by families and carers and their input is an extremely valuable component in the development of person-centred individual plans that guide the design and delivery of supports.

Ellie, Annabelle and Lucy and their mum Kylie also join in Identitywa's Christmas celebrations.

"Each person's unique definition of what is important to them determines how supports are designed."



POMs focus on the choices people have in their lives and give individuals the opportunity to tell us about themselves, their dreams and their goals. A key advantage of using this methodology is that there is no 'right answer', as each person's unique definition of what is important to them determines how supports are designed.

Through the process of actively exploring what is important to the people we support, we have learnt many new things about them. A discussion with one individual brought to light his love of all animals which lead to the identification of new activities including trips to the zoo. There have also been discoveries in relation to friendships. One person reconnected with a childhood friend and these two women now enjoy activities together.

These stories provide a snapshot of ways in which we have achieved a more individualised approach by starting with the person and tailoring strategies to support them to achieve their goals and dreams.

A Shift in Thinking

This more individualised approach to service delivery has required a shift in thinking for our Coordinators and Disability Support Workers. They have been guided in this journey with comprehensive training including POMs workshops with feedback sessions for Coordinators and House Seniors, plus a workshop with Heather Simmons who has extensive experience in Person-Centred Planning.

Working in a person-centred way sometimes involves having difficult conversations that support people to be safe and successful. Heather's workshop providing

practical strategies to help staff find the courage to have these conversations and build the relationship with the person when planning outcomes.

This year we continued to place the people we support and their families/carers at the centre of the planning process in a way that enables us to learn more about each individual and what is important to them in their life. This individualised approach informs the way in which supports are designed and delivered. Importantly, it also allows us to better recognise changing goals by actively listening to what people are telling us about their life and dreams.

This approach to service delivery is a key component in the journey towards outcomes-based reporting across the sector in 2014-15. We're confident that the work undertaken will provide a strong foundation for reporting on the outcomes individuals achieve in relation to their stated goals.

**Tracey Beckwith, Manager Services
and Jane Lefroy, Acting Manager Services**



Mitchell and support worker, Emma get some fresh air at the Riverton Respite House.

"We continue to support and develop our staff to ensure ongoing delivery of high quality person-centred supports."

A Responsive Organisation

Workforce Development

Throughout 2013-14, Identitywa's Human Resource department focused on reviewing and improving its recruitment strategies, moving to structures which offer greater flexibility to individuals and families without any loss in conditions for staff.

As part of this process, a flexible contract with minimum hours was introduced. It was also well-received by new employees looking for greater flexibility in working hours while enjoying the benefits and security of permanent employment. Many new employees who began on flexible contracts subsequently moved to other positions in a variety of service settings within Identitywa.

Recruiting sufficient numbers of people who share Identitywa's values will continue to be a challenge, particularly given that we are experiencing increased demand for our services. However, Identitywa was a strong competitor in the employment market for disability support workers.

Education and Training

Due to changes and increased costs for the Certificate 3 and 4 in Disability, the offer of studying while in employment was not available to employees during 2013-14. Instead, emphasis was placed on building existing skill sets and extending knowledge in the areas of delivering person-centred support.

Other professional development initiatives included training days for casual employees, communication courses for support workers and workshops on the National Disability Insurance Scheme amongst many others.

Clinical Support and Training

Kerry Deakin, Identitywa's Clinical Nurse joined the team in December 2013. Kerry was not only involved in extensive training of disability support workers but also conducted training of people we support who are able to self-care. The opportunity for people we support to be trained by our own health professional has been well received. Kerry is only a phone call away for staff and clients requiring support.

Occupational Safety and Health

Identitywa's Occupational Health and Safety Committee continued to meet throughout the year. Three new members joining the committee were Tracey French, Deborah Deliu and Patrisia Francis. They successfully completed a week-long Safety Representative course in March 2014 and offered a new vibrancy to the group with the sharing of ideas. All three participated in workplace safety and health inspections for all Identitywa's services.

Throughout 2013-14, a strong focus was also placed on dealing with hazardous substances and fire evacuation drills and behaviours.

Support for Staff

Identitywa changed its Employee Assistance Program to local provider CentreCare's ACCESS Program to secure access to a broader range of local support services and referrals for our employees and their families.

We continued to support and develop our workforce to ensure the ongoing delivery of high quality person-centred supports to individuals and families in accordance with our vision, mission and values.

Britta Meyer,
Manager Operational Services

A Break From Caring

It's rewarding raising energetic boys, but as any parent knows, it's important to have time out. This is doubly so for Leigh-Ann, mum to Hayden (4) and Johnny (5).



Family Support Worker, Elisa plays a game with Hayden while Johnny reads a cooking book

Both boys are on the autism spectrum and as Leigh-Ann describes, “at opposite ends.” This means meeting the very different needs of both boys.

“It’s challenging,” she says. “They’re like chalk and cheese. When it comes to play, Hayden likes hide and seek or cooking. Johnny prefers more sensory activities like being swung in a hammock or going down a slide.

To have a break from caring for her boys, Leigh-Ann has Identitywa Family Support Workers come to her home each week.

Annaliese says, “I often take the boys to a local playground so Leigh-Ann can work on her speech pathology studies or have a rest. If we stay in, we’ll play together. Hayden likes anything with wheels – cars and motorbikes. Johnny likes reading cook books. Once we all made a birdhouse from a kit.”

The boys also stay overnight at Identitywa’s Children’s House every few weeks. House Senior, Kathy said, “It’s interesting. Kids will often do things here that they won’t do at home. Hayden takes on a caretaker role for his brother.”

Family support options give Leigh-Ann some much-needed space and time. “Respite enables me to catch up on things like housework and the accounts for our cleaning business. Or do something special like have a date-night with my husband.”



Rochelle hand-feeding her pet dog

"We're confident our three-year financial strategy will ensure long term sustainability for Identitywa."

Building Our Capacity

With funding for disability set to change dramatically in the near future as a result of the rollout of the National Disability Insurance Scheme (NDIS), 2013-14 has seen a focus on understanding what it costs to provide quality services to people with disability and ensuring that Identitywa has a strong financial footing to excel in the brave new world ahead.

NDIS Implementation

For organisations such as Identitywa, the NDIS will mean a dramatic shift in the way services are provided, and in the day to day back-of-house operations such as our accounts function. The exact detail of how NDIS will operate is continually being refined and updated, and the Corporate Services team is keeping up to date with these details and planning for expanding our back-of-house function to ensure we are able to meet the demands of the NDIS.

Financial Sustainability

The gradual phasing in of the NDIS will be a challenge for disability providers, in that it will mean a shift from funding in advance under the current DSC model, to invoicing in arrears under the NDIS model. This shift will happen gradually over the next 3-5 years, and in that time Identitywa will need to ensure it maintains a solid approach to meet the demands of that shift.

Planning for this began in 2013-14, with a three year strategy presented to and accepted by the Board. The Corporate Services team is confident we can continue to meet required targets in the short to medium term to ensure long term sustainability for Identitywa and most importantly, the people we support.

DSC Service Contract – Tender Process

Identitywa's contractual agreement with the Disability Services Commission (DSC), the WA State Government body that provides the vast majority of Identitywa's funding, expired on 30 June 2013. For the first time ever, DSC required organisations such as Identitywa to tender for funding to provide existing services.

As a result of this requirement, the Corporate Services team put together a significant body of work which detailed the actual unit cost for providing our existing services. This type of analysis had not been undertaken before and will prove a valuable tool going forward as we shift to the consumer-driven demand model that underpins the NDIS. Identitywa was successful in its tender to DSC and an agreement was signed securing funding through to 30 June 2016.

IT Capability

2013-14 saw the completion of the rollout of computer systems in all houses. As a result of this, daily shift reporting is now completed electronically resulting in considerable time savings and streamlining of data collection.

**Chris Glasson,
Manager Corporate Services**

A Mind For Flying

John's knowledge of the Perth Domestic Airport is encyclopaedic. It's natural for him to memorise flight numbers, departure times and destinations of all Perth flights. Daily, he tunes into air traffic control using a radio scanner to hear what's going on in Perth's skies.

John also looks forward to fortnightly visits to the domestic terminal where he's joined by support worker, Mark. It's a chance for John to catch up with people he knows when he worked at the airport cafeteria before being affected by staff layoffs. "I worked there for seven years", John reflected. "I wish it had been 25 years. I still have the farewell card they gave me."

Mark added, "He used to listen to the radio while working and knew which planes were running late before the ground staff did!"

Aviation is in John's blood. His dad was a pilot and John is still hoping to follow in his father's footsteps. "I'd like to work as a 'yellow coat' – one of the airport volunteers recognisable by their gold vests who help travellers find their way through the airport.

"And who would know the airport better than John?" says Mark. "It's something we're working toward."

Mark is well-placed to support John, having been Qantas cabin crew for 20 years before making a career change to disability support worker. He works with John as part of Identitywa's Community Connections program which supports people to achieve their goals.

John is also eagerly anticipating a flight to Tasmania to visit family. "As you know I love flying," he says. No doubt he'll be the only passenger who won't have to look up his departure time or flight number.



John (left) with support worker, Mark having coffee at an airport café.

Space To Grow

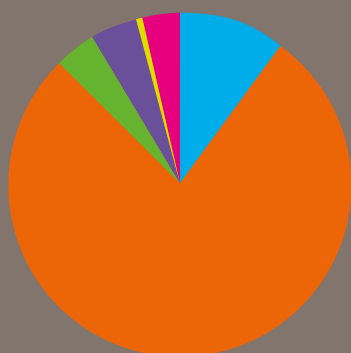
Complementing the work done around individualised approaches in 2013-14 is our continued commitment to people living in shared homes.

We regularly review our supported accommodation to ensure we offer homely and comfortable living environments. This year saw us secure a new house in Willagee through the Community Disability Housing program, allowing a group of five men to relocate from a smaller home into this 6-bedroom, 3-bathroom home.

The bigger, brighter living spaces, and in particular the larger outdoor areas provide a more relaxed living environment for the men, with plenty of space for when the men want privacy and time alone.

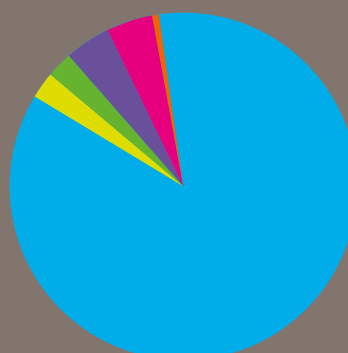
Financial Report

Identitywa Income
2013-14 – \$26.8 Million



- Fees Income
- DSC Grant Income
- DSC IFS Grant Income
- HACC Grant Income
- Other Grant Income
- Other Income

Identitywa Expenses
2013-14 – \$25.9 Million



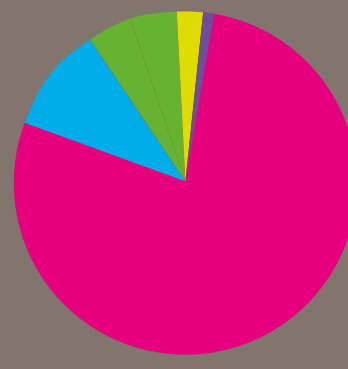
- Employee Costs
- Administration Costs
- Depreciation
- Operating Costs
- Property Rental & Maintenance Costs
- Transport Costs

Breakdown of Other Income
2013-14 – \$690,829



- Interest Income
- Donations
- Insurance Rebate
- Profit on Sale of Assets
- Miscellaneous Income

Breakdown of Employee Costs
2013-14 – \$22.2 Million



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



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 see it through to the end.

Our Supporters

We gratefully acknowledge our donors and volunteers, the people who provided feedback, those who participated in our events and the many others whose involvement supported Identitywa's mission and vision. We thank you for your contribution.





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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