

# Annual Report

## 2014 - 2015





## 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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*Cover photo: Planning Officer, Karen Aitchison, pictured with seven-year-old Jocelyn, who is being supported by Identitywa in the NDIS My Way Cockburn-Kwinana trial site. See page 13 for more of this story.*



# Archbishop's Message



As a Catholic organisation founded over 38 years ago, it is wonderful to see how Identitywa has grown from its humble beginnings as a self-help group for Catholic parents of children with disability, to an organisation which today offers high quality services and support to people living with disability and their families throughout the Perth metropolitan area.

Identitywa's services are proudly based on Catholic values and a vision which encompasses people of all faiths and backgrounds. May it continue to do all that it can to meet the needs of those living with disability.

*+ Timothy Costelloe SDB*



**Most Rev Timothy Costelloe SDB**

*Catholic Archbishop of Perth*

# Identitywa Board

**Identitywa's Board of Management works in an honorary capacity to oversee Identitywa's strategic direction. The Board works in collaboration with the Executive Management Team to monitor the achievements of service targets, financial objectives and other key performance indicators.**



**Graeme Mander**  
(Chair) Appointed  
1 April 2011

Graeme was a Principal in Catholic schools for over 20 years. He has accumulated a wealth of educational experience over the past 40 years in both the independent Catholic and public systems. He holds qualifications in educational leadership and administration to Master's degree level.

Prior to joining the Identitywa Board, Graeme served on the Board of Midway Community Care, an organisation supporting people with intellectual disability and their families in the Peel Region. Graeme and his wife Margaret have six adult children and ten grandchildren. Recently retired, Graeme is an avid reader, keen gardener and enjoys travel.



**Linda Walsh**  
(Treasurer)  
Appointed  
1 February 2011

Linda has been Manager Finance and Chief Financial Officer at Challenger Institute of Technology since April 2010. She has two grown children and was a stay-at-home mother for 17 years. During this time she taught art and crafts, participated in a range of community activities which included holding the position of school P&C President, and undertook part-time university studies.

In 2003, Linda completed a Bachelor of Commerce at Murdoch University, joining the Office of the Auditor General as a graduate auditor in 2004. Linda progressed to Audit Manager while completing further studies and gaining full membership of CPA Australia. Identitywa is Linda's first directorship.



**Tony Curry**  
Appointed  
1 July 2014

Tony was appointed to the position of Director, School Improvement at the Catholic Education Office of Western Australia in January 2014. Prior to that he was Principal of Mercy College (Koondoola), Principal of Our Lady of Grace School (North Beach), and before that held a number of principalships and teaching positions in regional Catholic primary schools.

Tony holds formal qualifications in education and educational administration. He has worked over the past twenty years on a number of school boards and at a senior Board level for the Disability Services Commission of Western Australia, the Edmund Rice Centre and the Perth Archdiocesan Catholic Social Justice Council. Tony has a young son with a disability.



**Jenny Drury**  
Appointed  
1 June 2012

Jenny is the Human Resources and Administration Manager for Inclusion WA, a community service organisation which supports individuals who are disadvantaged, disconnected from society or living with a disability.

Born and educated in New Zealand, Jenny graduated from Christchurch Teachers College (NZ) in 1977. As a wife and mother, caring for her family has been her primary focus; however, she has also managed a successful career in the areas of administration, human resources and real estate.

Jenny's youngest son, Matthew, has been supported by Identitywa for many years. As a Board member of Identitywa, Jenny has provided the invaluable perspective of a family who have experienced, and continue to experience disability.



**Nathan Ebbs**

*Appointed  
1 September 2009*

Nathan graduated from The University of Notre Dame Australia in December 2004 with a Bachelor of Laws degree and is currently a Principal of commercial law firm, Bennett + Co, which is located in the Perth CBD. Nathan practices primarily in the area of general commercial litigation and has a particular interest in mining and resources litigation, Corporations Act matters, competition and consumer law and director's and officer's liability.

In addition to his position as Board Member of Identitywa, Nathan is also a Council member of the Law Society of Western Australia.

**Levy Mpofo**

*Appointed  
1 June 2012*

Levy is a Senior Manager in Internal Audit and Risk Consulting for a mid-tier accounting firm. He is a member of the Institute of Internal Auditors and CPA Australia. Levy has a combined 12 years' experience in financial accounting, management accounting, risk management and auditing. He attained his professional experiences from both Western Australia and overseas.

He graduated from Curtin University of Technology with a Bachelor of Commerce (Accounting and Accounting Technologies double major). Through his work experience as an auditor, he has developed a passion for corporate governance that has seen him join Identitywa's Board of Management.

**Phil Scott**

*Appointed  
1 May 2011*

Born and educated in Perth, Phil graduated as a Civil Engineer from The University of Western Australia in 1975 and works as a consultant in the oil and gas industry. He has held senior technical and managerial positions in drilling and production engineering with Australian and international companies and currently specialises in performance management, focusing on process, systems and human factors.

Phil's son Timothy has been supported by Identitywa for 14 years and currently lives with three others in a shared home in Hilton.

**Terry Wilson**

*Appointed  
1 November 2008*

Terry is currently the Chief Operations Officer for the Archdiocese of Perth, a role he commenced in 2007. Prior to this he was Assistant Director of the Catholic Education Office of Western Australia for 11 years.

Terry has a strong interest in the Catholic Church's teachings in social justice, particularly in the area of employment. He was involved in Catholic education for 34 years as a teacher and administrator in secondary schools and as a consultant and industrial advocate in Catholic Education Offices and other Church organisations. He has also lectured in psychology, statistics and educational administration in Catholic universities.

# Chairperson's Report



**At our Planning Day back in 2012, with the looming introduction of the National Disability Insurance Scheme (NDIS), the Board and the Management Team made a commitment to position Identitywa to be able to best respond to the inevitable changes that were facing all disability sector service-providers.**

Some three years on, after much planning and following the hard work of the implementation of many projects, I am pleased to report, with confidence, just how well we are placed. At a recent National Disability Services forum with providers statewide discussing issues and concerns associated with the NDIS trial sites, I was mentally able to check off the improvements and achievements of Identitywa and confirm the strength of our standing.

Let me briefly mention four areas of change that have been or are nearing completion and which will significantly enhance our ability to deliver quality of life services to

the people we support and their families who choose to be with us.

## Financial Management Review

Following the Disability Services Commission implementation of reform focused on individual service planning and delivery, we engaged consultants Baxter Lawley to work with us to improve the quality and efficiency of our services.

Within this environment of change, Identitywa needed a regime of financial management and performance reporting that enabled decision makers to maintain control over the performance of the organisation and to ensure it delivered on its strategic and operational objectives. In particular, the Area Managers and the then Coordinators were to take on responsibility for budget and performance management for the first time. An approach was taken where partnerships were strengthened and relationships built with key staff and the Board, engaging them in the project design and decision-making.

This project is now operational, and as well as the benefits of increased collaboration along the journey, the outcome of having better and more detailed information results in better decision-making that positively impacts all levels of our organisation on a daily basis. I congratulate those who have been involved in this most worthwhile and successful exercise.

## Structural Change

Earlier this year the Board was presented with a paper, *Win the Work*, which contained a number of proposals seeking to address barriers to growth for Identitywa. One such component dealt with developing new roles and amending existing roles for support staff and supervisory relationships.

Identitywa has assembled a workforce that has its foundations in the provision of group-based accommodation. This workforce is critical to the continued success of the agency. However, we knew that current and future demand for services was to be for families and for community-based accommodation support. This required a flexible workforce whose members could move from site-to-site, work a range of hours and support people with diverse needs. The need for a re-structure was also impacted by NDIS/My Way pricing strategies and the issue of long-term sustainability for Identitywa. The move to Area Managers and Team Leaders, which was wholly supported by the Board, has led to a much more responsive and efficient level of service where decisions are made at the local level, leading to enhanced outcomes for the people we support.

## New Client Database

Some two years ago, potential problems were identified with our database system and its ability to handle increasing amounts of complex information required for the successful administration of our agency.



^ The new location of Identitywa's corporate base in Northbridge.

With Board approval, a process was put in place to source and install a system that would address these problems and service our needs well into the future. After extensive work over a long period, and with the employment of a Project Officer skilled in its operation, the Carelink system was chosen.

The Board was recently informed that live testing of the system is scheduled for November this year. Again, this is an example of ensuring that Identitywa has the very best of what is available to deliver a quality service.

### Office Accommodation

Consistent with our objective of more decision-making at the local level, the Board has endorsed a proposal to acquire regional offices for staff to work from. These will be situated in suburbs to the north, south and east of the recently announced location of the new corporate base in Northbridge. Together with senior management, the Board sees that these acquisitions will enable us to enter a new and exciting phase of better service delivery.

### Conclusion

It would be remiss of me if I did not mention in this report a concern that I, and many others in the sector, share over the implementation of the NDIS. It is to do with the provision of adequate funding for provided services for recipients. At the moment there are intense and continued negotiations over the prices to be charged for these services.

Let me be very clear. If the funding is not adequate, then the quality of the staff employed to administer them and consequently, the quality of the services, will diminish. And that would be unacceptable. We can only hope that common sense will prevail and that realistic funding will be provided.

Finally, may I sincerely thank Marina Re and her staff, fellow Board members and all support workers and families associated with Identitywa for your untiring efforts in making us the quality service provider that we are. I am so proud of the work we do.

May God bless you.

Graeme Mander

## Identitywa's commitment is...

To tailor the mix of services delivered based on your individual needs and preferred outcomes. We recognise this will change over time. We will support and continue to work with you during times of transition and adapt our offering to suit your needs. If we are not able to support you, we will endeavour to find someone who can.

What makes us different from competitors?

- We can 'move' with you.
- We will ensure that you are able to find the support and services you need. If we are not able to help, we will direct you to alternative providers.

What makes us desirable to individuals and their families?

- The needs of the individual are paramount.
- Families are important. We will listen to what you need and recognise that you need support as well.

Can we deliver on our promise?

- We have the necessary skills, resources and structure to deliver on our promise.

*From Identitywa's Strategic Plan 2013 – 2016*



# CENTRAL INSTITUTE OF TECHNOLOGY



*Support worker, Katrina, assists Mark when he attends his Maths class at the Central Institute of Technology.*



# Chief Executive Officer's Report



**This year has been a time of significant growth for Identitywa as we strive to ensure we are offering the services and supports that people with disabilities and families want.**

We have recently marked the one year anniversary of the National Disability Insurance Scheme (NDIS) Hills site trial. NDIS participants who have sought service from Identitywa include existing service users, as well as an increasing number of individuals and families who are accessing our services for the first time. There are pressures for disability support providers in the implementation of the NDIS and issues around fair pricing continue to concern us. The transition from Disability Services Commission to NDIS for a number of our homes in the Hills trial site has begun and our staff are working closely with individuals and families to ensure we achieve their desired outcomes.

To be a real player with great outcomes in the emerging NDIS My Way world, with the concepts of control and choice and reasonable and necessary supports, demands an extensive analysis of our assets, our strengths, our capabilities and, most importantly, our future challenges.

It is these future challenges which have been our focus over the past few months as we have reviewed our structures and our operational models to fully realise 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.

To this end, we have implemented a number of strategies which aim to ensure we are well positioned to continue to flourish and grow as provider.

One of these strategies was to refresh and extend our leadership team, creating the roles of Area Managers and Team Leaders, thereby ensuring that our staff are closer to the people they support with an enhanced local presence. We are really excited to welcome a number of experienced and skilled staff who will support a range of initiatives and improvements over the next year.

All implemented strategies are linked to building our flexibility, increasing our responsiveness and ensuring we are well connected to the people we support. In addition we have worked closely with the Disability Services Commission to achieve a smooth transition of Commission accommodation services to Identitywa. This work has set the foundation for Identitywa to be the preferred provider for individuals and families who are considering their options.

The program of revitalising Identitywa homes and ensuring optimal living spaces has continued, with a number of improvements being achieved to ensure the best internal and external environments.

These actions are typically in response to the changing needs of people who live in the homes and the importance of Identitywa responding to the impacts of ageing.



**^ New Area Managers and Team Leaders: Kathy Naughton, Katie Prendergast, Ann-Marie Gladwell, Katie Laybutt, Tarren Donetta, Susan Budden and Caroline Moore.**



*^ Marina welcoming new recruits to their Staff Induction.*

This year we have carefully analysed our future workforce needs and have moved towards more flexible employment contracts which are attractive to those who share the values of Identitywa and can only commit to part time roles. In addition we have provided financial assistance to a number of longer term employees to complete their studies and attain certificates in disability and community services. Both these groups of employees are vital to the long term sustainability of Identitywa.

Early in 2015/2016, we will participate in the launch of the NDIS My Way Cockburn-Kwinana site. In the next few months we will be making some major announcements about the establishment of service hubs in key sites within the Perth metropolitan area. The first service hub will be within this trial area. We believe that this will enable our Team Leaders and Support Workers to plan and deliver services with a greater understanding of local communities and resources.

As our Board Chair, Graeme Mander, has mentioned in his report, we will be relocating to Northbridge in early 2016. Our staff in Kensington are excited about the development of a new centrally located corporate base. This will herald a new era for Identitywa and

we are confident that we will be able to host a range of functions on the one site in a way which has not been possible previously. Improved facilities for training will be a significant advantage.

I am, as always, grateful to our staff for their commitment to the people we support. I have confidence that over the next few months the changes we have made will have many positive impacts on the quality of services offered by Identitywa.

I am indebted to Graeme and the members of the Board for their clear and insightful direction to Identitywa. The strong position of Identitywa and the progress we have made over the past 12 months is a testament to the strength of the relationship between the Board and the Executive Team.

The Executive Team of Britta Meyer, Tracey Beckwith, Lee-Anne Brensell and Chris Glasson, constantly explore better and more effective ways of achieving our Mission. Their commitment and enthusiasm have been instrumental in the achievements of the past year.

**Marina Re**



# The people we support



^ Dom accesses our Shared Living Support



^ Brandi accesses our Recreation Support



^ Josh accesses our Community Connections



^ Ayla accesses our Family Support Service

Identitywa creates opportunities to improve educational, social, and life skills for the people we support. We have over 500 families accessing our services which include:

- Individual and shared living
- Family Support Services (In and Out-of-Home)
- Host/alternative family support
- Community Connections
- Shared management and self-management
- School leavers support



# Service Delivery Highlights

Over the last 12 months we have worked closely to develop processes to report on the timeliness and effectiveness of the individual plans developed with the people we support and their families. This work follows on from the introduction in 2013 of Personal Outcomes Measures (POMS) as the tool to support the identification of individual goals for inclusion in individual plans.

Monitoring progress towards achievement of goals enables us to track whether the strategies in place are effective in achieving

the desired outcome while, at the same time, providing opportunity to reflect on any identified issues that may need to be addressed, or additional supports that need to be put in place to support outcomes.

It has been fabulous to see staff supporting individuals to achieve some really diverse goals, ranging from joining local community leisure groups to reconnecting with old friends, and developing new skills.

In February, the Disability Service Commission held workshops and disseminated information on the reporting requirements in relation to individual plans. In 2014-15 the

focus was on plan timeliness, with set timeframes for new plans and annual reviews of existing plans determined.

Our focus in meeting this requirement was on developing a robust annual review process involving reflection on the previous year's plan and planning for the next twelve months. A key component of this process is measuring the planning time, with the period from planning (annual review) start date to plan sign off set at a maximum of thirty days. This process of reviewing plans with the people we support and their families enables us to get a real



^ Managers of Services, Lee-Anne Brensell and Tracey Beckwith with Samantha who uses Identitywa's Family Support Services.



^ Planning Officer, Karen Aitchison, with NDIS My Way Cockburn-Kwinana trial participant, Jocelyn, and her Mum, Leah.

sense of the effectiveness of the strategies implemented to support the achievement of the goals in the plan; this holds us in good stead as we move into the new reporting year where the Commission's focus is reporting on plan effectiveness.

Over the course of the year, a number of our services were independently evaluated against the National Standards for Disability Services. One evaluation undertaken included our Family Support and Recreation programs. This assignment covered our three respite houses as well as the block-funded recreation program.

The evaluation team used information provided by individuals, their families, friends, carers, advocates, staff and management, together with a review of documentation and observations made during service visits, to determine that Identitywa satisfactorily met all six national standards. There were no required actions identified.

Of note, the Evaluators commented that "The Information Pack given upon entry to the service is engaging, clear and reflective of the fact that the individual and family

are at the centre of the service provision". The Evaluators were also impressed with the *Koondoola News* – a monthly newsletter compiled by staff at our Adult Respite House.

This great result could not have been achieved without the committed efforts of staff at each of the respite houses and the family support workers who work with individuals accessing recreation in the community.

Our Adult Respite House at Koondoola received a makeover with the development of an outdoor sensory garden and individualised styling in all bedrooms. People we support were quick to indicate their preferred bedroom for subsequent visits based on their colour preferences, with the yellow and green rooms proving popular!

We received funding from Home and Community Care (HACC) to enable us to undertake a project to identify the future direction of HACC services, with the planned shift to the Commonwealth and a focus on delivery of support for people aged over 65 years. Karen Aitchison was appointed as the HACC Project Officer and engaged with families with complex needs accessing HACC supports to explore individualised funding opportunities.

Karen supported families connecting with Local Area Coordinators and My Way Coordinators, and canvassed interest in HACC supports outside the in-home respite provided through Identitywa to families of young people with disability.

Last year saw the commencement of the NDIS in full trial in the Hills, and Identitywa was pleased to be able to offer continued support to a number of individuals and families living in the trial site when they received their NDIS plan. We also received a high number of requests for quotes from individuals new to Identitywa and, as a result, entered into service agreements with a number of new families.

At the time of writing, the second WA NDIS My Way trial site is underway in Cockburn-Kwinana. Individuals living in the suburbs included in both the Cockburn and Kwinana local government areas connected to a My Way Coordinator are automatically eligible to take part in the trial. As was the case in the Hills, we are in the early stages of responding to requests for supports from people living in Cockburn-Kwinana, and our newly established team in the south metropolitan area enables us to provide a local response tailored to individual needs.

Our south team represents one component of our new service delivery structure implemented for 2015-16. With a strong local focus built around teams in the north, east and south metropolitan area, we are excited about the opportunities our new model offers to work more closely with individuals, their families and key community-based stakeholders as we move into the new year.

Tracey Beckwith  
and Lee-Anne Brensell  
Managers of Services



# Operational Services



**Our dedicated and committed workforce is crucial to our ability to provide high quality services to the people we support and their families.**

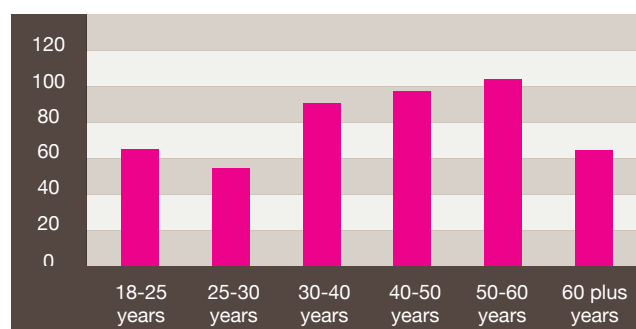
In order to attract and retain high quality staff, we have been focusing on creating a flexible work environment, identified as an area of priority in the 2013-2016 Strategic Plan.

Offering permanent, part time employment contracts with flexible working hours has been one of the employment strategies we have introduced and it has proven to be the preferred choice for many new employees. This working arrangement is particularly well suited to employees who are working predominantly with people living independently in the community and/or with their families.

There has also been a commitment by management to implement strategies to reduce the use of overtime and agency and casual staff, resulting in a significant increase in the retention of staff. This approach offers greater opportunities for people who are qualified disability workers and looking to work in the disability sector.

The new flexible attitude to hours of work, for example, is also particularly attractive to students who may be studying allied health services such as occupational therapy, speech therapy, counselling and physiotherapy.

## Workforce by age group



We believe that by providing rewarding employment opportunities we are investing in the future for the whole disability sector.

Our Human Resource team is committed to recruiting staff who not only have the required accreditation, skills and knowledge, but also have the values and attitudes that are vital to being successful Identitywa staff members. They are further charged with the task of ensuring that new employees are placed in the right service area and with the person or family they will best support.

## Our Workforce Profile

- The workforce across Identitywa has increased this reporting period by 11.7% to 468 employees as of 30 June 2015.
- The staff turnover remained steady at 21% over the 2014/15 period.
- 13% of employees have worked for Identitywa for 10 years and 86% of employees are female.

## Employee Development

New additions to the induction program for new employees include information sessions on the revised organisational Code of Conduct, Person Centred Approach, Positive Behaviour Models and preparing new employees with a better understanding of what it means to work for Identitywa.

Provision of ongoing, internal training was delivered to 1033 participants in 83 sessions. These sessions included specific training in the following:

- First aid refresher courses
- Manual tension and safe body posture
- Developing Personal Outcome Measures for the people we support
- Medication administration
- Specialised tasks such as training in 'peg feeding' and the use of an EpiPen
- Occupational Health & Safety education
- Introduction to Dementia and Autism care
- Training in supporting people with Diabetes

There has been a strong focus for all employees on *Bullying & Harassment Awareness* training, with a central 'no tolerance' message.

External professional development opportunities were also funded for 123 employees.

For the first time, Identitywa partnered with the registered training organisations, Rocky Bay and Activ, to deliver Certificates 3 & 4 in Disability courses to 10 of our employees who were very keen to take the opportunity to study and learn whilst working.

Identitywa successfully participated in the Disability Services Commission ATSI vocational program in June 2015 with a student working alongside the team in Adult Respite Services.

As part of a collaboration with disability service provider, Therapy Focus, Identitywa staff provided training to their staff on *Bullying & Harassment Awareness*, and in turn, they provided training to our staff on *The Safe Body Posture*. This sharing of the delivery of training programs and packages was extremely successful and will be an ongoing initiative.

### Supporting Staff Health and Wellbeing

In the interest of sustaining a healthy workforce, Identitywa continued to offer employees access to vaccination clinics at no costs. We also introduced a No Smoking in the Workplace policy, which was

supported by offering staff the opportunity to attend free *How to Break the Smoking Habit* workshops.

Our focus during *Safe Work Week 2014* was on mental health and wellbeing of people, with a strong message of 'how to look after yourself' and 'the Work - Life Balance'. The promotion included information about the complex issue, the myth about mental health, and provided important contact details of support services available in the community.

*The Safe Work Week 2014* focused on the Sun Smart message, especially for employees out in the community, and also delivered a strong message on hazard identification in the workplace and other work-related areas.

### Our Valued Volunteers

We would like to sincerely thank Gaye Matthew and Joan Martin for their valuable contribution and ongoing commitment to our staff induction and orientation program. Both have a long-time association with Identitywa through our support of their children. Their perspective of what is required from staff to ensure they are valuing and respecting the people they support is a powerful message. These sessions are highly regarded and regularly commented on by new employees.

In conclusion, I would like to acknowledge the commitment and dedication of our staff. They are at the centre of all that we do to support people with disability and their families.

### Britta Meyer



^ Jessica Hawes, Nadia Kent and Leo Penazzi sharing the benefits of working for Identitywa.

# Corporate Services



**With the introduction of the NDIS Hills Trial site coming into effect 1st July 2014, Identitywa has now had 12 months' insight into what the future of disability funding may hold. While this experience has resulted in many positive outcomes for the people we support, it has required a shift in the way Identitywa approaches financial administration.**

With this in mind, the Corporate Services team has been involved in a number of initiatives aimed at strengthening data collection and improving reporting. These initiatives will ensure Identitywa is able to respond in a timely and effective manner to the changing needs of people we support, and provide them with the information they require to best understand the funding available to them in the changing environment.

A financial management review was conducted in 2014-15 with the aim of increasing the level of relevant financial information available to Team Leaders and Area Managers. By achieving

this aim, Team Leaders and Area Managers now have the financial tools they require to ensure services are delivered both efficiently and sustainably. This is particularly important as we continue to move from block funded programs to individualised support, and will result in the people we support receiving maximum value from their available funding.

In 2015, Identitywa commenced the implementation of its new Client Management System (CMS), Carelink Plus. Carelink Plus was developed by Victorian company Icon Global, and is custom designed for the disability industry. Carelink Plus is currently being used by approximately 100 disability service providers nationally, including over a dozen here in WA, so there is a strong support network within the sector to draw upon. Carelink Plus will give Identitywa a cutting edge tool to collate and manage data relating to the people we support; this will greatly streamline our processes, decrease administrative burdens and allow Team Leaders and Area Managers to focus on providing high quality support. The implementation of Carelink Plus would not have been possible without a generous grant from Lotterywest, and we would like to thank them for their ongoing support.

2014-15 also saw Identitywa commence offering a service of Shared Management to the people we support. Shared Management allows people with a disability and their families greater control over

the funding they receive. Identitywa acts as an intermediary between individuals and the funding body, and offers advice and assistance whilst setting up a funding plan. Once the funding plan is set up and approved, individuals are free to manage their funding in the way that best suits them. Identitywa provides an online software tool called Self Manager to assist individuals to track their expenditure, and our Team Leaders are always available to provide advice and assistance where necessary. Given the shift towards greater choice and control for individuals, we believe this model will continue to prove an attractive choice to the people we support.

Our commitment to ensure our shared living facilities are maintained to the highest standard requires a constant review of these facilities. Accordingly, Identitywa undertook a major bathroom renovation at one of our facilities to better meet the needs of the individuals who reside there. We also made the decision to close a house that no longer met the needs of the people living there. These individuals relocated to other existing houses that offered a better quality of life. Identitywa will continue to review its facilities to ensure all individuals have access to high quality shared living options.

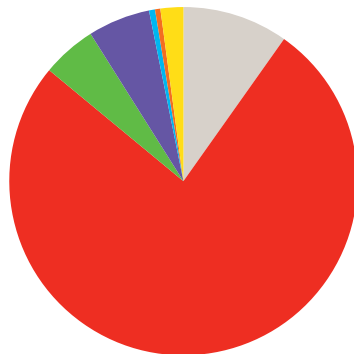
Given a rapidly changing industry, Identitywa's Corporate Services team will continue to be at the forefront of this change to ensure we best assist our service delivery team to provide high quality, responsive services to the people we support.

**Chris Glasson**



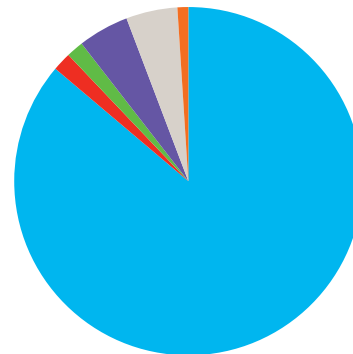
# Financial Report

**Identitywa Income**  
2014-15: \$28.5 Million



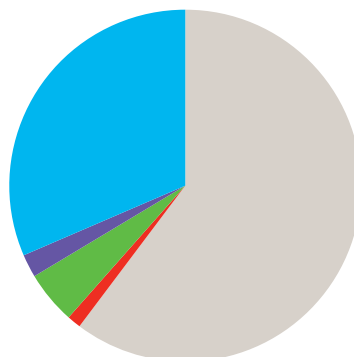
- Fees Income
- DSC Grant Income
- DSC IFS Grant Income
- HACC Grant Income
- NDIS Grant Income
- Other Grant Income
- Other Income

**Identitywa Expenses**  
2014-15: \$26.1 Million



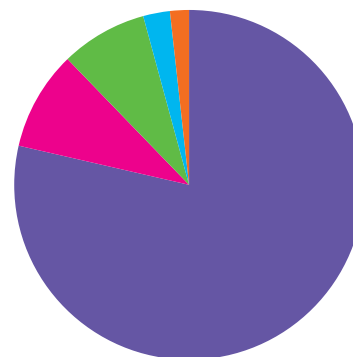
- Employee Costs
- Administration Costs
- Depreciation
- Operating Costs
- Property Rental & Maintenance Costs
- Transport Costs

**Breakdown of Other Income**  
2014-15: \$602,878



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

**Breakdown of Employee Costs**  
2014-15: \$22,528,921



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

# Employee Excellence Awards

Throughout the year, Identitywa employees and volunteers work in partnership with individuals and families to build a community where people with disability enjoy a fulfilled life. As the 'face' of the organisation in the community, they live the Vision, Mission and Values each day.

In recognition of this commitment, Identitywa hosts the annual *Employee Recognition Awards*. Members of the Identitywa community are encouraged to nominate staff who they believe are truly exceptional... who go 'above and beyond' to achieve the best outcomes for the people they support.

The Employee Recognition Awards acknowledge publicly those individuals who best represent Identitywa's Vision, Mission and Values. Award categories have been developed to capture the complexity, variety of work and activities people are engaged in. The 2014 recipients were:



^ Taryn Dallas-Haynes



^ Maureen De La Rie



^ Lee Zwickl



^ Corina Hunneybun

## Above and Beyond

Acknowledges the extra effort and activities staff undertake in support of people with disability that goes beyond the defined boundaries of their work role.

**Winner:** Linda Buck (no image shown)

## Innovation

Acknowledges the development and implementation of creative services, supports, programs and initiatives that enhance Identitywa's service provision and the lives of people with disability.

**Winner:** Taryn Dallas-Haynes

## Living Our Values

Acknowledges staff who consistently enhance the development of Identitywa's culture through their positive promotion of the organisational values.

**Winners:** Maureen De La Rie and Lee Zwickl

## Quiet Achiever

Acknowledges staff who always perform their role at the highest standard by positively supporting Identitywa's ethos and principles, and demonstrating dedication to the support of people with disability.

**Winner:** Corina Hunneybun

# Years of Service

At the Annual Review held in October 2014, staff members who had given over 10 and 15 years of service were acknowledged for their significant commitment to the people Identitywa supports. The following staff were commended by the Board:

## 15 Years of Service

Mr Robert Bowater

Ms Lynne Cropp

Mrs Deborah Delcasale

Mrs Susan Denny

Ms Dianne Dzieciol

Mrs Denise Marley

Ms Colleen Ryan

Ms Wendy Voak

Mr Wayne Watson

Ms Rhonda Wake

Ms Lynette Pearce-Weston

## 10 Years of Service

Ms Sara Howard

Mr David Hubbard

Ms Linda Smethurst

Mrs Aleisha Williams

Ms Lee Zwickl

# With thanks

Sincere thanks are extended to all those people who support the Mission of Identitywa. We are truly grateful for your generosity and commitment.

We would particularly like to acknowledge the support of our funding partners:



Disability Service Commission



Home and Community Care WA



Lifelink



Lotterywest

National Disability Insurance Scheme





A Catholic outreach supporting people  
with disability and their families.

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