

avivo annual.

Doing what it takes

Avivo's commitment to do what it takes and to stand by people through tough times has been our bedrock over the past year as we faced the challenges it presented.

Together we have navigated the COVID waves, vaccine mandates, workforce shortages and funding changes.

It has been an incredible effort on everyone's part, working together to make real what matters to customers, colleagues and communities.

All our teams, both in the community and behind the scenes, have continued to consolidate and evolve through the changing times taking up new roles and responsibilities as required.

What keeps us strong is our commitment to pioneering social justice and providing practical support to people in many ways every day.

We look forward to the year ahead as we step into the next chapter of Avivo's journey.

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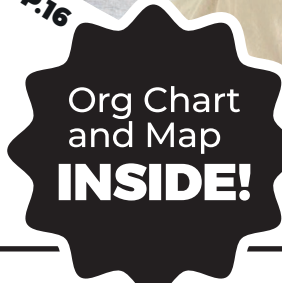
STELLA WYATT

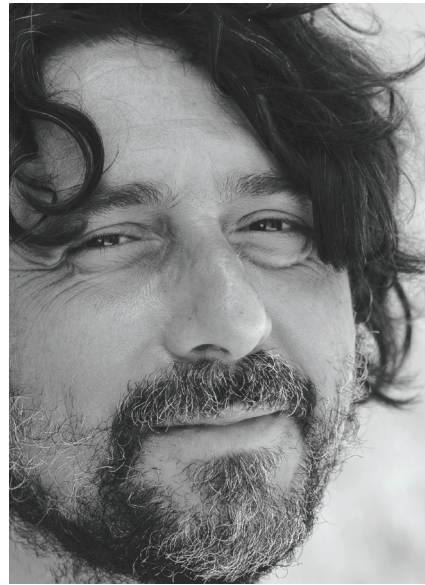
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Transformation

Over the past five years, we've transformed the organisation into a network of purpose-driven teams. 1,200 colleagues serve from a place of meaning and connection.

More than 100 community teams work directly with people, families, and communities, and they're supported by specialist and business support teams.

Central to our culture is self-determination along with personal and collective responsibility.

We challenge 'business as usual' and are committed to supporting everyone's development to be successful in contributing to Avivo achieving its purpose. We continue to explore what it takes to work in a way that doesn't just deliver a service but creates a better world.

Here's a snapshot of our customer and colleague numbers for the 2021/2022 financial year.

Colleagues



925

Community Based

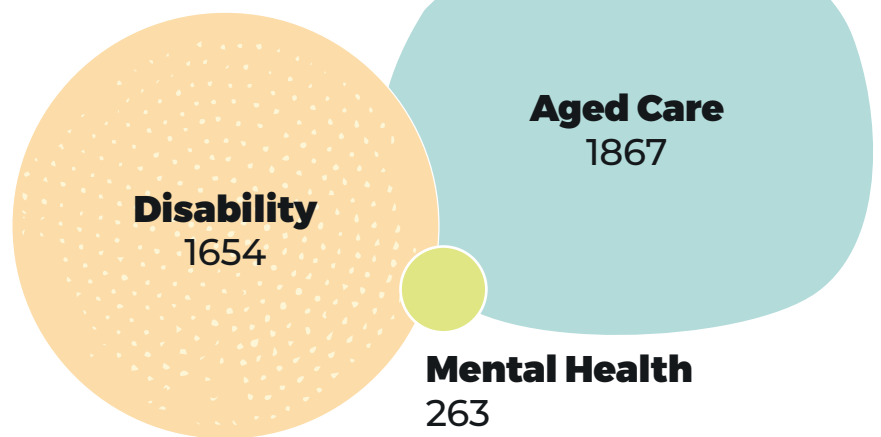


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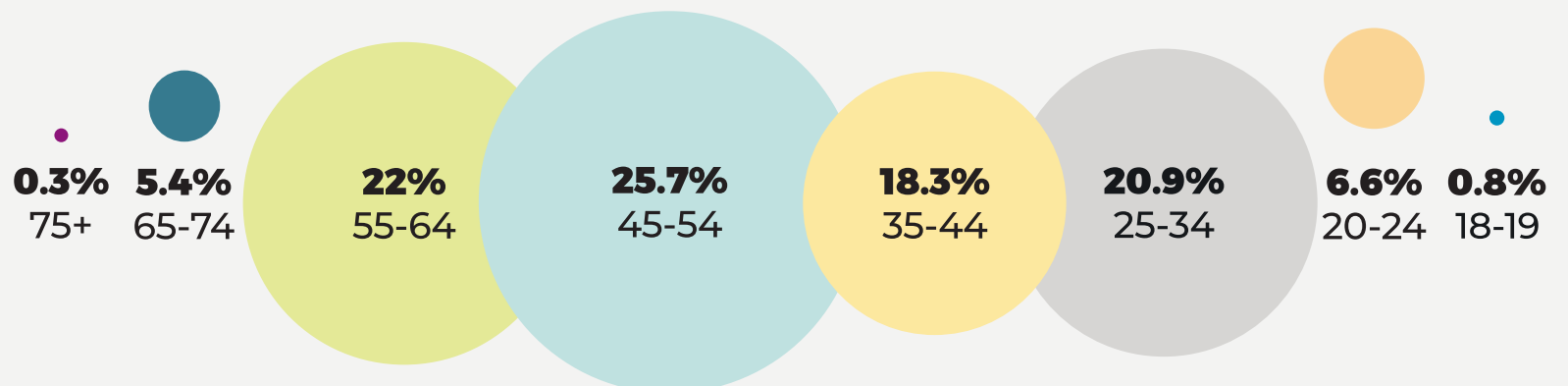
Desk Based

1140 Total

Customers



Age of colleagues





Hope and human potential

“I was at my lowest point before I started working with Deb and Avivo,” said Avivo customer, Tom Gratis-Roh.

Life had not been kind to Tom in the years leading up to his first interaction with Avivo in 2020. A series of devastating events saw Tom’s life spiral out of control.

“In 2009, I had a car accident that damaged my back. I suffer from spinal degeneration now,” said Tom.

“Six months later, we had the Toodyay fires. My partner and I lost everything on our 10.5-acre property.”

Tom and his partner tried to rebuild. But in 2010, their relationship broke down, and Tom was diagnosed with cancer. “When all that happened, I escaped to Bali. That’s what I did. I’d flee when things got hard... I got a little rejuvenated and started running a restaurant over there,” Tom remembers.

TOM’S POEM

**This year has taught me how far I can go.
I just have to remember how far I have come,
Everything I have faced, all the battles I have won,
And all the fears I have overcome.**

But things soon took another upsetting turn for Tom. His new partner died in Bali, and he didn’t get to say goodbye. Then the restaurant where Tom was working was being sold off, so he decided it was time to move back to



Perth. With nowhere to call home, Tom ended up homeless on the streets of Northbridge.

Serendipity

In a fortunate turn of events, Monica Lee from Avivo ran into Tom while he was homeless and encouraged him to speak to Avivo for support.

Deb Cording, Team Facilitator for Team Northam recognised Tom and put up her hand to support him.

“When I started working with Tom in May 2020, he was experiencing severe anxiety and couldn’t go out alone. He just hated being in public,” said Deb.

“He could barely walk due to his back and needed a walking frame and then a scooter. And now the journey has come to this! What an amazing man.”

Deb told us this on the day of Tom’s first ever photography exhibit. From battling severe anxiety a few short years ago to hosting a public exhibition that shared his vulnerabilities, it’s been quite a journey.

“I was at my lowest point before I started working with Deb and Avivo,” Tom said. “I was sitting right here writing my suicide note. There was a mental health event over there, and here I was.

“I was encouraged to speak to Avivo and see what they could do... I don’t think I’d be here without Avivo.”

Talent and potential

Through Deb’s work with Tom, she encouraged him to pursue his passion for photography. She saw his talent and how it lit him up.

“I had thousands of photos and eventually, I said to Deb, ‘I want to do an exhibition’. It’s helped me through my mental health journey, and I show that through the photos,” said Tom.

Tom and Deb were successful in getting a Small Sparks Grant through Avivo. The Small Sparks Grants support people to follow a dream and bring an idea to fruition through a small allowance. It’s a way to help people to connect to the community and develop their capacity.

Tom put his grant towards buying a photography printer. He was later successful in obtaining another grant, which went towards ink for his printer, which helped print the photos he needed to create the exhibit. So, once Tom had locked in the location for the exhibition, there was no turning back.

“This is the one thing I can now say I’ve done. I did it! The exhibition was a total success – beyond my expectations. I’m proud of myself,” said Tom.

Watch Tom’s YouTube story here:

<https://youtu.be/u1l0oMyq6i0>



From our Chairperson, Professor Angus Buchanan

Angus Buchanan
BOARD CHAIR



The process of writing an annual report is an interesting one. It is a time for significant reflection on what has happened and an opportunity to look forward to what may be.

The Board has been working closely with the Executive Team and continues to guide Avivo through the opportunities and challenges that have and will continue to arise.

Like many other community-based organisations, the ongoing COVID pandemic and the dynamic human services funding context have impacted Avivo.

This year the Board has been on the journey to discuss the essence of Avivo, drawing inspiration from the founder Gwin Ruston. My reflection and inspiration from this work are that what is important is often not easy to achieve. It requires determination, leadership, tenacity, and creativity - all the qualities that Gwin Ruston displayed to achieve the significant societal outcomes we recognise today.

The Avivo of 2022 and future years will require the same qualities to continue to deliver its essence as we navigate the organisation through some of the most challenging and dynamic

times that have impacted human services.

While we were optimistic for a more peaceful 2021/2022 when it came to the COVID landscape, unfortunately, things took a turn for the worse when the virus and, of

The Board would like to acknowledge the entire Avivo community for the ongoing commitment to delivering quality customer service.

course, the mandated vaccines hit Western Australia. This has presented many challenges for the organisation's operations, not least of which is the ongoing significant workforce restrictions.

The ability of Avivo to respond in the present context is a testament to the leadership, structures, planning and careful implementation at all levels of the organisation. The Board wishes to especially acknowledge local teams who have worked hard at the coal face to support people in their communities. Our community teams have thrived during the last year, and it's been a pleasure to see things come together so well. Our teams have formed bonds that may have only been strengthened due to the pandemic.

Financial sustainability

A significant focus of the Board's attention during the last year has been the future financial sustainability of Avivo. While the Board and Executive have a clear plan, Avivo will move through a period of economic challenges, resulting in planned and managed deficit budgets for the next three to four years. This is possible due to Avivo's current strong financial reserves and the ability to strategically use these to establish financial sustainability. The Board is confident, based on current assumptions, that the future financial position is both sustainable and will enable the delivery of the quality services expected by our customers. Avivo will continue to be a strong voice in the sector, advocating for suitable funding levels.

Avivo is well supported by its outstanding Executive and leadership teams. We are saying farewell to Rosie Lawn, our Chief Executive Officer, who has provided outstanding service to Avivo for over 17 years.

Rosie led the transformation of Avivo. The organisation of today, its resilience, leadership capacity and customer focus are a testament to Rosie's outstanding leadership and commitment to making

a difference. Through careful discernment, the Board announced earlier this year that Kate Fulton would succeed Rosie as CEO. Kate has been with Avivo for nearly 10 years. The Board is confident that Kate will lead Avivo into its next development phase while reflecting the foundational essence of who Avivo is.

Despite the many challenges, Avivo remains well-positioned to innovate and develop. While not necessarily expecting 2023 to be any less turbulent, I look forward with confidence that we are well-placed to face any challenges as we continue to develop this amazing organisation.

Recruitment and retention

Recruitment and retention have been identified as risks for the organisation.

To turn this around, we're exploring new candidate pools, refreshing and rebranding our recruitment advertising and developing a clear Employee Value Proposition to retain and recruit staff.

We're also reviewing and updating our onboarding process, reviewing colleague guaranteed hours to support a more secure income and assessing Avivo's workforce plan.



COVID impact

The COVID-19 pandemic brought lockdowns, mandated vaccines, illness, isolation requirements and shortages with PPE had an impact on us all and how we work.

We unfortunately lost 4% of our colleagues due to the vaccine mandate. This went hand-in-hand with lockdowns and mandated isolation periods that saw many of our colleagues unable to work, placing more pressure on our people and resources.

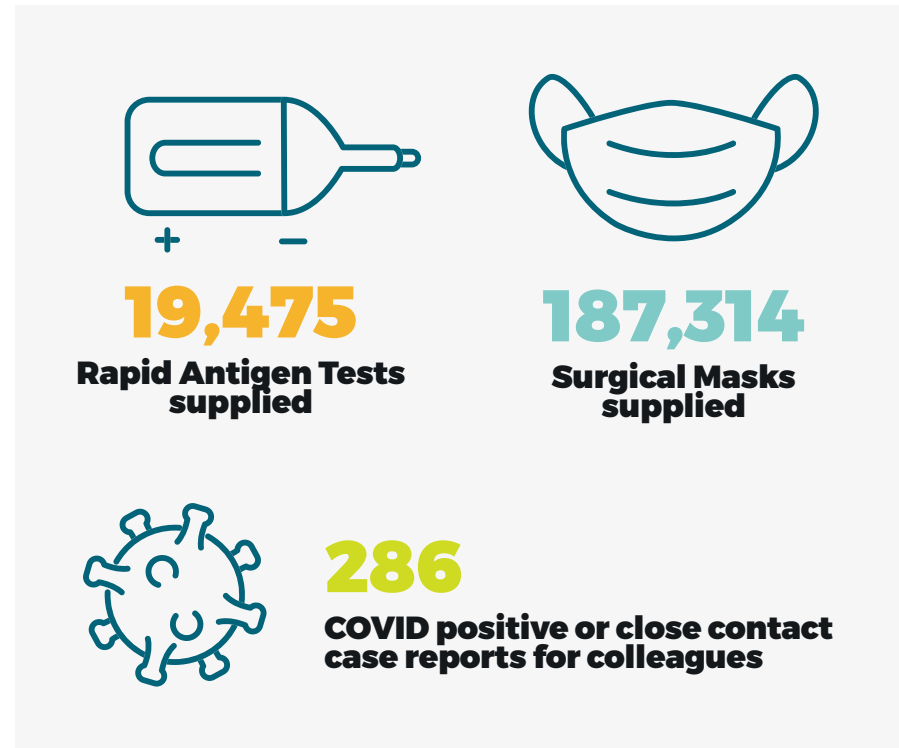
We had to change the way we worked.

In many cases, we had to deliver essential-services only and support other customers by phone calls and 'checking in' rather than risk spreading the COVID-19 virus through face-to-face supports.

We were unable to accept referrals in some areas.

PPE was a challenge initially when the virus hit Western Australia. We struggled to get the number of Rapid Antigen Tests that we needed to ensure our colleagues were testing before carrying out supports. We had to ensure everyone had enough PPE on them to cover all shifts. Logistically, this was tricky, but our amazing teams made it happen.

Our offices closed for several months and our desk-based colleagues



continued to work predominantly from home offices as we played our part in limiting the spread of the virus.

We're proud to say we weathered the storm and came out with a resilience we wouldn't have known if we hadn't been tested

in this way. We continue to seek out innovative ways to work and more efficient ways of doing things to the benefit of both our colleagues and our customers.

Life on his own terms

Chatting to Gary Brooker as he sits outside his home in Perth, soaking up the winter sun, it becomes apparent that this independent gentleman truly values being in his own home, with Avivo's support.

The past few years of Gary's life have been a little complicated. Gary was regularly active and enjoyed walking everywhere, but after having a fall and injuring himself, Gary is now unable to walk unassisted. While his wheelchair affords him some freedom, it's with Avivo's support that he's able to enjoy his life more fully.

When Gary was at Selby Lodge several years ago, they almost wouldn't discharge him because he had no family at home and they had no means by which to contact Gary. His Team Facilitator, Wendy Millard, assisted him to purchase a mobile phone so he had a way to communicate and could go home. Since then, Gary has daily interactions with Avivo. His Support Workers assist him with taking his medication, cleaning, helping with meals and getting him out to visit friends.

"He's a very independent man, but he needs support," said Wendy.



"He's come a long way in the few years we've been working together."

Avivo also helped Gary adopt his cat, Kenny, a beautiful, friendly house cat who provides comfort and companionship to Gary.

"I also like to draw and play the organ," said Gary.

"I like to draw cartoons from when I was a kid. I try to remember what they look like, and I draw them."

Gary saved up for a second-hand keyboard and was fortunate enough to receive a Small Sparks Grant from Avivo, which went towards art supplies to facilitate his love of drawing.

His love for music and art now fills his days and with Avivo's help, Gary maintains his independence, living his life on his own terms, in his own home.



From our Chief Executive Officer, Rosie Lawn

Rosie Lawn
CEO



It is particularly important to me to reflect on Avivo as I step out as CEO.

I have worked with the organisation for over 17 years. Many things have changed during this time, but love and care for people remains constant. I feel very privileged to have been part of Avivo's evolution and to have worked with so many people who are absolutely committed to making a difference in the world.

Our why

Over the past several months, I had the opportunity to meet with many colleagues in our 'Next Chapter' workshops, where we explored our essence and future direction. I have been blown away, hearing from so many people about their personal commitment to social justice.

We have faced significant challenges over recent years with the introduction of the NDIS. Avivo absolutely supports the NDIS's purpose and goals. Still, the implementation has been challenging for everyone. As a result, Avivo actively led local 'Defend Our NDIS' events in the run-up to the Federal Election in May 2022. With the change of Government and developments within the NDIA, I am hopeful there will be a collaborative approach to developing a Scheme that effectively supports

people with disabilities and their families to live their lives. Standing by our customers through this journey and remaining connected to our values, we can ensure the NDIS delivers on its promise.

Achievements

Over the past five years, we have steadily transitioned to creating over 100 community teams, both Neighbourhood and Customer-specific. They support each other in their work and are developing more connections with the communities within which they work. I leave knowing that each community team will evolve in their own way and that they have enormous potential to make a big difference in people's lives.

It was not so many years ago that we were lagging in the use of technology (paper timesheets sent in every week!). But that has all changed, and we've made enormous strides in using information and technology to assist us in our work. We have streamlined our systems and we use computers and mobile phones to support our work within the community.

We've navigated our way through local, national and international crises such as the COVID pandemic and natural disasters. While these occurrences have had an enormous impact, we've continued supporting our customers, even during the most arduous times.

We have grown as an organisation, not only in terms of numbers but also in our personal development,

understanding of citizenship and knowledge and ways of supporting our customers. I know that Avivo will continue to pioneer new ideas to support people to live life fully.

What we stand for

Avivo's strength is our relationship with customers and the practical care and support provided to

to evolve through change by remaining committed to our purpose, caring deeply about people, taking responsibility for our thinking and actions and pioneering new ways of achieving social justice.

Thank you

As I leave Avivo and step into the next chapter in my life, I feel a deep



people in homes and communities. We will always step in beside people, particularly when times are tough. Relationships are our bedrock. No matter what happens in the world or how much technology advances, connection with real people, who share love and care, is what matters most.

Challenges in the future

This world can be overwhelming, particularly with pandemics, climate change, rising costs and workforce shortages. Whilst we can't control these challenges, I know Avivo has great capacity

appreciation for the wonderful and unique people who make up Avivo, both past and present. I thank you all for your hard work, trust and support.

Avivo wouldn't be what it is today without your commitment and unique contributions.

It's been incredible and humbling to be part of Avivo over these years and I leave confident that in Kate Fulton's capable hands, there are amazing things ahead for Avivo to make a difference in the world.



From our Chief People Officer, Kate Fulton

Kate Fulton
CPO



Having worked at Avivo for nearly 10 years, I know what a special community we have here. We're not perfect, but I couldn't be prouder of our work - walking alongside one person at a time, each day at a time, supporting people to live life their way in their communities.

I see this commitment every day, which is why I am absolutely delighted to have the opportunity to lead Avivo as the next CEO over the coming years.

everyone matters, and everyone's contribution is valued. We are focused on the difference we want to make in the world.

Over the past year, we have worked with customers and colleagues to develop our priorities for the coming years.

We have five big goals:

Developing a brilliant customer experience

At the heart of our work are the people and families we support. A successful partnership is based on a shared understanding of the outcomes people are looking to achieve and the knowledgeable assistance to explore how best to do that

make informed decisions about their resources with accurate, up-to-date financial information, and exploring informal networks of support in addition to traditional services.

Continue to invest in our colleagues across our network of community teams

We now have over 100 community teams supporting local customers in their local neighbourhoods.

Our colleagues are Avivo, and they take centre stage in our actions over the next year. We aim to invest in the teams through supporting individual development, relevant and accessible training, a focus on local leadership and initiatives that help us all contribute to the unique culture of Avivo.

Developing a society where people and communities thrive

Avivo has always been open to supporting the sector overall, however, we recognise that our ethos of collaboration has the potential to assist in our vision of supporting thriving communities.

We aim to develop stronger collaborations not only sector-wide, but within our communities themselves. Developing partnerships with like-minded organisations which, together with our network of teams, can collectively work to make a difference locally.

Develop Avivo's sustainability to have a greater social impact

To achieve our goals, we know we must focus on Avivo's long term sustainability. We will improve how we operate to ensure we are economically viable for many years to come. The work we do is too valuable to stop. We have a range of strategies unfolding over the next year to help us use our money wisely and efficiently. We are aligning our prices to funder price guides and working internally to review and develop our processes and practices.

Enhance our culture to support personal and collective responsibility

We will continue to intentionally build our culture in a way that pays attention to our personal and collective responsibilities. Avivo is a place where people are encouraged and supported to think and make decisions in partnership with customers and colleagues.

I'm excited for the year ahead (if a little nervous). I have seen Avivo achieve some incredible things over the years. Everything from supporting someone with little confidence to regaining their sense of self, developing their life and being an active community contributor.

And, of course, to the development of over 100 community teams working across our communities, day-in, day-out to help us create a world where everyone matters! I am confident in our next chapter and look forward to being part of that with you.



In the year ahead, we're focusing on building on our strengths and developing ourselves to get closer to our vision - where everyone is living as active citizens in community - where

flexibly and in a way that makes the most of the individual's resources. We have various projects planned, including trialling new ways of working, ensuring people can



Work Health and Safety

Work Health, Safety and Wellness are fundamental to our work at Avivo.

The 2021/2022 year was extraordinary as we continued to navigate the uncertainty of the COVID-19 pandemic.

Through it all, our people's safety, health and wellness remained the highest priority. We worked tirelessly to protect our people, adapted our COVID plans to deal with many COVID-19

challenges, and ensured our colleagues and customers were safe.

Our Work Health and Safety statistics for 2021/2022 showed we improved on the previous year with one fewer worker's compensation claim (18 compared to 19 in June 2021), and one fewer worker's compensation claim relating to manual tasks (7 compared to 8 in 2021).

There has also been a slight decrease in

employee injuries this year and an encouraging increase in hazard reporting.

While we have made good progress in improving safety, we acknowledge we have more to do. Manual tasks remain our highest risk to Avivo colleagues with the primary cause being the repositioning of customers and lifting of equipment. We continue to focus on colleagues proactively reporting hazards and taking preventative action.

In the year ahead we are focusing on our commitment to continue to improve our safety culture across the following areas:

- strengthening our approach to engage with colleagues to improve physical and psychological safety;
- focusing on the wellness of our colleagues;
- responding to COVID-19 and continuing to support colleagues; and
- continuing to reduce risk through safety improvement opportunities.

Diversity and Inclusion

In the period since the last AGM, the Diversity and Inclusion Team has been helping weave diversity and inclusion perspectives into the fabric of the organisation.

In 2022 we reset the Diversity and Inclusion Team and its focus on increasing the number of indigenous employees and people with disabilities.

Cultural shifts around diversity and inclusion are happening in Avivo. Whilst achieving employment targets for people with disabilities proves challenging, our work in the Aboriginal employment space is showing good results. We have built strong relationships in both the disability and Aboriginal employment

sectors and continue to look for workplace participation opportunities.

Getting diversity and inclusion right goes to the heart of Avivo's fundamental beliefs:

Everyone matters - all means all.

We thrive through inclusion.





A whole new world

When Julie got her diagnosis of early onset Alzheimer’s at the age of 56, it came as a complete surprise. She was working with Avivo and supported people with varying requirements, often with supports seven days a week.

Julie had 13 years of support work plus an Enrolled Nursing qualification under her belt. She was reliable, a wealth of knowledge and the go-to for many of her teammate’s questions.

While she still has all these qualities and more to offer, her diagnosis forced her to take a step back from support work and to reach out for some support herself.

“My son spoke to one of the Avivo team and worked out my supports,” said Julie.

“I knew what to expect, having been a Support Worker. And I love what Avivo does.”

Extra mile

Julie said Avivo’s mission to assist people to live their lives on their terms is what aligned for her. As a Support Worker, she always went that extra mile to help people develop a sense of autonomy and pride.

“I think that’s something Avivo is really good at. They give people time and don’t rush,” added Julie.

“For many people, their Support Worker will be the only person they see that day. It’s important to take time with them, to get to know them and what they like and need.”

Since moving house six months ago, Julie now has family close-by. Still,



she has support to take her medications and social support to get her out and about a couple of days a week.

While she’s no longer supported directly by Avivo since moving, her private support is coordinated by Avivo.

Julie also has weekly virtual reality (VR) sessions through Avivo’s SilVR Adventures. This project is designed to test the impact of VR on a person’s experiences of connection, wellbeing and quality of life. So far,

it’s showing to have high engagement and positive outcomes.

Your own way

Julie is happy in her new home, which has afforded her more family time, plus two colourful gardens to tend to. She enjoys spending time with her loveable Staffy Phoebe and has also recently re-discovered her love for crocheting.

Julie appreciates the support, but is still very much independently living her life her own way.

Our Board

We welcomed two new Board members this year. Erin Marshall is a former State Public Servant and current Justice of the Peace.



Erin was born with Cerebral Palsy. While this can be challenging at times, it also helps shape her appreciation of the needs of people of all ages, with or without a disability.

Gohar Rind is our other new Board member. Gohar works within the

resources sector and established his own business Yira Yarkiny Group – a cyber security, supply chain, logistics and physical security organisation. Gohar identifies as a Yamatji man from the Murchison region of Western Australia and strongly advocates for better Indigenous education, employment, health and national policy outcomes.



Read more about our Board here: www.avivo.org.au/inside-avivo/our-board/



Virtual connections become real

Avivo recognises that social isolation and loneliness is experienced by many of our customers, which directly impacts their physical and mental health, as well as their quality of life and the strength of our communities. A sense of connection means we feel seen, heard, valued and appreciated by those around us other than paid supports.

In February 2022, the Avivo Board approved funding of \$46,000 from the Avivo Foundation to trial and evaluate the use of virtual reality with a small number of older Avivo customers.

To date 16 customers, including people with dementia and mental illness have experienced a virtual adventure.

In the adventures people get the chance to visit other countries virtually. This provides a great

opportunity to visit and rediscover places which stimulates old memories and provides new and interesting topics of conversation.

Two men who shared a virtual adventure over lunch are keen to continue to explore the world together.

This is just one example of the potential of virtual reality and its ability to creates connections between people.



There is a strong association between loneliness and isolation with poor mental and physical health:

- Social isolation has been associated with 50% increased risk of dementia.
- Lacking social connections can be as damaging as smoking 15 cigarettes a day.
- Loneliness can increase the risk of having a stroke or developing coronary heart disease by 30%.





Grants and scholarships

The Avivo Foundation has grant opportunities to help people to pursue an interest or goal that is important to them.



Julian Pittendrigh Arts Grant

The Julian Pittendrigh Arts Grant was established in 2015 and is used to support a customer, or group of customers, to develop their artistic interests in the fields of dance, music, visual art, or performance.

The grant is awarded annually and is for \$600.

Clifford Townsend Scholarship

The Clifford Townsend Scholarship was established in 1998 in memory of customer Clifford Townsend to support colleague learning and development, over and above the core training provided by Avivo.

The Scholarship is awarded to a colleague or groups of colleagues seeking to develop their capacity to innovate in practice or to lead innovations in services and supports.

Small Sparks Grant

The Small Sparks Grant was established in 2018 and is open for applications from colleagues and customers.

The grant is designed to support people to live a good life as connected citizens in our communities.

A typical grant is around \$600 per recipient. This year almost \$12,000 in grants were awarded to 26 customers and colleagues.

Dream Coaching

In 2021/2022, Avivo's Carnarvon Team was awarded the Scholarship to develop a way of supporting customers to make their dreams become a reality through 'Dream Coaching'. The Carnarvon Team believes we need more structure and training to confidently support customers to strive for long-term goals – a way to encourage customers to take charge of complex dreams like purchasing property or taking an overseas holiday.

The Dream Coaching is now in full swing with the outcomes to be evaluated after completion.

Peer Tree Tribe

Several colleagues applied for a Clifford Townsend Scholarship in 2019, while another put forward an EOI for the Maria Toomey bequest, all proposing building peer connection within Avivo.

As a result, the funds from both the Scholarship and the bequest were combined to focus on improving the experience of our colleagues who identify as living with disability, mental ill-health, aging or are carers.

From this the Avivo Peer Tree Tribe is empowering colleagues to make Avivo a safe and inclusive place for everyone.



Sparky ideas

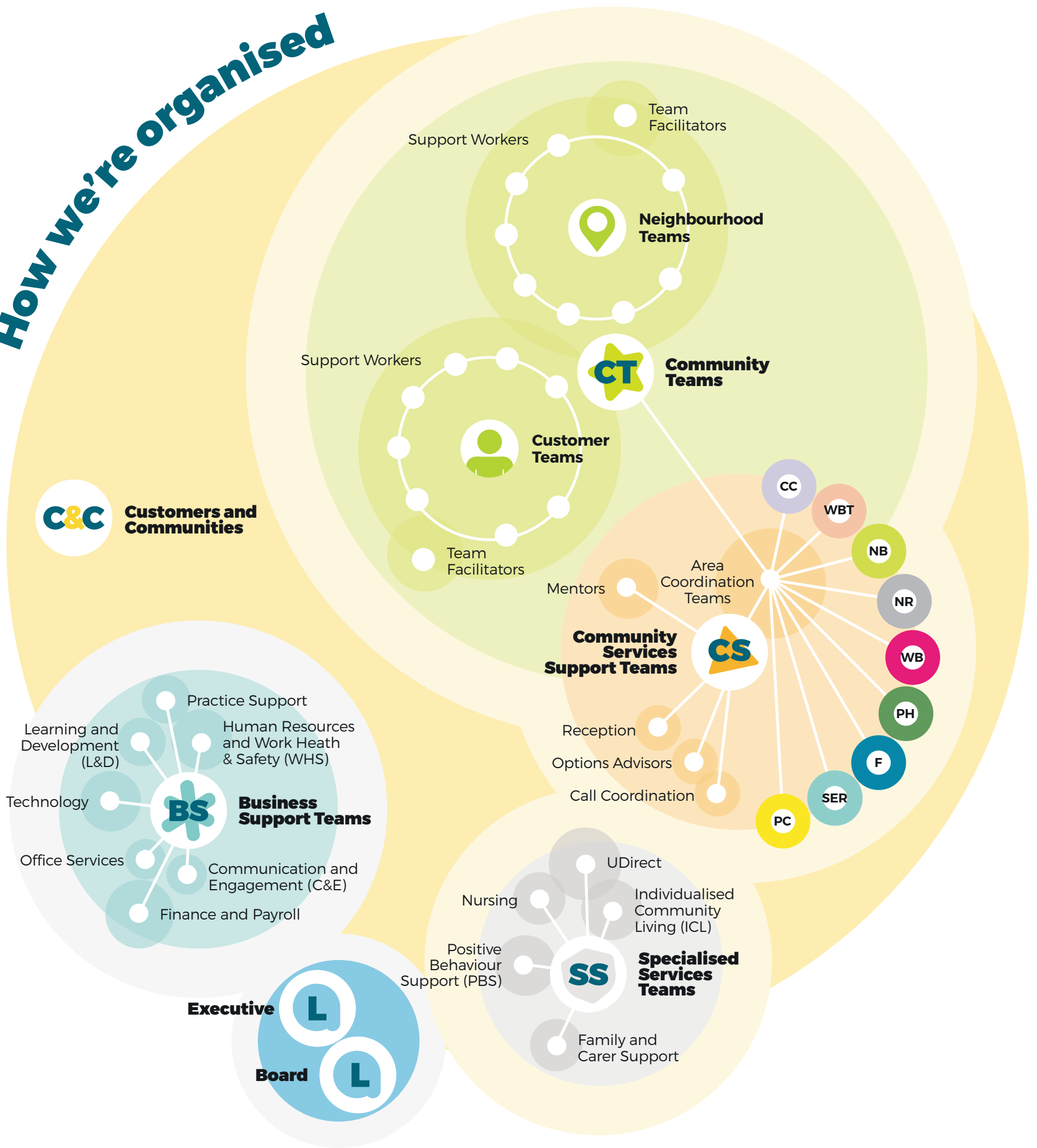
Here's a sample of what our customers have used their Small Sparks Grants for:

- Peel Customer Ray used his Small Sparks Grant to purchase paint and art supplies to fuel his passion for all things colourful and creative!
- Wheatbelt customer and Singer/Songwriter Hey Bales printed covers for her CDs. Hey Bales' songs focus on her Mental Health journey. She hopes others find strength through connecting with her music.
- Levi and his family put their grant towards purchasing a junior race car for Levi. Partnering with Racing with Autism, Levi is the first Junior supported by the Club in WA. The Club will support him with the responsibility of owning and running a race car, safety gear and the social development opportunities involved in joining a Race Club and competing in race days.





How we're organised



Customers and Communities

At the heart of what we do are people who require support due to disability, ageing or mental ill-health. Avivo contributes to a feeling of belonging and a sense of place for people and families by being in and of community.



Community Teams

Neighbourhood Teams support multiple customers in a geographic location. **Customer Teams** support a single customer with high care needs. **Support Workers and Team Facilitators** are part of these teams.



Specialised Services Teams

We have teams who offer discrete services to people, whether they are Avivo customers or not.



Community Services Support Teams

Providing our customer-facing teams with the resources, tools and information they need to do their job with confidence and autonomy. Supporting skills development, practice, funding, reporting, quality and safety.



Business Support Teams

The teams behind the scenes that support Avivo to run smoothly, with functions, systems and processes to enable Avivo to do what we do in the world, well.



Board and Executive

Senior leadership and governance teams who steward Avivo to deliver on our purpose.



Communities we're in



EXMOUTH

CARNARVON

GERALDTON

PERTH

MANDURAH

NORTHAM

CC Coral Coast

Carnarvon
Central
Dongara
East Side
Exmouth
North Side
South Side
West Side



AD
QL

NB Northern Beaches



Neighbourhood Team

Customer Team

Alexander Heights
Butler
Craigie
Hillarys
Mindarie
Quinns Rock
Wanneroo

KL
RR
RT

PH Perth Hills

Bullsbrook
Ellenbrook
Forrestfield
Midland
Midvale

NR Northern River

Bassendean
Beechboro
Dianella
Glendalough
Maylands
Morley
Mount Lawley
Perth City

SS

WB Western Beaches

Balcatta
Balga
Claremont
Floreat
Innaloo
Karrinyup
Nollamara
Scarborough
Subiaco
Tuart Hill

EC
EJ
LOH
TJ

F Fremantle

Calista
Fremantle
Hamilton Hill
Palmyra
Parmelia
South Lake
Willagee

CF
ERD
JBR
JT
JV
MC
TN

SER South East Ranges

Armadale
Belmont
Bentley
Brentwood
Cannington
Canningvale
Gosnells
Kelmscott
South Perth
Vic Park
Willetton

AM
LE
RA
SM

WBT Wheatbelt

Bencubbin
Bruce Rock
Chittering
Goomalling
Jurien Bay/Lancelin
Merriden
Moora
Northam
Toodyay North
Toodyay South
Wongan Hills
Yanchep
York



NK
WTB MH

PC Peel Coast

Baldivis
Falcon
Greenfields
Halls Head
Mandurah
Meadow Springs
Pinjarra
Rockingham East
Shoalwater
Waikiki
Warnbro



Domestic
Supports



Sharing the voice of our customers

“Helping others achieve their goals through support and seeing their independence is wonderful. It really is wonderful,” said Support Worker Stella Wyatt.

Stella is a Noongar woman and part of the Wheatbelt Team and has a strong community of colleagues supporting her. She knows just how supportive they can be as she started as a customer of Avivo.

“Stella’s partner was unwell and receiving support. It was mentally challenging for Stella, and she also needed support as his carer. She needed a little bit of routine happening in her life,” said Monica Lee, who worked as a Team Facilitator with Stella.

“I went in and gave her a hand and through this, Stella was ready to continue on in her role as a carer for her partner.

“I could see she had some great skills. One was being able to advocate for customers.”

From customer to colleague

Stella took on her role as a Support Worker with Avivo this year. She started working with one customer and now works with a handful of people.

“Stella’s customer base has naturally grown as more people have got to know her and appreciate what she has to offer,” added Deb Sermon who works with Stella as Service Coordinator.

“Stella guides us through communicating with Aboriginal customers and elders of the community,” added Monica.

“She’s a really solid part of the team.”

The Wheatbelt Team is excited about supporting Stella with her development into the future.

“What I really value is the voice of my customers,” added Stella. “I love advocating on their behalf.”

“Quite often, a customer will need someone to go with them to the GP because they won’t speak up for themselves,” added Monica.

“Stella knows her customers extremely well. She’ll say, ‘I think you need to have this checked today,’ or ‘I’ve noticed this is happening at home.’ The GP follows up and things aren’t getting missed.”

“We’ve noticed that Stella has some real talent for facilitation. She’s a fantastic communicator. We would love to support her to develop those skills further to see what else she can contribute to the Avivo community and to our customers.”



Developing potential

Maddy Braun is the embodiment of what happens when Avivo recognises the passion and talent of the people within in its midst.

There's not a lot that Maddy hasn't done at Avivo in the past 13 years. She started as an Office Junior at the age of 18, then left to train as an Enrolled Nurse. After completing her degree, Maddy decided nursing wasn't for her, but helping people was still one of her core values so she returned to Avivo as a Support Worker. She's since progressed through various roles including Team Facilitator, Resource Coordinator, Reconciliation Officer,

Bureau Finance Officer, IT Helpdesk and now she works in the Technology Team as the Junior Integration Developer.

Potential

While working on the IT Helpdesk, Technology Lead Sue Paterniti recognised Maddy's passion and potential and encouraged her to explore it.

"Working with people who believe in me and

"I have grown so much, and I think it's because of the people I have worked with that have supported me to be where I am."

"The beauty of working at Avivo is they want to help you find what you're passionate about and grow. I've fortunately been able to do that."

While a Support Worker and Junior Integration Developer seem worlds apart, Maddy's story makes it easy to see the links.

"Working in various areas of the organisation allowed me to see how the different parts work and how we can make them better," said Maddy.

"I get to improve how things work through integrating systems. It saves time for my colleagues and money for the organisation, so that's very cool."

From helping people to, well, helping people! Maybe the two roles aren't that far removed after all!

encourage me to go beyond what I think I can do has been one of the best things about working at Avivo," said Maddy.

Maddy has taken on extra study outside of work, accelerating her success and understanding of her present role.

While it hasn't all been plain sailing, Maddy is pleased with the direction her career has gone.

"There were times when I thought I ought to move on," said Maddy.

"It wasn't anything to do with the organisation. At times, the roles weren't right for me and at the time I had wanted to pursue a career in technology.





Friends as well as colleagues

It's all about connection when it comes to Avivo's self-proclaimed A-Team, Team Wanneroo. The team is not only connected during work hours, but they also like a social get-together, making their working relationships even stronger.

"It can be isolating when you're out on a support and you're not working with a team. We make a point of catching up for regular catch-ups inside and out of work," said Support Worker Clare Mathias.

The team has a 'hub' at premises owned by the City of Wanneroo where they meet regularly. They have contact with the Local Government to keep up to speed with what's happening locally that may impact or involve their customers.

"We've had our Local Government attend our meetings to advise us what is happening in our local area," added Team Facilitator Diane Hitchens.

"We've also had various guest speakers to help and guide us, which is useful in assisting our work with our customers."

No 'I' in team!

This connection starts from the get-go with this team. From day one, any new colleagues are assigned buddies who they shadow on various supports while they get to know the 'Avivo way'. They also have team members on speed dial in case they need help or advice while supporting a customer and someone will always assist their teammates.

Connection also helps Team Wanneroo model best practice. This is the first community-based team to self-approve leave. The autonomy has been working well for this close-knit team. They keep each other in the loop with their plans and ensure positions are always filled, with customer needs always coming first.

"When we want to book time off, we check with our customers if they have a preference of Support Worker and time or day. We can then share at our meeting who is going to cover," said Diane.

"Before the leave goes in, we make sure all the shifts are covered."

Customers

Team Wanneroo has an array of customers and funding bodies across the area team. A total of 57 customers are supported by the team of seven.

"We also share supports for some customers. Being so connected makes it easy to share what's been going on so we're always up to speed with our customers," said Support Worker Lynn Cannon.

"Our customers always come first, but by having a supportive and connected team, we're in a better position to help them."



Avivo's Team Roles

Avivo Community Teams have between 3 and 12 members and within each team people take on team roles to support them to function well. From 'Tech Talkers' to 'Social Champions', these roles create greater connection and synergy within the teams.

We have learnt that it's useful for role holders to connect with others in the same role from other teams creating a network. It's a chance to share tips, learn from each other and spread organisational messages.

As an example the Avivo 'Lifeguards' network connect regularly with our Work Health and Safety team. During the pandemic this network contributed significantly to improving and supporting colleague and customer safety by helping to order and distribute essential Personal Protective Equipment and Rapid Antigen Tests. The Lifeguards also shared critical safety information with their teams to ensure that colleagues were kept up to date during the pandemic.

We're continuing to develop the roles and the networks to help teams to be the best they can be.



An adventure a day keeps this team on it's toes

Every day is an adventure for Avivo's Wheatbelt Team. This tight-knit team feeds off each other's energy. The Wheatbelt is made up of many towns, diverse communities and people. Despite the geographical distance, there is a bond and understanding that everyone is working collaboratively.

"Online meetings serve a purpose, but there's nothing like connecting in person," said Service Coordinator Alexandra Hurley.

"When you get us all in one room, we make some noise! We're always up for a chinwag."

While always being up for some fun, this team works extremely hard.

"We don't have the same access to doctors, occupational therapists and other health professionals out here like there is in the city. It's a unique place to work, but an exciting way of life," added Alexandra.

"We must be flexible and able to do what's required to help the customers. You never know what's coming next."

The Avivo spirit

The team approaches everything it does with a big heart, laughter, and the positive Avivo attitude.

"The connection to our community and customers is strong," said Service Coordinator Deb Sermon.

"Our connection to the organisation is also strong," added Service Coordinator Monica Lee.

"Avivo involves all colleagues in what it does, and there are many training opportunities for both personal and professional growth within the organisation."

This strong sense of belonging fosters a community culture.

The team always feels connected to the wider organisation, and each member steps up to go above and beyond the call of duty.

"The team does phenomenal things," added Alexandra.





Individualised Community Living

Individualised Community Living (ICL) provides coordinated clinical and psychosocial supports to assist eligible people to achieve their recovery goals and live well in the community.

ICL, funded by the Mental Health Commission, continues to grow and thrive. During 2021/2022, we've had many new referrals and continued to build strong working relationships with our customers, their families and stakeholders.

We advocated for safer, secure housing through the Department of

Communities, ensuring our ICL customers are reinstated onto the housing list after many policy challenges.

We also supported many customers to follow through on their long-term goals of returning to both study and the workforce, in both paid and volunteer positions. One of our customers

has gained her driver's licence, which has been a longstanding goal and a huge accomplishment for her.

Some of our customers have been discharged to GP care and we have helped others to explore alternative funding options to transition from the ICL.

It has been amazing to watch people grow and flourish in their journeys. We look forward to continuing to work alongside our ICL superstars into the future and to play a part in many life-changing stories.

Shared Living

Shared Living is an alternative way to help people with accommodation and support.

It allows them to choose to live with a preferred family member or a non-related 'host' who then provides them with support. This may include disability-related support, household assistance, emotional support, support to connect and engage with someone's network and community, and to achieve their goals.

Shared Living gives customers greater choice and control over where

they live, who they live with, and the supports they want to live their life.

Throughout the 2021/2022 financial year, Shared Living supported 43 customers through the work of 63 dedicated hosts.

Following feedback from colleagues and customers, the decision was made in 2021 to integrate Shared Living Services with our Area Teams. This decision was made in collaboration

with the then-Shared Living Team and Area Teams to provide a more integrated experience for customers and their supporters, with many already receiving other support services from Avivo. While this transition has been

challenging, we continue to embed our Shared Living Services within our Area Teams as we strengthen our practice and processes.

UDirect

We believe that with the right amount of support, anyone can self-manage their NDIS funding, which is exactly what the UDirect Team is here to facilitate.

UDirect is part of Avivo, however, is designed to sit separate to other service delivery. We work to support participants to design and implement their plan in a way that works for them.

The team is comprised of support coordinators, advisors, plan managers and payroll support, all working with NDIS participants to manage their funding.

Our Support Coordination Team recently took part in an NDIS audit, which afforded us the opportunity to look at our policies, procedures and ways of working to ensure we are supporting our customers in the most meaningful ways.

More recently, we introduced a new system

that streamlines our ability to pay invoices and make claims from the NDIS.

We would like to take this opportunity to thank all our customers for their patience and cooperation during this transition. We hope that in the coming months we can share more of the benefits the system has to offer.





Positive Behaviour Support

Over the past 12 months, the 'Positive Behaviour Support' (PBS) Team has been created as a new team within Avivo.

PBS is a person-centred approach for supporting people in situations where there is a behaviour of concern. PBS can be helpful when people use their behaviour to communicate their

needs and require focused and intentional support to have a good life. It can also assist with keeping individuals and the people around them safe. The team has developed and refined its

governance and practice to establish itself within the organisation. Team members have educated colleagues around restrictive practices and supported them through the PBS process, both theoretically and with customers.

The PBS Team has identified existing Avivo

customers who require PBS support and has developed the service to the point that it can now be offered externally. Exciting times are ahead as the team takes on new referrals from people outside of Avivo's current customers and provides a PBS service that embodies Avivo's values.

Nursing

Avivo Nursing Team is made up of four experienced Registered Nurses who provide training, support and education to our Support Workers, customers, and their families.

The Nursing Team also regularly engages with many schools in WA, providing education on a 'Fee for Service' basis to their staff. They also

provide training and education to other service providers according to funder requirements.

The Nursing Team had an interesting and

challenging time during the COVID-19 pandemic. Sharing information and training became tricky when face-to-face was not possible. Training is now shared virtually and online, with thanks to the Learning and Development Team. Support Workers now have the flexibility to

complete training when it suits them, plus it cuts down on the amount of nursing hours required for training.

The Nursing Team looks forward to learning more innovative ways to share information with the Avivo community in the future.

Families and Carers

Avivo's Family and Carer Support Team supports individuals and families who are the primary carers for people with a disability living in the community with funding from the Department of Communities and Carers Gateway.

In 2021/2022, we supported 51 families with funding to get extra support staff in a crisis and helped pay for carers to attend training to support their loved ones.

Our Family and Carer Support Team also takes referrals from the Carer Gateway WA. Carers can self-refer and are not required to be existing customers of Avivo. Twenty people were supported through the Carer Gateway over the

last financial year.

The Team brought together 15 carers to connect and share information at an organised event last year. Many attendees commented that the event was informative and helped them feel valued in their caring role.

The success of this

event has led to the team organising another carer event for October this year with a picnic theme, which once again will bring

carers together and help them to realise their contribution does not go unnoticed.





Avivo's all-round Expert by Experience

From customer to colleague to Expert by Experience, Matt Selten has experienced Avivo from all perspectives.

Matt was first introduced to Avivo for support after transitioning from three years at the quadriplegic centre in Shenton Park while waiting for housing.

"I was with another agency when I first moved into my own home, but I didn't have a good experience," said Matt.



"Then I found Avivo. They were a professional organisation and the Support Workers knew what they were doing. Avivo definitely helped with my transition into my own home."

After experiencing what Avivo could offer, Avivo invited Matt to deliver some talks to potential Support Workers.

Matt is now Avivo's Disability Employment Officer. The role allows him the flexibility to work from home, have his supports met, and work around his other commitments including playing wheelchair rugby and volunteering for different organisations.

Lived experience

Matt also sits on the Experts by Experience (ExE) Team. ExE is a group of people with lived experience of disability, mental health or aged care issues. He initially had input into the group as a customer and now as a colleague and customer with lived experience.

"I do a lot of networking through my voluntary positions. I know many of the right people to talk to regarding specific matters," said Matt.

"The ExE meetings are very structured, and you really feel heard. Rosie is fantastic. She makes you want to strive to be better. She has always asked my opinion as a customer. She listens and takes it on board."

"The Experts are all leaders. Each brings a high standard of inclusion and professionalism. I have learnt a great deal from their shared knowledge surrounding important topics and the way it effects different disabilities."

Values

Matt said "Avivo wholeheartedly lives its vision and values. The organisation believes in diversity, community, and independence. At Avivo, you are accepted just as you are and are encouraged to bring your own authenticity to work. They ask the question, 'what do you want to do?' and they listen to your answer. Our values line up," said Matt.



Defend our NDIS

Avivo's fighting spirit shone through when we spearheaded Western Australia's event to 'Defend our NDIS' at the National Day of Action in April.

Avivo colleagues and customers gathered, along with local politicians and other service providers, to speak up about how the NDIS works and the way participants are funded.

Our voices were heard along with many others across Australia. The new Government has vowed to listen to participants and the

sector and to work collaboratively to ensure the Scheme delivers on its initial promises.

The new Minister for the NDIS, Bill Shorten, has a strong connection to the Scheme as he was involved in its establishment. We hold high hopes for what Minister Shorten will help deliver in the future.

NDIS accreditation

From November 2021 to June 2022, Avivo underwent the accreditation process for the NDIS Practice Standards. Accreditation required Avivo to be assessed against the modules relating to the services we provide.

Through the audit process, some non-conformities were identified. Avivo formed a working group that began the work to rectify the non-conformities. Significant improvements were made across governance, systems and technology. Our commitment and dedication to achieving

the requirements meant that on 4 July 2022 at the conclusion of the audit, Avivo was formally approved as a registered NDIS provider.

Avivo continues to progress work on some of the more detailed requirements as we are committed to continuous improvement.



A voice of sense and sensitivities

Dave Constantine sits on Avivo’s Experts by Experience (ExE) Team. ExE is a group of people with lived experience of disability, mental health or aged care issues.

In Dave’s case, both his sons have received assistance from Avivo with their autism diagnosis. While Perth Home Care Services (as Avivo was named back then) couldn’t take on Dave’s sons in the first instance, his connection with our CEO Rosie Lawn stuck with Dave and he followed up after spending a disappointing year with another provider.

“Rosie was the first person to level with me,” says Dave. “Perth Home Care Services wasn’t in a position to best help us with the funding we’d received. Rather than take our money anyway, Rosie suggested going elsewhere.”

Six years later, Dave tried Avivo again and this time, the organisation was in a better position to help Dave with the funding he had received for his sons.

“The proof is in the pudding. Avivo was never about chasing money. The organisation is about achieving outcomes and that’s always been my experience,” added Dave.

“Avivo has always given me fantastic people to work with. They’ve always been supportive, and I have to say that Rosie has been an outstanding servant to the sector. She takes action. I truly believe that Avivo can create change in the disability sector.”

Advocacy

Dave is passionate about creating a change for the better in the disability sector. Over the years, he has made it his mission to make his voice heard, which makes him a force to be reckoned with as part of the ExE Team.

Dave has many gripes with the NDIS system and advocates for change.

He was vocal in the Defend our NDIS National Day of Action in April this year and has many ideas about how to improve the NDIS.

Dave supports Senator Jordon Steele-John’s idea of advocating for people with a disability to be more involved with the management of the NDIS.

“People with a disability don’t want more than they’re entitled to,” said Dave. “They simply want what they need and at the moment, they’re not getting it. They’re not greedy. They don’t want to stand out. They shouldn’t need to put their case across and continually tell their story to access funding.

“I can advocate for myself and my boys, but what about those who can’t?”

The NDIS makes assumptions and doesn’t



address what the person actually needs,” added Dave.

Dave believes the NDIS could be great, but it needs work.

“It’s riddled with problems, but with the right support and the right people working for the NDIS, it could be great,” said Dave.

Dave’s continued advocacy efforts towards a better NDIS have not gone unnoticed by Avivo. Together, we’re working to see a change for the better for our customers.

The Experts by Experience network consists of Avivo customers and carers.

We connect with our experts by asking for their opinions and involvement. For instance, they might help us by reading documents and providing feedback. They may also assist with surveys, interviews or delivering presentations.

We recognised the need to involve customers and carers at multiple levels within the organisation. And so, at the start of 2019, we formed a new group from within the network called the Experts by Experience Core Team.

This peer-led group of customers and carers meet regularly to provide support and advocacy for people using services, as well as offer advice to the organisation to help us do things better.

The glue that holds the entire Experts by Experience network together is passion. These folks are as passionate about Avivo as we are.

10

Members

12

Meetings Annually



From our Chief Financial Officer, Lynsey McDonnell



Lynsey McDonnell
CFO

Our biggest loss yet

This year was a tough one, financially speaking. For the third year running, operating income fell short of operating

expenses, but this year there was no JobKeeper income to absorb the impact. Wage increases above funding indexation, supplementing NDIS plans that fell short of customer needs, severe workforce restrictions driving hefty overtime costs, the cost of COVID and increasing compliance costs all conspired to produce the most significant net loss that Avivo has ever reported.

We have never once put profit before customers and colleagues.

Revenue grew 3% due to slight growth in services and very modest indexation of prices. Direct costs grew 5% due to the 2.5% FairWork wage increase,

0.5% superannuation guarantee increase, growth in service hours (some unfunded) and overtime costs. Administration expenses also grew 4% due to wage and superannuation increases, plus the full year cost of additional colleagues engaged last year to support effective quality and safeguarding across Avivo. Project costs were down after a couple of big investment years.

Brighter times ahead

The year 2023 looks brighter! Already, NDIA has provided one-off provider payments in recognition of the magnitude of unfunded expenses in 2022, and the outcome of the latest pricing review will fund this year's FairWork wage increase. Internally, a

tightening of processes to minimise over-delivery and overtime will better protect our reserves. The change in government and emphasis on a stronger NDIS provide hope to our entire community.

Farewell Rosie

Rosie Lawn, I commend you on ensuring Avivo held onto its vision and purpose despite challenging financial times during your tenure as CEO. I am proud to say we have never once put profit before customers and colleagues, and as CFO, I have felt free to be completely transparent about our financial position, no matter what. Your integrity is second to none, and you leave it imprinted in our DNA.

What we earned

\$82m

70%

Disability
\$58m

27%

Aged Care
\$22m

3%

Mental Health
\$2m



What we spent

\$91m

64%

Direct Services
\$59m

18%

Community Services Support
\$16m

15%

Business Support
\$14m

3%

Projects and Extraordinary items
\$3m





FINANCIALS

Statement of Comprehensive Income

	\$'000 2022	\$'000 2021
Revenue	82,008	79,571
Cost of services	(59,035)	(56,291)
Gross surplus	22,973	23,280
Other operating income	444	10,714
Administrative expenses	(29,037)	(27,820)
Project expenses	(3,120)	(4,516)
Operating surplus/(deficit)	(8,740)	1,658
Finance income	77	207
Finance expenses	(8)	(20)
Surplus/(deficit) before taxes from continuing operations	(8,671)	1,845
Income tax expense	0	0
Surplus/(deficit) after taxes from continuing operations	(8,671)	1,845
Revaluation of land and buildings	29	29
Other comprehensive income for the year, net of tax	29	29
Total comprehensive surplus/(deficit) from continuing operations	(8,642)	1,874

Statement of Cash Flows

	\$'000 2022	\$'000 2021
Cash flows from operating activities		
Receipts from customers	1,616	1,354
Interest receipts	77	207
Grant contributions (including JobKeeper)	82,876	85,206
Payment to suppliers and employees	(89,683)	(84,948)
Net cash from operating activities	(5,114)	1,819
Cash flows from investing activities		
Payments for term deposits	22,000	(5,000)
Payments for the purchase of fixed assets	(580)	(1,384)
Proceeds on the disposal of fixed assets	155	544
Net cash used in investing activities	21,575	(5,840)
Cash flows from financing activities		
Loan to Avivo: Live Life Foundation Inc	0	0
Payments for lease liabilities	(213)	(370)
Net cash used in financing activities	(213)	(370)
Net increase/(decrease) in cash held	16,248	(4,391)
CASH AT THE BEGINNING OF THE YEAR	10,294	14,686
CASH AT END OF THE YEAR	26,542	10,294

Statement of Financial Position

ASSETS	\$'000 2022	\$'000 2021
Cash and cash equivalents	26,542	10,294
Term deposits	-	22,000
Trade and other receivables	8,802	12,435
Total current assets	35,344	44,729
Non-current assets		
Property, plant and equipment	5,106	6,410
Loan to Avivo: Live Life Foundation Inc.	6,902	6,902
Total non-current assets	12,008	13,312
TOTAL ASSETS	47,352	58,041
LIABILITIES	\$'000 2022	\$'000 2021
Trade and other payables	20,221	22,799
Lease Liabilities	88	217
Provisions	9,348	8,644
Total current liabilities	29,657	31,660
Non-current liabilities		
Lease Liabilities	179	255
Provisions	478	446
Total non-current liabilities	657	701
TOTAL LIABILITIES	30,314	32,361
Net assets	17,038	25,680
Equity		
Retained earnings	15,218	23,889
Reserves	1,820	1,791
TOTAL EQUITY	17,038	25,680

Figures for the year ended 30 June 2022



Out and About

Each year, Avivo is proud to support various initiatives that are at the core of what we do and what we stand for.

We're an inclusive organisation that supports social justice and we share our passion at various local events.

Last year we had a strong presence in the Perth Pride Parade, under the banner of the care collaborative. We brought together some 80 people – a

diverse range of Avivo colleagues, customers and their families, and people from other organisations in our sector – to walk the parade. The care collaborative is all about connecting like-minded organisations and the people we serve, in a show of solidarity for Diversity and Inclusion.

Aboriginal Cultural Awareness at Avivo continues to expand. Our colleagues have taken part in Reconciliation Week events on Ballardong Boodja (Northam) with Elder Uncle Frank Davis, and on Kaarta Koomba (Kings Park) with Reconciliation WA.

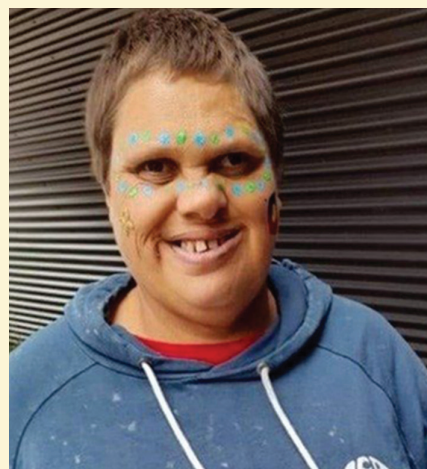
Elder Sandra Harben welcomed us to Avivo's office on Whadjuk Boodja with a smoking

ceremony for NAIDOC Week. We learned in Noongar language to invite the beautiful spirits in, give us good health, and to ask the negative spirits to leave.

We also celebrate International Day of People with Disabilities, aged care and dementia initiatives, including the Walk to Remember, and mental health initiatives, including RU OK? Day.



PRIDE



NAIDOC



WALK TO REMEMBER