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# ANNUAL REPORT 2015/16

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*we enable,  
we enhance,  
we connect*

## CONTENTS

- 4-5** Chairperson and CEO welcome
- 6-7** Our vision, purpose, strategic goal and values
- 8** Our services and programs
- 9** Strategic summary and pillars
- 10-11** Board of directors
- 12-13** Leadership team
- 14** People and culture
- 15** Key facts
- 16-17** Our volunteers
- 18-19** Key highlights
- 20-21** Meet Kate
- 22** Sensory room
- 23** Disco committee
- 24** Little men's group
- 25** Active ninja's and sparkles
- 26-27** Meet Arlo
- 28** Living with dementia and social support and community access groups
- 29** Carers meetings
- 30** Younger onset walking group and alzheimer's Australia
- 31** Catering update
- 32-37** Customer profiles
- 38-39** Auditor's statement

"To the entire Lifebridge team, you are the pillars of our organisation and the foundation that enables our success and more importantly facilitates our customer's success. Thank you, for it's a journey that we couldn't travel alone."  
Bronwyn Mitchell





## CHAIRPERSON AND CEO WELCOME

**2015/16 was a year of preparation and discovery. A year purposely committed to developing Lifebridge's internal foundations to ensure our readiness, and the readiness of our customers, for the reforms that will soon be introduced.**

We take great pleasure in reflecting on the year that has just been. We have allocated time and resources, and in return, we received commitment and immense effort from everyone to position Lifebridge exactly where we want and need to be. Everyone across the sector is feeling a sense of urgency and understands the need for change. Lifebridge is no different, but that made our resolve even stronger to commit to getting it right first, before leaping into the new era.

The next couple of years will prove to be the most significant periods in the history of the sector. Infrastructure and framework will play a big part in our success, and so will our need to be agile and flexible. To assist with this matter, we sought the expertise of several consultants to work with Lifebridge at both an operational and board level. The independent feedback and support we received provided us with tremendous insight and perspective regarding Lifebridge's current positioning, and the changes that needed implementing.

As an organisation, this evaluation was fundamental in our commitment to getting it right. The NDIS and Aged Care reforms mean that customers will now have greater choice and control over the services they purchase. For Lifebridge, this marketplace change has had significant influence over our future operating model, as well as identifying a need for greater market awareness. We've been fortunate that the time and resources we allocated to understanding our business and the changing environment has worked to our advantage. It has allowed the reforms to evolve, and as a result, we've been able to tailor our strategies accordingly.

Lifebridge is now at a stage of implementation and we're extremely excited about the projects that are underway

and soon to be in market. We will move towards a leaner operating model, drive efficiencies and implement change with due diligence. With Lifebridge evolving and becoming more flexible and agile, a greater emphasis has been placed on the organisation's IT and Business Systems. We will undertake a comprehensive IT System upgrade to support staff and customers and will be guided by the expertise of a newly appointed Business Analyst.

Another focus area for the business has been our people and culture, a linchpin, if we are to successfully achieve our goals. This initiated a review process, and from those findings, Success and Development profiles were developed and introduced for all staff. The process involved aligning our individual and team goals with Lifebridge's strategic direction, and increasing individual task ownership for greater accountability. From this, we found success in both staff and customers achieving their goals by having the correct supports at their disposal.

Customer Service continues to be a major focus for Lifebridge as we move forward. One initiative to improve the overall customer experience has been the creation of an Intake Officer role. The role of the Intake Officer is to streamline the intake process and provide new customers with a central point of contact to make registration even easier.

Bronwyn and I would like to take this opportunity to acknowledge and thank all staff, volunteers and the Board for their commitment and tireless efforts throughout the last 12 months. We look forward to the coming year and the introduction of the NDIS and the next stage of the Aged Care reforms. Working alongside our staff and customers, we are confident that Lifebridge will continue delivering a service that is meaningful and relevant to all our present and future customers.

Milena Morrow, Chairperson  
Bronwyn Mitchell, CEO

**Lifebridge plays a vital role in the lives of our customers and families, providing the supports they require through a range of services designed to enhance independence. We deliver a unique approach within disability and aged care for people to connect with their community and to achieve their full potential whilst maintaining and developing key life skills. We achieve this through a service delivery model developed from the Montessori philosophy, a practice of learning through doing. We deliver a person-centered approach that enables our customers to live their lives, their way. We provide opportunities so that our customers can always work towards achieving their full potential and remain as independent as possible.**





## VISION

Lifefridge aspires to see independence and inclusion for the aged and people with disability in our community.

## PURPOSE

Lifefridge understand and enable its customers to live life their way so they can always achieve their potential and remain as independent as possible.

## STRATEGIC GOAL

Our strategic goal is to secure a sustainable future for Lifefridge that allows us to support our customers.

## VALUES

Fundamental to 'The Lifefridge Way' are our core values which govern our operations in their entirety. These values are the framework that guide our decision-making and hold Lifefridge accountable to our customers.

Together these values form the foundation of our strategic framework and as employees we are compelled to uphold them to deliver a positive impact on the lives of our customers and their families

## THESE VALUES WILL CONTINUE TO GUIDE US EVERY DAY AND WILL BE REFLECTED IN EVERY ASPECT OF OUR WORK LIFE



### *Excellence*

We seek to excel in everything we do and deliver the best outcome for our customers.



### *Integrity*

We are true to our word and actions, and our behaviours reinforce this.



### *Innovation*

We strive to find new or better ways of doing things to meet our customers' needs.



### *Professionalism*

We are customer focused, outcome driven and business like in the way we work.



### *Respect*

We are one team that respects our customers' individual rights and potential as well as our colleagues' skills, talents and contributions.



### *Trust*

We earn and instill trust by listening, being open, communicating well, being transparent and accountable for our actions.

## THE VALUES TEAM

In 2014, the Lifefridge Values team was formed with representatives from various departments within the organisation to develop and establish our organisational values. These values are a reflection of the work and delivery of services Lifefridge provides and is also an indication of the team we have onboard. Today the values team continues to represent Lifefridge as a whole and goes above and beyond to support the organisation to deliver events and build community relationships.



## OUR SERVICES

Lifefridge Australia is a leading provider of Disability and Aged Care services in the NSW Far North Coast region.

Lifefridge offers a range of individual and group programs designed to increase independence and inclusion. At Lifefridge you can expect to receive a person centred approach within a supportive environment.

We deliver a unique service approach developed from the Montessori philosophy that exercises our customer's free will to participate, lead and learn through doing. At Lifefridge, we support you to live your life, your way.

Our services focus on four key deliverables:

- independence and inclusion
- empowered life choices
- tailored development and individual support
- personal discovery

Our unique approach provides our customers with the confidence and security they need to succeed.

## PROGRAMS

Within the last 12 months Lifefridge has introduced a myriad of new customer centred programs based on the feedback and ideas of our customers. Unsurprisingly, these programs have been incredibly successful and participation is excellent.

Some of the new programs we have introduced include:

- DIY Domestic Blitz
- Chefs Kitchen
- Technology and Communication
- Textiles
- Boxation and Community
- Multimedia and Photography
- Healthy Body – Healthy Mind
- Sensory Awakening
- Keen to Learn

## STRATEGIC SUMMARY

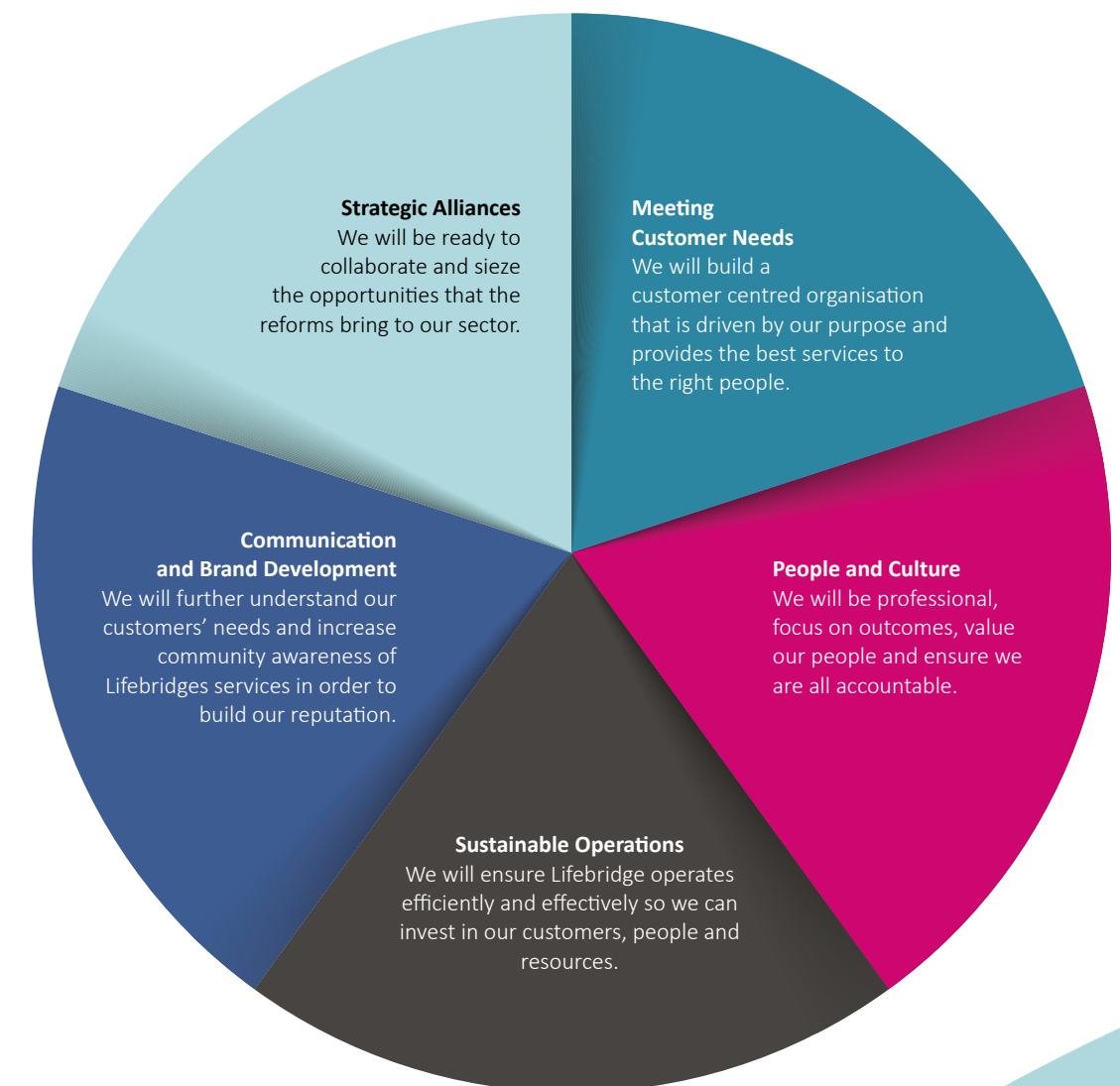
In 2017, both the NDIS and Aged Care reforms will be introduced and will impact all service providers alike. Our strategic plan however, hasn't shifted from last year. We are working towards an increased model of dexterity that will be responsive to these changes while also maintaining service excellence.

Last year we developed a Transition Plan to ensure that we had a solid foundation from which to base our entire operations. The work we undertook, the discovery and the information we sourced was largely achieved behind the scenes. In this coming year, all

the work and planning that we have done will start to be implemented and the changes will become very apparent. This will be reflected in our operations, market perception and our resources.

Our strategic pillars also haven't changed. These pillars are still as true today as they were last year. As we continue moving forward, we continue learning through discovery and we continue to drive the awareness of our customer centred services. We will ensure our operations are sustainable and we will seize every opportunity.

## STRATEGIC PILLARS





# BOARD OF DIRECTORS



**Milena Morrow MAICD**  
**Chairperson**  
**Non-Executive Director**

Milena was appointed to the Board in 2007 and elected as Chairperson in 2008. Milena is the first person with a disability to serve on the Board of Lifebridge and take on the leadership position.

With a Diploma of Accounting, Milena's background includes 16 years experience in financial management, training and over 20 years working in the disability sector. Milena was also a business owner for several years offering computerised accounting solutions and consultancy to small businesses. Other positions currently held: Chair of the Tweed Shire Council Equal Access Advisory Committee; Chair of Living My Way Limited (Sydney-based), and Member of North West Alliance Ability Links Leadership Group.

Milena is a member of the Australian Institute of Company Directors and is also a writer/editor with a Diploma in Professional Editing through the Australian College of Journalism.

As a person with a lifelong disability, Milena is a strong advocate for all members of the community to live a purposeful, fulfilling and inclusive life, and is committed to raising awareness through her public speaking.



**Garry Smith**  
**Vice Chairperson**  
**Non-Executive Director**

Garry joined the Board in March 2010. Garry's background is in Local Government Town Planning and has worked at Maitland Council in the Hunter Valley, Leichardt Council in Sydney and at the Tweed Shire Council.

Garry retired in 2008 after spending almost 43 years in this field and the last 20 years were predominately in management positions that provided experience in governance, human resources, finance and legal matters associated with the field of town planning.

Garry was made a Life Member of the Murwillumbah Apex Club in 1988 and is a member of the Murwillumbah Branch of the State Emergency Service.

Garry's qualifications include Certificate of Town Planning, Diploma in Business Administration (Local Government) and a Diploma in Financial Management (Local Government).



**Raja Jata**  
**Treasurer**  
**Non-Executive Director**

Raja was appointed to the Board in 2014 with a background that includes more than 18 years of experience as a Business Advisor and Consultant. Raja has been an investor and a strategic advisor, gaining extensive experience across the construction, healthcare, retail, pharmaceuticals, import/export and franchise industries among others.

He was the man behind 'JATA Rolling Shield- Australia's Largest Twenty 20 Cricket Tournament' that had more than 128 teams participating from across Victoria. He has also provided consulting services to various International Cricket Council members in different capacities and pioneered the implementation of Six Sigma Methodologies for player improvement in the sport of cricket.

Raja has run a number of companies, led complex strategies within large corporations and advised on technical projects as an external consultant. His career experience spans start-ups to Government and established multinationals in both consumer and business to business (B2B) environments.

His qualifications include- Fellow of CPA Australia, Fellow of Tax Institute, Fellow of CPA UK, Member of the Institute of Management Consultants, Registered Tax Agent, Masters of Commerce (Acct & IS), Bachelor of Commerce, Graduate Certificate in Financial Planning, Accredited Mortgage Consultant.



**Jenny Hicks**  
**Public Officer**  
**Non-Executive Director**

Jenny was appointed to the Board in 2005 with over 20 years of experience in Tertiary Adult Education, particularly in the areas of Childcare, Aboriginal Health and Nursing with TAFE NSW, ACE and Southern Cross University.

In her teaching role at TAFE NSW Jenny established and coordinated the Cert. III Aged Care/Nursing at Murwillumbah and Kingscliff and acted as head teacher of both Nursing and Child Studies at TAFE NSW. Training included Staff Selection, Conflict Resolution, Risk Assessment and Workplace Safety. One of Jenny's many achievements was coordinating and enabling a group of indigenous students to complete a state first Cert IV in Aboriginal Health which included writing of the curricula.

Jenny is a long term resident of Byron Bay and has held a number of community and voluntary roles in the town. Some of her roles have been within sporting and early childhood organisations as well as in a school within the Parents and Citizens Association.

Jenny is a trained Registered Nurse and Midwife and a Board Member of Tweed, Byron and Ballina Community Transport.



**Rebecca Mussett**  
**Non-Executive Director**

Rebecca has worked for nearly 20 years in the aged care and not for profit sector, primarily as General Manager or Chief Executive Officer of residential aged care facilities as well as Director of various companies and Boards.

Rebecca held the position of Chief Executive Officer of Lifebridge from 2011-2014 before joining the Board in December 2014.

Rebecca holds a Masters of Business Administration (MBA) in Industrial Relations, Health Management and Quality Management Systems, has completed the AICD Director's Course and is a member of the Australian Institute of Company Directors.



**Norman Henstridge**  
**Non-Executive Director**

Norm joined the Board in 2014. Norm's background is in acute healthcare having worked in pathology, hospital administration and radiology. He retired from full time work in 2004 and has been consulting on health planning since then. A long term assignment has been planning and managing a diagnostic cardiology service in Fiji in association with an Australian cardiologist.

Norm is also on the Board of the Tweed Heads and Coolangatta RSL Sub-branch, having served as Treasurer for six years. In this role he sees similar needs among the military veteran community as is served by Lifebridge in the general community. Norm was a Medical Corps officer in the Army Reserve for 15 years, retiring with the rank of Major.

Norm has a Degree in Applied Science, an MBA from Queensland University, is an Associate Fellow of the ACHSM and a Member of the AICD.



**Claire Treadgold**  
**Non-Executive Director**

Appointed to the Board in 2014, Claire has 20 years of experience in non-profit management, with a particular focus in health and community services. Before establishing her own consulting business, she was the General Manager of Operations and Services for the national charity CanTeen and was previously the National Director of the YWCA's breast cancer support program, Encore.

Claire has held a number of community and voluntary roles including acting as a member of the Cancer Australia National Reference Group, the Australian Government's Ministerial Advisory Committee on Mentoring, a Board Member of the Reg Waite Award for Young Australian Achievers and is the current Chair of the YWCA's national nominations committee.

Claire's post-graduate qualifications include a PhD in Education, a Masters of Arts in Communications and Graduate Diplomas in Educational Studies and Adolescent Health and Welfare (Oncology).



**Jennifer Howe**  
**Non-Executive Director**

Jennifer was appointed to the Board on November 2015.

Jennifer's commercial experience spans Business Development, Operations, Human Resources and consulting. Jennifer has worked in Australia and Europe, spending 3 years in Canberra, Moscow and Vienna. Her roles were in strategic and operational HR Management within a global IT company and a large commercial organisation.

Jennifer is currently Head of Sales and Marketing for a national career management firm.

Jennifer holds a Bachelor of Science (Psychology) is a Graduate of the Australian Institute of Company Directors (GAICD) and is a Chartered Member of the Australian Human Resources Institute (CAHRI).

## LEADERSHIP TEAM



**Bronwyn Mitchell, Chief Executive Officer**

Leading Lifebridges' operations, Bronwyn utilises the 15 plus years of experience she gained as the Aged and Disability Services Manager as well as her extensive experience in disability services, community development, counselling and education.

Bronwyn holds a Bachelor of Arts, majoring in Psychology. She has a diploma of Counselling, Diploma of Management and a Certificate IV in Work Place Assessment and Training.

Bronwyn has an unyielding passion for excellence which is reflected throughout the Lifebridge team. Bronwyn enjoys challenging the boundaries and being open to new and innovative ideas, but more importantly ensuring their progression and implementation to ensure our service delivery never gets stagnant.



**Brian Crouch, General Manager Corporate Services**

Commencing as a relief Bookkeeper for Lifebridge in 1998, Brian is one of Lifebridges longest serving employees. Instrumental to the organisations progression, Brian now acts as the Corporate Services General Manager.

Brian is an invaluable source of knowledge and history about Lifebridge. He is committed and passionate and has a meticulous eye for detail and a general nous for numbers. Brian oversees the financial budgets and ensures administration systems are operating efficiently.

Brian brings to Lifebridge over 10 years' experience in small business ownership and management as well as experience in sales and support.

Brian is a life member of his local surf club having been on the board for 20 years and the Treasurer for over 12 years.



**Robert Rees, General Manager Aged and Disability Services**

Robert joined the Lifebridge team in October 2012 and brings with him extensive experience in State Government management. In this time, Robert has been responsible for program delivery across Disability Accommodation, Children's Services, Youth Justice and State-wide forensics.

Robert is qualified in business management, workplace leadership, training and community development. Robert's has a strong focus on service delivery and person centred approaches to achieve an individual's goals and aspirations.



**Marty Mac Anally, Finance Manager**

Marty is a Certified Practicing Accountant (CPA) with a Bachelor of Business (Accounting). Marty also holds a Diploma in Business Management, is certified in Applied Finance and Investment Valuation Analysis.

Marty commenced in 2015 with Lifebridge and brings along with him his extensive experience in accounting, corporate taxation, auditing and financial management.

Marty is also the Treasurer of a local youth service.



**May Stanley, Disability Services Manager**

May joins the Lifebridge team with over 14 years of experience in Community Service Management. May has worked in NSW and South Australia and delivered programs within Community Housing, Accommodation Support Programs, Crisis Intervention, Respite, Transition Planning, Outreach Services, Fundraising and Mental Health.

May has qualifications in Disability, Community Services, Frontline Management, Training and Assessment Real Estate and Strata.

May has an extensive history of delivering person centred outcomes, driving positive team culture and professional relationships.



**Kylie Baird, Human Resources Manager**

Kylie has been with Lifebridge for over 12 years and has brought with her a wealth of industry knowledge gained over her years of experience. Kylie has a Bachelor of Social Science, majoring in Human Services and in Human Resource Management. Kylie also holds a Diploma of Community Services (Welfare) and is qualified in Disability Services, training, Work Place Health and Safety, Return to Work and Children Services.

Kylie has also been a board member for a local community based organisation for over 7 years.



**Amanda Chadwick, Change Management Team Leader**

Amanda commenced with Lifebridge Australia in August 2016 to lead the People and Culture function though the NDIS and Aged Care Reforms change management program.

Amanda has spent several years providing executive human resources leadership to an Aged Care organisation with 5 large facilities in the wider Sydney metropolitan area. During this time the focus was cultural change management, business transformation and leadership development associated with changes to funding models and the strategic direction of the organisation.

Previously Amanda spent 10 years as regional Vice President, Human Resources for a large international corporation heading up the mergers, acquisition and integration function while leading the Asia Pacific Human Resources team.

Amanda holds a Master of Arts in Psychology from the University of Sydney.



**Terri Alexander, Executive Assistant**

Terri joined the Lifebridge team in May 2010 and has over 20 years of experience in management positions within Government, corporation organisations and within the not-for-profit sector

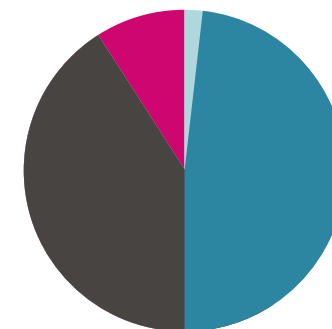
Terri has built a reputation on being self-motivated and outcome focused and has brought her extensive skill-set to assist the Lifebridge Board and Leadership team to achieve their goals.

Terri's qualifications include a Diploma of Business and Advanced Management skills and leads the Quality and Communications and Marketing teams for Lifebridge.





# KEY FACTS



## STAFF RETENTION

- 1- 5 YEARS **44%**
- OVER 5 YEARS **39%**
- OVER 10 YEARS **13%**
- OVER 15 YEARS **4%**

### Recruitment Opportunities

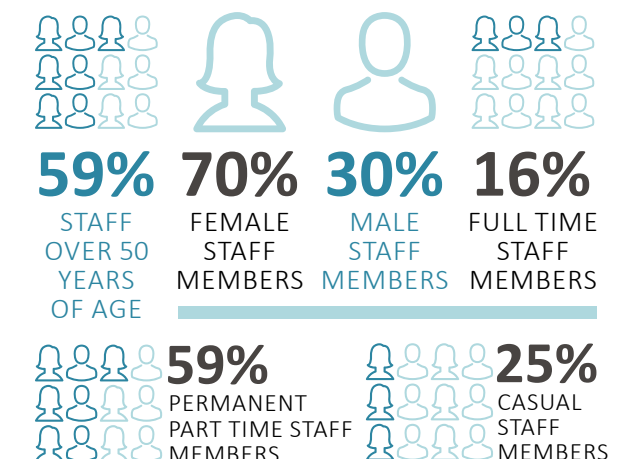
We have provided employment opportunities to 50 new staff members to join our organisation and 45 new volunteers.

### Work Place Health and Safety

Lifebridge consistently benchmarks our performance against Safe Work Australia – Health Care and Social Assistance to ensure we are continually providing a safe workplace with well trained staff delivering safe service.

Compared to previous reporting periods we have had a significant reduction in the number of workplace injuries, down 35% from 2014/15. Our commitment to Workplace Health and Safety however, doesn't stop there and we will continue to develop new ways of safe practice. In the last year we increased staff training and also increased our communications providing staff wellbeing and WHS information through our monthly updates.

## DIVERSITY IN OUR WORKFORCE



## WHS – KEY FACTS

**13% INCREASE IN WHS TRAINING – 19 TRAINING SESSIONS UNDERTAKEN**

## WHS – KEY FACTS

**51% INCREASE IN RISK ASSESSMENTS – 164 RISK ASSESSMENTS UNDERTAKEN**

**TOTAL NUMBER OF STAFF MEMBER INJURIES RESULTING IN TIME LOST 8**



**MANUAL HANDLING INCIDENTS**



**2 SLIPS / FALLS**



**CUSTOMER SUPPORT ACTIVITIES**

## PEOPLE AND CULTURE

The Lifebridge team is purposely comprised of a diverse group of qualified and highly experienced staff and volunteers to deliver a range of services that meet our varying customer needs. At Lifebridge we place great importance on the value of our people and continually seek to maintain and improve overall employee satisfaction levels. Highlighted in the 2015 Employee Engagement Survey our top 3 areas of excellence were:

- ✓ staff commitment
- ✓ role satisfaction
- ✓ empowerment to affect change

As our service environment changes in the coming years these areas will continue to be a focus, in order to safeguard the high satisfaction among staff and volunteers and to also ensure our satisfaction and passion continues to translate into deliverables for our customers.

An area that was highlighted for improvement was 'staff training', and we have made a conscious effort to improve options by establishing relationships with TAFE, VERTO and various Registered Training Organisations. These relationships have already delivered training as well as the opportunity for student placements. In

the past 12 months, 10 staff members have been enrolled in traineeships across:

- ✓ Shared Services
- ✓ Aged Care
- ✓ Disability

In the coming year we also intend to deliver a number of group and 'whole of organisation' training sessions. These sessions will aim to improve our capabilities to deliver a well-rounded customer offering.

We have redesigned our Success Profiles and launched 'The Lifebridge Success and Development Plan Program'. This program provides a systematic approach to staff development, performance, training and recognition.

Each staff member now has their own Success and Development Plan (SDP). Each person's SDP seeks to align individual and team goals with Lifebridge's strategic direction and increases individual task ownership for greater accountability. From the introduction of The Lifebridge Success and Development Plan Program, we have found success in both staff members and customers achieving their goals from having the correct supports at their disposal.





## OUR VOLUNTEERS

Helping Lifebridge to meet the needs of our customers and their goals is an extremely dedicated team of volunteers who provide countless hours of service, experience and assistance across the organisation. There are over 50 volunteers who devote their time to Lifebridge and perform varying roles in:

- Administration
- The kitchen
- Group support
- Gardening
- Social support

This fantastic group makes up approximately 24%

of our workforce. Over 10% of our volunteers have provided Lifebridge with over 5 years of experience. The support and time offered to Lifebridge and our customers is absolutely invaluable and we are incredibly fortunate to have this team helping us to deliver our vision of seeking independence and inclusion for the aged and people with a disability.

Our team of volunteers continually goes above and beyond for Lifebridge. Over the course of the year there has been a myriad of achievements and highlights. One of which, was the kitchen volunteers role in the catering for Tweed Shire Access and Inclusion Awards.

## TWEED SHIRE AND INCLUSION AWARDS

The Tweed Shire Access and Inclusion Awards is a night to recognise and acknowledge the action by individuals, community groups, organisations and businesses that build and promote an accessible and inclusive community for everyone in the Tweed region.

This year our catering services and our incredible team of volunteers were tasked with the catering duties for the event. Led by our Catering Officer, Nigel, our kitchen volunteers successfully prepared and cooked all the food for over 200 attendees on the night.

The Lifebridge kitchen was the perfect example

of a production line in the week leading up to the event. Volunteers within the team were highly organised and able to simply pick up where others had left off to ensure all catering was achieved.

The team prepared over 350 wraps, over 400 sandwiches and a vast selection of fruit platters, savouries and mini cakes and slices. It was a tremendous effort.

Over 40 hours was spent in preparation, and our volunteers even attended on the night to help out. All the food at the event was served by customers which provided them with first-hand experience in catering and working in a kitchen.





## KEY HIGHLIGHTS



JULY 2015

Aged Care shifts with the first stage reform to a whole new funding program – Community Home Support Program (CHSP)



SEPTEMBER 2015

Lifebridge launched its new vision, purpose and values.



OCTOBER 2015

Disability Services Manager, May Stanley, was appointed. Ten artists were chosen as finalist in the Challenge Art Competition

Gary McCully, Bruce Tate and Josh Honeysett won awards.



NOVEMBER 2015

Lifebridge Customer, Josh Honeysett and support worker, Andrew Tippet completed the Movember challenge raising over \$250.00.



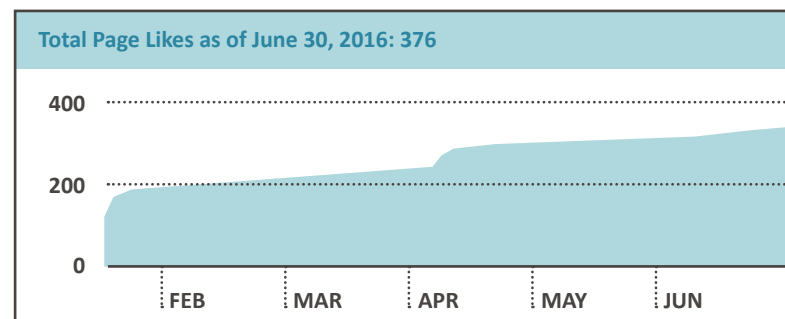
DECEMBER 2015

Lifebridge hosted a thankyou luncheon for all our amazing volunteers.



JANUARY 2016

Lifebridge expanded into social media and launched a Facebook Page on January 2016. Within 6 months our following is over 350 and continuing to grow.



APRIL 2016

New raised gardens beds were built at the Caloola site



MAY 2016

Banora Arts Ltd member, Liz Brookes made a kind and heartfelt donation to the Art Room in her son Ashley's honour.



JUNE 2016

Lifebridge Australia and Us the Band were part of the Cooly Rocks On Festival and shone as a crowd favourite.



Customers Robert Baker and Billy Stewart started volunteering regularly with Meals on Wheels in Kingscliff.



Lifebridge customer Kerry Fredrickson completes Certificate II in Kitchen Operations and Certificate II Kitchen Operations Winner with the North Coast TAFE



The Lets Cook group started volunteering regularly with "Lunch with Friends", a local organisation that provides assistance to homeless people in the Tweed area.



## MEET KATE

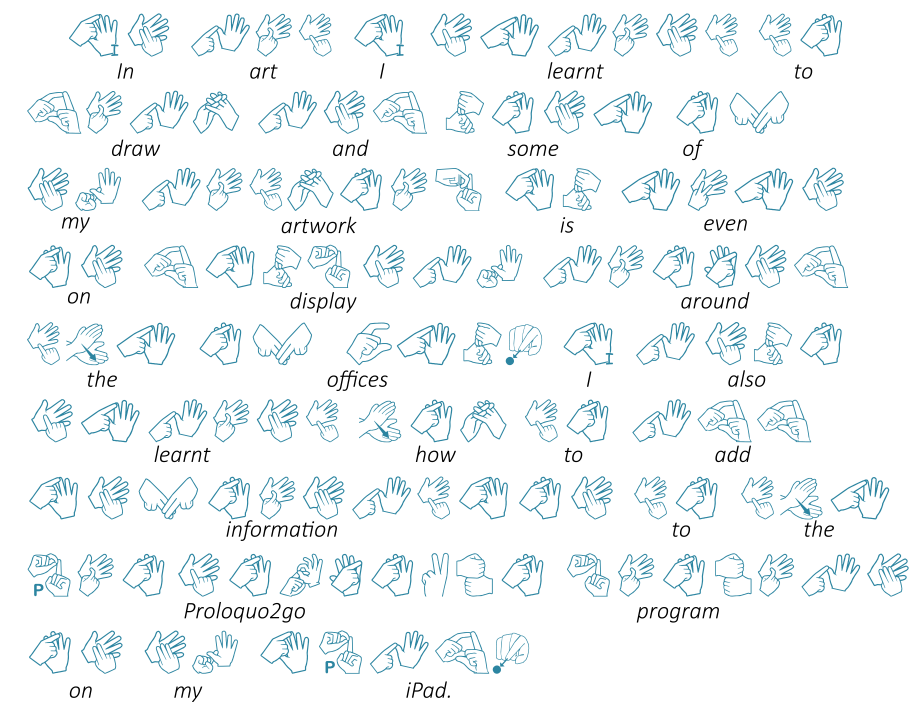
Kate has been attending Lifebridge for a number of years participating in various programs and engaging with the community and her peers. Kate is hearing impaired but she is a highly skilled communicator. Kate is always willing to teach others the way in which she communicates as well as, developing resources

to help others to communicate with her. Kate has developed photos of the signs and video footage. Kate is also a skilled lip reader.

Kate is very active and is driven to achieve her goals. This past year Kate has participated in a number of activities including art, computers and more.



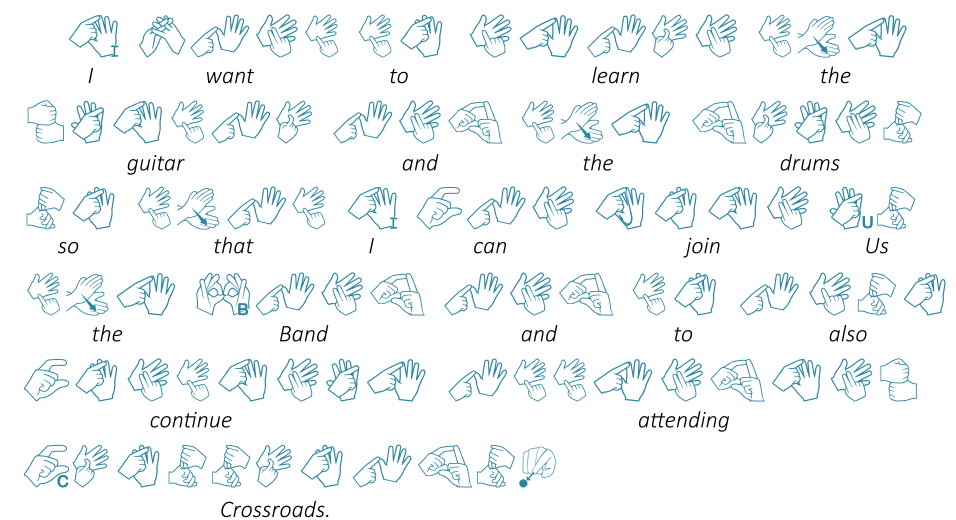
Kate has also learnt a lot this past year including how to make videos on her iPad and how to make laminated cards.



Proloquo2go is a communications program that enables non-verbal people to communicate easily. The program features templates and symbols and is customisable providing the user with greater flexibility. Learning how to use this

program is just another way Kate is increasing her communication.

In the coming year Kate has further goals to increase her skills and knowledge in computers and art.



Next year Kate will teach even more Auslan and her plans include creating an Auslan book.



## SENSORY ROOM

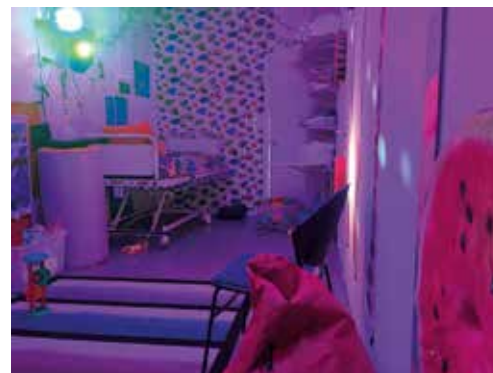
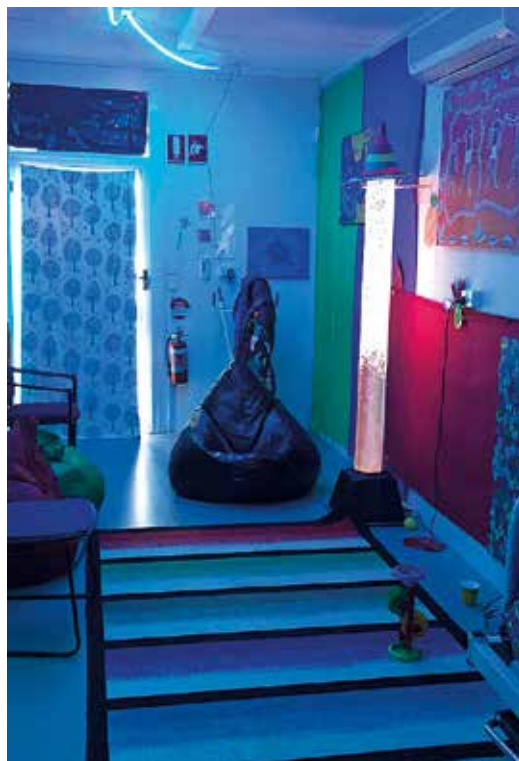
On the 1st of June, 2016 Lifebridge was excited to open our new Sensory Room at our Caloola site. Since moving from Dungay we've been without a sensory room and it was clear there was a definite need for one.

To ensure we captured the voice of interested participants, a steering committee was established to drive the project through to completion. Together they explored a vast amount of ideas and suggestions and decided the Sensory Room would work best by converting storage space in the Art

Room.

A lot of work, time and effort has gone into the Sensory Room and needless to say it looks fantastic. To help fund some of the items in there a Bunnings Fundraiser BBQ was organised which really assisted in its decorations. Many tactile, light up and musical items were installed as well as an aromatherapy machine and electrical bed.

This bright, relaxing and stimulating place is now well used and thoroughly enjoyed.



### TESTIMONIAL

"My family has been involved with Lifebridge for approximately two years and we have found the overall service offered to be invaluable to myself and to my family.

We have two girls and a son, so life is generally very busy. My girls attend the Siblings Group. It provides them with a chance to have a break from their brother, who can be quite destructive towards them. The group is fantastic, my girls love going. They socialise with other children with siblings of high needs, helping them to normalise a little bit.

My son attends the Little Mans Group which provides him with the opportunity to partake in activities that I otherwise wouldn't be able to provide. Since attending, we've noticed he has become far more settled at home and at school and his concentration level is continually improving.

Lifebridge provides a sense of community for my son, something that is very important for me as a parent and for my son. The services that Lifebridge offer and the therapies that he receives provide me with the confidence that my son will gain independence and will help prepare him for the world as an adult. Thank you to Lifebridge and in particular our Support Coordinator, Jen McLellan."

PARENT JH



## DISCO COMMITTEE

Every so often Lifebridge holds a disco for our customers and these discos are simply incredible. Everyone has such a great time, socialising, enjoying some food and even having a dance with fellow customers and friends.

The success of these discos however, wouldn't have been possible without the Disco Committee which spends a lot of time and effort to theme, prepare and promote each event. Formed originally from the suggestions of customers, the Disco Committee meets every fortnight to continue their planning for the next event.

While the Disco Committee operates with support, it is largely led by our customers. The group discusses options together and votes are taken.

They divide up tasks including developing flyers, music selection, dinner, canteen and cash handling, decorations and promotions.

Each disco they deliver, the more experienced they become and the more they look to explore new ideas. The Disco Committee has been provided an opportunity to develop collaborative event planning skills, meet timelines, develop communication skills and work in a team environment.

People have been attending the disco from all over, from Upper Coomera down all the way down to Byron Bay.

Each disco is a great way to meet new people, socialise with friends and to just have a bit of fun.



### TESTIMONIAL

"My favourite activities were the Tyalgum Retreat, I really want to go there again, ice-skating and the epic skate rink. I enjoy attending the Siblings group. When you have a disabled sibling it is hard and hard for the parent. This gives us an opportunity to go out and have fun with other kids". **C.H.**

### TESTIMONIAL

"I enjoy the Siblings Group because it gives us a bit of time off to just relax and get to know other people". **J.H.**





## ACTIVE NINJAS AND SPARKLES

This year Lifebridge introduced two brand new programs for our young customers. Active Ninjas for males aged between 10 and 14, and Sparkles for our female customers aged 9 to 11.

We introduced these programs following the success of Little Men's group and identifying a need to offer a program suited to boys and girls in an older age bracket.

Both of these programs have started off well and we're already receiving great feedback.

The groups are designed to get our customers

participating in activities they enjoy. The groups seek to develop:

- social skills
- sharing
- collaboration
- age appropriate choice and control
- decision-making skills
- friendship skills

While the groups are designed around development and learning we also wanted to create an activity and environment where our customers can just have some genuine fun too.



## LITTLE MEN'S GROUP

The Little Men's group has had a very busy and exciting 12 months and they are looking forward to an even bigger year ahead.

This year the Little Men's group participated in a number of activities including:

- Putt Putt Golf
- Mt Tambourine tree-top walks
- Horse riding at Byron Bay
- Hosanna Farmstay
- Echo Park Fishing World

The program is an excellent way for the 'little men' to meet with other kids, socialise and experience new activities. We've also been including road safety messages on each of our outings.

We're excited to introduce even more activities and outings in the coming year and to continue providing exciting and highly sociable outings for our 'little men' that just love getting out and about.



### TESTIMONIAL

"I have been attending Active Ninjas for the last 4 months. Go-karting was my favourite. The Support Workers are awesome, they are all 'dags'! I have fun attending the outings. One word to describe the Active Ninja group – AWESOMENESS! In the future I would like to attend Movieworld, Timezone and Go-Karting again". **Jackson**

### TESTIMONIAL

"I liked the camp as it had a lot of animals, and it was my first time every going to a farm. I liked how the cabins were set up. It was fun when we went kayaking and playing in the fort and it was my first time ever milking a cow, that was pretty cool. I liked the farm tour we went on because it taught me a lot of stuff. I liked that I could feed the animals and pat some of them. The food was good and I made some new friends too". **Seth**





## MEET ARLO JUST 13 YEARS OLD

"Dr. Karl invited me to Sydney to speak with him and some fellow scientists."

From a very young age Arlo has been interested in Biology and Zoology, especially in the classification of organisms. At age 6, Arlo was reading David Attenborough's, 'Life on Earth' and at age 9 studied the biochemistry of sub-cellular organic compounds such as molecular motors and protein structures of viruses. Arlo is able to do complex physics such as Quantum Physics and Calculus. Today, Arlo is working on the Antimatter Engine, an Alcubierre (warp) drive and a Penning-Malmberg trap to store antimatter.

Keeping up? If not, that's alright, because Arlo already has his next project lined up. Following their completion he will check to see if space-time can expand more readily with the use of negative antiparticles. A project with the potential to turn into an even larger project.

It's no wonder Dr. Karl had shown an interest in Arlo and sent an invitation to meet with him. Using the Children's Services funding, Arlo was able to travel to Sydney to meet with, and be

mentored by Dr. Karl. He also was able to meet with fellow scientists.

"On the first day I was taken between recording rooms at the ABC building with Dr. Karl. I sat with him while he recorded radio shows and news segments. I later galley-proofed some of Dr. Karl's work and helped him answer some questions from listeners.

On the second day I was taken to the Plasma Physics lab of Patrick Neumann (who holds the world record efficiency in an Ion thruster) and has shown all the experiments being run by himself and his colleagues.

After that I discussed superconductors and Nuclear Fusion with Professor Joseph Khachan and visited the largest library in the Southern Hemisphere".

Arlo has recently been accepted into the NSW Virtual Aurora College where he will have the opportunity to study specialist subjects using the latest technology. Lifebridge will continue to support Arlo's education even as he begins this new chapter in February 2017. Well done Arlo.





## LIVING WITH DEMENTIA PROGRAM

The Living with Dementia program is a national initiative of Alzheimer's Australia. Lifebridge is skilled up with 4 trained facilitators to be able to deliver this fantastic program to our customers. The program was delivered in the past 12 months and the response has been very positive.

The program uses a psycho-educational model based on group work theory that gives equal weight to program content, group process and mutual aid. Participants are encouraged to reflect on their own situation and to learn from program content as well as the experience of others.

Participants within the program are supported, but are also encouraged to take responsibility for their own learning, decision-making and self-care.

Each session runs for 2 hours and has a different theme with different learning and self-discovery outcomes.

Some of the outcomes the program seeks to achieve are:

- ✓ decrease sense of isolation
- ✓ facilitate open discussion
- ✓ increase understanding of dementia
- ✓ understanding and acceptance of their situation
- ✓ improve communication
- ✓ learn problem solving process

The Living with Dementia program is designed to maximise the health and well-being of people living with early stage dementia and their carers.



## SOCIAL SUPPORT AND COMMUNITY ACCESS GROUPS

The Lifebridge Social Support and Community Access Groups continue to be a favourite for customers at The Cottage. Each month our groups come together to decide on the activities they want to do and how they will go about it. We empower our groups to be active participants in the decision making process and encourage everyone to express their suggestions.

The groups love coming together and spending time with each other. Our customers socialise, get out and about in the community and experience new things never tried before.

Recently, the Thursday Men's group decided that they would like to try something different and hold an independently run BBQ. The group organised the menu, shopping and the location and successfully

put on a delicious BBQ that everyone enjoyed.

Our Monday group decided that they would enjoy fish and chips by the waterfront. Together they discussed their options, each evaluating the food, service and the view and decided on the local club with amazing waterfront views.

The group activities aren't all about food. Our Tuesday Ladies group decided that wanted to visit the Tweed Regional Art Gallery and made this happen. And our Thursday Social Support group chose to visit the beaches and enjoy the sunshine and so they did.

The Social Support Groups are a fantastic way to meet new people, develop friendships and to get out in the community.



## CARERS MEETINGS

For over 15 years Lifebridge has been administering our monthly Carer Meetings which continue to be a safe place for honest and respectful sharing and support.

These meetings run all year round and on occasions will include guest speakers who are experts within the field of Health and Dementia.

The purpose of these meetings is to provide an opportunity for Carers, family members and friends of people with dementia to form friendships and a support network where they can discuss and leverage of each person's experiences and knowledge.

These meetings are designed to facilitate:

- a supportive and collaborative network
- the sharing of education, and experience regarding dementia
- social sharing and outing

- cross sharing of ideas, management tips and techniques with other Carers
- learn about other local community services

In the coming months the sessions will include guest speaker Robert Grimes, Counsellor with Carers NSW – Tweed Region. He will be conducting a series of 1 hour sessions over a 6 month period. Presenting a new topic each month, his focus will be on stress management and self-care. Topics will include:

- loss and grief
- acknowledging and working with emotions
- boundaries
- communication

The Carer's Meetings are an excellent place to converse with fellow Carers, relax and learn some new information among a group of peers. Topics and information change each meeting and we encourage everyone to attend.





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## YOUNGER ONSET WALKING GROUP

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Lifebridge facilitates the Younger Onset Carers group, which is held at the community room in Tweed Heads Shopping Centre. This program is designed to bring carers together and provide them with the opportunity to discuss the impact of dementia on their lives and the person they provide care for.

From facilitating this group and supporting individual customers with Younger Onset Dementia, Lifebridge recognised a need for a tailored program. Lifebridge identified that these individuals needed to be supported within their own peer group and we developed the Younger Onset Walking group. Participants visited walking paths around the region to assist in keeping healthy and active. They also enjoy a coffee along the way.

Over the last 12 months the group has developed a strong bond. Our customers share their history and experiences and receive friendship and support.



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## ALZHEIMER'S AUSTRALIA

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This year to help increase the community education surrounding Alzheimer's and Dementia, Lifebridge participated in the operations of the Alzheimer's Australia Memory Van. This van tours state-wide and we're very excited to be given the opportunity to help educate the local community.

Located at Banora Point and Tweed Heads, we spent the day educating the general public and interested carer's and family members about dementia and the support services that are available to them. We're able to showcase Lifebridge's programs and activities and our approach in assisting people living with dementia.

Lifebridge participated in the Alzheimer's Australia Memory Van as part of our local Community Awareness Activities. These vans are a fantastic resource for the local community and play an important role in the local community's education.

We're looking forward to the next time the van is in our area and to further educate the community.



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## CATERING UPDATE

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Over the past 12 months catering has grown far beyond expectation. Our service area reaches beyond local business and has broken into the highly competitive Sydney market. Our progress this year has been achieved from our quality offering, diverse menu and through our outstanding service. We've been fortunate enough to have such a dedicated team of volunteers, who have continually displayed pride and excellence in every role they have performed.

We've nurtured a collaborative and very cohesive environment at the Cottage and the team works effectively to deliver our food orders every week. Their passion transcends simply cooking to exploring new menu items. This year we introduced the 'serve yourself' range of hot dishes, a mixture of Butter Chicken, Beef Stroganoff or Vegetable Korma all served

with side dishes and steamed rice. This range perfectly complements our hot and cold finger foods, wraps and sandwiches, salads, sushi, fresh fruit platters, mini cakes and my personal favourite the cottage made scones, yum!

This year we also introduced full table service where customers can choose what they eat and portion size. Additionally each table also has also been fitted with a Lazy Susan for additional convenience and ease.

"I personally cannot thank the team enough. The success of catering this year is your success. Thank you to Darren, Belinda, Veronica, David, Kim and Shauna, and a special mention to Janelle who stepped into my shoes while I was on leaves. I look forward to continuing the good work into 2017 and beyond".

Nigel Blackburn

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## TESTIMONIAL

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"Awesome job" **Tweed Heads Police Station**

"Thank you once again for the excellent catering that you have done at our recent events. The comments have been very favourable!" **Banora Point High School**

"Very happy with the catering service for our function. We've had very positive comments flooding in about the quality and quantity of the food. 'Yum' and 'delicious', two of the most used words!!" **Jennifer Clancy**





## Mavis Haworth

Mavis has been attending the Cottage once a week since 2011. Mavis has to use a motorised wheelchair to get around, but she hasn't let that stop her from achieving her goals. Mavis has three goals she firmly set.

1. Continue to do her own shopping
2. Maintain connection with her community
3. Learn to use her iPad

Unsurprisingly, Mavis is happy because she's been able to achieve all three with just a little bit of support.

Once a week, a Support Worker takes Mavis out to do her shopping. They enjoy a coffee together and have some lunch. Mavis always comes prepared with her shopping list in hand and knows exactly where she wants to go. Because Mavis is with her Support Worker she is then able to also

have a look through the Op Shops and all the other stores as well as go to her appointments.

Mavis also expressed interest in attending our group outings. At first a little apprehensive, we found a way to ensure Mavis could attend along with our other customers. Mavis is now a part of two groups and loves getting out and about, seeing all the different places.

And when Mavis is not venturing out or shopping, Mavis is keenly spending time on her iPad learning new skills and trying to master the art of sending emails to her granddaughters.

Her three goals, all met, and Mavis is very happy. In her spare time Mavis also paints and has shared many paintings with us. Her versatility, commitment and passion for learning and doing is everything we promote at Lifebridge and we are proud to have Mavis feature in our new commercial which will be released in 2017.



Mavis

## Jess Proellochs

26 year old Jess has had an amazing year with Lifebridge. She has achieved her goals and has been involved in a raft new experiences which she has thoroughly enjoyed. Jess's keenness to be involved has led her to a starring role in our new television commercial which has ignited a passion within for more even more film work.

One of her highlights from this past year has been from her selection to represent Tweed/Coolangatta in the QLD State 10 Pin Bowling competition.

Jess made the top 16 in the Master's event and also picked up first, second and third trophies for other competitions. "It was great competing against other people from all over the state and getting to know them. I made some really good friends from the competition". Jess

We're excited to see what Jess achieves next year. She already has plans to increase her photography skills, participate in All Sports for fitness and continue with Us the Band. Jess has even started photography this year and loves it.



Jess



## Harrison Bartrim-Bryant

Harrison Bartrim-Bryant completed year 12 at Murwillumbah High School in 2015. Following graduation Harrison discovered Lifebridge and joined our community in January 2016. Harrison is a sociable young man who naturally has met many new people through his group activities.

Harrison's goals for the year are to participate in a wide range of centre and community activities while maintaining and improving his physical health and well-being.

To continue meeting his goals, Harrison has developed with his support team a schedule of activities that he enjoys most. Some of

these include swimming at the Murwillumbah Hydrotherapy Pool, sailing on the Tweed River, bowling and socialising with the Thursday Faces and Places Crew.

When Harrison is not out and about, he also loves relaxing and enjoying the Sensory Room where he watches the light and music shows.

Harrison also has his mother by his side, who too is active within the Lifebridge community, helping to fundraise at the Banana Festival.

Harrison has a passion to continue participating in a range of activities and we are excited to see what he gets up to next.



Harrison

## Nathan Johnson

Nathan's dream is to be a performer and to be involved in developing events showcasing the abilities of people with a disability. Within the last 12 months Nathan has reached some incredible milestones in his pursuit. Nathan has been involved in a number of performances and even co-hosted his own event 'Night of Abilities' in November, 2015. Nathan performed both individual solo's and with 'Us the Band'.

"The evening was fun, educating and entertaining. A real success." Nathan

Following the 'Night of Abilities', Nathan lined up even more performances appearing at the Music Therapy Launch QLD, Ability Links launch, Cyc'd Bike Party event and speaking at the opening of Social Future's name change to name just a few. Nathan is also the front man for Us the Band.

Night of Abilities was such a success Nathan is running the event again in October 2016.

"We've had a great response. We've had a whole lot of new performers, new people and new faces. I'm looking forward to co-hosting with Greg Ritchie again." Nathan

Nathan's success doesn't mean his journey is over. Nathan still has continuing goals to improve his singing and dancing, improve his independent living and travelling skills, continue performing with 'Us the Band' and to continue with his healthy cooking and eating program.

Nathan is supported by Mel and Jannah. Together they all work towards the common goals for Nathan and meet on a regular basis to discuss outcomes and reassess certain goals. In this time Nathan has grown and become more confident in his pursuit of his goals and dreams.



Nathan



### Julia Larsen

Julia's confidence has grown considerably through her experiences with Lifebridge. Together with her support workers they've spent a lot of time focusing on the path Julia needs to take to achieve her goal of gaining voluntary work in the retail sector that will lead to future employment.

To achieve this, Julia independently embarked on a retail certificate course at TAFE and balanced her study along with her day program activities and has successfully completed her certificate. Julia was also supported to increase her independence and to develop skills and experience that would lead to future employment. Julia also developed a number of local community connections.

In her development Julia has secured a volunteer role at an Op Shop, where she works one day a week. Feedback from the Op Shop is incredibly positive stating that Julia is a hard worker with a very positive attitude.

Julia now has retail experience and we're very confident that she will gain paid work in the near future.



### James Small

James is as active as he is driven to achieve his goals. And many goals he does have. In the past 12 months James has set himself the challenge to

- participate in a range of domestic type tasks
- continue participating in 'US the band'
- attend gigs with 'Us the Band'
- continue attending crossroads, maintaining friendships
- participate in swimming and exercises as per physio plan

To achieve these goals, James worked with his Support Coordinator and his family supports to develop a plan together. James now attends and enjoys his time with the Domestic Blitz group where he helps weed and plant in the raised garden beds, washes cars and participates in general land care activities.

James continues to play with 'Us the Band' and has performed at Cooly Rocks and at various expos. He continues to see his long-time friends at Crossroads and is also swimming laps at the pool, increasing the number every time.

James has gained strength and flexibility and has also increased his independence through self-propelling his wheelchair.

There's a lot more on the cards for James in the next year and we're excited to continue achieving many more goals together.



### Klaus

Klaus Von Paschelke grew up in Rottweil in the Black Forest in Germany. He moved to Australia at the age of 16 and commenced an Apprenticeship at the age of 17 in Sydney.

Klaus established himself as a Bridge and Wharf Carpenter, where he has had an amazing career working on ships and sailing the world. He even worked on the Tumbulgum Bridge, local to the Northern NSW area.

Klaus loves German music and songs of Tommy Fleming. He also loves the opportunity to reminisce on past work and lifestyle.

Klaus came to Lifebridge with the goal of increasing his social and community connection as well as, regaining some self-confidence following a diagnosis of Alzheimer's and Aphasia.

His initial support services were for individual social support and he was partnered with a Support Worker who could speak German to help with his communication.

Very quickly, Klaus and his Support Worker were able to develop a strong rapport. They spoke in English for the majority, but on occasions Klaus would forget words and would revert to speaking in German. This didn't stop the conversation though and together he and his Support Worker would speak Deutsch.

Because of the ease in communications they built a trusting relationship, and Klaus found confidence in his own abilities. Together they



spent time in the local community going for walks and indulging in a coffee and cake, making trips to the movies or even visiting the library. They also started visiting the Thursday Social Group and joining them for lunch.

Klaus now attends day programs, where he has made many friendships and has become engaged in the Lifebridge community. Klaus now participates in sing-alongs, dancing and loves telling people his stories. He also loves gardening and keeping in good physical condition.

## TESTIMONIAL

"Since 2015, Klaus has been attending Lifebridge and each week looks forward to spending time at the Cottage and with his support worker. Since attending Lifebridge, Klaus has become more motivated and has established a really good rapport with other customers. Klaus in particular enjoys dancing, playing bingo, going for walks and having a coffee, visiting the Art Gallery and going to the movies. It's so fantastic that Lifebridge has gotten to know Klaus and what his interests are. They provide all the supports that Klaus needs and the environment that he needs. When Klaus is at Lifebridge, it then allows me some much needed respite and I can attend the Carers meetings and learn and share with other Carers."

ANGELIKA VON PASCHELKE





**Lifebridge Australia Limited**  
**ABN 35 023 657 150**

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LIFEBRIDGE AUSTRALIA LIMITED

### **Report on the Financial Report**

We have audited the accompanying financial report of Lifebridge Australia Limited (the company), which comprises the statement of financial position as at 30 June 2016, the statement of profit or loss, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

### **Directors' Responsibility for the Financial Report**

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Independence**

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of Lifebridge Australia Limited, would be in the same terms if given to the directors as at the time of this auditor's report.

### **Opinion**

In our opinion, the financial report of Lifebridge Australia Limited is in accordance with the Corporations Act 2001, including:

- (i) giving a true and fair view of the company's financial position as at 30 June 2016 and of its performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Regulations 2001.

Name of Firm: GRANT & BRADY

*Peter Grant*

Name of Partner: PETER R. GRANT



Date: 26 October 2016



Address: 107 Murwillumbah Street, MURWILLUMBAH NSW 2484






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