



lifebridge
Australia Ltd

ANNUAL REPORT

2018 / 2019



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CHAIRPERSON AND CEO WELCOME

2019 has been a watershed year for Lifebridge, and as Chairperson and CEO, it is with pride and a sense of satisfaction that we reflect on the first complete twelve months of operation under the National Disability Insurance Scheme (NDIS) and the delivery of Home Care Packages (HCP).

The past year has been a journey of continuous learning and adaptation.

Lifebridge employees were required to maintain a growth mindset in response to new rules, regulations, standards, codes of conduct and work practices, made more complex as the rules were continually evolving and changing.

The NDIS pricing structure was challenging, as in many cases prices were less than costs of services provided. This funding shortfall limited the resources available to meaningfully respond to the changes and learnings of the new work environments.

The Lifebridge Board and Lifebridge Executive had to make hard decisions and meet these challenges head on.

There were significant reductions to corporate overheads; ongoing investment in software and technology to improve efficiencies; ongoing redesign of service models, positions and business processes; and where necessary the delivery of certain services and activities were ceased.

All these actions were necessary to successfully build upon previous work and to stabilise the foundations of the organisation.

One of the most significant changes over the twelve-month period was the introduction of the new Customer Management System (CMS). This system interfaces with every touch point across the organisation and accommodates the different needs of both HCP and NDIS, which was no easy feat.

Throughout the implementation phase there were many heart stopping moments.

However, through the perseverance and determination of all Lifebridge employees the transition was successfully achieved, and the benefits began to be realised. Just like the environment Lifebridge now works in; this system is constantly evolving to better meet the changing needs of the business, allowing Lifebridge to be agile and flexible when required. Without the successful implementation of the new CMS, it is unlikely Lifebridge would have remained viable.

Lifebridge's restructuring and investment strategy was validated in the form of the successful completion of our first audit under the NDIS Quality and Safeguards Commission. The ability to demonstrate that our governance practices, work and safety practices and quality of care were of a high standard and in line with all new legislation and standards, was a just reward for all Lifebridge members.

Meeting these standards also provides confidence that we are positioned well for the future aged care audit under the newly formed Aged Care Quality and Safety Commission.

Lifebridge Advantage – the philosophy that underpins the Lifebridge culture and ethos, has had increased activity throughout the past year.

The Lifebridge Advantage is a person-centred approach that builds on people’s strengths, interests, goals and aspirations to achieve success.

At Lifebridge, the endeavour is to ensure that each precious moment, for customers, staff and volunteers alike, is filled with meaningful and purposeful activity.

Observing the Lifebridge community rally and combine forces in order to successfully change and adapt has been inspiring and at times very humbling.

It is testimony to the power of positive, solution focused thinking.

A small sample of stories have been recorded and included in this report to highlight the achievements and successes which we hope will inspire you as they did us.

The Lifebridge Board and Executive look forward to the new year with enthusiasm and optimism, with the belief that the really hard yards are behind us.

The focus will now be on the redesign of activities that fully embrace the Lifebridge Advantage for the benefit of all involved.

With the ongoing support and loyalty of customers and staff, there is a high degree of confidence that the organisation will continue to flourish and contribute to the community.



Bronwyn Mitchell
Chief Executive Officer



Norm Henstridge
Board Chairperson



VISION

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

PURPOSE

Support. Inclusion. Independence.

STRATEGIC GOAL

Our strategic goal is to secure a sustainable future for Lifebrige that allows us to continue supporting our customers.

VALUES

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

Together these 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 LIFEBRIDGE ADVANTAGE

What is the Lifebridge Advantage?

Lifebridge Advantage is the fundamental philosophy and methodology that underpins our organisational arrangements and all our daily activities and interactions with staff and customers. Based on the Montessori philosophy and the strengths based approach of positive psychology it manifests as both our service delivery model as well as our organisational culture and the way we do things around here.

Montessori- is an approach supporting the full development of the human being. Originally developed as a learning approach for children with a disability based on self-directed, hands on activity in a collaborative environment; it has subsequently been adapted for people of all ages, including the development of techniques for working alongside people with dementia.

Based on the human rights principles of Respect, Dignity, Independence, Choice, Self Determination and Self Realisation it underpins both the service delivery model for our customers as well as our Values and the organisational design and culture we wish to embed.

Background

All philosophies need a solid foundation upon which to be built. This allows for innovation and continuous improvement whilst remaining true to purpose and organisational values.

The foundation for the Lifebridge Advantage is the Lifebridge Australia values of: excellence, trust, professionalism, innovation, respect, integrity. It also encompasses the principles of the Montessori approach.

Montessori has been used in Lifebridge Australia since 2005, specifically within Aged Care Services. It was primarily introduced as an evidence based, therapeutic method for engaging with people who had a dementia. The model proved to be a success for customers, with added benefits for employees and volunteers and in 2016 was endorsed by the Lifebridge Board for use across the organisation. It was from this decision that Lifebridge Advantage began to be developed.

Lifebridge Advantage has taken the Montessori approach and principles of positive psychology and developed its own unique philosophy that applies to employees, volunteers and customers equally.

When we create the right environment, we create the best opportunity for customers and employees to realise their full potential within the business scope of the organisation.

Montessori and the positive psychology of meaning and purpose

The Montessori approach is grounded in human rights principles such as:

- Respect
- Dignity
- Independence
- Choice

It is also based on the observation that people often gain skills and perform according to society's attitudes towards them. Creating an environment that supports and encourages the belief that every person has a valuable contribution to make to their community will optimise performance.

Lifefridge believes that as a unique community, it is our obligation to create the environment and opportunities for everyone to continue learning and growing. Through building capacity, we are working with people to build their confidence and skill base. This then leads to opportunities for greater inclusion and true integration with the wider community.

In addition, if an environment can be created that fully supports living and learning through independent activity then two more human rights are achieved: self-determination and self-realisation.

Human beings are constantly seeking meaning and purpose to their lives. They are motivated because they have a basic need to succeed in what they consider to be worthwhile activities that offer the right level of stimulation and challenge for them. Every life moment is precious, so it is important that we use each moment in a way that has meaning and purpose for us.

The environment, support and assistance provided should act as an enabler for each person rather than be perceived as an enforcer.

When you join Lifefridge Australia, no matter who you are, what your role is or what your capacity, you join a community that will support and encourage you to continue learning, growing and optimising your abilities and potential

AGED CARE SERVICES

WAYNE BROOKES

Customer Care Manager, Janelle Egas was first introduced to Wayne back in February 2018. Wayne had become quite isolated, spending most days at home with his wife, Christine and their pet therapy dog.

Janelle suggested that both Wayne and Christine might be interested in attending the 'Living with Memory Loss Program'.

"At first, Wayne was very concerned that he wouldn't enjoy coming and was concerned that the other participants would judge him." Janelle said.

It wasn't long into the program that Janelle could see a remarkable change in Wayne. He was becoming more confident, chatting with the other participants and showing his sense of humour.

Noticing Wayne's new found confidence, Janelle encouraged him to join one of the Men's Groups. Wayne said no at first as he was worried that they wouldn't accept him and that he would be a burden to everyone.

Sensing his initial fears, Janelle volunteered to accompany Wayne to his first Men's Group indicating that she would be a familiar face for him and he agreed to give it a go.

After morning tea, Janelle left Wayne happily chatting with all the other participants of the group.

Wayne now attends Lifebridge two days a week, one day with the Men's Group and on the other day he attends our Kingscliff Cottage.

"Wayne is absolutely a godsend in the cottage. He assists in the kitchen, does the dishes, helps to serve the meals and sets the tables.

He also loves to plant new seedlings in the garden and tend to the vegetables and herbs that are already planted in there. He also helps with weeding and generally keeping the gardens looking healthy and beautiful."

Since attending Lifebridge, Wayne has gained his confidence back, has a renewed sense of motivation and sense of belonging in the community.

From the initial meeting back in February 2018 to now, Lifebridge has given Wayne added meaning and purpose. He is now a member of a community where he feels accepted and is able to contribute to his full potential.

It has been life changing for Wayne and the way that he sees himself.



DISABILITY SERVICES

HARVINDER (RANI) SINGH

Harvinder (Rani) is a 50 year old lady who lives interstate with her family in the family home.

Rani has 1:1 support a few days a week to access the community but the rest of the time she is supported in her home by her brother, his wife and her nieces/nephews.

Rani's family have been invited to attend a wedding in India in January 2020 and were worried they could not attend as Rani is unable to travel to India with them. The planned trip was going to be for three weeks.

After speaking to an advocate Rani's family came across Lifebridge and our short term accommodation house located at Pottsville Beach.

One of the great advantages of the NDIS is that state lines are no longer a barrier to choosing a service of choice. Realising this, Rani's family contacted Lifebridge to discuss how short term accommodation works and the process for organising a stay.

As way of introduction the Pottsville House Customer Care Manager suggested that Rani visit Pottsville for a trial run and experience for herself what it was like before her extended stay.

"Rani visited for a "trial" weekend. Initial impressions were good and Rani seemed to love the house and was very excited for her first stay with us.

Rani's brother reported that he was also very happy as he could see how relaxed she was at the house and he felt more comfortable having her stay away from home.

A team were chosen to assist Rani based on matched interests, likes and dislikes.

Having a successful team relies on being able to align the attributes and interests of both the customer and worker to ensure the greatest opportunity of developing a real partnership.

On Rani's first night she was a little bit unsettled and wasn't sure about what was going to happen and when she was going to go home. The next day she woke up bright and early and met her second worker who is an avid art lover like herself. Together, Rani and the support worker began an art journey. Rani enjoyed it so much that they spent the entire day doing various art projects.

The second night Rani was completely calm and comfortable being at the house. Rani connected well with her environment and the team that were working with her.

The team felt a deep sense of pride and satisfaction that they were able to create an environment that not only supported Rani emotionally but also created positive experiences for her first stay away from home.

Rani is looking forward to her extended stay when her family travel to India.

The experience at the Lifebridge Airbnb is providing a fun filled opportunity for Rani to have a break from her family and daily routines whilst also meeting goals and helping to instill independence and build capacity and confidence.

The family are already discussing other opportunities for Rani .The family have now booked in for the three weeks with us for their trip to India and have said that they have other events they now can say yes to and know Rani is in good hands.



"I feel very rewarded by the whole experience, firstly because we were able to assist a family to have a holiday and attend a wedding without the worry about Rani's care and also because I feel very proud of the level of support the three ladies provided to Rani."



DISABILITY SERVICES

FRANCIS MARTIN

At Lifebridge it is important that customers and employees have the opportunity to reach their full potential and create a life that has meaning to them.

Often life can be so overwhelming that finding that meaning or a way through the maze can be the greatest barrier of all. Francis was an example of someone who knew what she wanted to achieve but just wasn't sure how to get there.

Often Francis would walk past our Art Hub in Murwillumbah, admiring the diverse array of artworks, all the while hoping that someday she would be able to create her own works of art.

Unfortunately, at the time, she didn't have an NDIS plan and was a little confused about how it all worked. Adding to her frustrations, a lot of turmoil was happening in her life, she had recently moved twice and was feeling very overwhelmed.

Upon finally getting approved for an NDIS Plan, Francis went straight to the Lifebridge Coolangatta office and spoke with one of our Customer Support Managers who was able to allay a lot of her initial concerns.

Francis' plan was to receive some help in getting her life organised at home and to finally realise her goal of creating her own art works at our Murwillumbah Art Hub.

Using a strengths based approach that matches skills and interests, Francis was connected with support staff who would be best suited to support her.

These staff were chosen as they too would gain satisfaction and purpose from imparting their knowledge and skills in helping to build the capacity and life skills of Francis.

Francis's case manager reported "The staff who are working with Francis have been great, nice relationships are being built and progress is being made with plans for the future.

Having the opportunity to express her creativity is extremely important to Francis.

Whilst, exploring her artistic interest, Francis was also keen to join the Music Therapy group by joining Us the Band."

Francis is very musical and is delighted at the prospect of joining the Band.

"I am so glad I joined Lifebridge, it has changed my life for the better. The staff have been absolutely amazing and I have formed such great relationships with them already.

The person who came into the initial planning meeting and the person I am now is a completely different one, I am so happy." said Francis.

We are looking forward to seeing Francis develop her artistic and musical talents whilst also developing important life skills.

It is a privilege to work in partnership with Francis as she develops her future goals.

AGED CARE SERVICES

COLIN LUDLOW

When Lifebridge staff first began working alongside Colin, he was a Community Home Support customer living in a local caravan park. Unfortunately, as Colin's health deteriorated his living conditions became more untenable.

His small cabin had stairs making access difficult and the risk of falls a real probability.

He knew he needed to move however finding affordable housing was difficult. He was also finding it hard to connect with the park community and found himself feeling more and more frustrated which began to turn to despondency. Each day spent sitting inside his small cabin that was not fit for purpose led him to focus on his deteriorating health and the worry of not being able to move to a place that was better suited to his changing needs.

Once Colin received a Home Care Package one of his first goals was to try and secure public housing. With the support of his Lifebridge team Colin was successful in receiving housing within 12 months of application. This was a success that was celebrated by everyone.

Moving to a more spacious, accessible home made the world of difference to Colin. His team then worked with him in providing lots of social support opportunities allowing him to pursue his hobbies and interests. Over time his love of art has grown. As a self-taught artist, Colin was supported by Lifebridge to enter his paintings into the Murwillumbah show where he won 3rd place. This was the first time he had won an award for his art.

Finding true meaning and purpose for his artwork, Colin has donated several paintings to the Lifebridge Christmas raffle to raise money for what he considers to be a good cause.

This is a true partnership. Lifebridge may be assisting Colin, however, Colin belongs to, and is contributing to the Lifebridge community in a way that is truly valued and appreciated.

What is even more exciting is that Colin now has goals for next year. He wants to learn how to cook and how to do "pickling" to a standard where he can enter his pickles into next year's show.

As part of the Lifebridge Advantage, it is important that our customers are supported to achieve their goals, to flourish and to find meaning in their activities and daily lives. It is also important for our staff to have the same opportunity to grow and flourish.

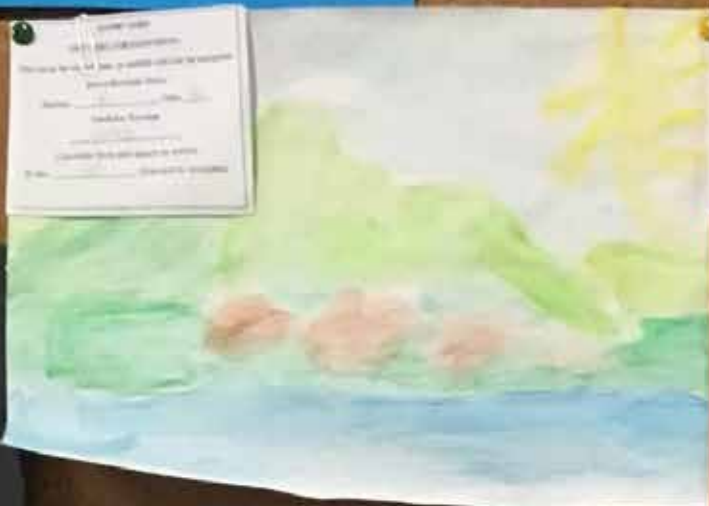
When speaking to Colin's case manager, working alongside Colin has provided this opportunity to his support team. Colin's success has been their success. His team rally around him and are excited and motivated to find ways to support him on his journey.

As his Case Manager says, "Assisting someone to achieve positive outcomes where you see first hand the profound change it makes to their life is true job satisfaction – that's what it is all about. That's our reason for coming to work each day"

Although Colin's health issues have taken a slight change for the worst, he is planning an interstate trip over Christmas to visit family. Something he has been planning for some time.

This is the power of feeling connected. With Colin's motivation and determination to now plan ahead and set future goals we know there will be no stopping him.

MURWILLUMBAH SHOW
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Peter



FIRST PRIZE
 Name: *Marie*
 Age: *4-5 yrs*
 Category: *Open Section*
 Date: *11/11/19*
 MURWILLUMBAH SHOW



SECOND PRIZE
 Name: *Sharon*
 Age: *11*
 Category: *Open Section*
 Date: *11/11/19*
 MURWILLUMBAH SHOW



THIRD PRIZE
 Name: *Colin*
 Age: *19*
 Category: *Open Section*
 Date: *11/11/19*
 MURWILLUMBAH SHOW



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FINANCIAL REPORT

DIRECTORS' DECLARATION

In accordance with a resolution of the directors of Lifebridge Australia Limited, the directors of the company declare that:

1. The financial statements and notes, as set out on pages 8 to 27, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - a. comply with Australian Accounting Standards – Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position of the company as at 30 June 2019 and of its performance for the year ended on that date.
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.



Norman Henstridge

Dated this 23rd day of October 2019

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 2019, 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.

In our opinion, the accompanying financial report of Lifebridge Australia Limited has been prepared in accordance with Div 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i) giving a true and fair view of the registered entity's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the registered entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Material Uncertainty Related to Going Concern

We draw attention to Note 18 in the financial report, which indicates that the Company incurred a net loss of \$857,038 during the year ended 30 June 2019 and a cash deficit from operations of \$972,172. As stated in Note 18, these events or conditions, along with other matters as set forth in Note 18, indicate that a material uncertainty exists that may cast significant doubt on the Company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the registered entity's annual report for the year ended 30 June 2019, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the registered entity 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 Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 registered entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the registered entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Name of Firm: GRANT & BRADY



Name of Partner: PETER R. GRANT

Date: 23/10/2019

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