



# ANNUAL REPORT 2016 / 2017



“It has been distinctly evident across these past 12 months the individual passion that drives our commitment to providing a sustainable, customer-focused service. To everyone who has played a role in our endeavours this year, you have my sincerest gratitude. Together, I am infinitely excited by what we will continue to achieve. And to our customers your support, commitment and appetite for more continues to be an inspiration for us all. Thank you.”

**Bronwyn Mitchell**





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# CONTENTS

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<b>4-5</b>	Chairperson and CEO welcome
<b>6-7</b>	Our vision, purpose, strategic goal and values
<b>8</b>	Our services and programs
<b>9</b>	Strategic summary and pillars
<b>10-11</b>	Board of directors
<b>12-13</b>	Leadership team
<b>14-15</b>	People and culture
<b>16-17</b>	Our volunteers
<b>18</b>	Reward & recognition
<b>19</b>	Key facts
<b>20-27</b>	Celebrating 30 years
<b>29</b>	Customer service team
<b>30-31</b>	Key highlights
<b>32-33</b>	Creative arts
<b>34</b>	Patrick debuts with channel 9
<b>35</b>	Carsity sailing solo voyages
<b>36</b>	Cooly rocks on festival
<b>37</b>	What's on group
<b>38-39</b>	Tweed valley banana festival
<b>40-41</b>	Disability services
<b>42-44</b>	Customer profiles
<b>45</b>	Aged care update
<b>46-47</b>	Disability services update
<b>48</b>	Marketing & communications
<b>49</b>	Mobile workforce
<b>50-51</b>	Declaration



# CHAIRPERSON AND CEO WELCOME

## **IT WAS A YEAR OF SIGNIFICANT CHANGE, EVOLUTION AND ALIGNMENT TO POSITION OURSELVES READY FOR THE NDIS AND AGED CARE REFORMS. OUR FOCUS RESOLUTELY SET ON GETTING IT RIGHT.**

Throughout the year of 2016/17, all efforts remained firmly focussed on the final preparations for the NDIS and individualised Home Care Packages.

Lifebridge Australia has always taken the approach that building a solid foundation is imperative for any future change. During the year of 2015/16, Lifebridge worked closely with external consultants, Good Foundations, to gain an objective, in-depth understanding of the organisation's strengths and weaknesses, and how we needed to develop and change to better position ourselves for the future.

It was clear that Lifebridge was moving towards a more mobile, autonomous workforce, so throughout 2016/17, Lifebridge concentrated on developing and implementing the infrastructure and foundations to support the move in this direction. Having gathered valuable information and insights, several specialty experts were employed to support the organisation and individual teams to progress towards our vision.

As with any change of this magnitude, Lifebridge has been juggling several strategic projects, each one dependent upon the other. The three core projects that underpinned all activity this year were technology, customer service and improving the customer experience through understanding.

Lifebridge has begun to modernise its information technology capabilities to create an efficient and effective workforce which will remain competitive and be sustainable as the business transforms into a digitally connected mobile workforce. This includes a web-based customer management system, a modern fleet of mobile devices for staff, and office spaces equipped for self-managed teams.

From the modest beginnings of one worker, a customer service team was created which has evolved and grown over the past twelve months into a multi-faceted team. This team is working toward full operations as a shared service to all areas of the business and will be centrally located in the soon to be developed, administration HUB.

Providing customers and staff with one central support centre that improves communications and provides real time information when and where needed, has been a key goal of People and Culture.

Core to all our decision-making is the need to better understand our customer, improve the customer experience and design services that are meaningful. Customer advisory

groups have evolved and are now co-designing existing and future activities; improved customer surveys that are more statistically reliable and now informing decision-making; and the introduction of improved tools to gather data that provides greater insight for influencing future service development was found to be very useful throughout the year.

Whilst maintaining business as usual and building new systems, Lifebridge has also been managing significant growth in Aged Care Services. Aged Care Services has tripled its existing customer base affording Lifebridge the opportunity to test some of its new work responses, including the ability to be agile in a rapidly changing environment. This required ongoing review and evaluation of processes and several redesigns of the Aged Care Team. Each review and adjustment has contributed to the building of a robust model of service delivery that will take the organisation to where it needs to be now, and into the future. In parallel, individualised Home Care Packages were introduced. Although this is a new business domain for Lifebridge, we can say with pride that our venture into this area has been extremely successful. It is with enthusiasm and anticipation that Lifebridge looks forward to growing this arm of the business as we expand into the Queensland market.

Throughout this period of development, growth and uncertainty, the Board have been acutely aware of the significant impact that reforms of this nature will have on an organisation such as Lifebridge. There are many risks as we transfer from block funding to individualised funding, but there are also many opportunities to explore. Strongly believing in Lifebridge, the Board have supported and approved significant investment back into the company which has allowed changes of this magnitude to take effect.

Significant preparation and planning for the long awaited NDIS and individualised Home Care Packages have been undertaken, in which changes to support the reforms have been introduced incrementally to enable the opportunity to evaluate and amend as necessary.

We wish to take this opportunity to thank everyone across the organisation for their tireless contribution in our continual evolution over the financial year of 2016/17. It is with a great sense of optimism that we look forward to the coming year with the introduction of the NDIS and the further expansion of Aged Care services, which we will all work towards with strength and unity.

Milena Morrow, Chairperson  
Bronwyn Mitchell, CEO





## OVERVIEW

We play 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 our unique delivery of the Lifebridge Advantage. An approach that focuses on the individual's strengths and interests to maximise their opportunity in meeting their life goals. The Lifebridge Advantage supports you to live your life your way.

# VISION

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

# PURPOSE

**Support. Inclusion. Independence.**

Without losing meaning, in 2016/17, our purpose statement was updated and simplified to three principal words. Support. Inclusion. Independence. These words were purposely chosen as they accurately state what underpins our daily activity and what forms the foundation for our decision making.

We made this change to help people relate and understand what it is we are setting out to achieve. We also wanted it to be something that people could easily recall.

These words are equally important for our staff as well as our customers. For staff, we uphold this purpose and for our customers this is what we promise to deliver every day.

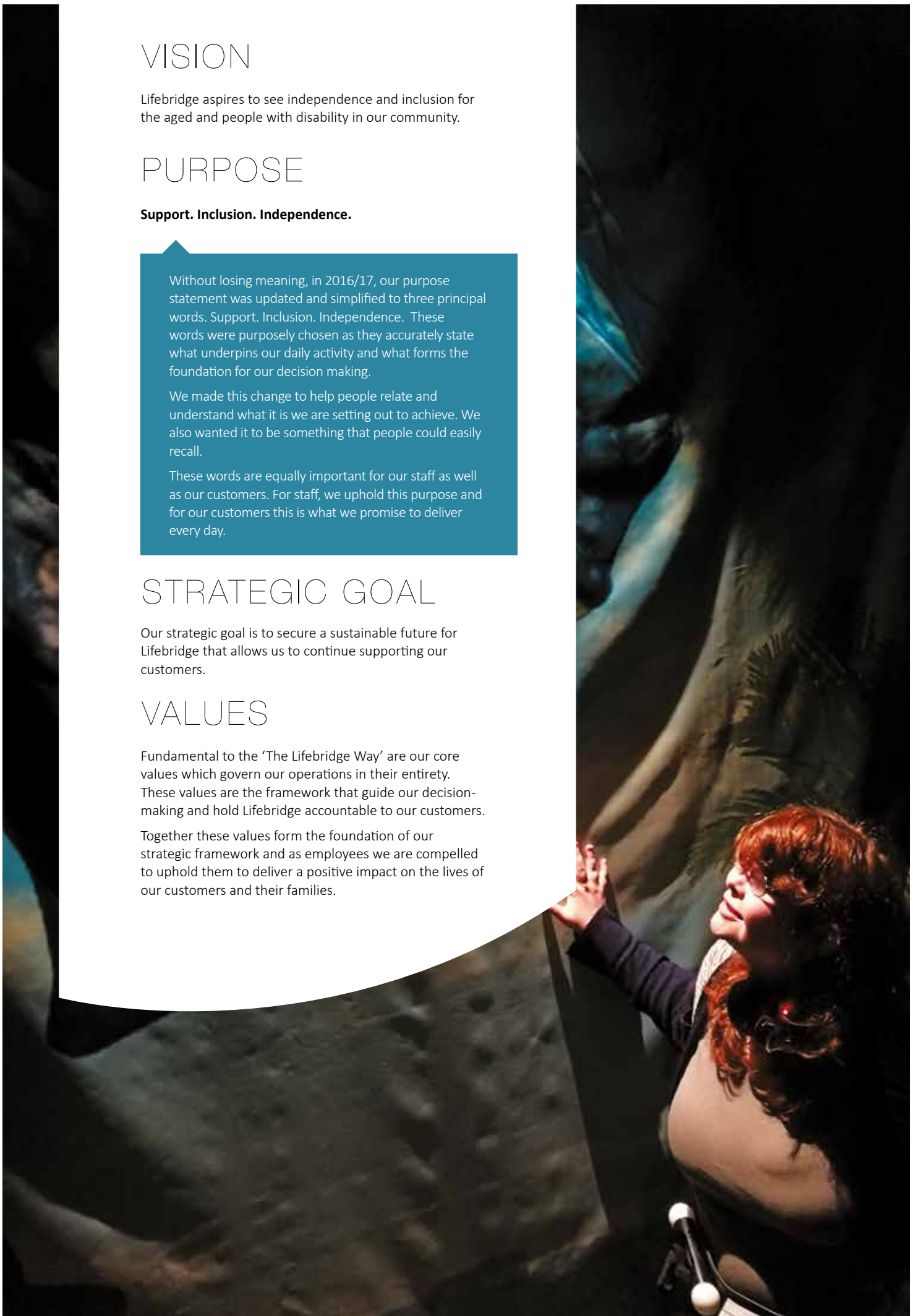
# STRATEGIC GOAL

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

# VALUES

Fundamental to the '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.

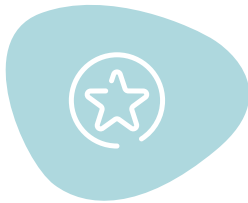
Together these values form the foundation of our strategic framework and as employees we are compelled to uphold them to deliver a positive impact on the lives of our customers and their families.



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

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### *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.



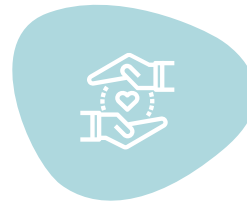
### *Professionalism*

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.

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## THE VALUES TEAM

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In 2014, the Lifebridge 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 Lifebridge provides and also reflect the team we have onboard. Today the values team continues to represent Lifebridge and goes above and beyond to support the organisation to deliver events and build community relationships.



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## OUR SERVICES

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Lifebridge Australia is a leading provider of Disability and Aged Care services in the NSW Far North Coast region. Lifebridge has been providing community services since 1987 and continues to uphold a continuing passion for exceptional service delivery.

Lifebridge delivers a range of person centred services tailored, to your needs and goals. These services are designed to help you increase your independence and to support you to live your life your way.

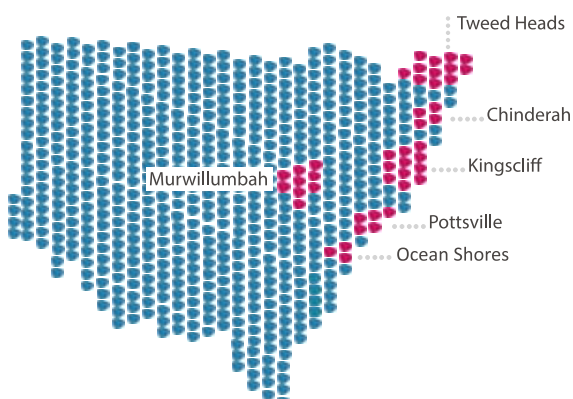
Lifebridge provides Disability Services for people with an intellectual or physical disability that affects their ability to take part in everyday activities. At Lifebridge, we offer a range of tailored programs to ensure you receive a service that is right for you and your goals.

- Home and Daily Living
- Health and Wellbeing
- Education and Work Experience
- Social and Community Participation
- Relationships and Independence
- Children and Youth Services

Our Aged Care services are purposely designed to harness the abilities available to each individual. Our tailored programs offer you a variety of activities so you can participate in those that have meaning to you and your life experiences.

Reengage with your local community, develop friendships and be a part of our friendly and supportive Lifebridge community.

- Social Support Groups
- Centre Based Respite
- Individualised Support Programs
- Home Care Packages
- Carer Services



Our services are delivered to more than 650 participants across Disability and Aged Care in the northern NSW region and in 2017/18 we look to expand in South East Queensland.

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## STRATEGIC SUMMARY


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The imminent introduction of the NDIS and Aged Care reforms placed a greater requirement on the need for sustainable operations, but more importantly for Lifebridge, it asked the question 'how do we continue delivering a customer centred service under a sustainable operating model?'.

In-line with our Strategic Plan this is what we set out to achieve; to deliver a flexible, sustainable and mobile operation that can facilitate service excellence by meeting the needs of our customers.

Following the development of our Transitional Plan,

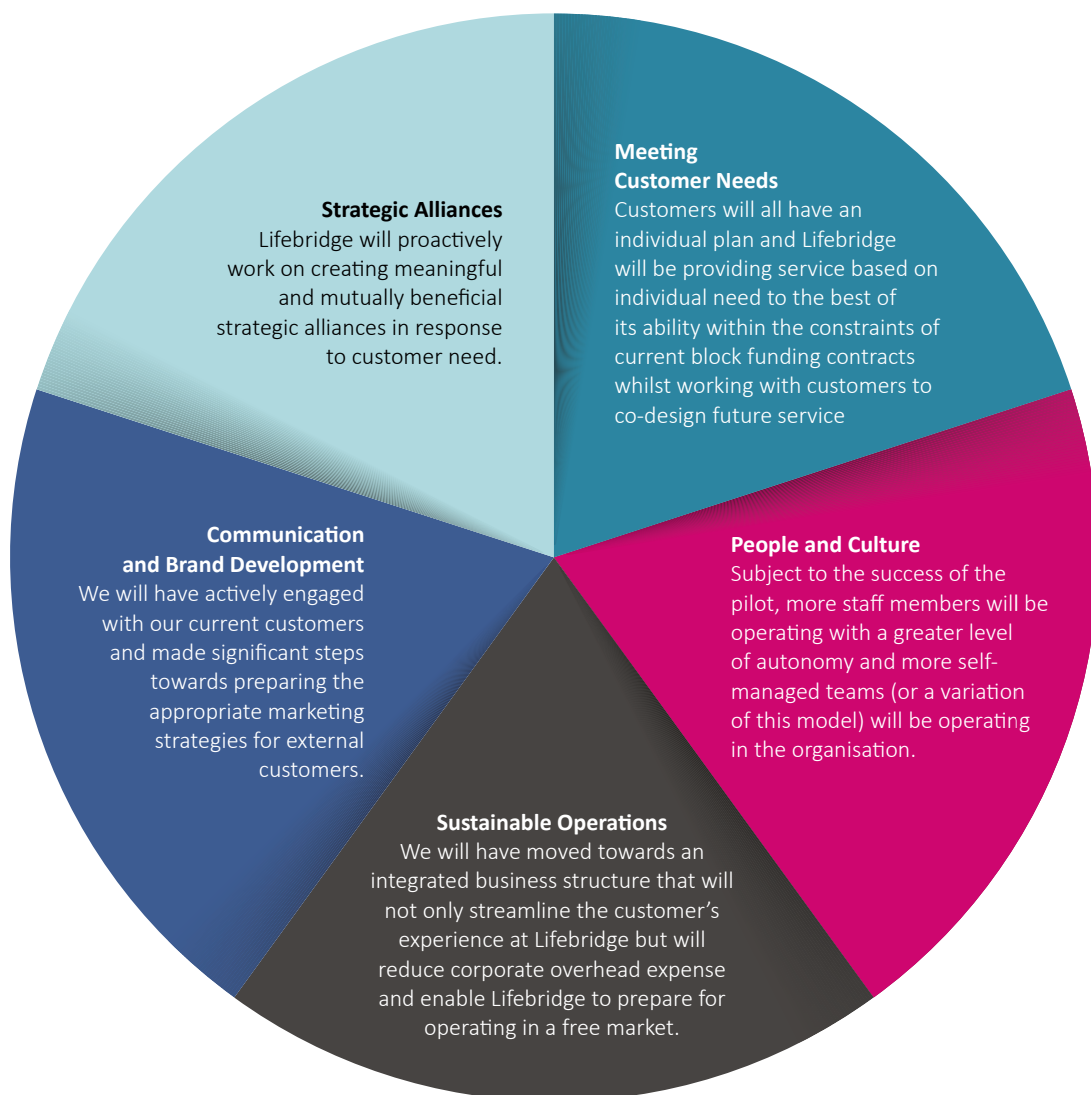
Lifebridge laid the necessary foundations, the behind-the-scenes work that will support our operations, and we began implementation.

As part of this process Lifebridge undertook a significant Brand Refresh to not only modernise our design, but to realign public perceptions. Fundamental to this, Lifebridge introduced the Stepping Stone , a representation of the journey that we take, that our customers take and that we travel together. It represents where we've been and where we're heading.

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## STRATEGIC PILLARS

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# BOARD OF DIRECTORS

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**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 of 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.



**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.



**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



**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.





**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.



**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).



**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).

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## LEADERSHIP TEAM

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**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.

**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.

**Amanda Chadwick, Change Management Team Leader**

Amanda commenced with Lifebridge Australia in August 2016 to lead the People and Culture function through 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.

**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.

**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.



**Carol Raven, Business Analyst**

Carol is an energetic and creative IT professional with over 30 years of experience in driving and delivering quality solutions to meet business demand.

She has proven Project Management; Client Consulting; Business, Information and Application Architecture, Business Process Improvement and Software Development expertise.

She has extensive experience and expertise in thought leadership and business system definition, design, planning & implementation.

Lifefridge is undergoing an ICT Transformation in support of National Disability and Aged Care reforms.

Projects now underway at Lifefridge continue to modernize IT Infrastructure, and deploy a new Customer Management System (CMS) with mobile capabilities.

Carol has a degree in Computer Science and Mathematics from the University of Queensland; and is certified in PRINCE2 and DSDM methodologies for Information Systems development.



**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 Lifefridge 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.



**Beverly Smallmon, Aged Care Team Leader**

Beverly joined Lifefridge Australia in January 2017 and brings 18 years' experience in Aged Care and Disability management. She was an accomplished manager with a large not-for-profit organisation in Queensland and has broad functional experience in management and supporting residential and community services in South East Queensland

Her qualifications in leadership and management, business and human resource management and community services have led to a career in the care industry.

Beverly has a proven ability to build and lead high performing teams to deliver strong, sustainable financial performance in a culture of customer focus, team pride, engagement and accountability.

As a manager, she is passionate about building strong relationship and partnership within the community, resulting in the development of Coomera Community Care Service which provides the local and remote community access to a range of health and lifestyle services.



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

Robert joined the Lifefridge 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.



**Glenn Armstrong, Marketing and Communications Team Leader**

Glenn joined the Lifefridge team in August 2016 to advance the marketing and communications activity of Lifefridge as the organisation prepares for the NDIS and Aged Care reforms. He brings over 7 years' experience in Marketing within the not-for-profit sector.

Glenn is a highly strategic and results driven professional who has a strong record of high performing integrated marketing campaigns. Experienced across the full marketing mix, Glenn is passionate about driving collaboration, optimising activity and providing thought leadership.

Using data and available information, Glenn enjoys deriving insight for increased personalisation, optimisation, engagement and an improved user experience.

Glenn holds a Bachelor of Business, Marketing.





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## PEOPLE AND CULTURE

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At 30 June 2016, Lifebridge employed 175 staff members across all categories of full time, part time, contract and casual staff. In addition, our staff members were supported by 49 volunteers across Disability, Aged Care and Business Services. In the 2016-2017 financial year, we recruited 42 new staff members including 33 Support Workers plus 33 volunteers who were responsible for providing services and supports to our customers.

### **CHANGE MANAGEMENT & WORKFORCE PLANNING**

The People & Culture team continue to identify, develop and implement strategies and workforce planning programs to support future state business requirements under NDIS and Aged Care Reforms. Our aim is to enable staff to deliver services to our customers in a more mobile, flexible, responsive and cost-effective manner within the communities we serve.

Human Resources related policies and procedures were, and continue to be reviewed and updated to support a more remote, mobile, hub based work environment.

Significant work was done in developing a range of organisational and departmental key performance indicators and analytics which enabled us to monitor and report on the achievement of Lifebridge business goals and strategic plans.

Establishment of the Customer Service Team provided centralised support across the business for rostering, scheduling, administration, reception and intake services.

Strategic workforce planning, job redesign, people and performance management, staff reward and recognition, staff recruitment and development programs have been a significant focus of activity for the People and Culture team.

The People and Culture team continue to facilitate and support regular communication and consultation with all Lifebridge staff regarding

future organisational structure, service delivery methodologies and sustainable operations.

### **EMPLOYEE ENGAGEMENT SURVEY**

The 1st quarter 2017 Employee Engagement Survey delivered very positive results for the organisation. 97% of staff responded they were highly interested in seeing the organisation succeed with over 80% of respondents satisfied with their job and sense of accomplishment in delivering supports to our customers.

Our staff members are committed to providing high levels of customer service and delivering new and improved product and service offerings. Staff members feel they can maintain appropriate levels of work life balance and recognise that Lifebridge cares about their safety and wellbeing.

### **TRAINEESHIPS**

Lifebridge is dedicated to training and upskilling staff members and volunteers through multiple channels. During the 2016-2017 financial year there were 13 Lifebridge staff members undertaking traineeships. During this time 7 staff members completed their traineeship with 3 staff obtaining Certificate IV and 4 staff obtaining their Diplomas.

Through development of partnerships with various Training organisations such as TAFE, VERTO and ACE Community Colleges Lifebridge provided a range of training programs to staff, trainees and volunteers. We continue to seek training opportunities for our staff members and volunteers and encourage learning and development to effectively engage our workforce and increase safety for our staff members and customers.

### **WORKPLACE HEALTH AND SAFETY**

Lifebridge Work Health and Safety policy, guidelines and procedures aim to identify, adopt and develop best practice in health and safety management, to reduce the social and financial cost of occupational injury and illness, and improve business outcomes.

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## OUR VOLUNTEERS

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Lifefridge is very proud to be supported by a highly engaged and active community of volunteers. Our volunteers provide countless hours of service, experience and assistance across the organisation. The 2016-2017 financial year saw over 50 volunteers devote their time to Lifefridge performing a variety of roles.

Lifefridge volunteers make up over 25% of our workforce and over 19% of our volunteers have provided Lifefridge with over 5 years of service.

The support and time offered to Lifefridge and our customers is instrumental and we are incredibly fortunate to have such a dedicated team of volunteers.

Over the course of the year, Lifefridge volunteers have continued to exceed our expectations by offering even more of their time to help deliver some of our major activities for the year. Including, the Banana Festival, Cooly Rocks On and a visit from the NSW Disability Services Minister.



### TESTIMONIAL

"I have been volunteering with Lifefridge Australia since March 2016. I came to Lifefridge as a lost sheep, my previous volunteer placement had not ended well. When I started Claire and all the staff made me feel most welcome and a part of the organisation. Since then I have been given challenges that have raised my self-esteem and knowledge. I have been encouraged to attend training, to improve my skills in the workplace. I have grown as a person through Lifefridge because of the attitude of the people around me." - **Ellen Sifflett**

– **Human Resources Admin Volunteer**



## TESTIMONIAL

"I have been a volunteer with the Disability Services Administration Team for 5 years and can honestly say that I enjoy it as much now as I did at the very start. There have been a lot of changes, Lifebridge moved from Dungay to Caloola Drive, long term staff have left, new staff have arrived and several people who started, like me, as volunteers are now full time paid staff! The work has changed too, keeping me on my toes as I have to learn new skills on the computer as the operating systems have been upgraded. I am much more confident to have a go at a new process now and there is always someone willing to give the time to help me understand what I have to do. From basic paper filing, to setting up customer files, scanning and electronic document entry, the occasional large mail out and whatever else I can help with, the work is varied. An added bonus has been that I meet many of the customers so they aren't just names on a piece of paper. Lifebridge is changing again as it responds to the roll out of the NDIS but I know that whatever happens volunteers will always be made to feel welcome, supported and valued as part of the team"

**- Ros Bannerman, Disability Services Admin Volunteer**

## TESTIMONIAL

"Volunteering is made easy with Lifebridge through the warmth of its workers and the heart felt appreciation expressed by its customers." – **Gefry Steckelbruck, Aged Care Services Volunteer**



## TESTIMONIAL

"I have been volunteering with Lifebridge as a Group Assistant for about 8 years now and I enjoy the challenges of this role. I feel that I am treated as an equal and have learnt a great deal about different communication styles and understanding our customer's needs. I have made some wonderful friends at Lifebridge, who are like family to me. I mostly enjoy getting out in the community with the groups and experiencing something different each day" - **Richard Parfitt, Disability Services Volunteer**



## REWARD AND RECOGNITION

Lifebridge strives to be a high performing organisation, one that is recognised for a culture of performance excellence, innovation, collaboration and customer service that attracts, develops and retains a highly talented workforce. In 2016/17, Lifebridge developed a Reward and Recognition Program which acknowledges high performing staff who are dedicated to achieving results and encourages their retention.

The following awards have been developed to ensure Lifebridge staff members and volunteers feel valued, encouraged and appreciated for the work they perform. Staff Members and Volunteers are encouraged to recognise and reward their colleagues by nominating them for an Award.

### Service Awards

Are presented to staff members who have worked or volunteered at Lifebridge for a total of 5, 10, 15 and 20 years. Those receiving Service Awards will be provided a certificate and gift voucher.

### Staff Appreciation Awards

The types of workplace behaviours which may be recognised by a Staff Appreciation Award include someone who:

- ✓ Consistently embodies Lifebridge values
- ✓ Has a positive attitude and exceptional performance
- ✓ Is dedicated to their job and leads by example

- ✓ Shows creativity and innovation
- ✓ Demonstrates a high level of respect for co-workers and customers
- ✓ Provides excellent customer service
- ✓ Shows a strong commitment to improving Work, Health and Safety
- ✓ Goes the extra mile
- ✓ Demonstrates problem solving/conflict resolution skills

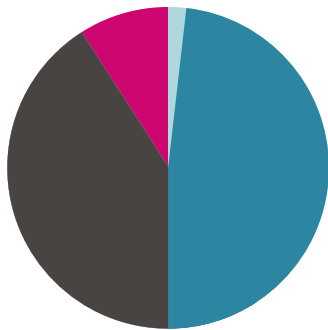
Successful nominations for Staff Appreciation Awards receive a certificate and gift voucher.

### Quarterly Champions Awards

Aim to recognise and reward teams for exceptional performance, outstanding contribution and/or innovation which has had a significant and lasting positive impact on the organisation. The Leadership Team is responsible for deciding the winner of the Quarterly Champions Award with a certificate and a gift voucher presented to each member of the winning team by the Chief Executive Officer.

Employee recognition acknowledges and honors the positive contributions a person makes to their team, organisation or community. This can include their unique contribution, expertise, character, efforts and dedication to their work or achieving results. Lifebridge aims to effectively engage our workforce through showing appreciation and rewarding high performance.

# KEY FACTS



## STAFF RETENTION

- 1- 5 YEARS **61%**
- OVER 5 YEARS **26%**
- OVER 10 YEARS **7%**
- OVER 15 YEARS **6%**

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

**6**



MANUAL  
**HANDLING**  
INCIDENTS

**2**

SLIPS /  
FALLS



## DIVERSITY IN OUR WORKFORCE



**50%**

STAFF  
OVER 50  
YEARS  
OF AGE



**75%**

FEMALE  
STAFF  
MEMBERS



**25%**

MALE  
STAFF  
MEMBERS



**16%**

FULL TIME  
STAFF  
MEMBERS



**51%**

PERMANENT  
PART TIME STAFF  
MEMBERS



**33%**

CASUAL  
STAFF  
MEMBERS

## WHS – KEY FACTS



**80% INCREASE IN WHS TRAINING – 22 TRAINING SESSIONS UNDERTAKEN**





CELEBRATING  
**30** years  
**LIFEBRIDGE  
TURNS 30**

## CEO MESSAGE

It is quite serendipitous that Lifebridge Australia is celebrating its milestone 30th birthday in the same year that we welcome the NDIS and individualised Home Care Packages.

It is a perfect time to reflect upon where we have come from, where we are now and to gaze into the crystal ball towards the future. 30 years is a milestone worth reflecting on, especially as it falls at a time where the disability and aged care sector is facing unprecedented change.

In its infancy, Lifebridge Australia was known as Tweed Valley Respite Service (TVRS). In the true tradition of a community based organisation and like so many other organisations of that era, TVRS was established through the need, perseverance and hard work of the community. In this case, it was parents of children with a disability. In 1987 the Host Family program began with one part-time coordinator and run solely on volunteers, respite services began.

In the early 90's TVRS expanded to include aged and dementia services. This part of the organisation operated three days per week, with one part-time coordinator, one part-time support worker and again, run solely with volunteers. In 1994 "The Cottage" was built providing a permanent base and spring board for the growth and the development of Aged and Dementia Services.

So, in the early to mid-90's, Tweed Valley Respite Services had in total 4 paid staff, 100 volunteers and a funding base between \$250,000 and \$350,000. Today, Lifebridge Australia employs over 170 staff, has approximately 50 active volunteers, and as of 2017, has a revenue of \$10m.

In 2012 Tweed Valley Respite Service became Lifebridge East, a change in name to demonstrate that we had evolved from being purely a respite service. We were now more actively engaged with our families and customers to provide a more rounded service that would lead to greater independence and inclusion in the local community. We were the bridge to

that community, connecting individual dreams to reality. In 2015 we became Lifebridge Australia and a company limited by guarantee which has allowed us to operate interstate. An obvious move as we literally sit on the border of NSW and Queensland.

The community sector or for-purpose sector is now at a true crossroads. Although Lifebridge has always operated as a business, it is now required to develop its business acumen and operate as a commercial enterprise.

Is this where Lifebridge wants to go and is this who Lifebridge Australia is?

The answer is yes. Lifebridge has always operated as a business whilst maintaining its grassroots origin and its commitment to its vision. At the heart of any organisation is its people. Lifebridge has built a community within a community. I am proud to say that the organisation has a consistently high employee retention rate. These people know their community; they know our customers and they are invested in delivering successful outcomes. Our business still relies heavily on volunteers who also believe in the vision of Lifebridge Australia and who connect us daily to the wider community.

It is possible to be a business with heart, to be a business with purpose and to be a business that considers customers, employees and volunteers as one team working towards a common goal – Support, Independence and Inclusion for all.

With this belief at the heart of all that we do I know that Lifebridge has the resilience and the relevancy to continue offering a valuable service to the community.

Each member of the Lifebridge community should be celebrating. It is their contribution and participation that has created the organisation that we have today and will help us create the Lifebridge of tomorrow.

Bronwyn Mitchell



## 30 YEAR TIMELINE





## OUR FOUNDATIONS

**“It’s been over 10 years since I last worked with Lifebridge, but I still have moments, where I catch myself reminiscing about the wonderful time spent with customers, the adventures we took and the goals we achieved. Tweed Valley Respite Services, now Lifebridge Australia, is and always has been a truly customer centred organisation that will always hold a special spot in my heart.” Margaret Cooper**

Margaret Cooper is a very special person to the Lifebridge Community. She is passionate, humble, modest, a leader and an integral part of a committee that 30 years ago pioneered a customer-centred organisation, now known as Lifebridge Australia.

As we continue to take a look back at our history of 30 years we caught up with Margaret Cooper to share what Lifebridge was then, and how we’ve evolved over the years.

In 1987, within the Tweed region I was part of a small group of people who identified a growing need to provide respite services for families who supported a person with disability. The committee recognised this need, sought the appropriate funding and from that, Tweed Valley Respite Services (TVRS) was born. The organisation consisted of a committee, one paid worker and support from a group of passionate volunteers.

TVRS blossomed quickly. Word quickly spread within the community about the respite services we were able to offer and benefits it was providing to the families and carers, who previously felt very unsupported. It didn’t take long before the organisation was servicing over 90 customers, with over 120 volunteers assisting daily operations.

As a group, and it’s probably needless to say given we had over 120 volunteers, but we loved what we did and what we could offer our customers, families and carers. Spending time with our customers, going on camps, getting out in the community was all what it was about. And the customers really made the job. They were brilliant and it’s so lovely that I still run into customers today, who remember me and stop to say hi. It’s incredible seeing them so many years on and how they’ve changed and how independent they are now.



As the organisation continued to grow in service numbers and programs, approval soon came for the employment of a second staff member. Operations then expanded into Kingscliff, first operating out of a house on Kingscliff Street and then moving into the Cottage that is still a part of the organisation today. It’s fantastic to see this bit of history still a part of the organisation.

As the funding continued to grow, so too did the transition from volunteers to paid workers and the organisation reached a point where a CEO was required. Reaching this point for the organisation was pivotal and from this level of expertise ensured the growth and smooth running of the organisation for the many years ahead.

It was great to see the organisation evolve over the years. Being a part of it since its creation, I have a real sense of pride about everything that we achieved and the milestones we reached along the way. 30 years is one of the milestones and I am so thrilled the organisation continues to prosper even as it transitions through the biggest changes within the whole industry.

If there was one thing that I wished Lifebridge could hold onto, it would be the open sharing that existed between all respite services then. The culture within the industry was very collaborative and very focused on providing the best possible services to customers. Everyone shared ideas, opportunities and best practice tips and the customers got to be the recipients, which is the way it should be.

Marg still continues to be a part of the Lifebridge Community and still has a relationship with many of the people here. Her experience, insight and learnings over the years are absolutely invaluable to the organisation and we look forward to sharing many more years together.

## FROM MONTESSORI TO THE LIFEBRIDGE ADVANTAGE



Lifebridge Australia has always had something special. It is a local organisation that has developed from grass roots beginnings and has always maintained strong connections with its local community. It has been an organisation passionate about innovation. Constantly evolving and seeking solutions, techniques and methods that would enable the entire Lifebridge community to succeed by supporting people to maximise their abilities and reach their full potential.

In 2011 the then Manager of Aged Care Services travelled to New York City on a research and development trip to learn more about programming for people with dementia using the Montessori Method. This practice was so inspirational and motivating that on her return aged care embraced the method and with Board approval the Montessori method became the foundation for all aged care practices.

The benefits of the Montessori approach were soon recognised as having as much value for people with a disability as it did for those with a dementia or who were aged. Once again, the Board agreed that the Montessori approach should underpin all Lifebridge activities.

As the business considered how best to introduce the principles and methods across the organisation, several key points were highlighted:

- Montessori is a philosophy based on human rights principles of respect, dignity, independence and choice for engaging and working with people of all ages and abilities.
- Activities are defined as everything we do from the moment we open our eyes in the morning to when we close them at night. The principles of Montessori are the basis for any interventions that are implemented ensuring each person is supported in achieving maximum success in

each of their chosen activities. This includes employees.

- Lifebridge has created a unique community; where community members are identified as anyone who is connected to and involved with Lifebridge Australia
- Lifebridge is creating an environment that considers all community members as equal; where potential, abilities, interests, and preferences are respected, encouraged and developed
- Montessori goes far beyond mere philosophy and principles. It is also an evidence based, therapeutic method that can increase and/or maintain skills and assist with enablement and well-being.

Lifebridge has redesigned the Montessori method to reflect the environment and needs of the Lifebridge community; it has created what the organisation now calls the, ‘Lifebridge Advantage’.

The Lifebridge Advantage embraces the spirit of our community and is the ultimate reason why customers choose Lifebridge as their service of choice and people consider Lifebridge as their employer of choice. Underpinned by our values of Excellence, Integrity, Innovation, Professionalism, Respect and Trust the entire community is supported to succeed.

“Joy, feeling one’s own value, being appreciated and loved by others, feeling useful and capable of production are all factors of enormous value for the human soul.”

Maria Montessori







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## MY JOURNEY WITH LIFEBRIDGE

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### Over 15 years on

It was in March 2002 that I applied for my first position at Tweed Valley Respite Service (TVRS), as it was known back then. Having had a break from office work for a few months, it was the perfect opportunity for me to challenge myself for the role of receptionist. As a person with a profound hearing loss (I wear hearing aids in both ears) I felt that I could relate to the organisation, its staff and its customers.

I was fortunate enough to obtain the position and my journey with Lifebridge began.

In 2002, we were based in the Home and Community Care (HACC) building, Tweed Heads and we shared the building with Home Care Services, Community Transport and the Red Cross. It was here that I had the pleasure of working alongside founding member, Margaret Cooper.

I recall back in those days, Margaret and I used to prepare the staff rosters on an A3 sheet of paper and because the office was so compact, I was often required to hand the phone over to the person at the next desk whilst trying not to strangle ourselves on the phone cords.

I would have to say that one of my biggest successes and challenges with Lifebridge was my role in transitioning the process of rostering from an A3 sheet of paper to a computerised rostering system that is now managed by two roster administrators. I recall the period when we first transitioned to RosterFlex and then to RosterLive, running dual roster systems and trying to maintain our sanity.

I have some very fond memories of our old Tweed office, the amazing themed holiday programs, which included Aboriginal Day, Arabian Nights, Halloween, Toga Toga and Under the Sea and the beginning of the annual 'Bartman Cup', which began in honour of one of our most prevalent and funny customers, Bart Hawkins who very sadly passed away before we moved to Dungay.

Barbara Carroll held the CEO reins for TVRS back in 2002 and was the driving force behind the enormous growth that

we experienced due to her knack of writing winning funding submissions. We expanded at quite a rapid rate during this time and undertook many new ventures which included a move to a former school ground located at Dungay, near Murwillumbah.

Having outgrown the space available at Tweed Heads, everyone welcomed the move to Dungay. From here many new programs and activities were developed. It was here that we changed our name to Lifebridge East Inc under the newly appointed CEO, Rebecca Mussett and it was here that we first started along the NDIS path. Unfortunately, due to the isolated nature of Dungay and the introduction of the NDIS reforms, we were unable to continue operating sustainably from this location so once again we packed up and moved to Caloola Drive, Tweed Heads where we continue to operate today.

The roles that I have performed at Lifebridge over the last 15 years range from Receptionist, Roster Administrator, Administration Team Leader, Quality Officer and Communications and IT Officer. Over this period, I've enjoyed witnessing how our customers have flourished over the years due to the support they received from Lifebridge. One example that springs to mind is a customer who first came to us a few years back now, extremely shy and would spend most of the time crying to now being confident, loves to join in with the groups and spends most of the time smiling.

One thing that hasn't changed is our commitment to ensuring that our customers are given the best possible service that we can, it has always been this way.

Personally, I believe Lifebridge is heading in the right direction and I'm excited by what we will achieve together in the coming years. As we transition to a HUBS model this will provide an increased breadth of service area, sustainable operations for ongoing service and seeks to further integrate our customers into the community and away from centre-based activity. Doing this supports our vision to see independence and inclusions for the aged and people with disability.





## BACK IN MY DAY...

17 years ago, I started working at the Cottage. There was only myself, one other worker and the wonderful support and assistance of our volunteers. Since commencing with Lifebridge, the organisation has grown considerably and over the years gained significant funding to implement a range of programs across both Aged and Disability services. All of which have been to better meet the needs of our customers. Staff numbers also grew rapidly and the organisation has evolved to where we are today. I have seen many changes throughout the years and with the government reforms there are still changes to be made. Lifebridge has always been responsive and flexible to adapt to change whilst maintaining focus on our customers. I think this is why the organisation has thrived. I have worked with wonderful, dedicated people and it is the people that make the organisation so successful.

Working now in Human Resources, it's probably no surprise I rate the people, my co-workers and the customers as the most enjoyable part of coming to work. I get a great sense of satisfaction knowing that I am part of a team that contributes to making a difference in people's lives. The staff at Lifebridge are supportive of each other and even though we have grown significantly I think there is still a family like culture within the organisation. I think this is the main reason I still love coming to work, 17 years on. I mean, where else would I get the opportunity to be part of Cooly Rocks, the Banana festival, hang out with the art group, jump in and do a bus run, help cook up a BBQ or have customers come hang out with me in my office.

Prior to working in Human Resources I worked predominately in Aged Care. The Care 4 U holiday program

was one of the first programs I worked in. The program provided customers and Carers an opportunity to put aside their roles and go on a supported holiday where they could just be husband and wife, mother and child etc. rather than be all consumed with the diagnosis of Dementia and the Caring role. This program provided the opportunity for leisure, mentoring and education for both the carers and the customer, enabling them to be supported, and to return home with new ideas, new perspectives and to continue their journey together.

I kind of fell into Lifebridge. I had completed a student placement and was fortunate enough to be offered a position after completion. I have always been attracted to the community sector and Lifebridge provided me the opportunity to work within my local community. I have been provided so many opportunities to work in a range of positions and have continued to study and grow as the organisation has. This is still relevant now, perhaps even more so as we all adapt to Aged Care reforms and the introduction of NDIS.

Lifebridge is having to change the way we do business. Moving away from a bulk-funded model to an individually funded model and throwing into the mix entering a competitive market is new for Lifebridge. The reforms are the biggest I have seen in the sector since deinstitutionalisation in the 80's and it's exciting for our customers however, along with change can come fear and anxiety. But Lifebridge has the focus right and is in a good position to meet these challenges and deliver a sustainable operation that continues to provide excellent customer service.

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# CUSTOMERS HELP LIFEBRIDGE SHARE THEIR 30TH BIRTHDAY STORY

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In early 2016 Lifebridge produced its very first TV Commercial in preparation of our milestone year, 2017, our 30th Birthday. The 30 second commercial featured 4 of our very own customers as they participated in the activities that they enjoy at Lifebridge. Each of the customers spoke about their experience and why they came to Lifebridge. The opportunity for our customers and the excitement of being a part of our TV commercial was a wonderful experience for each of them and on the back of this we decided to produce some additional assets that our customers could be a part of.

In early 2017, Jess and Mavis (who feature in our TV Commercial) also had the opportunity to be a part of our radio commercial. Mavis and Jess both attended the studios at Southern Cross Austereo to debut their voices in a recording session full of laughs and entertainment. Both with pre-prepared script ready at their disposal, the two entered the booth and delivered the finest unscripted testimonials we could have ever asked for. Needless anymore, the scripts we're disposed of.

Our customers also featured in our Display Adverts, on Facebook and YouTube, in local newspapers and in our quarterly publication. In June 2017, we had a celebratory campaign that worked across multiple channels helping to share the Lifebridge voice.

This campaign was significant for Lifebridge for many reasons. It was our inaugural marketing campaign, it shared

the Lifebridge brand and it celebrated our 30 years. However, the most important reason why this campaign was significant was that it provided our customers with an experience that they will never forget. It provided them with opportunity to push their boundaries and it gave them a chance to share their voice with the community.

"I loved being involved in the Promotional Campaign for Lifebridge and I was so proud when they asked me. Everyone made me feel so special and important. I felt like a movie star when Vision Pictures Australia were filming me for the TV Commercial. I got to show off some of my special talents.

I really enjoyed going to Southern Cross Austereo to record the ad for the radio. I had been rehearsing the script at home for weeks but I was so nervous on the day I forgot everything so I decided to speak straight from the heart and blew everyone away. The rest is history.

The best part was seeing myself on the TV and hearing myself speak so well on the radio. I am so much more confident now. All of my friends and family recognised me on the TV and on the radio and even strangers came up to me because they recognised me. Thank you Lifebridge for such a wonderful opportunity and experience". – Jessica Proellochs

Initial results from the campaign have been very positive. Engagement rates are up and there has been a positive increase in the amount of qualified enquiries being received.



## KALEIDOSCOPE OF COLOUR

### *Bespoke 30yr Art Piece*

In conjunction with the 30-year anniversary of Lifebridge, the Visual Arts program had been commissioned to create a bespoke art piece celebrating all that encompasses Lifebridge.

Loosely based on the idea of a jigsaw puzzle where many singular pieces come together to create a whole, the Art Room set about creating a multi-faceted, multi-module and inclusive approach inviting other day programs and any interested customers to join us.

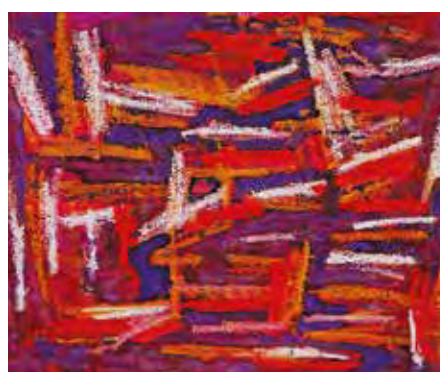
In all, 39 artists each produced a 6x8 canvas (or two). Four day programs including Visual Art, Photography, Leather Work and Creative Craft all participated.

Over a matter of months, 70 canvases were painted and collated. Of these, 60 were chosen and arranged in 2 series, each comprising of 30 paintings- 30 canvases representing 30 years of Lifebridge.

The idea being that the viewing public, when at first seeing a completed art work will, upon closer inspection, find a wealth of talent and a kaleidoscope of colour within.

Each canvas is a unique and complete artwork in its own right. Placed together each separate canvas becomes part of a unified and creative whole, symbolising the Lifebridge community.

The students of Visual Arts invite you to loose yourselves in the wonderful, imaginative and interpretative world of art.









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## CUSTOMER SERVICE TEAM

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In line with our Strategic Plan to build a customer-centred service culture, we brought together a number of pivotal roles that previously existed across the organisation to form our Customer Service Team in May 2016.

The Intake, Administration, Rostering, Scheduling, Transport and Logistics roles are now grouped under one specialist umbrella with the support of the Customer Service Team Leader.

The Customer Service Team consists of:

- Josie Kelly – Customer Service Team Leader
- Heather Wright – Rostering and Scheduling (Disability Services)
- Cindella Carroll – Rostering and Scheduling (Aged Care)
- Jo Magill – Transport & Logistics
- Emma Payne – Intake
- Suzanne Gorton- Administration
- Martin Cook – Administration

While these roles are currently spread

geographically across the organisation, the Customer Service Team will soon work in a single co-located department. This change to the proximity of team members will serve to increase communication and allow members of the Customer Service Team to be increasingly cross-skilled.

This, in turn, will allow team members to deal with many internal and external enquiries from the initial contact right through to resolution of the query. This is an excellent outcome for our customers who will receive increasingly timely answers and actions to their queries. It will also provide greater capacity within other roles within Aged Care and Disability Services to provide increased support to customers with regards to goals, aspirations and becoming increasingly involved within the community.

The Customer Service Team will continue to provide excellent support and service to our internal customers across all organisational departments and to our customers in the community for whom we provide essential services.

## KEY HIGHLIGHTS



### JULY 2016

- Aged Care Audit 28th – 29th July 2016 – met all standards and received very positive comments from the auditors.
- Annual Financial Audit
- Food Service Audit – received an A rating which is our fourth A rating in succession since the start of the food audits for Lifebridge. The auditors highly commended the kitchen team.
- Disability Third Party Verification
  - HIP Ideas at Murwillumbah Community Centre launched as our first Community Hub



### AUGUST 2016

- Glenn Armstrong appointed as Team Leader, Marketing and Communications.
- Amanda Chadwick appointed as HR Change Management Team Leader.
- Surf Program launched in conjunction with Tweed Coast Surf School
- Participation in the Banana Festival on 27th August



### OCTOBER 2016

- Carol Raven is appointed as IT Business Analyst.
- First NDIS Information Session (13th Oct)
- Alex, Merinda, Jason, Robert, Julia, Jess and Kerryn successfully completed Certificate 1 in Hospitality at Kingscliff TAFE. Many of the group have now decided to further their study in Certificate II Hospitality or Barista Training with the goal of working in a café or restaurant.
- Customer Nathan Johnston hosts Night of Abilities (15th Oct)



### NOVEMBER 2016

- Annual General Meeting (23rd Nov)
- Disco Committee members Alex Bruce, Kerryn Fredrickson, Ben Cotter, Jess Proellocks, Robert Porteous, Josh Honeysett, Nathan Johnston and Chloe Simpson were finalist for the 2016 Access & Inclusion Awards.



### DECEMBER 2016

- Challenge Art Competition- Linda Morton, Jackie Kennedy, Grant Lovell, Kim Tidyman, Alex Bruce, Julia Larsen, Kerryn Frederickson, Bruce Tate, Peter Dunstan, Rebecca Cross, Bobby Miller, Ellee Sibley, Rebekah Sweetnam and Cherylyn Greer were all chosen as finalist. Alex Bruce and Peter Dunstan both took out prizes.
- A thank you celebration was held on 5th December in recognition of International Volunteers Day for all our Lifebridge Volunteers.





## JANUARY 2017

- Beverly Smallmon joins the Team as Aged and Dementia Services Team Leader.
- This year marks our 30th Birthday



## FEBRUARY 2017

- Our new Customer Committee comprising of Linda Morton, John Costello, Chloe McKenzie, Patrick Scott and Jarrod Quinn had their first meeting on 27th February 2017.
- 3 Day Retreat Program launched, which was designed to provide our customers and their carers with the opportunity to stay in either a beach-front apartment or a peaceful rural retreat in the care of qualified staff.
- New website launched



## APRIL 2017

- Lifebridge is approved as a registered provider under the NDIS.
- Lifebridge underwent Third Party verification
- Lifebridge approved as an Aged Care Approved Provider which allows us to deliver Home Care Packages.
- Domestic Assistance Program launched



## MAY 2017

- First NDIS Pre-Planning Workshops 9th May where customers could learn how to develop their first plan under the NDIS
- 30th Birthday Campaign is officially launched.
- Jessica Proellochs and Mavis Haworth (9th May 2017) had their first experience in the recording booth as part of our 30th Birthday Marketing campaign
- We hit the 500 likes mark on our Facebook page
- Launched YouTube and LinkedIn accounts.



## JUNE 2017

- Lifebridge participated in the Cooly Rocks On Street Parade on Saturday 10th June 2017 and was the winner of the Best Float.




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## CREATIVE ARTS – THE ART YEAR IN RETROSPECT

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Art has the power to transform, illuminate, educate, inspire and motivate and this year was a spectacular year for the artists of Lifebridge. In the pursuit of individual potential, our artists achieved great things, both personally and professionally. Working together as a team our artists pooled their resources, kicked some goals and achieved some amazing things.

### **Major Projects**

The first major project of the year was one of great success and a whole lot of fun, partaking in the street parade at the Cooly Rocks On Festival in June. Our artists spent many months making hundreds of flowers, music notes and guitars, in order to decorate the Lifebridge Float. With Us the Band playing their iconic rock from the flat bed of a truck, artists, customers and staff danced their way through the streets of Coolangatta bring infectious joy to the public and giving Lifebridge some truly great exposure. What a brilliant day it was!

In August the Visual Arts Program got their groove on for the Annual Banana Festival, in Murwillumbah. Our van was festooned in colourful smiling fruit and vegetables, (faces courtesy of Bobby Miller) and our Lifebridge team, resplendent in “Be the Banana” tee shirts marched to the beat of our original “Be the Banana” activity song, thanks to staff member, Mel Martin. Another brilliant day!

Throughout the year, the Visual Arts Program

began a long-term site beautification project accessing found and recycled products. There are a number of outdoor installations along the perimeter fence and thanks to the recycling vision of staff member Lisa O’Leary, a spectacular and colourful outdoor sensory installation now takes pride of place hanging between the Art Room and activities room. This wonderful imaginative curtain has been a long-term project recently completed.

At the beginning of the year the Visual Arts program were commissioned to create two bespoke art pieces celebrating 30 years and all that encompasses Lifebridge. This unique large scale project was executed over 7 months, involved 39 customers and 4 day programs. Now framed, they await to be unveiled in conjunction with the 30 years celebrations.

### **Awards and Exhibitions**

Coinciding with the Banana Festival was the Annual Rotary Art Show and five of our artists were selected to exhibit. These works were not entered as artists with disAbilities but individually, in their own merit within the arts community. We were extremely proud to notice our artists held up equally with the other entries.

In October, unbeknown to us at the time, exhibition space had been previously booked at the Kirra Hill Community Centre. In the space of a day, we managed to ‘throw together’ an eclectic series of works covering the last few years and an extra





touch of class was enjoyed with the photography group exhibiting alongside our artists.

Once again our talented artists were successful in the annual Challenge Art Competition, a state-wide competition held in December by the Challenge Organisation in Tamworth. This competition is open to anyone with a disability and attracts hundreds of entries. Our artists have been entering this competition since its inception 6 years ago and each year its reputation and popularity grows as does the state-wide reputation of our artists and the Visual Arts program.

We have been awarded an assortment of prizes each year, to the extent that one of our artists has managed to take out a major award every year, bar one. This year all of our entered artists were chosen as finalists with Alex Bruce winning the Celebration Prize and Peter Dunstan winning an Encouragement Award. A huge achievement for all involved.

### Donations

Last and by no mean least, the Visual Arts Program was the recipient of two generous donations, in memory of Ashley Brookes, from his mother Liz and the Friday Group of Tweed Arts Unlimited. Thanks to this very generous donation, the Visual Arts Program invested in a much-desired art storage system and good quality storage boxes, which means we can now store our students work in protective sleeves and allowed us to redesign our art space to be more spacious, efficient and user friendly. Sincere thanks to Liz and the Friday Group of Tweed Arts Unlimited.

The Visual Arts Team, which consists of Kathryn Cleland, Lisa O'Leary and Mel Martin have the pleasure and the privilege to be able to facilitate the individual potential of our students through the creative process.

Challenging, encouraging and guiding our students on individual levels, we are able to access the incredible healing power of art. Art that gives us all an equal voice.



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## PATRICK DEBUTS WITH CHANNEL 9

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Patrick Scott has been a customer with Lifebridge for a number of years and has always had a keen interest in TV news, movies and acting. Much to Patrick's delight, when he was a student at Currumbin Special School, he got the opportunity to meet Channel Nine news reporter Bruce Paige.

One of Patrick's goals during 2016 was to visit the Channel Nine studio on the Gold Coast. With a little bit of persistence and a lot of determination Patrick's dream came true in November 2016 when, not only did he visit the studio, but he also made his debut as a guest newsreader.

On the day of his visit, Patrick met with news presenter Bruce Paige (who remembered Patrick from his school visit) and news reporter Wendy Kingston. He was then taken on a behind the scenes tour of the studio, where he met many Channel

Nine personnel. As a special surprise from Channel Nine, Patrick was invited to sit in the hot seat and read out some of the nightly news, which was aired that same evening along with a news story about Patrick's visit.

Reporter Wendy Kingston said "we think 19 year old Patrick might even be our number 1 fan, it was a pleasure having him here."

Patrick also had a meeting with Channel Nine Gold Coast News Director, Rod Power and handed him his CV as he would like the opportunity to work in this field.

Patrick was very excited about his visit to the Channel Nine News Studio and was proud that he had achieved his goal. It just goes to show that with a little bit of persistence and a lot of determination we have the power to achieve anything.





## VARSITY SAILING SOLO VOYAGES

First introduced to Australia in the 1990's, Sailability is a program that offers additional levels of support and equipment to assist people of all abilities to participate in sailing. Sailability aims to provide people of all abilities the opportunity to reach their potential by offering a progressive pathway with incremental levels of achievement in the sport of sailing.

The Varsity Lakes Sailability Program has been operating for over 10 years and continues to be a popular choice for many of our customers.

For several years, most of our Sailability participants have been sailing with the assistance of staff and volunteers at Sailability NSW, Tweed Heads. With the introduction of our newest Sailability partner, Gold Coast Sailing Club at Varsity Lakes, our customers now have the opportunity to sail independently in a solo boat.

If you were there on day one of the Varsity Sailability Group, you would have witnessed the

emotions written on the faces of our participants as they learnt that they would be sailing solo. It was a mixture of excitement, nervousness and joy.

It was a challenging proposition, taking each participant out of their comfort zone and placing them in complete control of their own boat. And to the challenge, they rose. With a bit of encouragement and a little push they embarked on their first independent sailing trip gliding across the glass waters of Varsity Lakes with the wind in their backs.

Kim Jackson, Jarrod Quinn, Mitchell Turner, Jai Gorton and James Small did fantastically well and now have some fabulous sailing skills.

If their desire is such, and their passion is high, participants can work towards competitions and perhaps even Olympic trials. Varsity Sailing is connected with the Disability Olympics Program and can help facilitate pathways.



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# COOLY ROCKS ON FESTIVAL

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Established in 2011, the Cooly Rocks On Festival has evolved to become Australia's largest rock 'n' roll nostalgia festival and a signature event on the Queensland and Australian events calendar. One of the highlights of the Festival is the Street Parade which brings rock 'n' roll, custom cars and old fashioned glamour to the streets of Coolangatta.

On Saturday June 12, 2017 Lifebridge once again participated in the Cooly Rocks On Street Parade. Our float themed on Elvis and Blue Hawaii was bursting with enthusiasm, pride, inclusivity and happiness that was simply infectious. "Aloha from Lifebridge" greeted the public as we wove our way through the parade. A waterfall cascaded down over the back of the cab and the sides festooned with flowers. "Celebrating 30 years" was proudly on display and a giant teddy bear waved to the crowd.

Our very happy and proud Lifebridge crew was led by 3 Elvis' and behind them 30 or so of our staff

and customers dazzling in 50's inspired clothing walked, wheeled, danced, played and sang their way through the crowds, lapping up the lime light. The costumes and the effort everyone put into this event was simply amazing.

As always, Us the Band were a crowd favourite as they belted out hit after hit. The delight shown by the thousands of spectators was breathtaking as they broke in to spontaneous applause for the entire Lifebridge crew. So much so, that we won the award for the best float of the parade. Our "Winner" trophy is now proudly on display in reception and, of course, our attention turns to 2018 and what this may hold.

Cooly Rocks On, now a tradition for Lifebridge, is just one of the ways we are integrating with the local community and the inclusivity the event promotes is why we will continue to attend each year.



## TESTIMONIAL

"My favourite thing about Cooly Rocks was dressing up as Elvis, as everyone knows I love to dress up. I also loved the music and being able to hang out with my friends. I also loved the build up to the event as I had time to work out what I would wear and the best thing of all is our float won." **Jason Williams**

"I was honoured to be included and to meet new people as I get supports from Aged Care Services. It was lovely to see so many happy people and all the effort in people getting dressed up." **Allan Gottoswich**

"I did really well, no anxiety just nerves. My mum, Aunty Linda & cousins came to watch me. I even saw my friend Roderick & workers Darren & Amy. It was funny when they called out my name and took photos. All the shirts were so pretty. I liked being with my friends and staff. The parade wasn't as long this year and lucky we finished before all the rain. We won the prize for best float, we rock don't we! Jai was good in the band." **Chloe Simpson**

"It was my first time at the Parade and I had a great time with everyone. It was fun, actually. The best part was all the dancing. The band was very good. It was really cool with all the people watching. I'd love to do it again next year." **Billy Stewart**





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## WHAT'S ON GROUP HOLOVERSE EXPERIENCE

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The Lifebridge What's On Group is designed to allow our customers to participate in a range of local events and activities in the community. This program is developed around the interests of the group and each person is encouraged to share their ideas and broaden their participation in new and exciting activities.

Each month the What's On Group program is packed with exciting new adventures and the opportunity to attend some of the region's most popular events such as the Swell Sculpture Festival at Currumbin and the Cooly Rocks On Festival in Coolangatta.

One such adventure the What's On Group had the chance to experience this year was Holoverse, the world's first fully holographic entertainment centre on the Gold Coast. This is a place where you can visit wondrous new worlds, explore ancient civilizations, fight robots with swords and guns or turn into dragons to battle your friends in the sky and see your own holographic wings flapping on your back.

Group Leader, Liis Parmasson said "everyone wanted to try something different and this activity certainly didn't disappoint. It was something unique that we had wanted to try for a long time."

The Group was set up with state-of-the-art lightweight equipment and taken into the hologram room where they experienced real holograms that they could interact with and walk through.

Not really knowing what to expect, the experience didn't come without its challenges for a few members of the group, who had to push the fear factor and their limits with some of the activities. Liis said "there was one activity where you had to jump into an imaginary hole in the ground. A few of the group got scared but they challenged themselves and forged ahead. In the end, they were very proud of themselves for facing their fears."

Another participant, who is in a wheelchair, commented that he felt like he really was immersed in the water as part of the optical illusion and it was such a wonderful opportunity for him to be able to fully engage with the experience. Everyone in the group said "it was the coolest thing they have ever done."

Programs like our What's On Group are a great opportunity for our customers to challenge themselves and experience activities and events in our local community but most of all, have a lot of fun.



## TWEED VALLEY BANANA FESTIVAL

The Tweed Valley Banana Festival, which is organised by Rotary International, has been running since 1956 and each year the festival, through its volunteer workers and the entrants in the Queen, Teen Queen, Prince and Junior and Senior Princess events raises and distributes in excess of \$15,000 to various charities as well as providing a mix of free and commercial entertainment.

Lifebridge was a major sponsor for the 2016 Banana Festival and we were the named

sponsor for the Family Fun Day and Crowning Ceremonies.

On Saturday August 27, 2016 Lifebridge participated in the Banana Festival Street Parade. For Lifebridge to stand out in the parade hand painted "Be the Banana" T shirts were designed and created by the Visual Arts Group and our van was decorated with various hand-made fruit and vegetable decals. A banana dance was created and choreographed by Mel Martin's nephew, Liam Kelly and was performed by everyone who



participated in the parade. Liam is now known in the Tweed as the Banana Man.

Taking advantage of our newly acquired promotional marquees, we had two stalls at the Lifebridge Family Fun Day in Knox Park, one of which was selling our customer's artworks, leatherworks and craft and the other scrumptious banana splits, which were prepared by the Let's Cook Group and Lifebridge staff and

volunteers.

Us the band also set up a busking gig at the Family Fun Day and raised a small amount of money for the band members.

Unfortunately, the future of the Tweed Banana Festival is uncertain but Lifebridge were honoured to be a part of the 2016 Festival and will continue to promote access and inclusion for our customers at similar events.







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## DISABILITY SERVICES MINISTER'S VISIT

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In the weeks leading up to the introduction of the NDIS, when uncertainty was at its highest and all the questions were mounting, we were fortunate to receive a visit from NSW Disability Services Minister Ray Williams and Tweed MP Geoff Provest said.

Customers and staff were able to ask questions and express their thoughts about how the NDIS would impact them. The Minister was able to address each of their concerns and provided the reassurance and confidence that each person needed.

Not letting an opportunity go astray, our Let's Cook Group demonstrated their skills in the kitchen and prepared a delicious morning tea for all to enjoy.

Mr Williams was very impressed by the initiatives, supports and opportunities provided to local residents.

"It's great to see organisations like Lifebridge Australia preparing for the NDIS and supporting their participants through the transition" said Mr Williams.

"NDIS has the potential, with great organisations

like Lifebridge, to give a freedom we've never had before and give (those with a disability) a greater sense of value in the community," Mr Provest said.

With the NDIS now in operation within the Tweed, it's expected an additional 3,400 people will be incorporated into disability support. "Our government is working hard to make Tweed an inclusive place for people with a disability. Thank you to the staff at Lifebridge Australia for supporting us with this mission," he said.

For Lifebridge staff and customers, it was a fantastic opportunity to speak first-hand about the introduction of the NDIS in the NSW, Far North Coast. Everyone had excellent questions and the responses were very promising.

Now operating under the NDIS Lifebridge are working towards making the transition for our customers as seamless as possible. Together we will learn, improve and discover all the exciting things the NDIS can offer us.

## Kerryn Frederickson

30 year old Kerryn has had a very busy and productive year and it doesn't look like slowing down any time soon. Inspired by her love of cooking, Kerryn has already completed Certificate II in Kitchen Operations; Certificate I & II Hospitality and this year began studying Certificate III in Commercial Cookery and Certificate IV in Retail Baking at the Kingscliff TAFE.

Kerryn is very proud of the fact that she has moved forward in her TAFE studies and is now attending on her own, without the support of Lifebridge staff as she had in the past.

Kerryn is currently looking for employment and in late 2016 she was selected by her TAFE teacher, Vanessa to participate in her first work experience placement at Tweed Heads Bowls Club. During her six week placement, Kerryn was assigned the role of assisting the head baker, Terry with a variety of baking tasks from meat pie filling to vanilla slices.

Kerryn said "It was my first time working in a

commercial kitchen, away from the comfortable TAFE kitchen. I didn't need support from my TAFE teacher, Vanessa after only 3 hours. She was originally going to stay with me for six weeks."

When Kerryn is not cooking up a storm in the kitchen, she also enjoys art and photography. Kerryn is currently participating in our Visual Arts and Multi-Media and Photography programs, which has also helped boost her confidence. Kerryn said "I smile a lot more now and I am not in my shell. I have way more confidence and I like making new friends." Kerryn is also on the Lifebridge Disco Committee and on disco nights she helps out by setting up and serving in the canteen.

Kerryn's ultimate goal is to secure a position in the hospitality field and live independently. She currently lives with her mother and is looking forward to one day moving into her own place and having her friends over for some delicious home cooked meals.

"It is time for me to fly away from Lifebridge, it's my time to fly" said Kerryn.



Kerryn

# CUSTOMER PROFILES

## Mattie Grant

19 year old Mattie likes to live his life in the moment and strives to achieve something, even if it is something small, every day. "I love sport, socialising, using my iPad to communicate and check out photos. I really like people and I check out cars and motorbikes. I really like to be a part of things and being helpful." Mattie said.

Having just completed his schooling at Banora High, Mattie is looking forward to holidaying with his Mum and getting stronger and more confident in his body at the gym. Mattie and his support worker, Jason have worked on a fitness programme and they go through it together.

"I have two male support workers at Lifebridge, Jason and Andrew. They are really cool to hang out with. They teach me things and we have fun. It's just cool to hang out with the boys." Another thing Mattie enjoys is the variety of activities that Lifebridge has on offer. "I love the discos they put on and I really enjoyed the Tyalgum Retreat that Lifebridge organised. It was awesome."

Mattie was also very proud of himself this year when he stood up in front of the whole school and received his workplace certificate. "I received this certificate as I did work experience though school. I did lawn mowing at the Kingscliff Bowling Club and I loved it. My carer from school and the Green Keeper at Kingscliff Bowling Club helped me achieve this goal. A mate of mine worked with me as well so it was a really positive energy which made me enjoy it even more."

Next year Mattie wants lots of opportunities to expand his energy, pursue his passions and meet new friends.



Mattie



**Chloe McKenzie**

One of the many dreams and goals that Chloe set out to achieve this year was to volunteer with babies or children at a kindergarten. Coming from a large extended family whom she loves spending time with, Chloe enjoys the rapport she has with children and babies.

With the support of her Lifebridge support worker, Chloe has achieved this goal and is now volunteering at a local kindergarten. "I am very proud of myself for getting a volunteer position at the kindy. It is my favourite day. I have always wanted to work at a kindy and I am now volunteering at one with a support worker.

I also feel more confident when I am in the

community" Chloe said.

Chloe also enjoys attending Lifebridge Day Programs and is involved with a variety of our programs such as the Let's Cook and I Can Do It Groups. "I like getting out of the house, trying new things and seeing the support staff."

There is a lot more Chloe wishes to accomplish in the future, such as obtaining her learners permit, for which she has already started studying and continuing with her volunteer work at the Kindy, with the end result of obtaining employment in the Child Care field.

We have every confidence that Chloe, who is a very determined and independent young lady, will achieve these goals and many more.



Chloe

### Walter White

Walter White was born in Lightning Ridge and grew up in Tenterfield. He came from a family of five children and was home schooled by his mother, whilst his father worked on the road. He went on to become the longest serving bookkeeper in rural NSW and then owned a hardware store in town for 10 years.

Looking back, Walter said “he remembers when television and vinyl records first came in.” An avid fan of Slim Dusty, he is more likely to pop a CD into the disc player than a vinyl record on the turntable these days.

Walter is Lifebridge’s first Home Care Package customer. In April 2017 Lifebridge was approved as an Aged Care Approved Provider which allowed us to deliver home care packages. A home care package allows our customers to live independently in their own home with a package of care, services and case management to meet their personal needs.

Walter lives in his own home, supported by his daughter and he has enlisted the services of Lifebridge to ensure that he can continue enjoying life and maintaining his health into the future. He enjoys coming to Lifebridge for the company and being around people.



### Shirley Rae

The eldest of 11 children, Shirley spent most of her childhood in Ballina, where she enjoyed spending her time at the beach. Shirley went on to marry Wayne, the President of IBM and together they had two children, Stephanie and Michael.

Shirley has travelled quite extensively with her husband, Wayne and some of the highlights for her was a trip down the Murray River on a riverboat and meeting the Queen at Expo. “I have achieved a happy life with Wayne and our children followed us wherever we went.”

Shirley currently attends our cottage groups where she has the chance to enjoy new social interactions and make friendships. “I love coming to Lifebridge and meeting all the different, caring people and learning new things. It has helped my confidence and I can get back to living and enjoying other people’s company.”

When Shirley is not attending Lifebridge she enjoys the company of their two dogs.





## AGED CARE UPDATE

2016-17 was a busy year in the Aged Care team as we adapted to meet the staged implementation of the Aged Care Reforms and Home Care Packages. Our primary focus was on our programs and service offerings and a number of new programs were introduced to better meet the needs of our customers.

Lifebridge also became an official provider of Home Care Packages and our services expanded to include Domestic Assistance. This, in turn, allowed our Aged Care Services to boom with an exciting number of new referrals.

To support this growth we introduced new programs and recruited additional Home Support Workers to maintain our excellent standard of services to our customers.

The rapid growth and expansion of Aged Care in past financial year, and in particular the last 6 months of the financial year has provided immense opportunity. It has given Lifebridge additional capacity to provide new services, grow our existing service offering and increase flexibility, expand on our entire service range and the prospect of looking into innovative future programs.

A lot of activity and change has happened with the Aged Care team and there are lots of promising developments in store for the year to follow.

### **Consumer Directed Care (CDC)**

In February 2017, Aged Care supports began to change and Home Care Packages became more flexible. The principles of these Packages was Consumer Directed Care (CDC) which placed our customers at the centre of their supports. CDC allows our customers and their carers control over the design and delivery of the services they receive. It also allows our customers to exercise a greater degree of choice in what services are delivered and where and when they are received.

### **Home Care Packages**

In April 2017, Lifebridge was approved as an Aged Care Approved Provider which allowed us to deliver Home Care Packages. This meant that Lifebridge was able to expand its offering providing a greater breadth of service.

The wonderful thing about a Home Care Package is that it allows our customers to remain at home for longer, as well as, providing choice and flexibility in the way that care and support is provided. Package include Domestic Assistance for household jobs like cleaning, clothes washing and ironing. Our Domestic Assistance Service allows our customers to remain independent in their homes by helping them with essential light housework tasks.







## DISABILITY SERVICES UPDATE

It seems everywhere you turn all you hear about is the NDIS and its staged introduction across Australia, the impact it's having and what to expect. And as you may have suspected, this year Disability Services focus has been largely centered on the NDIS and what supports we were able to provide our customers to help them transition as smoothly as possible come July 1, 2017. This was our objective and what we set out to achieve.

From research to consultation with transitioning organisations, workshoping to customer consultation, and educating to symposiums if there was information about

the NDIS to be learned and communicated we we're on top of it. Of course, this wasn't without challenges as the NDIA continued to shift and so too did our strategy in a bid to realign.

In October 2016, 8 months before the NDIS was due to be introduced in Northern NSW, we launched our very first NDIS Information Session which saw over 15% of customers and family members in attendance to learn about the changes. It was a great response and the consequent engagement from the families was even more positive. We continued to run sessions and continued our mission to educate and prepare.



As part of this process, Lifebridge also introduced a team of NDIS Champions, skilled and informed ready to support customers as they required and as the NDIA began to make contact with individual customers. From here Lifebridge began our Pre-Planning Sessions which helped guide customers and families develop their first Plan. And from the initial results we've already witnessed families that pre-planned have a smoother experience with the NDIA and receive the funding they require.

Lifebridge Australia officially became a registered provider of NDIS supports on March 15, 2017.

While all this activity was happening, Disability

Services was also continuing regular operations. Day Programs, 1:1 Services, Children Services and Group activities were all in operation and all supporting our customers. And together they've all achieved some fantastic outcomes, through their commitment, hard work, focus and determination.

Next year will continue to be a year of transitioning as each of our customers receive their NDIS Plans and we migrate entirely to an NDIS framework. We will begin our implementation of a HUBS model of service and seek to further integrate our customers into the community to achieve their goals and increased independence.



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## MARKETING AND COMMUNICATIONS

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In 2016/17, the role of Marketing and Communications was fundamental in establishing our market position, preparing the organisation for an increased competitive environment and in developing the frameworks and infrastructures required to ensure we we're able to achieve our strategic objectives. To help drive this activity and achieve these objectives, investment was made to grow the Marketing and Communications team, and in August 2016 the team expanded to 1.5 FTE.

With a clear direction of what needed to be achieved the team actively set out in pursuit of these goals. After delving into the current state, the Marketing team set out to commence their activity with a complete Brand Refresh. This first step was critical in realigning public perception of Lifebridge, customer perceptions and celebrating Lifebridges rich history of 30 years. In a period where the needs and requirements of our customers are changing, this was a perfect opportunity to position ourselves where we wanted to be.

As part of our refresh, we also determined the need for a new website that met our customer needs. After extensive analysis into the areas where we we're receiving our highest levels of engagement, users flows and missed opportunities we launched our brand-new site in January 2017. Our website now let's you access

our information anytime and anywhere. The fully responsive site delivers an optimised navigation, improved user experience with clear actions, additional content, real-time news stories, social media integration and the opportunity to engage with Lifebridge on multiple levels.

With our fundamental assets now available as part of the refresh, we looked to further enhance our communications and increase our awareness. Our position on social media solidified as we grew our following and we expanded our social media networks introducing LinkedIn and YouTube into the mix. In June 2017, we released our first edition of the Lifebridge Quarterly - our quarterly publication that provides real insight into the Lifebridge community, news and information about our services, industry updates and most importantly provides our customers with an opportunity to share their stories.

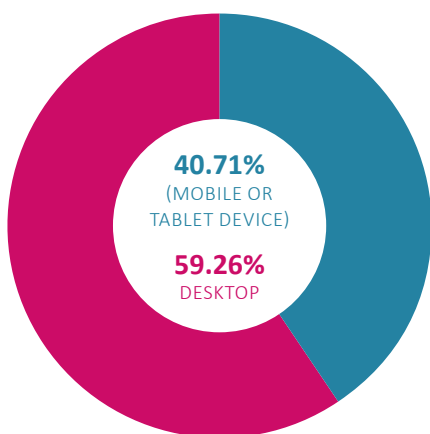
Additionally, we also launched our inaugural marketing campaign which spanned across social, radio, print, tv and digital. The campaign featured some of our very own customers and we extended original campaign timelines due to its success.

As we look forward to the year ahead we have a very full schedule filled with many exciting projects and activities all of which continue to improve on the way we currently operate.





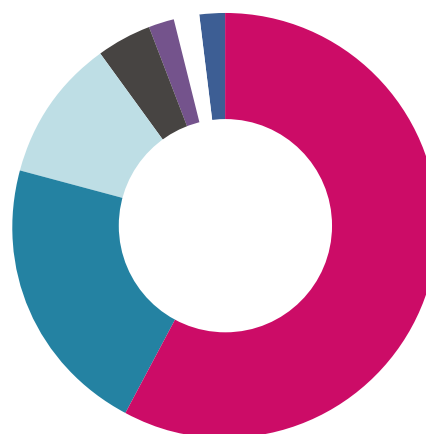
SINCE LAUNCHING A RESPONSIVE WEBSITE WE'VE ACHIEVED AN ADDITIONAL TRAFFICK



**20%**  
SUBSCRIBER  
GROWTH

OVER **12,000** PAGE VIEWS  
OVER **2,500** USERS

## TOP CHANNELS



- Organic Search: **57.7%**
- Direct **21.5%**
- Other **10.7%**
- Paid **4.09%**
- Email **2%**
- Referral **2.1%**
- Social **1.7%**



**EMAIL**  
ENGAGEMENT

**34**  
EMAIL  
CAMPAIGNS

**8,545**  
EMAILS  
SENT

**98.9%**  
DELIVERY  
RATE

**47.4%**  
OPEN  
RATE

**6.7%**  
CLICK  
RATE

## MOBILE WORKFORCE

Lifefridge has begun to modernise its information technology capabilities to create an efficient and effective workforce which will remain competitive and be sustainable as the business transforms into a digitally connected mobile workforce.

In March 2017, Lifefridge successfully undertook a Cloud and Office 365 migration project and implemented a 24x7x365 Help Desk service with its IT service provider.

In April 2017, Lifefridge recognised that its staff technology and legacy information systems needed to be refreshed, and decided to engage with specialist vendors to provide a proven web-

based customer management system, a modern fleet of mobile devices for staff and office spaces that support mobile workers.

Significant Information and Communications Technology investment is required to achieve these strategic objectives. With the introduction of our new technology will come new processes and policies for increased efficiency and productivity so that a greater focus can be placed on our customers.

This advancement also enables Lifefridge to be innovative in the activities we deliver for our aged and disability customers.

#### **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 9 to 26, 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 2017 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.



Milena Morrow

Dated this 25th day of October 2017

## **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 2017, 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 2017 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.

### **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 2017, 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.

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

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: 25 October 2017



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