

lifebridge

Australia Ltd

**ANNUAL
REPORT
2022/2023**



ACKNOWLEDGEMENT OF COUNTRY

Lifebridge proudly acknowledge and respect Australia's Aboriginal and Torres Strait Islander communities, the Traditional Owners and Custodians of the land on which we stand.

We pay our respects to ancestors and Elders of the past, present and future and acknowledge their spiritual connection to Country.

We extend that respect to our Aboriginal and Torres Strait Islander staff, volunteers and customers.

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



VALUES

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

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



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.



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



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



VISION

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



PURPOSE

Support. Inclusion. Independence.



STRATEGIC GOAL

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

CHAIRPERSON & CEO WELCOME

It is with great pleasure that as Chair and CEO we present to you the Annual General Meeting (AGM) report for Lifebridge Australia, reflecting upon the challenges and triumphs of the past year.

We have chosen to focus this report on the voices of our people, as they are the heart and soul of our organisation.

Through the Lifebridge Advantage – our underlying philosophy, we are building a culture of inclusiveness and meaning, where employees, volunteers, and customers are all considered of equal standing, working as one team.

In the past year, we have been diligently working to interpret and implement new governance initiatives legislated within the industry. These initiatives have demanded a considerable allocation of resources, time, and effort, primarily centered around reviewing and updating our policies, procedures, and work processes for essential compliance.

Strengthening our clinical governance has been a particular focus as we expand this critical aspect of our business. We firmly believe that high quality services are essential for all our customers.

As we prepare to respond to significant reforms within the aged care sector and the National Disability Insurance Scheme (NDIS), we are navigating a period of uncertainty.

While the delay in the introduction of aged care reform (Stay at Home) is welcomed, we anxiously await the government's final model and pricing structure, recognising that further adjustments and changes to our business models will be inevitable.

Similarly, the NDIS space is poised for a significant transformation, as we await the outcomes of the NDIS review and the Government's response to the Disability Royal Commission Report, knowing that we must adapt to a changed vision and intent.

Throughout this period of change, our commitment to quality and our customers remains steadfast as we ensure any transition is as seamless as possible. Amidst these challenges, we have not remained idle. We have been restructuring and refining our work processes to improve both internal and external effectiveness and efficiency.

Valuable feedback from our customers, both negative and positive, has played an integral role in shaping our organisation's evolution.

Our focus on creating consistent and stable rosters, while also responding to new customers promptly, has been a significant undertaking, especially considering the ongoing challenges posed by the pandemic.

The pandemic highlighted how vulnerable our rostering process was when relying on a single point of contact.



GET TO KNOW OUR BOARD MEMBERS

<https://lifebridge.org.au/about-life-bridge-australia/board-of-directors>

This may be due to customer preference or skillset of employees, but when we had mass staff shortages and strict isolation rules, trying to adjust and align rosters across a large geographical area was extremely challenging.

Lifebridge has invested considerable time and resources into developing geographically based team rosters.

Phase one of the project has helped to stabilise the rosters by creating a team that is cross-skilled and works together across a geographical area.

Customers become familiar with a team of workers who can more easily backfill and step in for one another when there are planned and unplanned absences.

There is more work to be done on this model, especially as worker shortages continue to plague the sector but we are pleased to say that things have improved and the feedback from our customers has been heartening.

However, the lasting legacy of the COVID-19 global crisis cannot be underestimated.

It has underscored the importance of staying home when unwell and has shifted perspectives on work-life balance and what truly holds meaning and purpose in our lives.

We have experienced a high turnover of staff this year, as individuals make lifestyle decisions to retire or embark on new adventures.

While these departures have been bittersweet, the Lifebridge team has been incredibly supportive of these personal decisions.



**"WE HAVE CHOSEN TO
FOCUS THIS REPORT
ON THE VOICES OF OUR
PEOPLE, AS THEY ARE
THE HEART AND SOUL OF
OUR ORGANISATION"**

CHAIRPERSON & CEO WELCOME CONTINUED

The combined effects of COVID-19 and a broader worker shortage have made staff replacement a complex endeavor as the essential skills are in high demand.

This year, we had anticipated starting with a fresh team as we moved into restructuring and partially introduced our new business model. Unfortunately, it has been a year marked by ongoing recruitment challenges.

In closing, we extend our heartfelt gratitude to the entire Lifebridge team for their unwavering dedication and commitment, even in the face of human resourcing challenges.

Their positive outlook and collaborative spirit have enabled us to overcome adversity and maintain our high standards.

This year has truly highlighted the strength of our culture, emphasizing that if one person falters, we all share in the challenge and work together with kindness and compassion to achieve success.

We have centered this AGM report on the voices of our people. In the following sections, you will hear stories directly from our support staff, office staff, volunteers, and our customers.

This is their company, their community, and their story.

We believe it is best to let them tell you about the year that was at Lifebridge Australia.

**"THANK YOU FOR
YOUR CONTINUED
SUPPORT AND TRUST
IN LIFEBRIDGE"**



EMBRACING INTEGRATION & FOSTERING COMMUNITY



Lifebridge's Unwavering Commitment

In response to the ever-evolving landscape of the National Disability Insurance Scheme (NDIS) and the anticipated changes arising from the aged care reform, Lifebridge has been refining the organisational structure and service model, by championing the principles of integration and community-building.

The Integration Model lies at the core of our strategy. It emphasises the inherent worth and uniqueness of the individual, treating them as more than recipients of services but as integral members of our ever expanding community.

The Integration Model, underscores our approach to treat individuals as unique persons, providing tailored support and assistance essential for them to flourish, maintain independence, and remain firmly connected to their communities.

As we systematically deconstruct longstanding barriers and silos, we have observed a marked enhancement in our ability to be responsive and adaptable to the diverse needs of our customers. Over the past couple of years, we have invested considerable efforts in cross-skilling our support workers and streamlining our operational processes.

This initiative, although in its infancy, is enabling office staff to breakdown the silos and seamlessly navigate various funding streams, recognising the commonalities that exist within our processes.

Consequently, we have aligned workflows and developed tools that facilitate efficiencies resulting in more agile and responsive service to our Lifebridge community. In parallel it offers professional development opportunities for cross-skilling and training staff across all program and funding types, fostering a culture of continuous learning.

Our journey toward integration and community-building is far from over. The next phase of transformation is scheduled for implementation in the coming year, promising even greater flexibility and responsiveness.

Our actions are deeply rooted in the invaluable feedback we receive from our customers, who are our partners on this journey.

Our objective is clear: to operate as one cohesive team, providing real time solutions and answers to those we are here for.

Through active listening and responsiveness to customer and staff feedback, we remain steadfast in our pursuit of quality improvement and the development of relevant, high quality service.

EMBRACING INTEGRATION & FOSTERING COMMUNITY CONTINUED

To actively solicit feedback, we employ an array of traditional methods, including face-to-face meetings, surveys, focus groups, and auditing sampling processes. In addition, we remain accessible through email and telephone and have also introduced QR codes for immediate interaction, all of which ensures that every voice is heard and every suggestion is given its due consideration.

We are extremely grateful to our Customer Advisory Committee who are now building in numbers and can only grow in strength. This dedicated committee exemplifies our commitment to integrating the voices and perspectives of our community members. They play a pivotal role in our feedback loop, acting as the bridge between the integration model and the real-world experiences of our community members.

On reflection of the past year we celebrate the progress we have made together and look forward to the continued growth and transformation of our Lifebridge community as we continue to foster integration, embrace diversity, and build a community where individuals are valued for who they are, not the funding they possess.



A compelling illustration of the impact of this feedback-driven approach is exemplified through our Customer Advisory Committee.

One of our valued members, who experiences visual impairment, provided invaluable insights into enhancing our communication materials.

During a recent Customer Advisory Committee meeting, this member conveyed his previous reservations about reading the Customer Newsletters due to font and color issues that posed challenges for individuals with sight impairments.

After discussions with our Communications Officer who conducted further research, significant changes were made to our communications format. Remarkably, he went on to commend the noticeable improvements, expressing his satisfaction with the Newsletter, which he now reads from cover to cover.

Our Customer Advisory Committee serves as a pivotal component in our feedback loop, steadily bridging the gap between concept and reality in the implementation of the Integration Model.

This practice ensures that we remain attuned to our customers, consistently listening, and promptly responding to their needs, fostering an environment of continual improvement at Lifebridge.

STAFF PROFILE

STEFANY STOCKWIN-WUNSCH

I have been working with Lifebridge for almost 18 months now and have had the opportunity to work across various roles including Care Manager, Customer Enquiries, and recently appointed Team Lead Customer Service Centre.

I have been working with older people for the last 15 years across various roles including massage therapist, counsellor and community educator for Palliative Care Tasmania.

I have a Graduate Diploma in Counselling and am currently completing a Masters in Ageing and Health to broaden my skills and knowledge in the area of ageing well in addition to gaining a deeper understanding of the issues that impact older Australians.

What do I love about working with Lifebridge?

I love that I get to make a difference to someone's life.

Working closely with people and their families, having people trust that you are doing all you can to support them brings me a great deal of satisfaction in my work.

I receive so much gratitude for the little things that can make a big difference in someone's life!

I have a background in counselling and am a strong advocate for death literacy and end of life planning.



There have been two occasions over the past 12 months where I have been able to support people to be able to die in their place of choice, and also support the family to accept that death is a natural part of life.

Recently one of Lifebridge's long term customers died, she was declining gradually over the last 6 months, losing her appetite, her motivation to participate in everyday things she used to find enjoyment in and was sleeping more and more hours each week. The priority was for the customer to remain at home for as long as possible being cared for by her daughter.

Via her Home Care Package funding we were able to source all of the equipment the customer needed, and all of the allied health support to ensure she was cared for safely at home.

STAFF PROFILE CONTINUED

I had many conversations with her daughter reassuring her that what her mother was experiencing was natural and that she was indeed doing everything the right way to support her mum.

These conversations were so greatly appreciated by the daughter and over the last few months we would chat regularly, openly talking about life and death which the daughter later told me gave her so much comfort in a situation that was unknown and challenging.

Our wonderful Registered Nurse, Helen Perry also played a significant role in supporting this family and we would often liaise about the needs of the customer with Helen providing outstanding clinical support to both the customer and her daughter.

I know that the daughter found Helen's support invaluable and was reassured with every visit from Helen.

I attended the funeral of the customer recently and was overwhelmed with the gratitude that was expressed by the daughter and the son of the customer.

I was introduced to all of the family as someone who facilitated being able to keep their mum at home comfortably with support whenever needed.

This was such a special moment as for me I was just doing my job and I walked away knowing exactly why I love my job and love working for Lifebridge.

I think what I love most about working for Lifebridge is I can hand-on-heart say that everyone in the organisation really cares about the people we provide services for.

They are not just a number; they are a person.

Being a smaller organisation allows us to provide really person-centered care.

It allows for close relationships between departments to develop so that in a crisis or an emergency you know that you can call on another team and they will do their best to respond to create best outcomes for our people, this spans from reception to management.

I'm excited to be a part of the team that will guide Lifebridge through the upcoming Aged Care reforms and look forward to being able to continue to deliver outstanding care and support to Lifebridge customers.

"BEING A SMALLER ORGANISATION ALLOWS US TO PROVIDE REALLY PERSON-CENTERED CARE"

PEOPLE AND CULTURE UPDATE



The impact of COVID-19

The year saw a reduction in Covid related restrictions including lockdowns, border closures and fortnightly isolation periods however the longer term impacts of the global pandemic remain.

This is most acutely felt in the area of resourcing with staff shortages being experienced right across the sector.

Three years of limited skilled immigration, early retirement, family relocations, sector “burnout” and “turnover” continue to impact regional providers in particular.

The pandemic has also caused many of our volunteer partner organisations to close their doors due to limited availability of people wanting to volunteer in the care sector.

During the reporting period Lifebridge has progressed a number of strategic projects to limit the impact of staff shortages on service delivery, enable growth and reduce time taken to onboard new customers and services.

The Lifebridge Advantage

The Lifebridge Advantage is the philosophy and methodology that underpins Lifebridge’s organisational culture and service delivery model.

Based on the human rights principles of Respect, Dignity, Independence, Choice, Self Determination and Self Realisation, it is the belief of Lifebridge Australia that when you work in partnership with people, quality of life is achieved.

When someone joins Lifebridge as a customer, carer, staff member, contractor or volunteer, they join a community that will support and encourage them to continue learning, growing and optimising their abilities and potential.

We endeavour to create and provide meaning and purpose in everything that we do.

Our objective is to ensure that all members of the Lifebridge community have the opportunity to develop and flourish and become the best possible version of themselves that they can.

The Integrated Teams Based Service Delivery Model

During the reporting period the integrated teams based service delivery model has been progressed through the training and development of our dedicated team of Community Support Workers across all aged care and NDIS service types.

PEOPLE AND CULTURE UPDATE CONTINUED

This provides greater resource availability and flexibility for rostering while supporting staff to have meaningful rosters within a geographical location.

Our aim is to provide consistent, reliable services to customers delivered by a local team of highly skilled, professional workers.

The Rostering Project

Lifebridge continue to focus on meeting customer needs and service requirements through the development of stable, consistent, recurring rosters delivered by an experienced team of community support workers who themselves work and reside in the same location.

Significant changes to the SCHADS Award effective 1 July 2022 were a further impetus for change with new requirements including minimum 2 hour engagement periods, broken shift allowances, rostered breaks and a focus on reducing travel time between shifts.

Organisational Structure Review

The ability to adapt and respond to evolving sector reform, social and economic challenges, legislative and regulatory requirements is critical to organisational success.

Lifebridge has long anticipated aged care reform in line with many of the NDIS core principles and foundations and has begun preparing our aged care business for “future state”.

Lifebridge commenced its strategic move into clinical service delivery with the recruitment of a Clinical Lead and team of registered nurses. This team will enable Lifebridge to respond to the changing needs of our customers as they make personal choices about aging at home.

The Lifebridge Quality and Compliance Team has been extended with a focus on business readiness in response to the industry reforms, new regulatory requirements and the strengthened aged care standards.

Lifebridge has established a service delivery model with Team Leaders responsible for leading and managing service delivery for NDIS, Home Care Packages, Clinical Services and the Commonwealth Home Support Program.

Technology Investment

Organisational growth and success through the delivery and use of technology based solutions continues to be a focus for Lifebridge.

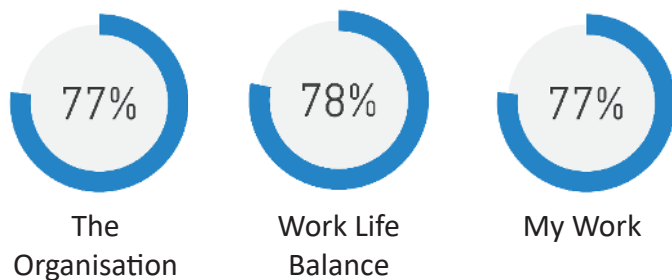
Strong relationships with our IT business partners enable us to work together to ensure our systems are aligned and meet changing business and compliance requirements in line with sector reforms and reporting requirements.

Technology based service delivery remains a priority as we develop customer capability, connections and community engagement through online programs.

2022 Staff Engagement Survey

The annual Lifebridge Staff Engagement & Satisfaction Survey was conducted in October 2022 and once again delivered some positive results.

With a 62% response rate and an overall satisfaction rate of 66% across all focus areas, our staff told us their top three areas of satisfaction were:



The two areas delivering the lowest levels of satisfaction amongst staff were Career Opportunities and Remuneration which continue to be challenging across the sector due to award responsiveness, funding levels, fixed pricing and the resulting flattening of organisational structures.

Training & Development

Lifebridge made a significant investment in the training and development of staff during the 2022/23 year.

This was largely influenced by our employee survey results of the previous year which indicated a 50% employee satisfaction level in this focus area.



PEOPLE AND CULTURE UPDATE CONTINUED

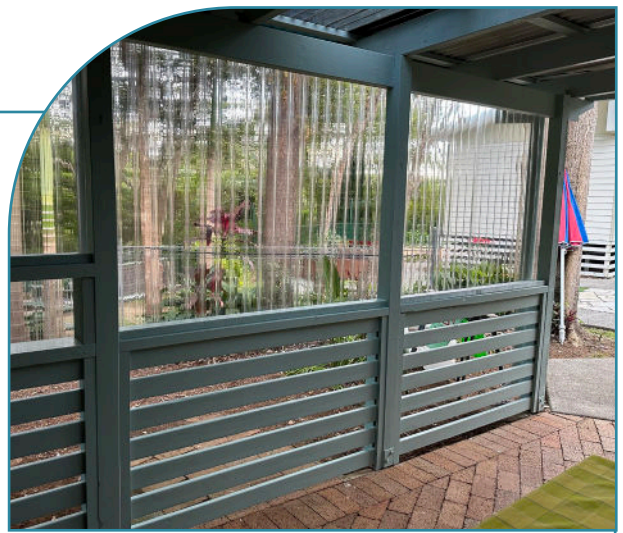
What we did:

- Further development of our on-line training library to 15 mandatory modules hosted on our LMS.
- Quarterly All Staff Meetings providing a significant component of face to face education.
- Focus on clinical support training for staff including medication awareness & assessment for community support workers and extended clinical competency training for RNs.
- Staff education on sector reforms and customer case management best practices.
- Increased engagement with our peak bodies and sector partners for participation in seminars, webinars, forums and online training programs.

Volunteer Program

Our gratitude, appreciation and heartfelt thanks go to our wonderful team of Volunteers who continue to inspire us all.

Through their provision of service including creating deliciously nutritious meals, assisting customers with their transport and shopping needs, supporting and assisting customers to participate in group and community programs, to maintaining our gardens and facilities, we thank them for bringing meaning, purpose and independence to our customers.





REVAMPED

OUTDOOR AREA AND GARDEN BEAUTIFICATION

There is no doubt that remodelling a space will give it a whole fresh new look and feel and this is exactly what everyone is talking about with regard to our outdoor area and garden revamp.

The initial thought behind the project was to turn an outdated, under utilised and dark area into a place that was lighter, brighter and much more inviting.

Now our customers can enjoy gathering and eating their meals outside - having a “Hamptons experience”.

It is so satisfying to see our customers really enjoying the updated space.

The garden was also in need of a little bit of TLC and a huge thank you to Denyelle Drury, Allana Barba, Wayne Brooks, Damian O'Neill and Ben Simpson for their hard work in revamping the garden into a beautiful, tranquil space for everyone to enjoy.

The garden now boasts a magnificent waterfall feature that is welcomed and enjoyed by various birdlife and our resident water dragons.

Wayne and Damian have also built herb garden boxes and planted out existing garden beds with native plants and grasses.

Work is currently underway to create a BBQ nook, bird feeding stations and a games and sports play area.

STAFF PROFILE

ABBY CHAMPNEY

My name is Abby and I am the Customer Service Officer/Receptionist here at Lifebridge.

I grew up on the Gold Coast and currently live in the beautiful Currumbin beach area.

I like to spend my free time surfing, diving, sewing, camping, reading and enjoying the company of my dog. Not to mention all the great venues to enjoy around the Gold Coast and Northern Rivers. It's such a beautiful place to live and explore.

I have worked in childcare and youth work and now I am fortunate enough to work in the Aged Care and NDIS sector with Lifebridge.

I enjoy working with our customers and listening to their stories and different perspectives which helps me gain a better understanding of this world and society and insight to how we can improve the lives of others.

My job responsibilities include taking on customer queries via phone and in person and administration duties while supporting our office-based staff and community support workers.

I feel very fortunate to work with the great professionals and senior management at Lifebridge.

They are such a wealth of knowledge, and I am always learning from them.



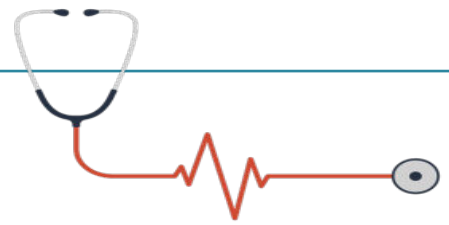
The Montessori principles and the Lifebridge Advantage are important values to our company and to me.

I believe it is important to approach the care of our customers holistically and have an open mind to their needs and services.

I believe it is important to be progressive and adapt to new ways of the world, while maintaining integrity with our core values, and the values of our customers.

This I am able to achieve at Lifebridge.

CLINICAL UPDATE



Lifebridge is delighted to announce the establishment of its Clinical Services Team responsible for the clinical oversight of Lifebridge customers across all funding types. The team of three registered nurses is led by Toni Cleland and includes Helen Perry and Jesse Abel.

The team delivers clinical advice and guidance to our CHSP staff in providing a safe and high quality service and direct nursing services when requested from our NDIS participants. As part of the Home Care Package funding, nursing services to Home Care Package customers includes health assessments, wound care, continence assessment, medication reviews, catheter care, advocacy, referral and clinical support and liaison services.



Since its launch in September 2022 the clinical team have conducted health assessments with a majority of our HCP customers resulting in improved health outcomes and reduced hospital admissions through early intervention, with the goal of supporting quality clinical care in the home.



An example of early intervention involved one of our customers whom our RN identified symptoms of a Deep Vein Thrombosis. This led to hospital admission with the diagnosis confirmed. The customer was placed on a blood thinner, thereby preventing a catastrophic outcome.

A customer was assessed by a Lifebridge RN and it was clear this customer was struggling with his diabetes management. Following communication between Lifebridge clinical services, the customers GP and liaison with the department we were able to significantly increase in-home supports resulting in greatly improved health and wellbeing outcomes for our customer.

It is a Lifebridge strategic objective to grow and develop the Clinical Services Team to further ensure quality care is delivered to our customers in home providing ongoing independence, improved health outcomes and quality of life.



INDEPENDENCE

STAYING IN YOUR OWN HOME FOR LONGER

The Aged Care Royal Commission has reported that 80 per cent of Older Australians responded that they want to receive aged care and live independently in their own homes for longer.

Keeping older Australians independent, active, healthy, and happy for longer is a worthy goal, not only because of the benefit to them but also the economic benefit it can deliver, through their reduced need for health services but also the productivity gains brought about by the contributions older Australians make to the economy and society when they are able to age well.

Lifebridge is all about supporting both Aged Care and NDIS Customers to maintain their independence, health and wellbeing, community participation and to remain in their homes as long as they choose.

LIVING HER BEST LIFE

(remembering Lifebridge customer
Mrs Margaret Godbee)

Margaret Godbee passed away on 3rd September 2023, she was 89 years old.

Margaret is testament to many older Australians who chose to remain in their own home with the support of family, support services such as Lifebridge and the local community. Margaret was a Lifebridge customer for nearly 15 years.

For those who met Margaret, you could not help to be captivated by her warm friendly smile and mischievous look in her eyes.



She was always immaculately dressed, with a gregarious nature and cheeky sense of humour. Margaret was a kind, caring and gracious woman that cared about others and did everything for her family.

In staying in her own home Margaret was able to get the necessary supports that she required, firstly from the love, support and devotion of her daughter Vicki who lived with Margaret, supplemented with programs under the Commonwealth Home Support Program (CHSP) and then as her needs increased, transitioning to a Home Care Package (HCP) with Lifebridge.

Margaret remained in her home until she died. The Kingscliff Cottage is where Margaret said that she would 'come to life' enjoying and engaging in the company of others.



In Margaret's own words 'Why would I want to stay at home, when I can go out with Lifebridge'.

Margaret expressed her appreciation often by bringing mini chocolates to hand out individually.

Margaret would often call out 'Lets sing Side by Side', during cottage mornings singing, sharing stories, and proudly bragging about her children and grandchildren.

Another favorite was 'Boomps a Daisy', by Vera Lynn. Margaret would urge staff to move and dance and smile the whole way through.

Margaret was a truly remarkable woman reflected by her gentle nature, kindness, wisdom and always a parting joke.



Why did the tomato blush?
Because it saw the salad dressing.

LIVING A QUIET LIFE AT HOME

(Lifebridge customer Mrs Gloria Stanton)

Gloria Stanton has been a Lifebridge customer for the last 2 and a half years.

Gloria lives independently in her own flat in Kingscliff with a neatly tended garden and water views. Gloria receives support under the Commonwealth Home Support Program (CHSP).

Originally a 'farm girl', Gloria grew up in Laurel Hill, near Tumbarrumba in the Snowy Mountains and then in Sydney before moving to the Far North Coast.

Gloria is the proud parent of two daughters with 7 grandchildren and 14 great grandchildren. She enjoys gardening, reading and swimming.

Proudly independent, quiet and thoughtful, Gloria enjoys her own company and says 'I have two good friends and family and that's all I need'. Whilst quiet and reserved there is a cheeky and mischievous side to Gloria once you get to know her.

Gloria currently gets some in-home support to assist her with her cleaning, shopping and transport to appointments and she loves the company provided by Lifebridge staff. Gloria is also reassured that should her needs increase in the future; she can apply for a Home Care package (HCP) to get additional support to keep her in her home.

Lifebridge is there to support her to live her life, her way.



INDEPENDENCE

STAYING IN YOUR OWN HOME FOR LONGER CONTINUED

There's no better feeling than living your life on your own terms.

Lifebridge is committed to supporting people to stay in their own homes and adapt services to meet their individual needs, providing a range of services and programs designed to empower our customers to live life on their own terms.

LIFEBRIDGE CUSTOMER FRANK MOORE

Frank Moore lives at home independently in his apartment in Tweed Heads and receives supports through the NDIS including drop-in support and telephone check ins.

Lifebridge support Frank to attend appointments, shopping, social activities and live a full and independent life.

Frank is most appreciative of Lifebridge services from his team of support and administration staff.

'They are highly professional, kind, compassionate and we have a laugh.'

Supporting people to achieve their own goals enables them to live life on their own terms.

IN THEIR OWN WORDS

Lifebridge volunteers Ken and Deb Whalley

We get great satisfaction knowing we are contributing to an organisation that supports elderly people who could be lonely, isolated and unable to get themselves out and about. Whilst we understand Lifebridge operates on a much bigger scale to what we are involved in, Lifebridge to us represents improving the lifestyle of vulnerable people which improves their overall health and mental health.

We both love to help people and to actively contribute in our community. Making our customers feel valued and important is our goal. We love to listen to their amazing stories and share some of our own having some great laughs with them. We are aware of their mobility concerns always ensuring we assist them as needed. We love to see our customers thoroughly enjoy themselves and go home with a smile on their face.

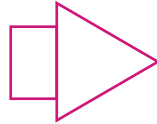
"I always thoroughly enjoy our Back to the Tivoli days, the ladies have an absolute ball singing, laughing and dancing in their chairs. It's amazing how music just brings happiness and joy. I also love seeing the bond that so many of the ladies have, they are caring towards each other and mostly enjoy each other's company." (Deb)

"I enjoy watching the customers interact with each other having lots of laugh and sharing stories."



IN THEIR OWN WORDS

Lifebridge Community Support Worker Nicole McBrien



When I commenced with Lifebridge I was looking forward to a fresh start in a new career path, the opportunity to help and make a difference in people's lives and the opportunity to learn new skills.

Since commencing I have found purpose and meaning in my role by helping people to maintain their independence in a home environment, to assist people to interact and get out to socialize and to be an advocate for my customer's needs.

I gain joy and satisfaction from my role by knowing I've been a part of helping our customers enjoy their day participating in our programs, on our bus outings.

I enjoy my one to one shifts with customers knowing that I have made a difference in their day.

The most positive experience whilst working for Lifebridge was having a customer go through a significant decline in health, requiring hospitalisation and time in respite.

The customer's family were considering placing her into permanent care, which was against her wishes as she had lived independently for the past 45 years.

With the support and assistance of her Lifebridge case manager, we were able to allocate more support shifts to assist the customer, which meant she could remain in her own home.



Lifebridge Community Support Worker Josie Masterman

My hopes and aspirations when joining Lifebridge were to get a fulfilling job. For me the meaning and purpose of my job is to enrich people's lives.

Working for Lifebridge brings me great satisfaction and joy from the happy faces I see every day.

Every time we support our group to see and spend time with animals is a highlight and probably the best positive experience I've had during my time with Lifebridge.





IN THEIR OWN WORDS

Lifebridge customer's Lavinia and John Costello



We think that Lifebridge is the best thing since sliced bread and that will never ever change.

Lifebridge has provided support to John and I and John's father before he passed. They have made such a difference to our lives.

John loves everything, especially all the sports and experiences.

John hadn't tried any of them before starting with Lifebridge and he wouldn't have tried them if it wasn't for the support he gets from Lifebridge, his co-ordination has improved so much.

Even our family has noticed and comments on how amazed they are at how much he has achieved and how confident he is.

John loves bowling, and now gets strike after strike every time he goes.

We have noticed a big improvement in the variety of programs and communication in the last few years, the calendars are great.

We think Lifebridge is wonderful – thank you.



Lifebridge customer Jess Watson

I joined Lifebridge about 4 years ago. When I joined I was hoping to meet people and have a group of friends.

While I have been a part of Lifebridge I have been happy and active and met lots of nice people.

My life has improved since joining Lifebridge. I mainly do social things and activities in groups. I have had many great social experiences and good times.



STAFF PROFILE

KYLIE WINDHORST

I finished a Uni degree at the end of 2013 and spent the next 4 years looking for a job I could make a career out of.

My vision for the future was full of high expectations. I applied for so many jobs in all areas of my qualifications, experience, and interests but time and time again I was not the successful applicant.

In 2017 I consulted a career counsellor. The question that shifted my perspective was simple but profound: “What do you really like to do”? My answer was, “I like to help people”. This led me to explore the field of support work. I took a chance and joined an internship program with a local company called Lifebridge.

The idea was to complete a TAFE course and gain practical experience with the possibility of future employment.

Unfortunately, at the end of my training, Lifebridge was going through some significant changes and there was a recruitment freeze. Nevertheless, I continued looking for jobs, completed my cert III in support work, raised my family and worked 4 jobs in takeaway restaurants.

During this time, I never lost sight of my passion or desire to become a support worker.

Fast forward to August 2018 when I saw that Lifebridge were once again advertising for Support Workers. I decided to apply.

I had an interview and then the waiting began. When Lifebridge contacted me, they were ringing to offer me a job.



After all this time it finally looked like my dreams were coming to life. I was so excited and happy. My sister even sent me a big bunch of flowers to celebrate.

There were days working as a support worker when I would pinch myself thinking how easy and natural it felt. I could not imagine doing any other job. I knew I was where I was supposed to be at that point in time.

Once I had established myself as a Support Worker and grown comfortable in my role, I continued my journey of learning and personal growth.

I kept an eye out for internal short-term backfill opportunities within Lifebridge. One of these positions eventually opened the door to a permanent role within the Customer Service Centre.

Although I felt sad saying farewell to my support work role, I am embracing my new responsibilities as a Customer Service Officer. In this capacity, I have found a fresh way to utilise my experience and knowledge.

STAFF PROFILE

KYLIE WINDHORST CONTINUED

My mission is clear: to provide a high level of customer service and support to both internal and external customers of Lifebridge.

The transition from being a Support Worker to a Customer Service Officer feels like a natural progression of my journey.

It allows me to utilise my knowledge and experience to provide a valuable service to those who are elderly or have a disability.

It is yet another chapter in my path of personal and professional growth, driven by the desire to make a positive impact in the lives of those that Lifebridge support.

IN THEIR OWN WORDS

Lifebridge Community Support Worker Stephen Gardener

Working with people in need gives me great pride in their positive responses.

The meaning and purpose of my job is to provide positive outcomes for our customers, giving them the respect and dignity they deserve.

Breaking down the barriers with some customers to find an amazing person brings me great joy and satisfaction.

Can you highlight at least one positive experience from your time with Lifebridge?

One of many is Anthony, the enjoyment he gets learning and developing his skills in meal preparation and the satisfaction he has making items, ie scones.





**Lifebridge Customer
Anthony Bourke**

I joined Lifebridge in 2005, when I was in my first year of high school. My hopes and aspirations when joining Lifebridge were to learn new things and make new friends.

I have achieved this, I have made new friends and I have learnt to cook and to use different appliances and complete arts and crafts.

My life has improved since joining Lifebridge.

Lifebridge support has enabled me to develop my independence, It has allowed me to do things by myself, but with supervision.

A special highlight for me is all the difference places that I get to go and experience because of Lifebridge.

IN THEIR OWN WORDS

*Lifebridge Customer's
Matthew and Audrey Bougoure*

When joining Lifebridge we were hoping to improve Matthew's Quality of life.

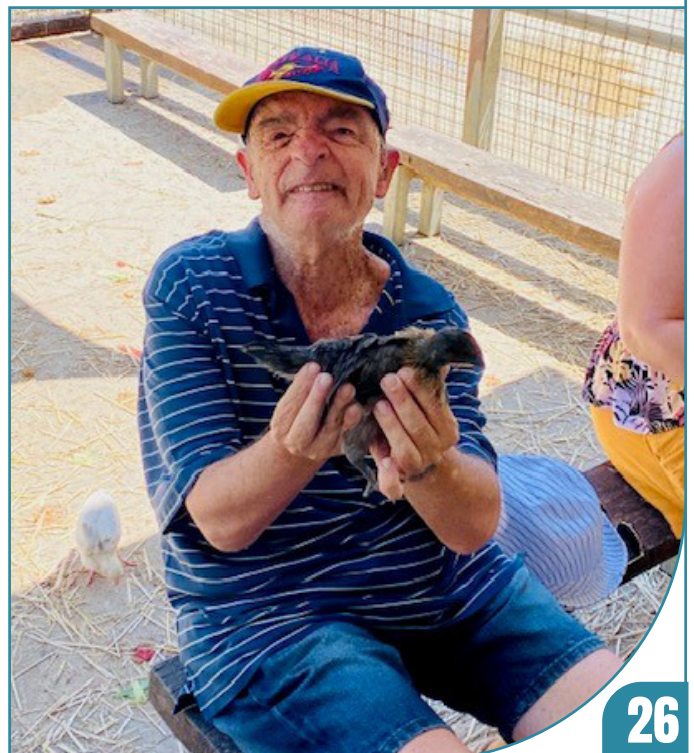
Since joining Lifebridge Matthew's confidence has built.

Matthew's life has improved since joining Lifebridge. He is learning so many different skills, gaining knowledge and we have noticed a big difference.

Matthew's independence has noticeably developed since commencing with Lifebridge, he is following direction in doing things he has been asked to do.

Art has been a highlight for Matthew, this has been something that really surprised the family as to what Matthew has created.

Matthew has made friends and is going to places he would not have otherwise visited had he not been part of Lifebridge.



MIRACLE MOMENTS

JOHN AND JAN

The Lifebridge cottage can be a curious place for those who have never visited! Loved ones may wonder what takes place during groups in which a family member participates.

The cottage is a place where ‘Miracle Moments’ take place!

Often the wonderfully unexpected transpires. It is a place where people come together for social interaction, fun and fulfilment.

According to research published in The Lancet Healthy Longevity, evidence that living with others, community group engagement and never feeling lonely are associated with slower cognitive decline (Samtani et al, 2022).

When John wanted to know what services were offered by Lifebridge for his wife Jan, a cottage group was suggested by our Customer Service Team. John was curious to know what the cottage groups entailed so we invited him to visit and see first-hand what they’re all about.

John was a little anxious and apprehensive about Jan attending any Lifebridge groups.

He was unsure what benefits Jan would reap, especially as Jan were to be ‘the newcomer’ to an already established group. John was concerned that Jan may feel shy and end up becoming isolated and end up feeling lonelier than were she to remain at home.



He was reassured that the cottage groups are warm and welcoming and that staff members make a point of learning the interests and experiences of new group members and ensure they are matched with and invited to participate in meaningful activities.

John ended up encouraging Jan to give it a ‘go’. Because it was discovered that Jan loved to sing, she joined the Wednesday cottage group which features group singing and dancing to guitar and ukulele accompaniment.

When John arrived to take Jan home, he decided to view the group in action for himself. He stood in a spot where he would be unseen.

Unbeknownst to Jan, John watched as Jan was standing at the front of the room vivaciously orchestrating and leading everyone in lively and spirited singing and dancing.

John was suddenly so overcome with happiness; he could only sit down as he burst into tears of joy.

MIRACLE MOMENTS

THROUGH THE LIFEBRIDGE ADVANTAGE



Implementing a person centred approach is part of the Lifebridge Advantage. This includes positively regarding each customer as a valued individual, as well as respecting their character, abilities and experiences.

In the cottage, Lifebridge staff members view each group participant as having their own gifts to contribute and share. Sometimes we are even 'sleuths' in that we endeavour to bring to life assumed to be forgotten, skills, talents and abilities.

It is easy to overlook a dormant skill in those with dementia; however there can be great reward in creating the space for talents and skills to re-emerge.

Recently, Lifebridge Friday Fun Group members have been revealing their affinity for numbers through a game called 'Montessori Bingo'. This Bingo variation involves prompting players to participate in all aspects of the game, including taking turns being the 'caller'. Instead of a staff member calling out the Bingo numbers, each player in turn, picks a number and calls it out to the rest of the group.

Observed benefits of 'Montessori Bingo' include greater alertness and increased self-esteem among group members.

Friday Fun Group member William is a good example of the fulfilment that can be gained by applying the Lifebridge Advantage.

Will, as he likes to be called, was having difficulty identifying numbers when called one morning when the group was playing 'Montessori Bingo'.

Rather than placing markers over numbers on Will's card for him, it was discovered that by taking the time to individually repeat a number and visually show the number to Will from the calling deck of cards and pausing before asking, 'Can you point to the number on your bingo card?' went far toward re-enabling Will to identify numbers as he played.

In the instances when Will wasn't able to find numbers, it was heartening to see nearby players helping Will along with his card. Letting other players assist Will, rather than a support worker, fosters comradery rather than competition, among players.

As the game progressed Will began to be able to identify numbers himself without need for others' pointing and directing. By the time the second game was under way, Will not only found the numbers on his bingo card, but also started placing the markers over the numbers on the card himself.

Observing Will rekindle abilities lead to a number of 'miracle moments'. When I described these moments with his wife Yvonne, she was delightfully surprised.

*Lifebridge Community Support Worker
Lael Osun*

GOVERNANCE AND COMPLIANCE REPORT

Strengthening Governance

The Lifebridge Strategic Plan outlines our commitment to enhancing our clinical, care, and corporate governance systems to not only meet but exceed the quality and transparency expectations set by our customers and regulatory bodies.

To realise this vision, we have sought expert assistance in the realm of aged care and NDIS policy development.

Through a strategic partnership with an experienced consultant, we have embarked on a comprehensive policy review. This review focuses on reinforcing compliance and governance frameworks, laying a robust foundation for our organisation.

These frameworks are pivotal as we navigate the evolving landscapes of both aged care and the NDIS.

We recognise the inherent challenges posed by a dynamic environment, particularly in the wake of recent changes to the Aged Care Act.

These changes have introduced new governance requirements for service providers, and we have proactively initiated processes to ensure we meet these expectations.

One noteworthy requirement is the establishment of a Quality of Care Advisory Body within Lifebridge.

This body will play a pivotal role in addressing challenges, proposing enhancements, and collaborating with our management and Board to elevate the quality of our services.

Importantly, it embraces a partnership model, welcoming input from our customers and care advocates, as well as our dedicated support workers, care managers and office staff.

Together, we are committed to shaping a future of superior care and support.

In addition to our efforts to enhance our governance and compliance policies, we have also commenced a thorough review of our data mining and data integrity practices.

This aligns with our broader objective of strengthening our quality management systems with particular emphasis on incidents, complaints, and quality improvement.

These initiatives are not only geared towards ensuring compliance with legislative requirements but are also instrumental in guiding and enhancing the quality of care we provide.

By continually refining and optimising our systems, data management, incident reporting, and quality improvement practices, we remain resolute in our strategic objective to uphold the highest standards of care and to meet the evolving needs of our customers and the regulatory landscape.

STAFF PROFILE

MICHELLE HOMPES

Michelle has over fifteen years of experience in quality roles across the health and community sector and therefore brings a breadth of knowledge to the organisation. Most recently, Michelle worked with a similar organisation where she was responsible for preparing their community programs to undertake accreditation against the Health and Community Services Standards.

Michelle has worked in the Aged Care sector in both Residential and Home Care settings in addition to the clinical environment where she was the Quality Officer within a regionally based acute hospital. Michelle has qualifications in Quality Auditing and has spent some time as a Contract Auditor in the community space. This has enabled her to understand from both sides what is required in preparing and undertaking audits against quality frameworks such as the Aged Care Quality Standards.

Michelle is very excited about working with Lifebridge. Being previously involved with in-home support services, she feels strongly about service delivery that promotes individual's independence. She is very passionate about quality management and views quality systems and processes as providing the foundations that support programs and staff to deliver quality services and achieve best outcomes for customers.



IN THEIR OWN WORDS

**Lifebridge volunteer
Toni Macdonald**

I love my Wednesdays, it's so rewarding to see everyone having a great time singing and dancing. It really opens your eyes to the customer memory loss. Lifebridge represents to me a company that is helping out the community and customers having a fun time also.

I am inspired to volunteer because I enjoy helping the customers out. I find it beneficial to help someone, I'm getting more value and goodness out of helping people.

Providing healthy, satisfying meals is one way that I think I contribute to helping our customers. I also like to see them enjoying our garden and seeing the look on customer's faces.

A highlight of my volunteering role is when the customers ask me to make sticky date pudding and they all clap every week when I leave and say thank you for a beautiful meal.

The people you get to meet that you wouldn't normally meet is another highlight for me.



LIFEBRIDGE AUSTRALIA LTD
ABN 35 023 657 150
FINANCIAL REPORT - 30 JUNE 2023

DIRECTORS' DECLARATION

The Directors of Lifebridge Australia Ltd declare that:

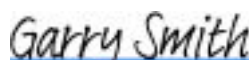
1. The financial statements, which comprises the statement of financial position as at 30 June 2023, and the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - a. comply with Australian Accounting Standards - Simplified Disclosures (including Australia Accounting Interpretations) and the Australian Charities and Not-for-profits Commission Regulations 2022; and
 - b. give a true and fair view of the financial position as at 30 June 2023 and of the performance for the year ended on that date of the company.
2. In the opinion of the Directors, 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 statement is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors by:

Signed in accordance with a resolution of the Board of Directors:



Norman Henstridge
Chair



Garry Smith
Director

26 October 2023

LIFEBRIDGE AUSTRALIA LTD
ABN 35 023 657 150

FINANCIAL REPORT - 30 JUNE 2023

AUDITOR'S INDEPENDENCE DECLARATION UNDER s60-40
OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012
TO THE DIRECTORS' OF LIFEBRIDGE AUSTRALIA LTD

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2023 there have been:

- a. no contraventions of the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- b. no contraventions of any applicable code of professional conduct in relation to the audit.



StewartBrown
Chartered Accountants



Justin Weiner
Partner

26 October 2023

Opinion

We have audited the financial report of Lifebridge Australia Ltd which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in funds 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 Ltd is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- a. giving a true and fair view of the company's financial position as at 30 June 2023 and of its financial performance for the year then ended, and
- b. complying with Australian Accounting Standards – Simplified Disclosures 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 Responsibility for the Audit of the Financial Report section of our report. We are independent of the company in accordance with the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 and 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 confirm that the independence declaration required by the Australian Charities and Not-for-profits Commission Act 2012, which has been given to the Directors' of the company, would be in the same terms if given to the Board as at the time of this auditor's report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Directors' Responsibility for the Financial Report

The Directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Simplified Disclosures 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 a 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 company'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.

The Directors are responsible for overseeing the company's financial reporting process.

LIFEBRIDGE AUSTRALIA LTD
ABN 35 023 657 150
FINANCIAL REPORT - 30 JUNE 2023
INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF
LIFEBRIDGE AUSTRALIA LTD

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.

A further description of our responsibilities for the audit of the financial report is located at The Auditing and Assurance Standards Board and the website address is <http://www.auasb.gov.au/Home.aspx>

We communicate with the Board 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.



StewartBrown
Chartered Accountants



Justin Weiner
Partner

26 October 2023



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