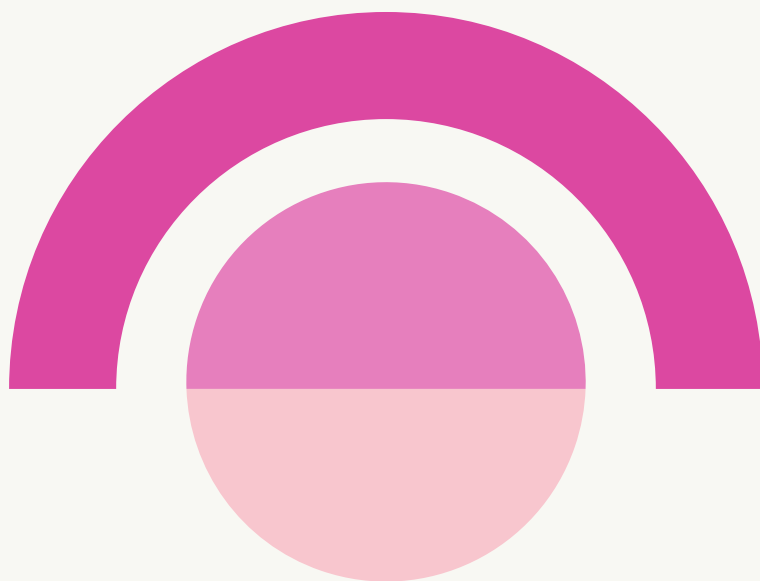


A

BALANCING

ACT



As a person-centred, not-for-profit organisation, there's always a balance between managing the 'business' of Avivo and ensuring our people – both customers and colleagues – remain a priority.



Walking this tightrope has become even more necessary in recent years. From the complexity of COVID to changes in funding, we're always being challenged to remain consistent in the quality of our work and the supports we offer while still being financially viable.

Maintaining some sense of equilibrium has been particularly poignant this year as we've navigated significant losses.

We've had to find efficiencies, pivot the way we work and, in some cases, change the roles of some colleagues to continue running as best we can.

We care deeply. Sometimes, however, we don't have the funding that allows us to do all we would like to. We've had to streamline our processes, and in doing so, substantial changes have occurred.

As we continue to work within the nuances of our sector, we will continue to wear our hearts on our sleeves, while working hard to adopt that balance between commerce and connection.



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From the CEO

Kate Fulton

This year, we've remained focused on Avivo's core purpose - creating a supportive organisation that empowers our colleagues to provide exceptional care to our customers. All of this has been happening against a backdrop of tightening economic pressures and national policies focused on cutting costs in our sector. Despite these challenges, we've worked hard to strike a balance between investing in quality and finding efficiencies to reduce costs.

Striking this balance is not easy, but our colleagues have been amazing. We've implemented changes across Avivo that have affected everyone, and our colleagues have embraced them with understanding, humility, and care.

This year's annual report will show you why Avivo exists and why we're determined to be here for many years to come.

You'll read inspiring stories of change, like the Sleeping Under a Million Stars camp that took place this year. Some of Avivo's colleagues and customers spent time with Indigenous Elders, learning about culture, history, and reconciliation. Personally, I'll never forget the impact those few days had on me. It was a privilege to be part of such a meaningful experience, celebrating our Indigenous culture.

You'll also read about life-changing stories, like Shane's. Once a construction worker, Shane became a Support Worker, and it has transformed his life, as well as the lives of the people he supports. He's now one of our much-admired Support Workers in Geraldton, showing the world what a difference this work makes.

You'll also read stories about changing the world - like our response to the tragic loss of our colleague Lyn Cannon, who was murdered in 2022. Her death drove the



Avivo community to explore how we can better support victims of domestic violence. What we learned has been shared with other organisations looking to change how domestic violence is understood in the workplace.


Avivo is more than just an organisation - it's a community of colleagues and customers, all committed to living life to the fullest and supporting one another along the way.

We know the work we do has impact that goes both ways. We know we can make a difference in the lives of those we support, but our customers also enrich the lives of our colleagues. So often in my role, I get to hear the impact people have in each other's lives, and this year, we celebrated that connection with The Support Project, which we're delighted to share with you.

As you'll see in this year's report, the work we do has far-reaching effects. Our strategy remains steadfast - improve the work we do with the resources we have.

It's been another year of significant achievements. I am so proud of all our colleagues. Your commitment to our customers and to creating a better world is incredible.

Thank you for all that you do.



**We've implemented changes
across Avivo that have
affected everyone, and our
colleagues have embraced
them with understanding,
humility, and care.**

From the Chairperson

Tom Monks

The past year has been one of significant challenges for Avivo. Despite these challenges, it has also been a year of resilience, growth, and hope. At the heart of our mission is the belief in providing exceptional, person-centred care. Despite a rapidly shifting landscape, our commitment to this remains unwavering.

This year, we have faced substantial economic pressures, particularly with the NDIS pricing review falling short of meeting the needs of large, registered providers like Avivo.

The disappointing 2.5% price cut was a stark reminder of the obstacles ahead. Yet, amid these financial challenges, we have taken decisive steps to ensure our sustainability while keeping the quality of our services intact. This balancing act has required difficult decisions - restructuring our teams, consolidating roles, and finding new ways to work more efficiently, but I am proud to say that Avivo remains strong, thanks to the determination and adaptability of our people.

Avivo is a vibrant network of colleagues and customers who support and enrich each other's lives. One example that exemplifies this connection is our Coral Coast Team, which has faced unique challenges in a regional and remote area. The team's close-knit nature and resilience have allowed them to navigate the difficulties of recruitment and retention in this sector while continuing to deliver excellent service to their customers.

Our commitment to safety and wellbeing remains stronger than ever. This year, the Take 5 to be S.A.F.E.R program was rolled out across the organisation, empowering our colleagues to prevent injuries and work safely. We've seen a 38% reduction in lost-time injuries - a remarkable achievement that underscores our dedication to ensuring a safe working environment for all.



One of the most impactful initiatives of the year has been our increased focus on end-of-life care. This project sought to enhance the emotional and practical support available to customers, families, and colleagues facing the challenges of death and dying. The personal and compassionate approaches we have developed have already provided comfort to many, ensuring dignity and respect at life's end for those we serve.

Avivo is also proud of the incredible work done through The Support Project, which celebrated the often-unsung heroes of support work by showcasing relationships between Support Workers and customers through life-sized statues.

This year's Small Sparks Grants have also been a beacon of hope for many. One such recipient, Michael, a former musician, used his grant to reignite his passion for music through workshops in Fremantle.

As we look to the future, we know the path ahead will not be without its challenges. The financial pressures facing our sector continue, and we must remain agile, innovative, and compassionate in our approach. With the strength of our community - our incredible colleagues, customers, and partners - I am confident Avivo will continue to thrive and serve for many years to come.



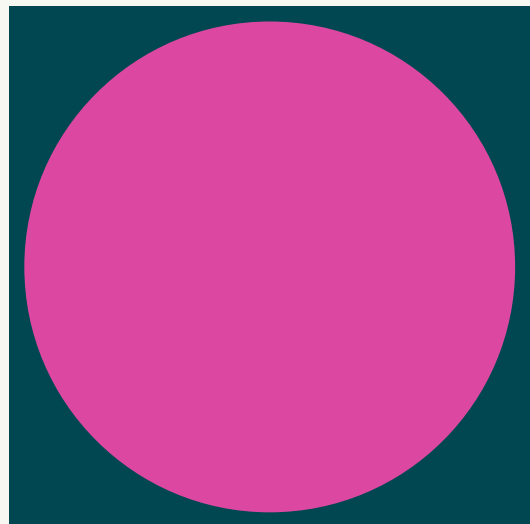
**Avivo is a
vibrant network
of colleagues and
customers who
support and enrich
each other's lives.**


INVESTING

IN OUR PEOPLE

To say we work with a group of passionate people would be an understatement.
Our colleagues are Avivo.

They make everything we do possible.






We take considerable pride in our team and the supportive community we've cultivated. Our people are the heart of what makes Avivo special, and we're committed to ensuring our colleagues have a fulfilling and rewarding experience, above remuneration alone.

Avivo Advantage


To show our appreciation for the dedication and expertise of our staff, we offer more than just a competitive salary. We've introduced a program called Avivo Advantage!

Avivo Advantage is a unique offering that provides our colleagues with a variety of valuable benefits to support them in their professional roles and personal lives.


Some of these benefits include:




Paid travel time and Kms between customers




10 weeks paid parental leave




2 wellness days per year (on top of personal leave)




Minimum guaranteed hours (paid if not worked)




Payment for shifts cancelled in the published roster for the week




Mobile phone and data plan for work use




Career Development with nationally recognised Certificate III or IV training




Up to 8% Discount on Health Cover with HBF




Employee Assistance Program for you and your immediate family




A supportive and inclusive team environment, with supervision, mentoring, guidance and paid time to meet with your team



Salary Packaging up to \$18,550 pa



Training in Person-Centred Practice, CPR and Manual Tasks (and training time is paid)



Family and domestic violence support

In addition to the tangible benefits we offer, there are a range of other rewards that help our colleagues and their work/life balance.

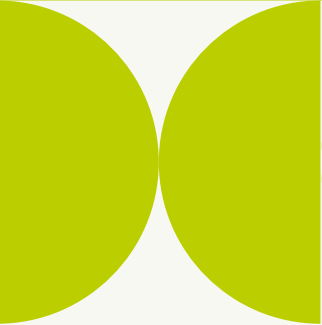
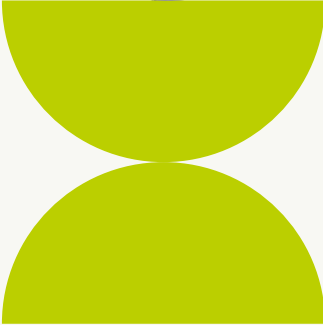
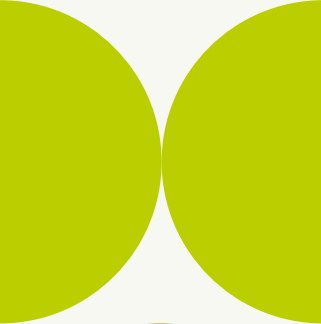
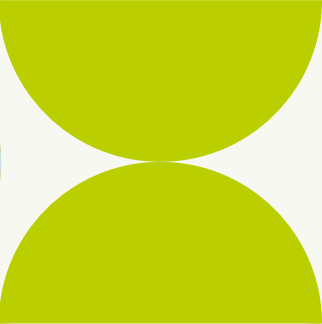
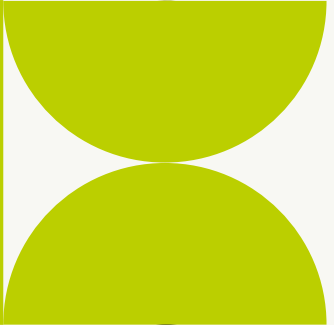
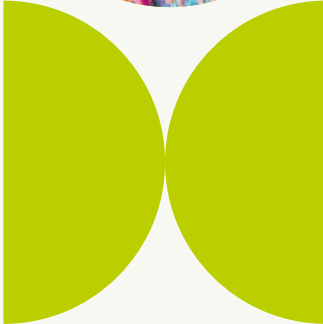
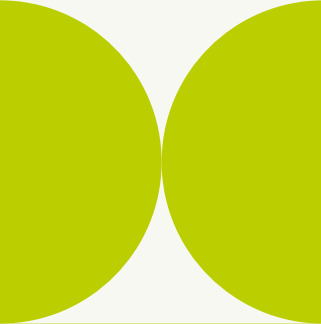
One of the most important perks we hear from our staff is about the flexibility the organisation affords them. Whether community-based or desk-based, the hours and potential to work from home in some roles means that employees feel they can make their jobs work around their life – not the other way around.

We also provide a comprehensive induction program, ongoing training and access to programs such as the 12-week self-awareness course, 'Managing Me'.

We believe it's important to invest in our people, helping them thrive both at work and in their personal lives. Avivo Advantage is just one of the ways we show our commitment to our team.

People centred projects

In the past year, we've dedicated time, effort and resources to several key projects that positively affect our customers and colleagues.



THE *Mint!* PROJECT



‘You’re Mint!’ Avivo’s acknowledgment program

Our colleague and customer recognition program began as The Mint! Project, aimed at encouraging everyone within our organisation to acknowledge each other and themselves as truly ‘Mint!’ We know our colleagues consistently do an amazing job that often goes unseen, and we wanted to offer their peers and our customers a way to recognise this.

When someone is nominated as Mint!, their name is entered into a pool, and each month, we draw a winner who is celebrated as our Mint! of the Month.

The initial response to this initiative exceeded our expectations. We received hundreds of heartfelt nominations from both customers and colleagues, submitted either online or via postcard.

This overwhelming participation highlighted the incredible work happening across Avivo. It also gave a unique way for people to express gratitude to their Support Workers or peers, offering them wider recognition than they might typically receive.

This year, we’ve chosen to focus solely on staff nominations, encouraging colleagues to recognise one another. This not only fosters a sense of pride in the work being done but also allows individuals to be acknowledged on a larger scale.

We plan to keep recognising our ‘Mint!’ colleagues as our acknowledgement program continues.



A few Mint! nominations

She is extremely knowledgeable about services available. Is kind and considerate, goes beyond to make sure that people are maximising their package. She is caring and considerate. She is MINT!

Thank you for your never ending dedication and passion for your work, our team and Avivo. We would be very lost without you and I am grateful everyday for your calm wisdom and guidance.

She is a breath of fresh air, she is a beautiful person inside & out, full of fun and charisma.

She is very easy to get on with and always has a smile. She does a brilliant job around my house which has been a huge help to me. She is a Mint employee and you're lucky to have her.

Family and Domestic Violence Workplace Report

Avivo is committed to standing by our colleagues and customers and supporting them to stay safe.

Avivo aims to be recognised as a safe, supportive, and responsive employer. We want all employees to trust that they can receive the support they need.

In December 2022, our colleague Lynn Cannon was tragically murdered by her ex-husband. Lynn's death deeply affected our organisation, leaving many colleagues mourning the loss of a dear friend.

This devastating event led us to seek ways to better support colleagues experiencing family and domestic violence (FDV), recognising its severe impact on mental health and emotional well-being for victims, their families, friends, and coworkers.

Statistics show that 50% to 70% of FDV victims are employed, with their work attendance and performance often affected. Colleagues are often the first to notice signs of FDV, highlighting the crucial role the workplace can play in providing support.

Workplaces can offer refuge, a connection point for support, and a vital source of income for those living with or escaping violent situations. However, our research revealed that many employees hesitate to seek help from their employers due to fear, shame, and unintentional barriers within workplace operations.

Avivo aims to be recognised as a safe, supportive, and responsive employer. We want all employees to trust that they can receive the support they need. Our goal is to create an environment where employees feel safe to disclose their experiences and receive the necessary help to navigate through these challenging situations.

Research

After Lynn's death, several of our colleagues embarked on an extensive and important research project to learn how we can better support our colleagues who may be experiencing a Family and Domestic Violence situation. This was funded by the Avivo Foundation.

The focus of this project was to consider our role as an employer and to seek out good practice and innovation. We aimed to make clear our commitment, increase our capability and improve the quality of our support and crisis response for employees.

[You can view the Report here.](#) We truly hope this paves the way as 'best practice' for other organisations looking to support colleagues in similar situations.

The Report details how we now help colleagues experiencing FDV, including:

- **Alternative pay methods** – out of cycle pay advances and banking pays into different accounts.
- **Workplace security** – change of hours, location and phone number if needed. We provide for rostering flexibility, and we do wellbeing checks.
- **Support** – free counselling through our Employee Assistance Program and crisis counselling, which is a specific service.
- **Paid leave** – we offer paid leave to people in FDV situations.
- **Legal referrals** – we can help link to legal advice for restraining orders and court appearances.
- **Technology** – including access to a duress app and the Daisy app and ability to block specific phone numbers on work phones.
- **Information and referrals** – we can help refer colleagues to specialist crisis accommodation providers.
- **Resources** – we have an internal webpage dedicated to FDV resources and help lines with a team of colleagues listed as contacts if you need to speak further about your situation.

As you can see, this is something we take seriously, and we want our colleagues to know help is readily available within their workplace should they need to access it.



Read more on
the project
here



Bringing real human connections to life, The Support Project is Avivo's larger-than-life initiative to honour the unsung heroes amongst us.

As a society, we've celebrated and glorified figures such as explorers, politicians and military leaders for their grand gestures or individual achievements, and we've built monuments to honour them. The Support Project celebrates a different hero: the quiet, often overlooked but incredibly important and profound contributions of Support Workers.

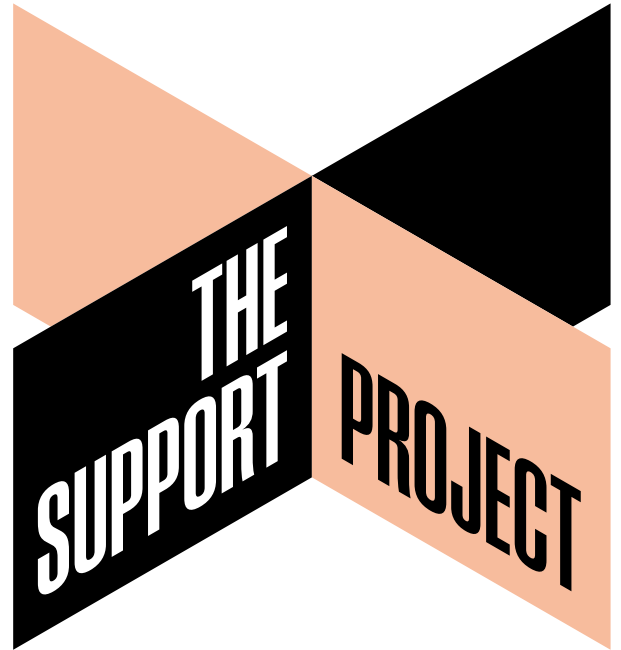
Through the project, we've created statues made up of a Support Worker and the person they support. The imagery shows that together, we're stronger and how both parties benefit from the relationship.



We engaged three customers and their Support Workers for this project. Along with telling their stories through the written word, we've also created videos to hear what each individual feels about support work and how it has changed both of their lives.

The monuments are portable structures that can travel around to various events and locations to highlight the importance of the Support Worker and customer relationship. In their initial outings, they visited the Crown Casino, King's Park and the Walyalup Civic Centre in Fremantle.


They will be on the road again, spreading the word about the power of support work throughout the Perth metro area and beyond.





The people stories

We have a website dedicated to The Support Project along with social media channels where you can follow along to see where they're going next. The response to the monuments and this project has been wholly positive and Support Workers, potential Support Workers and customers alike have spoken enthusiastically about the project and the awareness it's creating.



**Click here to read
about our customers
and Support Workers
on The Support Project
Website.**



Watch the video:

Here's a snippet of customer Kenny and Support Worker Paul's story from The Support Project:

For Paul and Kenny, their relationship is built on trust and longevity. This dynamic duo has worked together for an impressive nine years, fostering a relaxed and comfortable rapport.

Working together several days a week, Paul and Kenny engage in a variety of activities including swimming, shopping,

physiotherapy exercises at Kenny's home, and literacy work to enhance Kenny's reading and writing skills.

The mutual respect between Paul and Kenny is evident in their interactions and together, they create plans for Kenny's future supports to achieve his personal goals.



**Read more
here**

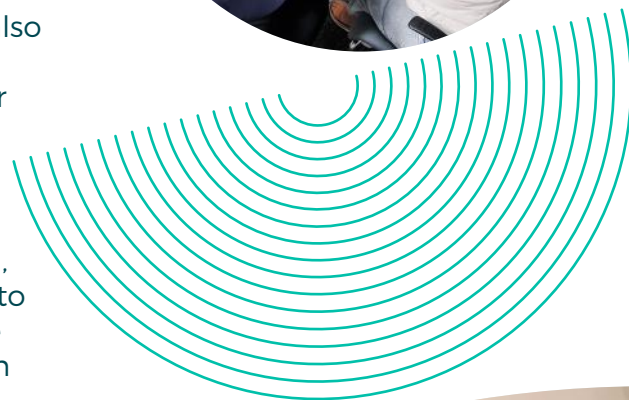


All Hands events

For 2023/24, we again held our popular All Hands Events. These events are designed to bring together colleagues across various geographical areas throughout Avivo. The sessions run for a few hours and involve a team-building activity, and some light refreshments followed by a presentation by our CEO Kate and the Executive Team.

The idea behind these sessions is to bring people together for a face-to-face chat, to share ideas and keep informed about what's going on at Avivo. It also gives people the opportunity to ask the Executive Team questions and help the Executive Team hear first-hand about what's going well and what they should be paying attention to.

For this round, we conducted 10 All Hands events across all our areas – including metro and regional, with Kate speaking at each one. It was a pleasure to see everyone spending time together in one place and being able to catch up with team members in real life, rather than online.



Carers Connect

Avivo values the work that families and unpaid carers undertake each day, and we work to provide support to help them in their roles.

Unpaid carers provide support to family members or friends who have a disability, mental illness, chronic condition, terminal illness, alcohol or other drug issue or who are frail aged.

There are over three million carers in Australia. While they care for others, who is caring for them?

That's where Carers Connect comes in. This gives the opportunity for carers to attend events with other like-minded individuals in similar situations to take time out for themselves.

In the 2023/24 financial year, Avivo has created 21 Carer Wellness Events, including wellness days, meditation retreats, paint and sip sessions and morning teas. We've seen around 150 carers attend these events to fill their own cups for a change.

We've received some incredible feedback, proving how welcome these events have been:

"Thank you so much for the amazing opportunity of going to the carer's respite weekend. Words cannot express how much I appreciated it. Such a wonderful time meeting people with similar experiences and experiencing some soul replenishing activities. I honestly don't remember the last time someone did something to look after me."

"Thank you so much for a wonderful weekend. For once I was able to enjoy without feeling guilty. Everything was just perfect."

"I had the loveliest weekend. It was so nice to meet you all, and to get to spend some time with other carers who 'get it', and most of all to have some relaxation and time for myself that was sorely needed. I feel so restored by the break."

"Our lives have been extremely hectic (even more than normal) these past few months and the opportunity to take in an enforced break was just the best thing that could've happened for both of us."



Close-knit Coral Coast

Working in regional and remote areas can present unique challenges for Support Workers, but our Coral Coast Team has found a great balance. They work together to get things done, showing a strong work ethic, resilience, and adaptability.

This Team also has a notable number of male Support Workers in a field typically dominated by women. Acting Mentor, Traci Dowling, attributes this to the excellent opportunities Avivo offers for men looking for a change in lifestyle and to diversify their skills and contribute meaningfully, regardless of their prior experience.

This workforce offers diverse perspectives and strengths, providing a rich variety of Support Workers to match with customers.

Recruitment and retention haven't been easy, though. Increasingly, Support Workers are tempted by seemingly better-paid private support work rates, not realising the benefits of working with an organisation like Avivo. From paid leave to superannuation, salary packaging, insurance, training, support and guidance

through all the complexities and changes in the sector, there are many reasons to stay with Avivo.

And then of course, there's the people. Thankfully, once you're a part of this close-knit team, you become like family. This, along with our wonderful customers, often encourages our Support Workers to stay, with many Coral Coast Team members having been with us for years.

"We had a new Coordinator join us this year from the Peel region," said Traci. "She moved her family here for not only the job opportunity, but for the different pace of life and community that Geraldton offers, and the team has embraced her wholeheartedly, proving their welcoming and supportive nature."

Despite a challenging year with many adjustments and the ongoing demands of recruiting staff, this team is still special - open, committed, and deeply connected with the ability to make each member feel valued and supported.

Great work Coral Coast!



And the nominees are...

On Saturday, 18 May, the WA NDS Awards took place at the Crown Casino in Burswood. We had four nominations for this year's awards:

- **Support Worker Nicole** for her work with customer Jade – nominated for Excellence in Supporting Inclusion and Citizenship;
- **Support Worker Ally** for her work with customer Jane – nominated for Excellence in Supporting Employment Outcomes and Excellence in Regional Support;
- **Support Worker Paul** for his work with customer Kenny – nominated for Excellence in Supporting Inclusion and Citizenship; and
- **Support Team Michelle** – nominated for Excellence in Home and Family Support and Excellence in Regional Support.

These nominations provided incredible stories of companionship and strength through the Support Worker/customer dynamic.

Whilst we didn't take home any awards this year, we want to congratulate all our nominees and of course the wider community of Support Workers at Avivo for the tireless work they do day in and day out, demonstrating excellence in every aspect of their work.



Finding myself: Shane's journey to support work

Shane is one of the male Support Workers from the Coral Coast Team. Finding support work changed Shane's life in ways he could never have imagined.

Before support work, Shane worked in construction in the Whitsundays. He had always been a hands-on worker. Before construction, he'd been a mechanic by trade and even tried his hand at dairy farming for a couple of years.

Construction was hard work, but Shane was working with land he felt deeply connected to. During one contract, he was instructed to fell some trees during one of his construction jobs, but it didn't sit well with him.

Shane didn't know it then, but the felling of that land marked the beginning of a dark chapter in his life. Not long after, he fell ill. He spent the next seven years battling a mysterious illness that no doctors could help him with.

Today, Shane is a much-admired Avivo Support Worker who brings his love for the outdoors, his infectious positivity and his empathy for others into his daily work.

**Read Shane's
full story
here.**





“I was burnt out and sick and needed something different – some way to heal,” Shane recalled.

He knew he had to make a change.

Navigating the challenges of death and dying

Death and dying, although challenging to face, are unavoidable in both our work and life in general. It's often the most difficult part of our job and it never gets easier, no matter how often we're exposed to its reality.

At Avivo, we're developing processes that better support colleagues, customers, caregivers and families of customers to work through the challenges that end of life and grief brings.

This initiative began with a discussion between our CEO Kate Fulton, our Senior Nurse Rhonda Stevens, Team Coach j.a.c., and Board Member Grace Buchanan who has substantial expertise in palliative care. This conversation ignited efforts to find opportunities for enhancing end-of-life care for customers, while providing better support for colleagues when a customer dies.

Guided by Grace, we've invested significant energy in this area over the past year.

Following the loss of a customer, j.a.c. facilitated a meeting where team members could openly discuss their feelings in a supportive environment. This session was well-received and marked the beginning of many similar discussions.

"Creating a safe space to talk about death and dying is crucial," said j.a.c.

"Although it's an uncomfortable topic, it's a reality we all face, and we need to have

these conversations more often and more effectively. Death is a normal part of living."

j.a.c.'s background includes intensive care nursing in London and Coaching with the Macmillan foundation, a UK-based cancer charity. Throughout the year, j.a.c. has received valuable guidance and mentorship from Grace, who proposed a new 'Death Review' process - one of the constructive changes implemented so far.

Even in the sadness of death, there are always opportunities to reflect, learn, and celebrate the life of the person we support.

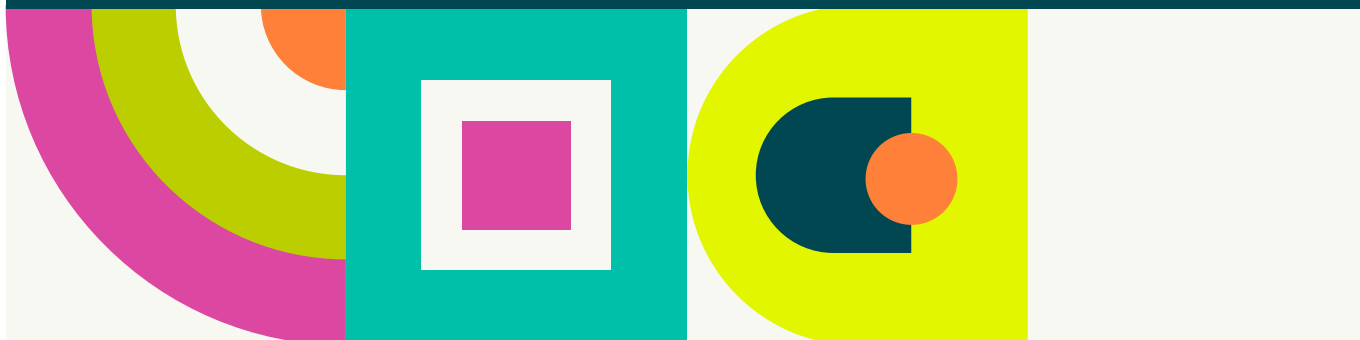
Grace began her collaboration with Avivo by conducting a workshop to gather information and experiences from Avivo colleagues and customers to help inform how we would move forward with our death and dying work. One caregiver at this workshop was Ann - the mother of two women with Huntington's Disease who Avivo supports.

Last year, Ann and the Coordinator voiced concerns about the team supporting Ann's daughter, Julie, as they anticipated she might be nearing the end of her life. In response, a comprehensive effort was made, involving Avivo Nurses, the Coordinator, Team Facilitator, HR, Mentor, and j.a.c., to discuss every aspect of Julie's end-of-life care and address any concerns the team had.

Julie's support team demonstrated this when Ann, who was present during Julie's gentle and peaceful passing, generously shared her insights to help us better support her other daughter, Tracey.



Avivo colleagues coming together with customers to do some thinking about palliative care and death and dying. Julie-Ann Chapman, back row left, stands next to customer Ann.



Inspired by these discussions, we've started developing improved practices for supporting both customers and colleagues at the end of life. These practices include providing emotional support and practical guidance, such as helping colleagues prepare for a customer's death.

We now take a more person-centered approach to advance health directives, ensuring that teams understand how to apply them practically in the home.

Although our work around end of life, grief and loss is still a work in progress, Grace's efforts have shown that having more frequent conversations about death and dying can reduce discomfort around the topic and enhance our skills in this area.

If you're struggling with grief, you can visit www.griefline.org.au. If you need to chat, please reach out to Avivo Team Coach j.a.c - JulieAnn.Chapman@avivo.org.au.

ORGANISATIONAL

RESTRUCTURE

We had to make some significant and difficult structural and strategic changes during the 2023/24 financial year that unfortunately affected many of our colleagues.

Throughout the change process, we kept an open and transparent dialogue between Avivo, our colleagues and our customers, keeping everyone up to date with what was happening and why.

The National Disability Insurance Scheme (NDIS) continues to challenge the sector, and this year the annual pricing outcome effectively reduced funding. This affected all registered providers in one way or another. Because we want to keep supporting people and families for many years to come, we had to look at our operational structure and costs to make sure Avivo stays in business long term.

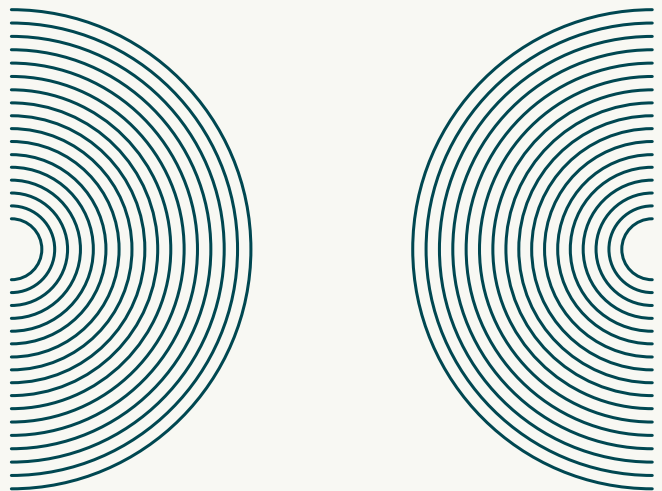
Over the last year, we completed an intensive review of our operating model. We identified some duplication, potential for reduced costs and opportunity for better onboarding of new customers. This led to changes in how we are structured and how we work. The changes affected all our colleagues in community services and had a significant impact on our Team Facilitators and the Resource and Call Coordination Network.

Our goal was to keep as many people as we could, however there were some redundancies as well as some redeployments. We supported our colleagues during this change through their Mentors, individual coaching or our Employee Assistance Program.

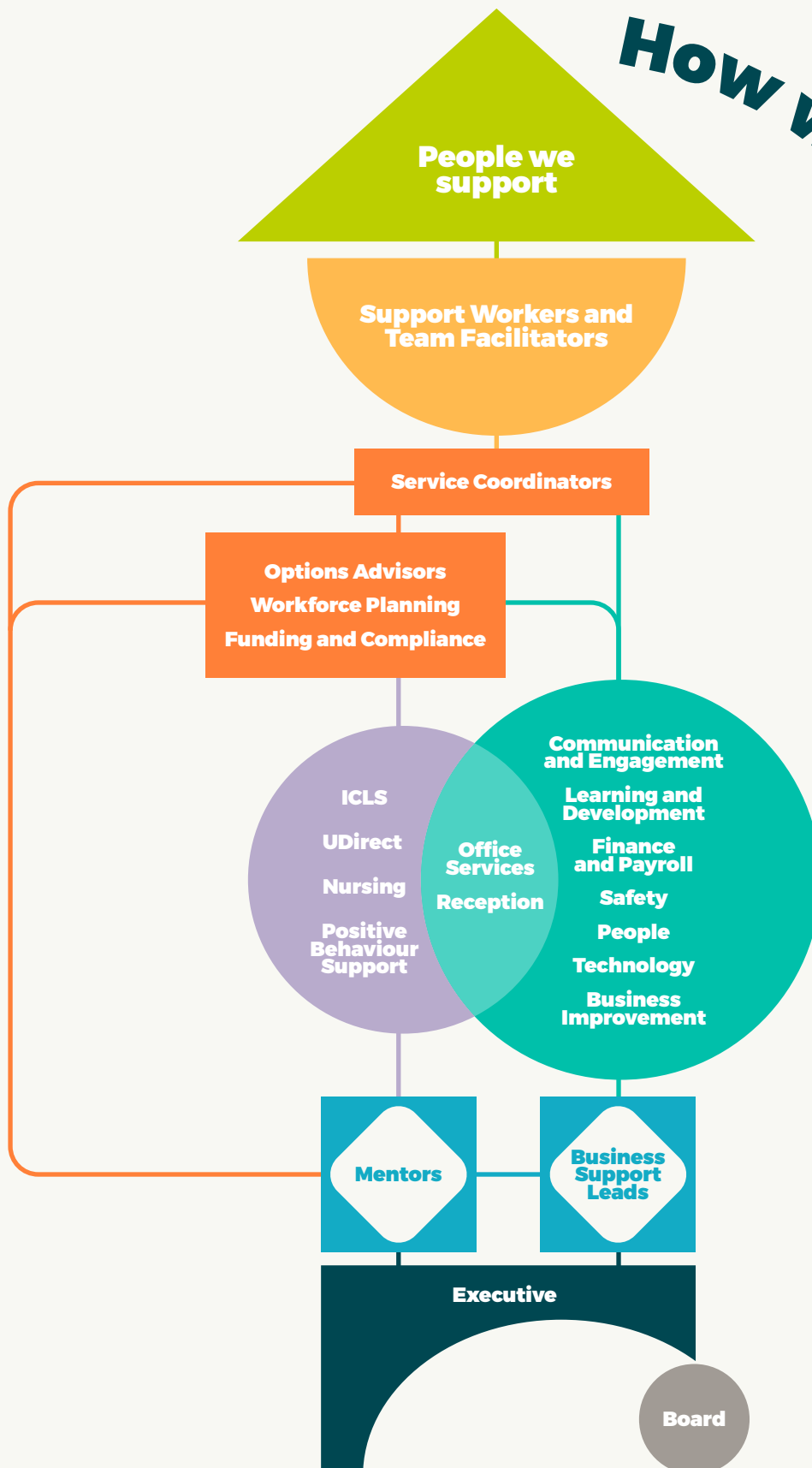
The three key changes were:

- we set up a centralised Workforce Planning Team to deliver our rostering support services;
- we increased Team Facilitators' direct time with customers and reduced the administrative work they were doing; and
- we realigned Service Coordinator roles to ensure they have manageable caseloads and can work more closely with Support Workers and customers.

As with any change process, we worked hard to minimise the impact of the changes on our colleagues and our customers. We appreciated everyone's patience during these changes.



How we're organised



Communities we're in



Team - Brentwood

Applecross
Ardross
Bateman
Booragoon
Brentwood
Mount Pleasant
Murdoch
Winthrop

Team - Fremantle

Beaconsfield
Bicton
East Fremantle
Fremantle
North Fremantle
South Fremantle
White Gum Valley

Team - Hamilton Hill

Coogee
Hamilton Hill
Hilton
Lake Coogee
Munster
O'Connor
Samson
Spearwood

Team - Kwinana

Bertram
Calista
Casuarina
Leda
Medina
Orelia
Parnellia
Wellard

Team - North Lake

Attadale
Coolbellup
Kardinya
Melville
Myaree
Palmyra
Willagee

Team - South Lake

Atwell
Aubin Grove
Beeliar
Bibra Lake
Hammond Park
Jandakot
South Lake
Success
Treeby
Wattleup
Yangebup



Team - Bassendean

Ashfield
Bassendean
Beechboro
Bennett Springs
Eden Hill
Kiara
Lockridge

Team - Dianella

Bedford
Dianella
Inglewood
Mount Lawley

Team - Forrestfield

Carmel
Forrestfield
Gooseberry Hill
Hazelmere
Helena Valley
High Wycombe
Kalamunda
Lesmurdie
Maida Vale
Walliston

Team - Glendalough

Coolbinia
East Perth
Glendalough
Highgate
Menora
Mount Hawthorn
North Perth

Team - Maylands

Bayswater
Maylands

Team - Midvale

Bellevue
Chidlow
Darlington
Gidgegannup
Glen Forrest
Greenmount
Guildford
Jane Brook
Koongamia
Mahogany Creek
Middle Swan
Midland
Midvale
Mount Helena
Mundaring
Parkerville
South Guildford
Stoneville
Stratton
Swan View
Viveash
Woodbridge

Team - Morley

Embleton
Morley
Noranda

Team - Perth City

Northbridge
Perth
West Leederville
West Perth



Team - Balcatta

Balcatta
Westminster

Team - Balga

Balga
Mirrabooka

Team - Claremont

Claremont
Cottesloe
Dalkeith
Mosman Park
Mount Claremont
Mt Claremont
Nedlands
Peppermint Grove
Swanbourne

Team - Floreat

Churchlands
City Beach
Floreat
Wembley
Wembley Downs
Woodlands

Team - Innaloo

Innaloo
Joondanna
Osborne Park

Team - Karrinyup

Carine
Gwelup
Hammersley
Karrinyup
North Beach
Trigg
Watermans Bay

Team - Nollamara

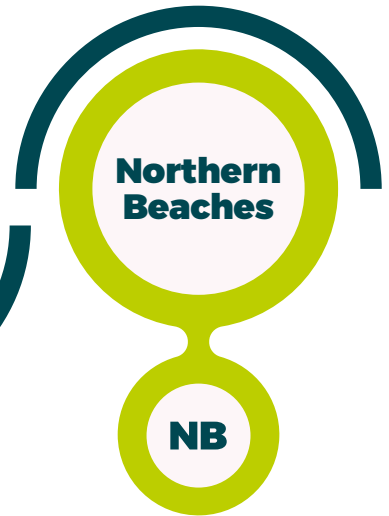
Nollamara
Team - Scarborough
Doubleview
Scarborough

Team - Subiaco

Daglish
Jolimont
Leederville
Shenton Park
Subiaco

Team - Tuart Hill

Stirling
Tuart Hill
Yokine



Team - Alexander Heights

Alexander Heights
Girrawheen
Koondoola
Marangaroo

Team - Butler

Alkimos
Butler
Eglington
Jindalee

Team - Duncraig

Duncraig
Greenwood
Hillarys
Sorrento
Warwick

Team - Joondalup

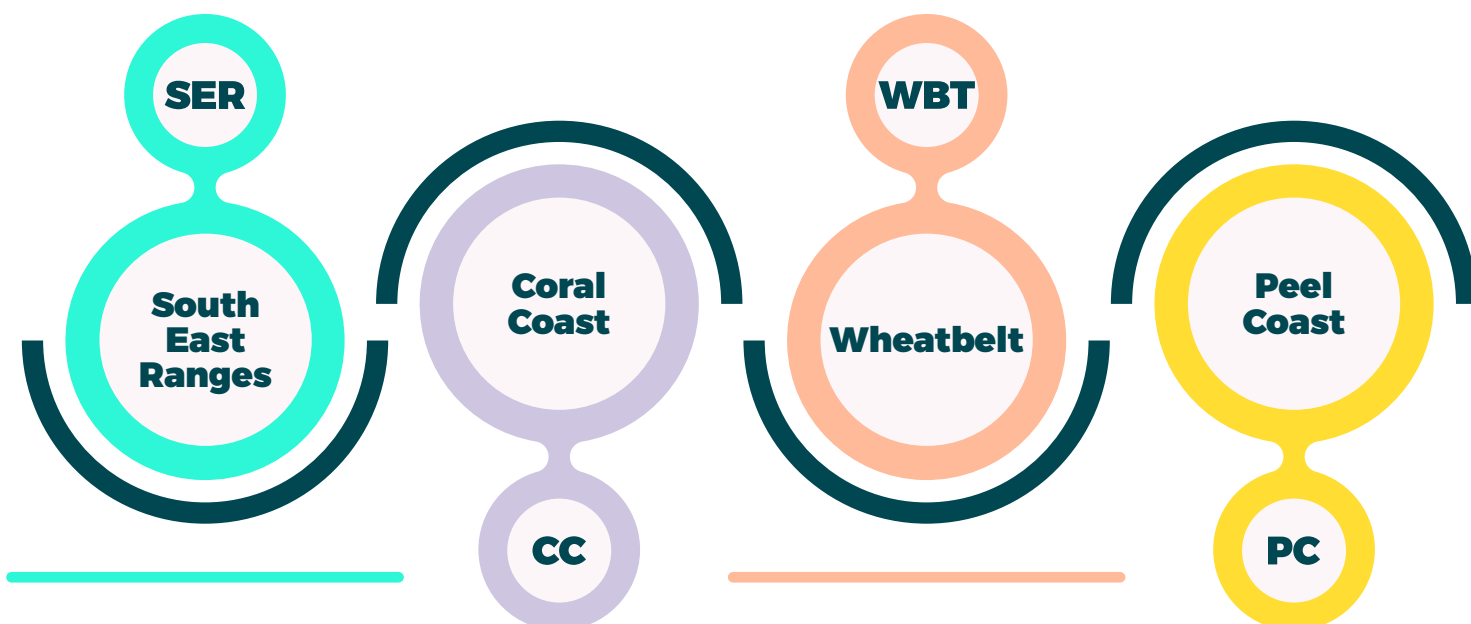
Beldon
Burns Beach
Connolly
Craigie
Currambine
Edgewater
Heathridge
Iluka
Joondalup
Kallaroo
Kingsley
Kinross
Mullaloo
Ocean Reef
Padbury
Woodvale

Team - Quinns Rocks

Clarkson
Merriwa
Mindarie
Quinns Rocks
Ridgewood

Team - Wanneroo

Ashby
Banksia Grove
Carramar
Darch
Gnangara
Hocking
Landsdale
Madeley
Pearsall
Tapping
Wanneroo



Team - Armadale

Armadale
Bedfordale
Byford
Darling Downs
Forrestdale
Hilbert
Mount Nasura
Mount Richon
Oakford
Serpentine
Seville Grove
Wungong

Team - Belmont

Ascot
Belmont
Burswood
Cloverdale
Kewdale
Maddington
Redcliffe
Rivervale

Team - Bentley

Bentley
Carlisle
Lathlain
Wilson

Team - Cannington

Beckenham
Cannington
East Cannington
Kenwick
Queens Park
Wattle Grove

Team - Canningvale

Canning Vale
Langford
Parkwood

Team - Gosnells

Gosnells
Harrisdale
Huntingdale
Martin
Orange Grove
Piara Waters
Southern River
Thornlie

Team - Kelmscott

Camillo
Champion Lakes
Kelmscott
Roleystone

Team - South Perth

Como
Kensington
Manning
Salter Point
South Perth
Waterford

Team - Vic Park

East Victoria Park
St James
Victoria Park

Team - Willetton

Bull Creek
Ferndale
Leeming
Lynwood
Riverton
Rossmoyne
Shelley
Willetton

Team - Carnarvon

Carnarvon
Denham
East Carnarvon
Morgantown
South Carnarvon

Team - Exmouth

Exmouth

Team - Northwest

Beachlands
Beresford
Bluff Point
Drummond Cove
Geraldton
Glenfield
Horrocks
Kalbarri
Mahomets
Mahomets Flats
Moresby
Spalding
Strathalbyn
Sunset Beach
Waggrakine
Webborton
West End
White Peak

Team - Southeast

Cape Burney
Dongara
Geraldton
Greenough
Karoo
Mount Tarcoola
Port Denison
Rangeway
Rudds Gully
Tarcoola Beach
Utakarra
Walkaway
Wandina
Wonthella

WBT

Wheatbelt

Team - Bruce Rock

Bruce Rock
Mount Walker
Narembeen

Team - Bullsbrook

Ballajura
Brabham
Brigadoon
Bullsbrook
Caversham
Herne Hill
West Swan

Team - Chittering

Bambun
Bindoon
Chittering
Coonabidgee
Gingin
Lower Chittering
Mooliabeene
Muckea
Muckenburra

Team - Coastal Strip

Gabbadah
Green Head
Guilderton
Jurien Bay
Karakin
Lancelin
Ledge Point
Nilgen
Seabird
Two Rocks
Woodridge
Yanchep

Team - Ellenbrook

Aveley
Ellenbrook
Henley Brook
The Vines

Team - Goomalling

Dowerin
Goomalling
Rossmore
Wyalkatchem

Team - Merredin

Beacon
Bencubbin
Koorda
Kununoppin
Merredin
Mukinbudin
Nungarin
Southern Cross
Walgoolan
Westonia

Team - Moora

Dandaragan
Moora

Team - Northam

Grass Valley
Irishtown
Kellerberrin
Northam
Spencers Brook

Team - Toodyay North

Calingiri
Coondle
Dewars Pool
Julimar
Nunile
Old Plains
Toodyay
West Toodyay
Yerecoin

Team - Toodyay South

Bakers Hill
Clackline
Copley
Dumbarton
Hoddys Well
Mokine
Morangup
Toodyay
Wooroloo
Wundowie

Team - Wongan Hills

Dukin
Wongan Hills

Team - York Area

Badjaling
Beverley
Cold Harbour
Dangin
East Beverley
Inkpen
Kauring
Mount Hardey
Quairading
York

Peel Coast

PC

Team - Baldivis

Baldivis

Team - Falcon

Bouvard
Dawesville
Falcon
Lake Clifton
Preston Beach
Wannanup

Team - Greenfields

Coodanup
Dudley Park
Dudley Park Gardens
Greenfields

Team - Halls Head

Erskine
Halls Head

Team - Mandurah

Mandurah

Team - Meadow Springs

Lakelands
Meadow Springs
San Remo
Silver Sands

Team - Pinjarra

Barragup
Coolup
North Yunderup
Pinjarra
Ravenswood
South Yunderup
Waroona
West Pinjarra

Team - Rockingham East

Rockingham
Rockingham Beach

Team - Shoalwater

Rockingham
Safety Bay
Shoalwater

Team - Waikiki

Cooloongup
East Waikiki
Waikiki

Team - Warnbro

Golden Bay
Port Kennedy
Secret Harbour
Singleton
Warnbro

Metro

Northern Beaches

NB

Teams:

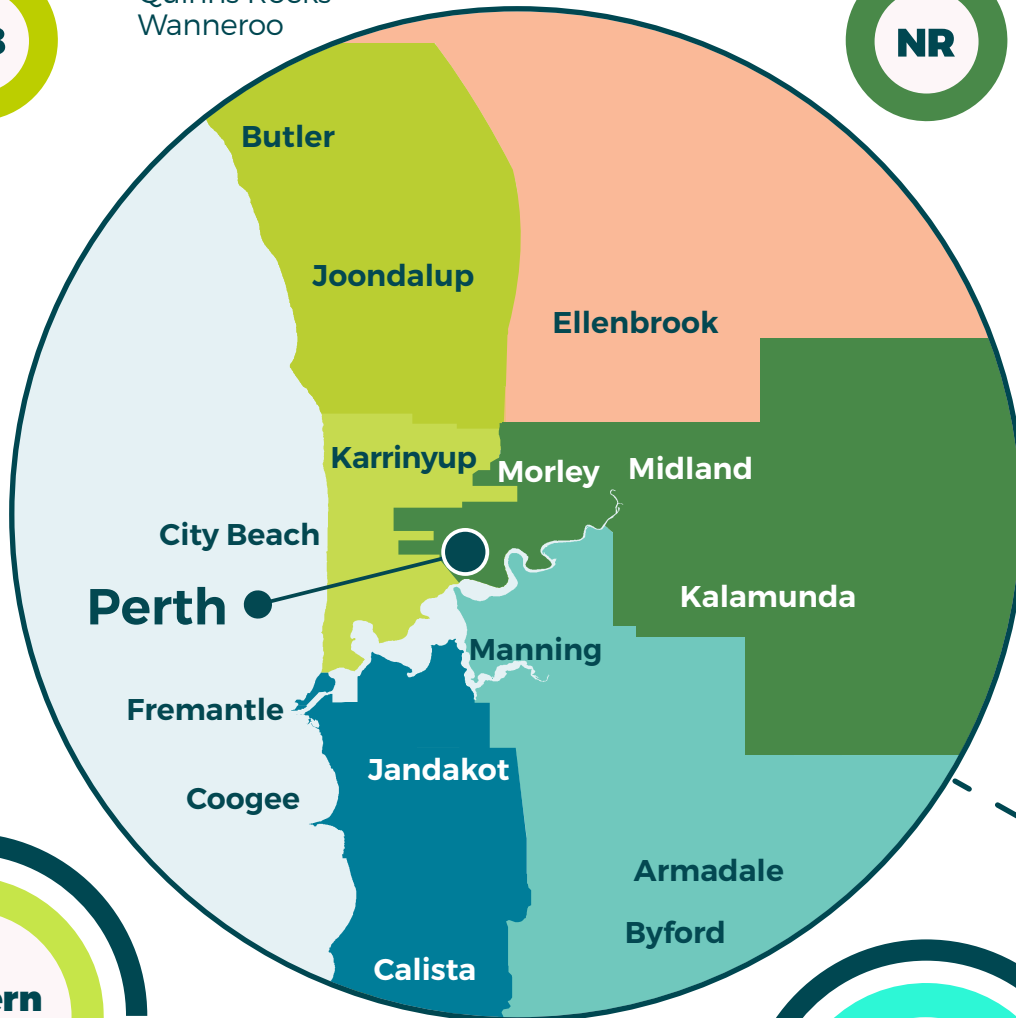
Alexander Heights
Butler
Duncraig
Joondalup
Quinns Rocks
Wanneroo

Northern River

NR

Teams:

Bassendean
Dianella
Forrestfield
Glendalough
Maylands
Midvale
Morley
Perth City



Western Beaches

WB

Teams:

Balcatta
Balga
Claremont
Floreat
Innaloo
Karrinyup
Nollamara
Scarborough
Subiaco
Tuart Hill

South East Ranges

SER

Teams:

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

Fremantle

F

Teams:

Brentwood
Fremantle
Hamilton Hill
Kwinana
North Lake
South Lake

Exmouth

Regional

Carnarvon

Geraldton

Jurien Bay

Lancelin

Woodridge

Goomalling

Yanchep

Perth

Fremantle

Rockingham

Mandurah

Northam

York

Coral Coast

CC

Teams:

Carnarvon
Exmouth
Northwest
Southeast

Wheatbelt

WBT

Teams:

Bruce Rock
Bullsbrook
Chittering
Coastal Strip
Ellenbrook
Goomalling
Merredin
Moora
Northam
Toodyay North
Toodyay South
Wongan Hills
York Area

Peel Coast

PC

Teams:

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

DIVERSITY

inclusion

&

CONNECTION

Avivo's second Reconciliation Action Plan – Reflect

Over a journey of 18 months, we've laid a solid foundation for a successful and ongoing reconciliation journey with our second Reconciliation Action Plan (RAP), Reflect.

The Reflect RAP is designed to prepare an organisation for meaningful reconciliation. It starts with engaging staff and leaders in understanding the importance of reconciliation, building relationships with First Nations stakeholders, and identifying areas where the organisation can make the most impact.

How we started

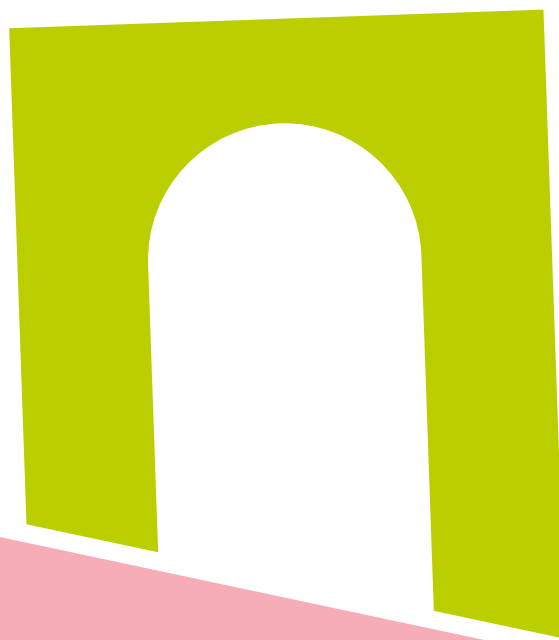
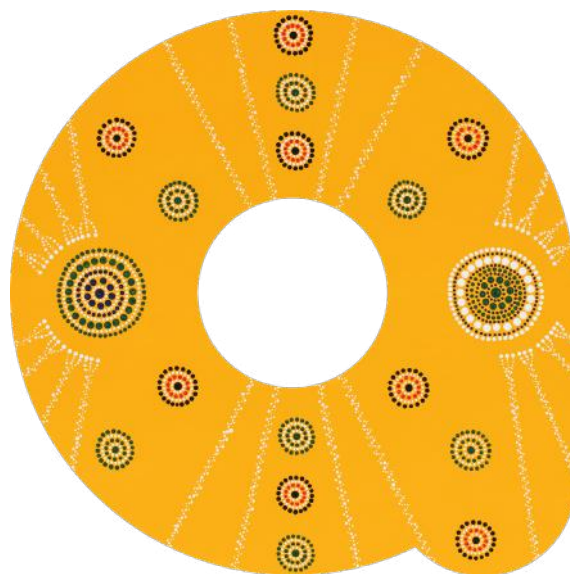
Throughout the 18 months, we established a diverse RAP Working Group to ensure everyone at Avivo contributes to reconciliation. This group included members from all levels of the organisation, including the Executive team, office staff, and regional First Nations Peoples.

What it means

The RAP process encourages Avivo to better support First Nations Peoples and their communities. By embedding accountability across the organisation, we ensure that everyone has a role in advancing our reconciliation journey.

RAP artwork

Our RAP artwork, 'Shining a Light', was created by Fred Knox, a proud Gudjala man. This piece symbolises Avivo's connection to the community and our support in aged care, disability services, and mental health.



Read
Avivo's Reflect
Reconciliation
Action Plan
here

Out and about – our events

Avivo actively supports diversity and connection through a variety of events each year, both by hosting and participating in them. We love to celebrate the unique backgrounds and experiences of our team members and the communities we serve.

In the 2023/24 financial year, we took part in, or hosted events for:

1. **NAIDOC Week** – when we pay respects to the rich culture and history of Aboriginal and Torres Strait Islander peoples with events that educate and inspire.
2. **Reconciliation Week** – we took part in a march during Reconciliation Week – a time for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia.
3. **Disability Connection Expo** – we had a stand at the Perth Convention and Exhibition Centre and welcomed the public in for a chat.
4. **R U OK? Day** – we encourage teams to join in and focus on mental health and encourage open conversations.
5. **Have a Go Day during Senior's Week** where we hosted a stall and welcomed attendees in to design their own cap.
6. **The Perth Pride Parade** in November where we marched as allies, celebrating the LGBTQIA+ community with a host of our colleagues and customers.
7. **International Day of People with Disability** – we celebrated our talented customers by promoting their crafts and artwork through our internal channels to colleagues.

1



3

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8. **Turn up in Blue Day** was supported by our Wheatbelt Team, who encouraged the community to join to support better mental health.

9. **Wellness Wednesday** – our Mandurah Team took part in this initiative to highlight mental wellbeing.

10. **Family and Domestic Violence** – we took part in marches to show support for people in FDV situations and in memory of those lost. We also promoted the '16 Days in WA' campaign against family and domestic violence.

By participating in and hosting these events, we strengthened our commitment to diversity, inclusion, and community well-being.

We're proud to be able to support so many people and lifestyles and by supporting these events, we're able to speak directly to the people we support, which brings an even greater level of understanding.



10



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8

Avivo Council

A collaborative voice of customers and colleagues

In July 2023, we revamped our customer and colleague involvement, resulting in the creation of the Avivo Council.

The Avivo Council was re-established to ensure that organisational decisions are shaped by the people who do the work and those affected by it. The Council's purpose is to collaborate on strategic initiatives, provide feedback on quality-of-care information, and ensure that voices from across the organisation are heard.

Expressions of Interest for the Council were shared with the Avivo community in June 2023, and our first session was held in July. The Council meets bi-monthly, with sessions facilitated by our Executive Team.

The Council consists of eight customers and 10 community-based colleagues. Over the year we've held six sessions, featured five guest facilitators, and engaged in 17 hours of conversations.

Over the past 12 months, the group has collaborated on and influenced on topics including:

- our response to the NDIS Independent Review and the Disability Royal Commission;
- our advocacy in relation to the impact of the NDIS pricing on registered providers like Avivo;
- organisational structural changes;
- the AlayaCare Family Portal; and
- Avivo's strategic initiatives.

Our colleagues and customers have been instrumental in guiding the Exec Team who remained committed to our values by providing person-centered and individualised support, as well as maintaining clear and transparent communication.



Community of Practice

Providing connection, support and excellence

Avivo's Community of Practice (CoP), established in the 2023/24 financial year, offers colleagues a virtual platform to connect, explore, share, learn, and reflect on the elements of quality support.

Initially launched as the Mental Health Community of Practice, it was renamed to better represent the broader Avivo community and the diverse aspects of the sector.

These online sessions, conducted via Microsoft Teams, focus on specific topics each session. Colleagues are encouraged to share their insights, experiences, and expertise, fostering mutual learning.

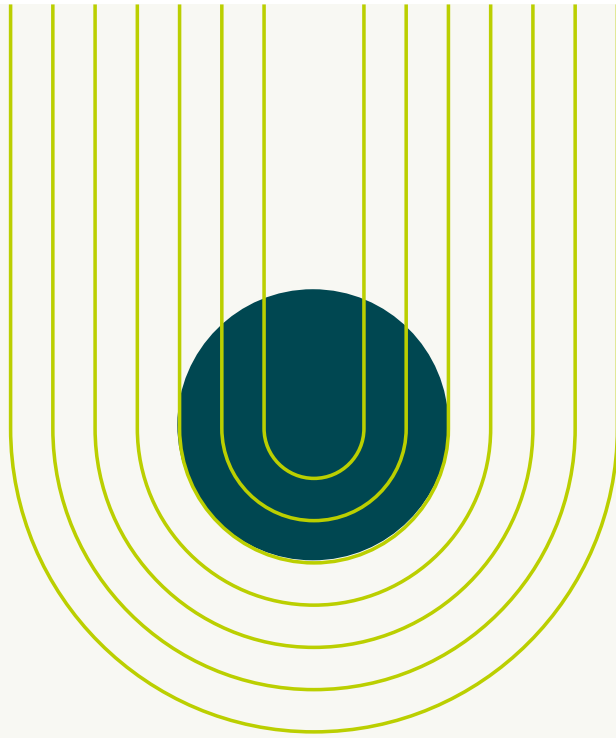
Typically lasting around two hours, these sessions have received positive feedback. The CoP enables colleagues to engage in ways they might not typically experience while working directly with customers. It's a valuable opportunity for everyone to affirm their best practices and discover new tips and methods to enhance their support.

By empowering our colleagues to excel, we ensure our customers receive the highest quality support.

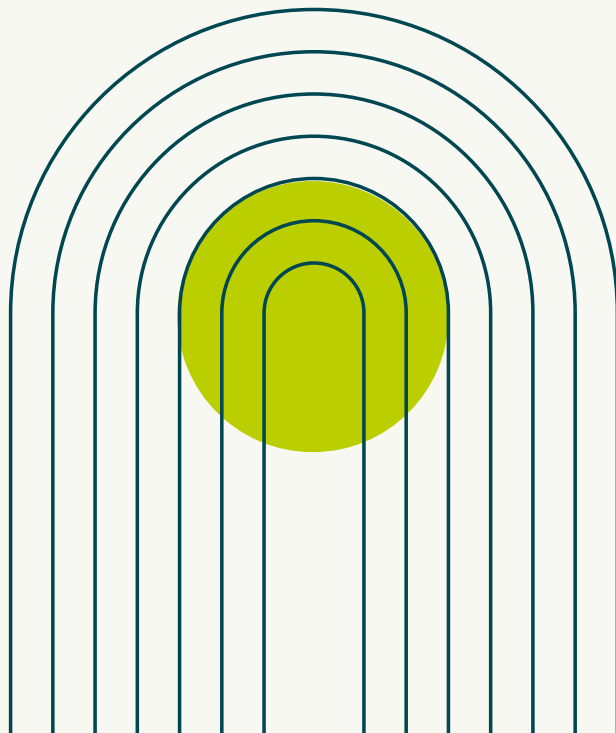
Notably, our Mental Health Community of Practice, dedicated to mental health support work, was recently nominated for the WA Mental Health Awards in the Prevention or Promotion category.



**By empowering
our colleagues to
excel, we ensure
our customers
receive the
highest quality
support.**



SECTOR **REFLECTION**



NDIS independent review and pricing

The NDIA released the outcome of the 2024 pricing review at the end of June, with the changes taking effect from 1 July, 2024.

The new pricing arrangements and price limits include:

- a rise of 3.19% across prices for disability support to recognise the increase in award wage rates;
- Temporary Transformation Payment (1.5%) and temporary loading (1%) being removed;
- increasing the price limits for level 1 support coordination, psychologists and nurses;
- maintaining existing pricing arrangements and price limits for therapy and support coordination level 2 and 3;
- adjusting short-notice cancellation period for non-Disability Support Worker-related supports to two business days; and
- removal of behavioral support in the definition of 'high intensity'.

The pricing arrangements and price limits arrived against the backdrop of potential new legislation, constant discourse about Scheme sustainability and the ongoing debate about the recommendations in the NDIS Review.

The pricing outcome fell far short of what registered providers need to be viable after many years of rising costs. Avivo, our peers across the country, peak bodies like NDS and alliances like Alliance 20 all provided compelling submissions with evidence of the need for a price increase. The removal of temporary loadings effectively cut prices by 2.5%, which represents a big hit to the balance sheets of registered providers who were already doing it tough.

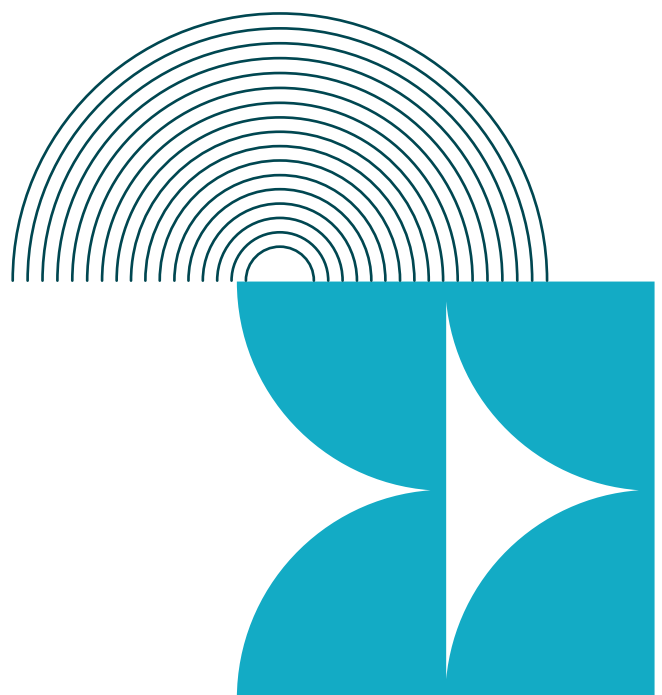
NDIS Review

Avivo welcomed an independent review of the NDIS. The NDIS Review Report has 26 recommendations, supported by 139 actions.

Recommendations get to the heart of some long-standing issues such as:

- simplifying access and improving planning;
- improving supports for those who are not NDIS participants;
- redesigning the experience for children, young people and their families;
- improving the ways in which markets are working;
- supporting Scheme sustainability; and
- independent pricing

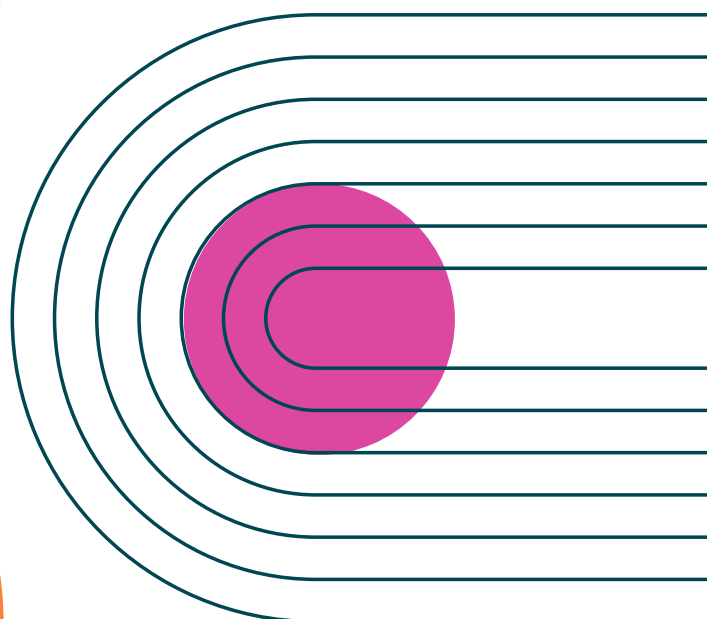
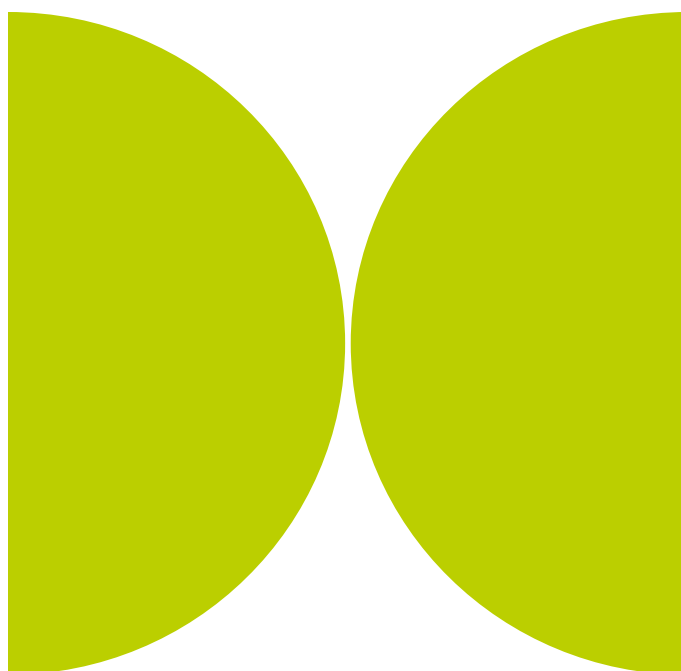
We welcome many recommendations and are ready to work in partnership with WA State Government, Federal Government and NDIA to implement the changes.



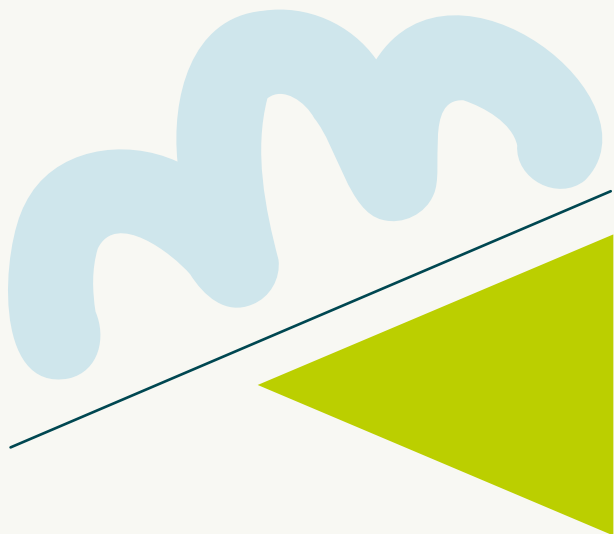
Aged Care Reform

In July 2025, the Home Care Package program will transition to the new Support at Home arrangements, which are still in the design phase. Avivo is involved in the costing studies and consultation workshops to help influence this design. Avivo is in the unique position of providing services across the disability, aged care and mental health sectors – allowing us to share our learnings from each sector. Our advocacy efforts in relation to Support at Home primarily aim to help those in charge of this reform to learn from the pitfalls of the NDIS, particularly in relation to pricing.

Our hope is that the reform will address the key findings of the Aged Care Royal Commission, see improvements in wait times for older people to receive funding, support people to remain in their own homes for longer, and maintain financial viability for providers.



Meeting national quality standards



NDIS Practice Standards

In October, Avivo had its mid-cycle assessment against the NDIS Practice Standards. This assessment went extremely well with the Auditor recommending unconditional certification. Avivo received just three minor non-conformities, recommending that we:

- develop new supervision processes that can be consistently implemented and document individual staff development plans;
- document processes from customer transitions to or from supports, including temporary and risk management;
- develop an emergency plan to respond to clinical waste or hazardous substance management issues and/or accidents.

The assessor commended Avivo for the considerable amount of work completed in the last 18 months and the very small number of minor non-conformities.

The final report (Appendix 1 and 2) has been received by Avivo and sent to the NDIS Commission for endorsement. Avivo's next audit against all standards will occur in April 2025.

Aged care standards

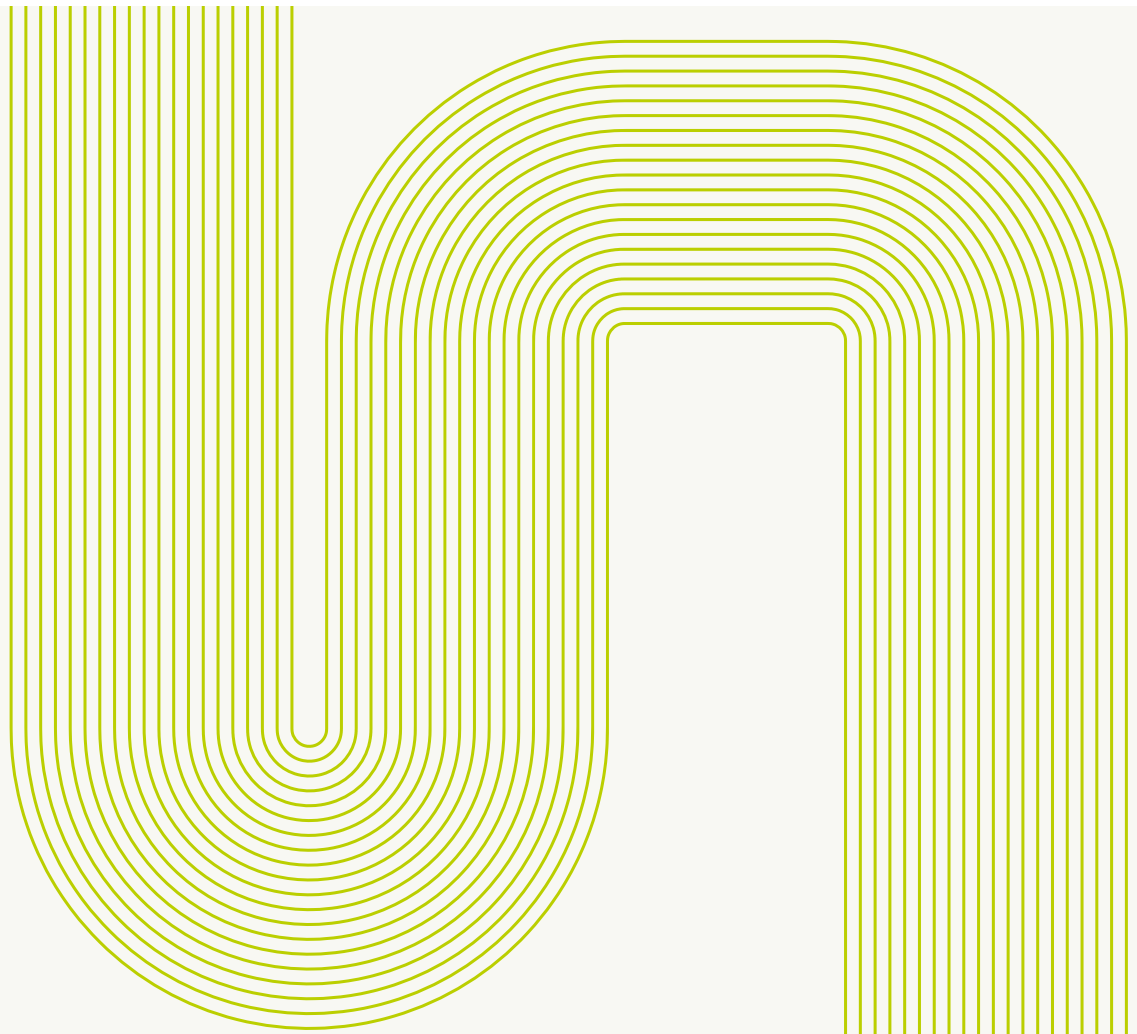
Avivo had an Aged Care Performance Assessment in April, successfully meeting all the aged care standards.

The assessment primarily focused on serious incident reporting and restrictive practices.

The assessors made the following observations:

- The service had thorough assessment and care planning processes to ensure staff could deliver safe and effective care. This review process included documenting identified risks and providing detailed information in support plans.
- Policies and procedures were also in place to guide staff in managing Restrictive Practices and Serious Incidents, ensuring safe and effective care for customers.
- Our colleagues demonstrated confidence and knowledge in reporting Serious Incidents and managing Restrictive Practices, clearly understanding how to identify and report these issues.
- The service showed that the workforce was competent, with staff being properly recruited, trained, equipped, and knowledgeable to perform their roles effectively.
- Governance processes were set up to ensure proper risk management and support effective systems.

The Assessor said they were pleased with our new documentation approach and acknowledged that we would be conducting a review of customers to ensure all Restrictive Practices are accurately captured.



EFFICIENCIES

Tech team updates

Balancing security and efficiency

This year, our Tech Team's focus has been on boosting security and efficiency to make things smoother for our customers and colleagues. We've really honed in on keeping everyone safe online, sharing tips and implementing a 24/7 monitoring solution to protect our systems.

We've also expanded our analytics library to highlight key topics and offer useful insights. For example, we've started publishing vacant visits to help ensure customers receive all the supports they are seeking, monitoring

on manual work and launched a new recruitment and onboarding platform to create a better experience for new colleagues.

We're continuing to optimise our cloud-based tools, retiring old document folders as we move to a new Document Management Solution (DMS). Automation is still a big focus, with ongoing efforts to integrate data and simplify business workflows to reduce manual effort and administration costs. We've also started exploring generative AI, setting up guidelines for its responsible use and piloting Microsoft Copilot 365 to explore its potential.



the transition of NDIS participants to Provider and Participant Communication Environment (PACE), and setting up a list of local suppliers to meet customer needs. We're also using analytics to predict areas where we can improve operations.

To make things easier for everyone, we've introduced digital processes for customer enquiries and registration, streamlining onboarding and enhancing our analytics. We've also rolled out an automated timesheet approval system to cut down

Financial efficiencies

This year, we've transitioned from separate pay cycles for our desk-based and community-based colleagues into one single pay cycle per fortnight. This has created an efficient and streamlined process and helped to reduce administrative costs.

We are also in the midst of a project to transition to a new HR and Payroll system that will further reduce manual work and risk in this critical space.

OUR WORK **HEALTH**



SAFETY

Work Health and Safety is fundamental to how we work at Avivo.

We continue to make the health, safety and wellbeing of our colleagues and customers our priority.

In the 2023/24 financial year, we committed to improving our safety culture by:

- allocating additional resources in the Work Health and Safety (WHS) team to improve injury management processes and support for colleagues;
- implementing our Take 5 to be S.A.F.E.R program to empower colleagues to prevent injuries and maintain a safe working environment;
- training Leaders and Service Coordinators in Safety Leadership to create a safer workplace;
- focusing on our critical risk management strategies for manual tasks, driving and psychosocial hazards;
- collaborating with the Learning and Development team to improve Manual Tasks training and develop a new WHS induction;
- strengthening psychosocial and wellbeing support and processes for colleagues; and
- continuing to further improve the WHS Framework, procedures and resources.

In the 2023/24 financial year, we saw a 38 percent decrease in employee lost time injuries and a slight decrease in the overall number of colleagues injured. While we have made good progress to improve safety, we acknowledge we still have more to do.

In 2024 we are focusing on our commitment to continue to further improve our safety culture across the following areas:

- strengthening our approach to engage with colleagues to improve psychosocial safety;
- reviewing and improving the safety leadership framework;



Manual Tasks Training

- improving early intervention strategies for colleagues injured at work;
- focusing on the wellbeing of our colleagues through the promotion of Wellbeing Moments and resources; and
- continuing to reduce risk through safety improvement opportunities and the promotion of hazard reporting and Take 5 to be S.A.F.E.R.

Lifeguards

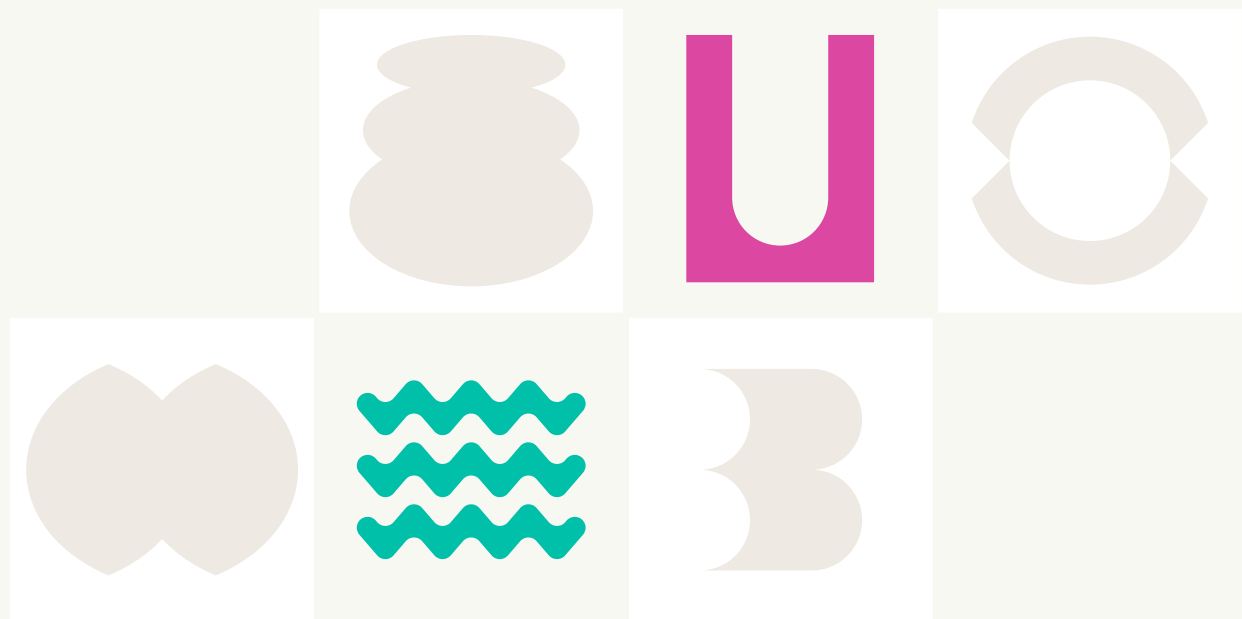
The Lifeguard's role has continued to evolve and remains important in supporting the health, safety and well-being of colleagues and customers.

Lifeguard is the name we give to people from each team across the organisation who are involved in taking health and safety messages to their team and promoting work health and safety within their role. This title is additional to their main role at Avivo. We have Lifeguards in community-based and office-based teams.

Lifeguards strengthen our safety culture by distributing Personal Protective Equipment (PPE), sharing Lifeguard Moments and providing valuable input and feedback to WHS processes.



Warden training at Jandakot



SCHOLARSHIPS **AND GRANTS**

Funding to enhance lives

Small Sparks Grants

We awarded 14 Small Sparks Grants in the past financial year. Small Sparks Grants are usually around \$600 and are open to applications any time of year for both customers and colleagues.

One recipient this year was Avivo customer Michael. Prior to his illness, Michael was involved in the music industry. He's spent many years without music in his life and with the support and encouragement from some key people at Avivo, Michael decided to apply for a Small Sparks Grant.

Michael used his grant to attend music workshops at DADAA in Fremantle to re-ignite his passion for music and mingle with like-minded people.



Farewell to our SiVR program

As the world evolves, so do the ways we seek to enrich lives. In 2021, through Avivo Foundation funding, we embarked on a journey with SiVR Adventures – a company dedicated to enhancing the wellbeing of seniors through virtual reality (VR) experiences.

This year, we concluded our SiVR program, but we leave it with some fond memories – especially those it gave our customers.

Unique opportunity

SiVR Adventures offered a wonderfully unique opportunity for our customers to explore new places and experiences without leaving their homes. Since its introduction in 2021, we saw a significant uptake of customers and teams taking part in SiVR Adventures.

Our participants represented a diverse range of individuals, including those with dementia, cognitive decline, psychosocial disabilities, and those living with a disability, their families and support workers.

Testimonials from our participants highlight the profound benefits of the SiVR Adventures:

- **Enhanced alertness and engagement:** Many reported feeling more alive and engaged during and after their VR experiences. Caregivers noticed increased alertness and expressive behaviour in their loved ones.
- **Facilitating positive social interaction:** VR journeys sparked lively conversations among participants, fostering connections and shared experiences. It enabled individuals to reminisce about their past and share stories with newfound friends.
- **Positively influenced dynamics of relationships:** VR experiences provided moments of respite and reconnection for caregivers and care recipients. Participants saw changes in their loved ones' demeanour and rediscovered aspects of their relationship outside the realm of caregiving.

Thank you

As we conclude our pilot program, we are grateful for the profound impact SiVR Adventures has had on our community.

We'd like to thank Laura Coleman along with Support Workers Tracey MacCulloch and Nicky Spence who were hands-on throughout the whole program and have helped put smiles on many faces throughout the customer journeys.

The experiences shared and connections made will remain invaluable to customers and their families.



Clifford Townsend Scholarship

The Clifford Townsend Scholarship was established in 1998 in memory of customer Clifford Townsend to support employee learning and development applicable to their work with Avivo, over and above the core training provided by the organisation.

The scholarship is awarded to an employee or group of employees looking to develop their capacity to innovate in practice or lead to innovations in services and supports.

In the 2023/24 financial year, the Scholarship was awarded to the People Team for their trip 'Sleeping Under a Million Stars'. The initiative recognised the work of Avivo colleague, senior knowledge keeper and Nyul Nyul man, Jalba Dann. The camp was the cornerstone event for NAIDOC 2024 and a one-off authentic cultural experience for a selection of Avivo colleagues.

The team camped under a million stars at Willare Roadhouse before stopping at the giant Boab Prison Tree, which is 1,500 years old. Jalba explained how it is a significant place of sorrow for many First Nations peoples.

The team explored the Derby Jetty which dates back over 120 years, dodging king tides and crocodiles.

A highlight for the group was the annual Mowanjum Festival, celebrating its 25 years history. Mowanjum, an Aboriginal community known for its art and culture – and especially its sacred Wandjina images – represents the Worrorra, Ngarinyin, and Wunumbal tribes.

The performance and revival of Junba – traditional song and dance – is significant to Mowanjum peoples, ensuring the passing on of knowledge and culture to following generations.

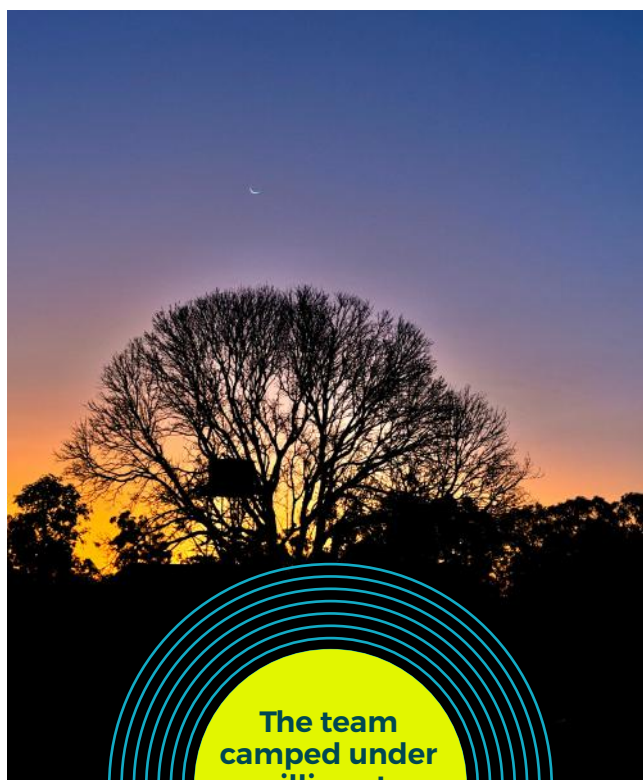
They camped at Loongabid, near Beagle Bay cooked kangaroo tail stew over a campfire, and listened to Jalba tell stories of the Nyul Nyul people on this and nearby country.

They visited Beagle Bay, learned about the history of its church and mission, and met

local elder Johnny Cooper. They fished at Binduuk – catching mud crabs and salmon in the traditional ways and spent the evening around the campfire, eating the day's catch while listening to Jalba and Johnny's stories.

Some crew returned home, while others stayed and visited Bardi Jawi country. Local Rangers shared the area's history and marine life conservation efforts.

Everyone returned home with a deep appreciation for culture and the simplicity of living off the land.



**The team
camped under
a million stars
at Willare
Roadhouse**





LEARNING DEVELOPMENT

From a learning and development perspective, we're proud of the opportunities we're able to offer colleagues at Avivo. We continue to provide exceptional levels of training and development to ensure all our Support Workers are equipped with all the knowledge they need to excel in their roles.

All colleagues are assigned a learning plan via our Learning Management System (LMS) 'MyLearn'. This includes all mandatory training for generic roles, plus specialist training according to role, or customer needs.

This year, we've also introduced a three-day, face-to-face induction for new starters, which includes Manual Handling and CPR accredited training.

The induction aims to give a comprehensive overview of Avivo's purpose, rooted in our core philosophy. Value-based training is delivered by an external facilitator who is also an Avivo customer. New inductees experience a range of presentations, including insights from subject matter experts within our organisation and stories of lived experience from our volunteer customers.

During the induction, new colleagues also have the opportunity to complete more training considered essential for working with the most vulnerable members of our communities. This training includes Working Safely core training, Introduction to Person-Centred Practice, Introduction to Reablement, De-escalation training, Serious Incident Reporting, and Cyber Safety.

New colleagues must complete the full induction before they can meet their community teams and begin connecting to customers.

Since the face-to-face induction started in October 2023, we have welcomed 178 new colleagues who have all taken part in the training.

Training and induction updates

Ongoing training

Ongoing training is monitored by Learning and Development and supported by community team leaders. In addition, Avivo Nurses can provide training for customer-specific needs as required e.g., tracheostomy care, bowel care and colostomy care. Training is also available for social and emotional aspects e.g., person-centred practice and trauma-informed practice.

Compliance training is also critical. Manual Handling is offered for renewal on a two-yearly basis, while CPR renewal and Medication and Infection Control is offered annually.

Part of our duty of care is to make sure all new colleagues provide a National Police History Clearance Check, NDIS Worker Registration and Orientation Certificate. Prior CPR training is only recognised if it's from an accredited source. Avivo Manual Handling training is mandatory regardless of prior training.

During our colleagues' six-month probation period, our community teams, Learning and Development Team and Human Resources Team monitor the progress and training uptake of each new employee to ensure they complete all required training for their individual roles.

Senior community staff, such as Service Coordinators, undergo their own training and upskilling programs to ensure they are well-equipped to lead their teams effectively.

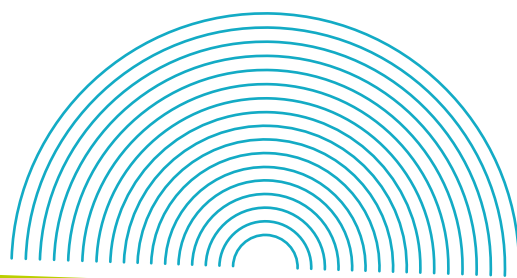
Colleagues are encouraged to create development plans to support their personal growth and career progression. Psychosocial support is available through individual or team coaching, and the 'Managing Me' program continues to be a popular offering to colleagues.

We've also created 18 new modules and face to face training over the past year for colleagues to access to enhance their roles.

Traineeship updates

In the last financial year, 14 colleagues began their traineeship and 29 more graduated – 8 with Certificate IV Mental Health, 1 with Certificate IV Ageing Support, 1 with Certificate IV Disability Support and 19 with Certificate III Individual Support.

The traineeship program has helped upskill our Support Workers, leading to stronger knowledge and experience and fantastic outcomes for our customers. Having a minimum of Certificate III Individual Support also means that Support Workers can work with a broader range of customers across various funding streams, which is a win-win for colleagues and customers alike.



Colleagues are encouraged to create development plans to support their personal growth and career progression.



FINANCE



Avivo is now focused on growth across aged care, disability and mental health. As always, we do what it takes with what we have.

From the CFO

Lynsey McDonnell

Registered Providers are doing it tough

After almost breaking even last year, we took another significant hit in the 2023/24 financial year, reporting a loss of \$3.5m. The primary driver of this result was the extremely disappointing outcome of the 2023 NDIS Pricing Review, which effectively delivered a 2.5% price cut despite all the national evidence and advocacy that called for an increase.

In addition, the exponential growth in unregistered providers has seen a national exodus of participants from large, registered providers to unregistered (often, private support workers). As such, Avivo has seen a net decline in customers and revenue over the past year – something we have never before experienced. We expect this trend to shift as the registration landscape changes.

Avivo's view is that it is a risk to participants and the integrity of the scheme for 95% of the provider landscape to be unregistered, unscreened, unregulated, potentially untrained, unsupervised and unsupported.

We are determined to survive and thrive despite NDIA and Government ignoring national data and submissions from providers, peak bodies, alliances and benchmarking studies. The prices do not cover the cost of quality, safe supports provided by a large, registered provider. This is proven.

We remain hopeful that independent pricing will replace the current flawed pricing model and finally recognise this.

In the meantime, we turn our attention to the things we can control.

This year, we reviewed our area operating model and made changes to create a leaner structure that still supports customers and colleagues well. We now have a centralised Workforce Planning Team to ensure

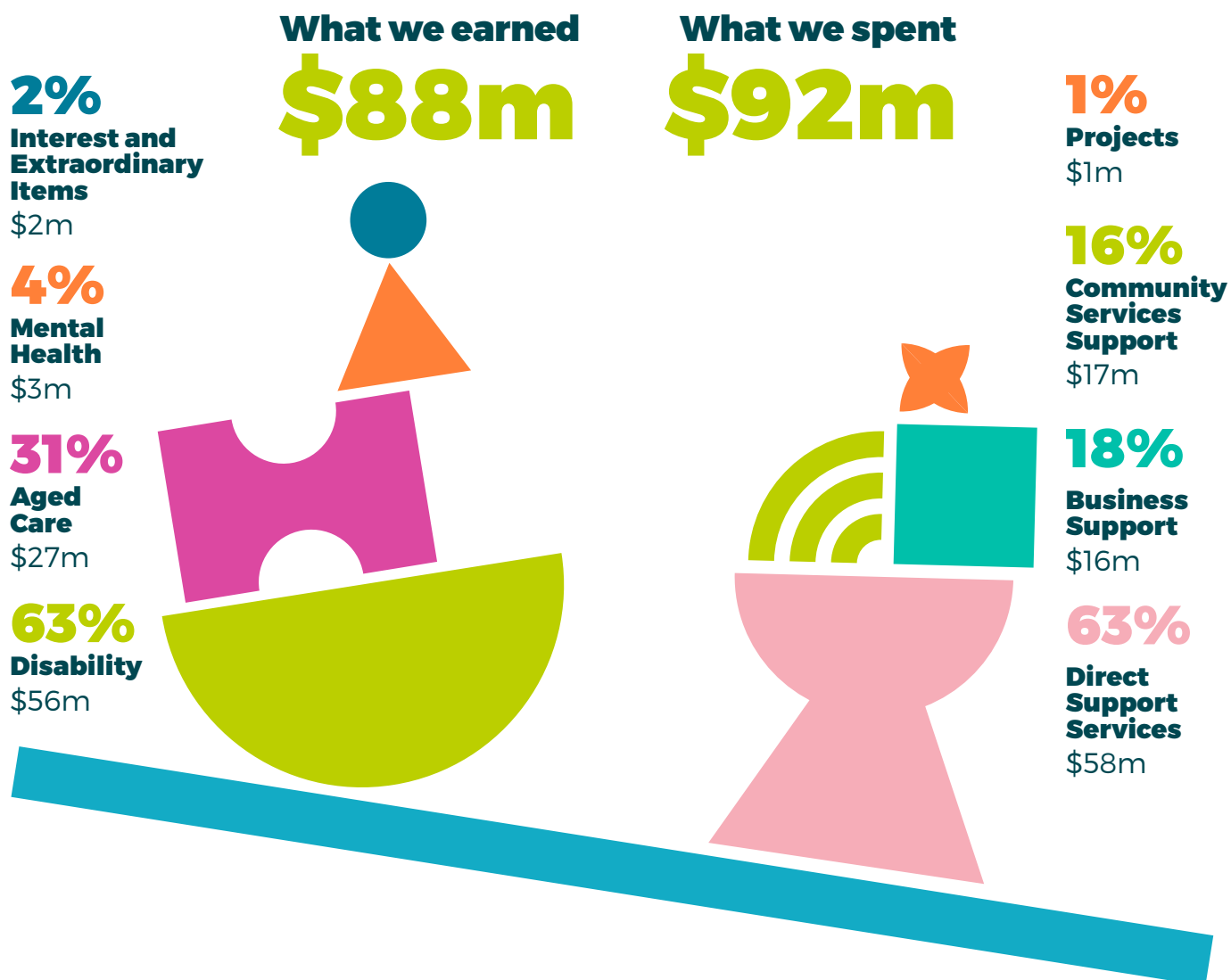


consistency of process and practice. Our Team Facilitators now spend at least 80% of their time working directly with customers, which keeps our administrative expenditure down.

With another disappointing pricing review outcome in June 2024, we have now had to do a similar review of our business support structure and costs. These reductions will ensure the loss we report in 2025 is less severe, reducing the pressure on our diminishing reserves.

Avivo is now focused on growth across aged care, disability and mental health. As always, we do what it takes with what we have. We prioritise quality and safety and we continue to adapt and evolve to ensure we'll be serving the Avivo community for many years to come.

We thank our customers and colleagues for their understanding, resilience and positivity as we have worked through these challenges and changes to ensure financial sustainability.



Statement of Comprehensive Income

	2024 \$'000	2023 \$'000
Revenue	86,555	87,167
Cost of services	(58,099)	(59,880)
Gross surplus	28,456	27,287
Other operating income	663	3,708
Administrative expenses	(32,732)	(30,300)
Project expenses	(877)	(1,396)
Operating (loss)	(4,490)	(701)
Finance income	964	405
Finance expenses	(20)	(15)
(Loss) before taxes	(3,546)	(311)
Income tax expense	0	0
(Loss) after taxes	(3,546)	(311)
Revaluation of land and buildings	31	274
Other comprehensive income for the year, net of tax	31	274
Total comprehensive (loss) from continuing operations	(3,515)	(37)

Statement of Financial Position

	2024	2023
	\$'000	\$'000
ASSETS		
Current Assets		
Cash and cash equivalents	17,203	22,822
Term deposits	5,000	5,000
Trade and other receivables	7,989	8,518
Total current assets	30,192	36,340
Non-current assets		
Property, plant and equipment	4,678	5,287
Loan to Avivo: Live Life Foundation Inc.	6,902	6,902
Total non-current assets	11,580	12,189
TOTAL ASSETS	41,772	48,529
LIABILITIES		
Current liabilities		
Trade and other payables	5,479	4,475
Unutilised Grants	12,063	16,320
Lease Liabilities	197	221
Provision for Employee Entitlements	9,913	9,680
Total current liabilities	27,652	30,696
Non-current liabilities		
Lease Liabilities	94	317
Provision for Employee Entitlements	540	515
Total non-current liabilities	634	832
TOTAL LIABILITIES	28,286	31,528
NET ASSETS	13,486	17,001
EQUITY		
Retained earnings	11,361	14,907
Reserves	2,125	2,094
TOTAL EQUITY	13,486	17,001

Statement of Cash Flows

	2024	2023
	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Funding contributions	82,927	92,042
Payments to suppliers and employees	(89,705)	(91,693)
Receipts from customers	827	1,206
Interest receipts	964	405
NET CASH (USED IN) / FROM OPERATING ACTIVITIES	(4,987)	1,960
CASH FLOWS FROM INVESTING ACTIVITIES		
(Payments for) / proceeds from short-term deposits > 3 months	0	(5,000)
Payments for the purchase of fixed assets	(680)	(680)
Proceeds on the disposal of fixed assets	307	153
NET CASH (USED IN) INVESTING ACTIVITIES	(373)	(5,527)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments for lease liabilities	(259)	(153)
Loan repayments / (borrowings)	0	0
NET CASH (USED IN) FINANCING ACTIVITIES	(259)	(153)
NET DECREASE IN CASH AND CASH EQUIVALENTS HELD	(5,619)	(3,720)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	22,822	26,542
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	17,203	22,822



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