



2023 Annual Report.

**The 2022/2023 financial year has been
one of learning and growth at Avivo.**

**While internally, we've established a new Leadership
Team and efficiencies in our processes, externally,
our work has been to continue to provide the best
support to our customers.**

Our customers are always at the centre of everything
we do. From working on internal effectiveness and staff
development to external advocacy efforts, every step we
take is towards becoming the best care provider we can be.

As a collective, we take pride in our work.
We love what we do, and we are determined to
support our customers to live their best lives.



We do this in three major ways:

**Impact and
influence in
community.**

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**Investing in
our culture.**

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**Effective
and efficient
operating model.**

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Our people, both customers
and colleagues, are *Avivo*.



From the CEO Kate Fulton.

Last year was a big year for Avivo and very big year for me personally. I stepped into the role of CEO in November 2022, and it's been full steam ahead since then. Our Chief Financial Officer Lynsey and I also welcomed Colette Wrynn and Emer Hickey to the Executive team – both as Chief Purpose Officers.

Colette was new to Avivo and brings with her solid practice experience coupled with a determination for supportive leadership.

Emer has been with Avivo for over 10 years in various roles - most recently leading our UDirect Service. Emer brings a focus on customers and quality.

Strategic Plan

In November we launched our 2023-2026 Strategic Plan which focused on our big five goals. I'm delighted to share the progress made over the year:

- **Enhance the customer experience and outcomes** - we are streamlining our processes to reduce administration. We seek to automate, reduce or eliminate anything that doesn't add value to the customer and colleague experience.
- **Enhance our culture to support personal and collective responsibility** - we have refreshed our brand to help reflect who we are and why people might choose us for their support and employment.
- **Build empowered, amazing teams and networks that are valuable to people and communities** - we have refreshed our team roles and have tested new innovations to ensure Support Workers have varied and sufficient work in their local teams.
- **Create alliances and partnerships with others to develop a society where people and communities thrive** - we have had a direct role in influencing state and federal government on key issues that affect Avivo, the sector and our customers.
- **Develop Avivo's sustainability to have a greater impact** - we have made significant progress on managing areas that impact on Avivo's financial viability.



At a time when the economic context is challenging, we are determined to increase our efficiency and retain the investment in our culture that provide colleagues with the support to do a great job.

We have made extraordinary progress on improving our operating margins, which includes managing overtime whilst developing the capability to ensure our colleagues have enough work to have a stable and secure income.

Culture

There is pressure to reduce investment in our culture, however we believe it is essential to continue to invest in our people and our culture. We know that it is imperative that our colleagues are seen, heard and valued.

Our colleagues and the people we support are the beating heart of Avivo. Everyone matters. Our continued investment in our people is critical to our purpose - knowing our individual efforts contribute to our overall success.

It is a real privilege to lead Avivo - we have a special community who bring our values to life in our everyday actions. I see so many examples of my colleagues witnessing other people's potential and finding ways for them to be included.

We have absolutely challenged the status quo and there is no doubt that we will continue to do what it takes to support customers and colleagues. I want to express my gratitude to all my colleagues for your efforts over the last year - you make a difference.

"As a leadership team, our focus has been on investing in our culture – shining a light on the impact we have in people's lives and ensuring we are efficient and effective in how we work."

Avivo Board Chairperson Angus Buchanan.

As I draft this column, I am acutely aware this marks the culmination of my 13-year tenure as a Director, with the last three years spent as Chairperson at Avivo.

Reflecting on this significant journey, I've had the privilege of collaborating with three exceptional CEOs, numerous dedicated Directors and witnessed Avivo's transformation from Perth Home Care Services into the remarkable organisation it is today.

Over this period, we've navigated through substantial funding reforms and systemic changes within the three sectors Avivo serves: aged care, mental health and disability. Notably, our organisation successfully weathered the challenges posed by the COVID-19 pandemic over the past few years.

Amidst the ever-evolving landscape, one constant has reinforced my unwavering commitment - the extraordinary people who constitute the Avivo family.

Avivo remains a unique entity, making a tangible difference in the lives of individuals within their homes and communities. I extend my heartfelt gratitude to every local team member who contributes to this meaningful work.



This year, the Board has diligently collaborated with the Executive team to sustain Avivo's financial health. Advocating for appropriate NDIS funding levels has been a top priority - an issue we continue to address alongside the broader sector. As the aged care and mental health sectors anticipate changes and funding model developments, Avivo stands ready to adapt and respond.

I'd like to take this opportunity to acknowledge and express my appreciation for our CEO, Kate Fulton, and her dedicated Executive team for their steadfast leadership over the past year.

Additionally, my gratitude extends to every Avivo employee for their dedication and commitment.

I extend my thanks to my fellow Directors and convey my best wishes to the Board for their future endeavours. It has been an absolute privilege and pleasure to be part of this exceptional organisation.

Impact and influence in community.

"We will continue to challenge the status quo and advocate for the best outcomes for customers, colleagues and the sector."



Influence

Avivo has been around for over 55 years. We have always been an active contributor to the broader sector and are huge champions of creating a diverse sector with lots of variety for people and families to choose from.

Whilst the NDIS brought with it so many positives, one area that has been a disappointing change for WA is the lack of investment in the sector overall. We believe we can support the development of the sector if we work collaboratively with our peer organisations. Therefore, we have been much more strategic in clarifying the changes we want to see in the sector (our key areas of change) and have been working with allies who also want to see our diverse sector thrive.

Avivo has:

- **Submitted multiple reports to government** – sharing our key challenges and potential solutions.
- **Joined Alliance 20** – Australia's largest and most influential service providers who aim to shape NDIS policy that will enable choice, ensure value, minimise complexity and deliver better outcomes.
- **Joined the National Disability Services WA State Committee** – that aims to influence local and national action. Avivo has been used as a national case study highlighting the impact of NDIS.
- **Continued to serve on the NDS WA Finance Committee** – that aims to influence understanding of the financial impact of NDIS pricing on provider sustainability.
- **Joined the Impact Collective** – a group of not-for-profits who are working together to explore impact investment to further develop social innovation in WA.
- **Continued to serve on the WAIS Committee** – championing individualised services and influencing government to understand the value of capacity building organisations.
- **Continued to support Citizen Network** – a global cooperative that aims to create a world where everyone matters.

Person-centred Practice – why it matters

Person-centred practice helps ensure that the focus is on what matters to the people receiving support and their families and pays attention to how to support colleagues.

This approach helps ensure that we see people as unique individuals with valuable gifts and contributions. Person-centred practices can be seen as a 'toolbox' or variety of ways to listen and gather information. A person-centred approach encourages us to place people at the centre of all planning and decision-making that relates to them, regardless of their circumstances. It helps us uncover capacities, discover relevant opportunities in the local community, and invent new service responses that assist instead of getting in the way.

The planning process itself provides flexible tools for helping people find patterns, clarify direction, solve problems together, reflect on shared experience, and renew and deepen commitments over time.



Person-centred practice is:

- **a powerful way to support positive change;**
- **something we do with, not for people (power is shared);**
- **a different way of working together;**
- **a better way to listen and respond; and**
- **tailored to individuals.**

Citizenship is one of Avivo's core foundations and is embedded in all that we do. It is part of all colleague inductions at Avivo and has a strong alignment with a person-centred approach.

We believe that all our work needs to build on the core principles of citizenship and person-centred practice.

With that in mind, we wanted to invest in supporting our colleagues to develop practical skills that can be used in a variety of scenarios.

This led to the launch of a learning pathway where colleagues can build upon each module to develop their skills and create their own toolbox of frameworks and resources.

The three modules are called:

- Supported Decision Making with Avivo Customers
- Applying Person-Centred Practice
- Person Centred Practice Masterclass

Here's some feedback we have received regarding the Applying Person-Centred Practice module:

"What an amazing, thought-provoking course. It provided opportunity for self-reflection and to gain an understanding of just how the clients we support might feel when their individual choices are not considered or implemented.

It highlighted the importance of family input and support and how if we, as an organisation work as a team, we can achieve the best outcomes for the clients."

Avivo's Mental Health Community of Practice

The Avivo online Mental Health Community of Practice (MHCoP) launched in October 2022. While it initially focused on mental health topics, the MHCoP recognised that elements of good practice are consistent across all Avivo's areas of service delivery.

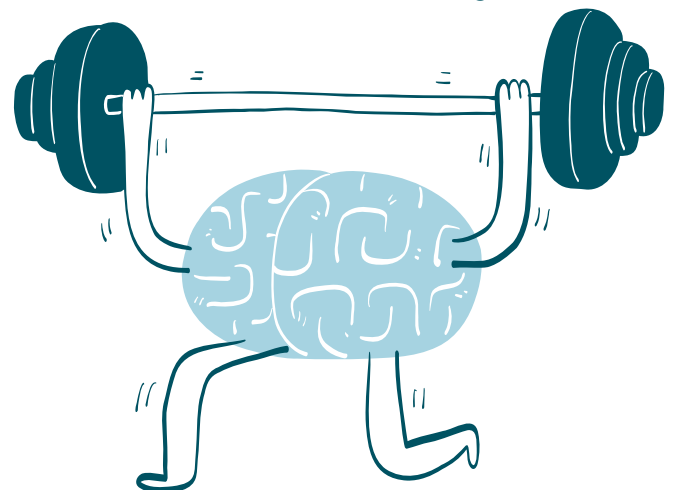
As such, the MHCoP is now available to all colleagues who want to draw on collective wisdom to develop their understanding and application of practice approaches.

The MHCoP meets every three months and topics covered so far have included wellbeing, person-centred approaches, using empathic listening and understanding Maslow's hierarchy of needs and human rights perspectives.

Over 100 Avivo colleagues have participated in the two-hour sessions. The sessions are facilitated by Avivo colleagues who have specialist knowledge and experience in the topics covered.

The MHCoP offers an opportunity for colleagues to listen to, and learn from, each other. It provides opportunities to build connections across the organisation and to hear about theories, models and frameworks that can be applied in real-life situations to improve outcomes for customers. The sessions also provide information on additional resources that colleagues and customers can access to build their confidence and competence.

One of the key learnings from the MHCoP is that mental health and wellbeing is important for all of us and that working holistically benefits both customer and colleagues.



We have a winner!

Avivo submitted four nominations in the 2022 NDS Disability Support Awards, with two becoming finalists and one of those winning the Regional Support Award at the ceremony in March 2023.

Deb Cording is our magnificent Support Worker who took away the top honour on the night and was put forward for the national awards to be held later this year.

In a beautiful celebration at Crown Perth, Deb was announced as the winner, while Avivo's Trish Bentley was also a finalist for the same Award.

We're so excited that both women were recognised for their work with their customers in the Wheatbelt and the Coral Coast respectively.

We'd also like to say a huge congratulations to our other nominees - Megan Hayes and Team TJ.

All nominees deserved their spot at the Awards, which celebrate the significant contribution of individual workers and teams who support people with disability to achieve their goals.



SILVR Adventures at Avivo

The world around us is continually changing, with new technologies creating new possibilities for how Avivo can support people to live life.

In 2021, Avivo connected with SILVR Adventures – a company that develops virtual reality technologies to improve the wellbeing and quality of life of older adults.

A SILVR Adventure is a virtual reality tour of a place or experience. Wearing a virtual reality headset, you are transported to a different place.

We saw potential in this technology as a way for customers to feel more connected and engaged with others and the world around them.

From 2022/2023, the Avivo Foundation has supported the piloting of SILVR Adventures with Avivo customers and families.

Our first year

In our first year of trialling SILVR tours, we have seen many travellers embark on an adventure. Travellers have included people experiencing dementia, cognitive decline and/or psychosocial disabilities, as well as their partners, children and grandchildren, and Support Workers. In total, 37 customers have had one journey and 14 customers have had more than one journey, while 16 Neighbourhood/Customer Teams have had a demonstration and experienced a SILVR Adventure.

What's next?

Over the year ahead, the Avivo Foundation is funding work to continue offering SILVR Adventures and working out how we can provide the experience in a sustainable way into the future.



Laura's Inspiring Journey

"I absolutely love my work – I love making a difference," beamed Laura Coleman, Avivo's dedicated Practice Advisor specialising in Aged Care and Dementia at Avivo.

Her passion shines through. Laura has been a part of the Avivo family since 2001 (back when we were known as Perth Home Care Services).

Throughout the past 22 years, she has witnessed remarkable transformations within Avivo and the aged care sector, yet the unwavering vision and values of Avivo remain constant.

"At the core of our vision are the people," Laura affirmed. "Our customers are who matter most, and we do whatever it takes, within our reach, to make a difference to their lives."

[READ MORE HERE](#)



Vai's story

You'll struggle to find anyone in Wundowie who doesn't know our customer Vai. Vai's huge heart and personality to match have made her a firm favourite in the area. Since moving to Wundowie in 1995, she's become ingrained within the community.

From sports clubs to 'The No Name Gang', Vai's name is synonymous with community spirit.

Support

Vai has been with Avivo now for almost a year. And given that Vai knows everyone in Wundowie, of course she's known her Support Worker Karlee since Karlee was a baby.

"When we were paired up, I couldn't believe it," laughed Vai. "I've known Karlee's family for years. She's a beautiful girl – such a good heart."

"It's the same with all Avivo staff. I don't know where you get them from, but everyone has been just wonderful. I can't imagine having anyone else to support me."



[READ MORE HERE](#)



Investing in our culture.



All Hands Events

In mid-2022, we kicked-off our fantastic 'All Hands' gatherings. These special events are all about uniting our colleagues from across the area teams, bringing everyone together locally to connect and share experiences. We have one for every team area at Avivo.

What's made these events extra-special is that each area put its unique twist on things. Some teams have chosen to have fun, others enjoyed a morning tea while others simply took the time to learn more about each other.

One constant across all events was the presence of our leadership team who each spoke directly to the gathered group of colleagues and shared updates about what's happening at Avivo. Colleagues were also invited to ask the leadership team questions and get immediate answers. The leadership team enjoyed hearing from colleagues and to sharing their experiences.

Some colleagues also brought along customers, which made the events extra special as it meant we could connect with them in an informal setting and hear about their lives and experience with Avivo. The events were a huge success and have continued into this year.



Highlights from our Customer and Colleague Surveys

Each year, we send out a survey to our colleagues and customers to check how we're tracking in their eyes. This is an important part of how we continue to evolve at Avivo.

We take all the feedback on board. We celebrate the wins and look at how we can improve in future to be the best organisation we can be for both customers and colleagues. Here's a snapshot of our results for the 2022/2023 financial year:

On average **customers** rated the following:



On average **colleagues** rated the following:



What's going well



Significant improvement



We're getting better at



Future focus



What do you like most?

- Our customers
- Making a difference
- Flexibility
- My team
- Communication

"This organisation has the biggest heart I've ever known"



What can improve?

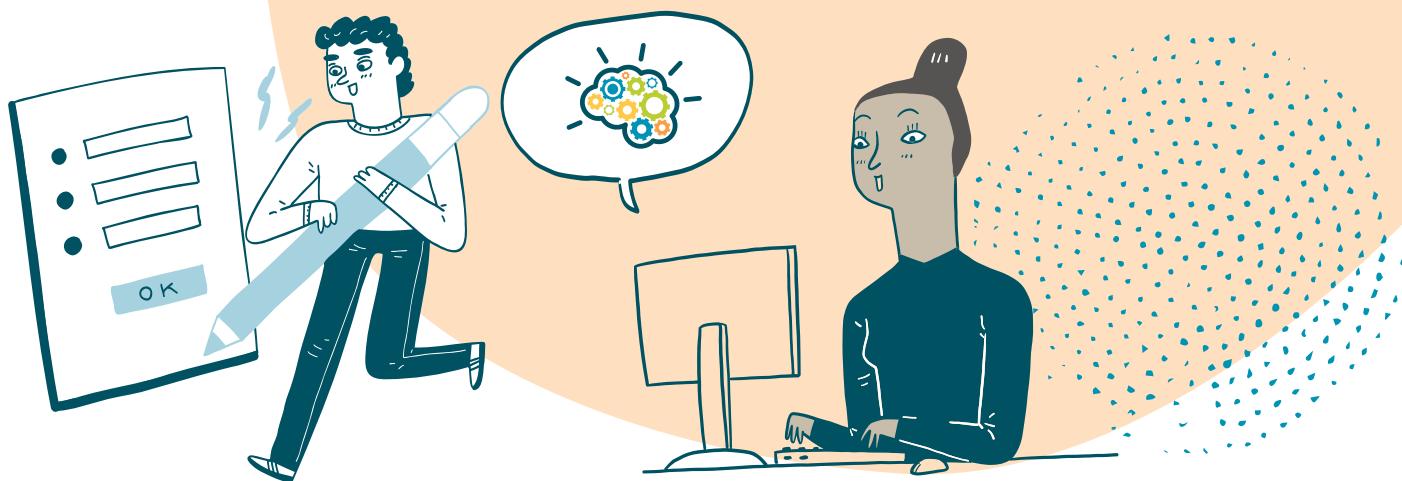
- Information overload
- More hours, more pay, km reimbursement rate
- More face to face time
- Less admin
- More support workers
- Support with tech and phones



We are working on actively welcoming and embracing diversity

1/4

of Avivo colleagues are from culturally diverse backgrounds



Learning and development for our colleagues

Avivo is committed to building the capacity and confidence of its workforce. We recognise the value of supporting our colleagues to learn new skills and acquire qualifications in their chosen fields.

During the 2022/2023 financial year, Avivo worked with our external Registered Training Organisation partners to deliver Certificate III and IV training in Individual Support, Ageing Support and Disability.

At the end of June 2023, 52 colleagues were undertaking this training. We also delivered skillset training in Dementia and Mental Health. At the end of June, 24 colleagues were engaged in these skillset training courses.

Avivo also remained committed to delivering manual handling and specialised, customer-specific training to our Support Workers to ensure they were able to safely undertake their work with our customers. Avivo claimed over \$300,000 in funding to subsidise these valuable training offerings.

Innovative training modules

More broadly, Avivo developed a range of training modules, for both on-line and face-to-face delivery to our colleagues. Training modules included:

- Safeguarding;
- Applying Person-Centred Practice;
- De-escalation skills;
- Introduction to Mental Health;
- Supervision Skills; and
- Supportive Decision Making with Customers.

We continued to deliver some of our training in partnership with customer co-facilitators to ensure the training includes a strong lived-experience perspective. This is an area we will continue to focus on in the year ahead.

Coaching

Avivo's coaching program offered colleagues the opportunity to focus on their own development, through both individual and team coaching sessions. Our ever popular 'Managing Me' course was again a big success. Managing Me is a 12-part workshop carried out via Teams or in person. The sessions focus on personal development, growth, and insight. The course supports participants to:

- understand themselves and how they relate to others a little better;
- be familiar with their stress patterns and the way they react to situations; and
- gain clarity around their personal purpose.



More than **100 hours** of individual coaching was delivered through coaching programs.



More than **50 people** completed the Managing Me course.



Hundreds of colleagues accessed a one-off coaching conversation. Of those surveyed, 80% would **'ten-out-of-ten'** recommend a coaching conversation to their colleagues!



Avivo Foundation Grants

The Avivo Foundation has grant opportunities to help people pursue an interest or goal that is important to them.

Small Sparks Grant

The Small Sparks Grant was established in 2018 and is open for applications from colleagues and customers. The grant is designed to support people to live a good life as connected citizens in our communities.

A typical grant is around \$600 per recipient. During the 2022/2023 financial year, just over \$12,000 in grants were awarded to 21 customers and colleagues.

One customer who secured a grant is Thomas. The grant is helping Thomas access a weekly Tai Chi and physio class, which not only affords him the opportunity to exercise, but also creates connection with his community.

Supporting social innovation

The Avivo: Live Life Foundation invests in and supports social innovation. In addition to the provision of Small Sparks Grants and scholarships, the Foundation invested in two projects in 2022/2023 – the main one being the pilot SilVR Adventures (page 11).

This year, the Foundation has become part of the Impact Collective – a group of like-minded not-for-profit organisations that aim to invest in social enterprise in Western Australia. It is early days for the Collective, but it is great to be learning from others about social impact investment.

Diversity and Inclusion

2023 was a great year for Diversity and Inclusion as we continued to enhance a culture within and beyond Avivo.

First Nations

In the First Nations space, we attended events around Reconciliation Week and NAIDOC – the theme being **Get Up! Stand Up! Show Up!**

Artwork was licensed from artist Fred Knox for Avivo's marketing and communication applications and debuted on our booth at the NAIDOC opening in July.

We have engaged local Elders in Acknowledgements and Welcomes to Country. Noongar Elder Robyn Collard led a cultural awareness training with Toby Miller for our colleagues.

Bindi Bindi Dreaming showed us how to work with Native Foods. The award winning Galup Virtual Reality movie was shown to colleagues with a Welcome and story from Traditional Owner Samuel Pilot-Kickett.

Our revitalised Reconciliation Action Plan (RAP) has been submitted to Reconciliation Australia for final review.





Rainbow community

In the rainbow community, some 70 people walked proudly in the 2022 Perth Pride Parade, under the 'care collaborative' banner. It was our second year hosting a float with people from organisations in our sector – customers and colleagues.

The float honoured Declan Casley, a much-loved customer from the Wheatbelt area who passed in 2022.



Disability

Five short films about, or produced by, people with disabilities were screened on International Day of People with Disabilities.

Pulse survey

The recent Pulse Survey shows that in the past 12 months there have been significant increases in numbers of colleagues identifying as either Indigenous – 18 up from 7 (157% increase), LGBTIQ+ – 33 up from 28 (18% increase), as having a disability – 26 up from 15 (73% increase) and as having experienced mental ill health.

We've also increased the diversity of our Board.

These increased employment numbers, together with ongoing awareness raising go directly to Avivo's Culture Strategic Goal: Enhancing Avivo's Culture to Support Personal and Collective Responsibility.

When our workforce better reflects the community we support, our services are stronger and our community becomes richer for it.



Building meaningful relationships

“I absolutely love working with people,” said Linda Bunworth, a Support Worker with Avivo.

“I’ll put my hand up for any opportunities that come up. I spent three years as a Team Facilitator, but I realised that it was taking me away from what I enjoy the most - connecting with people, especially during the challenges of COVID.”

Linda has been a part of the Avivo team for nine years. Her journey began as a Mental Health Support Worker, drawing from her own lived experiences. Her unique insights, along with a toolkit of coping strategies, made her an invaluable asset.

Working locally

“When I started with Avivo, I’d travel all over the southeast suburbs of Perth, but since we moved into local teams, I don’t need to travel as much,” added Linda.

With the introduction of neighbourhood teams came the need for Support Workers to diversify into all sectors that Avivo supports – in Linda’s case, she has expanded her expertise to include working with aged care customers and individuals with disabilities. She’s become well-versed in meeting the diverse needs of various people.

“We build meaningful relationships and as Support Workers, we become like part of the family,” enthused Linda.

READ MORE HERE



Our workspaces

This year, we made the decision to reduce the size of our Jandakot office and renovate it to suit the hybrid way we now work.

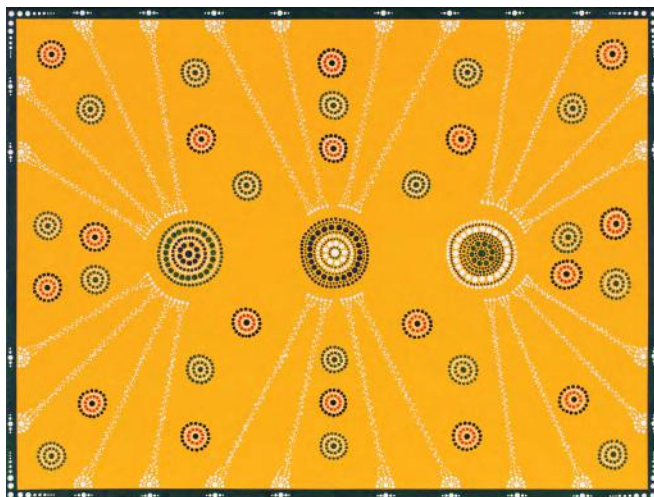
What we have now (as well as much lower annual rental costs) is a vibrant, welcoming space that provides a variety of working options.

Colleagues may arrive for a meeting and stay for the day, choosing a sit-down or stand-up desk in the open plan office, or a private booth for quiet work or online meetings. The dining area is a space to relax and connect over coffee or lunch.

The office honours the traditional owners of the land on which we work, with a stunning mural painted by Noongar Aboriginal Artist Melissa Spillman/Maarakool Art. Melissa captured Avivo’s essence within the art, which contains symbols of creation, strong foundations, diversity, and journeys travelled.

We also gave the meeting rooms traditional Noongar names – Beeliar (river, water running through), Mandjar (meeting place), and Woollahra (meeting ground).

Next in line for a refresh are our Mandurah and Geraldton offices.



Shining a Light by Fred Knox

The beautiful artwork you will see throughout our Reconciliation Action Plan is from Indigenous artist Fred Knox and is named 'Shining a Light'.

We commissioned Fred, who is a proud Gudjala man from North Queensland, to create the artwork to represent Avivo and our connection to community. This is only the second piece of artwork Fred has painted and we're honoured to be able to share his talent with you.

Fred was attending a healthy living lifestyle centre in Perth when he was introduced to Avivo by a fellow attendee. After getting to know the organisation, this painting was Fred's interpretation of Avivo through his dot painting technique.

The artwork shows Avivo's three sectors of support focus – aged care, disability and mental health. Around the three sectors, Avivo colleagues who support our customers are represented, shining a light out into the community, which can be seen on the border.

Fred says his art has assisted his journey to sobriety. It became a way to heal himself and move on from his past.

Now seven years sober, Fred has completed his Certificate IV in Mental Health and plans to help others who struggle with addiction. He also plans to continue to explore his creativity and hopes to be an inspiration to others.

Thank you to Fred for working with Avivo to share this beautiful depiction of the organisation.



Super Team Kelmscott

Working amongst a team of open, fun and supportive people is what makes Team Kelmscott shine.

"We're always here to support each other," said Team Facilitator Eileen Peasley. "That's what makes our work here special."

"We stick together through thick and thin, sharing both the highs and the lows. It's such a relief to have a team that understands and has your back because they're doing the same work."

Support Worker and Team Kelmscott member Nicole Griffiths certainly appreciated the support of her co-workers when experiencing grief after the shock passing of one of her customers.

"News of his passing was shared with the team quickly and without hesitation, they wrapped their arms around me," said Nicole.

"Not only did they express sympathy via our team chat pages, but they also made the effort to contact me privately. They reminded me that I'm in a safe place if I needed to talk.

"I cried. They cried. They knew what I was trying to say. They knew where I was coming from."

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Living your best life with dementia

Norm is 96 years old and living with advanced dementia. While his recollection of his life stories isn't what it used to be, his fantastic Support Workers have managed to capture some of his prominent life stories, which they frequently share with Norm to help him remember his rich and colourful history.

Born in August 1927, Norm was the first baby to unmarried parents. Unfortunately, this meant Norm was taken away from them and placed in a boys' home in Victoria where he stayed until he turned 16 and joined the Defence Services. While Norm's mother had attempted to get her son back, her attempts were unsuccessful and he didn't have contact with her until her later years. During this time, his parents married, and Norm's siblings were brought up in a family environment.

Norm has fond stories from growing up in the boys' home, particularly with his mate Clive. He and Clive would get up to all kinds of mischief together in class and when going to church on Sundays, they would flick the money in the collection bag and swipe a few coins. "We were giving to the poor," laughed Norm. "Us."

He and Clive would use the money for lunch or lollies – a welcome change from the undercooked tripe and onions often served up in the home!

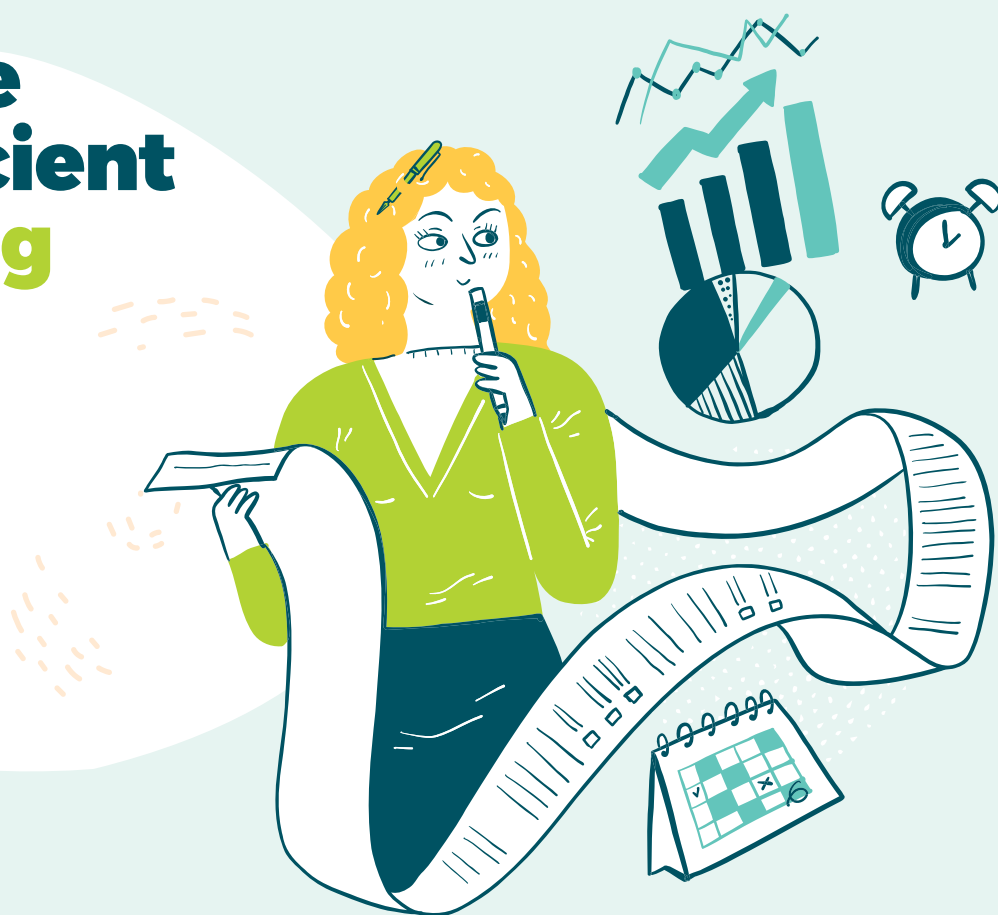
In the Navy

After Norm left the boys' home, he joined the Navy. He thought it was wonderful getting paid to travel to different countries and was given much nicer food – no more tripe!

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Effective and efficient operating model.



Working smarter

All teams across Avivo have worked tirelessly on the efficiency and effectiveness of our processes to improve our operating margins. Here are some of the ways we managed to improve revenue and reduce costs this year:

- We developed a suite of Power BI reports to enable us to proactively manage customer spend within their NDIS plan. These reports allow us to forecast overspend and work with customers and NDIA to ensure participants are appropriately funded and their support plan falls within the scope of their funding.
- We developed a suite of Power BI reports to enable us to identify where overtime costs are high. These reports help us to adjust rostering practices and inform recruitment requirements. Overtime penalty rates are always fair for colleagues, but we must minimise this unfunded cost where possible.
- We implemented all claiming provisions under the NDIS price guide. Previously, Avivo had not claimed a contribution from customers toward the cost of provider travel. We have always paid Support Workers for their travel time and kilometres between supports, but had no revenue to offset this cost. In addition, we have aligned our claiming to match our costs when a support falls into penalty rates. Support Workers were always paid the penalty rate for their full shift, and now Avivo also claims the penalty rate.
- We significantly improved our claiming processes to minimise rejected claims from NDIA, to ensure we get paid. We also recovered a lot of money from NDIA from the past couple of years' worth of rejected claims and funding shortfalls, where Avivo had provided services in good faith but had not been paid.



Efficiencies from the Technology Team

The Avivo Technology Team is a carefully crafted team of talented specialists who collectively support all Avivo's technology. The team provides secure, reliable and available technology services that eliminate, simplify and automate work for our colleagues.

During the last 12 months, the team has worked closely with colleagues across Avivo to deliver an impressive suite of work that has benefits across the organisation, including:

- monitoring and tracking overtime ratios, which has resulted in a reduction of overtime rates across the board;
- monitoring NDIS use and reporting to customers;
- a new recruitment and onboarding solution to improve the experience for new colleagues;
- a new document management system, improving how colleagues search and share documents;
- automated tasks and self-service tools;
- a major focus on security, including enhanced email protection, data security updates and monitoring; and
- achieved ISO27001 accreditation.

"I am a lot calmer. I can go to work and not worry about my daughter. It has improved our relationship. The support has had a huge impact on our lives."

"I have the loveliest Support Workers... I couldn't cope without them."

"I can't overstate how essential these services are. The (Support) Workers for mum are amazing. Avivo has virtually saved my life."

"I don't know where they find their (Support) Workers, but they are amazing."

Feedback about colleagues from customers and carers was consistent and positive:

"I trust and feel safe with my Support Workers. (They) are fantastic and it's nice to have people around me who care."

It's audit time!

Avivo undertook two audits against the Aged Care and Mental Health Quality Standards and passed both in the 2022/2023 financial year.

Some feedback included:

- The neighbourhood teams model is effective in promoting community engagement and closeness of the teams, which also means better monitoring of colleagues and better outcomes for customers.
- Colleagues felt supported by management and had the training and resources they need to do their jobs.
- All colleagues showed empathy and respect for customers and were proud of their roles and helping customers achieve their goals.
- Colleagues also showed a high level of knowledge around customer support plans and understand Avivo's policies and procedures.
- The Work Health and Safety team are innovative, and their work has been effective in improving mental wellbeing, safety and reducing claims.
- The HR team keep a tight ship and it made for the fastest staff record review in the auditor's history of auditing.
- Our survey results showed consistently high ratings for customer satisfaction and colleague engagement.

Areas of focus for the next audits include:

- Documentation in customer records;
- A process of recording the partnership of support plans and having them signed;
- Providing customers and carers with information about their mental health rights and responsibilities;
- Documenting reviews and check-ins.

Strong organisational culture

The auditors were impressed with what both customers and colleagues had to say and said it represented a strong organisational culture.

They appreciated the well-oiled machine that was the audit process, saying "the preparation and organisation that you brought to the whole experience was second to none."

We should all be very proud of Avivo as an organisation and the incredible culture we have created.

Specialised services.



Shared Living

Shared Living is an alternative way to help people with accommodation and support. It enables people to choose to live with a preferred family member or a non-related 'host' who then provides some support.

This may include disability-related support, household assistance, emotional support, support to connect and engage with friends and the community, and to achieve their goals.

Shared Living gives customers greater choice and control over where they live, who they live with, and the supports they want to live their life.

Throughout the 2022/2023 financial year, Shared Living supported 35 customers through the work of 50 dedicated hosts. We also have three home sharers and four live-in carers who provide support to customers.



Brianna's Shared Living story

Brianna is a young woman who loves the theatre, beach, and animals. She is diagnosed with an intellectual disability - autism spectrum disorder - and has challenges supporting her mental health.

Brianna has been with Avivo since 2015 when she and her mum engaged the UDirect team for Shared Management to implement Brianna's funding plan. At the time, Brianna was supported by her mum and a team of Support Workers and Mentors.

In 2015, Brianna developed an acute psychosis requiring hospitalisation. This was very traumatic for Brianna and her family and continued over three years. Her mum was experiencing carer burnout and Brianna's health and wellbeing was also impacting her younger siblings.

[READ MORE HERE](#)





A new young carer to Avivo stated:

"I am glad there are these types of events available to us.

It was amazing to be able to get away for a weekend and relax, as well as focus on ourselves and be given strategies and advice regarding how we can better respond to events in our lives."

Families and Carers

Avivo's Family and Carer Support Team supports primary carers for people with a disability with funding from the Department of Communities and Carers Gateway.

In 2023, we expanded this service to include services funded by the Mental Health Commission. We are delighted to offer comprehensive support to families and caregivers. This includes mental health assistance, information, education and skill-building opportunities. Our goal is to help them in their caregiving role while also looking after their own well-being and personal and professional growth.

The funding can also be used to provide respite for carers to take a break from their caring responsibilities. This can be one-on-one support from a support worker or for group wellness sessions/retreats. Our dedicated Practice Advisor has run a variety of events including weekend retreats and carer peer support groups.

The feedback from these events has been positive with carers saying they enjoyed experiencing different activities and opportunities to step away from their caring roles for a period. So far, we've had seven events with 48 carers attending, participating in mindfulness/meditation practice and peer connection through morning teas and gatherings.

We are excited to see what the next year brings!





UDirect

We believe that with the right amount of support, anyone can self-manage their NDIS funding, which is exactly what the UDirect Team is here to facilitate.

UDirect works to support people to design and implement their plan in a way that works for them. The team is comprised of Support Coordinators, Advisors, Plan Managers and Payroll Support, all working with NDIS participants to manage their funding. UDirect is designed to sit separately to Avivo's service delivery to best manage any conflict of interest.

Throughout the 2022/2023 financial year, UDirect supported 173 customers through plan management, 71 in Shared Management and 344 through Support Coordination. The team has provided payroll support to 57 customers.

We look forward to continuing to explore ways to work in partnership with participants and provide support that promotes independence and choice.



The Individualised Community Living Strategy

The Individualised Community Living Strategy (ICLS) is a Mental Health Commission initiative that provides contemporary individualised supports to people experiencing mental health challenges.

This year, the ICLS team had the privilege of working alongside 29 individuals as part of their recovery journeys.

We have supported our customers to work towards and achieve many of their identified goals including attending TAFE and other training programs and undertaking formal third level education. One individual obtained her Degree in Information and Library Studies and subsequently secured herself a casual position at a local library. Others have worked diligently towards securing their driver's licence.

Several ICLS program participants secured volunteer work that will help to bolster their employability and allow them the opportunity to return to the paid workforce soon, while others have built their confidence and social network connecting with a variety of community-based activities and networks.

Two customers ultimately transitioned off the program to access NDIS services, which they felt best suited their needs for the future.



Positive Behaviour Support

Avivo's Positive Behaviour Support (PBS) service works in partnership with people and families to overcome challenges and have strategies in place to live a good life in a way that matters to them.

The focus of the Avivo PBS service is two-fold. Firstly, as an 'authoring provider', Avivo's PBS practitioners work with Avivo and non-Avivo customers and their support people to develop person-centred strategies to support the individual and their team where there are behaviours of concern.

Secondly, the PBS Team Lead supports the wider organisation in its role as an 'implementing provider'. This includes providing consultation and training to colleagues so they can effectively implement strategies contained in customer positive behaviour plans.

PBS proactively focuses on reducing, and eliminating wherever possible, restrictive practices. During the last year, the PBS team has continued to build their skills and all team members are well on their way to achieving 'proficient' status as practitioners. They have built a repository of resources to support colleagues to implement positive behaviour support plans and they are looking forward to continuing to grow the service in the coming year.



Nursing

During the last year, the Avivo nursing team continued to deliver clinical services as well as providing training and support to colleagues who support customers with a range of health issues.

Nurses provide direct care to customers as well as developing and delivering specialised training both internally and externally. This is often done in customers' homes so Support Workers can learn new skills in real-life environments. This also enables customers to be directly involved in understanding how they will be cared for and supported.

Our nurses build strong relationships with our customers and their families, and this is often invaluable when customers are facing uncertainty and change in their medical conditions. Our nurses have a wealth of clinical expertise, and all are experienced in supporting customers who require high intensity support.

The support and guidance provided by the Avivo nurses is a vital part of supporting customers to remain in their own homes for as long as they wish, rather than being forced to transition to residential or hospital care.



The evolution of Jess

Being a part of the Avivo community is something that Jess Horton is committed to.

"I was asked to co-facilitate Avivo's Vision and Values sessions (a colleague training session) and said yes," smiled Jess. "I'm trying to get out of my bubble and say yes to new experiences and anything that Avivo asks, I'll say yes to!"

Jess was thrilled to be asked to be part of the Avivo Council – a group of customers and support workers who meet with Avivo's executive team to share their perspective and support Avivo to achieve its vision and purpose.

"Around 20 of us came together – customers and colleagues of Avivo, as well as the whole executive team," said Jess.

"I really love that Kate (Avivo's CEO) is so down to earth and not only listens but understands our point of view as a customer. This is the way to make change happen."



[READ MORE HERE](#)



Our Team Lifeguards

Within Avivo, colleagues take on 'Team Roles' within their team, such as Admin Warrior, Tech Talker and Lifeguard. It is their responsibility to report back to their team the latest updates in these specialised areas.

The role of the Lifeguard at Avivo has continued to evolve since the COVID-19 pandemic and is more important than ever in assisting to support the health, safety and wellbeing for colleagues and customers.

Throughout the 2022/2023 financial year, Lifeguards played a crucial role in strengthening our safety culture. They distributed Personal Protective Equipment (PPE), shared valuable Work Health and Safety (WHS) information, and actively participated in WHS processes by providing feedback and suggestions.

Lifeguards meet bi-monthly with the WHS team to discuss health, safety and wellbeing. At the meetings, Lifeguards provide important feedback and information on WHS processes and procedures which assists in the development of the WHS Framework. Avivo incidents are also discussed at the Lifeguard meetings along with lessons learned which Lifeguards share with their teams.

The Lifeguard role along with our amazing WHS team are credited with shifting Avivo's safety culture to be the strongest it has ever been.



From the CFO

Lynsey McDonnell.



A significant turnaround

Last year's \$8.7 million loss was a sobering result that we hope never to report again. Thankfully, the 2023 result is a very different story, with a small loss of just \$37,000 – almost break even.

This year's NDIS pricing review outcome was sufficient to fund FairWork's annual wage increase, and it went some way towards recognising more of the costs of providing quality, safe supports.

We also received a \$1.9m one-off payment from NDIA to acknowledge the shortfall in funding we had been carrying last year.

We continued our internal efficiency campaign to improve our processes and work smarter with what we have.

We are now better at proactively ensuring that services are provided within available funding, supporting customers to seek additional funding where needed, minimising unfunded overtime costs, and aligning revenue to costs where possible.

We reduced project expenditure by half this year, investing only in essential initiatives.

The rollercoaster continues

Sadly, this year represents only a temporary reprieve from the ongoing challenge to make NDIS financially sustainable. The latest pricing review outcome was a blow, with an effective reduction in price (while the FairWork wage increase was met, this was offset by a 2.5% reduction in 'temporary loadings' on price).

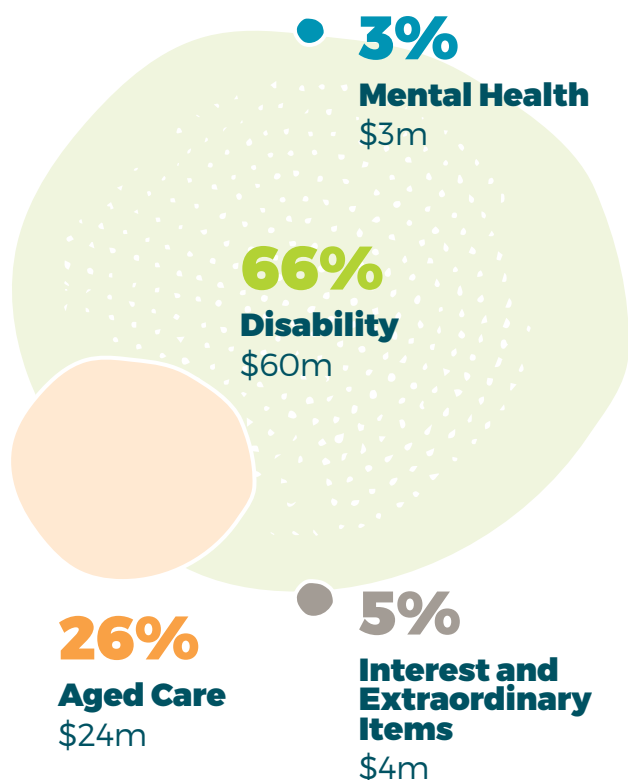
With NDIS representing more than two thirds of Avivo's revenue, this represents a significant hit to our bottom line. Combined with the absence of any further one-off payments, we are facing another multi-million-dollar loss in the 2024 financial year.

"While we will always strive to improve efficiency and reduce administration costs, we will not compromise on quality and safety."

Therefore, we continue to advocate for fairer pricing to protect Avivo's model of support. Organisations like Avivo have a higher cost base than unregistered providers, independent contractors and platform providers. There is a place for all models of support, but each must be appropriately funded.

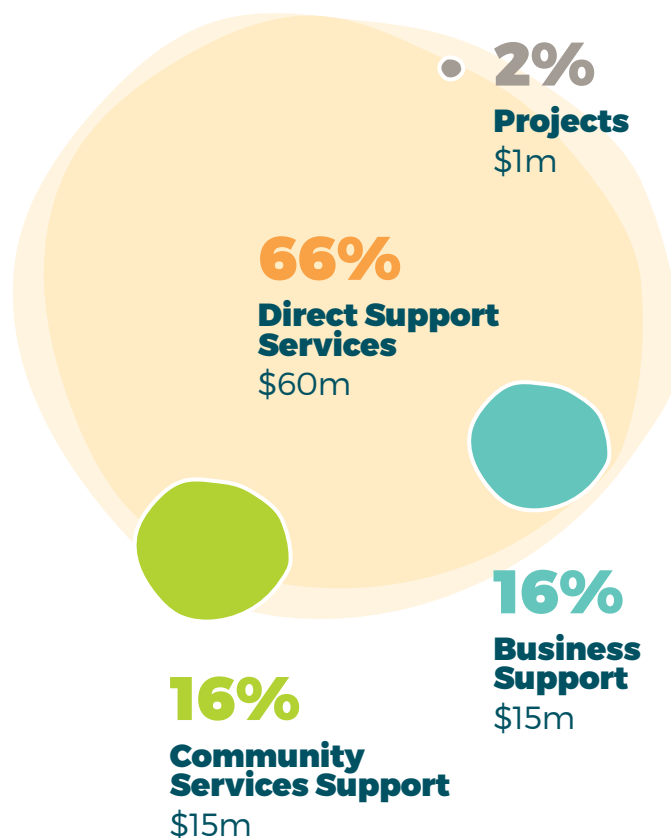
What we earned

\$91m



What we spent

\$91m



Statement of Comprehensive Income

	2023 \$'000	2022 \$'000
Revenue	87,167	81,462
Cost of services	(59,880)	(58,489)
Gross surplus	27,287	22,973
Other operating income	3,708	444
Administrative expenses	(30,300)	(29,037)
Project expenses	(1,396)	(3,120)
Operating (loss)	(701)	(8,740)
Finance income	405	77
Finance expenses	(15)	(8)
(Loss) before taxes from continuing operations	(311)	(8,671)
Income tax expense	0	0
(Loss) after taxes from continuing operations	(311)	(8,671)
Revaluation of land and buildings	274	29
Other comprehensive income for the year, net of tax	274	29
Total comprehensive (loss) from continuing operations	(37)	(8,642)

Statement of Financial Position

	2023	2022
	\$'000	\$'000
ASSETS		
Cash and cash equivalents	22,822	26,542
Term deposits	5,000	-
Trade and other receivables	8,518	8,802
Total current assets	36,340	35,344
Non-current assets		
Property, plant and equipment	5,287	5,106
Loan to Avivo: Live Life Foundation Inc.	6,902	6,902
Total non-current assets	12,189	12,008
TOTAL ASSETS	48,529	47,352
LIABILITIES		
Current liabilities		
Trade and other payables	4,475	4,728
Unutilised Grants	16,320	15,493
Lease Liabilities	221	88
Provision for Employee Entitlements	9,680	9,348
Total current liabilities	30,696	29,657
Non-current liabilities		
Lease Liabilities	317	179
Provisions	515	478
Total non-current liabilities	832	657
TOTAL LIABILITIES	31,528	30,314
NET ASSETS	17,001	17,038
EQUITY		
Retained earnings	14,907	15,218
Reserves	2,094	1,820
TOTAL EQUITY	17,001	17,038

Statement of Cash Flows

	2023	2022
	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	1,206	1,616
Interest receipts	405	77
Grant contributions	92,042	82,876
Payment to suppliers and employees	(91,693)	(89,683)
NET CASH FROM OPERATING ACTIVITIES	1,960	(5,114)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for term deposits	(5,000)	22,000
Payments for the purchase of fixed assets	(680)	(580)
Proceeds on the disposal of fixed assets	153	155
NET CASH USED IN INVESTING ACTIVITIES	(5,527)	21,575
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments for lease liabilities	(153)	(213)
NET CASH USED IN FINANCING ACTIVITIES	(153)	(213)
NET DECREASE IN CASH HELD	(3,720)	16,248
CASH AT THE BEGINNING OF THE YEAR	26,542	10,294
CASH AT END OF THE YEAR	22,822	26,542



This year we decided to care for our planet and distribute this report digitally.

If you would like a printed copy please get in touch via **hello@avivo.org.au**



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