



VIVA
2021
ANNUAL REPORT
VIVABILITY LIMITED



VIVABILITY

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Vivability acknowledges the traditional custodians of this land.
We recognise and celebrate the diversity of culture, language groups and traditions
of Aboriginal people, in particular the Wiradjuri people of this area.

Nicholas Packham CEO

VIVABILITY

SERVICE CHARTER

*Our purpose is to support people to live a full life, with dignity.
Our aim is to be a preferred NDIS service provider and the employer of choice.*

We commit to being:

- ✓ Respectful, honest, compassionate, and kind.
- ✓ Welcoming and inclusive. Vivability is a service where everyone belongs.
- ✓ Proactive, innovative and responsive. We want to make good things happen for people.
- ✓ Collaborative. We will work in partnership with others.

When you receive a service from Vivability, you can expect us to:

- Learn about what is important to you, and show you it matters to us too, by how we support you.
- Keep you safe.
- Give you options, and ask you to make choices.
- Be by your side. When you want us to be, when your rights are not being respected, and when something is unjust, or unfair.
- Celebrate your achievements, know and value your goals, hopes and dreams, and inspire and support you to achieve them.

You can assist by telling us if you are unhappy about something we have done, if we have not been helpful or if we have disappointed you, and work with us to make things better.

Our other policies: This Service Charter is about how Vivability works and what others can expect from us. It is our most important policy, and always applies, in addition to any other specific policy.

We acknowledge the contributions of the Vivability Directors



**Andrew Bird - Chair | Annabelle Hillsdon | Clinton Blanks - Treasurer | Denise Young - Secretary
Margaret Shearer | Steve Semmens | Maria Smith**

VIVA





From the Chair of The Board Andrew Bird

The first paragraph of my report from 2020 positively stated that it appeared we had weathered the Covid 19 storm. How wrong I was! I suppose when writing that report we were not aware of the Delta strain of the virus that was to hit our shores and see a resurgence of the pandemic particularly in the State of New South Wales.

I think that everyone at Vivability can be congratulated for the mature and sensible manner in which they handled the outbreak of the virus in Bathurst. It is testament to the diligence and hard work of everyone that not one client nor staff member contracted the virus during the outbreak. Our clients are particularly vulnerable to Covid 19 and it makes the Board very proud that the organisation was able to protect such vulnerable people from the illness.

Notwithstanding the impacts that the pandemic has had on our organisation, 2021 has been another year of growth and success for Vivability. During the last 12 months, we have completed the construction of a specialist disability robust designed residences for our accommodation clients. We have also commenced construction on another specialist disability fully accessible home. In addition, we have been able to secure three more parcels of vacant land to allow for future construction and expansion. The Board takes the view that owning and constructing our own properties provides a more secure way to deliver accommodation services to our clients by eliminating the complications of having to deal with leases and landlords.

Another highlight throughout the year that should be noted is the successful completion of our NDIS practice standards audit report. A significant amount of time and effort was put in by the organisation to successfully pass the audit. The Board is of the view that such processes, whilst being time-consuming and stressful, can only strengthen the organisation and ensure that we continue to deliver services of the highest quality to our clients.

2021 also saw the launch of 'The Bathurst Cleaning Company'. This has been a great initiative to provide real life paid employment for our clients. The business has a growing number of commercial cleaning clients around Bathurst and by all accounts the team members involved are delivery an excellent cleaning service. Congratulations to all involved.

This year the Board adopted its new strategic plan with the assistance of a number of external consultants. We believe that the plan provides a measured approach for the organisation and management team to stabilise growth in some services and pushed for further growth in others.

The Board has recently welcomed a new director in Tony Eviston. Tony has extensive experience working in the not-for-profit sector during his career and also as a long-standing director of Lifeline. The skills, experience and knowledge that Tony brings to the Board is invaluable.

This year we farewelled Steve Semmens from the Board and I would like to take this opportunity to thank Steve for his contribution during his tenure as a director and wish him all the best in the future.

Thank you to everyone for their tremendous hard work throughout 2021 and let's hope that 2022 brings more normality for us all.

'The Bathurst Cleaning Company'... has been a great initiative to provide real life paid employment for our clients.



From the Chief Executive Officer **Nicholas Packham**

This year has been one of change within the organisation in response to the continuing demand for services and the challenges presented by Covid 19. Two new senior manager's positions were created with Christine Healey and Aishling Gilroy being appointed in these roles. These positions provide an increased level of support to business stream managers as well as providing a stronger level of clinical governance across the organisation.

Our service offering broadened this year with the establishment of a Plan Management service and psychological services. These services were included as a direct result of the demand in the community and in response to changes in funding types from the National Disability Insurance Scheme. Continued demand for services across all business streams led to the need to employ more staff, bringing our numbers to 210 employees.

Blake Aubin was appointed as Manager Human Resources in August after a period of relief in the position. Blake's role has been challenging during the covid crisis having to manage the welfare, employment conditions and support to over 200 staff. I would like to thank Blake for his commitment, his flexible approach to the role and the support he has provided to our staff, managers and myself.

Elizabeth Sams joined Vivability in November as a Psychologist. Liz has worked in the disability sector for 30 years and has been a welcomed addition to the Viva Clinical Team. Liz provides behavioural support services to clients with complex needs as well as psychological testing and assessment services.

In December we welcomed Anthony Hayes to the role of Wellness Coach and Behaviour Support Practitioner. This was a newly created position at Vivability and one that has proved to be valuable in supporting our staff during the challenging times presented by the Covid 19 pandemic. Anthony has an impressive background having worked in a variety of teaching and human services fields for many years. His work has provided added support to our staff and the management group.

In April Jami Single was appointed to the role of Client Services Manager. This role has enhanced the individualised support provided to our clients in the Viva Life program, ensuring that our clients receive the targeted support to achieve their goals and that the provision of services are client focused and are of a high standard.

A successful audit for the NDIS Quality and Safeguards Commission was conducted in April. Thank you to all of our staff and in particular, our Quality Assurance Manager Sean Osborn who coordinated our audit preparation.

Vivability was fortunate to host Dr John Towney who gave a number of presentations to staff on Indigenous engagement. Dr Towney shared the experiences of his family and provided staff with some perspective on the experiences of Aboriginal people in Western NSW linking this with Australian legislation at the time. He stressed the value of good communication and understanding when working with our clients. John is keen to have an ongoing relationship with Vivability as our Indigenous Engagement Consultant.

Continued demand for services across all business streams led to the need to employ more staff, bringing our numbers to 210 employees.

During the year Vivability purchased 2 more blocks of land for the construction of purpose built accommodation. Planning has commenced for an additional high physical support needs property as well as a dedicated respite house for people with complex needs. Construction of a house for people with high physical needs is already underway with a completion date of February 2022.

The Bathurst Cleaning Company(TBCC) will launch in July after a successful pilot earlier this year. The new business offers commercial cleaning services to Bathurst Businesses while creating opportunities for employment for people with disabilities. The business development project was led by Tom Loader and I would like to thank Tom for his work which has positioned The Bathurst Cleaning Company powered by Vivability for a positive launch. Steve Harper has been appointed Manager of TBCC and I wish him every success in this exciting role.

Next year we will be launching Viva Eats, a new catering business training and employing people with disabilities in the hospitality sector. Viva Eats will launch in December providing free evening meals to families in need. We will have a renewed focus on staff training with a plan for specialist training scheduled across the 2022 year. Accommodation services will again expand with the development of affordable shared rental options for our clients who would like to live independently.

I would like to thank our Directors for their ongoing commitment to Vivability, its governance and strategic development. Their commitment to the organisation and its vision is unwavering and is a great support to me. Thank you and best wishes to Steve Semmens who resigned from his position as Director in March.

Thank you to our staff who demonstrate their commitment and enthusiasm as they work to assist our clients to achieve their goals. Their continued advocacy for people with a disability is impressive and I know it is valued by their clients and our organisation.

To our clients, thank you for your ongoing support and trust in us to continue to assist you to achieve your goals.





From the Chief Financial Officer **David Latham**

VIVABILITY LIMITED SUMMARY OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2020

2021 was once again a year impacted by Covid-19 across the Australian economy. As in the previous year Vivability was able to continue to operate and offer the full range of services to its clients. While the impact of the recent lockdowns was not felt in regional NSW until after the end of the 2021 financial year there has been no change to this and operations continue.

From a financial perspective this has meant that the company is still in a strong position, being able to continue to offer services with certainty even though restrictions are in place.

During the year the company completed construction of a purpose-built house suitable for specialist residential accommodation. It also acquired three more blocks of land for the construction of additional houses in the same manner. Since the end of the financial year construction has commenced on the second house. As noted previously, this secures purpose-built accommodation for clients and also results in savings to the company relative to the cost of renting.

Once again, services provided to clients grew relative to the previous financial year. Revenue from services increased by approximately 18% in 2021 and has almost doubled relative to three years ago. This has allowed profits to be reinvested in the company and facilitated the acquisition of the assets noted above.

While the economic landscape is ever changing and governments look to manage costs in relation to the not-for-profit sector, Vivability is well placed to adapt to any such changes that may arise in the future. The building of financial reserves in recent years has provided a buffer to be able to withstand any unforeseen shocks that come about. The company will continue to invest in people, systems and training to ensure that it is able to continue to grow its service offering in future years.





From the Human Resources Manager **Blake Aubin**

Viva had a busy year in Human Resources with growth across the Organisation, particularly in Accommodation Services, VivaLife, and Support Coordination. This expansion increased employee numbers by 6%, bringing the total to over 190. People with disabilities currently make up 8% of our workforce, which we are proud of.

Training

Our training calendar was impacted by the pandemic with a lot of face-to-face training cancelled. However, we were still able to complete clinical governance training, MAPA training, domestic violence education, and first aid training both in-house and externally. We also held cultural awareness and wellness workshops.

In addition to this, we funded ten scholarships with TAFE NSW for staff to complete the Certificate IV in Disability. This programme will continue annually. We have received positive feedback from our current group who will finish their Certificate IV in October.

Drug and Alcohol Policy

As part of our recruitment process, we have implemented pre-employment drug and alcohol testing for all employees, as well as random testing for existing employees throughout the year.

In consultation with LaneWorkSafe, we updated our Drug and Alcohol policy and implemented a procedure for onsite drug and alcohol testing. LaneWorkSafe has over 50 years of industry experience and offers the most advanced drug testing solutions and products to businesses across Australia. They provided extensive training and support to our testing team throughout the process.

Prior to the implementation of the new policy, we provided initial and ongoing training to all employees. This process has helped us to consistently provide high-quality service to our clients.

Work Placement / Traineeships

This year we had five traineeships in community services, finance, and business. We had 4 work placements two from CSU and two from Mackillop College.

Further to the traineeships, we have four positions that have been offered to people with disabilities. These roles target the skills of our employees and are paid at award rates. We are hoping to continue making an impact on open employment for people with disabilities and this is evident with our exciting new business The Bathurst Cleaning Company.

Employee wellness

We emphasised employee wellness this year. We know that a positive work environment increases employee engagement and morale. We wanted to create a work environment that would attract and retain employees.

Our Viva wellness coach provided 1:1 coaching and support to staff. The Employment Assistance Program was also offered to employees in support of well-being. In addition, held wellness walks on Wednesdays and a 'Walk 4 Hope' in September. The 'Walk 4 Hope' had two goals: to support staff mental health and to raise funds for Huntington's disease. Vivability raised a total of \$2587 and walked 1156 kilometres.

Covid-19 & Employment

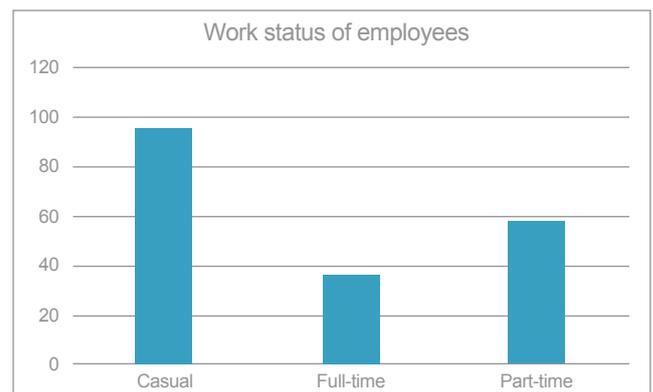
We worked hard to redeploy as many staff as possible during the lockdown period, where some services in Vivalife were cancelled. Fortunately, we were able to retain all our employees.

We introduced a covid leave payment for people who were forced to take time off due to lockdowns or while awaiting the results of a covid test. We continued to recruit staff this year and offered permanent full-time and part-time positions to existing casual staff.

Forecasting for next year

We plan to focus heavily on training next year. We would like to increase face to face training for all staff and managers. We are predicting a further 6 % growth in employee numbers with new developments underway in Accommodation services. We are also committed to a continuation of offering permanent employment to our staff transiting from a highly casualised workforce.

I would like to thank Miriam Heeney who is an integral part of the HR team. I have been thankful for her support throughout the year.





From the Senior Manager **Aishling Gilroy**

This year was unique in that it began on uncertain terms but progressed into a successful year that included not only growth across all business streams but also an improvement in the quality of our services. Respite Services brought in a 35 per cent increase in revenue over the previous year. This was amplified in part by the pandemic, with school closures and lockdowns increasing the demand for support. Accommodation Services experienced steady but significant growth with a 9 per cent increase in revenue. Given that Accommodation Services account for 63 per cent of total trading income for the year, this expansion was substantial. VivaLife completed its first full year of operation and exceeded its projected budgeted revenue income by 66 per cent, which was an incredible result given the difficulties the business stream faced throughout the year due to the pandemic.

In April, we had an external audit for our registration with the National Disability Insurance Scheme (NDIS). We were pleased with yet another outstanding result. Our Quality Assurance Manager Sean Osborn has been working alongside the business stream managers to promote continuous improvement. He has done so by monitoring and improving systems and policies, as well as conducting internal audits across all business streams. Sean's work has been extremely beneficial, as evidenced by the audit results.

Throughout the year we progressed the design and commenced the build of our second Vivability-owned Specialist Disability Accommodation home, which is due to be completed in late 2021. The house layout, fixtures, and technology have been carefully considered to support people with high physical support needs. The

house has been designed to allow a wheelchair user to move freely and use all of its features. It is located on a block with a beautiful view visible from the outdoor alfresco area.

Our priority for the coming year will be to advance several projects that have been delayed due to the circumstances caused by the pandemic. We would like to resume the comprehensive training calendar for support workers that was scheduled last year. Additionally, we will continue to prioritise efficiency across all business streams, streamlining processes to reduce administration time and refocusing on face-to-face client care.

VivaLife will refocus on School Leaver Employment Support (SLES) and employment for people with disabilities. We have developed strong relationships with several local businesses with whom we will collaborate to offer our clients a variety of work experience opportunities. Respite Services will build on shared overnight supports with a focus on peers seeking a social element in their respite support. Finally, Accommodation Services is expected to encounter organic growth as many individuals are currently in the planning stages of transitioning into existing vacancies or are on the waitlist for new developments.

I would like to take this opportunity to thank all support staff and managers for their work throughout the year. The pandemic added an extra layer of complexity, making it a difficult year for many. The team at Viva demonstrated dedication, flexibility and patience throughout and continued to provide an exceptional level of service to our clients.

Our priority for the coming year will be to advance several projects that have been delayed due to the circumstances caused by the pandemic.



From the Senior Manager / Support Coordination Manager Christine Healey

Vivability Support Coordination has had a year of growth. Our team has expanded as has our participant numbers with a 50% increase in the number of people we support. We continue to build relationships within the community, working alongside many stakeholders and providers to deliver valuable and real outcomes for our participants.

Our Support Coordinators assist participants to implement their NDIS plan, working with each participant individually to innovatively and resourcefully utilise their support budget to achieve their goals. Vivability Support Coordination aims to develop and strengthen the participants' skills, capacity, and confidence while working closely with them to ensure the successful implementation of their plan. We deliver a varied service to children, teenagers, and adults, from different life circumstances with a diverse range of support and intervention needs.

In our commitment to support our participants and help them understand their plan we have implemented a step-by-step Support Coordination process and have developed a brochure for participants which describes the 5 stages of Support Coordination. Below is a condensed version of the 5 stages.

STAGE 1 - Engagement:

Initial meeting outlining what Vivability Support Coordination can do for the participant. Go through the NDIS plan and goals, and discuss the funding allocated.

STAGE 2 – Planning:

The Support Coordinator will discuss identified goals, support needs, and develop a complete person-centred Individual Support Plan ISP along with a budget.

STAGE 3 – Implementation:

The Support Coordinator will make referrals to the chosen service providers, ensuring the participant has information to make informed choices about the service providers that will best suit their needs. The participant will be assisted in navigating and connecting with funded and mainstream support.

STAGE 4 – Monitoring:

Support Coordinators will monitor the participants progress, budget, and capacity building, and will be responsive in meeting any changing needs, barriers, or risk factors.

STAGE 5 – Reporting and Review:

The Support Coordinator reflect collaboratively on how the plan has worked for the individual participant, what outcomes were achieved or barriers faced and what goals the participant would like to work towards in your next plan.

Our team continued to build their knowledge and skills through training with a special focus this year on Domestic and Family Violence Response Training. This training is a nationally recognised program that enables frontline workers to confidently recognise, respond and refer to domestic and family violence situations. Statistics identify that 65% of adults with a disability have experienced violence after the age of 15, compared to 45% without disability.

We established a partnership with Women's Health Service, Health Western NSW and Local Health District therefore, ensuring those we support have the opportunity to access women's health programs. We developed a template enabling our participants to identify their individual health needs and assist with the referring process.

The Covid pandemic continues to create challenges for our participants and Support Coordination. We are assisting participants through this very difficult and ever-changing environment by providing continual contact, where necessary welfare checks, and assistance to ensure participants are not going without essential needs and supports during this time. For participants who have been required to self-isolate or self-quarantine, this has been an essential support.

Vivability Support Coordinators plan to continue to deliver high quality services and support to all our participants. I would sincerely like to thank our staff for their continued hard work and commitment over the past year.



From the Quality Assurance Manager Sean Osborn

Quality Assurance

Over the past year the Quality Assurance Role has continued to focus on administration and service delivery in Accommodation Services and been expanded to encompass Respite and VivaLife Services as well.

The key focus across all business streams is standardising and efficiency in Client information management, maintenance and storage of information and compliance with NDIS Practice Standards.

Accommodation Services:

There has been continued high levels of compliance with internal audit checks conducted across our homes.

Audits and corrective actions noted in November 2020 were followed up by House Managers conducting their own audits in February 2021 which was intended to improve House Manager's ability to identify areas checked for in the audit process and improve autonomy in understanding the requirements of quality service delivery and practice standards. These results were then cross referenced against another audit in July / August 2021.

Further adjustments and improvements have been made to the Client Risk And Safety Plan to remove duplication of risks and their management across 2 different sections of the form – and consolidating this back into 1 section which improves the creation / management and practical use of the Plan.

Respite and VivaLife Services:

Initial work in these areas focused on:

- Client systems management, the formatting and version of client management plans in use, the organisation of client information and how up to date this information was.
- The focus and capacity of service managers to administer and maintain systems and information.
- Frequency of staff supervision and team meetings.

An initial audit of the use of digital and physical files resulted in focus on:

- Maintenance and organisation.
- Dedicated online directories for storage.
- Dedicated locations for physical files.
- Creation, updating and standardising of files and plans.
- Scheduling of reviews, maintenance and management.
- Raising manager awareness priorities, focus and time on client administration.

After direct supervisions and discussions with VivaLife and Respite managers regarding workload and capacity to focus on client information and staff management, additional full time VivaLife and Respite officer roles were created in February of this year.

It was identified that the administrative overhead of creating and maintaining client documents and plans was causing workload issues. As a result, Client and Risk documents were heavily edited and streamlined to be specific to Respite and VivaLife to make monitoring and practical use more effective.

A new digital client file directory was created, with existing client information entered into new document templates placed into every client file. The next step of verifying, updating and finalising for approval and review is underway with the next step being focus on maintenance and review.

The key focus across all business streams is standardising and efficiency in Client information management, maintenance and storage of information and compliance with NDIS Practice Standards.

External Audit:

In April, Vivability underwent an external audit conducted by auditing company The British Standards Institution (BSI) who assesses and certifies Vivability's registration with the NDIS as a service provider.

This was an interim audit as part of a full 3 year cycle that focused on compliance with the NDIS Practice Standards measured across various indicators specific to:

- Service and client management.
- Governance.
- Support co-ordination.
- High Intensity care.
- Behaviour Support.

The client management areas of the audit focused heavily on Accommodation clients in all areas of their service provision and any recipients care classified by the NDIS as high intensity supports – which in our case was peg feeding – which carries its own specific registration requirements.

My role for the audit was to be primary liaison with the auditors and to facilitate the audit on their behalf as it was being conducted remotely.

This presented with significant challenges around access to files / systems and processes, policy, inspecting of properties, interviewing clients and staff.

The experience in undertaking the audit with the requirements and focus areas from the auditors and measures used in the NDIS practice standards for compliance has been beneficial in my role and what I do.

I'd like to thank the different service managers who have helped drive the focus and improvement in these areas – and thank our clients, stakeholders and staff who participated in the audit.

The aim for quality assurance for the next 12 months is for completion of mandatory documents across all business streams and establish monitoring and management on a scheduled basis.

Policy:

A number of Vivability Service Provision Policies have been reviewed to be compliant with external audit, practice standards and requirements for NDIS registration.

As part of this process Policies are now standardised in formatting to be consistent across each document.

The aim is for all Policy to be a useful tool for staff to use and implement at a practical level and to be kept concise and relevant.

Training:

Staff Training folders similar to the ones currently used to train new staff in Accommodation Services are being created for VivaLife and Respite for all staff to complete on their first shift/s. These are specific to both general support staff duties as well as highly focused where necessary to each business stream.

All Vivability staff have been enrolled with access to disability support focused training via the NDS / etrainu website. The courses available cover a wide range of concepts and practices specific to disability supports and Work Health & Safety and there are 60 courses fully accessible to staff at any time.

Work Health & Safety:

6 staff have attended and completed TAFE this year to complete a WHS short course and now oversee WHS at the locations they manage.

Staff involvement in WHS is addressed via a mandatory agenda item at all team meetings and supervisions and Vivability remains committed to being highly proactive and responsive to all WHS issues.

Oversight on WHS continues via the scheduled auditing of homes, locations and reporting.



From the Accommodation Manager **Thomas Fox**

Accommodation Services had many successes this year. The demand for services continued to grow at a steady rate. We welcomed two new clients to our service. We have four new clients in the planning stages of transitioning to our service in the new financial year. We completed the build of our first robust Specialist Disability Accommodation home and successfully transitioned two clients into this home in December.

Our service has achieved exceptionally high standards due to the internal auditing conducted by our Quality Assurance Manager, who monitors our systems, processes, and dwellings. This was demonstrated by the outcome of our external audit conducted this year by the British Standards Institution (BSI). We were pleased to receive positive feedback about the way our supported independent living homes operate and the high-quality structures in place.

With the growth in client numbers, we were able to expand the accommodation team and offer existing employees permanent full-time and part-time positions. The increase in permanency not only created consistency for staff but also for our clients. We want our employees to feel secure in their employment and know that there is a career at Vivability for those who are dedicated to the disability sector.

The need for specialist accommodation services continued to be highlighted by the referrals received throughout the year. In recognition of this, Viva has continued to expand our property profile in the development of appropriate housing for people with high physical support needs. We are now building a second Specialist Disability Accommodation (SDA) home which will be categorised as 'High Physical Support' under the SDA guidelines set by the NDIA.

The new home will include fully accessible internal and external access, accessible kitchen appliances, ceiling hoists with access from the bedroom to the bathroom and the property will be ready to support any assistive technology our clients may require. The home also has an exceptional view from the undercover alfresco area.

As a result of the pandemic, we have maintained our hygiene standards and implemented more stringent procedures in accordance with government recommendations. Our focus was not only on containing the spread of Covid-19, but also on our clients' and employees' physical and emotional well-being. Our business stream was fortunate in that it suffered no financial implications as a result of the pandemic. However, it was a trying time for clients and staff alike, as we were all restricted.

We will continue to look for ways to improve our accommodation service over the next 12 months. We intend to incorporate fruit and vegetable gardens into our homes in order to produce organic fruits, vegetables, and herbs that are more nutritious, delicious, and fresh than conventionally grown fruits, vegetables, and herbs. Gardening is a low-impact, stress-relieving activity that will benefit our clients in the future. Additionally, we will be updating our technology in the homes, thereby reducing our reliance on paper in the future. We anticipate continued growth in the coming year. Training and development of our employees remain a priority for the organisation. Additionally, we hope to arrange multiple outings and trips away for our clients who were unable to participate last year due to the pandemic.

Our service has achieved exceptionally high standards due to the internal auditing conducted by our Quality Assurance Manager, who monitors our systems, processes, and dwellings.



From the Respite Services and Drop-in Support Manager **Matthew Ferry**

Vivability Respite and Drop-in Support Services has seen its busiest year yet. Having been in operation for three decades and under the same management structure for 17 years, we have built trusted relationships with our clients and their families. Many families found comfort in the familiarity and consistency of our service this year as they dealt with external stresses caused by the pandemic. We also welcomed many new clients to our service.

Our Drop-in and Respite Services have seen tremendous growth, particularly in the area of complex services for children and adults. The demand has been for short- and medium-term housing, with both planned and emergency responses. Large teams of highly skilled workers are required to meet this demand. Fortunately, we have access to the Viva Clinical Team, which provides ongoing support and training to our staff when confronted with complex and challenging situations. Our training objective is to equip employees with specialised knowledge derived from both internal and external resources. The teams needed to be adaptable in order to meet the wide variety of care needs and disabilities, which we have provided.

This year, our service secured and hosted support for two clients over a three and six month period. A dedicated team was formed to provide extensive care during this difficult time. This required collaboration between in-house specialists and community partners to ensure we could assist them appropriately and quickly with their complex needs. This also required assistance from multiple business streams within our organisation, most notably Accommodation Services, who assisted in the early stages while we recruited additional staff and sourced additional venues.

We continue to collaborate with Accommodation Services on behalf of clients seeking permanent housing. For instance, clients may begin with in-home drop-in support and progress to short-term housing. Clients can then use short-term housing as a stepping stone to full-time placement. Our respite homes are modern, comfortable, and similar in design to our accommodation homes.

A priority this year has been to maintain client and staff wellbeing and resilience. Vivability hired a full-time wellness coach who provided support to clients and staff on a regular basis. This has proven to be an enormous asset and resource for our organisation, which is constantly improving and adapting to the rapidly changing world in which we live.

One of the most extensive and critical aspects of our service this year has been providing alternate respite options for children in foster care. Our assistance is crucial in preserving placements, as it provides caregivers with scheduled breaks and clients in care additional mentoring programmes.

Our goal from last year was to secure a venue that was staffed 24 hours a day, seven days a week in order to minimise emergencies and crises. We've been working on and developing this initiative throughout this year in our most versatile venue. Throughout this time period, we've received positive feedback from both long-standing participants and new clients.

We are pleased to announce that this project will officially begin in August 2021. The support staff working in the home will be a cohesive team trained to cater for our clients' ever-changing needs and requests. Consistency is one of our project's objectives. The project has enabled us to create full-time positions for key team members. The contracted positions will reduce employee turnover, encourage initiative, and allow employees to grow and invest further in our organisation.

The goal for next year is to start building a respite home. We have thus far purchased land that we believe will be a superb location for a multifaceted respite home. We are in an ideal position, owing to our many years of experience, to create a state-of-the-art environment that is interchangeable to meet the diverse needs of our clients.

We will focus on increasing engagement with our community partnerships in the coming year. We take advantage of every opportunity to strengthen our interprofessional relationships with like-minded stakeholders in order to ensure the best possible outcomes for our clients and families.







From the VivaLife Manager **Monique O'Rourke**

This financial year marked one full year of VivaLife in operation. The creation of the VivaLife programme was influenced by the apparent need for a modern alternative to 'community access' services. Vivability has always worked hard to update and adapt our community access services over the years. The temporary closure of our service in early 2020 allowed us to consider what modern service delivery for a person with a disability should look like. We identified a need for a service that was outcome-based, with a focus on skill development.

VivaLife services were created to provide purpose and meaning in a person's life. Every aspect of our service delivery is centred around how each activity can enhance a person's life while demonstrating dignity and inclusion. To accomplish this, we retrained all of our employees. Our training goal was for employees to be able to identify a client's skill level in an activity and then recognise how to support the person to complete the task as independently as possible. This training allowed our employees to see themselves as trainers rather than support workers.

As this year progressed, we noticed a consistent increase in demand for services. This year we provided services to approximately 100 clients. We adjusted the operating structure of the business stream to bolstering the team. We were conscious that exceptional communication is paramount to quality service provision. We created a Client Services Manager position to maintain the day-to-day communication and operation of our client support services. We then expanded the existing part-time VivaLife Officer role to a full-time position. Finally, a new position, the Vivability Contract Management Officer was created to manage all quotes and service agreements for clients of both VivaLife and Respite.

The new structure increased efficiency, allowing the team to conduct continuous critical reviews of our services and make improvements. It enables us to respond quickly to stakeholder feedback and to collaborate with our client's larger support team to ensure that service delivery remains holistic. We worked closely with Vivability's Quality Assurance Manager, who supported us in streamlining the collecting of client data and information. As a result we were able to further safeguard client records and provide our staff with clear and concise information.

VivaLife implemented specialised communication books for clients with complex needs, to ensure that appropriate and pertinent information was shared between all parties involved in their care. We regularly attended network meetings with supporting stakeholders and allied health teams to provide ongoing staff training. We produced individual progress reports for clients to assist them in reviewing their plans. These reports provide evidence of the supports a client received in VivaLife, identify any barriers that may have arisen when providing the supports, and make recommendations for the next plan.

We were able to resume group activity although at a reduced capacity due to the ongoing COVID-19 risk. The new groups operate on a 1:3 ratio, allowing for group development flexibility without sacrificing the quality of assistance provided. The relaxation of COVID-19 restrictions also enabled our clients to resume volunteer and community engagement activities, including participation in Meals on Wheels, Arts Out West's, and Community Service Dogs. Additionally, we have volunteers who assist our clients at Vivability with culinary, art, and craft activities.

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In early 2020, we engaged with Mary MacKillop Today to provide VivaLife clients with the option to participate in group education sessions on money handling and budgeting. This relationship has been maintained with VivaLife referring and organising one-on-one budgeting and money management instruction sessions through Mary MacKillop Today's programmes.

This year has been challenging for many. VivaLife has been able to provide additional support to a number of people in need who have encountered homelessness, domestic abuse, or a placement breakdown. Although this work exceeds the scope of the service we provide, we assisted clients in need, liaising with other stakeholders such as the Ageing and Disability Commission and disability advocacy, to gain the best possible outcome for our most vulnerable clients.

I'd like to express my appreciation to all the staff at VivaLife who consistently demonstrate their commitment to our clients and assisting them to reach their goals. As we enter the new financial year, VivaLife will continue to focus on providing support to clients in developing daily living and life skills and obtaining and maintaining employment. We will continue to identify ways in which we can support our clients to preserve and expand their specific skill sets.





From the Viva Clinical Manager Kevin Walker

The Viva Clinical team provided a range of services over the past 12 months, focusing on assisting our clients to be as independent as possible. We have provided professional support to clients in the areas of physiotherapy and behaviour support over this time. Our team has provided services to clients already receiving services through Vivability, as well as servicing a broad range of clients within the community.

The Clinical team has experienced some change over the past 12 months, with expansion of the behaviour support team. Currently the team consists of a physiotherapist and three behaviour support practitioners. With the qualifications and experience of our new behaviour support practitioners, we now have scope to provide psychology assessment and interventions to clients requiring these services. This is a major boost to the team and provides more opportunities for our clients to receive the supports they need.

We have continued to develop our intake processes to ensure greater efficiency during the intake and allocation of new clients. For our behaviour support team, a new referral process has allowed us to gather more information from our participants early on, to ensure clients are allocated to the practitioner who will be most suited to their requirements.

Physiotherapy services have provided assessment, therapy interventions, exercise programs, training and equipment prescription to 32 NDIS participants. This service has provided support to clients across the region, including Bathurst, Lithgow, Oberon and other areas in between. Mentoring and peer-based learning has been a key aspect of professional development over the past 12 months, with a positive relationship established between Vivability and Bathurst Physiotherapy fostering continued improvement.

Behaviour support services through Vivability have continued to provide a high-quality service to clients in Bathurst and across the region, including support in Cowra, Orange, Lithgow and Oberon. The team has consisted of three behaviour support practitioners with varied backgrounds and areas of expertise. Changes within the team have allowed the clinical team to expand into other areas, with a qualified psychologist able to provide an additional level of support for those who require psychology assessment and intervention. The introduction of Vivability's wellness coach into the behaviour support team has also added a new perspective to the team and fresh ideas for supporting our clients.

Behaviour support services have included the development and implementation of Behaviour Support Plans, staff training in positive behaviour support, Managing Actual and Potential Aggression (MAPA) and individual skill development. The behaviour support team have also played an important role in staff induction to ensure Vivability staff are well informed regarding restrictive practices, positive behaviour support and reporting requirements.

Quality supervision continues to be provided within the team, with recognised professionals supporting our team members in improving their knowledge and skills to ensure compliance within the industry. Supervision arrangements will continue into the future to ensure our team maintains a high standard of professional services. New opportunities for professional development and further peer-development networks will also be encouraged.

The new Positive Behaviour Support Capability Framework implemented by the NDIS Quality and Safeguards Commission provides our behaviour support practitioners an exciting opportunity to progress their skills and develop specialisation in an area of their choosing.

The new Positive Behaviour Support Capability Framework implemented by the NDIS Quality and Safeguards Commission provides our behaviour support practitioners an exciting opportunity to progress their skills and develop specialisation in an area of their choosing. We look forward to the opportunities future specialisation will open up for our clinical team and the people they support.

There is a clear need for both Occupational Therapy and Speech Pathology supports within the community, and we are continuing to recruit to fill vacancies in these two positions. As a team we hope to provide these supports in the future and provide the community with increased opportunities to receive the professional supports they require.

COVID-19 has continued to provide challenges throughout the past 12 months, however, our team has continued to provide safe, quality services to our participants. We will continue to adapt to changes and ensure we are available as a resource for the community, providing support where required.

With development of our team, Viva Clinical will be relocating to an exciting new location on Howick Street which will provide improved facilities and opportunities to conduct our psychology service. This location will give us excellent exposure within the Bathurst community, as well as providing a suitable space for our current team and future allied health professionals to work from.







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From the Plan Manager **Kyle Aubin**

Vivability introduced Plan Management to our services in February 2021, after receiving feedback from clients that there was a need for prompt and efficient Plan Management services in the central west.

Although we hadn't originally set out to provide this service, we wanted to give regional clients a local option providing them with a personalised face-to-face experience.

In order to establish the new business stream, we needed to identify a software system that was efficient and effective in providing a quality and prompt service for our clients. After conducting months of research and viewing several options we went with a platform called Brevity Care Software. We believe it was the best choice for our clients with live tracking of the participant's NDIS funds, monthly statements, and options to view where funds have been spent giving them better insight as to how they are using their plan.

The Plan Management team attended an NDS Plan Management training day in May. The training was designed to capture new ways in which we could achieve a simplified process, providing a stress-free experience to our clients from service agreements through to invoicing approval systems.

In June, our team attended the 'Disability Expo' at the Bathurst Panthers where we handed out brochures to other service providers in the area so that they could provide their clients another option for plan management. Our main goal for this day was to introduce our team and connect with other service providers.

After four months, we now have 24 clients utilising our plan management services and have paid over \$270,000 worth of invoices to 39 different service providers. We have had a plethora of positive feedback from our clients, in particular, from a client who said: "He was kept in the dark with his previous plan manager and is really enjoying having access to the app to see what is happening with his funding."

In the next financial year, we aim to increase our number of clients utilising our service. We will continue to participate in intensive training to find better ways to improve and promote our quality of service.





From the Accountant Jack Begg

In my first year employed as the Accountant at Vivability, I have enjoyed focusing on the implementation and enhancement of financial systems and processes. Given the fluctuating impacts of Covid-19 it is pleasing to report that our revenue increased by 17.6% from the previous financial year. This increase highlights the quality of supports that Vivability continues to provide to our clients regardless of these operational challenges.

With an increase in our cash reserves and financial security, Vivability is better positioned to undertake more complex projects and increased business stream developments. This financial reinvestment in Vivability allows for business continuity, without impacting the core values of the organisation.

A primary focus within the financial year involved the implementation of less complex financial systems and processes. This enables us to provide clear, concise, and accurate financial data to our stakeholders. For example, with an increasing trend of client funds being plan managed, our billing processes better assist plan managers to provide real-time financial information detailing the services provided by Vivability. This will continue to be an area of improvement and development within the finance team.

Throughout the year, technological advancements have been critical to ensuring that our technology meets business requirements. Our significant staff growth prompted the enhancement and upgrade of our payroll software. Since payroll accounts for approximately 83 percent of our operating expense costs, this is a critical investment to ensure that our payroll processing is of the highest quality and conforms to the complexities of the SCHADS award.

Each of Vivability's business streams experienced significant growth, and revenue increased across the board. Our Accommodation, Respite, Supports Coordination, and Clinical services deserve recognition for their continued commitment to providing high-quality services. The newly established VivaLife and Plan Management have been successful, as evidenced by their financial performance.

Overall, we were pleased with the level of growth given the circumstances surrounding pandemic and its impact on the economy. We anticipate a further increase in revenue in Accommodation Services and a stabilisation of the other business streams in the financial year 2022.

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From the Pandemic Manager **Thomas Fox**

Navigating the Covid-19 pandemic has been a primary consideration for all business owners and community members over the last year.

We always prioritise the health and wellbeing of our clients, employees and the community, this year was no different. Throughout the pandemic, we made prudent decisions with the best interests of all parties in mind, as we understand even minor changes can have a significant impact on client and employee health. We updated protocols and guidelines to reflect changing government regulations to keep everyone safe. Each of Vivability's 46 locations now have QR codes and protocols in place to fight the spread of virus.



Covid-19 Tests

Throughout the pandemic, approximately 310 Covid-19 tests were conducted within Vivability. Thus far, all results have been negative. This is a testament to the exceptional work performed by Vivability staff in ensuring the safety of all Vivability clients, staff, and the surrounding community.

Vaccination

Aspen Medical will provide a vaccination clinic for all staff, clients, and primary carers which will be held in July. We strongly encourage all our staff to get vaccinated.

Staff

The changing environment with Covid-19 has not been easy for staff. Multiple lockdowns throughout the year has put extra strain on everyone in the community. Vivability has made a huge effort to focus on our employees' mental health and support our staff through this difficult time.

We would like to acknowledge that staff continue to perform an amazing job, maintaining the highest level of care and work ethic throughout this time.

Clients and families

We recognise the challenges faced by clients, their families and guardians, particularly in relation to service disruptions and changes to guidelines and protocols since Covid-19 began. Throughout this time, everyone has demonstrated exceptional patience and understanding.

Vivability will continue to work to ensure everyone's health, well-being, and safety are a priority within our care. We value and appreciate the continued understanding of all clients, families and guardians.

We will continue to be reactive and make decisions based on NSW health's advice. We will also continue to encourage vaccinations across our organisation because we believe they are the safest course of action. Our priority will always be the health and well-being of our employees, clients, and community.



From the Wellbeing Coach Anthony Hayes

It is with much gratitude that I write this report for the Year 20/21 Annual Report of Vivability Limited.

I say gratitude for several reasons, for the opportunity to be involved with such an authentic service provider and to be in the role that I am in. I believe that the daily actions of Vivability deeply support the values it holds for its clients/participants and the caring staff who provide the services for each individual in our care.

I have been fortunate to observe that Vivability is about high expectations of care for our clients/participants and high levels of support for our staff. Caring is an extremely rewarding sector to be involved in, however as can be seen in all human interactions, it can be demanding, stressful and require high levels of commitment and professionalism.

There is a saying that you cannot pour from an empty cup, and I believe that this applies to our caring sector. As an organisation Vivability has as part of its vision to prioritise Staff Wellbeing, creating the role of Wellbeing Coach provides action to support this vision.

I believe this exhibits that Vivability knows that our people that work for us are more than just workers, and that life does not necessarily fit neatly into compartments. **To expect our people to provide great care when their cup is empty is not a sustainable expectation.**

Therefore, as an organisation we are continually 'planting seeds of wellbeing' by providing opportunities on three levels for wellbeing interactions. These levels are:

- **Across our whole organisation** – for example, the invitation of all staff to attend social and recreational activities. Examples for this year include our Christmas gathering, twilight lawn bowls, meditation classes, employer supported flu vaccinations, COVID vaccination clinic organisation, wellbeing walks, whole staff wellbeing survey, participation in special events such as The Push Up Challenge and The Starlight Swim and opportunities for continual learning with the offer of scholarships.
- **Wellbeing support and opportunities for specific teams within our organisation** – two of our complex support needs teams were part of a research project conducted internally this year. This survey was administered in order to gain insight into the wellbeing support required for our staff members in these contexts and how this could assist across our whole organisation. A focus upon training and learning which is specific for teams and the clients/participants they care for.
- **Individual support for wellbeing** – opportunities for staff to access wellbeing coaching and the Employee Assistance Program. These are aimed at providing opportunities for the development of strategies to develop and assist with wellbeing on an individual basis. This coaching is a proactive step towards empowering wellbeing for our staff in all areas of their lives.

The focus for wellbeing at Vivability is around Psychological Flexibility for our staff, which is an essential skill for living a fulfilling life and providing quality care for our participants.

Wellbeing for our staff is an essential component of their self-care so that they can offer the high standard of care which is what Vivability is all about. **We offer the support for our staff to fill their cup.**



From the Indigenous Engagement Consultant **Dr John Towney**

My name is Dr John Towney, I am a proud Wiradjuri man from Wellington, NSW. My father is Frank Towney from Peak Hill, NSW, and his father is William 'Wondong' Towney, from Obley, NSW. I was very honoured to be asked by my long-time friend, and CEO of Vivability Ltd, Nick Packham, to come along early this year and present to his team my journey into studying medicine and some of my family's history.

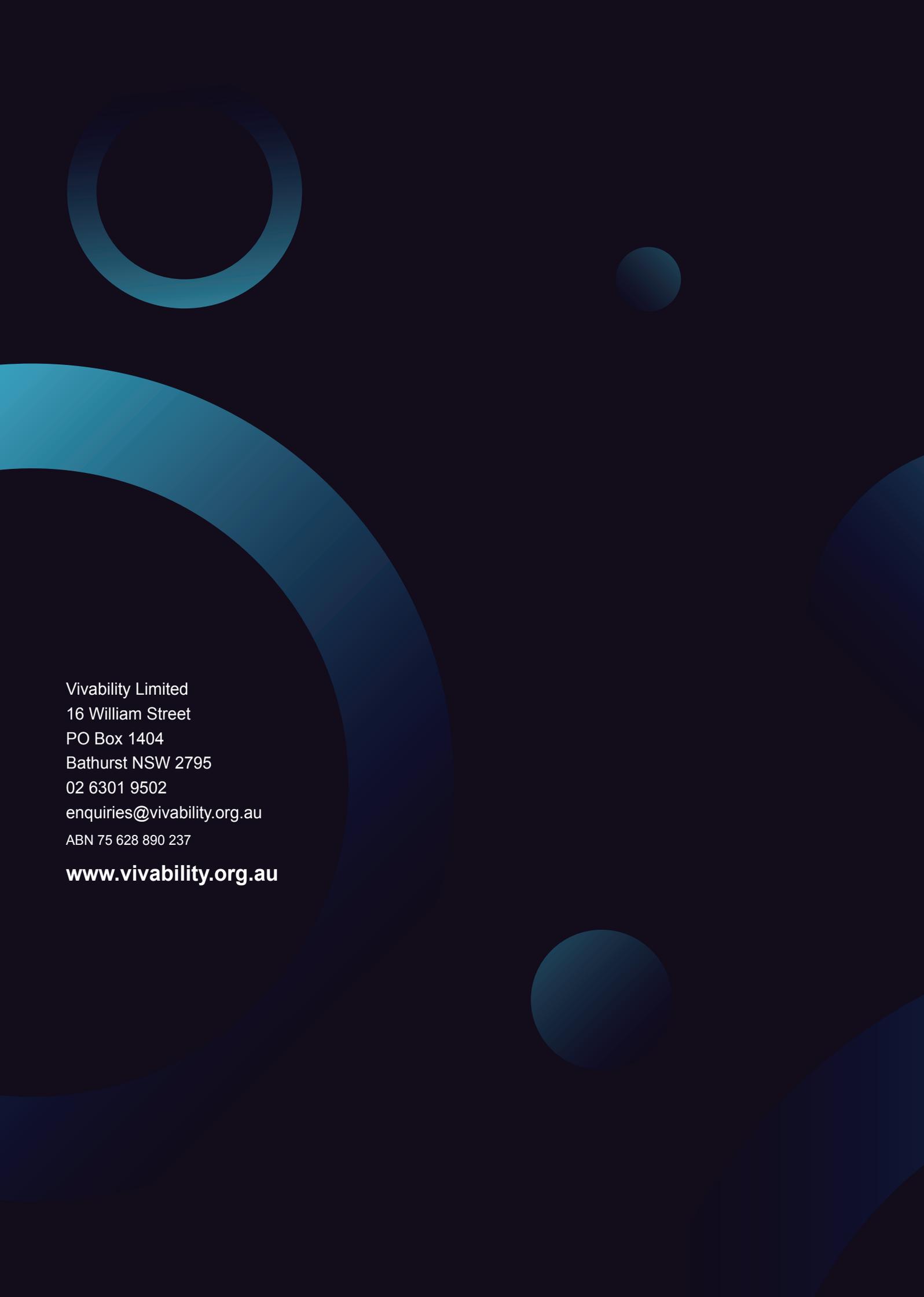
I am very involved in my Aboriginal family and community, and this ongoing connection to my ancestry has been one of the factors that has supported me during times when I had lost my way. Knowing who my mob are, and the country I am from has been a very protective factor for me, as I have always felt that I have the support of my Aunties, Uncles and ancestors who are looking out for me.

After enrolling in my first university degree at age 45 years and graduating with a Bachelor of Medicine at age 50, I have felt a great sense of responsibility to assist where I can and work toward improving health outcomes for Aboriginal peoples. After working for NSW health in the public hospital system, I commenced my role as Lecturer, Indigenous Health with the University of Newcastle. During this period, I have come to understand that to make a difference to health outcomes for Aboriginal peoples, I need to be talking to Health Workers face to face to explain some of the complexities of working with Aboriginal communities, and hopefully to break down some of the stereotypes and attitudes that can be prevalent in the wider community.

I believe that the most effective way to achieve this goal is to provide a safe and respectful environment for people to come together and discuss the issues that affect their interactions with community members. I feel that with the support of Nick and the team at Vivability we are working toward that goal.







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