

// growing and
transforming to meet
new opportunities //

annual report 2016–17



our purpose

Connecting individuals and communities to realise an inclusive society.



who we are

annecto is a profit-for-purpose community-inclusion organisation. We're best at building relationships and creating connections; helping people define their own goals to realise their full potential.



what we do

We do this by connecting older people, people with disabilities and their families and carers with others who will help them achieve what's important to them.



why we exist

We advocate for a truly inclusive, supportive and connected community that maximises inclusion outcomes for all.

// Our audience

This annual report is intended for people of any age with a range of cognitive, physical and social abilities, their families and friends, annecto members and staff, volunteers and students, our community and business partners, our donors and our funding partners throughout Australia.

// Annual report objectives

This report provides a record of annecto's activities and achievements during the 2016–17 financial year.

For the full financial statements see About Us section on our website www.annecto.org.au/about-us/annual-report

// Traditional custodians

annecto respectfully acknowledges and honours the past and present traditional custodians of this land for their contribution and care of the land and the role they play in the life of these regions. We also acknowledge the elders who have assisted us in our practice in Victoria, NSW, ACT, and Queensland through their contribution to program design, communities of practice and individual relationships.

// 2016–17 annual report theme

The past year has been an inflection point in both the disability and aged care sectors, and a time of great importance for annecto as an organisation. The changes over this time have been profound and annecto is becoming adept at working in a new environment. Importantly, our theme has equal resonance for the people whom our work benefits. The clients and stakeholders with whom we work are also learning about and adapting to a new framework for their support.

the annecto flow

let's chat

46 main languages spoken by clients other than English

OUR CLIENTS

10 most-spoken languages

Italian	101
Greek	42
Vietnamese	22
Arabic (incl. Lebanese)	21
Dari	17
Chinese languages . . .	15
(Mandarin 9 / Cantonese 6)	
Macedonian	14
Maltese	12
Spanish	11
Turkish	11

annecto supports

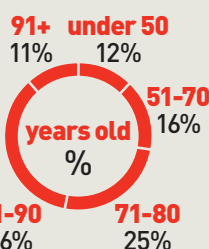
9 clients over

100
years old

OUR WORK

34 languages spoken by support workers

61% **39%**
female male



accommodation and support

number of clients **39** | number of hours **44,589**

aged care

number of clients **1,129** | number of hours **200,310**

disability support

number of clients **264** | number of hours **67,682**

My Support (privately-paid support)

number of clients **97** | number of hours **5,516**

respite care

number of clients **549** | number of hours **93,127**



After-Hours phone support

number of calls **34,864** | number of clients **5,441**

After-Hours field despatches

number of visits **289** | number of clients **96**

OUR ORGANISATION & STAFF

12 offices | **4** states / territories

498
staff

63 % support workers

37 % general staff



72 % female

28 % male

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key snapshots of our work



Building Capacity

Staff and academic researchers worked together over the year to increase capacity for staff, and to inform better practice through research.

A selection of the research covered throughout the past year included:

- University of Melbourne Social Work research on the benefits of community programs for people with disabilities.
- Deakin University Occupational Therapy, RMIT Cert III Community Services, and RMIT Social Work Students completing final placements.
- Victoria University Dual Diploma Community Development and Community Welfare students undertaking research into family violence.
- University of Melbourne Architecture students undertaking research into the importance of art spaces for people with disabilities.
- La Trobe University research on using evidence based active support to assist people with an intellectual disabilities in shared accommodation settings.
- Advocacy research undertaken by annecto Support Coordinators and Learning and Lifestyle staff in relation to domestic violence, financial abuse and housing vulnerability. Many of the people we support experienced increasing challenges that required highly skilled practitioners, and as a result, staff took a systemic approach to problem solving and as a consequence achieved great successes.

Partnerships

Over a period of two years, annecto developed the annecto Reconciliation Action Plan (RAP) to create meaningful relationships, enhanced respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians. The annecto RAP was proudly launched at the Kempsey office in July 2017 in the presence of local Aboriginal Elders and community members, staff and care recipients, our partners Kinchela Boys Home Aboriginal Corporation (KBHAC), members of our RAP Working Group along with key Sydney and Melbourne annecto staff, CEO and Board member.

The RAP framework ensures annecto works toward creating a culturally safe environment for staff, Aboriginal and Torres Strait Islander people we support, their families and stakeholders. [See page 16](#)

Strategy and sustainability

As the community aged care market became more competitive, a part of the marketing strategy for annecto included upskilling staff in customer relations and sales training. Approximately 50 Intake Advisors, Case Managers and First Point Of Contact (FPOC) Officers across all regions learned about the good customer experience framework for all current and prospective clients and families.

The end-to-end training and coaching program addressed clients' questions, explored the ways staff can enhance solutions-focussed benefits in the annecto messaging, and encouraged staff to enhance the benefits of user-pays services (My Support) prior to prospective clients receiving a package.



Sector leadership

annecto staff across the regions and those associated with annecto through Speakers Bank spoke at major state and national conferences, including:

NDS Conference – Turning Plans into Outcomes:

Speakers Bank participated in the NDS conference, with Storm Robbins enjoying the opportunity to interview Max Williams Editor in Chief of I CAN Network. Prior to the interview Storm took the audience through his life experiences. Storm's talk focussed on his life as a young person living with a disability and as a young leader.

NDS Conference – Research to Action: annecto speakers Organisational Practice Consultant Lucy Murphy and GM Businesses Improvement Adam Schickerling, with annecto client Filippo Signorelli took part in a panel discussion on the importance of including people with disability in research.

Care Connect Forum – Catching the Next Wave: was an opportunity for carers of people with a disability to find out more about the National Disability Insurance Scheme (NDIS) and other reforms in the support sector, where to go to for support, how to look after yourself and build resilience. annecto NDIS Support Coordination Implementation Officer Michele Semmens' session 'Caring and Planning' focused on preparing for the NDIS as a carer. Michele also took part in a Q&A panel answering carers' questions about the NDIS and other issues.

The Australian Aged Care Quality Agency – Better Practice 2017 Conference: annecto Sydney Manager Mike Hercock spoke on adopting a grassroots approach when working with key community leaders to build bridges and conversations into the community. In developing the presentation, Mike consulted closely with Aboriginal partners to ensure what was presented reflected their experience and solutions. Care recipient and KBH survivor, Uncle James Michael Widdy Welsh, Aboriginal Liaison Officer and RAP Project Manager Paulette Whitton, Continuous Quality Improvement Systems Coordinator Hisham Moosa and Sydney Practice Leader Himanshu Singh also shared stories and spoke.

Innovation

New Initiatives Framework: annecto's Business Improvement team led the development of a New Initiatives Framework whereby processes and methods used to set up new services were documented for future reference. The approach includes seeking and assessing in detail the learning and insights arising from the experiences of two existing annecto initiatives. The two initiatives will be case studies to both inform and test the development of the documented framework for approaches that will be applicable for other new initiatives.

More than 50 laptops and other mobile technical devices were deployed to Case Managers and Support Worker Coordinators to improve the way they work with clients and new clients onsite, and in rural and remote locations. The mobile technology enabled staff to connect better with clients and provide real-time feedback on support, the client database – Carelink, and immediate financial assistance on eligibility and fees when they are visiting clients.



strategic direction



annecto's purpose is to connect individuals and communities to realise an inclusive society. Together we help people create goals and achieve what is important to them. We bring people together to build stronger relationships and communities.

annecto recognises that older people, and people with disability want what all people want: to be able to contribute meaningfully in the community, to make informed choices in their life, to enjoy and experience being in communally shared places such as restaurants, educational institutions and workplaces, to be respected and to feel a sense of belonging. annecto nurtures people's potential to help them achieve these things.

We also understand that families, friends, carers and communities play a vital role in the health and well-being of older people and people with disability as part of a wider circle of supports.



🔗 **annecto COMPASS leads the annecto way**

annecto's work in providing at-home support services is underpinned by a strong focus on social inclusion and person-centred delivery of services, so that the person is in control of what they want.

The 'annecto way' to do this is through the annecto Practice Framework. Through the Framework annecto recognises the person and values their humanity, listens to their stories, focuses on their strengths and nurtures their potential. annecto's Framework helps people to build relationships, create connections and define their own goals to realise their full potential.

The three key elements to our practice: 1. 'the way we do things', 2. how we gather the information to design services, and 3. the physical tools and digital resources that enables us to measure; encapsulates our unique offer; to connect people to the right people so that they can achieve what is important to them.

Working with Andrew Hoyne Design, encapsulating this guiding nature helped to brand 'the annecto way', and with consultation, to emerge as: annecto COMPASS.

The name annecto COMPASS articulates annecto's true point of difference: our philosophy, our principles, our culture and our practice. 🔗 See bit.ly/annectoCOMPASS



Our Strategic Goals

Growth and Diversity

Explore and build a national presence, relationships and partnerships with communities across Australia.

Outcomes

Demonstrate measurable outcomes through the way that we work with people with complex needs, through engagement in research and innovation.

Sustainability

Grow and develop a diverse base from which we can achieve improved policy and program design to meet the requirements of people with disability, older people, families and carers.

By applying Our Strategic Focus, we:

Aspire to best practice to co-create the best outcomes for people.

Identify valued products that transform lives

Create meaningful partnerships so we can explore and collaborate.

Be ahead of the curve and work to achieve the best results.

Adapt and use resources to the best of our ability, by thinking creatively.

Secure the future through planning and growing, to assist more people by remaining sustainable.

Our work is underpinned by Our Principles

Humanity

annecto listens, respects and celebrates the rights of all individuals. We value their choices and hopes – and we see their strengths, not their weaknesses. We encourage people's potential and support their ability. We do this with patience, sensitivity and determination.

Interdependence

Our relationships are based on listening, sharing and learning. annecto starts with a conversation – to help us understand each individual, their community and society. By exploring each person's unique story, we can help ensure that goals are set, needs are met and obstacles overcome. By asking the right questions and finding the best solutions we unite people and enrich lives.

Authenticity

annecto people act on our promises and stand by our actions, in a way that is honest and reflects our values. We express our integrity by holding ourselves and others accountable for doing our very best. We constantly ask how we can improve what we do and engage more effectively with the people we work with.

Emergence

No two people are the same; no two life journeys are identical. Lives change, needs alter, and priorities shift. By growing and experimenting, we can discover simple actions that can transform lives. One new skill or experience for someone can lead to life-changing opportunities. Curiosity, creativity, openness and flexibility are the qualities we rely on to help us achieve this.





president's report

It is my pleasure to provide the President's report for the 2016-2017 financial year. This has been a time of growth and transformation, during which the Board continued to lead strategy based on broad goals of High Quality Outcomes, Growth, Diversity and Sustainability.




// **The theme of the Board planning retreat in November 2016 was: *How does the annecto Board add value to annecto as a social purpose organisation?* The Board considered the strategic implementation priorities set in November 2015 relating to the annecto way of practice (annecto COMPASS), telesupport, joint ventures, and services in the Victorian Western Growth Corridor and NSW.**

The Board set new priorities relating to David House/ Yarraville Precinct Development, E-markets, Centre for Social Purpose Innovation and engaging with government reforms in aged care and the NDIS through the annecto COMPASS.

The Board held nine governance meetings, a two-day planning conference, facilitated by Liz Forsyth; KPMG, participated in site visits and events and maintained three standing committees.

The Executive Committee met monthly with the CEO to discuss strategic and key operational matters. The Finance and Sustainability Committee chaired by Vivien Beer met monthly or as required to review annecto's financial performance prior to this being reported and discussed as a standing item on the Board agenda. Jennifer Burrows, Culture Committee Chair, commenced a review of the work and future direction of this Committee. Ross Joyce participated in the annecto-Kinchela Boys Home Corporation working party and in the annecto Reconciliation Action Plan committee, and participated at the annecto-hosted NAIDOC Dinner and the launch of annecto's Reconciliation Action Plan in Kempsey. Other activities included a study visit to NSW by Vivien Beer, David King and Estelle Fyffe (CEO) which was hosted by Anne Bryce, CEO, Achieve Australia; participation by Jennifer Burrows in events for women from the Afghani community, and participation by Roger Chao and Vivien Beer in a National Disability Services conference on Zero Tolerance of abuse and neglect.

In the course of full board meetings, in addition to standing agenda items and receiving reports on progress on implementation of strategic priorities, the Board considered and adopted a new investment strategy, explored security options for accessing Board documents, revised governance documents and developed principles for mergers. The Board also participated in a workshop on national and international trends impacting on annecto conducted by Michael Goldsworthy, Australian Strategic Services, and in an introductory workshop led by Melina Morrison (CEO, Business Council of Co-operatives and Mutuals).

During the 2016-2017 year the Board welcomed Uncle Lyall Dennison as the inaugural annecto Cultural Advisor,  **see page 19** and farewellled Roger Chao due to pressure of other commitments. Kirsten Mann was welcomed to the annecto Board in August 2017.

Thank you to the people who use our services, their families, staff, volunteers, students, donors and partners. Finally, thank you to my fellow directors for their commitment to ensure annecto continues to challenge the status quo to enable inclusivity.

Michael Johns
annecto President



CEO report



Our implementation priorities were:

Deliver on the annecto COMPASS – Our way of doing things to ensure that annecto members, clients, and customers continue to experience the best possible support through aged care reform and the roll out of the National Disability Insurance Scheme.

We are living in interesting times, times of uncertainty, creativity, opportunity and risk. In what some call the fourth industrial revolution, technology is becoming increasingly embedded in society with developments such as increased connectivity, artificial intelligence, big data, robotics and biotechnology. At one level the impact on Australian society is reflected in the national reforms of aged care and the NDIS, which focus on choice, control, 'market' and outcomes.

The level of disruptive change calls for transformation; simply doing more of the same is not an option. Another call is for growth in capability of individuals, communities, organisation and society.

What can this mean for annecto, a community-inclusion profit-for-purpose organisation – building relationships and creating connections to help people define their own goals to realise their full potential.

Well, we continued to work on three broad strategic goals:

- provide high quality assistance to people with complex needs who want to experience more out of life
- explore and build relationships and partnerships with communities across Australia
- grow and develop a diverse base from which we can achieve improved policy and program design to facilitate inclusion and meet the requirements of people with a disability, older people, their families and voluntary carers.

The 'annecto COMPASS', our way of doing things, embodies annecto's purpose and principles through a leadership practice framework informed by human rights, valued roles, person-centred principles, stories and living systems; and a planning framework based on evidence-based inclusion outcomes. As an outcome of the work on 'the annecto way'; the 'annecto COMPASS' was launched across all offices in October 2016. [↗ See page 5](#)

The work of the Reconciliation Action Plan (RAP) Working Group over a two-year period; culminated in the acceptance of annecto's inaugural RAP by Reconciliation Australia, and followed with an official launch of the RAP in Kempsey during NAIDOC week in 2017. [↗ See page 16](#)

annecto's services continued to maintain a high standard of quality accreditation. [↗ See page 22](#)

annecto's community aged care expanded in Victoria and NSW, and established a presence in Queensland (Sunshine Coast), ACT with partner Belconnen Community Services, Dubbo in NSW with partner Dubbo Neighbourhood Centre, and Kempsey in NSW with partner KBHAC. Also with KBHAC, annecto continued to deliver Ability Links in NSW.



CEO report

annecto commenced to engage with the NDIS roll out and prepared for increasing engagement in 2017–2018 as the funding for services for approximately 300 current clients moves from DHHS to the NDIS, as new referrals are made for annecto's services.

Development and piloting of new models continued for:

- supporting people with complex support needs in their own home as an alternative to nursing homes or group housing
- working with people from Culturally And Linguistically Diverse backgrounds and rural communities
- distance management using mobile technology
- social enterprise and micro business to provide meaningful employment for people with disability
- support co-ordination and brokerage.

annecto management adopted a new process for business planning and project management in the context of government reforms to address changes needed in annecto's business processes, product development and service delivery.

Understanding how annecto can best engage with e-commerce

The initial phase for annecto was, and is, to review business processes and optimise use of software. Considerable work has been undertaken to increase annecto's capability in referral systems, issuing of monthly individual client statements, brokerage, incident management, website, processing of goods and services, rostering and work allocation, costing and pricing, as well as interface with portals such as the NDIS portal. The largest such project during the year was the installation and roll out of Technology One; a technology platform that integrates key business functions.

An enormous effort has been made by the annecto staff involved, right across the organisation, and a great deal has been accomplished. It is only right to acknowledge this work, from which much has been learnt, to acknowledge that transforming the way of doing business is not smooth sailing and that there is more to be done to realise the full potential benefits for all.

Progressing with the redevelopment of the David House/ Yarraville precinct to enhance community inclusion

An assessment of projected needs for disability and aged care services was completed, as well as a survey on the utilisation of the existing buildings on the site, and a Site Constraints and Masterplan Study was undertaken and presented to the annecto Board and to the CEO and senior staff of the City of Maribyrnong. Work will proceed during the latter part of 2017 in close consultation with the City of Maribyrnong to further develop options and engage community partners. This progress has been possible with the assistance of Verso, AMFJ and Hayball, and with the encouragement of the Seddon Community Branch of the Bendigo Bank.

Centre of Excellence

It is anticipated that David House/Yarraville precinct will provide a physical venue for excellence; but the concept is not place-based so much as that of a virtual centre of excellence at the centre of annecto's work, which will inform the quality of outcomes, thought leadership and influence.

It is the continued passion and engagement of our staff, individuals, families, carers, partners, donors, volunteers and government bodies that enables us to continue to drive innovation and co-creation – playing a valuable role in annecto's continuing transformation.

Estelle Fyffe

annecto Chief Executive Officer



financial summary

annecto conducted operations across metropolitan Melbourne, Sydney, Loddon Mallee (Victoria), the Grampians (Victoria), Kempsey (NSW), Orana Far West (NSW), ACT and Sunshine Coast (Queensland).

During the year annecto derived 90% of its annual revenue from Government grants (2016 – 87%). Government funding reform of aged care services has led to a change in the accounting treatment around the recognition of income for the 2015-16 financial year. As Home Care Package clients now have greater control of their package funds, only the portion spent within annecto is recognised as income. Data from 2014-15 in the graphs on pages 9-10 and the overview financial statements on pages 10-12 has been recast using the new accounting treatments so as to assist comparisons.

Fee income made up 9% of income (2016 – 12%). Other income made up 1% (2016 – 1%).

Total income was \$36,331,445 which is a 16% increase on the 2016 result. This increase is mainly due to additional Home Care Packages.

annecto expended \$35,713,924 which represents an increase of 19% over the previous year. Major increases occurred in salaries and employee benefits (20%) and client costs (13%).

The operating surplus for the year was \$617,521 (2016 – \$1,300,559).

Work to introduce the Enterprise Resource, Planning and Management system TechnologyOne continued during the year. Software upgrades were undertaken to support business intelligence gathering and reporting. Further administrative efficiency gains and business analysis improvements are expected.

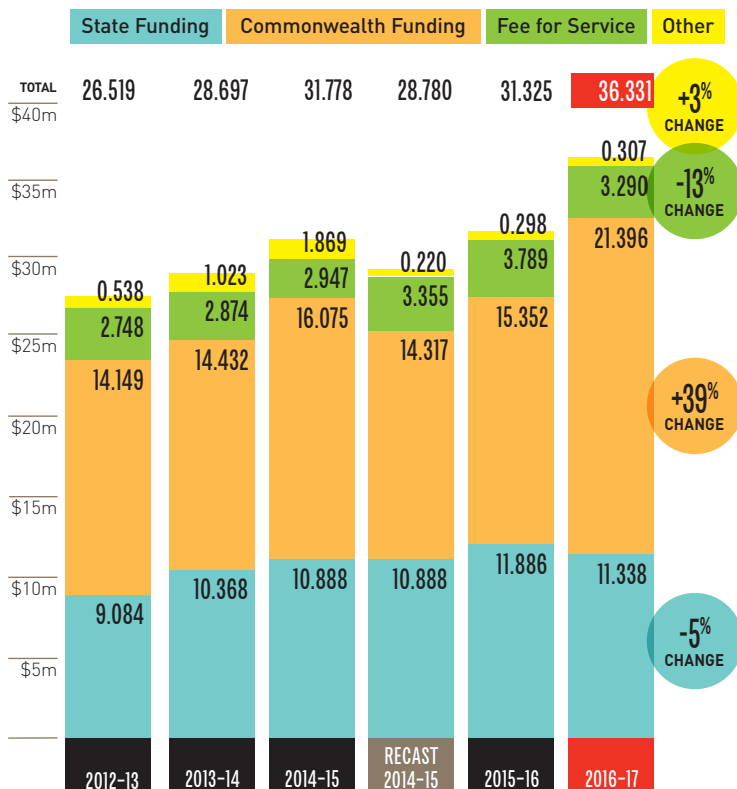
Other major initiatives in which annecto invested during 2016-2017 were:

- establishment of an annecto presence in ACT, Dubbo (NSW), Kempsey (NSW) and Caloundra (Sunshine Coast, Queensland)
- expansion of community aged care services
- development of activities offered through the Yarraville/ David House Learning Hub as a precursor to proof-of-concept of a Centre of Excellence
- exploration of e-commerce and e-markets
- NDIS readiness
- change management, leadership, management and general staff capability building.

Additional initiatives in which annecto proposes to invest during the forthcoming year include:

- increased engagement with NDIS roll-out
- expansion of annecto After-Hours into new regions and new markets
- development and roll-out of innovative housing support and community development models
- digital, data and knowledge management strategies.

Figure 1.1 Revenue sources



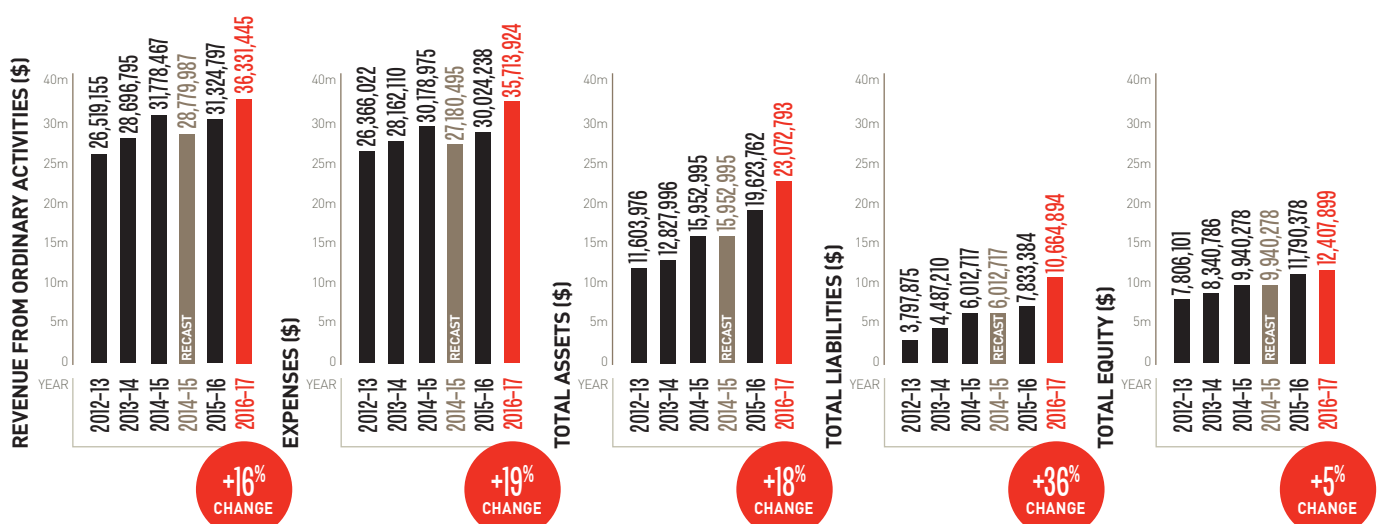


financial statements

Statement of profit or loss and other comprehensive income for the year ended 30 June 2017

\$AUD	2017	2016
INCOME		
Revenue from operating activities	36,024,802	31,026,957
Other income	306,643	297,840
TOTAL INCOME	36,331,445	31,324,797
EXPENSES		
Depreciation expense	205,956	154,616
Amortisation expense	313,521	53,634
Salaries and employee benefits expense	23,628,920	19,687,115
Loss on sale of fixed assets	–	593
Other expenses	11,565,527	10,128,280
TOTAL EXPENSES	35,713,924	30,024,238
SURPLUS FOR THE YEAR	617,521	1,300,559
OTHER COMPREHENSIVE INCOME:		
Revaluation of property, plant and equipment	–	549,541
	–	549,541
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	617,521	1,850,100

Figure 1.2 Five year trends





financial statements

Statement of financial position as at 30 June 2017

\$AUD	2017	2016
CURRENT ASSETS		
Cash and cash equivalents	10,857,902	8,323,736
Trade and other receivables	1,178,229	988,192
Other assets	100,933	140,500
Financial assets	2,126,078	1,223,445
TOTAL CURRENT ASSETS	14,263,142	10,675,873
NON-CURRENT ASSETS		
Property, plant and equipment	7,998,648	7,992,543
Intangible assets	774,811	922,446
Trade and other receivables	36,192	32,900
TOTAL NON-CURRENT ASSETS	8,809,651	8,947,889
TOTAL ASSETS	23,072,793	19,623,762
CURRENT LIABILITIES		
Trade and other payables	2,686,555	2,434,498
Other liabilities	4,632,276	2,494,207
Provisions	3,022,906	2,499,392
TOTAL CURRENT LIABILITIES	10,341,737	7,428,097
NON-CURRENT LIABILITIES		
Provisions	323,157	405,287
TOTAL NON-CURRENT LIABILITIES	323,157	405,287
TOTAL LIABILITIES	10,664,894	7,833,384
NET ASSETS	12,407,899	11,790,378
EQUITY		
Reserves	4,397,541	4,397,541
Retained earnings	8,010,358	7,392,837
TOTAL EQUITY	12,407,899	11,790,378



financial statements

Statement of cash flows for the year ended 30 June 2017

\$AUD	2017	2016
CASH FLOW FROM OPERATING ACTIVITIES		
Cash receipts in the course of operations	37,823,351	32,345,417
Interest received	89,988	115,626
Cash payments in the course of operations	(33,769,442)	(29,070,196)
Net GST paid to the Australian Taxation Office	(329,151)	(405,755)
NET CASH PROVIDED BY OPERATING ACTIVITIES	3,814,746	2,985,092
CASH FLOW FROM INVESTING ACTIVITIES		
Payment for property, plant and equipment	(212,061)	(26,733)
Payment for intangible assets	(165,886)	(815,725)
Net proceeds from/ (payment to) term deposits	(902,633)	146,058
Proceeds from disposal of fixed assets	–	2,394
NET CASH USED IN INVESTING ACTIVITIES	(1,280,580)	(694,006)
NET INCREASE IN CASH AND CASH EQUIVALENTS HELD	2,534,166	2,291,086
Cash and cash equivalents at beginning of financial year	8,323,736	6,032,650
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	10,857,902	8,323,736

The summary of financial information on pages 9-12 provides an overview of the financial statements and highlights.

This Annual Report and the complete audited financial statements are available on our website www.annecto.org.au/about-us/annual-report

Our financial service providers

Auditors

DFK Kidsons
Accountants and Business Advisors
Melbourne, Victoria

Solicitors

Maddocks
Melbourne, Victoria

Insurance brokers

AON
Melbourne, Victoria
Gallagher Bassett
Melbourne, Victoria

Bankers

Commonwealth Bank of Australia
Australia and New Zealand Banking Group Limited

how we performed

Table 1.1 Strategic alignment ✔ Complete ... Progressing

STRATEGIC FOCUS	WHAT WE DID 2016–17	WHAT WE PLAN TO DO 2017–18
Measurable outcomes with people with complex needs at the core of our work	Embedded participative and other leadership and management development to deliver on the annecto strategy through training and organisational facilitation.	✔ To continue to build leadership and management practices including Art of Hosting and the development of the Steering Council.
	Built and embedded capability in working with diversity and diverse communities, with LGBTIQ, Indigenous, and Afghan communities; with people with dementia, mental health and complex needs. ↗ See page 18, 19	... Continue to build capability in working with diversity and diverse communities, with people with dementia, mental health and complex needs.
	Established Business Improvement team aligning practice and quality. Real outcomes for people going through training for certification.	✔ Continue to integrate practice and quality; increase knowledge and application of practice framework and inclusion indicators at individual, organisation and community development levels.
	Software upgrades undertaken to support business intelligence, including outcome data. ↗ See page 25	... Digital, data and knowledge management strategy; improved business intelligence.
	Development of a project to research and design a framework for strategic implementation, evaluation and incorporation of learning from new initiatives.	... Scoping phase to gain overview insights into annecto's current practices, issues and desired outcomes that will more fully align approaches with the organisation's strategic directions and sound organisational practices.
Establish and grow a national presence, brand, influence and impact	Maintain ISO accreditation. ↗ See page 22	✔ Maintain ISO accreditation and extend to new services.
	Leveraged final ACAR funding round to build and establish interstate presence (NSW, ACT, Qld). Took up new packages allocated in 2016 and connecting with communities to strengthen engagement and base for leverage. ↗ See page 24, 26	✔ Continue to connect with communities where there is a need for our services including CALD, and rural and remote locations. ✔
	Development of several collaborative partnerships with potential for national presence. annecto developed formal partnerships with Belconnen Community Services (ACT) and Dubbo Neighbourhood Centre, and became a member of Ability First Australia.	... Continue to negotiate with partners on governance, business frameworks, functions, roles, resources and alignment.
	Developed, tested, profiled products from flagship projects. Innovative Housing Support models were developed in partnership with external stakeholders.	... Innovative housing support model will be implemented with commercial partners.

continued over



how we performed

Table 1.1 Strategic alignment continued ✔ Complete ... Progressing

STRATEGIC FOCUS	WHAT WE DID 2016–17	WHAT WE PLAN TO DO 2017–18
Scale up while remaining sustainable, securing the future and delivering quality outcomes and impact	Tried new service delivery models for aged care (HCP) in ACT, Qld and NSW and modified models in Victoria.	... Explore and connect with e-commerce and e-markets.
	Engaged with NDIS roll out through transitioning current ISP clients to NDIS, and conducted NDIS community consultations. ↗ See page 26 Achieved NDIS registration for a wide number of products and locations.	✔ Increasing engagement with NDIS as this launches in new regions.
	Achieved alignment of demand and supply and engagement of current and prospective clients.	... Internalisation of the workforce on track to achieve 80/20 compliance across all regions. Prototype culturally safe models for service delivery, building on award winning work.
	Connected meaningfully with communities to strengthen annecto's engagement and value proposition. ↗ See page 16, 17	... Continuing to develop the Diversity Strategy and Plan including the Rainbow Tick accreditation and developing LGBTIQ inclusive aged care service benchmarks.
	Development of the annecto Reconciliation Action Plan (RAP) which provided a clear plan to create sustainable and authentic opportunities for Aboriginal and Torres Strait Islander people within annecto and the broader community.	✔ Roll out the Reconciliation Action Plan across annecto
	Researched alternative entity structures, including social enterprise – to strengthen engagement and value proposition.	... Identify and document the processes, options, roles and responsibilities of social enterprise and new entity structures. Make recommendation as to best way to proceed.
	Exploring growth in existing markets and products, new markets and products, product development and diversification.	... Focus on market research for exploration in existing markets.
	Established My Support (user pays model) into regions.	✔ Expand service offering and availability of My Support.
	In depth internal analyses; external benchmarking for NDIS Transitional pricing Model to better understand price, cost and how to reduce percentage of fixed costs.	... Optimise annecto Finance (TechOne) and Client Management (CL+) systems and Services staff for NDIS Claims and Payments processes.
	Project plan for mobile workforce and commence implementation roll out.	✔ Expanding the pilot of mobile workforce.
	Market research on viability of After-Hours Business to Consumer product.	✔ After-Hours expansion into new areas, and new markets.

annecto entities

There are four entities that comprise the family of annecto. These are:

annecto Inc
ABN 69 045 491 808
Registration No. A0037563T
annecto Inc is the main trading arm of annecto; responsible for delivering all of our current services. Its broad purpose is to provide advocacy, practical assistance and to build capacity for self-determination and inclusion for children and adults with a range of cognitive, physical and social abilities and their families.

annecto Nominees Incorporated
ABN 91 305 082 403
The purpose of annecto Nominees Inc is to assist annecto Inc in the achievement of its Purpose and Principles. annecto Nominees Inc is also the Trustee for the annecto Trust and the annecto Foundation.
annecto Foundation
The Foundation was established under a Trust Deed to raise and receive money and donations of goods and

services from the public for distribution to annecto Inc in order to enable it to assist people with a disability or otherwise disadvantaged, or to further its Purpose and Principles.

annecto Trust
The Trust is a capital preserved trust which provides money, property and benefits to and for annecto Inc.



achievements – growth & diversity

Delivering culturally-appropriate support

annecto Case Manager, Farida Bezhan, migrated to Australia from Afghanistan 20 years ago. As someone who moved to an unfamiliar country and had to learn a new language, she became very aware of the challenges faced by Dari-speaking Afghan migrants.

Over the past 15 years Farida worked in organisations that provided family and community support, before joining annecto's Ringwood office in 2015. She started with a particular focus on working with people from a Dari-speaking background, and has earned trust and respect within the Afghan community in Melbourne's south-east. As a result of this work annecto's south-east Melbourne regional staff supported 28 Afghan clients during 2016–17.

It is important for Afghan clients to receive support from someone from their own cultural background. As well as working with Farida as Case Manager, annecto clients received culturally-appropriate assistance from two Dari-speaking Support Workers, Nilo Banai and Taybeh Ahmadi, who are based in the Ringwood office.

// **Farida was interested in working with elderly people from her community. "They are often vulnerable and isolated because they can't speak English. To help build bridges and link older people together and with the community, annecto supported a seniors group in Dandenong which attracts over 20 people each week", she said.**

One couple, Marry and Ali, were keen to overcome some cultural challenges, and sought out annecto to help them. Marry was daunted by going to the market because she was unfamiliar with how to prepare and cook the fruit and vegetables available in Australia. annecto's support workers helped her build her knowledge, and also assisted with transport. With annecto's assistance, the couple have also taken control of their finances and learned about Australian currency.

// **Due to the support from annecto Marry remarked "I feel 20 years younger!"**



annecto Board member Jennifer Burrows enjoys the evening with guests.

Bringing the Afghan community together in celebration

In March, nearly 600 Afghan women and children gathered in Dandenong, Melbourne, to share food, dance, play games, connect and celebrate Nowruz, the Afghan New Year. At the event organised by the Afghan Women's Organisation, women and children danced well into the night to traditional music, while children enjoyed games and a jumping castle.

annecto first sponsored the event in 2016 and was proud to be involved again in 2017 after the event's success last year. More women and children attended this year, as the Afghan community spreads the word that annecto can help connect people to each other, the community, and culturally appropriate services.

According to annecto Case Manager Farida Bezhan, many women in this community are isolated because they don't speak English. They can feel very alone, especially at times like New Year, because most of them do not have extended family with whom to celebrate these occasions.

Through our sponsorship of the event, annecto helps connect people with culturally appropriate services so they can live a more connected and happy life. This event gives Afghan women and children a chance to connect with other Afghan women and to celebrate in a safe and appropriate environment. The events also enable access to information about their rights, available services, parenting, English, education and more.



achievements – growth & diversity

Demonstrating commitment to reconciliation

An annecto goal is to be inclusive of all people within the Australian community. annecto continues to have an open dialogue with Aboriginal and Torres Strait Islander peoples across Australia to ensure the organisation is a culturally safe and culturally appropriate place for First Australian care recipients, staff and stakeholders.

This year annecto launched our first Reconciliation Action Plan (RAP) as part of National Aboriginal and Islander Day of Observance Committee (NAIDOC) Week celebrations in Kempsey, on the mid north coast of NSW. The Reflect RAP is a roadmap for action to create meaningful partnerships, enhanced respect and sustainable opportunities for Australia's First Peoples. The RAP was developed by Aboriginal Liaison Officer, Paulette Whitton and Manager Sydney, Mike Hercock, with input from the annecto RAP Working Group that contained members of the Aboriginal community, annecto Board members and annecto staff.

The launch of the RAP was participated in by around 50 Aboriginal Elders and their families, annecto staff, CEO and Board, RAP Working Group members, and representatives of our partners such as Kinchela Boys Home Aboriginal Corporation. Dunghutti Elder Uncle Bob Smith conducted the Welcome To Country, before Paulette Whitton and Mike Hercock presented an overview of the RAP.

Aunty Shirley Kelly performed a symbolic water pouring with annecto CEO Estelle Fyffe, and water from the Macleay River in Kempsey was mixed with water from the Maribyrnong River near annecto's office in Footscray. This symbolised the joining of communities and building of mutual partnerships that underpins annecto's commitment to reconciliation.

An artwork, which is featured on the cover of the RAP document, was unveiled by its creator artist and KBH survivor Uncle Richard Campbell and Board member Ross Joyce.

Aboriginal elders and community members took the opportunity to speak about their experiences and talk of their hopes for the future. Uncle Crow shared his story and poems, and a video clip was screened which featured Uncle Crow's poetry made into a song.



Artist Uncle Richard Campbell and annecto Board member Ross Joyce in front of Uncle Richard's artwork.

Kempsey embraces culturally-appropriate care

Respecting and understanding a person's cultural identity is central to addressing their ageing needs. Instead of simply providing services, annecto engages meaningfully with communities so that aged care can be provided in a culturally-safe way.

This approach underpins annecto's expansion to the mid north coast region of NSW. Our involvement in the area has been at the invitation of our partner Kinchela Boys Home Aboriginal Corporation, an organisation that was set up to support and connect KBH survivors and their families, and to address the trauma suffered by KBH survivors

and the intergenerational trauma experienced by their descendants, families and communities.

Through the work of Sydney Manager Mike Hercock and Practice Leader Himanshu Singh, annecto received funding in the most recent Home Care Packages tender round to support 30 new care recipients in the Kempsey region, and as a result the local office was established in January 2017 and officially opened in May 2017.

Kerry Wade, a local Aboriginal community leader with extensive experience in aged care and community services, became involved with the Kempsey project after attending a community meeting about annecto's launch in



REAL STORIES

Nasima gets more out of life

Nasima Mizoi was born in Kabul, Afghanistan, and as a child her life was idyllic. She lived with her family in a large house surrounded by fruit trees, vegetable gardens and space to play and run around. She married early, as is common in Afghanistan. After the wedding she went to live with her husband, Sultan and his family. Sultan studied French at university and later taught French to school students. They had five daughters together and lived a busy, happy life.

In 1979, after thirteen years of marriage, Soviet troops moved into Afghanistan and the war began. Nasima and Sultan decided that they had to leave their home and their country. After spending nearly three years in Pakistan, where Sultan was a language interpreter for a local hospital, their application for Australian sponsorship was granted and they moved to Australia.

The Mizois have lived in the Frankston area since they arrived in Melbourne, 24 years ago. Nasima's daughters have now all married and live with their own families. "For a long time I felt sick and lonely after my youngest daughter married and moved out. I have asthma, problems with both knees and with a bad shoulder. I was not well, and not happy."

Nasima's friends encouraged her to call annecto. At first she felt uncomfortable asking for help from strangers. //

"It's very hard. We ask for help from each other, but not from outside our family", she explained.

Nasima's friends encouraged her to call annecto. At first she felt uncomfortable asking for help from strangers. "It's very hard. We ask for help from each other, but not from outside our family", she explained.

// **After annecto assisted Nasima through the My Aged Care assessment process, the supports she received have seen her become more socially active and more independent.**

Nasima's Dari-speaking support worker has also helped her connect with other Afghani women by attending activities such as cooking classes and community festivals. Nasima uses vouchers to travel independently to medical appointments, and she also receives assistance with cleaning and gardening, enabling Nasima to have greater confidence and autonomy in her life.

the region. She remarked, "I liked what I saw. annecto was honest, grassroots and simple. With those values that's why annecto is growing." Kerry later became the Kempsey Practice Leader and Support Coordinator – the first staff member of the new office.

The Kempsey office now employs four support workers, including three Aboriginal people, and works with 30 care recipients from the local Aboriginal community. annecto's approach to service delivery involved creating meaningful relationships with the local Aboriginal families, listening deeply rather than presuming annecto knew the answers – and it is this approach which has provided a new choice in the area for individuals receiving packages. The

individualised, community-focused approach has been warmly received, with another 30 people looking forward to receiving support from annecto.

According to Kerry, "It's about knowing your care recipients and support workers, and each other's values. We give our care recipients that little bit of extra support. They may not have phones or internet, or be comfortable talking on the phone to people from My Aged Care. We can help them, and we don't make promises if we can't come through with it. We're known for our honesty".



achievements – growth & diversity

Sharing stories of inspirational lives

Speakers Bank is an annecto program comprising 30 people with a personal experience of disability and ageing, all of whom are trained in public speaking. They volunteer their time to share with the community the story of their lives, their challenges and triumphs. Speakers present a positive image of disability and older people to the broader public and provide information about the challenges that they face.

Over the past year speakers have presented to 33 groups, including schools, universities, service clubs and local councils. Seniors have facilitated story telling sessions at the Seniors Festival, spoken to conferences and forums such as the National Disability Services Conference, and presented on local radio stations. Under the organisational

leadership of Speakers Bank Coordinator, Mimi Laurilla, there are plans to expand the program using a social enterprise approach.

Ayman Barbaresco is one of the many talented volunteers who share their stories for Speakers Bank. After being diagnosed with a neurological disorder at birth, scoliosis and two brain tumours as well as cancer, he has an incredible life story to tell.

// **“Volunteering allows me to give back to the community. With Speakers Bank I’ve had the opportunity of speaking to Rotary where I had a full room of grown adults in tears from me sharing my story. It shows how powerful one story can be”, Ayman related.**

Improving support for Aboriginal people

In a presentation to the Better Practice 2017 Conference in Adelaide, annecto highlighted our work and shared our experience as a provider of in-home support to ageing Aboriginal people. annecto was awarded a prestigious 2016 national Better Practice Award presented by the Australian Aged Care Quality Agency. The award recognised the Improving Accessibility through Cultural Safety project, initiated by our Sydney region and supported by Continuous Quality Improvement Systems Coordinator, Hisham Moosa.

“Through our engagement with the ageing Aboriginal community we developed concerns about the accessibility and function of Home Care Support to older Aboriginal people”, explained annecto Sydney Manager, Mike Hercok.

// **“We observed culturally unsafe practices within the delivery of aged care services, including the current consumer-directed model of care for home care packages. We needed to work with key Aboriginal community leaders and communities, and ask them what they needed.”**

The project enabled annecto to better understand the problems, and adapt our processes to improve the way we supported older people in the Aboriginal and Torres Strait Islander community. Many initiatives have resulted from this deeper understanding, including:

- the launch of annecto’s Reflect Reconciliation Action Plan (RAP) during NAIDOC Week 2017
- increasing the numbers of Aboriginal and Torres Strait Islander support workers
- the employment of an Aboriginal Liaison Officer
- setting up accessible offices in communities of high Aboriginal and Torres Strait Islander populations in Kempsey and Bidwill.



annecto CEO Estelle Fyffe and Dunghutti Elder Auntie Shirley Kelly pour Maribyrnong River and Macleay River waters together to celebrate the two partners coming together.



REAL STORIES

Providing social connections for Spanish speakers

Orlando and Maria Ryvachuk migrated from Uruguay to Australia over 35 years ago. In the late 1970s their son had followed relatives to Australia to see what life here was like, and soon Orlando, Maria and two of their children made plans to move to Australia. They believe that their new beginning was a positive thing. "We are very happy here, the health and medical support is so very good, compared to what we would get in Uruguay", said Maria.

Now that they are both in their 80s, they have two daughters and a son, and several grandchildren and great-grandchildren. As their children became more established in their lives, Maria and Orlando found they had more time at home alone. "I like being busy though", declared Maria. They used to have an extended network

Through annecto's Spanish speaking groups Orlando and Maria meet others each week. "I like to visit new places and this group gives me the opportunity", says Orlando.

of friends, but for a number of reasons it became difficult for them to meet up regularly with other Spanish speaking people.

Through annecto's Spanish Speaking groups, the couple now join other Spanish speakers their age once a week. Orlando joins a couple of Spanish speaking women and a support worker on an outing, each week. "They're older than me (the women), and walk very slowly. I accommodate my pace for them when we go to the park", Orlando chuckles. "But I like to go out and visit new places; this group gives me the opportunity."

Maria participates in a separate Spanish speaking group, giving them both an opportunity to meet new people and make new friends.

Providing a First Nations perspective

In May 2017, Uncle Lyall Dennison commenced as Cultural Advisor to the Board of annecto. His wide ranging experience and network strengthens annecto's ability to provide culturally safe aged care and disability support to First Nations peoples, and his gentle presence provides a bridging and linking environment for annecto and the Aboriginal community to work closely together.

Since retiring from the public service, Uncle Lyall has kept involved in Aboriginal organisations, and remains deeply committed to improving the lives of disadvantaged Aboriginal people. He has been a board member of both Babana Aboriginal Men's Group and Wyanga Aboriginal Aged Care Service, as well as an ambassador for NSW Seniors Week.

// "I've worked with a lot of Aboriginal communities and it's important to know the right people to tap into. I've done a lot of work in New South Wales and the Kempsey area, and I can bring my experience to help support annecto, and especially annecto's Aboriginal workers", Uncle Lyall remarked.

He brings a wealth of knowledge about diverse Aboriginal communities and groups within those communities. His working life in the NSW public service involved him in Aboriginal community projects such as drug, alcohol and housing programs; anti-discrimination; employment in police and corrective services; and community services.



Uncle Lyall Dennison with annecto CEO Estelle Fyffe and Board member Ross Joyce.



achievements – outcomes

Demonstrating our work to worldwide experts

In August 2016 annecto participated in the world's leading conference on research into intellectual and developmental disability – IASSIDD 2016 in Melbourne. Our presentation focused on contemporary practices in supporting people with an intellectual or developmental disability. annecto presented information on evidence-based outcomes and the methodology behind the work of the organisation.

annecto CEO Estelle Fyffe highlighted the need to base the development of services and supports on evidence across four areas including individual, organisational, community and population.

Estelle says the conference enabled annecto to share research findings in developing supports for individuals and developing the right environment to realise resilient communities; with social and economic opportunities available for all people.

“annecto has participated in many research programmes across relevant studies in this field. It is part of the fabric of who we are as an organisation to share information and partner with others to improve outcomes.”

You can find more information on annecto's research on individual, organisational and community outcomes on bit.ly/iassidd

// “The work we do at annecto is to gather data based on wellbeing indicators, from an individual level right through to geographic levels where we look at the broader community. We consider the development of cities and how this impacts on people at an individual level. This information is valuable in being informed about what influences impact on the ability of people to experience social inclusion.”



A delegation of international IASSIDD members visited annecto Yarraville, meeting representatives of the Client Council, hearing from people with an intellectual disability about their achievements and some of the challenges in achieving personal goals.

REAL STORIES

Helping a family create lifelong memories

To celebrate Dorothy's life her family booked a South Pacific Islands cruise. At 84 years of age, this trip would be an opportunity for Dorothy to travel comfortably with her daughters, two nieces and her sister.

The trip was booked a year in advance. Ten days before the departure, Dorothy fell and broke her arm and shoulder. Megan, Dorothy's daughter, knew that she wouldn't be able to provide the full care and support her mother needed on the cruise ship. “I didn't know whether to cancel the entire trip or go without Mum”, recounted Megan.

Dorothy had been receiving support from annecto as part of her Home Care Package, so Megan spoke with annecto Case Manager, Louise Mirabile. Louise suggested a support worker could travel with the family on the cruise to provide the personal care and support Dorothy needed, and that this service would be supported under the package funding.

“We knew of the family's plans and how important it was to try and take the holiday, so they could experience the trip they had planned”, explained annecto's Northern Region Manager, Despina Kavnoudias. “The memories these women would have from the trip will last with them for the rest of their lives and this is so important.”

Dorothy's annecto support worker, Jan Rennie, accompanied the group in a berth close to Dorothy so she could provide the support she needed. Dorothy's Home Care Package funded daily support and the family paid for Jan's travel and accommodation costs. Having a support worker travelling with their group allowed for the women to strengthen their relationship with Dorothy and have time out when Jan was looking after Dorothy's needs.



REAL STORIES

Donna-Maree's journey to independence

Growing up as a teenager in Melbourne's west, Donna-Maree Curran did not do many chores around the house. But that was not because she did not want to help.

"Mum used to do everything for me and I wasn't independent", Donna-Maree explained. Living in a family with other young children, it was hard for her to get the assistance that she wanted so she could learn how to do things around the home.

"I wanted to be independent but I couldn't because I had anxiety. I couldn't go around the block or travel on public transport", Donna-Maree remembered.

Five years ago Donna-Maree moved into an annecto-supported accommodation house. It was an important step towards gaining a more autonomous life. annecto Practice Leader Nada Kezerle and Support Worker Robyn Andrusiw encouraged Donna-Maree to develop her skills at home, so that she became adept at tasks such as cooking, washing

and cleaning. Nada and Robyn also worked with Donna-Maree on reducing her anxiety when travelling on public transport so she could travel on her own.

With annecto's support, Donna-Maree has grown into a self-assured young woman. She said, "annecto helped me become more confident. I'm learning not to get anxious".

Now aged 21, Donna-Maree has recently become engaged to her boyfriend Chris, and is looking forward to living more independently with her new fiancé and creating a future together.

"Chris and I have been dating over two years now. I want to live with him and get married and have kids. I haven't thought about our wedding yet, but I'd like to go on honeymoon to Queensland. Also I would love to be able to get a job. I like working with children or maybe I could work in a shop."

 Watch Donna-Maree's video: bit.ly/donna-maree

A safe space on the Mornington Peninsula

The fear of persecution or discrimination is something that LGBTIQ-identifying people live with every day; being made to feel like an outsider, being treated differently, or worse. Creating safe spaces to meet and connect with peers is important for the LGBTIQ community, and is one of the key ways of ensuring people's inclusion in society.

Two years ago, annecto's Southeast Region Coordinator of Homecare, Ruth Crawshaw, saw a need for an LGBTIQ group to meet regularly on Victoria's Mornington Peninsula. According to Ruth, the opportunity for people to meet and socialise was limited.

"There was absolutely nothing like it on the Peninsula for LGBTIQ people to share experiences", Ruth said. "Along with a colleague from the Brotherhood of St Lawrence, I helped establish a group called Out On The Peninsula. It gave LGBTIQ people a safe space to meet, and to feel socially included."

"Six people came to the first meet-up but the group's network quickly grew along with its reputation as a safe space. Before long 20 people were attending the monthly meetings. People from the transgender community particularly liked the group as it gave them a place to be themselves. Some even brought their parents along."

"The group is now so popular that we have people who travel from 50km away. It has allowed people who had no outlet to meet other people from the community. Friendships and relationships have been formed, and the group has a Facebook page of almost 200 people. It's become a thriving and self-sustaining forum which came together with annecto's support", Ruth remarked.



REAL STORIES

Kim's place of his own

Kim Long Bui moved into his own apartment in inner Melbourne in December 2016. It is the first time Kim has lived independently in his own home and he could not be happier.

Kim shared his former house in Melbourne's outer suburbs with four other people. He was unhappy in this home and the bus journey of over an hour to his annecto Learning Centre took up a lot of his day. Due to the distance, he was isolated from his friends and from his support networks.

"I used to live in a group home but it didn't suit me. It was too noisy and a long way from annecto. Now I have all the buses nearby, I can easily get to annecto and I can go shopping," Kim said.

Kim's annecto Case Manager, Helen Munnery thought he would benefit from a change in his home environment. She works with businesses, the local community and individuals to establish people like Kim in their own homes, and make sure they are supported to live more

"I used to live in a group home but it didn't suit me. It was too noisy and a long way from annecto. Now I have all the buses nearby, I can easily get to annecto and I can go shopping," Kim said.

inclusive lives. Helen had the support of a local real estate agent who was committed to helping Kim find a place that met his needs and was within his budget.

Transitioning people to live in their own home is more than just finding a rental property and providing furnishings. In order to ensure the person feels comfortable and safe and is set up for success, providing skills to live independently is imperative.

"Kim's adapted really well and the experience of living independently has really helped him to grow. He's very proud of his unit and keeps it impeccably tidy," explained Helen. "It's not always a smooth transition. He initially got a bit lonely on his own but I was often on the phone to him reassuring him he was doing well, and generally just being there for him when he needed someone."

Kim said "I don't get lonely now and I'm friends with lots of my neighbours. I do all my own cooking, and I love watching horror movies on DVD."

Providing quality support

annecto is dedicated to providing high quality care and improved outcomes for the people we support and their families.

Our commitment to quality includes:

- accreditation to the International quality standard AS/NZS ISO 9001 for services delivered in Victoria and NSW.
- certification against the Department of Human Services Standards (Victoria) for disability services delivered in Victoria.
- achieving Third Party Verification to the NSW Disability Services Standards for the Kinchela Boys Home Aboriginal Corporation (KBHAC) – annecto Ability Links NSW (Aboriginal) program.

→ meeting the requirements of the Home Care Standards. We undergo regular compliance audits by the Australian Aged Care Quality Agency (AACQA) who audit us against the Home Care Standards.

annecto's external quality auditing bodies include:

- Global-Mark who audits annecto to ISO 9001, Department of Health and Human Services Standards (Victoria), and NSW Disability Services Standards.
- Australian Aged Care Quality Agency (AACQA) who audits annecto's aged care programs against the Home Care Standards.



achievements – outcomes

A holiday of firsts, supported by annecto

Twelve people experienced a trip of a lifetime when they spent five days on the Gold Coast. The trip was possible because of two programs offered by annecto Yarraville.

annecto's Western Metro Melbourne Region Manager, Joan Cooney said "We run newspaper delivery and gardening enterprises. This gives people the chance to experience working for an employer, and understanding how to work as part of a team. The people involved decided to allocate the money earned towards spending five days together on holiday in the Gold Coast."

// **Helen Kowalyk, annecto's Western Region Community Inclusion Coordinator, accompanied the group as one of five companions. She explained "It was a trip of firsts. First time on holidays with their peers, first time away from Mum and Dad, first time at the theme parks, first time at a theatre restaurant. To be able to holiday with your friends, is a rare thing for some of the people we support."**

For annecto client Jess Younghusband it was an experience she will never forget. "She rode all the scariest rides, and had no fear of any of them", said Helen. After returning to Melbourne, Helen received a text from Jess' mum, Sandra, expressing her gratitude to Helen and Coordinator of Learning and Lifestyle Programs, Jackie Ross, who organised the holiday. "Thank you so much for believing that these trips are worth it, because they are so worth it on so many levels. For Jess to be able to be away on holiday with her friends is awesome."

The next trip is already being planned and over \$5,000 was raised at a trivia night organised by Jackie Ross. This money will enable the Gold Coast trip to become an annual event.



A visit to Dracula's theatre restaurant was a highlight of the annecto Yarraville trip to the Gold Coast.

REAL STORIES

Unlocking Don's love of music

When Don Briggs experienced a frontal stroke in 2011, he found that although his body was fine, his brain was not cooperating. He was no longer able to make decisions, drive, or go out independently. Initially his speech was badly affected but this improved with speech therapy. Then in 2013, Don was diagnosed with Alzheimer's.

For Don, a recent visit to hear the local community brass band play unlocked a life-long love of music. "Don has always loved brass band music. We listen to it often at home. He started playing the cornet in the school band about 1944 then later was a solo cornet player for The Coburg City Band", said Judy, Don's wife.

Don stopped playing the cornet many years ago, but knowing his love of music, his annecto Case Manager organised for Don and Judy to sit in on one of the Frankston Brass Band's weekly rehearsals. The effect the music had

on Don was quite remarkable, and has given him something to look forward to and participate in every week.

At the rehearsal, Don was given a sheet of music and as he listened to the music, Judy noticed something. "His fingers started moving across the sheet music in time with the music. He was following the music with his fingers. Don hasn't looked at a piece of music for years. In fact, it is 59 years since he last played", explained Judy. The couple now attend band practice every week. "Don follows the music with his finger across the page, in perfect timing, most of the time."

Reading music has come back to Don easily, and he is now even playing a few notes on his cornet while reading sheet music, which thrills Judy and his bandmates. Judy remarked "He enjoys being part of the group and attending band practice each week, and listening to the music that he loves."



achievements – sustainability

Helping older people regain their independence

New approaches are emerging to help people over the age of 65 improve their health, independence and quality of life. The Australian Government's Short-Term Restorative Care (STRC) Programme supports older people to reverse the short-term effects of illness or accidents, and improve their wellbeing.

In February 2017 the Federal Government's Department of Health funded annecto's Loddon Mallee and Orana Far West Regions to deliver a total of 16 STRC packages. Clients access the program for eight weeks at a time, which means that our 16 packages have the potential to support more than 90 clients and their families in a year.

Manager of Rural and Remote Development, Jason Minter, said that the STRC gives annecto an opportunity to provide a new type of support to our clients. "The program means we bring together a team of professionals to help improve our clients' lives. It's another way of working for annecto, and delivering this type of support is an exciting development for us", explained Jason.

Once a client is assessed for STRC, annecto Case Manager Mary Hillier works with them to set goals to help them improve their health and regain their independence. Mary has assembled a multi-disciplinary team to support each client, comprising their GP as well as other health and wellbeing specialists, such as occupational therapists and physiotherapists.

Each person's ability to be self-supporting is evaluated before the program begins, and then re-assessed at the end of eight weeks. Over that time, clients are assisted to improve their self-management of personal care, nutrition, mobility and other aspects of daily life.

Realising inclusion through community engagement

annecto has been engaging with communities to develop deeper partnerships in Victoria's Grampians and Wimmera regions. This approach has been informed by consultation with local townspeople to help understand aged care needs in the area. For three years annecto has been supporting people in Minyip to stay in their own home, through Home Care Packages, and sought an opportunity to learn more about the lives of older people in the region.

Grampians and Northern Metro Region Manager, Despina Kavnoudias, said "Developing community connections helps overcome isolation. Our local advocacy work also lets us demystify aged care services, engage with our clients and involve our locally-based staff members."

In 2017 annecto was invited by local groups such as the Probus Club to host a series of conversations about what older people in the community need, and how annecto can help connect them with those who can enable this. The forums, in Warracknabeal, Horsham, Minyip and St Arnaud, were attended by over 100 people who received a presentation on the state of ageing in Australia, and exchanged information with annecto.

Following the success of the forums on ageing, annecto has increased its presence in the region, with a full-time Case Manager, Jacqui West, working with eight Support Workers. Six new clients are being supported with 20 more people expressing interest in becoming clients when more Home Care Packages become available. annecto aims to develop further partnerships to reduce isolation in rural areas.



annecto's Lucy Murphy and Jacqui West with Grampians region residents Margaret Murphy and Fran White. // Members of the local community from Victoria's Grampians region attend one of annecto's forums.



achievements – sustainability

Supporting people more effectively through better information systems

Several large-scale initiatives have been launched in the past 12 months to ensure annecto strengthen our capabilities, assist our clients better and enable managers to make more informed business decisions.

New enterprise software launches

September 2016 saw the culmination of an 18-month-long major project with the go-live of annecto's new integrated enterprise software solution. The introduction of TechnologyOne's OneCommunity suite was the culmination of a major project, implemented by a dedicated cross-functional team, to move key business functions onto a unified software platform. The suite's modules allow finance, budgeting, payroll, human resources and stakeholder data to be managed through one system which works hand-in-hand with our existing Carelink+ system.

OneCommunity enables annecto's managers to gain greater insights into the operations of our business. Over the next 12 months IST will work to ensure that annecto maximises the benefits of the new software, through creating measurable improvements in productivity and business outcomes.

Mobile technology means better service

A \$140,000 investment in mobile technology has equipped annecto staff to provide best-practice customer service to clients in their homes, or at other off-site locations. Case managers and support coordinators have been provided with devices such as laptops, tablets and smartphones to allow them to access client information while away from their offices.

This expands the range and efficiency of services for clients that can be delivered remotely – for example clients now can be registered in our system or have their details

updated on the spot, annecto staff can access client case plans in real time, and clients can receive instant quotations for annecto services.

Streamlining new enquiries

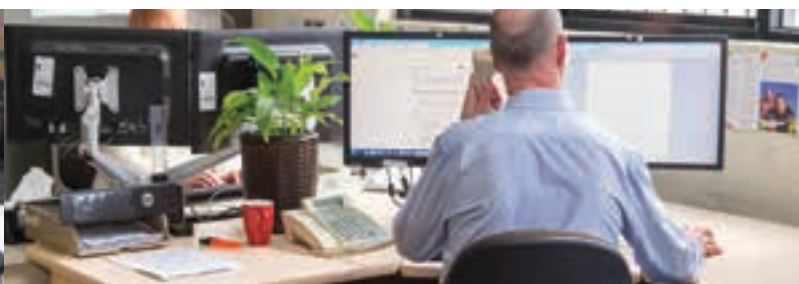
As part of the market research findings on touchpoints and the customer journey, led by Marketing and Communications Manager Di Erlichman, annecto introduced a new process for First Point of Contact. This ensures prospective clients get information and practical real-time support including navigating the My Aged Care government portal and NDIS information aligned with their needs. When a new prospect contacts either our 1800 ANNECTO phone number or our dedicated enquiries email address, they can expect a consistently positive customer experience.

The new process captures key details from new enquiries, to enable annecto customer-facing staff to gain a greater understanding of our prospective clients. annecto managers can use the data to gain insights into client needs and measure how effectively our message is being received by the wider community.

Improving systems for the future

A number of other projects have been completed in the past year, including:

- Readying annecto's systems to interface with the National Disability Insurance Agency, the agency that oversees the NDIS. This allows our Finance department to submit automated claims directly to the NDIA.
- Re-designing client statements to improve their usability and to better communicate essential information to clients and their families.
- Expanding our internal Service Desk portal so that annecto staff can log TechnologyOne help requests, marketing briefs and administration issues.





achievements – sustainability



“It was crucial for me to ensure people were confident with the NDIS by educating them about it and demystifying it.” //

New project officer gets annecto NDIS-ready

The National Disability Insurance Scheme (NDIS) continued to roll out across Australia, with more annecto clients moving to the new scheme. The NDIS funding is individualised funding linked to the person with the disability, based on their NDIS plan, and invested in people with disabilities to increase their opportunity to have an ‘ordinary’ life.

The NDIS aligns strongly with annecto’s own ‘inclusion’ approach, and to ensure a smooth transition; annecto employed NDIS Support Coordination and Implementation Project Officer, Michele Semmens, to lead this initiative. Michele works closely with annecto’s NDIS implementation committee.

Over the year, Michele worked across all annecto regions, ensuring that the transition of 20 current clients on the Department of Health and Human Services (DHHS)

funding were transferred seamlessly across to the NDIS without any funding gap or delay in services. Michele provided the latest information to support coordinators, as well as coaching and mentoring people about the NDIS. annecto put into place better preparation for clients and their families so that when they were contacted by the NDIS about a plan, they were more likely to retain the funds and in many cases gain additional funds.

Before joining annecto, Michele managed the NDIS implementation in the Barwon region, one of the first regions to pilot the NDIS. “It was crucial for me to ensure people were confident with the NDIS by educating them about it and demystifying it”, Michele said.

“It will give people greater access to services, to live more ‘independent’ lives, for instance by being able to go to the footy or go out at night. It introduces an aspect of choice and control for people coming into the scheme. It will be a positive change.”

Hanging out with the guys

In May 2017, annecto received additional government funding for Commonwealth Home Support Programme (CHSP) services in Melbourne’s western metropolitan region and Loddon Mallee Region.

The CHSP plays an especially important role in maintaining the health of the carer, through ensuring individuals, families or carers take time out from their caring role, spend time with friends or get out in social activities and community life. Over the year, participants in Melbourne’s West and Loddon Mallee got involved in creating art and craft, visited places of mutual interest and community events around town, or got the boys together at the local Mens Shed to brush up on snooker skills, woodwork projects and good conversation with mates.

“Other CHSP-funded activities included the well-known Songbirds Choir – providing music therapy for older people experiencing dementia or social isolation, and cultural activities such as the Spanish and Italian-speaking groups –enjoying the company of others who speak their language”, said annecto’s Northern Region Manager, Despina Kavnoudias. “The additional funding enables us to tailor a wide range of activities to more people, and as annecto organises the activity, participants only need to concentrate on enjoying themselves with others”.

annecto is funded through the Carer Relationship and Carer Support Sub-program and also the Community and Home Support Sub-Program, which have provided home support for older members of our community who need assistance to continue living independently in the home of their choice.



achievements – sustainability

Customer journey learnings

In 2015, annecto embarked on an ambitious and comprehensive journey to optimise engagement with annecto's clients and prospective clients, families and carers and to understand better their experience in seeking to achieve what's important to them within the customer journey.


The research incorporated clients, carers, and staff feedback through three categories:

1. annecto people,
2. annecto systems, and
3. annecto experiences,

and through the lens of three dimensions:

1. commercial relationships,
2. customer-experience engagement, and
3. holistic value-chain alignment.

Achievements in the progress of these outcomes over the past year included:

- Optimising the first contact through the First Point of Contact project with the introduction of the central 1800 ANNECTO number  See page 25, and
- the engagement of the Results Care Group who conducted a series of customer-relations workshops for Case Managers and customer-facing staff across the regions to further develop relationship-building skills and sales success.

The workshops provided insights into the skills and holistic frameworks required to effectively lead, manage and coach home care customer-relations teams to achieve successful customer experience.

The capture of customer information at the first point of contact and through the customer-relations teams; helped staff determine the best referral points for the specific customer group, and increased our understanding of what types of customer engagement tools and information resources are needed, and where — to maximise customer relationship development at every step of their engagement and journey with annecto.

A refreshed brand identity for an evolving organisation

New marketing assets have been developed to reflect the journey to reach a broader and diverse audience, and as annecto matured in its product offerings and relationships.

Over the past 14 years, annecto built brand equity with the 'bug', the circle, the annecto name and the colourways, however market research revealed that current and prospective clients, carers and staff did not identify with the conceptual Purpose Statement '*Connecting individuals and communities to realise an inclusive society*', nor '*the people network*' tagline connected with the image mark and the annecto wordmark.



PREVIOUS LOGO

Instead, the winning tagline '*connecting you to the right people*' was adopted – taken from market research from clients, carers and prospective clients – and is now used on marketing collateral across all external marketing and internal service areas. A two-phased refresh of the branding and the tagline commenced over the year, while internal brand engagement with staff will continue into 2018.



REVISED LOGO



achievements – sustainability

Around-the-clock support – because life doesn't run like clockwork

People cannot predict when they will need support or advice. An emergency or other unexpected event can easily happen in the middle of the night or on a weekend, when most support services are closed. Since 1995, annecto's After-Hours team have provided non-medical emergency support to our own clients, to other support agencies and to private individuals – receiving on average 35,000 calls for assistance per year from individuals, families and carers.

The team delivered telephone support and an outcall home visit service from 5pm until 9am on weekdays, and 24 hours on weekends and public holidays. The calls are answered and responded to by specialist-trained annecto operators, who answer all calls in the name of the organisation we are contracting to during the scheduled period, and use the organisation's processes and terminology that their clients are used to.

Over the past year, ten Assessment Response Officers worked from our central office in Footscray, supported by another ten staff in an off-site telephone triage team. Each call is responded to individually, and the team aims to resolve every inquiry and respond to every emergency. After-Hours support could range from assisting a client with home duties, providing a short-term carer, helping someone who has had a fall, or checking up on a person's health and wellbeing.

After-Hours Coordinator Nick Barta explained that over the past year annecto provided support services to 22 external organisations on top of supporting our own clients. "We make sure we adhere to each organisation's own guidelines and ensure that the handover of enquiries from and to those providers to the After-Hours Team is seamless."

Around 60% of all calls are related to senior citizens, and most of the calls relate to high-care needs. The busiest time for the team was between Christmas and New Year's Day, as the majority of support services were closed during that time. During this period over 2016–17 the team received 1,700 calls.

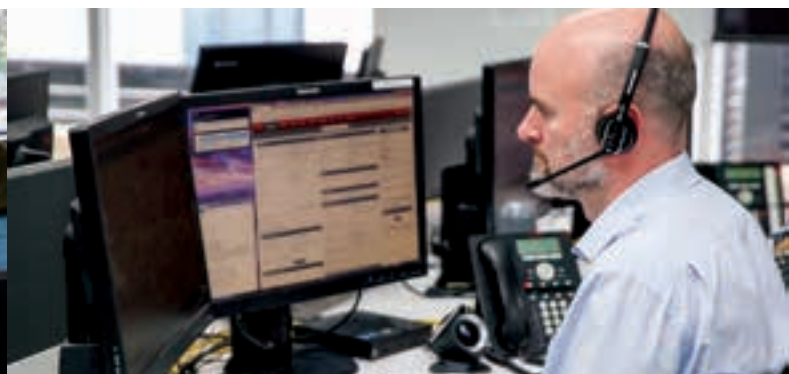
Strengthening annecto's most important resource: our people

annecto's People and Change team has delivered a range of initiatives to improve HR systems and processes, which positively impact staff's working life. Led by Transition Partner, Penny Sharples and Manager – Human Resources, Jacinta Beckley, the team has progressed automation of key information systems to create efficiencies for staff and their managers.

After an in-depth review of business needs, TechnologyOne's OneCommunity software suite was launched to improve the way information is handled and processed [See page 25](#). Paper-based leave forms and timesheets have been replaced with online systems, which are accessible on mobile devices for staff working away from annecto offices. Support Workers have been trained in the new systems, and all staff can view and manage key HR data online.

Other key activities have included:

- working in partnership with regional offices to recruit staff for new annecto offices in the ACT, Sunshine Coast in Queensland, and Dubbo and Kempsey in NSW
- streamlining and restructuring Learning and Development programs
- managing our compliance responsibilities to keep pace with a changing workplace regulatory environment



annecto's Assessment Response Officers respond to non-medical emergencies after-hours, weekends and public holidays all year round.



employee data

Our People and Our Culture

Effective achievement of annecto's goals depends on the capability, engagement and management of staff, volunteers, students, committee advisory groups and other stakeholders who collectively utilise best practice methodologies to support staff activities across all regions. The graphs and information below provide a snapshot of our employee profiles and training.

Figure 1.3 Staff Snapshot 30 June 2017 (Percentage/People)

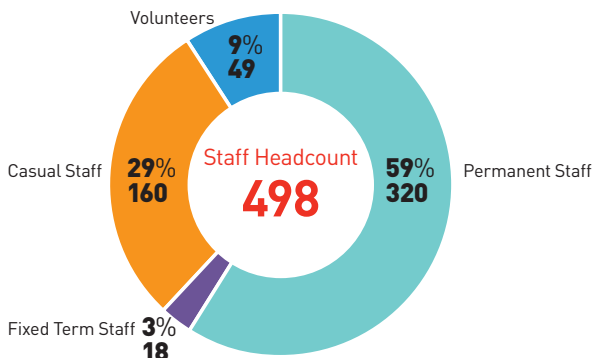


Figure 1.5 Staff Type

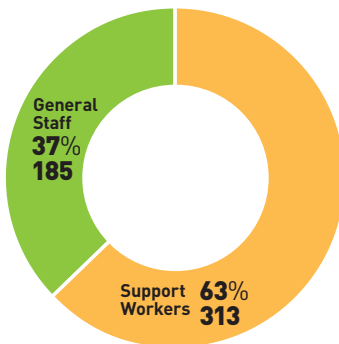


Figure 1.6 Tenure (Years)

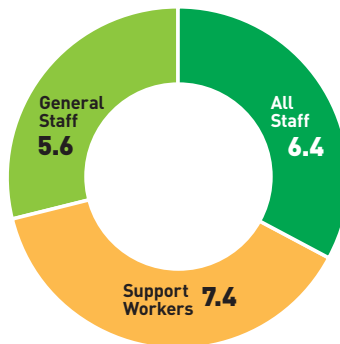
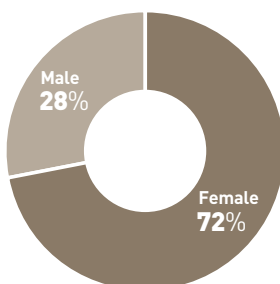
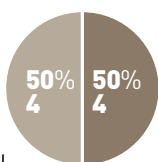


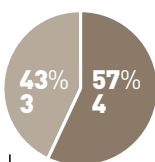
Figure 1.7 Gender



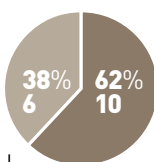
Male Female



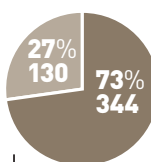
CEO & Board Members



Executive Leadership Team



Steering Council



Other Staff

Figure 1.4 Group

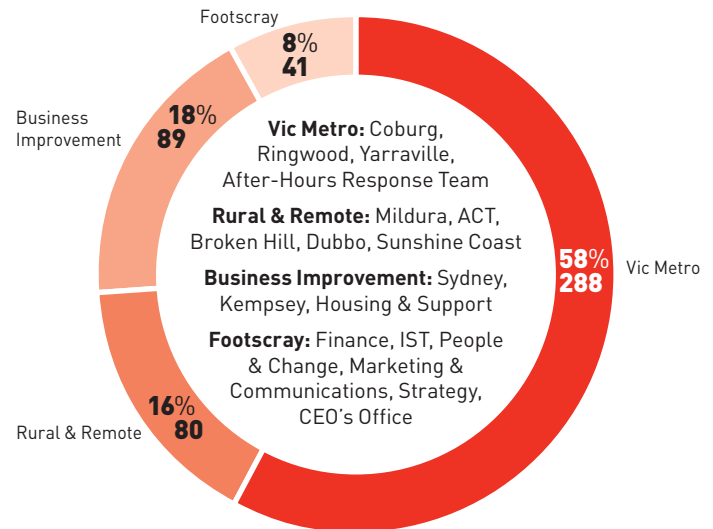


Figure 1.8 1 July 2016 to 30 June 2017

204

New Staff Hires



113

Staff Departures



462

Average Headcount

24% Annual Turnover

Previous Annual Turnover at annecto has been consistent with the **average of 15-18%**. It was due to a higher than usual number of departures in March, May, and June that increased the Annual Turnover figure to 24%.

Annual Leave Liability in excess of:



8 weeks
\$85,514



employee data

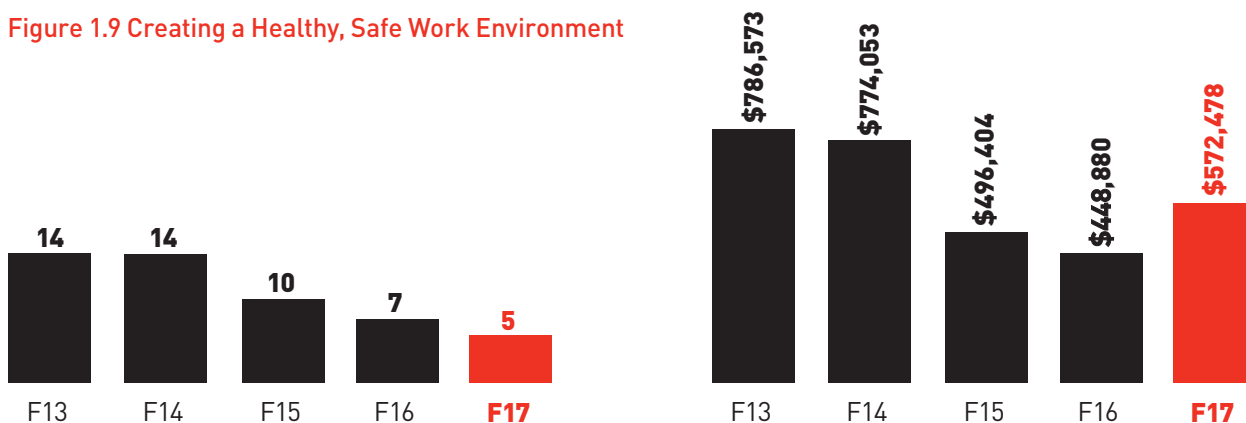
Table 1.2 Creating a Learning Culture

annecto continues to build on the capability and capacity of their staff through the robust support of Learning and Development – covering compliance, mandatory, specialised leadership and management learning opportunities. Learning and Development is delivered via

a range of mediums such as in-house learning, offsite conferences and external coaching/training packages. All learning is supported by the 70:20:10 principle, being 70% learning from experience, 20% learning from others, and 10% from formalised learning opportunities.

	2012–13	2013–14	2014–15	2015–16	2016–17
Staff Number	367	371	372	400	476
Staff Training Attendances	1039	1089	1038	1366	1619

Figure 1.9 Creating a Healthy, Safe Work Environment



Total WorkCover Claims

Extensive review of Human Resources policies

The schedule of review of People and Change policies resulted in the following policies being reviewed and introduced throughout 2016–17 – Recruitment and Selection; Bullying, Harassment and Discrimination; and Grievance and Managing Misconduct policies and procedures. These policies have been reviewed in accord with the requirements of the relevant legislation including the Fair Work Act and now reflect comprehensive and robust procedures that afford all staff procedural fairness and natural justice.

Enhanced reporting on HR metrics and internalisation

In 2016 a Staff Data summary report providing key Human Resources metrics was introduced to support Regions manage their workforce, with a more detailed expanded report to be provided quarterly. These reports provide insight into annecto's performance as an employer and enable key metrics to inform operational decision making.

Impact on Premium

Target recruitment strategy

The ACAR recruitment campaign was a targeted strategy to build on our successful Home Care Packages tender. The campaign resulted in the employment of 100 new support workers across existing and new sites.

Reinvigorated Health, Safety and Wellbeing committees and processes

Following the appointment of a new Health, Safety and Wellbeing Advisor in February 2017, annecto reviewed and updated its mandatory HSW Committee composition and commenced training of Health and Safety representatives. All meetings of the HSW Committee have been well attended, and the annecto HSW Action Plan has been reviewed and updated.



CEO and Board



Estelle Fyffe
// CEO
Secretary

Estelle Fyffe is the Chief Executive Officer of annecto and has worked across a range of community, health and education settings. She holds postgraduate qualifications in psychology and management, with particular interests in Innovation and Human Systems. She is an active member of the Victorian State Committee for National Disability Services, and is a member of the Australian Psychological Society, the Australian Institute of Human Resources Institute, and the Australian Institute of Company Directors.



Michael Johns
// President

Michael is a Partner in the insolvency and restructuring team at Maddocks Lawyers and has broad legal experience in banking, financial services, insolvency and general commercial issues. His practice focuses on restructuring and insolvency (including commercial advice and conducting insolvency and securities enforcement litigation). He has undertaken secondments with ANZ Corporate Portfolio Management and ANZ Lending Services (Institutional). Michael is also responsible for Maddocks' Securities, Managed Investments and Financial Services team.



Wendy Dunn
// Vice President

Wendy is the Clinical Director for Residential Aged Care at Mercy Health. She has held many different roles at Mercy Health since completing her midwifery certificate at Mercy Maternity Hospital in 1995. She is responsible for clinical oversight across a national portfolio of 34 residential aged care homes. Prior to becoming Clinical Director, Wendy was the Operational Director of Werribee Mercy Hospital, an acute medical surgical hospital providing acute mental health services, palliative care, maternity and emergency services. She has a Bachelor of Nursing, Graduate Diploma Child and Family Health Nursing, Graduate Diploma Health Administration and Graduate Certificate Leadership and Catholic Culture.



Viv Beer
// Treasurer,
Chair,
Sustainability and
Finance Committee

Viv is a Fellow of the Institute of Chartered Accountants, with more than 30 years of experience in Chartered Accounting and the mining industry. In addition to Viv's great satisfaction in helping annecto in a strategic, financial and governance sense, her passion is golf and she has had many roles at a club, state and national level, including being the last President of Women's Golf Australia and on the first Board of Golf Australia.



Jennifer Burrows
// Chair,
Culture Committee

Jennifer has a range of professional experience in industry training and change management, and is working with Melbourne Polytechnic providing higher education academic development. She has postgraduate qualifications in both Change Management and Organisational Analysis and Leadership. Jennifer is a member of Group Relations Australia and the International Society for the Psychoanalytic Study of Organizations.

Sustainability and Finance Committee: chaired by Vivien Beer, the committee reviewed finance and risk reports prior to their consideration by the Board, continued to develop the investment strategy, and monitored risk management reporting.

Culture Committee: chaired by Jennifer Burrows, the committee sponsored reflective management practice and activities to facilitate Board members to maintain a depth of understanding of the life experiences and stories of people and communities connecting with annecto. Ross Joyce represented the Board on the annecto Reconciliation Action Plan working group and annecto-KBHAC working group.



CEO and Board



Ross Joyce

Ross has substantial experience across a number of diverse sectors and environments ranging from NFPs, Government, SMEs (small to medium enterprises) covering member, services, business as well as community business areas delivering strategic results. He has operated at Board/CEO/Executive Management levels, sometimes concurrently, within these complex sectors and in substantial change management environments.



David King

David is a director of EKM Legal, Commercial and Intellectual Property Lawyers. For over 30 years, he has practised law in intellectual property and trade practices, undertaking both commercial and litigious matters. He has extensive experience in the commercialisation and licensing of technology and intellectual property rights as well as sports sponsorship and advertising law. He has provided legal advice to NFP organisations on issues including sponsorship, intellectual property protection, brand management and IT contracts. Over the last 10 years, David has acted as a board member of a number of not for profit organisations. In his leisure time, David is a keen golfer, an avid reader and enjoys travel.



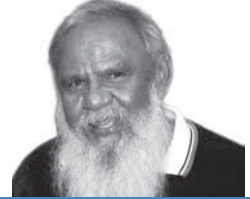
**Roger Chao
(resigned
2 May 2017)**

Roger has a strong background in social research, consulting, health and education policy and strategic planning. He has also held senior management positions in the health and education sector. As an experienced Director and Chair of many NFP Boards, Roger brings strong governance experience, commercial acumen and research skills combined with a passion for social capital and capacity building as a means of bringing about social change, justice and welfare. He has an MBA and has also completed the AICD Company Directors Course.



**Kirsten Mann
(appointed
1 August 2017)**

Kirsten is Vice President, Product and Experience at Aconex. As a member of the Aconex Executive Team, she advocates for customers by articulating product strategy which supports customer needs, whilst driving successful commercial outcomes. Kirsten has joint responsibility to manage a \$32m budget and prioritise delivery across seven global product development centres. She has worked in IT and product development for over 20 years, and has helped organisations become customer-focused by creating new product and service experiences. Kirsten has led initiatives working with organisation leaders to deepen understanding of the value of User Experience and Design Thinking practices.



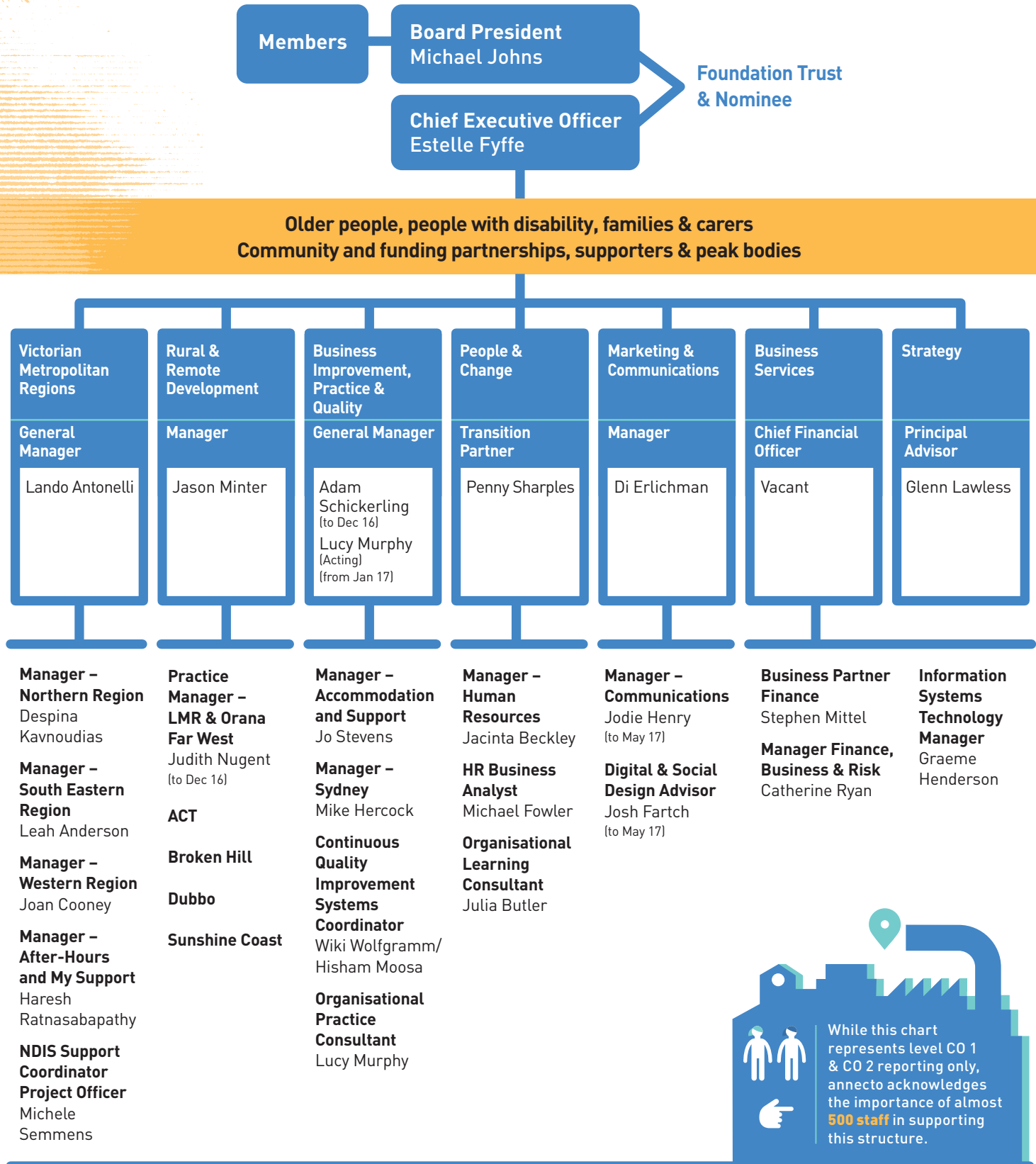
**Uncle Lyall Dennison
// Cultural Advisor
to the Board**

Uncle Lyall is a Kamilaroi man, born in Moree and raised on a mission. He is now retired from the NSW public service after spending his working life on wide-ranging projects involving Aboriginal communities throughout New South Wales such as drug/alcohol and housing programmes; anti-discrimination and employment in police/corrective services and community services. Lyall is a board member of Babana Aboriginal Men's Group and Wyanga Aboriginal Aged Care Service, and in 2016 he was an ambassador for New South Wales Seniors Week. He is deeply committed to improving the lives of disadvantaged Aboriginal people.



organisational chart

to 30 June 2017





senior staff

Leah Anderson

– Manager South Eastern Region

Leah provided leadership and strategic oversight of all SE region operations, particularly focusing on strengthening community relationships and partnership development. She was a part of key projects focusing on innovative evidence-based service models to strengthen sustainability, outcomes and reform readiness. Leah had particular interest in building capability and knowledge amongst individuals within their communities for improved social and health outcomes.

Lando Antonelli

– General Manager Operations – Victoria

Lando has led delivery readiness as annecto responds to changes in the aged care and disability sectors. He has guided annecto through three key reforms; Disability to NDIS, NRCP to CHSP and Consumer Directed Care packages to Homecare Packages. He has overseen the consolidation of services in the Grampians region, and helped ensure the successful After-Hours program continues to grow.

Jacinta Beckley

– Manager Human Resources

Jacinta brought a wealth of experience to the role of HR Manager, acquired during a career working in education and the NFP sector, with a strong industrial relations focus. She led a team of dedicated professionals working in partnership, providing a range of services including End to End Recruitment, Employee and Industrial Relations, Health Safety and Wellbeing, and WorkCover Claims Management.

Julia Butler

– Organisational Learning Consultant

Julia led the design, development and implementation of organisation wide learning, leadership strategies, and programs. Her extensive experience in facilitation, team development and graphic recording promotes a positive learning environment and culture within the annecto community.

Joan Cooney

– Manager Western Region

Joan has led the growth of the Learning Hub at David House by developing partnerships with tertiary, TAFE and Community

members. Joan supported her team to be CDC and NDIS ready by providing innovative, evidence-based service models that are sustainable and will strengthen outcomes for people we support.

Di Erlichman

– Manager Marketing and Communications

Di maintained a priority focus on the consumer-directed contestable market. She focused on building a well-resourced, professional M&C department to expand and consolidate the customer engagement strategy. This was implemented by defining customer journeys, examining the role of the customer-relations sales staff, segmenting stakeholder channels and messaging, and developing of the First-Point-Of Contact and central enquiry strategy.

Graeme Henderson

– Information Systems and Technology Manager

With extensive experience in corporate IST, Graeme has brought a focus on business-aligned IST strategy, building internal capability and delivering projects to maximise ROI. This has included automation of business processes and providing the foundation for business intelligence through integrated information systems.

Mike Hercok

– Manager Sydney

Michael partnered with key sector leaders to work with complex need clients and families across LGBTI, Homeless, and Aboriginal communities living across Sydney. Michael took a lead role in the establishment of Sydney and the Mid-North Coast annecto aged care packages, the partnership with Kinchela Boys Home Aboriginal Corporation and the successful Aboriginal Ability links tender.

Despina Kavnoudias

– Manager Grampians and Northern Metro Region

Despina has worked in the human services sector for over 30 years and has qualifications in Psychology, Social Work, Counselling and Operational Leadership. She engages with key partners/networks to ensure optimal consumer outcomes. Despina is a member of a number of Statewide Steering Committees including the Hume Moreland PCP, and contributes to organisational policy development regarding staff wellness and retention.

Glenn Lawless

– Principal Strategy Advisor

Glenn has overseen annecto's preparation towards the e-market due for implementation FY2017-18. He has worked with

the rural and remote teams on targeted recruitment and retention of staff to better suit the needs of consumers. Glenn was responsible for annecto's research into new markets in Asia and he was appointed to the Board of the Australian Disability Development Consortium.

Jason Minter

– Manager Rural and Remote Development

Jason has managed the expansion of annecto services and programs throughout Northern Victoria, Far West NSW, ACT and Queensland's Sunshine Coast. Emphasis has been placed on developing new business opportunities and partnerships, to maintain annecto's commitment to provide cost effective and quality supports to carers and families living in rural and remote communities.

Hisham Moosa

– Continuous Quality Improvement Systems Coordinator

Hisham has provided strategic oversight on Continuous Quality Improvement on regulatory, legislative, compliance and reporting frameworks. He has supported annecto in achieving certification and maintaining compliance with the required standards and external bodies.

Lucy Murphy

– Acting General Manager Business Improvement, Practice and Quality

Lucy has led projects on the development and implementation of Organisational Planning and Practice Frameworks. These have helped improve annecto's systems and methodologies and gain efficiencies. Her focus has also included development and implementation of innovative Housing and Support models for people who have a disability.

Haresh Ratnasabapathy

– Manager After-Hours and My Support

Haresh has led the growth of After Hours to a national presence by developing relationships with clients interstate. He has also supported the regionalisation of My Support within the metropolitan regions within Victoria.

Catherine Ryan

– Manager Finance, Business and Risk

Catherine assumed increased responsibilities including contract and risk management. She became an associate member of the Institute of Internal Auditors and presented to a number of external auditors. She oversaw the implementation of the Budget and Finance modules of the Technology One system and worked through the associated challenges.

Adam Schickerling

– General Manager Business Improvement

Adam led the expansion of annecto services into the Southern Metropolitan Region including CDC Homecare packages. He led the design, implementation and evaluation of innovative evidence based service models to strengthen sustainability, outcomes and strategic positioning and reform readiness.

Michele Semmens

– NDIS Support Coordinator Project Officer

Michele came to annecto following an extensive career in the community and education sectors. She has been instrumental in supporting and resourcing annecto's NDIS readiness. As the NDIS has continued rolling out to more regions across Victoria and NSW, she has advised on implementation across all levels of annecto.

Penny Sharples

– People and Change Transition Partner

Penny has led the repositioning of annecto's Human Resources, Health Safety Wellbeing and Learning and Development functions. She established HR business analytics and reporting, and revised business critical policies. She worked closely with the CEO to assess the impact of the current environment of change, and develop strategies for annecto's success.

Jo Stevens

– Manager Accommodation and Support

Jo is the Manager of annecto's Accommodation and Support / Child and Family Services Program located across Melbourne's Northern, Eastern and Western metropolitan regions. She and her team have had a strong focus on creating opportunities for inclusive lives and valued roles within community, which has resulted in improved outcomes for individuals.

Wiki Wolfgramm

– Continuous Quality Improvement Systems Coordinator

Wiki has coordinated and supported annecto to achieve and maintain certification and compliance with various standards and external bodies. Wiki's extensive experience and Quality qualifications in the health, community and disability sector assisted her role in continuous improvements at annecto.



acknowledgements

annecto acknowledges and thanks the following government departments for their support and assistance during the year: Victorian Government Department of Health and Human Services, NSW Government Department of Family and Community Services - Ageing, Disability and Home Care, Australian Government Department of Social Services, Australian Government Department of Health; and the statutory bodies the National Disability Insurance Agency and the Transport Accident Commission.

annecto acknowledges and appreciates the close relationships and partnerships with members of parliament, with councillors and local council staff across Victoria, NSW, ACT and QLD on a number of projects which are essential to the good outcomes for the people and the communities we work with.

annecto AWARDS

Craig Goesch Scholarship:

Mallee Sports Assembly

This award is named after Mr Craig Goesch who was a passionate advocate for keeping the rights of people with a disability and contributions of carers on the agenda. Craig was an annecto Board member and the Board honour him through this award. This award acknowledges Mallee Sports Assembly's passion and commitment to drive real change for people with an Acquired Brain Injury (ABI). The Mallee Sports Assembly 10-week woodwork class in Mildura is specially designed for people who have acquired brain injuries. The class helps people with Acquired Brain Injury learn new skills, develop a sense of purpose, socialise with other participants and form long standing friendships.

annecto Inclusion Award:

Justin Nix of Equitable Access Solutions

Justin links people to one another to improve housing outcomes and accessibility for people with disabilities. Justin was instrumental in establishing innovative housing models through his role with the TAC Residential Independence Program, and has gone on to develop various housing solutions for people with disability across Victoria.

annecto Inclusion Award – Finalists:

Parks Victoria and AMAZE

This award honours individuals, businesses or groups who engage with people with disability and/or older people to make choices, express their needs and assert their rights; and to build positive relationships with the community to promote dignity and respect. This award recognises Parks Victoria and AMAZE for their joint work in enabling Brimbank Park to be inclusive for children with autism and children with disabilities.

Ron Cahill Award:

Joanne LaRocca

Ron Cahill was involved in the establishment of annecto, serving for many years on the David House Management Committee. The award ensures Ron's commitment and dedication to people with disability continues in his name by developing their skills and education to assist others. The award is given to a person dedicated to improving the lives of people with disability experiencing dementia and ageing, and is associated with annecto David House. Joanne enhances opportunities for individuals to experience more in their lives through organising, with the Client Council, a disco for "all" at the Yarraville Club and is always there to help out with new initiatives at annecto Yarraville.



L-R: Justin Nix. // Board member Jennifer Burrows with Parks Victoria's John Kenwright and AMAZE's Maria Morén. // Members of the Cahill family – Lee, Pam and Glen – with award winner Joanne LaRocca.



acknowledgements

Long Service Awards

30 years: [Andrea Gregson](#)

20 years: [Maryanne Hoy](#), [Renate Kuszniir](#), [Georgina Fardell](#)

15 years: [Lando Antonelli](#), [Jason Minter](#), [Katrina](#)

[Charlesworth](#), [Lorraine Forbes](#)

10 years: [Lauren Butler](#), [Theo Aguiard](#), [Diane Archambault](#),

[Joanne Haynes](#), [Jan Borrie](#), [Susan Cayley](#), [Maria Failla](#),

[Salvatore Castelli](#), [Dimitra Kurubilis](#), [Mary Hillier](#), [Beverley](#)

[Martin](#), [Di Erlichman](#)

Victorian Autism Conference, Emerging Leader Award:

[Prue Stevenson](#)

Prue was awarded an Emerging Leader Award as part of the Amaze Community Awards for 2016. She has a long-term relationship with annecto, as a Project Officer for annecto Yarraville's arts program, a member of the Quality Systems Team, an annecto client and an annecto volunteer. Prue was also awarded the annecto Ron Cahill award in 2012. She is a prolific artist and art has played a major part in her life, being a key way for her to help her manage every day challenges and attain her goals.

Dot Jenkinson Ladies Pairs Bowling Tournament:

[Kerry Treloar](#) and [Jenny Kubank](#)

More than 300 women from across Victoria, NSW and South Australia converged on Mildura in October 2016, to compete in the annual two-day Dot Jenkinson Ladies Pairs Bowling Tournament. In its 20th year, the tournament is considered the best ladies-only pairs bowling tournament in Australia.

annecto celebrated its 11th year as the major event sponsor of the Tournament, and were proud to be a big part of an event that celebrates the importance of women in sport and honours World Champion bowler Dot Jenkinson, considered the greatest ever female bowler.

During the tournament, annecto connects with older women living in rural and remote areas to talk about the kinds of supports available, and to identify the networks relevant to them. The tournament is instrumental in bringing women together in the community, and helping people stay happy and healthy in their homes as they age is a key aim.

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ACT

1. annecto ACT

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Holt ACT 2615
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actenquiries@annecto.org.au

NEW SOUTH WALES

2. annecto Broken Hill

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farwestnsw@annecto.org.au

3. annecto Dubbo

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1/80 Gipps Street,
Dubbo NSW 2830
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4. annecto Glebe

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Bidwill NSW 2770
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6. annecto Kempsey

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11. annecto Ringwood

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12. annecto Werribee

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13. annecto Yarraville

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Yarraville VIC 3013
(03) 9314 0988
davidhouse@annecto.org.au

annecto After-Hours (5pm–9am)

Non-medical after hours support
1300 487 183
art.manager@annecto.org.au

annecto My Support

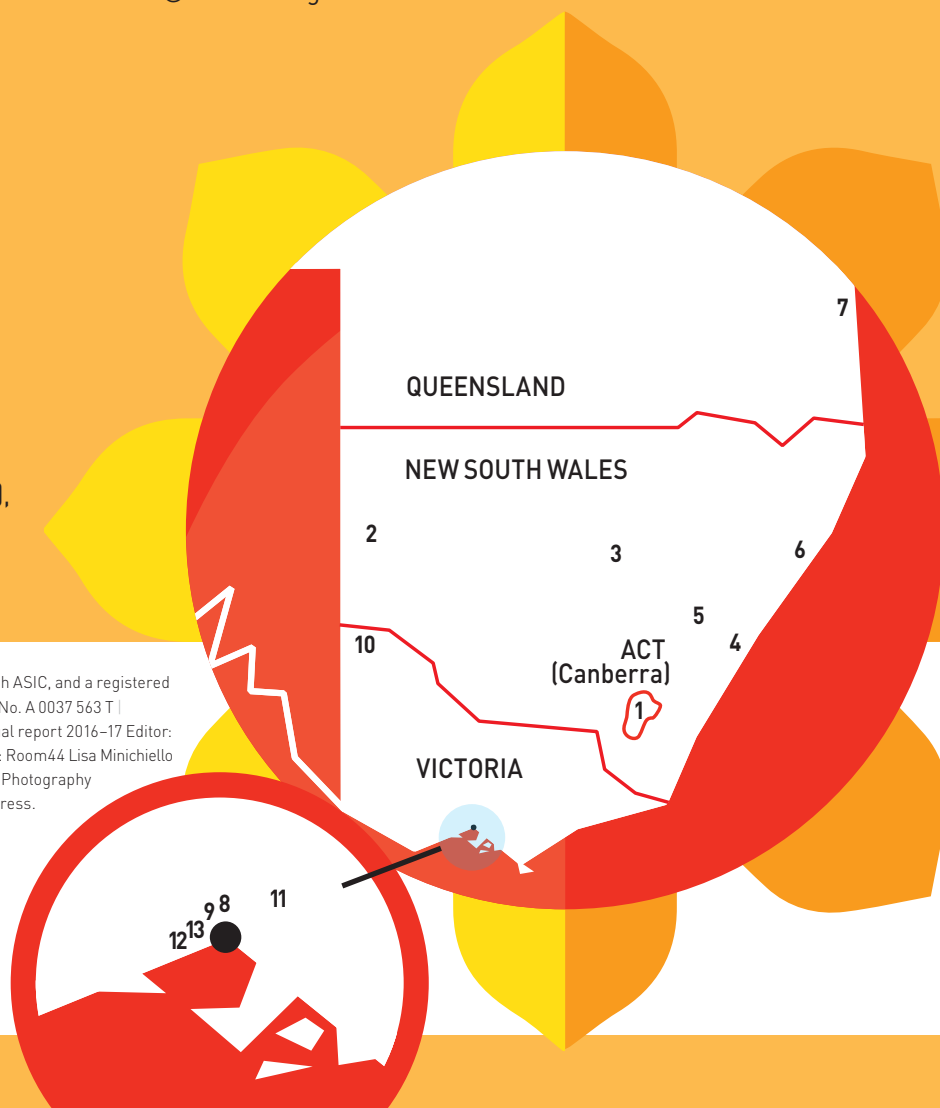
This is a user-pays service for anyone who needs support in the home, respite or to get out in the community. You can use it to top up your current government-funded package or to purchase as you need it. Call your local annecto office for more information.

Speakers Bank

(03) 9314 0988
speakersbank@annecto.org.au

9. disAbility Connections (VIC)

81 Cowper Street,
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// annecto is honest,
grassroots and simple.
It's about knowing the
people you support, and
each other's values. //

Kerry Wade

// I wanted to be
independent but I couldn't
because I had anxiety.
annecto helped me
become more confident. //

Donna-Maree Curran

// I like to go out and visit
new places; annecto's
Spanish-speaking group
gives me the opportunity. //

Orlando Ryvachuk

For all enquiries call **1800 ANNECTO** (1800 266 328) // www.annecto.org.au



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