

ANNUAL REPORT
YOORALLA
2015



YOORALLA 2014-15
ANNUAL REPORT
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OUR VISION

A WORLD WHERE PEOPLE WITH
DISABILITY ARE EQUAL CITIZENS.

OUR MISSION

TO PROVIDE QUALITY, SUSTAINABLE AND
FLEXIBLE SERVICES THAT UPHOLD HUMAN
RIGHTS AND CREATE OPPORTUNITIES,
EMPOWERING INDIVIDUALS TO LIVE
THE LIFE THEY CHOOSE.

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CHAIR

MESSAGE FROM THE CHAIR AND THE CHIEF EXECUTIVE OFFICER

This has been a year of change for the disability sector as it prepares for the introduction of the National Disability Insurance Scheme (NDIS) in 2016.

Our intent has been to build on the achievements already made within Yooralla over the past two to three years and to position the organisation effectively for the changes that will occur under the NDIS.

We envisage Yooralla transitioning to an organisation that supports the cultural change required to move from dependency to empowerment for our customers. We commenced this transition with the launch of the strategic plan 'Smart Choices: Agenda 2020' and this evolution must continue and be embedded across the organisation.

At the same time, much reform has been taking place across Yooralla to embed a safeguards and rights framework to uphold the rights and wellbeing of our customers from abuse, harm and neglect. It has often been difficult to communicate the extent of this change.

In November 2014, Yooralla underwent an external, triennial recertification audit. The audit, conducted by government approved auditors SAI Global, checked Yooralla's compliance against the National and State Standards for Disability Services. Yooralla achieved full recertification.

While meeting standards is part of the recertification process, it is but one of many strategies to facilitate the safeguarding of people's rights. This particular audit report recognised the significantly changed practices at Yooralla and commented favourably on the culture of continuous improvement.

November also saw the Department of Health and Human Services (DHHS), formerly the Department of Human Services (DHS), announce a review to establish whether Yooralla's changed practices had been embedded across the organisation. This followed the screening of a Four Corners episode outlining abuse in the disability sector.

The DHHS review into Yooralla, which was conducted by KPMG over a period of four months, focused on three key areas: governance, financial management and quality and safety. The review involved the collection of a range of information from Yooralla customers and staff.

This past year Yooralla has made submissions to the Victorian Ombudsman's Inquiry: Reporting and investigation of allegations of abuse in the disability sector, and to the Victorian Parliament's Inquiry into Abuse in Disability Services. Yooralla also made a submission and addressed the Senate Community Affairs References Committee Inquiry: Violence, abuse and neglect against people with disability in institutional and residential settings. Yooralla has also responded to the NDIS Quality and Safeguarding Framework consultation paper.

While there has been a significant program of change and reform at Yooralla, we are aware that we are on a journey and that the changes must be uniformly and consistently embedded across the organisation.



CHIEF EXECUTIVE OFFICER

Yooralla also recognises that safeguarding people's rights calls for continuously improving strategies and processes.

Yooralla supports and seeks to embed the United Nations Convention on the Rights of Persons with Disabilities (ratified by Australia in July 2008) and *Victoria's Charter of Human Rights and Responsibilities Act (2006)* in all our practices

Yooralla has been undertaking preparations to position the organisation for the NDIS on 1 July 2016. This year Yooralla commenced a series of NDIS information forums that were rolled out across the state, to educate customers, families, staff and the local community on what the NDIS will mean and how planning can commence in preparation for the implementation of the scheme.

Looking forward, in order for Yooralla to be prepared for the NDIS, we must be a customer responsive, high quality, sustainable organisation. We will continue reviewing our services, for efficiency and effectiveness, ensuring our structures support the requirements of the future as we work together to facilitate choice and control for our customers.

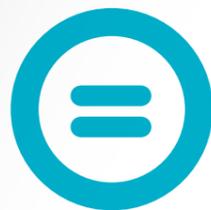
We have introduced a new strategy called 'One Yooralla', which marks a turning point for the organisation. It's about coming together as one organisation to create and maintain a high standard of customer service. We will do this by engaging with customers and preparing all Yooralla's systems and processes for operation in what will be a competitive market under the NDIS.

We want to make sure that we are responsive, flexible and efficient in responding to the needs of customers.

Dr Wayne Ramsey AM CSC
Chair

Dr Sherene Devanesen
Chief Executive Officer

2014-15
YEAR IN REVIEW



26,000
YOORALLA
CUSTOMERS
served in the last year



169,274
HOURS
of employment provided
through business enterprises



752 AIDS
AND
EQUIPMENT
provided through the ECDS



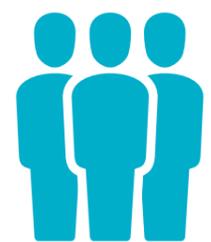
110 AIDS
AND
EQUIPMENT
provided to NDIS participants
in the Barwon trial site



667
PEOPLE ATTENDED
NDIS community information forums



\$3.989
MILLION
received through
FUNDRAISING



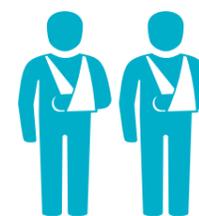
1,963
YOORALLA
staff members



274
NEW STAFF MEMBERS INDUCTED



3,955
TRAINING COURSES
completed by staff



29%
REDUCTION
in OH&S incidents

UPDATE ON COMMITTEES

As part of Yooralla's extensive program to uphold customer safeguards, the organisation initiated several forums for customers to provide feedback across the breadth of our services.

These independent and customer advisory committees are designed to increase vigilance and transparency across our operations. They provide a critical advisory role and participate in the development of programs, policies and partnerships that uphold the rights of people with disability.

Firstly, The Independent Advocacy Advisory Group (IAAG) comprises a cross section of customers, family members, independent advocates and advocacy agencies. The group provides feedback, recommendations and advice to the Yooralla Board Service Delivery and Quality Committee on issues that matter most to customers, such as particular policies, strategic initiatives, feedback, complaints and planning.

The group meets several times through the year and provided input on matters such as the RiskMan feedback tool, the Yooralla Customer Satisfaction Survey, management of human rights and ethical issues and customer safeguards policy.

The group members are:

Frank Hall-Bentick	Chair, Independent Advocate
Luke Nelson	Customer
Peter Gibilisco	Customer
Warren Francios	Customer
Irene Anderson	Parent
Brenda McKenzie	Parent
Lorraine Mackey	Parent
Sharon Granek	Independent Advocate
Michelle Wilcox	Independent Advocate
Dominique Moollan	Deputy Chair; Independent Advocate
Christian Astourian	Customer

The second advisory group to be established was the Yooralla Community Partnership Advisory Committee (YCPAC) and it is comprised of Yooralla's customers and family members. Commencing in 2015, the board sub-committee provides strategic advice from a customer and community perspective, to ensure Yooralla provides services that meet and respond to the differing needs of customers within the organisation and in the community. Chaired by Yooralla's Board Director, this committee discussed committee governance and NDIS preparedness during their two meetings.

The committee members are:

Dr Wayne Ramsey AM CSC

Yooralla Board Director and YCPAC Chair

Dr Sherene Devanesen

Yooralla Chief Executive Officer

Nancy Sadka

Catherine (Mary) Reid

Susanne Jones

Michelle McFarlane

Irene Anderson

Anna Conostas

Geoff Donnelly

Sean Walsh

Our third initiative to encourage community engagement is Yooralla's Membership Forum. Yooralla members play a key role in providing input from the community, generating positive steps towards continued future reform of the organisation, as well as supporting Yooralla. Yooralla's Membership Forums offer an important channel for Yooralla to

engage with its members to ensure that we are delivering on our promise to customers. A forum was held in May 2015 with an event comprised of members who represented customers, their families and staff. This was a valuable information sharing opportunity and acted as the first step in ongoing dialogue with our members.

The key outcome of this first forum was that members encouraged Yooralla to move forward, and to continue open and timely communication with our customers and members. A working group of members has since met to talk about what membership should represent in the future.

The last financial year saw increased media and public attention on abuse in the disability sector. The Four Corners report in November 2014 focused on instances of abuse at Yooralla. Since then state and federal inquiries have been instigated into the disability sector as a whole, and the Department of Health and Human Services announced a review into Yooralla, by KPMG. The outcomes of the government inquiries will inform national safeguards for introduction National Disability Insurance Scheme (NDIS).

Yooralla supported all state and federal government inquiries into the abuse of people with disability in institutional and residential settings. We provided detailed submissions to all inquiries, presented at the Federal Senate Inquiry and supported the external review into our operations.

As part of Yooralla's inquiry submissions we outlined our program of reform and change that the organisation had undertaken since 2011. It covers the key elements that we believe are central to safeguarding the rights of people with disability. They include:

- > promoting and upholding human rights
- > identifying and understanding signs of abuse
- > instilling practices and safeguards which can prevent abuse
- > responding to incidents and allegations of abuse
- > identifying and addressing underlying causes and systemic issues.

The following summarises the inquiries and reviews.

1. VICTORIA OMBUDSMAN

In December 2014 the Ombudsman announced an investigation into abuse in the disability sector. The phase one report was tabled in June 2015. The report described how allegations of abuse in the disability sector are reported and investigated and the effectiveness of statutory oversight. It recommended that the state's fragmented model of oversight and

accountability is transformed into one that ensures allegations of abuse receive a comprehensive and independent response. The report proposed that the transformation included:

- > "a model that provides a consistent response to serious incidents regardless of service provider
- > mandatory reporting of serious incidents by service providers
- > a single point of accountability for receiving these reports and complaints, investigating or overseeing investigations as appropriate, and analysing them to identify learnings and systemic improvements."

The second phase of the Ombudsman's investigation is to be released in late 2015.

2. FEDERAL SENATE INQUIRY

In February 2015 the Federal Senate Community Affairs References Committee announced an inquiry into violence, abuse and neglect against people with disability in institutional and residential settings. Yooralla's Chief Executive Officer Dr Sherene Devanesen presented to the inquiry with Adjunct Professor and Chief Practitioner Jeffrey Chan. Yooralla was one many presenters at the hearings which included people with disability, their families, advocates and government organisations.

In her opening statement Dr Devanesen said:

"On behalf of Yooralla I apologise, sincerely, for the occasions of abuse that occurred within our organisation. We are very sorry and deeply regret what occurred. We are sorry for the impact that these incidents have had and are having on the lives of the victims, their families and the members of the community. Yooralla has now focused its energies into a commitment to having "zero tolerance" for abuse, violence and neglect against people with disability."

The final report is to be released in late 2015.

3. VICTORIAN PARLIAMENTARY INQUIRY

The Victorian Parliament's Family and Community Development Committee announced an inquiry into abuse in disability services in May 2015. The interim report was released in August 2015 and our submission to the inquiry was noted in the report including the safeguarding actions we have undertaken. The key recommendations were to advise the Disability Reform Council to create:

- > a single, independent oversight body for complaints and serious incidents
- > an independent advocacy body
- > a guardian of last resort
- > a national quality assurance agency for provider registration and disability worker screening and registration.

The report also recommended a national evaluation of the community visitor program, establishing mandatory reporting for incidents of abuse and consequences for those responsible for the abuse and that service providers learn from and prevent recurrence. The final report will be released in March 2016.

4. DEPARTMENT OF HEALTH AND HUMAN SERVICES REVIEW

In the period February to July 2015, international audit and advisory firm KPMG conducted a review on behalf of the Department of Health and Human Services that focused on the safety and quality of Yooralla's service provision.

The review and report found that there had been real and significant change to work practices within Yooralla. It noted that staff recruitment and training had been enhanced to facilitate better care and reduce risk, that there were more stringent checks and balances in place and that staff and customers were supported to participate in the implementation of the changed practices.

In particular, the report found that Yooralla presents as:

- > having systems and processes that are focused on the delivery of safe and quality services for customers
- > having a progressively emerging service culture that is increasingly placing the customer at the centre of service provision, and
- > being appropriately managed by its Board and management.

The KPMG report's findings highlight Yooralla's significant investment and commitment to improving and enhancing service quality and safety for our customers.

The report also makes suggestions for further strengthening some of Yooralla's practices that included:

- > continuing to work on communication with customers and families to ensure their voice is brought into the organisation for strategy formation and service improvement
- > setting clear and consistent expectations regarding access to information, services and feedback, and
- > enhancing customer planning and goal setting and communication in response to complaints.

Yooralla will review and act on these areas for improvement.

NDIS READINESS

1 JULY 2015 SAW THE SECOND ANNIVERSARY OF THE COMMENCEMENT OF THE NATIONAL DISABILITY INSURANCE SCHEME (NDIS) TRIAL SITES. IN THE SEVEN TRIAL SITES ACROSS THE COUNTRY, OVER 17,000 PARTICIPANTS HAVE APPROVED PLANS UNDER THE NDIS.

AS AGREEMENTS ARE NEGOTIATED TO TRANSITION THE NATION TO THE NDIS, YOORALLA CONTINUES PREPARATIONS TO SUPPORT 26,000 CUSTOMERS TO TRANSITION TO THE NEW INSURANCE ENVIRONMENT.

HOW YOORALLA IS PREPARING FOR THE NDIS

Yooralla's office in the Barwon trial site continues to support service delivery in the areas of therapy, recreation and Yooralla's Family Options Program. By participating in the trial, Yooralla has gained experience and a greater understanding of the new environment, observing the positive outcomes for people with disability and their families in a planning environment where control is with the participant and their chosen planning partners.

Yooralla continues to drive organisational preparations for the NDIS, focusing on the way we deliver services and the future environment in which we will operate. The NDIS brings a new focus on choice and control where participants can tailor supports to suit their needs, from their provider of choice. Yooralla is continuing to re-model its services in preparation for this new environment, driving service transformation, to maximise value for people with disability in the NDIS environment.

Our commitment to delivering high quality services will help to position Yooralla as a provider of choice in the NDIS.

HOW YOORALLA IS HELPING CUSTOMERS PREPARE FOR THE NDIS

Future participants in the NDIS are seeking information and education resources on how to prepare for the scheme.

Yooralla has implemented an information strategy that provides a consistent flow of information, resources and updates to Yooralla customers, staff and to the broader community. This includes fortnightly customer newsletters, the sharing of update bulletins on the scheme's progress and the sharing of blogs from participants at the Barwon trial site.

We've also delivered a series of information forums, attended by 667 people across Victoria. These forums provided information about the NDIS trial sites, access and eligibility, planning processes of the scheme and progress towards full scheme roll out.

A range of resources and tools have been developed including 'A Guide to Access and Eligibility' and 'A Guide to Preparation and Planning' to support Yooralla customers in their preparations for the NDIS process.

Along with preparation workshops and future information forums, these resources will ensure that Yooralla customers are better prepared and informed to achieve the best outcomes possible under the NDIS.

HOW THE NDIS BARWON TRIAL IS PROGRESSING

There are now more than 1900 registered providers of support in the NDIS trial sites across the country. This includes Yooralla as a registered provider of support in the Barwon trial site.

The number of people in the NDIS trial continues to grow as trial sites expand and governments begin to consider how to reach communities in each state.

The NDIS quarterly report to the Council of Australian Governments (COAG) Disability Reform Council provides much of the information that will be considered by government when shaping the full scheme. This report tells us that to date, the NDIS continues to be delivered on time and within budget. Both sides of government continue to be committed to the NDIS and to commencing the full scheme roll out on 1 July 2016.

Yooralla remains committed to the delivery of high quality support during the transition phase to the NDIS. Regular communications will inform the Yooralla community of the progress of the NDIS and the exciting opportunities this presents as we transform our organisation towards the new way of delivering disability support under the NDIS.



AT THE END OF THE 2014/15 FINANCIAL YEAR:

THERE HAS BEEN MORE THAN
\$9 MILLION
 COMMITTED
 for participant
 support to date

10%
 OF PARTICIPANTS
 IN THE SCHEME ACCOUNT FOR

17,303
 PARTICIPANTS
 WITH ACTIVE PLANS

49%
 OF THE TOTAL FUNDING
 with packages more than \$100,000

26% OF THE ALLOCATED
FUNDING
 is spent on packages of less than \$30,000

31%
 OF NDIS PARTICIPANTS
 have autism or a related disorder

16%
 OF NDIS PARTICIPANTS
 have an intellectual disability

Support is most often claimed in the domains of social participation, living arrangements and health and wellbeing

COOKING COMMUNITY CONNECTIONS

Mitch has always loved food and has dreamt of working in hospitality and becoming a cook. At the start of the year Mitch set himself the goal of working in a local cafe in Leongatha.

The staff at the Leongatha Community Hub could also see Mitch's passion for food. So staff at the hub devised a plan, with Mitch, towards achieving this goal.

Step one was hospitality training through a local community college and then the 'hands on' experience began.

One of the many programs offered at the Leongatha Community Hub is cooking.

Mitch soon put his training into action. "I learnt quickly how to make lunch foods like focaccias and healthy wraps for catering orders," Mitch said.

With a combination of training and hands-on experience, Mitch was confident and ready for the next step - work placement.

With the support of staff at the hub, Mitch began his work placement the local Rusty Windmill Cafe. Mitch took to the challenge of learning new recipes and working with customers in an unfamiliar environment.

The Rusty Windmill Cafe staff were so impressed by Mitch's skills, contributions and dedication that they offered him a job.

"I really like working in the cafe and plan on working in the hospitality area full-time in the future."



SUPPORTING GROWTH

For many parents, time seems to fly as young children grow and develop. With the right supports in place, two-and-a-half year old Lachlan's development has soared.

Lachlan was born at 25 weeks and spent the first year of his life in a neonatal hospital with chronic lung disease and pulmonary hypertension of the heart.

When Lachlan left hospital, he needed a large amount of early intervention support. Julie, a Yooralla Key Worker and Physiotherapist, became the family's dedicated point of contact and coordinator of Lachlan's individual support needs.

"Julie has given us great support, advice and is so easy to talk to," said Lachlan's mum, Danielle.

Through developing a plan and identifying goals alongside Lachlan's family, Julie works to ensure Lachlan is supported at home and in the community to achieve his goals and milestones.

For Lachlan and Danielle, one of their goals was to start attending a community playgroup, where they could meet other children and families and share experiences. Another goal was to start participating in a weekly aquatics program – which Lachlan loves.

"It's good fun to get out there and you can see Lachlan really enjoys it," Danielle said.

Over the past 12 months Lachlan has made incredible progress and achieved several goals. "Lachlan no longer relies on oxygen therapy and he is now walking on his own!" Danielle said.

The family already have their sights set on new goals, including eating solid foods and drinking out of a cup.



SURF'S UP

A chance conversation between Yooralla customer Annie and a local surfer at an Ocean Grove pub has led to a new summer surfing tradition for Yooralla customers.

For the past two years Yooralla customers have surfed at Ocean Grove, thanks to the support of Yooralla staff and Disabled Surfers Association volunteers.

Annie, who lives in a house run by Yooralla, was joined by her housemates Scott, Donna and Michael for this year's surfing trip. After a 5.00am start, three buses of keen, nervous and excited surfers arrived at a grey, rainy beach – but nothing could dampen their enthusiasm to hit the waves.

"It was a cold day, but I still got in the water. I love the feeling of the salt water brushing up against me; it makes me feel so happy," Scott said.

Each surfing day is a huge logistical effort, with beach wheelchairs taking surfers to the water's edge, where staff and volunteers assist them to use the surfboards safely.

Donna tried surfing for the first time this year and is already looking forward to her next trip.

"It was awesome. Going up the waves, I was thinking, 'I'm going to do it!'" Donna said.



DETERMINED TO WORK

A student from Yooralla College (RTO ID 4208) is one step closer to achieving her goals this year, after completing a 22128VIC Certificate I in Work Education.

In fact it's been a particularly good year for 33 year-old Heather who, as well as impressing her trainers with her dedicated and conscientious approach to her studies, has also secured volunteer employment at self advocacy agency Reinforce.

Heather initially did a work placement at the agency as part of the qualification. She made such a great impression on her manager that she now works at the agency one day a week doing general office duties, computer work and producing photo books using Snapfish. She also writes articles for the Reinforce newsletter.

"A few years ago I was told at an employment agency that I would never be able to get a job because of my disability. It really affected my confidence and at the time I believed it," Heather said.

Not to be beaten, Heather is out to prove them wrong, with her sights set firmly on paid employment.

"Doing the course and the experience I have gained at Reinforce has helped me believe in my abilities again. I have applied for a case manager to help me with my goal of getting a paid job," Heather said.

In addition to her work goals, Heather also hopes to become a disability advocate. She is attending training in public speaking and self advocacy this year so she can share her story with others and encourage them to speak up and achieve their dreams.



NAVIGATING THE COMMUNITY

This year the residents, staff and volunteers at a Yooralla Accommodation Service have continued to exhibit a true dedication to community inclusion.

The five residents at the Wantirna South residence, each with severe autism or other intellectual disability, have a passion for keeping busy and hitting the great outdoors. The staff are all huge supporters of this passion, always on the lookout for new local events and activities that fit the interests and needs of everyone in the group.

This year the residents have been on regular bushwalks, embarked on several camping trips and have been attending local discos.

The residents also continued an eight year tradition participating in an overnight relay-style fun-run event. Service Manager Sally said, "There is live music and other entertainment at the event, and people all join in together. The best part is you literally can't tell who has a disability and who doesn't. It really is inclusion in the true sense of the word."

The residents are also members of a local community orienteering club. As well as attending weekly club events, they compete in open competitions and have won numerous awards for their orienteering expertise.

Dan Pickering, who lives at the house, is often heard saying, "Orienteering – love it!"

Camping is another regular favourite activity, where the group regularly visit their favourite spot at Powlett River Caravan Park.

The residents are also looking forward to the warmer months so that they can take to the waters, sailing at Lysterfield Lake.

As an evidence-based organisation, research underpins our commitment to providing safety, quality and wellbeing to every person who uses Yooralla services. This is based on the latest sector studies and academic research.

Lead by Adjunct Professor Jeffrey Chan, Yooralla has focused on industry-led research collaboration with several universities including University of Melbourne, Monash University, Deakin University, University of Queensland, Australian Catholic University and LaTrobe University. Over the past 12 months Yooralla staff have published numerous research papers, received two research grants and presented at national and international conferences to advance disability-related research.

Some of the research has included organisational approaches to safeguarding rights, developing and evaluating a health-care model for children services, clinical governance in disability services, profiling disability support workers job descriptions and preventing relinquishment of children with disability into state-care. The research is part of Yooralla's four-year research agenda to enhance disability rights and improve the quality of life for people with disability.

Yooralla, in partnership with Victorian League for Individuals with a Disability (VALID), also developed training packages in self advocacy and human rights.

This training is designed to increase individual empowerment and equip individuals with the tools needed to promote and protect their full and equal rights as citizens within their own community.

The findings from Yooralla's research projects support our commitment to safeguarding the fundamental rights of people with disability, preventing and reducing incidents of abuse and improving outcomes for individuals.

SUCCESSFUL RESEARCH GRANTS

Gaskin, C., Stone, K., Chan, J. (2015, February). TAC Small Grants Application: My Life Keys – Producing a Rights and Self-Advocacy Training Program for People with Acquired Brain Injury Living in Victoria.

Hill, N., Chan, J. (2015, June). Adult, Community and Further Education (ACFE) Board Capacity and Innovation Fund – Building Meaningful Pathways for Learners with Disabilities.

RESEARCH JOURNAL PUBLICATIONS

Chan, J. (2015). Challenges to realising the CRPD in Australia for people with intellectual disability and behaviours of concern. *Psychiatry, Psychology and Law*, DOI:10.1080/13218719.2015

Chan, J., & Nankervis, K. (2015). Stolen voices: Facilitated communication is an abuse of human rights, *Evidence-Based Communication Assessment and Intervention*, DOI:10.1080/17489539.2014.1001549

Miller, M., Hagillassis, N., Prain, M., & Wilson, J. (2014). Dysphagia support in disability services: Stakeholder perspectives. *Journal of Clinical Practice in Speech-Language Pathology*, 16(3), 133-138.

Brooker, J., Webber, L., Julian, J., Shawyer, F., Graham, A., Chan, J., & Meadows, G. (2014). Mindfulness-based training shows promise in assisting staff to reduce their use of restrictive interventions in residential services. *Mindfulness*, 5(5), 598-603.

BOOK CHAPTERS

Chan, J., Webber, L., & French, P. (2014). The importance of safeguarding rights and the role of legislation: The Australian perspective. In S. Karim, (Ed.). *A human rights perspective on reducing restrictive practices in intellectual disabilities and autism spectrum disorders*. Birmingham: British Institute of Learning Disabilities.

Webber, L., Chan, J., & French, P. (2014). Best practices in Australia in the use of restraint reduction practices for people with intellectual disabilities and autism spectrum disorders. In S. Karim, (Ed.). *A human rights perspective on reducing restrictive practices in intellectual disabilities and autism spectrum disorders*. Birmingham: British Institute of Learning Disabilities.

CONFERENCE PRESENTATIONS

Chan, J. (2015, January). Exploring potential solutions to key challenges facing persons with disabilities and the disability sector in Singapore. Invited seminar at the National Institute of Education, 21 January, Singapore.

Vassos, M., Nankervis, K., Hornsey, M., Gavidia-Payne, S., & Chan, J. (2015, July). Profiling the parenting experiences of parents of children with disabilities – Preliminary findings. Paper presented at the 14th European Congress of Psychology, Milan, Italy.

Chan, J. (2015, March). Key challenges and potential solutions for people with acquired brain injury and behaviours of concern. Invited presentation to the WorkSafe Victoria and Transport Accident Commission Health & Disability Strategy Group, 5 March, Melbourne.

Chan, J. (2015, April). What has the CRPD got to do with research? Invited seminar presentation at the University of Melbourne's School of Population and Global Health Seminar Series, 1 April, Melbourne.

Nankervis, K., Vassos, M., & Chan, J. (2015, May). What can be done to make clinical governance a reality in the disability sector? Paper presented at the IASSID Americas Congress, 21-22 May, Hawaii, United States of America.

Chan, J. (2015, May). Organisational approach to abuse prevention: Yooralla's experience and learning. Invited paper at the Royal Rehabilitation Centre Sydney's Senior Management and Board seminar, 28 May, Sydney.

FINANCIALS

2014/15 OPERATING RESULTS

THE 2014-15 YEAR SAW YOORALLA RECORD AN OPERATING DEFICIT OF \$0.6M (2013-14: \$4.4M).

REVENUE FROM OPERATIONS REMAINED STABLE AT \$103.8M, WHILST EXPENDITURE DECREASED BY 3.3 PERCENT TO \$104M (2013-14: \$108M).

REVENUE AND EXPENSES

Sources of income from government bodies continue to provide Yooralla with the majority of its income stream. The support that Yooralla receives from the Victorian Government Departments of Health & Human Services, Education and Training and the Commonwealth Department of Social Services is critical in providing quality services to our customers. The revenue from government derived income was consistent with the previous year and amounted to \$86m for the 2014/15 financial year.

The revenue trend (chart three) shows a stable year of revenue after preceding years' growth through strategic mergers. Yooralla is consolidating existing activities to ensure readiness for the National Disability Insurance Scheme (NDIS).

The revenue by service (chart one) provides a summary of how revenue is applied to the services Yooralla provides. Funding received by Yooralla is provided by funding bodies for specific purposes and Yooralla management allocate this revenue in line with funding guidelines. In 2014/15, Yooralla maintained a stable overall revenue from operations as the organisation prepared for the transition to the NDIS.

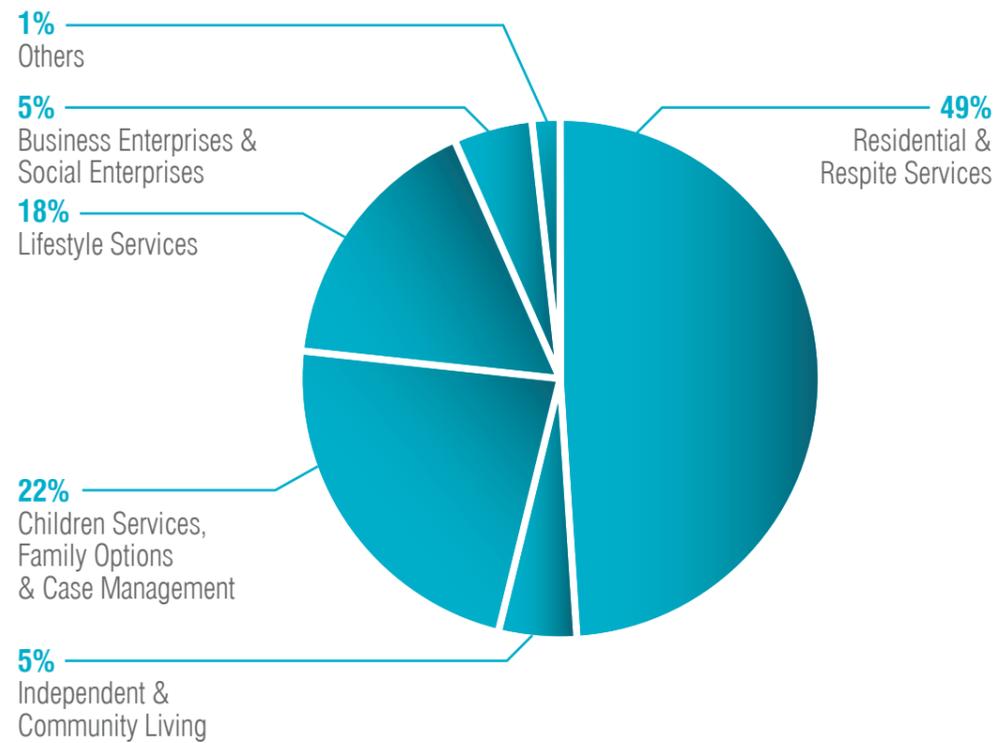
In the 2015 financial year Yooralla management implemented a number of positive actions to reduce labour costs (chart four) throughout the organisation. These changes impacted all areas of the organisation; in particular, a number of senior management roles were reduced. Additional savings were recognised in agency reduction and business re-structures.

NET ASSETS

The net assets of Yooralla (chart five) at the end of the 2014/15 financial year was \$55.5m, compared to 2013/14 (\$56.3m). During the 2015 financial year, Yooralla continued to review systems and other infrastructure assets with a plan to be ready for the transition to NDIS. A decrease in net assets during the 2015 financial year reflects this spend on asset development. Yooralla's solid financial base allows the organisation to invest in infrastructure assets, when required, to ensure the longevity of our operations.

Yooralla continues to rely on the generosity of the public in the form of annual donations, bequests and trusts. On behalf of the customers of Yooralla, we thank all our financial supporters. It is only with this additional revenue that Yooralla is able to ensure the continuation of its services to people with disability across Victoria.

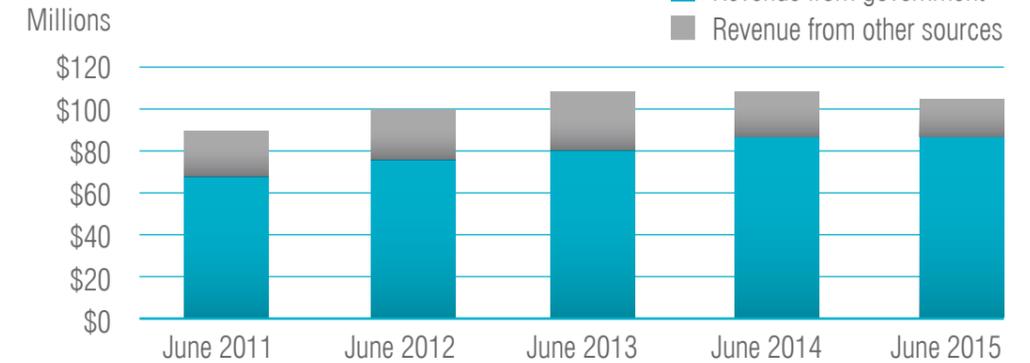
2015 YEAR REVENUE BY SERVICE TYPE



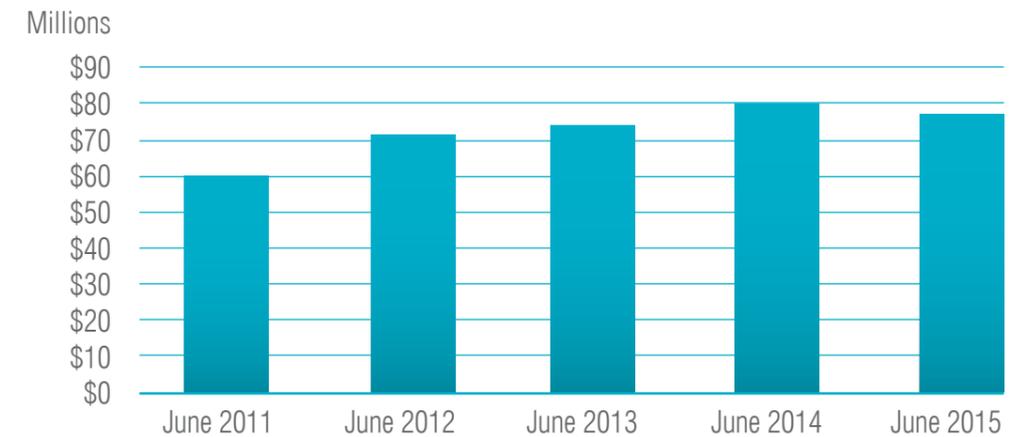
OPERATING RESULTS

\$'000s	2015	2014	2013	2012	2011
Total Operating Revenue	103,882	103,624	98,095	95,955	87,215
Total Operating Expenses	104,470	108,065	100,569	97,758	87,177
Surplus (Deficit) for the year	(588)	(4,441)	(2,474)	(1,803)	38

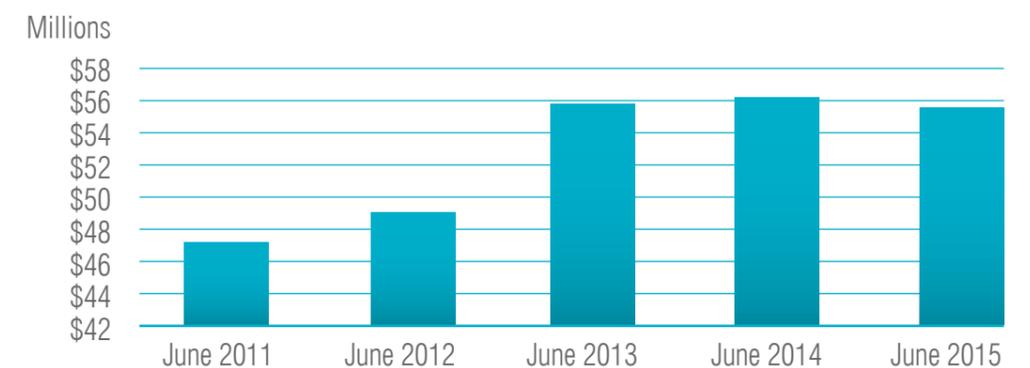
YOORALLA REVENUE TREND



YOORALLA EMPLOYEE EXPENSES TREND



YOORALLA NET ASSETS



OUR BOARD



DR WAYNE RAMSEY AM CSC

CHAIR OF THE BOARD
CHAIR, SERVICE QUALITY & SAFETY COMMITTEE
CHAIR, INVESTMENT COMMITTEE

Wayne has had more than 25 years' experience in medical management and has recently retired as Executive Director, Medical Services & Quality with Southern Health, Victoria's largest and most complex health service. Wayne's interests lie in the field of clinical and research governance. He holds an MB, BS, B Med Sc, MHA, Grad Cert Higher Ed & FRACMA. His previous senior appointments include Director General Defence Health Service, Director Clinical Governance ACT Health and Adjunct Associate Professor of ANU Medical School.



FIONA SMITH

DEPUTY CHAIR OF THE BOARD

Fiona is the Policy & Research Adviser with Trust for Nature. Her appointment to the Yooralla Board follows many years of experience in Victoria as a public interest lawyer. Fiona is recognised as a creator in social justice practice and regulatory innovation across the human rights, consumer and community sectors.

In 2008 she completed a four-year term as Chairperson for the Victorian Human Rights and Equal Opportunity Commission. Fiona is also a trustee of Reichstein Foundation.

Fiona stepped down from the Yooralla Board in June 2015.



CLAIRE KEATING

CHAIR, FINANCE, AUDIT, INFRASTRUCTURE & RISK COMMITTEE

Claire is a chartered accountant and Partner of PricewaterhouseCoopers (PwC) with over 20 years' experience specialising in financial services and a broad range of internal and external audit roles. She is a former member elected Director of PricewaterhouseCoopers Superannuation Fund and has held a number of management roles within PwC, including Human Capital Partner and Assurance Services (Risk & Quality) Partner for the Melbourne Financial Services Assurance Practice.



IAN SILK

CHAIR, GOVERNANCE & PEOPLE COMMITTEE

Ian is the Chief Executive of AustralianSuper, the largest superannuation fund in Australia with around two million members and more than \$90 billion in members' assets.

Ian stepped down from the Yooralla Board in August 2015.



BARBARA ALEXANDER, AO

Barbara is a long-standing supporter of disability rights, both personally and in her role as a councillor, and Mayor, with Benalla Rural City. Barbara helped found the Benalla Support Group for Children with Special Needs and held roles on school council, Ballandella (Central Access) and was President of Benalla and District Hospital for five years. Barbara was President of the Victorian peak body representing families and children, the Association of Children with Disabilities, for five years and has also held roles on state and national advisory committees on disability. Barbara currently is chair of many community communities in Benalla including Advancing Benalla, Australia Day Advisory Committee and is a Board Member of Waminda Neighbourhood House. She has a Diploma of Business Studies.



JULIE FAHEY

Julie has over 30 years' experience in the management of large scale transformation programs and the implementation of new operating models, the re-design of organisational structures, the re-engineering of processes and the deployment of new systems. Julie has fulfilled many roles and leadership positions including KPMG Partner, Consultant, a Software Vendor and a Chief Information Officer. Her extensive experience has given Julie a unique perspective on the challenges, risks and opportunities of delivering major programs across multiple industry sectors and corporations, and an unwavering focus on achieving the agreed program outcomes.

Having recently retired from KPMG partnership, Julie is focused on sharing her knowledge and experience at a corporate board level. Julie is a Board Director at SEEK, has a Bachelor of Applied Science (Mathematics) and is a member of the Institute of Management Consultants in Australia.



DR JANE TRACY

Jane is a medical practitioner who has worked for over 25 years with people with disability, their families and support staff. She is the Director of the Centre for Developmental Disability Health Victoria (CDDHV), an organisation committed to improving the health outcomes of adults with intellectual and associated disability.

Jane's particular career focus has been the teaching and training of medical and allied health professional students and practitioners in issues related to the physical and mental health of people with developmental disability. She collaborates with people with disability and those who support them in the design and implementation of teaching programs, to ensure their voice is heard directly by the students and practitioners.

Jane has worked with disability staff in a range of projects designed to further develop their understanding of and practice in their role supporting people to achieve and maintain optimal health and function. She has an adult son with disability and so has both a professional and personal understanding of, and a commitment to, the field.

During the 2014/2015 financial year, there were the following changes to the Board of Directors:

- > Robert Walker - stepped down from the Yooralla Board in August 2014.
- > Sanjib Roy – stepped down from the Yooralla Board in November 2014.
- > Dr Gerry Naughtin - stepped down from the Yooralla Board in December 2014.

KEY MANAGEMENT PERSONNEL

CHIEF EXECUTIVE OFFICER

Sanjib Roy

BSc(Hons) MEcon BA DipCorpDirectorship MAICD MAHRI
CEO until November 2015

Dr Sherene Devanesen

MBBS DipObs RACOG FRACMA FCHSM FAIM FHKCCM GAICD
Acting CEO from November 2014
Appointed CEO in February 2015

CHIEF FINANCIAL OFFICER

Michael Bowers

BBus CPA

CHIEF PRACTITIONER

Adjunct Professor Jeffrey Chan

PhD MA(Hons) BAppSc LTCL

CHIEF INFORMATION OFFICER

Michael Estcourt

BAppSc GradDipEd GradDipIT

Key management personnel includes the CEO plus senior management employees who reported directly to the CEO for the financial year or part thereof. Owing to the fact that the Chief Operating Officer position was vacated in November 2014, three group managers reported directly to the CEO on an interim basis: Director Education and Employment – Nigel Hill; Group Manager Community Hubs and Individual Support Package (ISP) Management – Suzie Morrison; Group Manager Arts and Recreation – Eva Schuch.

For part of the year, the following management personnel also reported to the CEO: Robert Walker – Legal Counsel and Company Secretary; Anthony Putt – General Manager Business Enterprises; Ashley Creighton – General Manager Children's Services; Fran Vicary – Director ILC and Assistive Technology; Ann-Maree Colborne – General Manager Lifestyle Services.

CHIEF STRATEGY OFFICER

Russell Shewan

BAppSc(ManTech) MEng(ManMan)

CHIEF OPERATING OFFICER

Dr Sherene Devanesen

MBBS DipObs RACOG FRACMA FCHSM FAIM FHKCCM GAICD
COO until February 2015
Vacant

GENERAL MANAGER – PEOPLE AND CULTURE

Michelle Holian

BSc(Hons) MBL GAICD

GENERAL MANAGER – RESIDENTIAL & RESPITE SUPPORT SERVICES

Gaye Sheppard

DipOccThy AdvDipMgmt



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