



Optia Inc.  
Annual Report  
2015.

Possability

Nurturing  
potential.

[www.possability.com.au](http://www.possability.com.au)

# A new name, building on a proud tradition

This is the last Annual Report of Optia Incorporated. From July 1 2015, we became Optia Limited, a Company Limited by Guarantee trading under the name of Possability. While this Annual Report relates to the year to 30 June 2015, our new branding and name launched in July, and so is used in this report.

Our new name and branding encapsulate our continued tradition of client-centred services, but also a renewed ability to inspire and support people to achieve their potential due to the landmark National Disability Insurance Scheme.

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## Our Vision

That all people we support will have the maximum potential to lead a good life.

## Our Mission

To empower people with additional needs to achieve their vision of a good life by delivering excellence in support.

## Our Values

### Humanity

Human rights and dignity underpin all our decisions and actions. We believe that every individual has the potential to grow and the right to determine how their life will be lived.

### Innovation

Driven by our commitment to excellence, we are continually learning, taking on new challenges, and constantly finding ways to excel in the dynamic world we operate in.

### Honour

We take pride in our work, are true to our word, honour our commitments and treat our colleagues and clients with integrity and respect.

### Accountability

We know where we are heading and why. By being efficient, effective and persistent we find ways to make things possible and deliver results.



# Chairman's Report



Our organisation exists solely to improve the lives of our clients. Serving as a Director for 15 years – three as Chairman – I have had the great privilege of watching our clients and the organisation undergo extraordinary growth and development.

As I am retiring as Chairman at the 2015 Annual General Meeting and this will be my last Chairman's Report, I would like to take this opportunity to reflect on my period on the Board.

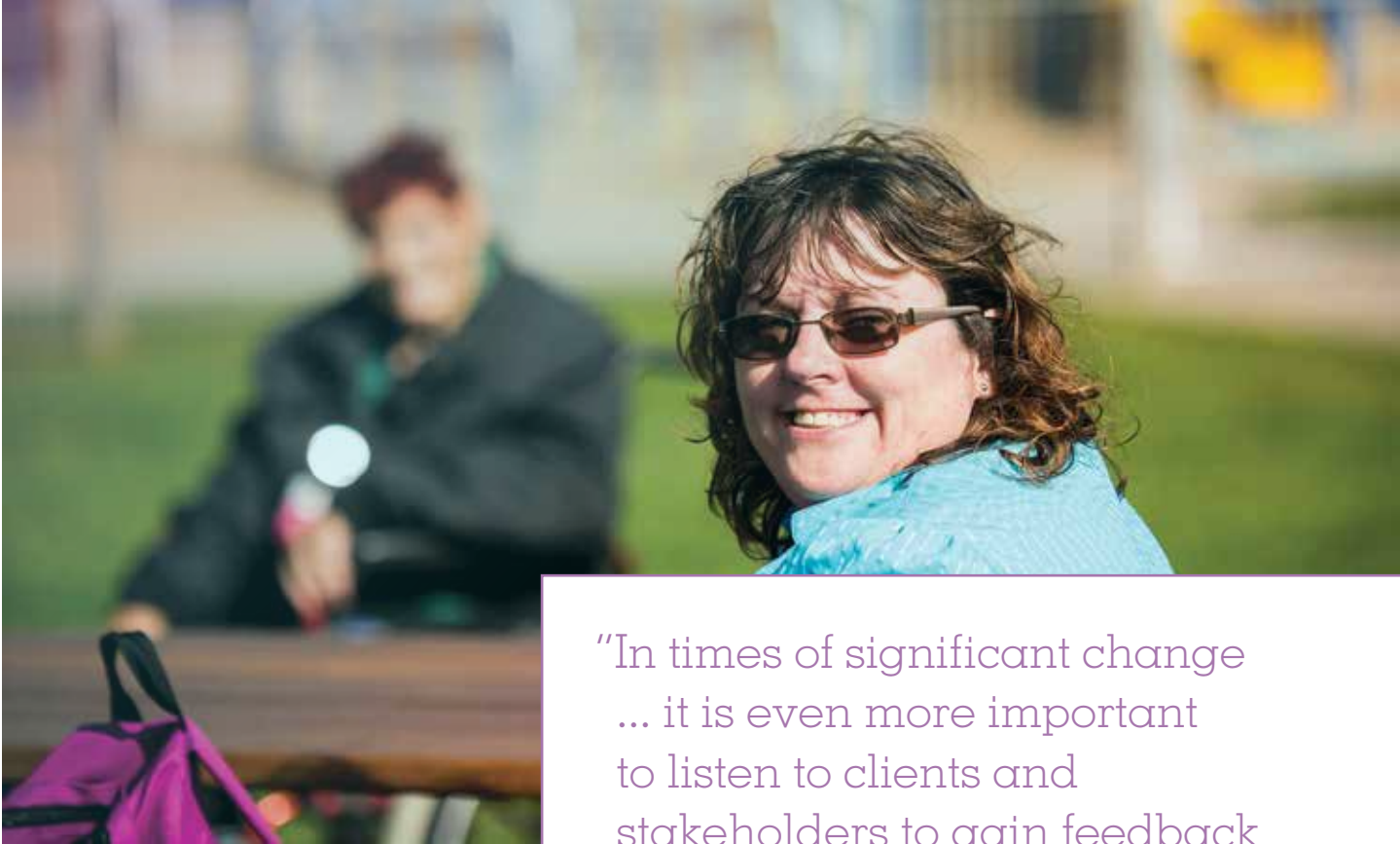
Since re-joining the Board after a break in 2007, the number of clients benefiting from our services has more than doubled from 165 to 418; employment has grown from 190 to 378 staff and our income has more than tripled from \$5.7 million to more than \$20 million per annum. Operating such a large organisation on a not-for-profit basis has significant challenges in today's environment and along with that, substantial obligations to our clients, their families and all of our valued staff. Your Board and management are mindful of ensuring that our resources are always directed towards improving our clients' welfare.

We have become a truly state-wide organisation offering a full range of services across the regions. We opened the Northern office and commenced new services including Adult Respite in Launceston and Burnie, Children's Respite in Latrobe, a Youth Respite in Hobart, Intensive Support Services in the North West and Community programs across the state. We opened two new semi-independent residential sites in Moonah, Hobart (2009) and Mussen Close, Burnie (2012), and partnered with the Uniting Church to provide supported accommodation at Kingston, Hobart (2014). These three sites are particularly pleasing as they provide an innovative model for combining independence, safety, support where needed and community integration.

As Chairman I oversaw the appointment of our new CEO in 2013, coinciding with the launch of the Tasmanian trial of the landmark National Disability Insurance Scheme. I am proud of how we have proactively embraced the challenges and opportunities posed by the NDIS. We are now at the halfway point of implementing the 2014–16 Strategic Plan and have made significant strides to be NDIS-ready.

Over the past year significant work has been undertaken to ensure we have the culture that we need to be a client-focused and sustainable organisation. A set of organisational values were developed – Humanity, Innovation, Honour and Accountability – that now underpin and drive our success as a trusted, valued and reliable service provider. The new values are being embedded in the organisation, so that we live and breathe them every day.

Other achievements in recent years include the implementation of a new, evidenced-based Practice Framework, and a strong focus on Zero Tolerance training to staff to ensure all team members have the knowledge and skills to ensure the quality of support and safety of clients. We have also strengthened the processes for clients to provide feedback, develop their self-advocacy skills and determine how their lives will be lived.



“In times of significant change ... it is even more important to listen to clients and stakeholders to gain feedback on how we are going.”

In light of the changing environment, and current and future growth expectations, in the past year we reviewed our business structure. While we have operated as an Incorporated Association since our inception, it was clear to the Board that a Company Limited by Guarantee would be better suited to our future needs. In May 2015, a Special General Meeting of association members voted to convert to a Company Limited by Guarantee, which comes into effect from 1 July 2015.

We also made the strategic decision to change our trading name from Optia to Possability. In this new competitive environment, we need to have a name that communicates what we do and our point of difference. The name ‘Possability’ highlights our focus on ability (rather than disability) and assisting clients to achieve their goals. Our new name and branding will be implemented from July 2015.

In times of significant change, as we are now, it is even more important to listen to clients and stakeholders to gain feedback on how we are going. A Key Stakeholder Research Report, prepared by independent consultants Dattner Grant, found that we are very well regarded in the sector, have a strong client focus and are well prepared to manage the full transition to the NDIS.

The research also highlighted the crucially important balance between the need to be commercially-minded under the NDIS and focused on the needs of clients. It is imperative that we have a well-run, financially sustainable business to be able to meet the needs of our clients into the future and provide them with quality, tailored services that enable them to reach their potential.

We have been recognised as a sector leader in our transition to the NDIS, sitting on two NDIS National Committees and being featured as case studies in a NDIS newsletter and Annual Report.

My term as Chairman of Possability has been immensely rewarding and I am pleased to be able to say that the organisation is in great shape. I would like to thank my fellow directors, management and staff (past and present) for their dedication and hard work over the years. I look forward to continuing to serve as a director and helping to steer Possability through the exciting times ahead with the full roll out of the NDIS.

David Mazengarb

# CEO Report



People are at the heart of our organisation's existence – clients, families, staff, the board and the broader community.

In the exciting, dynamic environment of the NDIS, we are now even more able to focus on the transformative influence that our people can have in the lives of our clients, and the sustainability of our organisation.

In the second year of the NDIS trial in Tasmania, we have experienced a strong seven per cent growth in service provision and have reported our second successive surplus of \$347,000 after many years of deficits. This has been achieved by establishing new services to meet consumer demand, being flexible and responsive to individual needs and controlling costs.

New services developed and delivered in 2014–15 include:

- ▶ a youth respite centre at Seven Mile Beach in southern Tasmania
- ▶ seven new supported residences in the north west and south of the state
- ▶ significant growth in our Skills Development and Community Connections services across the state.

We are continually working to improve the quality of our support services and ensuring that they are based on sound research and evidence. Over the past year, staff were trained and coached in our new Practice Framework, which is providing clear guidance and tools to ensure they incorporate evidence-based, best practice approaches in daily support work.

We have strengthened even further the way we engage with clients and families, ensuring their voice is heard in everything we do from staff recruitment, to program development and tailoring of individual services.

We have introduced Family Forums held in each region twice a year to identify areas of improvement and new services. They complement day-to-day communications with support staff and coordinators, and our family and client voice programs.

Strong and effective leadership at all levels is crucial if we are to complete our transformation into an innovative, financially sustainable organisation delivering consistent high quality, person-centred services to meet the changing needs and aspirations of clients and their families. We invested in an innovative leadership development program involving every member of the management team and frontline leaders. It is a challenging and insightful program that has resulted in a greater ability to empathise, coach, deliver our values and truly lead client-centred services.

As the NDIS moves from trial to full scheme on 1 July 2016, Possability will be increasingly competing for talented staff. We are well positioned to meet this significant challenge after developing a comprehensive Workforce Plan and taking further steps to become an Employer of Choice service. If we simply maintain our current share of clients in Tasmania, we will need to more than triple our workforce from 200 full time equivalent (FTE) employees to 667 FTE over the next four years.

In necessarily improving our financial sustainability, we made a strategic decision to increase our focus on fundraising and grants. We have been successful in being awarded two grants valued at \$80,000 and work has commenced to develop a program



“Strong and effective leadership at all levels is vital if we are to complete our transformation into an innovative, financially sustainable business...”

of fundraising activities which will be delivered next year. In the NDIS environment, it is increasingly important to diversify our sources of income to increase funds available to invest in innovation, facility upgrades and further strengthen our service delivery.

Our focus on marketing and communications has seen major improvements in how we communicate as an organisation, internally and externally. The most visible change is our new name and look, which were developed after significant research, consultation and deliberation over the past year. Our new brand is contemporary and optimistic, representing a dynamic organisation and our unwavering belief in the ability and potential of our clients.

The achievements outlined in this Annual Report are the result of an extraordinary team effort. I would like to thank our employees for their passion and willingness to embrace change; my management team for their ongoing focus and dedication; the Board for their wisdom and guidance; and our partners and other supporters. Most importantly, I would like to thank our clients and their families who have become key contributors to our improvements and who continue to inspire us through their achievements, growth and support. I look forward to another successful year in 2016.

Glenn Campbell

# Our Services

## Accommodation

Our personally tailored residential supports help clients make the transition to independence, and develop skills and confidence.

Supported accommodation options include:

- ▶ Shared Living
- ▶ Semi-independent Living
- ▶ Transition to Independent Living.

## Respite

Our Respite centres offer short-term accommodation away from home with fun activities and support. Carers and families have the opportunity to take a break with the reassurance of knowing their family member is being supported in an enjoyable and safe environment.

## Coordination of Supports

We coordinate the implementation of Participant Plans, ensuring clients receive the support that is the right fit for them.

## Community Connections

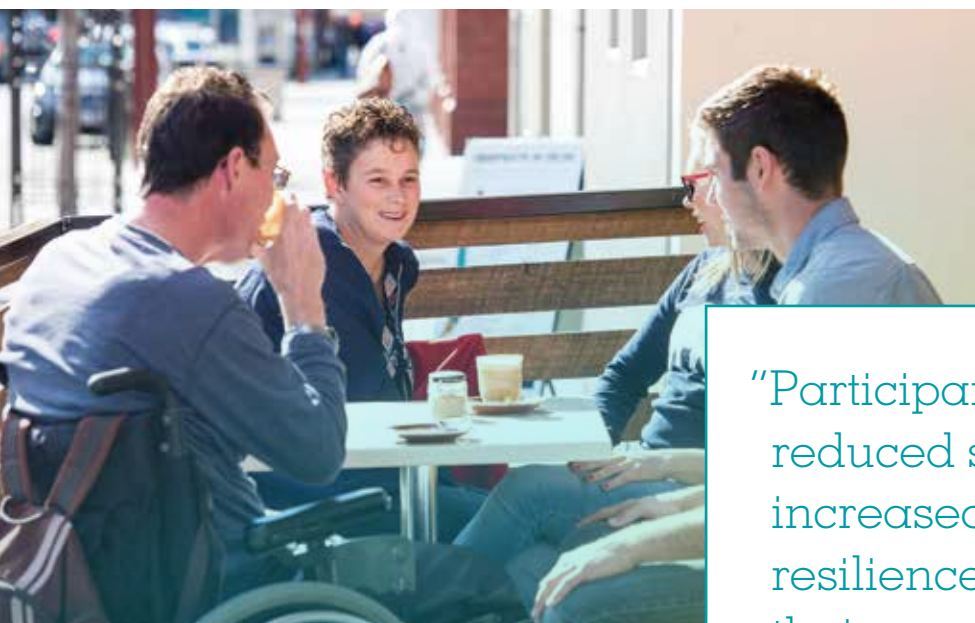
This program promotes community participation by providing wide ranging opportunities to take part in social events, physical exercise and community-based activities.

## Leisure and Recreation

This program creates opportunities to make new friends through fun group activities and participation in events that are already occurring in the community. Participants experience reduced social isolation, increased confidence and resilience, and they strengthen their community ties.

## Life Skills and Personal Support

Possability assists people to maximise their independence and live the life they choose. Services are designed to meet individual needs ranging from personal support to learning household tasks, public transport skills and other life skills.



“Participants experience reduced social isolation, increased confidence and resilience, and they strengthen their community ties.”





## Specialist Services

### Dual Diagnosis

Our consultant psychiatrist clinics focus on the specialised care and support of people diagnosed with a psychiatric disorder and intellectual disability. These clinics have proven highly successful for many clients, since quality of life improves when mental health issues are managed well.








### Intensive Support Services

Our specialist teams work with clients with complex and exceptional needs that exceed the scope of other disability programs. We use Positive Behaviour Support practices to support individuals with severe behavioural challenges to learn and engage with others in a safe environment.

## Out of Home Care

Possability provides specialist support in a nurturing and safe environment for children who have needs such that they cannot be cared for by their parents or foster families.

# Our year by numbers

	2014	2015
 <b>Clients</b>	370	418
 <b>NDIS Participants</b>	100	148
 <b>Staff</b>	348	378
 <b>Client Support Hours</b>	314 000	346 000
 <b>Respite Centres</b>	3	4
 <b>Supported Residences</b>	19	23
 <b>Semi-Independent Living Units</b>	42	50

# Client Services

Possability experienced strong growth over the past year, reflecting our responsiveness to changing needs of clients and the continued roll out of the NDIS trial in Tasmania.

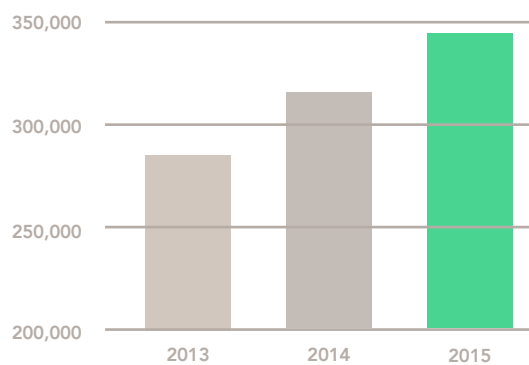
Our client service hours grew by seven per cent in 2014–15, following a 10 per cent increase in the previous year.

The strong growth has been achieved by developing new services, refining existing programs and continuing to grow general services to Tasmanians living with disability.

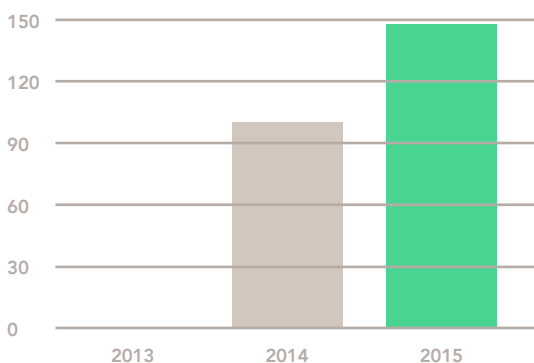
Our services development has included:

- ▶ a new Respite Service in southern Tasmania
- ▶ a new supported accommodation complex opening at Kingston
- ▶ 20% growth across the state in supporting clients in their own homes and accessing the community
- ▶ the successful establishment of a new shared living home in the North West for young NDIS participants moving out of home for the first time.

Total hours of support



NDIS participants



Other highlights included:

- ▶ mandatory training of all staff on Possability's Zero Tolerance approach to abuse and neglect of clients
- ▶ receiving a \$10,000 grant from the Commonwealth Bank to improve accessibility at the Seven Mile Beach Retreat
- ▶ ongoing capital investment to improve facilities, including an upgraded bathroom in the Common Area at Mussen Close, Burnie
- ▶ purchase of two new accessible vehicles to improve clients' access to community activities in the North and North West of Tasmania
- ▶ establishing the Open Performing Arts Launceston (OPAL) drama group.

# Client Services

## New Accommodation Services

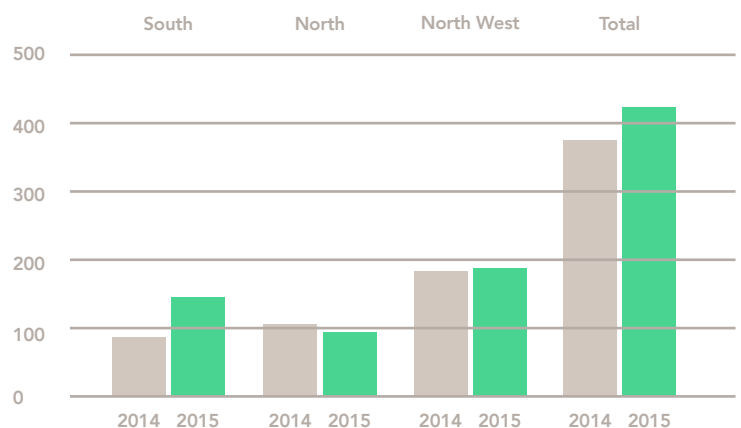
Responding to the unmet demand for respite services, we leased a property at Seven Mile Beach in July 2014 to trial a youth-focussed respite service. Following a successful six month trial, we purchased the property, which includes a four-bedroom home and two one-bedroom units that are ideal for transitioning to independence. This innovative new service was made possible by the introduction of the NDIS, financed by Possability, and is reliant on NDIS Participants choosing to use their funding package to purchase our respite services (see page 15).

We also commenced providing supported accommodation services and Individual Support Packages for 12 residents at Rowallan Park, Kingston (see page 14). Funding for support services has been provided by the State Department of Health and Human Services and NDIS participants.

Accessing suitable accommodation continues to be a challenge, particularly for clients with limited mobility or complex behaviours. In partnership with engineering consultancy firm, GHD, we developed design plans for an innovative purpose-built accommodation in Burnie for clients with high needs and complex behaviours. The purpose-built accommodation will provide a calming environment that minimises behavioural issues, while also creating efficiencies that substantially reduce the cost of support. The Burnie City Council has generously donated land for the development and funds will be sought in the coming year to commence construction.

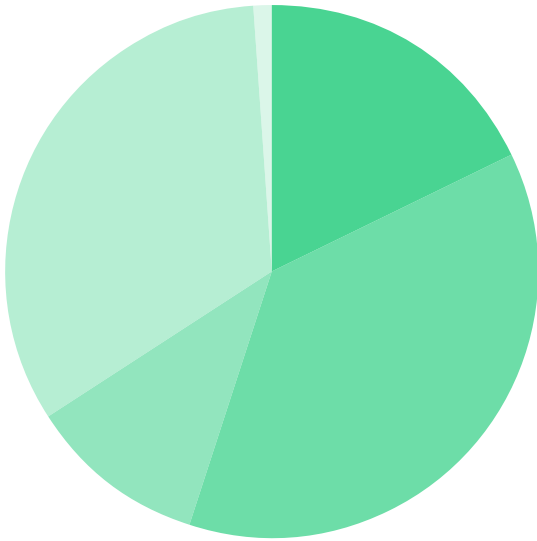


Number of clients by region





“Strong growth has been achieved by developing new services and refining existing programs.”



Support hours 2012-15 per region



Services accessed by clients

● Accommodation	18%
● Respite	37%
● Leisure & Recreation	11%
● Community Connections	33%
● Other	1%

Note: Some clients access more than one service.

## Rowallan Park Opening

Possability has partnered with the Uniting Church Kingston to provide supported accommodation for 12 young people with disability.

The residential site, scenically located adjacent to bushland in Kingston, includes a four-bedroom group home and six units. The Kingston Uniting Church built the housing as the first stage of an 'Intentional Community' on land next to the Church. The project has been supported by the Australian and Tasmanian governments, including capital funds to construct the housing and ongoing funding for support services.

Families and clients were fully involved in selecting new residents and staff to promote compatibility and the development of friendships. This new approach has been very effective and provides a model for future similar developments under the NDIS.

The Minister for Human Services, Jacquie Petrusma, visited the site in early December as the first residents began moving into their new homes.



*Minister Jacquie Petrusma visiting Rowallan Park, with (from left) Elise and Janine Romaszko and Glenn Campbell.*





## Seven Mile Beach Retreat

The Seven Mile Beach Retreat opened in August 2015, the first youth respite service of its kind in Southern Tasmania.

With no State Government funding to support this service, Possability is completely reliant on participants in the National Disability Insurance Scheme choosing this service.

Set in a peaceful, rural location, the Seven Mile Beach Retreat includes a spacious four-bedroom home and two self-contained one-bedroom units. The units are used by clients who are transitioning to independence, to allow them to gain experience and learn new skills in a supportive environment.

An Open Day was held in September 2014 to allow prospective clients and families to tour the facilities, meet staff and find out more about the service.

Since opening, we have provided respite services to some 35 clients who are participants in NDIS trial (15-25 years old), most of whom regularly stay at the Retreat. Clients come from a wide range of suburbs across Greater Hobart and surrounding areas including the Huon, Channel and Sorell.

Respite allows families to take a break, which reduces stress and allows them more time and opportunities to pursue their own interests or go on a holiday. We ensure stays are enjoyable and stimulating for clients, with a focus on developing new skills and new friendships.



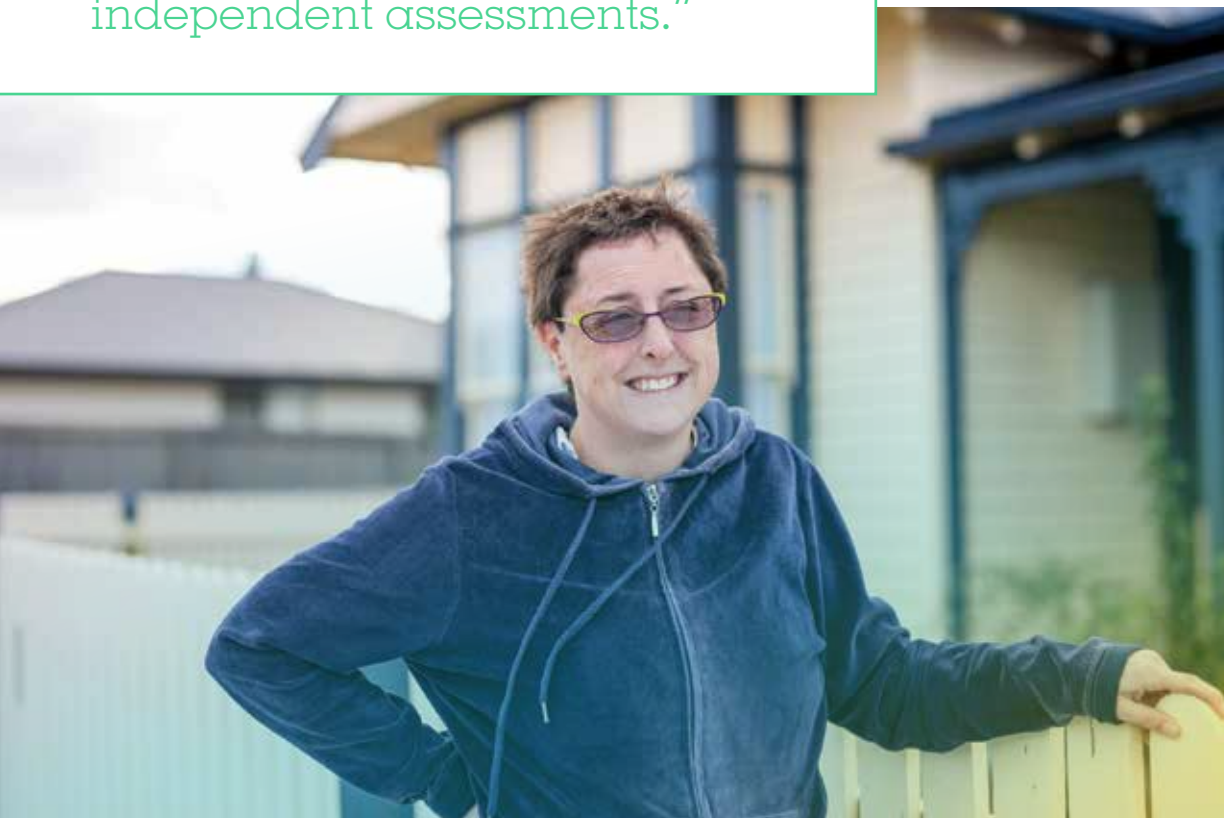
## Quality Assurance

Our strong focus on the highest quality client services was rewarded with our successful accreditation under the Attendant Care Industry Standard 2013 (ACIS), the national quality standard designed by industry under the auspice of the Attendant Care Industry Association.

The accreditation, in March 2015, was the result of two years of preparation, developing and revising policies, introducing a new policy framework and independent assessments. To maintain this accreditation we will receive regular independent surveillance audits of all aspects of our services focusing on continuous improvement activities.

In addition, we have embarked on the nationally recognised Safeguarding Children Accreditation to ensure that our systems and support practices, for children and young people in particular, are of the highest possible standard. We are also working towards accreditation under the internationally recognised ISO 9001 2015 standard, which we are well advanced to achieve in 2016.

“The accreditation was the result of two years of preparation, a new policy framework and independent assessments.”





# Research, Innovation and Practice Development

Possability has a focus on research and practice leadership to ensure that clients receive support that is person-centred, shaped to individual needs, and is based on sound research and best practice.

## Practice Framework

To ensure that all of our practices are underpinned by sound research and are proven to deliver outcomes for clients, Possability developed two new Practice Frameworks for Disability Services and Out of Home Care. After a comprehensive literature review and input from staff and clients, the new Frameworks were completed this year. Training modules in the Practice Framework are progressively being delivered to staff across the organisation to ensure that all staff have the necessary skills. Coaching tools were developed to monitor and support staff proficiency in implementing the Practice Frameworks.

## Research

Our unwavering commitment to quality client services means that we must ensure our practices remain underpinned by demonstrable current evidence and research. We are continually working to improve our support practices by keeping abreast of national and international developments, and conducting our own research and evaluation.

In 2014–15, Possability completed a number of research projects including:

- ▶ the impact of the NDIS for people with complex needs (in partnership with Anglicare)
- ▶ evaluating a pilot program for people living semi-independently to develop meaningful, lasting, social relationships so crucial for wellbeing
- ▶ evaluating the Road to Success program, delivered in conjunction with Speakout Advocacy, which facilitates the development of self-advocacy skills.

Knowledge gained from these projects was shared with the sector broadly, including at the Australasian Society for Intellectual Disability (ASID) Conference in Fremantle in November 2014. Practice Director, Nicola Crates, also presented on Trauma and Intellectual Disability at the ASID conference.



We were the only organisation in Tasmania selected (one of 11 organisations nationally) to deliver a project in the National Disability Services' Community Inclusion Initiative (supported by the NDIA) for sector development. Work on this project commenced in 2015 and will continue into 2016. This involves:

- ▶ developing participants work readiness skills and community engagement
- ▶ investigating the impact of implementing the Practice Framework and staff practice coaching tool
- ▶ designing and evaluating a new co-design tool to increase client and family participation in support plan design and development of aspirational goals
- ▶ evaluating the impact of a state-wide implementation of the Road to Success program.

## Client engagement

Our clients are among the most vulnerable people in the community. We take seriously our responsibility to keep them safe and are continually looking for opportunities to enhance their ability and opportunity to have choice and control over how their support is provided. In addition to regular informal communications that clients have with their support workers and coordinators, we have a number of formal mechanisms to enable clients to have their say, raise complaints and tell us how we can improve their services.

We hold quarterly Consumer Forums in the North, North West and South facilitated by independent group, Speakout Advocacy. These forums were well attended and are valued by clients as an opportunity to raise issues and provide feedback. Regional representatives, elected by clients, present the reports in person to the Possability Board, allowing the Board to hear first-hand about our performance, as well as offering a personal development opportunity for clients. The Board provides a written response back to clients reporting actions taken in response.

Practice Development staff (who are independent of staff providing day-to-day support) also hold bi-monthly resident meetings for clients living in supported accommodation where they can raise concerns and discuss matters they would like addressed. These meetings continue to be well attended and are effective ways to promote two-way communications.

A self-advocacy program, Road to Success, was delivered as a pilot program in 2014–15. This program, delivered in conjunction with Speakout Advocacy, increases confidence and self-determination of clients. It covers topics including self-expression, self-confidence, self-determination, self-reliance, self-development and self-esteem. Road to Success was the subject of a presentation at the 2014 ASID Conference and will be offered state-wide next year.



“Our unwavering commitment to quality client services means that we must ensure our practices are underpinned by demonstrable evidence and research.”

In 2014, Possability also piloted a Friendship Program to assist people with disability to create opportunities to make new friends in their community. The initiative was prompted by findings from a client and family survey in 2013 that highlighted that making and maintaining friendships is a high priority for people receiving support. Based on a new program developed by Dr. Angela Novak Amado (Research and Training Centre on Community Living, University of Minnesota) the innovative approach helps participants plan step-by-step how they can connect with another in their community and make a new friend. National interest in this project led to it being presented at the ASID 2014 Conference.

### Family engagement

Possability recognises the crucial role that families play in the lives of our clients. Focus group research undertaken in 2014 indicated that family members would value regular Family Forums to discuss issues of interest. In March 2015 we held our first series of Family Forums across the State on the topic of the NDIS. Led by senior managers, the Family Forums are to be held twice each year in each region to provide an opportunity for family members to access information on matters of interest and new services, as well as providing feedback.

We have also put in place a Family Advisory Committee to commence in 2015–16 to provide families with another avenue to have input into enhancing Possability’s service delivery and operations.

These initiatives complement the day-to-day contact that family members have with support workers, coordinators and team leaders, and Possability’s complaints and compliments processes.

## Promoting Innovation and Excellence

Excellence and innovation are vital to ensuring that our clients receive the best possible services. Excellence is promoted throughout the organisation through training in our new Practice Framework and other professional development.

This year we introduced a formal process to support the conversion of innovative ideas into pilot projects. We also launched an awards program to recognise staff who demonstrated excellence or innovation in their work.





## 2015 Possability Excellence Awards

### Disability Support Practitioner of the Year

**Marita Moll**, Residential Coordinator, North West

Marita champions our core values in every task she undertakes and is a deserved recipient of Possability's highest inaugural Excellence Award.

She demonstrates strong leadership and regularly goes beyond the call of duty and level of responsibility expected of her role. Marita consistently works to a high standard, solving complex problems with sound knowledge of the Possability Practice Framework. She leads by example, puts in extra effort and time to support others, particularly when issues arise after hours. She identifies innovative solutions to issues and, in 2015, has been instrumental in the successful establishment of a new accommodation service in the North West.

Marita's dedication, skills and focus on communication means that she is highly regarded by families, clients, work colleagues and others in the disability sector.

### Regional Disability Support Practitioner of the Year

**Angela Reeve**, Team Leader, Rowallan Park, Southern region.

**Steven Clarke**, Support Worker, Intensive Support Service, North West region.

**Brandon Ashdown**, Support Worker, Northern region.

### Excellence in Practice

**Jodie Wilton**, Team Leader, NW Leisure & Recreation Program.

**Levi Johnson**, Support Worker, Community Support Services, South.

**Jenneane Matthews**, Support Worker, Community Support Services, North.

**North West Out of Home Care Team.**

# People and Culture

Strengthening our workplace culture, skill development, workforce planning and becoming an 'Employer of Choice' were key areas of focus and achievement in 2014–15.

## Culture

A sound workplace culture based on shared core beliefs and values is fundamental to achieving excellence in services to our clients and the community. Over the past year we reviewed and updated our Values as they underpin the way employees approach their work, make choices and decisions and relate to one another.

As part of developing our new values we analysed our current workplace culture, and identified what's precious that we don't want to lose. We also identified where there are gaps between the current reality and where we want to be. We held workshops, staff consultation and research, before identifying four values that encapsulated the values we need for a successful future:

- ▶ Humanity
- ▶ Innovation
- ▶ Honour
- ▶ Accountability

See page 3 for our full Value statements.

After communicating the new values to staff, work commenced to build these values into everything we do, including:

- ▶ recruitment
- ▶ induction
- ▶ training
- ▶ reward and recognition
- ▶ performance reviews.

This work will continue in the coming year.

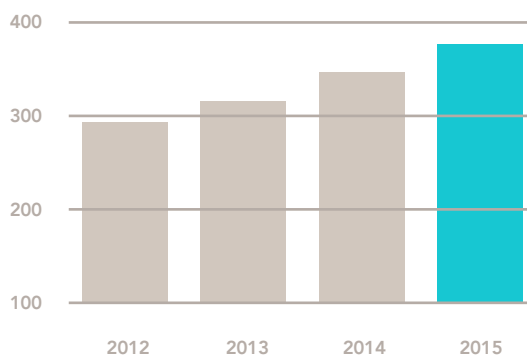
## Our workforce

Our service growth in 2014–15 saw Possability increase our workforce by 11% from 348 to 378 employees (200 full time equivalents).

With the full rollout of the NDIS to commence on 1 July 2016, recruitment is set to be a key challenge. To prepare for growing demand and competition for employees, Possability developed a robust Workforce Plan which will guide and inform our efforts in attracting, employing and retaining the 'best and the brightest'. It will also ensure we employ people who are the right fit to meet client and organisational needs.

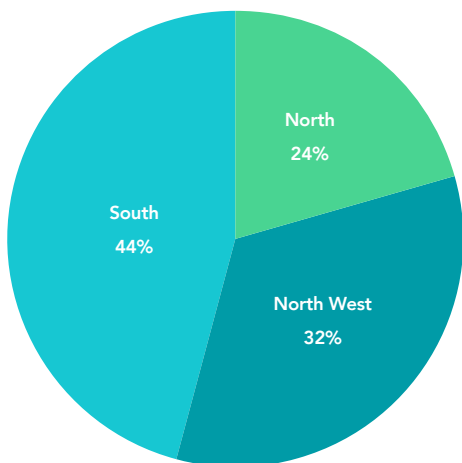
As a result of this planning, we have identified we are likely to need to more than triple the workforce from 200 to 667 fulltime equivalent (FTE) support workers by July 2019 if we simply maintain our current market share in Tasmania. The Workforce Plan sets out annual recruitment targets and proposes a series of initiatives to ensure that Possability achieves those targets and positions itself as the preferred employer in the sector.

Number of employees





Employment by region



Our employee turnover rate has risen slightly from 15.5% in 2013–14 to 18.25% in 2014–15. This has occurred, in the most part, from the recognition that some employees' values did not match Possability's new values. The turnover has been both employee-initiated and employer-initiated.

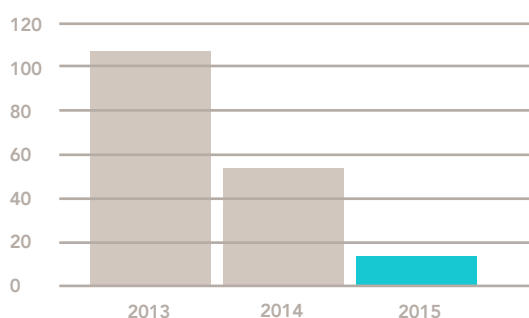
Our casualisation rate remains high at 43% against an industry standard of 35%. This, in large part, is due to the limitations of industrial arrangements under the Multi-Enterprise Agreement to which we are bound. Reducing the casualisation rate is a primary target of the Workforce Plan initiatives and will be a focus of attention in the coming year.

## Work Health and Safety

A strong focus on Workplace Health and Safety continued this year with a further reduction in Lost Time Injuries, down from 54 in the previous year to 14 this year. These results reflect the continued emphasis on Possability's Work Health and Safety Management Systems where the primary focus is on identifying and eliminating hazards in the workplace.

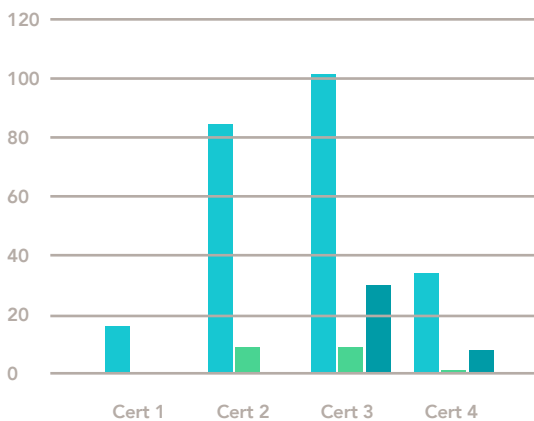
All employees continue to undertake training in Positive Behaviour Support of clients and how to deal effectively with client aggression. In previous years, injuries as a result of physical aggression accounted for the majority of workplace injuries at Possability. This year, this injury type declined to 35% of the total workplace injuries. This represents a significant improvement on many fronts, including our ability to provide a safe working environment for employees, and the provision of quality support and care to our clients that has significantly reduced aggressive responses.

Workplace injuries (lost time)



## Workplace Training

Possability continues to invest strongly in training and upskilling of our workforce. A primary focus has been on providing opportunities to employees to undertake Australian Quality Training Framework (AQTF) accredited training applicable to the disability sector.



### Key

- Employees with the qualification
- Employees who achieved the qualification in 2014-15
- Employees currently studying for the qualification

## Leadership Development

Quality leadership at all levels in the organisation is vital for success in the dynamic disability sector. To this end, we have invested in an extensive leadership development program, with 29 employees successfully completing the first round of training and development this year.

Possability has partnered with leadership development consultants, Dattner Grant, to develop the effectiveness of our leadership team. The program assisted leaders by gaining 360° feedback on leadership capabilities and whether we are living our values. We also explored effective leadership styles and utilised other tools to build self-awareness and develop skills through a series of workshops, coaching sessions and small group work.

An indirect benefit of the program was to enhance relationships among our leaders, particularly among those who work in different regions of the state. The leadership development program will continue in the coming year.





# Marketing and Stakeholder Engagement

The NDIS empowers participants and their families to 'shop around' and choose the service provider that can best meet their needs and aspirations.

This means that for the first time we need to effectively communicate our service offerings and our point of difference from other service providers. This is a significant departure from the past, when services were effectively rationed and service providers received the majority of their funds directly from the State Government.

Our Strategic Plan identified the need for a marketing and communication specialist to lead this area of work, which occurred over the past year. Important foundational work was undertaken including the development of formal strategies for marketing, stakeholder engagement and social media.

## Public advocacy and sector development

Guided by our values and as a sector leader in Tasmania, we have a responsibility to contribute to national and state policy development and public debate on matters that are important for our clients and their carers. This is particularly crucial at this time when national policies, frameworks and regulations are being created to guide the implementation of the NDIS reforms.

In 2014–15 we made written submissions to:

- ▶ the Senate Inquiry into violence, abuse and neglect against people with disability in institutional and residential settings
- ▶ the National Disability Services (NDS) consultation paper on quality and safeguarding in the sector
- ▶ the Disability Reform Council on the proposed NDIS National Quality and Safeguarding Framework.

We also participated in an ABC Radio interview providing our insight into the broader sector ramifications of the shocking ABC Four Corners Report on systemic abuse uncovered at a Victorian disability services provider.



"For the first time, we need to effectively communicate our service offerings and our point of difference from other service providers."

CEO, Glenn Campbell, was elected to the State Executive of the peak sector body, National Disability Services and shared Possability's experience in workforce development strategies with a presentation to a national Workforce Readiness Conference held in Sydney in February 2015. He also represented the nation's providers in a webinar coordinated by the National Disability Insurance Agency (NDIA) entitled 'NDIS: Tips for families and carers.'

### Internal communications

Sound internal communications are crucial for an effective and cohesive organisation, particularly when going through significant change. Organisation-wide communications have been further enhanced through the introduction of face-to-face staff forums with the CEO three times a year, emailed staff newsletters and video communication from the CEO in each region on matters from strategic direction to day-to-day developments. There has also been a renewed emphasis on regular staff meetings and regular use of the work email by support workers. Staff have reported feeling more in touch with Possability's strategic direction, have responded positively to change and have a greater sense of being part of a united state-wide team.

### Marketing

A key project for the year was to develop a new name and brand to provide a solid foundation for future marketing initiatives. A Melbourne-based creative agency, Sense, was engaged to work with us to develop a Branding Strategy and new marketing materials.

As a not-for-profit organisation with limited marketing funds, we identified that we needed a name that communicates what we do, our point of difference and encapsulates the aspirations of our clients. The rebrand involved:

- ▶ focus group research with clients and family members to understand what people really value from our services
- ▶ brainstorming sessions by Sense and a family/client competition to identify a new name
- ▶ development and testing of new name and branding options
- ▶ researching and developing new marketing collateral including a services brochure and new website.

Other highlights of 2014–15 include:

- ▶ developing a social media strategy and launching Possability's Facebook page
- ▶ recruitment of a position to create and lead fundraising initiatives
- ▶ an Open Day at the Seven Mile Beach Retreat to provide an opportunity for members of the community and our clients to tour the site
- ▶ two Board stakeholder functions held in Hobart and Ulverstone to build relationships with stakeholders and our colleagues in the disability sector.

# Governance

Strong and competent governance is essential in an increasingly competitive environment. Over the past year, we have reviewed our business structure, strengthened our risk management and diversified the membership of the Board.

Since the inception of this organisation, we have operated as an Incorporated Association. However, a Board review highlighted that as a business with over \$20 million revenue and operating under a national scheme (NDIS), we had outgrown this structure. It became clear that a Company Limited by Guarantee would be better suited to our current and future requirements. In May 2015, a Special General Meeting of members voted to convert to a Company Limited by Guarantee, which came into effect from 1 July 2015 (Optia Limited). A new constitution was also passed at this meeting. The changes do not alter our status as a registered not-for-profit and charity and we will continue to have a membership base.

Over the year a number of initiatives were taken by the Board to strengthen and formalise governance processes. The Board developed a formal Board Charter covering composition and powers of the Board, delegations to the CEO, committee structure and Board processes.

The Board also established more formal and consistent processes for minutes, a standing agenda, more comprehensive Board Papers and significantly enhanced reporting on financials and the delivery of strategy. A new Risk Management Framework was introduced, and a Compliance Register developed to monitor and ensure compliance with all legislation and funding obligations.

We established a Clinical Governance Committee to ensure our clinical and client safety practices are of the highest standard. The Committee comprises one Director, and a senior manager from Operations and Practice Development.

Operations of the Finance Committee expanded to address Finance, Risk, Audit and Compliance. Four directors and one independent member sit on the committee, with Director, Brian Scullin, appointed as the Chair. Three of the five committee members have formal finance qualifications.

Two new directors were elected to the Board at the October 2014 Annual General Meeting, – Rebecca Abela and Matthew Greskie – bringing strong skills, experience and greater diversity. The new directors were recruited after undertaking a comprehensive Board Skills Analysis, a broad search and formal selection process.

Three directors retired in 2014–15:

- ▶ Tony Fletcher (6 years' service)
- ▶ Prof. Don McNicol (6 years' service)
- ▶ Dr. William Turner (18 months' service)

## Our Board and CEO

### David Mazengarb (Chairman)

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B. Com., Dip. Fin. Planning., FAICD, FCA, MIMC

David is an experienced company director, having held and holding a number of executive and non-executive director roles in companies ranging from financial services, information technology and aquaculture industries over the last 20 years. David currently serves as Chairman of two Australian-based financial services companies as well as being the Chairman of Possability. He is a Chartered Accountant, a Registered Company Auditor and a business consultant with a focus on finance, accounting and corporate governance.

Board Member since February 2007  
(Chairman since 2012)

Committee: Finance, Risk, Audit and Compliance

### Brian Scullin (Deputy Chairman)

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B Ec

Brian is the President of the Retirement Benefits Fund of Tasmania, Chairman of the Tasmanian Development Board and Chairman of Spark Infrastructure. Previous directorships include BT Investment Management, Dexus Property Group, State Super Financial Services and the Wayside Chapel. His executive career included senior positions with BT and Deutsche Asset Management in Australia and Japan. He has also held senior roles in the federal government including the Treasury Department, the Department of Prime Minister and Cabinet and Private Secretary to the Leader of the Opposition.

Board Member since November 2013

Committee: Finance, Risk, Audit and Compliance

### John Frankcom (Secretary)

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B.Juris.; LLB, Grad. Dip. Corp. Gov., FGIA

John is a barrister and solicitor in private practice in Hobart and a member of the Law Society of Tasmania and Governance Institute Australia. He has had more than 30 years' experience as a barrister and solicitor in private practice as well as more than 10 years as in-house counsel and Company Secretary at Warnambool Cheese and Butter.

Board Member since November 2013

### Glenn Campbell (Public Officer)

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B Bus, ASCPA, MBA, GAICD

Glenn has been CEO of Possability since July 2013. Previous Chief Executive Officer roles have included Hopewell Hospice; RT Health Fund and Family Planning Tasmania. He has also held General Management and Senior Executive roles with MBF, Mayne Nickless Limited and British Aerospace. Director roles have included ARAFMI Mental Health Carers, Tasmanian Council of Social Services (TasCOSS) and The Improvement Foundation. He was formerly Chair of the National Disability Special Interest Groups on Relationships and Sexuality, and State Convenor for Football for Special Olympics. He is currently a State Committee Member for National Disability Services and Deputy Chairman of Football Federation Tasmania.

### Rebecca Abela (Director)

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BA, MAICD

Rebecca is the Strategy and Planning Manager for the Federal Group delivering strategic projects across the Group. She is a qualified Demartini Facilitator – Human Behaviour and Transformation in the personal and business coaching space and is a former Corporate Operations Manager at Hobart City Mission. Previous directorships include Women’s Sport and Recreation Tasmania and the South Hobart Sandy Bay Cricket Club. She has expertise in general management, program and project management, communications, stakeholder and change management.

Board Member since October 2014

### Kathleen Brient (Director)

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Kathleen has extensive experience as a senior manager with the Federal Department of Human Services. She is currently responsible for managing the National Business Gateway and the Corporate support for Department staff in Tasmania. She brings to the Board expertise in project and change management, strategic and business planning, stakeholder engagement, human resources and public sector management.

Board Member since June 2003

### Matthew Greskie (Director)

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B.Eng., GAICD

Matthew (Mat) is the Chief Executive Officer, Dulverton Waste Management and a Director of a number of other Boards including the Australasian Board of the Institute of Public Works Engineering Australasia (IPWEA), and the Police and Community Youth Club – Launceston. Mat also serves on the Audit and Risk Committee of IPWEA and is a trustee of the Public Works Engineering Foundation. Awarded National Emerging Leader Award (2009) IPWEA, Mat brings to the Board expertise in general management, project management, risk management and asset management.

Board Member since October 2014

Committee: Finance, Risk, Audit and Compliance

### Terry Long (Director)

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FAICD

Terry is the former Chief Executive Officer Tasmanian Minerals Council and former Chair of the Major Employers Group. He was the main public advocate for the minerals sector in Tasmania and worked on national groups and committees related to the mining industry. Prior to joining the minerals sector, Terry worked as a journalist and presenter, covering politics and social issues for the Australian Broadcasting Corporation. His expertise includes business strategy, communications, stakeholder engagement and change management.

Board Member since October 2007  
Former Chairman and Deputy Chairman

Committee: Finance, Risk, Audit and Compliance

### **Paul Morgan (Director)**

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Dip.Pharm.

Paul was the owner of Hobart's iconic Morgan's Pharmacy for 40 years and has extensive experience in small business management. Paul is a member of the Pharmacy Society, and was previously President of the Tasmanian Retail Traders Association, a Board member of Tasmanian Small Business Council and a member of the Tasmanian Retail Tenancy Monitoring Committee.

Board Member since July 1997

### **Dr. William Turner (Director)**

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MB.BS, LLB, FRCS, FRACS, FAOrthA, FACLM, FAICD

William has been a successful orthopaedic surgeon for over 28 years and has a strong medico-legal background. He is President, of the Medical Protection Society of Tasmania Inc; Director of the Professional Management Australia Ltd; Chairman of the Medical Indemnity Protection Society (MIPS); Director of Queensland Doctors' Mutual; Deputy Chairman of MIPS Insurance Ltd and Director of the Winston Churchill Memorial Trust. Former positions include Chairman of the Medical Advisory Board at Hobart Private Hospital and Director of Rehab Tasmania.

Board Member November 2013–April 2015

### **Tony Fletcher (Director)**

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Tony had a longstanding career as an Independent member of the Tasmanian Legislative Council (1981–2005). He was leader of the Government in the Legislative Council for 1986–89 and 1996–98. He now runs a business consulting firm.

Board Member August 2008–October 2014

### **Professor Don McNicol (Director)**

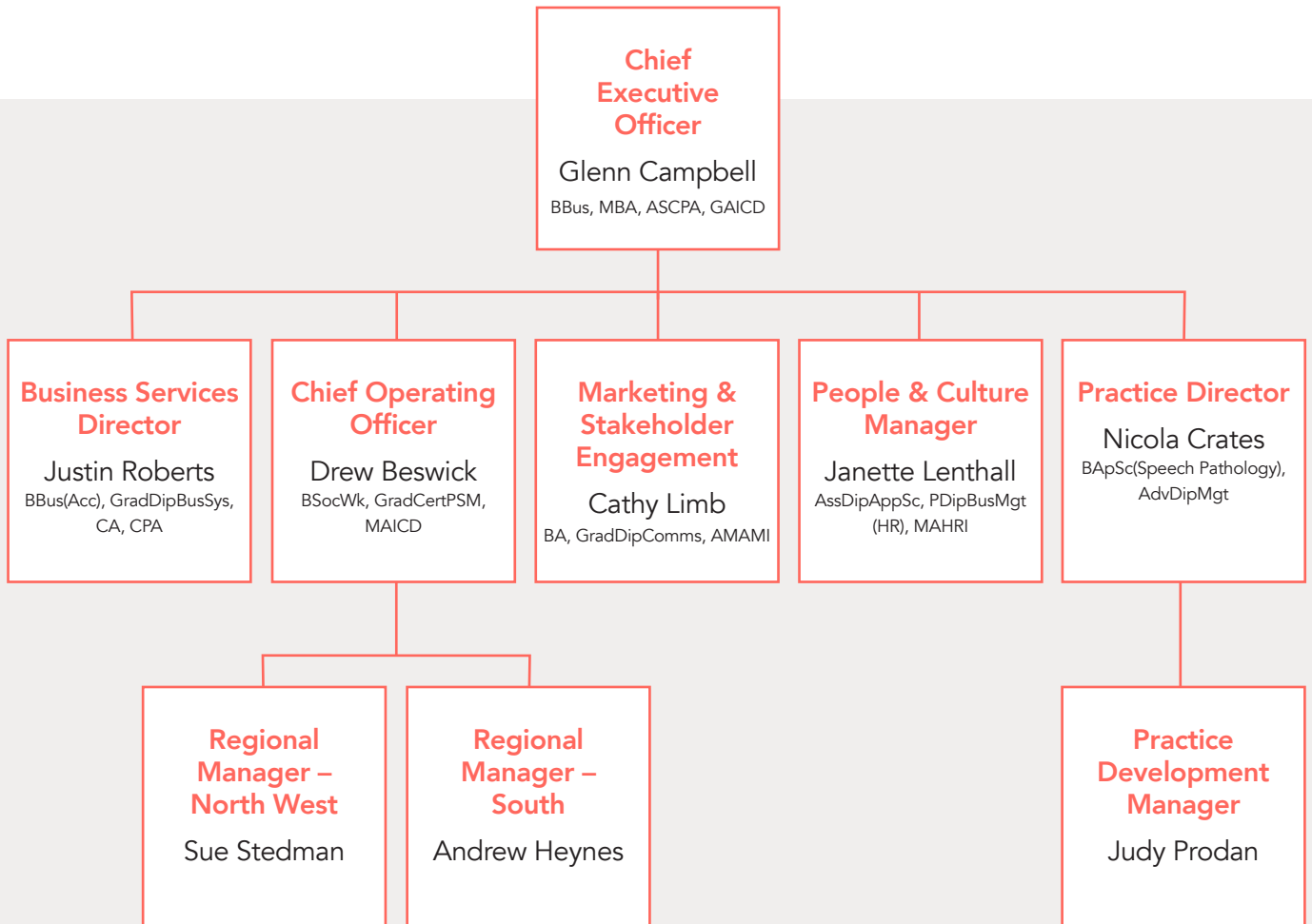
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BA, PhD

Don was a Professor of Psychology (UTAS) and a former Vice-Chancellor of the Universities of New England, Sydney and Tasmania. He has served as Commissioner for Universities and Chair of the Universities Council, Commonwealth Tertiary Education Commission and President of the Australian Vice-Chancellors Committee. Don is also a former member of the Migrant Resource Centre Board.

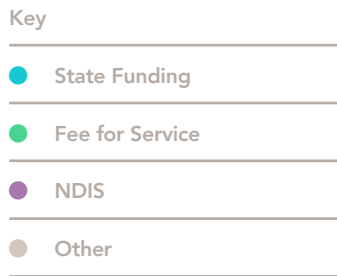
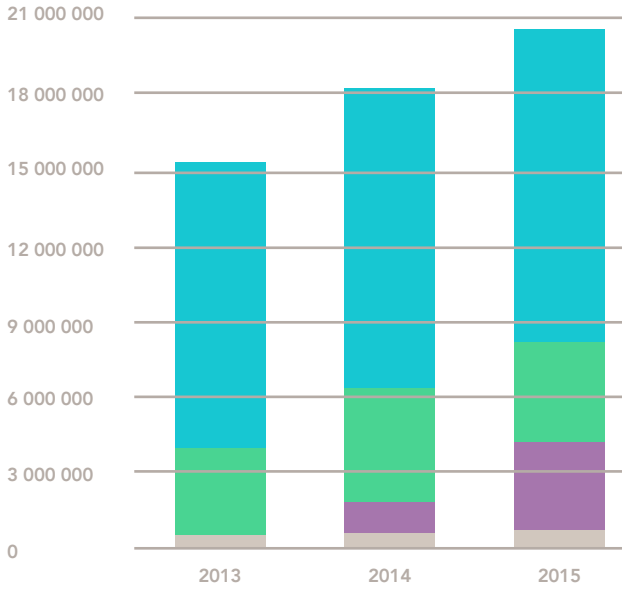
Board Member August 2008–October 2014

# Management Team

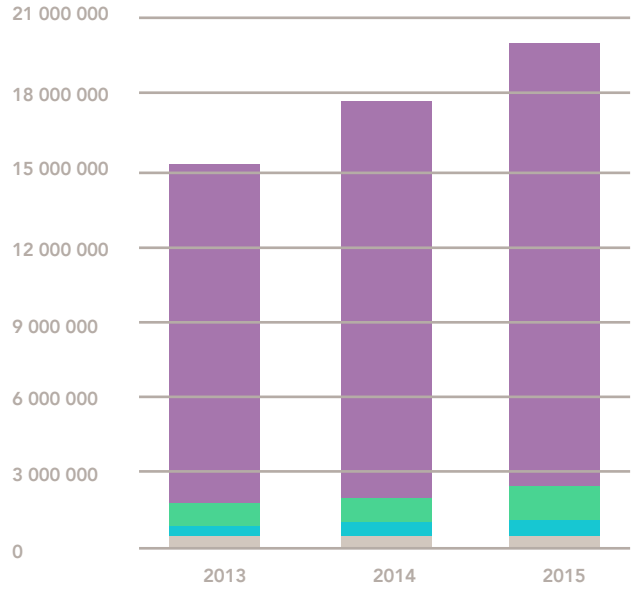


# Financial Report

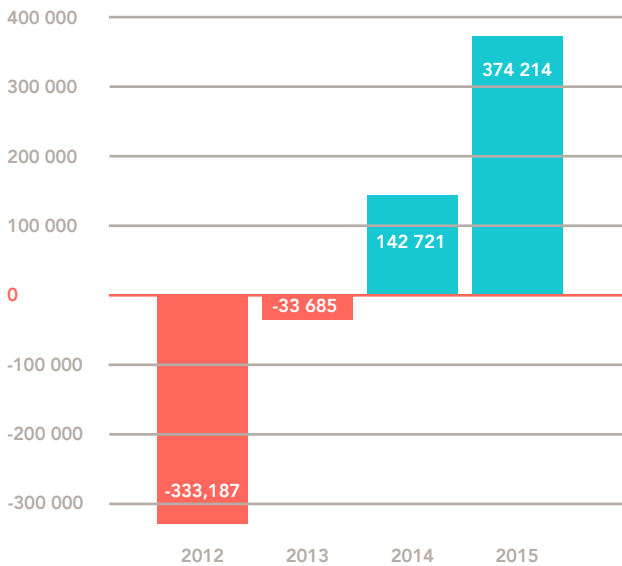
## Income



## Expenses

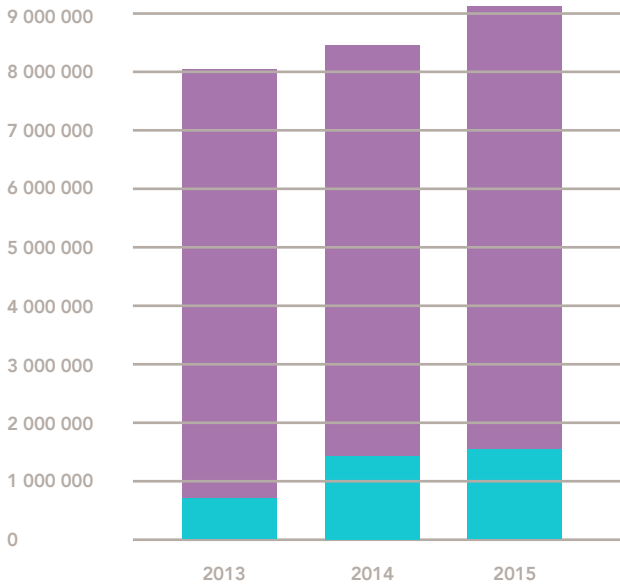


## Surplus





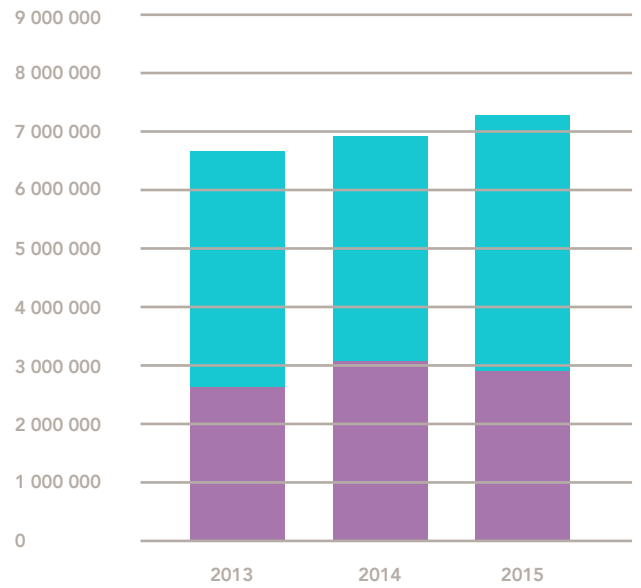
## Assets



### Key

- Current Assets
- Non Current Assets

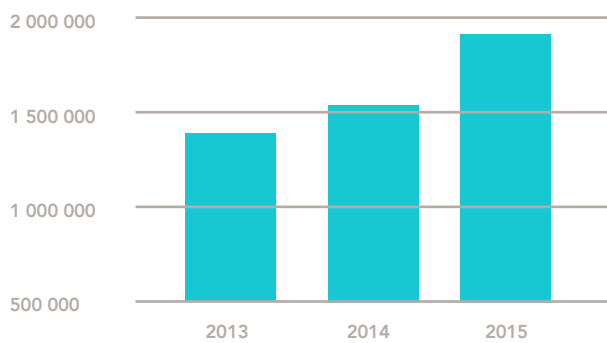
## Liabilities



### Key

- Current Liabilities
- Non Current Liabilities

## Net Assets



# Thank you

Thank you to all our clients and families for placing your trust in us, allowing us to learn from you, and share the joy of witnessing your achievements and growth.

Thank you to our staff for your passion and commitment to our clients and your work. Thank you for your ability to embrace changes to ensure we provide the best services possible.

To all our partners, volunteers (including our Board directors and families), we deeply appreciate your generosity and contribution.

Possability gratefully acknowledges the ongoing funding and support of the Tasmanian Department of Health and Human Services, particularly the dedicated staff in Disability, Housing and Community Services, and Children and Youth Services.

We also acknowledge the dedicated staff at the National Disability Insurance Agency and the State-wide Implementation Team, with whom we have worked very closely on the NDIS trial, and the Gateways - Baptistcare and Mission Australia - whose support over many years is always appreciated.

Thank you to the Federal Government and State Governments for your unwavering commitment to the NDIS, and to the Burnie City Council, Commonwealth Bank and the Uniting Church in Kingston for your ongoing support.

We are deeply grateful for all your support.





## Nurturing potential.

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