

helping you
do what's
important
to YOU

Annual Report 2018



Tadwa



To be famous for providing practical, innovative, elegant solutions to help people with disabilities and older people be able to do what's important to them.

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Chairperson's Report



Like all other companies in the disability sector, TADWA is in a period of unprecedented change. The changing funding environment has propelled TADWA on a path of radical strategic rethinking, which has left no part of our business unaffected.

When CEO Steve Pretzel took up his role in May 2017, the key challenge he was tasked with was to transform TADWA from ground up and turn it into an organisation that not only survives, but thrives and grows in the new funding landscape facing us with the introduction of the National Disability Insurance Scheme. The strategic plan that underpinned this transformation was by necessity a radical departure from TADWA's past mode of operations.

The Financial Year 2017/18 saw us reviewing the Status Quo from a fresh, questioning and critical point of view, then re-engineering TADWA's internal systems and processes, before using the remainder of the financial year refining values, culture, products and processes, readying the entire business for growth in all business units and ensuring excellence was pursued in all facets of operations.

This process reaffirmed the guiding values of TADWA: sustainability, competitiveness, respect, innovation, positivity and trust. It also created a new corporate structure, based on collaborating teams operating across five different disciplines and generating a range of innovative solutions to the challenges faced by older people and people with disability.

As you read this, you will notice another clear sign of the transformation that is taking place – the rebranding, that, while only rolled out in July, was planned and executed with razorsharp efficiency to meet tight deadlines.

While no part of TADWA has been left untouched by this strategic transformation, one thing has not changed – and will not change in the future: The passion and commitment with which our staff help every single customer, the drive to ensure our customers' lives are improved by TADWA's products and services, and TADWA's unwavering focus helping customers to do what is important to them.

I would like to thank my fellow Board members and Deputy Chair Katie Valentine for committing their time and sharing their experience and expertise to steer TADWA on its new strategic course. I would like to thank Board members Russell Bresland, Toby Ellis and Shirley Fitzhum, who resigned from the Board during 2017/18, for their dedicated service and invaluable contribution. I would like to welcome new Board members Bob Davis, Melissa Gardiner, Tim McLennan and Mary Slater, who joined the Board during this Financial Year and have already made invaluable contributions to the organisation. I would also like to express my gratitude to my fellow Board member and predecessor in the role of Chair, Dominique Mecoy, for her resourceful and focused leadership during her Chairmanship from 2014 to March 2018.

Most importantly, I would like to thank CEO Steve Pretzel and every single TADWA staff member and volunteer for driving the journey to transform TADWA into an organisation that faces new challenges head-on, develops innovative products and services, adopts new business processes that ensure TADWA's competitiveness, and thrives in an environment of constant change. I look forward to another successful year in 2018/19.

Nancy Hackett
Chairperson



Chief Executive Officer's Report



Everyone knew that there would be big changes within TADWA this year. The rollout of the NDIS, the transition to the Commonwealth Home Support Program, and the looming end of block funding in June 2020 meant that TADWA would have to be a very different organisation at the end of the year than it was at the beginning.

I think it's fair to say that *nobody* would have anticipated just how much positive change we actually managed to achieve over the past twelve months!

Multiple new cloud-based computer systems and associated processes were rolled out for project management, accounting and payroll, HR management, inventory management, computer helpdesk, CRM, email and productivity tools.

A new, flatter, management structure was introduced to provide more individual responsibility and less bureaucracy.

The organisation was more clearly segmented into five operating units: Therapy Services, Home Modifications, Custom Solutions, Recreation & Mobility and Technology and Computer Services.

A Business Development unit was established to help TADWA better connect with our current and future customers.

We established the Brain:Body Pain Solutions program - a pioneering service in

the use of technology, including Virtual Reality, to help combat the debilitating impact of chronic pain.

To round out all of this organisational change we also completed a total re-branding of TADWA to better reflect the modern, professional organisation that we are.

And while all of this disruptive change was going on, we managed to service a record number of customers. In the 2017/18 Financial Year TADWA delivered on over 3,000 referrals for support - an increase of 38% over the previous year. And we achieved this with only a 14% increase in staff.

There is only one way that organisational transformation of this type is possible - and that's with the total commitment of the team.

To say that as CEO I am very proud of the TADWA Team is a huge understatement! The way the team has embraced the changes, supported one another and knuckled down to push TADWA forward has been nothing short of amazing. To each and every one of you goes my heartfelt thanks for your commitment.

Initiating such a rapid change agenda is also not possible without a supportive Board, and again TADWA is fortunate to have a passionate, forward thinking and supportive Board. I thank you all.

Our transformation journey still has a long way to go, but we are heading in the right direction and we have momentum behind us. Exciting times ahead!

Steve Pretzel
Chief Executive Officer

Our Board



Nancy Hackett - Chairperson



John Sutherland



James Petty



Bob Davis



Katie Valentine - Deputy Chair



Melissa Gardiner



Dominique Mecoy



Mary Slater - Treasurer



Michael Carroll



Tim McLennan



Barry MacKinnon - Patron

Services Overview

TADWA is a 'team of teams' operating across five overlapping business units.

At the heart of our operations is our Therapy Services team - Occupational Therapists who take the time to understand what's important to the customer and then work with the other business units to deliver the most appropriate solution.



Custom Solutions

If what you need doesn't yet exist



Technology & Computer Support

Communications and social connection



Therapy Services

Understanding and translating your needs



Recreation and Mobility

Getting around, staying active



Home Modifications

Safety and convenience for independent living

Therapy Services



Our Occupational Therapists are the central core around which all of our other services operate.

From assessing needs to providing anatomically precise placement for safety modifications, to prescribing and supplying Assistive Technology, our OTs are experts in understanding our customers' circumstances and discovering what is important to them.



2017/18 Highlights

- Increase in Occupational Therapy and volunteer staff to meet increased demand with a localised structure across the metropolitan area
- Stronger stakeholder and University relationships
- Attracting NDIS and WANDIS participants to deliver services
- Supported and hosted 21 Occupational Therapy student placements
- Transitioned to new systems and efficiency practices so that more assessments can be accommodated throughout the week
- Transitioning to paperless systems using technology to support work practices
- Development, set up and implementation of Brain:Body Pain Solutions
- Acceptance of eight Honours student projects through involving 32 Curtin University students

OT Assessments





Brain:Body Pain Solutions

Launched in April 2018, Brain:Body Pain Solutions is underpinned by the principles of neuroplasticity, and is showing considerable promise for people who experience chronic pain.

Brain:Body Pain Solutions approaches pain using a model of Relieve, Refocus and Restore.

Relieve, using a wide range of sensory techniques which may include working with all of the senses (vision, hearing, smell, taste and touch). We use traditional techniques as well as new evidence-based techniques including Virtual Reality.

Refocus, by providing pain education to help clients understand the connection between their body and their brain. Becoming aware that pain is an output of the brain helps clients understand that they have the ability to *retrain* their brain.

Restore, helping clients to practice pacing themselves and knowing when to seek help. Our goal is to restore the ability to reconnect with what is important; the things they enjoy and people they enjoy doing them with.



Case Study

A 50-year old man recovering from brain cancer and stroke had been discharged from outpatient therapy because he has “plateaued”. However, he is motivated to continue with rehabilitation in his home, but had found it difficult to focus and engage in conventional therapy exercises due to a minor cognitive impairment (short term memory loss).

His occupational therapist was able to determine the type of activities he had previously enjoyed (e.g. fishing, diving, bushwalking, travelling). With virtual reality (VR) our therapist was able to tailor home-based therapy programme that combines the immersive experiences of his favoured activities in VR (e.g. playing a fishing game, virtual travelling to his favourite places, walking around a forest) and exercises involving his affected limb. As a result, the client was able to both increase his participation and engagement in therapeutic activities.

He has since regained more function in his affected limb and reported that his memory is slowly improving. This has given him more confidence to return to his social activities in the community.

Recreation and Mobility



2017/2018 has been a big year for Recreational and Mobility as we continue to raise our brand profile and showcase high quality work done by a dedicated team.

Freedom Wheels momentum builds on the increase of activity we saw in the latter half of last year as we provide high quality modified bikes and trikes to people with disability. There has been increased interest in electric or power assisted powered bikes as this technology becomes more readily available.

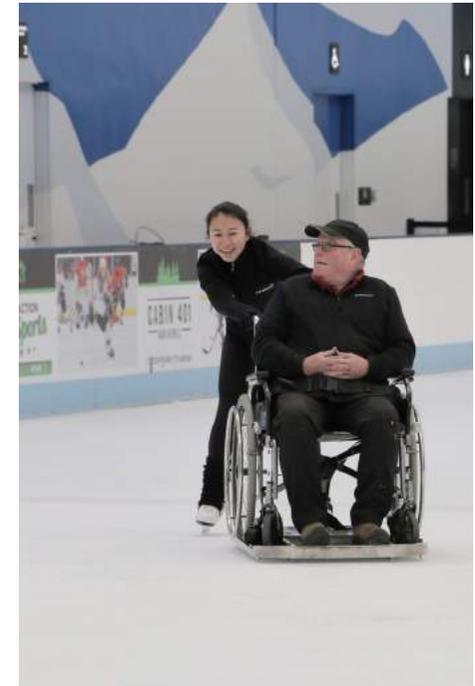
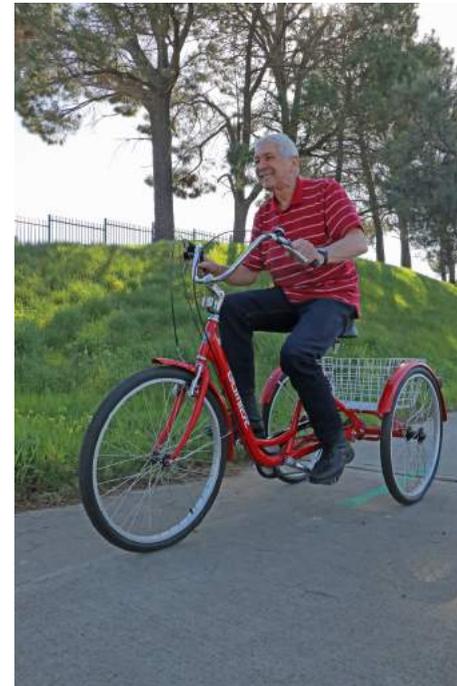
We held our inaugural Bike Ride and Treasure Hunt event on Kuljak Island, with around 50 participants enjoying the inclusive bike riding afternoon celebrating Disability Awareness Week. These events are always a team effort and the event was a massive hit for all involved.

Alongside the work in high end bikes and Freedom Wheels, we have had an increase in repairs to mobility products. The repairs span a wide range of products including walker wheel replacements, scooter canopies, hockey wheelchair modifications and everything in between.

We continue to build on our expertise in our range of custom built recreational products including custom javelin chairs and our ice chair and ice glider delivered to Cockburn Ice Arena.

The future is bright as we move into the new year. With every job we solidify our reputation for high quality, innovative work, which helps place TADWA front of mind as the go-to organisation for recreational and mobility needs.

Our focus for the coming year is to increase involvement in a wide range of disabled sport organisations both within the state and nationally, increasing awareness of TADWA as a quality provider of higher end custom recreational equipment.





Custom Solutions



TADWA began life 34 years ago with a single custom solution - a telephone that was easier to use for people with a disability.

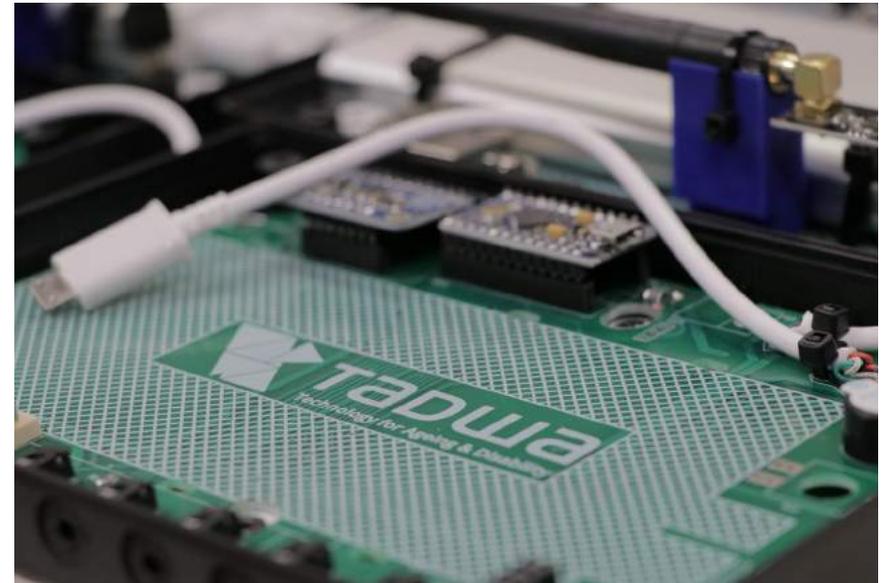
Today, TADWA is still innovating - still creating custom solutions for situations where no off-the-shelf solution is available.

In 2017/18 we developed some amazing devices:

- A voice-activated bed
- A touchpad A/V remote control system for the new Perth Children's Hospital
- An electronically controlled swing-away over-bed table
- A universal pan and tilt mechanism for a variety of gaming devices
- Mechanical bin lifters for clothing recycling workshops
- A VR environment designed for application with burns treatments
- Fully joystick-controlled ride-on lawnmower

With each new project we are building on the technologies developed for previous projects, expanding our ability to solve new problems efficiently. For example we have developed our own circuit board with in-built WiFi to handle common tasks associated with remote control of multiple devices.

With technology playing an increasingly important role in assisting people with disabilities and older people, TADWA is committed to maintaining a leading role in the development of innovative new solutions.



Gary's Story



Watch the video

Gary Barnes became a tetraplegic following a fall from a container. He lives on a property at Serpentine in the foothills of Perth that features over three acres of lawn.

Gary really wanted to be able to get out and enjoy the outdoors, and the sense of satisfaction of taking care of his property. "It's good for the soul", said Gary.

He had tried attaching a mower to his four wheel drive wheelchair, but it was not a satisfactory solution. So he approached TADWA with the idea of converting a ride-on mower to full joystick control.

The project was extremely complex given that every mechanical control had to be replaced with electronics. Linear actuators of varying sizes took care of moving things back and forth and up and down, such as the steering, clutch, brakes, throttle, choke and blade deck.

Many months went in to the design, testing and documentation of the various elements. We even designed and built our own circuit board to control the electronic functions. The work occupied one of our Mechatronics technicians full time for the best part of a year.

A custom seat, identical to the script of Gary's wheelchair, was purchased and modified to suit, and the joystick was programmed and customised to mimic Gary's wheelchair controls.

Particular attention was paid to safety, given Gary's lack of mobility and the need to be strapped in. Several emergency stop mechanisms were included, along with logic to deal with various critical scenarios. A fire extinguisher, easily accessible by an attendant was also included for use in summer.

Since delivering the mower in May 2018 Gary has been happily tending to his lawn for five hours at a time.

The TADWA team is delighted to have been able to help Gary do what was important to him - and extremely proud of the end result which perfectly showcases our abilities and tenacity.





Home Modifications

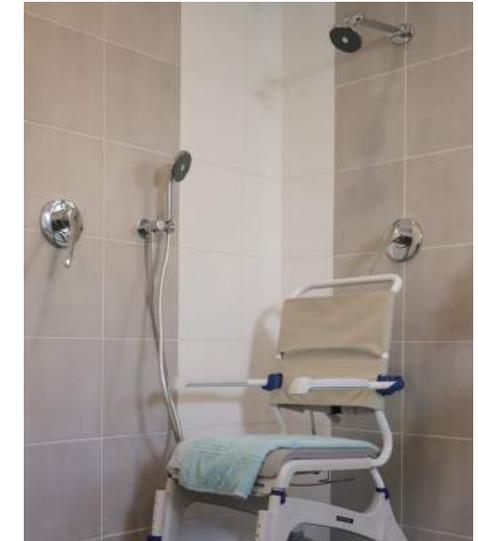


Like other business units within TADWA our Home Modifications team also experienced significant revenue growth in the 2017/18 year.

The number of bathroom projects completed increased by 23%, and the larger scale of bathroom renovations and home modifications contributed to an overall 39% increase in revenue over the previous year. Simple modifications like shower hob removals still make up the bulk of projects, however we are increasingly being called on to undertake major bathroom renovations on a fee-for-service basis - and our bathrooms team have delivered some stunning results.

Falls at home remains one of the most significant risks impacting older people. Our Home Modifications division makes an important contribution to the prevention of falls through the precise positioning of railings and grab rails, the re-profiling of steps and the renovation of bathrooms to remove slip and trip hazards.

Safety is just one dimension of our Home Modifications service. Third party products, sourced and installed by TADWA include rise and fall kitchen cupboards and wardrobes, home activity monitoring and exception reporting, thermostatically controlled lever-action taps and home automation. These convenience aids can make a big difference to an older person's comfort in their home, enabling them to live independently with confidence.



In June 2018 TADWA added a computer-controlled mandrel pipe bender to our arsenal of specialised manufacturing equipment. The new pipe bender has dramatically improved the quality and consistency of our stainless steel rails as well as providing a substantial reduction in construction times.



Home Modifications



Bathroom Projects





Jenny's Story



Watch the video

At the age of just 21, Jenny suffered a massive brain stem haemorrhage and was given less than 1% chance of survival. Her journey of rehabilitation is truly inspirational.

The brain haemorrhage was caused by an abnormal blood vessel (AVM) that was congenital from birth which meant that no one knew it was there.

This traumatic injury drastically changed Jenny's life forever. In a instant she went from being a fit, healthy young woman who was living life to the full to being on life support with no mobility, limited communication and a severe physical disability.

Jenny attributes her journey back to independence to keeping her sense of humour and a 'never give up' attitude as she overcame every new challenge to fully recover.

TADWA is proud to have been able to assist Jenny with home modifications to give her greater independence, and mobility solutions to enable her to get out and live life to the full again.

Jenny now writes about her journey in her "Wren to Rebuild" blog.



Technology and Computer Services



The rebranded 'Technology and Computer Support' (TACS) business unit officially started in January 2017. Our aim is to make technology easy and accessible for people with a disability and older people.

Our main activity is refurbishing computers generously donated to us from government agencies and corporations. The refurbishment process securely wipes all data, then cleans and modernises the computers with the latest software and applications. The refurbished computers are then made available to people with a disability, older persons, and people on low income. TACS can also supply new equipment if there is a requirement or funding available.

To ensure clients get the most out of their computers we operate a Helpdesk and Mobile Tech service. Whether its a simple question or a complex problem assistance is only a phone call or email away. The TACS Helpdesk Team use the same software and applications as corporate ICT teams ensuring that our clients get access to the best tools available.

Our Support Agreements cover all aspects of technology including tablets, smartphones, NBN, assistance with scams, MyGov and My Aged Care.

2017/18 Highlights

- Grew from 148 to 271 support clients.
- 1,102 support calls to our clients
- 150 repair jobs.
- Relocated and expanded the Helpdesk office and created a cleaner dust-free environment for final assembly of computers.
- Signed up our first NDIS client for a Support Agreement and Home Training - an important milestone in enabling NDIS funds to be used to access TACS services.
- Implemented a Recycling Program to assist with the disposal of equipment that could not be refurbished, broken or too old.
- Grew from a team of 1.5 staff to 3.5 staff and 5 volunteers.



GIGABYTE

GIGABYTE

TADWA



South West Operations

Growth has characterised the Southwest Branch of TADWA over the past 12 months. Growth in referrals, growth in staff and growth in services offered.

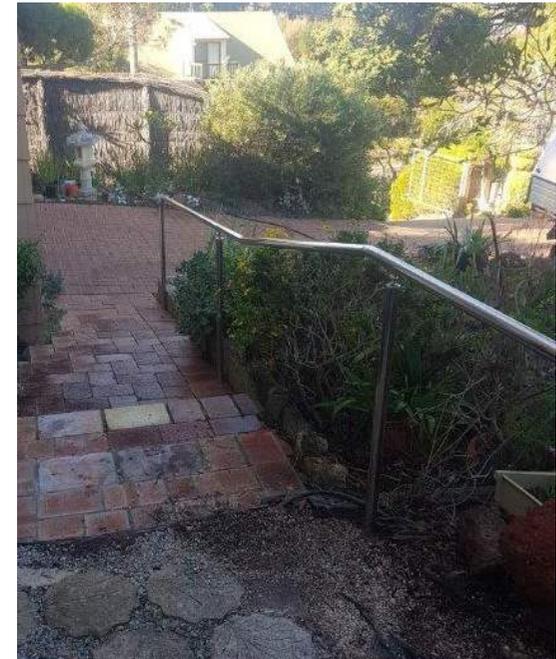
The result of this has been creation of three new positions – an additional Occupational Therapist, Tiler and General Technician have all been added to the existing team. On top of this, we welcomed two volunteers in bikes and admin. This takes our group to 13 – 11 staff and two volunteers.

Our growth has been driven by several factors in addition to being a natural result of the large area we cover from Mandurah in the north, down to Augusta, and east to Harvey, Collie, Bridgetown and Manjimup. This creates challenges in ensuring we maintain high levels of customer service while taking into account travel time.

Referrals have increased from enhancing our strategic alliances. As these relationships mature, new ideas have sprung forth, as we get to know each other's service offerings and work together to improve the lives of our shared clients.

The change from HACC to MyAgedCare mid-year has provided another mechanism for our increased referral rates, in particular for the Mandurah region.

The new subsidies for Goods and Equipment offers real benefit to our clients and as a result has proven very popular.



Business Development

The Business Development Team at TADWA is a new team, established in September 2017 to explore potential business opportunities, development partnerships and funding sources.

The team also support the business units of the organisation in getting the word out about the great work we do at TADWA. The Business Development team is comprised of the Business Development Manager, Digital Producer, TADWA Reception (Bassendean) and the Quality and Compliance Officer.

Highlights of our year included:

- Participation in expos to increase the visibility of TADWA and increase awareness. The expos were targeted both to industry and to consumers.
 - ATSA
 - LASA Care and Ageing Expo
 - Seniors Week Event with the Town of Bassendean
 - NDS Conference
 - NDIS Consumer expos
- Establishment and launch of our inaugural Freedom Wheels Bike Ride and Treasure Hunt
- Achieving Finalist status at the WA IT&T Awards
- Establishment and launch of Brain:Body Pain Solutions
- Brand revitalisation activity ramped up over the year with a total re-brand including the launch of a new TADWA look and website.
- Support to the organisation in transition from HACC to CHSP
- Engagement of a Digital Producer to help us tell our story.
- Increased social media presence with increased activity and establishment of an Instagram account.
- Increased communication and relationship development with clients (referrers) and customers, securing new contracts with Home Care Package providers to supply home modifications and other services.



People and Culture

We have worked hard to foster a culture of collaboration and responsibility throughout TADWA. A flatter management structure, open communications and a continuing emphasis on flexibility has resulted in a marked improvement in staff engagement.

TADWA continues to grow its Human Resources capacity, with 25 new positions recruited over the year including 4 additional Project Coordinators, our first Digital Producer; Manager, Recreation and Mobility; Occupational Therapist - Brain Body Program; and Manager, Business Development.

Diversifying TADWA's skill set will ensure we have the ability to navigate new opportunities as they are identified, and provide greater access to new income streams.

Noteworthy Statistics

- Total Headcount: 96
- 36.5 % of workforce are female
- 63.5 % of workforce are male
- 26% workforce are volunteers
- 74% workforce are employees, 58% are full time
- Employee Turnover - low 7.75%
- Total number of positions recruited this year - 38
- Average time to recruit 31 Days



Finance and IT

The Finance function at TADWA has undergone a complete transformation in 2017/18.

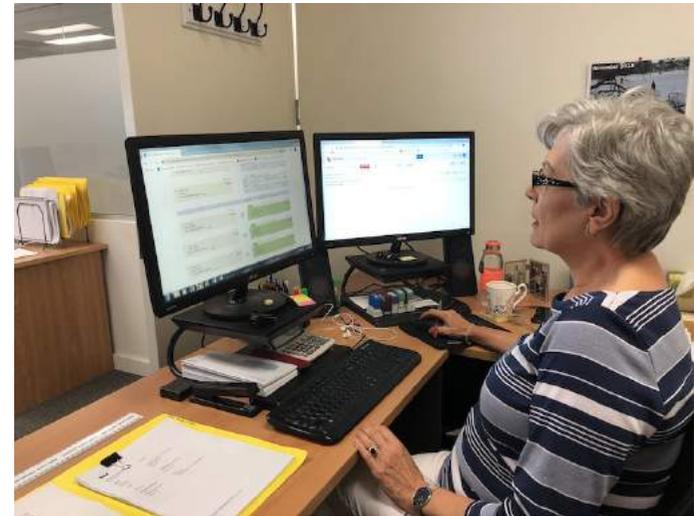
We implemented the Xero accounting system in conjunction with cloud-based Workflow Max software for project control and Unleashed for inventory control.

This change provided us with greatly improved job costing which has driven our production efficiency program. The change in software was also an ideal time to review and restructure our Chart of Accounts to better reflect our divisional structure, and we also took the opportunity to review and revise most of the associated business processes.

The IT revolution continued beyond Finance, with the migration of virtually all internal software applications to the cloud and the elimination of most paper-based workflows.

The core system is the Google Suite including GMail, but we have also adopted several best-of-breed technologies for lead management, marketing, internal IT support, HR Management and business planning.

The adoption of cloud technologies has given us greater protection against network failures, and the ability staff to work remotely.



EmploymentHero



Our Volunteers

Throughout its history TADWA has always been supported by a passionate group of volunteers, and we continue to benefit from their contribution of time and skills.

Our volunteers undertake a range of activities, including:

- Building and refurbishing computers
- Dismantling computers for recycling
- Assisting with custom projects
- Deliveries
- Events
- Reception and administration
- Writing articles

We are incredibly grateful for our amazing volunteers and for their commitment to TADWA and helping us to continue supporting people with disabilities, older people and carers.



Financial Summary

Statement of Profit or Loss

	2018 \$	2017 \$
Revenue	6,886,770	6,120,469
Employee benefits expense	(34,817)	(18,926)
Cost of sales	(761,765)	(654,869)
Other costs	(887,674)	(851,286)
Payroll expenses	(4,475,697)	(3,783,436)
Depreciation and amortisation	(437,590)	(307,332)
Rental expense	(22,599)	(22,380)
Interest expense	(16,221)	(19,936)
CURRENT YEAR SURPLUS	250,407	462,304

Balance Sheet

	2018 \$	2017 \$
ASSETS		
Current Assets	3,565,545	2,830,251
Non-Current Assets	4,793,505	4,885,788
TOTAL ASSETS	8,359,050	7,716,039
LIABILITIES		
Current Liabilities	1,059,081	723,357
Non-Current Liabilities	423,247	366,369
TOTAL LIABILITIES	1,482,328	1,089,726
NET ASSETS	6,876,720	6,626,313
Retained Surplus	6,876,720	6,626,313
TOTAL EQUITY	6,876,720	6,626,313

Statement of Cash Flows

	2018 \$	2017 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Contributions received	180	590
Grants received	5,109,178	4,908,188
Receipts from sale of goods	1,935,513	921,686
Donations received	2,756	11,634
Payments to suppliers and employees	(6,078,132)	(5,061,385)
Interest paid	(16,221)	(19,936)
Interest received	56,928	61,188
Net cash generated from operating activities	1,010,201	821,895

	2018 \$	2017 \$
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property, plant and equipment	(383,186)	(489,014)
Proceeds from sale of property, plant and equipment	77,239	800
Property, plant and equipment write-off	(88,658)	-
Net cash used in investing activities	(315,532)	(488,214)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of loans	(15,462)	(14,476)
Net cash used in financing activities	(15,462)	(14,476)
Net increase in cash held	688,792	319,275
Cash and cash equivalents ay beginning of financial	2,545,296	2,226,021
Cash and cash equivalents at end of financial year	3,234,088	2,545,296



TADWA

Technology for Ageing & Disability

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