

Annual Report 2019



Tadwa

helping you
do what's
important
to YOU

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



In 2018-19, TADWA experienced an exponential growth in demand.

Compared with 2017-18, HACC (Home and Community Care) and CHSP (Commonwealth Home Support Programme) referrals received by TADWA grew by 280%.

This has taken TADWA into uncharted territory: While our organisation received some much needed additional funding through the Federal Government's increased investment in home modifications

in early 2019, it did not come close to matching the growth in demand. TADWA's focus therefore was on the pursuit of operational efficiency and re-engineering of our day-to-day activities, which continued to identify opportunities to streamline work processes and find new ways of collaboration.

However, our drive to grow TADWA's fee-for-service business in the face of the changes in our funding environment continues. 2018-19 saw us complete the first major business acquisition in the history of TADWA, with TADWA purchasing the vehicle mobility unit from TL Engineering. This expansion means that our Recreation & Mobility division now can modify everything from cars to buses with the latest electronic and mechanical accessories and enhancements. We now offer vehicle wheelchair hoists, lifts and platforms as well as full wheelchair bus conversions, scooter lifts, assisted driver controls and passenger restraints, with all modifications completed on site in Bassendean to the highest safety standards. This acquisition ensures TADWA can offer the full fee-for-service range to our clients - from home modifications, technology and computer services and custom solutions through to recreation and vehicle mobility. This means TADWA is one step closer to being a true "one-stop shop" enabling our clients do what is important to them.

Rather than looking at the number of jobs completed or revenue growth, the difference that everyone at TADWA makes is much more tangible in the stories of the individuals we help. There is Jennifer, for example, who hired one of TADWA's Careports while her bathroom was renovated to be wheelchair-friendly; Geoff, whose custom-made wood cart allows him to get firewood into his home safely; or 10 year-old Oscar, for whom a customised in-built ground level trampoline meant he can play safely in his backyard. There are countless such stories of how TADWA helps our clients, and makes a real and tangible difference to their lives.

I would like to thank my fellow Board members for the time and effort they dedicated to TADWA over the past year, including our Vice Chair Katie Valentine and Mary Slater, Melissa Gardiner and Tim McLennon in their roles of sub-committee Chairs. I would like to welcome new Board members Laetitia Moison and Kashinee Veeren, who joined the Board during this Financial Year and have already made important contributions to the organisation.

TADWA would not exist without its passionate and committed staff and volunteers, and I would like to thank CEO Steve Pretzel, his senior management team and all TADWA staff members and volunteers for their invaluable contribution. I look forward to continue to working with the entire TADWA team on making TADWA an organisation that is synonymous with respect, trust, innovation, positivity, competitiveness and sustainability.

A handwritten signature in cursive script that reads "Nancy Hackett".

Nancy Hackett
Chairperson



Tadwa
Technology for Ageing & Disability

 **Tadwa**
Technology for Ageing & Disability

Providers in A
Providers in Aged Care, Disability and Mental Health

Chief Executive Officer's Report



To say that the past year was a challenge would be an understatement. When demand increases by 280% but revenue increases by only 23% you know you're in for a bumpy ride ahead.

TADWA is not alone in facing the funding challenges associated with providing aged care services. And we're not alone in contending with the delays in approvals for funding under NDIS. We're a little unusual in facing both challenges simultaneously.

Inevitably, these pressures meant that we were not always able to meet our own aspirations for responsiveness, and this created frustrations for our clients and our staff.

It is a testament to the calibre of people on the TADWA team in Bassendean and Bunbury that we were able to knuckle down and deal with the challenge. I am immensely proud of the entire TADWA team for their dedication.

While we were contending with the massive increase in workload, we also managed to make significant progress in our business transformation program.

An entire overhaul of our guiding policies, the introduction of process mapping, the creation of three business units within our Home Modifications division (Bathrooms, Fabrication and Installations), the appointment of a Home Modifications Manager and the expansion of our Therapy Services division and Project Coordination team all contributed to improving our efficiency.

It was very pleasing to have the team's transformation efforts recognised when we were awarded the 2018 WA State 'Organisational Excellence Award' by industry Peak Body, LASA. Of course the recognition we value most is the knowledge that we are helping more people than ever before. To live better quality lives with greater independence. To be able to do the things that are important to them.

We have another big year ahead. The confirmation that CHSP will be funded until at least 2022 gives us a measure of financial security while we complete our transformation. Our expansion into Vehicle Mobility, our product development projects in Mechatronics and our increasingly efficient and professional Home Modifications service will all help to position us for future growth.

I would particularly like to thank our Chairperson, Nancy Hackett, and our Board for their passion, support and understanding.

Our transformation journey is ongoing, and the environment remains challenging. But we are making good progress and there are exciting opportunities ahead!

Steve Pretzel
Chief Executive Officer

Our Board



Nancy Hackett - Chairperson



John Sutherland



Kashinee Veeran



Bob Davis



Katie Valentine - Deputy Chair



Melissa Gardiner



Laetitia Moison



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.

The transition to CHSP resulted in a doubling of assessments completed in the financial year, across both Home Modifications and Goods, Equipment and Assistive Technologies.

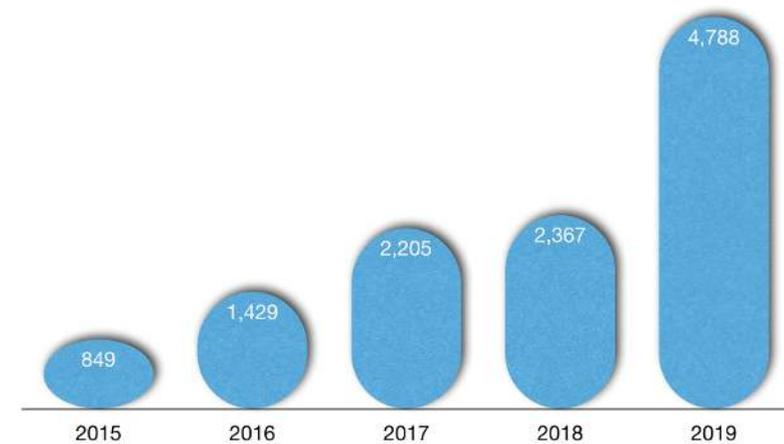
Our OTs are also now in increasing demand for Functional Capacity Evaluation or Assessments for those seeking NDIS funding.



2018/19 Highlights

- 1,592 items of equipment and assistive technology assessed and prescribed
- 6,340 hours of assessment and specifications for home modifications undertaken.
- Continued our program of supporting and hosting Occupational Therapy student placements
- Dedicated resources to support Peel and Wheatbelt services and to interface with primary health Occupational Therapists.
- Improved processes with dedicated OT Bookings coordinators
- Continued expertise and qualifications in Access and Home modifications training

OT Assessments Completed





Recreation and Mobility



The 2019 financial year has been another big year for Recreational and Mobility, with greater involvement in the TAD Australia Freedom Wheels program as well as many local projects involving bikes, trikes and recreational equipment.

Soccer robots, joystick controlled Nerf guns and an orienteering App for wheelchair users were among the innovative projects completed, while a new design of side-by-side bicycle solved the transport problem by means of a quick-disconnect system.

In June 2019 TADWA acquired the vehicle mobility division of TL Engineering. This now enables us to provide a full range of mobility options, including the hoists, racks and trailers to transport other mobility aids.

The TADWA Vehicle Mobility unit has hit the ground running, with bus and van conversions, vehicle hand control adaptations, servicing and maintenance of hoists and anchor points / restraints being the most popular services.



Andrew Liddawi broke his back in a mountain bike accident in 2009.

Getting back on a bike was important to him, so Andrew approached TADWA to build a customised bike with electric assist and a supportive seat capsule.

This is Andrew in the TADWA car park on his first ride in ten years.

The smile on his face said it all!



Custom Solutions



What do you do if the thing you need doesn't exist? Talk to TADWA!

Custom solutions are at the heart of TADWA, and our commitment to going the extra mile to research, design and develop custom solutions beats as strongly now as it did at the beginning, 35 years ago.

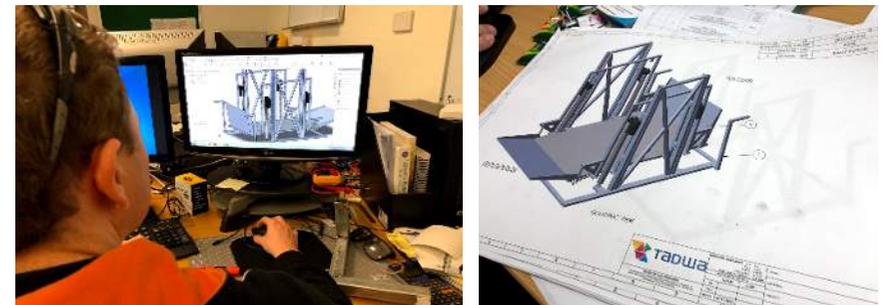
After a year of big projects last year, this year saw a larger number of smaller customisation projects, together with two major R&D Projects that build on everything we have learned from previous projects and are on track to deliver a product range which will be of great assistance to a significant sized market.

No matter the size of the project, we are constantly building on the technologies developed for previous projects, expanding our ability to solve new problems efficiently.

Automation at home is a rapidly emerging field, and one that represents and exciting opportunity for TADWA. We are working to combine our expertise with linear actuators and fabrication with the constantly improving range of voice control mechanisms to develop adaptive equipment that will be as applicable to new builds as it is to modified homes.

We are also partnering with leading organisations in the home automation space to be able to offer both the base level of automation and sophisticated home monitoring systems that can predict incidents from changes in occupant behaviour.

Technology is a powerful enabler, and with the growing recognition of individual needs from schemes like the NDIS there will be a growing need for solutions that address very specific challenges. As always, TADWA stands ready and able to accept those challenges!



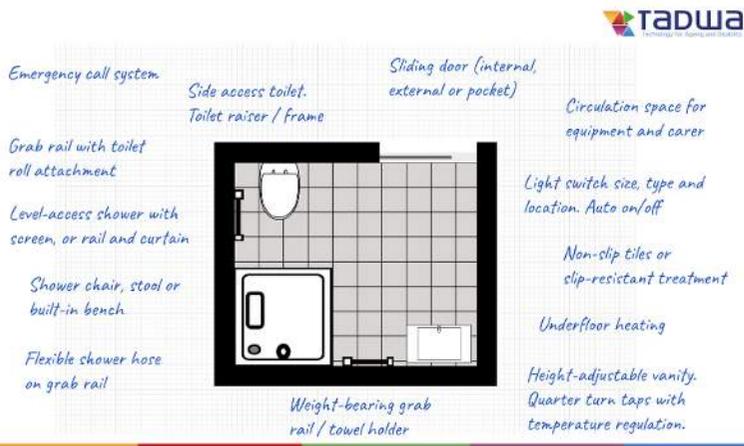
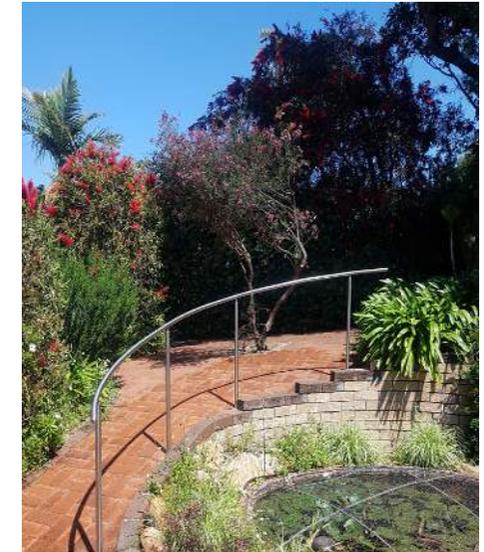
Home Modifications



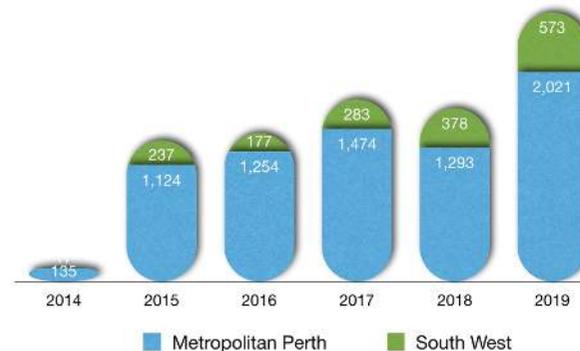
This year was by far the busiest ever experienced for our Home Modifications crew. A total of 3,130 were projects completed, of which 87% were funded by the Commonwealth Home Support Program.

Home Modifications allow people to remain living safely and independently in their homes for longer. They can be as simple as a grab rail positioned to provide stability, to a set of steps or a ramp with handrails to enable safer access to the garden, to the complete renovation of a bathroom, creating a safe and convenient level-access space.

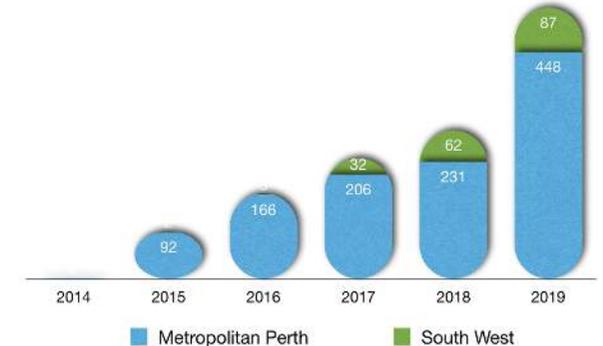
Our Home Modifications Division was restructured in 2019 and now consists of three teams - bathrooms, fabrication and installation - each with an experienced and energetic Team Leader, and all under the guidance of a highly experienced Home Modifications Manager.



Home Modifications - Projects Completed



Bathrooms - Projects Completed



Proof that an accessible bathroom can also be beautiful.
TADWA completed this stunning project at a second floor apartment in South Perth.



Technology and Computer Services



Our Technology and Computer Support (TACS) business unit recorded a very strong 36.4% increase in Gross Profit in the 2019 financial year, and finished the year in profit for the first time since its inception in January 2017.

The continuing expansion triggered a move out of the dilapidated factory unit we leased in Morley and into a much larger and modern office / warehouse building just around the corner from TADWA HQ.

In addition to the growing computer refurbishment program and helpdesk / maintenance service, TACS now also operates our 3G and 4G Fall Alert pendant business. These devices are becoming increasingly popular as a safety device for older people living independently. They can auto-call a sequence of emergency contacts in the event of a fall, and provide the wearer's location to trusted family contacts via a GPS sensor in case the wearer gets lost.

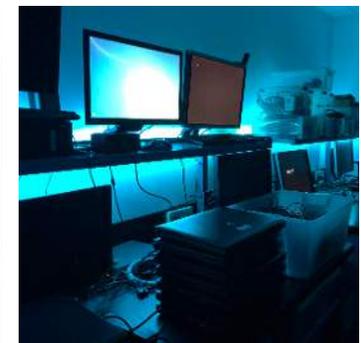
The TACS team is also responsible for the coordination of the Konnekt video phone system which provides family members with an easy way of maintaining video communication.

With the continuing push from retailers and the government to favour online interactions, the support that our TACS team provides to older people and people with disabilities will become increasingly valuable.



2019 Highlights

- Grew from 271 to 317 support clients.
- 1,357 support calls to our clients
- 238 repair jobs.
- Established 3G / 4G fall alert pendants line
- Relocated to expanded workshop / warehouse in Bassendean.





Guardian
MediFone

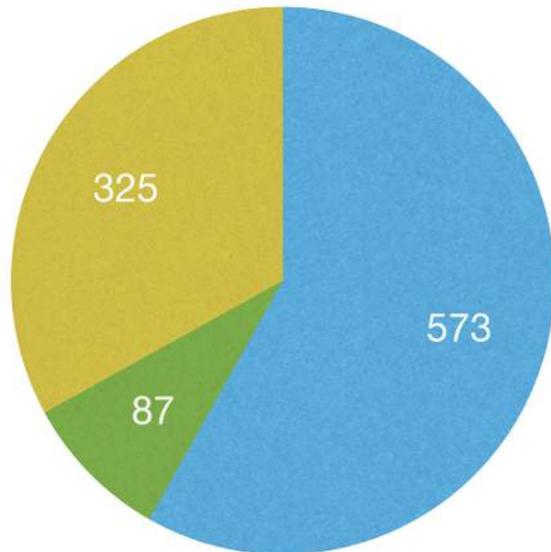
South West Operations

The increased demand in the metropolitan Perth area has also been felt in Bunbury. With a catchment area extending from Waroona to Manjimup, servicing a large and diverse client base has additional challenges.

For a small operation in terms of staff size, Bunbury certainly punched above its weight in FY2019.

The year's tally included 573 home modification jobs, 87 bathroom renovations and 409 items of goods and equipment specified and delivered to 325 clients.

Bunbury Projects



● Home Modifications ● Bathrooms ● Goods & Equipment



Innovation in the South West. This unique side loading system for firewood meant Geoff no longer had to struggle with a wheelbarrow up a ramp.



Maddison's new side-by-side bike has made a massive difference to her confidence.

Business Development

The Business Development Team provides a range of services including strategic support, marketing, expo/event organisation, partnership and relationship development.

Highlights of the year included:

- TADWA policy in preparation for our Disability Services comprehensive evaluation against the disability standards. The final evaluation report was a great result, with TADWA having no required actions.
- Participation in several expos including the LASA (Leading Age Services Australia) Care and Ageing Expo, Have a Go Day (Seniors Week) and Seniors Week Event with the Town of Bassendean.
- Recognition of TADWA in the inaugural LASA Excellence in Age Services Awards with TADWA being named the WA Organisation Award winner.
- Speaking opportunities at the state and national level along with presentations to aged care providers and their staff regarding the benefits of Assistive Technology and Home Modification.
- Participation in the NDS (National Disability Services) NDIS Provider Support Network, the LASA Home Care Advisory Group and TAD National Marketing group
- Continued strong position with TADWA social media presence and production of high quality video content
- The use of 'TADWA Tours' as a way of promoting TADWA and engaging with stakeholders including older people in the community

Along with relationship development with industry stakeholders, the Business Development team has also engaged with our own customers with lived experience of disability in the form of the TADWA Co-design Team to explore and refine the customer journey. This work is being recognised in both the aged care and disability sectors and we are looking forward to progressively implementing the Team's recommendations.



People and Culture

The 2019 Financial Year has seen significant change across the organisation. The Home Modifications (Perth) Division has been restructured to improve processes and enhance career advancement opportunities.

The unprecedented growth in referrals to TADWA as well as the addition of the Vehicle Mobility Business unit has presented some real challenges in people management. As a result, significant effort has been focused in increasing staff numbers in the Occupational Therapy and Project Coordination Business Units each adding 5 permanent employees over the financial year. Overall, the organisation has recruited an additional 16 employees taking our current head count to 88 employees, a full time equivalent of 78.74 in July 2019.

In 2019/20 TADWA will be adding more staff to improve project delivery timelines. Central to the People & Culture program will be the delivery of substantially higher levels of skills development and training. A focus on performance management and embedding of Key Performance Indicators will also strengthen the organisation's ability to meet strategic objectives.

2018 / 19 Financial Year in Review

- Total Headcount: 114
- 34 positions recruited and placed
- 41% of the workforce is female
- 58% of the workforce is male
- 22.8% of the workforce are volunteers
- 60.5% of the workforce are Full time employees
- Voluntary Employee Turnover is 13.82%



Finance and IT

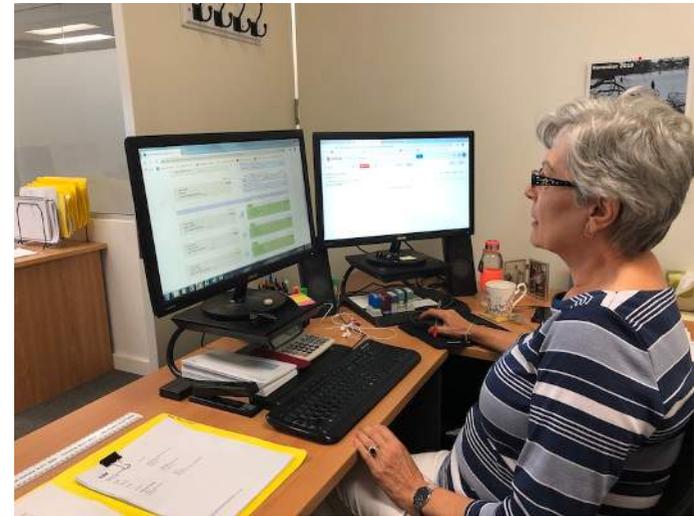
The Finance function at TADWA has coped exceptionally well with the increased transaction volumes in 2019, thanks to the hard work and organisation of Financial Controller, Hana Stewart and her small team.

Continuing refinement of our accounting processes, especially in Accounts Receivable have contributed to this with only minimal increase in headcount.

The migration to cloud-based software for virtually every business function has enabled us to offer more flexibility to staff, and now a significant amount of work is completed from home offices.

Our suite of software tools was expanded in 2019, with the addition of Bonusly - a peer recognition system, Salesforce for contact and opportunity management, SimpleIn/Out for time and attendance and Wyzed and Loom for in-house training development.

The major Business Improvement project was to begin the structured documentation of all business processes. This has been facilitated by the adoption of the Nintex Promapp system to create an environment where processes can be proposed, mapped, documented and refined. This multi-year project is still at an early stage - in part due to the challenge of prioritising business improvement projects when there is an overwhelming volume of customer projects to complete - but will progressively provide the clarity in operational process that is critical to our ability to scale.



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

	2019 \$	2018 \$
Revenue	8,023,930	6,886,770
Employee benefits expense	(17,758)	(34,817)
Cost of sales	(1,147,597)	(761,765)
Other costs	(963,349)	(887,674)
Payroll expenses	(5,393,109)	(4,475,697)
Depreciation and amortisation	(408,274)	(437,590)
Rental expense	(31,415)	(22,599)
Interest expense	(15,157)	(16,221)
CURRENT YEAR SURPLUS	47,271	250,407

Balance Sheet

	2019 \$	2018 \$
ASSETS		
Current Assets	5,074,493	3,565,545
Non-Current Assets	4,688,935	4,793,505
TOTAL ASSETS	9,763,428	8,359,050
LIABILITIES		
Current Liabilities	2,529,827	1,075,599
Non-Current Liabilities	309,610	406,731
TOTAL LIABILITIES	2,839,437	1,482,328
NET ASSETS	6,923,991	6,876,720
Retained Surplus	6,923,991	6,876,720
TOTAL EQUITY	6,923,991	6,876,720

Statement of Cash Flows

	2019 \$	2018 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Contributions received		180
Grants received	5,750,873	5,109,178
Receipts from sale of goods	3,267,177	1,935,513
Donations received	2,105	2,755
Payments to suppliers and employees	(7,446,579)	(6,078,132)
Interest paid	(15,157)	(16,221)
Interest received	72,288	56,928
Net cash generated from operating activities	1,630,707	1,010,201

	2019 \$	2018 \$
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property, plant and equipment	(224,381)	(383,186)
Proceeds from sale of property, plant and equipment	9,889	77,239
Goodwill on business acquisition	(91,556)	-
Rental security deposits	(18,335)	
Net cash used in investing activities	(324,383)	(305,947)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of loans	(16,517)	(15,462)
Net cash used in financing activities	(16,517)	(15,462)
Net increase in cash held	1,289,807	688,792
Cash and cash equivalents ay beginning of financial	3,234,088	2,545,296
Cash and cash equivalents at end of financial year	4,523,897	3,234,088



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