

Royal Rehabilitation Centre Sydney

Annual Report 2008/09

Maximising Abilities and Lifeskills



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Royal Rehab - An Introduction

The Royal Rehabilitation Centre Sydney is a nationally recognised organisation that provides specialist rehabilitation and disability services and engages in extensive education and research programs.

Royal Rehab is a not-for-profit charitable organisation with an independent Board of Directors.

Royal Rehab operates as an affiliated health organisation under the NSW Health Services Act 1997, and as an accredited service with the Department of Human Services NSW Ageing, Disability and Home Care (ADHC).

As a teaching hospital, Royal Rehab has strong partnerships with the University of Sydney's academic units, the Rehabilitation Studies Unit, the Centre for Community Based Health Care, the Centre for Developmental Disability and our own Rehabilitation Nursing Professional Development Unit and Royal Rehabilitation College.

Royal Rehab continues to grow both on-site and off, with a range of community based accommodation and important state-wide in-patient and community services for people with brain and spinal injury, and those requiring general rehabilitation.

Our Vision

Royal Rehab's vision is for people who have been seriously injured or who have experienced a chronic and disabling illness to regain and maintain their health and wellbeing within the circle of their family, friends and community.

Providing Care since 1899

Our beginning was due to the energy and compassion of a remarkable woman of the late nineteenth century, Miss Susan Schardt. Miss Schardt recognised the needs of patients being discharged from hospital and labelled as "incurable", often without family, money, or hope of getting a job.

From small beginnings in 1899, the work of Miss Schardt became increasingly recognised and valued, culminating in a wave of public support that saw Sir Henry Moses M.L.C sell his Ryde property Weemala to become, in 1906 the "NSW Home for the Incurables". From these humble beginnings we now have an ever expanding range of rehabilitation and disability services and facilities.

In 1924 Moorong opened for cancer patients. Today it houses our Spinal Injury Unit. Coorabel opened in 1967 to provide rehabilitation services, and a remodelled Weemala building was completed in 1979. The Brain Injury Unit opened in 1992.

The Centre's name has also changed over time, to Royal Ryde Homes in 1954, Royal Ryde Rehabilitation Hospital in 1978 and finally the ROYAL REHABILITATION CENTRE SYDNEY in 1990.

Chairman's Report



The year under review has been a most challenging and rewarding one in many respects for the Board and staff of Royal Rehab.

A most significant step forward towards realisation of the Board's vision for a state of the art rehabilitation centre on our site at Ryde was achieved in November 2008, with the granting of approval from NSW Planning to the overall concept development plan for the hospital and medical centre, community facilities and residential development. Unfortunately, the onset of the global financial crisis led to the withdrawal of a contracted purchaser which has temporarily delayed the commencement of work on the site. The Royal Rehabilitation Centre Sydney nonetheless remains committed to realising the value in its land to build the new facilities and open up the new services that our clients with significant acquired disabilities deserve.

Many of you will be aware also of the recent sale of the Graythwaite Nursing Home in North Sydney, and the impact that this may have on Royal Rehab, and upon our development here. At this stage, it is proposed to transfer 30 of our aged and general rehabilitation beds to a proposed new wing at Ryde Hospital, to be built using the proceeds of the Graythwaite sale. We are currently in discussions with NSW Health and with the Northern Sydney Central Coast Area Health Service over these proposals, but the final outcome of these discussions is at this point undetermined.

Notwithstanding these developments, we have been achieving steady growth in our home and community-based supported accommodation areas, and our commitment to our long-term Weemala residents to build them a new home here remains. We have also recently been advised of an increase in the number of Government funded spinal rehabilitation beds, which together with our Brain Injury Service, comprise our state-wide specialty rehabilitation services - these are not directly affected by the Graythwaite determination but of course all of these issues need to be taken into consideration by the Board in moving forward with our own strategic plans.

I am also very pleased to report that the Centre achieved a much more favourable financial result in 2008/09 than in recent years. Moderate operating surpluses are so necessary

to ensure our sustainability and our service standards in a very tough economic environment. Funding from NSW Health in particular is under constant pressure and it is critical that we manage our costs and extract whatever efficiency we are able from the new building design.

This excellent financial result, together with the maintenance of our first-class clinical standards as evidenced by our recent re-accreditation, is a testimony to the professionalism, focus and commitment of our management and staff, particularly in these uncertain and challenging times. Our commitment to supporting research and evidence based practice remains strong, and the ongoing support of our University and research affiliates has also played a most important role in achieving our service excellence, and is crucial to the retention of our expert workforce and our ongoing leadership in rehabilitation and disability services.

I would also like to acknowledge the tremendous time and commitment volunteered by my fellow Directors over the last twelve months, each very much committed to the welfare of our clients and to maintaining the ideals espoused by our founder Susan Schardt, to assist those members of our community in need.

The contributions made by Mr Ian Hunt and Mr Ian Baggie are gratefully acknowledged. Mr Ian Hunt retired from the Board in 2008 after 28 years of dedicated service. Sadly, Mr Ian Baggie a former senior partner with Ernst & Young and Royal Rehab Director since 2006, passed away in September 2009.

Of course, the most significant outcome of all of this expertise and commitment, from the Board through to our support staff and our many suppliers, corporate and individual supporters is the care and well-being of our clients. No matter what challenges are placed before us – financial, political or strategic we are all resolved to meet the needs of the people of New South Wales and our local community for quality, accessible rehabilitation services and we look forward to delivering on this promise in the years ahead as has been the case since 1899.

Clive Austin
Chairman



Chief Executive Officer's Report

2008/09 has been, by any account, a most remarkable year! At the time of writing this report last year, I was convinced that Royal Rehab was well on its way to fulfilling its long-held vision to build a state of the art, modern Rehabilitation Centre to replace its ageing hospital here at Ryde, and to make much-needed investment in the expansion of its home and community based services. The global financial crisis and NSW Health funding shortfalls, has forced us however, to temper our short-term ambitions for our new Centre, and reassess our future role as a public health service provider.

After many years of endeavour and following extensive and rigorous community debate and examination, in November of last year NSW Planning approved the rezoning of a portion of our land for residential development, and approved the overall Concept Plan for the redevelopment of our entire site, including new accommodation for the Weemala residents, a new Inpatient Rehabilitation Centre, Outpatient Clinics and community health facilities, research and teaching faculties, and community parkland alongside the residential housing approvals. This was and remains a most significant step forward in our future planning – the sale of our surplus land is a key prerequisite towards achievement of our rehabilitation and disability service aspirations.

However, the GFC saw the unexpected collapse of one contract for the purchase of the land, and saw a significant tightening of the market place for such a substantial project. This situation still prevails to a great extent, and the land has not been actively marketed – it is essential that Royal Rehab achieves a fair price for the land to allow it to achieve its desired objectives for a new first class facility, and growth of its home based rehabilitation service. It is also most important that Royal Rehab preserve some capital for future needs, to help maintain its independence and self-determination in an uncertain political and economic environment.

Whilst it remains our firm objective to build new, modern facilities for our clients and future clients, and for members of the local community on our land at Ryde, proposals under consideration by NSW Health and the North Shore Ryde Health Service to transfer funding for our aged and general rehabilitation beds to Ryde Hospital, as part of the proposed Graythwaite development made possible by the recent sale of the Graythwaite Nursing Home, obviously demands a careful reconsideration of our original plans for a major public in-patient Centre. At this stage, all I can really say is that the situation remains “fluid”.

What is certain however, is that the staff of Royal Rehab have continued to carry out their work – that of restoring physical and psychological well-being and improvement to the many clients who have experienced significant impairment and disability through accident or ill health - with passion, professionalism and dedication befitting the proud and long-standing reputation of Royal Rehab for public service. I am most proud of our achievements, financially and clinically, across all of our service and support areas over the past twelve months and continuing.

I trust that this report helps provide a balanced perspective on our community role and on the outstanding rehabilitation achievements of the Royal Rehabilitation Centre Sydney – achievements that the Board, Management and staff of Royal Rehab are committed to continuing and advancing, for the benefit of all.

Stephen Lowndes
Chief Executive Officer



Practice, Practice, Practice

The introduction of this program and the addition of weekend therapy sessions has provided increased therapy opportunities for our general rehabilitation clients.

Rehabilitation: Partnership



Kitchen Award

Our food services staff are proud of the "A" grading received for the Catering Department, following the audit done by the NSW Food Authority in April 09.



Pride of Workmanship

Hollie Folpp, was awarded the Rotary Pride of Workmanship Award 2009. In her acceptance speech Hollie said:

"I am extremely lucky to work with such a supportive and experienced team at Royal Rehab's Spinal Injury Unit. I am honoured to accept this Pride of Workmanship Award in recognition of the work of the entire team.

The work is rewarding and challenging. The team is multi-disciplinary and includes medical, nursing, social work, psychology and occupational, recreational and physiotherapy staff. The team approach is client and goal focused."

The Year in Review

A major milestone in 2008/09 was the achievement of a new four year Accreditation through the Australian Council of Healthcare Standards. Of particular note is the high standing of excellence that our commitment to research and evidence based practice achieved. We also achieved a very high rating from the NSW Food Authority in its inaugural inspection and accreditation round of hospital facilities. Such accreditation results are a most significant reflection of the tremendous professionalism and commitment of our wonderful staff at Royal Rehab across all areas of our operation.

Particularly pleasing has been the steady growth in our community client base, with new clients coming into our supported accommodation programs for slow stream rehabilitation from both the Ageing Disability and Home Care, Department of Human Services NSW (ADHC) and the Lifetime Care and Support Scheme (LCSS). We have been working with the Brain Injury Rehabilitation Trust (BIRT) of the UK to develop new models of care for people with severe brain injury, and look forward to implementing some exciting new joint projects in the years ahead.

November 2008 saw the launch of the Royal Rehab Foundation, to help raise much needed funds for research into rehabilitation for people with an acquired disability, and to assist with the purchase of major capital items for which funding is not otherwise available. Already several new electric beds, and a new touch screen information kiosk for people in our Brain Injury Unit have been purchased through donations to our Foundation. The inaugural Dr. Roger Vanderfield Scientific Research Awards has also been initiated through the funding support of the Foundation.

During the year a number of changes were made both within our Rehabilitation Service and our Disability Service areas to move towards a more integrated, multi-disciplinary team approach to better identify and respond to client needs.

A Consumer Feedback Project was commenced in 2008. Preliminary findings show that overall there is a high level of satisfaction with the quality of care provided.

It was identified that clients valued inclusion of families in their rehabilitation, and that social and psychosocial aspects were of increasing importance. There is a strong desire for after hours and weekend therapies.

Royal Rehab has responded to some of the findings with the commencement of a working party charged with increasing

the frequency of therapy and opportunities for client practice, and a commitment to increasing consumer participation in Centre decisions working with a Community Advocacy Group.

Royal Rehab would like to thank the consumers, families and carers who participated in the Consumer Feedback Project. Their contribution will assist Royal Rehab in delivering services and care that best responds to their needs and choices.

The Royal Rehabilitation College continues to extend its number of enrolments and is providing a most important workforce capacity building role through its Assistant in Allied Health certificate courses. The College was recently nominated for a prestigious national Australian Skills Council award for its work in promoting educational excellence.

Royal Rehab finished the 2008/09 year with a strong financial result, particularly when compared to the longer term situation where support of the public health system from our own reserves has resulted in significant operating losses over many years. However, the change to case-mix funding from 2009/10 without any transition period will again place enormous financial pressure on Royal Rehab, with a reduction of almost 20% in recurrent funding from NSW Health.

The approval by NSW Planning of Royal Rehab's rezoning application and Concept Development Plan in late 2008 is a huge step forward in realising Royal Rehab's dream of a state of the art Rehabilitation Centre at Ryde. Unfortunately the Global Financial Crisis has temporarily delayed the sale and development of our land, and events occurring through NSW Health in respect to Ryde Hospital and the Graythwaite Centre will have a significant impact upon our future plans.

The Weemala residents have been particularly affected by these factors, which impact directly upon the construction timetable for their new home, however the family and friends of our Weemala residents have been most understanding and supportive.

None the less, 2008/09 was a successful year, and we are looking forward to progressing our development plans and developing new service programs once the sale of our land can be achieved in 2009/10.

Maximising Abilities and Lifeskills

The Rehabilitation Directorate

The Rehabilitation Directorate provides a range of inpatient, outpatient, and community based and outreach services for clients who have recently had an injury or illness and require rehabilitation. Our rehabilitation services offer individually tailored, multidisciplinary programs designed to maximise function; and assist our clients in adjusting to their disability and attaining as much independence as possible. 2008/09 was a year of consolidation with strategies put in place to increase bed days, non admitted patient occasions of service and revenue. Rehabilitation bed days increased on prior year as did the revenue from privately insured and compensable clients.

Spinal Injuries Unit and Spinal Outreach Service

The state wide Spinal Injuries Service provides inpatient rehabilitation; and post discharge, community based clinical support through our Spinal Outreach Service (SOS) for clients who have suffered traumatic or non traumatic spinal cord injury (SCI). In 2009/2010 the service will be increasing from 18 beds to 20 beds.

The outreach service focuses on effective education for both clients and clinicians, living and working in metropolitan Sydney and rural areas of NSW, helping SCI clients maintain their health and participate in their local community.

Key achievements in 2008-09 include:

- The addition of four Area wide Rural Coordinators to the SOS Rural Program to facilitate service delivery locally and at the metro level in Lismore, Albury, Tamworth and Dubbo.
- Participation in the 'Building Resilience' research project with the Lifetime Care and Support Scheme and other SCI service providers
- Implementation of education, information and discussion groups around the impact of SCI on sexuality for women

Brain Injury Unit (BIU) and Brain Injury Community Rehabilitation Team (BICRT)

The state wide Brain Injury Service provides inpatient rehabilitation and community based transitional support for clients from across Northern NSW who have sustained a traumatic head injury. The rehabilitation programs address the individual needs depending on the type of injury and part of the brain affected. Prevalent causal factors are assaults, motor vehicle accidents, sporting accidents and falls. BICRT

provides case management services and assistance addressing health issues, relationships, learning, finance, work and leisure following discharge from inpatient rehabilitation.

Key achievements in 2008-09 include:

- Wall of Fame – an annual celebration acknowledging the outcomes for clients
- Conducted education days for the Brain Injury Nurses' Network and a Brain Injury Awareness seminar for key stakeholders including insurers and solicitors
- Research into the use of personal digital assistants as a memory aid completed

Adult (CARS) and Aged Care (Dixson) Rehabilitation

The CARS and Dixson programs provide rehabilitation for clients following stroke, burns, neurological disease, amputation, and orthopaedic injury. The CARS program is designed for clients of working age, whilst Dixson clients are over the age of 65 and are part of the Ryde Aged Care Service. A major focus for 2009/10 will be on developing our neurological and stroke rehabilitation programs to ensure best practice in the delivery of those programs.

Key achievements in 2008-09 include:

- Implementation of the 'Practice, Practice, Practice' room and weekend therapy program to increase the frequency of therapy for our general rehabilitation clients
- Carer Awareness Award presented to the Coorabel Unit in 2008
- Wii-habilitation: innovative use of Wii technology as a therapeutic tool

Out Patient Service

The Outpatient Department provides a range of goal directed individual and group therapy programs for clients who have experienced a decline in function. The aim is to enhance the quality of life enjoyed by all our clients.

The service provides clients with the option to remain living in their own home and visit the Centre as often as they require therapy. Through this service clients access medical care and skilled multiple allied health services in one team, comprehensive assessment and treatment facilities, and regular updates to their GP on progress.

Maximising Abilities and Lifeskills

Following the establishment of the new team and manager in 2007, 2008/09 has been a year of consolidation and planning for the future development of this service.

Key achievements in 2008-09 include:

- Increased utilisation of the clinics following reorganisation of the department, and a corresponding increase in revenue
- Commissioning of a new, specifically adapted bus for the transportation of clients

Home Based Rehabilitation Service

The Home Based Rehabilitation Service provides intensive short term rehabilitation for clients in their own home. The clients may have suffered a recent injury or illness or an exacerbation of a chronic musculoskeletal or neurological condition. This year, the Home Based Rehabilitation Service celebrated ten years of providing rehabilitation in the community. Over the ten years the multidisciplinary team has had a five fold increase in the number of hours of service delivered, and almost a six fold increase in the occasions of service delivered.

Our contract with NSCCAHS to provide the allied health therapy component of their transitional aged care program (TRANSPAC NS) has contributed to our expansion and we look forward to continuing this collaboration.

Key achievements in 2008-09 include:

- Increase in Transpac places that occurred in September 2008
- Falls prevention: adoption of the Quickscreen screening tool and 'Stepping On' program.

Driver Assessment and Rehabilitation Service

The Driver Assessment and Rehabilitation Service is designed for clients who have had their driving ability compromised by a medical condition, and provides access to our highly skilled staff, each with over 12 years experience in this very specialised area. Our occupational Therapists have all completed postgraduate studies in driver assessment and are registered with the Roads and Traffic Authority. We offer heavy vehicle and scooter assessments and an

advice and modifications service for clients wishing to learn to drive. Assessments are conducted in Ryde and Mona Vale and where restricted licenses apply, we travel to the client's home environment.

Key achievements in 2008-09 include:

- New adapted car donated by Hunter Holden commissioned
- increased number of clients

Mobility Equipment and Seating Service

The Mobility Equipment and Seating Service provides: hire, maintenance and seating service both internally to our inpatient clients and to external customers. Our maintenance service provides both routine services and emergency repairs for all types of mobility equipment and links clients back into our therapy services when new prescriptions are required. We are planning to expand our hire service to include a variety of highly specialised mobility and recreation items such as standing wheelchairs, beach wheelchairs, hand cycles and a modified golf cart.

Key achievements in 2008-09 include:

- Commencement of our external hire, repair and maintenance service



Wii-habilitation: Innovative use of Wii gaming technology to engage clients in rehabilitation therapy programs.

Maximising Abilities and Lifeskills

The Disability Services Directorate

The Disability Services Directorate provides supported accommodation and rehabilitation. We work with adults who have experienced acquired brain injury or spinal cord injury. We also work with clients with developmental disability. Most of our clients also have complex care, challenging behaviour, or mental health issues.

During 2008-09 our clients achieved some significant milestones. In turn, we continued to develop strategies and tools to keep up with the latest research in rehabilitation and to build this knowledge into our practice.

Our Clients

Transition Unit Clients

Disability Services Directorate operates the Transition Unit on behalf of the rehabilitation services. The Transition Unit supports clients who have completed their active rehabilitation phase and are waiting to move into their next accommodation. Our service continues to provide rehabilitation for many of these clients as well as assistance in moving into their new accommodation. Over the year, we supported 11 clients through the transition program.

Continuing Clients

We supported over 110 long-term clients in accommodation. These clients continue to receive support, rehabilitation, training, and, where needed, nursing and medical support.

New Clients

During the year we commenced support to an additional 5 clients. We anticipate that our services will be providing support and rehabilitation to these clients over the long term.

Service Achievements

Our review of the research on effective rehabilitation and service delivery has led us to increase our focus on improving the coordination of services in clients' home environments. The aim of this coordination is to increase the inter-relationship between therapies and the support that clients receive while they carry out activities in their homes and in the community.

Senior Client Support Officers

Senior Client Support Officers are a new role in our services. They coordinate support and rehabilitation in clients' homes and are part of the team delivering care. At the end of June 2009 we had appointed 10 coordinators.

Independent Living Coordinator

We appointed our Independent Living Coordinator in February this year. This Coordinator works with clients in our Transition Unit and with clients from the Lifetime Care and Support Authority. The role is to ensure services are coordinated to minimise delays in returning home or moving to other community living and to maximise outcomes while in our services.

Increasing Staff Skills

Applying up-to-date knowledge is essential for the clients of our services. During the year we commenced a major project to add additional skills for our staff who work directly with clients. Thirteen staff commenced additional training to be able to assist in conducting therapies, as Certificate IV - Allied Health Assistants, and when completed these staff will be better equipped to build therapy interventions into everyday client activities. 126 staff attended training sessions to learn new skills and increase skills and knowledge of treatments; 101 staff attended training in working constructively with clients' challenging behaviours; and 23 staff participated in training in areas related to service systems and development.



Our Hydrotherapy pool provides valuable therapy sessions for clients, as it can help to improve circulation, flexibility, strength, fitness and coordination.

Professional Leaders

2008/09 has seen further embedding of our Professional Leader model which was launched in 2007. The model utilises the Professional Leaders (PLs) for all Allied Health disciplines, Clinical Nurse Consultants (PLs Nursing), and Senior Nurse Educator in a multidisciplinary collaboration providing a professional platform that underpins the professional development of our clinicians and ultimately clinical care.

We have seen a significant involvement across the site in education and research with many staff engaging with the onsite units in both large and small projects. There is a monthly forum for discussion of professional issues across allied health, nursing, and medicine and this group interfaces with the operational managers to further ensure the progress of professional initiatives from an operational perspective and vice versa.

The Professional Leaders are engaged in their broader professional networks bringing the latest developments back to the Centre. Where networks do not exist, they have been charged to establish them to encourage benchmarking, shared learning, and marketing of our services.

Key professional achievements include:

- Multiple presentations at conferences: ARNA, ASSBI, ANZCOS, and Smartstrokes
- Presentations at workshops and seminars: Stroke Rehab; Sexuality; and Functional Management of the Brain Injured
- Rotary 'Pride of Workmanship Award' awarded to a physiotherapist
- Contribution to an undergraduate nursing text book: 'Chronic Illness and Disability'
- Chapter written for an international rehabilitation nursing textbook: 'Rehabilitation Nursing: Prevention, Intervention and Outcomes'

- Allied Health PLs invited to join the reviewer committees for the International Journal of Therapy and Rehabilitation; and PsycBite and SpeechBite evidence based practice websites
- Collaboration with the RTO in the development and delivery of high quality professional programs
- Undergraduate program for Occupational Therapy conducted by Royal Rehab for the University of Sydney



Kate O'Reilly, Julie Pryor and Melissa Bonser - authors of "Rehabilitation for the Individual and the Family" (Chapter 9) at the launch of the book *Chronic Illness & Disability - Principles for Nursing Practice*.



The Stroke Rehabilitation Course - a lecture and workshop presentation - attracted nurses and allied health staff from across NSW and interstate.

Friends, Supporters and Volunteers

Royal Rehab Volunteer Program

Royal Rehab conducts an extensive volunteer program designed to assist and support our residents and clients. We recognise the value of the contribution that volunteers make to our Centre. By utilising the time, skills and experience of our volunteers we are able to make a difference to the quality of life, and the services we provide for our clients and residents.

The Chaplaincy and Pastoral Care Service is a valuable resource for clients, family members and staff, particularly in times of uncertainty or crises. It is an integral part of the Centre's multi-disciplinary approach. The Pastoral Care Service cares for people without judgement or discrimination in an atmosphere of mutual trust and confidentiality.

A number of specialised volunteers work within Royal Rehab's Recreational Therapy program to provide support to staff and clients for activities, games and outings including trips to sporting events, shopping centres, movies, arts and cultural events.

Our volunteers value the positive contribution they can make to the lives of others. Each volunteer completes an orientation session to ensure an understanding of Royal Rehab's mission, standards, and policies.

Over one hundred volunteers are registered in the Volunteer Program including clergy, university students, engineers and office administrators.



Royal Rehab volunteers Patricia Teo and Robert McDowell receive their 2009 Volunteer Awards, presented by the Mayor of Ryde, Vic Tagg.

The Royal Rehabilitation Foundation

The Royal Rehabilitation Foundation supports the work of the Royal Rehabilitation Centre Sydney, as a not-for-profit organisation with charitable status that has been operating for over 100 years.

The Foundation has the primary aim to attract corporate and individual support for the Royal Rehabilitation Centre to engage in necessary research, and provide equipment and services that are not otherwise funded through government grant programs. Such as:

- Research into spinal injury and how people can regain skills and abilities;
- Dr. Roger Vanderfield Scientific Research Awards
- Research into best practice rehabilitation for people who are slow to recover from brain injury;
- Research into the services needed by people with long term chronic care needs;
- Research into how to relieve prolonged and sustained pain incurred through spinal injury or burns;
- Research into the provision of rehabilitation in rural and remote areas;
- The provision of speciality equipment and cars to provide driving instruction and assessments for people learning to drive again;
- The purchase of specialist therapy equipment for recreation and return to work programs;
- The purchase of mobile medical technology to enable therapists to work with people in their own homes.



CEO Stephen Lowndes welcomes Mrs Margaret Vanderfield to the announcement of the inaugural Dr. Roger Vanderfield Scientific Research Awards.

Friends, Supporters and Volunteers

Fundraising and Events

The Royal Rehabilitation Foundation was launched in November 2008. The gathering of individual and corporate supporters at the launch contributed over \$60,000 through pledges.

The Royal Rehabilitation Foundation will provide funding for research and services to the Royal Rehabilitation Centre.

The Foundation launch was compered by 2GB radio personality Chris Smith, and clients Bronwyn Harrison and Frank Spiteri related their experiences of the Royal Rehabilitation Centre.

Smith interviewed Frank Spiteri the next day on radio, and launched his own appeal on 2GB, to fund the provision of services at Royal Rehab.

All donations received to the Foundation, including net gains from fundraising events, are directed to the Foundation for distribution.

The Foundation is planning a membership drive with the aim of further bolstering income so as to improve the services provided at the Centre.

The Foundation Launch and subsequent radio 2GB support, a Christmas in July Dinner, and the annual Charity Challenge Golf Day exceeded fundraising expectations, as a result of the generous auction item donations received from our supporters.

Significant donations were received from: Narellan Rotary, with the support of Ingham Chickens and Bradcorp; Vincent Fairfax Family Foundation; The Primary Club; Clayton Utz; Suncorp; AMP; Ducati Owners Club of NSW; Stacks Goudkamp; Carroll & O'Dea; Slater & Gordon; Beilby Poulden & Costello; Brydens Law Office; Brookfield Multiplex Constructions Pty Ltd; Peloton Development Management; Brookfield Multiplex Constructions; O'Donnell Griffin Pty Ltd; Sisters of Charity

Foundation; Canterbury Bulldogs; National Rugby League; Grand Stamford Hotel – North Ryde; Alan Jones (Radio 2GB); Sporting Tragic – Gordon Rugby; Cecelia Kilkeary Foundation, and Peter FitzSimons (author and Fairfax journalist).

The Royal Rehabilitation Centre Sydney received widespread media recognition that further enhanced awareness to our services and the need for funds to maintain and expand those services.

Client stories appeared on the 7.30 Report (ABC TV); A Current Affair (Channel Nine); The Today Show (Channel Nine); Channel Ten News; Radio 2GB, and various print media outlets, including local coverage from the Northern District Times and The Weekly Times.

We are grateful to the many individuals and companies that provided support throughout the last financial year, with the promise of continued support for new and exciting fundraising events in 2009/10.



Goldman Sachs JBWere provided staff from their Community Team to develop a garden project for the Weemala residents. With support from Oasis Nursery, a mixture of flowers and vegetables, have transformed this area into a recreational therapy "activity garden" for the residents.

Leading the Way - Education and Research

The Royal Rehabilitation College

The Royal Rehabilitation College vision is - *to be recognised as an expert provider of high quality educational services and qualifications to health, rehabilitation and disability professionals within Australia and internationally.*

The Education staff of the College are qualified health practitioners who have many years of experience in the provision of healthcare. They combine this background with tertiary qualifications and experience in health education and training including the Certificate IV in Training and Assessment.

The College is delivering training programs nationally through eight active partnerships and a current enrolment of 140 students. Several contracts were successfully negotiated to provide training, assessment or skills recognition in Certificate IV Allied Health Assistance with partners such as, Westmead Hospital and the South Australia Health & Community Skills Board. Successful relationships have been established with the tertiary sector and the College provides training for both undergraduate and post graduate students. As a result, student numbers have increased by 75% in 08/09.

The College has produced fifteen new publications, including a concept for the College's first online quarterly publication. An extensive review of the College website has been undertaken with new content written.

The Royal Rehabilitation College has a commitment to delivering the best in health training possible, through its unique 'For Health by Health' program. This program has been nominated for the prestigious National Accolades for Excellence – the awards program for the nationally focussed Community Services and Health Industry Skills Council.

Professional development has been a key focus of the past year, and the College successfully completed a Reframing the Future project.

To maintain accreditation the Royal Rehab College must comply with the Australian Quality Training Framework (AQTF) Standards and Conditions of registration, and within NSW, the Vocational Education and Training Accreditation Board (VETAB) is the governing authority. The Royal Rehabilitation College conducted a self audit in November 2008. The findings from the self audit informed a range of continuous improvement activities, such as reviewing and updating policies, mapping business processes, and creating new administrative systems for recording feedback.



Skilling Australia for the Future - students of the Royal Rehabilitation College are part of this investment in a highly skilled workforce. Students from Catholic Healthcare were members of the graduating class of 48 students who attained the qualification Allied Health Assistant, Certificate Level IV.

Leading the Way - Education and Research

Rehabilitation Studies Unit

The Rehabilitation Studies Unit research and educational program continues to be focused on injury related disability and aims to involve clinicians and promote evidence based practice. Monthly educational sessions have been introduced involving eminent visiting speakers, followed by sessions facilitated by RSU academic staff aiming to develop research skills.

Most research projects relate to traumatic brain injury and spinal cord injury. However, there is an increasing health services research theme developing that is aiming to assist the Lifetime Care and Support Scheme, and the provision of services to older people with disabilities.

The Rehabilitation Studies Unit continues to grow and now has five full time core staff (academic and administrative), eleven full time research staff, three post doctoral fellows, thirty PhD students and fifteen other students. In 08/09 there were visits from three international visiting fellows, and a highlight was the promotion of Robyn Tate to Level E, Professor, in the Medical Faculty of the University of Sydney.

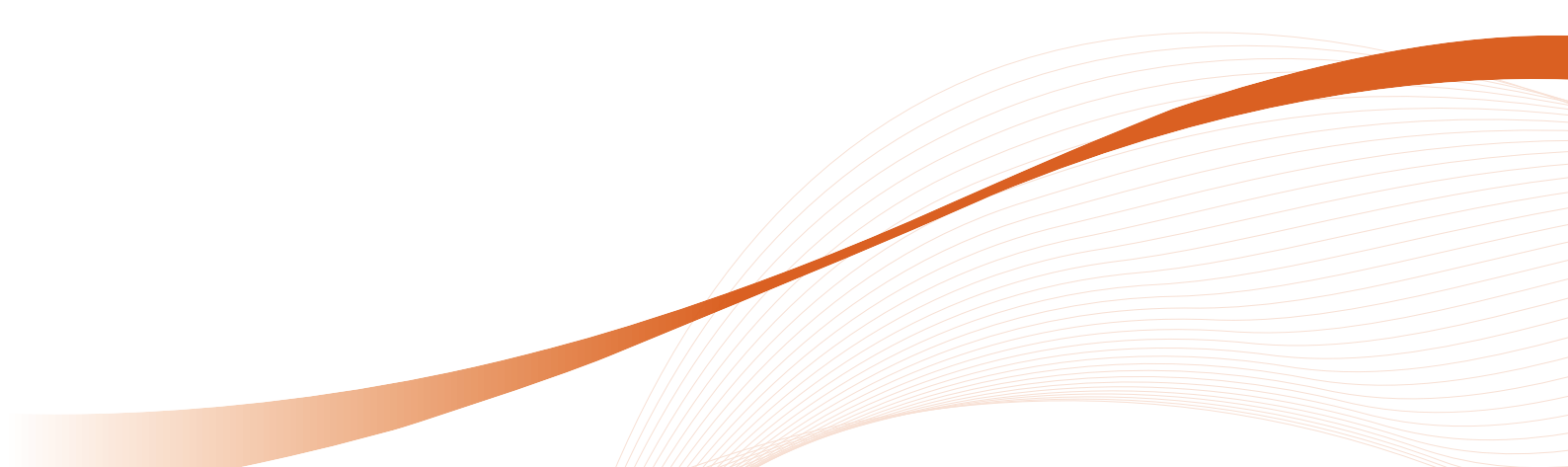
This year marked the end of the third five years of infrastructure support for the Rehabilitation Studies Unit by the NSW Motor Accidents Authority and preparation for the evolution of RSU into the John Walsh Institute.

Community Based Health Care Research Unit (CBHCRU)

During 2008/09 the CBHCRU, led by Professor Craig Veitch and jointly funded with the University of Sydney, has been working closely with Royal Rehab's Disability Services Directorate developing an evaluation plan and measures for a proposed new service at Royal Rehab in partnership with the Brain Injury Rehabilitation Trust (UK). Professor Veitch also heads a NHMRC - funded Program Grant in partnership with ADHC Western Region investigating allied health workforce and service issues to inform policy development. The staff complement of the CBHCRU has grown during the past year with a corresponding increase in research activity. Considerable effort has been invested in establishing networks, partnerships and building on research opportunities.

Dr Annie McCluskey joined the CBHCRU in April 2009 as Research Associate and brings a wealth of rehabilitation research experience to the Unit. Dr McCluskey's appointment is co-funded by the National Stroke Foundation.

Dr McCluskey recently completed a knowledge translation project involving community occupational therapists and physiotherapists who work with people following stroke. The project was conducted at 5 sites across Sydney, and involved translating findings from a randomised controlled trial. The project provided outdoor journey sessions to community dwelling people with stroke, to help these people get out of the house, and feel more confident and access the community more often.



Leading the Way - Education and Research

Centre for Disability Studies (CDS)

CDS creates and disseminates knowledge that can improve the lives of people with disabilities.

CDS designs and develops research, teaching and clinical practice to inform policy and practice which impacts on people who have disabilities.

Our Research

Major projects in 2008/09 included:

- State wide evaluation of the Ensuring Good Nutrition Policy in ADHC and ADHC funded accommodation and respite services. (ADHC funded)
- Implementing Active Support in Queensland. (Disability Services Qld)
- Construction of a Disability Services Support Needs Tool (Department of Human Services, Victoria).
- Early Intervention Programs for Young Children with Autism and their Families (ARC Linkage Grant with Aspect, Macquarie University, Sydney Children's Hospital and Westmead Children's Hospital).
- Quality of Life of Residents of Peat Island Centre (DADHC)
- Networks of Support Project for Families who have a Family Member with a Disability (ARC Discovery Project)
- Apex Behaviour Management Project for Families (NHMRC)
- Study into the epidemiology of falls and falls' risk factors in people who attend the NSW Developmental Disability Health Unit (Royal Rehab Research Grant)

Our Teaching

- The National Disability Coordination Officer Program (funded by the Department of Education, Employment and Work Place Relations – DEEWR).

We have officers in Regions 1 and 3 who assist students with a disability access further education and work.

- Graduate Programs in Developmental Disability.

CDS partners the Faculty of Health Sciences at the University of Sydney in web-based teaching units leading to a Graduate Certificate or a Masters in Health Science.

- Diploma in Disability Studies delivered in conjunction with Social Services Training Institute, Singapore and Royal Rehab College.

- Sydney School of Medicine Medical Program

We provide lectures, tutorials and curriculum materials on the health of people with a developmental disability.

Our Clinical Services

The NSW Developmental Disability Health Unit operates as a component of the Royal Rehab Outpatients' Department, providing medical and psychological assessments for adolescents and adults with developmental disability. Clinics include those for people with Down syndrome, Cornelia de Lange syndrome, Fragile X syndrome, rehabilitation clinics and ageing and dementia clinics. Psychology assessment and counselling clinics are provided.

Scholarly Outputs

19 papers in refereed journals, 15 refereed abstracts, one book chapter, 38 national and international conference presentations and six government reports.

International Activities

CDS has a high international profile, attracting regular visits by international scholars. In the last year, Centre staff have presented papers and training workshops in Taiwan, South Africa, Singapore, Korea, People's Republic of China, Ireland, USA, Thailand and Malaysia.



Professor Marie Bashir Governor of NSW, and Patron of the Royal Rehabilitation Centre, spoke with John Milton during a visit to the Centre.

Leading the Way - Education and Research

Rehabilitation Nursing Research and Development Unit (RNRDU)

The RNRDU is funded by Royal Rehab for the purpose of developing rehabilitation nursing practice.

In 2008-09 key functions were identified for the RNRDU including:

- Building the research base for rehabilitation nursing practice and building rehabilitation nursing research capacity at Royal Rehab
- Professional and practice development of nurses and nursing at Royal Rehab
- Professional networking

Key activities in 2008-09 included:

- The Rehabilitation Nursing Practice Development Program continued to involve nurses working in the three inpatient units in the development of their practice;
- Clinical nurses from Royal Rehab were involved in writing for publication, role modeling rehabilitation nursing in small rural hospitals, presenting at seminars and conferences, teaching and the development of a new rural inpatient model of service delivery and resource toolkit;
- The 12 month evaluation of the 'Teams Achieve More' initiative in the Disability Services Directorate was completed;
- A framework for community based rehabilitation in rural and remote NSW was developed in collaboration with the Centre for Inland Health at Charles Sturt University;
- Consultancy work was undertaken for the McKellar Centre in Geelong, Princess Alexandra Hospital in Brisbane; Villa Maria in Melbourne; and Cavit ABI in Auckland.

Publications and Conference Presentations

During the year six papers were published in refereed journals; four articles were accepted for future publication, and two book chapters were published. Eight presentations were given at conferences and seminars.

External Consultation

Over several years, Dr Julie Pryor has been working with Lourdes Hospital and Community Services, a speciality rehabilitation provider in Dubbo and two small rural health services in Coonabarabran and Wellington to develop service delivery in the smaller hospitals. Most recently, two Royal Rehab clinical nurses role modelled the rehabilitative approach used by nurses at Royal Rehab to nurses working in the inpatient settings at Coonabarabran and Wellington Health Services. Through interaction between the city-based rehabilitation nurses and the rural nurses a deeper understanding of each other's practice and practice contexts developed. This informed the design of an alternate model of inpatient service delivery, one that focuses on patients' acute and chronic health conditions and incorporates rehabilitation nursing knowledge and skills into everyday nursing practice in acute hospital settings.

Future Focus

The immediate plans for the RNRDU include a stronger focus on building the research capacity and skills of our unit based nurses strengthening our commitment to providing evidence based practice.

Leading the Way - Education and Research

Human Research Ethics Committee

Our Human Research Ethics Committee is responsible for ensuring the scientific or applied worth of research projects, and considering the ethical implications of all research projects that involve our clients or staff. Their assessments are based on the requirements outlined in the National Statement on Ethical Conduct in Human Research (2007).

The Committee includes external community members, who give their time voluntarily, and we thank these people for their contributions during 2008-09.

The current members of the Committee are:

Mr Fred Gooch – Chairperson (community member)

Mr Ian Miller – Lawyer (community member)

Mr Jim Evans – Layperson not associated with Royal Rehab (community member)

Ms Jordana Goodman – Layperson not associated with Royal Rehab (community member)

Reverend Greg Burke – Minister of Religion (community member)

Professor Ian Cameron – member with experience in research areas considered by the HREC.

Ms Sandra Lever – member with knowledge of/ current experience in professional care (until January 2009)

Ms Claire Esgate – member with knowledge of/ current experience in professional care (from November 2008)

Ms Kate Martin – member with knowledge of/ current experience in professional care (from April 2009)

Ms Deborah Frith – Executive Officer – ex officio

Ms Laraine Dixon – Research Governance Officer.

Research Project Approvals

During 2008/09 a total of six studies were given full approval, including:

A Cognitive Behavioural Pain Management Program for Chronic Multiple Sclerosis. Australian Unity Foundation (AUF)

Survey of Case Management Practices in Brain Injury Rehabilitation. Rehabilitation Studies Unit, University of Sydney

The Real Cost of 24 Hour Care in New South Wales. Lifetime Care and Support Authority

Ten Site Specific Assessments were approved in the period, including:

Contracture after Spinal Cord Injury – A Prospective Cohort Study. (Australian Postgraduate Award)

Emotion Perception disorders following traumatic brain injury: an experimental approach to remediation. (NH & MRC)

Electrical Stimulation and Strength Training to Improve Quadriceps Strength in People with Incomplete Spinal Cord Injuries. (NSW Spinal Cord Injury and Related Neurological Conditions Grants Program)

Building resilience: equipping families to support people with TBI/SCI. (Life Time Care Authority)

Corporate Governance

Corporate Services

Human Resources

In 2008-09, Royal Rehab had a committed team of over 670 people working on a full or part time basis. This equates to 440 full-time equivalent (FTE) staff.

Executive

Chief Executive Officer	Stephen Lowndes
Director, Finance & Information Management	Chris Champ
Director, Inpatient & Specialty Services/Director of Nursing	Elizabeth Drolz
Director, Medical Services/Director Clinical Support Services	Professor Ian Cameron
Director, Outpatient & Community Services/Allied Health Services	Delia Gray
Director, Disability Services	Dr Phillip Morath
Director, Corporate Services	Sue McIntosh
Director, Marketing and Business Development	Deborah Frith (resigned)

Professional Development

To demonstrate our commitment to the professional development of staff at the Royal Rehabilitation Centre Sydney we have launched a Leadership and Management program for all current and emerging leaders within the centre. The program provides the opportunity for our clinical and operational employees and managers to gain management skills and qualifications resulting in optimal operational decision making and succession planning within the centre.

OH&S

The Royal Rehabilitation Centre Sydney has an OHS Risk Management System in place that includes the identification, assessment and elimination of all foreseeable hazards in the work environment and ensures safe systems of work.

The Royal Rehabilitation Centre Sydney recognizes the important role consultation plays in promoting a safe work environment and is committed to establishing and maintaining OHS consultative arrangements that enable staff to contribute to the development of safe systems of work and be involved in decisions that affect their health, safety and welfare in their place of work.

The Royal Rehabilitation Centre Sydney is committed to providing a safe and healthy work environment for all of our staff, contractors, volunteers, clients and visitors. We are committed to proactive injury prevention and injury management aimed at the safe, sustainable and early return to work of any injured staff. 2008/09 saw a reduction in workers compensation claims by one third.

Employee Assistance Program (EAP)

The Royal Rehabilitation Centre Sydney continues to offer the services of an Employee Assistance Program (EAP) to all staff. The aim of the EAP is to assist staff resolve personal issues at an early stage and avoid situations which might otherwise ultimately affect their work performance or attendance. The EAP covers a wide variety of problems and concerns such as post incident debriefing, balancing family and work responsibilities, career and vocational issues, managing and coping with change, and dealing with difficult situations. Access to the EAP is available to all staff.

Accreditation and Risk Management

In March 2009 Royal Rehab was accredited by the Australian Council on Healthcare Standards (ACHS) until 2013.

Extensive Achievement (EA) was received in criteria related to research and learning and development. The surveyors noted that Royal Rehab has well-developed academic departments which work in close collaboration with clinical departments and support care delivery, based on current best practice and evidence. Royal Rehab was commended for its ideology of seeking to improve quality, access and appropriateness of patient services and the success that has resulted from this approach.

During 2008/2009 the organisation's risk management program was reviewed in line with the new NSW Health Risk Management Policy and Framework.

Food Safety Accreditation

The Food Services Department developed a Food Safety Program (FSP) in 08/09 which required training of all the food service staff including successful completion of the *Advanced Food Handling & HACCP Principles Training Course*.

The success of the new Program has been demonstrated by the audit done by the NSW Food Authority in April 09. Our Food Services Department received the highest possible grading, an A, which is testament to the hard work of the food services staff.

The Board

Directors

The following persons were Directors of the Company during the financial year and/or up to the date of this report.



Mr Clive Austin LL.M., FAICD (Chairman)

Chairman Consolo Limited (Group) and consultant to Sydney legal practice, Hardings Solicitors, of which he was Senior Partner. Former President of The Royal Life Saving Society of Australia (NSW) and the N.S.W. Regional Council Redkite. Chairman of the Royal Botanic Gardens Foundation. Director since 1993. Chairman since February 2003.



Mr Anthony Staveley

MComm, Grad Dip (Land Econ), FAPI, JP (Vice Chairman)

Director Balance Group Pty Limited and Balance Corporate Property, Board Member and Chairman of the Regulatory Reform Working Group for the Australian Government's Facilities Management Action Agenda. Director since 2000. Chairman, Planning & Development Committee since February 2004. Vice Chairman since January 2005.



Mr Ian Hunt OAM, LLB

Solicitor of the Supreme Court of NSW. Consultant to legal firm Hunt & Hunt, Solicitors. Has served on Boards in capacities as Director and Chairman of United Permanent Building Society, The Hammond Care Group, Centre for Developmental Disability Studies, Forsight Foundation for Deaf/Blind, the CSEE Foundation, Burnside Homes and Macquarie Community College. Director from 1980 to 2008, Vice-Chairman from February 1987 to November 2008. Resigned November 2008.



Professor Trevor Parmenter

AM, BA, PhD, FACE, FAAIDD, FIASSID, FASSID

Director of Centre for Disability Studies and Foundation Professor of Developmental Disability in the School of Medicine, Honorary Professor in the Faculty of Education & Social Work and the Faculty of Health Sciences, at the University of Sydney. Adjunct Professor, School of Rural Medicine, University of New England. Past president of the International Association for the Scientific Study of Intellectual Disabilities (IASSID). Chair, Clinical Care Review Committee (until February, 2008), Chair of Scientific Research Advisory Committee. Member of Planning & Development Committee. Director since 2000.



Professor Kerry Goulston AO, MD, FRACP

Emeritus Professor of Medicine, University of Sydney. Positions held include President of the Gastroenterological Society of Australia; Chair NSW Postgraduate Council and Confederation of Postgraduate Medical Councils of Australia and New Zealand; Co-Chair of NSW Greater Metropolitan Implementation Group; and Chair, Greater Metropolitan Transition Taskforce, NSW Health and Greater Metropolitan Clinical Taskforce. Chairman, Research Foundation Committee. Director from 2002 to 2008. Resigned August 2008.



Professor Gwynnyth Llewellyn

PhD, DipOT, BA, MEd, DipContEd, NE, NSW Coll OT GAICD

Dean, Faculty of Health Sciences, University of Sydney. Member of the NSW Children's Court Advisory Committee and the Department of Community Services, Research Advisory Committee. Chair of the Special Interest Research Group on Parents and Parenting with Intellectual Disability and Member of Council of the International Association for the Scientific Study of Intellectual Disability. Director since September 2004.



Professor Richard Madden BSc, PhD, FIAA

Professor of Health Statistics University of Sydney and Director of National Centre for Classification in Health. Director of the Australian Institute of Health and Welfare for ten years. From 1992 to 1995 Australian Deputy Statistician. Wide experience across Australian health and community services sectors including Deputy Secretary of NSW Health Department and head of Disability Program Division in the then Commonwealth Department of Health and Community Services. Substantial involvement with WHO. Australian Actuary of the Year (2002), Public Service Medal (2003) and Honorary Doctor of Science from the University of Sydney. Chair Client Outcomes and Participation Committee. Chair Medical (and other) Appointments and Credentials Advisory Committee. Joined the Board on 28 October 2008.



Mr Bruce Hatchman FCA

Former Chief Executive, WHK Horwath Pty Ltd. Has nearly 40 years experience in providing audit and assurance services to listed companies and large private enterprises. Chairman of Darwin Clean Fuels Pty Ltd, Director of Avastra Sleep Centres Limited. Director since February 2006. Chairman, Audit & Finance Committee since February 2006.



Mr John Dakin MEdAdmin, BA, DipEd

Director of Directioneering Pty Ltd, focusing on career assessment, organisational development and career transition. Prior to this was the Executive Director of the foundation of an independent school. Board member since 26 August 2008 and Chairman of the Royal Rehabilitation Foundation since March 2009.



Mr Ian Baggie BEc, FCA

Formerly a senior partner in accounting firm of Ernst & Young specializing in audit and with that firm for over 30 years. Advised charities and Foundations in accounting matters, regulatory and risk management issues. Director since February 2006. Mr Baggie passed away on 20 September 2009.



Ms Bronwyn Connolly LLB, BA (Juris)

Has held a number of legal counsel and other senior positions for organisations including Olympic Roads and Transport Authority, NSW Department of Ageing, Disability and Home Care, SA Department of Transport, SA Consumer Affairs, SA Health Commission, SA Department of Administrative and Information Services, and the WA Health Department. Also has acted as the Acting Deputy Chief Executive Officer of The Queen Elizabeth Hospital. Is a part-time member of the Migration Review Tribunal and the Refugee Review Tribunal. Joined the Board in May 2008.



Mr David Piper OAM

Retired insurance company executive, specialising recently in marketing. Involved in a number of charitable positions, as a Director of NSW Wheelchair Sports and a member of the Board's fundraising committee. President and life member of Queenscliff Surf Life Saving Club Inc. Life governor of Wheelchair Sports and life member of, Surf Life Saving Sydney Northern Beaches, and Surf Life Saving NSW. Director since November 2004.



Mr John Cullity Grad Dip Mngt

Until recently was Chief General Manager - Information Technology of Allianz Australia and was Director of a number of Allianz Australia subsidiary companies. Has in excess of 20 years with Allianz (and its predecessor MMI Insurance) and other roles included strategic and business planning and national responsibility for workers compensation and rehabilitation services. Joined the Board on 26 August 2008.

Client Stories



This is me with Mum and Dad, the day they took me home.

Hi my name is Darcy Confoy and this is my story.

I had just finished year 10 at school, and it was 2 months after my 16th birthday and my life was about to change forever. On 21 December 2006 I was involved in a motor vehicle accident. I had severe head injuries and I remained unconscious for 5 months.

In May 2007 when I was medically stable I was transferred to the Royal Rehabilitation Centre. I underwent rehabilitation, physiotherapy, speech therapy and occupational therapy which impacted my recovery enormously. These people, along with the Doctors and all of the Nurses, are the ones who I would like to thank the most as they helped shape my remarkable recovery.

I was discharged into my parent's care on the 20 March 2008. My mum, dad and sister have stayed by my side everyday since my accident and it was their love and support that have helped me on this road to recovery.

I have had some challenges that I have had to overcome, when I went home I was nil by mouth, still being PEG fed - now I can eat whatever I want!

My biggest and hardest challenge of all was getting out of my wheel chair and walking again, now I can do this with the aid of a walking stick.

I think what has helped me the most was the vision that I had and my attitude of never giving up, this is the greatest advice I could give anyone...

"Never give up"

Darcy Confoy was inducted into the Wall of Fame during Brain Injury Awareness Week.



Mark Tonga, in the physio gym in the Spinal Injury Unit.

Mark Tonga came to the Spinal Injury Unit following an injury at a West Harbour rugby union training session.

"I have been deeply moved by the community support following my injury. I have vowed to do whatever it takes to repay their kindness. I am just a nobody. I have just been overwhelmed by all the love and positive energy I have received." Mark said.

West Harbour CEO Gary Jones said "Mark has come a long way since I first saw him in the Royal Rehab Spinal Injury Unit. He couldn't even move his shoulders."

Prior to his injury, Mark Tonga worked as an accountant at Castle Hill RSL Club, and is keen to resume work as soon as possible.

Following many months in the Spinal Injury Unit, Mark was transferred to transition care within Weemala, while his house was being renovated to accommodate him and his wheelchair. Mark is now home.



Frank Spiteri – early days at Royal Rehab.

"I was at Royal Rehab for 15 weeks, and I have to tell you how these guys perform miracles every day. I was burnt from neck to feet in an auto workshop fire, while welding a box trailer. When I arrived to the Burns Unit in Coorabel, I couldn't stand without assistance, I couldn't clean myself, I couldn't even cut food. 15 weeks later – I walked out – they gave me back my life!

People's lives are destroyed and these wonderful people there put back the pieces. The staff perform miracles with what they have got now, God imagine what they are going to be capable of doing with state of the art equipment and state of the art facilities." Frank Spiteri

Frank Spiteri is now on the NSW Severe Burns Injury Committee, and is working on a proposal for a peer support and consumer participation program to be used through the various acute stages of burns victims recovery and rehabilitation.

ACKNOWLEDGMENTS

The Board and management of the Royal Rehabilitation Centre Sydney would like to thank the many staff who contributed to the preparation of this Annual Report. Special acknowledgement must go to all the staff, clients and supporters who feature in photographs.

DESIGN

Vince Edwell Art Services Pty Ltd

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