



ROYAL REHAB

120

2019

CELEBRATING 120 YEARS

1899

INDEPENDENCE • EMPOWERING • ABILITIES • STRENGTH

ANNUAL REPORT

2018 - 2019



Royal Rehab
Empowering Independence

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WE ARE ROYAL REHAB

Vision

Royal Rehab started a journey in 1899 to empower people to reach their potential. By working together, we are recognised for our expertise, innovation and research. Our pursuits are diverse and bold as we influence the rehabilitation and disability landscapes.

Purpose

Together we empower people to reach their potential.



The story of Royal Rehab began with Susan Schardt, a remarkable woman with enormous compassion and a pioneering spirit, who reached out to people with disabilities who were otherwise shunned by society.

Blind from birth, Susan selflessly helped a man with no legs find accommodation and care. He would otherwise have been destined to a lifetime of homelessness.

This pure act of human kindness formed the foundations of Royal Rehab as we know it today.

Throughout the decades that followed, over **61,000 people** have turned to Royal Rehab for rehabilitation and disability support services.



We are proud to have The Honourable Margaret Beazley AO QC, Governor of New South Wales and Mr Dennis Wilson as Royal Rehab's Joint Patrons.

YEAR AT A GLANCE



98%

Extremely Likely or Likely to recommend Royal Rehab¹



286

nursing and allied health students educated



100%

of Royal Rehab Private Hospital inpatients would come back¹



Supported 174 people with specialist accommodation and services

3 new homes added

36 homes across Sydney



Secured a further **3 year contract** to provide specialised therapy to people over 65 in their own homes following hospitalisation

90% of Stepping On participants reduced their risk of falling

Supported hundreds of people to get back to driving, into sport, recreation and leisure and gain strength and independence in their homes



52 clients supported with specialist inpatient brain injury rehabilitation

Supported clients throughout northern Sydney with TBI in their home and community

Community participation was the greatest area of improvement



Moved to **freshly-made food** daily across our facility

Delivering on our **commitment to environment**: eliminating plastic cups and straws, replacing light globes with energy efficient LEDs, eliminating tissues, removing plastic bags and much more



55 clients supported with specialist inpatient spinal injury rehabilitation

Educated hundreds of health professionals in rural towns

Supported 234 people with spinal cord injury across NSW



Occupancy at Sargood on Collaroy **up by 23.2%**

70% repeat business rate

94% of Sargood on Collaroy guests said their stay had a positive impact on their life²

1. Client Exit Survey results 2018/2019

2. Repeat guest booking form data 2018/19



MESSAGE FROM OUR CHAIRMAN AND CEO

This year, Royal Rehab celebrates 120 years of empowering independence. We are proud to be the first disability support service provider in NSW. This has been another year of significant change. The Board has been strengthened by the addition of Katrina Williams, while Unis Goh has retired after five years. We thank Unis for her outstanding service at an important and challenging time in Royal Rehab's history.

Royal Rehab has a long history of adapting to change. This year has seen some of the most extensive organisational and cultural development programs undertaken in recent times, and they are already delivering results. We have strengthened our position as a service leader within the rehabilitation, disability, spinal-injury, brain-injury and supported accommodation sectors. We have worked tirelessly to establish the foundations that will shape a sustainable future, whilst remaining focused on building long-term benefits in everything we do.

Change of this scale cannot be achieved without an impact on employees and we recognise this year has been challenging for our people. They have responded in true spirit and deserve great credit for the progress we have achieved. In celebrating our people, we are mindful of our broader community. Our client focus has been recognised with outstanding customer satisfaction scores. Our new structure is now clearly aligned with our strategy and enables us to continue lifting our service to new levels.

It is our privilege to lead this great organisation as we continue to shape the future. Our thanks go to the Royal Rehab board, partners, clients and volunteers for their support throughout the year and especially to our employees for their commitment and momentum in achieving future growth.



"It is our privilege to lead this great organisation as we continue to shape the future."

**Tony Staveley, Chairman
and Matthew Mackay, CEO.**

EDUCATION AND RESEARCH

Education and research continue to be priority objectives at Royal Rehab managed through our centre of excellence, The Ducati Owners Club of NSW Education and Research Hub.

Named after our long-term supporter, the Hub represents our commitment to the education of staff and students, and to the advancement of rehabilitation and disability services.



LEADING RESEARCH HIGHLIGHTS

Royal Rehab's research covers many domains including spinal cord injury, traumatic brain injury and rehabilitation practice. We have a long history of leading research projects and collaborating with other researchers to enable the evidence base informing service delivery to grow.

The practice of male nurses in inpatient rehabilitation — Mark Baker, Julie Pryor & Murray Fisher

Dr Julie Pryor, Nursing Research and Development Leader, Royal Rehab, and Dr Murray Fisher, University of Sydney, supervised this two-phase grounded theory study which was undertaken by Mark Baker for the award of Doctor of Philosophy. The project sought to identify and make visible male nurse practice in inpatient rehabilitation in Australia. The findings will enable better understanding of male nurse practice and will be invaluable in the preparation of the next generation of nurses.

Trends in rehabilitation service delivery in Australia — Duncan McKechnie, Julie Pryor, Murray Fisher and Tara Alexander

Following completion of his PhD in 2017, Duncan McKechnie, Clinical Nurse Consultant in the Brain Injury Unit, has continued to build his research skills through leadership of a collaborative research team examining various aspects of the Australasian Rehabilitation Outcomes Centre dataset.

The findings are set to have implications for rehabilitation service delivery.

Evaluation of an adapted yoga program for people with spinal cord injury — Lisa Bidgood, Julie Pryor & Murray Fisher

Dr Julie Pryor, Nursing Research and Development Leader, Royal Rehab, and Dr Murray Fisher, University of Sydney, supervised this realist evaluation study which was undertaken by Lisa Bidgood for the award of Master of Philosophy. The study sought to examine how, why and in which contexts an adaptive yoga program impacts people with SCI. The study found the adapted yoga program provided meaningful physical, psychological and social benefits.

Trial of a spiritual care practice training program for rehabilitation staff — Kate Jones, Julie Pryor, Grahame Simpson and Candice Care-Unger

Building on doctoral research completed in 2017, Dr Kate Jones is leading a research team who has developed and trailed a spiritual care practice in traumatic injury rehabilitation staff training program. This collaboration between Royal Rehab and the Ingham Institute is funded by Community of Christ.

Early findings indicate that the program is helping staff feel more confident and competent in providing spiritual care.

NEW RESEARCH PROJECTS

1

Spiritual care practice in rehabilitation — a collaborative project with Ingham Institute of Applied Medical Research and funded by Community of Christ investigating spiritual care practices among health professionals working in traumatic injury rehabilitation.

2

The significance of resilience on the longer-term wellbeing of family caregivers, service utilisation and client community participation: 3 year follow-up — in collaboration with Ingham Institute of Applied Medical Research and funded by icare.

3

A tele-neurological assessment for defining the neurological status of people with spinal cord injury — a validation study — a collaboration project with the University of Sydney to determine the validity of a neurological assessment tool.

4

Utilisation of the Brannagan Executive Functions Assessment in increasing self-awareness in relation to the goal of returning to work in individuals post traumatic brain injury — a student project in collaboration with Flinders University.

5

Spinal Cord Injury Wellness Project — a collaborative project with the University of Sydney and funded by icare to develop a health maintenance tool for people with spinal cord injury.

6

Improving diagnosis of verbosity following traumatic brain injury — a descriptive study — a collaborative project with Macquarie University to explore novel strategies for empirically measuring verbosity.

7

Spiritual Care Practice: trialling a staff training program in rehabilitation — a collaborative project with Ingham Institute of Applied Medical Research and funded by Community of Christ evaluating a staff training program.

8

The nature of readmissions to acute care from inpatient rehabilitation: a retrospective cohort study — a systematic investigation to identify the rates, reasons, triggers, predictors and outcomes of readmission to acute care from rehabilitation in collaboration with the University of Sydney.

9

Deteriorating patients in rehabilitation: a retrospective cohort study — a student project in collaboration with the University of Sydney to systematically examine unit specific patient deterioration.

10

On the spot use of goals to support the biographical work of rehabilitation — a longitudinal study in collaboration with the University of Sydney and funded by the Australasian Rehabilitation Nurses' Association to evaluate nurse self-reported outcomes of an educational intervention.

COMMITMENT TO EDUCATION

We are proud to have a culture of continuous learning at Royal Rehab where we share our knowledge and research, support the ongoing education of our staff and provide training for external clinicians.



286 Total supervised nursing and allied health students

Royal Rehab trains undergraduate students from the University of Sydney School of Medicine. Our facility is also a teaching hospital for the Australasian Faculty of Rehabilitation Medicine Registrars.

During the year, we provided clinical education for 174 nursing students and 112 allied health students from five of Sydney's leading universities. By introducing evening clinical placements we have actively increased our capacity for student intakes.

International recognition

Our staff are gaining growing recognition for their expertise and are presenting regularly at clinical conferences. This year's highlights included strong representation at the first combined International Spinal Cord Society (ISCoS) scientific meeting and Australia New Zealand Spinal Cord Society (ANZCoS) Scientific meeting held in Australia in 18 years. A total of 37 staff attended with many contributing to scientific presentations and posters or workshops.

This year, we welcomed nurses from Laura Fergusson Rehabilitation in New Zealand with whom we shared our model of rehabilitation nursing for our inpatient and community services.

Spinal Australasian vocational collaboration

Our In-Voc consultants were key contributors to the Spinal Australasian Vocational collaboration tasked with developing an aggregated dataset for early intervention vocational rehabilitation programs. The outcomes of this work will be used to measure and evaluate vocational services appropriately in the future.

Hosting social work conference

Royal Rehab proudly hosted The Australian Association of Social Work (AASW), Social Work in Disability Practice Group bi-annual conference during December. Five Royal Rehab social workers shared their expertise via presentations and workshops on a range of topics.

Alex Ommanney Social Work Prize

University of NSW Social Work student Zoe Nash was awarded the Royal Rehab Alex Ommanney Social Work Student Prize 2019 on World Social Work Day. The prize contributes to the development of the next generation of social workers by recognising academic excellence in rehabilitation, severe injury or acquired disability.

DISABILITY SERVICES

On any given night in Australia, one in 200 people are homeless. Research suggests that persons with a disability have an increased chance of living on the streets than the general population due to low incomes, high rates of unemployment and limited housing options. Women with disabilities face significantly more difficulties in finding adequate housing¹.

This increased vulnerability and the profound social and economic effects of homelessness was something our founder, Susan Schardt, felt acutely. Today, it is our Disability Services division which proudly continues to carry on Susan’s original vision — providing specialist accommodation and support services.

New name, same commitment

During 2018/19, our service previously known as Lifestyle Support Services changed to Disability Services to better reflect the offering and connect with our market. While our name has changed, our unwavering belief that with the right support, people with disabilities can live more independent lives in a lifestyle of their choice remains constant.

Disability Services welcomes adults with disabilities including spinal injury, brain injury, developmental disabilities and neurological conditions as well as people with complex and changing healthcare needs, co-existing psychiatric disabilities or significant behaviours of concern. The focus is on increasing individual’s independence by providing support with accommodation, everyday needs, services and community participation.

We continue to work in partnership with families providing ongoing care and support based on the knowledge that when family members are actively involved, adjusting to change is easier and health and wellbeing outcomes are improved.

Open communication and positive long-term relationships underpin everything we do to facilitate real and positive changes.

Expanding our accommodation offering

Funding for specialist disability accommodation under the National Disability Insurance Scheme (NDIS) is expected to support 28,000 people, however research shows there is a significant under supply of suitable housing. In fact, it is predicted that supply will need to grow by 60 per cent in order to meet demand².

In response, this year Royal Rehab began its strategic focus on growth in Disability Services by establishing two new homes in Campbelltown and one in Ryde. These homes represent a significant first step in our commitment to providing greater reach and service to customers across Sydney.

Expanding our resources

Several new roles were created during the year to enhance customer experience. These were senior operations manager, sales account manager, finance manager and two accommodation managers. The reinvigorated leadership team now brings more than 200 years of collective experience to our customers.



DISABILITY SERVICES

The year at a glance



Supported **174** people with specialist accommodation and services



Women represent the majority of our customers



36 homes across 20 suburbs of Sydney and growing



NDIS support coordination service growing to meet demand



Reinvigorated leadership team brings more than 200 years of experience to our customers

1. www.homelessnessaustralia.org.au
2. <https://www.latrobe.edu.au/news/articles/2018/release/ndis-shortfall-in-disability-housing>

FOCUS ON INCREASING INDEPENDENCE

Drop-in or live-in support services

In our modern and comfortable homes across metropolitan Sydney we offer a choice of single-living or shared housing arrangements. Our support services are available on a regular drop-in basis in clients' homes or as 24/7 live-in support in one of our many homes. Some areas we provide support with include:

- Personal care routines such as showering, dressing and toileting.
- Household tasks such as shopping and preparing meals.
- Active overnight and/or sleepover support.
- Positive behaviour support management.
- Clinical support such as administering medication and management of bowel care, catheter and tube feeding.

Community participation

During 2018/19, we continued to support people to interact and participate with their surrounding community through our community participation service. This service continues to rank amongst the most requested supports we offer demonstrating the importance of inclusion and participation to the lives of people with disability.

Our friendly and dedicated staff support people to try something new or get back into something they once loved. This can include support with initial goal and service planning sessions, support to travel on public transport, getting to work or places of further education, socialising with friends, volunteering, taking part in recreational activities and much more.

Support coordination

Our support coordination service provides expertise in navigating the NDIS to empower participants to connect with providers and

achieve their plan goals. During 2018/19, we supported 53 NDIS customers — a 17 per cent increase which is an indication of growing demand for our expert support.

Our support coordination team is dedicated to solving the simple through to the most complex of problems, always aiming to give our customers informed choice and control over their needs. We support customers with such areas as:

- Understanding how NDIS funds can be used.
- Connecting with a range of service providers.
- Obtaining quotes, negotiating prices and arranging service agreements.
- Providing support in crisis or change of circumstances.
- Supporting customers to liaise with other government departments.
- Building capacity so our customers can manage their plans independently.

Commitment to standards

During 2018/19, Disability Services successfully met the requirements of the Attendant Care Industry Standard (ACIS:2013) and was certified for another three years. This national quality management standard is a rigorous undertaking that requires service providers to achieve demonstrable quality outcomes for service users. With a focus on the key issues required to deliver high quality, individualised services in the community, it demonstrates our ongoing commitment to continuous improvement.



A STABLE HOME, SUPPORT, ROOSTERS AND ROCK STARS!

Semko was in his early 30s and a father to two young children when he was involved in a life-changing car accident.

After a long period in intensive care where he suffered a stroke, underwent surgery to remove his temporal lobe and later suffered a seizure, he was left without the ability to walk or talk.

In 2010, Semko came to live at Royal Rehab's supported accommodation in Bass Hill. He shares his home with two other residents in a 24-hour supported care arrangement.

Clinical therapy is also provided through Royal Rehab including occupational therapy and physiotherapy, to assist with his strength and functioning, and speech therapy to assist him with his eating.

According to support worker, Sue, "When Semko first arrived at Hilda Street, he was very quiet and withdrawn. These days he is positive, interactive and upbeat."

"Dad is a real character and very social," said Jason, Semko's son. "He is still the same person inside and likes the same things he always did — watching the Roosters play, V8 super cars, gardening, food and being with people."

Jason loves that it is easy for the family to visit Semko any time and have privacy to be together, however it is Royal Rehab's staff that he says makes all the difference.

"The most wonderful thing about the service Royal Rehab provides is the staff. Sue, Dad's support worker, is absolutely amazing. She is so understanding and helpful, and always lets me know what is going on with Dad and asks for my input. Sue goes well beyond her job; she genuinely cares about Dad and that's

the big difference. You really need the right employees when it comes to disability services and they are hard to find."

Sue lights up as she speaks of the team.

"The team of support workers at Bass Hill are fantastic. We work together to provide active support for Semko and the other residents, helping them achieve their own personal goals. We all work hard to bring joy and stability to Semko's life. While we assist with the physical side of things, and will liaise with doctors and specialists whenever necessary, we also look after his mental wellbeing — this is so important.

"He loves being outside, listening to music, gardening and entertaining his family so we make sure these things are a regular part of his life. The team and I will also take him out for a meal and to special events — we've seen the Roosters play, been to the V8 supercars and have even attended a Pink Floyd concert! When I go home and Semko is happy, I know in my heart I have made a difference to his life that day."

Semko benefits from:

- 24/7 supported accommodation.
- NDIS support coordination.
- Community participation.
- Clinical therapies — occupational therapy, physiotherapy and speech therapy.



BRAIN INJURY UNIT

Royal Rehab's Brain Injury Unit is a highly specialised service providing inpatient traumatic brain injury (TBI) specialist rehabilitation. It is a state-wide service dedicated to supporting adults aged 16 to 65 years with the skills, function and confidence to live life as independently as possible following injury.

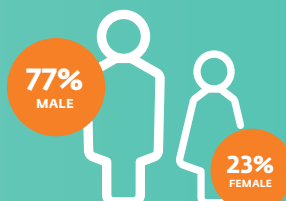


BRAIN INJURY UNIT

The year at a glance



Total admissions: **52**



77% of admissions were male



Average age: **43 years**



Average length of stay: **66 days**



Road related trauma was the **most common cause of TBI**, followed by falls and sports related injuries

Highly specialised state-wide service

A person's physical, cognitive and behavioural wellbeing can be severely altered by a traumatic brain injury (TBI) and lifelong disabilities are common. While people often associate TBI with motor accidents and sports injuries, other causes include falls, infections and violence.

Rehabilitation plays a vital role in supporting people to relearn basic skills and regain as much function and independence as possible.

Royal Rehab's Brain Injury Unit provides specialised inpatient TBI rehabilitation. Care is delivered through a dedicated multidisciplinary team of rehabilitation physicians, nurses and allied health professionals. Tailored goal-based rehabilitation programs are established for each client and can incorporate an array of on-site resources such as the gymnasium, hydrotherapy pool, productive garden and adaptive exercise equipment.

We work with adults who have sustained a TBI who are medically stable. Our multidisciplinary approach brings together the most appropriate mix of allied health professionals to assist each client in reaching their potential.

Steady number of clients welcomed

This year, we admitted 52 people with a newly acquired brain injury into our care. They remained in our care as inpatients for an average of 66 days. The most common cause of injury was road related trauma followed by falls. 60 per cent of people admitted were aged between 18 and 50 years old. 77 per cent of admissions were male.

New learnings and initiatives

We are passionate about contributing to the body of work that can improve rehabilitation outcomes for people with brain injury in Australia, and around the world.

An important focus this year was promoting the involvement of carers and family members in rehabilitation of loved ones, through our Strength to Strength and Communication Partners programs. These programs are facilitated by our allied health staff and are designed to empower carers and family with knowledge and skills to be actively involved in the rehabilitation journey.

Our people continue to regularly contribute to developing students by supervising clinical placements across nursing, medical and allied health disciplines. This includes providing guest lectures to undergraduate students throughout universities in Sydney.

Our nursing staff participate in a wide range of professional development opportunities, including presenting at the Australasian Rehabilitation Nurses' Association (ARNA) conference.

We were excited to invest in a new technology to assist clients — a surface electromyography (sEMG) machine. This biofeedback and

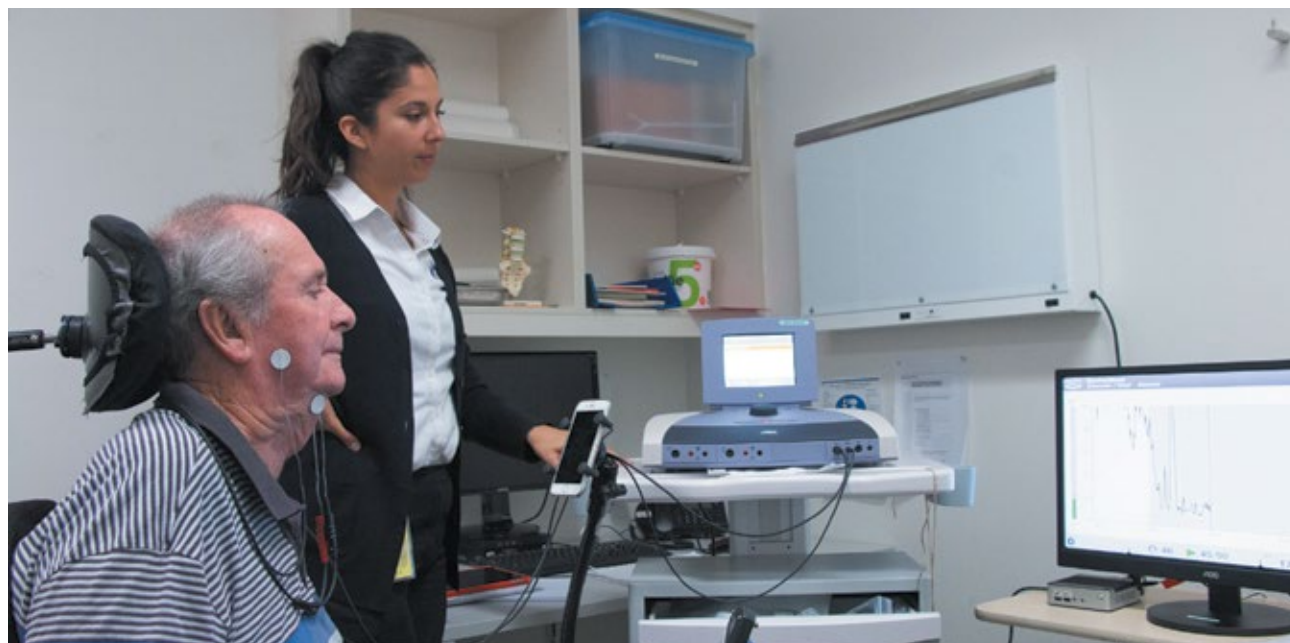
electrotherapy unit provides the opportunity for clinicians and patients to obtain highly accurate quantitative data to monitor progress. The sEMG can assist clients to return to an oral diet sooner, increasing motivation and providing a sense of achievement for these clients throughout their rehabilitation.

Continuity of care

Many of our clients require varying levels of access to rehabilitation after discharge. Clients needing ongoing support are linked with an appropriate community-based service. With a catchment area covering one third of metropolitan Sydney, Royal Rehabs' own Brain Injury Community Rehabilitation Team (BICRT) provides a vital link for many of these clients. This important service provides ongoing support, education and resources to help clients and their families transition from hospital to their home and communities.

Wall of Fame

The achievements of some of our Brain Injury Unit clients are celebrated during the year at the annual Wall of Fame ceremony. This year, a full house witnessed an emotionally charged ceremony as new ambassadors shared the highs and lows of their journeys.



Investing in new technology such as this sEMG machine benefits our clients



“The achievements of some of our Brain Injury Unit clients were celebrated during the year at the annual Wall of Fame ceremony.”

FROM CRUSHING ILLNESS TO INDEPENDENCE

It was a regular weekday in August 2016 for 45-year-old Mark when he woke up feeling unwell.

Within an hour, he had lost control of his limbs and collapsed. Rushed to Gosford Hospital, he was diagnosed with bacterial meningitis; a serious and potentially deadly infection of the membranes that outline the brain and spinal cord.

Mark's condition was critical. After four days in the Intensive Care Unit, he was helicoptered to Royal North Shore in Sydney for emergency surgery. He had specialist surgery to relieve the pressure on his brain, and he spent several days in a coma.

When Mark woke up, the full extent of the effects of his illness became clearer. He was unable to hear or eat, had significant movement difficulties and couldn't participate in most self-care tasks.

In January 2017, when Mark came to Royal Rehab, he was in a sling and still unable to hear. He started an intensive multidisciplinary rehabilitation program in the Brain Injury Unit (BIU), under the direction of physician Dr King. This program included speech therapy, physiotherapy, hydrotherapy, gym sessions, occupational therapy, input from the dietitian, nursing, social work and psychology.

Mark had a huge task ahead of him to rebuild his strength, function, mobility and communication skills. He also had to deal mentally with the effects of his illness. With support from all of his individual therapists

and a finely balanced combination of physical therapies, Mark began to make excellent progress. His recreational and occupational therapists regularly took him to play wheelchair tennis and go recumbent cycling, building up both his fitness and morale through enjoyable, everyday activities.

Mark was still unable to hear, however, so Dr King helped to facilitate Cochlear implants. The BIU speech therapists helped Mark learn how to use them and he was finally able to hear again.

"The Royal Rehab staff were so positive and encouraging during my rehabilitation," Mark recalls. "They gave me back my confidence."

Mark spent his last few weeks at 'New Haven' in the BIU to relearn self-care tasks such as cooking, showering, shopping and washing, before his return home. After five months at Royal Rehab, Mark walked out the door with his dedicated family by his side and just a frame for support.

Today, Mark is self-sufficient and living independently. He continues his hydrotherapy exercises at his local pool and is back enjoying the things he loves most in life — fishing, cycling and catching up with mates.



"The Royal Rehab staff were so positive and encouraging during my rehabilitation," Mark recalls. "They gave me back my confidence."

SPINAL INJURY UNIT

The Royal Rehab Spinal Cord Injury Unit is one of only two units in New South Wales dedicated to providing specialist rehabilitation services to people who have sustained a traumatic spinal cord injury (SCI).

SPINAL INJURY UNIT

The year at a glance



Total admissions: **55**



Average age
53 years



Average length
of stay **85 days**



93% of clients discharged home
or to interim accommodation



Motor vehicle accidents, falls
and sporting injuries **remain
the most common cause**
of traumatic injury



Falls and sporting injuries
are up from last year

Spinal Injury

Improving outcomes for people with spinal cord injury

Sudden and life-changing, spinal cord injury (SCI) often causes permanent loss of strength, sensation and function below the site of the injury resulting in long term disabilities. Through specialist rehabilitation and assistive devices, many people with SCI go on to lead productive, independent lives.

Royal Rehab continues to be one of only two units in New South Wales providing dedicated rehabilitation services to people who have sustained a SCI. This specialist service, for which Royal Rehab is renowned, is delivered through a multidisciplinary team of healthcare professionals including rehabilitation doctors, nurses and allied health professionals.

We develop rehabilitation programs with our clients that are individually tailored and goal directed. This means we focus on what our clients want to achieve in the areas of life that are most important to them.

Located in a purpose-built facility, which includes a gymnasium and an on-site hydrotherapy pool, the service integrates seamlessly into the local community enabling rehabilitation programs to incorporate everyday activities such as visits to the local shops, cafes and parklands.

Delivering services in line with demand

A high turnover of clients for the Unit in the first half of the financial year allowed us to accept clients from the wider community for intensive spinal rehabilitation. In the second half of the year, demand for SCI rehabilitation services grew to the point where clients were waitlisted and we were no longer able to accommodate broader referrals.

Investing in more equipment

Equipment and assistive devices play an important role in the rehabilitation process and Royal Rehab is committed to ensuring our clients benefit from the latest advances.

During the year, we invested in a range of new equipment including:

- Motomed — exercise equipment specifically designed to assist the rehabilitation of those with mobility challenges by using movement therapy.
- SCIFit — an exercise machine focussed on strength and endurance building.
- New treatment plinths — to provide a greater range of therapy options for all levels of SCI.
- Xcite Functional Electrical Stimulation — which provides exciting new options for electrical stimulation therapy for people with neurological impairments.
- New hi-lo beds from the range of options available to our clients through Enable NSW, allowing them to 'trial' beds in preparation for discharge.
- Neurotrac Rehab — a dual channel electrical stimulation device for early muscle strengthening and pain relief.
- XSensor Pressure Mapping System — to measure interface pressures on support surfaces such as wheelchair cushions and mattresses.

Supporting clients with NDIS

As the NDIS matures, we have been consolidating and streamlining our documentation and application process with a deeper understanding of the changes and requirements of the scheme. This included making improvements to how we communicate across our team and with clients to apply for, plan and implement their NDIS supported programs.

Delays in securing appropriate accommodation and home modifications remain a challenge for all our clients following their inpatient stay. We are committed to supporting our clients

impacted by delays by preparing them for the realities of this developing system and advocating through the channels of Royal Rehab's NDIS liaison officer and their own support coordinators.

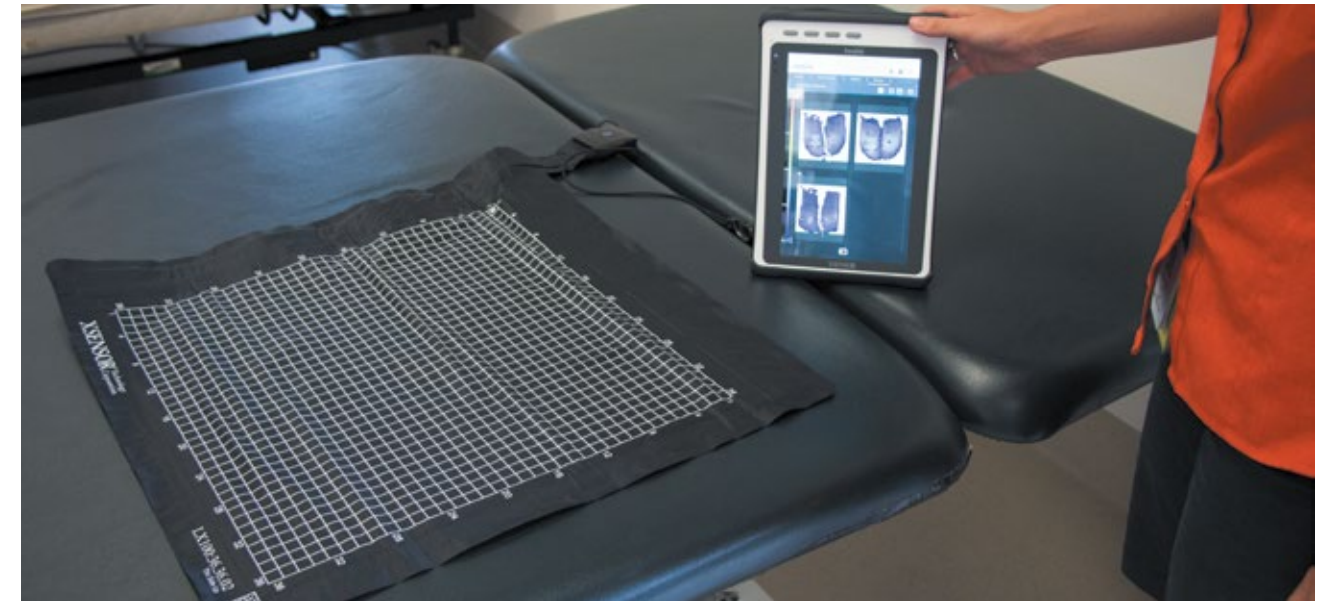
Developing our people

We believe our people are the key to continuously delivering high quality services. We are constantly looking for ways to strengthen our workforce and for opportunities to share our knowledge with peers for mutual benefit. This year we continued to focus efforts on providing professional development opportunities for our staff. This included supporting secondments to other units and sending a large proportion of our staff to the 57th International Spinal Cord Society Annual Scientific Meeting (ISCoS 2018) which was held during September in Sydney. Contributing to the conference were our specialist physiotherapy and recreational therapy teams who shared their expertise via presentations and display posters.

Our recreational therapy, physiotherapy, occupational therapy and nursing teams continued to support university teaching programs, review teaching materials and update reference texts. We also welcomed student placements across occupational therapy, physiotherapy, nursing, psychology, social work, recreational and vocational therapy.



Xcite Functional Electrical Stimulation system



XSensor Pressure Mapping System

Actively advancing best practice

This year we engaged in a range of in-service programs with the aim of boosting collaboration, learning and treatment outcomes for people with SCI.

- We are involved in the development of the Physiotherapy Clinical Guidelines for SCI in collaboration with Sydney University and the other NSW Spinal Units at Prince of Wales Hospital and Royal North Shore Hospital.
- We are supporting a multi-site nursing research project investigating neurogenic bowel management in the 'HELMeT Study', being conducted by a Nurse Consultant through Sydney University.
- Our team was actively involved in the Spirituality Care Project, participating in focus groups and staff training sessions.
- Our occupational therapy and dietetics team collaborated to form a cooking group for clients which is proving to provide a stimulating and social environment in which clients practise the physical skills for meal preparation combined with healthy eating choices.
- Creation of a Spinal Rehabilitation Nursing Development Pathway to provide registered nurses with a structured approach to their personal professional development.

Ongoing support services

An important part of the rehabilitation journey is supporting clients by connecting them with other people living with SCI and through specialist support services.

Clients continue to learn in a peer environment at our Learning Together sessions run in conjunction with Spinal Cord Injuries Australia (SCIA). The peer support program provided by SCIA remains a valued addition to our service, continuing to provide one-to-one mentoring for our clients as well as organising out-of-hours activities designed to further develop community skills. The content and structure of the Learning Together program was reviewed during 2018. The aim was to create a program focussing on developing client's problem-solving skills, as well as providing them with the knowledge required to successfully manage their lives after discharge from rehab.

Royal Rehab's vocational support service, In-Voc (funded by icare), continues to assist our clients to explore work, study and volunteering pathways. During their stay, inpatients are encouraged to take a break at the world-first resort for people with SCI, Sargood on Collaroy. Upon discharge, our NSW Spinal Outreach Service (SOS) supports people with SCI, their carers and local clinicians across New South Wales.

CONFIDENCE RESTORED FOLLOWING TERRIFYING FALL



When 73-year-old Glen had an operation on her eyes, she went to stay at her sister's house to recover. Upon her return home, she woke up in the middle of the night to go to the bathroom and, thinking she was still at her sister's house, accidentally stepped into the stairwell and fell.

Glen couldn't move at all except for her right arm. Fighting to breathe and stay conscious, she wasn't found until 8am when her husband woke.

Glen was flown to Royal North Shore Hospital in Sydney and was diagnosed with an incomplete spinal injury. Following surgery and acute care, Glen was transferred to the Spinal Injury Unit (SIU) at Royal Rehab. She was using a manual wheelchair, but had reduced strength and dexterity in her hands, and was finding fine and gross motor tasks difficult.

Glen's rehabilitation was focused around her goals: to improve her mobility and confidence, particularly with regard to walking unassisted, and to improve the strength and dexterity in her upper limbs.

With daily gym sessions and hydrotherapy, Glen made excellent progress with her balance, strength and confidence and was eventually able to manage stairs and walk unaided indoors. She continued to use a walking stick outdoors, mainly for reassurance as she was afraid of falling again. The team helped Glen learn more effective wheelchair skills so she

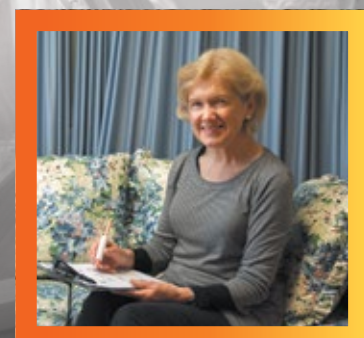
could use the chair for longer distances and when out and about in the community.

Through exercises and therapy in the productive garden and kitchen, Glen improved the strength and dexterity in her hands, which significantly improved her ability to perform functional tasks, such as cooking. This has given her a huge boost in terms of her independence, and allowed her to get back to her beloved garden and re-join her sketching group.

"My therapy was focused on what I wanted to achieve and the facilities at Royal Rehab were excellent," says Glen. "The grounds are exceptional — the parklands and the duck pond were just beautiful!"

Back in her home, Glen commented, "therapy was certainly hard work, but I feel very lucky to have my life back on track."

"My therapy was focused on what I wanted to achieve and the facilities at Royal Rehab were excellent," says Glen. "The grounds are exceptional — the parklands and the duck pond were just beautiful!"



ROYAL REHAB PRIVATE HOSPITAL

Royal Rehab Private Hospital (RRPH) provides orthopaedic, neurological and reconditioning inpatient and outpatient rehabilitation services to support recovery following surgery, trauma or illness. For those needing post-operative care and reconditioning or rehab for debilitating neurological conditions such as stroke, multiple sclerosis and Parkinson's disease, RRPH provides innovative evidence-based programs that are individually tailored and based on mutually agreed, meaningful goals.



ROYAL REHAB PRIVATE HOSPITAL

The year at a glance



98%

98% of inpatients were likely to recommend RRPH to others



100%

100% of inpatients said they felt involved in the goal setting aspect of their rehab program



100%

100% of inpatients would come back to RRPH if they needed rehab in the future



100%

100% of inpatients reported being treated with dignity and respect during their admission

Source: Client Exit Survey results 2018/19

Refurbishment of Day Rehabilitation facility

Our Day Rehabilitation facility operated at close to full capacity this year so we undertook extensions and improvements to the facility in July 2019 to meet increasing demand.

The changes include:

- Extension of the internal space to allow twice as many patients to attend therapy sessions, and to provide sufficient space for our new PD Warrior program.
- A range of new equipment for the gymnasium as well as the installation of several large windows to provide more light.
- Moving the medical consultation rooms to the exercise area so that clients are able to see their doctors in the same location as their therapies.

PD Warrior program

RRPH has gained approval to offer the internationally recognised PD Warrior program; an evidence-based rehab program which has the potential to slow the symptoms of Parkinson's disease.

We are the first provider in the northwest region of Sydney to be approved to offer the program, which requires specially trained therapists. We will start by offering the 12 week program to two groups per week (around 20-30 people), and we expect this number to grow as demand increases. This relatively new program taps into the brain's ability to retrain itself by driving neuroplastic change, and is a welcome advancement for the 80,000 Australians who suffer from the disease.

Sponsorship of Unshaken

In April 2019, we sponsored an event called Unshaken, run by community support group *It's Not Funny*. This was a very fitting alliance given our long history of providing rehabilitation services to sufferers of Parkinson's disease. Our CEO, Matthew Mackay, spoke about what we offer at RRPH, particularly our upcoming PD Warrior program, promoting awareness of our services to those in the community who are living with Parkinson's.

BACK IN THE GAME AFTER DOUBLE KNEE REPLACEMENT

Paul has always led an active life, and had been enjoying his retirement, regularly fishing, kayaking, cycling and playing golf.

When the 67-year-old developed severe arthritis in his knees and was advised he would need a bilateral knee replacement Paul put off the surgery as long as possible until constant pain and mobility issues took hold. By early 2019, he could no longer cycle, often needed a walking stick and found getting in and out of his beloved boat increasingly difficult.

In March, Paul underwent surgery and after just six days, he was admitted to Royal Rehab Private Hospital (RRPH) for an intensive week-long orthopaedic rehabilitation program. Under the direction of Rehabilitation Specialist Dr Grace Leong, Paul was treated by a multidisciplinary team of health professionals, with the aim of improving his mobility, strength and function.

"My goal for the rehabilitation program was to leave hospital walking and pain free," says Paul.

Throughout the weeks, he attended daily orthopaedic clinics, hydrotherapy, gym sessions, walking groups, physiotherapy and occupational therapy sessions. He learnt a variety of specific exercises, including muscle strengthening, range of motion, proprioceptive and balance exercises as well as gait retraining.

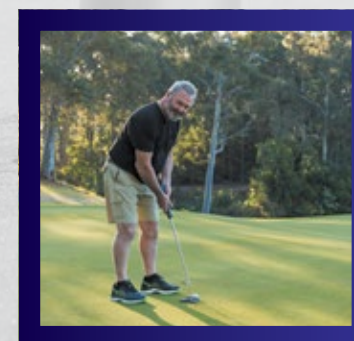
Functional task practise, such as standing, walking up and down stairs and car transfers were incorporated into the program. Nurses attended to his wound care, medication and pain management.

By the end of his stay at RRPH, Paul could walk 1.2km around the local park unassisted.

"The therapy was brilliant," says Paul. "The physiotherapists were so wonderful, patient and experienced. Their care, commitment, encouragement and knowledge have been central to my terrific results."

Paul returned home armed with a range of knee strengthening exercises and a plan to continue his program with his local physiotherapist and gym trainer.

Eight weeks after surgery, Paul says he is forever grateful to RRPH for helping him get his life back. "I can now walk up to five kilometres quite easily. I can cycle, kayak, play golf and go fishing in my boat. Stairs are not my enemy anymore; I am mobile and completely pain-free.



"Commitment, encouragement and knowledge have been central to my terrific results."

COMMUNITY SERVICES

For many people, life after injury, illness or disability often requires a big adjustment. Physical, cognitive and psychological changes can bring new challenges and make everyday tasks difficult.

With the right support, it is possible to rebuild confidence, independence and strength and live life to the full. Our team works with people in the convenience of their homes, in our facility at Ryde and in community settings as they adjust to changed abilities and come to terms with a new normal.



Reinvigorated Driver Assessment and Training Service



367

367 rehabilitation driving lessons conducted



65%

65% of clients who undertook assessments returned to driving

This year, we renamed our Return2Driving program to the Driver Assessment and Training Service. The new name better communicates the breadth of our service including our ability to cater for all ages from new learners to very experienced drivers.

We added two vehicles equipped with a range of modifications to our fleet this year.

The modifications include over-ring accelerators for simultaneous acceleration and steering, Easyspin knobs for one-handed steering with control of up to 20 accessories such as wipers and indicators; and satellite accelerators for acceleration with a standard steering wheel grip. Thanks goes to the Cauliflower Club for generously funding one of our new vehicles.

Expanded Community Therapy



184

184 clients received individual or group therapy



274

274 hours spent in the pool by hydrotherapy group participants

Royal Rehab offers a comprehensive allied health service for people with chronic and complex disabilities. Clients benefit from personalised programs that incorporate the most appropriate mix of disciplines including occupational therapy, physiotherapy, recreational therapy, clinical horticultural therapy, speech therapy, social work and dietetics.

This year we changed the name of our recreational therapy offering from Return2Sport to Royal Rehab's Adaptive Sport, Recreation and Leisure Service to better reflect

the offering to market. We also expanded the recreational therapy service by employing more staff and offering beach access and fishing 'Come and Try' days. Clinical Horticultural Therapy was established as a stand-alone service alongside a gardening group, and we provided additional training for our staff in complex home modifications to address the increasing demand for this service. We had much success reintegrating our clients back into the community with ongoing recreational supports — important contributors to long-term wellbeing and improved quality of life.

Advancing Transitional Aged Care Program



We continued to partner with the Northern Sydney Local Health District (NSLHD) to deliver the therapy component of the Transitional Aged Care Program. Through it, the program supports people over the age of 65 to return home after hospital through goal-based multidisciplinary therapy, and by providing equipment and care services.

Our in-home service is called Transpac NS and this year, we successfully secured a contract with NSLHD for the next three years. We took part in a Consumer Forum and gained valuable

feedback and new ideas from past and current clients. More allied health assistant staffing allowed us to increase the intensity of the therapy we provide to clients.

Our service is also delivered at a specialised transition care unit for those who cannot immediately return home after hospital. We introduced a weekly bus group to help these clients regain skills and confidence in a community setting.

More Home Based, Outpatient & Stepping On support



Our Home Based Rehabilitation and Public Outpatient programs are multidisciplinary services we administer on behalf of the Northern Sydney Location Health District. These are available to clients in the convenience of their homes or at Royal Rehab.

We saw a rise in the number of clients referred to our Home Based Rehabilitation program who were under the age of 65 and had a neurological related illness or injury. We provided additional training to our staff in burns management and rehabilitation to ensure our service continues to be in line with

evidenced-based best practice. Hydrotherapy, general fitness, singing and talking groups to address communication impairments featured among the wide variety of group therapies we offered.

We also continued to deliver the Stepping On program on behalf of the Northern Sydney and Central Coast Local Health Districts Health Promotion Division. This program caters for diverse needs, including culturally and linguistically diverse groups and older persons with mental health disorders.



SCOTT FINDS FREEDOM IN COMMUNITY PROGRAMS

A talented film student, Scott was just 25 years old when he was diagnosed with multiple sclerosis, an unpredictable often disabling disease of the central nervous system.

"It was a period of highs and lows for me. I was a member of the production team that won Tropfest 2005 but my eyesight was deteriorating and I was referred to a neurologist who delivered the news," explains Scott.

In the years that followed, Scott developed a limp and eventually was unable to walk or drive. He became dependent on support from his parents and carers.

Scott was referred to Royal Rehab where he participated in the Outpatient Program. Physiotherapy supported him with dexterity, conditioning and strengthening exercises. Most recently, Scott has received occupational therapy through Community Therapies which has had a profound impact on his quality of life.

"When I first met Scott, he was using a manual wheelchair which was difficult to manoeuvre, and he could not sit in for very long. He was living with his parents at their split-level home and was unable to access the kitchen and living areas," said Occupational Therapist, Marlene.

Together with the family a plan was developed for short and long-term goals that would make life easier and more enjoyable.

Marlene organised an equipment loan to optimise the current wheelchair and arranged a new sling for hoisting. Later a much-needed power wheelchair was delivered. As the necessary home modifications were excessively expensive, the decision was made to move into a brand new one-level apartment.

"Royal Rehab assisted us the whole way. I am very happy with our new home and my power-chair which to me means freedom!" said Scott. "Whether I want to go to the local cafes or into the Opera House to see a comedy show, I can do it now."

With Royal Rehab, Scott also participated in recreational therapy where he renewed his interest in cycling and photography. Now Scott and his parents are looking forward to car modifications that will accommodate the power chair.

SPINAL OUTREACH SERVICE

The NSW Spinal Outreach Service (SOS) provides specialist state-wide support for people with SCI when they are discharged from hospital.

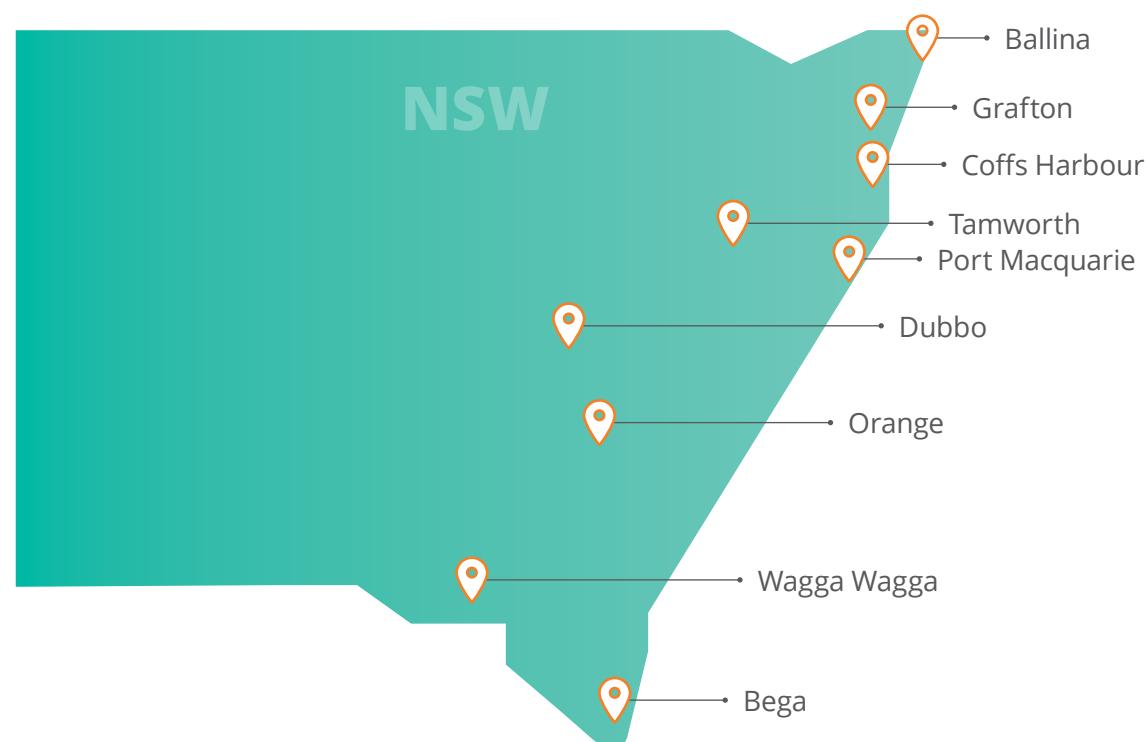
Our team of specialist rehabilitation doctors, nurses and allied health professionals keep people well and informed about their health and build the capacity of local clinicians to provide the best possible care in their communities. The models of care vary according to the location of the client.

The Metropolitan Spinal Outreach Service provides specialist multidisciplinary support, education and clinical interventions for up to 12 months after their discharge from the Spinal Injury Units at Royal Rehab, Royal North Shore and Prince of Wales Hospitals. During 2018/19, 101 clients were referred to the metropolitan service. Individualised programs assist clients to achieve community participation goals such as attending hydrotherapy at their local pool

or exploring work and study options. The team also partners with clients, their families and carers to build resilience through counselling and advocacy.

The Rural Spinal Cord Injury Service links regional and rural NSW with the Sydney-based spinal cord injury units post discharge by offering rural clients access to specialist medical and multidisciplinary review. The service has extensive reach across six local health districts via in-person and phone support.

This year, the team travelled 8,464 km to see 133 people in rural clinics. We educated 226 health professionals on post SCI impacts including such topics as sexuality and fertility, pain management, ageing and more.



Impactful intervention through In-Voc

In-Voc is a vocational rehabilitation service dedicated to working with clients who have a SCI to explore the potential of returning to work, study or volunteering. Operated by Royal Rehab and funded by icare, our experienced vocational consultants allow people to boost their job-seeking and vocational skills, and to access assistive technology.

During the year, we completed a comprehensive evaluation of the In-Voc service. The results revealed of the 327 people who were supported via the service, more than half were employed, studying or engaged in vocational, prevocational or job-seeking activities by the end of the program.

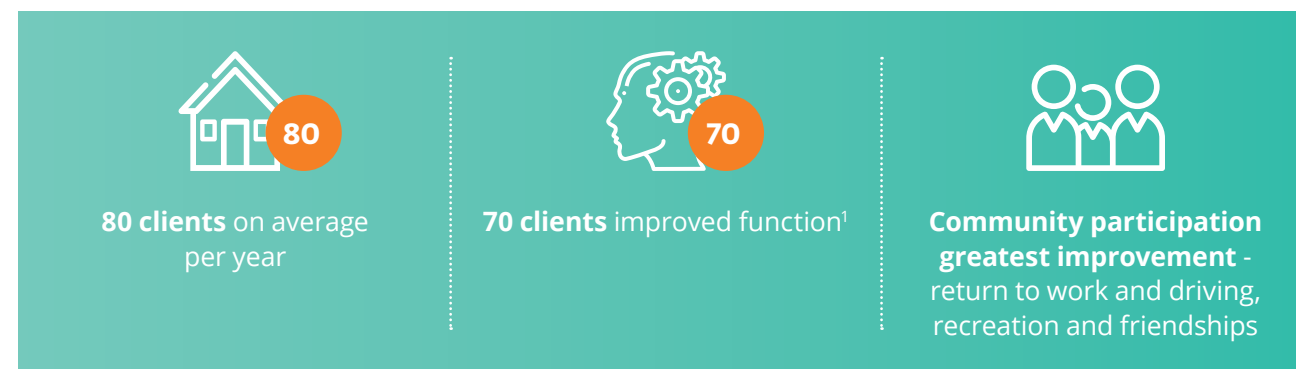
Highlights of the year include:

- New assistive technology equipment was purchased to support more people with the transformative power of specialist tools to help manage their disability.
- We introduced Most Significant Change stories as a way to monitor and evaluate diverse outcomes.
- We provided quality stewardship and actively contributed to the Australasian Early Intervention Vocational Rehab Group.
- Team members shared their expertise at the Australian and New Zealand Spinal Cord Society and International Spinal Cord Society.



In-Voc client Chloe, relaxing at Sargood on Collaroy, was supported by In-Voc and has now returned to work as a medical scientist.

BRAIN INJURY COMMUNITY REHAB TEAM



Our Brain Injury Community Rehabilitation Team (BICRT) is part of the state-wide Brain Injury Rehabilitation Program in NSW and provides interdisciplinary rehabilitation for people who have sustained a brain injury as a result of trauma. The holistic programs are customised to each client and designed to maximise an individual's independence within the community.

Partnering in Australian-first psychiatry fellowship

In early 2019, we partnered with the University of Sydney's Brain and Mind Centre, the Royal Australian and New Zealand College of Psychiatry, icare and other leading organisations to launch a \$1.5 million Australian-first psychiatry fellowship in brain injury for advanced trainees. Funded by the icare Foundation, the fellowship recognises that mental health conditions are commonly experienced by people with brain injury and can require specialist management. Senior Psychiatry Registrar, Dr Jodi Cartoon, was announced as the inaugural recipient of the

fellowship and we welcomed Dr Cartoon to our facility in a registrar position as part of the fellowship.

State-wide pain management pilot program

Chronic pain lasting longer than six months is common for people with a traumatic brain injury. In response, we have been involved in a state-wide collaborative trial funded by the icare Foundation and managed by the New South Wales Agency for Clinical Innovation. The project will develop clinically appropriate resources and a model of care to help people with traumatic brain or spinal cord injury to better manage pain.



Sharing expertise

We are proud of our clinical expertise and passionate about sharing knowledge with our industry. This year our senior occupational therapist was invited by the Australasian Faculty of Rehabilitation Medicine to present on cognitive rehabilitation to medical trainees. "A Snapshot of OT in TBI" focussed on traumatic brain injury and the role of occupational therapy in the Royal Rehab approach.

Trainees learned more about the variety of cognitive approaches we use and how the program evolves as the person recovers.

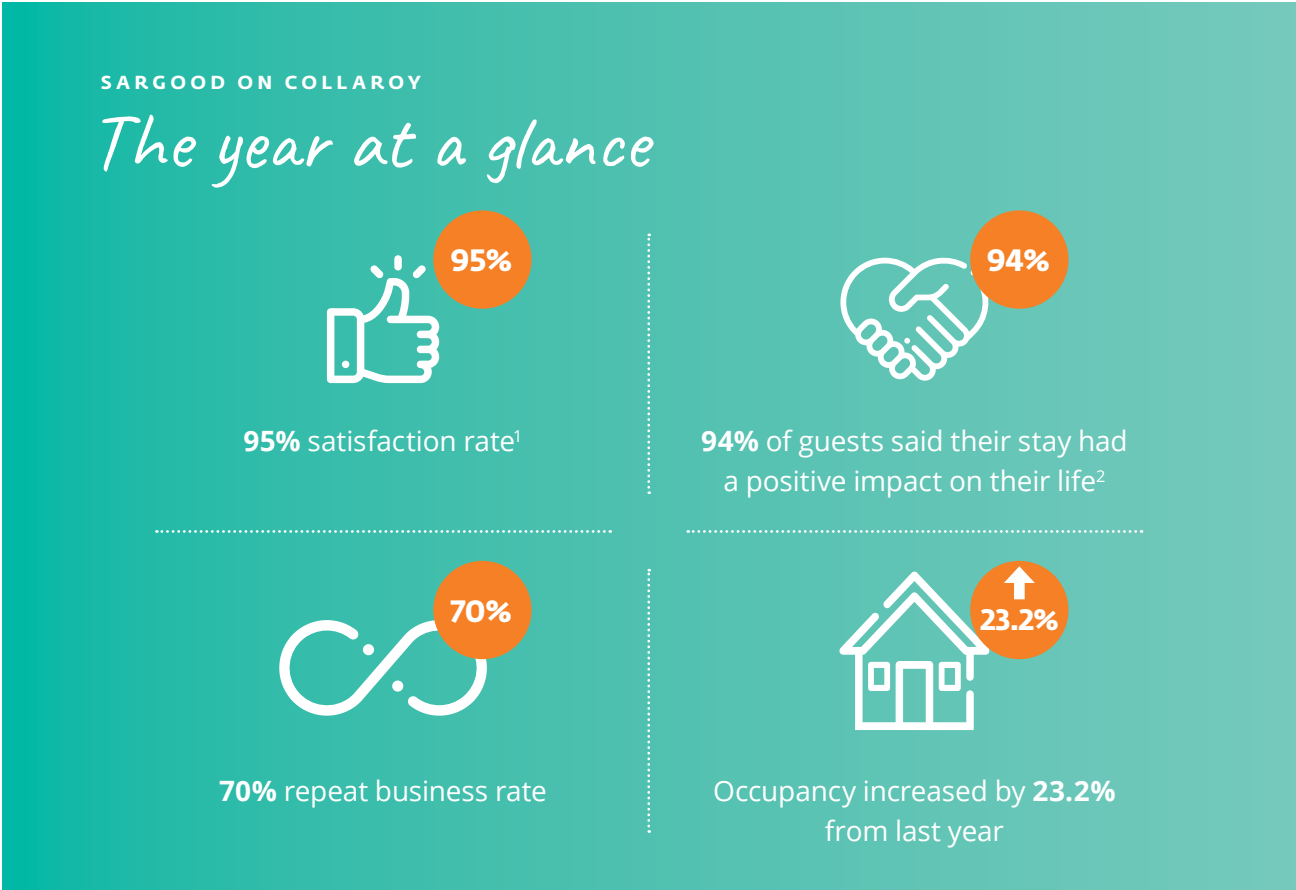
The team also contributed to state-wide working parties, supported the development of new programs and to the review of the NSW Agency for Clinical Innovation 'Brain Injury Rehabilitation Model of Care'.

SARGOOD ON COLLAROY

Overlooking Collaroy Beach on Sydney's Northern Beaches, Sargood on Collaroy continues to shine as a leader in accessible accommodation. This year, the world-first purpose-built resort dedicated to people with spinal cord injury (SCI), celebrated its second birthday and performed strongly on all key metrics.

Proudly operated by Royal Rehab, Sargood on Collaroy is a collaboration between The Sargood Foundation, icare and a private benefactor. Designed from the ground up to be fully accessible, the resort features spacious and beautifully appointed apartments with modern amenities and advanced home

automation technology. A wide range of accessible recreation and leisure activities and a state-of-the-art gym complete the resort experience and put the fun back into travel. Specialist staff are on hand to provide support including an occupational therapist, exercise physiologist and a clinical nurse.



Growing demand

Driven by an effective integrated marketing plan and the addition of new and exciting recreational activities and courses, the resort experienced an increase in occupancy of 23.2 per cent. This included an extended peak season from October 2018 through to April 2019 when occupancy averaged 80 per cent. The number of unique guests increased 100 per cent and the repeat business rate remains high at 70 per cent — proving Sargood on Collaroy is delivering an exceptional experience.

Making an impact

The impact of Sargood on Collaroy on people living with SCI is profound. In terms of satisfaction, almost all guests (94 per cent) said their stay had a positive impact on their life; 74 per cent left with more confidence in health and wellness skills and 81 per cent said they gained more confidence in recreation and leisure skills².

The resort continues to be popular with families, couples, singles and groups. We hosted the Great Britain wheelchair rugby team in the lead up to the largest international wheelchair rugby event of the year, the IWRF Wheelchair Rugby World Championships. We also welcomed some of Australia's most celebrated Paralympians.

Extending our core offering

With the help of the latest technology and equipment, Sargood on Collaroy offers guests the chance to enjoy recreational activities such as surfing, cycling, archery, rock climbing, golf, ocean kayaking, and yoga. This year we continued to expand our range of recreation and leisure experiences for guests.

After a successful pilot last year, we offered another RAIDaptive Scuba Course in April 2019. Through the course individuals living with a disability can become certified divers. The robotic wearable exoskeleton also made a return to Sargood for a reboot of our ReWalk course. The exoskeleton provides powered hip

and knee motion so individuals with SCI can stand upright, walk, turn, and use stairs independently.

Other new offerings this year included:

- Offshore reef fishing.
- Virtual Reality.
- Photography workshop.

Royal Rehab's specialist In-Voc team held the second career workshop where experts helped participants explore work, study and volunteering opportunities.

Popular as always were our Making Strides courses, our yoga and meditation retreat run by Back2Roots, and Water Ski program hosted at Manly Dam by Manly Warringah Water Ski Club and supported by The New South Wales Water Ski Federation — Disabled Division.

In May, staff and guests participated in the Wings for Life Manly to raise funds for SCI research. This year we also supported the Perry Cross Spinal Research Foundation SIP Week.

A particularly exciting time was the trial workshop of peer-led skills for independence in September 2018. A collaboration between Sargood and those experienced with the Back Up Trust model in the UK, the two-day workshop allowed participants to rapidly learn new skills, increase confidence and conquer previously difficult tasks.



1. Guest exit survey results 2018/2019
2. Repeat guest booking form results 2018/2019

ALL TOGETHER NOW

Travelling with four young children might sound hectic enough for some, but for Sarah and her family, the challenges are brought to a whole new level as their seven-year-old, Jake, has a spinal cord injury (SCI).

"Usually, when we have travelled as a family, there is a huge amount of equipment we need to bring for Jake — commodes, mattresses, chairs... you name it. Often, we have to actually bring a trailer so he has everything he needs while we're away," explained Sarah.

Sarah also finds the lack of access in most places to be confronting including parks, beaches, pools and restaurants.

"It can make fun trips really tiring and mentally draining. As a mum, it is also heartbreaking because it is upsetting for Jake not to be able to participate in activities with everyone else.

"Sargood on Collaroy, on the other hand, is an absolute godsend. We have stayed so many times now as it is so much fun, and it's 100 per cent accessible so we can do things as a family and no one is left out. The first time we came to Sargood on Collaroy we were literally blown away with how amazing it was in terms of its design and comfort — not to mention the staff, who are exceptional."

Sarah also appreciates that the broader community of Collaroy is committed to accessibility and inclusion as well. Most places guests go nearby — including cafes and restaurants — are easy to access and accommodating.

"Sargood on Collaroy's vision to set a new standard in accessible travel really means the world to our family. They are leading the way with inclusiveness and are changing people's lives for the better," said Sarah.

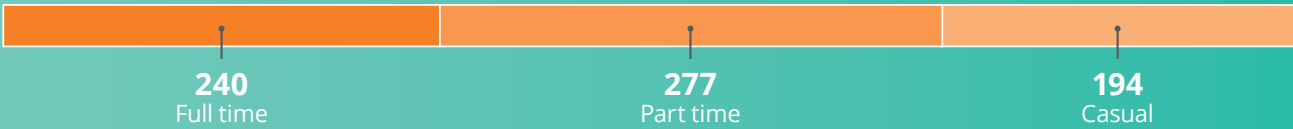


CELEBRATING OUR PEOPLE



Our employee profile

711 Total staff



Forging ahead with renewed vision, purpose and values

Our ability to provide an exceptional experience for the people we serve begins with our own capacity to appreciate and work effectively with each other towards clear goals.

This year under the leadership of our new CEO, our senior leadership team enlisted a professional facilitator to help us articulate why we are here, what we aspire to achieve and what framework we want to guide us forward. The impact of vision, purpose and values on our culture is inescapable, and we gave special consideration to shaping the values that will guide our people and provide a moral compass in good and challenging times.

Throughout Royal Rehab, in interactive workshops, departmental initiatives and via a new reward and recognition system our staff are finding meaning in the vision, embracing the purpose and bringing the values to life.



Our Vision

Royal Rehab started a journey in 1899 to empower people to reach their potential. By working together, we are recognised for our expertise, innovation and research. Our pursuits are diverse and bold as we influence the rehabilitation and disability landscapes.

Our Purpose

Together we empower people to reach their potential.

Values

Honesty, Respect, Working Together & Innovative Thinking.



Cultivating a connected and engaged team

We understand the importance of giving our people regular opportunities to get together socially to enhance positive working relationships and culture.

Once again, we thank our Social Club for creating another year of enjoyable events for our people. Particular highlights were our staff Christmas party and our annual picnic, a time for our staff and their families to meet each other outside of the work environment with food, drinks and entertainment.

Strengthening our wellness and leadership culture

Our leaders play a critical role in supporting our staff wellness to ensure our teams are emotionally equipped to deliver the best care to our clients. This year we supported our management team to attend a two-day mental health first aid workshop to enhance their skills in creating a psychologically healthy workplace. There they learned how to recognise the signs and symptoms of mental health stress and how to offer and provide support to staff.

To assist our Management Team to minimise the risks and create a psychologically healthier workplace, we sent them to a two-day mental health first aid workshop. There they learned how to recognise the signs and symptoms of different mental health crises, and how to offer and provide support to staff.

We are also actively providing leadership development to our Group Executive and Support Service Managers to enhance their effectiveness overall.

Upgrading our payroll and human resource systems

A large workforce makes it essential to ensure our payroll and human resource information systems continue to work as efficiently as possible. This year, we laid the foundations for a new provider, Aurion. Together with new payroll processes, we will have a more streamlined, efficient and manageable payroll function into the future which includes better reporting and access to information to enhance operational decision-making, change-management, compliance and business growth.

Negotiating a new Enterprise Agreement

Maintaining fair terms of pay and conditions with our people over time is important to us. This year we negotiated the renewal of our Disability Services enterprise agreement, which covers a large percentage of our staff. The renewal of the agreement is a positive step towards ensuring a consistency of care for our clients as well the ensuring long term sustainability of our disability services.

Recognising years of service

We held a ceremony during the year to recognise staff members who had achieved significant periods of service to Royal Rehab. Congratulations goes to Peter Zhu who was recognised for 30 years of service. Peter is currently employed as a physiotherapy assistant in the Brain Injury Unit.

“The great team I am working with, the rewards, encouragement and generosity from clients and colleagues... I will treasure these as they are precious to me. God bless Royal Rehab.”

Peter Zhu
Physiotherapy assistant
Brain Injury Unit



VOLUNTEER SERVICES

Our impact is far greater thanks to the generous support of our incredible network of dedicated volunteers.

This year our volunteers again donated thousands of hours to support Royal Rehab's important work. We continue to rigorously match each volunteer to the role, ensuring compassionate care for the people we serve. Our volunteers support in many ways including music therapy, pet therapy, spiritual support and assisting our Lifestyle Choir members to attend rehearsals and performances.

Volunteers, sometimes accompanied by our Australian Support Dog Freya, visit residents to chat, knit, play, and complete art and craft activities, contributing to a stronger and more caring community. Outside, our Productive Garden continued to flourish under the tireless efforts of volunteers. Our volunteer team also supports our work by organising fundraisers and events, including this year's Mother's Day lap rug raffle with prizes generously donated by corporate volunteer Boehringer Ingelheim.

Recognising and celebrating achievements is integral to the Royal Rehab way. Following on from last year we recognised those who have been regularly donating their time for more than five years at a special event in December 2018. Some of our committed volunteers were recognised for over 35 years of volunteering.

The Centre for Volunteering and the City of Ryde Council acknowledged the tremendous efforts of Royal Rehab volunteers. Eliza Dang was recognised as a 2018 Young Volunteer of the Year Regional Finalist and represented Royal Rehab at the State Awards.



Above L to R: Volunteer Coordinator Nicki Bispham, Volunteers Alex, Mary, Jane, Terry, Elaine, and Manager Volunteer Services Ayse Dalkic.



Volunteer Eliza Dang

MAJOR EVENTS THIS YEAR:



Teresa Sugita volunteers with Royal Rehab client Sharma, assisting her to read every week at a local library.

ROYAL REHAB FOUNDATION

The Royal Rehab Foundation is dedicated to raising awareness and support for Royal Rehab's work through corporate, community and individual donors.

This year, the Foundation Committee developed a fundraising strategy and held the first of several planned events.

On a chilly winter morning in June, we celebrated Royal Rehab's 120th anniversary and launched a campaign for assistive technology at a breakfast at NSW Parliament House. Donors and other stakeholders came together to celebrate the past and share our vision for a reimagined future for people with disabilities.

Special thanks go to Gareth Ward MP, Minister for Families, Communities and Disability Services for his moving and inspiring speech, and to Tracey Spicer, newsreader and journalist, for generously donating her time as Master of Ceremonies.

From left to right: Matthew Mackay, Tony Staveley, Katrina Williams, Dr Clayton King, Cornelia Schulze, Marilyn Speiser, Clive Austin AM, Muriel Demarcus, Barbara Ward, Professor James Middleton, Matthew Dunn (absent from photo), Richard Wykes (absent from photo)



THANK YOU

The pioneering spirit of our Founder Susan Schardt is kept alive thanks to our generous donors. Together, we can continue to empower people to reach their potential.



Major donors

Ducati Owners Club of NSW	Mr David Simmonds
Mr Robert Ingham AO	Galston High School
Mark Ellis	Mrs Unis Goh
Croydon Park Chapter, No 40, Order of the East	Mrs Patricia Austin
The White Knight Foundation	Mr Paul Wong
PayPal Giving Fund Australia	Rotary Club of Ryde/Macquarie
Estate of Bernard David Rothbury	Mr and Mrs Clive and Patricia Austin
Ms Gina Collins	Zaitoune Mezza & Grill
The R A Gale Foundation	Ms Nerissa Lee
Mr Harley Wright	Dr Clayton King

Gifts in kind

Our sincere thanks go to the Cauliflower Club for generously donating a modified Toyota Camry Ascent for the Driver Assessment and Training program; to Steve Ralph for donating a kayak and to Ursula Deakin for the furniture.

Vale Mark Ellis

This year we farewelled generous donor and former patient, Mark Ellis, who passed away in February. Mark raised funds for Royal Rehab through an incredible ocean swim in the South Head Rough Water Ocean Swim Race which spans the waters from South Head, Sydney Harbour, to Watson's Bay. In Mark's words "Veni. Natavi. Vici." meaning "I came. I swam. I conquered".

Supporters



OUR LEADERS

Royal Rehab Board



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Chairman, M Comm,
GradDip (Land Econ),
FAPI, FRICS, MAICD, JP



Anthony Wehby

Vice-Chairman, FCA MAICD



Gregory Anderson

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Unis Goh

Director, PSM MA BA JP



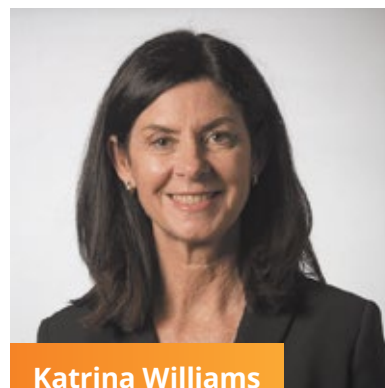
Marilyn Speiser

Director, BEc
(Acc) FCA CHAHRI



Pamela Grant

Director, BA
BLegS DipSocSc



Katrina Williams

Director, BEc LLB
GAICD

Executive



Matthew Mackay

Chief Executive Officer



Wayne Wright

Chief Financial Officer



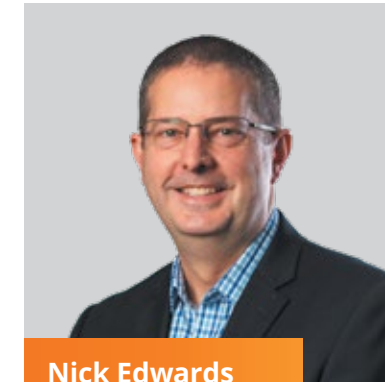
Dr Clayton King

Director of Medical
Services & Medical
Director, Brain Injury Unit



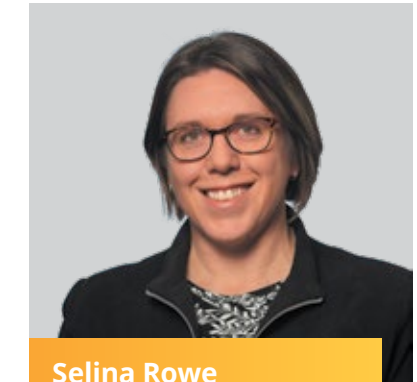
Jessica Taveira

General Manager
Inpatient Services and
Director of Nursing



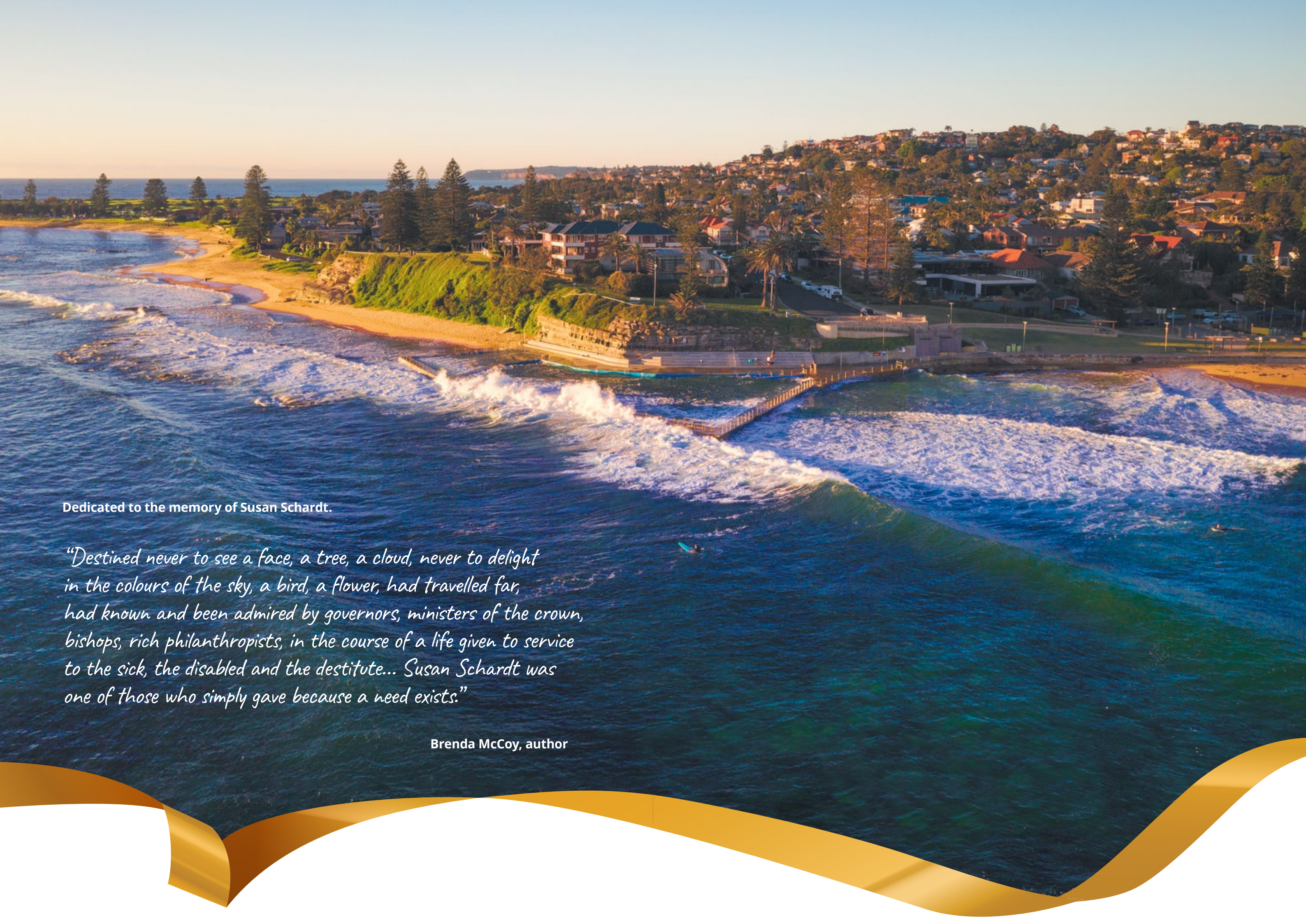
Nick Edwards

General Manager
Disability Services



Selina Rowe

General Manager
Community Services —
Director of Allied Health
& Clinical Informatics

An aerial photograph of a coastal town at sunset. The ocean is a deep blue with white-capped waves crashing against a long pier that extends into the water. The town is built on a hillside, with houses and trees visible. The sky is a soft orange and yellow. The overall mood is peaceful and scenic.

Dedicated to the memory of Susan Schardt.

“Destined never to see a face, a tree, a cloud, never to delight in the colours of the sky, a bird, a flower, had travelled far, had known and been admired by governors, ministers of the crown, bishops, rich philanthropists, in the course of a life given to service to the sick, the disabled and the destitute... Susan Schardt was one of those who simply gave because a need exists.”

Brenda McCoy, author

