



ANNUAL REPORT

—
2020



"At Therapy Focus we
believe that every
person's journey should
be extraordinary."





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CHAIR'S REPORT

Many things can happen when you turn 21 – and most of them involve a celebration! So it was in true Therapy Focus style that we held our all-staff Anniversary Breakfast in July to start the 19/20 financial year.



Our new CEO Angelena Fixter had been deeply immersed in getting to know the people who make up our great organisation, and so it was with much enthusiasm that the Board joined the Executive Team in September 2019 for a Strategic Planning Away Day. I am still in awe of what was achieved that afternoon by our group of passionate, creative and committed Therapy Focus champions.

With a clear understanding of our new Ideology, and the kind of thinking and experience we needed to govern the organisation into the future, the Board took the opportunity to recruit a dynamic new Director, Emma Brierty, over the summer break. I am not sure her first 6 months have been quite as planned!

The second half of the financial year was dominated by COVID-19 and I have to say that the way the Therapy Focus community has dealt with this crisis has been extraordinary. Staff have been committed, courageous and creative, while our customers have been understanding, willing to try new things and extremely supportive.

While none of us can foresee how the pandemic will impact our lives in the months and years ahead, we believe the organisation is well placed to deal with these circumstances. We will continue to prioritise the safety of our people – both those who work for us and those who partner with us.

At Therapy Focus, we believe that every person's journey should be extraordinary. While none of us would wish to travel this road again, we are stronger for what we have been through together, clearer about what we need to do to achieve sustainability, and even more committed to enabling people to live their best life.

On behalf of the Board, thank you for the role that you have played in our extraordinary journey.

A handwritten signature in black ink, appearing to read 'Fiona Payne'.

Fiona Payne
Therapy Focus Board Chair



"Staff have been committed, courageous and creative, while our customers have been understanding, willing to try new things and extremely supportive."

OUR BOARD OF DIRECTORS





Fiona Payne
Chair



Tony Vis
Deputy Chair



Michael Banton



Amanda Reed



Kane Blackman



Ann Dawson



Rachel Cottier



Emma Brierty

CEO'S REPORT

**The past financial year has
been a year like no other.**



We began the year with ambitious plans. I remember standing at our Anniversary Breakfast in July 2019 talking about our plans for revitalisation; building on our existing, excellent practice, and recognising the opportunities that lay ahead. This year was to be the final preparation for the newly commercialised environment of the National Disability Insurance Scheme (NDIS).

Little did we know what truly lay ahead of us. A worldwide pandemic hit us in earnest in March. The effect on our organisation in the first few weeks saw us lose over 75% of income, customers unable to access therapy, and our staff in a whirlwind of "what if?". I have seen many events in my career as a CEO, but nothing compared to this. Our Executive Team and support hubs, especially ICT, sprang into action. By the second week of the pandemic hitting Western Australia we had mobilised our services and implemented teletherapy. Consequently, we were able to support most of our customers throughout the pandemic. We knew that we were stronger together and our staff proved this without doubt.

We manoeuvred our way through the pandemic without making any redundancies, thanks to strong support from the wider WA disability sector, including the NDIS, Department of Communities, and my


colleagues heading up other not-for-profits. We galvanised and pulled together. This proved to me that there really is nowhere else like WA.

We continued creating our first totally inclusive Strategic Plan with customers, staff, quality and sustainability as the cornerstones. This is the platform on which we will build our future. We invested in technology, systems and our brand, and will meet 2021 with an even stronger foundation. Our organisation has grown even when all around us there has been turmoil. The Board of Therapy Focus stood with us, they showed bravery and trust in me, the Executive and Senior Management Team, and in our staff.

Our future is bright. We are excited to enact our strategy of growth, innovation and quality. Truly, we have a fire in our bellies that even a pandemic will not extinguish. I look forward to another year with Therapy Focus, as we take therapy across geographical boundaries and widen our customer group into the world of older adults. Together we are stronger.

A handwritten signature in black ink, appearing to read 'Angelena Fixter'.

Angelena Fixter
Therapy Focus CEO

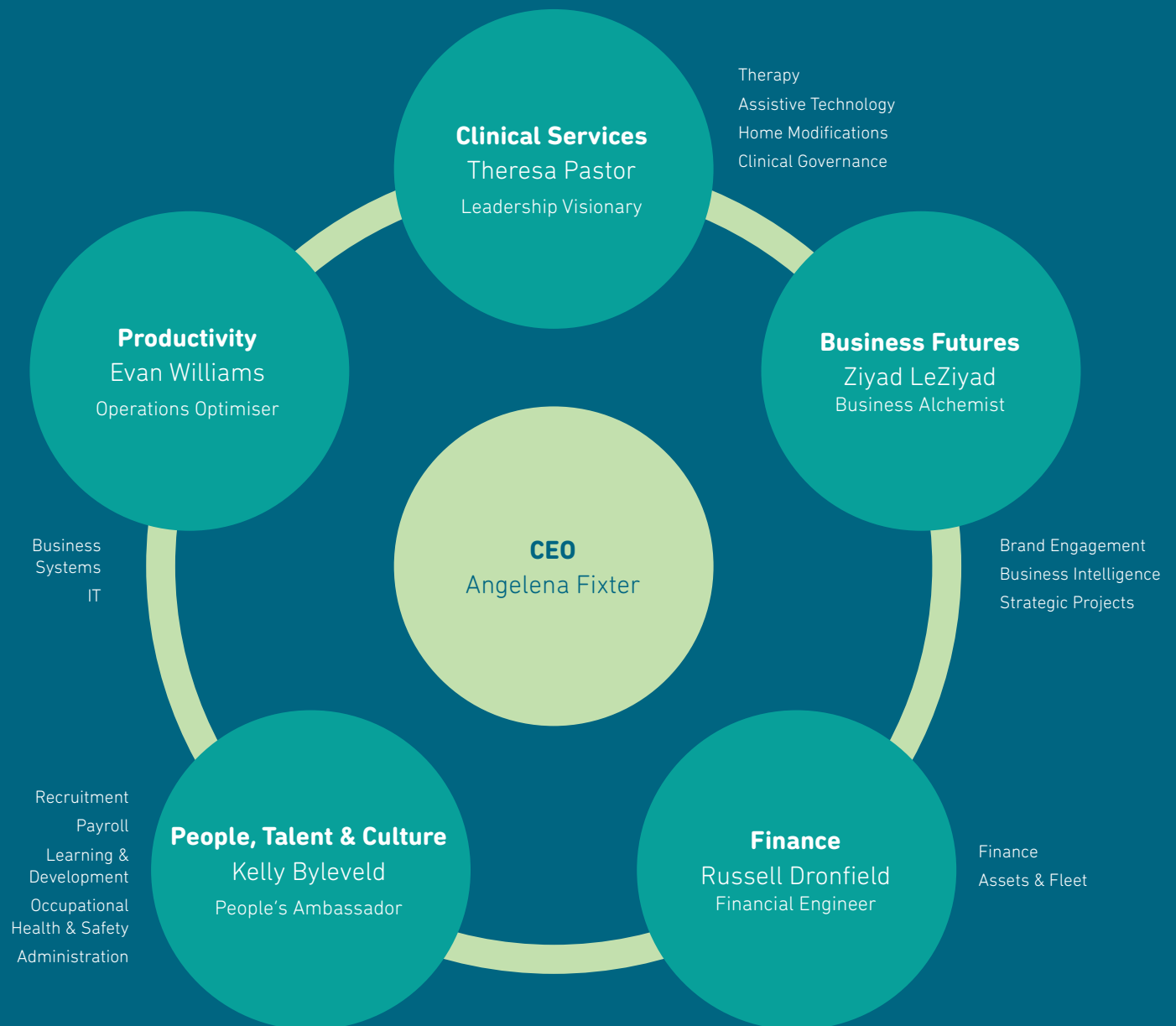


"Our future is bright.
We are excited to enact
our strategy of growth,
innovation and quality."

Pictured: The Therapy Focus Executive Team embracing the festive season at the 2019 Staff Christmas Luncheon.



EXECUTIVE TEAM



THE YEAR IN NUMBERS



4,531

customers received
therapy services



152,625

hours of therapy delivered



1,043

new customers started
their journey



72%

of customers accessed
teletherapy services



106

iPads donated for access
to teletherapy



\$127,223

in grants awarded through
our GIVE Program



11,744

hours of staff learning and
professional development
undertaken



4.2

year average tenure
of staff

CLINICAL SERVICES



Theresa Pastor

Executive Manager; Clinical Services

Despite the challenges that came with COVID-19, Therapy Focus' clinical teams were able to adapt and deliver 152,625 hours of therapy to 4,531 customers in the 2019-20 financial year.

The following are some of the highlights in a year that saw growth and innovation in the face of adversity.

Establishment of Teletherapy Services

Our teletherapy services were established quickly in response to the COVID-19 outbreak in WA, and therapy teams adapted well to the new service delivery model. 72% of customers accessed teletherapy services, or a mix of teletherapy and face-to-face services.

Without the implications of travel, we were able to support new customers in regional and remote areas and respond quickly to the needs of our customers.

Teletherapy also enabled families to better engage in therapy with increased flexibility around session times, and will remain part of our service delivery options into the future.

Integration and Expansion of Continence Services

Therapy Focus is now offering more continence services than ever before. To increase access to these services and ensure seamless service delivery for our customers, Continence Clinicians within our specialist continence team, were integrated with existing therapy teams. This includes registered nurses, physiotherapists and occupational therapists with specific skills and experience in managing continence.

We also welcomed staff from Bladder and Bowel Health Australia, with the service acquired by Therapy Focus in October 2019. Operating as our Bladder and Bowel Health Program, the team deliver home and community services to seniors with continence issues. This includes assessment, intervention and liaison with medical professionals for the management of continence conditions, as well as education and training for healthcare workers. With the acquisition of Bladder and Bowel Health Australia, Therapy Focus is now able to provide continence care across the lifespan of our customers.

Assistive Technology & Home Modifications Growth

Our home modifications service has continued to grow with a major increase in referrals.

Therapy Focus supported more than 100 customers to navigate the complex home modifications process in the 2019-20 financial year, with support extended to customers in regional areas of WA including Jurien Bay and Augusta.

Our Assistive Technology Specialists supported people state-wide to acquire assistive technology through Continuity of Supports funding provided by the Department of Communities. They also supported clinicians across the organisation to develop skills and knowledge in the area of assistive technology to ensure the evidence-based outcomes for our customers.

Our Communication Matters Clinic has been integrated with our Assistive Technology & Home Modifications Team to ensure a greater geographical reach and facilitated more than 100 hires of communication devices in the 2019-20 financial year.

Autism Diagnostic Services Contract Extension

Our Autism Diagnostic Team overcame the challenges of social distancing and isolation to conduct autism assessments via teletherapy and secured a 12 month extension on an agreement with the Department of Communities to deliver Autism diagnostic services.

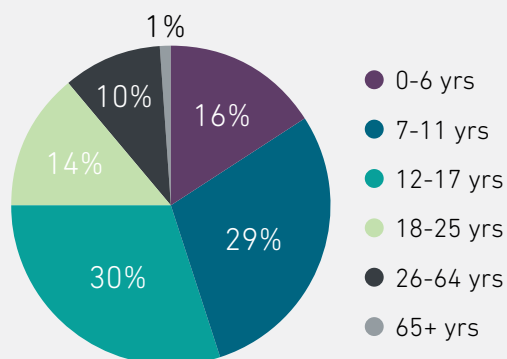
Continued Support for the Indian Ocean Territories Health Service

Our team providing support to Indian Ocean Territories Health Service (IOTHS) grew to include a speech pathologist in addition to an occupational therapist and physiotherapist. This team travels to the Christmas and Cocos Islands quarterly, providing teletherapy services between visits. Psychology services are now also being provided remotely.

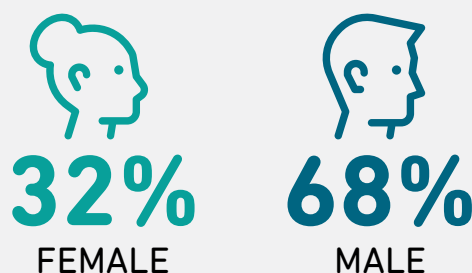
Our Customers

4,531 CUSTOMERS **10%** GROWTH

Age



Gender



Location

Metro	87%
Regional	10%
Remote	3%

Our Service



180,832 hours of customer support provided
152,625 hours of billable therapy delivered

Funding Source

NDIS	70%
WA Dept. of Communities	27%
Private & Other	3%

MINECRAFT THERAPY

A HIT WITH GAMERS

A team of Therapy Focus therapists are transforming the way therapy is delivered by using the popular computer game Minecraft to help children and teenagers with disability develop social communication skills.

Playing Minecraft is an effective way for children and teenagers who enjoy the game to work on skills such as team work, turn taking, patience, resilience, play, and communication. As Therapy Focus Advanced Occupational Therapist, Olov Falkmer explains, playing Minecraft with others online requires social interaction, collaboration and communication to achieve a shared goal.

"Many of the people I work with, particularly those on the autism spectrum, find social interactions challenging in day-to-day situations."

"Minecraft reflects real life situations in many ways when it comes to social exchanges. You have to pause to see how the other player is doing, follow visual cues and consider what they might be thinking. You also have to follow instructions, ask questions and use your communication skills to achieve your goal."

Olov and a team of therapists worked with IT consultants at Lumity Technology Solutions to create a Minecraft server that could be used by Therapy Focus customers whose therapy goals included developing social, play and communication skills.

"The team at Lumity did an incredible job in setting up a Minecraft server where our customers and staff can operate safely. They even designed a digital uniform with a purple Therapy Focus shirt that we therapists wear when playing," Olov said.

Therapists and customers both log on to Minecraft and talk to each other through Microsoft Teams, which Therapy Focus' uses to deliver teletherapy services.

'Minecraft Therapy' uses the same principles as LEGO® Therapy, where each player has a specific role to play and work to achieve a shared goal. In Minecraft Therapy a player is either a Builder, a Miner or a Guard. Goals include building a shelter for the night, finding a sustainable food source and setting up a mining station.

Therapy Focus Speech Pathologist Rebecca Kippax explained that the benefits of using Minecraft in a therapeutic capacity are numerous.

"Therapy outcomes are often met earlier if a person is working on something that they're interested in. If they enjoy gaming this is a great option for them to work on their therapy goals," she said.

"Minecraft really is an excellent tool to facilitate social communications. Participants have to plan their "mission" with their therapist before they begin the task using social interactions and establishing shared goals and rules," she said.

"They have to communicate what they are doing and why they are doing it, and they may have to modify their message for other listeners if they see that the other person is confused."

"The game also breaks down distances – a therapist can play with two participants, one from Perth and one from Busselton for example. There is real potential to roll-out Minecraft therapy into rural and regional areas of Australia."



PEOPLE, TALENT & CULTURE



Kelly Byleveld

Executive Manager;
People Talent & Culture

Key themes for the People, Talent & Culture Team in the 2019-20 financial year were process improvement and system utilisation.

A focus was placed on streamlining processes and upgrading systems to make life easier for our employees, and this focus will remain to ensure our clinical teams can better support our customers. Significant improvements have been made to our recruitment and onboarding systems, with planning underway for the development of training systems in the 2020-21 financial year.

Staff Feedback

We have bolstered our commitment to seeking regular employee feedback to drive continuous improvement. In the past year we implemented an anonymous feedback channel for employees to feedback issues or suggestions directly to the CEO and Executive Team. This feedback channel has

been invaluable in highlighting the issues experienced by frontline staff, and has enabled the Executive Team to better support our employees to find effective solutions in a timely manner.

Occupational Health & Safety

The health and safety of our workforce was our first priority during the COVID-19 pandemic, and we are proud to report that all staff remained employed as we navigated the pandemic. A new Working From Home Policy was developed with every employee required to complete a home office ergonomics checklist. Regular updates were provided by senior management throughout the lockdown period and Team Leaders and Managers implemented wellness strategies in addition to support from our Employee Assistance Program provider.

There will be a continued focus on workplace health and safety and risk management following the transition back to face-to-face therapy, with staff supplied with personal protective equipment and sanitising items.

University Partnerships

We continue to support clinical placements for final year students from Notre Dame, Curtin and Edith Cowan Universities, with more than 6,500 hours of supervised placements provided to 40 students. Students add value to our services in the form of an extra set of hands for therapy groups, additional therapy sessions for customers, support for clinical project work and supervision experience for our clinicians.

Recognising the increased demand for psychology support within the sector, we partnered with Murdoch University to provide more opportunities for psychology students to experience working in disability services. Final year clinical placement will take place over two semesters, ensuring new graduate recruits are workplace ready.

Our partnership with Curtin University will see us trial a peer-based mentoring approach to student placements, with clinical educators providing additional support to students in key clinical areas, transdisciplinary practice, and general soft skills.

335 average head count

25%

CORPORATE

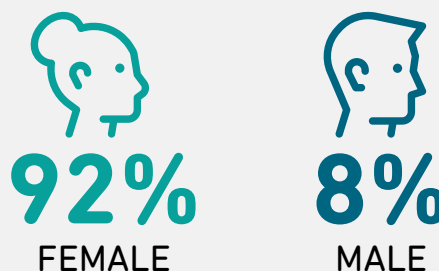
75%

CLINICAL

Clinical Discipline



Gender



Tenure

0-1 Year	20%
1-2 Year	18%
2-5 Years	31%
5+ Years	31%
Average tenure	4.2 Years



11,714 hours
of professional
development provided

40

university
students

6,502

supervised
placement hours

STAFF CELEBRATED AT 21ST ANNIVERSARY

On Wednesday 3 July, Therapy Focus staff, Board Directors and special guests celebrated the organisation's 21st anniversary with a breakfast at Crown Towers and the presentation of our annual staff awards.

Advanced Speech Pathologist, Tiffany Haliburton was awarded the 2019 People's Choice Award, which acknowledges employees who have gone 'above and beyond' to support Therapy Focus customers, their families and carers. In 2019, 78 nominations were submitted by people accessing services.

Tiffany was nominated by Dana Harle in recognition of the outstanding services and support Tiffany has provided to her daughter, Tyla. In nominating Tiffany, Dana said that she had never seen a therapist connect with Tyla as Tiffany has, and that she had seen a dramatic change in the 19-year-old. The following is an excerpt from Dana's nomination:

"The confidence Tyla has since working with Tiffany is undeniable. She has grown so much and can communicate her needs better. Tyla is a different young lady in every aspect of her life – family, school and socially. It's amazing how one person can make such a change in someone's life. We will be eternally grateful!"

Advanced Speech Pathologist, Christine Bosch was awarded the 2019 Leadership Award, which recognises an employee who has displayed exceptional leadership skills, demonstrated the ability to guide and inspire others, and contributed to the functioning of the organisation.

Christine was nominated by her colleague, Melissa-Sue Clark, for the exceptional leadership she shows in supporting and guiding colleagues, whilst also contributing to the advancement of our services for people with Autism Spectrum Disorder.



The following is an excerpt from the nomination:

"Christine's dedication to her clients, and particularly to the field of Autism, is inspirational. Through her direct professional interactions and indirect sharing of experiences, Christine encourages and inspires her colleagues and mentees to work toward quality and clinical excellence. The impact she has on her colleagues is evident from the 'waitlist' of staff wanting her clinical supervision."

Bayswater Team Leader, Alison Milton was the recipient of the 2019 Innovation Award, which recognises outstanding creativity and ingenuity when addressing challenges, improving processes and/or delivering services.

Alison was nominated by Christine Bosch for showing outstanding creativity and ingenuity in establishing the Communication Matters Clinic and developing Therapy Focus' Alternate Augmentative Communication services. The following is an excerpt from their nomination:

"Alison has worked hard to ensure that her original vision has come to life by overseeing the Communication Matters Clinic. It is a well-run, streamlined service that benefits our staff, customers and the broader community. The innovative venture has led to an additional revenue stream for Therapy Focus, which has the potential to grow."

A number of employees also received service awards. One of Therapy Focus' longest standing employees, Jonathan Ng, was honoured in an emotional tribute, with his team thanking him for his exceptional leadership across an incredible 20 years of service.



PRODUCTIVITY



Evan Williams

Executive Manager;
Productivity

Our Business Intelligence and ICT Teams rapidly mobilised resources in response to the COVID-19 outbreak in WA, with Therapy Focus making the difficult decision to shift to teletherapy and remote operations to protect our customers and staff.

A rapid response was required to ensure that all staff had hardware, software and connection to be able to work and deliver therapy from their homes. IT equipment was delivered to the homes of employees and Microsoft Teams was rolled out, along with training, to ensure that staff remained connected to their colleagues and customers.

Recognising that a proportion of our customers did not have access to devices or the internet, a proposal was developed to supply iPads and internet access to

customers so that they could access services via teletherapy. 106 iPads and data SIM cards were provided with generous funding from Telethon, WA Charity Direct and our own GIVE Program.

Many innovative therapy initiatives were developed to support customers during COVID-19 restrictions and have remained part of our service offering following their success and popularity. Minecraft Therapy, webinars, online autism assessments, and online resources have been very well received and continue to be used following the easing of restrictions in WA.

In addition to the technical support provided by our IT support team at Lumity Technology Solutions, our Business Intelligence Team provided vital reporting to the organisation during the challenging period to ensure that decisions were made based on accurate and up-to-date data. Our Business Systems Team engaged in remediation and development of our Customer Relationship Management software, The Hive, which brought improvements to usability and prepared the underlying architecture for future improvements.

This work will continue into the 2020-21 financial year.

DONATED IPADS HELP FAMILIES ACCESS TELETHERAPY

Whilst more than 2,000 individuals and families accessed teletherapy services during the COVID-19 pandemic, Therapy Focus' clinical teams identified around 150 customers who had no access to either a suitable device or data, and were therefore unable to continue receiving therapy services during the outbreak.

Thanks to funding from Telethon, WA Charity Direct and Therapy Focus' own charitable grants program, the GIVE Program, Therapy Focus' Assistive Technology Team was able to source iPads before there was a national supply shortage. Those in need were gifted cellular equipped iPads and/or six months' worth of data depending on their requirements. IT company, Lumity Technology Solutions, also partnered with Therapy Focus to provide telephone assistance to customers who need help setting up devices, activating data and accessing teletherapy.

Therapy Focus Executive Manager of Productivity, Evan Williams said that teletherapy is not only an effective way to deliver therapy, it also has benefits for people's mental health and wellness.

"Teletherapy is a great way to augment therapy services and it's something that we'll continue to offer as restrictions ease," Evan said.

"It removes the need for travel, which allows for savings in people's NDIS funding, and also allows for families to record things that happen in their daily lives and share them with therapists during sessions."

"We're also aware that some people are very isolated at this time, and having an iPad and data gives those people an opportunity to communicate with family members they otherwise wouldn't see."

Busselton local Narelle Newbold received an iPad for her son Cody, who has Autism. Narelle said that Teletherapy has helped keep a familiar routine for Cody and gives him something to look forward to.

"I found it important to keep things as normal as possible during the coronavirus outbreak, and for Cody that meant continuing his therapy sessions – even if it was in a different format. Cody loves his therapists and is really excited to see and talk to them, even if it's not in person."

"The iPad came at a wonderful time, as the old Samsung he was using for sessions had been glitching and has since stopped working. He is thrilled with his new iPad and we're so grateful for the donation."

Therapy Focus Advanced Occupational Therapist, Aisling Wallace said that whilst some families were hesitant about teletherapy at first, many have come to see its benefits.

"A teletherapy session is mostly lots of fun. We find creative ways to use everyday items and everyday routines, and many find that sessions are a great way to connect with people outside of your household," Aisling said.

"Some children with autism and other disabilities are actually more engaged in therapy because they are using technology and the devices they love to connect with their therapist. So whilst there are definitely challenges, I feel we are lucky that technology has enabled us to connect and carry on in these unprecedented times."



BUSINESS FUTURES



Ziyad LeZiad
Executive Manager;
Business Futures

In early 2020, our Strategic Business Unit was re-established as the Business Futures Hub to facilitate the development of new services and innovation to better support our customers.

The last 12 months has seen this area of our business focus on internal transformation, whilst establishing solid foundations from which to launch progressive initiatives as part of our 2020-23 Strategic Plan.

Strategic Highlights

Our growth over the last three years has been underpinned by the finalisation of our 2017-2020 Strategic Plan, which maintained a focus on customers, services and the future of our organisation. This plan established a foundation for the successful transition to an NDIS environment.

In late 2019 our Ideology was developed with our core belief at its centre; that every person's journey should be extraordinary. Armed with this Ideology and core belief, we embarked upon our new strategic planning journey. The Business Futures Hub and Executive Team focussed on a collaborative and innovative approach to developing this Strategic Plan. Each of our teams were provided the opportunity to develop and contribute their own initiatives as part of individual delivery plans, which now form part of the organisation-wide strategy. Understanding the uniqueness of the communities we support was key to developing a blueprint for our growth.

Our focus will be expanded with the implementation of key strategic objectives in our 2020-23 Strategic Plan, which include:

1. Investment in our people
2. Service growth and diversity
3. Customer-led growth and innovation
4. Commercial security and sustainability

Rebranding for our Future

Launching us into our new period of strategic growth and development has been the rebranding of Therapy Focus. The vision for our new brand was to showcase the evolution of Therapy Focus and our ambitions to support a wider cohort of customers. It was also important to develop a concept that was representative of the people who make up our organisation.

We took a unique approach to our rebranding and called upon our staff to submit ideas and concepts for our new brand. Therapy Focus Advanced Occupational Therapist, Carmel McDougall submitted the winning concept which met the brief of representing our Ideology whilst exemplifying our evolution in to new customer areas.

Regional and Remote Expansion

Therapy Focus values the journey of each individual; this is not exclusive to our metropolitan areas. For that reason, through funding provided by a grant, Therapy Focus

has facilitated extensive research and feasibility assessments of expansion into regional and remote areas of Western Australia. Our aim is to reach all Australians, including our First People, and deliver the same level of support as has been afforded to all of our customers.

Emerging Technologies & Robotics

In early 2020, the Business Futures Hub welcomed Advanced Clinician, Kelvin Kong to explore opportunities in emerging technologies and robotics. While this project is still in its preliminary stages, we have already been able to engage and invest in some exciting partnerships and products that will add a great deal of value to existing and new customers.



SERVICE AGREEMENTS COME TO LIFE IN ANIMATED VIDEOS

In late 2018, Therapy Focus was awarded a grant by the Department of Communities to help streamline services for clients transitioning from State-funded Disability Services to the National Disability Insurance Scheme (NDIS). A portion of this grant was utilised in 2019 to create a series of animated videos that explain Therapy Focus' Service Agreements and how we deliver services under the NDIS.

Therapy Focus customers who are new to the NDIS are invited to watch an animated video prior to signing a Service Agreement. This aims to help them gain a better understanding of their rights and responsibilities within a Service Agreement, and how services are delivered for their NDIS Plan. It also aims to reduce the time therapists spend explaining the Service Agreements, ensuring that services commence as quickly as possible for customers.

With generous support from volunteers, the videos were translated into five languages other than English, including Arabic, Persian (Farsi), Vietnamese, Mandarin and Aboriginal English to support individuals and families from culturally and linguistically diverse backgrounds.



FINANCE

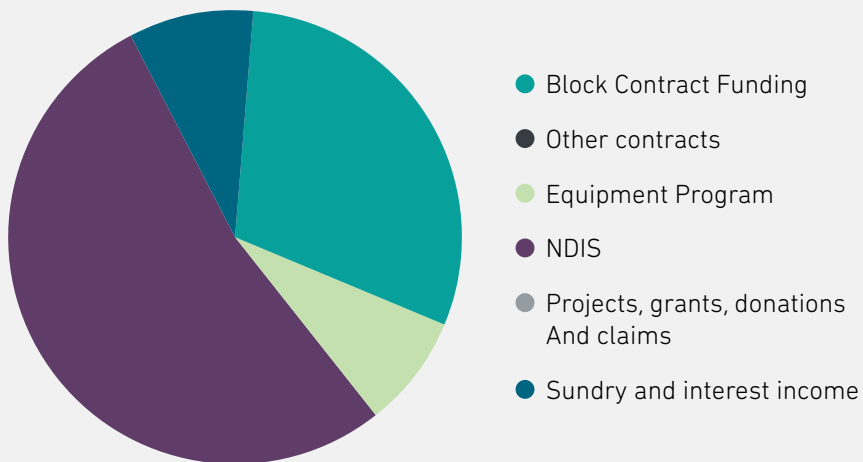


Russell Dronfield
Executive Manager; Finance

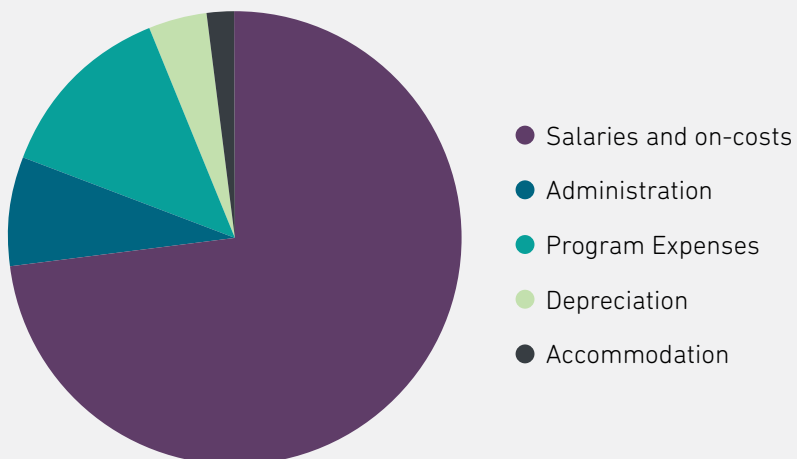
	2019-20 \$000	2018-19 \$000
Operating Result		
Income	37,243	33,903
Expenditure	34,526	32,578
Operating Surplus	2,717	1,325
Working Capital		
Current Assets	16,425	15,458
Current Liabilities	11,003	12,115
Net Current Assets	5,422	3,343
Our revenue		
	2019-20	2018-19
Block Contract Funding	10,655	17,089
Other contracts		3,325
Equipment Program	2,707	4,457
NDIS	18,911	8,238
Projects, grants, donations and claims		208
Sundry and Interest income	3,174	585
Total Revenue	35,448	33,903
Total Expenses		
	2019-20	2018-19
Salaries and on-costs	25,316	22,609
Administration	2,648	2,038
Program Expenses	4,574	5,833
Depreciation	563	783
Accommodation	919	990
Sundry Expenses	506	325
Total Expense	34,526	32,578



Our revenue



Total Expenses



LUCAS RIDES ON THANKS TO A GIVE GRANT

An electric bike funded by Therapy Focus' GIVE Program is giving Lucas Hillbeck newfound independence and the chance to go riding with his family.

Lucas, 12, has an intellectual disability, severe speech and language disorder, Apraxia and Dyspraxia. He requires support for daily living activities and the use of an iPad and iPhone to help him communicate.

Whilst Lucas loves going on bike rides with his family, he could only ride short distances and struggled to ride up the hills near his house. As a result, his parents were constantly getting on and off their bikes to help him, and Lucas wasn't enjoying learning how to ride.

Lucas' family felt that an electric bike would help improve Lucas' ability to ride further distances, and increase his enjoyment of bike rides with family and friends.

"We wanted to increase Lucas' independence and encourage him to take part in physical activity rather than play on his iPad," Lucas' mum Stephanie said.

"We knew that an electric bike would greatly increase Lucas' enjoyment of bike riding, leading to more opportunities for outdoor, physical and social activities."

Lucas' family applied to Therapy Focus' charitable program, the GIVE Program, and received a grant to purchase a lightweight electric bicycle called a Ryder Zycle. Since receiving the bike, Stephanie has seen a significant change in Lucas' self-esteem.

"Lucas now has much more motivation to ride his bike and is enjoying himself much more than before. He is more capable and confident and we've really been enjoying our bike rides together as a family."







For more information about
Therapy Focus and the work
we do, visit [therapyfocus.org.
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