



# Annual Report

—  
2022





# Chair's Report

The publication of our Annual Report is an important opportunity to pause and reflect on the past 12 months in our organisation. In looking back, it's hard to believe just how much we've all had to deal with, both personally and professionally.



I would say these are tough times in many ways. We are still dealing with the uncertainty of COVID in its many iterations, managing change in routines, traditions and practice, and juggling the balance between work and home - all while trying to maintain our health and relationships and, for many, make ends meet.

And yet we do manage. Sometimes step by step, sometimes in big leaps. Sometimes we're even heading off in a completely different direction! Some are thriving in this time of great change, and some are not doing so well... We see this, and we acknowledge the different experiences.

At Therapy Focus, we have also been faced with many changes, including the resignation of our CEO, Angelena Fixter, the subsequent interim arrangements with Brendan Parker as Acting CEO, and the welcome appointment of Alison Kelly in August as our new CEO.

We have also experienced significant financial pressures as a result of the COVID pandemic, compliance obligations, workforce shortages and systems transformation. We acknowledge the impact of these pressures and now have a clear plan in place to ensure our sustainability for the future.

Throughout all this change, one thing is unchanged. Our services continue to have an enormous positive impact on our customers, their families and communities. Feedback confirms the value of the relationships our customers develop with therapists and the support staff, and provides important opportunities to improve the way we do things.

Therapy Focus is not immune to the workforce shortages that exist across Australia, and we are working hard to attract and retain the right people while advocating for solutions at state and national levels. We understand how frustrating it is to be on a waitlist for services, and how disruptive it can be when therapists move on. And for this reason our people are our highest priority.

On behalf of the Board, I would like to thank you for your loyalty to Therapy Focus and your commitment to being part of this extraordinary journey with us.

Fiona Payne  
Board Chair

6,331

hours of Teletherapy delivered



91%

of customers agree that Therapy Focus is helping them achieve their goals\*



4.3

years is the average tenure of Therapy Focus employees



“To the people who choose us as partners on their journey, thank you for trusting us to share this time with you.”



\*2021 Customer feedback survey



# CEO's Report

## Welcome to Therapy Focus' Annual Report for 2021-2022.

I am delighted to have joined this wonderful organisation in August 2022 and I am grateful for the opportunity to reflect on the year that has passed, whilst eagerly anticipating a vibrant and positive year ahead.

Firstly, I would like to extend sincere thanks to the Therapy Focus Board, who have supported the organisation through times of change and uncertainty. The impact of the Omicron waves from January 2022 was significant, and the Board provided a steady ballast to lead the organisation through these times. Nonetheless, these times of change and uncertainty had an impact on the 2021-2022 financial results. The Therapy Focus Board and leadership team are dedicated to steering through these challenges with a commitment to positive outcomes.

Thanks must also go to the executive and leadership teams, who have shown extraordinary adaptability and courage in launching many new initiatives, whilst continuing to honour our commitment to high quality, person-centred therapeutic services. Of course, these services would not be possible without the phenomenal work of the entire Therapy Focus staff. What a brilliant group! Committed, resilient, thoughtful, empathetic and fun. My heartfelt thanks and gratitude to each and every one of you. By working collectively, the Board, leadership team and staff group have been the catalyst for meaningful change and positive impact. All of the changes have focussed on continuous improvement and a desire to offer the very best to our customers and staff. These improvements have included launching our customer engagement framework;



introducing clinical career pathways for staff; making improvements to our scheduling system and upgrading technology to ensure better connectivity to our customers. These improvements underpin the terrific achievements of Therapy Focus in 2021-2022 and we are humbled to share a selection of these with you in this Annual Report.

Of course, none of this would be possible without our wonderful customers, their families and the wider communities who entrust Therapy Focus to partner with them on their extraordinary journey. We are grateful for the privilege to be part of your unique story; sharing your dreams, aspirations and progress, whilst supporting you through challenges. For all of us, you are our 'why'. Thank you.

In closing, I would like to acknowledge the supportive partnerships we share with key stakeholders, including state and federal governments, corporate and community partners, committees and our customer reference group. These networks are highly valued and appreciated.

The Therapy Focus team is looking forward to another incredible year. We are particularly excited to be celebrating our 25th Anniversary in 2023 and have many activities planned to commemorate this wonderful milestone. I look forward to sharing the excitement with you all.

**Alison Kelly**  
Chief Executive Officer

"We are grateful for the privilege to be part of your unique story; sharing your dreams, aspirations and progress, whilst supporting you through challenges."



5,277

customers accessed our services

163,981

hours of therapy delivered

721

new customers started their journey

## THE YEAR IN NUMBERS

**163,981**

hours of therapy delivered to

**5,277** customers



**96%**  
Face-to-face



**4%**  
Teletherapy



**69**

Autism assessments completed



**178**

Mealtime management plans written



**241**

hours of Continence Helpline services provided



**235**

Communication devices trialled through the Communication Matters Consultancy



**133**

Home modifications coordinated



**1,050**

Applications for assistive technology written



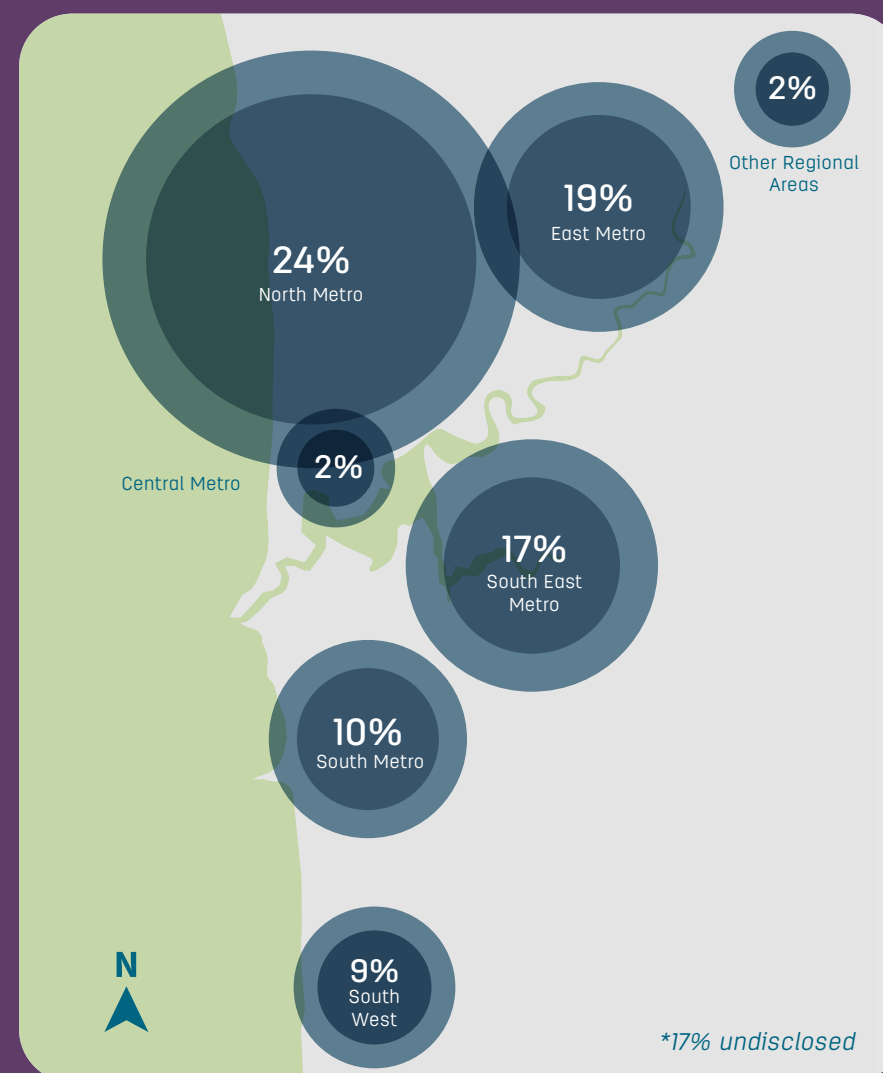
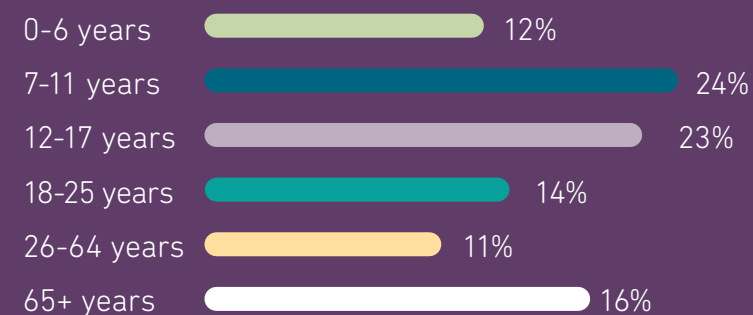
**800**

People aged 65+ supported by Bladder & Bowel Health service

**33%**  
Female

Our Customers

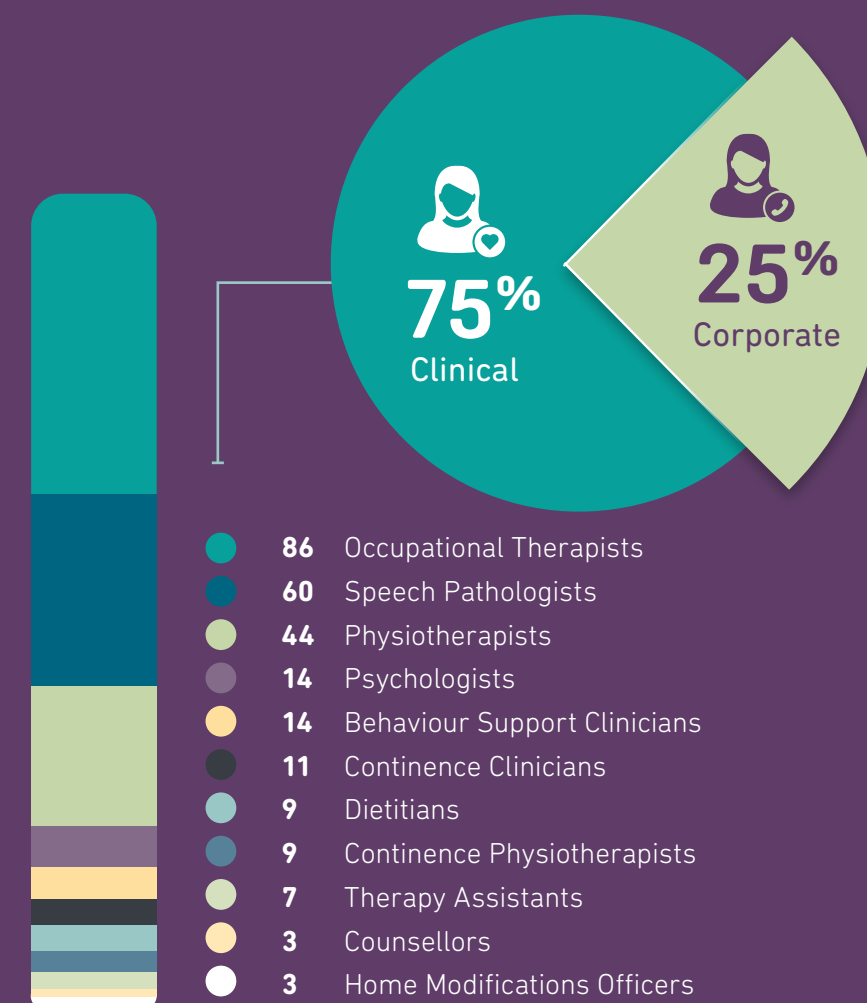
**67%**  
Male



Our Staff



**347**  
Average headcount



**6,400+**

hours of learning and professional development undertaken by staff



**121**

university students completed



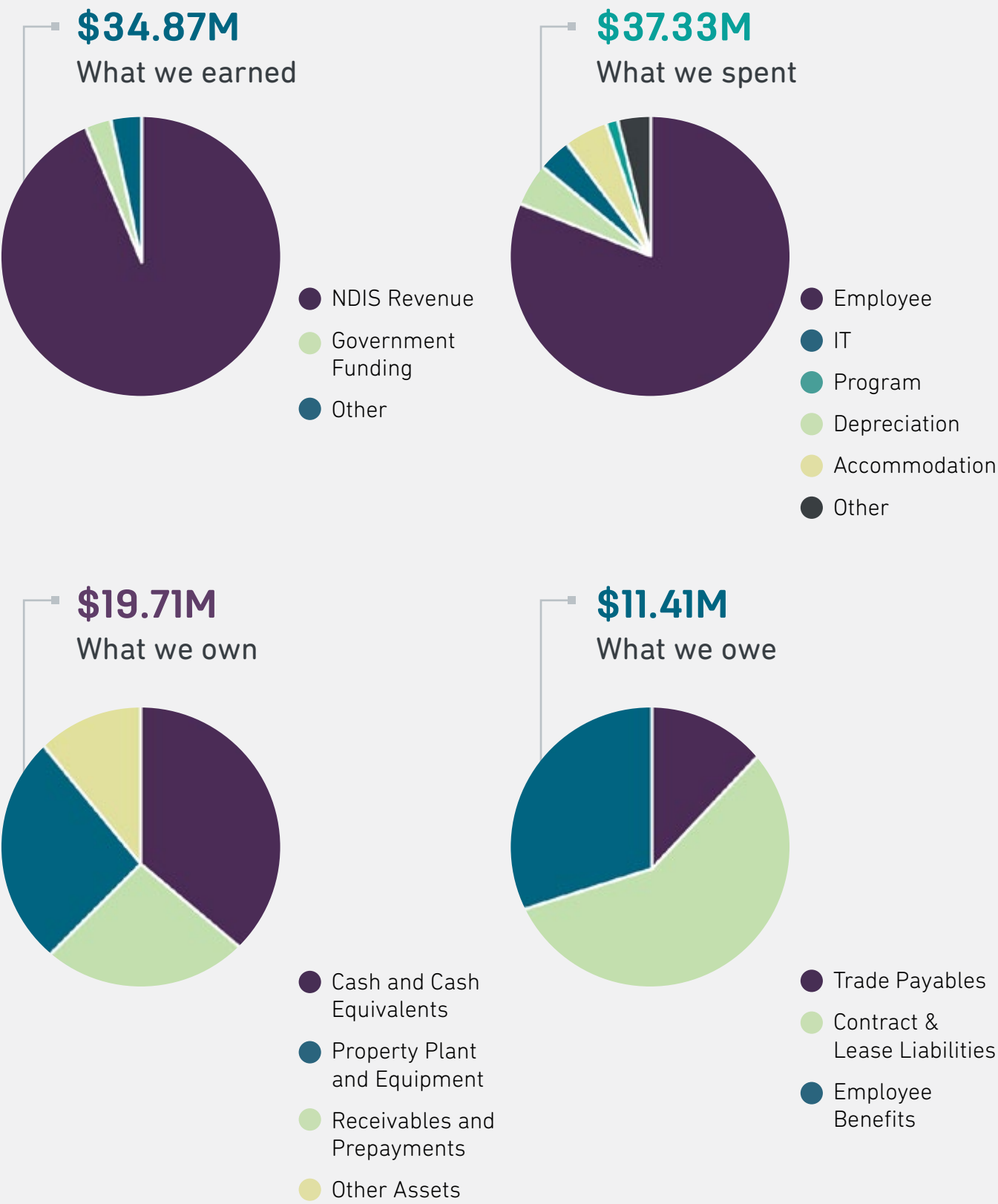
**10,493**

hours of supervised placements





# Financial Summary



Pictured: Carl with his wife and dog, Monty.

## Carl’s Story

Carl has been a customer of Therapy Focus for two years, accessing our services after being diagnosed with Multiple Sclerosis.

While Carl made great progress, he noticed he was tiring easier and wanted to be able to go out with his Labrador, Monty, like he used to. He shared this new goal with his physiotherapist who was only too happy to help and referred Carl to our Assistive Technology Team.

Assistive technology can be classified as a device or system that provides practical solutions to everyday life activities. It can increase, maintain or improve independence and safety by enabling people to perform tasks that they have difficulty with, or are unable to accomplish on their own. In Carl’s

case, this was being able to take his dog to the park again.

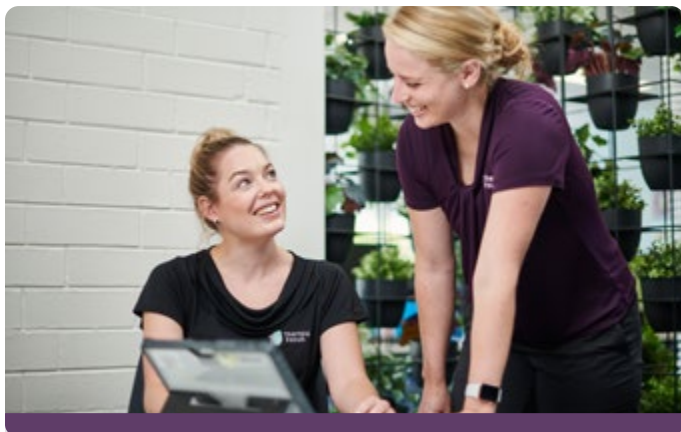
Senior Occupational Therapist, Cheryl Loo met with Carl to learn more about his lifestyle and goals. After prescribing and fitting Carl for a power-assisted wheelchair, Cheryl wrote a successful application to the NDIS for funding for the new powered-assisted wheelchair.

With his new wheelchair and support from his therapy team, Carl can now do more of things he wants to do in his daily life without experiencing fatigue. And Monty the Labrador is one happy dog now that she can visit the park again with her best friend.

For more customer stories, visit [therapyfocus.org.au/news](https://therapyfocus.org.au/news)



# Highlights



### Clinical Pathways support career goals

Our Clinical Pathways framework is the culmination of extensive work by our clinical leadership team to provide a clear and logical process for clinical employees to advance their career and deliver clinical excellence. The framework supports both clinicians who want to advance their career in a specific clinical role, and those who wish to transition into management. The robust support structure not only enables growth and development of clinicians, it also ensures quality of therapy delivered to customers.

“The Clinical Pathways framework not only helped me stay stimulated and engaged whilst learning, **it also increased the quality of therapy delivered to customers.**”

– Therapy Focus Graduate Physiotherapist, **Yashni Patel**



### Celebrating the stars among us

Held in October 2021 at Optus Stadium, the Celestial Ball celebrated the outstanding achievements of Therapy Focus staff with the presentation of our annual staff awards. A number of staff were acknowledged for their dedicated service with 5, 10 and 15 Year Service Awards. Congratulations to Office Coordinator **Chris Retallack** who was acknowledged with a 20 Year Service Award.

The night also saw the awarding of our major awards to these very deserving winners:

**People’s Choice Award:**  
Physiotherapist, Jordan Hitch

**Leadership Award:** Team Leader, Aimee Dougan

**Innovation Award:** Occupational Therapist, Paige Hamilton-Smith

**Support Award:** Scheduling Officer, Bex Tamakaha



### Scheduling Tool improves the customer experience

In 2021 a new Customer Experience Team was established to manage customer enquiries, schedule appointments, and oversee the day-to-day running of our offices. Within this team a group of Schedulers coordinate appointments with customers, therapists, and other stakeholders such as schools using a program called the Scheduling Tool. The tool allows Schedulers to plan multiple appointments according to customer availability and preferences, enabling an improved customer experience while also reducing travel costs and our geographical footprint.



### Therapy takes flight

Our fly-in therapy service, known as Flight Squad, was established in 2021 and sees therapists travel to the Wheatbelt town Merredin and Albany in the Great Southern region on a regular basis to deliver much-needed therapy services to customers living in remote regions of the state. In the 2021-22 financial year, 21 round-trip flights took place with 23 staff travelling remotely to support customers. As part of service delivery, therapists and support staff collaborated with a number of community partners, including local Shires, schools, healthcare and disability service providers.



### An Extraordinary Day at the Zoo

Held in early December to coincide with International Day of People with Disability, our end of year event invited Therapy Focus customers to enjoy a day at Perth Zoo complete with a visit from Santa, face painting and sensory activities. The event also provided an opportunity for customers and their families to meet with Board Directors and representatives from our Customer Reference Group, as well as other families accessing therapy services. Complimentary Zoo tickets were provided to almost 3000 customers as a thank you for the support throughout another extraordinary year.

### Gaming Therapy helps build connections

Our popular Gaming Therapy program continued to grow with customer participation increasing significantly throughout the course of the year. The innovative program utilises social simulation games to offer children and young people with disability the opportunity to connect with their peers while working together to achieve their therapy goals, and has proven to be particularly beneficial in social education and skill development. The program has been very popular with customers – particularly with those with Autism Spectrum Disorder – encouraging social connection in a fun and safe environment. Another benefit of gaming Therapy is that it can be accessed anywhere, with Therapy Focus customers across the state – including those living on Christmas Island – participating in therapy remotely. “Ashleigh is really loving Gaming Therapy. Her communication is improving, she is engaged in the group, and it’s teaching her to understand social situations from other peoples’ point of view.”



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– **Jacki Collis**, Mother of Therapy Focus customer Ashleigh Collis, who lives on Christmas Island.



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