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## About Nulsen Disability Services

Nulsen Disability Services provides holistic quality services to people with complex disabilities so they, and their families, have hope, certainty, trust and peace of mind.

We support younger people, older people, people who need high level support, and people who need less support, but more choice and community interaction.

To achieve this we employ over 460 dedicated and courageous staff to support 157 people in our homes, their homes and in the community.

In this, our 60th year, we remain strongly guided by our heritage. We have the courage to do what is right and to take on challenges that others won't. That was true of our founding parents, and it remains true today.

### Providing people with complex disabilities the opportunity of a rich and meaningful life.

- We offer **disability support accommodation** with 24-hour assistance so people with complex disabilities can receive quality care in a home environment. Each home is set up to suit those who live there and we thoroughly review people's needs when considering where they might live.
- Almost all of the people we support have complex health needs that require **specialist health services**, which we provide.
- Many of the people we support have challenging behaviours, so we **encourage positive behaviours** to improve their quality of life and independence.

- Our **trained support workers** are proud to work at Nulsen and want to make a difference in the lives of those we support.
- We **progress tailored personal programs** for each of the people we support based on their goals, hopes and dreams so they have the highest possible quality of life.
- We **foster social and practical skills** so people lead more interesting lives. This may be through alternatives to employment and including residents in day-to-day tasks in their homes.
- We **cultivate creativity programs** to foster the spirit and dreams of the people we support.
- We **further research** to improve the quality of life for people with disabilities.
- We **promote community education** for schools and community groups to nurture appreciation that each person's contribution to society is equal and unique.

Cover: Seb enjoys mornings at McDougal Park getting his hands dirty in the garden.

Right: Massive footy fanatics Michael and Greg never miss watching their teams live in action.



## Chairman's Review

Professor David Gilchrist

I am pleased to present this review, my first as Chair of the Nulsen Disability Services Board. I took over the role of Chair from the caring and capable hands of Aart Plug whose 16 years of loyal service to Nulsen left an indelible legacy. Aart's stewardship spanned a period of growth for Nulsen. I know he is proud of how, through all of the changes, Nulsen had held on to, and strengthened, its core values and sense of mission. My challenge is to similarly guide Nulsen so it may continue to provide the best possible life for people with complex disability.

### Sector transformation continues

Nulsen is operating in an environment of major transformation. It is fair to say that, while we have been in a period of change for a number of years, the extent and intensity of change is unparalleled. The not-for-profit sector in general has been subjected to changes in the nation's economic landscape, demanding and distracting policy changes, and uncertainty surrounding the future of the Australian Charities and Not-for-Profit Commission. In the disability sector, these changes have been amplified by the poor implementation of the National Disability Insurance Scheme (NDIS).

This change has also continued locally. In October, the state government announced disability accommodation would be restructured as a step towards the NDIS. This restructure responds to the State Government's Delivering Community Services In Partnership policy by boosting accommodation places with non-government disability services providers. We welcome the reforms, as they will offer people with disability greater choice. Non-government organisations already provide 83 per cent of accommodation services for people with disabilities in WA, and are best placed to provide the majority of services for the future.

Concurrently, we see the need to enhance the suite of services we offer to people with complex disabilities, as families require different service support models. The demand for support workers is increasing and we now compete with the child care, aged care and health sectors for the right staff.

On top of all these challenges, we must manage our operations so we remain financially secure and as independent as possible in pursuit of our mission.

Of course, Nulsen will prevail, as it has done over the many challenges it has faced during the past 60 years.

### Our strategy for 2014

We strive to be a professional, reliable, financially secure leader in providing services for people with complex disabilities. Our people will be engaged, recognised, valued and developed, and proud to be a part of Nulsen Disability Services.

To help us achieve this, the five objectives identified in our Strategic Plan 2013/2014 are:

1. Building our financial sustainability by ensuring all services are priced on true costs and having the capacity to move to a payment in arrears system rather than the payment in advance system we currently operate in.
2. Ensuring that the organisation is well marketed and positioned within the WA community and disability system and we have the ability to generate alternative sources of income.
3. Ensuring that we have a capable workforce and that our organisational culture is uniformly embedded across the organisation so we can provide a consistently high quality experience for our service users and their families.
4. Always looking for a better way so we can work smarter in a world that demands more information, flexibility and responsiveness.
5. Investing in person centred planning and developing a new system of measuring service quality and so we continually improve the lives of service users and their families.

### National Disability Insurance Scheme

One cannot underestimate the significance of the social reform enacted by the National Disability Insurance Scheme (NDIS). The Nulsen Board has contributed to the debate on the NDIS and is cognisant of its potential impact on the support provided to people with complex disabilities.

The Board applauded the Hon Colin Barnett MLA, Premier of Western Australia for entering into a bi-lateral agreement for a two-year trial of the NDIS. We believe this was the most strategically sound action to take on behalf of people with disabilities and the service system that supports them in this state. The trials will allow the experiences from services users, their families and service providers involved in the trial to contribute to future decisions about disability support services. As part of the trial, the Disability Services Commission will be testing its My Way model against that of the NDIS. In contrast to some other states that transferred their responsibilities for disability services to the commonwealth, the trials will keep options open for this state government should the NDIS prove inappropriate.

The trials of the NDIS and the state government's My Way commence on 1 July 2014. Nulsen will contribute to both trials where it can to ensure that the interests of people with complex disabilities are understood and supported.

Our desire is that Western Australia maintains and improves its service provision to people with complex disabilities - we see advocating for this as a key social responsibility that we have as a mission-based organisation. Earlier in the year, Nulsen's directors developed a set of policy statements (see page 4) defining the organisation's position in relating to the NDIS.

It is important to note that Nulsen supports a no fault entitlement system, such as the NDIS, but the way it has been implemented in the other Australian jurisdictions causes us concern. One area of disquiet relates to pricing of services. In many situations, the price paid to service providers is materially lower than the cost of providing those services. This has major implications for the quality of support provided to people with disabilities, as well as the sustainability of disability service providers. Ultimately, the risk of unsustainable operations rests with those receiving care and their families and friends.

The National Disability Insurance Agency (NDIA), the government agency charged with administering the NDIS, appear to not understand the cost of providing services to support people with complex disabilities. The NDIA seems focused on people with less complex needs; our sector will need to get complex disability back in the frame as the pricing needs are very different for those with complex needs.

### Governance

The resignation of directors in 2013 provided the opportunity to review our governance requirements and the Board's skills mix. We have, we believe, been able to recruit new directors who will carry the baton on from our retiring directors and meet both the immediate challenges and those coming over the horizon.

### Thank you

I salute our wonderful corporate supporters for their wholehearted partnerships. I mention in particular, Homebuyers Centre, ATCO Gas Australia, Zenith Insurance Services, the McCusker Foundation, West Australian Opera and Lush Digital Media.

We greatly appreciate the vital financial and other assistance from the state government, Lotterywest, and other funding bodies that helps us to deliver social and economic benefits to Western Australia by recognising the contribution of each person as equal and unique.

I acknowledge the time and expertise given by the Board directors over the past 12 months. Their commitment and capacity will be essential to help Nulsen Disability Services sustain the life desired by people with complex disabilities.

I recognise chief executive officer Gordon Trewern whose vision and humanity makes Western Australia a better place.

I commend the leadership team for their ability to continually improve what Nulsen does in settings that are unpredictable and financially challenging.

I thank the staff for their courage and dedication to providing a rich and meaningful life to people with complex disabilities.

We look forward to an eventful year.



David Gilchrist  
Chairman

# Policy statements on the National Disability Insurance Scheme

With the view to maintain and improve the services for people with complex disabilities in Western Australia, Nulsen's directors have developed a set of policy statements defining the organisation's position in relation to the NDIS. These are as follows:

- a) We fully endorse a no-fault entitlement support system that gives people with disabilities and their families choice, power and control to determine the services they need. We believe that such a system should build on the existing disability system rather than creating a new centralised bureaucracy.
- b) We believe a set of National Disability System Standards should be written that apply to a federated model of operation. We believe that decisions should be made at the state level so as to be sensitive and responsive to local conditions.
- c) We are fundamentally opposed to service providers being excluded from the planning process. We believe the input of service providers should be included if that is the wish of people with disabilities and/or their families/carers.
- d) We consider that one of the successes of the current Western Australian system and 'My Way' model is that it is based on a relationship based paradigm and not a transactional based model; that all key stakeholders are involved in planning for the support services for an individual.
- e) We think the WA Government's Building Community Services in Partnership Policy must remain central to all policy decisions relating to disability reform in Western Australia.
- f) We endorse the WA Government's action in not signing up to the NDIS immediately, but rather negotiating a bilateral agreement to allow the trial of both the NDIS and the state 'My Way' system over two years from 1st July 2014.
- g) We are committed to working with the state government to shape a Western Australian system that interfaces with the commonwealth under a federated model so that governance and the responsibility for disability service delivery remains with the state.

## Chief Executive Officer's Report

Gordon Trewern

In an environment of significant change our new strategic plan 2013/2014 has focused our attention on the key issues we must address so we may continue to provide a rich and meaningful life to people with complex disabilities. I am pleased to present our progress against each of the five goals in the following pages.

### Goal 1: Building financial sustainability

*Building our financial sustainability by ensuring services are priced on true costs and having the capacity to move to a payment in arrears system, rather than the payment in advance system in which we currently operate.*

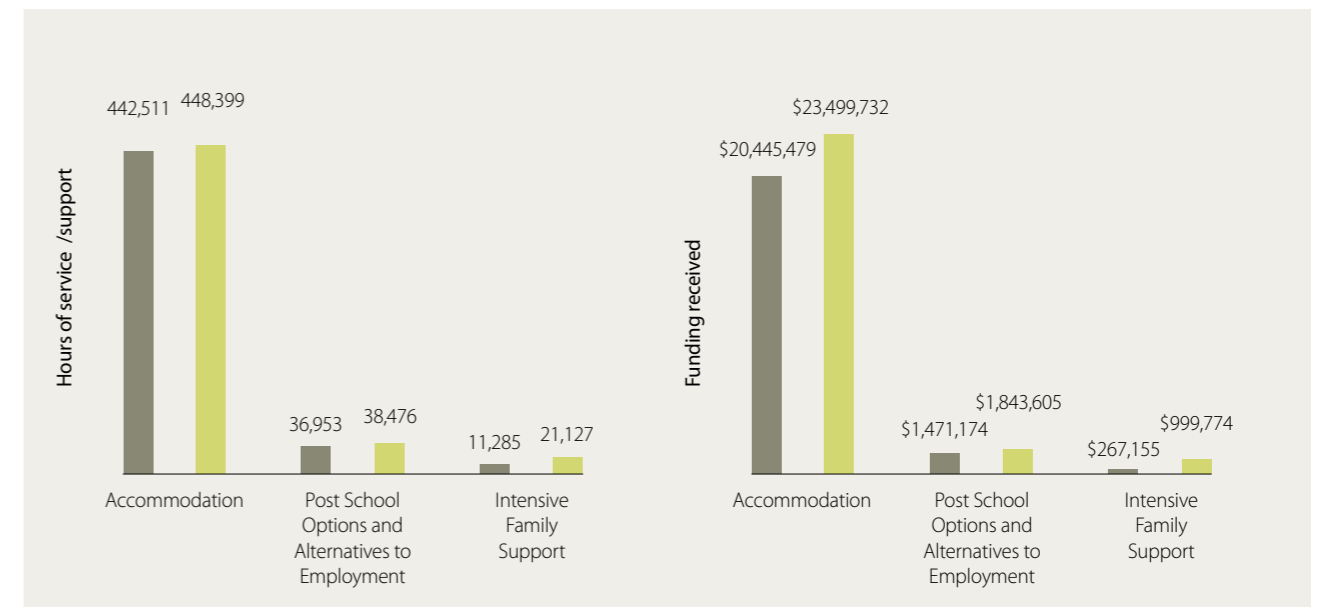
#### STATE GOVERNMENT REFORMS

On 1 July 2013, the state government moved from a price setting to a price-taking model of procurement; similar to the approach they adopt for commercial contracting. For organisations like Nulsen Disability Services, it meant that in re-tendering to provide accommodation support, clinical services and person centred planning services under the Government panel contract, we could submit prices that represented our true costs. This important policy shift will

promote a strong, sustainable not-for-profit sector and it is one that must be maintained as the developments of the NDIS take place.

The new contracting arrangements also allow Nulsen to retain any surplus at the end of each financial year, pending the delivery of the stated outcomes. Previously, any surpluses generated in our operating budget via government grants had to be returned; meaning the only way Nulsen could build its balance sheet was through donations or non-operating surpluses. For the first time, we have been able to establish a rolling three-year financial forecast. This more mature approach, rather than year in year out budgets, also empowers operational/program areas to contribute to the balance sheet and longer-term financial sustainability. The state government procurement reforms were ground breaking in Australia and certainly welcomed by Nulsen.

Figure 1: Hours of service provided and funding received ● 2013 ● 2014



**NATIONAL DISABILITY INSURANCE SCHEME**

The publicity surrounding the NDIS has raised the expectations of people with disabilities around the services they can expect to receive. As we see the NDIS evolve, it appears that unfortunately these expectations will not necessarily be funded as we move from one rationed system to another. Organisations such as Nulsen will need to manage the fall out of this but, as noted by our Chairman, it is people with disabilities and their families who will ultimately bear the consequences of inadequate funding levels.

There is considerable uncertainty of what lies ahead with the NDIS; the proposed pricing models are significantly less than what our residents currently receive and simply not sustainable. In addition, a nationally run NDIS system would see Nulsen paid in arrears for services delivered, rather than paid in advance as is current practice. If this is the case, Nulsen will need sufficient cash reserves to operate for up to 90 days as it awaits payment.

As the pricing and funding structures and philosophy for Nulsen change with the current reforms, all future services contracted by government or individuals must be priced on true costs. Nulsen will no longer be able to subsidise services not fully funded by government. This new model will be a test for people entering the disability support system as their assessments for support will be based on what is considered 'fair and reasonable'.

Nulsen's executive, in concert with the Board, is keeping abreast of developments and influencing policy developments as the NDIS rolls out. The two trials in WA will allow us a unique opportunity to examine both proposed models and decide what will work best for the citizens of this state.

Table 1: People supported by service type

SERVICE TYPE	INDIVIDUALS
Accommodation services – 27 group homes	129
Nulsen Community	53*
Projects – GIFSA, Hannah's House, CC home Care	7
Shared Management	5

\*Includes 36 internal Nulsen residents and 16 external clients

**Goal 2: Marketing and positioning**

*Ensuring that the organisation is well marketed and positioned within the Western Australian community and disability system, and that we have the ability to generate alternative sources of income.*

The state government Disability Services Minister Hon Helen Morton MLC announced in October that disability accommodation services would be restructured with an expanded role for non-government and not-for-profit organisations. In step with the NDIS, the restructure reduces accommodation places offered by the Disability Services Commission (DSC) and increases places with non-government organisations.

We have been working with DSC families who are seeking a new service provider to provide information about what Nulsen can offer. Many residents and their families chose to stay living with their current housemates and have chosen Nulsen as their service provider. We look forward to welcoming these new residents from late 2014.

Our partnerships with individuals, corporates and philanthropic organisations continued to strengthen. As an example, for the past 11 years, Nulsen has been the charity partner of West Australian Opera at the City of Perth Opera in the Park performance. This year the West Australian Opera visited a Nulsen home and sang for residents. Lush Digital captured the magic in a 45 second promotional video that aired at Opera in the Park eloquently illustrating Nulsen's approach to supporting people with complex disabilities.

We gratefully acknowledge the contributions of: Zenith Insurance Services, whose fifth annual Melbourne Cup day function raised the highest ever total of \$20,000; ATCO Gas Australia, who installed gas appliances including tumble driers, patio heaters and barbecues into Nulsen homes; the McCusker Charitable Foundation, whose support will expand the Youth Patron Program to a third school; and Volunteering WA, who facilitated corporate teams to complete garden and home maintenance that ensured the quality of home that Nulsen prides itself on was maintained.

Our presence on Facebook and LinkedIn raised our fundraising capacity and brand awareness and helped us to communicate with different groups.



Music enriches Michael's life bringing him happiness, social interaction and independence.



**Goal 3: Workforce and culture**

*Ensuring that we have a capable workforce and that our organisational culture is embedded uniformly across the organisation so we can provide a consistently high quality experience for our service users and their families.*

**A SATISFIED AND PRODUCTIVE WORKFORCE**

Nulsen's employee engagement score for 2014 placed it in the top quartile of best employers, well above the average of other Australian and New Zealand businesses. We were pleased to see that employees gain a sense of accomplishment and enjoy their day-to-day work, and more than three quarters are proud to be a part of Nulsen. These scores are an important component of us being able to deliver holistic quality services to people with complex disabilities.

While we are pleased with these results, we have improvements to make. Communicating well with a diverse workforce in multiple different locations is a challenge, but one we need to address. Plus, we must further invest in our managers so they can lead their teams to perform at their best in delivering good life outcomes for residents and their families.

**THE NULSEN WAY**

As Nulsen moves to a more competitive marketplace, we must offer our service users and their families - our customers - the best service we can within our resources. Our customer service strategy has guided our approach to this.

We have invested in a new coaching tool that defines the behaviours of an exceptional support worker. By demonstrating these behaviours staff can support residents and families in the Nulsen way. Staff teams participated in facilitated discussions and identified where they are operating well and where improvement was required. We have seen an enthusiastic response to this initiative to date. This program will continue over the coming year.

To cultivate quality services and a customer service mindset, we crafted a tailored employee training program called *The Nulsen Way*. Complementing the employee coaching tool, this training has augmented employee's aptitudes so they can support services users and their families in the way that is aligned to Nulsen's culture.

**SUPPORT WORKER AWARDED**

At this year's prestigious state-wide Disability Support Worker Awards, we were very excited when Michael Ardzjewski won the Supported Living Award. This was in recognition of his outstanding work over the past seven years and for his special dedication to resident Myles Leeson.

**Goal 4: Always looking for a better way**

*Always looking for a better way so we can work smarter in a world that demands more information, flexibility and responsiveness.*

Evaluating what we do is a vital part of assuring our quality. For this reason we were pleased the Disability Service Commission's three-yearly quality evaluation of health services was extremely positive. The evaluator was impressed with how integral health services were to residents achieving positive outcomes; and by the way the team combined with service delivery to give residents a comprehensive service.

The Connect program was reviewed during the year. The results gave us a roadmap, which has helped to embed person-centred thinking across the organisation to improve the understanding and practice of the values, skills and tools required.

We are revising the system we use to measure service quality to include client outcomes and service standards for implementation next year. This system will provide a feedback loop enabling us to continually improve our service delivery.

**Goal 5: Improving the lives of people with complex disability**

*Investing in person centred planning and developing a new system of measuring service quality and so we continually improve the lives of service users and their families.*

**SATISFIED FAMILIES**

Providing hope, certainty, trust and peace of mind to those we support is important to Nulsen. We conducted a family satisfaction survey in 2013 to find out how satisfied families are with our services, and what needed to improve. We were pleased to find families were extremely satisfied with Nulsen and were highly likely to recommend the organisation to others. Nevertheless, we have activities underway to improve aspects of our services.

Nulsen has historically provided group home accommodation but we have begun offering in home support, an option preferred by some families. We have more work to do in the area of individualised services but we want to do in home support well so are taking this development slowly. We are cognisant that families need surety that other options remain available to them as their needs change.

Figure 2: Employee qualifications

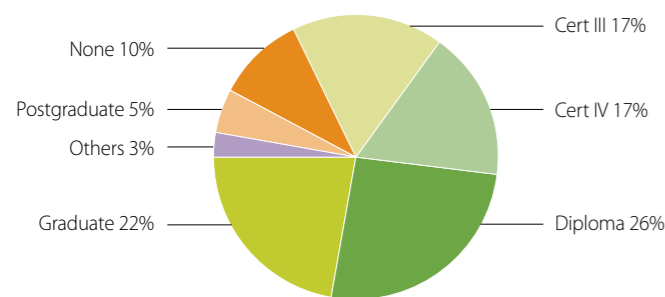


Table 2: Referrals received and completed for residents comparing 2012/13 with 2013/14

DISCIPLINE	2012/13 REFERRALS RECEIVED	2012/13 REFERRALS COMPLETED	2012/13 OCCASIONS OF SERVICE	2013/14 REFERRALS RECEIVED	2013/14 REFERRALS COMPLETED	2013/14 OCCASIONS OF SERVICE
Director, Health Services	71	62	283	42	54	614
Occupational Therapy	584	579	2354	531	644	2213
Physiotherapy	135	162	1406	167	223	1972
Speech Pathology	311	286	2618	261	278	6815
Nursing	133	151	-	244	236	2273
Positive Behaviour	39	57	367	47	42	534
Allied Health Assistant	176	140	1041	30	56	494
Health Services Assistant	379	372	-	332	340	-
<b>TOTAL</b>	<b>1,828</b>	<b>1,809</b>	<b>8,069</b>	<b>1,654</b>	<b>1,873</b>	<b>14,915</b>



Krystle enjoys the Australian sun getting out and about on her custom built tricycle.

**A PLAN FOR EACH PERSON**

Each resident had a person-centred plan written or reviewed that identified what was important for him or her to maintain their wellbeing and to enrich their quality of life. Important goals were attained during the year such as maintaining good health, reconnecting with family, going on special holidays, and improving physical and social skills.

The plans were supported by the whole organisation: our support workers provided quality 24/7 support; our health team promoted the well being of all Nulsen residents; our creative and community teams nurtured people's skills, musical and artistic talents; and the work-readiness program set up people for employment.

**STAYING HEALTHY AND ACTIVE**

The health team reviewed what support residents needed in a range of areas including personal care, transport, mobility, seating and positioning, mealtime management, and communication and wrote procedures to guide support workers in their interactions with residents. The Disability Services Commission funded health services for 85 residents; 44 people remained on the funding waiting list, and were funded by Nulsen.

Health Services provided ongoing services to external agencies – GIFSA, supporting a group of Aboriginal people in their Kalgoorlie group home, and Hannah's House providing in-home respite to children and their families. Under the transition to employment project, 16 residents improved their ability to obtain employment in the settings of their choice. Five of the group are now employed, two are even running their own business.

**AN OPPORTUNITY FOR A RICH AND MEANINGFUL LIFE**

Residents participated in two externally funded community art programs this year that extended their art skills and self-expression. They worked with professional artists across a number of mediums including sculpture, watercolour, acrylics, printmaking, ceramics, Aboriginal art practice, papier-mâché and printmaking. Artists also participated in exhibitions during the year: As We Are in the Central Park building, Connecting Communities in Kalamunda, and Creative Connections in the Perth Town Hall.

Workshops and partnerships in art, garden and music expanded to include nine art workshops, two new music workshops, three community nursery projects, ten music partnerships, three art partnerships and two home-based nursery projects.

Earthwise Community Centre in Subiaco and McDougall Park Community Garden in Como welcomed us. Plus, we were fortunate to secure a one-year lease for the Garvey Park Artists' Studio in Ascot, our first community based hosting experience.

During this year Mandja, the Aboriginal and Cultural Network group, held gatherings at various homes where residents learnt about their culture and made new relationships.

**Thank you**

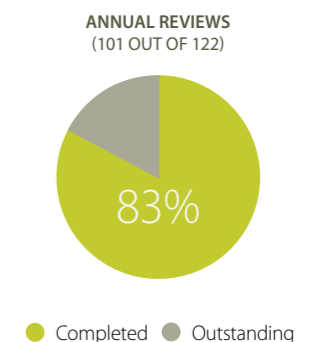
I wish to thank our more than 460 staff for the dedication and courage they show in their work each day.

I also gratefully acknowledge our supporters - the Nulsen family, friends, individuals and businesses - whose commitment and care means we can make a difference to people with complex disabilities and their families.

Table 3: Health Services reviews - Completed and outstanding

DISCIPLINE	REVIEWS OUTSTANDING	REVIEWS COMPLETED
Occupational Therapy	182	226
Speech Pathology	18	637
Physiotherapy	177	288
Positive Behaviour	35	8
Nursing	343	103
<b>TOTAL</b>	<b>755</b>	<b>1262</b>

Figure 3: Person-centred plans reviewed for existing residents (as at 30 June 2014)



# Board of Directors

**David Gilchrist** BBus BA FCAA FCPA FAICD  
CHAIRMAN

**Term of office:**  
Director since 2012  
Chairman from 1 July 2013

**Family representative:** No

**Experience:**  
David, a historian and accountant, is industry professor, School of Accounting Curtin University. He has held senior roles in the not-for-profit and public sectors, including Assistant Auditor General for WA, president WACOSS and director Anglican Schools Commission. David held teaching and leadership roles at the London School of Economics, Portsmouth University, Edith Cowan University and University of Notre Dame (Aust).

**Gordon Trewern**  
CHIEF EXECUTIVE OFFICER

**Term of office:**  
Director ex-Officio since 1989

**Family representative:** No

**Experience:**  
Gordon has more than 30 years experience in the disability sector. He joined Nulsen in 1982 as a support worker and was appointed CEO in 1994. He is widely involved within the disability sector, sitting on state and national committees in the government and the non-government arenas. Currently he is a director on the National Disability Services Board, and vice chairman of the NDS state division. He is a member of Premier and Cabinet's Partnership Forum, as well as the Disability Health Network.

**Gavin Bain** BBus, MAICD

**Term of office:**  
Director since 2011

**Family representative:** No

**Experience:**  
Gavin is managing director of advertising agency Meerkats. His more than 20 years experience in marketing management and advertising has seen him involved with many award winning, effective and personally satisfying campaigns. Gavin champions the success of some of Western Australia's most loved brands. He is deputy chair of The Communications Council WA.

**Richard Curry** BSW GMQ  
DEPUTY CHAIR

**Term of office:**  
Director since 2005  
Deputy Chair since 2009

**Family representative:** No

**Experience:**  
Richard consults to government and not for profit organisations on organisational development. Richard had a distinguished 27-year career with the WA state public service with his last position being director general, Department of Indigenous Affairs. He has been involved with disability services since 1990 when he was regional director for the former Authority for Intellectually Handicapped Persons.

**Lucy Henry** BAppSc PostGradDip Health Promotion

**Term of office:**  
Director since 2013

**Family representative:** No

**Experience:**  
Lucy Henry is director of Marketing Umbrella, a consultancy that provides marketing services to corporate, not-for-profit and government organisations. Lucy has over 20 years marketing experience managing campaigns for some of Western Australia's best-known companies. Lucy specialises in marketing strategy, branding, advertising and communications and has been recognised through a number of awards.

**Ms Evelyn Hogg** BCom BAcc CA CA(SA)

**Term of office:**  
Director since 2013

**Family representative:** No

**Experience:**  
Evelyn has over 25 years experience in accounting, audit training and education both locally and overseas. She has provided quality control services and designed audit methodologies for a number of assurance providers. She is an associate director of Insite Professional Development (a division of BDO, the world's fifth largest accounting and advisory firm) and lectures at the University of Notre Dame.

**Max Kousins** MBA BSc Dip Ed

**Term of office:**  
Director since 2003

**Family representative:** Yes

**Experience:**  
Max's brother has been a resident of Nulsen since 1960. Before retiring Max ran a private investment company that includes property management and development. He was a qualified industrial chemist and worked in the mining industry and taught chemistry and physics before becoming an investment advisor and stockbroker.

**Troy MacMillan**

**Term of office:**  
Director since 2013

**Family representative:** No

**Experience:**  
Troy MacMillan is founder and managing director of The Wealth Designers. He has over 20 years wealth management experience and has been recognised with prestigious individual and business awards recognizing superior client service, strong community involvement and streamlined systems and processes.

**Mariani Peck** BAppSc

DEPUTY CHAIR

**Term of office:**  
Director since 2010  
Deputy Chair since 2011

**Family representative:** Yes

**Experience:**  
Mariani has been involved with Nulsen since 2009 when her daughter moved to a Nulsen home. Mariani is a medical scientist. She has worked with PathWest for the past 15 years in major teaching hospitals.

**Adam Smith**

**Term of office:**  
Director since 2013

**Family representative:** No

**Experience:**  
Adam has over 20 years financial advice experience. He owns Succession Matters, which specialises in providing personal and business succession advice. Before joining the Board, Adam served on the Nulsen Finance and Strategic Development Committees. He has advised Nulsen families on personal estate issues. He was vice president and education chairperson of the Association of Financial Advisers (AFA), the WA GenXt Chairperson and was awarded AFA Adviser of the Year.

**Erin van Turnhout**

**Term of office:**  
Director since 2013

**Family representative:** No

**Experience:**  
Erin brings strong technical and business qualifications with a track record in corporate strategic planning, business analysis and improvement and project management. In a consulting capacity, she has worked with a number of well-known Western Australian not-for-profit organisations, engagements that have been both personally rewarding and successful. Erin works on strategic projects for a member-based organisation.

## Board of directors meeting schedule and attendance:

MEMBER	ROLE	DATE APPOINTED	J	A	S	O	N	D	J	F	M	A	M	J
David Gilchrist	Chairman	2012	A	Y	-	Y	Y	Y	Y	A	Y	Y	A	Y
Richard Curry	Deputy Chairman	2005	Y	Y	-	Y	Y	Y	Y	Y	Y	Y	Y	Y
Mariani Peck	Deputy Chairman	2010	Y	Y	-	Y	Y	Y	Y	Y	Y	Y	Y	Y
Max Kousins		2003	Y	LA	-	Y	Y	Y	Y	Y	Y	LA	LA	LA
Gavin Bain		2011	Y	Y	-	Y	Y	A	A	A	A	A	Y	A
Viv Huntsman		2007	Y	Y	-									
Adam Smith		Oct 2013				A	Y	Y	Y	Y	Y	Y	Y	Y
Troy MacMillan		Oct 2013				A	A	Y	Y	Y	A	Y	Y	Y
Evelyn Hogg		Oct 2013				Y	Y	Y	Y	Y	Y	Y	Y	Y
Lucy Henry		Oct 2013				Y	Y	Y	Y	Y	Y	Y	Y	Y
Erin Van Turnhout		Oct 2013				Y	Y	Y	A	Y	Y	A	Y	Y
<b>EX-OFFICIO</b>														
Gordon Trewern	Chief Executive Officer Ex Officio	1989	Y	Y	-	Y	Y	Y	Y	Y	Y	Y	Y	A

Y: Yes, attended meeting A: Apology LA: Leave of Absence S: Sick R: Resigned -: No Board Meeting Held



## Supporters

### Life members

Nulsen Disability Services is privileged to have received long and loyal service from the following life members:

Francis (Frank) Anderson (deceased) • William (Bill) Burns MBE (deceased) • Lloyd Summerton (deceased) • Iris Gamble (deceased) • Alan Crofts (deceased) • Shirley Wiggins (deceased) • Edie Dawson • Ken Wiggins • Eva Tyler • Margaret Luff • Les Luff (deceased) • Eric Goddard • Jill Bennett OAM • Peg Parkin • Ethel Hodgson • John Hodgson (deceased) • Barry MacKinnon AM • Guy Hamilton AM (deceased) • Athol Hockey AO • Haydn Lowe • Roy Anderson • Ruth Anderson • Shirley Martin • Fiona Grealish

Nulsen acknowledges the significant contributions made by the founding members and the invaluable efforts of our early supporters. The founding office bearers of the management council at the inaugural annual general meeting held on 18 October 1955 were:

William (Bill) Burns - President  
Francis (Frank) Anderson - Secretary  
Lloyd Summerton - Treasurer

### Nulsen Youth Patrons

**NULSEN YOUTH PATRONS AT METHODIST LADIES' COLLEGE**  
Brittany Suann, Carla Lawlor, Anushree Loyalka, Dana Throssell.

*Committee Members:* Isabella Lyndon-James, Sofia Tived, Lotte Plumb, Zoe Oldfield, Anika Hannington, Bridgette Rees.

**NULSEN YOUTH PATRONS AT HALE SCHOOL**

Alex Forster, Christopher Carter, David Laws, Lachlan Sudlow.

*Committee Members:* Xavier Hazard, Nicholas Marsh, George Stribling, Trayan Politis, Connor Augustson, Michael Ninkov, James Kelly, Matt Blake.

### Staff awards winners

The Nulsen staff awards recognise and reward employees for excellence in the day-to-day performance of their roles. Congratulations to the following category winners in the 2013 Nulsen Disability Services Awards:

#### EMPLOYEE OF THE YEAR

**Sarah Hall**

#### ZENITH STRIVE FOR EXCELLENCE AWARD

For supporting residents with enthusiasm and passion, and using initiatives to make a difference to others by going the extra mile and striving for excellence.

**Sarah Hall**

#### HOMEBUYERS NURTURING PEOPLE AWARD

For consistently setting a good example, being a Nulsen Values champion, and supporting and mentoring others to achieve more for themselves.

**Michael Southall**

#### LOOKING FOR A BETTER WAY AWARD

For creating or nurturing opportunities that value a co-worker or resident.

**Jay Gill**

#### KELLIE BRIDGER SAFETY & BEST PRACTICE AWARD

For a sound knowledge of Nulsen's safety policies and procedures, maintaining a high safety record, proactively generating safety initiatives and seeking solutions to safety matters.

**Damon O'Brien**

#### ONE NULSEN CULTURE AWARD

For displaying inclusive work practices with co-workers and residents across a variety of areas.

**Jolynne Hayden**

Life long friends and volunteers of Nulsen Ethel, Ruth and Edie have dedicated decades of service to the organisation.

#### Principal supporters



#### Gold supporter



#### Silver supporters

ATCO Gas Australia  
Kailis Bros Leederville  
McCusker Charitable Foundation  
Positive Persuasion  
West Australian Opera

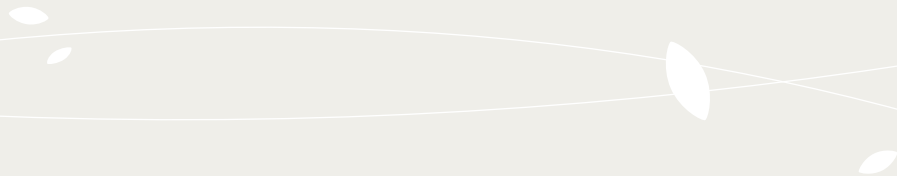
#### Bronze supporters

Acorn Photography  
Aurenda  
Firstnature Design  
Gallery 360  
Gary Peters Photography  
Impressions Cannington  
Lush Digital  
Photo Hendricks  
Realmark  
Retravision Cannington



Nothing's better than the smell of freshly baked goods! Cathy enjoys being part of many of the daily activities in her home.





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