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About Nulsen Disability Services

Nulsen Disability Services provides holistic quality services to people with complex disability 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 630 dedicated and courageous staff to support 173 people in our homes, their homes, and in the community.

Why we exist:

To enable people with complex disabilities to lead the life they want while maintaining their wellbeing.

What we do:

We collaborate with people with disabilities and their families so they have the opportunity of a good life with choice and control over the services they receive.

Our values:

We are courageous: We have the strength to embrace challenges with conviction. That was true of our founding parents over 60 years ago, and it's true today.

We are accountable: We have integrity. We do the right thing even when it's hard. We do what we say we will and we take responsibility for our actions.

We collaborate: We listen, we say how it is with care and respect, and we work together so that those we support can live the life they want.

We are adaptable: We have a 'can do' attitude in the way we respond to customers so that they receive the services and support they seek.

Enabling people with complex disabilities to lead the life they want:

- 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 to the lives of those we support.
- We **progress tailored personal programs** for each person 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 by including residents in the day-to-day tasks in their homes.
- We **cultivate creativity programs** to foster the spirit and dreams of the people we support.
- We advance **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: Pam enjoys painting at home with Christy.

Above: David and Rachel take time out to water the garden.

Chairman's Review

Professor David Gilchrist PhD

I am pleased to present this review for 2015, a year concentrated on safeguarding The Nulsen Way to give hope, certainty and trust to those we support in the midst of a rapidly changing disability sector.

For all of us, the quality of our lives is strongly influenced by the roles we have and the worth of our relationships. Our roles - such as son or daughter, parent, sibling, friend, employee, homemaker, artist, musician, club member - define our lives. The greater the number of roles, and the more valued those roles, the more we are able to live the good life.

For people with complex disability, the quality of their support strongly influences the relationships they can nurture, and the roles they can fulfill. But quality support requires adequate funding, thorough and competent planning, and committed and skilled support workers.

Now more than ever, Nulsen, its families, and supporters must ensure that the structure and funding of the disability system in Western Australia takes into account the needs of people with complex disability, and the specialist supports they require in order to live a good life. Especially considering that medical advances will mean that many people with complex disability will now outlive their parents.

Our strategy 2015-2020

In February, the Board of Directors approved a new mission, vision, values, and five-year strategic plan. Representatives from across the organisation collaborated to articulate objectives and actions that take into account the uncertain nature of the disability system.

Even in the midst of this uncertainty, Nulsen is very clear on its position in the sector; we will continue to specialise in supporting people with complex disability. As such, the objectives in our strategic plan are to:

1. Deliver services in the Nulsen Way to meet the support needs and expectations of people with disability and their families.
2. Build our balance sheet to achieve financial sustainability.
3. Enhance our business and governance practices to improve organisational sustainability.
4. Respond to market demand in a sustainable manner.

My Way or the National Disability Insurance Scheme?

We are steadfast in our view that a federated model will deliver the best outcomes for people with complex disability in this State - a model that allows decisions to be made at a state level so as to be sensitive and responsive to local conditions. Our position regarding the structure of the disability sector is defined in the policy statements included in this, and last year's, annual report.

The State Government understands very well that a diverse and responsive system is required to meet the needs of people whose disabilities lie along a spectrum. In our view, My Way delivers that for the people of Western Australia. While some tweaking is necessary, it is the most robust model; it builds on the current system, and ensures supports are as individual as they can be.

We are working closely with the State Government via the Disability Services Commission to shape a system that interfaces with the Commonwealth under a federated model so that governance and responsibility for disability service delivery remains within the state. Our representation on the Partnership Forum ensures that the Premier and Cabinet hear the voice of the non-government disability sector.

The Boards of Nulsen and Autism Association invited the Disability Services Commission executive directors of Funding and Disability Reform Implementation to present at a joint meeting. This discussion broadened the directors' understanding of My Way and the current and future contracting environments. It was a timely reminder that Boards across the disability sector need to ensure they are engaging with Government to shape our future.

We are keen to work with the State Government on a vision for our sector for the next 10 years to address questions such as how to transition My Way across the whole jurisdiction, and the role and function of a future Disability Services Commission.

Problems in the National Disability Insurance Scheme (NDIS)

There remain major concerns in the implementation of the NDIS predominantly around funding and planning.

The funding available under the NDIS is unrealistic in two regards: the size of the packages awarded to individuals, and the rates paid to service providers. The funding packages for individuals will restrict what they can purchase, impacting their quality of life and that of their families. Furthermore, the hourly rates paid to service providers under the NDIS were not set in consultation with the sector and are insufficient for service providers to cover their costs. In Nulsen's case, the funding for supported accommodation under the NDIS is currently up to 30% less than what we would receive under the State's My Way Model.

The quality of the planning process is central to securing a good life for individuals. For people with complex disability this demands a proficient planner and comprehensive clinical assessments. The significant detrimental impact that an inexperienced planner may have on the life of a person with complex disability cannot be underestimated. We believe that expert agencies such as Nulsen, need to be registered to provide planning because of our expertise in supporting people with complex disability.

WA disability sector restructuring

Last year the state government announced the restructuring of disability accommodation as a step towards the NDIS. This restructure has boosted accommodation places with non-government disability services providers offering greater choice to people with disability. Nulsen was pleased to welcome 40 people during the year as part of this program.

To prepare for the My Way NDIS Cockburn Kwinana trial site, we have expanded our capacity to provide a comprehensive range of services to people of all ages with complex disability.

Investing in our employees

We continue to invest in our workforce. The Board understands that capable, loyal and productive employees deliver great value to those we support. This value engenders the loyalty of our customers and ultimately leads to the long-term sustainability of the organisation - all of which means we can provide hope, certainty and trust to people with disabilities and their families.

Your Board is making investments and decisions to build the capability, loyalty and productivity of our employees through training, and reward and recognition programs.

Thank you

I am grateful for the vital financial and other assistance we receive that helps us to give each person we support a good life. I wish to thank the Disability Services Commission, Lotterywest, and our wonderful corporate supporters Homebuyer's Centre, Zenith Insurance, ATCO Gas Australia, Kailis Bros. Leederville, McCusker Charitable Foundation, Positive Persuasion, Novotel Perth Langley and West Australian Opera.

I also wish to thank the Waroona Ladies Auxiliary on their 50th year supporting the organisation, the Perth Ladies' Auxiliary and the significant financial support provided by the Kousins family, Hilary Fisher, Ethel and John Hodgson and our many other supporters.

I appreciate the commitment of my fellow Board Directors who freely invest substantial time to govern, what is, a very complex organisation. Your strong and diverse Board is very suited to the challenges of today.

I admire the leadership team for their unwavering focus on enabling people with complex disabilities to lead the life they want while maintaining their wellbeing. In particular, I acknowledge the courage and integrity shown by Chief Executive Officer Gordon Trewern, Executive Director Corporate Services Graham Holman, and Executive Director Operations Caroline Watt.

I commend the staff for their work. Their 'can do' attitude ensures those we support receive the services they seek.

Nulsen will only continue to be a great organisation if we follow our tradition of working together. I reflect on the old African saying that goes '**If you want to go fast, go alone; if you want to go far, go together**'. The quantum of change in the sector is beyond our control, however working together will guarantee we succeed.



David Gilchrist
Chairman

Policy statements on the structure of the Western Australian disability sector

With a view to maintain and improve the services for people with complex disability in Western Australia, Nulsen's directors have developed a set of policy statements defining our position regarding the structure and funding of disability services. 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.
- b) We believe that such a system should build on the existing disability system rather than create a new centralised bureaucracy.
- c) 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.
- d) 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.
- e) 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, rather than a transaction based model; and that all key stakeholders are involved in planning for the support services for an individual.
- f) 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.
- g) 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.
- h) We commit 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

Nulsen Disability Services exists to enable people with complex disability to lead the life they want while maintaining their wellbeing. As the structure and funding of the disability sector evolves, remaining focused on this purpose is paramount if we are to maintain and improve the services for people with complex disability in Western Australia.

Our new five-year strategic plan provides us with the direction to ensure the people we support have the opportunity of a good life with choice and control over the services they receive. I am pleased to present our progress against each of the four objectives in the following pages.

Goal 1. Meeting the needs of those we support:

Services are delivered in The Nulsen Way to meet the support needs and expectations of people with disabilities and their families.

INVESTING IN OUR EMPLOYEES

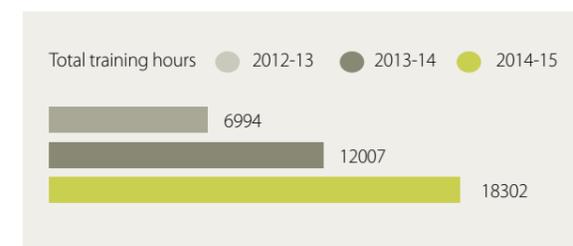
We are very clear about the calibre of employees we require and the culture we wish to safeguard.

We recognise that satisfied and productive employees are the key to us being able to meet the needs and expectations of people with disabilities and their families.

As such, our strong internal training program focused on both skills and culture. It cultivated capable employees who worked in 'The Nulsen Way', giving high quality support for all our service users and their families, as well as excellent customer service to their colleagues, as we know this impacts on the quality of services for those who we support.

Great teams need great leaders. So, we created leadership programs for residential service managers, office managers, senior staff and the leadership team with a view to crafting a culture of continuous improvement.

Chart 1: Employee training hours



CONTINUOUSLY IMPROVING SERVICE QUALITY

The changes to the disability sector will give people with disabilities more choice and control over the services they receive and lead to more competition between service providers; changes that we welcome and for which we have been preparing since 2011.

In that time, to safeguard our culture and service quality, we have overhauled our structure, implemented a marketing strategy, invested in our culture, coached our employees, grown our leaders, effected key performance measures, and implemented a comprehensive customer service program. In short, we've built a quality management framework that aims to deliver a superior experience for the people who use our services and their families.

During the year we created a new tool to measure and continuously improve the quality of our services. The Fisher Service Review has been implemented in all supported accommodation services to evaluate the processes and service standards that will lead to good outcomes for service users. The action plans resulting from these reviews, as well as those from the family satisfaction and employee engagement surveys, form a feedback loop enabling us to continually improve our service delivery.

DSC EVALUATION REPORT

As part of their quality evaluation system, the Disability Services Commission reviewed six Nulsen homes in May and June. The resulting report cited exemplary contemporary practices that demonstrate how Nulsen's services support people to achieve better individual outcomes. These practices included the accolades from many families about the personal touches and values at Nulsen; the lead positive behavior position that assists employees to find solutions to manage resident's challenging behaviours; the Fisher Service Review; and the team coaching tool where each team rates itself and sets goals to continually improve services.

CHOICE AND CONTROL FOR EACH PERSON WE SUPPORT

Each person we support has a person-centred plan that takes into account their interests, skills, talents and dreams. In stating the vision the person has for his or her life, the plan guided the support offered by the interdisciplinary team, families, and others in the community. As each person's needs and abilities changed, we collaborated so the person could retain or develop his or her level of activity, independence and dignity. Last year, the plans of 122 residents were reviewed, and 21 new plans created. The outcomes for residents included using equipment to develop skills, communicating with others, and controlling their environment, which enabled them to participate in more activities and projects at home, and in the community.

In line with Nulsen's new mission, we updated the plans to include goals for choice and control so that the people we support have more opportunities to make their own decisions. Families told us they were very satisfied with Nulsen's person-centred approach as this is another way we offered them hope, certainty, and trust in our services.

THERAPY SERVICES IMPROVE SKILLS AND INDEPENDENCE

Nulsen successfully tendered for funding from the Disability Services Commission to focus on achieving person-centred goals for residents. Through the strategies implemented during this project residents have: improved their literacy to increase independence and confidence at work; improved their social skills and participation in the community; gained paid employment; used technology such as iPads for recreation and learning; learnt to use public transport to travel independently; designed and sold merchandise; and learnt to operate a high-tech communication device that uses eyes to point at desired letters, numbers and symbols. Nulsen fully funded nursing services to all residents, steadily increasing nursing hours throughout the year to include enrolled nursing services at Charlesworth and registered nursing services across all homes.

Table 1: People supported by service type

SERVICE TYPE	INDIVIDUALS
Accommodation services – 37 group homes	173
Nulsen Community	48*
Projects – GIFSA, Hannah's House, CC home Care	9
Shared Management	7

*Includes 48 internal Nulsen residents

ARTS AND CULTURE INSPIRE A GOOD LIFE

Participating in things we are passionate about, sharing experiences, and practicing skills not only contributes to our self-worth, but also how others view us. For these reasons, Nulsen invests in programs that enable people with disabilities to pursue their creative and cultural talents.

Art exhibitions held during the year showcased the talents of artists with disabilities. The quality of presentation and sales were up in the As We Are exhibition held at Central Park. Attendance was good at the followup selective exhibition at Sir Charles Gairdner Hospital with a number of works sold. The hospital and the SCGH collection curator have warmly supported this exhibition. The Creative Connections Art and Poetry Exhibition was held at the Perth Town Hall for the first time which exposed the artwork and poetry to another level of appreciation by its audience.

Three Nulsen residents who have demonstrated a serious commitment and enjoyment in their art are working out of community studios in Fremantle and Northbridge to further develop their skills under the tutelage of talented teachers and mentors.

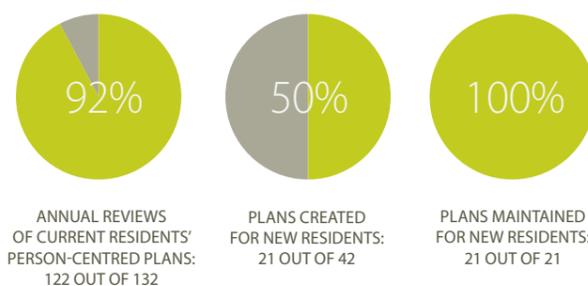
Nursery and woodwork workshops, community lunches, and training programs ran at Perth City Farm.

Music workshops and one-on-one sessions, held at community centres, a home studio and Charlesworth, provided residents with enjoyment and opportunities to participate. Members and friends of the two music groups performed at functions during the year.

Nulsen designed and ran a Gateways to Employment course on behalf of Central TAFE. Ten participants, eight of whom were Nulsen residents, learnt nursery and garden practices with a view to obtaining employment in the field.

This year we introduced home based art and music workshops so residents in homes that have recently come across to Nulsen have access to the arts while they wait for places in community art programs.

Chart 2: Person-centred plans: Developed and reviewed



Kristen and Walter get competitive in a game of backyard soccer.

Goal 2. Building financial sustainability:

Diversify income streams outside of traditional sources

GROWING OUR PARTNERSHIPS

The financial and in-kind support we received from individuals, corporates and philanthropic organisations during the year enabled us to make a bigger difference in the lives of those we support.

At ATCO Gas Australia's Blue Flame Kitchen, a professional chef presented quarterly cooking master classes to residents and support workers educating them on the benefits of cooking delicious, healthy meals with fresh produce.

Coordinated by Volunteering WA, teams from Bankwest, PTTEP and Realmark undertook garden and home maintenance projects at various homes.

Novotel Perth Langley hosted a luncheon for residents and employees on the International Day of People with Disability. Novotel also sponsored a category in the Nulsen Staff Awards program.

With support from the McCusker Charitable Foundation, the Nulsen Youth Patron program expanded from Hale School and Methodist Ladies' College to include All Saints' College. The program fostered youth leadership and raised awareness of disability issues.

The Waroona Ladies' Auxiliary and Perth Ladies' Auxiliary continued to provide financial support in their 50th year of operation. Significant financial support was also generously provided by the Kousins family, Hilary Fisher and Ethel and John Hodgson.

We reviewed all fundraising activities during the year retiring some less profitable fundraising activities, such as the Summer Seafood Raffle, in favour of activities with a better return.

To help us meet the demand for our services, we gratefully received a cheque for \$3.2M from the Disability Services Minister Hon Helen Morton MLC funded by Lotterywest to purchase a new office building that will cater for the growth of the organisation.

PARTICIPATING IN THE COMMONWEALTH AND STATE GOVERNMENT NDIS TRIAL SITES

The trials of the Commonwealth Government's National Disability Insurance Scheme (NDIS) and the State Government's NDIS My Way models commenced in two WA sites in July 2014.

To better meet the support needs and expectations of people with disabilities and their families, we expanded our range of services to include supported shared and independent living options, therapy, and assistive equipment support services.

We successfully tendered to deliver health services to people aged 0-65 years in both the NDIS Perth Hills trial site, and the NDIS My Way Cockburn Kwinana trial site. In the Cockburn Kwinana site, which started July 2015, we offered comprehensive health services as well as targeted services such as communication devices and home modifications.

In the interests of financial sustainability, Nulsen deemed it would not provide services where it is unable to recover the full costs of service delivery. For this reason, while Nulsen has been approved by the NDIS to provide disability services in the Perth Hills, we did not offer individualised disability support services in this trial site.

While the NDIS rates for disability professional services are financially sustainable, the amount of funding for therapy and allied health services that individuals can access appears to be capped. Our concern is that if this amount is not sufficient to cover the person's needs, it may limit the outcomes they can achieve.

Table 2: Hours of service provided and funding received

HOURS OF SERVICE/SUPPORT	2014	2015
Total	471,358	496,082
FUNDING RECEIVED	2014	2015
Total	\$26,343,111	\$31,473,224

Note: Funding is no longer split between service types so the 2015 figures for hours of service and funding received are aggregated totals.

THERAPY SERVICES EXPANDED

Through successful tendering, in the past year therapy services became self-funded and contributed to the organisation's bottom line.

In a major milestone, during the year the Disability Services Commission funded us to provide health services to school age children, and adolescents transitioning to adulthood. This funding means we can offer our services to children and their families much earlier, maximising their skills during a critical period of development.

Nulsen provided ongoing therapy and nursing support for clients of other organisations such as Hannah's House, which offers short stay respite for children with life limiting illness. Nulsen supported the provision of flexible in-home support services for children with complex health and life limiting conditions.

Goal 3. Adapting to changes in the sector:

Enhance our business and governance practices to improve organisational sustainability.

RESEARCHING HEALTHIER LIFESTYLES FOR PEOPLE WITH DISABILITIES

During the year, Nulsen was awarded a significant research grant from the Disability Services Commission to investigate ways to enable people with disabilities to live healthier lifestyles. The project's intent is to identify strategies that can be implemented across the entire disability sector, enhancing the wellbeing of all people with disabilities and their families. Brightwater was similarly funded, ensuring that we have the perspectives of two highly regarded agencies that support people with complex needs.

A NEW TOOL TO AUDIT THE QUALITY OF HEALTH SERVICES

In the past, Nulsen's internal team delivered all health services to Nulsen residents. The changes in the way services are funded, which give people more control over the services they purchase, mean some residents will choose to have their health services provided by an external organisation. As a safeguard for residents, the Nulsen health team created, and successfully tested, an allied health and nursing audit tool. This tool forms the basis for monitoring the quality and effectiveness of nursing and allied health services across all Nulsen homes, including those where the therapy support is provided by an external organisation.

DEVELOPING THE SECTOR

To shape a deep understanding of people with disability among allied health professionals, for the third year, more than 40 occupational therapy Masters students completed placements by working in partnership with residents each week from August to November.

A SAFE AND PRODUCTIVE WORKING ENVIRONMENT

During the year, Nulsen continued its pledge to provide a safe and healthy work environment for our employees. We restructured the risk and safety unit and started to recast the reporting of our lead safety indicators so we can use internal assurance reviews to measuring progress. These activities improved our ability to measure, review and monitor safety initiatives to achieve a safer and more productive workplace.

As we developed and implemented health and safety initiatives that will form the foundation for sustainable safety performance across the organisation, we were happy to see further reductions in the worker's compensation average premium rate. The 2014/15 rate is the lowest since 2011/12.

Table 3: Health services referrals - Received and completed comparing FY14 with FY15

DISCIPLINE	2013/14 REFERRALS RECEIVED	2013/14 REFERRALS COMPLETED	2013/14 OCCASIONS OF SERVICE	2014/15 REFERRALS RECEIVED	2014/15 REFERRALS COMPLETED	2014/15 OCCASIONS OF SERVICE
Director Health Services	42	54	614	8	8	482
Occupational Therapy	531	644	2213	412	308	5720
Physiotherapy	167	223	1972	223	151	1996
Speech Pathology	261	278	6815	207	158	6491
Nursing	244	236	2273	126	119	3433
Positive Behaviour	47	42	534	51	23	1197
Allied Health Assistant	30	56	494	21	7	327
Health Services Assistant	332	340	-	269	270	-
TOTAL	1,654	1,873	14,915	1,317	1,044	19,646



Valda getting out and about with Heather's Tea Towel Laundry Service.

Goal 4. Meeting market demand:

Respond to market demand in a sustainable manner

WELCOMING NEW RESIDENTS

Nulsen has seen significant growth stemming from the Disability Service Commission's decision to restructure their accommodation services to boost accommodation places with non-government disability services providers. We expect to see further growth.

Under this restructure, since November Nulsen has welcomed 40 individuals and their families from six services. Nulsen and the Disability Service Commission collaborated closely to ensure this process went as smoothly as possible for the residents and their families. The Nulsen approach to engaging individuals, families and employees throughout the transition has seen residents enjoying new opportunities and making significant progress. While these new residents will receive allied health services from DSC therapists, Nulsen's nursing services will care for all residents. Family response to our approach has been extremely positive.

In addition to the six new services, ten new people moved into vacancies or new places within the organisation.

The Eudoria supported accommodation service, specifically designed for five younger people with complex medical issues, opened in February.

IMPROVING HOW WE COMMUNICATE

In response to the results of our employee engagement and family satisfaction surveys, we evaluated and improved how we communicate. The new CEO Update complemented the quarterly video news, and Friday Update e-newsletter to keep our employees and families in touch with happenings in the organisation.

Our social media presence on Facebook, LinkedIn and Youtube strengthened our brand. We refreshed the Nulsen website so we could better communicate with people seeking disability services.

Thank you

At the end of a year full of change and challenge, I wish to thank the Nulsen Board, and our fantastic employees for their commitment to creating a good life for those we support.

I gratefully acknowledge the support of the Disability Services Minister Hon Helen Morton MLC, and the team at the Disability Services Commission for the good intent they have shown during some difficult negotiations in restructuring the Western Australian disability service sector.

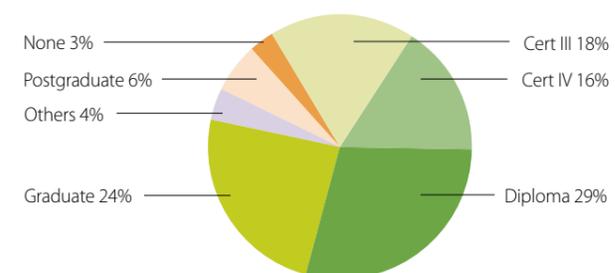
In closing, I thank our residents and families who put faith and trust in Nulsen. We are proud to serve you.

Gordon Trewern
Chief Executive Officer

Table 4: Health services procedure reviews

DISCIPLINE	PROCEDURE REVIEWS OUTSTANDING	PROCEDURE REVIEWS COMPLETED
Occupational Therapy	366	587
Speech Pathology	76	536
Physiotherapy	352	405
Positive Behaviour	71	31
Nursing	654	392
TOTAL	1,519	1,951

Chart 3: Employee qualifications



Board of Directors

David Gilchrist BA BBus PhD FCA FAICD
CHAIRMAN

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

Family representative: No

Experience:
David is a chartered accountant and an historian. He holds a PhD in economics from the University of Notre Dame Australia. He is currently Director of Curtin University's School of Accounting Not-for-profit Initiative and of that School's Public Sector Accounting and Disclosure Research Cluster.

Kent Burwash

Term of office:
Director since October 2014

Family representative: Yes

Experience:
Kent has been involved with the financial services sector for over 35 years specialising in the property, equities and agricultural industries. He has a broad skill set covering the development, marketing, and distribution of financial services products. He has previously held positions of non executive director and company secretary for publicly listed companies.

Bill Crofts

BSc.
Term of office:
Director since October 2014

Family representative: Yes

Experience:
Bill's sister became a resident of Nulsen in 1963 and he remembers his family's involvement with the organisation from an early age. He worked as a support worker at Nulsen for 6 years and was inaugural chair of the safety committee. He has worked for other care organisations, also in customer services and facilities management. He is currently a trainer for Virgin Australia.

Lucy Henry BAppSc PostGradDip Health Promotion
DEPUTY CHAIR

Term of office:
Director since 2013
Deputy Chair since 2014

Family representative: No

Experience:
Lucy is director of Marketing Umbrella, a consultancy that provides marketing services to corporate, not-for-profit and government organisations. She has over 20 years experience managing the marketing for some of Western Australia's best-known companies. Her work 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 Assoc. Director of Insite Professional Development (a division of BDO) 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. During his career, Max ran a private investment company, was a qualified industrial chemist working in the mining industry, and taught chemistry and physics.

Troy MacMillan

Term of office:
Director since 2013

Family representative: No

Experience:
Troy 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 recognising client service, community involvement and business 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. 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.

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. His current positions include: director National Disability Services and vice chairman of the state division, director Outcare, director Community Employers WA, member of Premier and Cabinet's Partnership Forum, member Disability Health Network.

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. She has consulted to a number of well-known WA not-for-profits and worked on strategic projects for a member-based organisation.

Board of directors meeting schedule and attendance:

MEMBER	ROLE	YEAR APPOINTED	J	A	S	O	N	D	J	F	M	A	M	J
David Gilchrist	Chairman	2012	Y	Y	Y	Y	A	Y	-	Y	Y	Y	Y	A
Lucy Henry	Deputy Chairman	2013	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	Y	Y	Y	Y	Y	-	Y	Y	Y	Y	Y
Adam Smith		2013	Y	Y	A	Y	Y	Y	-	Y	Y	A	Y	Y
Troy MacMillan		2013	A	Y	Y	Y	Y	Y	-	Y	Y	Y	Y	Y
Evelyn Hogg		2013	Y	Y	Y	Y	Y	Y	-	Y	Y	Y	Y	Y
Erin Van Turnhout		2013	A	Y	A	LA	LA	LA	-	LA	LA	LA	LA	LA
Kent Burwash		2014				Y	Y	Y	-	Y	Y	Y	A	Y
Bill Crofts		2014				Y	Y	Y	-	Y	Y	Y	Y	Y
Gavin Bain		2011	Y	A	A	R								
Richard Curry	Deputy Chairman	2015	Y	Y	LA	R								
EX-OFFICIO	ROLE		J	A	S	O	N	D	J	F	M	A	M	J
Gordon Trewern	Chief Executive Officer Ex Officio	1989	Y	Y	Y	Y	Y	Y	-	Y	Y	Y	Y	Y

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

Supporters

Life members

Nulsen 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 (deceased), Margaret Luff (deceased), 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 (deceased), Haydn Lowe, Roy Anderson, Ruth Anderson, Shirley Martin, Fiona Grealish, Aart Plug

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

Verity Dickins, Amelia Channer-Holmes, Angie Humphris, Bianca Lawlor

Committee Members: Emma Ferguson, Veronia Gelavis, Sophie Hogan, Jacqui Rough, Tara Suann, Ella Tweedie

NULSEN YOUTH PATRONS AT HALE SCHOOL

James Blair, Harrison Clapé, Xander Clapin, James Dingley, Matthew Haddon, Fraser House, Nicholas Kelly, Joshua May, Mitchell Pratt, Haseeb Riaz, Oliver Sanderson, Charlie Young

NULSEN YOUTH PATRONS AT ALL SAINTS' COLLEGE

CJ Daudu, Niamh Doherty, William Litchfield, Jeremy Wright
Committee Members: Liam Alexander, Emma Begley, Matt Bryan, Niamh Cummins, Trinity Tregurtha-Payne, Vani Srivastava

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 2014 Nulsen Staff Awards:

EMPLOYEE OF THE YEAR

Tracey Mather

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.

Roweena Conlon

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.

Kathy Rouse

NOVOTEL LOOKING FOR A BETTER WAY AWARD

For creating or nurturing opportunities that value a colleague or resident.

Tracey Mather

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.

Steve Osgood

AURENDA ONE NULSEN CULTURE AWARD

For displaying inclusive work practices with colleagues and residents across a variety of areas.

Sukhdev Golen

Principal supporters



Gold supporter



Silver supporters

ATCO Gas Australia
Kailis Bros. Leederville
McCusker Charitable Foundation
Positive Persuasion
Novotel Perth Langley
West Australian Opera
Waroona Ladies' Auxiliary
Perth Ladies' Auxiliary

Bronze supporters

Acorn Photography
Aurenda, Bankwest
Firstnature Design
Lush Digital, Reamark
Succession Matters
Kousins Family
Fisher Family
Hodgson Family

Mauricio teaches staff at Lowanna about the Nulsen Way.





Kevin enjoys some hydrotherapy with Linda and Margaretha in the pool.



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