



MOSAIC

Creating possibilities,
transforming lives.

30
Celebrating
30 years



Annual Report
2021/22



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Contents

About Us	4
Chair Report	6
CEO Report	7
Our Strategic Plan 2022-2025	8
Our Leadership	10
Our People	12
Our Campaign Heroes	15
Listening to our People	16
COVID-19 Response	18
Our Services	20
Conversations with Mosaic	25
Our Supporters	26
Finances	27

Mosaic wishes to acknowledge the traditional custodians of the land on which our services are delivered – the people of the Noongar Nation. We acknowledge and pay respect the Noongar people's ongoing culture, beliefs and relationship with the land, as well as their rich contribution to life in this region.

Let's look beyond disability.

One person, one family,
one life goal at a time.

**Exploring possibilities.
Together.**





About Us

At Mosaic, we focus on the possibilities that matter to people with disability, their opportunities and potential and their hopes and dreams – no matter how big or small – and how, together, we can make them happen.

Our personalised services give people and their families more choices, control and independence. This has been our driving focus since our not-for-profit organisation was established 30 years ago. Our support opens up a world of possibilities and experiences. Whatever matters to our clients, and whatever disability they live with, we listen and work with them to make it happen. Today, we remain true to the vision of our founders by reflecting that same focus on the individual, their family and community.

As a registered not-for-profit NDIS provider, our 260+ team supports people aged 18+ across Perth through a growing range of services, all individually tailored to help clients set goals and make their dreams a reality.



At Mosaic, we believe in **celebrating the diversity of all people**, from all walks of life and backgrounds. Here, you'll be welcomed, supported and included, no matter your culture and heritage, race, religion, age, disability, sexuality or gender.

Our Purpose

To create possibilities for people with disability that transform their lives.

Our Values



We listen carefully with empathy



We seek to empower



We are courageous in our actions



We are authentic and transparent



We connect and collaborate



We are accountable and strive for excellence



Our Patron

We were pleased to have the Honourable Kim Beazley AC, 33rd Governor of Western Australia continue as our Patron during 2021-22. Prior to being installed as Governor, Mr Beazley had dedicated almost three decades to serving the public in Federal Parliament while representing the WA seats of Brand and Swan. In 2009 Mr Beazley was awarded the Companion of the Order of Australia for service to the Parliament of Australia through contributions to the development of government policies in relation to defence and international relations; as an advocate for Indigenous people; and for service to the community.

Mr Beazley's tenure of Governor concluded on 30 June 2022. Mosaic would like to formally acknowledge and thank Mr Beazley for his support as our Patron over the last four years and for the interest he showed in Mosaic. We wish him all the very best for the future.

Our Life Members

Life Membership is an honour reserved for those individuals whose contribution to Mosaic goes beyond the ordinary, or even the excellent, for an extended period, and who consistently demonstrate alignment with the values of Mosaic Community Care. We are proud to acknowledge Lorraine deLacy and Tony Clark as Life Members of Mosaic.

Our 30th Anniversary

We are excited to be celebrating Mosaic's 30th Anniversary in 2022 – and there is much to celebrate.



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Growth – From our establishment in 1992 by three Perth families who wanted more life options for loved ones living with disability, Mosaic has grown into a vibrant and impactful organisation with over 260 staff who support 180 people with disability to live their best life.

Resilience – We are proud that we have responded with agility and resilience to the many significant changes we have seen over the past 30 years, while always remaining true to our Purpose and our Values.

Mosaic is grateful to every one of the people with disability who have entrusted us with their hopes, goals and dreams over the last 30 years. It continues to be our great privilege to provide disability support services that give people and their families more choice, control and independence. We can't wait to see what the next 30 years brings.



Chair Report

This year, in line with our strategic objectives, Mosaic has extended its service offerings beyond our traditional Supported Independent Living and Community Access and Support base to include Therapy, Positive Behaviour Support and Support Coordination services. These additional services broaden our revenue sources and client base and provide for greater long term financial sustainability.

To ensure ongoing viability in a dynamic and challenging economic environment we have also undertaken organisational reviews and identified and invested in new systems and technology that will enhance our client service activities and create greater operational efficiencies.

Mosaic's strategic plan was updated to ensure a continued and relevant focus on excellence in client service, employee satisfaction and opportunities, and financial and organisation sustainability. The Board and Executive Team have met quarterly to ensure that our governance, strategic objectives and operating activities continue to be aligned.

The year has seen changes in the Board membership with Jodi Kerr leaving us and new members Leanne Kite, Kim Clark and Dale Rakich joining us. I would like to thank Jodi for the significant contribution that she made to the Board during her tenure. Leanne, Kim and Dale all bring a mix of skills and experience to the Board, and I know that they will make an excellent contribution to Mosaic's future.

All Board members are involved in at least one of our current sub-committees being: Finance and Audit; Culture, Engagement and Wellbeing; and Succession Planning and Remuneration. The terms of reference of the sub-committees were updated during the year to ensure they are effectively supporting the overall Board

"During my time as Chair, Mosaic has increased its size seven-fold and there have been significant changes and challenges in the Disability Sector that we have had to embrace and deal with."

activities and as an organisation, are aligned with our client needs and the changing governance requirements of the sector.

I would like to acknowledge the commitment, contribution and support each member of the Board has provided to me and to Mosaic over the course of the year. In addition, the efficient and well organised support provided by Board Secretary Julia Whittle has been much appreciated.

This will be my last report as the Chair of Mosaic. To provide for an orderly transition I advised the Board following the AGM last year that I would be standing down as Chair at the AGM in 2022. It has been an honour and a privilege to be the Chair of a dynamic for-purpose organisation that has done much to create possibilities and transform the lives of people with disability. During my time as Chair, Mosaic has increased its size seven-fold and there have been significant changes and challenges in the Disability Sector that we have had to embrace and deal with. Throughout this time we have continued to focus on our Purpose and our clients, and I feel confident that today Mosaic is well placed for continued success. I have very much enjoyed working with a team of committed and dedicated Board members and staff.

Our Deputy Chair, Virginia Miltrup, will be the Chair following the 2022 AGM and I wish her well in the role. I will continue on the Board for a further 12 months as the Immediate Past Chair.

Finally, I would like to formally acknowledge the significant commitment and contribution made by our CEO Pippa Cebis, her Executive Team, managers, staff and volunteers over the past year.

Geoff Parnell
Chair



CEO Report

Over this busy and productive year our priorities have been three-fold: keeping people safe, responding to our inaugural NDIS Quality and Safeguarding Commission Audit, and ensuring we continue to provide secure and high-quality homes for the people with disability who we support.

One of our main focuses has been keeping our clients, our staff and our wider community as safe as possible during the COVID-19 pandemic. Since April 2020, we have been preparing for WA opening its borders. This year we undertook a planning process for all scenarios, facilitated vaccinations for our clients and our staff, ensured we had stocks of infection control equipment, and provided our staff with training for its correct use. When the borders did open in early March 2022, we activated our Outbreak Management Team which included our Executive, specialist staff and leaders from affected Supported Independent Living homes. This team continues to work every day of the week during outbreaks, meeting on weekends and evenings as needed. The increased workload was considerable and I am extremely appreciative of everyone's efforts.

As did every registered NDIS provider, we underwent a NDIS Quality and Safeguarding Commission Audit in 2021/22 to ensure we are meeting all required standards. Over two and a half days, external assessors evaluated Mosaic's performance over the 13 NDIS groups for which we are registered. This meant we were being audited against more than 223 different indicators of best practice. The auditors reviewed files, examined client and house documentation, interviewed clients and their family or legal guardians, and interviewed staff, including the CEO and Board. We are delighted that the audit found we met all indicators. It is rare that an organisation receives no "non-conformities", especially on a first audit. This excellent result is a testament to the hard work and dedication of our staff, ably lead by the Quality team.

This year we continued to prioritise providing secure and high-quality homes for people with disability who we support to live independently. The extremely tight rental market in WA created some challenges for us, as some owners were choosing to sell as housing prices hit a high.

We purchased two of our Independent Supported Living homes when they came onto the market. Importantly this meant we ensured continuity for several of our clients who had lived in these homes for many years. We successfully applied for State Government funding to extensively upgrade one of those homes with new bathrooms, kitchen, flooring and a fresh coat of paint throughout.

As an exciting outcome of the year's activities, Mosaic was recognised for a number of awards. In November 2021 we were selected as a finalist in the Australian Access Awards in the category of Not-For-Profit/Community Website of the Year. These awards recognise organisations and individuals which demonstrate extraordinary commitment and deliver exceptional outcomes for Australians living with disability. We have also just been announced as a finalist in the national Australian Service Excellent Awards. The winners of these extremely competitive awards that recognise best practice, performance and innovation in customer service will be announced late in 2022.

While the pandemic continues to provide the backdrop to our work, as we enter our 30th anniversary year it's important to recognise that it is our staff and those people we support who add the layers that make up the rich story of Mosaic.

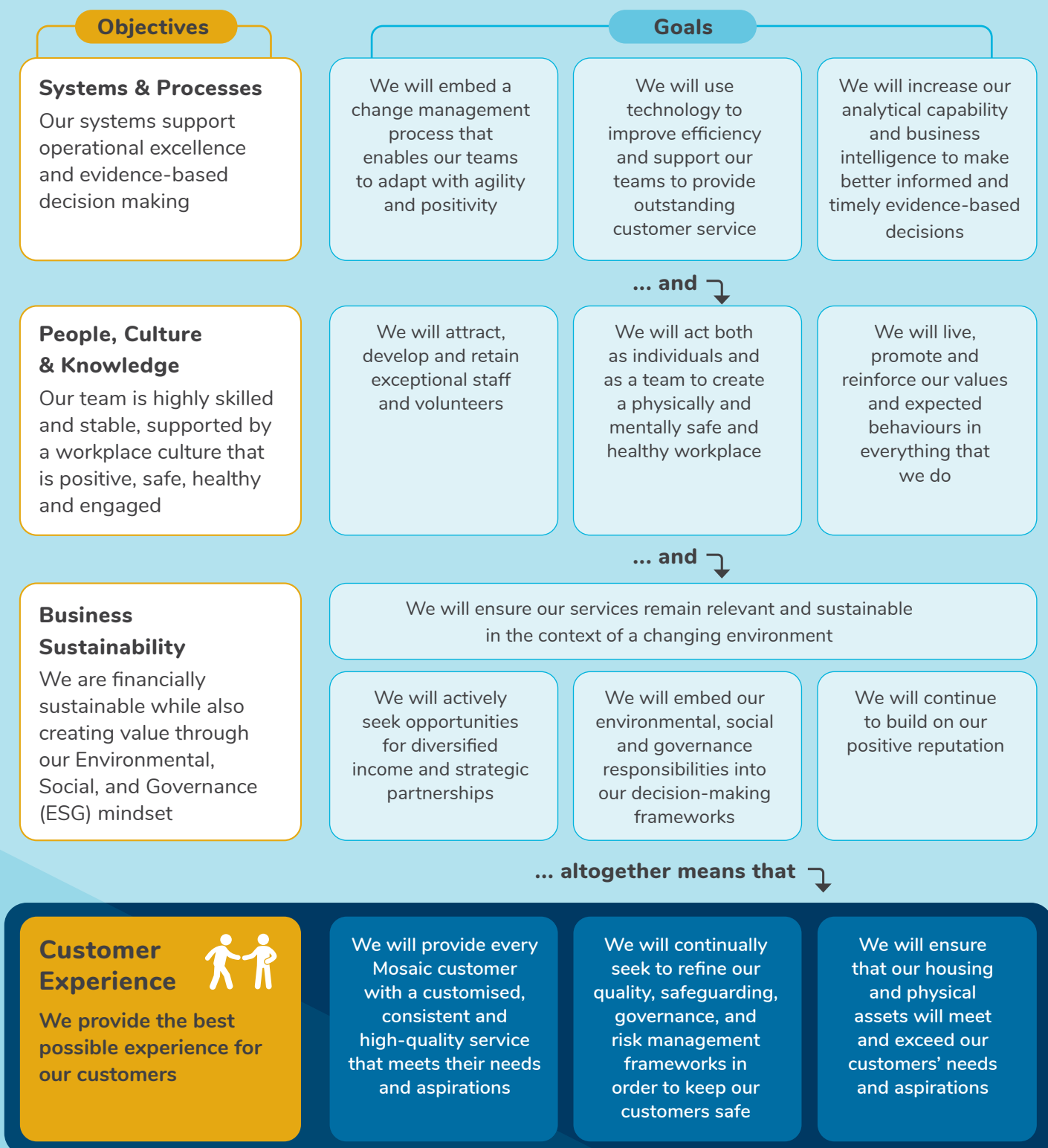
I sincerely thank our wonderful team for their continued commitment to our Purpose and Values and our Board for their support and expertise. I want to particularly acknowledge Geoff Parnell who is stepping down from his role as Chair after 14 years. We are grateful for his insight and leadership and for the valuable role he has played in Mosaic's history.

Pippa Cebis
Chief Executive Officer

Mosaic's future: Our Strategic Plan 2022-2025

The strategy map below sets Mosaic's direction for the next 3 years.

The Objectives tell us **what** we want to achieve. The Goals tell us **how** we will do this.





Wayne's story

After a two-year postponement due to the pandemic, in early February 2022 Wayne had the opportunity to undertake a five-day voyage aboard the Leeuwin II, sailing between Fremantle and Rottnest. Sponsored by Mosaic, Wayne took part in the annual Ultimate Challenge which is a personal development program for people with disability to strengthen self-esteem, self-confidence and self-efficacy.

We were delighted to hear that Wayne had a fabulous time aboard and enjoyed such activities as climbing the mast and night watch duties. He describes the trip as “one of the best experiences I’ve ever had” and said that he returned from the trip a more positive person. Wayne did such a great job onboard that he has been invited back as a volunteer to help facilitate the experience for others which he is very excited about. Congratulations Wayne on completing this journey to achieve your goal!

Our Leadership

Our Board



Geoff Parnell
Chair

Geoff is an experienced director, executive and consultant with involvement across a wide range of

sectors. He brings to Mosaic skills and experience in strategic planning, governance, resource management, change management, finance and risk management that has been gained from his business activities, board involvement with other not-for-profit organisations including in the aged care and retirement village sectors and involvement on Government Advisory Boards.



Virginia Miltrup
Vice Chair

Virginia is an experienced Executive and Company Director with expertise in supporting businesses to

adapt and align to emerging realities. She has a passion for bringing customer-centric thinking to the improvement of business performance. Currently the CEO a Local Government Area, Virginia has led Strategy, Corporate Services and Operational teams, across the public and private sectors.



Phillip Barker
Treasurer

Phil is an experienced finance and investment professional bringing over 25 years of commercial

experience to the Board, with expertise in funds/investment management, commercial banking, governance and accounting. He brings valuable skills to the Board in business management, leadership and corporate governance along with experience from other Board roles in both the corporate and not-for-profit sectors.



Chris Ryder

Chris is a partner of the top tier national law firm, Corrs Chambers Westgarth, specialising in litigation and arbitration in construction and

engineering projects. He has previously been Practice Group Leader of the firm's national Construction Practice Group, Partner-in-Charge of the Perth office and a member of the firm's Board. He brings his experience in distilling highly complex problems for some of Australia's largest companies and developing strategies to resolve them.



Elizabeth Fergusson

Elizabeth has over twenty years of marketing experience across a range of senior roles based in Europe, the Middle East, Eastern Europe and Australia.

She brings to the Mosaic Board marketing and communications expertise – in particular, strategic brand development and management, public relations, research and relationship management. She holds a Master of Business Administration and is an Associate of The UK Chartered Institute of Marketing.



Jodi Kerr
(to October 2021)

Jodi is the Managing Director of the Shacks Motor Group. As a senior business executive with a strong background in

the healthcare industry Jodi has a proven track record in developing and implementing business strategies. Jodi brings to the Mosaic Board health industry knowledge, a deep understanding of reporting to government, and expertise in contract management and public/private partnerships.

**Kim Clark**

(commenced December 2021)

Kim has four decades of experience in health and human services working in policy, planning and

evaluation and management roles. He has spent much of the last two decades undertaking studies looking at programs and services that seek to improve the life chances of vulnerable families and children in WA. For almost 20 years, Kim has had first-hand experience of the disability sector, first as a citizen advocate and more recently as a guardian.

**Dale Rakich**

(commenced January 2022)

Dale brings over 25 years of commercial experience in the property, funds management, not-for-profit and healthcare

sectors. He is currently the national head of Property and Capital Development for a large not-for-profit health care organisation and through his ongoing involvement with projects specifically for their disability housing service has gained a strong understanding of the contemporary challenges facing the disability support sector.

**Leanne Kite**

(commenced May 2022)

Leanne is an experienced accounting, finance and governance professional having held senior positions across

the resources and biotech sector. She brings a wealth of experience to the Board in financial analysis, strategic planning, budgeting and forecasting, risk management practices and governance. Leanne is passionate about inclusion and assisting people with disability services having personal experience with family members with an intellectual disability.

Our CEO and Executive Managers

Pippa Cebis

CEO

Pippa is an accomplished senior professional with 20 years' experience in both not-for-profit and private community service organisations, whose career has led her to successfully fulfilling senior management positions in the disability, aged care, and mental health sectors.

Kate Brice (to January 2022)

Executive Manager Client Services

Kate has worked across multiple Government agencies in partnerships with not-for-profit and non-Government community services organisations in regional WA and the Perth metropolitan area.

Luke McNiece**Executive Manager Corporate Services**

Luke has over 30 years' experience in the public, private and community sectors with experience in retail, mining supply, financial services, consulting and for purpose organisations. Luke is a CPA and Graduate of the Australian Institute of Company Directors.

Wendy Palmer**Executive Manager Quality and Safeguarding**

Wendy has extensive experience across the health, disability and community services sectors. With qualifications in speech pathology, health services management and quality auditing, Wendy has provided executive consultancy services to providers in aged care, disability, community health and welfare services.

Dena Zarif**Executive Manager People and Culture**

Dena has over 15 years of executive experience in community services with a focus on multicultural, humanitarian, employment and disability services. She has acted as interim CEO for not-for-profit and disability organisations while assisting with transformational programs covering culture, risk, strategy and governance.

Our People

From our frontline Support Workers, specialists and volunteers to our leadership team and Board, the Mosaic team are all focussed on opening up new possibilities and transforming the lives of people with disability and their families across Perth.



268 Staff

8 Volunteers

15 Work placements and students

2 School based trainees

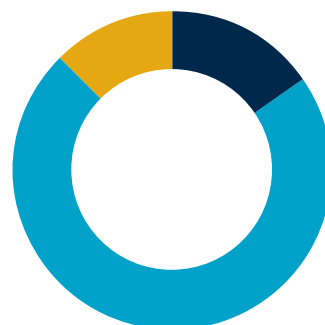
Staff age groups

- 9% under 24 years
- 8% 25-29 years
- 31% 30-39 years
- 24% 40-49 years
- 20% 50-59 years
- 8% 60 + years



Staff employment type

- 15% full-time
- 71% part-time
- 12% casual



“Thank you to everyone at Mosaic for your care. I feel very lucky to be working within a company that genuinely cares and supports their staff.”





43 PPE training sessions held for **237** staff

Investing in our people

Providing relevant and high-quality training and professional development opportunities for our people is essential to providing excellent services, maintaining our sustainability as an organisation and supporting our strategic goal of investing in exceptional staff and volunteers. With the priority on ensuring our clients and staff were as safe as possible, this year's training required a greater focus on, and investment in, suitable resources to keep preparing for and responding to COVID-19.

Mosaic was pleased to collaborate with Amana Living to develop bespoke Infection Control and Personal Protection Equipment (PPE) training for all staff. This entailed conducting 43 in-person training sessions for 237 staff covering donning and doffing PPE, infection control, hand hygiene and disposing of PPE safely. The feedback from staff told us that this training allowed them to feel safe as they continued to provide services and also ensured that both staff and the people they support were protected from infection.

In addition to COVID-19 related training, a range of mandatory training modules continued throughout the year including Medication Refreshers, First Aid, Mental Health and Crisis Prevention.

Following the peak of COVID-19 the People and Culture team were able to shift their focus back to Mosaic's 2022-2023 Workforce Strategy by continuing to invest in training to ensure staff have the skills needed for carer progression and professional development.



Spotlight on *Deidre*

Deidre Mguni

NDIS Administrator

"It's like being a part of a family team!"

After five years as a Disability Support Worker at Mosaic, Dee has this year taken on a new role as NDIS Administrator. While Dee had loved empowering people with disability to achieve their best and seeing the physical and mental changes they went through as they stepped out of their comfort zone and found they could achieve new things, she was keen to take on a new role.

"I had acted as a Community Coordinator previously, which I loved. When the expression of interest came up for NDIS Administrator, I did not hesitate even though it meant not working directly with clients. Having a family member living with disability has showed me that anything is possible if you put your mind to it."

"Mosaic always offers opportunities to staff before advertising elsewhere. They provide encouragement and support as well as the ability to grow."

Staff Achievements

Service Milestones

Fifteen of our team reached significant service milestones at Mosaic this year. We celebrate how they help to enrich the lives of people with disability and are deeply grateful for the valuable contribution each one continues to make to our Purpose.

Congratulations to:

Margaret Nelson	17 years	Debbie Bowe	11 years
Julie Hayes	16 years	Amanda Burrows	10 years
Gwen Naylor	16 years	Penelope Cooper	10 years
Dawn Williamson	16 years	Mandip Kaur	10 years
John Pickering	15 years	Veerpal Kaur Gill	10 years
Joseph Woja	14 years	Cleotilde May	10 years
Helen Benson	13 years	Manjeet Singh	10 years
Edward Mutseyekwa	13 years		

Staff Progression and Development

Feedback from our team members consistently tell us they are eager for opportunities to learn, collaborate, develop new skills, and progress their career. As a result, this year a key focus was to provide these opportunities. We are delighted that 14 staff members were either promoted to roles of greater responsibility within Mosaic or had the opportunity to act in other roles during the year.

Name	Original/substantive role	New/acting role
Elizabeth Ampattu	Speech Pathologist	Acting Manager Consultancy Services
Julie Bamber	Support Worker	Acting Coordinator
Deidre Mguni	Support Worker	Acting Coordinator
Deidre Mguni	Support Worker	Promotion to NDIS Administrator
Zak Brearley	Behaviour Support Practitioner	Acting Manager Consultancy Services
Don Channa	Support Worker	Acting Team Leader
Susan Dalton	Support Worker	Acting Coordinator
Sebastiano Della Maddalena	Manager Consultancy Services	Acting Executive Manager Client Services
Hayley McMillan	Support Worker	Acting House Coordinator
Takudzwa Masunda	Rostering Officer	Promotion to NDIS Administrator
Takudzwa Masunda	NDIS Administrator	Promotion to Assistant Accountant
Rachael Miles	Support Worker	Promotion to Rostering Officer
Mercy Nachilima	House Coordinator	Acting Area Manager
Margaret Nelson	Support Worker	Acting Coordinator
Suzanne Pianto	Payroll Officer	People and Culture Coordinator
Dena Pit	NDIS Administrator	Promotion to Accountant



Our Campaign Heroes

Meet Wayne, Eric, Daniel, Tracey and Jason – the stars of our first-ever campaign focussed on people with disability in Perth. You might have seen their photos in the newspaper, on social media or even touring Perth on the back of buses.

These amazing people all feature in their own ads and on our website, where they share their stories, telling us about all the things they've been able to do and the goals they've been able to achieve with the support and encouragement of their Mosaic support workers.

In Jason's ad, he tells us about his love of puzzles, billiards and the mighty Fremantle Dockers, who he goes to watch whenever he can. Tracey shares with us that, on top of learning to become a talented public speaker, she has written and published a series of children's books. Bowling kingpin Wayne tells us that he has been able to volunteer and become an MC with the help of his Mosaic team. Eric shares his passion for fishing and model-making and student Daniel tells us about his love of gaming and Jiu jitsu.

By sharing their stories, Jason, Tracey, Wayne, Eric and Daniel are showing many people with disability in Perth how they are pursuing their passions and ambitions, with the support of our Mosaic team.





Listening to our People

Mosaic conducts annual surveys with our staff as well as with our clients and their families. Each survey provides us with valuable feedback and highlights ways we can continually improve our workplace culture and our services.

Client and Family Survey

The October 2021 survey saw 52% of our clients and their families participate and share their thoughts about Mosaic, which is well above the sector average of 30%. Involving a team of volunteers to support client participation, the survey was offered in person with one-to-one support and over the phone. Thanks to these volunteers 61% of respondents were clients, ensuring their voice was well represented.

We were delighted that the overall satisfaction rating of 81% confirmed our clients and their families are highly satisfied with Mosaic's services. In particular, it was good to see the results showing that over the past 12 months we have made significant progress in areas

of improvement that had been identified in the previous survey. We are especially proud to note that satisfaction with our Community Support service increased by 15%, and satisfaction with our Support Coordination service rose by a massive 20%.

Some of Mosaic's other strengths that our clients and their families and guardians identified included:

- Feeling safe living with Mosaic,
- Our staff support for client's rights and decision-making,
- Mosaic's homes and gardens are clean and pleasant, and
- Our staff are polite and friendly.

Staff Survey

Mosaic's annual staff satisfaction surveys are benchmarked against the results of other disability services organisations both in WA and nationally. During this year one of Mosaic's real focuses has been on maintaining a positive culture for employees despite the ongoing challenges of COVID-19 and impacts of the many changes within the disability sector. We were particularly pleased therefore that our Staff Engagement score was once again very high at 84%.

Showing an increase from the previous year, 65% of all staff chose to participate in this survey. Some of the other highlights include:

- **90%** of staff are extremely satisfied with Mosaic's management of the impact of COVID-19,
- **90%** have a strong understanding of how their job contributes to the success of the organisation,
- **89%** of staff are aware of and believe in the values of Mosaic, and
- **89%** feel that the organisation is good at safeguarding clients.

Two areas stood out when comparing Mosaic's results to other disability services organisations. Our staff rated Mosaic's concern for staff wellness/wellbeing 9% higher than those in other organisations and scored our use of technology 6% higher.

Our staff also told us there were two areas in particular where they had seen big improvements over the past 12 months, rating Health and Safety 7% higher and Flexibility 8% higher than the previous survey.

The survey identified some areas of focus which require further development, including cross-unit cooperation, career opportunities, and learning and development.



94% job satisfaction

Key strengths	2022	2021
Passion/ engagement	84%	82%
Job satisfaction	94%	94%
COVID-19 Impact	93%	-
Flexibility	83%	75%
Supervision	84%	79%
Diversity	82%	80%



"I like the kind of work I do."

"My team has been able to work together effectively during the disruption caused by COVID-19."

"I'm confident we will be able to continue supporting our clients."

"Mosaic has enough flexible work arrangements to meet my needs."

"My line manager/coordinator gives me help and support."

"Discrimination is prevented and discouraged."

COVID-19 Response

The impact of COVID-19 noticeably changed for Mosaic when the WA borders opened in March 2022. By learning from the experiences of interstate providers we were able to refine the operational strategies we had already prepared, in order to minimise the effect on our workforce and our clients as much as possible.

Clients

By partnering with Aspen Medical we were able to assist clients to be vaccinated in their own Mosaic home. As a result, all eligible people living with us were vaccinated by the end of June 2022. So we could effectively manage the expected outbreaks of COVID-19 in our Supported Independent Living houses, we also formed an Outbreak Management Team and trained staff in infection control and the correct use of PPE.

Between March and June, 15 of our 21 homes had a period of isolation due to one or more clients contracting COVID-19, with seven houses having to isolate due to one or more clients being a close contact. Social Stories were used to support clients' understanding of what was happening and our staff created a range of innovative ways to help make isolation as pleasant as possible for them.



“We would like to **express our gratitude for the dedication and efforts of you and your staff** to resolve the outbreak at your facility. We recognise that there are a number of extremely difficult challenges faced when responding to COVID-19 exposures or outbreaks. We also recognise the dedication and countless supportive actions of all disability care workers and providers in these challenging circumstances.”

Public Health Emergency Operations Centre

Marcelle & James's story

Marcelle has been working with Mosaic for five years and is one of our Home and Community Leaders. He recently spent time helping one of his clients James, who is an avid Docker's fan, to personalise his room by painting a wall purple. Being an Eagles supporter could have made that task challenging for Marcelle, but as he said, “It's not about me or my preferences.” Marcelle drew on his previous experience working as a painter and created a special marbled look, helping to make James's room even more uniquely his.

“Everyone is an individual. It's about focusing on each person's individuality and working with them to deliver those touches that will help them truly feel the house is their home. It's their personal space so it needs to reflect them.”



Staff

Our COVID-19 workforce strategies concentrated on protecting our capacity to be able to continue to support our clients while also keeping our staff safe and supporting those team members who needed to isolate and/or recover from COVID-19. These strategies included:

- Registration of all Mosaic staff as Critical Workers with the WA Government.
- Registration of Mosaic for Surge Workers via the Community Sector Surge Pool.
- In partnership with Amana Living, developing customised PPE training.
- Implementation of wellness check-ins with COVID-19 positive staff.
- Ensuring all staff had completed the WA Department of Health Infection Control module.
- Increased staff-wide communications on COVID-19.
- Increased recruitment of casual workers and variety of agencies used.
- Implementation of COVID-19 recognition payments to staff working with COVID-19 positive clients.
- Acknowledgement of staff commitment by sending thank you cards and flowers to staff (as well as people with disability living in our homes) following house isolation.



“As we all walk through a changing world, I want you to know that **you too are very much appreciated with all that you do for Mosaic, and that being acknowledged with flowers and a card, makes me feel very valued.”**

Sent by a staff member to CEO Pippa Cebis



Spotlight on *Mustafa*

Mustafa Al Rashid

Home and Community Leader – Silas, Reserve

“Every day is a chance to do something different and make a difference.”

Mustafa was interested in understanding more about Board culture, governance and how to implement best practice methodologies into for-purpose organisations. With Mosaic’s encouragement, this year he applied for and completed the Emerging Leaders in Governance Program, of which Mosaic is a Community Partner. “It opened up my mind to the possibility of becoming a Board director, showed me how to do it effectively and helped me understand the legal and financial considerations. It’s also provided deeper knowledge on compliance which helps me be more personally accountable in my work at Mosaic.”

“With my lived experience and acquired knowledge of the for-purpose sector, I’m ready to take on a Board Director role in an organisation that aims to make a positive impact in the community.”

Our Services



181 clients

67 Community Services clients

67 Support Coordination clients

35 Positive Behaviour Support clients

64 Therapy Services clients



75 clients in **21** independent living houses

Supported Independent Living

At Mosaic, we help people with disability to secure the home, housemates and 24/7 support they need to live actively, independently and safely in the community.

Providing supported independent living options for people with disability was the driving force behind Mosaic's creation and is still at the heart of what we do. Today, we have a range of homes across Perth, from tidy one-bedroom homes to one spacious five-bedroom home. Managed by experienced Coordinators, our skilled teams use our proven person-centred approach and our Positive Behaviour Support framework to meet every person's unique needs and preferences.

Our support includes assistance with practical daily tasks such as cleaning, laundry, cooking, personal care and safely taking medications. We also support our clients to get out and about in the local community, catch public transport, attend appointments and pursue hobbies and interests.

Community Services

One of Mosaic's central philosophies is the importance of being an active participant in your local community. We believe that the whole community benefits when everyone has the opportunity to engage and be included.

Our Community Support team enables people with disability to maintain and develop meaningful friendships and access connections in their local community so they can achieve their personal goals. That can include making new friends, taking up a sport or hobby, socialising, volunteering, pursuing further education, getting a job or building a career. Or just getting out and about, doing shopping and keeping appointments.



“Everyone is an individual.

We’re there to support each of our clients to live their best life”.



Jay & Seb's story

In 2020 Jay Minogue won the Excellence in Supporting Social Inclusion category of the WA Disability Support Awards for his work supporting his client Seb to follow his dream of becoming a musician and performing live. The award ceremony was delayed until September 2021, when Seb and Jay had the opportunity to perform together in front of a crowd of over 800 people.

Seb and Jay performed their first live gig together at the Brass Monkey to rave reviews. Since then, Jay regularly accompanies Seb's vocals by playing guitar. They work together through the practicalities of booking gigs, sourcing professional singing coaches, transcribing Seb's original songs and rehearsing.



Support Coordination

Our Support Coordination services helps people with disability to exercise choice and build the skills to connect with providers and direct their own supports.

The NDIS gives people with disability and their families more choices, however its complexity can be confusing. Our Support Coordinators work with our clients to help them navigate the system and make the right choices for their circumstances and their personal goals. By working one-on-one, we explain the benefits and drawbacks of different options in a way that makes sense to them. Our support coordination service aims to ensure they are able to deal with the NDIS with confidence and maximise the potential of each service they receive.

Positive Behaviour Support Services

This service provides support to people who have behaviours that are impacting their quality of life or posing significant risk to others, causing barriers to social and community inclusion, deterrents to health and wellbeing, or negatively affecting their ability to receive essential support.

Mosaic's expert Positive Behaviour Support team work with our clients to understand the root cause of a behaviour. Together we then develop strategies for managing everyday life, aiming to reduce and eliminate challenging behaviours and increase health, confidence and independence. Our approach ensures we always respect people's rights, wishes, wellbeing and dignity, while meeting the NDIS Quality and Safeguarding Commission's requirements.



“I had no idea how the NDIS worked. Since I met Seb, I have gained the insight of his support, consistency, commitment and belief and it has given me the hope to recover and improve my quality of life, to immerse back into society. I now feel that my life is moving in the direction it needs to, in order for me to maintain my mental, emotional, and physical health.”

Gemma

“Rusha is an excellent communicator. She is a hard worker for my daughter and goes out of her way to make sure that I understand the plan and the changes.”

Therapy Services

Our expert team of Occupational Therapists, Speech Pathologists and Physiotherapists work one-on-one with people with disability, often in partnership with their existing support network, to help them to enjoy greater control and build their confidence.

From communicating clearly and eating safely to improving health, wellbeing and helping with life transitions, our therapy services specialists will develop plans and solutions that are individually designed and which support people to live their best life.



Spotlight on *Sebastian*

Sebastian Della Maddalena

Manager Consultancy Services &
Occupational Therapist

“No two days are ever the same!”

When Seb is not supporting a range of Mosaic clients, he lectures at Edith Cowan University, teaching a disability unit to fourth year occupational therapy students about contemporary practice when working with people with disability. By drawing on his real-life experience at Mosaic he can provide the students with practical examples of how occupational therapists support people living with disability. “I really enjoy sharing my passion with the students” says Seb. “It’s especially rewarding when students who never thought they’d be interested in disability, start seeing it as a field in which they would like to work.”

Seb has been at Mosaic for nearly two years and has played a key role in developing our therapy services. “The variety of my work is so unique and rewarding. I enjoy being able to work across three levels – supporting Mosaic clients, managing the team delivering a range of therapies, and teaching the next generation of OTs.”



Spotlight on *Rachael*

Rachael Miles

Rostering Officer

“Everyone is so supportive – looking after each other as well as the clients”

This year Rachael took on the challenge of becoming a Rostering Officer at Mosaic after 11 years working as a Disability Support Worker. “The clients are a big part of what I enjoyed in my previous role, especially seeing them accomplish what they wanted with their short and long-term goals. Every day was very different.”

Seeking a new professional challenge attracted Rachael to apply for the role of Rostering Officer. “I felt the role had aspects of what I already enjoyed at Mosaic which was working in a team and doing what’s best for the client. On top of that it requires a lot of juggling which can be a daily challenge! But working in a fast-paced work environment is something I prefer.”



“When my uncle arrived under the care of Marcelle and the team at Kenwick House, he was very sad and distressed which expressed itself as episodes of self-harm and absconding from his previous residence. The staff showed great patience and kindness to him. Now his sunny disposition has returned, and he really is enjoying his life. **I know he has a safe place to live with people who really care, not just physically but holistically about him.**”

Quality and Safeguarding

This year Mosaic underwent our inaugural NDIS Quality and Safeguarding Commission Audit. Over two and a half days external assessors evaluated Mosaic’s performance against 223 different indicators of best practice across all parts of the organisation. We are delighted that the audit found we met all indicators – a very difficult result to achieve.

Other quality improvement activities during the year included:

- Client Safeguarding Audits conducted in 13 houses.
- Quickly acknowledging and successfully responding to all complaints.
- Completing 58 quality improvement projects.
- Holding 17 Quality Assurance Panels for Authorisation of Restrictive Practices.

Conversations with Mosaic

Conversations with Mosaic is an annual event which provides a valuable opportunity to strengthen our partnerships and networks with sector and business leaders. Held in November 2021, our third *Conversations with Mosaic* showcased some of the many ways that Mosaic is creating possibilities and transforming the lives of people living with disability.

Hosted in the function rooms of Corrs Chambers Westgarth, we welcomed a range of attendees including industry partners in telecommunications, banking and insurance, local government representatives, and other partners and leaders in the disability services sector.

Our CEO Pippa Cebis lead a Q&A panel with Dawn Williamson and Margaret Nelson, two members of staff who had reached their fifteen year service milestone with Mosaic. Dawn and Margaret spoke about the meaningful impact of working with people with disability, as well as the growth of our organisation and how the changes in the sector over the last 15 years have affected both clients and staff.

We received such positive feedback from guests who really valued hearing first-hand from staff members who support people with disability every day to achieve their goals.

We sincerely thank Dawn and Margaret for sharing their journey and for the positive contribution they have made to so many people's lives. We are also deeply appreciative of the generosity of Corrs Chambers Westgarth for fully sponsoring such an enjoyable event.



Our Supporters

Mosaic is a not-for-profit organisation that creates possibilities for people with disability that transform their lives.

We know we do good work because our clients and their families tell us. But we can't do it alone. Our partners, our donors and our supporters make a big contribution to our ability to make a positive difference in people's lives.

We would like to thank Dulux for their generosity this year in providing the paint for Silas House, one of our new Supported Independent Living homes.

How you can help

We invite you to support Mosaic. By doing so we know you will be making a move that will open up a world of possibilities – for you, as well as for people with disability and their families.

Donate

You can donate to Mosaic via cheque, direct debit or credit card. Donations over \$2 are tax deductible.

Bequest

Leaving money to Mosaic in your Will is a powerful and lasting way to assist people with disability to live the life they want. Big or small, every gift makes a difference.

Volunteer

Your skills, your energy and your enthusiasm can help to enrich the lives of those we support. There are many volunteering opportunities at Mosaic so please reach out and talk to us about what you have in mind.

Partner

We love partnering with values-driven WA businesses, corporates and community groups. If you are interested in building a strong relationship with an award-winning disabilities support organisation then please don't wait to contact us and start the conversation.

Get in touch

If you would like to talk about how you can support Mosaic to create possibilities and transform the lives of some of Western Australia's most extraordinary people, please don't hesitate to get in touch with our CEO Pippa Cebis.

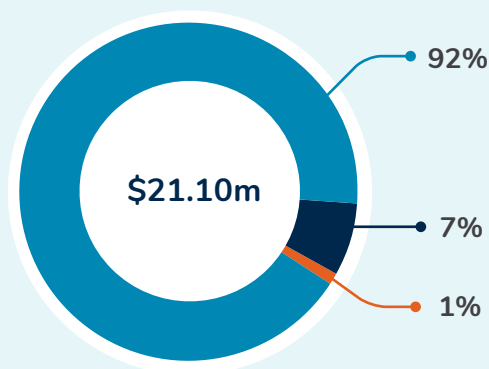
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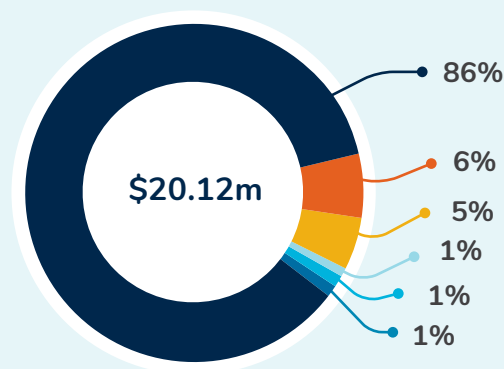
Finances for 2021/22

What we Earned



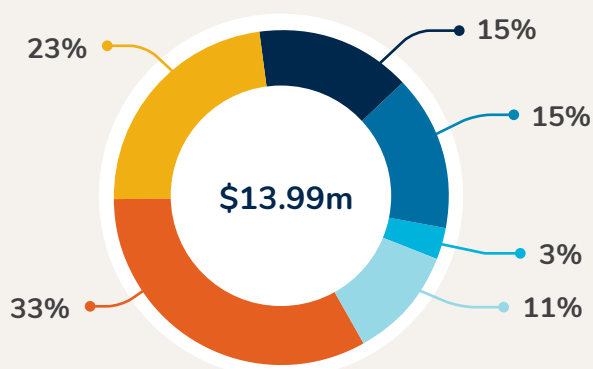
Government Funding (NDIS & DSOA)	\$19.35m
Accommodation Fees	\$1.56m
Interest, Investments and Other	\$0.19m
Total	\$21.10m

What we Spent



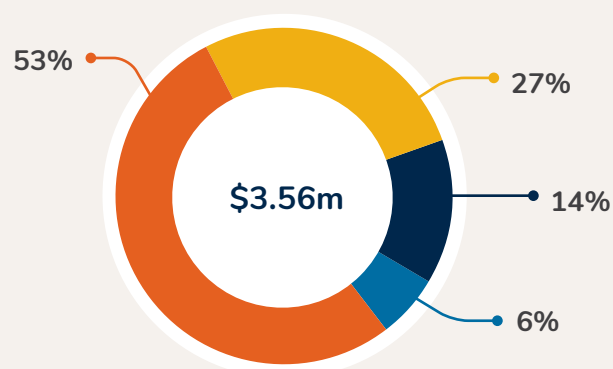
Staffing	\$17.31m
Administration	\$1.17m
Accommodation	\$0.92m
Other Operating Expenses	\$0.29m
Repairs and Maintenance	\$0.20m
Depreciation	\$0.23m
Total	\$20.12m

What we Own



Cash and Cash Equivalents	\$1.51m
Investments	\$4.57m
Property, Plant and Equipment	\$3.28m
Receivables and Prepayments ¹	\$2.12m
Term Deposits	\$2.03m
Other Assets	\$0.48m
Total	\$13.99m

What we Owe



Employee Benefits	\$1.88m
Trade Payables	\$0.97m
Lease Liabilities	\$0.51m
Other Liabilities	\$0.20m
Total	\$3.56m

(Note 1) Relates to 2 invoices totalling \$1,162,182 for one-off funding provided by the NDIA to disability support organisations in recognition of (a) the increased costs incurred as a result of continuing to provide 24/7 support to clients who had been impacted by Covid-19 and (b) the significant overhead costs incurred by providers in relation to increased compliance requirements that were not previously taken into account by the NDIA. These invoices are now paid.



MOSAIC

Creating possibilities,
transforming lives.

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