



Annual Report 2020/2021



Table of Contents

About Us	4
Chairperson and Chief Executive Officer’s Report:.....	5
Pandemic Response.....	5
KeepAble project	6
AT Chat	6
Village Hubs	7
Turning One.....	7
Our People.....	6
Delivering Services During the Pandemic.....	8
Corporate Governance and Risk Management.....	8
People and Culture	9
Information Communications Technology	9
Workplace Personnel.....	10
Organisational Structure	11
Leadership Team	12
Our Board	12
Board Members	13
Executive Team	14
At a Glance	
Year in Review 2020	16
Year in Review 2021	18
Financial Summary.....	20
Our Supporters.....	21
Research and Project Work.....	22

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Chairperson
Wes Smith

Chief Executive Officer
Steve Glew



About Us

Located in the heart of the Osborne Park business district, Independent Living Assessment's (ILA) focus is to support people through assessment, navigation, and sector capacity building initiatives.

ILA was established in January 2020 by Indigo Australasia Incorporated (formerly Independent Living Centre WA) and became an operational business entity on 1 July 2020.

In 2020/2021, our key services included AT Chat, Grants (Equipment for Living), Regional Assessment Services and Sector Support and Development.

ILA is a simple descriptive name reflecting the valuable role this organisation is playing in the community. ILA has a focus on business-to-business relationships, assessment through the regional assessment team, peer-to-peer assistive technology information sharing through AT Chat and a fundamental sector support and development role.

It is our aim that under this revised business structure, we honour our founder Freda Jacob's tenacity, dedication, and commitment to improving people's wellbeing and independence, both locally and nationally.

Our Vision, Purpose and Values

ILA's Vision and Purpose were revised and updated by ILA's Board and Executive team to better reflect ILA's current strategic directions: Industry partner of choice and national presence in the Aged and Disability sectors.

Our Vision

A community where everyone is able to make genuine and informed decisions on how to live independently.

Our Purpose

To provide nationally competitive and individualised supports, knowledge and tools that enable and enhance living well in the community.

Our Values



Passion: We are dedicated to making a difference and creating change. #Believe



Integrity: We are accountable, honest and transparent in all our actions. #Trust



Embracing: We respect individuality and welcome opportunities with purpose and energy. #Equal



Authentic: We are reliable and sincere in our commitment to do what we say we will do. #Real

Chairperson and Chief Executive Officer's Report

Welcome to ILA's first Annual Report. It is with great pleasure we share our progress against our strategic goals this financial year and our intentions for the coming financial year.

It has been a year of growth and organisational development for ILA in 2020/2021, and saw ILA thrive in what continues to be difficult and unprecedented times.

With the findings from the Royal Commission into Aged Care calling for significant reform in how care and support services are delivered and changes to the National Disability Insurance Scheme (NDIS), the aged care and disability sectors remain in a state of change and evolution.

With ILA's key initiative KeepAble taking a leading role in increasing the capacity of Commonwealth Home Support Program (CHSP) service providers in embedding Wellness and Reablement approaches, AT Chat continuing to grow its social and community footprint, and being appointed the National Grants manager for the implementation of the Federal Government's Village Hubs project, ILA is well placed to continue to grow and become an industry partner of choice and recognised industry leader within the aged, disability and community sectors.

Pandemic Response

COVID-19 continued to have a significant impact, with three snap lockdowns in the months of January, April and June of 2021 affecting service delivery. Having already responded to extended lockdowns in early 2020, the ICT team already had a number of processes put in place to ensure staff had capacity to work effectively from home. Assessments could be delivered via telehealth where appropriate. Corporate Governance and Risk Management circulated frequent COVID-19 updates to all staff with the intent of keeping staff updated and informed to help them manage their own risk and the risk to their family and the broader community. These updates included a link to Information Sheets and health alerts published by the Department of Health.

At all times staff were prompted to download and use the SafeWA App, to stay safe and well and to make use of the ongoing support available. In 2021 there will continue to be COVID-19 up-dates and as staff are encouraged to get vaccinated, they are kept informed of the priority groups vaccine rollout.



KeepAble Project

Launched on the 10 May 2021, KeepAble is an online wellness and reablement knowledge and resource hub for home care providers, people working in the aged care sector, clients, and communities across Australia.

As a sector support and development initiative that focuses on supporting and building the capacity of Commonwealth Home Support Program (CHSP) service providers to embed wellness and reablement approaches, it was important for the KeepAble team to work with the sector to gain their insights throughout development of the Hub.

With KeepAble, ILA has taken a leading role in compiling trusted wellness and reablement resources that are based on good practice, with the aim of driving attitudinal change toward ageing, and practicing change in how home support services are delivered nationally.

Development work in 2021 and 2022 will continue to engage with CHSP providers, the workforce and broader aged care system using online forums to promote peer-learning and shared solutions to strengthen sector collaboration to deliver wellness and reablement approaches.

This includes plans to develop an interactive roadmap resource as a navigation tool for CHSP providers to align and meet the Aged Care Quality Standards for embedding wellness and reablement into service delivery.

AT Chat

AT Chat's objective is to increase the capability and confidence of people with disability to make assistive technology (AT) decisions through access to peer support and peer-led information.

In 2020/2021 to achieve this objective AT Chat continued to grow its presence both digitally, with its social media channels which include @atchatwithus on Facebook and Instagram, and a closed Facebook group for AT users – Chatterbox, and within the community, exhibiting and presenting at Disability Expos both locally and nationally.

A highlight for the AT Chat team was the pilot of the AT Navigation program. Results from the pilot indicated all AT users who received peer support in line with AT Chat's model of Connect, Create and Control model, reported feeling more empowered to independently source information, construct an AT solution, and make informed AT decisions in the future.

The AT Chat team are looking forward to launching their AT Portal in the new financial year.

Village Hubs

In March of 2021 ILA was successful in its tender and was appointed the National Grants Manager for the administration of the Village Hubs Grants Fund.

The Seniors Connected Program was established to implement the Government's 2019 election policy: 'More Support for Older Australians'. The intent of the program is to alleviate loneliness and social isolation experienced by older Australians by providing opportunities for older people to improve mental health through the benefits of increased social and community connections.

The Village Hubs Activity involved a set of steps from identification and shortlisting of priority communities, to development and execution of a restrictive competitive grant selection process and implementation of a Village Hubs Community of Practice. Grant applicants were assessed by a Review Panel against six selection criteria:

- Fit for purpose model/concept
- Capacity and experience
- Achieving value with relevant money
- Readiness to apply community-led approach
- Inclusion and active participation
- Financial sustainability and risk

The 10 Village Hubs grant applicants who were successful will be announced in the 2021/2022 financial year and will be awarded funding to implement and grow their Village Hub concept. The Seniors Connected program will run from 2021-2024 (terminating 30 June 2024).

Turning One

The ending of the 2020/2021 saw ILA celebrate its first year as an independent operational organisation and provided an opportunity to reflect and celebrate, huge achievements in just 12 months.

As we ready ILA for the coming financial year, it is with some concern we consider the continued impacts of the global pandemic. We hope that WA achieves its 80-90% vaccination goal for residents by the end of the 2021 calendar year.

Thank You

Our focus is to ensure staff have the support they need in times of heightened change and pressure, and we give thanks to our dedicated staff.

Our people continue to inspire us and they are to be commended for their adaptability and resilience over the last two years.

We would also like to acknowledge the considerable work of our Board for their measured and strategic approach to changing market conditions.



Our People

Delivering Services During the Pandemic: RAS

ILA Regional Assessment Service (RAS) responded swiftly to each COVID-19 lock down in the months of January, April and June providing telehealth appointments as requested.

In each instance, ILA RAS ensured all RAS clients were provided the opportunity to either postpone their assessment until a face-to-face assessment could be safely completed or have an assessment via telehealth, with RAS Assessors conducting a follow up face to face assessment three months later.

In addition to providing telehealth appointments, Assessors also conducted assessments by phone only and video conferencing.

Corporate Governance and Risk Management

The actions which the organisation took in response to the Pandemic included:

- The circulation of frequent COVID-19 updates to all staff with the intent of keeping staff updated and informed to help them manage their own risk and the risk to their family and the broader community. These updates included a link to Information Sheets and health alerts published by the Department of Health.

- Development and implementation of specific processes to guide practice to ensure that, whenever possible, infections were prevented from occurring, and that where prevention wasn't possible, infections were managed effectively.
- The launch of the Medehealth e-learning platform with initial training Infection Prevention and Control and Hand Hygiene being assigned.
- Steps were taken to secure a large stock of Personal Protective Equipment.
- ICT put a number of processes in place to enable staff to work remotely from home.
- Screening processes were introduced to identify high risk home visits, with measures such as telehealth responses introduced to eliminate the risk of infection.
- At all times staff were prompted to download and use the SafeWA App, to stay safe and well and to make use of the ongoing support available.
- Keeping staff informed of the priority groups vaccine rollout.

In addition to the robust corporate governance systems already in place across ILA, the organisation implemented a process via its Customer Records Management (CRM) system to ensure feedback, hazards, incidents as well as opportunities for improvement were identified, investigated, with corrective action being monitored and evaluated for effectiveness.

This positive approach to feedback and incident management demonstrates ILAs commitment to continuous improvement and ensures a safer and high-quality service for customers and staff alike.

People and Culture

The People and Culture team, with support from the ICT team launched the Recognition and Reward App: "Shout Out" on ILA's internal communication platform in September 2020. This has provided staff an on-going opportunity to recognise their fellow colleagues who display value-based behaviour and to recognise and value employee tenure.

Proactively addressing the impact that COVID-19, lockdowns, and changes in the workplace have had on our staff, a Wellbeing Strategy developed by the People and Culture team was implemented at the beginning of 2021.

The program has focussed on providing staff with the tools and opportunities to practice self-care, and to build individual resilience and self-esteem.

In line with advice from the Commonwealth and State Health departments, the organisation's pandemic preparedness plan indicated a requirement to move staff from the office to working from home where possible. This action was implemented by ILA in January, April and June when the WA Government issued snap lockdowns in the Perth Metro and Peel regions.

Having most of our workforce working from home during the height of restrictions measures provided an opportunity to review our work-life balance practices and many staff now work a hybrid work arrangement with some hours from home and some in the office.

Information Communications Technology

The ICT team have worked hard through the year to support and integrate technology changes associated with new programs and services.

ICT worked with ILA to implement a new CRM, which was implemented in May 2021 and replaced the existing CM5. This update has resulted in a much faster, reliable and efficient data system for ILA.

The centralisation of the scheduling assessments for ILA RAS has enabled a more consistent and equitable assessment case load to be delegated across the team and has provided an increased view of capacity supporting a greater opportunity to plan and meet referral timeliness KPIs.

Efficiencies have also been achieved by reducing travel time and assessors completing less administrative tasks. This has also resulted in an improved client journey as clients' assessments are scheduled during the initial contact with the organisation with staff more readily available to address client enquiries.

ICT cloud strategy continued this financial year.

Commenced in July 2020, the strategy was instrumental in enabling staff to work from home during WA's snap lockdowns. Almost all systems have switched to cloud based, if staff have an internet connection, they can access all our core systems including CRM, telephony, email, print, finance, payroll, and files through SharePoint.

With Office 365 incorporating Microsoft TEAMS, staff are easily able to connect with colleagues, share files and conduct virtual meetings. This has



Our People (cont)

delivered significant productivity improvements and meant the lockdowns have had a minimal interruption to non-face-to-face services.

In 2020/2021, we migrated to a new cloud-based telephone system which supports staff answering calls from their computer or mobile and does not require physical handsets. This technology has also been invaluable in allowing staff to have access to the corporate phone directory, answer calls from home, and transfer callers to other staff regardless of where they are located.

During the year IT supported 30 system users with 600 enquiries, which were responded to within six hours and 40 minutes and resolved within one day and 13 hours. Requests from staff ranged from assistance to access systems to more complex licencing. 85% of all our calls were of Low, 10% of Medium and 2.5% of High and Urgent priority.

Workplace Personnel

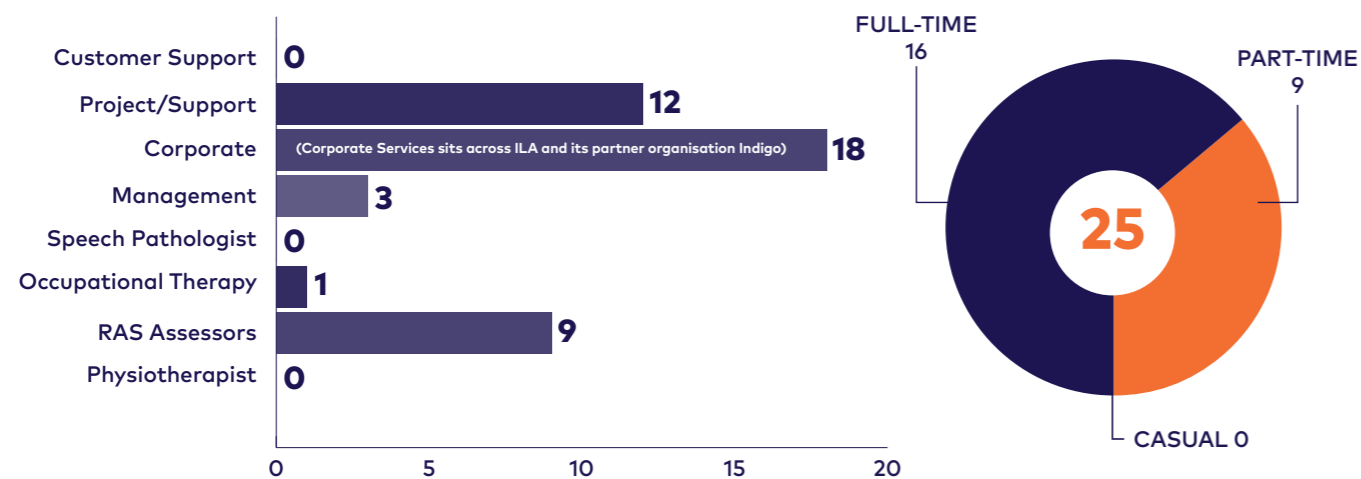
On 30 June 2021, ILA had 25 staff (plus 18 staff for Corporate Services) including full-time, part-time, and casual staff.

There was internal movement within ILA, with several of our team moving into newly created positions, which align with the organisation's strategic goals for the new financial year and on-going.

The 2021/2022 financial year will see a significant growth in ILA personnel with the securing of a new tender, Digital Suite of Solutions, and the launch of the AT Portal requiring new skill sets and manpower.

ILA ensured it continued to retain a stable workforce and monitor its capacity to ensure all RAS accepted referrals progressed to a face-to-face assessment with a finalised support plan within priority timeframes and expected KPI's.

Workplace Personnel



Organisational Structure



Leadership Team

Our Board

ILA's Board members are required to attend a minimum of eight meetings per year. They provide significant contributions to monthly Board meetings where they offer expertise in decision making and ensure decisions align with the strategic plan of the organisation, governance practices, financial position and legal obligations. Terms of membership are staggered, and each term runs for two years.

Mrs Melissa Bramley, who served as Deputy Chairperson and Ms Jane Ensor resigned from the Board at the October AGM 2020. Both Mrs Bramley and Ms Ensor served on the ILA Board from Oct 2019 to Oct 2020.



Board Members



Chairperson
Mr Wes Smith
Chief Financial Officer,
Capricorn Society Ltd



Deputy Chairperson
Ms Irene Mooney
Chief Executive Officer,
MYVISTA



Secretary
Mr Kunal Malhotra
Legal Manager, WA
Branch of Australian Unity
Trustees



Treasurer
Mr Evan Salt
(Joined Board October
AGM 2020)
Business Owner: Your
Choice Disability Plan
Management



Board Member
Ms Cate Thomas
(Joined Board October
AGM 2020)
Manager, Performance
Improvement, St John of
God Health Care



Board Member
Mr Wayne Stone
General Manager,
Integrity HBF



Board Member
Mr Wayne Belcher OAM
(Joined Board October
AGM 2020)



Board Member
Mr Ralph Gore
(Joined Board October
AGM 2020)
Chief Executive Officer,
TAPSS Community
Care Inc.



Board Member
Mr Ian Sloan
(Joined Board October
AGM 2020)
Director, Tango



Board Member
Dr Claire Cooke
(Joined Board October
AGM 2020)
Project Manager,
Activ Foundation

Board Finance and Risk Committee

Kunal Malhorta
Evan Salt
Wayne Belcher
Steve Glew
Justin Bunter

Independent Living Assessment Advisory Committee (ILAAC)

Scott Hollier
Michael Donnelly
(resigned 2 June 2021)
Presley Chihuri
Claire Cooke

Executive Team

The Executive Team make operational decisions for the organisation, implements actions under the organisation's strategic plan, and are responsible for daily operations and overall performance. ILA's General Manager reports to its Chief Executive Officer, Steve Glew.



Chief Executive Officer
Steve Glew

As the inaugural CEO of ILA, Steve brings a wealth of experience to the role having worked in senior executive positions for more than 15 years.

He has a strong track record in organisational achievement, reform initiatives, change management, policy development, innovation, corporate communications, governance, strategy, and customer service.

Steve's significant experience and strong leadership skills have him well placed to lead ILA into the future as the disability, aged and community care sectors undergo significant change.



General Manager, Assessment Services
Andrea Morris

Andrea has more than 30 years' experience working within the Queensland and Western Australian community service sector, focussed on carer, disability, aged care and mental health service delivery and leadership.



General Manager, Corporate Services
Justin Bunter

Justin is a Chartered Accountant and has held senior operational and financial positions for more than 25 years.

These roles have focused on overseeing most corporate functions including finance, IT, HR, assets and risk management. Within this dynamic sector Justin has supported a number of mergers, acquisitions and organisational restructures designed to enable organisations to modernise and build alternative revenue streams.

At a Glance

- AT Chat piloted the AT Navigation program. Results from the pilot indicated all AT users who received peer support in line with our Connect, Create and Control model:
 - identified an increased opportunity to be able to access unbiased information about assistive technology that was free from sales and marketing content.
 - demonstrated choice and control following the pilot, regarding their AT decision-making.
 - reported feeling more empowered to independently source information, construct an AT solution, and make informed AT decisions in the future.
 - demonstrated improved general self-efficacy, motivation, and belief in their ability to overcome challenges to achieve their AT goals following the pilot.
- A scoping brief and medium fidelity wireframes were completed for the development of the AT Chat Portal, due to launch September 2021.
- Maintained a 90% engagement score across AT Chat social media channels, which include @atchatwithus on Facebook and Instagram, and our closed Facebook group for AT users – Chatterbox.
- There was 200 000 unique views across AT Chat videos.
- KeepAble was launched on 10 May. Key metrics demonstrated use of the site increased from 195 users, 955 page views and a low 2% bounce rate in the first week of launch, to 1548 users, 11,400 page views and a low bounce rate of 5% by end of June 2021.
- KeepAble was well received by delegates at the 2021 Care & Ageing Well Expo, with calls to expand ILA online resources for older people themselves who want to navigate their own healthy ageing plan to maintain their independence and reduce their reliance on costly healthcare in the future.
- A total of 128 EFL grant applications were received during the reporting period, of which 78 were accepted and approved. The majority of approved grants (83%) funded essential assistive technology for individuals under the value of \$6000. Of the remaining approvals, 10 funded essential technology for individuals with a value between \$6000 - \$10,000, and three for items with a value between \$10,000 - \$15,500.
- We provided and completed 5064 RAS assessments and support plans:
 - Total assessments completed in-home: 2402
 - Total assessments completed via telehealth - 109
 - Total Support Plans completed: 2553
- RAS exceeded all KPI's for the financial year:
 - 100.0% of all referrals were actioned (accepted or rejected) within three calendar days.
 - 98.2% of all high priority assessments were completed within 10 calendar days from acceptance.
 - 98.8% of all medium priority assessments were completed within 14 calendar days from acceptance.
 - 98.2% of all low priority assessments were completed within the 21 calendar days from acceptance.
 - 94% of ILA RAS assessments and support plans audited in this reporting period met the quality score.
 - 95.59% of all completed client satisfaction surveys achieved a satisfaction score of 85% or above.
 - 16.3% of all ILA RAS clients received a period of Reablement which included a Reablement based strategy and short-term support from ILA RAS and, when required, a referral to short term Reablement based support services.
 - 99.9% referrals for Assessment to a Contractor by ILA RAS were accepted by the Contractor.



Year in Review 2020



July:

AT Chat had a busy month championing organisations and initiatives that utilised assistive technology solutions to support the disability community. Using their social media channels, they let their AT Chat and the WA community know about the launch of the free 'disability in the bush' app, co-designed by Aboriginal Australians with disability living in remote communities and funded by NDIS.

They shared a survey for young people who had experienced strokes and highlighted the 'Remarkable Disability Tech Accelerator', which was an online demo day where attendees heard from seven start-up founders.

August:

AT+Me star Bec Evans was a finalist in the Westfield Innaloo's 2020 local heroes. The three finalists with the most votes got awarded a \$10,000 grant for their affiliated organisations.

The AT chat team commenced 'Collabs'. With AT Chat collaborating with disability organisations and peaks across Australia to co-design useful, relevant and up to date peer-led AT information resources.

September:

ILA held an ILA Team Day at The Boulevard Centre in Floreat as the culmination of ILA LAB three (Living and Breathing ILA). The theme for the event was 'Connecting', both as an organisation and connecting with industry

Once again AT Chat had a full month. As part of National Stroke week, AT Chat announced they would 'Collab' with the Stroke Foundation's young stroke project to create new peer-led AT information resources. In another 'Collab', they co-produced a video for AT Chatter Jenny McAllister and her business Styleability.

AT Chat team member Gail Stacy was a guest on an episode of the Killoway Report podcast.

October:

Having well and truly settled into their new offices in Osborne Park, ILA held an Open and BBQ Day inviting all Indigo staff to come see where they now operated and showcase ILA's services and projects.

October also saw AT Chat celebrate its third birthday, and best of all AT Chat +Me star Bec Evans won 2020 Westfield local hero, well done Bec.

November

Having thrived in a very challenging and uncertain year, ILA took time to thank its stakeholders, in partnership with Indigo they co-hosted the Stakeholder End of Year Function at Indigo's head office in Nedlands.

ILA's Principal Advisor on Wellness and Reablement Hilary O'Connell presented to all in attendance on the soon to be launched KeepAble, an online collaborative hub for practical content to support home and community care providers to deliver wellness and reablement approaches.

December:

Everyone at ILA was glad to see 2020 come to an end and was looking forward to new opportunities and an easing of COVID-19 related events in the new year. Not to end the year too quietly, ILA officially launched on Facebook, LinkedIn and Twitter.



Year in Review 2021



January:

Not long into the year and WA entered a Snap lockdown. ILA staff responded well and smoothly transitioned into working from home.

Starting the year on a high, AT Chat announced they would be launching a new AT Chat Portal, which would allow users who logged in to have access to a more personalised digital AT experience.

February:

With news from the government that funding for EFL Grants would be ending 30 June, ILA launched a media campaign to reach as many eligible people as possible to ensure those in need could have access to funding to purchase essential AT items to increase participation within their homes and communities.

AT Chat partnered with DADAA to support the behind-the-scenes documentary of Blind film maker Tony Sarre's short film, Turn to White. ILA hosted a 'movie day' with popcorn to showcase AT Chat and DADAA's collab. Everyone who attended enjoyed the documentary

Celebrating Easter, ILA held a Pancake Day, where delicious pancakes with multiple topping choices were enjoyed.

March:

March was a big month with ILA announcing they had been successful in their tender and had been appointed as the National Grants Manager for administration of the Village Hubs Grants fund, and initiative of the Australian Government's Seniors Connected Program. The aim of the Hubs is to alleviate loneliness and social isolation experienced by older Australians and support their mental health, targeting people aged 55 years and over (or Indigenous Australians aged 50 or over) by connecting them to a network of residents in their community for social activities and mutual support.

April:

The Perth metropolitan and peel regions were thrown into another Snap lockdown, due to community COVID-19 cases. ILA staff smoothly transitioned into working from home.

As part of People and Culture's Wellbeing Program, Hilary O'Connell gave an excellent presentation to all ILA and Indigo staff on Healthy Ageing.

May:

After a lot of research and website development, ILA was thrilled to launch KeepAble to the Australian public.

Capitalising on the momentum from its launch, KeepAble was an exhibitor at the on-line 33rd National ACSA Summit conference, showcasing the on-line resource hub for wellness and reablement to industry leaders. Attendees had the opportunity to view KeepAble's information, download brochures and engage in instant meetings with ILA's Sector Support and Development team.



AT Chat team members Neil Berrick and Kate Martinez presented at the ATSA Independent Living Expos in Victoria and Perth on 'Assistive technology – Peer Mentoring' and also announced they had published their findings of the co-design work undertaken in partnership with the Chatterbox community and Dr Natasha Layton ('Co-creating an assistive technology peer-support community: Learnings from AT Chat').

ILA took the opportunity to raise funds for Cancer research and hosted a Biggest Morning Tea.



June

With another Snap lockdown, ILA staff once again returned to working from home.

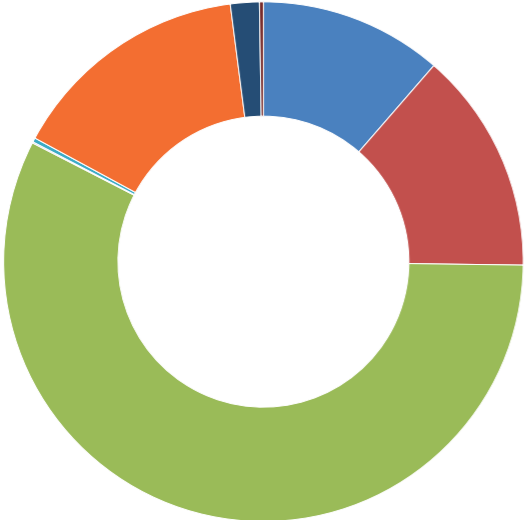
AT Chat was again out in the community and manned a stall at the Disability Service Provider and Participant Connection Expo 2021 Presented by Afford.

There was friendly rivalry and knowledge was tested as ILA and Indigo staff enjoyed a Quiz Night hosted by the Social Club.

Financial Summary

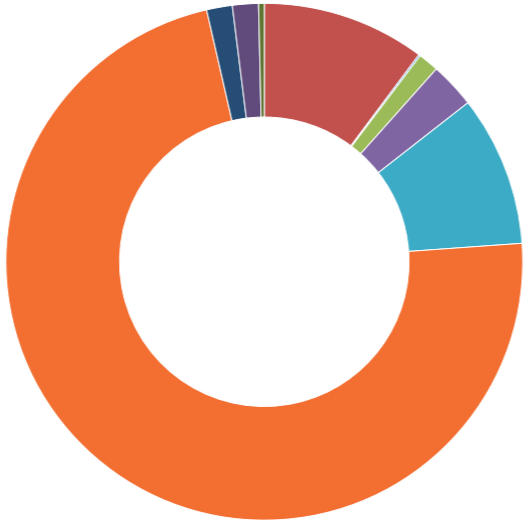
Income

\$3,971,636 million



Expenses

\$ 3,718,053 million



- Commonwealth NDIA
- Commonwealth CHSP
- Commonwealth Other
- Consultancy
- Donations and Other
- State - Dept of Communities
- State - Dept of Health
- Interest

- AT Equipment Brokerage
- Information Technology
- Insurance, Communications and Marketing
- Property Costs
- Capital spend
- Staff and Consultants
- Travel and motor vehicles
- Depreciation
- Other Expenses



Our Supporters



Government of **Western Australia**
Department of **Communities**



Australian Government
Department of **Social Services**



Research and Project Work

Project work for RAS completed

- Implementation of CRM database: CRM was implemented in May 2021 to replace CM5. This resulted in a much faster and reliable data system and ultimately greater efficiency.
- Centralising of scheduling of assessments: This enabled a consistent and equitable assessment case load to be delegated across the team and provided increased view of capacity supporting a greater opportunity to plan and meet referral timelines KPIs. Efficiencies were also achieved by reducing travel time and assessors completing less administrative tasks. This also resulted in an improved client journey as clients assessments were scheduled during the initial contact with the organisation with staff more readily available to address client enquiries.
- Trialling ACF Assessment: ILA RAS were actively participating in the trial of the Assessment, Classification and Funding (ACF) model being led by Health Consult. Five assessors participated in this research project since its commencement in March 2021. Following completion of the training the designated assessors completed assessments with clients assigned from Health Consult. The assessors involved found this to be a valuable experience as it increased their skills in assessing clients with higher care needs.





Contact Us

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