

Annual Report 2023/2024



Contents

About us	01
Year in Review	02
Annual Report Foreword	04
Key Services and Achievements	05
Organisational Structure	10
Teams and Services	12
Our Board	15
Board Committees and Supporters	16
Financial Summary	17

©Indigo Australasia 2024. This work is copyright. Other than for the purposes of and subject to the conditions prescribed under the Copyright Act 1968 (Cth), no part of it may in any form or by any means be reproduced, stored in a retrieval system or transmitted without the prior written permission of Indigo Australasia.

About Us

Indigo's experienced health professionals help people of all ages choose and access equipment, technology and services for their independence and wellbeing.



We offer services across Australia and manage the National Equipment Database (NED), the nation's largest assistive devices database with more than 35,000 products available for people to search, find and buy. In addition, Indigo is the national provider of the Australian geat2GO service funded under the Commonwealth Home Support Program.

Key services include:

- Assistive technology (devices and equipment) advice, assessment, prescription and provision
- Allied health (occupational therapy, physiotherapy and speech pathology) services
- Home Modifications
- Services for schools to assist students participate and learn, and
- Professional training.

OUR VISION

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

OUR PURPOSE

To provide affordable, individualised and nationally competitive allied health, assistive technology and home modification solutions to enable and enhance independent living in the community.

OUR VALUES

INTEGRITY:

Carry out agreed actions through honest communication, efficiency and extensive knowledge.

PASSION:

Showing that we believe in what we do through warmth and enthusiasm.

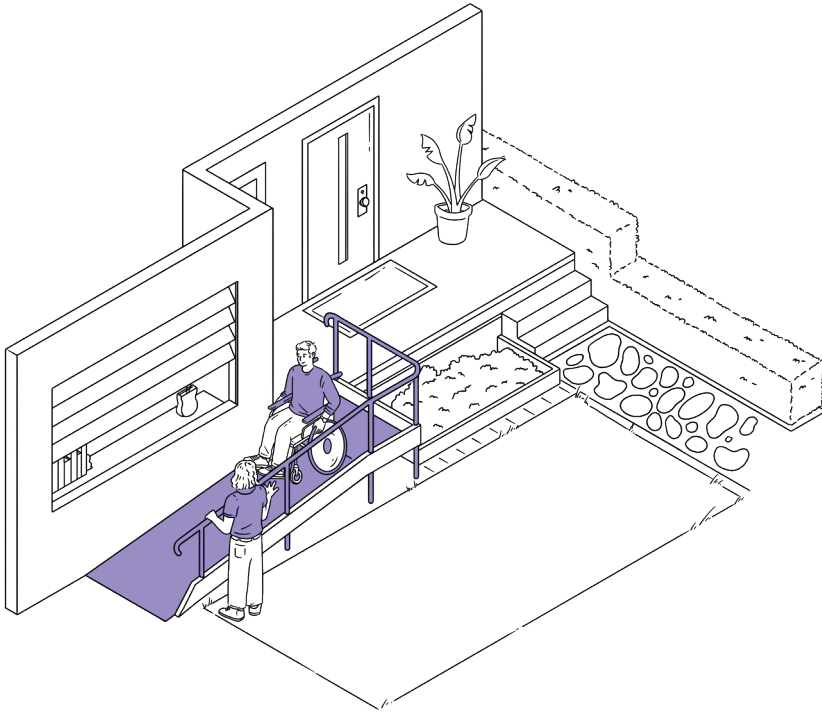
CREATIVITY:

Having the courage and willingness to explore alternative options and the commitment to give things a go.

TOGETHER:

We are not all the same, we are equal; and our commitment is to work in partnership with others.

23/24 Year in Review



 9.2/10

Our geat2GO customers recorded an average satisfaction rate of 9.2 out of 10 on our overall performance



Home modifications were provided to 770 clients to support ageing in place and increase safety



35,000

NED equipment offer increased to over 35,000 from nearly 4,000 suppliers

469,528

Facebook reach of 469,528 with a 126% increase on engagement



23,547

23,547 participants in the Indigo/Monash University Longitudinal Study exploring use and effectiveness of 1,370 different types of AT with older Australians.



90,000

Nearly 90,000 visitors to the Indigo website who viewed over 240,000 pages

Over **172,200 helpful assistive devices and equipment** were provided to over **71,500 people Australia-wide** through the Australian Goods Equipment and Assistive Technology service (geat2GO)

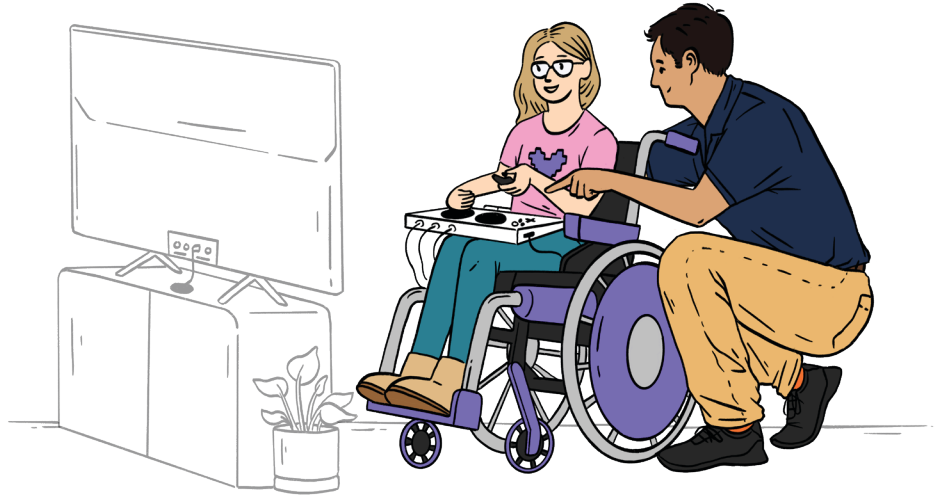


23/24 Year in Review



7.4/10

Culture score 7.4 out of 10 with overall engagement of 73%



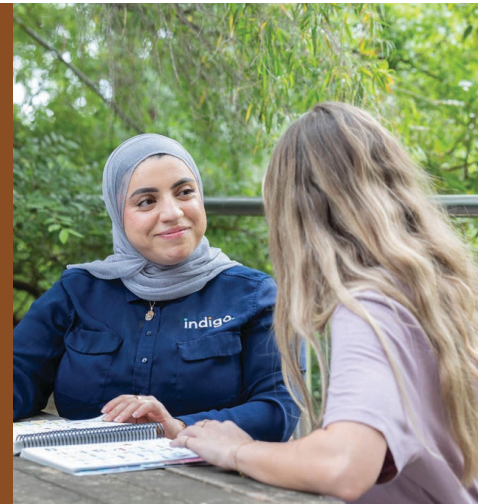
All first year students from Curtin's Occupational Therapy and Speech Pathology courses received Assistive Technology Experience Sessions delivered by Indigo Occupational Therapists and Speech Pathologists, along with physiotherapy students from Japan's Josai International University.



19.5M

NED campaign achieved 19.5M impressions to target audiences across Australia.

14 new staff employed identify from CALD groups (13 speaking languages other than English) and 6 identify as someone with a disability. **In building an inclusive workforce we gain better understanding and ability to support our customers** who also come from diverse backgrounds.



160%

400,000 page views of National Equipment Database across a four month promotional period, an increase of 160%.

Reflect Reconciliation Action Plan for Indigo accredited by Reconciliation Australia.



16,913



We helped 3998 Commonwealth Home Support Programme recipients with 16,913 hours of service

Annual Report Foreword

Indigo's operations across 2023/24 saw continued growth in our geat2GO service with 71,500 clients assisted in the provision of more than 170,000 pieces of equipment, as well as additional scope to deliver Allied Health services locally through the Commonwealth Home Support Programme and activity relating to our longitudinal study partnership with Monash University.

That increased demand for service delivery saw a 24% increase in our workforce, representing the highest growth in staff in Indigo's history.

With an increased workforce it was pleasing to see that a re-test of our culture and engagement survey conducted during the year returned a positive 'pulse check' on Indigo's organisational culture, with high culture, capability and engagement scores. The Board and Executive are thrilled to see this confirmation of staff engagement, not just between staff within the organisation but also with our stakeholders and the community more broadly.

How we engage with one another, our clients and the community was the focus of a brand review conducted across the year with a view to refining, strengthening and consolidating the Indigo brand.

A new look and feel centred around our core purpose in being Champions of Independence is being incorporated across all areas of our business and will be more broadly communicated in the coming months. This includes how we present in the community, to our clients, how we celebrate each other and how we frame our delivery in operations.

Alongside work to strengthen Indigo's brand, the Board, Executive and key staff considered our strategic offer through blue sky thinking workshops and development of a strategic plan to formulate a direction and plan for our work over the next three years.

With anticipated changes in both the aged care and disability sectors still under review, it is imperative that our aims, plans and targets allow for flexibility in approach to ensure we are well positioned to respond to any changes as they occur, but also continue to build on our current position as a market leader.

This strategy review included input of the Indigo Board who were able to bring their individual skill sets and experience to the process, along with a good understanding of our



programs and direction. A knowledge and understanding that has been built across what is now a very settled board of Directors.

Indigo is fortunate to benefit from a high level of continuity on our board, and we would like to acknowledge and recognise their contribution and efforts in what is essentially a volunteer role. Thank you for being so giving of your time and expertise.

In May, Indigo underwent a comprehensive quality audit conducted by the Aged Care Quality and Safety Commission to assess our performance against the Aged Care Quality Standards.

Feedback from the Commission highlighted the exceptional skill set of our staff and their dedication to delivering high quality services. Further, the final report confirmed our adherence to established policies and appropriate governance frameworks. This is external affirmation that our staff are the cornerstone of our success. A fact that we the Board, Executive and Senior Leadership team are already aware.

We were pleased to receive such positive feedback through the audit and remain immensely proud of our staff across all areas of the organisation. Their commitment and professionalism shine through in all they do, and their hard work does not go unrecognised.

Collectively we look forward to another successful year ahead.

A handwritten signature in blue ink, appearing to read 'Wayne Stone'.

**Chairperson
Wayne Stone**

A handwritten signature in blue ink, appearing to read 'Steve Glew'.

**Chief Executive Officer
Steve Glew**

Key Services and Achievements



Aged Care Services

Under the Commonwealth Home Support Program, the Aged Care Services team continued to work across the three services areas of Allied Health, Home Modifications, and Goods, Equipment and Assistive Technology (GEAT) provision. The Allied Health team of occupational therapists and physiotherapists delivered 16,913 hours to 3998 clients across Western Australia.

The Home Modifications team provided modifications to over 770 clients' homes across regional and metropolitan WA. In addition, the Aged Care Services team continued to support Home Care Package (HCP) providers in delivering allied health services on an ad hoc basis, with the introduction of HCP services in the Great Southern commencing in June.

geat2GO

Indigo continued to provide GEAT across Australia as the national GEAT provider, with over 172,200 pieces of assistive technology and equipment supplied to over 71,500 clients across the country in 2023/24. The primary purpose of the geat2GO program is to ensure equity of access to consumers, no matter where they live. It allows older people living across Australia regionally, remote, and in cities, to access helpful devices and equipment to continue living independently and make daily tasks easier.

Indigo's local GEAT program and geat2GO are both occupational therapist-led, clinical wrap-around models that provide end-to-end support to aged care assessment teams, occupational therapists, physiotherapists, and other allied health professionals around Australia with prescribing and accessing optimal assistive technology solutions for their clients. Indigo is committed to the continuous improvement and expansion of geat2GO, which over 2023/24 included the delivery of significant platform and procurement process improvements. Indigo has been confirmed as the national GEAT provider until July 2025, in line with extensions for CHSP providers to enable continuity of services with the delayed introduction of the Support at Home program.

Aged Care Quality and Safety Commission Audit

In May, Indigo underwent a comprehensive quality audit conducted by the Aged Care Quality and Safety Commission. Taking place in the Nedlands office, the audit involved in-depth interviews with staff and clients to ensure compliance with the Aged Care Quality Standards.

Feedback from auditors highlighted the exceptional skill set of Indigo staff, their dedication to delivering high-quality care services, and adherence to established policies.

Indigo was found compliant across all assessed standards, with no areas of concern identified. This positive result is considered to be a testament to the commitment and professionalism of Indigo and a reflection of our commitment to continuous improvement and quality care.



Key Services and Achievements



Disability Services

The Disability Services team continued a full business review and resulting initiatives aiming to ensure long term sustainability for disability-focused Occupational Therapy, Speech Pathology, and Schools services.

The team was able to provide clients access to a broader range of communication devices courtesy of a Channel 7 Telethon Trust Grant enabling purchase of an additional 18 augmentative and alternative communication devices.

Contracted services continued to be delivered to schools, supporting staff and students in the use and application of communication devices to assist in learning. In addition, training to educators was provided to members of the School of Special Educational Needs with hands on assistive technology equipment demonstrations and case studies.

Further sector support was provided through training sessions with Curtin University Occupational Therapy and Speech Pathology students.

Clinical Excellence

The Clinical Excellence team continued their work as an organisational resource for both clinical governance and support, further developing the Equipment Review Group responsible for assessment and selection of new products appropriate for clients across Indigo operations. Over the course of 2023/24, up to 500 products and their variants were reviewed each month, with reviews including verification of product specifications, description updates and fit for purpose assessment.

The team provided clinical support including providing information and advice on assistive technology to clients and service providers, reviewing clinical rationale for complex equipment requests, and conducting follow up calls to GEAT clients post-delivery of equipment.

In addition to their core responsibilities, the team commenced management of data for a 24-month longitudinal study in partnership with Monash University.

Monash University Longitudinal Study Partnership

Indigo has partnered with Monash University to develop a two-year longitudinal study to evaluate the use and effectiveness of assistive technology (AT) for older Australians within the national GEAT service. Funded by the Commonwealth Government, the study will establish baseline data and use tracking of the AT items provided to national GEAT clients to identify any relationship between assistive technology and client outcomes.

Specific data captured through the study includes the types of assistive technology users and how their lives and use of AT changes over a two-year period. Also explored are the factors influencing uptake of assistive technology, the longevity of AT provided and collateral impacts of a regular follow up service.

Key Services and Achievements



National Equipment Database (NED) Refresh and National Marketing Campaign

New functions and much improved loading speeds were introduced to Indigo's National Equipment Database, with a national promotional campaign providing nearly 20 million impressions to target audiences across Australia.

New proforma invoice requests now allow for third party approval and payments, with a request for quote function facilitating direct supplier contact for complex or custom requirements.

Education Partnerships

Indigo continued its support for the education and professional development of students in Occupational Therapy, Speech Pathology and Physiotherapy through the delivery of information sessions and seminars. Indigo partnered with Curtin University in delivery of assistive technology sessions for students from both Curtin and Japan's Josai University as part of their curriculum.

Indigo again hosted students on clinical placements and welcomed a number of new graduates to the organisation. In addition, our partnership with UWA and the McCusker Centre for Citizenship carried on with two students completing special projects as part of their internship program.

Marketplace and e-Commerce Team (MET)

The Marketplace and e-Commerce Team continued development of Indigo's e-commerce platform that underpins the National Equipment Database (NED) and geat2GO, with a number of application programming interfaces (APIs) delivered by the technical team together with the Digital Services team. In addition to platform enhancements, MET facilitated product data upload, testing and supplier connection to e-commerce functionality for new products and suppliers; bringing the total equipment offer to over 35,000 from nearly 4,000 suppliers.



A free helpline for extra support and advice connects customers and allied health professionals with Indigo's team of occupational therapists and professional staff.

Through an integrated marketing campaign covering paid search, print and digital media, 19.5M impressions were achieved during the four-month campaign period, resulting in 76,000 new users to site and over 400,000 page views.

The campaign increased visits to site by 140%, of which 98% were new users. Page views also increased by 160%, showing an engaged audience looking for information.

Key Services and Achievements



Culture and Engagement Retest – Special Recognition Award

Indigo undertook a culture and engagement re-test in 2023, building on positive results from 2020/21 testing with high culture, capability, and engagement scores. The overall culture score at Indigo is 7.4 out of 10, with an overall engagement score of 73%. These results show a 'blue' culture dominance which signifies collaborative and constructive culture styles. In recognition of Indigo's commitment to workplace culture and leadership, Indigo received a Special Recognition/Organisation Award, as nominated by culture transformation partner Veraison and presented by Data Drives Insight in February 2024.

Channel 7 Telethon Trust Grant – Giving WA Children a Voice

Funding through this project enabled a broader selection of leading-edge equipment and accessories in the Indigo Experience Centre with the purchase of eighteen new augmentative and alternative communication (AAC) devices. The new AAC equipment provides children with complex communication needs the opportunity to test, trial, and access the right assistive technology for them, with support from the Disability Services team, to enable informed choice and control over selection of their communication devices. In the period to December 2023, 140 hours of AAC sessions were held using this equipment, with further exposure provided to educators and students at training sessions and members of the public at expos.

People and Culture

Indigo maintained focus on People and Culture initiatives, recognising that our employees are our greatest asset. The organisation's growth trajectory continued, with a 24% increase in our workforce, for which the People and Culture team facilitated recruitment and onboarding of 100 new employees. In addition, recruitment and onboarding services for partner organisation iLA's growth of 11% was provided.

Our demonstrated commitment to fostering diversity, inclusion, growth and wellbeing of staff resulted in 14 new staff employed identifying from CALD groups (13 speaking languages other than English) and 6 new employees identifying as someone with a disability. Continued development of the wellbeing program included the inaugural employee fair 'Healthy, Wealthy and Wise', new corporate partnerships, flexible workplace policies and staff development processes to support an employer of choice approach.

Gender equity across the organisation was further supported with high gender ratio across all role classifications, and the 2024 Workplace Gender Equity Report showing negligible pay gender gaps to slightly in favour of women compared to industry standards. Indigo shows a higher than industry average for females occupying manager roles.



Key Services and Achievements

Digital Services

Indigo's Digital Services team continued to provide support for Indigo and iLA through Development Projects, Business Intelligence and Reporting as well as traditional ICT functions of hardware/software, technical support, and cyber security across both organisations. Security-focused activity maintained the organisation's position as an industry leader in this space, with introduction of a 24/7 Security Operations Centre and our 'digital first/ cloud first' strategy expanding to incorporate Artificial Intelligence (AI).

The team delivered significant upgrades to key systems, bringing additional functionality to the geat2GO platform, further development of the LiveUp site, and the implementation of new AI solutions. Call Centre capabilities were expanded through migration to new systems, with further integration of internal systems through API development and work delivered to establish a new Data Warehouse for use in Business reporting.

Business Solutions

The Business Solutions team provided procurement, contract management, sales and project management support. Significant procurement activity was undertaken with the successful completion of four category reviews and Request for Proposals (RFP) for geat2GO and five areas of organisational procurement delivered, including engagement of a Supply Nation provider (First Nations business). The Business Solutions team also provided support to internal business units in the identification and assessment of strategic opportunities for expanded service delivery models.



Events and Expos

Indigo continued our customer and stakeholder engagement through participation in industry events and expos. The Disability and Marketplace and eCommerce team attended Source Kids and Disability Connection Expos, showcasing assistive technology and AAC devices together with promotion of the revised National Equipment Database.

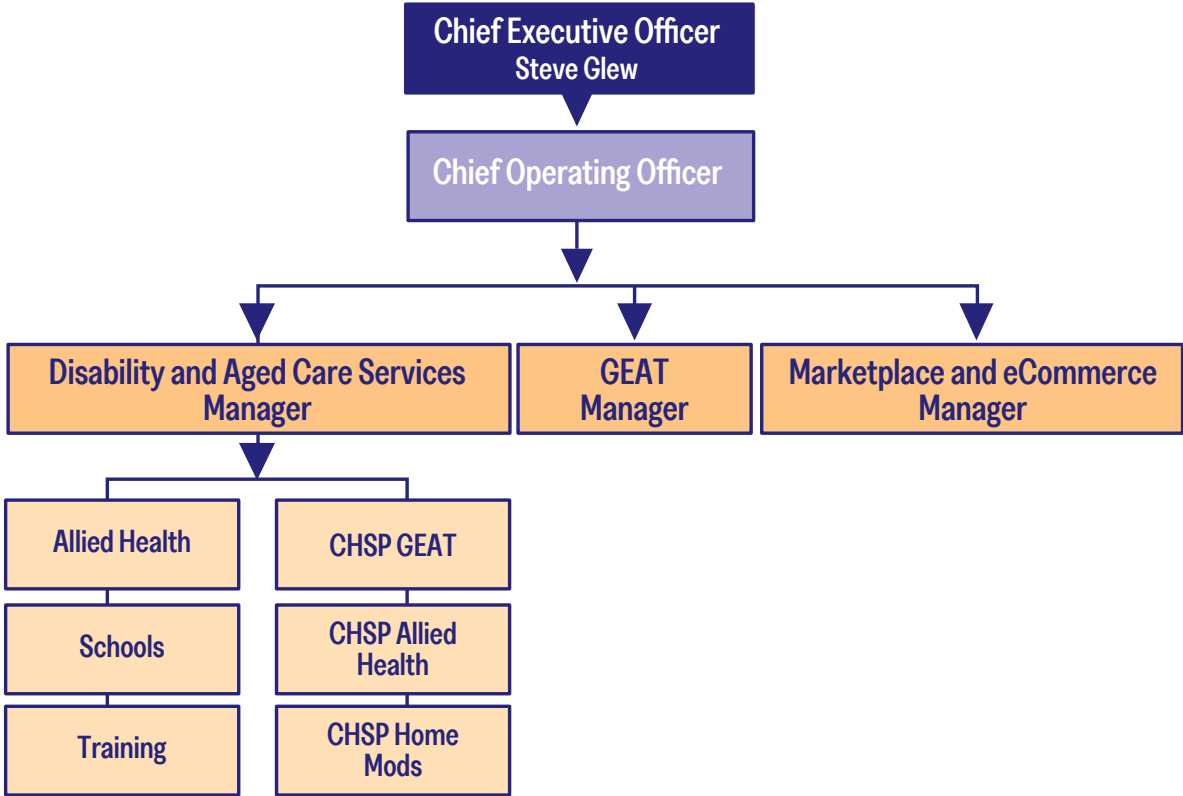
Indigo staff returned to the Telethon Family Festival held at the RAC Arena, with AAC devices sourced courtesy of the Channel 7 Telethon Trust Grant on display.

This year also saw Indigo support Occupational Therapy Australia's leading conference for occupational therapists as silver sponsor of OT Exchange in June. This two-day event allowed Indigo staff to share assistive technology solutions with attendees from across Australia, promoting Indigo services and our National Equipment Database.

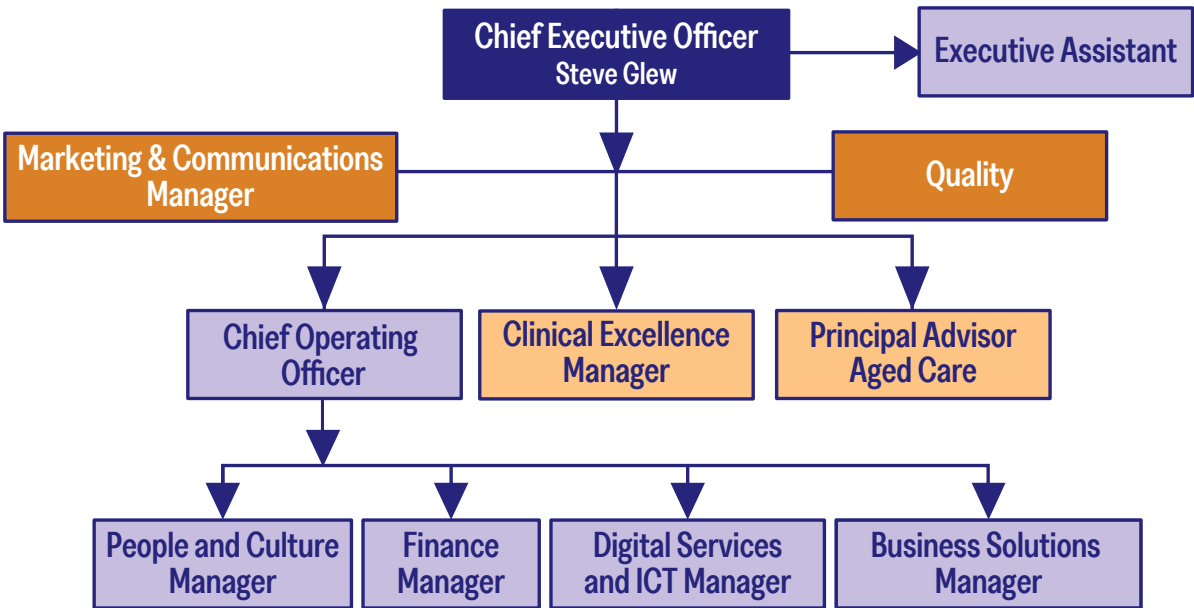


Organisational Structure

Indigo Operations



Indigo Office of CEO/Corporate Services



Organisational Structure

Our Executive Team

Indigo's Executive Team makes operational decisions for the organisation. Following a restructure in December 2022, additional service areas were created to reflect our operations across GEAT as the national provider of

geat2GO and management of the e-commerce platform used across geat2GO iLA's Live Up program and the National Equipment Database (NED).



CHIEF EXECUTIVE OFFICER
Steve Glew

Steve joined Indigo as the Chief Executive Officer in March 2018. Steve brings a wealth of experience to the role having worked in senior executive positions for more than 15 years. Prior to his appointment at Indigo, Steve was an Executive Director at the Department for Child Protection and Family Support and has held roles at the Department of Education and Training where he gained experience managing teams working with the disability sector.



CHIEF OPERATING OFFICER
Peter Byrne

Peter has over 20 years of experience in the public sector with Senior Executive roles in Finance, Corporate Services and Information Technology. Peter has extensive experience in financial management, corporate governance and public policy, and has led direct service delivery functions in the areas of child protection, remote Aboriginal communities and emergency welfare response.



PRINCIPAL ADVISOR
AGED CARE

Joanne Lister
A highly successful Management Professional with a track record of delivery in the Aged Care, Disability and Health industries, Joanne has 30 years' experience in the not for profit sector with portfolios covering all regions of Australia including remote and regional areas.

Teams and Services



Aged Care Services

Facilitates services funded under the Commonwealth Home Support Program across three separate areas.

Allied Health Services comprise Occupational Therapy and Physiotherapy with individual services. The allied health service assesses consumers and puts plans in place to maximise their independence and connection within the community with a wellness and reablement focus. This may include the instigation of exercise programs to increase strength, organising and training in the use of assistive technology, or arranging for modification of the client's home environment through home modifications.

Services are available State wide, including the use of telehealth in remote and rural Western Australia.

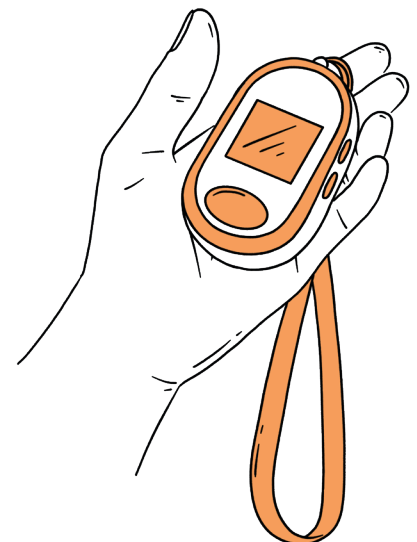
The Home Modifications service provides modifications in all rural areas (excluding the Wheatbelt) as well as South West Metropolitan Perth. Types of modifications include the installation of rails, ramps, nonslip flooring, and the like.

Goods, Equipment, and Assistive technology services provide equipment prescribed by assessors, occupational therapists, physiotherapists, and speech pathologists across all aged care planning regions in Australia through our geat2GO portal. The types of products include small devices to assist in daily activities of living such as dressing aids; to personal alarms for safety, security, and independence; all the way through to more complex equipment such as mobility and showering aids.

Disability Services

Offers services to clients under the NDIS or people with disability seeking self-funded services. The team includes health professionals in the areas of Occupational Therapy and Speech Pathology, with individual services including assessment and advice to clients on the many ways in which to regain and maintain functionality and independence in their lives. These may include changes to the home environment or advice on performing everyday activities, advice, and provision of aids and technology to suit individual needs.

Speech pathologists work with specialised communication technology which includes eye-gaze technology, electronic aids such as iPad apps, or dedicated communication devices, and non-electronic aids such as communication books and boards. Through individual contracts, speech pathologists and occupational therapists work with WA schools to support staff to maximise their students' use of assistive technology, including augmentative and alternative communication (AAC), literacy, and device training.



Teams and Services



Clinical Excellence

Created to ensure services are provided at the highest quality and follow best practice in implementation of clinical governance and clinical support activities.

Providing a centralised resource across the organisation for both clinical governance and support, this team comprises customer service officers, physiotherapists and occupational therapists.

Through the Equipment Review Group (a subcommittee of the Quality Care and Advisory Body), the team is responsible for reviewing the types of equipment and aids recommended to clients and developing resources to support the use of equipment and testing new products. Clinical support includes the provision of information and advice on assistive technology to clients and service providers,

reviewing clinical rationale for complex equipment requests, conducting follow up support to Goods Equipment and Assistive Technology (GEAT) clients post- delivery of equipment and engaging in research by partnering with universities.

Business Solutions

Provides expertise in procurement, contract management, project management, strategic positioning and partnerships, sales and purchasing. Working closely with all areas of service delivery, the Business Solutions team assesses the viability of new or expanded opportunities to grow the organisation and better service our clients, as well as working together with the marketing team in facilitating a coordinated approach to stakeholder engagement.

Marketplace and eCommerce Team

Guides development of the national GEAT e-commerce platform that underpins the successful geat2GO service and the National Equipment Database (NED).

The team facilitates development of both internal and external Application Programming Interfaces (APIs) to better connect areas of operation and bring improved functionality for the platform.

In addition to support, data management and auditing across the platform for all programs, the team is responsible for management, development and growth of the NED.

Teams and Services

Digital Services

The expanded Digital Services team reflects Indigo and iLA's growing need for software development and management of digital projects. The team comprises four key activity areas: Business Intelligence and Apps; Web Application and Development; ICT Operations and Security; and Digital Projects. The team works across both Indigo and iLA to develop and support geat2GO, NED, Regional Assessment Services (RAS) and Keep Able programs with activities including software and website development and support.



People and Culture

Responsible for ensuring that contemporary and effective recruitment, onboarding, learning and organisational development, staff wellbeing and employee relations functions are delivered across Indigo and iLA. In addition, the team leads staff engagement, workforce planning and development, coordination of Work Health and Safety and injury

management as well as compliance and reporting according to legislative requirements. A current focus this year was on performance optimisation, supporting learning and leadership growth and improving change management across the two organisations.

Finance

Supports and enables the delivery of high quality and compliant financial planning and management across Indigo and iLA. Under a business partner model, the Finance team provides technical advice and professional support with budgeting, financial modelling and decision support activities for staff to assist with planning and managing financials as well as ensuring relevant compliance and legal requirements are met.

Marketing and Communications

Responsible for development of strategies and campaigns to increase awareness of Indigo, promote activities and achievements to the broader community and encourage participation in our services. The team offers information, support and advice to individual operational areas on ways to best communicate with clients and stakeholders to develop a consistent approach to engagement. Current focus includes revision of Indigo brand strategy to bring a cohesive approach to articulation of the organisation's purpose and promotion of Indigo products and services.



Quality and Risk

Focused on revitalising Indigo and iLA's Quality Management System, the Quality team reviews and improves all areas of quality management including the organisations' feedback/incident management system, controlled document management system, continuous improvement culture, audit management, data retention and regulatory compliance.

Our Board

Our 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 that 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.



Chairperson
Wayne Stone

General Manager WA,
Medical and Emergency Services,
MSS Security



Deputy Chairperson
Wayne Belcher
OAM



Secretary
Kunal Malhotra
Consultant



Treasurer
Evan Salt

Co-founder/Advisor,
Acorn Plan Navigation



Ian Sloan
Director, Tango



Irene Mooney
Chief Executive Officer, MYVISTA



Wes Smith

Group Chief Financial Officer,
St John of God Health Care



Claire Cooke

Assistant Director,
NDIS Quality and Safeguards
Commission

Board Committees and Supporters

Life Members

- Ms Julie Carr
- Mr Jim Ellis OAM
- Mr David Gribble
- Mr Ron Back
- Ms Robyn O'Callaghan
- Ms Irene Mooney
- Mr Ralph Gore
- Mrs Melissa Bramley

Honorary Member

Dr Ken Michael

Clinical Governance Committee

Irene Mooney

Board Finance and Risk Committee

- Evan Salt
- Wayne Belcher
- Claire Cooke
- Steve Glew
- Peter Byrne

Governance and Innovation Sub-Committee (SteerCo)

- Ian Sloan
- Wayne Stone
- Wes Smith
- Evan Salt
- Steve Glew

Our Supporters

With sincere thanks to our supporters who make providing services to the West Australian community possible every day:

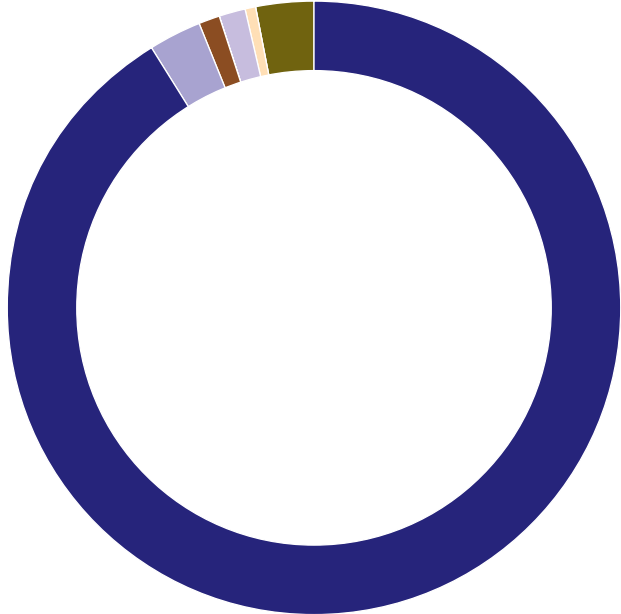


Financial Summary 2024

Entering a new age of independent support

Revenue

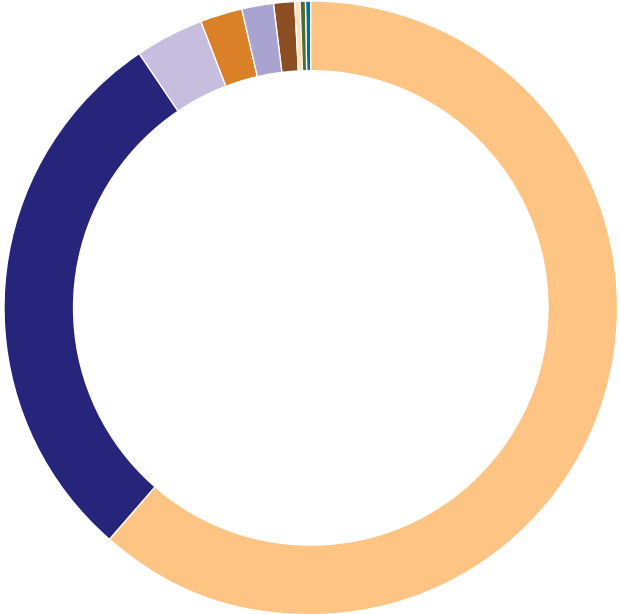
\$52,405,118



- Commonwealth CHSP
- Customer Co-contributions
- Consultancy
- Sales and Hire
- Other Grants
- Interest
- Sale of Assets
- Other Income

Expenditure

50,651,295



- AT Equipment Brokerage
- Information Technology
- Insurance, Communications and Marketing
- Property Costs
- Capital Spend
- Staff & Consultants
- Travel & Motor Vehicles
- Depreciation
- Other Expenses

Contact Us

The Niche, Suite A,
11 Aberdare Road Nedlands, WA 6009

 (08) 9381 0600 or 1300 885 886
 help@indigosolutions.org.au
 (08) 9381 0611
 www.indigosolutions.org.au
www.askned.com.au

INDIIGO

GEAT2GO

NED

National
Equipment
Database