

### SHAPING OUTCOMES ANNUAL REPORT 2016

Here to support children thrive, connect & belong

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### ABOUT SHAPING OUTCOMES

We are a non-profit community organisation managed by a Management Committee consisting of parents of children with disabilities and/or developmental delays and community members.

Shaping Outcomes has been providing early intervention services to the Tweed community since 1981, through government funding and the support of local businesses and community groups. Shaping Outcomes provides early intervention services for children with disability and/or developmental delays and their families. We have a familycentred flexible approach.

Research supports starting intervention services in infants and young children as early as possible and is most effective in supporting the development of children who have a disability or who are at risk.

Shaping Outcomes services and staff are child and family-centred, aiming to provide flexible options that are offered onsite, in the homes of our families as well as in other vital everyday settings in the children's life, such as a preschool or day care centre.

Our staff have extensive work experience, are all professionally qualified as Early Childhood Intervention Inclusion (ECII) Key Worker Specialists and Early Childhood teachers, and have obtained additional training in various fields including autism and non-verbal communication.

We are HDAA 3rd Party verified and members of the following associations, Early Childhood Intervention Australia (ECIA), Early Childhood Australia (ECA) and National Disability Services (NDS).



## HISTORY OF SHAPING OUTCOMES

Service started with 6 children, 6 parents, 1 voluntary Teacher and 1 Clinical Psychologist. Services were all centre based in a small demountable building donated by John Baxter. Then call Tweed Valley Early Childhood Intervention Service Inc. (TVECIS).

Services expanded to itinerant at local preschools/day care.

1991

2007

1981

1987

1996-

2000

2014

30 children and families, 18 children on wait list, increase in the numbers of children aged birth-3yrs, 1 full time Director/Teacher, 1 full time teacher, 1 part time teacher.

96'/00' extensions to premises to accommodate growth in service. Services further expanded to home based, itinerant and centre based. 15 different services offered.

Projects for Parents introduced to TVECIS and has been building parents capacity since.

Our name changed to Shaping Outcomes and our goals became outcome-focused. Now an innovative company with 17 staff, a skilled parent-based committee, and numerous volunteers. Received 3rd Party Verification against NSW Disability Service Standards.

The only not-for-profit in Australia invited to present at the Microsoft AP Conference on 'Innovative Solutions'.

<mark>2015</mark> >

2016 Working towards transition of the service and families to the NDIS in July 2017



### FAMILY STORY

We have 6 children Amity 12, Skye 11, Summer 10 Bonnie 8, Braxton 3 and Jett 2. Bonnie with ASD and ADHD, Braxton ASD and Jett trisomy 21 (Down Syndrome).

While I missed out on the service of Shaping Outcomes with Bonnie as she was diagnosed too late I was fortunate to start receiving support from Shaping Outcomes when Braxton got diagnosed at 18 months old and then also when Jett was born.

With Braxton's diagnosis of ASD I was referred to Shaping Outcomes and assigned the most magnificent Key Worker who has guided me and helped me put all Braxton's and Jett's support into place. From speech therapy, social groups and physio to just making sure I'm mentally ok I couldn't ask for anything else.

Shaping Outcomes has done a lot for our family, my children love the

monthly family fun days they provide. It's wonderful for my older children to know that they aren't alone and meet some other siblings that are going through the same thing! They have really taken the stress of paperwork away and also helped me voice my children's needs.

The one piece of advice I would pass on to someone who is at the beginning of their experience would be, everything is going to be ok.





If things get too much make sure you talk to someone and remember you will have good day and there will be hard days but you are not alone. Contact Shaping Outcomes and you will be in the most amazing, hands of people who genuinely care.

There are support groups for us parents as well, where we can get together and know that we're aren't alone. We cry together, laugh together and share our stories, so that it just might help someone else out.

If things get too much, make sure you talk to someone and remember you will have good day and there will be hard days but you are not alone.

One of the greatest outcomes for me so far is watching Brax starting to socialise with other children. Knowing that through the social groups he's been attending at Shaping Outcomes, they are giving him the skills to engage with other children. It's helped him so much and after a year he has come so far.

Kristy





## PHILOSOPHY

Our goal is to provide a supportive learning environment so that the children and their families feel comfortable and supported so they can thrive, connect and belong.

### VISION

Children with disabilities or developmental delays and their families are supported to have quality of life, and are embraced by their communities.

### **MISSION**

As a leader we provide innovative and quality practices to support children with disabilities or developmental delays and their families and thus build inclusive communities that enable children to thrive, connect and belong.



### VALUES

#### TRUST

Every child, family member, community member, colleague and practitioner will be treated with respect, empathy and dignity. We value the role of families in deciding what is in the best interests of family members.

#### **EXCELLENCE**

We believe all family members have strengths and the ability to grow. We use innovative, evidence -based practices that are solution focussed. We support continuous learning for our staff and promote working together.

#### WELLBEING

We commit to ensuring the wellbeing of children, families, staff and community.

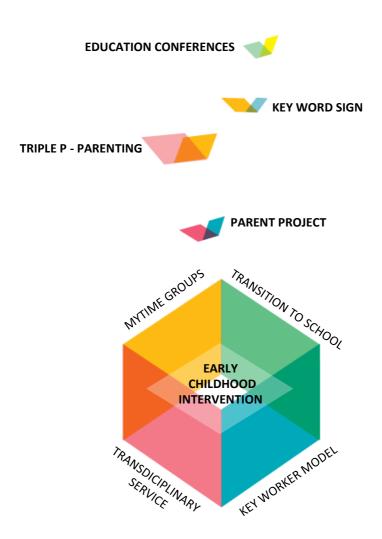
#### CHOICE

We create collaborative partnerships by offering choice and flexibility. We share knowledge to support participation, and our practices are based on each family's goals and priorities.



# SERVICES

The services we offer provide strategies to help children learn new skills, prepares and supports children for the move to school, provides whole family support and guidance, tracks children's progress against goals set by families and includes individual plans for your child.





# SHAPING OUTCOMES STRATEGY

Shaping Outcomes reviewed the 2013 -2016 Strategic Directions in October this year, determining the outcomes achieved over the last three years. At this time new Strategic Directions were agreed upon for 2017-2020, we are looking forward to working towards meeting these goals.



Shaping Outcomes 2016 Annual Report

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### **PRESIDENT'S REPORT**

Dear Families, Staff, Friends and Community Partners of TVECIS (Shaping Outcomes),

Firstly, let me start by saying a huge THANK YOU to you all for your involvement and support of our service this year. 2016 has been a massive year as we hurtle towards the roll out of NDIS in our region mid 2017.

As you are most likely aware, the NDIS is the biggest reform undertaken by the Australian Government since the introduction of Medicare, there are and will be a number of individuals and We are so very proud of you and are honoured by the sacrifices you make for your family and your children, we hope that we can continue to support you and try to carry some of that load with you.

families directly affected by this change, the effects of these changes are yet to be fully determined and can cause fear and trepidation as to what is to unfold.

That being said I would like to say that you, your family and your children using our service are in the best possible hands with Shaping Outcomes. I cannot speak more highly of Jan and her team, they have been tireless and relentless in their pursuit to understand and prepare for this rollout. They are held in extreme high regard amongst medical professionals, government agencies, early childhood providers and therapists as the "benchmark" for NDIS readiness and preparedness.

I am excited at the position of our service, as we prepare for what the future holds. If you get an opportunity to attend an NDIS readiness workshop run by TVECIS, I would encourage you to do so as it is very informative and will be extremely helpful for your children and family.



2016 has been a year of stability for our service, we have seen great support from our community partners and continue to see our position in our community strengthened and encouraged.

I am so proud of what Jan and the staff of Shaping Outcomes have achieved this year, they have met every milestone set for them in an ever changing environment and manoeuvred their way around many obstacles, without a glimpse of wavering in the delivery of service to our children and families. This team is honestly one of the greatest working groups I have ever seen and continue to surprise me with their love and admiration of the families they serve.

I would also like to take this moment to thank Aaron Thompson, who has held the position of Executive Committee Treasurer. Aaron has been a great support to me and the team, nothing has been too much for him to step into where needed. He has helped us navigate through a trying 2015 and consolidation in 2016, to set us up in a great position for transition in 2017. Unfortunately Aaron will be stepping down from the committee at the 2016 AGM, he has served faithfully and dutifully. Thank You Aaron, your input, encouragement and support will be greatly missed, we wish you and your beautiful family all the best for what the next journey has in store for you. THANK YOU!

I would like to also thank the TVECIS Management Committee, a group of ordinary people who's hearts are set to constantly improving our service and serving you and your families the best way they can. They volunteer their time to attend committee meetings and many other community events and are



always generous with their ideas and support of the staff.

2017 is shaping up to be an exciting year, we are prepared and ready for what it holds, I know and I trust that Jan and her team will be with us all along the way and will be there to support you and your family to the best of their abilities.

Finally, a huge THANK YOU, to you our families, we understand that life can get difficult and trying, especially with the added pressure of therapies, family planning meetings, transition meetings and so much more. We are so very proud of you and are honoured by the sacrifices you make for your family and your children, we hope that we can continue to support you and try to carry some of that load with you.

It is our desire and determination to keep you informed as best as possible for what the future holds, our aim is to provide you with the best support and information we can, if there is anything further we can do please contact us.

**Yours Sincerely** 

Col Usher, President





### EXECUTIVE OFFICER'S REPORT

Shaping Outcomes is embracing a new period of transformation with our imminent transition to the National Disability Insurance Scheme (NDIS).

For over three years, we have been positioning the organisation to become a leading provider of services for children with disabilities and developmental delays and their families under the NDIS. In the past year we have focussed on Shaping Outcomes continues to be a leading service provider in Early Childhood Intervention Services in the Tweed Valley. HDAA Verification Assessment

planning - developing a new strategic plan for 2017-2020 and revising our services to align with the NDIS. We have considered our commitment to Shaping Outcomes' values and vision with a new, more commercial way of working that will enable us to become a sustainable organisation in an evolving environment.

We have had a productive year providing supports and services to children and families. Our core service of Early Intervention has supported 129 families, with an additional 95 transdisciplinary packages delivered through the Shaping Outcomes Key Worker model. As lead agency for the FNC ECI Collegiate, we have managed the provision of 304 transdisciplinary packages across six services throughout Tweed, Byron, Ballina, Casino, Lismore and Grafton.

Shaping Outcomes has also provided support to parents, carers and the wider community through MyTime playgroups, Triple P Stepping Stones groups, Key Word Sign workshops, Being NDIS Ready presentations, and Road to NDIS for Early Childhood Education and Care Educators and Road to NDIS for Health Professionals workshops.

In October 2016, Shaping Outcomes successfully met the requirements of



the NSW Disability Service Standards. We are extremely proud of the feedback provided in the verification assessment report, where "Shaping Outcomes continues to be a leading service provider in Early Childhood Intervention Services in the Tweed Valley...There has been many changes and improvements since the last verification assessment, which includes a new Management Committee, new branding for the organisation, full implementation of electronic filing, and progress and further development of the transdisciplinary model for integrated service supports...Since the reinstatement of the Executive Officer, Shaping Outcomes has continued to grow."

Over the past 12 months, we have continued to increase the efficiencies in our infrastructure through the Office365 platform, and strengthened our strategic alliance with Shaping Outcomes Byron to facilitate knowledge and resources sharing, increase brand awareness, further develop best practice, and reduce costs and duplication.

We've completed our biennial staff satisfaction survey, receiving wonderful feedback from all staff in the areas of mission and purpose, workplace and resources, opportunities and growth, work/life balance, stress and work pace, respect for employees, fairness, remuneration, communication, teamwork, feedback, quality and customer service, respect for management, and personal expression. We have also committed to creating better opportunities for staff by continuing our investment in learning and development. We will begin work in the new year on a new enterprise agreement that will result in more competitive terms and retain flexible working conditions.

It's been a privilege to have been a part of Shaping Outcomes' growth this year. I am immensely thankful to Col Usher, who's passion and support as President is unsurpassed, and the Management Committee for their contribution and dedication to Shaping Outcomes – it has been my pleasure to work with such an exceptional group of people. Thank you to Aaron Thompson for his expertise and commitment as Treasurer since



May 2015. I am forever grateful to the passionate, caring and professional staff, volunteers, community partners, children and their families for their unwavering support, and their contribution to and recognition of the positive outcomes achieved again this year.

I would also like to acknowledge the fabulous support from our community partners, for without these amazing individuals and organisations, we would not be able to deliver the supports, projects and resources that add so much value to the lives of our children and families. Thank you!

I look forward to the opportunities that transitioning to the NDIS will present in 2017. I am confident that Shaping Outcomes will be well equipped to provide high quality services under the new framework, continuing our long history of supporting children with disabilities and delays and their families across the Tweed Shire.

Yours sincerely

Cronly

Jan Cronly, Executive Officer





# COMMUNITY PARTNER'S REPORT

2016 has been a year full of wonderful community partner involvement. Celebrate Ability started our year, this biennial event for our Community Partners is an important opportunity to demonstrate our work.

Our function as a service is becoming increasingly less centre based and more home and community based, the achievements the children and their families make are more profound, yet showcasing these to our valued community becomes less tangible. Celebrate Ability helps us communicate the successes we've be able to achieve with your support.

The event was held in March and was well attended by all our Community Partners. For me the greatest part of the day, was being able to see a room full of people all wanting to achieve the same thing. Longevity and growth for Shaping Outcomes, in order to continue providing a much needed service to the children and their families in our local community.

Our Family Support Project was strongly supported by the local clubs through the NSW ClubGrants. The project aimed to provide, as many children with a disability and/or developmental delays and their families within the local area immediate, holistic and flexible support. Focusing on three core areas. 1. Offering immediate services to families on our waiting list. 2. Provide all families accessing our service free of charge Being NDIS (National Disability Insurance Scheme) Ready workshops and 3. Restock our parent/child resources library with up to date material.

On behalf of our service I would like to express our gratitude to the tireless efforts of the NSW ClubGrants committee that convenes on behalf of the Tweed Shire. We are fortunate to have a collection of some of the best Clubs in NSW who are committed to generously fulfilling their philanthropic requirements.

It has been my privilege to be invited and be able to attend several Community Partner events throughout the year. I thoroughly enjoy



attending these functions, as it gives me the opportunity, not only to pass on my personal thanks, but also to hear about the incredible work that is being done by our amazing and tireless partners in the community. I experience a real joy at hearing about the success of other community organisations as we all work together to make life richer for our community.

Thank you to everyone for your support throughout 2016, we are excited to see what 2017 brings.

**Yours Sincerely** 

Amber Thorley, Community Relations Manager



### 2016 YEAR IN REVIEW

Social Communication Groups commenced in community setting as a trial program.

Celebrate Ability morning Tea held for all Community Partners to demonstrate outcomes of funding.

2013 - 2016 Strategic Directions were reviewed by staff and committee and a Strategic Outcomes document produced. 2017 -2020 Strategic Directions agreed upon.

Secured community funding to assist children and families transition smoothly to NDIS. Using Microsoft 365 platform our Executive Officer developed PRIM - Participant Relationship Information Management system. A fully customised online customer relationship management tool.

> Participated in and maintained Third Party Verification.

Seven staff attended the ECIA conference in Melbourne.

Let's Play Playgroup commenced as a joint initiative with Community Health to assist vulnerable families.



# EARLY CHILDHOOD EARLY INTERVENTION UNDER THE NDIS

In February 2016, the Early Childhood Early Intervention (ECEI) Partner approach was launched under the National Disability Insurance Scheme (NDIS), an approach closely aligning with our current transdisciplinary Key Worker model.

The ECEI Partner approach is designed to:

- assist children with developmental delay or disability (aged 0-6 years), their families and carers to build and pursue their goals for life, exercise choice and control and engage with the NDIS; and
- ensure that children with developmental delay or disability can be supported in their local communities and mainstream services enabling greater awareness and social inclusion for children with a developmental delay or disability.

The ECEI Partner approach enables the NDIS to be implemented at a local community level. The Agency managing the NDIS will partner with experienced and qualified organisations, with strong local knowledge and understanding of the needs of children with a disability or developmental delay.

The ECEI Partner approach is designed to support children in a range of mainstream settings, such as preschools, play groups and other early childhood settings, enabling increased opportunities to learn and develop positive social relationships.

Supports are delivered through a family-centred approach that builds on the strengths of carers and families in order to improve the child's developmental trajectory and overall quality of life. This will include actively working with mainstream providers to enhance their understanding



of strategies to build inclusion and to ensure that appropriate adjustments are made to address the needs of children with developmental delay and disability.

The ECEI Partner will be required to be the first contact point for NDIS supports. The ECEI Partner will discuss with the family the most appropriate supports that would benefit the child. This includes information, connection and referral to other mainstream and community supports, as well as provision of initial supports. Where identified, the ECEI Partner will assist the family with their NDIS Access, plan development and plan review.

This approach has provided Shaping Outcomes with the clear direction to adopt the ECEI Partner role under the new scheme, where we will strengthen our partnerships with children with a disability or developmental delay aged 0-6 and their families across the Tweed to continue delivering supports that are responsive to their needs and goals.

In supporting our families' transition to the NDIS in 2017, we have recently facilitated 12 Being NDIS Ready workshops to families accessing the service. Funding from community partners will enable us to introduce the ECEI approach from January 2017, where our Key Workers will partner with 45 families transitioning to the NDIS in the latter part of the year.



# COMMUNITY PARTNERS

Shaping Outcomes acknowledges and thank the following financial and in -kind contributions for the 2016 year:

Community Partner	Service/Project their financial and in-kind contributions supported.
Twin Towns Services Club	<ul> <li>Family Support Project (NSW ClubGrants).</li> <li>Hosted annual children's party.</li> </ul>
Twin Towns Services Foundation	<ul> <li>First Steps NDIS Program.</li> <li>Organised and ran annual children's party held at Twin Towns.</li> </ul>
Currumbin Coolangatta Tweed Rotary	<ul> <li>NDIS Supports.</li> <li>Community based Social Communication Groups.</li> </ul>
Northern Rivers Community Foundation (NRCF)	<ul> <li>Funded Shaping Outcomes Parenting Project.</li> </ul>
Tweed Patchworkers	<ul> <li>Resources for our Transition To School Groups.</li> <li>Quilts, library bags, aprons and dolls clothes all lovingly handmade.</li> </ul>
Tweed Heads Bowls Club	<ul> <li>Family Support Project (NSW ClubGrants)</li> <li>BBQ Packs for Family Groups.</li> </ul>
Seagulls	<ul> <li>Family Support Project (NSW ClubGrants).</li> </ul>



# COMMUNITY PARTNERS

Community Partner	Service/Project their financial and in-kind contributions supported.
Pottsville Beach Sports Club	<ul> <li>Family Support Project (NSW ClubGrants).</li> </ul>
Early Childhood Intervention Australia	<ul> <li>Supported families to attend a Key Word Sign course.</li> </ul>
Teenage Adventure Camps Queensland	<ul> <li>Opportunity for our families to experience a day at at David Fleay's Wildlife Park.</li> </ul>
АООВ	<ul> <li>Resources for our Visual Supports Project.</li> </ul>
South Tweed Sports	<ul> <li>Family Support Project (NSW ClubGrants).</li> </ul>
Kingscliff Beach Bowls Club	<ul> <li>Family Support Project (NSW ClubGrants).</li> </ul>
Kingscliff Lions Club	• Contributed to replacement of desktops in Teaching Room.
Murwillumbah Services Club	Collects donations on our behalf.
Kids in Need	<ul> <li>Subsidises parent contributions.</li> <li>Provides contributions to individual families to access resources.</li> </ul>
Tweed Little Athletics	Resources



# GOVERNMENT AND INDIVIDUAL PARTNERS

Government Partner	Service/Project their financial and in-kind contributions supported.
NSW Department of Ageing, Disability and Home Care	<ul><li>Early Childhood Intervention.</li><li>Transdisciplinary.</li><li>NDIS Transition programs</li></ul>
Community Transport	<ul> <li>Enabled access to services for children / families.</li> </ul>
Department of Social Services	<ul><li>HCWA</li><li>Better Start.</li></ul>
MyTime/Tresillian	MyTime
Tweed Shire Council	<ul><li>Inclusion Awards.</li><li>Disability Interagency.</li></ul>
The following individuals, have finances and support.	contributed their time, professional skills,
Bolster and Co., Mark     Bolster	Prof. Tony Attwood
Marcus Binns	Diana Traversi
Aunty Kath Lena	Barry and Jennifer Milburn
Steve & Hayden Gaughan	A past student generously donated their wheelchair







# OUR COMMITTEE MEMBERS

As a community service we have a voluntary committee of parents and community members. The Management Committee manages the service and is responsible for it's administration. Without the below committee members volunteering their time, Shaping Outcomes would not be able to continue operating as it does. A great deal of work and commitment goes into being a member of a committee and we would like to take this opportunity to thank our committee for all the work they have undertaken in 2016.

### **OFFICE BEARERS**

President - Colin Usher Vice President - Nadeene Scotney Secretary - Cassy Read Public Officer - Jude McColm Treasurer - Aaron Thompson

### General Committee Members

Lindy Andrews Kiley Blackhall Aimee McDougall Lucie Hodgson



### **STAFF**

### MANAGEMENT AND ADMINISTRATION

Jan Cronly, Executive Officer Amber Thorley, Community Relations Manager Jude McColm, Financial Consultant

#### **KEY WORKER SPECIALISTS**

Kerrie Chique Elaine Clinnick Sharon Grennan Aimee Maynard Michelle O'Neill Denise Phillips Debbie Wearne

#### **SUPPORT**

Jae Phillips Stefanie Pawluk

#### MYTIME FACILIITATORS

Matt Allen Lisa Stoddart Debbie Wearne

#### **CHILDCARE WORKERS**

Narelle Chapman Lisa Stoddart Tanya Allen



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Our service and staff have accreditation, certification and membership with the following.



Key Worker Certification 2013



ational Disability Servi

NDS Member



NSW Disability Service Standards Verification Number 345NHS



Key Word Sign NSW Practitioner



Triple P Stepping Stones Practitioner







Queensland College of Teachers



Hanen Learning Language and Loving It Practitioner



PECS Trained



Certified Practitioner 2015



Early Childhood Australia



The Board of Studies, Teaching and Educational Standards NSW



Carers NSW Facilitator



Early Childhood Intervention Australia



# FINANCE REPORT SUMMARY

#### **Financial Performance**

The service has achieved a surplus of nearly \$38,000 for the year ended 30 June 2016. This is compared to a surplus of nearly \$110,000 in the year ended 30 June 2015. This result equates to a decrease in revenue of 1.11% and an increase in expenses of 5.37%. The decrease in income has largely come about by the loss of funding from Communities for Children (\$170,547 in 2015). Despite this challenge and loss of revenue, it has largely been offset by increased revenue from other sources, resulting in overall revenue reducing by only \$13,145.



The service's direct service costs has increased by 3.74% however this appears to have paid large dividends in service provision as evidenced by the fact that support hours increased by about 9% (11,515, up from 10,557), a 20% increase in participants supported (518, up from 430) and an increased number of additional services including preparing families for the NDIS rollout and increased provision of the Transdisciplinary services.



# FINANCE REPORT SUMMARY

The increase in administration costs for the service of about \$45,000 is mostly due to several factors including, an increase in the provision for employee entitlements of \$16,700 (nil brought to account last year); the cost of the 2015 financial statement audit and HDAA disability service standards audit (which is only incurred every few years); and an addition of \$13,000 in staff training and conferences (showing the service's commitment to a key strategic goal of ensuring our service staff maintain current and quality knowledge and skills).

#### **Financial Position**

Again, the service has worked to improve its cash resources. The current ratio (ratio of current assets to current liabilities) has improved from 1.39 : 1 to 1.49 : 1 and unallocated cash resources are about \$240,000 at 30 June 2016.

The service has continued to work hard to strengthen its financial position for the same two crucial reasons as outlined last year. Firstly, the transition from the service's current funding model which involves block funding received in advance, to the NDIS funding model which will involve invoicing for services provided, creates a major change in the service's cash flows.

NDIS service providers have been advised that about 3 months of operation should be provided for from service resources prior to the transition in the second half of 2017. The second reason the service has strengthened its financial position is the uncertainty surrounding our facilities with the redevelopment of the Tweed Hospital. It is hoped that the service will be sufficiently provided for in the redevelopment, however, there is no certainty and therefore contingency for relocating the service is required.



### FINANCE REPORT SUMMARY

#### **Sources of Revenue**

SOURCES OF REVENUE	2016		2015	
	Ŷ	%	Ş	%
AD & HC Grants	700,100	59.70	555,490	46.84
Other Grants	336,711	28.71	516,166	43.52
Other Income	125,395	10.69	102,148	8.62
Interest Received	10,588	06.0	12,135	1.02
	1,172,794	100.00	1,185,939	100.00
<b>BREAKUP OF EXPENSES</b>	2016		2015	
	Ş	%	Ş	%
Direct Service Costs	778,794	68.63	750,753	69.71
Administration	322,086	28.38	277,104	25.73
Financing, Depreciation & Insurance	32,183	2.84	42,674	3.96
Fundraising costs and Donations	1,732	0.15	6,402	0.60
	1,134,795	100.00	1,076,933	100.00



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#### TWEED HEADS

in person Florence Street mail PO Box 105 Tweed Heads NSW 2485 phone (07) 5536 1320 email admin@shapingoutcomes.com.au web www.shapingoutcomes.com.au

#### National Relay Service on 1800 555 630



Our services and staff have accreditations, certifications and memberships with the following.







NDS Member









Key Worker Certification 2013



Queensland College of Teachers





The Hanen Centre

Hanen Learning Language and Loving It Practitioner



Key Word Sign Practitioner



Tri

Practiti

epping Sta

SERVICE

NSW Disability Services Standards

Verification Number:

345NHS





PECS

Trained





Carers NSW Facilitator

6

Carers

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