

family-centred care
mission ready
for families when they need us most.
long-term investment
expanding support to patient and families
enduring partnerships
strategy 2025



Ronald McDonald
House Charities®
Western Australia

Keeping families close®



your kindness and care set an example
cannot thank you enough
we could focus on our child
made traumatic time so much easier
take some of the worry away
thank you so very much for your care
every single person who make this place

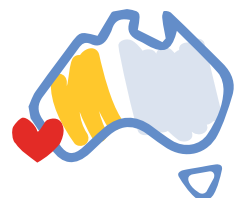
Annual Report

we will never forget



Acknowledgment of Country

Ronald McDonald House Charities WA proudly cares for families on Whadjuk Noongar Boodjar. We acknowledge the Traditional Owners of this land, the Noongar People and the Traditional Custodians, the Whadjuk People. We pay respects to the Elders past and present for they hold the memories, the traditions, the culture and hopes of Indigenous Australia.



RMHC Global Vision

A world where all children have access to medical care, and their families are supported and actively involved in their children's care.

RMHC WA Mission

We are here for families when they need us most.
We create programs and deliver services for children and their families that positively impact their health and wellbeing.

RMHC WA Purpose

We play a unique role in enabling, facilitating and supporting family-centred care within the Western Australian maternity, child and adolescent health systems.

RMHC WA Values

Family – Love it!
Excellence – Do it!
Integrity – Live it!
Inclusion – Embrace it!
Energy – Bring it!



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“*your kindness and care
set an example*”



RMHC WA Board Members



ANDREW SULLIVAN
Chair, RMHC WA
Managing Director,
GeerSullivan CPA



JANIENE POLLOCK
Vice Chairperson
McDonald's Licensee



STEPHEN BUSHELL
Treasurer
Deputy President,
DFK International



ANTE GOLEM
Secretary
Partner, Herbert Smith
Freehills



GLENN BAKER, OAM
Board Member



KATE BARKER
Board Member
General Counsel, IGO
Limited



DENISE CHEIR
Board Member
Director of Perron Institute for
Neurological and
Translational Science



DAVID EAGLES
Board Member
McDonald's Licensee



BRADLEY WOODS

Board Member
CEO, Australian
Hotels Association WA



DR. KIM HAMES

Board Member
General Practitioner



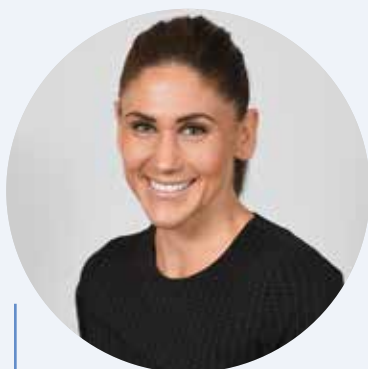
LINDA HOP

Board Member
Coordinator of
Nursing, PCH



DR. RISHELLE HUME

Board Member
Diversity and Inclusion Busi-
ness Advisor Eurasia Pacific:
Chevron Australia



KELLY NARDELLA

Board Member
WA Market Manager,
McDonalds



JODY NUNN

Board Member
CEO, Reconciliation WA



ROD SINCLAIR

Board Member
McDonald's Licensee

Every single person who make this place
for kindness and care
I cannot thank you enough

A MESSAGE FROM OUR CHAIRMAN AND CEO

Mission Ready

In 2021, our strategic vision achieved significant advancements towards ensuring no family who needs our support is turned away by 2025.

In essence, we reflect upon the year as an important turning point for Ronald McDonald House Charities WA's (RMHC WA) future; to be Mission ready for continued growth and change across public health, government, business, community and digital world.

This set both challenges and opportunities in equal measure. Last year, continued increases in demand for our support exceeded capacity. On average, 48 families registered on our waitlist per month, a total of 575 families for the year; with just under 30% successfully accommodated. A total of 406 families were unable to access RMHC WA support in 2021.

Our challenge in 2021 was to address current and future demand simultaneously through operational and strategic solutions. With this challenge came opportunity to evolve and enable organisation capability, innovation and agility across all functions.

Forging and deepening relationships with business, government and community throughout the state was paramount to progress in 2021 and beyond. As such, our investment in our people, partnership engagement, technology and importantly, the wellbeing of families underscores key highlights presented in this report.

At the outset of the year, we embarked on sharing our strategic vision and plans for a new House facility with State and Federal Government leaders. Our business case highlighted RMHC WA's essential value to hospital infrastructure, efficiencies and importantly patient and family experience. We presented the challenge of growing demand

impacting on patient access and wellbeing, which will require Government contribution to help grow RMHC WA's capacity to support a minimum of 50 additional patients and families per night.

We extended this conversation to our valued partners and peers across corporate and community sectors at our engagement event, Koolark (home), held at the University of Western Australia. At the event we announced an important new partnership with Nine Entertainment that has generated substantial media value for RMHC WA to increase reach and connection with the wider Western Australian community.

Behind the scenes, critical strategic development progressed at pace strengthening organisation capability and readiness for future growth. The RMHC WA Board approved and endorsed nine new strategies and initiatives in 2021. This included the Digital Transformation Strategy to create a digital ecosystem empowering our people, projects, partners and systems to grow and evolve our support for children and families in our care.

We also established the RMHC WA Impact Measurement Framework to measure family wellbeing as an outcome of our service and facilities. The rigour of data collected will provide us with greater depth of insight to the diverse challenges experienced by children and their families to inform operational and strategic decision-making. With a clear focus on the future, we maintained vigilant attention to our service delivery and the pressing need to accommodate and support families on our growing waitlist. In August, we introduced alternative lodgings at nearby St



Catherine's Residential on Park commencing with three rooms and extending to 10 rooms at year's end. Patients and families accommodated at St Catherine's were fully supported by staff and volunteers during their stay for a seamless RMHC WA experience.

We had much to celebrate in 2021 with the opening of our new Ronald McDonald Family

A total of 1,804 new and returning patients and their families were supported at Nedlands House, PCH House and St Catherine's on Park.



Room at Fun on Four, Perth Children's Hospital a highlight of the year. Officially opened by the Deputy Premier and Health Minister, the Hon. Roger Cook MLA we were joined by valued stakeholders, families, staff and volunteers for a joyous occasion. The new Family Room is a leading example of family-centred care design for hospital environments. Integrating play and learning experiences for children within a respite environment for parents and carers, our new Ronald McDonald Family Room exceeded our expectations of success with almost 20,000 visits between August and December.



Throughout the year, our Mission Partner McDonalds here in WA continued to provide its deeply valued support and friendship to the organisation. The effort and enthusiasm of McDonald's Licensees, their staff, and corporate team in their support of RMHC WA is extraordinary. In addition to a breadth of dedicated fundraising, we are also grateful for their voluntary participation in our activities, in-kind support and advocacy for our service in communities throughout the state.

Our service partnership with Perth Children's Hospital (PCH) and King Edward Memorial Hospital (KEMH) continued to flourish in 2021. Our relationship with their medical teams, executive and boards remains strong with RMHC WA considered an essential part of patient and family healthcare experience and outcomes. Importantly, RMHC WA accommodation and support continued to assist increased patient demand on hospital capacity. We also had initial conversations with Department of Health representatives to ascertain scope for RMHC WA infrastructure in the future Women's and Babies Hospital. Additionally, KEMH executive sought to expand RMHC WA's support of its patient and families to include a transformation of its Agnes Walsh residence and in-hospital volunteer program in 2022.

Our greatest pride in 2021, was the extraordinary contribution of all RMHC WA people, our board, executive, staff and volunteers. With strength in camaraderie, professionalism, expertise and energy, we are well equipped to proceed towards the future with confidence. Our sincerest thanks to every individual who helped to deliver an exceptional service to all the children and families we cared for in 2021.

Peter King ASM
Chief Executive Officer

left

Andrew Sullivan
Chairperson

right

your kindness and care set
I cannot thank you enough
take

A MESSAGE FROM OUR PATRON

An Essential Service

For 22 years I have been the proud Patron of Ronald McDonald House Charities WA. In a state as vast and remote as Western Australia, it is an essential service our community and hospital partners rely on 24/7, 365 days a year.

No parent expects their child to become seriously ill or injured. When it does happen, their family's life can turn upside down in an instant. For regional families, many are faced with the urgency of accessing critical or complex care for their child far from home for days, weeks, months and sometimes over years.

RMHC WA's family-centred care understands the diverse challenges that arise for patients and their families. By providing a home-away-from-home, care professionals, continued education, learning and play for children and family respite retreats, RMHC WA helps to ease the burden on families so they can stay together and remain strong together.

In 2021, more families continued to reach out for RMHC WA support, highlighting the need to grow facilities and services so no family is turned away.

In 2021, more families continued to reach out for RMHC WA support, highlighting the need to grow facilities and services so no family is turned away. We proudly launched our 2025 Vision for growth with an inspirational event, Koolark, held at University of Western Australia.

At the heart of our Vision is to bring government, community and corporate Western Australia together in compassion and action to ensure the wellbeing of families with seriously ill children is not disadvantaged by their difficult circumstances.



an example
enough
we could focus on our child
some of the worry away

2021

With an exceptional Board, management, staff, and an army of volunteers at the helm, our Vision began to take flight in 2021 with inspirational support from our valued partners and giving community. The anticipated return of our signature event Up All Night and the much-loved Ronald McDonald Ball reached new heights of enthusiasm in support of RMHC WA families. I had the privilege to join our partners and participants in these spectacular experiences and was deeply humbled by the depth of their generosity and WA community spirit.

A special milestone in 2021 for our long-term supporters and friends, Ride For Sick Kids. Celebrating their 10th annual ride, 40 determined riders tested their endurance in a four-day, 500 kilometre route through the South-West region; home to hundreds of families supported by RMHC WA. Joined by our media partner Nine Perth and presenter Paddy Sweeney, the team battled the elements and injury to inspire record donations for the event from across the state.

As always, our Mission Partner McDonald's, here in Western Australia, continued to provide our families, staff and volunteers with their valued support and encouragement. McDonald's WA, licensees and staff are passionate in their commitment to ensure families in their communities have the support of RMHC WA when they need it most.

McHappy Day 2021 was an outstanding success with stores and their customers across the state helping to raise vital funds for RMHC WA's essential service. A special thank you to McDonald's licensees and staff who volunteered their time and energy to create

incredible in-store experiences and connect their customers with RMHC WA's Mission.

As Patron, I am fortunate to see first-hand the exceptional care RMHC WA staff and volunteers provide children and their families. Every patient and family have their own unique challenges and needs. At RMHC WA, they experience dedicated understanding and support across the patient journey. Families are happier, safe and healthy in RMHC WA's care. My sincerest thanks to all staff and volunteers for your remarkable service in 2021.

I also wish to acknowledge the leadership of the RMHC WA Board and Executive Team. As demand for the service continues to grow and change, RMHC WA is in a strong position to expand its support of our hospital partners, patients and their families in the future ahead.

Adam Gilchrist AM
RMHC WA
Patron



Ronald McDonald House® Program



NEDLANDS HOUSE

611 new patients

483 returning patients

1736 visits (stays at the House)

13,553 nights of accommodation provided



PCH HOUSE

586 new patients

82 returning patients

734 visits (stays in the House)

4363 nights of accommodation provided



More than just a room

47 Nedlands guest rooms

Ronald McDonald House Nedlands provides 47 guest rooms, the Bass Family Foundation Learning Centre and recreation facilities.

14 Perth Children's Hospital guest rooms

Ronald McDonald House Perth Children's Hospital provides 14 guest rooms for parents and carers with children in critical care.

18,570

days/nights
of accommodation and support provided for families

1,229
new patients
& their families

A total of **1,804** new and returning patients and their families were supported at Nedlands House, PCH House and St Catherine's Residential on Park.



St Catherine's
ON PARK

new!

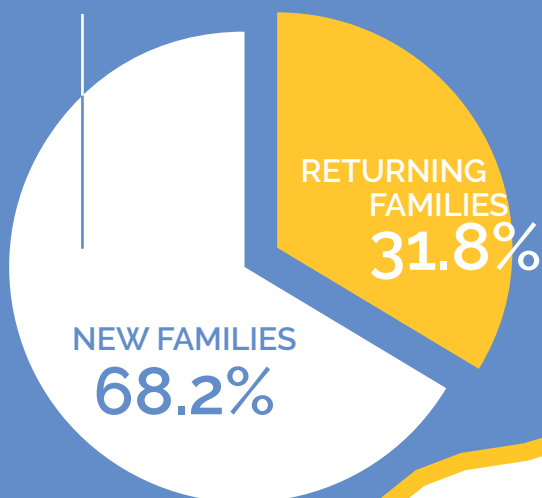
Due to RMHC WA demand over capacity RMHC WA provides alternative lodging at St Catherine's supported by RMHC WA staff.

32 new patients
10 returning patients
37 visits (stays at the house)
654 nights of accommodation provided

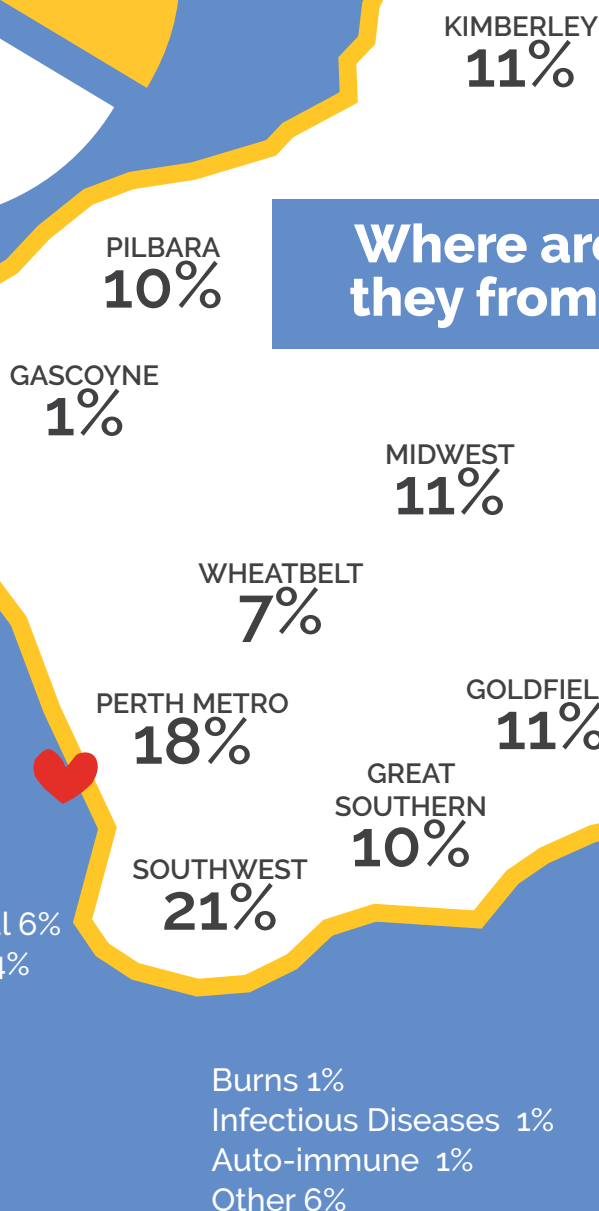
21%
of families supported

identified as Aboriginal and Torres Strait Islander.

575
returning patients and their families.



Where are they from?



ENT 14%
Neurological 15%
Orthopaedic 9%
Oncology 8%
Cardiac 8%
Gastrointestinal 7%
Respiratory 7%
Antenatal/Neonatal 6%
Trauma/Accident 4%
Endocrine 4%
Ophthalmology 3%
Renal 2%
Mental Illness 2%
Haematology 2%

Burns 1%
Infectious Diseases 1%
Auto-immune 1%
Other 6%

Patient Diagnosis



Supported by:

13 Family Liaison Officers
2 Family Support Coordinators
376 volunteers across 14 different family support roles.

Ronald McDonald Learning Program

Qualified tutoring and therapeutic support for sick and injured children provided across Western Australia.

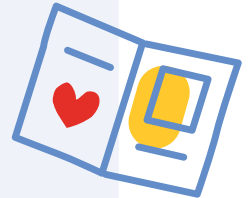


Amber, a recipient of the Charlie Bell Scholarship



18%
online tutoring
27 students

82%
in-person tutoring
121 students



150
students
per term

When your child is sick or injured and requires complex or critical medical treatment far from home, attending school is often not a possibility.

3,107
hours of tutoring
provided

Specialised support

27% Speech Therapy

31% Occupational Therapy

42% Psychometric Therapy



The demands of complex or critical medical treatment of a child can be difficult on all family members. Time together to enjoy each other is an important part of family-centred care and healing.

Ronald McDonald Family Retreat® Program

Welcoming sanctuaries in Busselton or Bunbury for families to reconnect, relax and play together for one week of the year.





Ronald McDonald Family Room® Program

Providing family respite space and support, play and learning experiences for patients, siblings and friends.

There are two Family Rooms at Perth Children's Hospital and one at Peel Health Campus..



103%

increase in visits to
RMHC WA Family Rooms
compared to 2020

- **Ground Floor PCH**
approx. 30,000 visitors
- **Fun on Four PCH**
approx. 20,000 visitors
Since August when it opened!
- **Peel Health Campus**
approx. 3000 visitors



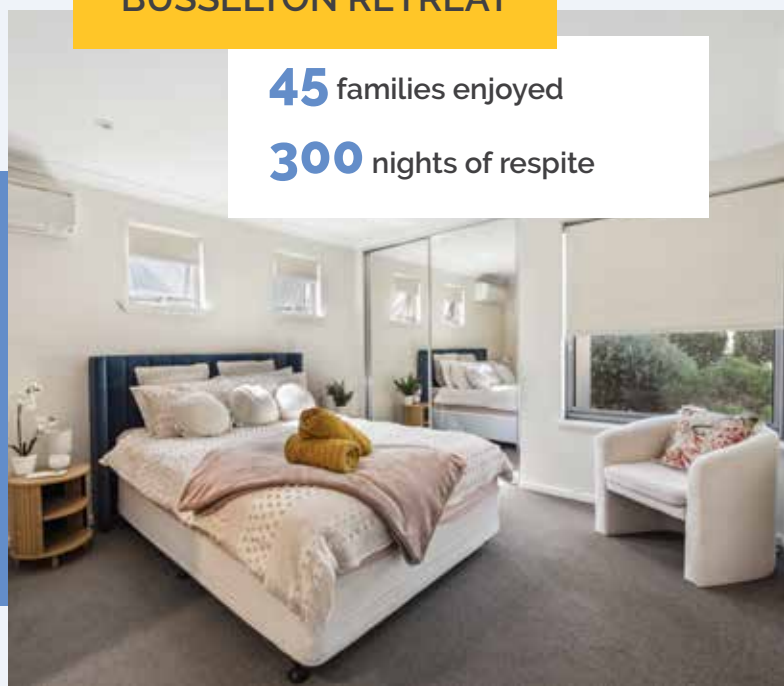
BUNBURY RETREAT

38 families enjoyed
247 nights of respite



BUSSELTON RETREAT

45 families enjoyed
300 nights of respite



VALUED FEEDBACK THIS YEAR

Our Hospital Partners

Perth Children's Hospital - Dr Aresh Anwar Chief Executive Children and Adolescent Health Service

"RMHC WA accommodation, programs and support make a vital contribution to patient and family wellbeing at Perth Children's Hospital. Our partnership is collaborative, innovative and compassionate to the diverse needs of families from across the state with ill or injured children. Working together with RMHC WA is highly valued by all staff at Perth Children's Hospital particularly throughout the challenges of COVID-19."

King Edward Memorial Hospital - Dr Jodi Graham Executive Director Women and Newborn Health Service

"Without RMHC WA this year we would never have been able to manage our Covid situation. At the last minute they stepped in, provided accommodation and support to our vulnerable patients and did so with amazing willingness. I am so excited for our ongoing and future collaboration with RMHC WA as they bring their volunteers to KEMH and continue working with us to provide women and most importantly families top quality accommodation that we could never do on our own. Thank you RMHC WA, your collaboration with us at Women's and Newborn Health Service benefits so many families in WA."



is on our child
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who make this place



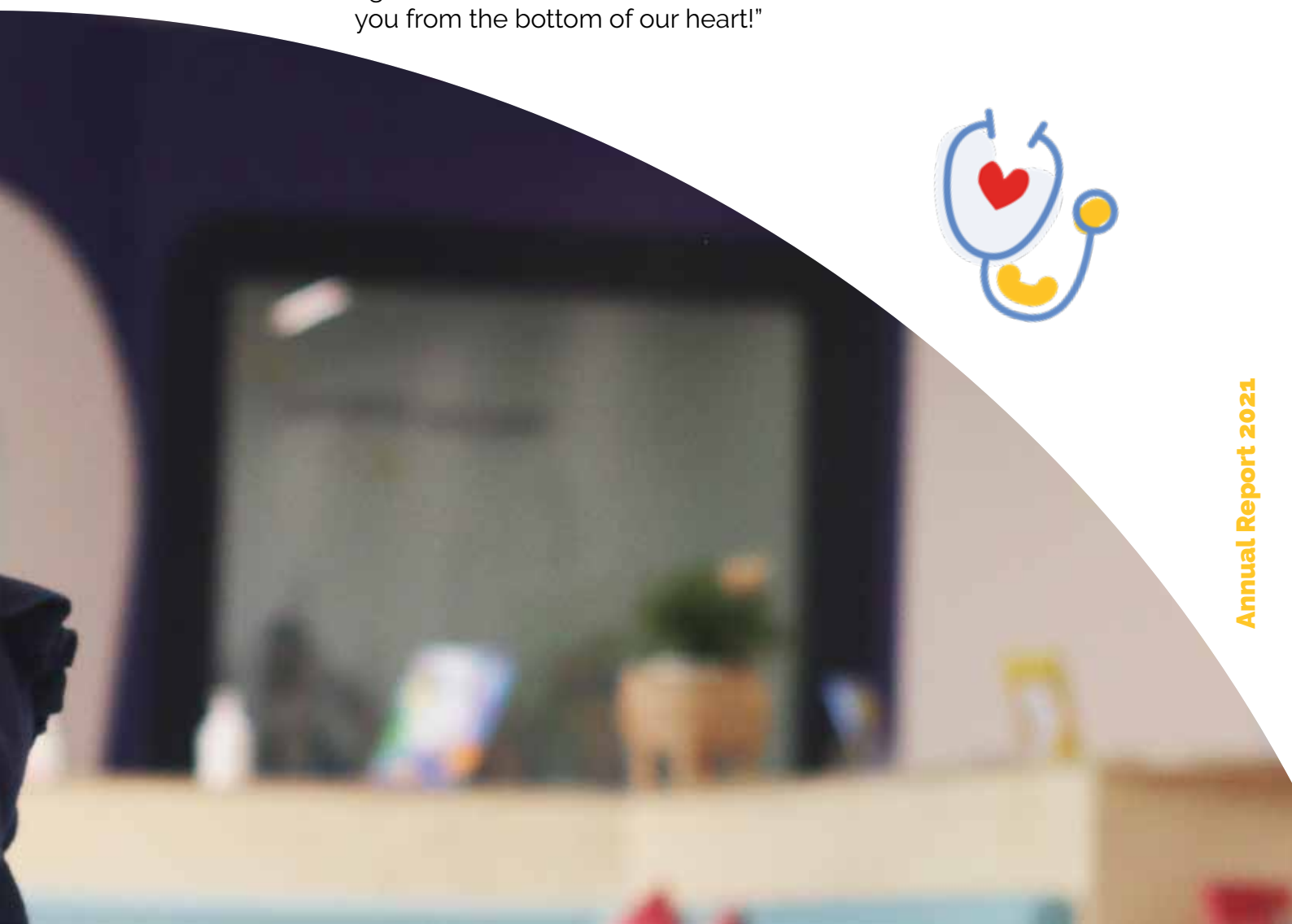
Our Families

Zimmerman Family

"My son and myself stayed at the house for 2 weeks, following a surgery at PCH. I cannot thank you enough for all the help and support you offered throughout our stay. Every day, you provided a bed and a warm meal to those families. Many go through terrible circumstances in their life and every single day, you are all here to take some of the worry away. The staff and volunteers deserve so much recognition. Families are kept together, and this is an amazing thing. I would like to thank all the staff, in particular Sarah. To the chefs, volunteers from "Helping Hands", cleaners, the security guards, Miss Julie and her team, Gus, every single person who make this place a wonderful place. Your kindness and care set an example for many. Thank you so very much for the bottom of our hearts. We will never forget it."

Gray Family

"Thank you so very much for your care during our stay with our son Charlie. Your ability to ensure that we could focus on our child without worrying about where to stay, food (or coffee!) or even washing our clothes made what was a traumatic time so much easier. Thank you from the bottom of our heart!"





Jake's Story

The Bunney family originated from Pannawonica, in the Pilbara region of Western Australia. They live 1,400kms from Perth.

Jake Bunney is almost 4 years old. He was born with Pierre Robin Sequence – his jaw didn't form properly, and it pushed his tongue back into his airway, making it impossible for him to breathe or feed safely.

Jake also had a cleft palette and needed the help of a nasogastric tube. Until he had major jaw reconstruction surgery at 10 months old, he was not be able to breathe on his own. Jake and his Mum Jasmin

Jasmin, his mum says "In Jake's first year of his life, we probably spent half of it away from our family at RMHC WA, getting Jake the treated that he needed to get him where he is today."

Jake still requires the help from a feeding tube, but things are much better than they were.

Jasmin says Jake's superpower is making everyone laugh and his favourite thing about Ronald McDonald House, is the Director of Hugs & Pats, Gus.

"Without Ronald McDonald House, we wouldn't have been able to put all of our energy into getting Jake better. Instead, we would've spent the time worrying about how we would have bought accommodation. Jake and Gus at RMH Nedlands

Thank you to everyone in Western Australia for my family and all the other families like ours by supporting Ronald McDonald House."



Ronald McDonald House Charities WA supported the Bunney Family by keeping the family close together during Jake's medical appointments in Perth. While the family has now relocated to Perth, we were privileged to care for Jake and his family for 163 nights over 4 years.

The Bunney family now reside in Perth and are proud supporters of RMHC WA. The team at the House busily made sure that their first Christmas as a family was as special as it could be.

"Without Ronald McDonald House, we wouldn't have been able to put all of our energy into getting Jake better. Instead, we would've spent the time worrying about how we would have bought accommodation. Jake and Gus at RMH Nedlands

Thank you to everyone in Western Australia for my family and all the other families like ours by supporting Ronald McDonald House."



RMHC WA STRATEGY:2021 HIGHLIGHTS

New House Facility State and Federal Government Co-Funding Engagement

Comprehensive operational and capital funding business case developed providing demand and value rationale supporting Hospital partner capacity and patient experience aligned to state and federal health policy priorities.

To increase facility and resource capacity supporting an additional 50 families, RMHC WA proposed indicative funding required of \$2.3M recurrent operational funding and \$40-\$50M capital funding.

State Government engagement: RMHC WA Chairman and CEO led the business case discussions with former Health Minister, Roger Cook and Director-General of Health WA, Dr David Russell-Weisz. As a result, the business case is under review with Department of Health's Major Projects.

Federal Government engagement: RMHC WA Chairman and CEO led engagements with WA Federal representatives from both major parties. At the closing of 2021, WA Federal Liberal party representatives supported the funding business case pending State Government commitment. Chief of Staff for the then Shadow Health Minister, Mark Butler advised the business case was not aligned to priorities prior to the Federal Election.



New Ronald McDonald Family Room® Fun on Four at Perth Children's Hospital

The development of the new Ronald McDonald Family Room at Fun on Four was co-funded by RMHC WA and Children and Adolescent Health Services (CAHS).

The new Family Room advances RMHC WA family-centred design by integrating zones for parent and carer experience with dedicated play and learning experiences for patients and siblings.

These include:

- Parent/Carer Retreat Zone
- Arts & Crafts Zone
- A Teen Den equipped with
 - video and arcade games
- Cinema
- Reading Retreat
- Soft Play and Toddler Zone
- Explorer's Zone
 - incorporating STEM, sensory, construction and imaginative play

Two new Play Coordinator roles were established and 133 new volunteers were recruited to deliver the new Family Room experience.

The new Ronald McDonald Family Room at Fun on Four was officially opened in August 2021 by the Deputy Premier and former Health Minister, the Hon. Roger Cook. The event was attended by RMHC WA Patron, Adam Gilchrist, Chair of CAHS Dr Rosanna Capolingua, Chief Executive of CAHS Dr Aresh Anwar, RMHC WA Chairman and Board Members, families, staff and volunteers.

From its opening in August to December 2021, the new Ronald McDonald Family Room at Fun on Four has had significant success in visitation and feedback from families and Perth Children's Hospital. Almost 20,000 visits were achieved in only 5 months from its opening.



RMHC WA STRATEGY:2021 HIGHLIGHTS

King Edward Memorial Hospital partnership expanding support to patient and families.

In 2021, King Edward Memorial Hospital (KEMH) Executive engaged RMHC WA to provide recommendations supporting improvement of the Agnes Walsh patient accommodation facility and operations as well as introduction of RMHC WA's volunteer program at the Hospital.

KEMH Executive advised RMHC WA that the KEMH Board had deemed Agnes Walsh House as unacceptable for optimum patient experience and care.

Preliminary scope for expanding RMHC WA support to KEMH identified the following considerations for proposal* to the KEMH Board:

RMHC WA to undertake lead responsibility for the refurbishment of the Agnes Walsh House patient accommodation and reopen as Ronald McDonald House at KEMH, subject to KEMH Board approval and RMHC Global licensing approval.

Scope of design and service level agreement to be developed in partnership by relevant KEMH and RMHC WA representatives for joint Board approval.

Design of the refurbishment to adhere to RMHC Global's family-centred accommodation principles and KEMH patient infrastructure requirements.

RMHC WA recommends:

- Increased room size to accommodate 2 adults and possibly a sibling in some rooms.
- Communal spaces and environment that support the wellbeing of adults and children.
- Kitchen facilities including coffee machine. Provision of breakfast, lunch and dinner for families
- Consult Aboriginal Health Council of WA to ensure cultural appropriateness is optimised through design.

Patient and family support provided by dedicated RMHC WA Family Liaison Officer (8am-6pm weekdays, 9am-6pm weekends/public holidays) and RMHC WA trained volunteers (9am-9pm Monday to Sunday).

*RMHC WA proposal submitted in 2022.



Addressing continued increases in demand alternative lodgings and support.

The RMHC WA Strategy 2025 aims to ensure that no family that needs RMHC WA support is turned away.

Continued increases in demand for RMHC WA accommodation and support remained a priority for the Board and Executive in 2021.

On average 48 families per month registered on waitlist. A total of 406 families on waitlist were unable to access accommodation and support in 2021.

RMHC WA Board and Executive recognised that immediate and interim solutions would be required to extend its support to increases in demand in conjunction with planning for a new House facility.

RMHC WA secured a permanent booking of 10 rooms at nearby St Catherine's residential facility with intent to increase to 15 rooms 2022.

KEMH patients and low-risk PCH patients and families are allocated accommodation at St Catherine's. All patients and their families are supported RMHC WA during their stay with access to programs and facilities at the Nedlands House.



FINANCIAL SUSTAINABILITY THAT SUPPORTS GROWTH

Financial sustainability that supports growth

Our Mission Partner
McDonald's WA enduring commitment to support WA families with sick children.



Community engagement activation in the Shire of Harvey.

Nine News Perth participation and coverage with presenter Paddy Sweeney.

The 2021 Ronald McDonald Ball held at Crown raised \$1,455,075. The Ronald McDonald Ball Committee contribute a significant portion of their professional time throughout the year to event management, sponsor engagement and Ball fundraising. Our sincerest thanks to the Ball Committee Chair, Carmel Leaker who is a driving force behind the quality and success of the event.

Hike for the House fundraising walk; 'cape-to-cape' in WA's South-West, celebrated its third successful year. Led by David Eagles, a McDonald's Licensee from the region, the 2021

The enduring partnership with our Mission Partner McDonald's here in Western Australia continued to thrive in 2021 with valued contributions across fundraising events and advocacy for RMHC WA's essential service to staff, suppliers, customers and the wider community.

2021 marked the tenth anniversary of Ride For Sick Kids, supporting RMHC WA. Led by McDonald's Licensee and Deputy Chair of RMHC WA Janiene Pollock, the 'golden ride' saw a group of 40 committed cyclists ride over 500kms through the South-West from 10-14 October raising a record \$540,000K for RMHC WA. Highlights included;
 8 x gold sponsors secured.

event raised just over \$52,000 for RMHC WA.

The Albany Long Lunch is a much-loved regional fundraising event for RMHC WA. Led by Albany McDonald's Licensees Darren and Tracey Tyrrell, the 2021 event raised over \$50,000.

The Ronald Walk led by Licensee Rod Sinclair, held its 10th fundraising event in 2021 raising over \$43,000 for RMHC WA. Ronald Walk generates highly engaging social media content and attracts participants across WA McDonald's operations including staff, corporate management and local community.

McHappy Day 2021 was celebrated at stores across the WA and the country. The energy and enthusiasm of WA Licensees and their staff is testament to McDonald's deep engagement with RMHC WA's cause. Numerous RMHC WA staff and volunteers participated in store activities providing customers with direct interaction with RMHC WA's service story.

In addition to McDonald's led fundraising events for RMHC WA, Licensees, employees and Corporate representatives actively participated in RMHC WA's Up All Night event. Selected stores across the walk's route provided pit-stops with refreshments and encouragement for walkers.





FINANCIAL SUSTAINABILITY THAT SUPPORTS GROWTH

McGowan Government election commitment increase of P.A.T.S subsidy.

In 2021, the McGowan Government implemented its election commitment to increase the Patient Assisted Travel Scheme (P.A.T.S.) subsidy.

The subsidy is administered by the WA Country Health Service (WACHS).

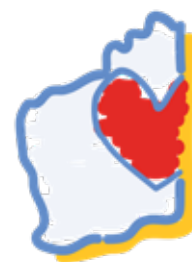
For escort only (parent/carer visiting child in hospital) the subsidy increased from \$60-\$100 per night. For patient and escort the subsidy increased from \$75-\$115 per night.

Approximately, the increases will generate \$601,751 in annual operational revenue variable to patient and family numbers

Nine Perth Media Partnership expanding community profile and reach throughout Western Australia.

In 2021 RMHC WA signed a two-year exclusive media partnership with Nine Entertainment Company that will deliver in excess of \$1.3M in media value annually.

The partnership will help raise the profile of RMHC WA and bring key charity-led initiatives to the forefront of the community including: Up All Night, Ride For Sick Kids, Ronald McDonald Ball and RMHC WA Giving Day.





Stewardship strategy nurturing new and existing corporate partners

In 2021, the Marketing and Development function undertook significant strategic development and engagements to retain and attract corporate partnership relationships and revenue. This included the Partnership Strategy, Partnership Matrix Review and Regional Engagement Strategy.

A major stakeholder engagement event, Koolark (home) was held at the University of Western Australia and was attended by nearly 100 corporate and community leaders and professionals. Led by the CEO, the event launched RMHC WA's strategic vision to ensure no family that needs RMHC WA support is turned away, by 2025.

The Regional Engagement Strategy identified regions and stakeholders with interest in RMHC WA's support of families in their community. In 2021, the CEO, Executive Manager of Development & Brand Engagement and Senior Manager Development commenced engagements in Albany, Bunbury, Harvey, Kalgoorlie

and Karratha. These included McDonald's Licensees, Shire representatives, Chambers of Commerce and current corporate and community supporters.

The Partnerships Strategy has expanded the partnership proposition to holistic support of RMHC WA's service and essential value to WA families. In 2021, Fortescue Metals Group confirmed the first holistic partnership with \$150,000 of their \$250,000 per annum funding allocated to the operational budget.

RMHC WA's Adopt-A-Room program is one of our discrete programs that offers value in building long-term relationships towards major partnership opportunities. In 2021, the Program achieved \$468,491 in revenue and almost 25% of supporters were regionally based businesses. In 2021, INPEX confirmed growth of their partnership with RMHC WA from \$11,000 to \$25,000 by continuing support of Adopt-A-Room and funding holistic support of operations.

FINANCIAL SUSTAINABILITY THAT SUPPORTS GROWTH

RMHC WA advances fundraising engagement and experiences

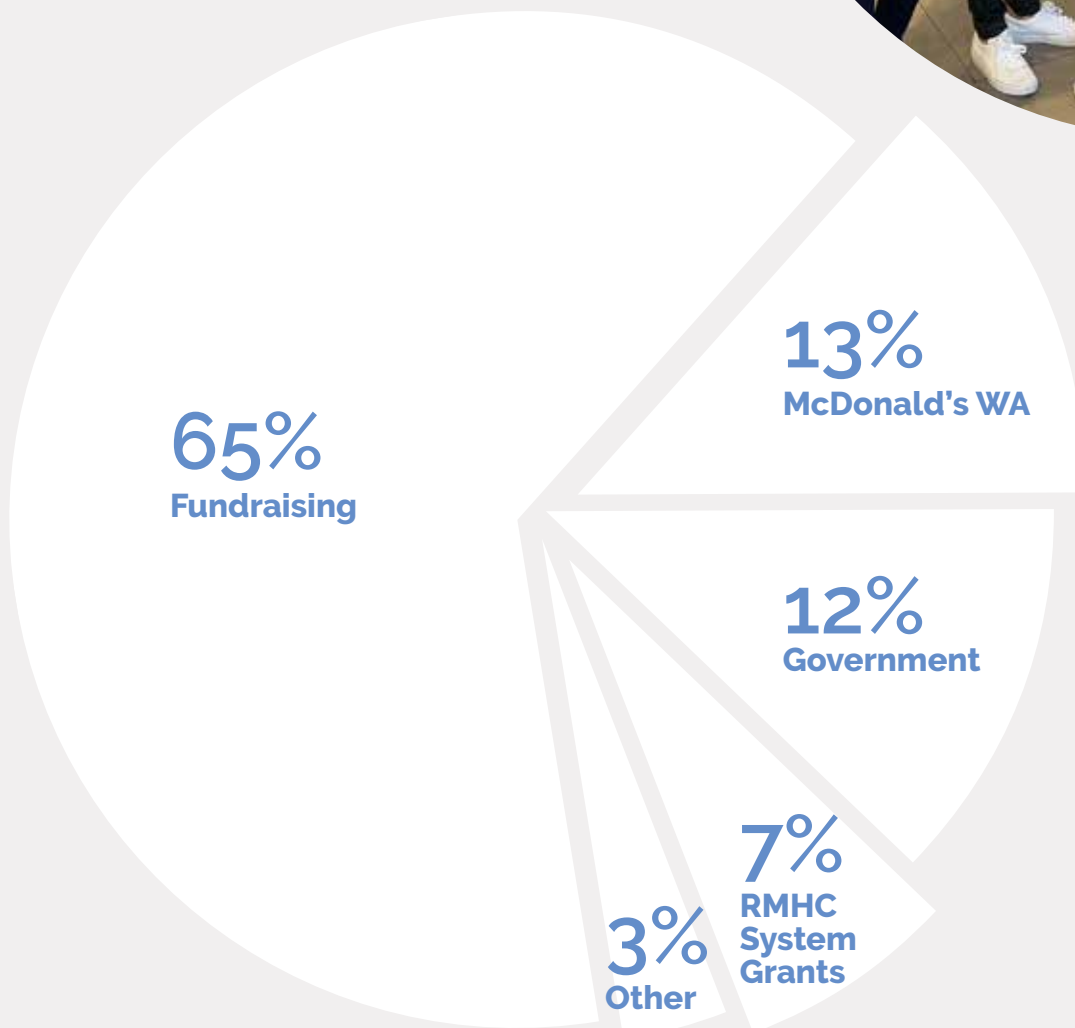
At the outset of 2021, the Development and Marketing function conducted a current to future state review of its strategic model for enabling financial sustainability and future growth.

The review identified 15 strategic priorities for stewardship, digital transformation and brand experience:



thank you enough
we could focus on our child
every single person who make this place

With accurate, quality data being critical for progress strategic priorities, RMHC WA had a leading role in the development and implementation of RMHC Australia's new Salesforce Customer Relationship Management (CRM) database. The platform is agile to integrating with the evolution of RMHC WA's digital ecosystem including a new RMHC WA website launched in 2022.



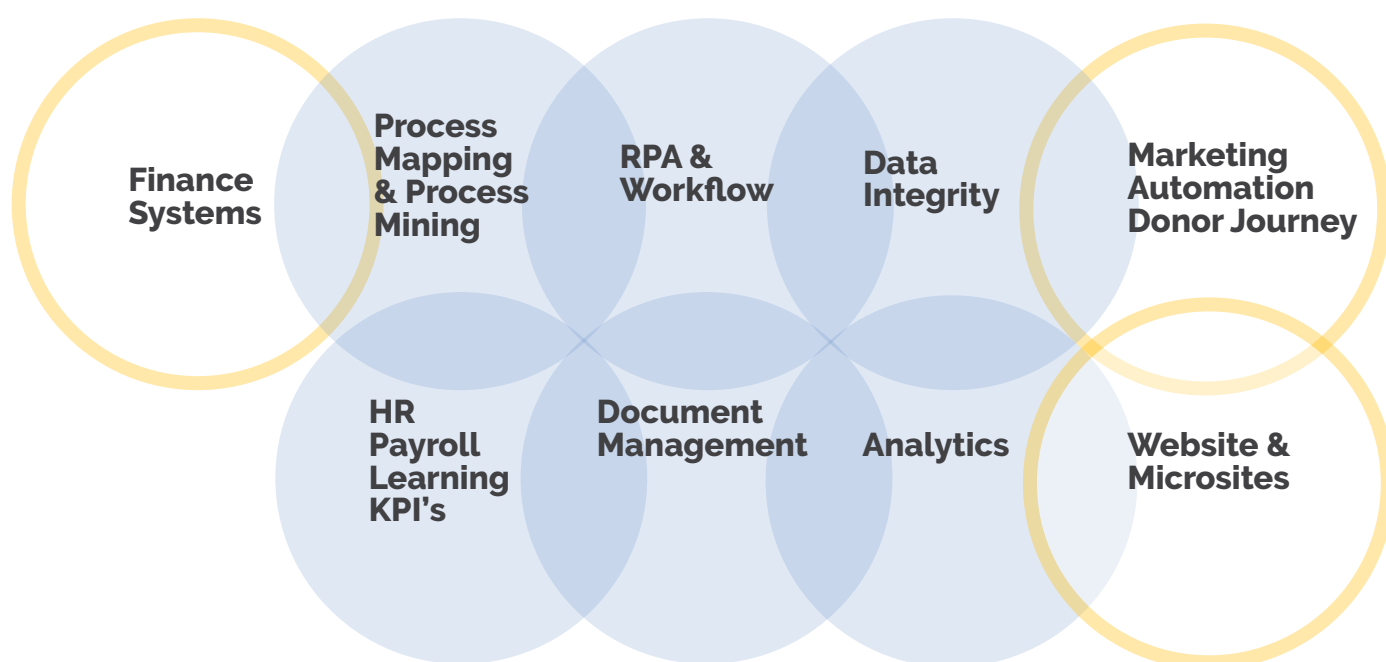
People and Culture



Future-ready, people-centric systems

In August 2021, RMHC WA engaged Pitcher Partners for its expertise in systems modelling to undertake a comprehensive review of RMHC WA's business support systems. The purpose of the review was to provide recommendations for systems improvement and investment supporting financial sustainability and organisation growth.

Critical considerations included requirement for integration within the existing RMHC system and continual progress of the RMHC WA digital ecosystem such as the future website, Salesforce CRM database and future automation platform



The recommendations report identified nine priorities with finance systems being central to addressing overall systems improvement and capability.

Additionally, Pitcher Partners recommended finance systems, marketing automation and website systems should be a focus for RMHC National business support systems.



cannot thank you enough every single person
we could focus on our child
your kindness and care set an example
thank you so very much for your

RMHC WA Workforce Plan growing capability for the future

In anticipation of continued growth and sustainability of the organisation an inaugural Workforce Plan 2021-2025 was endorsed by the Board.

The Plan examined the organisation's capacity and capability to achieve deliverables and outcomes set out in the RMHC WA Strategy 2020-2025. Key considerations included:

- The state economy and labour market forecasts.
- Potential future skills shortages and digital adaptability.
- Employee development and wellbeing.
- Productivity and flexible working.
- Diversity and inclusion.

To support the organisation's growth and sustainability it is estimated 59.75 FTEs will be required by 2025.

Flexible Working Policy

This policy was revised in early 2021 to provide a framework for flexible working options at RMHC WA that would support consideration of personal, operational and cultural requirements in relation to where and how work is performed.

Operational considerations included business impact, attraction and retention strategies, collaboration and financial impacts.

While this was necessary and useful during COVID it is not the reason for this policy, which is to allow employees to meet their performance objectives whilst balancing work, family and personal commitments.

Options that exist for eligible roles are working remotely, flexible working hours around 'core hours', or compressed working hours to enable a 19-day month or 9-day fortnight.

Health and Safety

In readiness for the introduction of the Work Health and Safety Act in 2022, EmploySure Risk was engaged to conduct a workplace review in September 2021.

The review included all relevant documentation, practices, training, and the physical work environment.

A key element of the changing legislative requirements is the extension of health and safety responsibilities beyond employees to include volunteers, contractors and visitors.

A corrective action plan was developed to mitigate any gaps in health and safety responsibilities and ongoing assurance of a safe work environment and culture.



Engagement and impact



RMHC WA Impact Measurement Framework supporting family wellbeing.

In April 2021, the Board approved RMHC WA's first Impact Measurement Framework with the purpose to understand and respond to the diverse wellbeing challenges for children and families in our care.

Framework data, analysis and evaluation will inform an Annual Impact Report, strategic decision-making and add value to funding engagements with Government and Corporate sectors.

The measured outcomes of family wellbeing will be integrated into our brand narrative to demonstrate the importance of RMHC WA's service to the wider community.

The RMHC WA Measurement Framework is distinguished by its rigour and breadth of consultation.

This included:

- Governance Committee oversight of methodology and process.
- Appointment of leading Social Impact consultancy, Social Ventures Australia.
- Participation of Executive and key personnel in the development of the Framework.
- Staff engagement and education on impact practise.
- Parent and carer survey and interviews.
- Testing of data outcomes with Family Liaison Officers and Family Support Coordinators.
- Consultation with peer service stakeholders – Children and Adolescent Health Services (CAHS), Children and Adolescent Mental Health Services (CAMHS), Aboriginal Health Council of WA (AHCWA).



Governance

Board Renewal Strategy sustaining exceptional governance.

In 2021, the RMHC WA Board recognised the crucial role of governance for organisation growth and sustainability. It was agreed that maintaining the current calibre of Board expertise through Board vacancies would require formalising a Board Renewal Strategy in preparedness for ongoing Board appointments.

A new structure for decision-making was implemented in 2021 to optimise Board and Committee efficiencies and governance outcomes. In essence, the structure allocates all major decisions to relevant committees prior to Board approvals; enhancing governance oversight and Board meeting efficiencies. This also allows broader strategic discussion within the Board forum.

To further support the quality and efficacy of governance throughout the organisation, the Quality and Compliance Officer role will evolve to become. Quality and Governance Advisor. The role will encompass oversight and coordination of governance, regulatory and compliance processes. A key deliverable will be the establishment of the RMHCWA Quality Management System.



Brave & Sustainable

The financial statements are audited and compliant to the standards required by the Australian Charities and Not-for-profits Commission (ACNC), the Western Australian Department of Mines, Industry Regulation and Safety (DMIRS) and all relevant accounting standards.

Our organisation continued to face many challenges during the year including uncertainty and unpredictability caused by the global spread of COVID-19 since early 2020. These times create a challenge for financial forecasting, management of cash flow and ensuring the organisation remains financially stable in an uncertain world.

I am very pleased to say that as a Board of Directors surrounded by an amazing team of management lead by our amazing CEO, and our support and volunteers, we have worked hard through 2021 to achieve many of the goals we set out at the beginning of the year while remaining financially stable.

To continue to deliver so successfully on its mission, while also growing our services to meet the needs of future generations, RMHC WA needs to be underpinned by long term financial sustainability. I am delighted to report that we generated a remarkable overall surplus of almost \$2.56m during 2021, compared to a modest \$248,000 in 2020.

Several years ago, the then Board of Directors made a brave decision to diversify risk and seek alternative opportunities to increase returns on investments. Following a very thorough due diligence period, the Board invested surplus funds with a selected fund manager. As a result, the organisation has enjoyed significant capital growth in this asset portfolio together with an above average rate of return on these investments.

The two main drivers of this years' financial performance are the earnings from the long-term investment portfolio, together with the day-to-day operational income and expenditure surplus that has been generated. Through the careful management of the finances and the amazing support of the community and McDonalds locally, nationally, and internationally, RMHC WA made a \$0.6m net underlying operating surplus together with \$1.95m of investment income.

"We have worked hard through 2021 to achieve many of the goals we set out at the beginning of the year..."



In August 2021, the Board made another brave decision to withdraw a large proportion of the portfolio investments and return to cash. In today's market, this is proving to be a prudent decision.

Looking forward to 2022, we certainly acknowledge it will be difficult to repeat 2021. There are many world events and factors that are impacting on all businesses around the world, and our organisation is not immune. Rising interest rates, runaway inflation and the impact of the war in Ukraine all impact us all. Fortunately, our Board and CEO continue to adopt a conservative approach to investment management so the impact of external factors on our reserves will be kept to a minimum.

At 31 December 2021, the Association's assets totalled almost \$47m, including our amazing Nedlands house together with our financial and property assets. Net assets were \$44m, a

testament to many years of good financial management. Unrestricted cash increased by \$1.4m over the year, which is an amazing result during a difficult period. Our liquidity position is very strong and we are well placed for the future.

My tenure as Treasurer of the Association comes to an end in June 2022, and I would like to take this opportunity to thank my fellow Board of Directors for all of their amazing support and friendship. And also a big thank you to our Chief Executive Officer, Peter King for his leadership of the organisation, our hard working and committed staff and volunteers, McDonalds, and our supporters both major and minor.

It has been a privilege to be part of this amazing charity doing amazing things to help the children and families of Western Australia. I have enjoyed every part of my role as Director and Treasurer of this fantastic organisation for the past six years. My best wishes for the future.



Stephen Bushell

Treasurer
RMHC WA



2021 Corporate Partners

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Fulton Hogan
Harvey Fresh
Irwin Districts Charity
Kellogg's
Kennedy
Lay-Z-Boy
Margaret River Lions Club
Neeson Family
North Family
Novus Homes

Perth Airport
Perth Wildcats
Pfizer
Plantagenet Wines
Plaza Medical Kalgoorlie
Popcake
Rapid Crushing & Screening Contractors
Riklan Emergency Management Services
Shanti Sivaraj & Tamrath Family
Sinclair Family
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ECR Australia
Electrical Unlimited
Metro Steel Services
MNS Electrical & Data
OCP Sales

Print Logic
QSIC
Sea Containers WA
Smart Waste Solutions
Tydan Constructions
Work.shop.Dine

RMHC WA Committees

RMHC WA BALL COMMITTEE

Carmel Leaker
Aleksandra Gajda
Amanda Fyneman
John Sackson
Kelly Nardella
Adam Marshall
Danielle Norrish
Stephanie Grondal

RIDE FOR SICK KIDS WA COMMITTEE

John Sinnamon
Janiene Pollock
Peter Neeson
Mark Leaker
Michael Fitzgerald
Andrew Cairns
Gawain Davies
Charmaine Don
Victoria Willets

Jennifer Turner
Janie Brackenridge
Henriette Peschke
Dr Richelle Hume

RMHC WA GOVERNANCE SUB COMMITTEE

Ante Golem
Andrew Sullivan
Janiene Pollock
David Eagles
Jody Nunn
Glenn Baker
Peter King

RISK, AUDIT, FINANCE & INVESTMENT SUB COMMITTEE

Stephen Bushell
Andrew Sullivan
Janiene Pollock
Ante Golem
Linda Hop
Peter King





family-centred care
mission ready we will never forget
for families when they need us most.
long-term investment
expanding support to patient and families
strategy 2015 take some of the worry away
enduring partnerships
thank you so very much for your care
every single person who make this place
your kindness and care set an example
cannot thank you enough
we could focus on our child



Ronald McDonald
House Charities®
Western Australia

Keeping families close®

RONALD MCDONALD HOUSE CHARITIES WESTERN AUSTRALIA
21 Monash Avenue, Nedlands, WA 6009 Australia

PO Box 7293, Shenton Park, WA 6008, Australia

T (08) 9346 9000
E ourhouse.wa@rmhc.org.au
W www.rmhcwa.org.au