



strokefoundation

National Stroke Foundation Annual Review 2013



Stop stroke. Save lives. End suffering.
www.strokefoundation.com.au

Unite

to Fight Stroke

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of Australia



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Our Values

Courage

Excellence

Compassion

Integrity

Leadership

From the President and Chief Executive



The year 2013 provided many inspirational moments of which to be proud; funding allocations, increased recognition of stroke in the media and community, significant advances in treatment technology and the many touching recovery stories we're so lucky to receive from Australian stroke survivors. Sadly, these moments continue to be outweighed by Australian lives being lost to and affected by stroke and inaction by the Federal Government to address this looming health crisis.

There is still so much more to be done.

As the voice of stroke in Australia we strive to create meaningful and insightful two-way conversations with the community, health providers and government to advocate for better outcomes for all Australians affected by stroke. To be the strongest voice we can as we move into the coming years the National Stroke Foundation has streamlined our strategic priorities for 2013–2017 to best achieve our key goals which are to:

- Increase conversations about stroke;
- Increase funding for stroke programs;
- Achieve a better quality of care; and
- Decrease incidence of stroke.

In this report we celebrate what has been achieved over the past 12 months in furthering these goals.

In 2013 stroke gained more attention than ever before. The media reported on stroke locally, statewide and nationally across all mediums; its impact on the community, advances in its treatment and the continued inaction of Government. Building on this we welcomed new, high profile and loud Fight Stroke advocates from across the community including media personality Chris Bath, sportsman Michael Lynagh, actress Miriam Margolyes and chef Michael Moore.

Members of the community continue to recognise the National Stroke Foundation and its work, giving generously. Particular mention goes to Mr Reginald Geary who left a legacy that will live on well beyond his lifetime.

We continue to lead the way in improving stroke prevention and care, undertaking work to understand and improve prevention and support in culturally and linguistically diverse communities and Aboriginal and Torres Strait Islander communities.

Internally, we have become more established in our goals as a national unified foundation. Experienced, passionate executive officers have been secured in four states working with the national office and board to better achieve our aims by providing focused attention tailored to best meet the needs of their state.

As you will read we are gaining momentum and as we look forward we need to build on this. To assist, we have developed six new strategic priorities to guide us in achieving our goals. This report reflects our activities and achievements of 2013 according to these priorities. Priorities are to:

- Build the profile of stroke and National Stroke Foundation in Australia;
- Engage consumers at every level of their stroke journey;
- Consolidate National Stroke assets and to grow our ongoing revenue to sustainable levels;
- Focused programs that are clearly targeted, accessible and highly efficient;
- Strengthen our stroke advocacy links; and
- Build a nationally sustainable organisation and deliver targeted and highly efficient programs.

In bringing 2013 to a close with this report we would like to thank our board members and National Stroke Foundation staff. You each played an integral role in what was achieved during 2013 and will be vital to the future of the Foundation as we move forward. We look forward to an even more active 2014.



Professor Richard G. Larkins AO
President



Dr Erin Lalor
Chief Executive

Build profile/ raise awareness

National Stroke Foundation in the media

The National Stroke Foundation gained unprecedented attention in the media during 2013. In addition to media coverage increasing by 37% (from 2012), the organisation was well supported by major national media outlets making stroke more topical in the public eye. Major media coverage for stroke included:

- *Stroke*; SBS Insight, 8 October 2013 – focused on thrombolysis and attitudes towards stroke in the medical and broader community.
- *My Dad Don*; Sunday Night, 3 November 2013 – Reporter Chris Bath gave a personal insight on the impact stroke has had on her family.

The FAST message was also spread far and wide in the media with a total of 336 media stories appearing nationally – a 173% increase on the previous year. Know your numbers also received excellent media support, gaining 488 media mentions – a 267% increase on the previous year.



In addition to the organisation's increased profile, National Stroke Foundation CEO Dr Erin Lalor's reputation has also grown in the community. Dr Lalor was selected as a Victorian finalist for the prestigious Telstra Business Women's Awards and she was listed as one of the top 100 Women of Influence in Australia in 2013.

National Stroke Week

Stroke Week, held from 9–15 September, was a highlight of 2013; it was the most successful media campaign ever delivered by the Stroke Foundation garnering close to 1,000 media clippings in just six weeks. The 2013 Stroke Week theme was, 'Unite to stop stroke'. This theme brought the Stroke Solidarity String to Australia; an indigo string worn around the wrist as an international public display of awareness of stroke. The 'Unite to stop stroke' theme centres on the idea everyone has a responsibility to reduce the impact of stroke within the community and, united in our efforts, we can make a difference.

Community groups, hospitals, workplaces and partners were invited to be involved in Stroke Week by hosting information sessions or fundraising events. More than 4,160 individuals and community groups across Australia registered and received free Stroke Week packs to assist with their events.

Saving lives, one at a time

During Stroke Week, Stroke Foundation staff were busy taking blood pressures in Sydney's Martin Place when they met Josh who was on his way to get 'yet another coffee'. He thought he might have high blood pressure with his stressful job a major contributor. He was right – it was dangerously high, the highest the staff had seen all day. Josh was advised to seek a medical assessment as soon as possible – and to avoid that extra coffee!

FAST

The National Stroke Foundation 'FAST' promotional campaign has been recognised at a Federal Government level receiving a \$2 million grant to support the national roll out of the campaign. The campaign has been designed to increase the Australian community's knowledge of the signs of stroke in order to improve hospital presentation times and increase access to life saving stroke treatment. The Australian Government funding includes a significant portion dedicated to completing a comprehensive evaluation of the impact of the campaign.

Since 2003 the National Stroke Foundation has conducted an annual awareness survey following each FAST

campaign, which shows increased levels of stroke awareness in the community each year. In Victoria where State Government funding has been provided for the program since 2007, awareness of the signs of stroke is the highest in the country. In fact, independent analysis of Melbourne ambulance data has identified increased dispatches for stroke in the month following each FAST campaign push, demonstrating the 'call 000' message gets through.

Stroke Foundation in the digital world

The National Stroke Foundation moved towards a more coordinated and integrated digital presence during 2013 with the website, social media and program areas working cohesively to support the stroke community.

Social media presence has gone from strength to strength; the National Stroke Foundation Facebook page gained 2,294 new likes in 2013 – nearly 100% growth – and continues to receive extremely positive feedback from and interaction with the community. Twitter, likewise, experienced a large increase of 1,630 new followers.

During 2013 the National Stroke Foundation website had more than 1.12 million page views from 297,000 unique visitors. Research and awareness were clear reasons for the significant web traffic; the top five viewed pages were *signs of stroke*, *what is a stroke*, *types of stroke*, *risk factors* and *clinical guidelines*. Interestingly there has been a shift in how users view the website with desktop viewing decreasing (by 5%), while mobile and tablet access increased (10% and 5% respectively).

“I’m 38 and had a stroke seven months ago. This page and Foundation has been a great source of information and support and has helped me not feel so alone.”

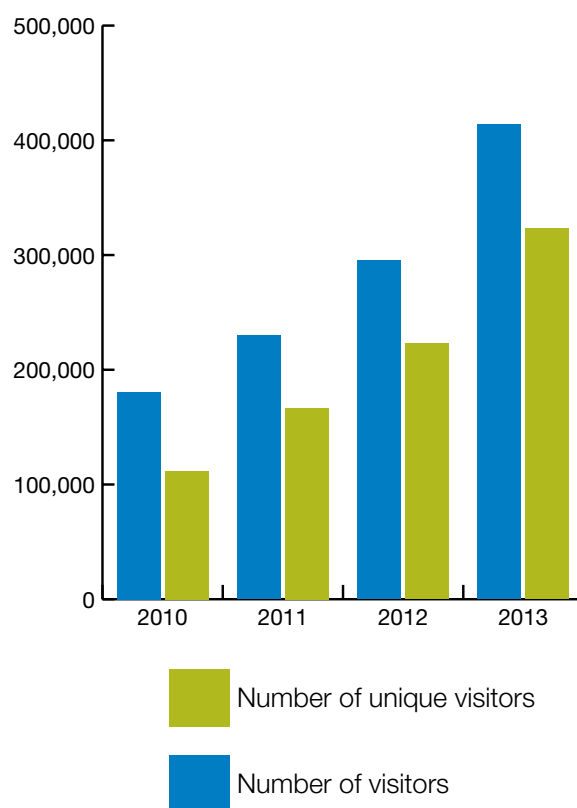
Saran Chamberlain via Facebook

StrokeSafe Ambassadors

StrokeSafe Ambassadors spread the message of stroke prevention and awareness to more than 22,000 people across Australia during 2013. The StrokeSafe Ambassador program is an initiative where committed volunteers undertake community based stroke awareness and education talks. This project is supported by funding from the Australian Government under the Chronic Disease Prevention and Service Improvement Fund.

The National Stroke Foundation currently has more than 150 Ambassadors across Australia. During 2013 a total of 833 talks were provided to community groups by the Ambassadors.

Visitors to the Stroke Foundation website



During 2013 a total of 833 talks were provided to community groups by StrokeSafe Ambassadors.



Engage stakeholders

Consumer portal

With the support of Bupa Health Foundation the National Stroke Foundation is working to develop a consumer portal which aims to empower people living with a disability. The Bupa portal will connect stroke survivors with resources, information and interactive tools to aid rehabilitation and provide details on where to find local support and services. It will also offer stroke survivors the ability to connect with each other to share their experiences and tips to assist with everyday life.

Improved stroke care

The National Stroke Foundation continued to support the reduction of gaps between evidence and practice by facilitating a number of workshops and presentations for health professionals in 2013. Ten workshops were facilitated throughout Queensland hospitals involving 100 health professionals and a further three presentations were delivered and 14 face-to-face meetings held.

There was one presentation at a state-wide Victorian stroke network conference and several local presentations. A state-wide workshop was held in Tasmania and several local presentations were held in NSW.

To extend the reach of some activities video resources were made available on the Stroke Foundation website. An educational workshop on the use of motivational interviewing was developed and run in Brisbane with a subsequent video and other resources produced. A thought leader video based on the Quality in Acute Stroke Care (QASC) trial was also developed. These were both made available on the National Stroke Foundation website.

Valuable resource for health professionals

As part of the initiative to support best practice stroke care the Stroke Foundation formally took over management of eStroke, the national platform for health professional education on stroke, from the Victorian Stroke Network in May. The expanded site has been very well received by health professionals with 20,984 visits recorded for the six months from July to December, including 6,505 unique visitors. Time spent on the site by each visitor was also high with the average duration of visits tallying seven minutes 15 seconds. Pages were viewed a total of 228,225 times.

StrokeConnect

StrokeConnect grew to a community of more than 3,600 people during 2013 and continues to connect stroke survivors, carers and family members with information, advice, services and support as well as with each other. It encompasses online and phone support, resources and a service directory.

In Queensland funding was received from Queensland Health to support the work of StrokeConnect allowing us to call stroke survivors after their discharge from hospital to talk about their new or changing needs and required services. The Queensland Health funding also supported the work of stroke support groups across the state.

In Tasmania the Department of Health and Human Services provided funding to promote StrokeConnect, improve referral pathways and the work of stroke support groups.

Funding from the Victorian Government's Department of Health helped to build pathways from hospital to community support.

My Stroke Journey

My Stroke Journey was a new initiative in 2013 and is a key part of the StrokeConnect program. A My Stroke Journey pack is now given to stroke survivors by care staff on the first day of their admission to hospital. The pack provides an overview of stroke treatment and recovery and includes a care plan for health professionals and stroke survivors to complete together. This care plan provides a vital source of information for survivors and carers to refer to throughout their recovery. The My Stroke Journey pack also includes a membership form for StrokeConnect ensuring people are linked into ongoing support.



In 2013, 286 health professionals from 51 hospitals joined StrokeConnect and began distributing My Stroke Journey packs to their patients. Almost 5,000 packs were ordered by hospitals, representing a strong start to this new initiative.

The My Stroke Journey initiative was supported in Victoria by the RACV and in Queensland by Queensland Health.

Know your numbers

Almost 100,000 Australians are better aware of their stroke risk thanks to Know your numbers checks. Free blood pressure and diabetes risk checks were carried out in 1,730 pharmacies, community health centres, hospitals and other locations during 2013 as part of the Know your numbers program

Know your numbers has been internationally recognised for its success as an effective large-scale community-focused approach to stroke prevention. Building on its previous success, in 2013 Know your numbers was integrated with a range of National Stroke Foundation programs such as National Stroke Week. Large Know your numbers events were held in Sydney's Martin Place and Brisbane's Queen Street Mall during September.

National Rehabilitation Stroke Services Framework

The National Rehabilitation Stroke Services Framework was created and launched during 2013. Developed in response to a need identified in the 2012 National Stroke Audit Rehabilitation Services, the Framework provides best practice recommendations for high quality stroke rehabilitation services in Australia.

The Framework also details the essential elements, principles and models of care for stroke rehabilitation services and provides administrators, funders, policy makers and health professionals with guidance about systems for the effective transition of stroke survivors into the community when they leave hospital.

This Framework is used in conjunction with the Acute Stroke Services Framework 2011 and the Clinical Guidelines for Stroke Management (2010).



Community based education

eStroke

eStroke delivers the most relevant, evidence-based, peer-reviewed, educational training modules for health professionals new to the stroke discipline in an immediate and convenient platform.

eStroke had a strong year in 2013 with 16,600 unique visitors looking at more than 490,000 pages. Adding a new StrokeSafe seminar module and 51 additional resources, the eLearning education portal continues to gather positive feedback from health professionals.

StrokeLine

StrokeLine offers information, advice and support on stroke prevention and recovery to the public via an 1800 phone number and email service. In 2013 StrokeLine responded to 2,060 phone calls and 323 emails with over 800 personalised resource information packs sent out.

Stroke Support Groups

Connecting with peers is a vital part of stroke recovery allowing survivors, their carers and family members to share experiences and to support each other. This support is important at all stages of recovery with members who are a bit further along in their journey inspiring and motivating others who have recently had a stroke.

Stroke support groups allow people to share how they are feeling and to exchange practical information that has been learnt through experience. There are 110 support groups affiliated with the National Stroke Foundation

across Australia with an additional nine groups run by the National Stroke Foundation itself.

In 2013 we undertook a project to better link Victorian stroke survivors to stroke support groups. This work was supported by the Victorian Government and included strengthening materials and engagement with health professionals.

Addressing diverse stroke needs

A key element of the Stroke Foundation strategic plan is the development of a strategy to address the stroke needs of Aboriginal and Torres Strait Islander people and those from culturally and linguistically diverse backgrounds. This work began in 2013 and was developed under the guidance of an external Expert Advisory Committee and in consultation with representatives of these communities.

The Stroke Foundation undertook a literature review which found Aboriginal and Torres Strait Islander people are at greater risk of stroke, are more likely to be hospitalised for stroke, have higher mortality from stroke and suffer strokes at a younger age. A combination of cultural, language and geographic barriers continue to inhibit access to care for these people at each stage of the patient journey.

Some people from a culturally and linguistically diverse background experience stroke at rates lower than the Australian-born population, however, some groups experience rates higher. Risk factor analysis is similarly

mixed, however, we know language and cultural issues can make access to health services more complex.

This information formed the development of the Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds strategy which outlines the National Stroke Foundation's commitment to reduce the impact of stroke among people from these population groups. The strategy aims to overcome the inequity in access to good stroke care and, therefore, likely poorer outcomes for Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds.

The five-year strategy will:

1. Build strong productive partnerships;
2. Improve access to stroke care across the continuum;
3. Set clear targets to improve outcomes and identify evidence-based strategies to achieve them; and
4. Strengthen cultural responsiveness and respect, both within our own organisation and in the health sector.

Immediate priorities to progress this work are to develop cultural sensitivity, awareness and knowledge within the organisation and help promote a culturally aware and knowledgeable health sector. We will also focus on building strong relationships and partnerships across Aboriginal and Torres Strait Islander communities and communities with people from culturally and linguistically diverse backgrounds to achieve the five-year strategy.

FAST Pilot program - Warrnambool

The Regional FAST Pilot Project began in September 2013 engaging with local communities to discover the best ways to deliver and reinforce the FAST message in regional centres. The Ian Potter Foundation provided significant financial assistance towards the planning and implementation of the 18-month pilot project within the regional cities of Warrnambool and Wagga Wagga.

Initial community consultations took place in October and November with key community stakeholders including local government, Medicare Local, Rotary, Men's Shed, stroke care nurses, stroke survivors and GP practices. The project is steadily moving toward the development of a regional toolkit for national implementation.

Patrick Groot, Stroke Liaison Nurse is pictured with FAST Project Officer, Nicolette Torcello.



Consolidate and grow revenue

Donations and fundraising

The National Stroke Foundation's vision is a world free from disability and suffering caused by stroke. Our mission is to stop stroke, save lives and end suffering. Again, in 2013, our wonderful supporters and volunteers brought us ever closer to this goal.

We want to express our heartfelt thanks to everyone who gave of their time, expertise or support for the National Stroke Foundation financially – without you we could not continue our life saving mission.

Food for Thought

Food for Thought gala dinners were held in Melbourne and Sydney during 2013. More than 200 guests attended each event with all funds raised going towards the important work of National Stroke Foundation. The theme for both evenings was "A Sensory Journey for Stroke" and guests were treated to a unique culinary experience as leading chefs created mouth-watering degustation menus. MINDFOOD magazine again partnered with the National Stroke Foundation as the official media sponsor for the event. Food for Thought helped position the National Stroke Foundation as an aspirational brand, reaching out to the Australian community in a fun and light-hearted manner.



Gifts in Wills

More and more of our supporters have very thoughtfully included a gift to the National Stroke Foundation in their Will. Every bequest gift that we receive, no matter its size, makes a valuable contribution towards reducing the devastating impact stroke has on Australians, their families and their friends.

Reginald 'Reg' Surtees Geary



Reg was honest, humble, hardworking and generous to a fault. Not only was he generous with his worldly belongings but also with his time, knowledge and enthusiasm for life. A keen and astute businessman, Reg built a career for himself in the steel industry and worked tirelessly to help those in need around him by giving to charities and hospitals throughout his lifetime. Reg made sure when the time came, his final wishes would continue to make a difference to the world he left behind.

Knowing that creating a world free from stroke would take more than just one lifetime he thoughtfully bequeathed a very significant gift to the Stroke Foundation to help in the fight against stroke in the future.

The Stroke Foundation was fortunate to also receive gifts from the following wonderful supporters who had so thoughtfully included bequest gifts in their Wills before they passed away:

Joyce Barton
Edward Byles
Veronica Bywater
Roger Cleary
Constance Cooke
Walter Couper
Alan Dwyer
Travis Ellis
Robin Furniss
Reginald Geary
John Gibbons
Beatrice Glascodine
William Grant
Warren Green
Nancy Guscott

Patrick Hughes
Marjorie Jackson
Ronald Johns
Jonne Kaye
Nancy Ling
John Marshall
Margaret McKenzie
Douglas McMillan
Annette McWaters
Sadie Parsell
Winifred Reeves
Thelma Ryan
Beverley Snow
Edwin Watkins
Annie Wilkinson



Do it 4 Stroke

National Stroke Foundation supporter Josh and his best mates Rory and Kane, all 15, completed a mammoth 277 kilometre bike ride in December 2013. The journey saw the young men travel from the steps of Parliament House in Canberra to the doors of ANZ stadium Sydney Olympic park raising over \$1600 along the way using the Do it 4 Stroke community fundraising package.

The guiding inspiration behind the extraordinary challenge was Josh's grandfather who suffered his fifth stroke in 2013.

"My grandfather means the world to me. It has been sad to see the impact stroke has on his life. He was really excited when I told him about the ride. I have never seen him so happy," Josh said.

Corporate partnerships

Our Corporate Partnerships program launched in February 2013 exceeded all expectations and opened doors to new, like-minded organisations. A strategic approach was taken in developing new business relationships while ensuring our long-term supporters continued to be appreciated and engaged. During the year we welcomed Channel 7, Pacific Magazines, Bupa Health Foundation and Macquarie Life to the Stroke Foundation corporate family. Stroke Foundation corporate partnerships play an instrumental role in ensuring we can deliver important programs and campaigns to the community. As an example, Macquarie Life partnered with us to launch the Stroke Solidarity String helping us to raise awareness and funds.

We sincerely thank all our sponsors and corporate partners for their support in 2013 and look forward to a long and mutually beneficial partnership in years to come.

Corporate partners, Trusts and Foundations

ANZ Trustees
Baker Foundation
Bayer Australia Ltd
Bell Charitable Fund
BMS and Pfizer Alliance
Boehringer-Ingelheim
Bruce Wall Trust - Tasmanian Perpetual Trustees
Bupa Health Foundation
Charities Aid Foundation
Coreprint
Count Financial Limited
Gourlay Charitable Trust
Hill & Knowlton
Ian Potter Foundation
J.J. Richards & Sons Pty Ltd
Lynne Quayle Charitable Trust
Macquarie Life
Melbourne Textile Recycling
MiNDFOOD
Omron Healthcare
Perpetual - The Trust Company
Precision Mail
RACV Community Foundation
Shave Human Resources
Standard Solar
Starcom MediaVest Group
Veolia Environmental Services

Major donors

Every donation we receive, large or small, is helping us to prevent stroke, improve the access to the best treatment for stroke and improve the outcomes for stroke survivors. The greater your support, the greater the impact we will have in fighting stroke. We are particularly grateful for the significant support received from our donors listed below.

Thank you all for your ongoing support.

Mrs Rita Andre
Mr A.C. Archibald
Mrs Judy Bentwood
Mr David Brownbill AM & Mrs Lee Brownbill
Mr William Forrest AM
Mr & Mrs Giorgio & Dianne Gjergja
Mr & Mrs Bill & Alison Hayward
Pat La Manna OAM Cancer/Stroke Research Legacy
Mrs P McAlary
Mr Keith Maher
Ms Mary (Dora) O'Sullivan
Annie & John Paterson Foundation
Henry Pollack Foundation
The Prescott Family Foundation
Mr Guiseppe Raccaia
Mrs Dianne Shakespeare
Spencer Investments P/L
Mr Kenneth Turner
Mr Ian Webster

In 2013 over 100,000 generous supporters helped by contributing financially to stop stroke, save lives and end suffering. With this support the National Stroke Foundation was able to allocate funds to where the need was greatest along the entire stroke journey. Thank you to all of those who gave to make a difference in 2013. It is very welcome and greatly appreciated.

We look forward to your ongoing support as we begin 2014 and beyond. Together we can make a difference.

Strengthen advocacy

Fight Stroke

In response to the Fight Stroke campaign the Federal Government announced \$2 million to roll out the FAST campaign nationally and made a pre-election commitment to fund a \$50 million stroke care package. The Fight Stroke campaign continued to flourish through 2013 with supporter numbers growing to almost 10,000. This was achieved by diversifying our marketing tactics and making more targeted approaches to a range of stakeholders including donors, health professionals, stroke week participants and stroke support groups. We also saw supporters continue to engage in the campaign by writing to their Federal MPs and the media to raise stroke related issues.

National Stroke Audit: Acute Services 2013

The 2013 National Stroke Audit: Organisational Report survey is instrumental in understanding the current state of stroke services in Australian hospitals and improvements required. Participation in the survey was at 88% and more than 27,000 stroke admissions were reported in the previous 12 months.

There was a general increase in hospitals fulfilling their stroke unit requirements; five hospitals remain without the service. While an increase in the presence of the service is positive access to stroke unit services has plateaued with only 58% of stroke patients receiving stroke unit care. Complex reasons are cited for this decrease including hospital capacity and bed management practices.

Ninety-three (53%) of reporting hospitals offer thrombolysis, a significant increase from 58 hospitals in 2009. Among the reporting stroke units only 79% offered thrombolysis and many sites offering the treatment had not provided the treatment in the previous 12 months. Total patients thrombolysed within Australian hospitals remains low with an estimated 1472 (5%) of the 27,769 patients admitted with acute stroke receiving this treatment.

Key recommendations from the audit include improving access to stroke care units, improving rapid assessment protocols for people presenting with TIA and implementing processes to improve provision of patient information, discharge care planning, timely assessment and provision of rehabilitation needs.



Deloitte Report

The Deloitte Access Economics report, “The economic impact of stroke in Australia”, was released by the National Stroke Foundation in 2013 and provides the first updated figures on the incidence, prevalence and cost of stroke in almost a decade.

More than 420,000 people were living with stroke in Australia in 2012 – an increase of 20% on the previous estimate of 350,000. Two-thirds of those survivors are dependent on another person for their daily needs. According to the research the number of stroke survivors in Australia will almost double by 2032.

Stroke Foundation Chief Executive Dr Erin Lalor said the report painted a bleak picture of the level of disability in the community caused by stroke – much of it avoidable – and the social, individual and economic costs of what is, “in many cases a preventable and treatable disease.”

Survey of Unmet Needs

A new National Stroke Foundation report focused on the ongoing impacts of stroke found more than 300,000 Australian stroke survivors are struggling to access the help they need for day-to-day activities such as dressing themselves, using the bathroom and communicating.

The Needs of Stroke Survivors in Australia report demonstrates the impact of gaps in Australian stroke care and variances in quality between states on the lives of hundreds of thousands of people living with stroke. It brings together data from more than 700 stroke survivors.

The report found:

- 339,000 of Australia's 420,000 stroke survivors are living with needs not being met by services and support in the community.
- 84% of stroke survivors have a health need not being met.
- 73% of stroke survivors who need emotional support are not getting it.
- One-in-three Australian stroke survivors who need help around the house with everyday living needs are going without, and
- Almost three-quarters of those who worked before their stroke reported an impact on their work activity; six-in-10 Australian stroke survivors who needed help to get back to work did not get it.

The report shows Australians are struggling every day due to a lack of access to essential support, a situation set to worsen as the number of stroke survivors grows. The report shows services are fragmented and access is dependent on where survivors live.



Build a nationally sustainable organisation

In 2012 a new five-year Strategic Plan was developed for the organisation and a new organisational structure was implemented in late 2012. Early 2013 saw the establishment of a number of frameworks, systems and processes to support these strategic developments and to ensure the National Stroke Foundation becomes a nationally sustainable organisation.

New frameworks

The new frameworks and associated processes for business planning focus on end-user programs rather than internal divisional accountability. They support an organisation-wide approach to the management of programs. This macro planning focus provides a clear link between programs and the overall aims and objectives of the organisation.

During the year an organisational performance reporting framework was developed and implemented providing a mechanism for monitoring key performance indicators internally and for the board.

Additional frameworks provide clear guidelines for the organisation on program development and evaluation. Program evaluation was a focus in 2013 ensuring we continually improve program delivery, our work continues to be evidence-based and outcomes of evaluation and organisational performance monitoring are incorporated into future program development, review and business planning. The new frameworks are solid tools for the organisation to monitor the contribution programs are making to our short and long-term outcomes and goals.

Stakeholder Engagement Framework

In 2013 we reviewed our stakeholder engagement approach and developed a Stakeholder Engagement Framework to guide our relationships with key stakeholders into the future.

Governance

As part of the 2013–2017 Strategic Plan the board undertook a full review of the organisation's strategic and operational risks resulting in the identification of a number of risk mitigation strategies for development and implementation across the organisation. Regular

monitoring of issues is continually undertaken by the board facilitated by regular reports from the executive team.

Introduction of the Australian Charities and Not-for-Profit Commission (ACNC) led to a review of our governance arrangements and internal controls which highlighted a high level of compliance with these regulatory requirements. The development and refinement of policies and procedures to improve internal controls continued throughout the year and will continue in 2014.

People and culture

With a significant increase in staff across the organisation during 2013 the health, wellbeing and engagement of staff has remained a priority. A Staff Engagement Survey benchmarked our organisation's responses against other not-for-profit organisations and highlighted our staff's high commitment and belief in the purpose of National Stroke Foundation. We were pleased with a 100% response rate from our staff and our results were higher than the benchmark for our peers in 80% of the measures. Other pleasing results were high satisfaction with work /life balance, flexibility in the workplace and in all people measures including teamwork, talent and motivation /initiative. Opportunities for improvement are in areas of technology, processes and career opportunities which are all areas of focus across the organisation in 2014.

Our leadership development program, Hardwired Humans, centres on the notion most workplace behaviour can be explained through the interplay of nine human instincts and aims to educate our people managers on how we can use these instincts to build successful and functional teams. We now have an accredited Hardwired Human practitioner within our HR team which will allow training to be provided to incoming managers and ensure consistency in the leadership principles adopted.

Our health and wellness program was established in 2011 through an external grant and is now funded internally and organised by a group of dedicated and enthusiastic staff. A range of activities from health-related information sessions and events to social activities and financial management information sessions were delivered throughout the year to improve staff physical, mental and social wellbeing.

Financial performance

Financial performance	2013 (\$'000)	2012 (\$'000)	2011 (\$'000)	2010 (\$'000)
Revenue				
Community support - non-bequests	8,598	8,601	8,557	8,398
Community support - bequests*	12,083	1,001	477	896
Government support	4,528	3,523	2,451	2,117
Corporate, trust and foundation support	686	439	42	215
Product merchandise	31	34	37	52
Interest	130	134	84	100
Total revenue	26,056	13,732	11,648	11,778
Expenses				
Programs and operations	7,666	6,650	4,933	4,388
Income development**	5,321	4,345	4,391	4,877
Governance and sustainability	1,120	1,347	1,291	1,127
Research	480	450	409	312
Advocacy	357	240	–	–
Total expenses	14,944	13,032	11,024	10,704
Surplus from ordinary operations	11,112	700	624	1,074
Gain/(loss) on restatement of investments to fair value	803	369	(526)	145
Other investment income	298	232	356	128
Total other	1,101	601	(170)	273
Net surplus	12,213	1,301	454	1,347
Financial position				
Assets				
Cash and cash equivalents	7,440	5,239	3,393	2,866
Trade and other receivables	403	478	266	296
Inventory	11	6	6	8
Financial assets at fair value*	15,722	3,958	3,366	4,023
Plant and equipment	198	273	269	259
Total assets	23,774	9,954	7,300	7,452
Liabilities				
Payables	851	868	727	719
Provisions	3,617	1,993	763	1,331
Lease liability	–	–	18	63
Total liabilities	4,468	2,861	1,508	2,114
Total equity	19,306	7,093	5,792	5,338
Ratios				
Direct fundraising expenditure to income ***	10.8%	17.1%	21.2%	
Administration expenditure to income	4.2%	9.6%	10.4%	
Normalised 2013 ratios (excluding significant bequests)				
Direct fundraising expenditure to income ***	18.6%			
Administration expenditure to income	7.2%			

Notes

* A significant bequest that included a parcel of securities (\$10.9 million) was bequeathed to the Foundation during 2013

** Includes major developmental investment into a donor acquisition program

*** Does not include expenditure associated with major developmental investment

These figures have been drawn from audited accounts of the National Stroke Foundation. Annual accounts are approved by the Board at Annual General Meetings.

Special thanks to



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