

FY23–FY25 Strategic Plan

violet

Support for the last stage of life

Many Australians are not having the end of life experience they want, or deserve.

There are 160,000 deaths each year in Australia.

100,000 of these deaths are predictable, and can be planned for¹.

70% of deaths are expected²

70% of people prefer to die at home but only 14% get to do so³

1 in 2 people die in hospital, our least preferred place to die⁴

Over 30% of people in any public hospital system are in the last 12 months of life⁵

Over 30% of people entering residential aged care will die within 12 months of admission⁶

Only 14% of Australians have a plan in place for the end of life⁷

Over 50% of predictable deaths have regretful outcomes⁸ where things don't go to plan, or there is no plan.

Up to 9 people are bereaved for every death⁹

20% of people cannot 'move on' after the death of a loved one¹⁰

The current situation drives poor outcomes for people and for the health system.

This is a clear, and urgent social issue of our time.

- Rushed decision-making and poor planning often leads to hospitalisation that is unwanted, unplanned and unnecessary.
- The attitudes & preferences of the person in the last stage of life are not discussed, understood, and advocated for.
- The lack of preparation and support, and persistent inappropriate management of people in the last stage of life has real consequences for people, and their families.
- Increasing numbers of elderly patients are hospitalised, many of whom are in the last year of life. Many are subject to overdiagnosis and overtreatment.
- The resulting bed block is the major reason for the failure to undertake elective surgery, and inability of Emergency Departments to cope with workload, & ambulance ramping.

1. ABS 2018
 2. Grattan Report 2014
 3. Grattan Report 2014
 4. Grattan Report 2014
 5. Jones et al, 2021
 6. Eagar K, unpub, AIHW Data 2020
 7. White et al. 2014
 8. TVI estimate, 2020
 9. Selman et al, 2022
 10. Burns et al, 2020

Overwhelmingly, people are unprepared and unsupported as they navigate the last stage of life and the end of life.

VIOLET HAS NOW DEVELOPED, TESTED AND DELIVERED:

Information, resources and specialist programs to support families and caregivers right across the country, which are opening up conversations, and changing the course of individual lives.

Our digital platform has been accessed more than 70,000 times and we are looking to double this year-on-year.

A range of specialised workforce training programs through the Violet Academy that build capacity and capability to better interact with customers and coworkers caring for someone at the end of life or managing grief and loss.

We've trained over 1000 people across a breadth of organisations that intersect with the last stage of life, with strong results.

Government support, and sustainable, revenue-generating industry partnerships are key to Violet's scale, impact and sustainability.

Violet is working to change that by providing information and support to help everyone in Australia navigate the last stage of life and the grief and loss that accompanies it.

We are tackling this on three fronts:



SOCIETAL TABOOS



A LIFE STAGE WE DON'T PLAN FOR OR TALK ABOUT



WORKFORCES UNDER-TRAINED AND UNSUPPORTED

Key results



92% OF PEOPLE

tell us they feel better equipped to engage in end of life conversations



94% OF CARERS

tell us they understand what matters most to the person who is dying



90% OF CARERS

tell us they feel validated and empowered as a result of Violet's support



1 IN 2 PEOPLE

access palliative care subsequent to accessing Violet's support



95% OF PEOPLE

tell us that our online resources help build their knowledge, and their confidence



OVER 80% OF TRAINING PARTICIPANTS

report that Violet's training & resources have helped to ease the emotionally burdensome nature of their work.

WHAT IS THE MOST SIGNIFICANT CHANGE AS A RESULT OF VIOLET'S SUPPORT?

*Extracted from Violet's Outcomes and Impact Framework, developed in partnership with Social Ventures Australia 2021



"I knew what to expect and what conversations to have ... being able to make the most of the precious time I had left with Mum and being with her until the end"



"I had the confidence to deal with the difficult conversations and how to raise them"



"I was able to take mum out of hospital and give mum the care she deserved at home"



Chair's message

I'm delighted to take on the role of Chair of The Violet Initiative. I believe it's vital that we change the conversation around what happens in the last stage of our lives. We need to make this change at a national level, across our workplaces and communities, but also within our families, and for each of us as individuals.

The need to do this came home for me personally after the experience of caring for my parents as they aged and their health declined. Mum and Dad had always been clear that they wanted to stay in their home. But our family didn't have the right conversations at the right time, we didn't have a plan and we didn't give ourselves the options we would have liked.

Whilst my parents both received wonderful clinical care in the last stage of their lives, they simply didn't have the experience they wanted to have. I'll always regret the way this played out and I'm committed to leading an initiative that improves this for all of us.

Across Australia, there is a big gap between what we hope for and what happens in the last stage of life - and that needs to change.

At Violet, we believe that conversation is where change begins.

As a former CEO of Beyond Blue, I know this to be true. 20 years ago, it was difficult to have a discussion about mental health. Now it's talked about much more openly.

We can do the same for the last stage of life, death and dying, bringing it out of the shadows and ending the taboos. It is increasingly important that we have more open, honest, and regular conversations about the last stage of our lives. About what's most important to us, and how we work together to make that more possible. After all, this is something we will all face as we care for parents, partners, family and friends at the end of their lives.

It's time to normalise the experience of the last stage of life, death and dying, and to bring down the barriers that prevent people from accessing help and support. Let's work together to make sure this issue is addressed.

With Violet's help we can all talk, plan, and learn to care for each other when the time comes.

Kate Carnell AO
Chair

CEO's message

Since 2020 Violet's support has been accessed more than 12,000 times – a watershed period marked by bushfires, floods and the global COVID-19 pandemic, which has driven a 10 per cent increase in the rates of complex bereavement.²

We're so proud of the work we've done over the last 2 years to develop Violet's programs and resources to better support families and caregivers right across the country as they care for people in the last stage of life. We are committed to measuring, evaluating, and reporting the effectiveness and impact of Violet's programs and services and have shared our most recent outcomes (June 2022) through this document.

Over the next three years, we'll focus on three key areas to achieve our goals:

- Becoming a trusted source of non-clinical information, resources and support; leveraging product and technology to scale the reach of our products - without compromising their impact;
- Working together to recognise people in the last stage of life and helping them to have an experience that aligns with what they hope for; and
- Through system-wide partnerships, improve the capability and resilience of the workforces who intersect with the last stage of life.

I'd like to thank and acknowledge the incredible support, commitment and investment made by our early philanthropic partners, the Snow Foundation, the Wicking Trust and the Ecstra Foundation, who have played a cornerstone role in Violet's development. I'd also like to acknowledge the early-adopting industry partners who have generously invested in us and worked with us to test, validate and scale our work so that they can better support their customers, members, residents, and employees (and their families).

It's a pleasure and privilege to work with an incredibly committed Board, expert members of our Strategic Advisory Committee, and Clinical Committee, and our highly skilled team. Together, we continue to grow Violet's reach and impact, building the community of support that our nation needs and deserves. And of course, none of this would be possible without the wisdom and commitment of our national volunteer workforce of Violet Guides - thank you for everything you do.




I am proud to lead an organisation that is working towards a future where people are better prepared and supported and more able to make the most of the time they have together - when time is the most precious thing that there is.

Melissa Reader
Chief Executive Officer



Regretful outcomes in the last stage of life carry widespread costs – for individuals and their families, caregivers and friends, for our health and aged care services, for the whole of society.

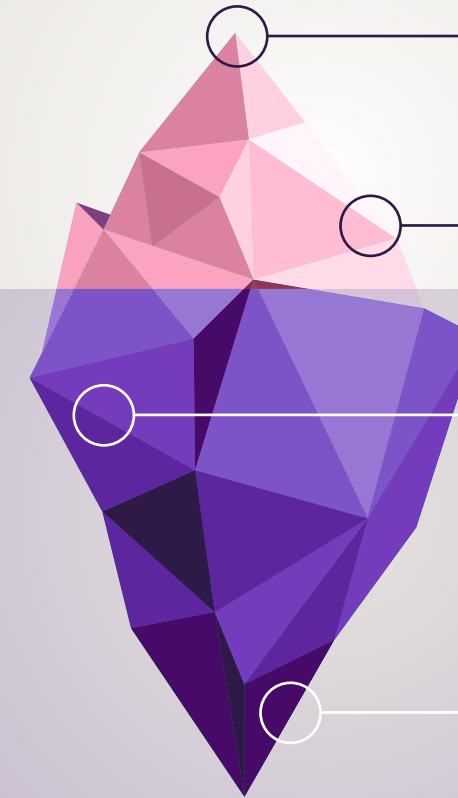
Common drivers of regretful outcomes in the last stage of life

| | | |
|--|---|--|
| <p>Things don't go to plan, or there is no plan.</p>  | <p>There is unwanted, unnecessary and unplanned time spent in hospital.</p>  | <p>People struggle to accept, plan for and talk about death and dying.</p>  |
| <p>The attitudes and preferences of the person in the last stage of life are not discussed, understood and advocated for.</p> | <p>Rushed decision making, poor communication and a lack of planning can lead to hospitalisation that is non-beneficial or unwanted.</p> | <p>Taboo issues, highly emotionally charged. People are often uncertain, unprepared and overwhelmed.</p> |
| <p>Only 14% of Australians have a plan in place for the end of life¹</p> | <p>In last 12 months: average 4 hospital episodes; average 33 days in hospital³</p> | <p>Complex and culturally diverse behavioural barriers - fear, anxiety, grief, shame, denial.</p> |
| <p>Complex family dynamics and conflict often contribute to Non-Beneficial Treatment.²</p> | <p>On average 33-38% of patients in the last stage of life received Non-Beneficial Treatments⁴</p> | <p>People are not able to make the most of their time together.</p> |

1. White et al 2014
 2. Carter et al 2019
 3. Rosenwax et al 2011
 4. Carter et al 2019

This is a \$1B problem

The system cost model is complex, and often hidden.



VISIBLE COSTS

\$732m public health system costs¹
 Cost of increased hospitalisation and non-beneficial treatments (not including ICU or ambulance costs, acute care)

\$122m private health insurance claims costs²

HIDDEN COSTS

\$410m workforce costs³

- Psychological distress, burnout and churn amongst frontline workers
- Impacts of Moral distress associated with EOL affects 97% Aged Care workforce⁴
- Psychological claims rising 15 times that of physical claims⁵

Human costs: Unquantified but significant
 Human costs of caregiver burden, complex trauma and bereavement. Return-to-work metrics, mental health impacts.

1. Carter et al 2019 ;
 2. AGSM 2020;
 3. TVI estimate 2020;
 4. Burston 2014;
 5. HRM 2020

Who we are

Violet is a national not-for-profit organisation providing information, resources and support to help people navigate the last stage of life, and the grief and loss that accompanies it.

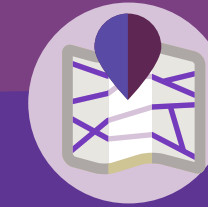
We focus on the non-clinical needs of family members, caregivers and friends so that they can be better prepared and supported to help those they love to die well.

We help them to make the most of the time they have together, when time is the most precious thing there is.



Our purpose

To positively impact the last stage of life and the grief and loss that accompanies it.



Our mission

To build a system-wide model of support that ensures no Australian feels uncertain, unprepared or unsupported as they navigate caring for someone through the last stage of life, and experience grief and loss.

How we work

Violet is powered by a two-sided business model.

NATIONAL NOT-FOR-PROFIT

Providing free information, resources and support to people who are navigating the last stage of life, grief and loss.

SOCIAL ENTERPRISE

Delivering system-wide training programs to help organisations to increase awareness, capability & compassion for people with whom they are both directly and indirectly associated (including members, customers, and employees) by embedding Violet’s Recognise, Respond & Refer model.

Who we are for



FAMILY, FRIENDS AND CAREGIVERS

Anyone who has questions, or needs information or support about the last stage of life, grief and loss.



DIRECT CARE PARTNERS

State health and hospital systems, private health providers, aged care and home care providers, palliative care providers, integrated cancer settings.



INDIRECT CARE PARTNERS

Financial Services, Insurance, Superannuation, Legal, Funeral providers.

We focus on the last stage of life, grief and loss.

We help people with understanding, acceptance, preparation and communication as they care for someone through the last stage of life.

This life stage is roughly defined as the last 12 months of life. It is the period where someone is now sick enough, or frail enough, that they might die.

We recognise that grief and loss are part of the whole journey.

With Violet’s help, people are more able to return to their lives, and their work, more fully after the death of a loved one.

Our DNA



Place the wisdom that comes from personal experience at the centre of everything we do.



Disrupt the current system of ‘too little, too late’



Meet people where they are, regardless of circumstance, or emotional readiness.



Advocate for a better balance of clinical and non-clinical needs



Design for structural and cultural change across systems



Use product and technology to drive scale and impact

Products and Services

Not-for-Profit

CURRENT STATE



DIGITAL RESOURCES

A growing library of articles, videos, podcasts and curated toolkits is designed to address the most common challenges people face when supporting a partner, parent, family member or friend in the last stage of life.



GUIDED SUPPORT PROGRAMS

Free peer-to-peer support programs for family members, caregivers and friends to help them navigate their caring role and the grief and loss that accompanies it. Our programs are anchored in lived experience and underpinned by an evidence-based communications framework; these important drivers of behaviour change move people from inaction and fear to empowerment.

FUTURE STATE



Violet will leverage the best in natural language processing and data analysis to ensure that the information and support programs we provide address people's knowledge, confidence and connection gaps, are contemporary and engaging, and can be easily accessed, regardless of their culture, location, circumstances or emotional readiness.

With Violet's help people are able to:

- Talk, plan and learn to care for each other when the time comes
- Return to life and work more fully after the death of a partner, parent, family member or friend



"I knew what to expect and what conversations to have ... being able to make the most of the precious time I had left with Mum and being with her until the end"



"I had the confidence to deal with the difficult conversations and how to raise them"

Social Enterprise

CURRENT STATE



CONVERSATIONS THAT COUNT

Specialised digital training that embeds Violet's Recognise, Respond, Refer model, building capability and capacity to better support customers and colleagues who are caring for a someone in the last stage life or managing grief & loss after their death.



CHAMPIONS

Adaptive leadership and development coaching, building a network of internal mentors and advocates that model new conversations and behaviours across their organisation, activates Violet's frameworks, tools & resources across their organisation and embed consistent & sustained organisational capabilities around the last stage of life, grief & loss.

FUTURE STATE



Interactive tools that support training participants and Violet Champions in their ongoing communities of practice, providing them with real-world scenarios and real-time insights to level up the workforce around them.

With Violet's help organisations are able to:

- Recognise customers and colleagues that could benefit from Violet's support
- Safely Respond to customers and colleagues with empathy, shifting the relationship from transactional to relational
- Refer customers and colleagues to Violet's Guided Support or Digital Resources
- Build their own resilience and resourcefulness and take steps to get the relevant support
- Provide a 'best in class' response for their customers, members, patients, residents, and colleagues (and their families) around the last stage of life, grief and loss.

Strategic priorities



Become the trusted source of information, resources and support for people navigating the last stage of life, grief and loss.

- Help build knowledge, confidence, connection and community for family, friends and caregivers
- Leverage product and technology to scale the reach of our products - without compromising their impact
- Ensure accessibility - always on, always free



Work together to recognise people in the last stage of life (12months), and help them to have an experience that aligns with what they hope for.

- Play a lead role in the national effort to advance this social issue, through information, resources, support, innovation, research and advocacy
- Validate and scale new models of care that work to balance people's clinical and non-clinical needs
- Pilot new models of care with early-adopting state/territory governments



Improve the capability and resilience of the workforces who intersect with the last stage of life through system-wide partnerships.

- Embed Violet's Recognise, Respond and Refer model in all partner settings
- Enable the structural and cultural change required for partner organisations to contribute to progressing this social issue
- Establish Industry coalitions across all of the places people turn to for helping through this life stage

Over the next 3 years, we're working on three key areas to improve human and economic outcomes through the last stage of life, death and dying.



FY23-FY25 Ambition To touch the lives of 100,000 people

We measure this through the delivery of our support programs and training, and engagement metrics for our online tools, resources and content.

We report this quarterly at violet.org.au/impact.

Enablers

GOVERNMENT

Continue to build strong, multi-level Government relationships in order to deliver on Violet's purpose and mission.

BRAND

Continue to grow a trusted, authentic national brand and become recognised as the place to turn to for help through the last stage of life.

PRACTICE AND IMPACT MODELS

Continually improve Practice and Impact models and transparently report our results.

PRODUCT, TECHNOLOGY, DATA AND ANALYTICS

Harness the intersection of digital and human interaction, data and analytics to drive transformation, scale and impact across this life stage.

DIVERSE AND THRIVING WORKFORCE

Continue to grow and nurture a thriving workforce (paid and volunteer) that reflects the diversity of the communities we work in.

ORGANISATIONAL SUSTAINABILITY

Validate Violet's business model and operations to ensure long-term organisational sustainability, value-creation for partners and Government, and measurable progress around this social issue.

What we measure



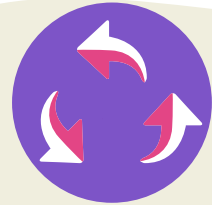
TRACTION ~ PEOPLE

- ~ Lives touched
- ~ Instances of help
 - Self-led support
 - Guided support
 - Workforce training



IMPACT (OUTCOMES)

- ~ People feeling better equipped to have tender conversations
 - ~ People who understand what matters most to their loved one
 - ~ People feeling validated & empowered as a result of our help
 - ~ People accessing palliative care subsequent to accessing our support
- % People who report that our online resources help build their knowledge, confidence & sense of connection.
 - % People trained by the Violet Academy who report that Violet's support will ease the emotionally burdensome nature of their work



FINANCIAL SUSTAINABILITY

- ~ Partners secured
- Total funds raised & utilised to deliver traction & impact
- Net FY surplus /deficit

Case Study



VIOLET'S PARTNERSHIP WITH GOODWIN AGED CARE EDUCATES STAFF TO HAVE OPEN AND EMPATHETIC CONVERSATIONS WITH PEOPLE IN THE LAST STAGE OF LIFE, AND THEIR FAMILIES AND CARERS, AND TO NOTICE THOSE THAT MAY NEED ADDITIONAL SUPPORT, PROVIDING A REFERRAL OPTION FOR FAMILIES AND CAREGIVERS. HERE JUSTIN RECOUNTS HIS EXPERIENCE WITH VIOLET WHILE WITNESSING THE DECLINE IN HIS FATHER JOHN'S HEALTH.

"Dad was on his way to a doctor's appointment when he had a fall, and the next minute he was recovering in hospital for the next six months, followed by a one month stint in a rehabilitation hospital".

"It was there that a team of clinicians announced that he had dementia from his Parkinson's disease and if the fallout of that diagnosis wasn't hard enough to deal with, suddenly the world flipped on its head with Covid.

"Witnessing changes in his memory and seeing his inability to make sound judgments and plan the steps needed to complete a task, has been a difficult pill to swallow, especially given his life's work running his own psychology practice."

Through conversations with his Violet Guide Marian, Justin was given much needed practical advice,

and emotional support to help him systematically work through his concerns and the non-health related scenarios, and plan for the last stages of his father's life.

"When Justin first called us, he was unsure as to how Violet could support him, and a major concern was his Dad's isolation due to Covid restrictions."

"I encouraged Justin to be an advocate for his Dad. Some people are reluctant to speak up, or are unsure how to do it. So I gave him practical steps on what to do."

—Violet Guide Marian

"Our conversation was honest, real and practical, so that Justin was left with tangible ways to make necessary decisions with a bit more confidence

that he was on the right path."

Having the support of Marian, gave Justin the time and space to also address the emotional toll of caring, and the gravity of having to make decisions on his dad's behalf.

"With Dad's condition, it's now too late to know his wishes, but having these frank conversations with my Violet Guide, gave me a sounding board so that I understood that I am doing my best."

—Justin

Even though Justin and his Dad had already gone through a similar situation previously with Justin's mother, there were still important conversations and many new

learnings to be had. With the option of access to online self-guided resources, or via free one-on-one conversations with a Violet Guide, help is always close at hand.

"A baby grand takes pride of place at Dad's residential aged care and despite all his memory loss, Dad will play from time to time and fill the residence with the sounds of Cole Porter and George Gershwin. It's these precious moments that mean everything to me, and all the frustrations and challenges around his health dissipate, and what we are gifted with, is this beautiful moment."

- 51% of Violet Carers are concerned about the impact of COVID-19 on their caring role
- 87% of Carers feel validated and empowered as a result of Violet's support
- 95% of Carers report our practical resources build knowledge and confidence



FY23–FY25 Strategy on a page

| | | | | | | |
|-----------------------------|---|--------------|---|--|--|--------------------------------------|
| AMBITION | To touch the lives of 100,000 people In doing so to ‘close the gap’ between what we hope for and what happens: reducing both human and economic costs To build a scalable sustainable social change business with a clear path to full partner-funding by the end of FY25 | | | | | |
| WHAT WE MEASURE | TRACTION ~ Lives touched ~ Instances of help Self-led support Guided support Workforce training | | IMPACT ~ People feeling better equipped to have tender conversations ~ People feeling validated & empowered as a result of our help ~ People accessing palliative care subsequent to accessing our support % People who report that our online resources help build their knowledge, confidence & sense of connection, | | FINANCIAL SUSTAINABILITY ~ Partners secured Total funds raised & utilised to deliver traction & impact Net FY surplus /deficit | |
| WHO WE ARE FOR | FAMILY, FRIENDS & CAREGIVERS We are here to help anyone who has questions, or needs information or support about the last stage of life, grief and loss. | | WORKFORCES WHO INTERSECT WITH THE LAST STAGE OF LIFE AND THE END OF LIFE We are here to help all the people whose work intersects with the last stage of life, and the end of life, to build their capability, willingness & confidence to recognise the people in their ecosystem who need our help, to have tender conversations with that person and their family/caregiver, and to refer to Violet. | | | |
| WHERE WE PLAY | DIRECT CARE SETTINGS State health & hospital systems, private health providers, aged care & home care providers, palliative care providers, integrated cancer settings. | | INDIRECT CARE SETTINGS Financial Services, Insurance, Superannuation, Legal, Funeral providers. | | | |
| STRATEGIC PRIORITIES | Become the trusted source of information, resources and support for people navigating the last stage of life, grief and loss. | | Work together to recognise people in the last stage of life (12months), and help them to have an experience that aligns with what they hope for. | | Improve the capability and resilience of the workforces who intersect with the last stage of life through system-wide partnerships. | |
| ENABLERS | GOVERNMENT | BRAND | PRACTICE AND IMPACT MODELS | PRODUCT, TECHNOLOGY, DATA AND ANALYTICS | DIVERSE AND THRIVING WORKFORCE | ORGANISATIONAL SUSTAINABILITY |

Our Journey

WHERE WE’VE BEEN

2000-2020
Reaching X 100s

- Small & impactful locally-led charity
- 20+years practice knowledge & IP
- Deep research & insights into the lived experience of those in caring roles for loved ones at the end of life
- Limited scaleability & sustainability
- ‘LifeCircle’

FY21-FY22
Reaching X 1000s

- Re-architect strategy & business model
- Test & validate new products & services
- Implement Outcomes & Impact framework
- Expand new existing philanthropic & commercial partnerships
- Commence Govt engagement
- Re-launch with new name & brand ‘Violet’

WHERE WE ARE

FY23-FY25
Reaching X 10,000s

- Becoming the trusted source of information, resources and support at scale for people navigating the last stage of life, grief and loss.
- Playing a lead role in the national effort to advance this social issue, through information, resources, support, innovation, research, advocacy & new models of care.
- Embed Violet’s Recognise, respond & refer model in all partner settings, enabling the structural and cultural change required for partner organisations to contribute to progressing this social issue

WHERE WE ARE GOING

FY26 and beyond
Reaching X 100,000s

- A trusted, recognised, household brand that is safe, reassuring and synonymous with people’s needs through the last stage of life, death & dying.
- A system-wide partner, building capability, resilience and providing connection, in direct care & indirect care settings.
- Embedded into models of care, normalising the experience & helping more Australians have the kind of experience through the last stage of life that they would hope to have.

Violet is in a strong position to lead change.

We take a true systems view, mobilising community, industry and government. We are purpose-driven, and we help our partners deliver on their purpose.

We provide a unique range of proven products & services that improve outcomes and reduce the cost burden of the last stage of life on organisations, providers and the healthcare system.

We are well supported with seed funding secured from major philanthropic foundations.

We have large commercial engagements & partnerships confirmed with leading businesses & providers and a healthy pipeline with direct care, and indirect care partners.



Violet Board Members

Dying is as natural as living.



KATE CARNELL AO
CHAIR

We're all in this together.



MELISSA READER
MANAGING DIRECTOR AND CEO

Every challenge is also an opportunity.




YANIV BERNSTEIN
DIRECTOR

Teaching compassion to corporations.



DEBBIE NICHOLSON
DIRECTOR

It's not just about medicine and machines.



PETER SHORTHOUSE
DIRECTOR

When this is done well, everyone benefits.



PETER SPICER
DIRECTOR

For full bios please visit violet.org.au

Many thanks to our trusted Advisors and Committee Members for their continued contributions to Violet's scale and impact.

CLINICAL COMMITTEE

Prof Rod MacLeod, Chair
Prof Ken Hillman AO
Nikki Johnston OAM
Dr Kathryn Mannix
Prof Imogen Mitchell
Dr Katrin Gerber
Dr Leeroy William

STRATEGIC ADVISORY COMMITTEE

Prof Keith Evans, Chair
Prof Kathy Eagar
Lee Hatton
Jane Hemstritch
Hon. Jillian Skinner
James Viles

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Support for the last stage of life

1800 VIOLET
www.violet.org.au