

For Little Wings, 2021 has been a year of incredible challenge and triumph; growth and innovation; research and connection; special highlights and collective effort to do better... to help more families and make a positive difference in the world. Here we reflect and share the journey with you.

We would like to acknowledge the Traditional Owners and Custodians of the land in which we reside but

## HERE FOR THE HIGHS



581,598 KMS FLOWN IN 2021

3,332,510 TOTAL KILOMETRES

FLOWN BY LITTLE WINGS



**OVER 1000 CHILDREN ASSISTED ACROSS OUR PROGRAMS IN 2021** 



**SERVICING 3 STATES** (NSW, ACT, QLD)



**12 NEW VOLUNTEERS RECRUITED IN 2021** 



**430 MISSIONS COMPLETED** 



## TABLE OF CONTENTS

OUR STORY	6	MEET OUR VOLUNTEERS	36
FACTS	7	DENNIS DINSE	37
		LYNEE FLYNN	38
A LETTER FROM OUR CHAIR	8	LEANNE NG	4
PATRON MESSAGE	10	MAJOR EVENTS & OUR COMMUNITY PARTNERS	42
BOARD PROFILES	12	CENTRAL WEST CHARITY TRACTOR TREK GROUP & BBQ TIME	43
		MEDICAL WINGS	44
A LETTER FROM OUR CEO	16	HYUNDAI HELP FOR KIDS	46
STORIES OF IMPACT	20	CLUBS NSW	48
INTRODUCING CAMILLA	20	ST.GEORGE PARTNERSHIP	50
INTRODUCING VICTORIA	22	ACKNOWLEDGEMENTS WITH THANKS	52
INTRODUCING ZAC	24	THANK YOU!	54
INTRODUCING SAOIRSE	26	IIIAIIR 100:	,
INTRODUCING CHARLIE	28	FINANCIAL STATEMENTS	56
INTRODUCING DEXTER	29	STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	50
KEY HIGHLIGHTS FOR 2021	30	STATEMENT OF FINANCIAL POSITION	50
IMPACT REPORTING	30	STATEMENT OF CASH FLOWS	60
FAMILY CONNECTIONS	34	ANNUAL REPORT STATS	62
		CONTACT	66

### **OUR STORY**

Little Wings is a nonprofit organization that provides free, professional and safe flight and ground transport services for seriously ill children in rural and regional NSW. We strive to ease the journey and help sick children access specialised medical services and treatments that are only available in major cities or towns. We do everything we can to support families by easing the financial burden, emotional strain and travel fatigue that they experience due to the long-distance travel associated with receiving vital medical treatment.

Established in 2012, Little Wings started by providing services to children undergoing cancer treatment at The Children's Hospital in Westmead, Sydney. Since then, our team has worked hard to extend our services to assist other seriously ill children receiving treatment at The Sydney Children's Hospital Network, The John Hunter Children's Hospital in Newcastle and Royal Far West in Manly.

Today, we proudly support children experiencing serious illness across all domains, from the physical to the psychological. Ultimately, working to ensure that we support in meaningful ways, appreciating the complex impact serious and chronic illness have on children and their families.

It is our privilege to help families with regular, ongoing medical appointments to travel with ease, and we offer a welcome break to children during their treatment, by bringing them home for some much-needed quality time with family and friends. We believe in keeping families together during some of the most testing times of their lives. Together with our supporters and partners' assistance and generosity, we will persevere with our mission of making a difference in the lives of sick children in regional New South Wales.



#### **FACTS:**



**3 BARON FLEET** 



1 HANGAR LOCATED AT BANKSTOWN AERODROME



**48 VOLUNTEERS** 



**8 EMPLOYEES** 



4 PARTNER HOSPITALS
AND MEDICAL SERVICES\*



FLYING IN AND OUT OF 55 REGIONS ACROSS NEW SOUTH WALES & THE ACT

6

<sup>\*</sup> Westmead Children's Hospital, Randwick Children's Hospital, John Hunter Children's Hospital, Royal Far West.

## A LETTER FROM OUR CHAIR

It is a great privilege to present this 2021 Annual Report. As a Board we are proud of the year's achievements during what has been the second challenging year. For regional families these two years of interrupted life meant postponed or cancelled medical treatments, and signficant levels of uncertainty for so many children. Yet this year, in so many ways, has been one of Little Wings' finest.

The support from our partners has been paramount. They've been the guiding force to keep us focused and flying, and not just flying, but doing more missions a week than we had ever envisaged as we looked forward last year. We are grateful to so many organisations, private, corporate and government for recognising that in these tough times, there's an even greater need for a helping hand for the bush.

We were honoured this year to have the patronage of Her Excellency the Honourable Margaret Beazley AC QC, Governor of New South Wales. Her supporting hand across many NSW organisations provides each of us with a sense of purpose, and relevance. We are grateful for her support.

Our CEO Clare Pearson is quite remarkable in her achievements in the year. She engenders the spirit of inclusiveness, generosity and engagement in all that she does. In more recent times, she has amassed an impressive range of Government and media relationships and social network promotions to strongly drive the Little Wings brand. She has been a shining light steering our Little Wings staff, volunteers and partnerships through the roadblocks that 2021 threw at us and leading the way forward to a very strong finish.

The members of the Board have all contributed strongly in their very different ways. As a team they play an important role in navigating tough times and setting the pathways into the future. As volunteers, they too are generous with their time and energy. It's a privilege to be part of a small, and very passionate team of professionals.

We believe that all the little things we do today will make a BIG DIFFERENCE to the Little Wings of tomorrow.

Kind regards, Janette Davie AM



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#### PATRON MESSAGE

Message from Her Excellency the Honourable Margaret Beazley AC QC Governor of New South Wales

Little Wings provides an important, caring service to families in rural and regional areas whose children need transport to access medical treatment far from home. That is why I am proud to be Patron and my admiration of Little Wings' work has only deepened during the current pandemic. I call Little Wings 'the angel of the skies'.

Recently, during a virtual meeting, Clare Pearson, Chief Executive Officer, told me of the work Little Wings continued to do during the pandemic, responding to the 60% increase in demand for its services, taking on board more pilots, and flying in and out of 55 NSW regional towns. This was only possible because of two things: the incredible support of the community in terms of funding and the work of its gracious and generous volunteers.

Little Wings' volunteers, including dedicated pilots, drivers and the Board of Directors, have been its guiding for over the past year, together completing over 3000 hours of volunteering across the organization. During uncertain periods, including an extended lockdown, they provided the reassurance to families of sick children that they were not alone, that air and ground transport services to the medical services the children needed, continued to be available to them, in a COVID-safe environment.

Thank you, Little Wings and community partners and supporters – you make a very big different to the lives of sick children, and their families, across NSW.

Magaret Beezley

Her Excellency the Honourable Margaret Beazley AC QC Governor of New South Wales



### **BOARD PROFILES**

#### Janette Davie AM

#### Chairperson of the Board

Janette has spent most of her professional life in the Tourism and Travel industry both in Australia and in the USA. Her expertise lies in developing strong teams, and driving growth strategies both in commercial enterprise and in the Not for Profit sector where she has also spent many years. Janette has a broad knowledge of governance, finance, risk, privacy and data protection from her many Executive roles, the most recent of which was Mastercard Pty Ltd in Sydney. Janette is a Member of the Australian Institute of Company Directors (MAICD) and joined the Board of Little Wings in January 2017, taking on the role of Chairperson of the Board in June 2017.



#### Phil Duvollet

#### Director

Phil has a strong aviation background having started his career as an Aircraft Maintenance Engineer in the Royal Australian Air Force. Phil worked for almost 10 years at Williamtown near Newcastle working on Macchi jet fighter trainers, Winjeel's and FA-18 Hornets, and was the volunteer Maintenance Officer for the Williamtown Flying Club for several years. Phil obtained his unrestricted pilot's licence at this Club and also obtained an aerobatics' rating participating in regional flying competitions. Phil holds a Master's Degree in Engineering from the University of NSW and now manages a project management consulting business where he consults to State Governments including the NSW Ministry of Health on various projects as well as CEO's, CFO's and Boards of large companies on their project risk profiles and capital portfolios. Phil has young children and was raised in the country so has a great appreciation of the challenge's families living regionally. experience. Phil is a member of the Australian Institute of Company Directors and joined the Board of Little Wings November 2016.



#### Director

Michael joined the Little Wings Board in October 2017. He is a Relationship Director at the Global Talent Consultancy LHH, and an ex-Partner at the Global Executive search firm Boyden. Michael brings over 30 years' experience working in the fields of executive talent acquisition and human capital consulting as well as managing businesses in Australia and the UK. He works with global brands to local organisations helping them with Human Capital Solutions to drive business success. Michael holds a degree in Hotel Management which has always given him a strong customer care ethos, and has worked as a child mentor with children's mentoring charity Chance UK, supporting children with emotional or behavioural difficulties. Outside of Human Capital Consulting search Michael has 3 children, runs sprint triathlons and is a Master Diver with PADI.



#### Michael Sharp

#### Deputy Chairperson & Director

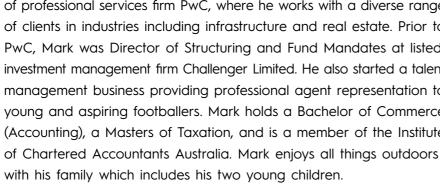
Michael joined the Board of Little Wings in October 2017. He has over 20 years' experience in media and corporate affairs and over 10 years' experience in investor relations. Since January 2011 he has been Group Head of Corporate Affairs and Investor Relations at Downer EDI Limited. His previous roles include Vice President Corporate Affairs at Brambles, Head of Corporate Communication at Qantas, and General Manager Corporate Affairs at Westfield Holdings. Michael was originally a lawyer and he also worked as a journalist with The Sydney Morning Herald for five years.



#### Mark Edmonds

#### Director





#### **Alexandra Bryant**

#### Director

Alexandra joined the Board of Little Wings in August 2018. She has over 10 years' experience in leadership, communication and marketing roles and is currently the Executive Director for Red Havas AU. Prior to this Alexandra worked for Westpac for 7 years across various marketing, media and project-based roles focused on delivering excellent customer outcomes. During this time Alexandra was also a member of the NSW Community Board for the Westpac Foundation. She also has experience in HR and internal communications from her time with Colgate Palmolive. Alexandra holds a Bachelor of Commerce (Marketing/HR) and a Masters in Commerce (HR) from the University of NSW. She is passionate about working in organisations with a special purpose. When not working Alexandra enjoys travelling the world and exploring new cultures.



#### Clare Pearson

#### Chief Executive Officer

Clare is the CEO at Little Wings, commencing her tenure in 2019; she has dedicated her career to the not-for-profit sector. Most recently she has fulfilled roles as CEO in the anti-human trafficking and disability industries.

Clare is a qualified psychologist, specialising in child and adolescent welfare, and is passionate about working in community-based projects aimed at making a difference in the lives of children and their families.

Following her training, Clare worked in positions of senior leadership in both Australia and the United Kingdom, establishing new projects of purpose and developing, leading and inspiring teams in executing innovative programs in the areas of child protection, early intervention, disability and education.

More recently, Clare authored a book titled, Threads of Hope, with the goal of celebrating the lives of human trafficking survivors. Ultimately, shining a light on the devastating scars humans have battled, the survivor stories of triumph and the incredible work, passion and intervention offered by Australians in creating change, raising the voice of those unable.

Clare is a strong believer in the power of people, whereby a united effort can affect meaningful and significant change on a local and global level.





Each year, as we compile our annual report, it is a time of reflection on all that was achieved... the challenges, the triumphs and the families that have passed through our hangar doors. The year of 2021 was tough for everyone, personally and professionally, we have all had to be patient, adaptable and accept that in a changing landscape that is beyond our control, we have to work together more than ever before to remain functional and effective.

We at Little Wings are proud to say that we have remained open, that we have honoured every flight requested and ensured that our families have unrestricted access to medical treatment during lockdown, an offering that became increasingly important during such uncertainty... because serious illness does not take a break during a pandemic, during a lockdown, instead the situation becomes increasingly complex and worrying.

We are reminded of the power of kindness, the need for human connection, and we at Little Wings prioritised such across all aspects of our team. During the pandemic, and especially during the lockdown, we made the decision to call every single Little Wings family, hundreds and hundreds of phone calls, each asking the simple question, 'Are you OK?'

As we reached out, families opened their hearts and shared their struggles and we were able to respond with meaningful and tangible assistance to help get them through the tough times. Not only did this reinforce the need for a little extra care for families experiencing extreme pressure, but it lifted the morale of our team and helped foster a greater sense of connection with those we assist and the purpose in our mission.



Our volunteer team has expanded in 2021, people from across Sydney and Newcastle stepping in to lend a hand; donating over 3000 hours. We could not be more grateful as these incredible humans share their talent and time. We also could not be more literal when we say that they kept us in the air and on the road every single day.

Little Wings is what it is, because of volunteers. People helping people, a concept that will change the world... or at least someone's world. So, I want to extend a personal thank you, an acknowledgement of the effort applied and time gifted, it is a privilege to work with you.

Finally, the Board of Directors have been an incredible support and inspiration for me but also across our organisation. They so generously lend their networks and expertise to help see Little Wings soar.

The future at Little Wings looks bright and I am so proud to be part of this vibrant organisation, working every day to truly ease the journey for the families of the bush.

Stay well, stay safe, stay happy.

Kind regards,

Clare Pearson

Little Wings Chief Executive Officer

### STORIES OF IMPACT

#### INTRODUCING CAMILLA.

Camilla lives in Walgett and is 5 years old. She is proudly the youngest of 5 siblings and loves living in a busy and vibrant household.

Whilst Camilla is all smilies, she has had a tough life to date. Born with a congenital heart disease, she has endured 5 open heart surgeries, countless injections, rounds of treatments and interventions to help keep her well and strong. Throughout it all, she smiles, she moves forward and remains a bubbly little girl. A testament to her resilience but also the incredible support and care provided by her family.

In September 2021, Camilla began showing signs of weakness in her left hand and arm. Following a medical investigation at Westmead Children's Hospital, it was diagnosed that Camilla has suffered a stroke and now had signs of Cerebral Palsy, affecting her brain and arm control.

Camilla, her mum, Abbey, and medical team will now embark on additional therapies to treat her emerging symptoms and work to build the strength and control in her hand and arm.

Abbey told us 'the recent diagnosis has really hit the family hard, just as we thought she was building strength and moving forward, her little body suffered another blow. But Camilla seems to just get on with it. She never complains and is the calm in the storm wherever she goes. We are really proud of her. One of the silver linings for Camilla is always the plane ride. She loves being in clouds, the hum of the engine and the moment of stillness before all the crazy that comes with being in hospital. Often I look over at her mid-flight and she is just smiling and looking out to the skies. Thanks Little Wings, we all need a silver lining in our life right now!'



"WE HAVE BEEN FLYING WITH LITTLE WINGS FOR 3 YEARS NOW, EVERY FLIGHT FEELS LIKE HOME. THANKS LITTLE WINGS FOR MAKING EVERY JOURNEY POSSIBLE" - Abbey, Mother

#### INTRODUCING VICTORIA.

Victoria is a resident of Tamworth and at 13-months old, just as she learnt to walk, she suffered burns to her chin, neck and torso.

Little Victoria had been walking around the house for a few weeks, typically pulling herself up on furniture, steading her stance and independently making her way around the room. But with this independence also came a curiosity for all things new, and as Victoria investigated a freshly poured cup of black tea, she accidentally pulled it upon herself. In an instant, the family's world was turned upside down.

Victoria's parents rushed her to Tamworth Hospital but were advised that they were unable to assist with the burns due to the degree of damage. Instead, they would need to travel to Westmead Children's Hospital, some 6 hours away.

Transferred via air, Victoria and her mum spent 5 days in hospital; COVID restrictions meant that they had no support or relief during this week and the family were exhausted, emotional and depleted. When discharged, allowing them to return home for 3 days initially, the family boarded the Little Wings plane bound for Tamworth.

Victoria and her Mum, Rebeccah, travelled back and forth from Tamworth to Westmead routinely over a 6 week period before being signed off and ready to head home for the last time.

Today, Victora is doing well. She remains inquisitive and happy, always looking for the next adventure.

"WE ARE SO GRATEFUL THAT LITTLE WINGS ARE HELPING US GET HOME. IT HAS BEEN A CHALLENGING TIME AND WE ARE SO THANKFUL THAT YOU ARE HELPING OUR LITTLE FAMILY REUNITE" - Rebeccah, Mother



#### INTRODUCING ZAC.

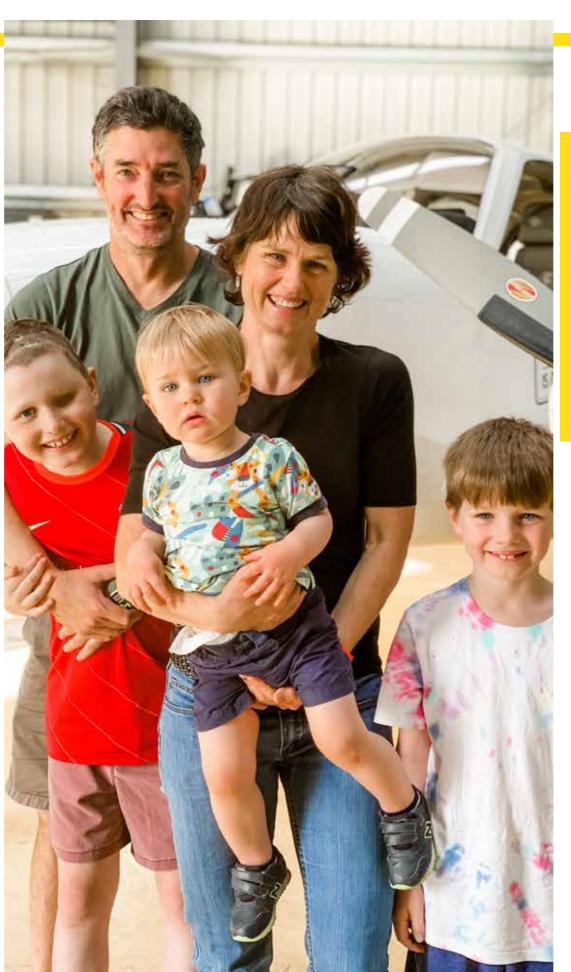
Zach was diagnosed with Rhabdomyosarcoma in September 2019, affecting his left orbital (the tissue above the eye). He underwent 24 weeks of chemotherapy and 6 weeks radiation at Westmead Children's Hospital.

Zac lives in Canberra and was required to travel to-and-from Sydney in order to access the specialist care he required. This involved weekly flights and 6-weeks of hospital treatment under isolation over Christmas.

The chemotherapy and radiation was really tough, leaving Zac feeling constantly sick and fatigued. As chemotherapy intensified, Zac started to suffer damage to the nerves in his hands and feet; at times he was unable to walk for periods or use his hands to write. Fortunately, he has started to regain use of his limbs as treatment ended and nerve recovery commenced with daily physiotherapy and occupational therapy.

One of the most upsetting things for Zach was having a central line in his chest for the period of his treatment. Getting the dressing changed every week was both uncomfortable and confronting. However, treatment worked and things started to improve for Zac and he was declared in remission. Finally the family could breathe... finally they could look to resume some form of normality.

However, late 2020 came the news of an aggressive diagnosis in the same eye, this time requiring the removal entirely and a bout of intensive chemotherapy treatment to follow. This news was heartbreaking for Zac and his family, but through it all, they have demonstrated incredible resilience and compassion, maintaining calm and focus to see Zac through to health and support him as he now undergoes rehabilitation.



"WE ARE DEEPLY GRATEFUL FOR THE ENTIRE TEAM OF LITTLE WINGS. THROUGHOUT OUR JOURNEY YOU WERE THERE, YOU HELPED US CELEBRATE THE POSITIVE MILESTONES AND HELD US IN THE MOMENTS WE COULD NOT FACE" - Rebecca, Mother

#### INTRODUCING SAOIRSE.

In late 2020, Saoirse and her family moved across the country from Perth to Batemans Bay. A hugely exciting adventure but one that carried many unknowns. After a tough year, this sea-change seemed like the opportunity they needed to move forward.

To help celebrate their new home, they went camping over the festive period. Exploring the NSW coastline and investing in time as a family. They had planned balmy nights and carefree days on the beach... Unfortunately, this camping trip saw disaster as 4-year old Saoirse suffered an accidental fall into the firepit, resulting in significant burns to her hands and arms.

Initially admitted to Bega Hospital, Saorise was soon flown via emergency services to Westmead Children's Hospital to commence treatment. The only paediatric burns unit in NSW.

Specialist treatment was required to help relieve the immediate pain but also in hope of reducing scarring and aiding use of her hand and fingers, both now, and into the future.

Saorise required numerous skin graphs, taking healthy skin from her thigh to relieve the site of injury and encourage growth and repair. As a result, Saorise and her mother had been flying with Little Wings twice per week over the Christmas period.

Her mum reporting that 'Little Wings has been exactly what we needed, not knowing a soul, it was difficult to care for Saoirse and her big brother... the long drives, time apart and heavy medications were taking a toll on Saorise and our entire family. Little Wings are like angels, we can never truly express the care and assistance they have shown us... they restored our faith in humanity.'

"LITTLE WINGS ARE LIKE ANGELS, WE CAN NEVER TRULY EXPRESS THE CARE AND ASSISTANCE THEY HAVE SHOWN US... THEY RESTORED OUR FAITH IN HUMANITY." - Niamh, Mother



#### INTRODUCING CHARLIE.

Introducing our little brave-heart, Charles, a proud Dubbo resident. Just days after turning 2, little Charles was diagnosed with Acute Lymphocytic Leukaemia... these moments stand still in time for this family.

Within 24-hours of diagnosis, Charles was shipped to Westmead Children's Hospital... what followed was 104 weeks of active treatment for this little boy. During this time, Charlie had 20 surgeries, and hundreds of tests and procedures. At one point, he was so ill that his medical team had little hope of him making it past Christmas.

But 18-months on and Charlie is stable and his most recent blood tests revealed zero leukaemia cells. The family believe that it has been Charlie's determination and charisma that have carried him through such hardships, his smile literally bringing joy to all that he meets.

So whilst 2021 will still include trips to and from the hospital with Little Wings and require ongoing chemotherapy treatment, the family have high hopes for a cancer free 2022.

When we asked his mum Jessica about Little Wings she instantly replied "We have many trips ahead of us this year for check ups and future surgeries for Charlie, but every Little Wings flight removes the pressure and stress of our 6-hour drive. It is an hour of guiding through the air, allowing us to breath, reflect and hit pause on Charlie's intense treatment schedule. We are forever grateful for the support and care of our Charlie, and our entire family."

Little Wings are committed to assisting Charlie and his family for the long haul. Whatever it takes, for as long as it takes.

"THE LITTLE WINGS
TEAM ALWAYS BRING
A SMILE TO CHARLIE'S
FACE, AND IN TURN,
MINE. THANK YOU!"
- Jessica, Mother



#### INTRODUCING DEXTER.

Dexter lives in Queensland with his Mum, Dad and older brother, Harrison. At the tender age of one, Dexter was diagnosed with neurofibromatosis, meaning that he had many tumours growing throughout his small body.

Neurofibromatosis tumours are benign tumours but the way they grow means that they do not react to typical tumour treatment.

Dexter's family were told that there was nothing that could be done. Unable to accept the situation, Dexter's parents went in search of an answer and were able to enrol Dexter in a first phase trial of ground-breaking medication for children with neurofibromatosis. He was one of only 10 children worldwide to be selected.

Unfortunately for Dexter and his family the only place the life-changing treatment could be accessed was Westmead Children's Hospital in Sydney, so the long arduous journey began, back-and-forth from Brisbane to Sydney.

Initially the family traveled with commercial airlines and public transport to the oncology ward for the first three months... that was until they learnt of Little Wings.

Dexter's mum, Rebecca, distinctly recalls the stress that Little Wings relieved, helping her navigate the city, assisting with luggage and providing car seats. All the details that complicate an already stressful and emotionally charged time. To date, Dexter and his family have completed over 30 mission with Little Wings.

Dexter is now six years old and has indefinite access to the life-saving drug, helping control the growth of tumours and most importantly, ridding his body of any pain. The future is bright for this little guy!

"IT WAS SO WONDERFUL
TO HAVE THAT PERSON
THERE WAITING FOR US AT
THE AIRPORT. PROVIDING
A CAR SEAT, A PRAM
AND A FRIENDLY SMILE.
EVERY TIME I SAW THE LITTLE
WINGS TEAM AWAITING
OUR ARRIVAL, I FELT LIKE
I COULD BREATHE AGAIN"

- Rebecca, Mother



# **KEY HIGHLIGHTS**FOR 2021

#### **IMPACT REPORTING**

In 2020, Little Wings conducted research to better understand the reach and impact of our service on families, the healthcare system and communities across regional and rural NSW. This qualitative study considered the economic, medical, social/emotional and education impacts of the Little Wings service, and included 68 participants.

Key Finds include:

#### **MEDICAL IMPACT**

Increased access to treatment particularly in times of heightened financial pressure

54% of families reported the significant impact of air and land transport being provided allowing the parent to focus on the medical needs of the child and ensure the child's safety and well-being.

A number of families reported that their child would have been unable to return home from hospital without the assistance of Little Wings due to medical complications related to seizures and breathing issues which require the parent's constant presence or were exacerbated by long distances.

72% of families reported significantly lower levels of stress and anxiety when travelling with Little Wings and lowered levels of fatigue in both the parent and the child when arriving at the hospital leading to better outcomes during treatment.

100% of families with children who were immunocompromised due to illness identified the significant medical benefit of the air and land service due to limited exposure to public spaces and larger numbers of people.

66% of families with children who were suffering from burn related injuries identified the significant discomfort for their child travelling long distances in the car and the significant increase in comfort level their children experienced due to the shorter flight and drive time.

## SOCIAL/EMOTIONAL IMPACT

A major finding of the study was the significant reduction in stress, anxiety and fatigue that the parents experienced when travelling with Little Wings. Stress and anxiety were identified 65 times within the study as being of significant concern. Families expressed a deep sense of relief when flying with Little Wings for the first time and the service made them feel like "family" and like "V.I.P's".

Families identified that the support of Little Wings allowed them to remain in their homes and communities and continue to have access to family and friend support within their community. Multiple families had grandparents or siblings accompany them and their child on the Little Wings flight with many families describing a sense of relief from extended family and spouses when one parent and child travelled alone.

Another major finding from the study was the reduction in fatigue experienced by both the parent and the child when accessing the Little Wings service which parents identified supported them in being calmer and more attentive to their child during the transport and subsequent treatment. 59% of families identified the lowered fatigue as being critical in successfully managing multiple hospital appointments and treatments during their stay.

Families reported a positive impact on sibling relationships due to the greater time spent at home between appointments and opportunity to return home for a weekend or special occasion between treatments. Families also reported that shorter traveltimes allowed younger siblings to remain at home more often if it was in the best interest of the child

Families overwhelmingly reported a significant impact due to the support and care of the Little Wings staff and volunteers including a reduction in anxiety and stress. 75% of families identified a range of supportive measures including the care taken by staff and volunteers as being extremely supportive during an incredibly stressful time in their lives.

Families overwhelmingly identified both the safety level and the cleanliness of the aeroplane and motor vehicle being extremely valuable in supporting their emotional well-being and sense of ease and security. 56% of families reported a very high level of confidence with the maintenance, general appearance and hygiene measures applied to the aeroplane and to the motor vehicles.



#### **ECONOMIC IMPACT**

A significant number of families, identified the need for extended sick leave or a reduction in working hours due to caring for a seriously ill or injured child and in cases where a child was accessing on-going medical treatment identified the support provided by Little Wings as vital in reducing lost work time.

45% of families identified the economic impact of Little Wings as significant. Multiple reported the financial burden would have been very difficult for them to meet without the support of Little Wings due to limited employment, a single income or on-going medical expenses.

Families identified the economic impact as being significant to reducing stress and anxiety and allowing them to remain in their homes. Multiple families identified they would have relocated to Sydney if they had not had the support of Little Wings.

#### **EDUCATIONAL IMPACT**

45% of children were school-aged at the time they accessed Little Wings service. 41% of families reported shorter travel times and the ability to return home in between treatments as being essential to reducing absenteeism from school leading to less disruption to learning.

Families described extra-curricular activities were easier to maintain due to increased time within their home and local community leading to a greater sense of well-being and continuity for the children along with support for social and physical development.

Families reported greater levels of social interactions and improved friendships in school aged children where absenteeism from school was reduced. The participation in school related events and experiences was considered by some families to be more important than academic continuity as it supported the child's positive experience of school and social development.

During 2020/21 Little Wings presented the findings of this research, and the wider impact of aero-medical service on regional communities, at a range of medical, education and indigenous conferences; presenting to over 1500 people collectively.



#### **FAMILY CONNECTIONS**

Throughout the pandemic, and particularly lockdown, the Little Wings team worked to ensure the human connection was maintained in the face of physical distance and isolation. Providing support in new and practical ways that were meaningful to the individual family.

This saw us call family's, asking the simply questions 'Are you OK?' and 'Can we help?'

Over a 16-week period, we made over 500 calls to families and delivered over \$20,000 worth of food and clothing vouchers, we delivered furniture to families living circumstances of domestic violence, provided trampolines to those struggling to implement telehealth therapies and requiring resources, delivered school packs and laptops to assist with home schooling.

But this process was also a gift for us, reconnecting our team with the Little Wings mission during challenging and uncertain times, boosting morale and bringing a little joy to all those that partook in the project.

This process was made possible with the generous support of our partners GIVIT, BONDS and VULY. We are so proud to work with each of you, together easing the journey of families every day.

"Little Wings you are so amazing. Thank you so much for helping me provide for my four children. By delivering new school uniforms and equipment, you helped my family immensely. You will never know what this really meant to us but it has been profound" - Nathan, single-Father, Wagga Wagga



### **MEET OUR VOLUNTEERS**





Little Wings is an 90% volunteer led organisation, it is with this support that Little Wings has continued to function and grow, to maintain a stable and quality service for families in need.

From our Head of Flight Operations, to our pilots, drivers and events crew, these people dedicate their time and offer their skills so generously to ensure our service. So, we wanted to introduce you, to offer an insight into the who, why and how of these selfless people.

As an organisation, we are deeply touched, appreciative and proud to have such an incredible team of people. Together, they have carried us through the tough times of COVID and championed the cause at every opportunity. Our volunteers truly are the heart and soul of our charity.

#### **Dennis Dinse**

#### Little Wings Volunteer Driver

Dennis has been volunteering with Little Wings for over 2-years, he originally heard of our mission through his brother-in-law and the two of them joined the team and have been a permanent fixture in the hangar ever since.

Dennis is a self-professed car nut and loves to be on the road, so the role of volunteer driver seemed like the perfect fit. Very quickly Dennis became acquainted with the roads that lead towards Sydney's major children's hospitals and Ronald McDonald Houses, completing mission's numerous times per week.

One of the incredible qualities about Dennis is his ability to connect with people, especially children that have additional needs and cognitive delays. His warm personality and quick-witted charm make the drives easy and see the conversations flow. Dennis is often the first to conjure a smile from some of our toughest customers, kneeling to their level and taking care to communicate with a friendly smile.

When we asked Dennis about his experience with Little Wings, Dennis said that he loves the sense of community, and the opportunities to work as a team, together making a difference in the lives of children and their families. In volunteering with Little Wings, Dennis commented that the satisfaction in knowing that he had made a difference in the life of another, was the greatest reward he could ask for and he is proud to be part of the Little Wings team.



#### Lynne Flynn

#### Driver

Lynne joined us in October 2020, and 12-months on, she is an integral part of the Little Wings team. Our only female driver, she operates with incredible passion and care on every mission. Lynne is known for going the extra mile when it comes to volunteering at Little Wings, always putting families first.

Lynne learnt about the Little Wings mission via our Chairperson, and when asked why she wanted to volunteer she told us...

'Little Wings is a tremendous service, and they needed more drivers to help keep providing services to regional families, I wanted to be part of that.

Knowing that the simple act of driving someone to and from medical appointments could be so beneficial to families in so many ways, made it an easy, and such a rewarding decision. Families no longer had to drive hours and hours from their regional homes to Sydney. They could be flown to and from Sydney and I could be there to transport them to or from the Hospitals or their accommodation.

It is such a simple service and one I can provide, but also a service with great impact. Little Wings services alleviate stress, cost, and, the time load to the families it supports. It is so rewarding to be part of the Little Wings team.'

Lynne has a remarkable ability to connect with families, children and people in general. Her gentle nature and genuine desire to help and make a difference, allow her to build rapport and truly share in the journey with so many.

We at Little Wings are very lucky to have this lady on our team.

#### Leanne Ng

#### Pilot

Leanne joined the Little Wings team in the peak of lockdown, as she approaches her first anniversary, we celebrate all that she has brought to the team. Proudly our first female pilot, Leanne brings a sass and energy to the organisation and crew, her ability to share her aviation skills, to offer her time in all aspects of our service and be authentically herself every day places us all at ease and brings an unprecedented joy to our organisation.

Leanne has volunteered her time and service since her teenage years, understanding the power of giving... and being able to use her aviation skills in aid of families, has been one of her most rewarding experiences. Every day brings new learnings, relationships and opportunities to really help, these are gifts in and of themselves.

Leanne tells us that the Little Wings experience has taught her to always appreciate. It is so easy to take your health and family for granted. Little Wings reminds her with every mission that nothing is a given and we should appreciate and nurture the things we have.



# MAJOR EVENTS & OUR COMMUNITY PARTNERS

During the pandemic, life as we know it stopped and it was the support, partnership and contribution of our community that helped fuel our planes, provide our home and ensure we continued in the face of incredible uncertainty.

With this unwavering support, families from across regional NSW have continued to access medical treatment without delay or obstruction because Little Wings had the support to reach for the skies every day.







## CENTRAL WEST CHARITY TRACTOR TREK GROUP

This is one inspiring bunch of country folk. They come together every year to host events that are authentic to them and raise funds for charities that assist their community.

In 2021, Little Wings were again selected as their charity partner of choice. This saw our team partake in the annual Tract-a-thon to help raise funds and awareness. Whilst other events were cancelled throughout the year due to the lockdown, the people of Central West Charity Tractor Trek pushed forward in the ways they could to assist Little Wings.

In the face of incredible adversity, the Central West Charity Tractor Trek group raised funds to fuel another 30 missions for children of the Central West. A mighty effort and with impact beyond measure.

We are so grateful for the support, contribution and partnership. A very special thank you to Malcom Porter (President) and Nick Clancey (Vice President) for their ongoing support and belief in our charity and mission.

#### **BBQ TIME**

Little Wings is known for our BBQing ability and fundraising knowhow. But in 2021 we took the humble BBQ to an all new level, our partners chipping in, and together creating the BBQ trailer of all BBQ trailers. It is the gift that keeps giving!

Our partners at Central West Charity Tractor Trek, Bankstown Sports Club, Direct Steel Trades, Bunnings and West City Tyres provided the resource and talent to create a trailer unlike any other. In essence, providing us with the ability to raise funds without limitation, and therefore deliver missions across the state without hesitation.

So keep an eye out for us on the road and at our next event.... You will not be disappointed! A huge thank you to our partners that helped bring this crazy idea to life.

#### **MEDICAL WINGS**

During the pandemic, a respiratory specialist from John Hunter Children's Hospital reached out to Little Wings seeking assistance. His young patients were too vulnerable to now travel into potential COVID hot spots to receive treatment. As a result, the MEDICAL WINGS program was developed and delivered over 10 months.

Little Wings received a grant from Newcastle Permanent Charitable Foundation, this seed funding was iconic, providing the funds to commit to clinics and ensuring that the safety and quality standards that Little Wings was known for were maintained.

MEDICAL WINGS has seen Little Wings turn our model upside down in response to COVID, essentially now in addition to our Hospital Flights Program, flying specialist healthcare teams out across the state to deliver pop-up clinics for the most vulnerable children... and the response has been incredible.

The clinics are delivered in partnership with local regional hospitals, Aboriginal Medical Centres, Regional General Practitioners and Immigration Centres to ensure we connect with families in accessible locations but also with the appropriate and familiar supports required to ensure a successful delivery. As a result, we have had a 100% attendance rate across all clinics.

Further, one of the unintentional but powerful results of this program has been the delivery of face-to-face training for regional Healthcare Workers, aiming to build capacity, confidence and connection. Ultimately, reducing the need for unnecessary city referrals and ensuring a holistic, personalised experience for every patient. Training was delivered in multiple areas including:

- · Paediatric emergency repose;
- · Paediatric end of life care; and
- · Chemotherapy support and administration.

This program has had many positive outcomes, based on clinician feedback, including:

- · Improved health literacy for families and the wider community;
- Closing the gap on regional medical access and address of the remote outreach needs identified in the Henry review;
- · Consistent delivery of clinics, built patient/family engagement and medical compliance;
- · Significant engagement with indigenous and CALD communities; and
- · Sustainable options for clinicians, reducing travel risks and easing the journey.





## STATS FOR THE MEDICAL WINGS PROGRAM IN 2021:



**43 CLINICS DELIVERED** 



630+ CHILDREN RECEIVED 2
OR MORE LOCAL TREATMENTS
VIA CLINICS



180+ REGIONAL HEALTHCARE WORKERS RECEIVED FACE-TO-FACE TRAINING



100% ATTENDANCE ACROSS ALL CLINICS



**30% INDIGENOUS PARTICIPATION** 

NEWCASTLE PERMANENT
CHARITABLE
FOUND TION

 $4\ell_1$ 

#### HYUNDAI HELP FOR KIDS

With the Support of Hyundai Help for Kids, we are on the road every single day, transporting precious cargo from hospital to hangar. Our fleet of Hyundai vehicles helping ensure the stability and quality of our service with every mission.

In 2021, we completed 450 missions, traveling over 23,000 kilometres by road.

But Hyundai Help for Kids, and the wider Hyundai team, have always gone over and beyond for Little Wings and those that we assist. In 2021, they helped us create magical and cherished experiences for families that have been battling chronic illness for long periods of time and were in desperate need of some reprieve, an opportunity to come together and create positive memories, to laugh, and for a spilt moment forget about illness, hospital beds, chemotherapy and all the heartache.

This saw two lucky families, one in Canberra and one in Brisbane, both battling serious and chronic illness, both traveling routinely with Little Wings and both elated and in awe of the opportunity that presented... an all-expenses paid, money-can't-buy experience with the AFL in Melbourne and the Lions in Brisbane. The smiles were contagious and the family memories created precious.

But the Hyundai Help for Kids team did not stop there, they also worked to expand the fundraising initiatives for our cause, indulging in crazy ideas and stopping at nothing to help ensure seriously ill children from regional NSW had the access to the healthcare that they need. This saw them support Troy Conley, a strongman like no other, work to crack a Guinness World Record and raise \$60,000 for charity; these funds evenly split across a suite of wrap-around services for families, including Westmead Children's Hospital, Ronald McDonald House and Little Wings.

Hyundai provided the resources (16 KONA vehicles) and Troy the muscle, successfully breaking the world record and pulling 16 cars with his upper body more than 5-metres. This mammoth effort gave us all the feels and we are so grateful to have been part of the journey.

So, a HUGE thank you to Hyundai Help for Kids, you are truly part of the fabric of our organisation. We love your innovation, your passion for supporting children and raising capacity within community, and most of all, your no fear approach to raising the flag for those that you support.

Further, we want to say a special thank you to Troy. Your heart is as big as your muscles, we have loved every moment walking beside you and seeing you achieve such huge goals. You are an absolute inspiration and a shining example that anything is possible when you work hard and believe. Thank you for choosing us and being a powerful voice for children across Australia.







#### **CLUBS NSW**

Since conception, Little Wings has received incredible support from the Club industry across NSW. At every turn, the industry works to support communities across the state, providing a lifeline for charities and not-for-profit services on a daily basis. Little Wings have been one of those lucky beneficiaries, and we are so very grateful.

Whilst Clubs across NSW have been financially supportive, providing grants to directly support Little Wings missions and hundreds of families, they have also provided support in a number of other direct and indirect ways, together helping ensure our stability and quality year on year.

**CLUBS NSW** have directly funded over 100 missions in the past 3-years, proudly, they continue to share the Little Wings story and connect our service with country NSW to help ensure a sense of wider community and connection. Excitingly, 2021 saw ClubsNSW renewed the partnership and commitment to the Little Wings mission for the coming 3-years and we look forward to sharing the journey and impact of such a dynamic offering.

**Bankstown Sports Club** are our foundation partner and really an extension of the Little Wings service. They provide us with a home, housing our Head Quarters in the club itself; funding hundreds of missions for families in need every year; and continue to lend a hand when required in practical ways that provide meaningful and tangible assistance to our team and those we assist.

But above all, Bankstown Sports Club put people and community first. This value resonating throughout their entire team and driving their decisions each and every day. This Club is one of heart and integrity and we are so proud to fly with their logo on our aircraft. Thank you Bankstown Sports Club, your generosity give us the confidence to push the boundaries and advocate for families in need as they care for their seriously ill child.

**Bankstown RSL** provide us with our hangar, a home for our aircraft, our volunteers and our team... a safe place for families to land. They champion our cause in so many ways throughout the year, raising the Little Wings flag within the local community and raising the funds to help keep us in the air.

**ClubsNSW Western Metropolitan Region** is the coming together of many passionate clubs and people from across the Western Metropolitan region of Sydney. Together their force is felt as they raise funds via creative events and collaboration throughout the year. They continue to keep the Little Wings mission front of mind to ensure we reach the most vulnerable families across the state.

We at Little Wings wish to express our absolute thanks to all Clubs across the state that support us in big and small ways, each of which contribute to our service and ability to serve. We are honoured to partner with each of you and look forward to a stronger 2022 together.



#### ST.GEORGE PARTNERSHIP

St.George Bank joined the Little Wings family in 2020 and we have not looked back. Their support has lifted smiles on a daily basis and provided the funds to ensure Little Wings can continue with confidence into the future. But it has been their incredible spirit and inclusive nature that has resonated with our people, our communities and our families.

The team at St.George have helped us celebrate the special moments, reminding us to slow down and reflect on the milestones that have taken so much effort, and so many people, to reach. An example of this is the send off St.George created for little Heath.

Heath travelled with Little Wings for 18-months, back and forth from West Wyalong to Westmead Hospital to seek specialist treatment for burns to his hand and arm. On his final flight home Happy Dragon arrived to send him off in style. It was an emotive moment that saw all beam with pride, knowing all that had been endured and overcome.

"Regional NSW has been hard hit by so much devastation over the past six months, they need all the support they can at this time to navigate the financial impacts of that on their communities. We are deeply committed to helping them recover, just as we did during the bushfires, and now to navigate the complexities of COVID-19. Long-term partnerships such as this one will help to ensure community organisations that support our most vulnerable can keep their doors open." Our financial support means that from their humble hangar in Bankstown, Little Wings can now take to the skies again and continue to fulfil the crucial role in the lives of over a hundred families across the state, and they are in desperate need of this service right now."

- Ross Miller, General Manager for St.George





# ACKNOWLEDGEMENTS WITH THANKS

We would like to take a moment to thank the many people, businesses and foundations that have supported Little Wings during 2021. Little Wings is a non-profit organisation that is supported by the community and dedicated to the community.

We could not achieve all that we do over the course of the year without the incredible support of our foundation and major partners, and the incredibly generous people and businesses from across the state that give. Every day we are reminded of our mission as we hear the stories of families and witness their journey... and we are deeply grateful for your support, keeping us, the sky and families at the forefront.

#### THANK YOU.

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has".

Margaret Mead







#### **BankstownSports**





#### THANK YOU!

2BACR AIMS International AirMed Air Road Transport Arnotts Foundation ASX **Avinet Avsoft** Bankstown RSL Club Bankstown Sports Club Bankstown Sports Cricket Club Benojo Big Red Group Bonds Britax Australia Bunnings Airport Warehouse, Bankstown **Bunnings Greenacre Bunnings Padstow** Burwood RSL Club Cabra Vale Diggers Canterbury Bankstown Torch Central West Tractor Trek Cessnock Bunnings Cessnock Woolworths

City of Ryde

City Tattersalls

Club Dubbo Club Mudgee Club Rivers CLUBs NSW Cobar Bowling & Golf Club Culburra Bowling Club Cummins CWA NSW David Coleman Department of Health NSW Dooley's Lidcombe Catholic Club Drummond Golf Penrith DST & DST Rural Dubbo Regional Council (on behalf of local clubs) Dubbo RSL Club East Maitland Bowling Club Emu Sports Club Entertainment Park Essence Patisserie Euston Bowling Club **Evolution Mining** Georges River Council (on behalf of local clubs)

Glencore Mining Golf Air Goonoo Goonoo Pastoral Gosford RSL Club Grant Thornton HARS Museum Hexham Bowling Club Honourable Bonnie Taylah Hyundai Help for Kids IFLY Flat James Frizelle Charity Jeff Maguire John Henry

Mammoth Manly Leagues Club Max & Boon Chocolates. Mike McPherson Minister Brad Hazzard Minister Greg Hunt Moree & District Services Club My Car Club Narrabri RSL Club Newcastle Machinery Sales Newcastle Permanent Charitable Foundation PKF **PWC** Raw Fresh Redsbaby

Regional Specialists Tamworth Ronald McDonald House Rotary Club of Orange Daybreak Rotary Club of Rockdale City Rotary Club of Rosebay Rotary Club of St Marys Royal Far West Salt Air Services SFC Australia Shaws Darwin Transport Sinclair Hyundai Penrith Soldiers Point Bowling Club Southpac Training Spark Helmore St.George Bank Clubs Sydney Metro Airport

Tamara Albes-da-novrega Tamworth Radio Development That's Life Magazine The Bunker Café Bar Restaurant The Westport Club Tony Haggety Troy Connelly Up Front Plumbing Services Warragamba Sports Club Welsey Scott Wendy Linsday West City Tyres WildFX Wildmans Cranes **Events** 

## FINANCIAL STATEMENTS

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2021

		2021	2020
	NOTE	\$	\$
Revenue	3	1,259,686	1,853,559
Cash housie and bingo revenue	3	1,341,322	1,320,927
Other income	4	312,790	121,683
		2,913,798	3,296,169
Other cost of sales		(38,529)	(59,182)
Cash housie and bingo cost of sales		(1,152,646)	(1,222,508)
		(1,191,175)	(1,281,690)
NET REVENUE		1,722,623	2,014,479

Medical flights costs	(726,321)	(551,789)
Motor vehicle expenses	(5,385)	(12,557)
Depreciation expense	(159,706)	(149,030)
Finance costs	(7,599)	(3,368)
Employee benefits expense	(297,873)	(320,943)
Office expenses	(16,769)	(44,572)
General expenses	(58,950)	(82,346)
SURPLUS FOR THE YEAR	450,020	849,874
Other comprehensive income		
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	450,020	849,874

# STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

		2021	2020
	NOTE	\$	\$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	1,252,783	1,011,928
Trade and other receivables	6	45,815	21,950
Inventories	7	18,012	15,739
Prepayments	9	28,793	12,053
TOTAL CURRENT ASSETS		1,360,996	1,061,670
NON-CURRENT ASSETS			
Right of use asset	8	114,822	49,818
Property, plant and equipment	11	1,054,133	984,742
TOTAL NON-CURRENT ASSETS		1,168,955	1,034,560
TOTAL ASSETS		2,529,951	2,096,230

LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	12	54,988	90,296
Lease liability	9	33,039	33,039
Provisions	12	22,103	22,103
Contract liabilities	11	471,355	471,355
TOTAL CURRENT LIABILITIES		616,793	616,793
NON-CURRENT LIABILITIES			
Lease liability	14	6,216	6,216
Provisions	15	29,310	13,398
TOTAL NON-CURRENT LIABILITIES		532,348	19,614
TOTAL LIABILITIES		620,108	636,407
NET ASSETS		1,909,843	1,459,823
EQUITY			
Issued capital		180	180
Accumulated surplus		1,909,663	1,459,643
TOTAL EQUITY		1,909,843	1,459,823

# STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

		2021	2020
	NOTE	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from members and customers		787,022	2,410,787
Payments to suppliers and employees		(1,413,164)	(2,453,207)
Donations and grants received		1,106,886	1,505,625
Interest received		1,716	2,510
Finance costs		(7,599)	(3,368)
Net cash provided by operating activities	21	474,861	1,462,347

#### CASH FLOWS FROM INVESTING ACTIVITIES:

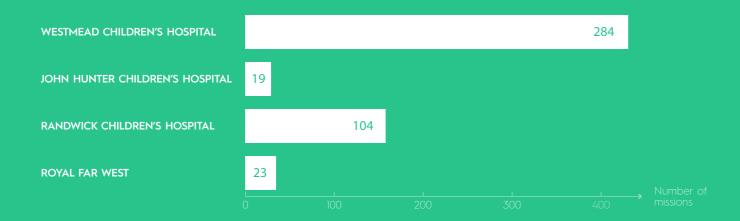
Proceeds from sale of property, plant and equipment		40/	
Payment for property, plant and equipment		(196,253)	(736,513)
Net cash provided/(used) by investing activities		(195,766)	(736,513)
Net increase/(decrease) in cash and cash equivalents held		240,855	680,116
Cash and cash equivalents at beginning of year		1,011,928	331,812
Cash and cash equivalents at end of financial year	5	1,252,783	1,011,928



## ANNUAL REPORT STATS



### TOTAL MISSIONS — 430





ASSISTED 126 NEW FAMILIES



TRANSPORTED 973
PASSENGERS AND
121 DOCTORS



MISSIONS COMPLETED BY 26 DRIVERS AND 12 PILOTS - ALL VOLUNTEERS



NUMBER OF COMMERCIAL FLIGHTS FUNDED: 156



LIST OF MEDICAL AREAS THAT PARTICIPATE IN MEDICAL WINGS MISSIONS DURING 20/21

BURNS
CARDIOLOGY
ENT
INTELLECTUAL DISABILITY
IMMUNOLOGY

PAEDIATRICS PSYCHIATRY RESPIRATORY SOCIAL WORK



## ALL AIRPORTS THAT WE FLEW IN AND OUT OF FOR THE YEAR (AND THE NUMBER OF FLIGHTS PER LOCATION):

ARMIDALE	21	FORBES	2	NARROMINE	0
ALBURY	4	GRAFTON	0	NYNGAN	0
BRISBANE	0	GOULBURN	0	ORANGE	10
BALLINA	1	GLEN INNES	2	PARKES	5
BARADINE	0	GRIFFITH	57	PORT MACQUARIE	9
BROKEN HILL	5	GUNNEDAH	4	QUIRINDI	1
BOURKE	1	НАУ	0	CANBERRA	30
BATHURST	0	HILLSTON	6	SCONE	0
BREWARRINA	2	INVERELL	21	DUBBO	40
BINIGUY	0	KEMPSEY	14	TAMWORTH	30
CASINO	0	LISMORE	2	TAREE	1
COBAR	7	LIGHTNIG RIDGE	6	TEMORA	2
COONABARABRAN	0	MELBOURNE	1	TUMUT	3
COOTAMUNDRA	0	MERIMBULA	22	WAGGA	43
COLLARENABRI	0	MOREE	9	WARIALDA	0
COONAMBLE	9	MORUYA	11	WARREN	0
CONDOBOLIN	1	MUDGEE	2	WELLINGTON	0
COFFS HARBOUR	29	NARRANDERA	5	WALGETT	1
COWRA	0	NARRABRI	4	WEST WYALONG	8



### REFERRING DEPARTMENT

AUTISM	MENINGOCOCCAL
BONE AND MINERAL	NEUROGENETICS
BURNS	NEUROLOGY
CARDIOLOGY	NEUROSURGERY
CEREBRAL PALSY	NEONATAL
COCHLEAR IMPLANT	OBSTETRICS
CONNECTIVE TISSUE DISORDER	OPHTHALMOLOGY
CRANIOFACIAL	ONCOLOGY
CYSTIC FIBROSIS	ORTHOPAEDICS
DERMATOLOGY	OUTPATIENTS
ENDOCRINOLOGY	PAEDIATRICS
GASTROENTEROLOGY	PSYCHIATRY
HAEMATOLOGICAL	RENAL
ICU	RESPIRATORY
IMMUNOLOGY	SOCIAL WORK
LIVER TRANSPLANT	SPECIALIST - EMERGENCY RETURN
METABOLIC	SURGERY



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## **CONTACT**

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#### **CLARE PEARSON**

#### Little Wings CEO



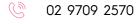
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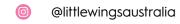
clare.pearson@littlewings.org.au

#### **GENERAL**









(in) @LittleWingsLimited

@LittleWings



