

Annual Report

2018-2019

A year of change and growth





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Message from the Board Chair and Chief Executive Officer

Mind is known for innovative services and high standards of service delivery. Our deeply experienced and skilled staff provide people with enduring and severe mental illness the psychosocial support they need to achieve better mental health and improved quality of life.

We thank our staff for their unwavering commitment. Mind has made a strong commitment to the existing workforce and the role that they play.

The NDIS is one of the largest reforms in Australia's history and represents a major shift for people with mental health related disability and the providers that support them. Ensuring it recognises and meets their needs is foundational to what we in turn are able to achieve.

Mind is one of over 100 signatories to Charter 2020, a key set of agreed principles the sector has declared as crucial to improving Australia's mental health system. This has been developed in recognition of the once in a lifetime opportunity for reform presented by the federal government's Productivity Commission Inquiry into Mental Health and the Royal Commission into Victoria's Mental Health System.

In this time of change, it is important for us at Mind to reiterate our promise to the community to provide services that people need to recover and have a better life. We continue to draw on our depth of experience to identify and address positive opportunities for our staff to meet the needs and choices of our clients under this major social reform.

This year we achieved significant expansion in Queensland. This includes an innovative holistic recovery support model in the Cairns region, comprising a Community Care Unit, an Adult Step Up Step Down service and in-community and group support services. A similar model will roll out in Mackay. Mind is also providing recovery support in two new Youth Step Up Step Down services in Brisbane and consolidating our position in NDIS service delivery with our specialised complex care and dual disability team.

In Victoria, we have begun an ambitious program of building new supported residences. Last year, we opened the 16 unit Haven Frankston with similar residences soon to follow in Geelong and Laverton. Construction of a specialist disability residence in Bendigo - the first of a series by our subsidiary Home Base Services - is almost completed.

We are embarking on an exciting journey to measure our clients' progress towards recovery and wellbeing through the My Better Life® methodology. The holistic approach we are taking to support our clients to set goals and track their achievement of them will give us a distinctive offering compared to other support organisations.

In 40 years our mission hasn't changed. We want to continue to provide the amazing care and support that we are collectively proud of at Mind, to help people significantly impacted by mental ill health to achieve the quality of life that most people expect in Australia. This involves change, imagination, investment and the commitment of our highly valued Mind team.

We look to the future of Mind and know we are doing all the right things to ensure we continue to have a huge positive impact for many more decades to come.



Melissa Field
Chair

Robyn Hunter
Chief Executive Officer

Our performance

Customers supported

9,731

Support hours provided

382,955

Bed days

125,469

Calls to the Mind Connect information and advisory helpline

24,693

Calls to the Mind Carer Helpline

2,633

Visitors to the Mind website

296,045

Subscribers to *Mind View* magazine

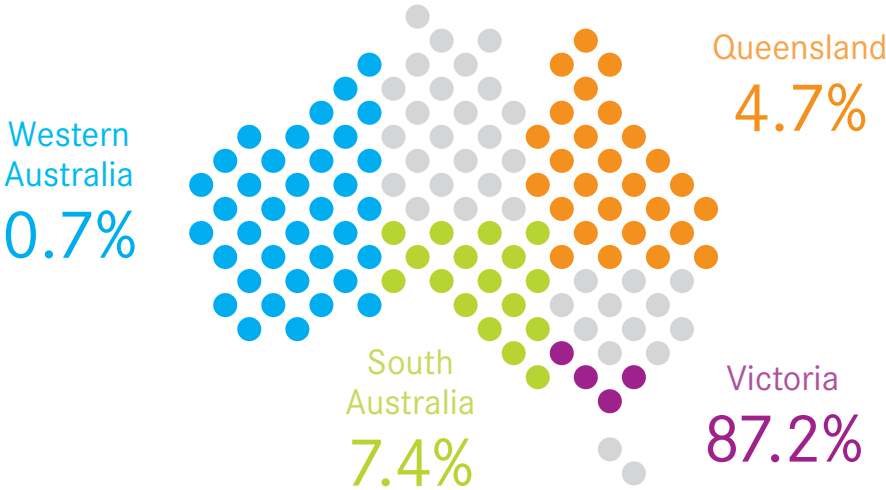
28,717

Followers on social media (Twitter, Facebook, LinkedIn)

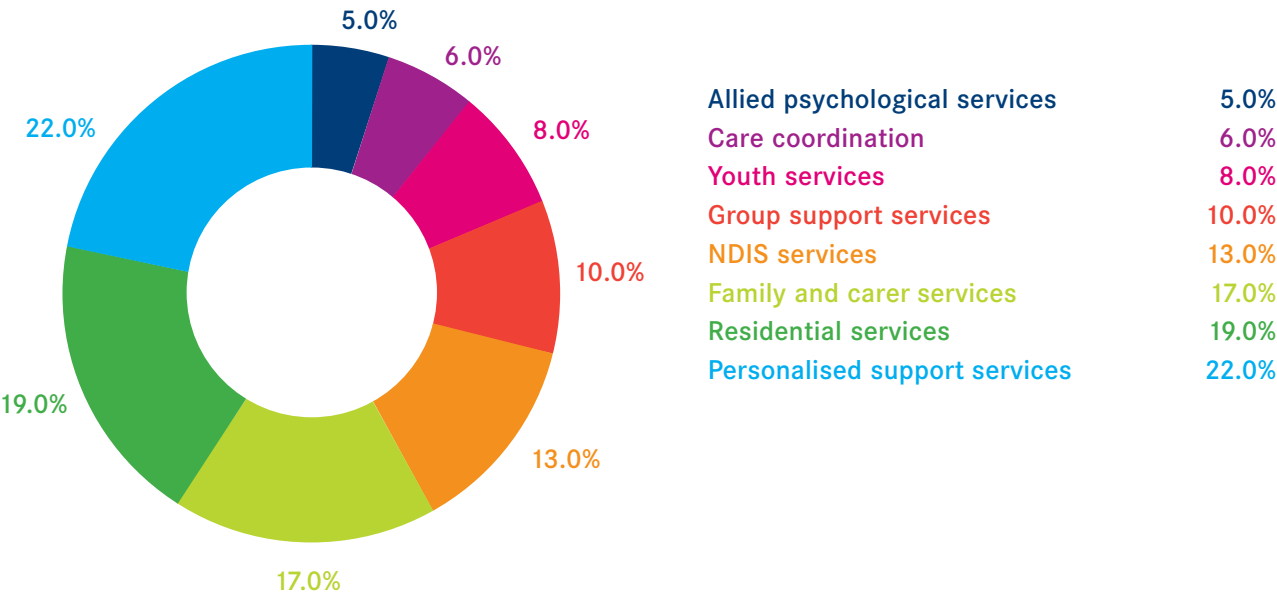
19,759



Customers by state



Customers by service



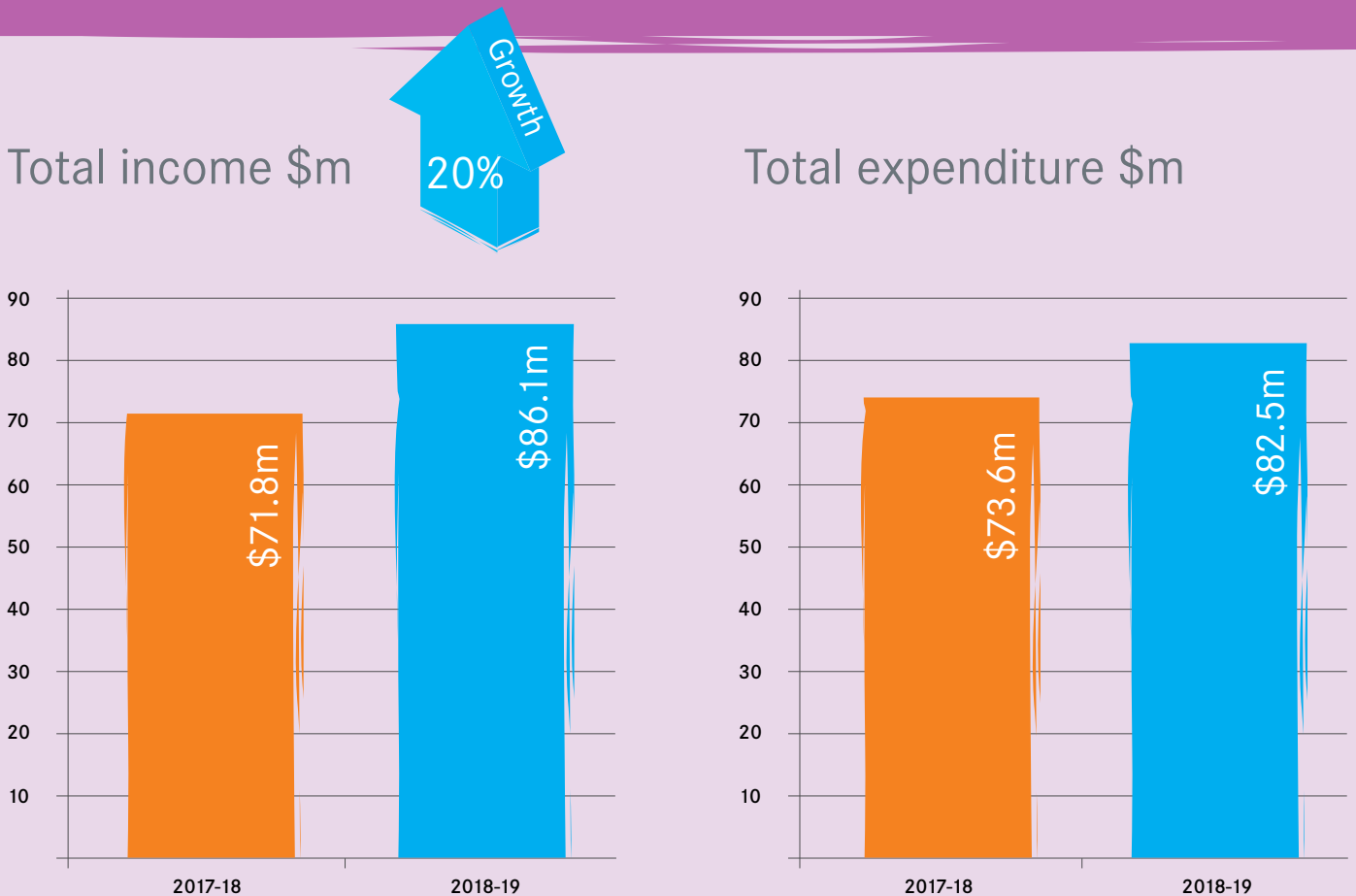
Our financial performance

The Mind Group recorded a surplus of \$3,592,800 for the financial year ended 30 June 2019.

This surplus includes a one off gain of \$5,886,774 resulting from our assumption of control of The Haven Foundation.

Mind's total income increased due to further expansion in Queensland and Victoria, as a result of securing additional contracts in sub-acute services.

Mind continued to transition clients into NDIS services including Supported Independent Living Services for residential clients and fee for service work.



Audited results:

The following financial information is provided by the Directors of Mind and is extracted from the audited results of Mind's consolidated financial statement for the year ended 30 June 2019. The full financial statement can be found at mindaustralia.org.au

Summary income statement

Year ended 30 June 2019	2019	2018
	\$	\$
Revenue from rendering services		
Revenue from operations	78,733,413	70,424,202
Revenue from other sources	1,480,106	1,418,815
Gain on acquisition of The Haven Foundation	5,886,774	
Total income	86,100,293	71,843,017
Total expenses	82,507,493	73,560,917
Surplus/(deficit) operations	3,592,800	(1,717,900)
Net gain on equity instruments at fair value through other comprehensive income	92,885	
Net gain on revaluation of land and buildings		1,256,250
Net gain/(loss) on revaluation of available for sale assets		84,876
Surplus/(deficit)	3,685,685	(376,774)

Extract of balance sheet

Year ended 30 June 2019	2019	2018
	\$	\$
Assets		
Cash and cash equivalents	3,209,712	2,448,045
Property, plant and equipment	26,292,495	18,346,555
Other assets	27,120,818	27,550,492
Total assets	56,623,025	48,345,092
Liabilities		
Trade & other payables	7,884,166	5,014,526
Provisions	6,208,825	5,623,910
Other liabilities	2,555,524	1,405,767
Total liabilities	16,648,515	12,044,203
Net assets	39,974,510	36,300,889

Our Board

1. Julian Gardner AM - Chair (2018)

BA,LLB, FIPAAY

Mind Board committees: Finance, Audit and Risk Management; Governance; Service, Quality and Risk; Remuneration (2018)

Mind subsidiaries: The Haven Foundation Limited (2018); Home Base Services Limited (2018)

Professional associations: Law Institute of Victoria, Institute of Public Administration Australia

Other board roles: Alfred Health; Implementation Taskforce for Voluntary Assisted Dying; Australian Press Council

Julian has 26 years' experience as Chief Executive Officer of five public sector organisations including the Legal Aid Commission and the Mental Health Review Board. He was Victorian Public Advocate, a position that protects and promotes the rights and interests of people with a disability. In 2015, he was appointed a Member of the Order of Australia for significant service to the community through leadership roles with social welfare, mental health, legal aid and other legal organisations.

2. Melissa Field - Director (2018) / Chair (2019)

B.Comm, CA, MBA (Hons), MAICD

Mind Board committees: Finance, Audit and Risk Management (2018); Finance and Audit (2019); Governance and Nominations (2019); Quality, Assurance and Risk (2019); Remuneration (2018 & 2019)

Mind subsidiaries: The Haven Foundation Limited (2018); Home Base Services Limited (2018)

Professional associations: Chartered Accountants Australia & New Zealand, Australian Institute of Company Directors
Other board roles: Surf Coast Shire Audit and Risk Committee, Trimantium Growth Ops Ltd (ASX: TGO), Attra Pty Ltd

Melissa has broad experience as both an executive and advisor in the commercial sector, including as an Executive Director with Ernst & Young. She has particular expertise in finance, accounting and assurance, and in planning and implementing strategic change in entrepreneurial organisations.



3. Dr John Farhall - Deputy Chair (2018)

BA (Hons), MA (Clinical Psychology), PhD, FAPS

Mind Board committees: Service, Quality and Risk; Remuneration (2018)

Mind subsidiaries: The Haven Foundation Limited (2018); Home Base Services Limited (2018)

Professional associations: The Australian Psychological Society, Australian Association for Cognitive and Behavioural Therapy, Society for Mental Health Research, Association for Contextual Behavioural Science, British Association for Behavioural and Cognitive Therapies

John has more than 40 years' experience working, teaching and researching in the mental health field. He is an Associate Professor in Psychological Science at La Trobe University, a Consultant Clinical Psychologist with North Western Mental Health and a sessional member of the Victorian Civil and Administrative Tribunal. He has served on a range of advisory committees for the Victorian and federal governments.

4. Chris Gibbs - Director (2018) / Deputy Chair (2019)

BA, MHA

Mind Board committees: Governance (2018); Governance and Nominations (2019); Service, Quality and Risk (2018); Quality, Assurance and Risk (2019); Remuneration (2019)

Chris has held leadership roles in the public health sector (Melbourne Health), the Victorian Public Service and the community services sector. Chris was the Director of North Western Mental Health. He has served on a wide range of industry and government advisory committees. He commenced as the inaugural Chief Executive Officer for the Mental Health Professionals Network in 2008.

5. Jeremy Coggin - Director

Exec MBA, B.Sc.(Architecture), B.Sc.(Computing), GAICD

Mind Board committees: Service, Quality and Risk (2018); Governance and Nominations (2019)

Professional associations: Australian Institute of Company Directors

Other board roles: Mental Health Australia; Mental Health Carers Australia

Jeremy is a specialist in embedding the voice of the customer in strategy and implementation – through mobilising a workforce who innovate. He has worked in leadership roles in-house and agency-side consulting and is a multi-disciplinary professional with expertise in business, digital, design, marketing and facilitation. He is passionate about using co-design with consumers, carers, families and friends to create a new, better mental health system for all.

6. Judith Earls - Director (2018)

LLB (Hons), LLM(MON), Cert Mediation/ Arbitration University of Adelaide

Mind Board committees: Finance, Audit and Risk Management

Mind subsidiaries: The Haven Foundation Limited (2018); Home Base Services Limited (2018)

Other board roles: Emmanuel College Warrnambool Foundation Limited

Judith is a former partner of Phillips Fox lawyers and now practices on her own account. She has broad experience as a commercial solicitor with expertise in corporate governance, due diligence, mergers and acquisitions, business and corporate law, commercial contract drafting and estate planning.

7. Professor Allan Fels AO - Director

B.Ec., LL.B., PhD

Mind Board committees: Finance and Audit

Mind subsidiaries: The Haven Foundation Limited (Chair); Home Base Services Limited

Allan Fels has had a deep interest in mental health for many years and is the father of Isabella who has schizophrenia. He was chairman of The Haven Foundation from its inception until its merger with Mind Australia. He has also played an important role in the national mental health policy in Australia and especially as Chairman of the National Mental Health Commission from 2012 to 2018 and now as Commissioner, Royal Commission on Mental Health, Victoria.

8. Teresa Fels (2019) - Director

B.Ec (Hons), LLB, MComm (Hons), MA (Hons Kings College London), Barrister and solicitor of the Supreme Court of Victoria

Mind Board committees: Finance and Audit

Other board roles: Hospital Purchasing Victoria

Teresa Fels has a deep commitment to mental health and has been on the board of The Haven Foundation, which provides long term housing for people living with mental ill-health, including for her sister Isabella. Teresa has participated in social policy reforms in areas including social impact investing, the NDIS, housing, national health reform and across human services.

9. Amanda Ford - Director

F CPA, Bach Bus.(Acc), MBA, Grad Cert (HRM), Dip FS (Financial Planning), Dip Integrated Risk Management, MAICD

Mind Board committees: Finance, Audit and Risk Management (2018); Finance and Audit (2019); Governance (2018); Governance and Nominations (2019); Remuneration (2019)

Mind subsidiaries: The Haven Foundation Limited; Home Base Services Limited (Chair)

Amanda is an experienced and broadly skilled senior executive with nearly 30 years' experience in corporate services and business management across a number of sectors including arts and entertainment, philanthropic foundations, early childhood intervention, disability, child protection, job service network and disability employment service, health and, most recently, the coronial court system. A risk management and governance specialist, her focus and proven success is in the driving and supporting of change in complex environments.

10. Bernie McCormick - Director

Mind Board committees: Service, Quality and Risk (2018); Quality, Assurance and Risk (2019)

Professional associations: Victorian Mental Illness Awareness Council

Bernie has a varied academic background including architecture, environmental engineering and psychology. He has experience in the mental health system as a consumer for the last 30 years. For the last 20 years he has been active in some form of consumer perspective driven role. He has worked as a consumer consultant in two Australian mental health services and as information officer at VMIAC, where he was also the VMIAC newsletter editor for just under 10 years. Bernie has lectured at universities and TAFE on consumer issues and perspectives and has been a recipient of many services similar to that which Mind provides. In the last few years he has also worked in various roles including the Assessment and Referral Court (ARC) List at the Melbourne Magistrates' Court writing educational insight documents for court staff. Bernie also works as a freelance consumer consultant in other areas of the system such as MHV and NWMH as required and where his experience is sought.





Our Senior Executive

1. Robyn Hunter - Chief Executive Officer

BAppSci (Physio) MBA WCLP 2009 GAICD

Robyn has 25 years' experience spanning senior roles in corporate strategy and planning, operational management, project management and delivery, and management and purchasing of health care in the private sector. Robyn was formerly the CEO of Multiple Sclerosis Limited, a position she held since March 2013. Previously, Robyn was Chief Operating Officer at MSL and held senior roles at Medibank Private for a decade. Her earlier career encompassed management of rehabilitation service delivery in the public and private sector and ten years clinical experience as a physiotherapist in Australia and Canada.

2. Nicole Artico - Executive Director Business Development

BA (Hons), MBA

Nicole brings to Mind over 13 years' experience working across the government, commercial and not for profit sectors. She began her career working in the Youth Justice division at the Department of Human Services before moving into the not for profit sector. She has held senior management responsibility for community mental health, state based counselling and mediation services in the family law sector, in addition to residential and community based services for some of the state's most vulnerable children and young people. She is driven by her aspiration to make a sustainable difference to the lives of those in need, either through direct service provision, or the development and oversight of efficient, effective business systems. Nicole brings to the role a background in business development with a proven track record with relationship building and successful growth across market segments. In her role, Nicole will coordinate, execute and drive the Mind brand across Australia and create opportunities for the business to grow.

3. Bronwyn Lawman - Executive Director Operations

RGN, RPN, GDCMH, DIPBUS, MNurs

Bronwyn joined Mind in 2015 as Director Clinical Practice and moved into the Executive Director Operations role in 2016. Bronwyn is a credentialed mental health nurse with 25 years' experience in a variety of clinical settings (both general and mental health). For more than a decade prior to joining Mind, Bronwyn worked in management roles in acute mental health, managing crisis and assessment teams, psychiatric triage services and homelessness teams. As the Operations Director for Peninsula Health Mental Health Service, Bronwyn was responsible for overall operations and strategic planning for service delivery in clinical mental health services. Among Bronwyn's areas of special interest are practice supervision, trauma and LGBTIQ health needs.

4. Dr Sarah Pollock - Executive Director Research and Advocacy

BA (Hons), Grad Dip Ed, MBus, PhD

Sarah has worked at the executive level in the social care and mental health sectors for fifteen years. Prior to that, she worked in vocational and higher education in various roles including teaching and learning, education strategy and curriculum development. Sarah combines her strengths in applied research, policy analysis and strategy development with a sound understanding of the operating and business environments of non-government organisations. She is committed to ensuring that we continue to have a strong and vibrant third sector through the delivery of high quality services and advocacy that amplifies the voices and concerns of the people and communities that Mind serves.

5. Usha Sivanathan - Director Finance

FCPA, CA, CGMA GAICD

Usha is an experienced finance professional who over the past 30 years has chosen to work for not-for-profit organisations and has worked for organisations that provide aged care, nursing, employment and mental health services. Usha is especially passionate about working for an organisation that supports people who face mental health challenges. Usha joined Mind in 2009 as part of the Executive managing the implementation of Mind's strategic direction, change and growth.

6. Simon Wrigley - Executive Director Business Services and Company Secretary

B. Bus., MBA, GIA (Cert)

Simon is Mind's Executive Director Business Services and Company Secretary. He has over 25 years' experience in senior executive roles at global financial institutions both in Australia and internationally. As a result, he has developed a strong commercial acumen from holding leadership positions across a variety of business functions including operations, client relationship management, strategic development and business support. Simon's passion is the delivery of high quality services to clients by the business and its team members. Simon is also a Board member of Mental Health Victoria (MHV).



Board committees

The Board has four committees appointed to undertake specific tasks on its behalf.

Quality Assurance and Risk (QAR) Committee

Quality Assurance and Risk (QAR) Committee sets the quality framework for the organisation and oversees quality and service performance and risk.

Finance and Audit (FAA) Committee

The Finance and Audit (FAA) Committee is responsible for providing advice to the Board on budget setting, investment strategy, financial risk management and monitoring financial performance.

Governance and Nominations (GAN) Committee

The Governance and Nominations (GAN) Committee ensures best practice governance including Board performance, Director induction, professional development and succession planning.

Remuneration Committee

The Remuneration Committee provides effective management of senior management remuneration.

Risk management attestation statement

I, Melissa Field, Chair, Mind Australia certify that Mind Australia has risk management processes in place consistent with the **Australian/New Zealand Risk Management Standard (AS/NZS ISO 31000:2018)** and an internal control system is in place that enables the Executive to understand, manage and satisfactorily control risk exposures. The Finance and Audit and the Quality, Assurance and Risk Committees verify this assurance and that the risks of Mind Australia have been critically reviewed within the last 12 months.



Melissa Field - Chair, Mind Australia

Acknowledgements

The outcomes Mind is able to achieve are only possible because of the commitment, hard work, generosity and efforts of many individuals and organisations. Mind's Board, management and staff wish to acknowledge and thank our many supporters for their contributions over the last 12 months.

Customers, families, carers and friends

Mind would like to thank the many people it has had the privilege to work with over the past 12 months in supporting them in addressing their mental health and quality of life issues. Many people provide input into Mind's consultative mechanisms and working groups. We thank them for their contributions.

Volunteers

Thank you to all the people who volunteered to help Mind in its work last year. We truly appreciate their time and commitment.

Government funders

Mind receives funding for its services from a number of government departments.

Federal Departments and Agencies:

- Department of Social Services
- Department of Health
- National Disability Insurance Agency

State Departments and Agencies:

- Department of Health and Human Services (VIC)
- Department of Human Services (SA)
- Department for Health and Wellbeing (SA)
- Department of Health (QLD)
- The Department of Communities, Child Safety and Disability Services (QLD)
- Mental Health Commission (WA)

Mind acknowledges the importance of their funding and expresses its appreciation for their professionalism and collaboration.

Organisational donors

A number of organisations funded programs in 2018-19. Mind would like to thank the following for their generous support.

- Apco Foundation Pty Ltd
- Australian General Practice Accreditation Limited (AGPAL)
- Bagot Gjergja Foundation
- Banyule City Council
- Bupa Australia
- Carey Baptist Grammar School
- Chappell Dean
- CK Foodstore
- Diamond Valley Sports and Fitness Centre
- Guthrie Family Charitable Trust
- Ian Potter Foundation
- Impro Melbourne
- Lendlease Foundation
- Malcolm Thompson Family Trust

- Marshall Family Foundation
- Medibank Private
- Mill Park Secondary College
- Mornington Soccer Club
- National Australia Bank
- Naylor-Stewart Ancillary Fund
- Paypal Giving Fund Australia
- Reece Group
- Rotary Club of Gladstone Sunrise
- Rubiix Business Accountants
- Schindler Lifts Australia
- Slow Dance Social
- St John's Uniting Church Op Shop
- Synergy Yoga & Pilates
- The Bowmans-Murunggee Giant Pumpkin Festival Committee
- The Renegade Pub Football League Inc.
- The Walter and Eliza Hall Trust
- TreeHaus Services Williamstown
- Westpac Group

Individual (iMind) donors

Thank you to the thousands of iMind donors who generously contributed vital funds to support the work of Mind over the past 12 months.

Service delivery partners

Mind is grateful for the valued relationships it has with its contracted partners in service delivery.

- Access Housing Australia Limited
- ACOSS
- ACSO
- Adelaide PHN
- Alfred Health
- Anglicare Victoria
- Austin Health
- Albury Wodonga Health
- Bendigo Health
- Beyond Housing
- Cairns and Hinterland Hospital and Health Service
- Central Queensland Hospital and Health Service
- Children's Health Queensland Hospital and Health Service
- Clarendon St Clinic
- Cohealth
- Community Housing
- Country SA PHN
- Coviu
- Darling Downs Hospital and Health Service
- Darling Downs and West Morton PHN
- Delta Society Australia Limited
- EACH
- Eastern Health
- Eastern Melbourne PHN
- Emerging Minds
- Fareshare Australia Inc.
- Forensicare
- Flourish
- Gippsland PHN
- Goulburn Valley Primary Care Partnership
- headspace Albury Wodonga
- headspace Greensborough
- headspace Mount Gambier
- headspace National
- headspace Swan Hill
- Helping Minds
- Holden St Neighbourhood House Inc.
- Housing Choices Australia
- Latrobe Regional Health
- Life Without Barriers
- Mackay Hospital and Health Service
- Melbourne Health
- Mentis Assist
- Mercy Health
- Merri Health
- Metro North Hospital and Health Service
- Metro South Hospital and Health Service
- Mental Health Alcohol and Other Drugs Branch (Queensland)
- Monash Health
- Murray PHN
- Neami National
- North East Area Mental Health Service
- North East Community Mental Health Service
- North West Area Mental Health Service
- North Western Melbourne PHN
- Northern Area Mental Health Service
- Northside Clinic (Vic) Pty Ltd
- Orygen, The National Centre of Excellence in Youth Mental Health
- Orygen Youth Health
- Out Doors Inc.
- Peninsula Health
- Queensland Mental Health Commission
- RMIT University
- Saltwater Clinic
- St Vincent's Health
- SANE Australia
- Self Help Addiction Resource Centre
- Skylight
- South Eastern Melbourne PHN
- South Metropolitan Health Service, Rockingham Peel Group
- South West Healthcare
- The Salvation Army Victoria
- The Haven Foundation
- Thorne Harbour Health
- Unison Housing
- UnitingCare Wesley Bowden
- UnitingCare Prahlan Mission
- Unity Housing
- Urban Choices Property Ltd
- VincentCare Victoria
- Wellways
- West Moreton Hospital and Health Service
- Western Australia South Metropolitan Health Services - Rockingham
- Western Victoria PHN
- Wide Bay Hospital and Health Service
- Youth Support and Advocacy Service

Research partners

Mind partners with universities and other research bodies on research in support of our clients:

- Australian Housing and Urban Research Institute (AHURI)
- Melbourne School of Population and Global Health, The University of Melbourne
- School of Health and Social Development, Deakin University
- School of Nursing and Midwifery, University of South Australia

Mind thanks these bodies for their collaboration.

Advisors

Mind thanks our legal advisor, Maddocks; our auditor, Crowe; our risk and remuneration advisor, Mercer; and our strategic business advisor, Social Ventures Australia.

Representative bodies and advocacy partners

Mind gratefully acknowledges the value of its membership of, or partnership with, the following:

- Arafmi QLD
- Australian BPD Foundation
- Australian Council of Social Services

- Brainlink
- Carers Australia
- Carers Victoria
- Carers New South Wales
- Carers ACT
- Carers Tasmania
- Carers Queensland
- Carers Western Australia
- Carers South Australia
- Casey Cardinia Community Legal Service
- Community Mental Health Australia
- Darebin Community Legal Centre
- Eating Disorders Queensland
- Health Justice Australia
- Mental Health Australia
- Mental Health Carers Australia
- Mental Health Carers New South Wales
- Mental Health Carers Tasmania
- Mental Health Coalition of South Australia
- Mental Health Coordinating Council
- Mental Health Victoria
- Mental Illness Fellowship of Australia
- Mental Illness Fellowship of Australia (NT) Inc.
- National Disability Services
- National Mental Health Consumer & Carer Forum
- Northern Community Legal Centre
- Peninsula Community Legal Centre

- Private Mental Health Consumer Carer Network (Australia)
- Tandem Inc.
- Victorian Council of Social Service
- Victorian Mental Illness Awareness Council
- WESTjustice
- West Heidelberg Community Legal Service
- Western Australian Association for Mental Health

Mind also partners with many other health, community service and justice organisations in supporting our clients and thanks these organisations and their staff for their assistance.

A special thanks to those who have allowed Mind to use their photos in this publication, and to our long standing communications production partners: Bigwig, M&M Printworks and Direct Mail Management.





Mind acknowledges that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the lands on which we work and we pay our respects to Elders past, present and emerging. We recognise the intergenerational impact of the history of invasion, dispossession and colonisation and are committed to the recognition, respect, inclusion and wellbeing of Australia's First Peoples.

Mind values the experience and contribution of people from all cultures, genders, sexualities, bodies, abilities, spiritualities, ages and backgrounds. We are committed to inclusion for all our clients, families and carers, employees and volunteers.



Registered NDIS provider



Help, hope and purpose

Mind Connect

1300 286 463

Carer Helpline

1300 554 660

mindconnect@mindaustralia.org.au
mindaustralia.org.au



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