

Annual Report

2016-2017

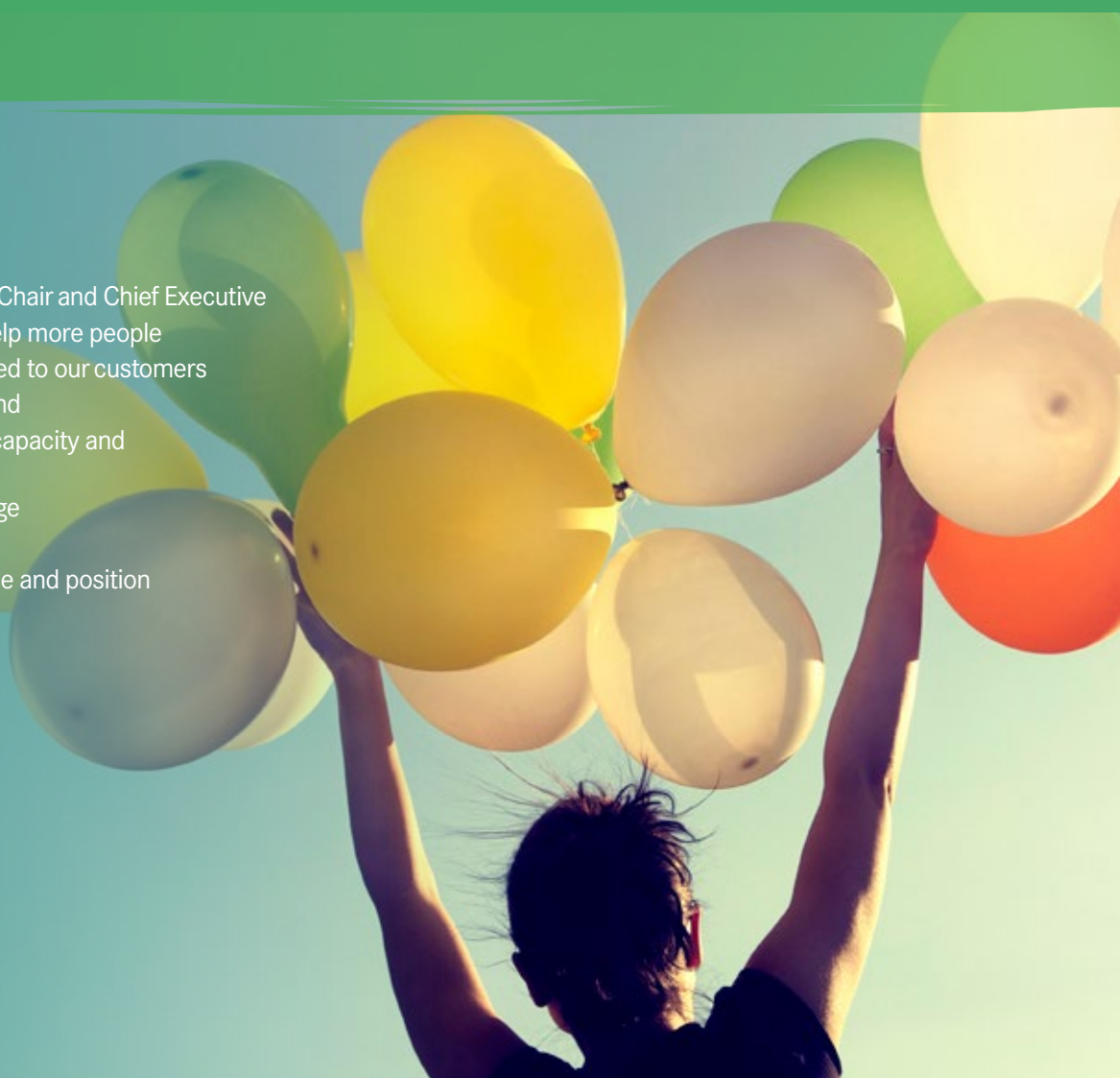


Message from the Board Chair and Chief Executive

It is with pleasure that we present to you this annual report on our achievements of the past 12 months.

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2016-17 has been another good year for Mind, with the organisation delivering strongly on each of its strategic goals. We have undertaken significant investment and are strengthening our organisational capability, increasing our capacity for growth and managing the complexities of the NDIS. Key among our achievements this year, Mind has been able to help more people, continued our growth in Queensland, opened our first service in Western Australia and expanded our role in research and advocacy.

On 10 October 2017, Mind celebrated the organisation's 40th anniversary, an important milestone for our organisation. Looking back, we are proud of the achievements of the organisation, and of the contribution we have been able to make to the lives of over 400,000 Australians who sought help and assistance from Mind over those 40 years. Supporting our customers to live a life of their choosing has been and continues to be our priority; put simply, they and their families, friends and other carers are the heart and soul of Mind.

From the beginning, Mind has been a leader in developing a recovery focused and person-centred approach to the support of people with mental ill-health, and we are proud that this approach continues in the current period of growth and diversification.

Over the past 12 months, the Board and staff have put a lot of work into preparing for the National Disability Insurance Scheme (NDIS) and began delivering NDIS services in north eastern metropolitan Melbourne. NDIS represents a significant change for our customers, families and carers and our staff. We welcome the increased opportunities to be responsive to customer and family and carer wishes.

Expanding the reach of our services, we were appointed by the Western Australian Mental Health Commission to offer a recovery oriented step up step down residential service in the City of Rockingham, south of Perth, in partnership with the Southern Metropolitan Health Service and Access Housing. While it is early days for this service, we have already supported 65 clients with over 1,000 bed days and look forward to further development of our services in Western Australia.

In Queensland, we have continued to grow our services, this year winning the tender for a Prevention and Recovery Care (PARC) service in Mackay. This adds to the services we operate in Cairns, Toowoomba, Townsville and Ipswich.

Mind is also expanding its focus, responding to unmet mental health needs in the community. Much effort has been invested over the past 12 months in developing our Diversity and Inclusion Framework and this framework is being rolled out across the organisation.

In this regard, we are particularly proud of the opening in May 2017 of the Mind Equality Centre, a pioneer service to better support the mental health and wellbeing needs of the LGBTIQ community, in Victoria. The Mind Equality Centre provides individual, couple and family relationship counselling, occupational therapy, sex therapy, educational and social inclusion activities, as well as linkage to job-ready and broader health services. Mind was not funded to open this service and has made a considerable investment to address an area of unmet need.

Mind continued to perform well in the financial year ending 30 June 2017, producing a positive financial result of \$4.7 million. Mind has one of the strongest balance sheets of any community mental health organisation in Australia.

Raising greater awareness of Mind with customers and peers remains an imperative as we make the shift to the new NDIS funding model. Awards that acknowledge the quality of our services help to spread the word. We were delighted the Mind Recovery College™ received the Achievement Award at the 2016 annual Mental Health Services Awards and that our Carer Helpline received the Tandem Exceptional Service to Families and Carers Award in Mental Health at the Tandem Family and Carer Awards.

Our presence at significant mental health conferences also helps our services become better known. This financial year we were major sponsors at the 2016 Asia Pacific International Mental Health Conference and the Dialog National Peer Worker Conference.

The establishment of Mind's new Research and Advocacy Division reflects the Board's commitment to influencing social change as well as providing services. Already we are seeing exciting research from this division that will significantly inform our advocacy priorities of family and carer support and affordable housing for people with mental ill-health.

We would like to acknowledge the considerable contribution of the Mind Directors and the executive team, who have guided and managed the organisation over this past 12 months. The shift in operations for an organisation like ours in the context of funding changes under the NDIS is profound and we know there will be some ups and downs as we adapt. The need to build a new business model comes with significant financial risk, but we are confident that with our leadership team, our strategy plan, and the organisational values that keep our clients' wellbeing as our primary focus, our future is bright.

It has been a great year and we will continue to achieve. We couldn't make such an impact without our devoted employees, volunteers, donors, funders and service partners, and of course, our most valued community members, the people whose lives are at the heart of our mission.



Julian Gardner AM
Chair

Gerry Naughtin
Chief Executive



New developments to help more people

In the past 12 months, Mind has helped more people improve their mental health than ever before.

Opening the doors to the new Mind Equality Centre in the Melbourne suburb of North Fitzroy in May 2017 was a highlight of our focus on diversity and inclusion this year.

Mind recognised the need for a dedicated service to help address the particular needs of people with mental ill-health in the LGBTIQ community. Since we opened the centre, the unexpectedly high number of requests for support received from people living with gender variance and people who are gender questioning reflects a need that has been hidden or unmet. By providing a safe and welcoming space, we can now help to address this.

The centre offers a safe and welcoming place for all people of the LGBTIQ community to access counselling and specialist support. This includes psychological therapies - for individuals, couples and families - as well as occupational therapy, sex therapy, educational and social inclusion activities, and linkage to job-ready and broader health services.

Demand for services has been high, with 270 customers using the service since May this year. Demand has increased noticeably during the course of the marriage equality postal survey. We are also using Skype to expand our LGBTIQ service delivery to people in regional and rural communities.

Opening our first service in Western Australia has been another highlight of our fortieth year. Mind was appointed by the West Australian Mental Health Commission to work in partnership with the Southern Metropolitan Health Service and Access Housing to offer recovery support in a new 10-bed, sub-acute, short-stay residential service in the City of Rockingham, south of Perth.

Mind's growth in Queensland continued with a new contract to deliver recovery support at the new Prevention and Recovery Care (PARC) service in Mackay.

The launch of our new Mind Thrive Centres for mental health and wellbeing began in 2017 with three centres opening in Abbotsford, Ballarat and Greensborough in Victoria, and more to open later in 2017. These centres offer a 'one-stop-shop' providing people with access to a range of services and activities delivered by specialist practitioners.

Mind recognised that the different support services clients often need have not always been easily accessible, so we are changing that. We are working to ensure people can access support that is tailored to their specific needs.

Mind is transitioning its adult residential rehabilitation services to align with the NDIS service and funding model. We rolled out the first of these in two locations in Melbourne's north east and will expand our role in supported independent living services in the future. These services will be part of our suite of services to equip people to live independently and contribute as part of a wider community.

We have prepared the groundwork in this financial year to help more people with legal issues. Our new *Justice in Mind* program, currently operating in Melbourne's north west in partnership with WESTjustice, will provide legal support to our clients struggling with fines, credit card issues and, in some cases, more complex issues. This is a good example of the kinds of real life issues people living with complex mental health problems often face. We hope to launch the program in other locations over time.

Mind's Learning and Development team also delivered more external training than ever last year. Mind is a certified trainer for the Mental Health First Aid and Youth Mental Health First Aid programs and provides this training to other organisations.

We have also made considerable progress extending our youth support services this financial year following the launch of our Youth Services Framework. We successfully retendered our youth PARC in Bendigo, Victoria, and a growing number of young people are accessing our new services at **headspace** Greensborough.

Connected and committed to our customers

Our commitment to recognising and utilising the lived experience of clients, families, friends and other informal carers continues.

Recognising the lived experience of clients, families, friends and other informal carers has been a particular focus of our organisation for the past five years and we continue to put the needs and lived experience of our customers at the centre of everything we do.



We are especially proud of our achievements in supporting carers in the past year. The new dedicated carers' section on the Mind website provides carers with the practical information and advice they are looking for. It has the information to help people who are worried about a loved one, including how best to support them, and practical resources to help carers manage their own self care, and information links to legal, judicial and financial support services. Our website also has a new carer resource hub containing our carers' and carer experts' nominated top picks of useful information and resources.

The launch of our Carer Warm Line in July 2016 has allowed us to create even stronger support for carers by proactively reaching out to people whose relative or friend is receiving our service, to provide peer support, information and referral. This helpline received the 2016 Tandem Award for Exceptional Service to Families and Carers in Mental Health, recognition once again of our leadership in service provision in this space.

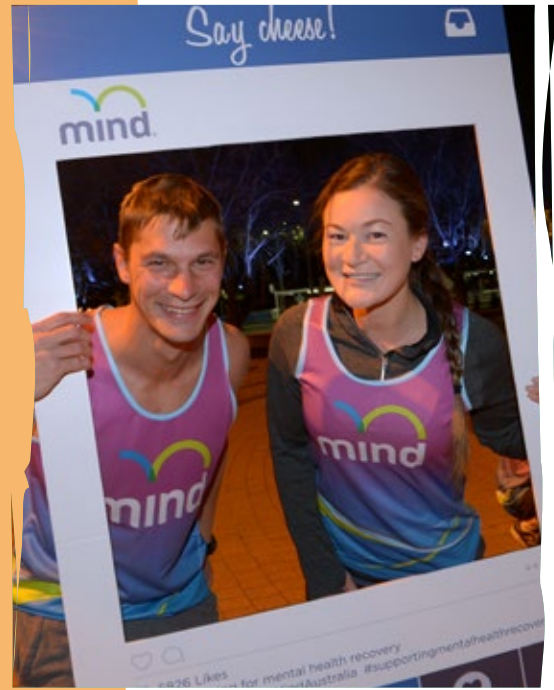
The release in March 2017 of *The economic value of informal mental health caring in Australia*, a research report commissioned by Mind and undertaken by the School of Public Health at the University of Queensland, was a significant development in carer advocacy, both locally and internationally. Launched at a Parliamentary breakfast in Canberra, this research has allowed us to shine a light on the important but, until now, uncounted work that informal carers contribute to the Australian economy.

As part of our family and carer strategy, we launched our Carer Champions program in November 2016. Our champions are passionate employees from across the organisation, working hard to embed carer awareness across the whole organisation. They promote Mind's approach to working with families and carers, speak up for carers and ensure that family and carer inclusive practice is implemented across the organisation.

By listening to the needs and concerns of those we serve, we continue to be able to innovate and adapt in order to provide the best possible services. Leading this practice is our Consumer and Carer Engagement Team. They collaborate with approximately 50 staff working across all areas of Mind who are specifically employed to use their lived experience of mental ill-health to enhance their day-to-day practice and connect with those we serve in a uniquely effective way.

Mind's communities of practice are a shining example of how we work collaboratively to provide informed and innovative service development. Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better through regular interaction with peers. With eight of these groups coming into operation across Mind over the past year – and with a strong peer influence and input – we have been able to further enhance and inspire connections between likeminded and passionate members of the wider Mind community.





Raising awareness of Mind

Reaching out to new cohorts of people with mental ill-health and helping them discover what Mind does and how we can help them recover is an important part of our Strategy Plan 2016-2020.

Our visibility, both in the sector and community, has grown significantly over the past 12 months, with the number of followers on our social media channels alone climbing a satisfying 47 per cent.

Mind's social media presence informs followers about our key new services, such as the Mind Equality Centre and Mind Recovery College courses, as well as providing client stories, tips for improving mental health, articles of interest about mental health and posts about our advocacy work and research findings. Collectively, this helps build the relationship of trust and recognition of our service approach with existing, new and potential clients.

Sponsoring important conferences including the 2016 Dialog National Peer Worker Conference and the 2016 Asia Pacific International Mental Health Conference, which were both held in Queensland, also helps us become better known across the mental health sector.

Community events are another great opportunity we take to connect with people and talk to them about what we do. Early in 2017, our exhibition stand at the Midsumma Festival was a roaring success and we had some terrific conversations with festival goers about LGBTIQ mental health and our new Mind Equality Centre.



Stronger organisational capacity and service delivery

Over the past 12 months we have worked hard on building our organisational capacity and systems to support our service delivery and advocacy.

This financial year we created the role of Executive Director of Business Development (Nicole Artico) to be responsible for the planning and coordination of our growth. In addition, we have developed a new position of General Manager, Clinical Quality and Practice (Belinda Horton), to continue the development of our quality improvement program across the organisation.

Developing our employees and enhancing the operating models and business systems that support them to do their best work is essential to ensure we are prepared for the changes ahead. To this end, in September 2016 Mind launched its *Youth Services Framework* to provide concrete guiding principles for best practice, based on extensive research conducted with young people and those who support them.



Another exciting development is our new customer service centre. This centre will improve the responsiveness of our customer service and our services more broadly, particularly with its extended operating hours.

By introducing sophisticated customer feedback systems, we are making sure that everyone has a chance to speak their mind about the services they are receiving and that we are provided with the data we need to constantly improve outcomes for our clients. We want our customers to choose us because of our quality of service, and to let us know where we could improve so that they keep coming back.

Over the last couple of years, we've asked hundreds of consumers, families, friends, carers and mental health professionals what

they valued most about our support services and Mind as a whole. We gained some powerful insights, but the strongest message we received was that what people want and what we are giving them is hope for a better life – and the help and support to get there.

Knowing that our customers trust us to hold the hope for them even in their lowest moments is something precious. It has inspired us to update our brand statement from 'Supporting mental health recovery' to 'Help, hope and purpose'. We believe this is a great reflection of our shared purpose.

Mind's increased strategic focus on marketing is essential to securing the continued health of the organisation. Our 40 years of experience are an invaluable part of our service offering and it is only by telling our

story that people understand how qualified we are to help.

Our customer research also informed the development of our new website, which occupied much of the financial year. The website was launched in August 2017 following extensive input from consumers, their families and carers, clinicians and other referring specialists. The result is a site that has a user-friendly services finder, great resources about mental health and recovery, a clearer path to our research reports for professionals, and a comprehensively improved design and site structure. It will serve us well into the future.



Influence for social change

Advocating for social change is one of the five goals of our Strategy Plan 2016-2020.

This is a new focus for the organisation. It reflects the Board's recognition that Mind needs to complement its service delivery with a program of research and advocacy to better identify and support more underrepresented communities across Australia.

To this end, following Board approval of a strategy and business case in September 2016, Mind established a dedicated Research and Advocacy Division under the leadership of Dr Sarah Pollock in February 2017. This division is in the early stage of developing an evidence-based advocacy function that is bringing together best practice research and, in keeping with our organisational principles, the voices of lived experience.

Over the next five years, issues confronting carers and housing for people with mental ill-health will be advocacy priorities for Mind. Our report, *The economic value of informal mental health caring in Australia*, released in March 2017, revealed that the estimated cost of replacing the incredible amount of unpaid work and support that unpaid carers provide would be \$13.2 billion. This important piece of research provides a compelling evidence base for our work in advocating for policies that ensure that carers' rights to participation are understood and supported.

Mind is preparing to commission a major research project on mental health and housing that will similarly provide the evidence base and strategic insight for our long term work in this area.

Mind continues to be a major contributor to the thinking around the roll out of NDIS. In 2016, we commissioned the University of Melbourne to prepare a literature review of effective, evidence-based interventions suitable for early intervention in the NDIS. Mind's Principal Research Fellow, Dr Lisa Brophy, coordinated this work with a team of researchers.

The final report, *The effective, evidence-based psychosocial interventions suitable for early intervention in the National Disability Insurance Scheme (NDIS): promoting psychosocial functioning and recovery*, was published in September 2016. It highlights the positive outcomes in relation to people's economic participation and social inclusion

that may be achieved through robust and creative approaches to early intervention.

Mind also submitted responses to the Joint Standing Committee inquiry into the provision of services under the NDIS and the Productivity Commission inquiry into NDIS costs. These submissions highlight some of the challenges the scheme poses with respect to how it works to accommodate the episodic nature of mental illness and fluctuating support needs.

Mind's Chief Executive Gerry Naughtin was reappointed to the Independent Advisory Council for the National Disability Advisory Agency (NDIA) in 2017, further contributing to the conversation about the NDIS.

Mind celebrates diversity and is working to ensure its practices are inclusive. The opening of our Mind Equality Centre in Victoria offers a desperately needed service in times of great adversity for the LGBTIQ community.

Importantly, we've also been active in advocating for the rights of this community; expressing publicly that the marriage equality plebiscite and postal survey could cause significant damage to the wellbeing and mental health of members of this community. We also joined forces with 35 other health organisations across Australia for the *National Health Organisations Unite* campaign in support of marriage equality.

As a thought leader and advocate for system improvements in the field of mental health, Mind is well placed to influence real change in the sector, and we look forward to continuing this work with our many collaborators to the benefit of all Australians with mental health challenges.



Our performance

Customers supported

18,493 through core service provision
1,206 through suicide prevention assistance

19,699

Support hours provided

450,000

Bed days

112,950

Calls to the Mind Connect information and advisory helpline

15,772

Calls to the Mind Carer Helpline

3,003

Visitors to the Mind website

296,771

Subscribers to publications

29,540

Followers on social media (Twitter, LinkedIn and Facebook)

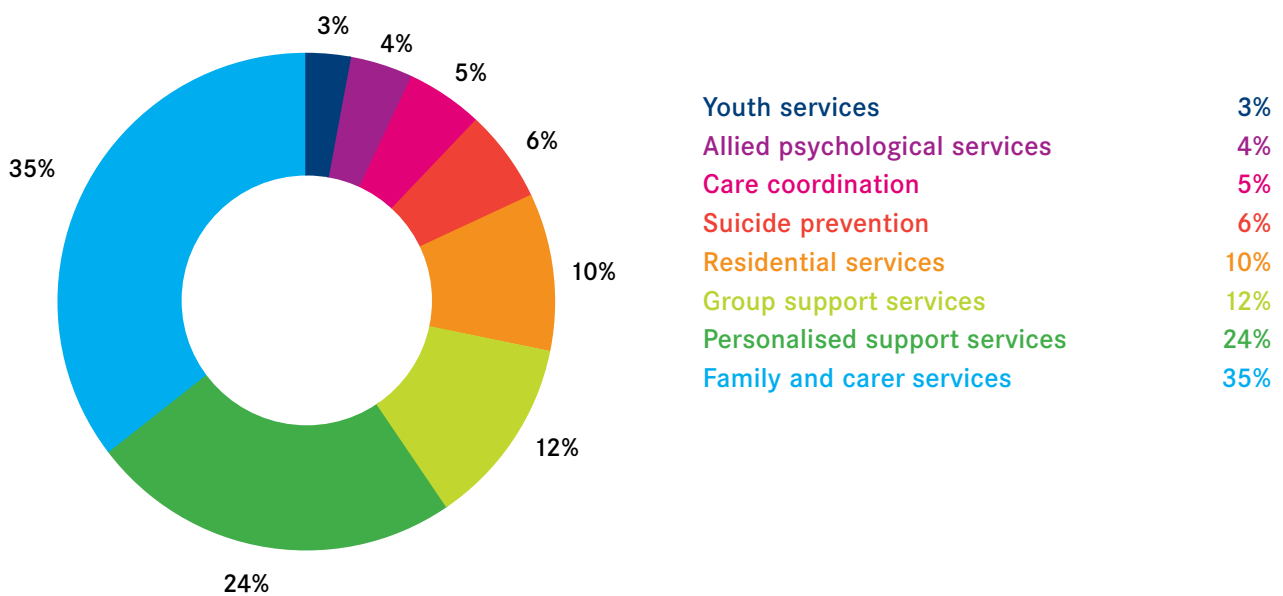
12,158



Customers by state



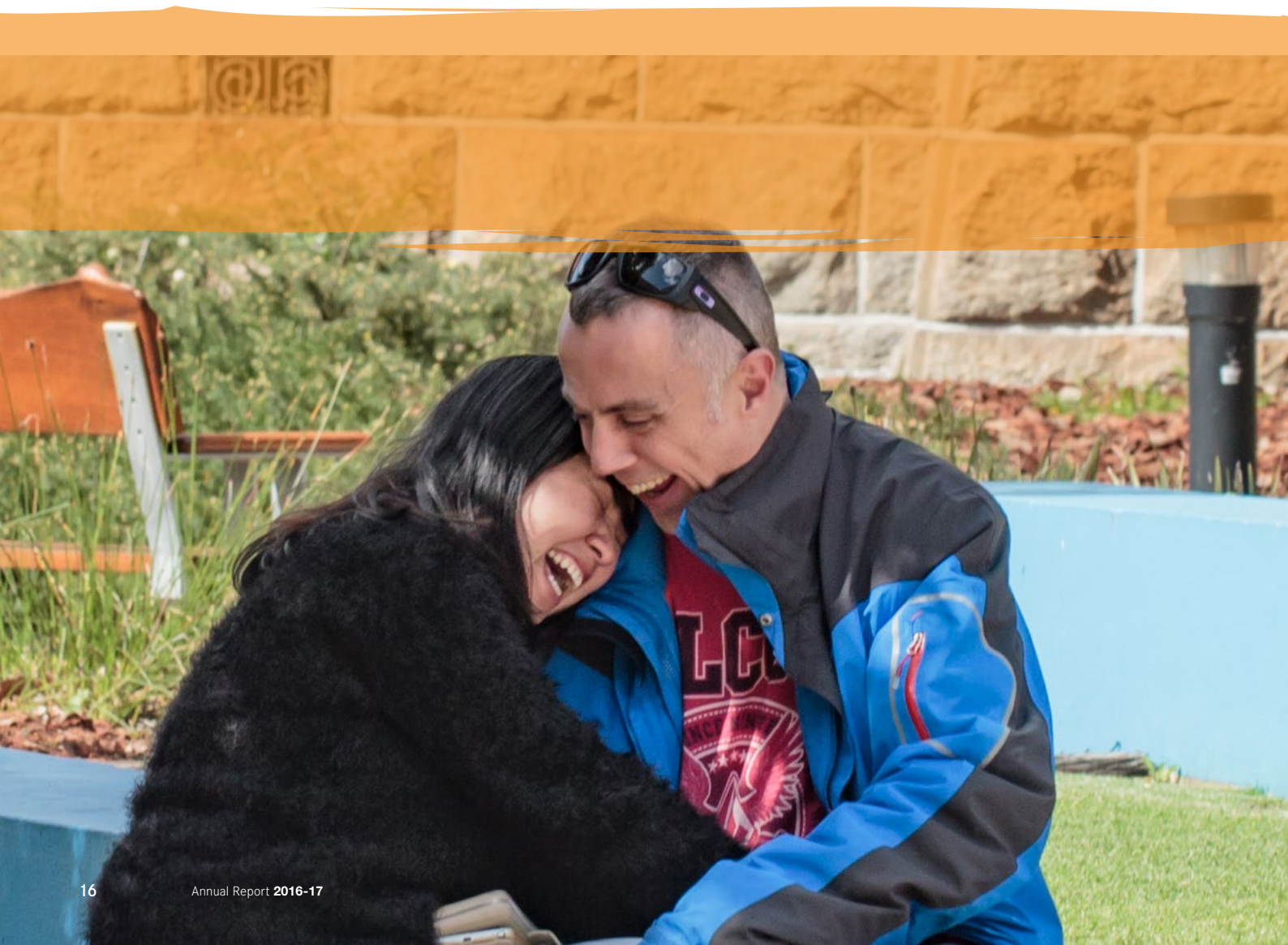
Customers by service



Our financial performance and position

Mind continued to perform well in the financial year ending 30 June 2017 producing a very positive financial result and a better than budgeted performance.

- Mind generated a surplus of \$4.7 million.
- During the year Mind invested significantly in business development particularly NDIS related research and service development.
- Mind's equity increased by \$5.0 million during the year.
- Mind has one of the strongest balance sheets of any other community mental health organisations in Australia.



Audited results:

The following financial information is provided by the Directors of Mind and is extracted from the audited results of Mind for the year ended 30 June 2017. The full financial statement can be found at www.mindaustralia.org.au

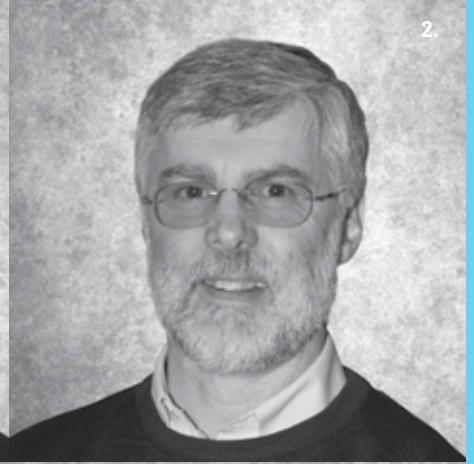
Summary income statement

Year ended 30 June 2017	2017	2016
	\$	\$
Revenue from rendering services		
Revenue from operations	66,724,944	60,537,337
Revenue from other sources	1,772,497	2,126,922
Total income	68,497,441	62,664,259
Total expenses	69,142,680	61,452,755
Surplus/(deficit) operations	(645,239)	1,211,504
Net gain on revaluation of land and buildings	4,801,267	-
Net gain/(loss) on revaluation of available for sale assets	565,867	(161,755)
Surplus/(deficit)	4,721,895	1,049,749

Extract of balance sheet

Year ended 30 June 2017	2017	2016
	\$	\$
Assets		
Cash and cash equivalents	1,295,875	1,772,218
Property, plant and equipment	25,960,270	19,642,381
Other assets	20,626,484	21,434,642
Total assets	47,882,629	42,849,241
Liabilities		
Trade & other payables	4,496,293	3,857,685
Provisions	5,352,918	5,086,365
Other liabilities	1,355,755	1,949,423
Total liabilities	11,204,966	10,893,473
Net assets	36,677,663	31,955,768

Our Board



1. Julian Gardner AM - Chair

BA,LLB, FIPAAV

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

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

Other board roles: Deputy Chair of Alfred Health

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. Dr John Farhall - Deputy Chair

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

Mind Board committees: Service, Quality and Risk; Remuneration

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 extensive experience working, teaching and researching in the mental health field. He is an Associate Professor in Psychology 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 Commonwealth Governments.

3. Jeremy Coggin - Director

Executive MBA, B.Sc.(Architecture), B.Sc. (Computing), MAICD

Mind Board committees: Service, Quality and Risk

Professional associations: Australian Institute of Company Directors

Jeremy is a business strategist skilled at leading strategy and delivering change which grows businesses. He is a multidisciplinary professional with expertise and qualifications in business, digital, design and facilitation.

He has over 18 years of corporate experience in both agency and in-house management, and consulting roles, leading and managing transformation across multichannel value chains. Jeremy's previous positions include delivery head at a boutique digital agency, senior manager at Deloitte Digital and also board member of family and carers specialist ARAFEMI. Jeremy is currently Business Planning Manager at CPA Australia and also executive board director and treasurer at the national mental health carer advocacy body, Mental Health Carers Australia.

4. Judith Earls - Director

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

Mind Board committees: Finance, Audit and Risk Management

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.

5. Melissa Field - Director

B.Comm, CA, MBA (Hons)

Mind Board committees: Finance, Audit and Risk Management; Remuneration

Professional associations: Institute of Chartered Accountants Australia, Australian Institute of Company Directors

Other board roles: Surf Coast Shire Audit and Risk Committee, Trimantium Capital Pty Ltd

Melissa has broad experience as both an executive and advisor in the commercial sector, including seven years 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.

6. Amanda Ford - Director

FCCA, Bach Bus.(Acc), MBA (Marketing major), Grad Cert (HRM), Dip FS (Financial Planning), Diploma Integrated Risk Management

Mind Board committees: Finance, Audit and Risk Management; Governance

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 services, and most recently, health. A risk management and governance specialist, her focus and proven success is the driving and supporting of change in complex environments. Amanda is currently Chief Financial Officer and Executive Director, Development & Performance at Melbourne Primary Care Network.

7. Chris Gibbs - Director

BA, MHA

Mind Board committees: Governance; Service, Quality and Risk

Other board roles: VATMI Industries, Victorian Centre of Excellence in Eating Disorders, Orygen Research, Australian Centre for Psychiatric Nursing Research, Community Advisor Council North Western Melbourne Primary Health Network

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.

8. Bernie McCormick - Director

Mind Board committees: Service, Quality and Risk

Professional associations: Victorian Mental Illness Awareness Council

Bernie has a varied academic background including architecture, environmental engineering and psychology. Bernie has experience in the mental health system as a consumer for the last 28 years and the last 19 years in some form of consumer perspective driven role. He has worked as a consumer consultant in two Australian mental health services, as information officer at Victorian Mental Illness Awareness Council (VMIAC), and was the VMIAC newsletter editor for just under 10 years. He 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 a modest but influential role on the Assessment and Referral Court (ARC) List at the Melbourne Magistrates' Court writing education insight documents for court staff. This is the sixth year of Bernie's involvement at board level.



Our senior executive

1. Dr Gerry Naughtin - Chief Executive

B.A., B.S.W. (Hons), PhD

Gerry has held leadership roles in the disability, aged care and mental health sectors over the last 30 years. He is passionate about the development of responsive and flexible human services and Mind being a leader and contributor to best practice in community services in Australia. In his role as a member of the Independent Advisory Council to the National Disability Insurance Agency, he contributes to providing advice to Federal, State and Territory Governments and the Agency on issues for the National Disability Insurance Scheme.

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 on 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 more than ten years. Prior to that, she held various leadership roles in the vocational and higher education sectors, and has substantial experience in teaching and curriculum development. Sarah brings together strengths in research and evaluation, policy analysis and strategy development. She has a sound understanding of the operating and business environments of non-government organisations, and applies her conceptual and strategic skills to a broad range of tasks and activities. She has specific expertise in socially inclusive approaches to research and service development.

5. Usha Sivanathan - General Manager Financial Services

FCPA, CGMA

Usha is an experienced finance professional who over the past 25 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.

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

B. Bus., MBA, GIA (Cert)

Simon 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 Psychiatric Disability Services of Victoria (VICSERV).

Our executive

7. Denise Cumming - General Manager Queensland

Denise has over 20 years' experience working within the mental health and complex needs sector in non-government, government and private services both in the UK and Australia. Supported by her qualifications in social work, human rights and social justice continue to serve as the primary motivation and justification for her continued commitment to the human services sector. Denise has held leadership roles in both government and non-government sectors and has a strong reputation for the delivery of high quality integrated health and social care services in accordance with recovery principles and strengths based practice.

8. Ruth Davenport - General Manager Regional Victoria

Ruth is a credentialed mental health nurse with an Advanced Certificate in Systems and Family Therapy. Ruth has extensive experience in the health and community fields over more than 35 years, undertaking practitioner and management

roles in both the clinical and non-clinical mental health sectors. Ruth has a passion for developing and maintaining high quality services and systems in rural and regional areas that are responsive to the needs of Mind's clients, their families and carers and in leading and developing staff to enable their full participation within Mind.

9. Marie Fox – Senior Advisor

Marie joined Mind following nearly five years at Open Minds as General Manager Operations and for the last two years as Chief Executive Officer. Marie has more than 25 years in leadership roles across the community, child protection and mental health sectors. She brings to any role a passion for social justice and the development of innovative and contemporary solutions to issues affecting our most vulnerable. Marie is a strategic thinker and believes in the value of a collaborative approach to the development of evidence based contemporary practice. At Mind, Marie will provide strategic advice through the office of the Chief Executive with a particular focus on New South Wales, Queensland and special projects.

10. Janice Hogan – General Manager South Australia and Western Australia

Janice has a Degree in Applied Science Nursing and a Post Graduate Diploma in Mental Health. Over the last 43 years Janice has worked with a broad range of mental health professionals in both the acute and community mental health settings in Australia and the UK. Janice has been part of Mind's Executive for the last four years and has developed strong relationships with key stakeholders across the mental health service network. Janice is driven by her passion for collaboration, consumer participation and positive outcomes, system integration improvement and best practice.

11. Belinda Horton – General Manager Clinical Practice and Quality

Belinda's qualifications include a Masters Degree in Occupational Therapy and a Graduate Diploma in Family Therapy. She also has over 25 years of experience in the community mental health sector. Following ten years as Chief Executive Officer of PANDA (Perinatal Anxiety and Depression Australia) Belinda continued her work in service development and organisational leadership, and is due to complete a Master of Business Administration in 2017. Belinda is committed to supporting Mind staff to be confident, skilled and supported in their vital work with clients with mental health issues and their families and carers.

12. Peter Laws – General Manager Information Systems

Peter holds a Masters in Information System Management. Peter has worked in the not for profit, commercial and government sectors for over 30 years. He has a passion for developing

and maintaining high quality, innovative information systems and services that assist in the outcomes for clients, their families and carers.

13. George Osman – General Manager North West Melbourne

George joined Mind as General Manager of the North West Melbourne Division in April 2017. Prior to this, he held senior executive positions in mental health services for over 29 years, including in the roles of Operations Director for Mental Health and Drug and Alcohol Services at Monash Health; Director of Aged Psychiatry at Eastern Health, and Melbourne Health; Director of Nursing and Director of Child and Adolescent Services, Mental Health Program at Southern Health; and Advocate/Guardian in the Office of the Public Advocate, Attorney General's Department. George is a registered nurse, he also holds a Diploma of Applied Science (Occupational Health and Safety) a Bachelor of Education, Masters of Health Administration (UNSW) and studied in the professional development program at Harvard, USA. He is an Associate Fellow of the College of Health Service Managers and a member of the Australian College of Mental Health Nurses. George is also a national coordinator for the Australian Council on Health Care Standards (ACHS) and a member of the International ACHS accreditation program.

14. Anthony Stratford – Senior Advisor Lived Experience

Anthony uses his lived experience of mental ill-health and recovery to inform his work and he is passionate that this approach informs practice both internally at Mind, and across the sector. Anthony is the Chair of the Mental Health Complaints Commissioner's Advisory Council. He is a Visiting Scholar at Yale University School of Medicine in the Department of Psychiatry, and is on the university's Executive Committee for International Lived Experience Leadership Academy. Anthony is also an Honorary Fellow in the School of Population and Global Health and the Department of Psychiatry at the University of Melbourne; and an Honorary Fellow and Expert Advisor to the World Health Organisation, Geneva.

15. Heather Thompson – General Manager South East Regional Victoria

Heather holds undergraduate qualifications in welfare and criminology, and a Masters in Social Science - Policy and Management. Heather has over 30 years' experience in homelessness, community care and mental health. She currently leads the teams in Mind's South East Regional Victoria division, delivering high quality, dynamic and responsive support to Mind clients, families and carers. Heather is committed to improving service outcomes for consumers and understands the importance of working in partnership and collaboration with a broad range of key stakeholders. She has actively participated

in mental health and homelessness sector reform and contributes to a broad range of organisational and sector projects and initiatives.

16. Jackie Van Vugt – General Manager Marketing and Communications

Jackie holds a Bachelor of Arts (Media Studies) and Grad Diploma (Marketing). She has over 25 years' experience in advertising, marketing and communications roles across advertising agencies, commercial businesses, not for profit organisations and government funded policy bodies (including 7 years as Director of Marketing and Communications at VicHealth). At The Alannah and Madeline Foundation she established the eSmart program, a whole of school bullying and cybersafety behaviour change program that was introduced into all Victorian state run schools. She has also spent a number of years lecturing at Monash and RMIT University business schools in consumer behaviour, advertising and marketing fundamentals.

17. Greg Wasmund – Consultant Business Services

Greg is a highly experienced and respected advisor having spent the last ten years working in the disability sector at both Board and CEO levels. Prior to that, he worked in the property and banking sectors both in Australia and internationally. Greg is the architect behind Mind's residential property strategy and is working in partnership with the leadership team to implement it nationally.

18. Natalie Wright-Boyd – General Manager Human Resources

Natalie is a human resources leader with experience across a wide range of industries including IT, media, sport and family services in the public, private and NFP sectors. Natalie has a Bachelor of Business in HR and Industrial Relations and has a track record in working collaboratively and sensitively with employees to ensure they have the support they need to excel in their role. She has been a member of a number of senior executive teams, contributing to the strategic direction and achievement of organisational goals.

Board committees

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

Service, Quality and Risk (SQAR) Committee

The Service, Quality and Risk (SQAR) Committee sets the quality framework for the organisation and oversees quality and service performance and risk.

Finance, Audit and Risk Management (FARM) Committee

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

Governance Committee

The Governance 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, Julian Gardner, 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 31000:2009)** and an internal control system is in place that enables the Executive to understand, manage and satisfactorily control risk exposures. The Finance, Audit and Risk Management and Service, Quality and Risk Committees verify this assurance and that the risks of Mind Australia have been critically reviewed within the last 12 months.



Julian Gardner AM - 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 (Victoria)
- Parks Victoria
- Department for Communities and Social Inclusion (South Australia)
- Department of Health (South Australia)
- Department of Health (Queensland)
- Mental Health Commission (Western Australia)

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 2016-17. 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
- Carey Baptist Grammar School
- Chappell Dean
- Guthrie Family Charitable Trust
- Lendlease Foundation
- Malcolm Thompson Family Trust

- Marshall Family Foundation
- Naylor-Stewart Ancillary Fund
- Reece Group
- Rubiix Business Accountants
- Schindler Lifts Australia
- Slow Dance Social
- St John's Uniting Church Op Shop
- Synergy Yoga & Pilates
- The Bowmans-Murungee Giant Pumpkin Festival Committee
- The Renegade Pub Football League Inc

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
- Adelaide PHN
- Anglicare Victoria
- Austin Health
- Australian BPD Foundation
- Bendigo Health
- Beyond Housing
- Cairns and Hinterland Hospital and Health Service
- Carers Australia
- Carers Victoria
- Children's Health Queensland Hospital and Health Service
- cohealth
- Darling Downs Hospital and Health Service
- Delta Society Australia Limited
- Eastern Health
- Eastern Melbourne PHN
- Every Australian Courts
- Gippsland PHN
- Goulburn Valley Primary Care Partnership
- **headspace** National
- **headspace** Swan Hill
- Helping Minds
- Housing Choices Australia
- Ian Potter Foundation
- Junction Australia
- Life Without Barriers
- Mackay Hospital and Health Service
- Melbourne Health
- Mental Health Australia
- Mental Health Carers Australia
- Mental Health Carers Tasmania
- Mental Health Coalition of South Australia
- Mental Health Coordinating Council
- Mentis Assist
- Merri Health
- Monash Health
- Murray PHN
- National Disability Services

- Neami National
- North Western Melbourne PHN
- Northside Clinic (VIC) Pty Ltd
- Orygen, The National Centre of Excellence in Youth Mental Health
- Orygen Youth Health
- Out Doors Inc
- Peninsula Health
- Private Mental Health Consumer Carer Network (Australia)
- SANE Australia
- Self Help Addiction Resource Centre
- Skylight
- South Eastern Melbourne PHN
- Tandem Inc
- The Salvation Army Victoria
- Unison
- UnitingCare Wesley Bowden
- VICSERV
- Victorian AIDS Council
- Victorian Council of Social Service
- Victorian Mental Illness Awareness Council
- VincentCare Victoria
- WEStjustice
- West Moreton Hospital and Health Service
- Western Australian Association for Mental Health
- Western Victoria PHN
- Youth Support and Advocacy Service

Research partners

Mind partners with several universities on research in support of our clients:

- Melbourne School of Population and Global Health, The University of Melbourne
- School of Nursing and Midwifery, University of South Australia
- School of Health and Social Development, Deakin University
- School of Public Health, University of Queensland

Mind thanks these universities for their collaboration.

Advisors

Mind thanks our legal advisor, Maddocks; our auditor, Crowe Horwath; and our risk and remuneration advisor, Mercer.

Mind also partners with many 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.

Celebrating
40 years
1977-2017



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Edith Pardy was a member of the Richmond Fellowship Council from 1977 to 1982



Plotting the Sprout garden in Thornbury (Melbourne, VIC) 2002



The Trinity Cruisers 2015



Official opening of the Austin and Mind Community Recovery Program, 2014



The opening of the Mind Equality Centre 2017