



# ANNUAL REPORT 2015-16

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## OUR VISION

Together for social and emotional wellbeing.

## OUR VALUES

Respect, Leadership, Professionalism, Integrity and Fairness.

## OUR MISSION

To enhance the social and emotional wellbeing of our clients through our belief in social justice and our commitment to collaborative learning and recovery.

Aftercare is Australia's longest serving mental health organisation. For the past 109 years, we have delivered unparalleled support that has helped people transform their lives.

Aftercare is also a national leader in the provision of non-government mental health services. Our approach is underpinned by in-depth expertise, developed over more than a century of top quality service delivery.

During the past year, we have continued to assist people within a rapidly shifting service environment. Through clear-sighted strategic planning, we have thoroughly prepared our organisation for the changes ahead – ensuring that Aftercare is ideally placed to meet the challenges and opportunities presented by the reformed service landscape. The introduction of the National Disability Insurance Scheme (NDIS) has provided an important incentive for us to diversify our services and continue to grow those areas of operation where we already have an established reputation for excellence.

Aftercare is also highly regarded as a leader of innovation in the sector. We conduct cutting-edge research and forge new and transformative partnerships across corporate, government and social services. Because of our reputation, as well as our inclusive culture, we continue to attract diverse staff, volunteers and students who are highly skilled, passionate and talented – and who want to help us make a difference.

In this era of change, we remain committed to delivering support services based soundly on Aftercare's core Vision, Values and Mission. Our Board, senior management, staff and volunteers will continue to do our utmost to achieve our Vision of 'Together for social and emotional wellbeing' – supporting people with mental illness and their carers to live meaningful and productive lives, free from discrimination, in their chosen communities.



# MESSAGE FROM THE CHAIR

DEAN BLOMSON



Aftercare is among the fastest growing community managed mental health organisations in Australia, with revenue of close to \$50 million in 2015-2016.

As usual, there is much to celebrate and be proud of as we look back on 2015-16. It has been a year of continued 'firsts' and successes for Aftercare.

Among these firsts has been the development of a Floresco Centre and a Poppy Centre in Ipswich, catalysed by the efforts of our Deputy CEO, Ivan Frkovic. These service models are significant differentiators for us that we hope to expand upon. Another first has been the winning of LikeMind centres in Orange and Wagga Wagga. We also assumed the lead agency role at headspace centres in Hurstville and Miranda.

As in previous years, Aftercare has achieved significant growth in our top line, as well as outstanding quality in frontline service delivery. This progress, however, has occurred in the midst of continuing uncertainty caused by the implementation of NDIS. Uncertainty also persists concerning the speed of the transition of Medicare Locals to Primary Health Networks, and the implications of the government's response to the national and state Mental Health Commissions' Strategic Plans.

Aftercare has seen many changes over its 109-year history but few as momentous as these. In addressing the changes to come, we must perform a balancing act: respond too fast and we run the risk that the NDIS rollout mutates in unexpected ways and we discover that we have moved in the wrong direction; go too slow and we could be left behind and stuck in a reactive mode.

We have responded by developing models of transition rates, impacts on staffing models, delivery

options, costs and revenues. Given that 65% of our block-funded programs transition into the NDIS, we have also responded by looking for new revenue models. Some of the new commercial options we have invested in include espyconnect and the Professional Practice Academy, which we profile in this Annual Report.

While Aftercare's proud legacy of participant-centred care will continue, the Aftercare of the next decade will likely be materially different from the one we currently know.

I wish to recognise the efforts of John Malone, our leadership team and the staff of Aftercare. All kinds of demands are being made on them to prepare to adapt to a new future. Some of these changes come as a result of us having to put in place the systems necessary to manage a growing enterprise that is now accountable for close to \$50 million in revenue.

Importantly, I wish to recognise the contributions of our Board members. It is difficult to imagine a more skilled, hardworking, committed Board that has gone above and beyond in helping Aftercare navigate the changes ahead. I am continually reminded of how lucky I am to serve this great organisation with them.

Dean Blomson  
**Chair**

# MESSAGE FROM THE EXECUTIVE DIRECTOR

JOHN MALONE



I write with great pride as I consider Aftercare's achievements, as well as the bright future that lies ahead of us. For any organisation to transition from a small Sydney-based service provider to one of the leading providers across Australia is a significant achievement. Few organisations have achieved this level of success in such a short period of time.

Aftercare's continued growth and increasing geographical spread has been remarkable, and the purpose of this ongoing expansion has been to provide the best possible care to those who seek our services, wherever they might be. The additional funding we have gained this year has renewed our energy to move forward under new funding arrangements and service models.

Aftercare's aim has always been to provide the best care for people with a mental illness or intellectual disability. We have undertaken this role with passion and commitment, improving the lives of the people we support using an evidence-based approach.

As Dean has noted, Aftercare is currently operating within an environment of extensive governmental policy and funding changes. Organisations like ours now compete openly with others in our areas of service delivery. We recognise that this will be the way of the future, and have begun a consolidation process during the transition to NDIS. This year we have established innovative new services that will take us well into the next decade, as well as automated software to engage people who seek our services. We have also maintained our strong focus on research and professional development – in particular, developing career pathways for staff that emphasise NDIS planning and implementation.

Aftercare's strategic roadmap has been our guide

as we've moved through our daily work. We have taken steps not only to adapt to immense sectoral transformation, but also to persevere in doing what we do best – helping people to achieve high levels of fulfilment in their lives, and assisting them to reintegrate into the communities of their choice.

I thank the Board for its ongoing governance of Aftercare. Our Board members have provided their expertise voluntarily over the past year, combining their wealth of experience in reviewing our strategy and setting our strategic direction.

Aftercare's ongoing success could not have been achieved without the dedication, energy and expertise of our staff, volunteers, partners and friends. The importance of each staff member and team cannot be underestimated.

Also not to be underestimated is the contribution of our participants, with whom we work side by side. Our participants bring their strengths and abilities with them and share these with us. They add to the richness and uniqueness of our organisation, which in turn strengthens all of us within the Aftercare community.

John Malone  
**Executive Director**



# OUR STRATEGIC DIRECTION

## SOUND STRATEGY ENSURES THAT AFTERCARE REMAINS AT THE FOREFRONT OF QUALITY SERVICE DELIVERY

Underpinning our strong growth are the 5 Rs.

### REPUTATION

Develop a key national footprint, build strategic partnerships and continuously improve across all services and relationships.

### RECOGNITION

Own a unique market position that has recognition and awareness across everything we do and become a central knowledge hub for leading research into mental health.

### REACH

Be recognised as the leading organisation for quality and continuous service delivery.

### REAL ORGANISATION CHANGE

Focus on efficiency and effectiveness to improve our services year by year and bring satisfaction and dignity to our staff members for continued excellence in service.

### REVENUE

Future-proof our finances through growth and diversification to ensure efficiency and sustainability.

Over the past year, Aftercare has made significant progress in implementing our Strategic Plan. The Plan continues to guide us in adapting to the major changes in the sector resulting from the introduction of the NDIS and changes in funding.

Our major focus has been on planning for the transition of more than half of Aftercare's service delivery revenue from block funding to individual funding, a consequence of the NDIS.

To ensure that our organisation and the people we support make the transition successfully, Aftercare's Board and senior management have undertaken extensive work in the areas of workforce, assets and infrastructure, participant and financial modelling, participant record management, and communications and marketing.

Our Board has honed our Strategic Direction for the coming years, placing Aftercare in the best possible position to harness the opportunities arising from the reformed service environment, and remain at the forefront of sector innovation as we move forward.



# SNAPSHOT

460

STAFF ACROSS THE ORGANISATION

58%<sup>1</sup>

OF AFTERCARE PARTICIPANTS PARTICIPATED IN SOCIAL AND RECREATIONAL ACTIVITIES IN THE SECOND QUARTER OF 2015

188

188 NEW AND EXISTING STAFF MEMBERS WERE INDUCTED BY OUR PEOPLE AND CULTURE DEPARTMENT

91%

OF RESPONDENTS<sup>2</sup> TO OUR ANNUAL PARTICIPANT SATISFACTION SURVEY WOULD RECOMMEND AFTERCARE TO THEIR FRIENDS AND FAMILY

14,043

HOURS CONTRIBUTED BY STUDENTS AND VOLUNTEERS TO AFTERCARE, That's nearly triple the hours worked in the previous year and equivalent to the work of 7.7 full-time employees

4,500

YOUNG PEOPLE WERE PROVIDED SERVICES AT AFTERCARE'S HEADSPACE CENTRES AND PROVIDED OVER 19,000 OCCASIONS OF SERVICE  
An increase of more than 50% in serviced clients compared to last financial year

OF THE 445<sup>3</sup> AFTERCARE CLIENTS WHO PARTICIPATED IN THE YOUR EXPERIENCE OF SERVICE (YES) SURVEY:

81%

OF CLIENTS RATED THEIR EXPERIENCE OF THE SERVICE DURING THE PREVIOUS 3 MONTHS (JANUARY-MARCH 2016) AS 'VERY GOOD' OR 'EXCELLENT'

95%

OF CLIENTS SAID THAT THEY 'ALWAYS' OR 'USUALLY' FELT SAFE AND WELCOME USING THE RELEVANT AFTERCARE SERVICE

PEOPLE SUPPORTED NATIONALLY THROUGH OVER 50 PROGRAMS

## BREAKDOWN BY STATE:

4,189

CLIENTS IN QUEENSLAND

2,366

CLIENTS IN NEW SOUTH WALES

64

CLIENTS IN VICTORIA

26

CLIENTS IN WESTERN AUSTRALIA

## BREAKDOWN BY SERVICE TYPE:

3,312

CLIENTS IN OUR CLINICAL PROGRAMS

2,757

CLIENTS IN OUR OUTREACH PROGRAMS\*

515

CLIENTS IN OUR FAMILY AND CARERS PROGRAMS

61

CLIENTS IN OUR RESIDENTIAL PROGRAMS†

6,645 

<sup>1</sup> Derived from 483 consumers who completed at least two measures during October-December 2015 out of a total of 1,872 clients.

<sup>2</sup> Response rate of 73% to Aftercare's annual staff satisfaction survey.

<sup>3</sup> Of a possible 1,777 clients of services who implement the YES survey annually.

\*Including intellectual disability and children's services.

†Adult and Youth.



# THE YEAR AT A GLANCE



## FLORESCO CELEBRATES FIRST BIRTHDAY

Floresco Centre in Ipswich, Queensland, celebrated its birthday in January 2016. Since first opening, Floresco has had over 2000 referrals with 1256 in the 2015/2016 financial year. We have assisted participants to find accommodation and enhance their overall wellbeing.



## SUPPORTING DIVERSITY

Aftercare celebrated Harmony Day, a day of cultural respect which reinforces the message that everyone belongs. The event coincides with the United Nations International Day for the Elimination of Racial Discrimination.

## MARDI GRAS FUN

Aftercare participated in the Sydney Gay and Lesbian Mardi Gras Parade, with a banner that said: 'Mental illness doesn't discriminate. Neither do we. Aftercare.'



## WE WELCOME OUR NEW AMBASSADOR

Our New Ambassador is Xavier Eales. In speaking out about his battle with depression, the former school captain of St Ignatius' College, Riverview, has brought the mental health and wellbeing of students and young people into the spotlight.



## HOST OF THE MY CAREER CONFERENCE

Aftercare hosted the My Career Mental Health Practitioner 2016 National Conference held in Sydney, which focused on the peer workforce. Presentations from speakers, including the Hon. Pru Goward, MP, were well received by over 200 attendees.

## A CAMP WITH A DIFFERENCE

The young people at our Kurinda Adolescent Centre enjoyed a trip away to the YMCA camp in Yarramundi, where they participated in a range of fun activities that focused on team building and communication.



## ARTISTS' CELEBRATION

Aftercare recognises that creating and enjoying art is beneficial for our mental health. We held a morning tea at the Lilyfield office to thank participants who have loaned us their artworks. The budding artists received individual certificates of appreciation.

## SERVICE HUBS ARE OUR FUTURE

Aftercare was selected as the lead organisation for two LikeMind centres in Orange and Wagga Wagga.



## CELEBRATING MENTAL HEALTH MONTH

Aftercare NSW celebrated Mental Health Month with a barbecue and activities at Callan Park - in the Inner West of Sydney. In Western Australia, Aftercare and Life Without Barriers staff set up an information stall at Margaret River township to raise awareness about good mental health and local services. In Queensland, Aftercare jointly with ARAFMI won a 2016 Mental Health Week Award for our work with families and carers.



## LANTERN PARADE

As part of a local festival, this parade took place in the Ipswich CBD and featured classic cars, marching bands and dancers. Aftercare was represented by staff, participants and volunteers from a range of our services.

## LAUNCH OF NATIONAL DIRECTORY - ESPYCONNECT

espyconnect, a new business venture, launched in Townsville. It provides a national online directory of more than 3,000 providers so that participants can identify suitable services to assist them with their needs.

## THURSDAY ISLAND LAUNCHES NEW SERVICE

Our newly launched Social and Emotional Wellbeing Program offers personalised support and structured groups and activities that provide social connection and new skills.



# OUR SERVICES

## GROWTH, INNOVATION AND DIVERSITY

Based on more than a century of working with people with mental illness, Aftercare has a keen understanding of people's needs and how to meet them through the services we offer.

### GROWING OUR FOOTPRINT

Over the past year, we have ensured that Aftercare is in a good position to support participants to transition successfully to individual funding. In Western Australia, the number of My Way NDIS participants has continued to increase in the South West region, and service provision has commenced to participants in the Perth Hills NDIS trial. Our service delivery in Bendigo in Victoria has consolidated and is well-positioned to support people transitioning to NDIS.

In addition to this work, Aftercare has also continued to grow its traditional areas of service delivery, and with the success of:

- an additional two headspace centres in Hurstville and Miranda, New South Wales
- two LikeMind Centres in Orange and Wagga Wagga, New South Wales
- an additional Youth Residential Rehabilitation Unit in Aspley, Queensland.

We are also trialling the first payment-by-outcome program in Brisbane South focusing on people frequently presenting to inpatient care, and have developed the first Poppy Centre—for children aged 0 to 12 years with developmental, behavioural and psychological issues—in Ipswich, Queensland.

### ESTABLISHING INNOVATIVE SERVICE HUBS

Aftercare has also led the way in establishing integrated service delivery models. For many years, participants and carers have indicated that they do not want to have to retell their story to every service they access. They want to avoid multiple agency intake, assessment and triage processes, and multiple care plans. They especially do not want to end up in hospital emergency departments and have to use inpatient services as a result of falling through gaps in community services.

As a result, Aftercare is now the largest provider of integrated service delivery models for infants, children, adolescents, young people and adults. We run six headspace centres, a Young Person's Early Psychosis Program, our Floresco Centre, two LikeMind centres, and a Poppy Centre. Through headspace and Poppy we have made a significant shift into the early intervention spectrum.

In the last few years we have also prioritised service delivery to rural and regional Australia. This has resulted in the establishment of services on Thursday Island; in Cunnamulla, Roma, Charleville and St George in Queensland; Orange and Wagga Wagga; and Margaret River, Busselton and Munjimup in south-west Western Australia.

### INCREASING WORKFORCE DIVERSITY

Aftercare's expansion has resulted in a more diverse workforce. To enhance our ability to meet the holistic needs of participants, we now employ psychiatrists, psychiatric registrars, general practitioners, social workers, psychologists, occupational therapists, nurses, dieticians and support workers. We have a considerable number of staff with lived experience of mental illness, and staff from Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse (CALD) backgrounds.



### TAKE 2

Take 2 is a free Family Mental Health Support Service delivered by Aftercare.

We work with families and carers to provide a flexible support service for children and teenagers living in Cairns South who are at risk of, or experiencing, early signs of mental illness. The young person might be experiencing sadness, excessive worry, fear, anger, fatigue or boredom. They might be having difficulties with their peers, or be struggling to cope with a significant life event.

We work with the young person and their parent, carer or other significant adult to help them to build their strengths, achieve their goals and get more enjoyment out of life.

### TAKE 2 BOARD GAMES

The Take 2 Board Games group provides an outlet for some of our participants to engage with other children in a safe and supportive environment.

Since it began as a weekly activity at Hambledon House, at least 16 participants and several of their siblings have attended. During the school holidays in July, Take 2 facilitated a board games competition. All participants received prizes and enjoyed a lunch provided by Cairns Council.

Take 2's long-term plan is ultimately to hand the group over to the community, so it can be run by parents and opened up to a wider group of young people.







## YOUTH SERVICES

### HEADSPACE

Aftercare operates four headspace centres in Queensland, located in Nundah, Woolloongabba, Ipswich and Meadowbrook, and will bring on an additional two centres in NSW in Hurstville and Miranda in the new year. These centres provide a variety of health and wellbeing services to young people aged 12 to 25 years, which focus on providing support early in order to prevent or delay the onset of mental illnesses.

The centres provide young people with access to general practitioners, comprehensive mental health assessments, counselling services, alcohol and other drug services, vocational support and a range of group programs and social activities. The centres have also participated in a range of community events, such as being involved in a flash mob as part of Youth Week in Ipswich, hosting stalls at multiple NAIDOC Week events, and offering an Indigenous Hip Hop Program in the Easter school holidays at Logan, resulting in a dynamic song and music video.

Aftercare also provides a Youth Early Psychosis Program based at headspace Meadowbrook. This program identifies young people at risk of developing psychosis, or experiencing their first episode of psychosis. The program works intensively with them and their families to develop coping skills, improve their functionality and maximise their health and wellbeing. In 2015-16, the program assisted over 160 young people.

### KURINDA

Kurinda is a 24/7 youth residential service in Seven Hills. Our team works with young people aged 14 to 24 years to support them to achieve their individual goals and work towards independent living.

This year, Kurinda participants attended a camp at Yarramundi. Participants unanimously reported that this was their favourite activity of the year. Another highlight was the Christmas party, which featured a slip'n'slide, water fight and giant sumo wrestling.

It is particularly rewarding for staff to see participants they have supported go through rites of passage they never thought they would experience – reaching milestones such as finishing the HSC, completing their studies, gaining an apprenticeship, attending their formal, going for a first job interview, or applying for their first rental property.

Recently we received a letter from a participant who was leaving the service. She wrote: 'Without you guys, I do not know who or where I would be today. You have changed my life for the better and for that I will be forever grateful.'

'YOU HAVE CHANGED MY LIFE FOR THE BETTER AND FOR THAT I WILL BE FOREVER GRATEFUL.'

## CARERS RETREAT

Carers bear great burdens in their caring roles, and often need support themselves.

This year, Aftercare and ARAFMI organised the 'Hats off to You' Carers Retreat program for 50 carers to enjoy some respite and wellbeing support. This is an annual forum that Aftercare and ARAFMI organise jointly for carers during Carers Week.

The retreat provided an opportunity for carers to take time away from their day-to-day work and to focus on maintaining their own wellbeing and connecting with others.

The program provided information about mental health, mindfulness, forgiveness and available support services. There was also time to focus on the carers' own wellbeing, with activities such as drumming, singing, massages, yoga and dancing.

The DRUMBEAT program was part of the Carers Retreat. DRUMBEAT uses music, psychology

and neurobiology to reconnect individuals with themselves and others.

Rosie, a Floresco worker, said that 'DRUMBEAT provides a really different format for discussions about ourselves as individuals and the troubles we come across fitting into our communities. It fosters friendships and teamwork, which is a great quality to learn.'

Linda was a volunteer at the Carers Retreat. She has a daughter who has been experiencing borderline personality disorder for more than ten years. Linda had decided to do volunteer work for Aftercare 'so that I can give something back in return for the wonderful work they do for carers.'

'Please remember that you are not alone,' she added. 'ARAFMI and Aftercare are there for you.'



'PLEASE REMEMBER THAT YOU ARE NOT ALONE'





## PARTNERS IN RECOVERY

Partners in Recovery (PIR) is designed to reach out and coordinate support for people with severe and persistent mental illness and complex needs, who might otherwise slip through gaps in the health system.

Aftercare's involvement in PIR has been a resounding success. We are the largest provider of PIR nationally: as lead agency in West Moreton-Oxley, and with three teams in south-eastern Queensland and eight teams in seven sites in New South Wales. At each of our sites, we have met our Key Performance Indicators. We have also seen how a multidisciplinary approach to assist people with complex needs truly works.

Aftercare takes a very inclusive, recovery-oriented approach. At every level of the organisation, we are non-judgemental and respectful of each person's journey. Our services target specific communities and respond to their needs. We have a team in the Botany region in New South Wales with the

La Perouse Aboriginal community and we have a significant number of Aboriginal participants in the Hunter, higher than the national percentage. Some of our workers specifically assist CALD communities.

Participants have responded well to support from PIR. Some have even said that PIR has saved their lives.

PIR is now coming to an end, and we are assisting participants to transition to NDIS. Looking back on our achievements, Aftercare's New South Wales and Victoria Regional Manager for PIR says that he is encouraged to know that it has been such an effective program. He is proudest of how well Aftercare is respected in the mental health community. 'There is a lot to be proud of within Aftercare and the way we work. Within PIR we are regarded as providing a quality service.'

## INNOVATION IN ETHICAL SERVICE PROVISION



Aftercare has continued to build its reputation as an innovator in service provision. Over the past year, we have invested strongly in two game-changing new business ventures.

### ESPYCONNECT

espyconnect is a national service directory that includes all registered providers listed by the NDIA. It provides NDIS participants, and those seeking suitable local service providers, with accurate, up-to-date information on providers across all NDIA service categories.

Built using innovative directory technology, espyconnect was developed in our Hunter NDIS trial site and launched in Townsville in May. It has continued to grow, with NDIS participants and their families using it to find providers and rate the services they receive, which provides useful feedback for other users. espyconnect is also a valuable resource for Aftercare, particularly when staff are seeking to coordinate care for new and existing participants.

### PROFESSIONAL PRACTICE ACADEMY

The Professional Practice Academy (PPA) was officially launched in July.

The PPA provides a world-class networking and professional development platform for professionals and aspirants to the community, health and human services sectors. It encompasses a strategically packaged combination of cutting-edge web-based

technologies that enable its members to tap into solutions and resources in a way that is unprecedented. Through this platform, individuals can source new learning material and manage their professional development and careers in line with changing capability needs.

The PPA resulted from our need for new approaches to career development. For organisations like ours to be 'Providers of Choice', we need to have the right talent in place, now and in the future – talent with the skills to manage participants and business operations sustainably. The PPA is built around a capability and aptitude assessment framework, utilising world-first attributional tools. These tools provide an industry developed and qualified mechanism for assessing the skills and aptitudes of workers to undertake certain roles. This can be used for recruitment, risk management, and guided learning and support, especially for encouraging new entrants into the workforce.

Aftercare has also supported the development of the PPA's international industry certification program, which facilitates certification of prior learning and experience. Through certification, we are able to acknowledge the value that peer workers, carers, guardians and volunteers bring to our sector. Certification improves their chances of finding alternate and meaningful work in the future, should they choose to do so.

THE PPA HAS THE RESOURCES THE SECTOR NEEDS TO FULFIL THE NDIS PROMISE OF A BETTER WORLD FOR THOSE WITH A DISABILITY. OUR RECRUITMENT TOOLS AND CERTIFICATION ARE INDUSTRY DEVELOPED AND DRIVEN, AND TARGET ALL OF THE JOB ROLES REQUIRED TO MAKE NDIS WORK.



# NDIS

## A GROUNDBREAKING TRANSITION TO INDEPENDENCE AND CHOICE

With the formal commencement of NDIS, Aftercare has been helping current participants to access assistance packages. The transition to NDIS has been a very challenging process for many of our participants, and the patience and care of our staff have been important in ensuring positive outcomes.

Aftercare has successfully developed tools to help with the transition. Training and information resources have been made available to staff and we have introduced a new participant relationship management system that enables our workforce to embrace a highly mobile way of working.

These tools are best practice in the sector and have energised our workforce to take on a new approach to providing support for participants and their families. The number of NDIS-funded participants continues to grow across all of Aftercare's New South Wales locations – in the Western Sydney, South Western Sydney, Central Coast, Hunter and Nepean Blue Mountains regions. In Western Australia, we have established the first WA NDIS and My Way services for participants in the Perth and Margaret River trial sites.

In Queensland, the formal rollout of the scheme will commence in January 2017. In preparation for NDIS in Queensland, we have worked with staff to undertake important trials in fee-for-service projects to promote revenue optimisation and financial sustainability.

We have developed the Participant Ambassador project, which will involve passionate people with a lived experience of mental illness going out into the community to connect, inform and build relationships with current and potential Aftercare participants seeking support to access NDIS.

Ambassador Bec says, 'Participants need to be part of their own solution. It is up to them to get to know and understand the NDIS well so they can advocate for their needs and get the best packages. I'm looking forward to helping them along with this process.'

Despite the changing service environment, Aftercare remains true to its Vision – 'Together for social and emotional wellbeing'. We continue striving to improve access to innovative support services for those with mental illness and the people who care for them.

'I NO LONGER FEEL AS  
STRESSED AND WORRIED  
ABOUT MARGARET'S  
FUTURE'

More than 40 years ago, Margaret was diagnosed with schizophrenia. She received no support and experienced repeated hospital admissions. Her husband, Phillip, became her full-time carer while also raising their two children. Eventually, Margaret faced the prospect of long-term hospitalisation.

Twelve months ago, Margaret became eligible for the NDIS and received funding for a range of supports. This has enabled Aftercare to assist her to develop her independent living skills, and to access community and social activities.

Margaret is now attending a range of social activities and is enjoying meeting new people. Her mental health has stabilised and she has not had any admissions to hospital since she has been receiving NDIS support from Aftercare.

'I no longer feel as stressed and worried about Margaret's future,' says Phillip. 'I wish Margaret could have received this type of support 40 years ago. The support has definitely helped to keep Margaret out of hospital.'







## PARTICIPANT STORIES

Vanessa\* was a participant who joined Aftercare in 2000. She came to be very well-known within Aftercare as she had bubbly and cheeky personality. Sadly, Vanessa has since passed away, but she remains in the fond memory of many other participants and support workers who knew her. This is her story.

Vanessa had a hard life prior to joining Aftercare. She faced traumatic circumstances as a young adult, and they continued well into her adult years. Her primary diagnosis was schizophrenia.

When Vanessa came to Aftercare, she was a very active participant. She loved attending all group activities. Vanessa had a goal sheet. One year she mentioned that one of her goals was to reunite with her children who had been adopted out separately at birth.

Vanessa's support worker reached out to the Salvation Army, which was running a program that could help Aftercare with the search.

After a short time, the team located Vanessa's two daughters. Both happened to be living in South Australia. They had married and had children themselves, and had also found each other.

The day came when it was time to meet. Both Vanessa's daughters flew to New South Wales to meet her, bringing photos of their children. It was a heartwarming reunion and the support workers were extremely pleased that they could help Vanessa achieve her goal of reuniting with her family.

\*Names have been changed to respect the privacy of our participants.

'IT WAS THE FIRST TIME I HAD EVER HEARD SOMEONE MENTION HOPE AND RECOVERY. I HONESTLY DIDN'T THINK IT WAS POSSIBLE BEFORE THAT.'



Daisy (Kate's dog)

### JANE

Jane entered our Bendigo Mental Health Community Support Service (MHCSS) in July 2015. She had been experiencing depression and symptoms of post-traumatic stress disorder as a result of trauma associated with forced adoption and workplace bullying.

Jane often found it difficult to get out of bed and dress for the day. Jane says that when she met her client advisor, 'It was the first time I had ever heard someone mention hope and recovery. I honestly didn't think it was possible before that.'

Jane set individual goals with her advisor and carried out the work to achieve these. She attended our health and wellbeing groups, providing peer support to members. She also began to receive assistance from a psychologist she trusts. Jane lost weight and regained confidence to dress every day in her usual fashionable style. Jane's friend once thanked her recovery worker on a home visit saying, 'You have brought her back to life.'

Jane recently exited the service. She told her recovery worker: 'I know that my mental illness will never be cured but I know it can be managed and I can lead a fulfilling life.' Jane continues to receive support from other services, but feels confident that with her new skills, she can manage her own recovery.

### KATE

Kate realised she needed help after being sucked into a black hole of depression and addiction.

She became a participant in Aftercare's PIR Gold Coast service at Varsity Lakes, which connected her with a number of services that could assist her. Kate developed meaningful relationships at Aftercare. All of these things—combined with time, patience and persistence—helped Kate to grow the inner strength she needed.

In Kate's words, 'I finally found my strength to keep reaching out for the right person and programs that were useful for me. All of these people over time kept me accountable towards my hopes and dreams.'

Another great source of help comes from her terrier dog, Daisy. 'When ... the depression is around, Daisy helps me out of that dark place ... Daisy has been one of the things that kept me going.'

Now Kate has hope, support and can plan for her future. She still has dark times, but these have become shorter and less intense. She now has an extremely positive attitude towards overcoming her challenges.



# SUPPORTING DIVERSITY

## PRIDE IN THE RAINBOW FLAG



Over the past year, Aftercare has made leaps and bounds in kickstarting lesbian, gay, bi-sexual, transgender, intersex and queer (LGBTIQ) inclusivity initiatives. These include a diversity and inclusion committee, and in-house 'Rainbow training'. This training provides staff with understanding of the LGBTIQ community and the issues they face, and provides them with appropriate skills to work with LGBTIQ individuals.

The training will become mandatory as part of our work towards obtaining Rainbow Tick industry accreditation. We have started the process of working with ACON NSW—the peak body for the LGBTIQ community—to gain this accreditation.

### AFTERCARE IN THE GAY AND LESBIAN MARDI GRAS

As part of our focus on diversity and inclusivity, this year Aftercare participated in the Gay and Lesbian Mardi Gras.

Our group of very enthusiastic Aftercare staff, participants and friends gathered in Callan Park before the parade for a final practice: many had come from across New South Wales and other states for the event. Participating staff included our Executive Director, senior management staff, a service manager and various support workers.

The Aftercare contingent, comprising 33 people, wore T-shirts in colours of the Pride flag. The slogan across our T-shirts and banner was: 'Mental Illness doesn't discriminate. Neither do we. Aftercare.'

People walked, drummed, and danced together, and there was a great response from the crowd and organisers.

'The atmosphere was sensational,' said one Aftercare manager. 'It really lifted everybody's spirits. Everybody was absolutely ecstatic to be a part of it. Nothing can prepare you for the energy and atmosphere when you walk out onto Oxford St. The feeling was intoxicating. It's great for participants to see that Aftercare is inclusive and values diversity.'

We look forward to participating again in the years to come.



## WORKING WITH CULTURALLY DIVERSE COMMUNITIES

Aftercare works with many Culturally and Linguistically Diverse (CALD) communities to deliver our mental health services.

One of the highlights from our work has been Confidrive – assisting people with mental illness to obtain a driver's licence.

Confidrive has been particularly successful in supporting people from CALD communities. Participants receive lessons from a driving school run by a husband and wife who have 15 years' experience teaching in the Bankstown area.

The couple has facilitated the project since its inception with outstanding results. Most participants have been from Arabic-speaking backgrounds, speak limited English, and have a cultural preference for a female instructor. Confidrive's instructors speak Arabic, share a similar culture with participants, and have prior experience supporting CALD people. They have been able to overcome language and cultural barriers through their involvement.

Confidrive has been a huge success for participants, as well as for their families and carers. It has changed many participants' lives – helping them to enhance their independence and take steps towards their recovery. They have been empowered to make important decisions regarding study, employment or accepting housing offers beyond their local boundaries. Participants have become more active in the community and have had the opportunity to engage with different community groups and activities.





## HEART, SOUL, BODY, MIND AND SPIRIT

Aftercare provide inclusive, culturally safe mental health services for Aboriginal and Torres Strait Islander people.

We provide support that encompasses not just mental and physical health but also cultural and spiritual health – taking into account the effects of loss of land, and the ongoing stressors of racism, stigma and social disadvantage.

We partner with Aboriginal and Torres Strait Islander organisations in delivering services to these communities, and nurture Aboriginal and Torres Strait Islander staff to become leaders within Aftercare.

### PERSONAL HELPERS AND MENTORS (PHAMS) CUNNAMULLA

For the past three years, Aftercare has been working closely with the Cunnamulla Aboriginal Corporation for Health and MAX Employment

to provide mental health support services for Aboriginal people in regional Queensland.

We provide outreach services across an area of approximately 300 square kilometres, encompassing the three major townships of St George, Charleville and Cunnamulla.

Our support staff, including four Aboriginal workers, were all born in the local area and have a strong understanding of the needs of the people who use our services.

Our core focus is to address the psychosocial needs of participants with a holistic approach that includes 'Heart, Soul, Body, Mind and Spirit'. We integrate traditional healing into the support we provide.

Our staff recognise the importance of shining a light on challenges that Aboriginal and Torres Strait Islander people face on a day-to-day basis, and work hard to address some of the social injustices that they experience.

## THURSDAY ISLAND LAUNCH

Aftercare was extremely proud to launch our Social and Emotional Wellbeing Program on Thursday Island in June. At the launch, there was an official blessing by a local priest, and a Welcome to Country by a traditional landowner. Guest speakers included a notable community human rights activist, the Mayor of Torres Shire Council, a representative from the Queensland Health Social and Emotional Wellbeing team, and our Executive Director, John Malone. The launch included live music, activities and a free lunch.

Our Thursday Island program is a Community Managed Mental Health Service covering the Torres Strait and the Northern Peninsula Area of Cape York. The program is staffed by three local Torres Strait Islander people. It commenced servicing the region in 2014, providing social and emotional wellbeing support to the community.

The team provides four streams of support: one-

on-one personalised support; structured group activities; mutual support and self-help; and family and carers support. Our team works in partnership with the Queensland Health Specialist Mental Health Service to help keep people out of hospital and address their whole-of-life needs.

**'THIS LAUNCH HAS BEEN LIKE THE RAIN. NOW THE FLOWER HAS BURST OUT. WE ARE OPENING [OUR DOORS] PETAL BY PETAL ... THE REFERRALS AND PEOPLE ARE NOW COMING IN.'**

*Aftercare Thursday Island  
Support Worker*



# LOOKING AHEAD

Aftercare is embarking on 2016-17 with increased vigour and confidence, having commenced preparations for our operations to thrive in a new service landscape. Here are some highlights we're looking forward to.

## TRANSITIONING WITH CONFIDENCE TO NDIS

Aftercare's PHaMs and PIR programs have begun transitioning to NDIS funding. Over the next three years, participants will move to individually funded support packages. Staff will support participants through the assessment process, and will continue to provide support if nominated to do so.

## DEMONSTRATING THE VALUE OF FUNDING OUTCOMES

In collaboration with Metro South Hospital and Health Service and Brisbane South Primary Health Network, Aftercare is leading a payment-by-outcome trial supporting ten people who most frequently present to the Princess Alexandra Hospital Emergency Department and Acute Inpatient Unit. The first of its kind in Australia, the trial aims to demonstrate the value of outcome-funded support services in the mental health sector. Participants work with Genesis support workers to develop individual responses tailored to their community living needs. Early outcomes are positive: at four months into the trial, none of the participants had been admitted to hospital.

## NEW HEADSPACE CENTRES

We welcome two more headspace centres in Hurstville and Miranda, and look forward to providing support to young people in these areas.



## OPENING THE DOORS FOR CHILDREN AND THEIR FAMILIES IN IPSWICH

Our first Poppy Centre will offer a range of integrated clinical and psychological interventions and supports to children aged 0 to 11 years and their families and carers.



## AFTERCARE AND BULLDOGS JOIN FORCES

Aftercare is establishing a community partnership with the NRL Canterbury-Bankstown Bulldogs. In the coming year, we'll run a campaign with the Bulldogs to highlight mental health as a community issue and how Aftercare can help with this, including helping those who would like to explore a career in the sector.



## IT MOVING WITH THE TIMES

Our IT team has set the stage for an exciting 2017. Highlights include introducing new NDIS information systems, building a robust mobility strategy empowering our workforce, and providing greater access to tools and information enabling greater productivity and support for participants of our outreach programs. Upcoming highlights include greater reporting and analytics capabilities to support our operations and research teams, a new consolidated approach to information systems, a digital transformation strategy, and the implementation of a 'next-generation' cyber security framework.

## LIKEMIND: COORDINATED CARE IN ONE LOCATION

Aftercare looks forward to the opening of LikeMind Orange in September 2016. We are working closely with the Western NSW Local Health District and specialist organisations to create a one-stop mental health hub for adults. Our LikeMind Wagga Wagga centre will open in early 2017. Aftercare will lead LikeMind Wagga Wagga in partnership with the Murrumbidgee Local Health District and other specialist services.

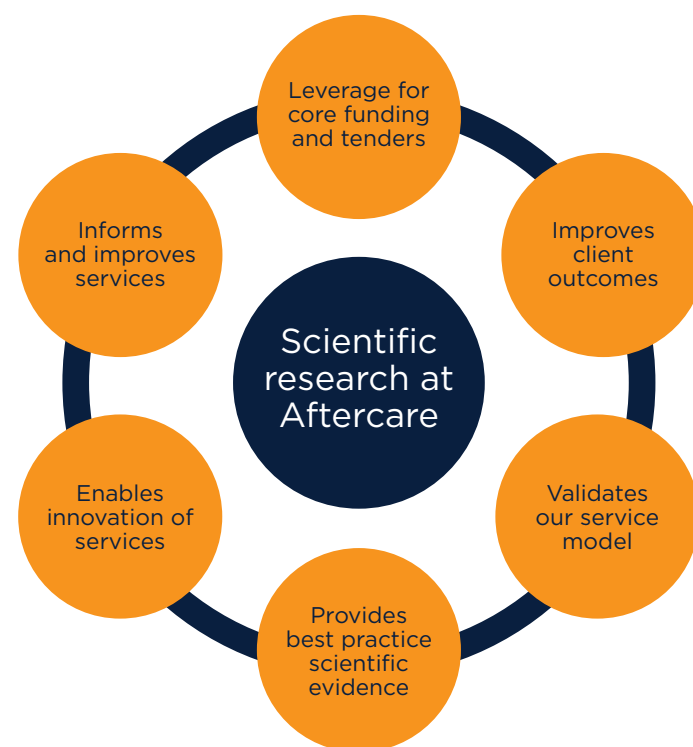
## WE CELEBRATE 110 YEARS OF AFTERCARE

In 1907, with the support of medical, political and intellectual figures of the day, Emily Patterson proposed the formation of Aftercare. As we near the next Aftercare anniversary and celebrations, we are working on a book to celebrate 110 years of Aftercare's inspiring history.



# RESEARCH AND EVALUATION

It has been a year of major advances for the research department. We have expanded our capacity and capability by attracting high-calibre research staff, undertaken a major review of our approach to participant outcome measurement, built strong multidisciplinary research collaborations with several universities and expanded our research activities into innovative evidence-based research projects.



## WHY SCIENTIFIC RESEARCH IS IMPORTANT TO AFTERCARE

Our evidence-based approach to mental health research enables us to validate our service model as best practice. Robust scientific evidence underpinning our services is essential to ensure that our participants receive an effective high quality mental health service and improved outcomes.

## OUTCOME MEASURES REVIEW

From 1 July 2016, we launched a new protocol, which is to continue implementing the Recovery Assessment Scale – Domains and Stages (RAS-DS) and introduce the World Health Organisation Disability Assessment Scale (WHODAS). This will enable Aftercare to capture information about participant outcomes across an important range of life domains and benchmark our performance to national and international standards, while also reducing survey fatigue for participants and support workers.

## INNOVATIVE PROJECTS

MindExpress™ is a youth depression prevention resilience-building app consisting of interactive activities that are scientifically proven to help reduce the risk of depression. If the app is proven to be effective in our upcoming randomised control trial it may be integrated into our mental health services for young people at greatest risk of depression. There is growing evidence that it may be possible to prevent new cases of major depressive disorder in higher risk groups. Dr Alex Wilde conceived and developed MindExpress™ at the University of New South Wales with a multidisciplinary team.



## IMPACT YOUTH STUDY

Orygen and the University of Melbourne's IMPACT youth study has been launched at headspace Ipswich. It aims to evaluate the effectiveness of a brief physical activity intervention that is integrated into usual clinical care in reducing depression and increasing young people's engagement in physical activity.

## CONSULTANCY WITH THE UNIVERSITY OF QUEENSLAND

Aftercare has established a three-year consultancy agreement with the Queensland Centre for Mental Health Research to enable rigorous independent research on our innovative programs and service models. Significant projects for Aftercare include an evaluation of the integrated adult mental health service model implemented at our Floresco Centre, and an evaluation of the 12-month payment-by-outcome Genesis program trial.

'445 AFTERCARE CLIENTS FROM 44 SERVICES PARTICIPATED IN THE YES SURVEY.'

# OUTCOMES AND RESULTS

Aftercare has performed well in outcomes evaluation during 2015-16.

## YOUR EXPERIENCE OF SERVICE (YES) SURVEY

In March 2016, our YES survey helped us understand how participants feel about Aftercare and how we may implement positive changes as a result. The key finding of the survey was that good relationships between support workers and participants were vital to participant perception of effective service delivery.

## YOU MATTER TO US – WHAT MATTERS TO YOU? STAFF SURVEY

We conducted the staff survey in July 2016. 'Having a vision' and 'empowering others' were identified by staff as important leadership qualities. There was strong alignment between staff and Aftercare values, which has an important role in job satisfaction and productivity.

## PARTICIPANT OUTCOMES EVALUATION

Quarterly collection of participant outcomes data enables us to analyse participant wellbeing across a range of life domains, and thus determine the effectiveness of our services and meet our best-practice benchmarks. Based on our analysis of outcomes data from October to December 2015, we found that feeling good about their working relationship with their support worker significantly benefited participants' recovery. Participation in education and training had a significantly beneficial effect on participants' perception of needs were being met. Longitudinal analysis of recovery data (October 2015 to June 2016) showed statistically significant improvements in social recovery of Aftercare participants.

## WHAT'S NEXT?

The research department is investigating patterns in recovery over time to find out how our participants can best be supported. In the coming year we hope to excite staff and participants about what applied research can do for Aftercare and, most importantly, for our service participants.





## PEOPLE AND CULTURE

Aftercare's organisational culture is inclusive, positive and collaborative. We take pride in the fact that our people look forward to coming into work each and every day.

Our People and Culture team takes a strategic approach to developing our people. The team works closely with Aftercare managers to ensure that we are delivering best-practice services and developing highly functional staff support networks.

In partnership with our managers, we are building organisational capacity by leading initiatives for transformation and change within Aftercare. We continue to focus on attracting and retaining staff as Aftercare navigates the changes brought about by NDIS.

The work of our People and Culture team is fundamental to the work of Aftercare – maintaining a healthy environment and culture that enables us to attain our organisational objectives, build staff commitment, ensure internal compliance, and minimise the impact of external changes within the sector.

## LEARNING AND DEVELOPMENT

Our Learning and Development team empowers staff by assisting them to reach their best potential. We support staff behind the scenes, engaging them in a process of lifelong learning by offering a variety of stimulating professional and personal growth opportunities.

As part of the People and Culture team, Learning and Development coordinates and facilitates the Aftercare Essentials training suite, along with additional training for individuals and teams.

In 2015-16, Aftercare provided 128 courses for staff development, along with numerous ad hoc professional development opportunities sourced externally.

Staff members attended a total of 1,062 internal trainings – a 15% increase on last year's attendance. We are pleased to report that 96% of attendees said they would recommend the training to their colleagues.

Our staff facilitators continue to deliver training that is not only engaging but also brings their firsthand knowledge and experience into a safe learning environment for their colleagues.

We have also rolled out six new online learning modules. This is part of a substantial increase in the number of flexible, self-paced eLearning opportunities available for staff – including those working in rural and remote areas.

Aftercare believes that an organisation is only as good as its people. As our staff grow in skills and experience, Aftercare grows with them.





## A REGIONAL EXPERIENCE



Regional Australia boasts some of the most beautiful locations that Australia has to offer. It can also, however, be a challenging environment for those struggling to achieve mental wellness.

Mental health work in these areas can be a unique experience for Aftercare staff. Geographical isolation can mean a three-hour round trip for a Support Worker to see participants. The significant distances involved means that transport costs and time constraints can act as barriers to participants being able to access already limited community services.

Where services are limited, individuals may be channelled into forms of care which are not ideal for their circumstances or the severity of their

illnesses. Low-support services can find themselves supporting individuals whose needs exceed their scope, while emergency services are often forced to provide care for those who are not in immediate crisis. Police and paramedics are often the de facto mental health services in remote areas.

Aftercare has been involved in technological initiatives attempting to combat these issues. These initiatives include mental health apps, online counselling, and video conference appointments with psychiatrists. These advances provide new support options, as long as the communities involved have the requisite infrastructure and access to technology.

Populations in regional areas tend to have a strong sense of resilience, which can sometimes translate into an unwillingness to admit that help is needed. The stigma of mental health as a personal weakness can be insidious.

Aftercare is at the forefront of fighting this stigma. We promote our services as safe places where people can come forward and find support. Our message is strengthened by the strong local partnerships we have – with local councils, business, community groups and educational institutions. We also draw on the lived experiences of people who have triumphed over their own mental health challenges, and who can assist others in their journeys to recovery.



## OUR PEER WORKFORCE: VALUING LIVED EXPERIENCE

Aftercare's peer workforce is extremely important to the work that we do.

Luke was originally a participant at PHaMs Woy Woy and a member of the Client Advisory Committee (CAC). He is now a peer worker at Aftercare.

'I developed a passion for all things mental health as an adjunct to my recovery,' says Luke, 'and I see that learning as a very practical path to wellbeing. It involved years of self-reflection, as well as hundreds of hours diving down mental health rabbit holes online. I also made an effort to gain good rapport with my therapists and doctors, and thrived on the psychoeducation they provided.'

Luke's work involves being the secretariat for the CAC, and helping to facilitate participant engagement.

The work is valuable because it assists Aftercare to continue to provide the best service possible.

'Being a survivor of the mental health system,' he says, 'I feel well-placed and honoured to contribute to the lives of others.'

He envisions that the support that peer workers provide will diversify over time.

'The more that people with poorer mental health are empowered, and allowed to contribute, the better the psychosocial outcomes for everyone involved. The positive effects naturally flow out into culture through family, through social circles, and eventually into the psyche of the larger community.'

'Advocating for the rights of consumers in terms of personal dignity is what makes me proudest in this role. Dignity is probably the thing I am most grateful for Aftercare affording me while I was participating as a client.'





## VOLUNTEERING AT AFTERCARE

Students and volunteers have made invaluable contributions to Aftercare this year. Two of our volunteers spoke to us about their experiences. Charles is a 26-year-old studying a Bachelor of Psychology. He is currently an Active Linking Initiative (ALI) support worker. He found out about Aftercare through a friend who also worked at ALI. 'Being an aspiring psychologist,' says Charles, 'volunteering seemed like a great opportunity to gain first-hand experience with clinical cases of mental illness.'

Charles volunteers once a week while studying full time. His one day a week happens to be ALI's choir day: participants are picked up from their Assisted Boarding Houses by the St George community bus. 'What I love about choir is how uplifting the energy in the room becomes,' says Charles. 'Every so often the choir group have gigs, and I was lucky enough to attend one at the Sydney Opera House. That day,

there was at least a hundred people in the audience and the choir group performed all of their songs perfectly. The audience absolutely enjoyed the performance ... and I'm sure so did the guys. I think that day would have been very special for them ... it's very empowering and it produces self-esteem and confidence.'

'Ultimately,' says Charles, 'I see the choir program run by ALI as one method of alleviating the stigma associated with mental illness in society.'

\*The weekly activity which Charles volunteered with through ALI is rehearsals with "The Sydney Street Choir" - this is a community formed choir group to support those who are homeless and/or disadvantaged by providing them with a therapeutic musical program which promotes social skills.

## OUR BOARD



Dean Blomson



Marianne Karam



Steve Jasek



Roderick Jones



Shane Rendalls



John M. Thomas



Leanne Gregory-Aylett



Sue Klose



Julia Farrant



Gillian McFee



John Malone

Aftercare is guided by our highly capable and dedicated Board.

Our Board members have broad expertise based on richly diverse professional backgrounds. Combined, this experience continues to ensure that Aftercare leads the sector with our high quality programs and services.

Our Board is extremely passionate about Aftercare's work in improving the lives of people living with mental illness and disabilities.

This year, Aftercare welcomes Sue Klose, Julia Farrant and Gillian McFee to the Board. We thank departing directors Marg Lennon and Ivan Beale for their invaluable contribution to the success of our organisation.

**Dean Blomson** - Chair  
PhD, B.Bus (Hons), LLB

**Marianne Karam** - Vice Chair  
FCPA, FAICD, FCIS, FGIA

**Steve Jasek** - Treasurer  
BBA, CISA

**Rod Jones** - Director  
BA Psyc (Hons)

**Shane Rendalls** - Director  
MSW

**John M. Thomas** - Director  
Diploma Banking & Finance, FAICD

**Leanne Gregory-Aylett** - Director  
B.Com (Economics and Marketing), Post Grad Management (Marketing), GAICD

**Sue Klose** - Director  
MBA (Hons) BSc

**Julia Farrant** - Director  
BA Business Studies, Post Graduate Diploma Personnel Mgt and Industrial Relations, GIPM (UK)

**Gillian McFee** - Director  
B.Soc Stud (Hons), Dip. Urban & Regional Studies, MBA (Executive), FAICD

**John Malone** - Executive Director  
BA, MSc, MAPS





# FIVE YEAR FINANCIAL SUMMARY

TOP LINE FINANCIAL COMPARISON	2015/16 (\$'000)	2014/15 (\$'000)	2013/14 (\$'000)	2012/13 (\$'000)	2011/12 (\$'000)
<b>REVENUE &amp; EXPENDITURE</b>					
Operating Revenue	45,834	41,041	30,554	20,252	17,528
Operating Expenditure	45,656	38,665	27,870	19,679	17,505
Operating Surplus/(Loss)	178	2,376	2,684	573	23
<b>ASSETS &amp; LIABILITIES</b>					
Total Assets	30,218	24,192	20,931	15,803	11,811
Total Liabilities	11,110	8,573	7,688	5,244	3,030
Total Equity	19,108	15,619	13,243	10,559	8,781
<b>CASH FLOWS</b>					
Net cash from operating activities	3,972	3,125	4,730	3,337	-856
Net cash from investing activities	-5,700	-1,292	1,709	-286	-463
Cash and cash equivalents at 30 June	12,269	13,997	12,164	5,723	2,673

In 2015/16 Aftercare established and fully owned subsidiary, the Put Institute Ltd, to develop and run NDIS-related digital platforms espyconnect and Professional Practice Academy (PPA). As a result, annual accounts have been prepared for the Aftercare group, including both entities.

## ASSETS AND LIABILITIES

Over the year, the net assets have increased by 22% from \$15.6m in 2014/15 to \$19.1m in 2015/16:

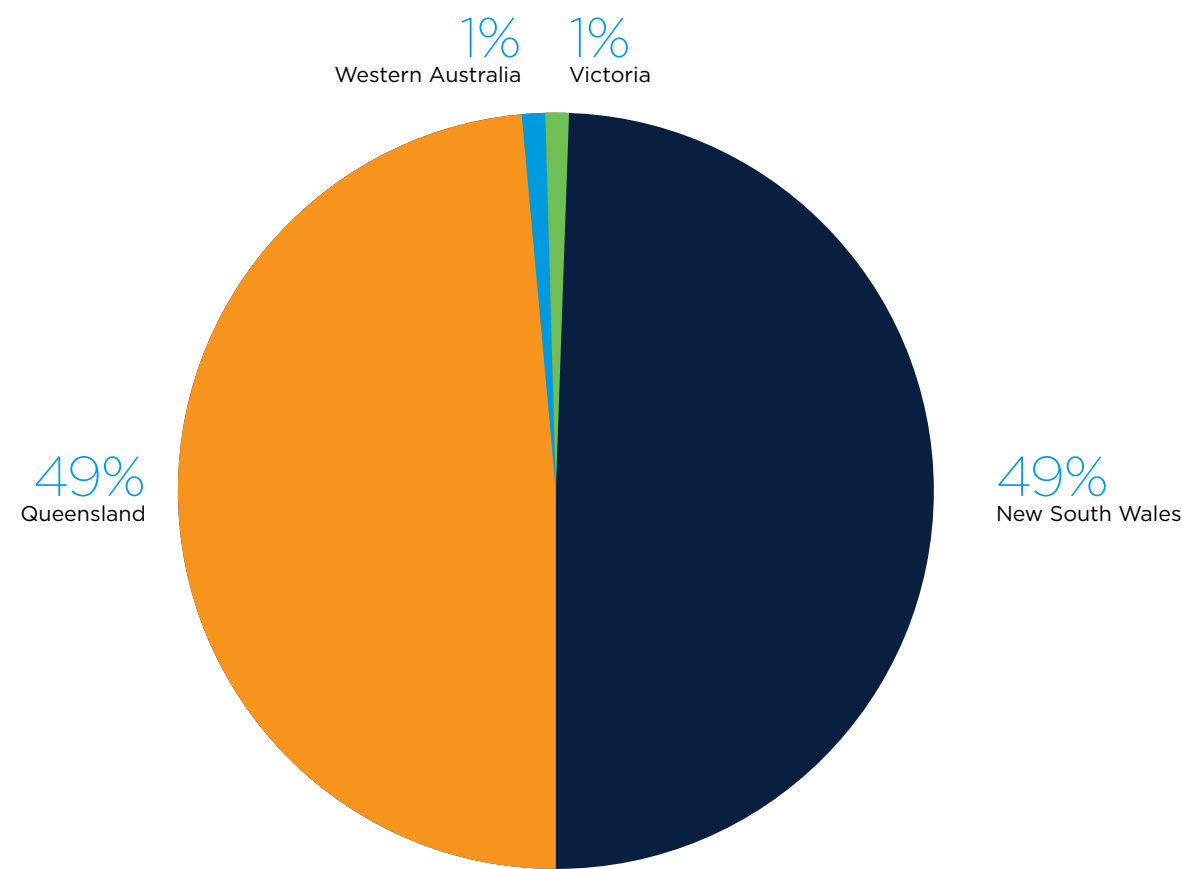
- Current Assets increased by 15% from \$15.4m to \$17.64m mainly because of the Board's decision to continue investing in liquid assets in the form of short-term deposits.
- Non-Current Assets increased by 43% from \$8.8m to \$12.6m. Such substantial increase occurred due to revaluation of Aftercare-owned properties on 30 June 2016 (\$3.4m) and capitalisation of development costs for espyconnect and PPA (\$1.3m).
- Liabilities increased by 30% from \$8.6m to \$11.1m for a number of reasons. Firstly, increase in Accounts Payable, Payroll Liabilities and

Employee Provisions due to the increase in business operations and turnover. Secondly, an increase in the Grants received and in the unspent 2015/16 grants waiting for approval to be rolled over into the 2016/17 year.

This summary financial information is intended to provide an overview of the financial statements and to highlight matters of importance. This information is not intended to replace or modify the content of the audited financial statements. This annual report and the completed audited financial statements are available on our website. For more information, please see [www.aftercare.com.au](http://www.aftercare.com.au)



# GRANT INCOME BY STATE

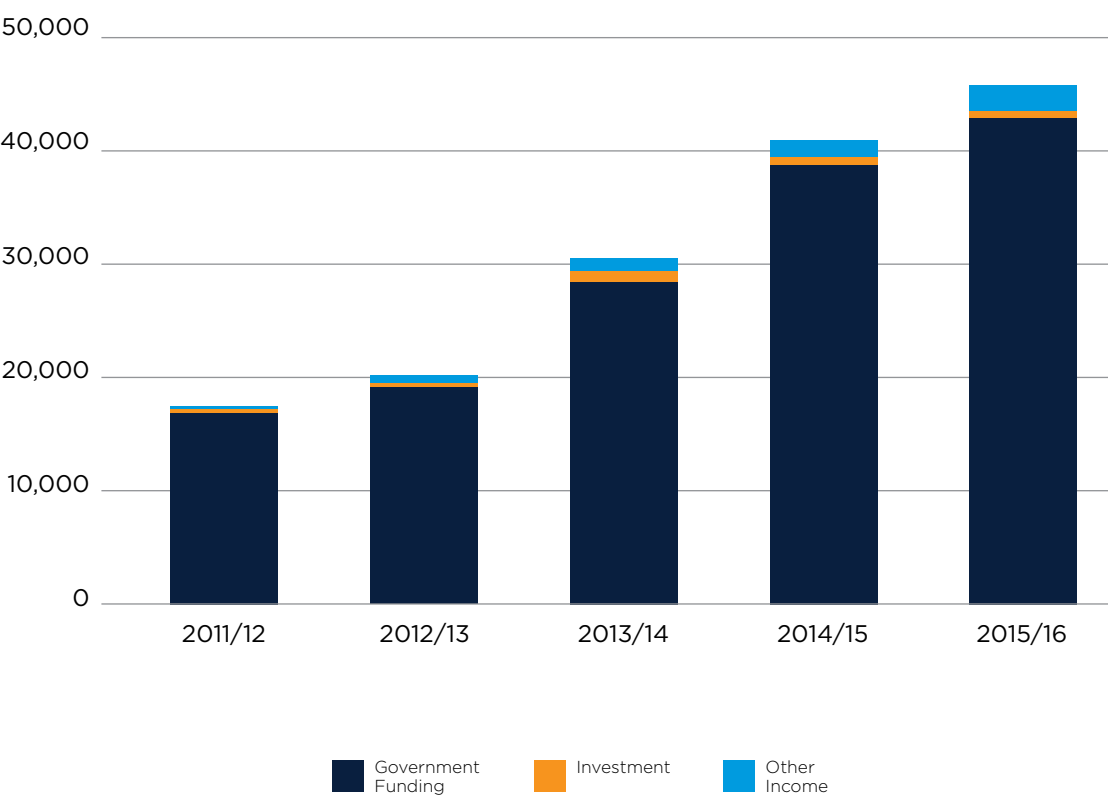


## INCOME

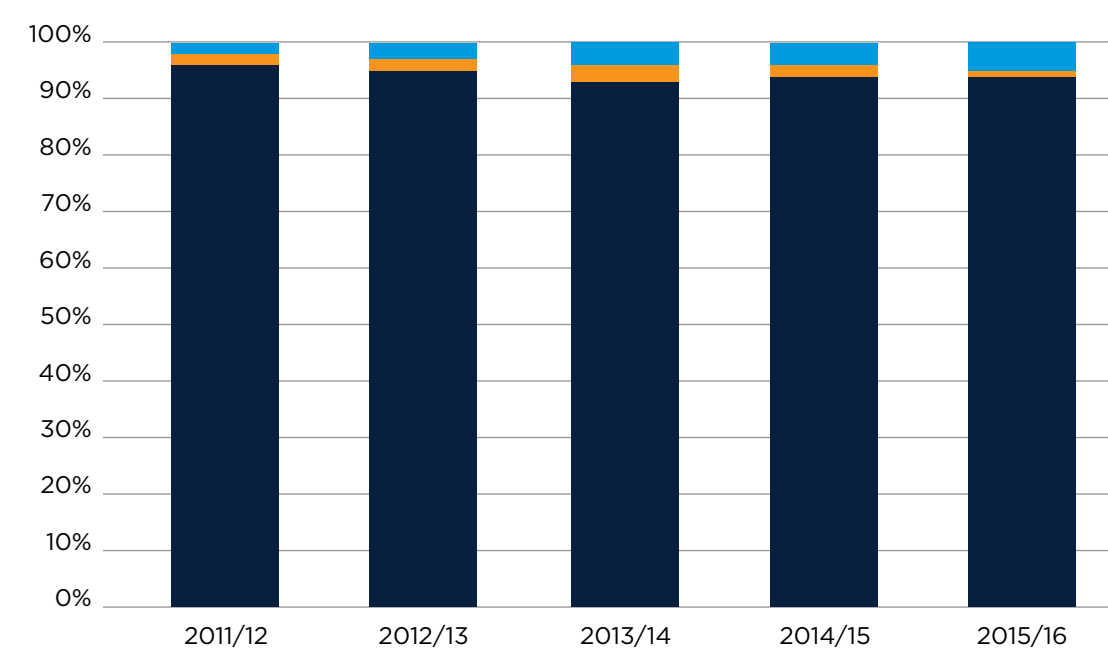
Aftercare continued its growth in the year 2015/16. Operating revenue increased from \$41m in 2014/15 to \$45.8m in 2015/16 (12% increase). Government funding remains the main source of income (94%) and it increased by 11% from the previous year because of the successful tendering for the new integrated service model LikeMind Pilot in Orange NSW, introduction of the new community support program Genesis in Brisbane QLD aiming to reduce the need for hospital-related services and the Poppy Centre for infants, toddlers, children and

their families to improve the mental health of the community in West Moreton QLD. Investment income, representing 1% of the 2015/16 revenue, consists of the interest on short-term deposits with Commonwealth Bank and the gains on sale of Aftercare-owned motor vehicles. Other income of 5% includes the Medicare Benefits Schedule (MBS) income earned by practitioners in our headspace and Floresco centres, donations and other one-off sundry income.

# INCOME TREND \$'000

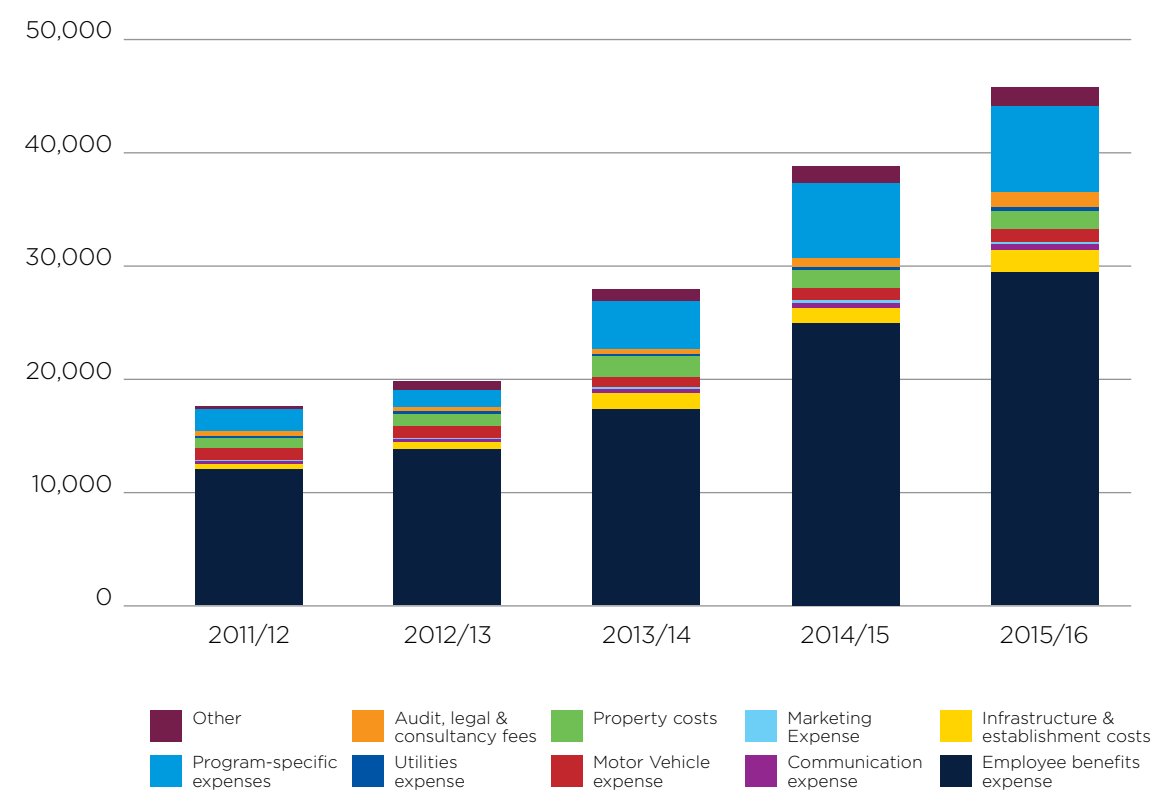


# INCOME TREND %

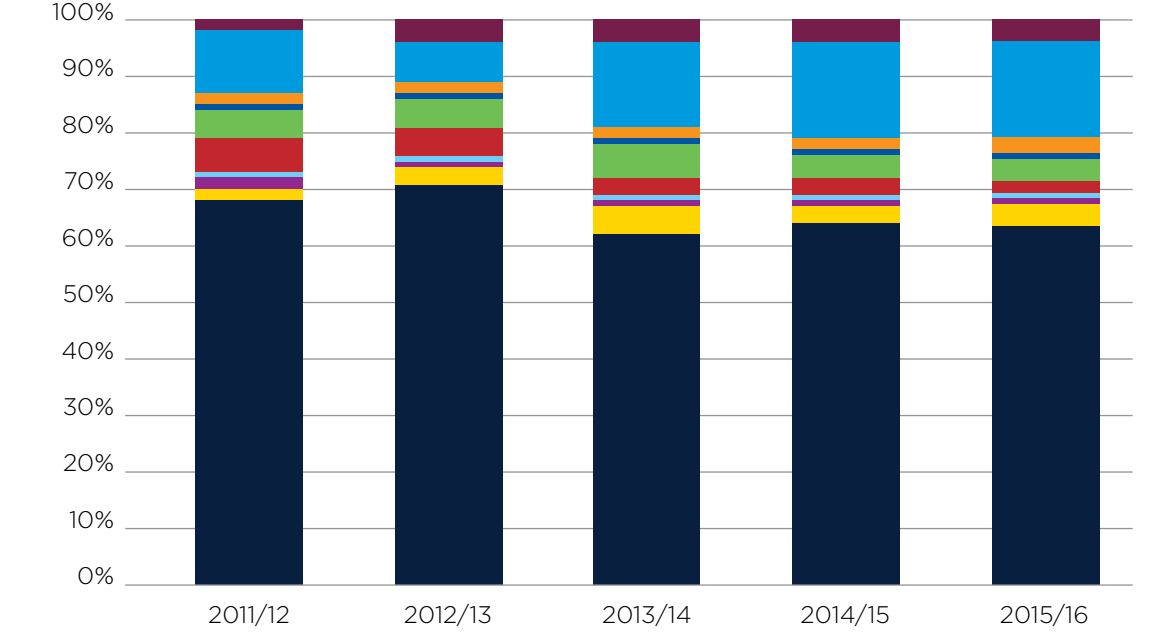




# EXPENDITURE TREND \$'000



# EXPENDITURE TREND %

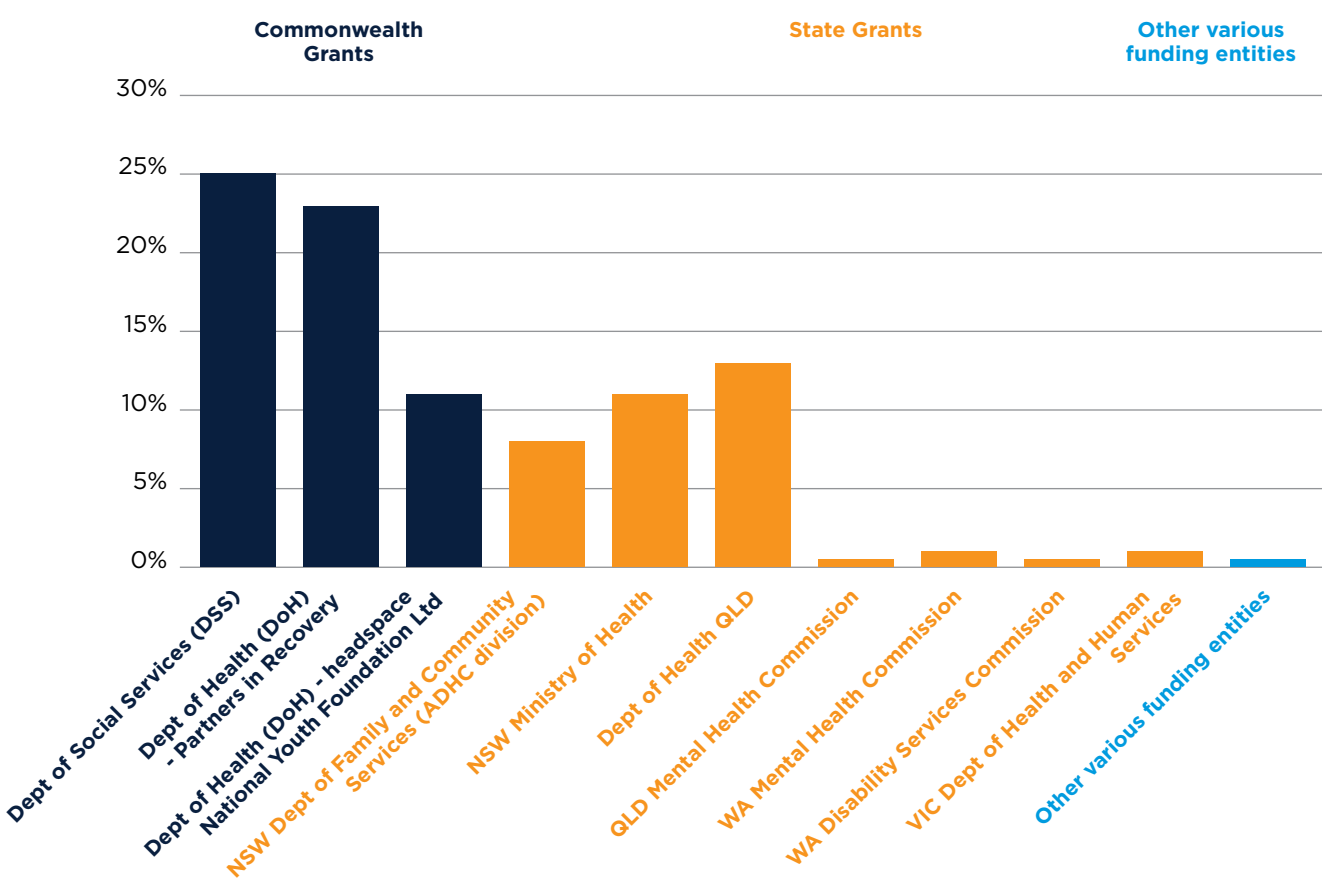


## EXPENDITURE

In 2015/16 expenditure increased to \$45.7m from \$38.7m in 2014/15 (18%). The main contributor to the expenditure increase exceeding the income increase was the research and development of the

two business initiatives (espyconnect and PPA) and other management activities in preparation of Aftercare's transition to NDIS.

# WHERE OUR FUNDING COMES FROM



# REVENUE AND OTHER INCOME %





‘THE NDIS WILL BRING MANY CHALLENGES FOR AFTERCARE, BUT ALSO SOME REAL OPPORTUNITIES FOR GROWTH. WHAT MATTERS FOR US GOING FORWARD IS THAT WE STICK TO OUR VISION AND OUR PURPOSE, WHICH IS TO PROVIDE THE BEST QUALITY SUPPORT SERVICES WE CAN’.

Dean Blomson

Back cover image: ‘New Beginings’  
Kristen, Personal Helpers and Mentors Program participant

#### **Make a donation**

Regular donations make a real difference.

**Phone** +61 2 8572 7700

**Website** [www.aftercare.com.au](http://www.aftercare.com.au)

**Post** PO Box 82 ROZELLE NSW 2039

**Direct debit** Donations can be made on a periodical or once-only basis by direct debit from your nominated bank or credit card account.

**Bequest** If you'd like to remember Aftercare in your will, please contact our office on +61 2 8572 7700 to see how you can bequeath a donation.

#### **You can make a difference**

Discover all the ways you can get involved with fundraising and volunteering at [aftercare.com.au](http://aftercare.com.au) or call +61 2 8572 7700

#### **Share your story**

Help us raise awareness by emailing [generalenquiry@aftercare.com.au](mailto:generalenquiry@aftercare.com.au) or calling +61 2 8572 7700

#### **Get reliable mental health information**

For more information about mental health, research and regular updates on Aftercare, visit [aftercare.com.au](http://aftercare.com.au) or [facebook.com/AftercareAustralia](https://facebook.com/AftercareAustralia)

#### **Deductible Gift Recipient (DGR) number: 1328**

**Australian Company Number (ACN): 000 020 146**

Aftercare is endorsed as a deductible gift recipient under the Income Tax Assessment Act 1997 (Cth). Receipts are issued for donations over \$2, which are tax deductible.





# aftercare

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