



aftercare

**2015**  
**annual  
report**

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### Our Vision

Aftercare is Australia's longest serving and one of Australia's leading, non-government providers of mental health services. We have developed out of continuous innovation to provide the highest quality mental health services available in Australia.

The reforms we face in mental health are unprecedented, and of a magnitude only comparable to complete industry and service model change. We are confident in our ability to work together as a team to both transition Aftercare, as well as lead this change into the newly reformed landscape. Aftercare is resolute about pursuing mental health needs that enable us to continue to deliver on the objects of our Constitution.

Aftercare will continue to change to reflect the needs of our society. Through our Strategic Plan we are reviewing our operations to identify strengths, weaknesses, opportunities and threats. To prepare us for the future, we have many new service models; outcome focused trials; and other initiatives.

While we continue strengthening our business to prepare us for the changes ahead, Aftercare remains focused on supporting people with mental health conditions and intellectual disabilities to live meaningful and productive lives of their own choosing. We continue to recall where Aftercare's story began 108 years ago with the inspiring vision of Emily Paterson: To assist people to live independent lives in their chosen community. Our strength is in the people we support, the dedicated staff and Board Members.

### Our Vision

Together for social and emotional wellbeing

### Our Values

Respect, Integrity,  
Leadership,  
Professionalism,  
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 supported over 5,000 Australians in their efforts to achieve better mental health through 50 services”

2014-15 has been a year focused on the quality and diversity of our front line service delivery, and, organisationally on policies, procedures and staff development. Attaining three levels of accreditation has been a major achievement while at the same time continuing to grow and provide a diverse range of services and support to people with a lived experience and their families and carers across NSW, QLD, WA and VIC.

We have seen much evidence over the past year of the economic uncertainties for the mental health sector as we work with the changes to funding schemes at the Federal and State levels, the National Disability Insurance Scheme (NDIS), the transition of Medicare Locals to Primary Health Networks and implications of the government's response to the National and States Mental Health Commissions Strategic Plans.

Aftercare is well placed to meet the challenges ahead and we have taken time to consider the changes we face and how we can best accommodate the future. We remain supportive of the changes under NDIS and positive about the new level of independence the packages of care will bring to many people. Yet as a result of block funding declining and individualised funding increasing, Aftercare is exploring other growth initiatives to sustain its service delivery. These initiatives may not rely on government funding and incorporate a combination of fee for service, MBS and web based solutions.

We are people centric. Our people are a talented group of professionals who are passionate about their work. We are proud to have achieved an 83% satisfaction rating from our staff in our 2014 survey as we succeeded in the highest level of staff engagement available through the surveys of our organisational culture. In order to match organisational growth and direction we also welcomed many new staff throughout the year as we begin the transition to a new business model.

Aftercare assisted over 5,000 people nationally through our work in over 50 programs during the year. Our staff work with participants on their chosen goals, including: integration into

their communities, linking people into local services, obtaining and maintaining stable and affordable housing, reconnecting with families, friends and community, and supporting their journey to productive and meaningful lives.

The key philosophy underpinning our approach is that of a recovery orientation which positions each participant as the expert on their experience.

It certainly has been an eventful year, with much to celebrate and look forward to. Our appreciation goes out to all of our staff, Board, volunteers, our funders and our service partners for their support and assistance. Most importantly, a huge thanks to the participants, their families and carers for welcoming us into their lives and sharing their journey to better mental health and wellbeing.



John Malone  
Executive Director



Dean Blomson  
Chair



L: Dean Blomson R: John Malone



# Our Strategy is to provide a strong foundation for growth by utilising the 5 R's

## 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 Organisational 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.

## Our Strategic Plan has been built to:

- Ensure we can operate in the newly reformed landscape in the short term
- Reduce our reliance on Government funding, through the development and implementation of augmented and new services that are market, client and staff tested
- Seed new ventures that have the validated capability to deliver sustainable revenues and profit for purpose in the mid to long term
- Have the right business and operating models to support our strategies





# Some of the year's highlights

## Opening of support service in Bendigo, Vic

Aftercare partners with Care Connect and Life Without Barriers to deliver the Mental Health Community Support Service (MHCSS), a participant-centred, recovery-oriented program.



## Opening of the Floresco Wellbeing Centre

Aftercare has established and leads the first 'one-stop-shop' Floresco Centre in Ipswich, Queensland, providing a full range of support and services for people with mental health conditions and their carers.

## Thursday Island, Queensland, service launch

The Community Managed Mental Health Service (CMMHS) is now the first of its kind in the Torres Strait region.



## A new patron

His Excellency General The Honourable David Hurley AC DSC (Ret'd), Governor of NSW, granted Vice Regal Patronage to Aftercare.

## New office in Queensland

Opening of a new Aftercare State Office in Woolloongabba, with a new headspace centre on site.

## New Board members

We welcomed four new Board members: Marianne Karam, Leanne Gregory-Aylett, John Thomas and Shane Rendalls.



## Opening of Family Mental Health Support Service

The Family Mental Health Support Service is an early intervention support for families with children and young people.

## Aboriginal camp supporting recovery journey

A four day camp, 'Connecting to Self, Kin and Country', was held in central west NSW. It formed the indigenous-specific component of the Journeys Creative Connections program, developed in collaboration with Aftercare PIR, Maitland Regional Art Gallery, Ability Links and Richmond PRA.



## One Wave movement

Aftercare partnered with 'One Wave Is All It Takes' and started the One Wave Surf Experience in Sydney's Eastern Suburbs. Participants have fun and develop new confidence and skills as they learn to surf.

## Opening of Orana, NSW

Orana, Aboriginal for 'Welcome', provides accommodation for six residents with support to transition into their chosen community.

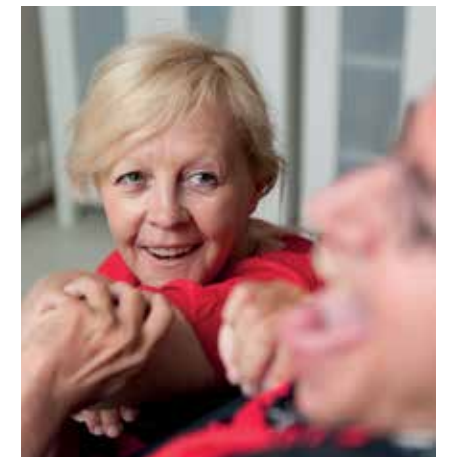


## Launch of headspace Meadowbrook

Our newest headspace centre in Meadowbrook is an important addition to Aftercare, which is also delivering the headspace Youth Early Psychosis Program (hYEPP) along with Southbank.

## Art from the Margins exhibition

The Aftercare artists group received a 'Highly Commended' award for their 'Art Therapy Superhero Project'.



## NDIS and My Way, Western Australia

Aftercare partnered with Life Without Barriers and MIFWA to support people participating in the NDIS and My Way sites, Aftercare's second development in WA.

## Snapshot

**455**  
STAFF EMPLOYED

**91%**

OF PARTICIPANTS SURVEYED  
WOULD RECOMMEND AFTERCARE  
TO FRIENDS & FAMILY

**16.6%**

INCREASE SINCE 2008

**202**

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



**25** PEOPLE  
GRADUATED  
INTO OUR  
PHAMS  
NETWORK

**50**

NEW VOLUNTEERS AND  
STUDENTS WORKED

**4,735**  
HOURS

**23%**

have been assisted into  
education or employment while being  
supported by Aftercare.



Each person, on average, has  
achieved two personal goals during  
their last 12 months with Aftercare.



Participants from our Two Wheels  
Program built 15 bicycles and donated  
these to children in the local community.





**“I like that they listen to what I want, they help me achieve my goals, they have helped me get fit and healthy”**

**Aftercare program participant**

A vital aspect of delivering high quality services are the relationships we have with the people we support, their families and their carers. Although they become involved with Aftercare to get the help they need, they also share their own strengths and abilities with us, adding richness and uniqueness to the organisation and, in turn, strengthening us all within the Aftercare community. We continue to ask the people we support about their experience with us and, with the feedback, seek to

develop and improve our services. We are heartened to learn from our recent satisfaction survey that 91% of people surveyed would recommend Aftercare to their friends and family. Even better, 78% said Aftercare's support was helping them stay out of hospital. Overall, the survey showed Aftercare is considered an extremely valuable and validating service and the professionalism, care and empathy that our workers bring to their jobs is much appreciated.





## Growth, diversity and integration meeting individual choices

Continued growth and diversity across Aftercare services has been matched with increased attention to a practice framework ensuring quality services and organisational systems. This growth within Aftercare has enabled us to provide a broader range of services to adults living in the community with severe and complex conditions, those who need residential support, carers and family members struggling to maintain their role, and, young people showing early signs and symptoms of mental health conditions or experiencing the onset of psychosis. Aftercare has also extended and grown in Western Australia and Victoria.

To better meet the ever-changing needs of people with mental health conditions, Aftercare has broadened its multidisciplinary staff to include psychiatrists, general practitioners, nurses, allied health professionals (psychologists, social workers and occupational therapists), dietitians, recovery support workers, peer support workers, art and music therapists, personal trainers and a range of multi-skilled group facilitators.

Our annual satisfaction survey and routine measurements of outcomes clearly show that people with mental health conditions and their carers who receive support, mentoring and interventions from Aftercare can and do achieve:

- **Meaningful lives in the community, avoiding unnecessary hospitalisation;**
- **Better self-management and more positive relationships with clinicians;**
- **More stable housing and accommodation;**
- **Better physical health including exercise, healthy eating and smoking cessation;**
- **Enhanced social connections within the broader community;**
- **More opportunities for meaningful employment, study or volunteering.**

To ensure Aftercare is employing evidence-based interventions and supports across the organisation, joint projects with universities in NSW and Queensland have been established to create a central 'Knowledge Hub'.

The introduction of the NDIS and continuous changes in government policy and funding has changed the context and environment we operate in. In response, Aftercare has embarked on a range of innovative service delivery models, outcome-focused funding trials and a range of other initiatives to ensure our viability and focus.

Aftercare has established and leads the first 'one-stop-shop' Floresco Centre in Ipswich, Queensland. Here, people with mental health conditions and their carers can access NGO support services, public sector clinical services, private practice services from a general practitioner and allied health practitioners, housing, employment and drug and alcohol services. All this through a single intake, assessment and triage process and a single care plan. All agencies use the same information system and collect the same suite of routine outcome measures. Services provided include one-to-one and group supports delivered within the centre or as part of outreach in the person's home or their community.

Aftercare has entered 2015-16 with increased vigour and confidence at the Board, senior management and front-line service delivery levels. We recognise the challenges facing us and the sector and are prepared to operate and thrive in the new environment. The challenges we face are nowhere near those experienced by people with mental health conditions and their carers every day. We'll do our utmost to support consumers and their carers to live a meaningful and productive life in the community in all the work we do.

**“We are delighted to continue our association with Aftercare and collaborative partners in this innovative project where the meld of community and clinical service has the potential to benefit mental health consumers throughout the region.”**

**Aftercare partner**

Floresco (Italian for 'flourish') is a new community mental health program led by Aftercare in the West Moreton Region of Queensland.

Floresco is built on a consortium model, creating a culture of connecting and recovery. It progresses Aftercare's vision, "Together for social and emotional well-being", and that of all our partners, by delivering a high quality experience for consumers and carers and ensuring there is no 'wrong door' to the service.

Relationships are vital in this model to ensure the best referral pathways internally and externally. Floresco is able to share resources with its consortium partners and external agencies to find innovative solutions to reduce hospital admissions, to reduce discharge into homelessness, and to develop the skills and social participation of individuals, their families and carers.

Floresco works with clinical, non-clinical, employment and housing sectors. It combines Commonwealth and State community mental health funding, including MBS, into an integrated business model. The knowledge and language of all stakeholders are respected to offer the most relevant and timely suite of services to individuals and families. At its core is honouring the lived experience of individuals and families to encourage them to flourish.





## Growth for POPPY

POPPY stands for Parents Opportunity to Participate in Play with their Young. The POPPY Service is a playgroup targeting parents with a lived experience (diagnosed or not) of mental illness. The program gives them support and opportunities to meet other parents to 'share the load', helping them move towards wellbeing at this transitional time in a parent's life.

POPPY provides a safe place for parents to explore concerns and teach parental social and coping skills. Our hope is that parents will feel more confident through such activities as modelling 'Mum and Me' interactions between mothers and their children. The program also supports a 'soft' entry into both mainstream and specialist mental health and community services.

Three staff run the group: a parental facilitator, a childcare facilitator and a peer facilitator. Mental health support staff co-facilitate and help with any mental health concerns raised during the playgroup.

We currently provide POPPY Playgroup in St. George and Sutherland in New South Wales and Woolloongabba, Ipswich and Cairns in Queensland. We intend to open more POPPY services across the country.



## Partners in Recovery

For the final year of this national program, in addition to being the lead agency in West Moreton Oxley region, Aftercare have 11 teams in ten sites, working with hundreds of people experiencing severe and persistent mental illness and with very complex needs. For many of these people this is the first time they've received meaningful and trusting engagement, and the first time they've been given the opportunity to determine their own path to recovery.

Our teams have been instrumental in achieving massive systemic change: a 12 week surfing program that's enabled participants to develop their physical health, social engagement, self-confidence and purpose; not to mention a new skill.

Another is the Squalor and Hoarding project in the Hunter region of NSW, where we're educating psychologists to work effectively with this group. They will run support groups to generate a peer support workforce and train 200 front-line workers so they can identify and work with people who have a hoarding disorder.

In Western Sydney, Aftercare has gained funding to employ a mental health support worker in Paterson Whitlam, our disability support service. They will be co-located with the Department of Housing, and use Paterson Whitlam's Independent Living Skills Program to help at-risk people maintain their tenancy.



## Art therapy

Artful Voices is an innovative ten week art therapy 'Hearing Voices Group' for young people.

A safe and supportive environment helps participants express their feelings, thoughts and beliefs about their own voice or unusual experiences that may be hard to understand or talk about.

Art Therapy works well with young people because it's creative, non-threatening and gives them a sense of control. The program creates a bridge between the participants' inner and outer worlds. Making art can help people resolve personal issues, reach a new sense of personal meaning and identity, foster resilience and gain control over their voices. Feedback has shown an increased sense of connection as participants have benefited from supporting others as they are being supported.

### Story telling through art – Self boxes

A six week art therapy group was held for women, designed to increase self-knowledge and self-understanding. The participants took ordinary cardboard boxes and created amazing 'self-boxes' that explored their sense of self.

The group provided a safe and comfortable environment for participants to explore their own creativity and discover new ways of expressing themselves using a variety of art media. One of our participants shared her journey:

"Every person at some stage of their life has worn a mask to protect themselves from being hurt, embarrassed, abused or judged. The outside of my box shows a 'me' that plays the role necessary to survive the grind of everyday life. The inside of my box is a mix of many thoughts, ideas, memories, all cluttered, but with the help of Aftercare and a rope to climb, I will gradually come out of the darkness and into to the light and be the person I was meant to be".

The 12 boxes were displayed at the Art from the Margins Exhibition in September.



**"I very much enjoyed this group and the interactions with the people in it. The art has been very helpful to me and the art therapists very supportive"**

**Aftercare program participant**





## Participant stories

**“I can now see a future, whereas when I was in hospital I could not”**

Beth was 16 when she entered the Aftercare Youth Residential Unit in early 2014. She had been in and out of acute inpatient units regularly since she was a child due to poor mental health and her family's inability to support her in times of acute distress.

At the Youth Residential Unit, Beth has worked hard to develop her independence, better understand her mental health and learn ways to manage distress. Her family were also supported to improve their mental health awareness. Beth's achievements in the Youth Residential Unit include:

- Completing Year 12 schooling and commencing full time tertiary studies.
- Taking an overseas trip with her family.
- Significantly reducing antipsychotic and antidepressant medications.

Beth has not been admitted into acute mental health services for the duration

of her residency, nor since exiting the program almost a year ago. It is now 19 months since she has been in hospital for mental health issues – the longest period since she was four years old.

“If I continued on the same path I may have given up by now and attempted suicide... I just love the fact that I have remained out of hospital and inpatient units now since March 2014.”

Beth is proud of her progress and has now moved into shared accommodation and is continuing her studies with a significant study load. She continues to use the program's outreach support service, as well as ongoing personal help and support.

“I can now see a future, whereas when I was in hospital I could not.”

**“It's like my family, it's heartening to be acknowledged and appreciated”**

Phil sees a bright future for himself and his two teenage children thanks to Aftercare services. Phil's story involves a history of depression, anxiety and family disruption. But through sheer determination and with the help of the Aftercare-led service, Partners in Recovery (PIR), Phil has used his passion for leatherwork to help himself and his family.

Landing his first wholesale deal recently, Phil says of PIR: “it's like my family, it's heartening to be acknowledged and appreciated”.

Through the encouragement of his Aftercare-led PIR facilitator, Phil was able to reconnect with his passions. With some financial management skills, Phil turned his hobby into a business goal.

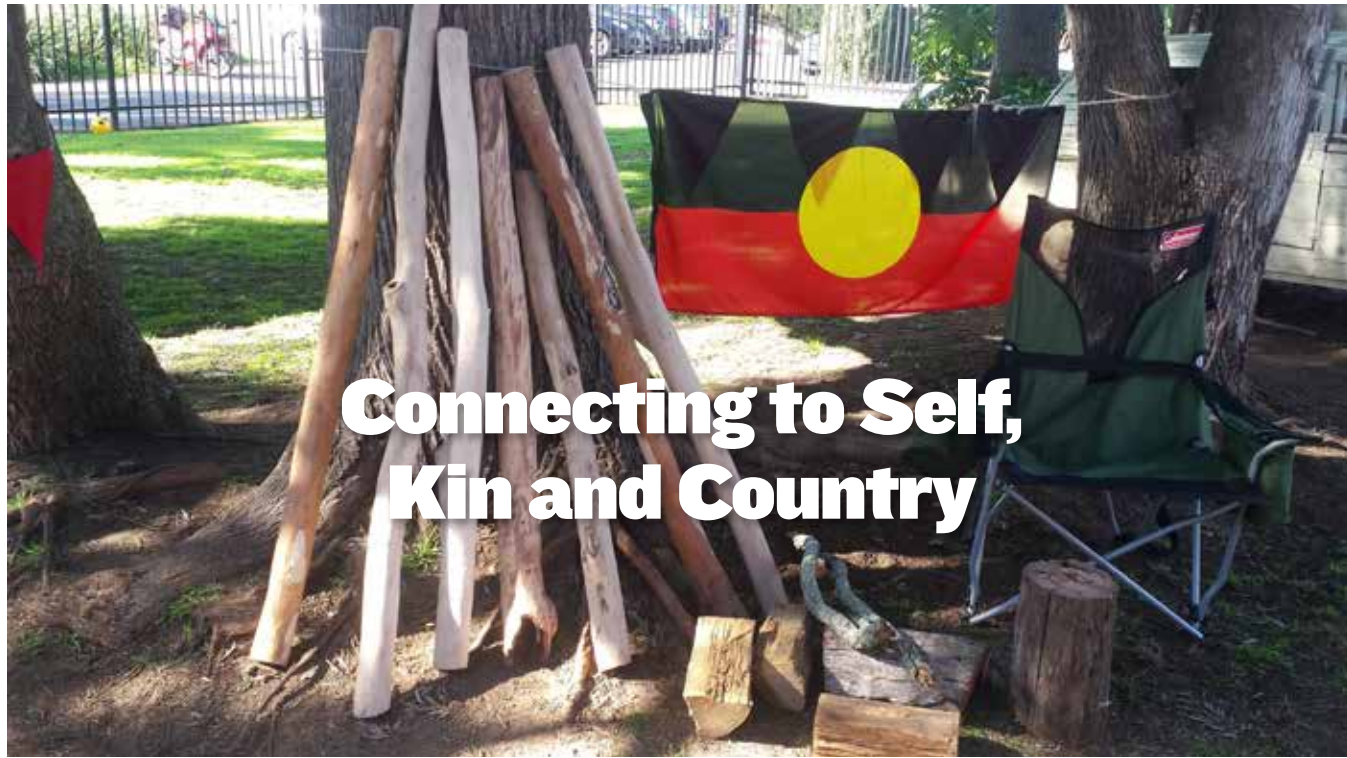
Recently, Phil attended a retail shop and,

through a men's circle, the PIR facilitator arranged for Phil to have business cards and other marketing material designed for him by a friend. In return, Phil is fixing his leather jacket.

Through PIR, Phil has been able to learn how to be independent by using his local library's resources and to source different materials and look at other methods of leatherwork online.

Photo by John Caldwell. This story first appeared on [www.ianmcdougall.org](http://www.ianmcdougall.org)





## Connecting to Self, Kin and Country

An Aboriginal camp was the indigenous-specific component of the Journeys Creative Connections program, developed in collaboration between Aftercare PIR, Maitland Regional Art Gallery, Ability Links and Richmond PRA. The four day camp, at Burrendong Dam in central western NSW, endeavoured to support the recovery journey of people living with mental health concerns through storytelling and yarning, traditional dance workshops, Aboriginal art classes, making traditional timber artefacts (boomerang, didgeridoo, clap sticks, digging sticks, bundi), walking on country, cook-ups by the fire, smoking ceremonies and song.

Aboriginal consumers and their families participated in the camp, a total of 42 people. Support staff included a doctor, Aboriginal psychologist, two Aboriginal artists, four Aboriginal cultural mentors and facilitators and two Aboriginal elders. On their return, a two-day workshop was held for NAIDOC week on the grounds of Maitland Regional Art Gallery.

### Karl

"When I found out about the camp, I jumped at it. I thought it was a great way to get to know more about my culture and meet other people. I particularly enjoyed the yarning circles and the 'cook-up' around the fire with Uncle Widdy Welsh, Uncle Glen, Uncle Peter, Lockie and the other participants. Around the



fire everyone was given the opportunity to share their journeys which I found reassuring – it really helped me out. The dreamtime stories and the visits to the sacred sites also gave me the chance to understand my culture more and feel as though I was more connected to country."

"I also really enjoyed making my first didgeridoo. I was amazed to see how a 'blank' piece of timber can be worked and shaped, and further amazed at the beautiful sounds that can be made from it. Aftercare's PIR service have been awesome and very supportive throughout my journey with mental illness and my epilepsy and brain surgery. I feel a lot better in every way and have been able to find accommodation, get back into my culture and am more and more involved in the community."

### Uncle Glen Yarnold - Aboriginal Elder

Uncle is part of the stolen generation – he is an 82 year old Darkinjung man and has been on walkabout his entire life until 18 months ago when he 'settled down' and moved into his first small unit in Maitland. He is an active member of the community and was honoured this year as runner-up Maitland Citizen of the Year.

"From the outset I was looking forward to the camp and from the first day we all came together it felt good, it felt like real community. There was what I call 'caring and sharing' – a feeling of togetherness. I felt this not only amongst the Aboriginal people, but also the non-Aboriginal people. These feelings increased and I felt them for the entire time, there was a sense of camaraderie. I enjoyed seeing the young people and children join in with the smoking ceremonies, dance, painting, Aboriginal astronomy and woodworking activities."

"The yarning circles around the fire I feel were a tremendous help to everyone, and I sense that the elders were great guides for this process. I also enjoyed helping prepare the meal – the cook-up in the camp ovens around the fire on the last night. It was delicious; we had kangaroo and lamb shanks with vegetables. Overall I believe everyone got something out of it, the camp was a great success and for a healthy community and reconciliation we need to have more of these times."



## Research and innovation

Aftercare has a long history of engaging in research and innovation to inform its overall approach and direction. This ensures our staff provide evidence-based and high quality support and interventions to people experiencing mental illness, their carers and families.

We have now commenced a process to further enhance our research and innovation agenda and embed consumers, carers and our organisational needs within academia. Our aim is to leverage investment from academia into the Aftercare Research Agenda through joint appointments and academic access to a quality industry partner with thousands of consumers, carers and multidisciplinary staff.

Joint appointments with universities in NSW and Queensland are being established. These will link with a central Knowledge Hub at Aftercare. The Research Agenda will be governed by a Research Council comprising consumers, carers, Aftercare staff and Board members, and university partner representatives. The Aftercare Research Manager will oversee and manage all

research activity and be the central repository within Aftercare's Knowledge Hub.

This innovative approach will enhance Aftercare's reputation for high quality robust research and evaluation outputs relevant to Aftercare's stakeholders and to the broader sector. To ensure broad dissemination of findings, Aftercare's evidence based research will be published in peer-reviewed journals and presented at national and international conferences. Our growing research database will further inform our outcome measurement documentation and funding applications.



**“Through them I have become more engaged with people, and the community”**

Aftercare program participant

There's an emerging consensus, nationally and internationally, that long-term funding for health and mental health care will face a range of challenges over the coming years, and that most can be addressed by changing the way we fund or pay for services.

The evidence is growing that the mental health sector must migrate from funding arrangements that pay for activity, inputs or outputs or fee-for-service block funding, to one focused on delivering the best consumer outcomes at the lowest possible cost.

This approach is generally referred to in the literature as payment by outcome or payment by result.

Current funding arrangements make it difficult for mental health services to fulfil their mission because they often reward failure. For instance, block funding and activity-based funding have been criticised for rewarding readmission to hospital or ongoing service dependence, while failing to reward recovery outcomes that decrease dependence.

Many hospital services earn additional income from preventable admissions and readmissions, as full bed occupancy generates optimum income under the current activity funding model.

Similarly, clinicians and support staff in the community typically get the same reimbursements for a failed procedure, intervention or support as a successful one.

Trials of outcome-based funding and social impact investment models are in their early stages of development across Australia. In 2013-14, the NSW Government underwrote two social impact investment pilots in child protection and in 2015 intends to fund two more, including a mental health social impact investment. Similarly, the South Australian Government is in the early stages of funding a social impact investment program.

#### Aftercare - payment by outcome projects

Current block and activity funding arrangements, which report on inputs and outputs, do not necessarily show there are any tangible system and/or consumer outcomes achieved. Aftercare has embarked on a number of payment by outcome pilots aimed at people with severe and complex mental illness who frequently use hospital emergency department (ED) and inpatient acute services. These pilots are ground-breaking and have the potential to reduce the pressure on scarce and costly inpatient,

ED, police and ambulance services. More importantly, they have the potential to improve the lives of people with mental illness, their families and carers.

This payment by outcomes model increases accountability because if the agreed outcome is not achieved, the risk is shared between Aftercare and hospitals, with the financial risk mostly sitting with Aftercare. However, as we strongly believe in the quality and diversity of our services and the skills, knowledge and experience of our staff, we are comfortable being scrutinised and only receiving payment when the agreed outcomes are achieved.

Working in collaboration with government mental health services is very important at this stage as we work to reduce the overuse of the hospital emergency department. The introduction of a payment by outcomes model, together with a hospital avoidance program, helps relieve pressure on EDs by targeting a major systemic gap in health services: the lack of services with a financial incentive to reduce the need to use hospitals by people with severe and persistent mental illness (SPMI) and complex needs.

## NDIS and My Way readiness

In readiness for the commencement of the NDIS and the phased rollout nationally, Aftercare has continued on our path of preparation for NDIS service delivery nationally. As the NDIS impacts all facets of service delivery, we have undertaken a comprehensive assessment of our capabilities and skills, and commenced projects across a number of areas requiring strengthening. This process will continue in to the new year as we roll out phased NDIS readiness projects.

We have had another busy year at our Hunter NDIS trial site with our PHaMs and PIR Maitland services set to move from traditional block funding to individualised NDIS funding towards the end of the year. We've been working with participants to access the scheme and get a support package that meets their individual needs.

We are now providing individualised NDIS support to 13 people who, prior to the NDIS, couldn't get access to any services.

As an example, Aftercare has coordinated support for one man who received NDIS funding for peer support to develop his skills. This enabled him to successfully establish his own small business. He's now moving into his own home and further developing his independence.

Throughout the year Aftercare has continued to collaborate with the National Disability Insurance Agency (NDIA), Hunter New England Local Health District Mental Health Service and other community managed organisations (CMOs). Our aim is to use the lessons from the Hunter trial site to inform changes to the scheme as we progress. This collaboration has given the NDIA a better understanding of the mental health sector and how to assess people with mental health conditions. As a



**“Aftercare breaks down barriers...it creates good experiences for me again”**

Aftercare program participant

result, we're now seeing more people with psychosocial disabilities being found eligible for the scheme.

The Aftercare presence in the Western Australia trial site, known as My Way, has also informed the Aftercare strategy as a national provider of mental health services in Australia. We are strengthening our relationships with local providers, in addition to developing new and innovative services to meet

the rapidly growing demand for services as the number of NDIS funded people accelerates.

The recent Queensland announcement of the NDIS launch site in Townsville is exciting news, and we will increase our presence in North Queensland and partner with local providers to continue our experience and share our skills in the lead up to the roll out of the NDIS nationally.



## Our people, our culture

Through innovative development of people, structures and processes, we aim to deliver results that will improve our collective and individual productivity and our ability to deliver high-quality and responsive support to those who need it. The People and Culture team are committed to developing staff and working with them to develop their careers. We run regular learning and development sessions for staff and encourage them to take an active part in succession planning and career discussions.

Aftercare conducts a staff feedback survey every two years. The 2014 survey showed a staff satisfaction rate of 83% with solid improvements in the areas of leadership, organisational communication, rewards and recognition. There has been an 8% increase in staff satisfaction since the 2012 survey and 3% increase since 2010.

In the last year Aftercare has achieved three external accreditations. 1) In the National Mental Health Standards, 2) Quality Improvement Performance (QIP) and 3) the New South Wales

Disability Standards. We have also gained accreditation under the Workplace Gender Equality Act 2012, legislation that aims to improve and promote equality for both women and men in the workplace.

As the sector changes Aftercare will ensure our staff are ready to meet the challenges ahead

## Our Board



Dean Blomson



John Malone



Leanne Gregory-Aylett



Ivan Beale



John M. Thomas



Marg Lennon



Steve Jasek



Marianne Karam



Roderick Jones



Shane Rendalls

Aftercare is in the capable hands of professional executive management and non-executive directors with a broad range of backgrounds.

Our team members come from many different professional and cultural backgrounds, bringing a rich diversity and dedication that's reflected in the quality of our programs and services.

All are very passionate about Aftercare's work and what we represent to people living with mental illness or disabilities.

**Dean Blomson** - President  
PhD (Governance of M&A), B.Bus.Sci. (Hons), LLB, H.Dip.Company Law

**Marg Lennon** - Vice President  
M. Organisation Coaching, GAICD

**John Malone** - Executive Director  
MSc, MAPS, Registered Psychologist

**Steve Jasek** - Treasurer  
BBA Accounting, CISA

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

**Marianne Karam** - Board Member  
BBus Accounting, FAICD, FGIA & FCPA.

**Ivan Beale** - Board Member  
MSc PhD

**Roderick Jones** - Board Member  
BA Psyc (Hons), Specialist experience : Intellectual Disability and Mental Health

**John M. Thomas** - Board Member  
Fellow of the Institute of Financial Services, FAICD

**Shane Rendalls** - Board Member  
B.Soc.Studies, Sydney, M.S.W. UNSW, Grad. Cert Survey Design and Data Analysis, Statistics, UNSW, Business Accreditation, Cardiff University



# Professional development

For the 2014-15 year, 103 training courses were provided to staff members to support of their ongoing development, as well as ad hoc external professional training to meet specific learning needs. This is an increase of 115% over the previous financial year. 95% of attendees would recommend training to their colleagues.

Throughout the year there has been a strong focus on empowering suitably qualified staff to facilitate the delivery of internal training, enhancing the staff member's skills and level of engagement at Aftercare, while providing core training content from a frontline staff perspective to Aftercare frontline staff themselves.

We are overcoming the challenges of our remote teams accessing valuable core training by designing new e-Learning modules that are being rolled out to all staff during the 2015-16 financial year.

**Students and volunteers**

For the year ending June 2015, there were 663 volunteer and 4,072 student hours contributed to Aftercare, a 51% increase since October 2014 and equal to around 2.6 full time employees.

The major growth has been in students on placement at Aftercare as their employer of choice. Aftercare is aligned with various universities (particularly in NSW and Queensland) to enable student placements valuable to both Aftercare and the student.

This university affiliation, along with a growing volunteer base, has seen approximately five students and volunteers being employed by Aftercare.

# Five year financial summary

TOP LINE FINANCIAL COMPARISON	2014/15 (\$'000)	2013/14 (\$'000)	2012/13 (\$'000)	2011/12 (\$'000)	2010/11 (\$'000)
<b>Revenue &amp; Expenditure</b>					
Operating Revenue	41,041	30,554	20,252	17,528	17,804
Operating Expenditure	38,665	27,870	19,679	17,505	17,129
Operating Surplus/(Loss)	2,376	2,684	573	23	675
<b>Assets &amp; Liabilities</b>					
Total Assets	24,192	20,931	15,803	11,811	12,878
Total Liabilities	8,573	7,688	5,244	3,030	4,119
Total Equity	15,619	13,243	10,559	8,781	8,759
<b>Cash Flows</b>					
Net cash from operating activities	3,125	4,730	3,337	-856	-84
Net cash from investing activities	-1,292	1,709	-286	-463	-1,732
Cash and cash equivalents at 30 June	13,997	12,164	5,723	2,673	3,993

**Assets and Liabilities**

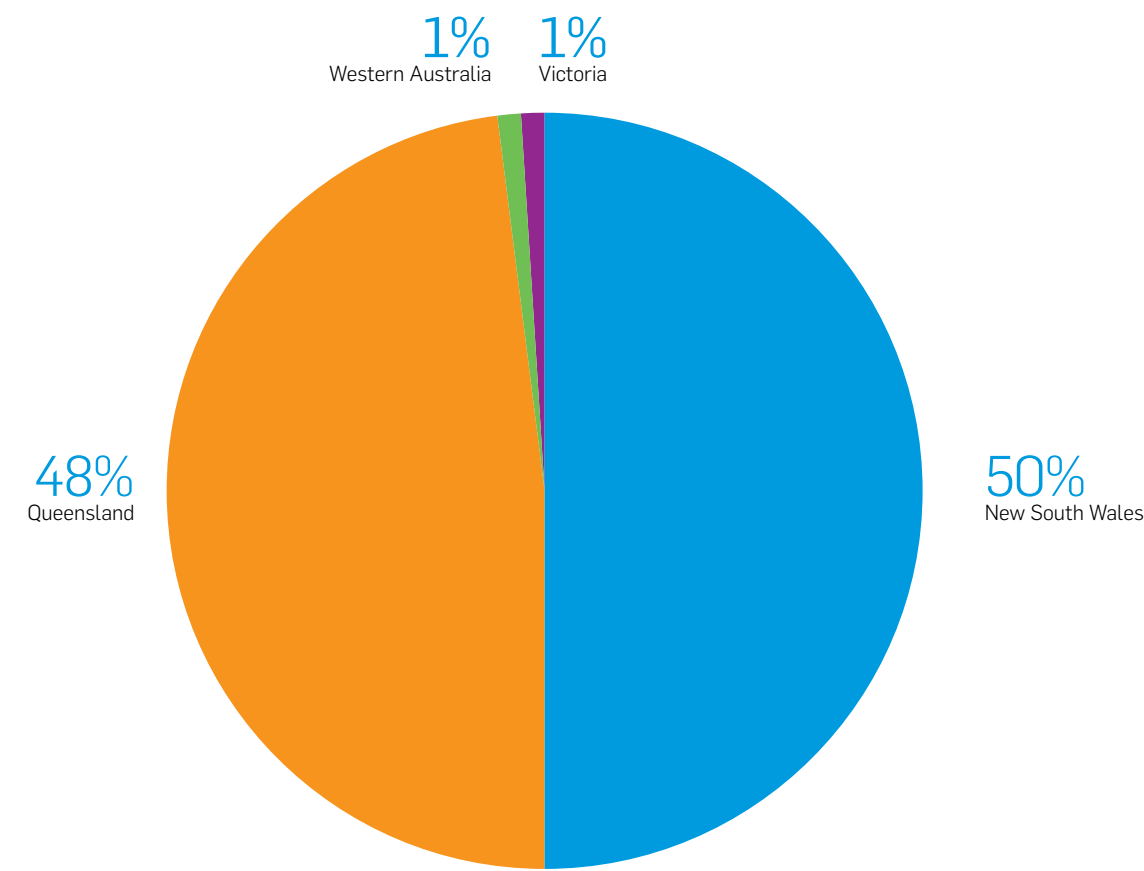
Over the year, the net assets have increased by 18% from \$13.2m in 2013/14 to \$15.6m in 2014/15:

- Current Assets increased by 20% from \$12.8m to \$15.4m for a number of reasons, such as the Board's decision to continue investing in liquid assets in the form of short-term deposits, 2015/16 funding received in June 2015 and accrued funding for the year ending 2014/15.
- Non-Current Assets increased by 9% from \$8.1m to \$8.8m mainly due to capitalisation of the headspace Meadowbrook establishment works.
- Liabilities increased by 11.5% from \$7.7m to \$8.6m for two reasons. Firstly, an increase in the grants received and in the unspent 2014/15 grants waiting for approval to be rolled over into 2015/16 year. Secondly, increased employee provisions due to the business growth.

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

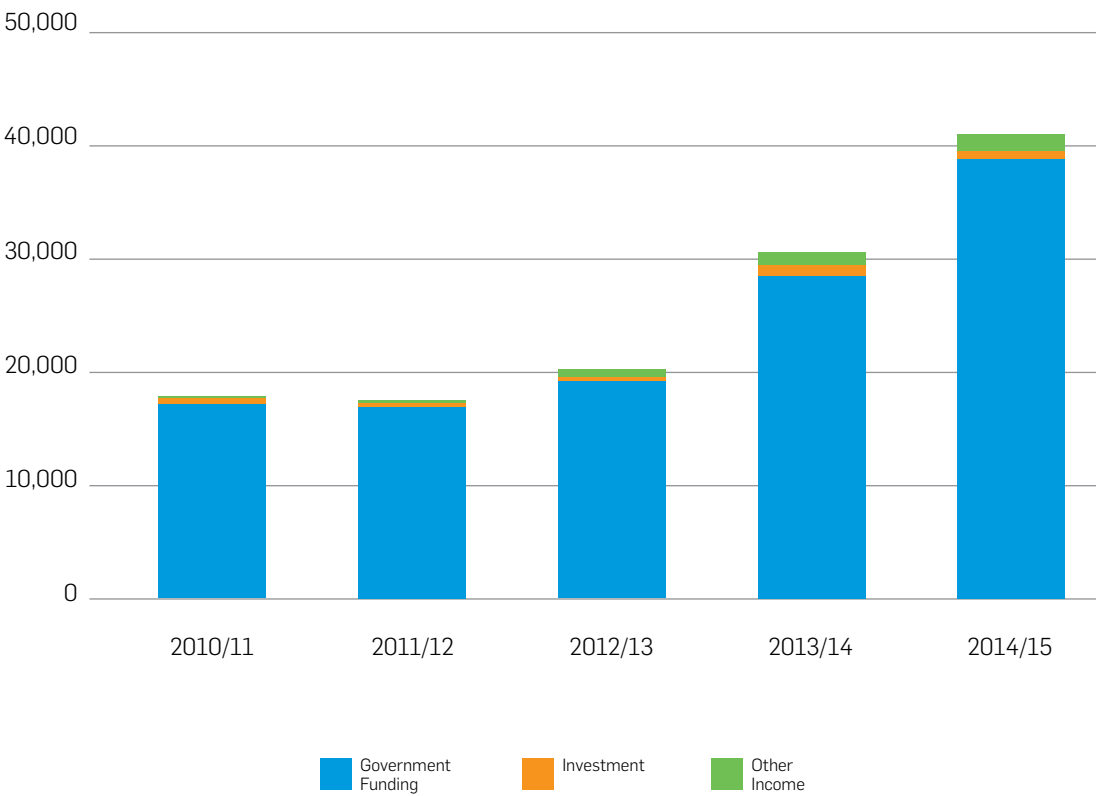
Aftercare continued its growth in the year 2014/15. Operating revenue increased from \$30.6m in 2013/14 to \$41m in 2014/15 (34% increase). Government funding remains the main source of income (94% in 2014/15) and it increased by 36% from the previous year with the introduction of the new programs:

- Programs in QLD including headspace Meadowbrook, Community managed mental health programs in West Moreton, South West and Cape York and Early Intervention program for children, young people and their families in Cairns.

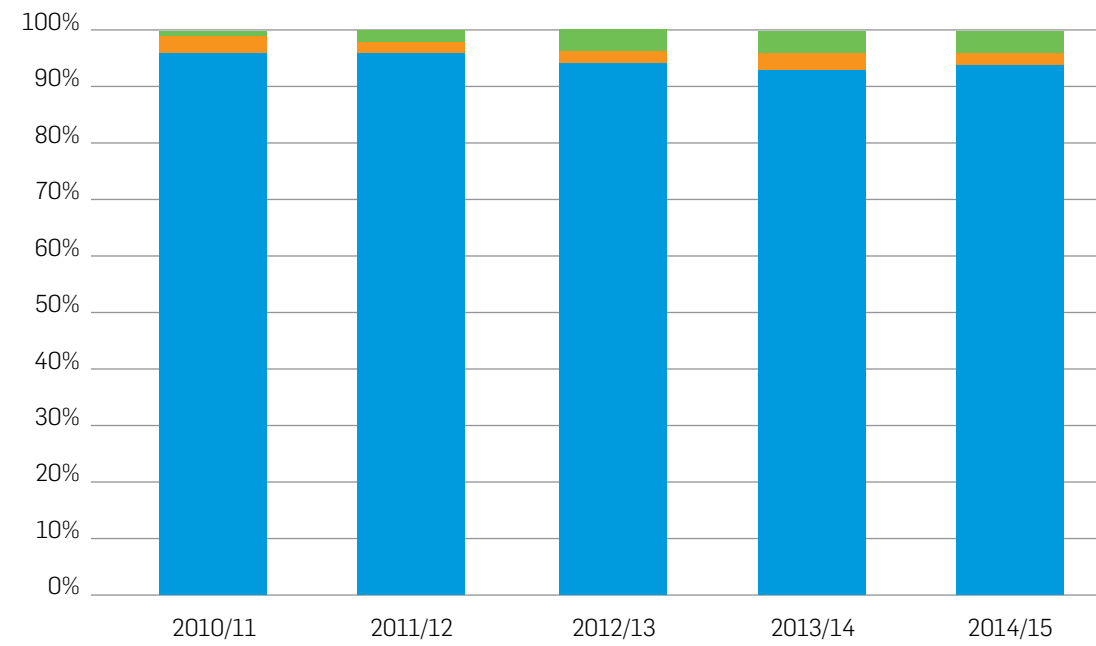
- Mental health community support program in Loddon Mallee region, Victoria.
- My Way program in Margaret River, WA.

Investment income, representing 2% of the 2014/15 revenue, consists of interest on short-term deposits with Commonwealth Bank and gains on sale of Aftercare owned motor vehicles.

## Income Trend \$'000

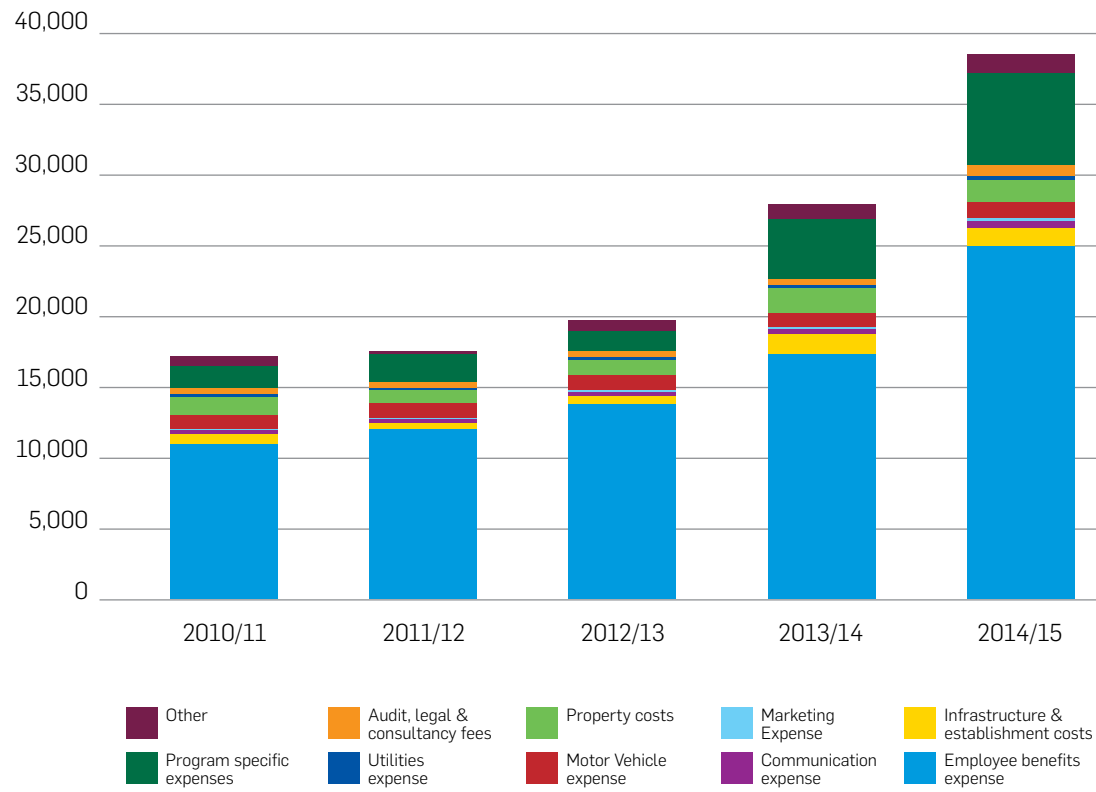


## Income Trend %

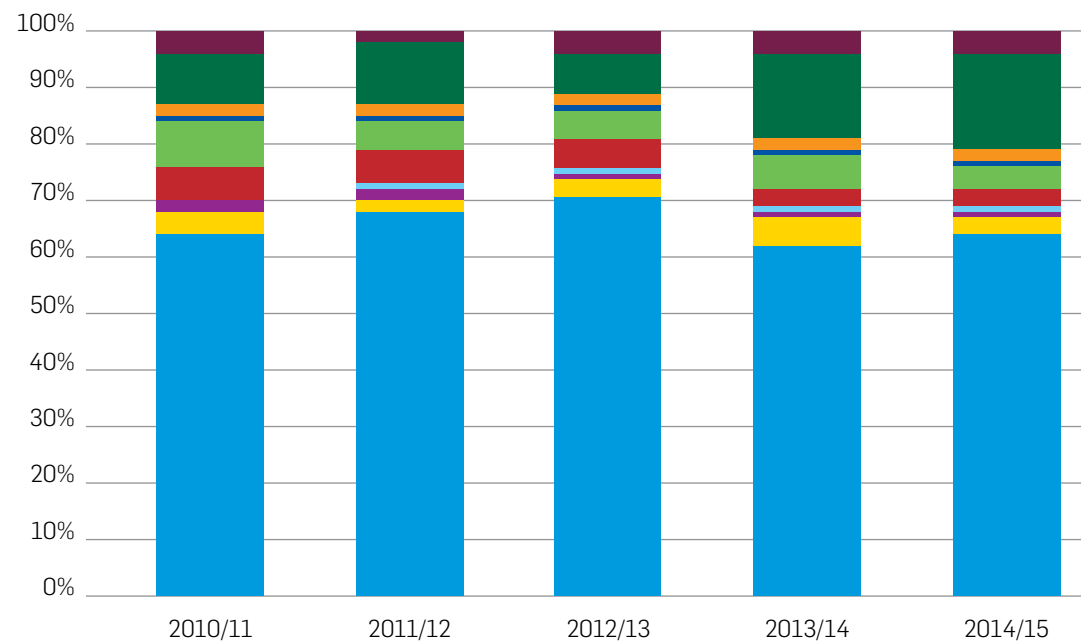




## Expenditure Trend \$'000



## Expenditure Trend %

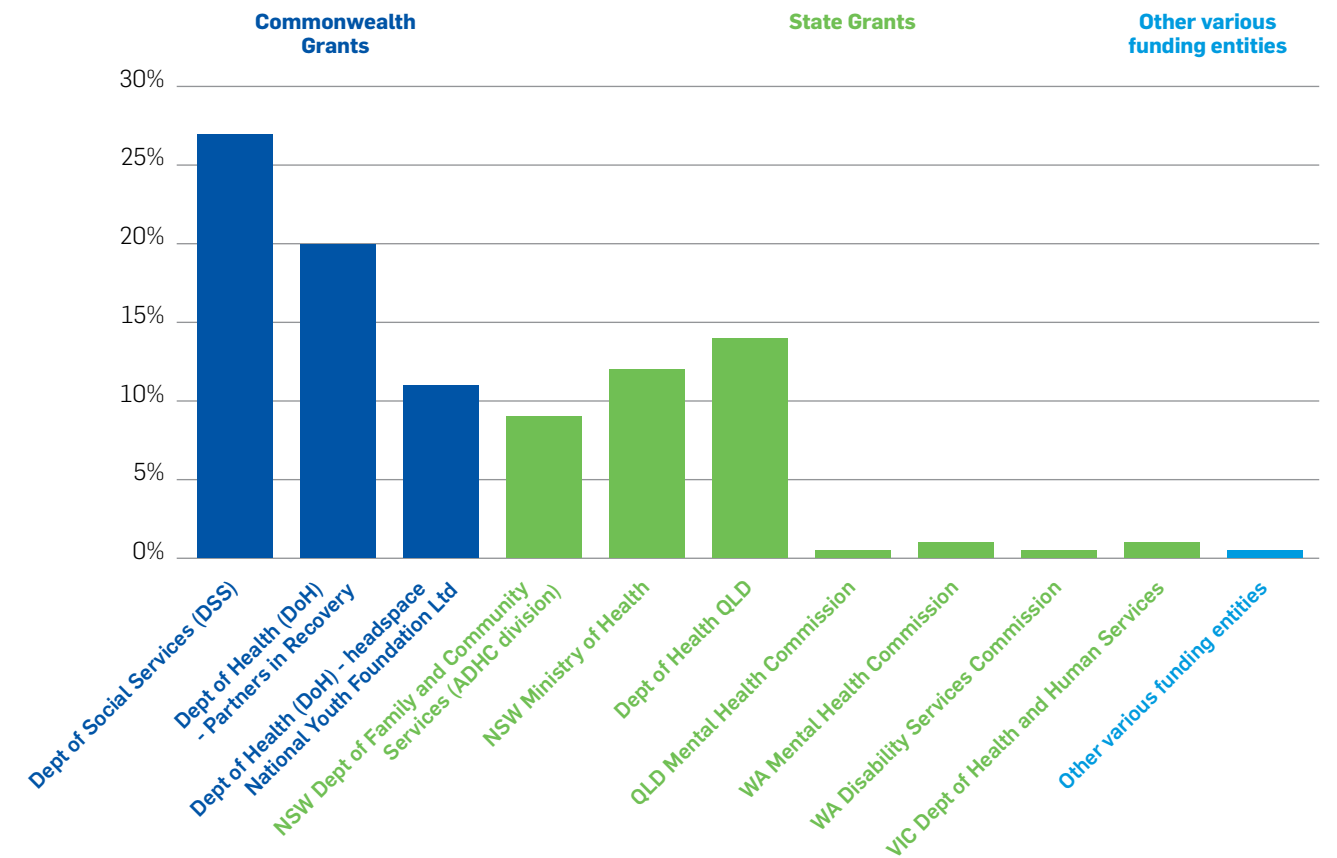


### Expenditure

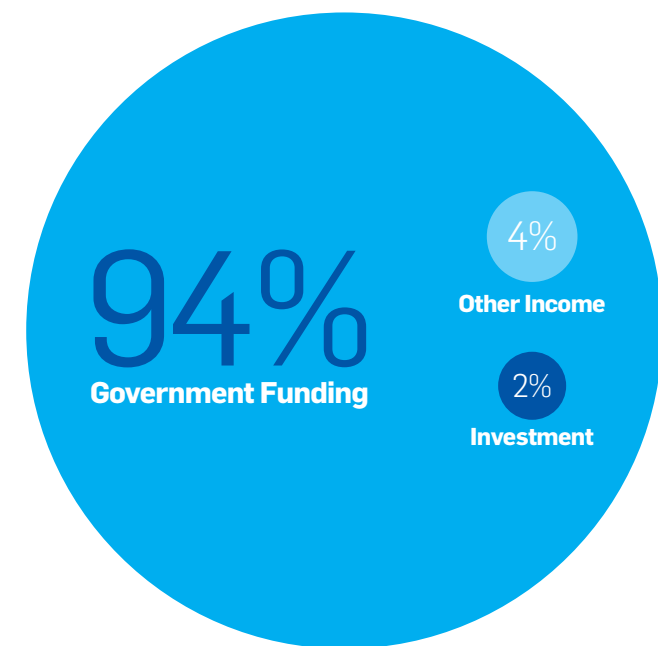
With the increase in funding and programs in 2014/15, expenditure has also increased from \$27.9m in 2013/14 to \$38.7m (39%). Slightly higher increase in expenditure than

increase in government funding (36%) relates to commitment to spend rolled over from 2013/14 funding approved by the funders.

## Where our funding comes from



## Revenue and other income %





**“Our key philosophy is our belief in recovery and person-centred care. This positions the individual as the expert on their experience and, through that relationship, we’re able to work with each to identify and achieve their personal goals, hopes and ambition. Ruby, aged 45, describes this process as being ‘Like I’ve woken up...I’ve been asleep for so long’**

**”**

**Make a donation**

Regular donations make a real difference.

**Phone** +61 2 8572 7700

**Website** [aftercare.com.au](https://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**

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**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](https://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. Receipts are issued for donations over \$2, which are tax deductible.



aftercare

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