



COMMUNITY SERVICES

IMPACT REPORT 2018



ST JOHN OF GOD
Health Care

At St John of God Accord
we acknowledge

The funding support provided by the Victorian
Government for the services funded



The \$22 billion federal fund available to people
with disabilities enabled by the National
Disability Insurance Scheme (NDIS).

St John of God Community Services is grateful to have received the generous financial support of the following individuals and organisations.

AIG Australia

Azure Capital Foundation

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CDM Australia

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Spinifex Trust

Stan Perron

Strathearn Insurance Brokers

The Stan Perron Charitable
Foundation

TriEvents WA

We would also like to thank and acknowledge all the individuals and organisations who have supported our services through monetary donations (including St John of God Health Care caregivers who support Social Outreach through Workplace Giving) and the donation of goods and services. There are too many to name individually but collectively their support has made a significant difference to the lives of the people we serve.

If you would like to make a donation to St John of God Community Services you can do via the St John of God Foundation. Please visit www.sjog.org.au/foundation or call (08) 9381 0300.



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A WORD FROM OUR BOARD CHAIR

As a not-for-profit organisation and a ministry of the Catholic Church, St John of God Health Care has a proud history of allocating a percentage of revenue to fund the delivery of free and low-cost services for vulnerable and marginalised people in our communities.

It's a commitment that stems from our Vision and Mission:

Our Vision: To live and proclaim the healing touch of God's love where we invite people to discover the richness and fullness of their lives, give them a reason to hope and a greater sense of their own dignity.

Our Mission:

To continue the healing mission of Jesus Christ through the provision of services that promote life to the full by enhancing the physical, emotional,

intellectual, social and spiritual dimensions of being human.

Comprising of Social Outreach and Accord disability services, Community Services is a wonderful expression of St John of God Health Care's Vision and Mission, supporting those in need to live their lives to the full.

The individuals that work together to deliver our Community Services, like all of St John of God Health Care caregivers, personify our Values, not only by striving for excellence in care and service delivery, but also by showing respect, hospitality and compassion to clients.

Moreover, because a significant portion of Community Services' funding is generated by the care delivered at St John of God Health Care's hospitals, all of our caregivers and patients across our hospital network contribute to making our community services possible. In addition to exemplifying our Mission, Vision and Values, Community Services is also a wonderful example of what we can achieve by working together as a community, in the community.

Kerry Sanderson AC
Chair of SJGHC Board

WELCOME TO COMMUNITY SERVICES

Our Community Services help to transform lives. They reach out to the vulnerable and disadvantaged members of our society to provide support when and where it's needed most. And their impact is has been extraordinary in helping people.

But there's more to come.

We're working together more closely than ever, pooling the remarkable breadth and depth of expertise we have within Community Services to improve client experiences and outcomes.

From enhancing clinical safety and governance, to building on our culture of compassionate care, we're evolving our services and solutions by putting clients at the heart of our decision-making.

It's a time of great promise and opportunity for everyone at St John of God Health Care. We're affecting more positive change in more people's lives than ever before. And Community Services is at the forefront of our healing mission to help people in

need live life to the full – physically, emotionally, intellectually, socially and spiritually.

Dr Shane Kelly
St John of God Health Care Group Chief Executive Officer



COMMUNITY SERVICES OPENS NEW POSSIBILITIES.

The establishment of Community Services marks an exciting step forward for St John of God Health Care, emphasising our commitment to people beyond our hospitals. This commitment complements our high quality public and private hospital services with an ever-evolving range of community-based support. A commitment to reaching out – locally and personally – to support and help people in need to live their lives to the full.

“It’s an exciting, ever-changing journey we’ve embarked on.”

One purpose, two growing divisions

Community Services supports people who are vulnerable, disadvantaged and marginalised, providing a diverse range of services that enable people to define the direction of their lives and fulfil their potential. We deliver these services through two divisions:

Accord

As the largest Catholic disability service in Victoria, Accord is a registered National Disability Insurance Scheme provider delivering compassionate support to more than 1,000 people with an intellectual disability and their families. This includes accommodation, individualised and group services, respite, therapy and behavioural support.

Social Outreach

Working across three states, as well as in Timor-Leste, Social Outreach provides a range of accommodation, mental health, healthcare and personalised support services for people in need – people who wouldn’t otherwise be able to access the help and support they require.

Compassion and respect in everything

Working with the community, in the community, enables us to adapt to emerging challenges and embrace new opportunities and technologies in our quest to reach out to more people in need and improve outcomes for the individuals and families we serve. Our caregivers provide that service, fulfilling our purpose to continue the healing mission of Jesus Christ and personifying our values of compassion, hospitality, respect, excellence and justice.

It’s an exciting, ever-changing journey we’ve embarked on.

It’s a journey that we’re able to undertake thanks to the generosity of St John of God Health Care, through the vital funding it provides for Community Services. Every caregiver who works for St John of God Health Care contributes to making this possible.

Kevin Taylor
Community Services
Executive Director



ABOUT COMMUNITY SERVICES

St John of God Community Services exists to support people who are vulnerable, disadvantaged and marginalised in defining the direction their lives take and fulfilling their potential in the community.

\$56.6 million

of Community Services delivered in 2017/18

\$19 million

in funding provided by St John of God Health Care in 2017/18



Accord

Making a difference in the lives of the people we support.



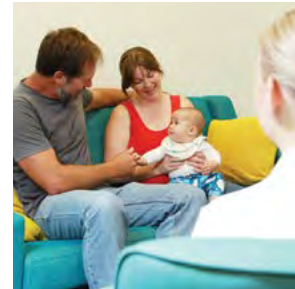
Horizon House

Giving at-risk young people a home, hope and life-changing support.



Casa Venegas

Breaking the cycle of homelessness, isolation and mental health barriers.



Raphael Services

Supporting parents through the emotional challenges of pregnancy and early parenthood, so their families can flourish.



Community mental health services

Helping vulnerable individuals and families get on top of mental health issues and on with life.



International Health

Giving developing nations the skills and systems to build their country's health care capabilities.

COMMUNITY SERVICES 2017/18 HIGHLIGHTS

Provided
services to
5,193
people



\$22.5 million
of free or low cost
services delivered
to people in need



Provided **85,790**
nights of stable
accommodation

Community Services
delivered across



Delivered

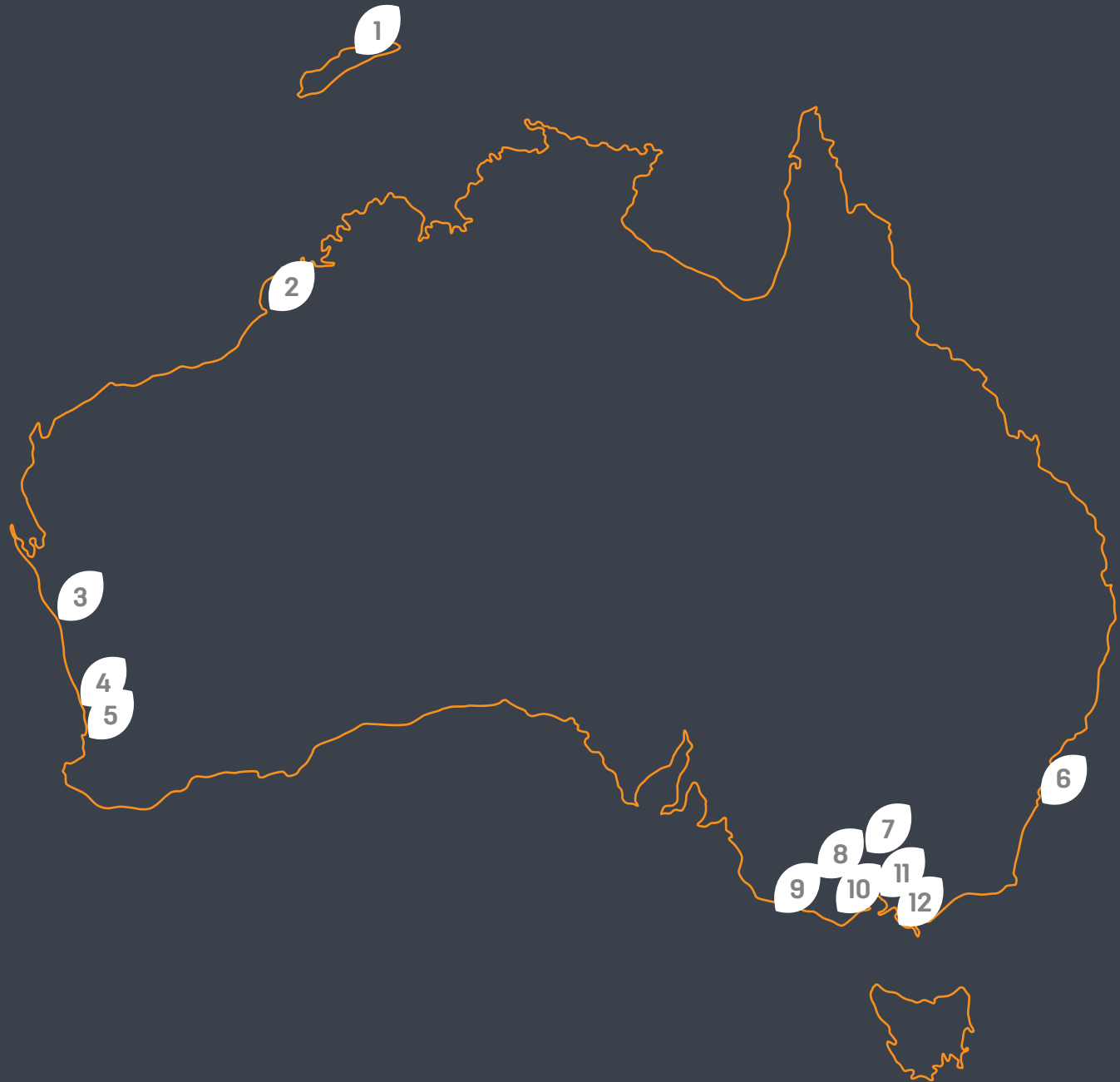


service contacts



\$34.1 million
of services
delivered to
support people
with disabilities
in all areas
of life

OUR SERVICES AT A GLANCE



SERVICES BY LOCATION

LOCATION	SERVICES	CLIENTS SUPPORTED	ANNUAL SPEND
1. Timor Leste	International Health	243 (nurses trained)	\$2 million
2. Broome	Horizon House	8	\$500,000
3. Geraldton	Horizon House	13	\$500,000
4. Perth Metro	Horizon House	38	\$8.9 million
	Raphael Services	612	
	Community mental health services	749	
5. Bunbury	Horizon House	19	\$400,000
6. Greater Sydney	Casa Venegas	37	\$2.6 million
	Raphael Services NSW	251	
7. Bendigo	Horizon House	19	\$1.7 million
	Raphael Services	177	
8. Ballarat	Horizon House	10	\$1.7 million
	Raphael Services	240	
	Community mental health services	144	
9. Warrnambool	Horizon House	14	\$1.4 million
	Community mental health services	912	
10. Geelong	Horizon House	34	\$1.7 million
	Raphael Services	549	
11. Greater Melbourne	Accord (Greensborough, MacLeod, Epping, Sydenham, Cheltenham, Nunawading and Frankston)	1170	\$34.1 million
12. Berwick	Raphael Services	190	\$1.1 million
			\$56.6 million



THE STORY SO FAR

It's been an exciting time of growth for the teams delivering our community-based support services at St John of God Health Care. And now, under the banner of Community Services, our Social Outreach and Accord disability service divisions are set to continue evolving to improve client experiences and outcomes for even more people in more local communities.

Uniting and strengthening our services

We've made a lot of important, strategically significant structural changes since 2016, all with a view to enabling us to reach out and support more people in need.



Social Outreach is now a centrally managed division in its own right, bringing together all of our outreach services – Raphael Services, Horizon House, Casa Venegas, community mental health services and International Health – under one umbrella.

Building on each service's proud history of delivering life-changing support and care, we are now able to take a more integrated, collaborative approach to everything. From ensuring clinical excellence, through to harnessing new technologies and funding opportunities to expand the geographical reach and scope of our services, the Social Outreach family has come together to deliver improved outcomes for clients and assist them to reconnect with the community.

Similarly, **Accord** has strengthened and grown as a division.

In addition to becoming a registered provider of disability services within the National Disability Insurance Scheme (NDIS), Accord augmented and expanded its services by integrating Marillac disability services, an organisation previously owned and operated by The Daughters of Charity services.

Currently supporting more than 1,000 clients across metropolitan Melbourne, the success of Accord's transition to the NDIS with a broader range of services was achieved by nurturing a customer-focused culture with the purpose, 'Making a difference to the people we support'. Accord's services now span support coordination, therapy, wellbeing, life skills development, accommodation, in-home support, recreation, respite, education, learning and employment services.

“We are now able to take a more integrated, collaborative approach to everything.”

Going even further, together

The fact that these major structural and systemic changes have been made so seamlessly and productively is testament to the professionalism of the people working throughout Community Services, which bodes well for the future.

For **Social Outreach**, there's a host of exciting challenges and opportunities on the horizon.

“Coming together as
Community Services is a hugely
significant milestone.”

As we evolve our services and strive to address areas of unmet need, we're looking to share and harness the considerable wealth of knowledge that exists across the division in the pursuit of continuous improvement in all that we do. In clinical safety, governance and best practice. In exploiting new technologies to collaborate more effectively and enhance the client experience. In improving consumer engagement, service accessibility and outcomes reporting.

Likewise, **Accord** is set to consolidate its already firmly established position as a leading proponent of the NDIS by continuing to focus on the customer experience as the Accord team develops and expands the division's service offering.

Exploring new technologies and finding more efficient and innovative ways of delivering personalised, customer-centred solutions for people with intellectual disabilities and their families, Accord will continue to be in the vanguard of NDIS providers, leading the drive to bring a greater range of support to people and communities across Victoria.

Looking back, we've come a long way in the last couple of years. Looking forward, coming together as Community Services is a hugely significant milestone marking the beginning of a new era in community-based care and support delivered on behalf of St John of God Health Care.





ACCORD COMMUNITY SERVICES

*Enhancing the lives of people
with an intellectual disability, every day.*

2017/18 highlights

Enhancing the lives of people with an intellectual disability, every day.

Individually tailored accommodation, support, therapy and education solutions for life.

We specialise in supporting people with an intellectual disability, many with complex behaviours, with a focus of building their experiences with us. We are a values-based organisation that puts people with a disability, their goals and aspirations at the centre of what we do. We do this in partnership with families, and the community.



About St John of God Accord

Choice and control. That's what the National Disability Insurance Scheme (NDIS) is all about. It's also at the heart of everything we do at Accord, supporting people with an intellectual disability, many with complex needs, and their families across the greater Melbourne region, with wraparound services encompassing all areas and stages of life.

That's why, with the NDIS marking a sea change in the way disability services are delivered in Australia, our multidisciplinary, community-based team is ideally placed to expand and evolve to help people with an intellectual disability get the most out of the scheme, and life.

Different from day one: Our focus on customer experience

With a dedicated Enquiries Officer and specially trained telephone enquiry team, each client's personalised support journey starts the moment they contact us.

Making a difference in the lives of the people we support

Everything we do at Accord is about making a difference in the lives of people with a disability, which is why we focus wholly on the individual from day one. Their wishes. Their goals. Their life.

What's more, it's a commitment that begins from the moment a client and their family contact us.

All of our employees undergo customer experience training as part of our client-focused staff orientation program, ensuring the individual comes first in every interaction and decision at every stage of every client's life journey.

From teenagers through to senior citizens

Our wraparound service model means we're able to design, develop and deliver support packages and plans that evolve with our clients.

We tailor our extended team's broad expertise and capabilities to create solutions that meet clients' changing needs.

This is how, by working closely with our clients and their families, we're able to walk with clients on their life journey, creating seamless support solutions and transitions through every stage of life.



Continuing to grow with and for our clients

Our not-for-profit organisation has been growing to meet the changing needs of people with an intellectual disability since 1952.

Today, as part of St John of God Health Care, we're continuing to evolve. We're embracing the NDIS and evidence-based approaches – such as Positive Behaviour Support, which underpins our practices – to help people with an intellectual disability and their families enjoy a better quality of life.

With our integrated approach to delivering support locally, we're currently supporting more than 1,000 people throughout the greater Melbourne region.

And with the support of the nationwide St John of God Health Care network, we're set to help even more people with a disability and their families experience more and enjoy life.

Here for clients and their families

In partnership. For the journey.

At Accord, we're here for clients throughout their life journey, every step of the way, from school onwards. Our multidisciplinary team designs and delivers integrated support and care packages spanning seven core service areas, ensuring every client gets the personalised help they need to develop their capabilities, realise their goals and live as fully and independently as they can.

Support coordination

The NDIS can be confusing and often leaves people feeling overwhelmed. Our support coordinators are here to help clients and their families understand and navigate the NDIS, not only providing impartial advice on which NDIS services and providers will best suit their needs, but actively creating and implementing tailored NDIS plans for clients.

It's a highly personalised, long-term relationship and service that, through regular reviews, ensures every client is able to fulfil their potential and achieve their life goals.

Therapy services

With our diverse team of experienced allied health clinicians, we're able to offer clients a range of therapeutic support services, either as individual services or as a holistic, co-ordinated program. From occupational therapy and speech therapy to music therapy and positive behaviour support, we provide best-practice assessments and ongoing therapeutic support services that can be delivered at our local consulting rooms or in clients' homes.

Wellbeing and life skills development

Delivered in community-based settings or in clients' homes, our wellbeing and life skills development programs give people with an intellectual disability the opportunity to try new activities and develop vital capabilities, as well as build their confidence. Learning experiences range from everyday living skills, such as personal care and cooking, through to meditation, sensory programs and physical activities. All delivered either one-on-one or in a group setting. All designed to nurture a sense of wellbeing and independence.





Education and learning

We provide an array of education opportunities, including developmental training and tailored learning support designed to enhance clients' skills and knowledge. Whether we're focusing on core communication, literacy and numeracy skills, or developing life and vocational skills that enable clients to live, work and travel as self-sufficiently as they can, our certificate-based education programs are available as one-on-one classes or in group-learning environments.

Employment services

Our employment specialists work with employers to create rewarding vocational opportunities for our clients, from full-time and part-time jobs, to fulfilling volunteer roles, all chosen to suit each client's unique skills, interests and goals. Completing the transition from school to life-skills development to educational support, our Disability Employment Service helps clients find their place in the community, developing an invaluable and often transformational sense of belonging and self-esteem through work.



Recreation and respite

New experiences, new activities and lots of fun! Our recreation and respite services give clients the opportunity to get out in the community, relax with friends and enjoy some independence, whether it's for a few hours, a day or for a weekend, with overnight stays away from home. Clients experience a host of stimulating social, leisure and sports activities, helping them build their confidence and independence, with outings and multi-day breaks available on a regular or on-demand basis to suit both clients and their families.

Accommodation and in-home support

When it comes to independent living support, we offer a variety of accommodation and in-home options, so we can design home and support packages to meet each client's requirements and goals. Clients can choose to live at home or independently in a group home, with anywhere from one to five other people (shared independent living). And within this, we offer support ranging from 24/7 in-home support, to scheduled visits from support workers who will assist with everyday tasks and help plan and organise daily life.

Our philosophy is to provide a home environment and tailor supports to each client's needs so they can live their life to the full, as independently as possible.

Helping families understand the NDIS

The NDIS can be confusing for people with an intellectual disability and their families, so St John of God Accord provides seminars to explain how the NDIS works, how to transition to the NDIS, and how Accord can help people get the most out of the NDIS.

“Thank you so much for organising this NDIS seminar. I now have a much better understanding of how the NDIS works,” said Christine Browne, whose son Aaron has an intellectual disability.

The seminars provide an informal forum, where concerned parents and family members can ask questions and discuss specific queries with Accord’s NDIS experts.

**We’re here for you. In partnership.
For the journey.**

“For me, it’s a real learning curve,” said Christine. “The information the Accord team provided will help me address Aaron’s needs, and I’m sure that, once Aaron has been enrolled with the NDIS, it will be most beneficial for him.

“I’m really glad that Accord took this initiative to educate parents on how to tackle the NDIS.”



Unlocking potential and confidence through music

Since February 2017, Accord has offered music therapy as part of the day service program at their Greensborough and Sydenham Community Campuses, transforming the way clients think and feel about themselves and each other.

Registered music therapist (RMT) Zara Thompson designs and facilitates the programs to meet the interests and aspirations of all group members, with the goal of promoting social inclusion, teamwork and relationships.

“Participating in the music therapy groups enables members to discover new ways of connecting and working together,” said Zara. “It also helps members learn new ways of expressing their own thoughts and feelings through song writing, singing, and instrument playing.”

At the start of group program, Zara observed some clients sitting alone or with one close friend. Most did not engage in the musical activities unless it was their turn, and quieter clients often sat in silence, not engaging at all, so Zara introduced warm-up sessions and group song writing and instrumental play to encourage all members to engage and contribute to the group.



**“It has given me confidence.
It has given me a voice.”**

Peter Ben, Accord client

Creating music together helped the group bond and prepare for their first performance in front of their families, with members supporting each other when they were feeling nervous.

On one occasion, the group demonstrated their support for a client who appeared to be distressed and was repeating several phrases. The group banded together to support her by making a song using the words she repeated as lyrics, and the whole group sang along.

“Each member has developed their own role within their group. Roles range from leadership to helpers, singing to instrument playing,” said Zara. “As the groups have progressed, a culture of support and respect has developed, encouraging members to express themselves and grow in confidence.

Client and group member Peter Ben said, “I write my music, and people check my spelling. My spelling is very good now.”

“Nobody believed in me at school or believed I could do this. It has taken half my life to prove them wrong. It has given me confidence. It has given me a voice.”



Cooking up a career for Tim

After struggling with school and socialisation, Accord client Tim Parish is well on his way to becoming a chef – his dream job. Now, as he completes his Certificate II in Commercial Cookery at Chisholm TAFE in Rosebud on a Caroline Chisholm Education Foundation Scholarship, he's looking forward to building on his qualifications and establishing a career in hospitality.

"For many years, I'd struggled at school," said Tim. "I couldn't communicate well and didn't know how to express myself. I didn't have any confidence. But with support and mentoring from Joseph, my Employment Services Consultant at Accord, I've become a more confident person."

While Tim has been studying, Joseph and our Employment Services team have been busy promoting Tim to potential employers.

Tim has already gained valuable work experience and was given an opportunity to undertake paid work shifts at Rosebud Hotel. He has also participated in work trials in other restaurants and hotels, giving him valuable insights and inspiring him to keep striving for his goals.

Joseph, Tim's Employment Consultant at Accord, said, "Tim's confidence has grown substantially and his journey to successful employment is well within reach."

Cooking for Mum

Tim's passion for cooking stems from wanting to help educate his mum and nourish her with good, healthy food.

"Mum has been ill for some time and her diet consists of pre-made food," Tim said. "While Meals on Wheels is a good thing, Mum really likes it when I cook my pasta dishes for dinner. I want to learn to cook so that I can get a job in the kitchen, but also so I can teach Mum how to cook so she can eat something different from time to time."

"I'm learning how to cook proper food. I'm learning how to plan and prepare meals, as well as the right techniques. I'm learning what food will be good for Mum's sugar levels, so we can make better choices."

Eager to take on new employment opportunities, Tim has his sights set on obtaining his Certificate III later this year. In the meantime, Tim's mum is enjoying his journey to becoming a fully qualified chef as much as Tim is.



Our Occupational Therapy service is just one of the many therapy services we provide to help clients develop everyday skills, confidence and independence. For Accord client Kathryn Doyle and her mum Christine, it has changed everything.

Kathryn and Christine started their therapy journey by identifying a range of different goals for our therapy team to work on with Kathryn. These included travel training, so Kathryn could get from work to her home, as well as money handling, emergency response awareness and learning to cook.

Catching the bus home

When Kathryn's travel training began, she had never caught the bus home from work before.

"At the beginning of her travel training, it was difficult for Kathryn to express herself to the bus drivers and others around her," said Christine.

The introduction of a visual support card, and regular practice with her therapist, allowed Kathryn to increase her confidence and achieve proficiency on two separate bus routes.

"Kathryn is now able to confidently show the bus driver her card and press the button before her allocated stop without a reminder," said Christine. "She's very happy she is able to travel home on the bus. It has been great for her self-confidence."

Cooking and baking feels easy

At the start of her cooking program, Kathryn expressed the desire to bake sweet desserts, such as cakes, brownies and apple turnovers. Kathryn would often say, "I like the chocolate ones best."

So that's what Kathryn's therapy sessions have focused on, although she also makes savoury meals that she can freeze, providing her with lunches for work throughout the week.

"Kathryn's skills surrounding kitchen safety, cleanliness and food preparation have improved immensely during her cooking training," said Christine. "Kathryn now often says that she finds cooking easy, rather than difficult. We can't thank Steph (Kathryn's therapist) enough for the travel and cooking lessons, which are always enjoyable."

Embracing creativity, together

To celebrate International Day of People with Disability, participants of the Greensborough Community Campus (GCC) Creative Arts Program collaborated on a large-scale group painting entitled *Better Together*.

“*Better Together* exemplifies the inclusive practices nurtured within the Greensborough Community Campus Art Program,” said Gregory Fullerton, Accord support worker and art program specialist. “It’s a project that demonstrates the technical diversity and varied stylistic approaches expressed by the program’s talented regular attendees.”

This year’s theme was ‘Transforming Unity’, which inspired the group to use the visual metaphor of a jigsaw puzzle to explore notions of how we fit together as individuals and as a collective unit.

The collaborative artwork’s heart shape framework supports the artists’ works, with a multitude of jigsaw piece shapes – some connecting, some disjointed, some isolated – being drawn to the nucleus of the heart to suggest strength and unity.



Exercising and living healthily

After two years of a new healthy eating and exercise plan, the ladies at Accord’s Shared Supported Living home in Crookston Road enjoyed a makeover for their new house photo.

The regime has helped the housemates lose some weight and get healthier to enjoy life to the full, eating as healthily as possible six days of the week, with Sunday as their ‘cheat day’. Their exercises include walking the house dog, Milo, as well as swimming and Zumba.

It hasn’t always been easy to stick to the plan. Sometimes, a few vegetables found their way into Milo’s food dish. But thanks to the encouragement they gave each other and the support of the staff at Crookston Road, the ladies achieved their goal and look and feel better than ever.



HORIZON HOUSE COMMUNITY SERVICES

*Providing a home, hope and a way forward
for vulnerable young people*

2017/18 highlights

Supporting vulnerable young people to realise their potential.

Accommodation and support that transforms young lives, families and communities.

A home. A sense of belonging. A way forward. At Horizon House, we give at-risk young people (between the ages of 16 and 22) the space, stability and support they need to take control of their situation and realise their life goals.

From long-term accommodation, to mentoring and support, to developing independent life skills, we offer vulnerable young people hope, dignity and the help they need to fulfil their potential.



Provided long-term accommodation and support for



About Horizon House

Family relationships and home life can be complicated at the best of times, but for some young people a dysfunctional home environment can affect their development and lead to health issues, substance abuse, unemployment and homelessness.

At Horizon House, we're here to give teenagers and young adults aged 16-22, who would otherwise be at risk of homelessness, a safe place to live and a way to move forward with their life.

More than that, we're here to listen, guide and advise, providing personalised support that enables the young people in our care to develop their life skills, confidence, vocational prospects and independence.

Giving vulnerable young people space, stability and support

We provide what the industry refers to as a Trauma-Informed Service, which means everything we do is informed by each client's personal story, as well as their life goals.



Carefully considering the challenges and the trauma they've experienced, we focus on the individual's physical, psychological and emotional health, working closely with their clinicians and case managers to create a tailored support plan that helps each young person take control of their lives.

It's about equipping and enabling every young person to move on and realise their ambitions and potential.

"We currently have 13 fully furnished intensive-support houses, with a growing number of transitional beds in share houses and single-bedroom units across Western Australia and Victoria."

A long-term commitment to holistic solutions

Many of the young people who live in our Horizon Houses come to us having been through a diverse range of traumatic experiences, and they have an equally diverse range of support requirements.

Some of these young people have little or no contact or relationship with their family. Some have effectively dropped out of school. Some have mental health issues, often undiagnosed.

Whatever the situation, the dedicated support teams at our homes are there to create a home-like environment and ensure every young person gets the respectful support and practical help they need, including one-on-one case management and connection to the external supports they need to help them with their journey.

Tiered transitional support

Tier 1. Long-term accommodation and intensive on-site support, with individual case management at one of our houses.

Tier 2. Transitional accommodation and support in a semi-independent home, with scheduled and on-call support.

Tier 3. Supported independent living, with on-call outreach support and mentoring.

This could mean arranging clinical or psychological care, or helping to plan and navigate a path back into education, employment or a safe family home, or actively advocating for financial or housing support from government agencies.

Or it might simply mean developing life skills, from understanding how to interact with people and nurture relationships, through to learning how to budget, cook, clean and do their laundry.

Encouraging and enabling a sustainable transition to independence

From intensive support, to semi-independent living, to independence, every story and outcome is unique, but the objective is the same: a self-determined transition to sustainable independent living. A journey from vulnerability, to life as an active, thriving member of the community.

At Horizon House, we're here every step of the way, ensuring young people enjoy every opportunity to be the best they can be.





Young Mother and Baby Program

Our Young Mother and Baby Program provides accommodation and support for vulnerable young mums during pregnancy and through to baby's third birthday, including intensive pre and post-natal care and parent education.



James Garnaut Horizon House: Helping young Aboriginal men redefine their lives

At James Garnaut Horizon House in Broome, we give young at-risk Aboriginal men the opportunity to live safely, independently and develop the life skills, self-respect, identity and potential they need to thrive and become role models in the community.



Meet Dusty

After an unsettled childhood, often living in over-crowded houses, with intermittent schooling, 19-year-old Dusty has worked hard to fulfil his dream of joining the Army.

“When I moved in to Horizon House and got my own bedroom, it was amazing,” Dusty said. “Having some space and quiet time meant I was able to focus on myself and think more about my long-term future, what my goals were and what I needed to do to achieve them.”

With the support of Horizon House, CoAct and Mamabulangin Aboriginal Corporation, Dusty joined the Department of Environment’s Green Army program.

“I had applied for the Army a few times but had never been successful,” Dusty said. “Getting accepted into the Green Army really helped build my confidence and gave me the push I needed to keep trying and not give up on my dream of joining the Army.”

He then embarked on a fitness program and successfully applied for the ADF Indigenous Recruits Program, working hard to improve his literacy and numeracy to earn a role with the Army.

“Growing up as an overweight, red-haired, fair-skinned Aboriginal boy, I got bullied and didn’t have much confidence. Horizon House and the Green Army helped change that,” said Dusty. “They helped me realise what I was capable of.”

“Now I want to help do that for other people and make sure the kids in my family and the guys at Horizon House know that if you commit to a goal and work hard, you can achieve it. I’m living proof.”

Meet Jason

Jason came to Horizon House Geraldton in 2012, at the age of 16, during a particularly chaotic time in his life. Today, the 23-year-old student is set for a bright future, with plans to study business or law at university in Perth.

“Horizon House is more than just a temporary form of housing,” said Jason. “The amazing and caring staff helped bring a sense of stability and normalcy to my life. They’ve been there whenever I’ve needed help, whatever the situation.”

Today, balancing two jobs with his studies at Geraldton University Centre, where he’s completing a university bridging course, Jason has come a long way since he first sought accommodation and support at Horizon House.

Indeed, the avid student credits the team at Horizon House with teaching him how to deal with life, not least how to manage his finances.

“In the next 12 months I hope to complete my university bridging course, save a considerable amount of money and move to Perth to start university,” said Jason.





Meet Zainab and Millicent

At 36-weeks pregnant and without any family support to rely on, 17-year-old Zainab joined Horizon House's Mother & Baby Program in March 2017. Now 19, Zainab and her young daughter, Millicent, are not only feeling prepared for the future, but excited about it.

"I was in Year 11 when Millicent was born early, not long after I moved to Horizon House," said Zainab. "The Horizon House team was there to help me at a time when I had no one else. I was all alone."

Not surprisingly, Zainab was overwhelmed, but that changed during her year at Horizon House.

"I didn't know how to raise a baby and Horizon House really helped me with this," explained Zainab. "I learned how to be a good mum. I learned how to use public transport, how to budget, how to look after my own home. There were many things I learned."

Now, Zainab is completing her studies at school, while also doing work placement at an aged care home. Millicent attends day care and Zainab visits her during the day.

"I'll finish school next year and I'd like to continue my studies at TAFE," said Zainab. "Then, I'd like to get my driver's licence and, one day, become a midwife, which I wouldn't have been able to even consider without Horizon House."

"I've now left the house, but the ongoing support they provide is amazing. It's more than accommodation. Horizon House has helped me and my daughter in so many ways."



CASA VENEGAS COMMUNITY SERVICES

*Breaking the cycle of homelessness,
isolation and mental health barriers.*

2017/18 highlights

Helping people with enduring mental health issues, who are at risk of homelessness, regain hope, independence and a meaningful life.

Housing, mental health and independent living support for people at risk of homelessness.

Homelessness, isolation and poor mental health often go hand in hand. At Casa Venegas, we're breaking the cycle for people at risk of homelessness in Sydney.

More than simply offering accommodation, we provide a stable home and the support people with enduring mental health issues need to build their confidence, new connections and, ultimately, a more independent, fulfilling life in the community.



Supported **37** people with an enduring mental illness who would otherwise have been at serious risk of homelessness

Supported **8** people to successfully transition to independent living

Assisted **37** people to access their full Centrelink entitlements

Provided **11,007** nights of secure long-term accommodation

Assisted **16** people to access employment or education as part of their journey towards a greater level of independence and community connection

Supported **37** people to navigate the NDIS and access their full entitlements

About Casa Venegas

While the reasons for homelessness are as diverse as the people who experience it, it's a fact: 80% of homeless adults have at least one diagnosed mental health condition. We also know that, without stable accommodation and reliable support, the effects of persistent and severe mental health issues leave people feeling increasingly marginalised and disconnected from family and the community.

In other words, people with mental health issues who experience homelessness can find themselves stuck in a cycle that's hard to get out of.

More than just a roof, we offer hope

At Casa Venegas, we provide medium-term accommodation for people with mental health issues who are experiencing or at risk of homelessness – a vital first step in breaking the cycle and creating a sense of safety, security and wellbeing.

Moreover, as part of a holistic recovery framework, we offer tailored support to help individuals in achieving their goals.

Sometimes, the goals are simple ones – perhaps being able to use public transport. Other times, the goal is something bigger, like returning to education, securing permanent employment or rebuilding relationships with family members.

How we do it: Compassion, respect, justice and excellence

Our teams of caregivers make regular visits to our independent living homes and provide on-call after-hours assistance.

It's a respectful, carefully balanced approach to support that gives people their own space and privacy in a stable home environment – vital in nurturing self-esteem and independence – while ensuring help is always available.

In this way, we work one-on-one with individuals to continually evolve the support we provide, from day-to-day support – help with meal planning, shopping, attending medical appointments – through to advocating for financial and healthcare support from government and social support agencies.



Regaining hope, independence and a meaningful life

With a stable home and ongoing assistance from our team, the people we support are able to make choices, safe in the knowledge they're not alone.

They're able to define the life they want to live and develop the support networks, confidence and skills they need to manage their mental health, work towards their goals and reconnect with their community and, where possible, their family.

Looking to the future, together

At Casa Venegas we're looking to the future and thinking strategically about how we approach our purpose to break the cycle of homelessness, isolation and mental health barriers.

We will be focusing on introducing electronic case management, client feedback and reporting systems. We will also be striving to improve clinical governance and create a more sustainable service model, which includes achieving NDIS and other accreditation and registration requirements.

Crucially, we're doing it all in partnership. With each other. With our sector. And, most importantly, with the people we support at the centre of our decision-making – people like Andy.



Meet Andy

Unable to afford a private rental and struggling with the challenges of homelessness and insecurity, Andy came to Casa Venegas in Auburn at the start of 2017 when his social worker applied for accommodation on his behalf. He hasn't looked back.

"I've become my own man," said Andy. "I can come and go as I want, and make my own decisions and choices, although help is there when I need it.

"I have taken charge of my own health, both mental and physical, which means attending my psych and medical appointments and managing my medications. I've learnt to live and share with other people, and how to take care of cleaning, cooking, shopping and other day-to-day activities."

But while Andy is revelling in his freedom, he appreciates all the support he has received from his Casa Venegas caregivers, particularly when it comes to achieving his goals.

"The Casa Venegas team is very helpful. They see me almost every day for my welfare check – we discuss my plan for the day or any support I need – but they respect my privacy and uphold my dignity," Andy said.

"In the near future I hope to restart my handyman business and get a place of my own, the Casa Venegas staff have been supporting me in reaching these goals. At Casa Venegas, you really are in good hands."



RAPHAEL SERVICES **COMMUNITY SERVICES**

*Helping vulnerable new parents
get family life off to the best start.*

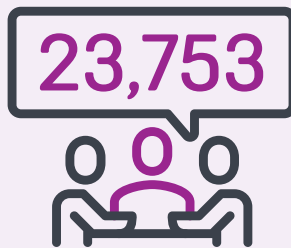
2017/18 highlights

Supporting vulnerable new parents to nurture strong families.

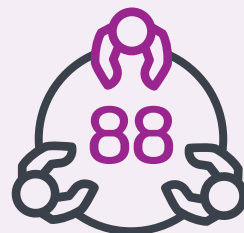
Free or no out-of-pocket expenses, personalised counselling and support for mums, dads and families.

Pregnancy and parenthood can put significant stress on new parents. It isn't uncommon for anxiety and depression to disrupt parent-baby relationships, wellbeing and family life.

That's why, at Raphael Services, we offer vital early-intervention counselling, therapy and support, from conception to baby's fourth birthday, enabling vulnerable parents to thrive – emotionally, mentally and as a family.

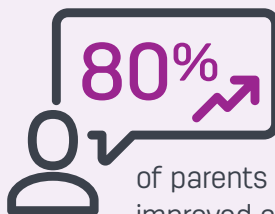


individual counselling sessions to provide perinatal mental health care to 2,017 parents



group counselling sessions delivered

Based on the Edinburgh Postnatal Depression Scale



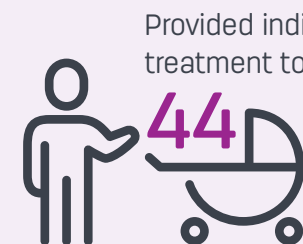
of parents had significantly improved after an average of 10 sessions

Services received an overall satisfaction score of



4.7/5

in the annual YES survey



Provided individual treatment to

dads suffering from perinatal anxiety and depression who may not have otherwise been able to access support



of YES survey respondents said the care we provided had made a difference

About Raphael Services

The early years of life are critical to ensure that babies develop into confident, capable children and young adults. However, the practical demands and financial pressures that accompany parenthood can put unexpected stress on families at this crucial time, creating cycles of doubt, isolation, anxiety and depression that can be harmful for parents and new families.

That's why we're here at Raphael Services, with early intervention counselling and support services that we provide free, or with no-out-of-pocket expenses. Led by psychiatrists, our multidisciplinary teams deliver personalised, community-based care that enables parents to access and develop the support they need to thrive.

Designed with parents, for parents and their families

We employ a phased, multidisciplinary approach to service delivery, overseen by psychiatrists, that ensures parents get the tailored support they need.

From initial assessment to one-to-one counselling to support groups and helping parents develop their own peer support networks, we customise our team

and services to create a personalised experience and solution that evolves with each family's journey.

It may be that minimal support is required. It may be that a more comprehensive program is necessary, including medication or partnership with third-party services. We treat every parent as an individual and provide a holistic solution designed to help mums and dads develop and manage their own mental wellbeing.





Making mental and emotional wellbeing support accessible

Traditionally, accessing mental health and wellbeing support has been difficult for parents.

On one hand, finding local support can be hard. On the other, high-quality support founded on psychiatric best practice is also expensive – often prohibitively so – for parents at a time when financial stress may be placing additional strain on their relationships and wellbeing.

Our service is provided free or with no-out-of-pocket expenses and is delivered at a range of locations, including community and health campus hubs that can be accessed via public transport. All that's required is a GP referral and a mental health care plan.

Attachment Theory: Early intervention making a lasting difference

Research has long told us that the emotional and physical bond between mother and baby has lifelong consequences for children. In fact, the quality of this connection affects everything from motor skills and intellectual development to social skills and confidence.

We aim to eliminate the stigma associated with mental health, employing a community-based delivery model that enables parents to access our support services alongside other pregnancy and medical support services.

This is why Attachment Theory is at the heart of everything we do at Raphael Services.

Our priority is ensuring parents are able to create the attachment that gives their child the best start in life. This means providing at-risk parents with stability and support that helps prevent anxiety developing into depression or other mental health issues. It can also mean providing specialised attachment support to help nurture a healthy connection and relationship.

Nurturing stronger parents, families and children

At a time when a host of factors can have a negative effect on the mental health of parents – from lack of sleep, to financial stress, to isolation – we offer a personalised path to mental and emotional wellbeing. A path that ensures baby's life journey gets off to the best possible start.

By looking at all facets of parental mental health and enabling parents to manage their own emotional wellbeing using the wealth of supports, techniques and tools available, we ensure parents and families are not only able to cope, but actively thrive.



Yvonne's story

During my pregnancy with our second child, I was feeling really stressed and anxious. We both were – my husband Luke and I – but I felt alone. Even with the support of Luke and our friends and family, I felt like I had the weight of the world on my shoulders. I felt that I was losing my way. The anxiety was overwhelming.

I was worried about the pregnancy, how my son was coping and the balance of work and my family life. I was also suffering with severe nausea and sickness (hyperemesis gravidarum) and had to have additional ultrasounds as my medical team had concerns over the growth of the baby. I cried a lot!

The psychologist identified that my stress and anxiety stemmed from my first pregnancy, when I went through a very traumatic labour.

My midwife could see I was experiencing perinatal anxiety and suggested I visit my GP and ask about emotional support services. Two weeks later, my GP referred me for my first appointment with a clinical psychologist at Raphael Services.

It was only then, when I was diagnosed with post-traumatic stress disorder (PTSD), that I was able to understand my anxiety and start to manage it.

The psychologist identified that my stress and anxiety stemmed from my first pregnancy, when I went through a very traumatic labour. She explained what was going on in my mind and helped me find ways to put my thoughts and emotions back in order.

She also helped me communicate more effectively with my family and, most importantly, with Luke, who had also been struggling emotionally, as well as physically. He'd suffered with nausea and fatigue almost daily during the pregnancy, but despite a series of tests and a subsequent diagnosis of lactose

intolerance, he couldn't shake it off.

It was only after he too was referred to Raphael Services that we got to the root of the problem when he was also diagnosed and treated for PTSD. He'd been having flashbacks to the trauma of the birth of our first child and was bottling up his anxiety.

Raphael Services helped restore my faith in clinicians. I'd convinced myself the problems during the birth were the fault of the medical staff at the time, so Raphael Services spoke to my medical team, explained what I had been through and recommended a planned caesarean for the birth of my next baby – a recommendation I fully supported.

The whole process enabled me to better prepare mentally for the arrival of my second child, and also aided my recovery. I was so happy after the birth. It was a much easier delivery and we were both in a better place emotionally and mentally thanks to the support from Raphael Services and our family.

“It was a much easier delivery and we were both in a better place emotionally and mentally thanks to the support from Raphael Services and our family.”

Alan's story

Our baby wouldn't sleep on her back. She'd wake every 2-3 hours, screaming for at least an hour, every night, for 16-months straight. And she screamed most of the day. The only way of getting any rest was to have her sleep on either my chest or my wife's chest. We had no family or nearby support network, and received very little support from our GP, so we felt very isolated, lost and depressed. It was a very tough time.

I would become quickly frustrated and angry when trying to accept our baby's behaviour, which didn't help any of us. In particular, it made things even worse for my wife who was left trying to settle a screaming infant. It affected everything, including my work and study.

Then, we were referred to Raphael Services.

At Raphael Services, I was able to express my frustrations in a friendly and accepting environment, without feeling judged. I was given coping strategies that I would discuss with my psychologist, which helped me understand how the mind processes information and can make us experience different moods and feelings. I've since been able to identify these feelings and process them rationally, so they don't affect my life so significantly.

I was also encouraged to undertake daily mindfulness activities to help me remain more focused, and accepting, during difficult situations. It helps me work through tough situations in a more calm and objective manner.

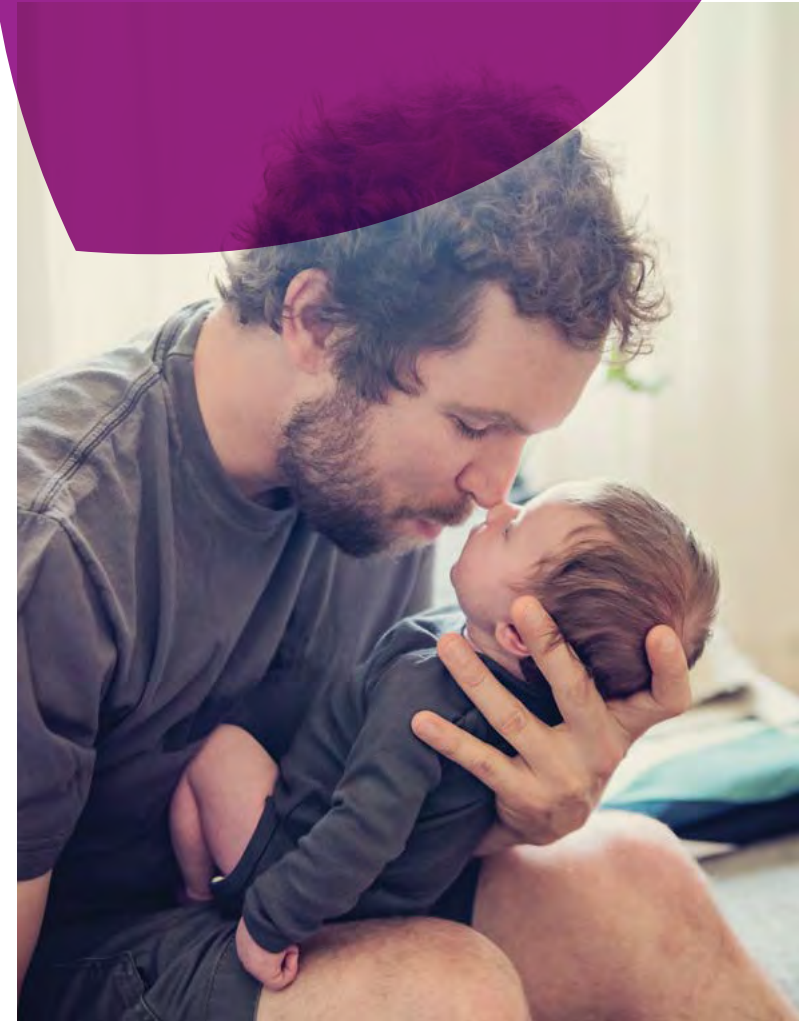
I now feel more confident in my role as a parent. I've been able to stay more relaxed and supportive around my wife when she most needs it. I have a closer bond with my daughter, and a more relaxed family environment at home. I love every moment I get to spend with my girls!

Most of us will focus our efforts on trying to support our partner; however, in order to help your partner, you first need to help yourself.

I've also become a more active person again, returning to previous hobbies and activities that I'd given up because 'it was all too hard'.

So, I'd say to anyone who's struggling, especially male partners who are not seeking help, reach out to Raphael Services. Forget any preconceptions you may have about receiving guidance from a professional councillor. Both partners raising a child undergo stresses, and most of us will focus our efforts on trying to support our partner; however, in order to help your partner, you first need to help yourself.

"I now feel more confident in my role as a parent."





COMMUNITY MENTAL HEALTH SERVICES COMMUNITY SERVICES

*Providing mental health support
that changes lives.*

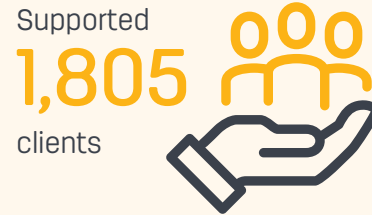
2017/18 highlights

Helping vulnerable people cope with mental health issues and life.

No out-of-pocket expenses or low-cost therapy, counselling and mental health support that changes lives.

Anyone's life can be derailed by a mental health issue. For disadvantaged or marginalised individuals and families, it can be difficult to find support before life enters a downward spiral. But that's why we're here.

Our community mental health services provide individually tailored low-cost or no-cost therapy, counselling and strategies that help vulnerable people in Victoria and Western Australia turn their mental health and life around.



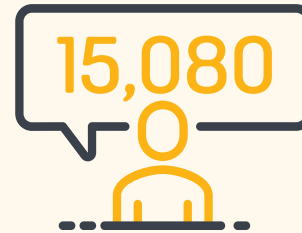
Services received an overall satisfaction score of



4.6/5

in the annual YES survey

Provided more than



service contacts

82%

of YES survey respondents said our services had made a difference



Based on the Kessler Psychological Distress Scale (K10 score)



Delivered



group counselling sessions

About our community mental health services

Left unchecked, any mental health issue can affect relationships and disrupt or even derail lives. The danger is that things can easily slip and spiral out of control, with challenges and problems compounding a bad situation or state of mind. Our community mental health teams help prevent this from happening.

Currently available in Fremantle, Ballarat and Warrnambool, our community-based mental health support and interventions help people – individuals and families – who might otherwise struggle to access mental health services.

Making access easy

People can access our **free** or **low-cost** services through self-referral, or by referral from their GP or healthcare practitioner.



Changing the mental and emotional health paradigm

While one in five people will experience mental illness or mental health issues, accessing mental health support is often problematic, particularly for people living in remote and regional areas.

Moreover, there's still stigma attached to seeking mental health and emotional wellbeing support, even for such common, everyday-life issues as:

- relationship problems or family conflict
- stress, anxiety and depression
- dealing with grief, loss or trauma
- feelings of sadness, remorse, anger or guilt
- loneliness, hopelessness or feeling overwhelmed
- panic attacks, phobias and obsessive-compulsive disorders.

Our goal through our community mental health services is to change this paradigm by providing personalised care and support where it can really change people's lives.

Caring in the community, with the community

Our caregivers come from clinical, health and social welfare backgrounds and, together, we offer a broad range of evidenced-based counselling, psychotherapy and mental health support and education services.

What's more, because all of our support staff live and work in the local communities they serve, our services are designed for – and with – the individuals and families that need them, in partnership with general practitioners and other local healthcare providers.

Understanding this local context, we're able to develop highly personalised support solutions that enable our clients (known in our industry as 'consumers') to move on and live their best life.

But just as importantly, by creating a vital dialogue with other local healthcare providers and acute mental health services, we're able to actively seek out and address new and emerging areas of need, shifting the focus of our teams and services, or even piloting entirely new initiatives.

Helping people reset their lives and thrive

By delivering an inclusive partnership model that involves carers, clients and connections with other healthcare providers and mental health services, we're able to provide self-determined, whole-wellbeing solutions designed around each person's unique situation and goals.

It isn't about fixing people when they are at their most vulnerable. It isn't about prescribing a solution.

It's about walking with people on a highly personal journey of recovery. It's about providing a way forward, step by step, with integrated pathways to other health, wellbeing and community programs that enable people to move on and thrive.

And ultimately, it's about encouraging and empowering people to understand, nurture and sustain their mental and physical wellbeing so they can live their best life as a connected member of the community.





Judi's story

Refusing to let trauma define her life

A series of highly traumatic experiences had punctuated Judi's life. One after another, they created a downward spiral of isolation, anxiety and depression, culminating in drug use and homelessness. But when the mum of two reached out to her GP for help, a referral to our community mental health service in Fremantle provided the support, strategies and strength Judi needed to take control of her health and life.

Despite being a people-person by nature, someone who loves helping others, the trauma in Judi's life had left her feeling alone and vulnerable. She was aware her mental health and wellbeing were suffering, and she sought counselling, albeit periodically.

"I underestimated the impact of some of my life experiences, particularly a sexual assault, so I suffered extreme anxiety and panic attacks," said Judi. "There were times that I didn't seek help early enough, and with some services it took six weeks from asking for help to receiving it."

Then, when her ex-partner and close friend was diagnosed with terminal cancer and given only weeks to live, she reached a breaking point.

"I dropped everything – I gave up my job – and suffered grief before and after his death. I found myself homeless, and was in total shock. I was scared, became depressed and started to drink and isolate myself," explained Judi.

Recognising that she needed help, Judi visited her doctor and was referred to our community mental health service in Fremantle. She attended fortnightly appointments and found the sessions helped her identify and understand her feelings, as well as strategies to manage her health.

"Access to the service was quick and the support I received has helped me to get my life back on track," said Judi. "The clinician taught me to treat myself with compassion, which has made me a better person – I'm kinder to myself and also to others.

"Therapy has taught me to recognise and understand my destructive behaviours and replace them with positive behaviours. I now know how to look after myself, recognising when I need to eat better, exercise more, socialise more – to keep a healthy balance."

And if there's one thing she's learned that she wants to share with others, it's that seeking help doesn't make you weak. It's a strength.

"It's important to seek help early on," said Judi. "People fear being judged, but I've never experienced judgement through counselling. You need the right advice and support to help you understand you're not alone, so you can move forward and live a happier, fuller life.

"Counselling has helped me be the best me!"



Tanya's story

Overcoming adversity and being a great mum

As a single mum with a nine-month-old baby, Tanya was dealing with trauma related to pregnancy and had just left an abusive relationship. Without any family support, or an accurate diagnosis for the mental health issues she knew were affecting her life, Tanya was exhausted and felt she was barely surviving. But then she was referred to one of our community mental health services.

"I was previously diagnosed with major depression, generalised anxiety, social anxiety and complex trauma, but none of these labels seemed to capture the whole picture," said Tanya. "I knew I needed to get the appropriate psychological intervention, for me, and also for my baby."

Tanya saw a psychologist and then a psychiatrist, who officially diagnosed her with Borderline Personality Disorder (BPD) and referred her to our community mental health service in Ballarat where the team created a personalised therapy program comprising group therapy and individual counselling.

"In my individual sessions I work with my psychologist to customise the skills I've learned to suit my personal circumstances," said Tanya. "It's challenging, but after years of receiving unsuitable therapy and feeling that I had reached the lowest point in my life, I have finally turned the corner."

"When I experience setbacks, the team talks me through it and determines techniques I can use to better my circumstances. There will always be a need to practise and revise those skills, but I have them in my arsenal now. So, while I still have the same stressors in my life, I am able to cope better – I am a better mother to my son and I am following a path that I can be proud of."



INTERNATIONAL HEALTH COMMUNITY SERVICES

*Improving healthcare
in developing nations today.
Leaving a legacy of healthcare
capability for tomorrow.*

2017/18 highlights

Transforming health systems and lives in developing nations.

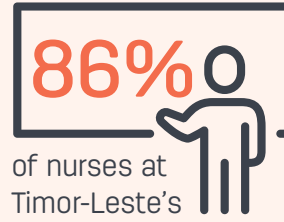
Long-term essential training and health system development for Timor-Leste.

How do you drive sustainable improvements in healthcare delivery and outcomes for developing nations? By building clinical and health system capability in collaboration with communities and government.

That's what our International Health programs do, with highly trained healthcare professionals living, working and building life-saving, self-sustaining clinical capability.

On the ground. From the ground up.

Trained



of nurses at Timor-Leste's national hospital in core nursing competencies



Reduced rejected pathology specimens from **over 5% to under 1%** at the national hospital laboratory



Supported the national hospital to achieve a **56%** year-on-year **decrease** in maternal deaths



Ensured **41 nursing** and **13 midwifery** graduates were job-ready through the Nurse Graduates Program

Increased patient bedside handover rates from



0% to 93%

Increased average compliance rates against international standards at the national hospital by

35%



About International Health

Our Australian healthcare professionals build healthcare capabilities in developing nations – capabilities that transform health systems and patient care.

By working closely with the government and hospital community, our integrated on-the-ground approach to building healthcare skills, policies and systems not only transforms the patient experience, but also, fundamentally, the country's healthcare culture.

Transforming healthcare and outcomes in Timor-Leste

We've been working with the Timorese Ministry of Health for 14 years to build life-saving healthcare skills and, just as importantly, implement self-sustaining, quality healthcare programs and processes.

Notably, our Pathology Development Program, which began in 2004, has transformed pathology and phlebotomy at the Hospital Nacional Guido Valadares in Dili. In addition to improving quality and procurement processes, the program brought automated testing to the hospital's laboratory. This increased the lab's capacity more than 100 fold,

providing faster, more reliable results and improving diagnoses, patient experiences and outcomes throughout the hospital.

Following the success of the Pathology Development Program, we established the Nursing Development Program in 2010.

Our short-term and long-term goals

We have two key goals. First, we aim to upskill frontline staff, improving basic healthcare delivery and outcomes. But we also have a big-picture mission to support our Timorese colleagues to put policies and infrastructure in place that ensure Timor-Leste's healthcare system continually improves.

“Our healthcare training and development professionals commit to living and working in Timor-Leste for at least two years.”

In short, we aim to support the Timorese to build an integrated health system capability that will ensure patient experiences and patient outcomes improve year after year.



How do we do it?

We do all this by working side-by-side with Timor-Leste's healthcare community, particularly in and around Dili's Hospital Nacional Guido Valadares.

A stable workforce is essential if we're to achieve our long-term vision, which is why our healthcare training and development professionals commit to living and working for at least two years in Timor-Leste, learning the language (Tetum) and effectively becoming part of Timor-Leste's healthcare community. Our team is supported by experts in quality, learning and development, leadership and clinical competence at our office in Melbourne, Victoria.

It's this on-the-ground commitment and continuity that sets our programs apart, ensuring knowledge is transferred effectively to local staff, while cementing best practice and sustainable change at a systemic and cultural level.

“Developing a new generation of clinical expertise that will nurture the next.”

Our programs

Practice change is the driving force behind everything we do.



Our work focuses on four core proficiencies:

- Quality
- Education and Training
- Leadership and Management
- Clinical

We then apply this integrated capability thinking to each of our programs, which include:

- **The Core Competency Program.** Providing training in essential knowledge and skills.
- **The Educator Program.** Training Timorese educators to train other nurses.
- **The Health Managers Program.** Building healthcare system management capability.

Crucially though, our team's presence on-the-ground in Timor-Leste, combined with the unique way we're funded by St John of God Health Care and our partners ConocoPhillips, means we're able to create

custom programs wherever a need arises. For instance, we developed an Executive Development Program designed specifically to support the development of a new role in the Timor hospital, Director of Nursing and Midwifery.

Our impact

Our programs are changing health leadership in Timor-Leste through the development of policies, systems and the development of management-level capability to facilitate continual improvement in patient experience and clinical outcomes.

We're embedding best practice into everyday healthcare. We're giving healthcare workers more skills and confidence. We're transforming the experience for patients and improving clinical outcomes, overcoming the innate wariness and even fear of hospital care that's prevalent in Timorese culture.



Lolita de Araujo

Director Nursing and Midwifery
at Hospital Nacional Guido Valadares

How one development program changed everything for patients

Driving ongoing improvements in health care and patient outcomes in a developing nation like Timor-Leste calls for change at every level. And if there's one International Health intervention that encapsulates this ethos – and its potential for positive change – it's the Executive Development Program we created for Lolita de Araujo, now Director of Nursing and Midwifery at Hospital Nacional Guido Valadares.

Key impact:
More nurses providing better patient experiences

With the knowledge and support Lolita gained from our team, she was able to successfully lobby for a major increase in nursing staff, boosting the nursing team by 140 (around a third) – another vital change that has transformed patient care.

The missing piece of the puzzle

Back in 2010, when we first started working with Lolita in the hospital's emergency department, our team was making progress on our mission to build nursing capability and improve patient experiences. But it was hard, and we knew that, with the right leadership and political will, we could achieve so much more for the hospital's nurses and patients.

The main problem? There was no director of nursing at the hospital. Despite nursing staff accounting for close to 50% of the hospital workforce, there was no dedicated nursing leadership.

Lolita had proven herself to be a natural leader in the emergency department and was passionate about her work – she had taken herself to Thailand to earn her nursing degree and returned to establish herself as a respected Nurse Educator. And so, our team recommended the hospital's leadership appoint Lolita as the hospital's director of nursing and midwifery.

One little change with a huge impact

Initially, there was uncertainty among the hospital's leadership team about whether they needed a nursing directorship role and whether Lolita, someone without any obvious leadership aspirations, was the right person for the job. Indeed, even Lolita doubted her suitability.



However, it soon became clear that Lolita was the perfect choice. She was as passionate about driving positive changes as we were, and she had the respect of her colleagues and the innate leadership skills required to make things happen.

With the support and guidance of our team on the ground in Timor-Leste and back in Australia, Lolita embraced the huge challenge of her new role and initiated some big changes.

Some were initially unpopular. Some meant challenging the status quo. Some looked like they might not happen. But through a rare combination of tenacity and pioneering spirit, Lolita not only

developed solutions to problems, but drummed up support at all levels – including with the Ministry of Health – to drive a series of initiatives and programs to fruition across the hospital.

Helping Lolita realise her potential

In addition to helping Lolita develop the processes and pathways to implement her change initiatives, we also developed the Executive Development Program just for her, starting with a six-pronged capability matrix, to help her grow into her directorship role.



Director of nursing and midwifery: Key capabilities

- Leading for mission
- Professional practice
- Clinical leadership
- Leading people
- Quality management
- Financial and resource management

Lolita conducted an honest self-assessment against the six key capabilities, which enabled our team to create a tailor-made development program for her, comprising mentoring from our team in Timor-Leste, training workshops, masterclasses, academic study and a 'director shadowing' placement at St John of God Geelong Hospital in Australia.

Bringing the hospital's values to life

With the dedicated support of our team in Timor-Leste and Australia, Lolita has made – and continues to make – major improvements in systems and healthcare delivery that are transforming the patient experience and saving lives.

Just as importantly, by promoting and affecting change at every level, Lolita has created a new, progressive culture at Hospital Nacional Guido Valadares that will ensure a new generation of nurses continue to improve healthcare delivery – a culture where the hospital's values are no longer just words on a page, but lived and breathed by nurses throughout the hospital.

Key impact: Hospital-wide bedside handovers

While normal in Australia, clinical handovers (where nurses transfer responsibility and accountability during shift changes, at each patient's bedside) had never been part of the nurses' role at Hospital Nacional Guido Valadares. This resulted in disjointed care and increased the risk of mistakes being made. Now, thanks to Lolita, handovers are fast becoming standard practice throughout the hospital, with a recent audit showing clinical handovers happen at the bedside more than 90% of the time.



LOOKING FORWARD

Looking forward, Accord and Social Outreach will each be focussing on six themes.

ACCORD:

NDIS participation

As a registered NDIS provider we will deepen our relationship with our clients, families, key stakeholders and the community to support planning, preparation and transition to the scheme.

A leader of disability services

Ensuring we are offering models of support that are aligned with customer demands which are contemporary in their design and outcomes to clients.

Quality and governance

A commitment to customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision-making and relationship management is evident in the quality management system and its application. We will align to the NDIS Standards that comes into effect 1 July 2019.

Focused on a new cultural paradigm

Ensuring we make a difference from the first interaction, our focus on customer experience through information sessions, forums and consumer feedback across all touch points of their customer lifecycle.

Exploring new technologies and innovative housing

Incorporating innovative technology for housing and in-home supports for disability housing to enhance client participation and their independence.

Growing support and services

Our commitment to gaining a meaningful understanding of what our clients want from services and their experience of it. This understanding comes from transparent relationships between clients, their families and our caregivers.

SOCIAL OUTREACH:

Clinical governance and quality

Ensure we are delivering the best outcomes for clients whilst keeping our caregivers safe through strong clinical governance and supporting systems and processes.

Engagement with sector, clients and carers

Activate meaningful, effective engagement with key stakeholders from our sector, clients, and carers using feedback to inform decision making that supports a consistently excellent client experience.

Technology to enhance client experience

Use technology to deliver improved services more flexibly to more people with a greater focus on client experience.

Demonstrate impact

Take a rigorous approach to defining the right outcomes data to demonstrate the impact of our services.

Efficiency and funding

Increase efficiencies and attract alternative sources of funding to enable the growth of our services so we can care for more people.

Optimise size and shape of services

Consult with consumers and caregivers and utilise data to establish the optimal size and scale required to maximise the quality, effectiveness, efficiency and reach of each service.

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