



# Working Together

ANNUAL REPORT 2013/14



Michael



'I came to Crisis Respite this time instead of hospital and it's been the perfect place for me, to think for myself in a quiet environment - and get better quicker. The staff here have actual life experience, they can relate.'

- Michael, Adelaide



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Our **vision** is full citizenship for all people with a mental illness in Australia.

Our **mission** is to improve mental health and wellbeing in local communities.

Our **values** are hope, respect, growth, change, choice, self-determination, partnerships, diversity, empowerment, wellbeing, learning and quality.





‘Joondalup reflects the community need and preference for mental health services which offer patient-centred and recovery-focused care close to home.

This model of care helps build better community understanding and removes much of the trauma, stigma and cost that can result from acute episodes of mental illness.’

– *Hon Helen Morton MLC, WA Minister for Mental Health, Disability Services and Child Protection*



‘We have worked closely with Neami National in the training and further development of the Optimal Health Program (OHP), initially developed at the Mental Health Research Institute and St Vincent’s Hospital.

OHP brings a much-needed focus on holistic health and wellbeing and is very much recovery-focused.

We value this collaboration highly and look forward to strengthening our partnership in the coming years.’

– *Dr David Castle, Chair of Psychiatry, St Vincent’s Hospital, Melbourne*



‘We’re doing real collaboration, and to do that you need strong values alignment and to come together with a genuine commitment to work for each to benefit the other.

The Peer Health Coaching project has come out of this collaboration.’

– *Jack Heath, CEO, SANE Australia*

# Welcome

A good life is a connected life. Our world is created by our relationship to family and friends, work colleagues, acquaintances and the communities we call home.

When we succeed, we do so with the support of those around us. Every single one of us can succeed, in our own way, with the right support.

The reality for many people living with mental illness can be very different. Ask and people will tell you stories of aloneness, of disconnection from family, the loss of friends and exclusion from learning and work opportunities.

Neami supports people to move from exclusion to participation. We involve carers and support networks. We facilitate links into the broader community. We create an environment where people can undertake their own recovery in their own way.

The same idea extends to our partnerships with government, service partners, corporate and other supporters, and local communities.

## Policy environment

We are facing an unknown outcome from the National Mental Health Commission's pending review of mental health services. We hope this new framework will respond to the latest evidence on recovery and the need for community-based support.

It also remains unclear exactly how well the National Disability Insurance Scheme will meet the needs of people living with mental illness. We will see over the next year or so whether it seeks to complement existing support services or to replace them.

The third policy lever of interest is Activity Based Funding, which will impact on the sub-acute services that we operate. For this approach to be effective, funders need to understand the different functions of community-based services compared with inpatient hospital care.

## Highlights of the last year

The growth in our Victorian services means that we now work right across Melbourne and Geelong and will be supporting more than 1,000 additional people by the end of this year.

We are also expanding our services in South Australia with the Crisis Respite Service and the Intensive Home Based Support Service both up and running.

We also saw our high profile homelessness service Way2Home refunded in inner-Sydney.

Finally, we took our first steps into the Northern Territory with an exciting partnership with Sunrise Health Service working in two remote Aboriginal communities.

Our expertise in sub-acute services is now well recognised. The employment of clinical staff working in our collaborative recovery framework is one exciting development in this area.

Nearly all our teams now include staff with lived experience, including our homelessness services. Peer support workers use their professional expertise together with 'lived expertise' to assist people to reach their goals.

## Governance update

Our Board has approved the 2014-17 Strategic Directions and its first Board Charter. These are important documents that will guide us as we go forward.

We would like to welcome Tony Nippard and Lorraine Powell as new members of the Board and express our sincere appreciation to Julie Anderson and Douglas Holmes for their service in a period where we have had remarkable growth and success.

Thank you for your support and partnership over the last year.



Stephen Brand  
President



Arthur Papakotsias  
Chief Executive Officer

## Board of Directors

Neami National is fortunate to have an experienced and skilled Board of Directors.



Above (l-r): Sonia Law, Brad Wynter, Graeme Doidge, Tony Nippard, Margaret Springgay, Lorraine Powell, Stephen Brand and Robert Bland

### Sonia Law

Sub-Committees: Member, Finance, Assurance and Risk Management

Occupation: Corporate Counsel, Forensicare

Qualifications: DipEd; BA; LLB (Hons); PostGradDip TESL

*Joined 2012*

### Brad Wynter

Sub-Committees: Member, Finance, Assurance and Risk Management

Occupation: Manager Organisational Improvement, City of Whittlesea

Qualifications: CertIV Mgt; BA Psychology; MBA

*Joined 2011*

## Graeme Doidge

Vice-President

Sub-Committees: Member, Governance Review

Occupation: Manager, Clarendon Clinic,  
St Vincent's Mental Health (Melbourne)

Qualifications: Dip Bus; Dip App Sci; BA; RPN

*Joined 2011*

## Tony Nippard

Sub-Committees: Member, Governance Review

Occupation: Executive Director Knowledge  
Management and Governance, Victorian Public  
Sector Commission

Qualifications: MA; B Com (Hons); BA;

*Joined 2014*

## Margaret Springgay

Sub-Committees: Member, Governance Review

Occupation: Former Executive Director, Mental  
Illness Fellowship of Australia

Qualifications: GradDip Health Counselling;  
M Health Care Management

*Joined 2010*

## Lorraine Powell

Sub-Committees: Member, Finance, Assurance  
and Risk Management

Occupation: Independent Mental Health  
Consumer Consultant

Qualifications: CertIV Mental Health – Peer Work

*Joined 2014*

## Stephen Brand

President

Sub-Committees: Chair, Governance Review;  
Member, Finance, Assurance and Risk Management

Occupation: Senior Manager, Social Policy and  
Mental Health, Australian Association of Social  
Workers

Qualifications: GradCert Health Service Admin,  
Strategy and Change; B Social Work

*Joined 2006*

## Robert Bland

Sub-Committees: Member, Governance Review

Occupation: Former Professor of Social Work,  
University of Queensland

Qualifications: B Social Work (Hons); M Social  
Work; PhD Social Work

*Joined 2010*

## Remberto Rivera (Not pictured)

Treasurer

Sub-Committees: Chair, Finance, Assurance  
and Risk Management

Occupation: General Manager Business  
Services, Australian Community Support  
Organisation

Qualifications: BEc, PostGradDip Bus Acc,  
PostGradDip Aged Care Management, MBA

*Joined 2008*

## Julie Anderson (Resigned 2013)

Sub-Committees: Member, Finance, Assurance  
and Risk Management

Occupation: Project Worker, Mental Illness  
Fellowship (Victoria)

Qualifications: Cert Business

*Joined 1997*

## Douglas Holmes (Resigned 2014)

Sub-Committees: Member, Finance, Assurance  
and Risk Management

Occupation: Consumer Participation Officer,  
St Vincent's Hospital (Sydney)

Qualifications: Dip Workplace Assessment  
and Training

*Joined 2007*

# Highlights and priorities

We have expanded the reach of our services in the past year to support more Australians in more communities than ever before.

We have also continued to innovate and improve the quality of those services to ensure people receive the support they need to pursue and realise their goals in life.



*'Sunrise Health Service has been working with Neami to build our capacity to support social and emotional wellbeing in the Northern Territory. They are leaders in recovery support and have a good understanding of Aboriginal community settings. Ours is a partnership of equals and both our services are better off because of it.'*

- Geoff Lohmeyer, Program Coordinator, Sunrise Health Service.

## Highlights include:

- Approval of our 2014-17 Strategic Directions
- Expansion of support services across Melbourne and establishment of new intake assessment and youth residential rehabilitation services
- The new Crisis Respite Service, working across Adelaide to reduce the need for hospitalisation
- Way2Home's success in securing ongoing funding, allowing it to continue as one of Australia's most successful programs in terms of ending homelessness
- Capacity building partnership with Sunrise Health, working in the remote Aboriginal communities of Ngukkur and Rittarangu
- National launch of the Neami Health Prompt and 36 local launches around the country
- Celebration of ten years in New South Wales and South Australia
- Recruitment of our first Western Australia State Manager plus new regional managers in Victoria
- Major environmental sustainability gains at 27 of our services, covering areas like energy savings, travel, waste, lighting and a sustainable events guide

Priorities for the next year include managing and consolidating our growth and maintaining our commitment to high quality services that stay closely aligned with our values and culture.

## Other priorities include:

- Full implementation of our new Consumer Participation Framework, including consumer participation officers in each state
- Further preparation for client-directed funding, tested through our involvement with the NDIS in the Hunter and Barwon trial sites
- Expansion of our community engagement and advocacy activities to help influence the policy and attitudes that help or hinder recovery
- Consolidation and reviews of corporate infrastructure and systems, covering areas like information technology, fleet management, financial systems, human resources, quality and risk, feedback and complaints, communications and marketing, and policies and procedures

# Strategic Directions 2014-17

In June this year the Board approved our Strategic Directions 2014-17, which outlines our priorities over the next three years.

President Stephen Brand introduces the document by speaking about the tremendous rate of growth and development Neami has experienced over the last three years and how demand for our unique approach to consumer-led, recovery-oriented support is much larger than we could have anticipated.

'This growth is a direct result of our strong and effective service delivery work. It is a credit to our staff right across the country and their success in providing the people who use our services with support that matches their values, strengths and goals in life.'

He also discusses the need for a period of consolidation as well as the need to assess future opportunities and risks.

'It has been a priority of mine and my fellow Directors that we ensure Neami's governance and organisational capacity keeps up with the expansion of our services.'

The five new strategic directions are:

1. Improve and expand services for people with complex needs
2. Nurture a healthy and vibrant organisational culture
3. Develop organisational capacity
4. Lead through innovation
5. Inform and influence the debate in mental health

The National Leadership Team, comprising national and state managers, will review the workplan at the end of 2014 and monitor our progress in delivering on these priority areas.



You can read the full Strategic Directions 2014-17 at [www.neaminational.org.au/sd](http://www.neaminational.org.au/sd) or request a copy by emailing [communications@neaminational.org.au](mailto:communications@neaminational.org.au)

## Jude and Jo

'I've had mental illness all my life. I was diagnosed when I was 17.

Most of my family are in Brisbane. I've been in Newcastle now for twenty years, in this house for ten. The kids like to come over and look at all the pretty things, it's kids heaven here because I'm just a big kid.

With help from friends and family I've managed pretty well for the most part, until I had a massive breakdown three years ago. I held it together for my daughter for years and then I ended up in hospital.

When I had a breakdown I lost all my life skills, I couldn't cook, couldn't keep the house clean. I lived in squalor. That's where Neami came in. You can't get by without some kind of support.

They started out with the simple things, working out what I wanted, re-learning my life skills. They use gentle positive reinforcement and then all of a sudden you realise you're doing things you weren't a month ago.

Recovery - You have to want it. To get back to where you were. Or sometimes you can't get back, so you have to pick a new point and get there instead.

I've got so many projects lined up, you know, I've got lots of plans.

'I've been with Neami for nearly seven years now. I was the senior practice leader and then acting manager, but then had a year off with my little girl about three years ago. I came back part-time.

Every Neami service is different just like every place is different, there's a local flavour, a different energy.

I'm from Sydney originally and have done lots of travelling. I somehow settled here. I was lucky, had some good friends.

Before Neami I was running a youth program in the Hunter. Prior to that, I was running an all-women landscaping business. Before that I was a masseuse.

And now I live five minutes from work, doing something I love. It's a great gig.'

- Jo, Neami Carrington (below left)



- Jude, Newcastle (above right)



'I'm like a flower, I was buried deep and then I grew up slowly - and now I'm finally starting to bloom.'

- Jude



## Working together

Formal and informal partnerships are central to the effectiveness of our services as well as our development as an organisation.



*'Neami National is a valued partner in Partners in Recovery across Brisbane's northern suburbs. They bring a strong focus on supporting people with enduring mental illness and complex needs. They are also collaborative partners within the consortium, learning from others and interested in improving the mental health system in Queensland.'*

– Jeff Cheverton, Deputy CEO, Metro North Brisbane Medicare Local

In parallel with this, partnerships and relationships guide the work of recovery for the people we support and the way our own staff carry out their work.

We have a range of partnerships at national, state and local levels. These include both formal and informal partnerships.

These cover services in areas including:

- Mental health
- Community health
- Employment services
- Welfare and social support
- Culturally diverse communities
- Training providers
- Housing and homelessness
- Local government
- Arts and cultural activities
- Recreation and healthy living

In addition, we collaborate with policy and research bodies to develop evidence and engage with health and mental health systems.

We partner with corporate and philanthropic partners to strengthen the work we do and create synergies between our aims and those of our partners.

These partnerships happen at national level, state level and local levels.

As we grow and develop our services, putting down roots in new areas and connecting with new people, we look forward to expanding the range and scope of the work we do with other organisations.

# Key partners

## Funding partners

- City of Sydney
- Federal Government via Department of Health and Ageing and Department of Social Services
- Partners in Recovery consortiums, including:
  - Aftercare, New Horizons, Schizophrenia Fellowship NSW
  - Medicare Locals in New South Wales, South Australia, Queensland, Victoria and Western Australia
- Lotteries West
- Mental Health Commission (WA)
- New South Wales Government via NSW Health, Housing NSW, Department of Family and Community Services NSW
- Queensland Government via Queensland Health and Department of Communities, Child Safety and Disability Services
- South Australian Government via SA Health
- St Vincent's Hospital (Sydney)
- Victorian Government via the Department of Health, Department of Human Services
- Local Area Mental Health Services, including Barwon Health, Far West (NSW) Local Health District, Melbourne Health, Western NSW Local Health District
- Western Australian Government via WA Health and the Department of Sport and Recreation

## Corporate, pro bono and philanthropic partners

- Albie Colvin Graphic Design
- FiveP
- Gerard Bown
- Herbert Smith Freehills
- Lander & Rogers
- ooi
- Ponch Hawkes Photography
- RosterLive
- Stokes Street Studio
- Technology One
- United Way
- UBS

## Service, research and community partners

- 4Walls
- Area Mental Health partners (VIC)
- Argyle Housing

- Bridge Housing
- Community Housing Ltd
- Compass Housing
- Council of Homeless Persons
- Homelessness NSW
- Housing Choices Australia
- (The) Housing Trust
- Hume Housing
- Hunter New England Mental Health
- Local Health Districts (NSW)
- Local Health Networks (SA)
- Mental Health Australia (Mental Health Coalition of Australia)
- Mental Health Coalition of South Australia
- (The) Mental Health Commission of NSW
- Mental Health Coordinating Council
- (The) Mercy Foundation
- Monash University
- North East Housing Service
- North Western Mental Health
- Pacific Link
- Platform 70
- PVS Workfind
- Queensland Alliance
- Quit Victoria
- SANE Australia
- St George Community Housing
- St Vincent's Hospital (Sydney)
- St Vincents Hospital (Melbourne) inc. Frameworks for Health
- Statewide Aboriginal Mental Health Service
- Sunrise Health Service
- Tribal Warrior Association Ltd
- UnitingCare Regen
- UnitingCare Wesley Bowden
- Unity Housing
- University of Melbourne Dental School
- University of New South Wales
- University of Wollongong
- VICSERV
- Victorian Aboriginal Health Service
- Western Australian Association for Mental Health

# Western Australia

The ongoing highlight in Western Australia has been the successful implementation and strong positive outcomes of our Joondalup service, delivered in partnership with the Mental Health Commission.



*In the last year, our Joondalup service has prevented over 150 potential inpatient psychiatric stays.*

## Other highlights include:

- An increasing number of individuals have chosen Neami National to be their service provider of choice and are now living in their own homes in the community, via the Individualised Community Living Strategy (ICLS)
- Recruitment of our first psychiatric nursing staff at Joondalup, bringing clinical services into our service delivery framework for the first time
- Expansion of our management team with the appointment of our first dedicated Western Australian State Manager, who joins the National Leadership Team and will focus on the unique contribution we can make to Western Australia's mental health system
- Continuing successful outcomes and positive feedback from our Armadale service
- A growing reputation for being able to successfully work with and support individuals with the most complex needs

## Priorities include:

- Increasing our profile, particularly of our Individualised Community Living Strategy (ICLS) service in central Perth and our support programs in Armadale
- Improving our support for young people to better meet their specific needs
- Rolling out the exciting new peer health coaching program across our services
- Further strengthening our leadership in consumer participation
- Looking for opportunities to expand our services and contribute more broadly through new community outreach and sub-acute services

## Neami in Western Australia

Armadale

Perth

Joondalup



CONSUMERS	STAFF	SITES
251	37	3



# Victoria

The biggest news of the past year was the result of the Victorian Government's recommissioning of Mental Health Community Support Services (MHCSS).



*'Our partnership at the Barwon PARC Sub-Acute is off to a strong start. We appreciate Neami's expertise in providing interventions that support people who are becoming unwell which may prevent the need for acute psychiatric admission, and can also support a positive transition from hospital back into the community. They collaborate well with our clinical staff in providing coordinated responses.'*

– Kevin Freele, Executive Director Mental Health, Drugs and Alcohol, Barwon Health

The result has meant the biggest expansion of outreach services in our history, extending our reach from Frankston in the south, to Warburton in the east, Whittlesea and Broadmeadows in the north and Melton and Werribee in the west.

We have also taken on a major role in the new centralised intake assessment service and responsibility for four youth residential rehabilitation services in the south and south-eastern suburbs.

Our staff team has responded enthusiastically to the challenge of scaling up our services and supporting more than 1,000 more Victorians each year.

## Other highlights include:

- Partnering with the Victorian Aboriginal Health Service, ReGen and the North Western Mental Health in Wadamba Wilam (Renew Shelter), our first Aboriginal homelessness and mental health service in Victoria
- Partnering in the Barwon PARC Service in Geelong, building on our reputation in sub-acute support and early intervention
- Registering as a National Disability Insurance Scheme (NDIS) provider and preparing to deliver our first individualised services in Victoria
- Setting up two Partners in Recovery teams and collaborating with the lead Medicare Locals and other consortium members in the north and inner-east
- Commencing an innovative new partnership with the Transport Accident Commission (TAC) to provide rehabilitation support to people recovering from trauma

## Priorities include:

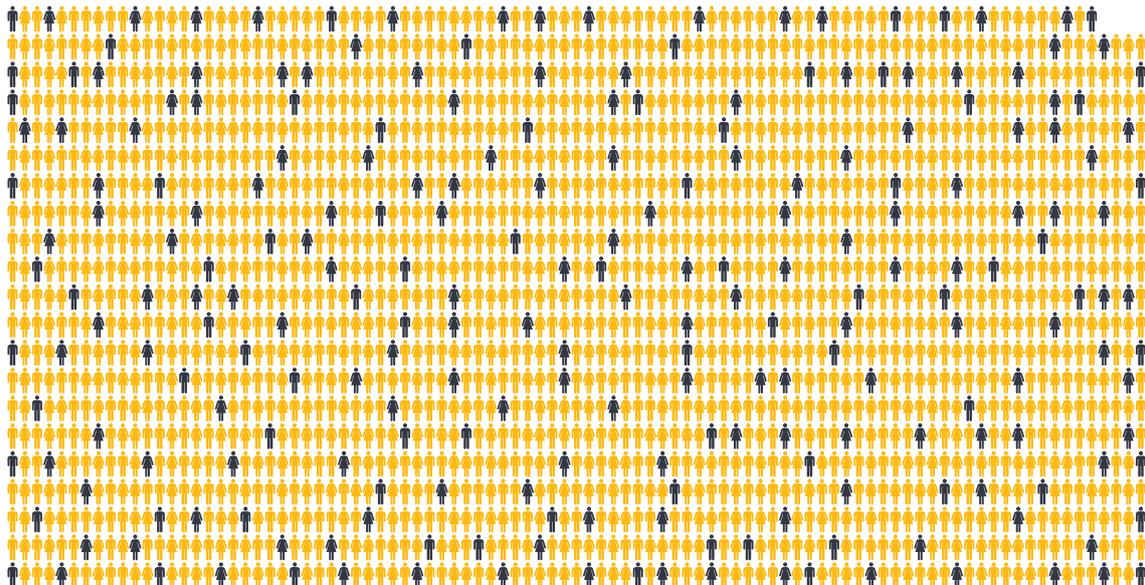
- Creating partnerships and learning from partners in new parts of Melbourne where we will be working for the first time
- Establishment of our new services across Melbourne
- Further development of our youth residential rehabilitation support model
- Establishment of our new intake assessment team and learning what we can about how to improve access to all our services

## Neami in Victoria

Blackburn	Hawthorn	Moorabbin	Seaford
Broadmeadows	Head Office (Rosanna)	Moreland	Splash Art Studio (Preston)
Craigieburn	Heidelberg	Noble Park	Thomastown
Fairfield	Hobsons Bay	Northern PARC (Preston)	Yarra
Frankston	Kew	Regent	
Barwon PARC (Geelong)	Lilydale	Ringwood	



CONSUMERS	STAFF	SITES
1,714	235	22



## Richelle and Emma

'I live on my own in Perth. I don't get out much, but I'm a board games queen. I love them all.'

I first came in contact with Neami Joondalup in December last year. I was referred by my psychiatrist and stayed for about four weeks. Emma [Neami worker] and I get along well.

I came back again because I'd been at the mental health unit after an overdose. It was good to come back in here rather than go straight home where I basically have no support.

It's really hard for me to self-care, even the smallest things, just going for a walk, getting out of bed, having a shower, going over and seeing my parents.

I'm trying to surround myself with people because I tend to isolate myself, withdraw myself from society and people. If I can try and get out and see people even if I don't want to then that's self-care for me really.

There's lots of support out there you just have to take that first step. Don't be embarrassed to do it. No one's going to judge you, there's like-minded people here.

Everyone's the same. All you have to do is make the call and it could change your life. Just do it.'



- Richelle, Perth (above right)

'The fact that Neami is really consumer driven appealed to me and is something I really value.'

And also the learning opportunities that Neami offers, knowing that they are working with what you've got but there is also that permission to learn and develop as an employee, and to be supported through that.

I've been here for almost a year, and the different positions I've taken here have been quite phenomenal and being part of a new site and the whole sub-acute service, just seeing the impact that has had on the life of consumers has been great, and even the employees here.

So to see that and be part of something that hasn't occurred in WA before has been amazing, and to see how it keeps developing and evolving.'

- Emma, Neami Joondalup (bottom left)



‘It was good to come back here rather than go straight home where I basically have not support.’

- Richelle



## South Australia

This year we celebrated our tenth birthday in South Australia with the Minister and over 100 consumers, staff and partners.



*'Recently, we have seen the successful implementation of the Intensive Home Based Support Service (IHBSS) and Crisis Respite Service showing the value of government and non-government organisations working together in preventing hospitalisation and supporting long-term recovery.'*

– Karla Bergquist, Former Executive Director, Mental Health Directorate, Central Adelaide Local Health Network

Ten years on, we are still expanding our services across Adelaide and supporting more people with their mental health.

### Highlights include:

- The Intensive Home Based Support Service (IHBSS) provides innovative sub-acute support in each person's home  
This takes them out of the usual residential setting and is consistent with the principle of working with people in their own home and community whenever possible
- The Crisis Respite Service, which provides up to seven days of intensive support in a residential or home-based setting to intervene strongly to reduce the need for hospitalisation  
Three locations across Adelaide will provide this new approach to emergency department and hospital diversion
- South Australia now has its own dedicated State Manager, indicating the high priority of our services here

### Priorities include:

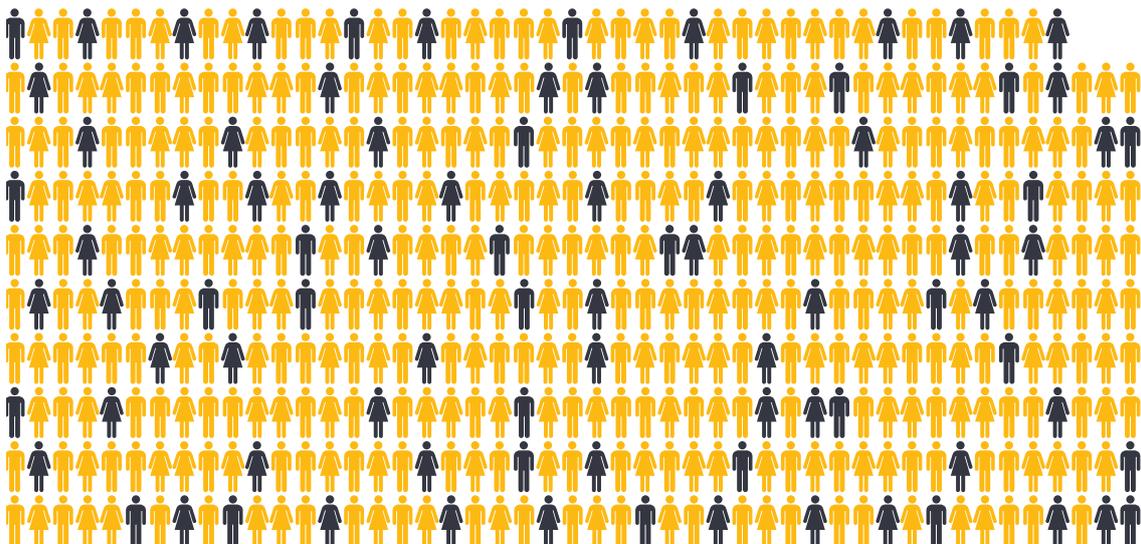
- Establishing and further developing our two new services followed by an evaluation of their effectiveness in delivering positive outcomes
- Responding to the results of the re-tendering of South Australia's Individual Psychosocial Rehabilitation and Support Services (IPRSS)
- Rolling out the exciting new peer health coaching program across our services
- Further strengthening our leadership in consumer participation

## Neami in South Australia

Elizabeth            Port Adelaide  
Highgate Park      Prospect  
Murray Bridge      Seacliff  
Pooraka



CONSUMERS	STAFF	SITES
379	88	7



# Queensland

The major development in Queensland was the commencement of Partners in Recovery in three areas in partnership with Greater Metro South Brisbane and Metro North Brisbane Medicare Locals and Aftercare.



*'Our partnership with Neami National is pivotal to positive outcomes within our community. They take a holistic approach to service delivery, not only focusing on consumers, but also working with family members and the community to improve all aspects of mental health.'*

- Angela Henderson, Service Integration Coordinator, West Moreton Hospital and Health Service

This has expanded our service profile in Brisbane significantly, meaning we are providing high quality support and service coordination to 343 individuals. It has given us a more strategic role in service coordination and systems improvement.

## Other highlights include:

- Engaging with the Queensland Mental Health Commission and sharing our approach to consumer participation
- Partnering with Pine Rivers Neighbourhood Centre around the Optimal Health Program, the Eat Plant Learn program and general health literacy
- Partnering with Bremer TAFE to support student placements and improved mental health training for students
- Working with local schools to bring Mental Health Week activities to future community sector workers

## Priorities for the year ahead include:

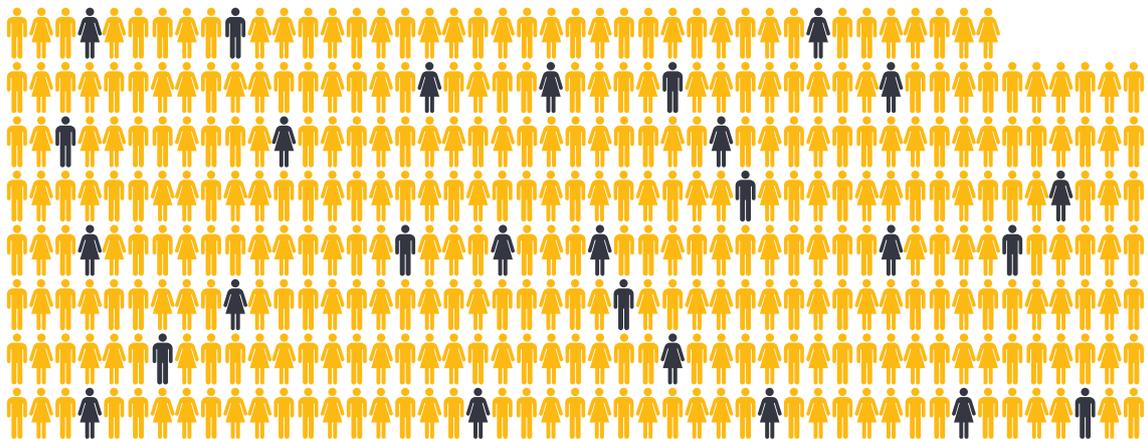
- Rolling out the exciting new peer health coaching program across our services
- Engaging in further systems reform via our three Partners in Recovery teams
- Continuing our health promotion focus and introducing new skin-check awareness initiatives
- Further strengthening our leadership in consumer participation

# Neami in Queensland

Darra  
Strathpine



CONSUMERS	STAFF	SITES
343	27	2



## New South Wales

The last year has been one of innovation and growth across New South Wales with existing and new services going through significant changes.



*'Neami National works closely with me and my team in supporting people to live independently in the community and, where possible, avoid the need for inpatient psychiatric admission. They collaborate well with clinical staff and are guided by each person's own goals in life. Working together, we provide strong support for mental health rehabilitation and recovery in the Hunter.'*

– Alan Rose, Clinical Coordinator, Psychiatric Rehabilitation Service, Morisset Hospital

We saw four new teams created as part of Partners in Recovery, spread across Sydney's southern and eastern suburbs as well as in the Illawarra and Hunter regions.

Way2Home continues to end homelessness for people with long histories of sleeping rough and complex needs. We were pleased to see this service refunded for the next three years.

We have already supported well over 200 people into permanent housing through Way2Home and have seen nearly all tenants sustain their tenancies, which is a remarkable result for individuals who may not have had a stable home since childhood.

The year also saw the Aboriginal Assertive Outreach Service's contract end and unfortunately its funding was not re-tendered. We redeployed our staff into Way2Home and other services as a result.

We will maintain our commitment to providing culturally appropriate support to the Aboriginal community.

### Other highlights include:

- Continuing positive outcomes from our sub-acute services in Dubbo and Broken Hill
- Improved access to health services, education and work plus greater independence amongst the 60 boarding house residents we support in the Maitland area
- Securing funding for a new homelessness service to be based at our Campbelltown office
- Increasing numbers of people supported through the National Disability Insurance Scheme (NDIS) in the Hunter Valley
- Around 15 Aboriginal Traineeships underway, providing invaluable work experience and a Certificate IV in Mental Health
- Implementing Work Fast, an approach to better supporting people to gain employment
- Establishing the Aboriginal Linkages Program to improve awareness of, and access to, available services

## Neami in New South Wales

Ashfield

Bankstown

Broken Hill

Campbelltown

Carrington

Darlinghurst

Dubbo

Hurstville

Maitland

Charlestown

Pagewood

Smithfield

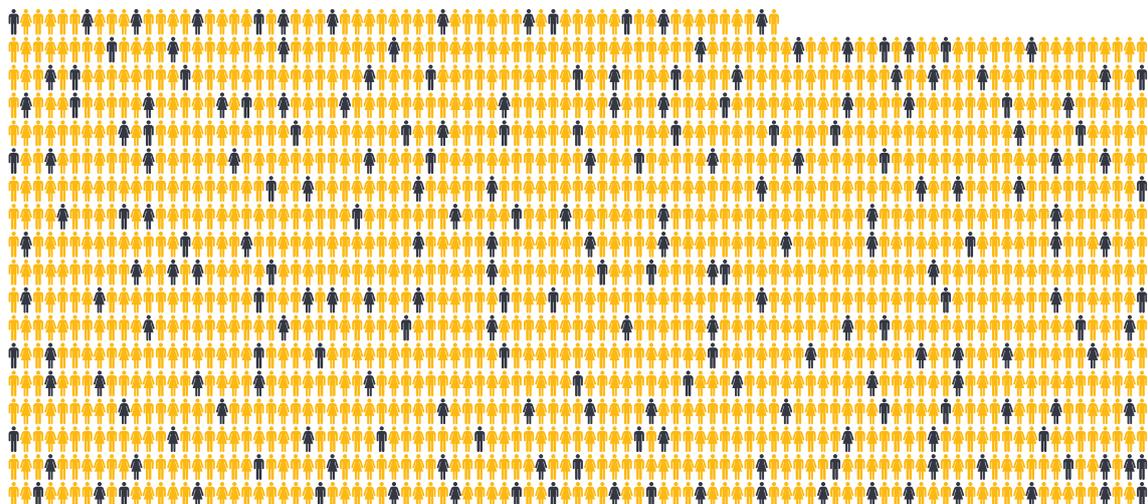
Way2Home

(Darlinghurst)

Wollongong



CONSUMERS	STAFF	SITES
1,424	220	14



# Learning and innovation

True innovation starts with an understanding of clear and identifiable need. It then combines data, feedback and creativity to develop and test better responses.

Neami sees innovation as something that runs through our whole organisation and all our activities, rather than something limited to service models or programs.

Whether someone is working in one of our services, in a management role or in the payroll team, we are always looking to consolidate and improve processes and approaches to get improved outcomes.

This is most evident in our Service Development Team, where research, evaluation and data analysis staff work collaboratively with learning and development and consumer participation teams.

This combination of original research, internal evaluation capacity, consumer participation and in-house trainers in each state places us at the forefront of evidence-based service delivery.

Our testing and adoption of tools like the Collaborative Recovery Model, our coaching approach, Optimal Health Program, Neami Health Prompt, Eat Plant Learn and others shows the benefits that have come from this investment.

We established the Centre for Recovery Oriented Practice (CROP) during the year in realisation of significant demand from other clinical and community services for access to high quality, evidence-based practice models and the skills of our training team.

CROP is now operating as a commercial training business with the social goal of supporting Neami's vision, mission and services.

Our peer workforce is another area that has benefitted from us testing an idea and then implementing a consistent approach across the country.

Now, nearly all of our service teams include peer support workers who bring their expertise in support work together with their personal experience of recovery. Peer health coaching is the next step in this work.

We have also invested in consumer participation through creating new roles, developing our Launching Pad training program and the development of our first Consumer Participation Framework.

Our ever-expanding Health Promotion activities now include tools like the Neami Health Prompt, the Opportunity Cards tool and state health promotion officers.

We have also identified further work required in the areas of carer support and diversity, with work planned over the next year to map out our key projects in these areas.

We now offer translations of publications on request and are working to travelling translate information where a need has been identified.

# Service Improvement Report 2014

Each year, Neami's Service Improvement Report offers us the chance to report back directly to consumers on service quality and how their involvement has shaped the way our services and organisation works.

Consumer involvement can include participation at national, state or local level.

It can involve participating in research projects, sitting on interview panels, being part of committees and working groups, and sharing experiences and stories through events and publications like this one. There are lots of ways to get involved.

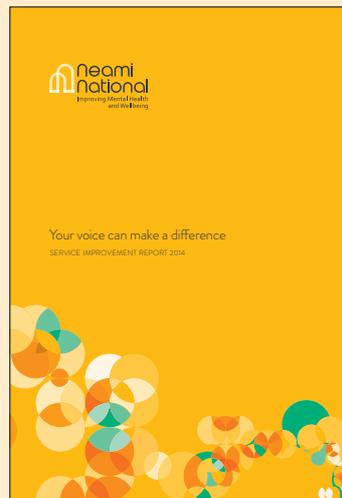
The Service Improvement Report shows that all of these kinds of involvement leave a mark on Neami and enable us to improve the way we respond as a service provider and as an organisation committed to full citizenship for Australians living with mental illness.

A few highlights include:

- Recruiting our Consumer Participation Manager, Julie Anderson. Julie was a Neami Board member for 14 years, including 10 years as President. She collaborated with consumers to co-design and produce Neami's Consumer Participation Framework
- Developing and piloting Launching Pad, a four day course focussed on building skills to support consumer participation
- Offering a greater number of opportunities for people to participate in research and evaluation, staff recruitment, development of policy and procedures, and organisational planning

Our service improvement priorities for the year ahead include:

- Enhancing our feedback and complaints processes
- Consolidating our response to carers
- Exploring opportunities to support employment for consumers
- Improving our response to diversity
- Introducing a consistent approach to trauma informed practice in all our services



You can read the full report at [www.neaminational.org.au/sir](http://www.neaminational.org.au/sir) or request a copy by emailing [communications@neaminational.org.au](mailto:communications@neaminational.org.au)

# Creating a healthy and inspiring organisation

In the same way a support worker develops and maintains a strong and resilient partnership with a consumer, we also work to create and sustain a strong and resilient partnership with our staff.

This relationship is based on shared values, clear expectations and mutual support for the things that matter to Neami as an organisation and our staff as individuals.

We welcome and celebrate diversity in all its forms and know that the richer the personal, cultural and professional backgrounds of the people we employ, the more expertise, wisdom and creativity we will have.



*'The experience I have had in my time as an Indigenous trainee at Neami has been great. With that experience has come the confidence to grow not only as a support worker, but also as a person. Thanks to this traineeship I am future driven with my sights set on further study and security within the mental health recovery field.'*

– Mark, Aboriginal Trainee, Broken Hill

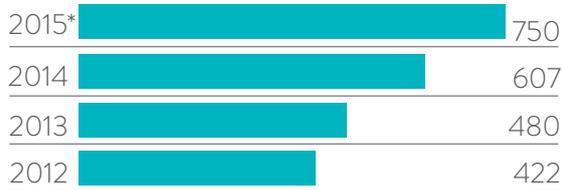
The result is a talented, passionate and committed team of people across the country, who are all working together towards the twin goals of high quality services and highly effective corporate infrastructure and systems.

A few highlights from the last year include:

- Participating in an Indigenous Traineeship Program, which has in turn creating pathways into permanent employment
- Expanding employment of peer support workers to cover nearly all our service teams, in recognition that staff with lived experience enrich every aspect of our organisation
- Our environmental sustainability program that has seen 27 improvements at service sites with results including reductions in energy use, travel and waste. Sites have also introduced bikes, composting, lighting improvements, events guide and a range of other improvements
- Upgrading essential corporate infrastructure including property, vehicles, IT, phones and databases
- Building the capacity and skills of key corporate functions including Human Resources, Communications, Quality and ICT/IT
- Strengthening processes and better resourcing financial control, risk management, payroll and related systems
- Reviewing our approach to operational support (admin) across the country and restructuring our teams to provide better local responsiveness
- Proactive planning to ensure we have the systems, structures and staffing in place as we grow further and develop new services and service locations
- Supporting and further diversifying our workforce in order to better represent the communities we work in
- Supporting staff growth through supportive induction, training and management practices
- Offering an internal scholarship program to support staff undertaking relevant further study
- Creating opportunities for staff to step up or sideways into new roles and to broaden their experience and develop leadership skills

# Staff snapshot

## Staff numbers



YEAR TOTAL  
\*Projected

## Gender

Direct service staff

	%
F	67
M	33



Managers

	%
F	73
M	27



Senior managers

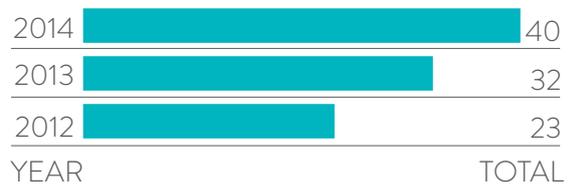
	%
F	68
M	32



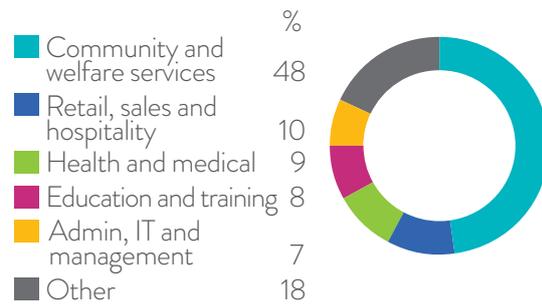
## Cultural backgrounds

Aboriginal/Torres Strait Islander	6%
Other Culturally/Linguistically Diverse	21%

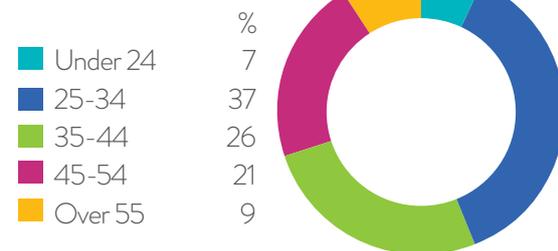
## Peer support workers



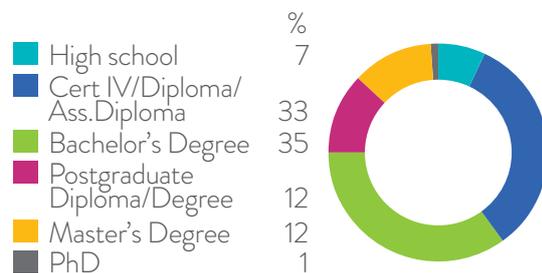
## Previous occupations of direct service staff



## Staff ages



## Direct service staff qualifications



## Specialising in complex needs

### One of the defining features of Neami's approach is our focus on individuals with complex needs.

This leads us to work towards filling gaps in the service system, working with people who may not receive a service elsewhere and using innovation, flexibility and consumer feedback to shape the way we work.

For this group, there are far fewer available services and each person's likelihood of living a long, healthy and fulfilled life is significantly less than the general population.

#### A few examples of this include:

- Developing strong service models and staff expertise to meet the needs of people with more severe mental illness and other complex needs.
- This includes people with:
  - Multiple diagnoses
  - Forensic histories
  - Enduring psychiatric disability
  - Experiences of homelessness
  - Serious physical health issues

- Collaborating in the Partners in Recovery program in four states and successfully catching people who were previously falling through the cracks
- Developing our role as an expert in community sub-acute services, delivered through both residential and outreach models, including the recruitment of our clinical staff
- Delivering successful homelessness services, which are targeted at people with complex needs and with the longest histories of sleeping rough
- Seconding staff to our partnership with Sunrise Health in the Northern Territory and helping to build local capacity in remote Aboriginal communities
- Ensuring all service teams will include peer support workers and that staff with lived experience are also recruited to service development, research and corporate roles
- Improving our response to diversity, including people from culturally and linguistically diverse backgrounds, those with a disability and others

We aim to keep our services and organisation at the forefront of innovative service delivery and to meet the needs of people in our community who need our support most.

*'Neami helps me manage relationships with other allied health providers.'*

*'They provided information on housing, material support, drug and alcohol services'*

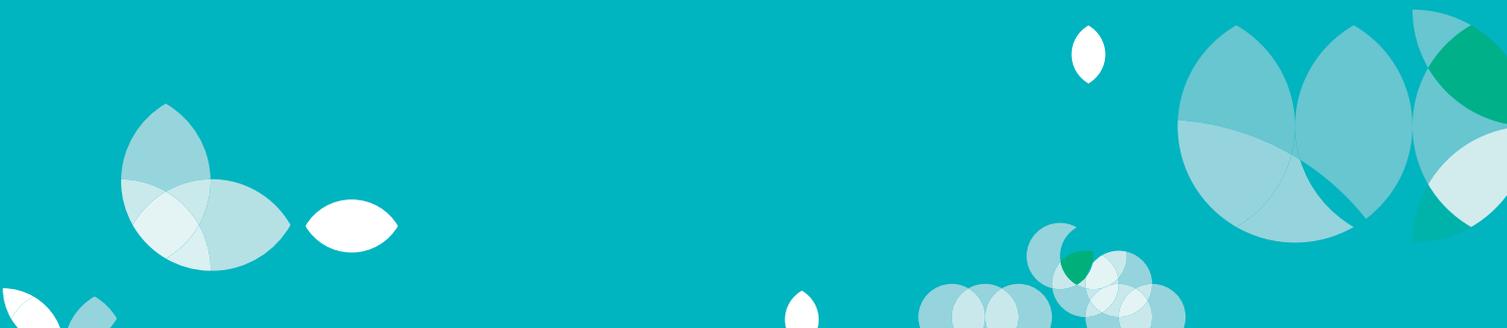
– Consumer comments

Adam



‘We’ve focused on research that helps us better understand people’s needs and that enables us to identify what we can offer to address those needs. At the same time, we’ve been increasing consumer involvement at all levels. There is still work to be done, but we’re definitely doing better than before.’

– Adam, Neami Research Coordinator



## Mark, Kim and Todd

'I was pretty unwell, spent some time in hospital and wound up living in a hostel - then they put me onto Neami.

They just sent someone around to see me and help me with simple things and gaining confidence. Helping me to believe in myself that I'm actually capable of doing it. When you don't think much of yourself to start with that's a big thing.

I was a die setter for eight years. I like working on the automatic presses. You get a sheet of metal and then stamp it out. It's a bit technical, not too hard though. That would be going back 20 years since I had a permanent job.

I did the Launching Pad program and have been on staff interview panels. You get to have your say in who you think would be a good worker or not. Your opinion is appreciated and you learn new skills.

They're my goals, not Neami's. You can take it wherever you want to really. One of my goals at the moment, is exercise and health. Even just taking the dogs for a walk.'

'We met in a hospital eight years ago, I've got a mental illness too. We built a house first in Andrews Farm and then got married in 2010.

There's a lot of pressure on everybody, it is big part of this world. There's a lot of pressure, but the support that I've seen Mark get it just fantastic.

I've just seen Mark grow in confidence and do things that he normally wouldn't have done, like driving by himself or going for a walk with Todd [Neami worker]. Todd has helped Mark get a bit of pride back.'

- Kim, Adelaide

When I first started at Neami, I was a student and Mark was one of the people that I met all that time ago.

Then I was successful in getting a job as a support worker and more recently, as senior practice leader and as acting manager.

Mark's been on our recruitment panels with me for new staff, grilling all the people who come through.

It really came down to asking Mark, from your experience, who do you think out of these people is going to have the biggest impact if they were working with you. We listen and then we hire them.'

- Todd, Neami Elizabeth



- Mark, Adelaide



‘They’re my goals, not Neami’s.’  
- Mark

‘When I first started at Neami, I was a student and Mark was one of the people that I met all that time ago. Now I’m the acting manager.’  
- Todd

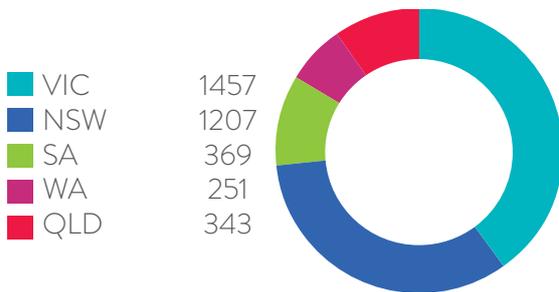


# Consumer snapshot

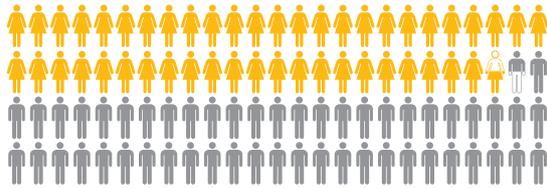
## Consumer numbers

2013		4,111
2012		3,086
2011		2,854
2010		2,533
YEAR		TOTAL

## Consumers by state

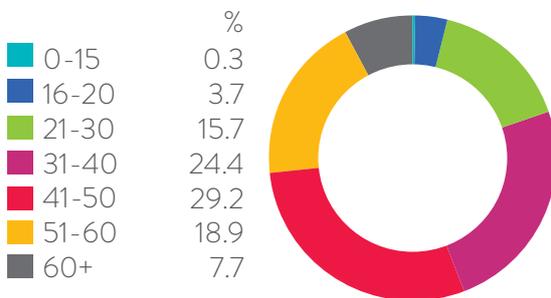


## Gender



FEMALE 47.7% MALE 52.3%

## Age

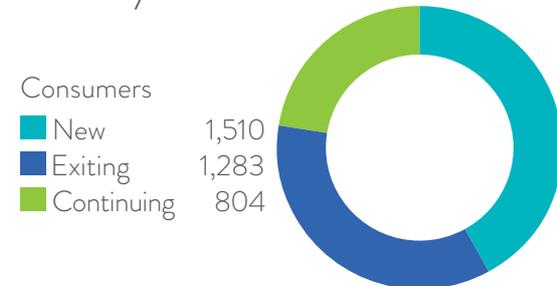


Note: Some totals may not equal 100% due to rounding

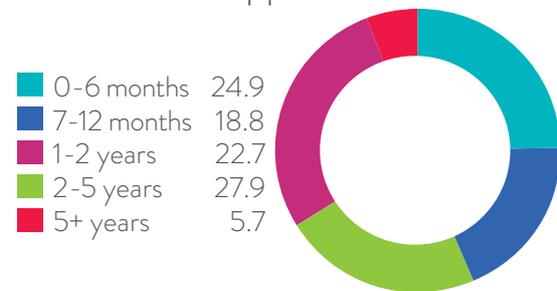
## Aboriginal or Torres Strait Islander

8.7%

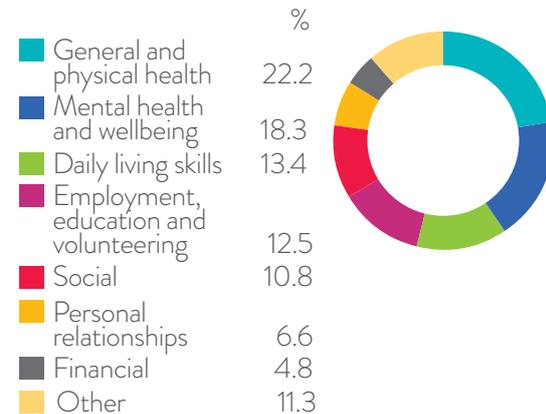
## Pathways



## Duration of support

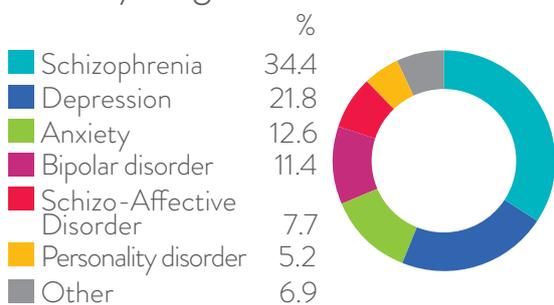


## Consumer life goals

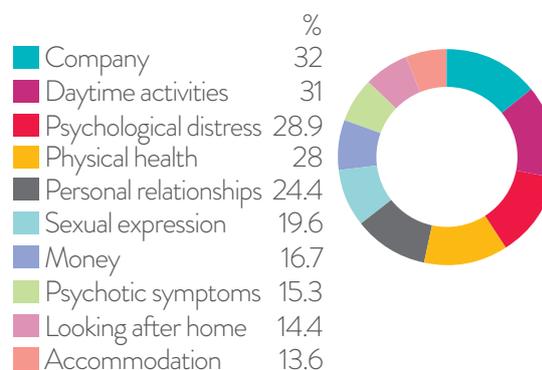


Source: Collaborative Recovery Model

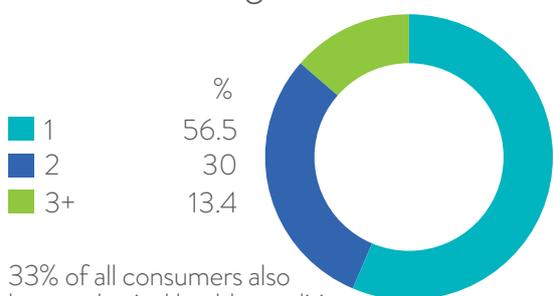
## Primary diagnosis



## Most unmet needs



## Number of diagnoses



33% of all consumers also have a physical health condition

Note: People may have received multiple/differing diagnoses over time

## Most reduced needs

- 1 Daytime activities
- 2 Company
- 3 Psychological distress
- 4 Accommodation
- 5 Physical health

Source: CANSAS Self-Assessment

## Mental illness rates in homelessness services

	%
Wadamba Wilam (Renew Shelter)	100
Way2Home	64.3
Aboriginal Assertive Outreach Service	51.9

## Top areas of physical health concern

	%
Not had skin checked in last year	70.1
Less than 5 servings of vegetables per day	59.7
Not had prostate check in last year (men)	57.2
Not had breast check in last 2 years (women)	53.4
Less than 2 servings of fruit per day	53.3
Not had dental check up in last 6 months	52.3
Less than 30 minutes moderate exercise 5 times a week	50.4
Smoke cigarettes	47.0
Overweight	46.1

Source: New Health Prompt

# Financial statements

## Summarised Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2014

Revenue from Operations	2013/2014	2012/2013
	\$	\$
Revenue	47,761,149	35,313,124
Other Income	565,685	359,422
<b>Total Revenue</b>	<b>48,326,834</b>	<b>35,672,546</b>
<b>Expenditure</b>		
Employee benefits expenses	37,435,862	27,712,633
Office and occupancy expenses	3,748,759	2,990,119
Other expenses	3,160,803	2,819,682
Depreciation and amortisation expense	1,943,180	1,681,699
<b>Total Operating Expenditure</b>	<b>46,288,604</b>	<b>35,204,133</b>
<b>Operating Surplus / (Deficit) for the year</b>	<b>2,038,230</b>	<b>468,413</b>
<b>Other Comprehensive Income</b>		
Revaluation of Property	0	214,503
Available for Sale Assets	351,518	310,984
<b>Other Comprehensive Income for the year</b>	<b>351,518</b>	<b>525,487</b>
<b>Total Comprehensive Income for the year</b>	<b>2,389,748</b>	<b>993,900</b>

*You can read our full financial statements and annual report at [www.neaminational.org.au/annualreport](http://www.neaminational.org.au/annualreport)*

## Summarised Statement of Financial Position as at 30 June 2014

Assets	2013/2014	2012/2013
	\$	\$
Cash and Cash Equivalents	11,659,193	7,691,152
Receivables	1,361,857	17,476
Prepayments and Other Receivables	635,737	322,570
<b>Total Current Assets</b>	<b>13,656,787</b>	<b>8,031,198</b>
Property Plant and Equipment	5,429,121	6,414,798
Intangible Assets	43,284	53,332
Investments	5,422,378	4,707,583
<b>Total Non Current Assets</b>	<b>10,894,783</b>	<b>11,175,713</b>
<b>Liabilities</b>		
Provisions	3,783,165	2,857,490
Trade and Other Payables	2,937,186	2,025,029
Deferred Income	4,441,086	3,446,946
<b>Total Current Liabilities</b>	<b>11,161,437</b>	<b>8,329,465</b>
Provisions	721,148	598,209
<b>Total Non Current Liabilities</b>	<b>721,148</b>	<b>598,209</b>
<b>Net Assets</b>	<b>12,668,985</b>	<b>10,279,237</b>
<b>Equity</b>		
Retained Earnings	12,284,969	10,246,739
Reserve	384,016	32,498
<b>Total Equity</b>	<b>12,668,985</b>	<b>10,279,237</b>



## Independent Auditor's Report To the Members of Neami Limited

### Report on the summarised financial report

We have audited the accompanying summarised financial report of Neami Limited which comprises the statement of financial position as at 30 June 2014 and the statement of profit or loss and other comprehensive income for the year ended 30 June 2014. The summarised financial report does not contain all the disclosures required by the Australian Accounting Standards - Reduced Disclosure Requirements (as adopted by Neami Limited) and accordingly, reading the summarised financial report is not a substitute for reading the audited financial report.

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W [www.grantthornton.com.au](http://www.grantthornton.com.au)

### Directors responsibility for the summarised financial report

The Directors are responsible for the preparation of the summarised financial report in accordance with the full financial statements for the year ended 30 June 2014, and for such internal control as the directors determine are necessary to enable the preparation of the summarised financial report.

### Auditor's responsibility

Our responsibility is to express an opinion on the summarised financial report based on our audit procedures which were conducted in accordance with Australian Auditing Standards. We have conducted an independent audit, in accordance with Australian Auditing Standards of the financial report of Neami Limited for the year ended 30 June 2014. Our audit report on the financial report for the year was signed on 21 August 2014 and was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the summarised financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the summarised financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the summarised financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures in respect of the summarised financial report included testing that the information in the summarised financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, is consistent with the financial report from which it was derived. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Auditor's opinion

In our opinion, the summarised financial report of Neami Limited for the year ended 30 June 2014 is consistent, in all material respects, with the financial report from which it was derived.

GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants

SANDRA LAWSON  
Partner – Audit & Assurance  
Melbourne, 21 August 2014

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Cong



‘Neami is very helpful. They help me to come back to my life in the community.’

– Cong, Brisbane



# More information

## Feedback and complaints

03 9481 3277

[feedback@neaminational.org.au](mailto:feedback@neaminational.org.au)

## Media enquiries

03 8679 9062

## Head Office

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[admin@neaminational.org.au](mailto:admin@neaminational.org.au)

## Website

[neaminational.org.au](http://neaminational.org.au)

Contact details for individual services are available at [www.neaminational.org.au/contacts](http://www.neaminational.org.au/contacts)

Please email [communications@neaminational.org.au](mailto:communications@neaminational.org.au) for a translation of this information in a different language.

Thank you to the consumers, staff, partner organisations and others who have contributed to this report. Thank you to our design, photography and print partners for their ongoing support.

Feature photography: Ponch Hawkes. Other photography: Marc Dalmulder (p8), Andrew Pritchard (p14), Bob Hall (p16), Tatters (p22), Keegan (p24), Simon Yeo (p28)

Design/Layout: ooi

Neami National is accredited under the Quality Improvement Council Health and Community Service Standards, National Standards for Mental Health Services, Victorian Department of Human Service Standards, Queensland Human Services Quality Standards for Disability Services and Queensland Disability Service Standards.

We respectfully acknowledge that we work on Aboriginal land and pay our respects to community members and elders, past and present.

We appreciate and welcome diversity in all its forms, including staff and consumers, and believe this makes our teams, services and organisation stronger and more effective.

Neami National is an environmentally conscious organisation. 100% recycled stock.

