



Our Commitment: Your Future. Your Way.

A photograph of a man with a beard and glasses, wearing a grey t-shirt, sitting at a desk and smiling. In the background, another person is visible, and there are large windows. The right side of the image has a blue and white abstract graphic overlay.

2015/2016 ANNUAL REPORT

About Open Minds – mental health, disability and employment supports

Open Minds is committed to empowering the people we support, to enable individual achievement and recovery.

Established in 1912, we are a leading independent not-for-profit (NFP) organisation working with people to enhance their mental health and wellbeing.

Our tailored supports have been developed in consultation with customers, families, carers and health professionals to holistically support people with a mental illness, disability or acquired brain injury –

to enable individual achievement and recovery, whether that is gaining qualifications, finding a job, improving their health, moving into a new home or interacting in the community.

Our support streams encompass Your Life, Your Job, Your Health, Your Home and Your Community – empowering individuals to achieve: *Your Future. Your Way.*

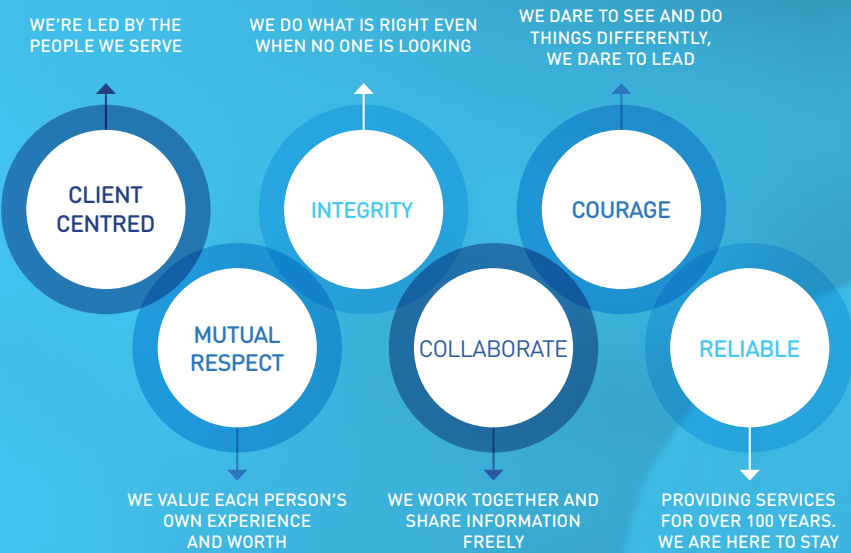
For over 100 years, Open Minds has been a pillar of support to the Queensland community, and this year we celebrated our expansion into Northern New South Wales. We are committed to sharing our expertise on a national level, with a vision to become a national leader in shaping and delivering contemporary mental health, disability and employment services.

“Everybody at Open Minds is supportive and helping me achieve my goals”

Personal Helpers and Mentors (PHaMs) customer

Our Values

Our values are the shared principles we use to guide our decisions when supporting our customers, families, carers, communities and stakeholders.



1300 673 664
www.openminds.org.au

Twitter:
@OpenMindsAus

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The perceptions about mental illness are still a significant barrier to individuals being prepared to seek assistance.

Open Minds welcomes the increased focus and publicity about the need to break down barriers of stigma and discrimination that confront people with a mental illness and a disability. However, there is still a lot more to do in our Australian community, in areas such as employment and housing, to ensure that the 20% of us that suffer a mental illness can live well and independently.

We welcome the release by the Minister for Health and the Minister for Ambulance Services, Hon Cameron Dick MP, of the Queensland Government's five year plan for mental health, alcohol and other drug services, along with additional funding of \$350 million to improve services over the next five years. These initiatives will assist people with a mental illness to receive early intervention and easier access to services.

Last year, I reported that Open Minds had commenced a journey of transformation to ready its staff, customers, processes and business models for the emerging consumer-controlled funding schemes such as NDIS.

This transformation program is nearing completion and I thank our Leadership and Evolve teams for their commitment to this project. We receive frequent compliments from stakeholders, including Government Ministers, who see us as leaders in our readiness for NDIS.

Open Minds expects that approximately 70 to 80% of its customer base will be entitled to a package under the NDIS scheme. While this creates a risk that we may lose customers in the contestable market, it also creates opportunities as the number of people entitled to a package will almost double in the years leading up to 2019.

I would like to acknowledge Ability Options, our partner in the Townsville NDIS initiative.

Open Minds was honoured to again host the Queensland Mental Health Week Achievement Awards, a major event on the Queensland Mental Health Week calendar and our leadership contribution to the mental health sector.

A particular highlight is the presentation of the Earle Duus Memorial Award, which is presented by Open Minds, on behalf of the late Earle Duus, to one of the eight Award Winners. This year, the Earl Duus Award winner was The Pharmacy Guild of Australia - Queensland Branch, who worked closely with four Primary Healthcare Networks (PHNs) to supply appropriate education and training to staff at 100 pharmacies via the Partners in Recovery Pharmacy Integration Programs. The program aims to improve collaborative care between pharmacies, pharmacy staff and mental health support providers; and improve the knowledge, skills and attitude of pharmacy staff to better support people with a mental illness.

The Wattle League Foundation is maturing and has developed a specification for Wattle House, a facility to provide supported transitional accommodation for returning Australian service men and women. Fundraising has commenced with the first significant event Exercise Stone Pillow – an annual sleepout supporting homeless veterans with Wattle House the charity of choice.

100% of every donation will be used to support returned Australian service men and women at risk of, or already homeless due to mental health illness. Further details can be found at www.wattleleaguefoundation.org.au. I encourage you to support this worthy cause.

As you are aware, the Board of Open Minds has entered into a Memorandum of Understanding with Mind Australia to complete the next process in a possible merger of the two organisations. At the time of writing this report, due diligence was still in progress. Further information will be provided to members at an informal evening and in the notice of the forthcoming Annual General Meeting.

I extend my thanks to all Directors for their untiring work in the governance of the organisation.

"Open Minds welcomes the increased focus and publicity about the need to break down barriers of stigma and discrimination that confront people with a mental illness and a disability"

I also extend the Board's thanks to our independent members of the Audit and Risk Committee and the Service and Clinical Governance Committee.

I also recognise the significant contribution of our hard working CEO, Marie Fox, and the Executive Leadership Team that reports to Marie. Their commitment, innovation and drive are very important elements of the enormous growth and financial performance of this great Queensland organisation.



Mike Gilmour,
Chair, Open Minds

CEO REPORT

"The NDIS is the ultimate market disrupter. Disability providers who define themselves merely by what programs they currently deliver will have a very tough time of it in the next few years.

This is the time to be entrepreneurial, to innovate. This means being prepared to respond to, and anticipate, the needs of your clients beyond your current services and business model" - Pro Bono, 2016

For the past two years, the Open Minds Board and Executive Team have been assessing what the National Disability Insurance Scheme (NDIS) means specifically for our organisation, and more broadly for the sector in Queensland.

We have identified three major catalysts for change. Firstly, the introduction of Primary Health Networks (PHNs) as mental health funding curators, reflecting the government's decision to channel funding for mental health services via local regional processes. Secondly, the imminent release of The Fifth Mental Health Plan developed by the National Mental Health Commission in consultation with the Commonwealth Government, States and Territories and the broader mental health sector. This will lay out the policy directions for coming years. Lastly, and most significantly, the roll-out of the National Disability Insurance Scheme, a once-in-a-generation social and economic reform allowing individuals choice and control over how they access support services – essentially transforming the disability sector into a market-driven model where service delivery is determined by consumers.

During this past year, change has been the driving force for the Open Minds Executive and Senior Management. Firstly, from the cultural perspective - preparing our clients for change. Secondly, from a workforce capability perspective - preparing our staff for change. Finally, and underpinning it all - the change to systems, policies and processes that will allow Open Minds to operate sustainably in the new market.

There is, however, one constant - and that is our commitment to our customers and ensuring that they are ready and able to navigate the very complex world of the NDIS. The contribution of the Client Advisory Group (CAG) and Family and Carers Advisory Group (FCAG) has been significant. Their participation through the You+ program and in the co-design of our programs has been invaluable and their contribution to the Open Minds Board has also been gratefully received.

NDIS readiness has been a key objective in 2015/16, beginning with the opening of our Townsville office in preparation for the NDIS early launch site in Queensland and Open Minds' own pilot site in West Moreton. Key to this has been our partnership with Ability Options in the delivery of NDIS services in the Townsville region. We acknowledge and thank Ability Options for sharing their knowledge and experience of the NDIS - it has been an invaluable partnership. With Ability Options' assistance, Open Minds has become a provider of choice in Townsville with three programs now operating from the Townsville office. Establishing our own NDIS pilot site in West Moreton where the focus has been on the client journey has also provided insight into the challenges that our clients will face as they transition onto the scheme.

The real challenge of transformational change is managing business as usual and growth while so much focus is being given to systems, processes and workforce capability.

This year our revenue grew by 13.7% to \$29.1 million, our customer numbers grew and so did our geographic footprint. We opened offices in Townsville, Logan and also expanded into Northern New South Wales with an office in Lismore following successful bids for our first NSW Health contracts. Our expansion team is now working on establishing Open Minds' presence in Toowoomba and Mackay regions. I would like to acknowledge the enormous contribution of the Executive Leadership Team in overseeing both the transformational change and the growth in our business.

As mentioned by the Chairman in his report, Open Minds has signed a Memorandum of Understanding with Mind Australia with a view to a merge of the two organisations. Mind Australia has established a significant footprint in Queensland over the past two years, with the provision of sub-acute services in Cairns, Townsville, Darling Downs and West Moreton. This merge would result in a national mental health organisation, capable and resourced to lead change in our sector.

2016/17 will see a continuation of the transformational change project with the focus on systems and processes needed to drive cost efficiencies in the

new market-driven environment we will be operating in. A major focus will be on workforce capability and ensuring that Open Minds is an employer of choice as the competition for experienced and passionate staff heats up. Our growth strategy both in Queensland and into New South Wales will continue, as of course will our focus on NDIS readiness.

We are grateful for the funding and support of both the Commonwealth and Queensland Governments and the Queensland Mental Health Commission.

Finally, I would like to acknowledge and thank the Board of Open Minds for their time and support and especially for their continuing commitment to our customers.

"At Open Minds, there is one constant - our commitment to our customers and ensuring that they are ready and able to navigate the very complex world of the NDIS"



Marie Fox, CEO,
Open Minds



OUR PATRON

Open Minds are honoured to have His Excellency The Honourable Paul de Jersey AC, Governor of Queensland, as our Patron.

Born in Brisbane in 1948, His Excellency is a dedicated and long-standing Queenslanders.

His Excellency studied at the University of Queensland and graduated in Arts in 1969, and in Laws (with Honours) in 1971. At the end of 1971, His Excellency was called to the Bar and appointed as Her Majesty’s Counsel (QC) in 1981.

In 1985, His Excellency was appointed as a Judge of the Supreme Court of Queensland, becoming the 17th Chief Justice of Queensland on 17 February 1998, and served in that role for more than 16 years until 8 July 2014.

In recognition of his contribution to the Australian community, the Governor was appointed a Companion of the Order of Australia in 2000, and awarded a Centenary Medal in 2003.

He holds Honorary Doctorates from the University of Queensland (2000), the University of Southern Queensland (2008), and Griffith University (2014).

His Excellency was appointed the 26th Governor of Queensland on 29 July 2014.



His Excellency The Honourable Paul de Jersey AC, Governor of Queensland and Patron, Open Minds

OUR STRATEGIC GOALS AND PRIORITIES

WE'RE HERE FOR THE LONG RUN	OUR CUSTOMER COMES FIRST	PEOPLE DRIVE OUR BUSINESS	WE MAKE THE FUTURE BETTER
			
Growth & Sustainability Our business model ensures we will grow and be sustainable Forward planning has prepared us for NDIS and other sector changes Brand Recognition We have a strong and vibrant brand We are recognised within industry for service excellence, community inclusion and stigma reduction Business Relationships Strategic business partnerships will broaden service options improving business results	Customers & Services Our customer engagement is first class We deliver reputable and reliable services Active engagement and participation by customers and families drives service improvement Our contemporary service model delivers high quality, value for money service options Service Options Service options fit the evolving market and expand to meet demand	Workforce Capability Our people are our most valuable asset Our workforce capability aligns with our business goals and meets future challenges Culture & Values Our culture aligns to our values and strategic goals. We reward excellence and maximise opportunities	Information & Systems Business solutions provide effective and efficient services Integrated ICT systems provide business agility with user friendly technology



NDIS - YOUR FUTURE. YOUR WAY.

Exciting change is now upon us. From Friday 1 July, 2016, the National Disability Insurance Scheme (NDIS) came into effect in Australia, marking the start of ground-breaking transformation in the disability sector.

The new scheme recognises what Open Minds has always believed:

- everyone's individual needs are different
- each person can and should have choice and control over the services and supports they receive

At Open Minds we embrace positive change and plan for the future

Last year, we renewed our focus of what we do, to focus even more on our customers' needs in the statement: *Our Commitment: Your Future. Your Way.*

We also updated our strategic goals and priorities to better align with the NDIS environment and strongly position us to become a national leader in contemporary mental health, disability and employment services.

Under the NDIS system, for the first time in Australia, people with a disability will get to choose how and where they access their supports – truly enabling: *Your Future. Your Way.*

Partnering with customers on their NDIS journey

As the NDIS phases in across Australia between 2016-19, Open Minds will be there to assist all customers on their NDIS journey, to ensure their transition to the NDIS goes smoothly.

We currently have dedicated NDIS teams to assist customers with enquiries around how the NDIS works, eligibility, how to prepare and how to access the NDIS funding. We also hold regular group NDIS Pre-Planning Cafe Workshops for people with a mental health illness or disability and their families and carers, providing one-on-one pre-planning sessions to all current and new customers.

Our NDIS supports will continue to evolve to ensure we fulfil our commitment of *Your Future. Your Way.*

Our Residential Support Services include

24/7 support,
supported co-tenancy houses,
residential transitional supported
accommodation, in-home
residential support

Partners in Recovery (PiR)

served
115
customers

Established the Australian Mental Health College (AMHC) — the education arm of Open Minds. AMHC provides expert education and training in suicide awareness and prevention, strengths-based practice, customer-centred care, acquired brain injury practice and mental health. Each course is delivered by highly skilled trainers who continue to work in the industry, ensuring that best-practice and recent developments are integrated into all course materials

“Open Minds has given me more support than any other provider. Best agency I have ever been with”

Personal Helpers and Mentors (PHaMs) customer



Employment Services has placed over

530

Job seekers into sustainable and ongoing employment and education opportunities which has positively benefited the individual, their families and the wider community

We launched our innovative Reconciliation Action Plan (RAP) - our roadmap for the next two years that will help promote positive change both internally and externally in relation to Aboriginal and Torres Strait Islander Peoples

Personal Helpers and Mentors (PHaMs)

served
600
customers

Hosted the 2015 Queensland Mental Health Week Achievement Awards which recognise and celebrate the achievements of individuals, groups, organisations and businesses who are devoted to improving the understanding and awareness of mental health and wellbeing right across Queensland

Connectedness, Hope, Identity, Meaningfulness and Empowerment (CHIME)

served
120
customers

“My worker is fabulous. She listens with respect on both my good and bad days. She knows about services and support networks and encourages me and assists when I need support to access them”

Connectedness, Hope, Identity, Meaningfulness and Empowerment (CHIME) customer



Lifestyle Support Services –supported (and continue to support) over

150

customers to live independently within the community and work towards their recovery goals

5 teams located in 5 areas:
Redcliffe, Taringa, Woolloongabba, Stones Corner and Logan

What our external stakeholders think of us:

96%
believe that we improve our customer’s quality of life

88%
believe that we understand our customer’s needs

100%
believe that the services we provide have either remained the same or improved over the past 12 months



4,562 **1,004**
Occasions of Service New Customers

39
Workshops/
Events

951
Attendees

Introduced You+, a suite of four program modules for customers:

1. Recovery
2. Health, Fitness and Recreation
3. Community
4. Planning

These workshops create a natural bridge into the broader community for Open Minds customers, families and carers and other people living in the community with mental illness

EXPANDING OUR REACH

2015/16 has seen Open Minds expand its reach to Northern Queensland and into Northern New South Wales, with new offices opening in Townsville, Logan and Lismore over the past year.

Townsville

In late 2015, we partnered with Ability Options – a leading support provider in New South Wales (NSW) with experience providing services in the NSW NDIS trial site– to provide high quality, culturally appropriate, person-centred supports within the Queensland NDIS trial site area of North Queensland.

Since the opening of our new Townsville office, our partnership office is delivering support to the first group of participants in Queensland to access the NDIS.

Leanne McCormack, Open Minds Manager Complex Needs, says Open Minds has supported the community to be NDIS “plan ready” through hosting pre-planning workshops and information sessions.

“Many families have come to us for assistance with planning of funding for supports for their son or daughter, and many have never had support before. NDIS is really changing lives in North Queensland,” Leanne said.

“The mother and grandmother of the first person to receive an NDIS plan in Queensland came to one of our pre-planning workshops. Our assistance was key in helping them access the NDIS, and Open Minds is therefore proud to be the first provider in Queensland of an NDIS Package.”

Our Townsville office is delivering culturally appropriate supports, providing:

- core supports and capacity building supports
- NDIS pre-planning workshops and information sessions
- NDIS plan management and financial intermediation
- coordination of supports

Leanne says “we will not stop there... We look forward to growing our services in Townsville and the expanding North Queensland region to ensure individuals with a mental health illness or disability have access to the right support at the right time”.

Logan

In mid 2016, we opened our new office in Logan.

Logan is a diverse and thriving city – home to more than 300,000 people from more than 215 different cultures. The Logan City and its people embody our Open Minds values of collaboration and mutual respect, and we are very proud to be working in partnership with the Logan community.

With the opening of our new Hub, we will work to enhance the mental health and wellbeing of Logan residents by delivering a range of tailored options focused on the individual needs of each person we work with.

Our Logan office currently provides Lifestyle Support Services. As we look to the future, we know that the NDIS will roll out in July 2018 in Logan, and Open Minds will be there to support Logan residents on their NDIS journey to ensure they are empowered to achieve: *Your Future. Your Way.*

Northern New South Wales

In mid 2016, Open Minds opened its first New South Wales office in the Northern New South Wales (NNSW) City of Lismore. This new Hub is an exciting step forward for our organisation as we expand beyond Queensland and into New South Wales – continuing on our path towards our vision of becoming a national leader in shaping and delivering contemporary mental health and disability services.

Open Minds is implementing and facilitating the delivery of our new Community Living Supports (CLS) program in the NNSW region. CLS partners with Local Health Districts to provide individualised supports for people with severe and persistent mental illness living in the community. The CLS Program will service the geographical area from Tweed Heads expanding west Urbenville and Kyogle, spanning the reach of the coastline to Grafton, including Byron Bay and Casino, for the next three years and hopefully beyond.

We are working in close partnership with other local clinical and mental health service providers to provide a ‘shared care’ approach, where psychological supports and clinical care combine to support our customers’ recovery and hopefully assist them to develop and maintain a more independent lifestyle.

The NDIS will roll out in NSW in July 2017, and Open Minds will have established a strong base from which to support residents on their NDIS journey to ensure they are empowered to achieve: *Your Future. Your Way.*

We are committed to sharing our expertise on a national level to become a national leader in shaping and delivering contemporary mental health and disability services



(L to R) Marie Fox, CEO, Open Minds; Mike Gilmour, Chair, Open Minds; Hon Cameron Dick MP, Minister for Health and Minister for Ambulance Services; Nyaree Mewett, Open Minds; Anty Merle Dippel; Anty Lyn Shipway; Cnr Russell Lutton, Logan City Council.

MY LIFE

Your Future. Your Way.

Over the past year, our Lifestyle Support Services (LSS) have supported over 150 people to live independently within the community and work toward their recovery goals.

Our LSS are based on the principles of recovery. We recognise that recovery is different for each individual and our staff work with customers, their families and friends to identify their strengths and goals. Our personalised approach in assisting individuals through service planning recognises that all people are unique and that personal circumstances change over time.

Our Lifestyle Support Services provide a range of supports including:

Daily Living Support

We work alongside our customers and support them to develop skills that will enable them to maintain independence to the best of their ability– assisting customers to accomplish everyday tasks.

Supports include:

- assistance with shopping
- accessing Public Trust and other services
- accessing Centrelink
- assistance with cooking and meal preparation
- support with cleaning
- personal care

Managing Money

We provide our customers with the tools and skills required to manage money and bills – supporting them to gain financial independence. Our confidential services share budgeting tools and banking skills so our customers can manage their money and savings independently.

Benefits include:

- supporting customers to manage and gain control of their finances
- financial freedom
- having the money to enjoy the little things and plan for the big things in life
- planning for bills and leisure activities to relieve stress

Personal Lifestyle

We support our customers in daily living activities such as bathing and grooming, and provide options for personal skill development and living assistance. Where appropriate, we assist customers to develop the skills to undertake tasks themselves – supporting them to achieve greater independence.

We also provide care coordination and support specialist assessments for equipment and modifications such as hoists and rails, and can also recommend other health supports that may be of benefit to our customers.

Supports and benefits include:

- hygiene and personal grooming support
- assessment for equipment, modifications and aids, including hoists and chairs
- allied Health Referral Assessment (we can also recommend other avenues of health support)
- upholding physical health and wellbeing to maintain dignity and respect
- gaining as much independence in daily living as possible

Social Skills Development

Social Skills are vital for communicating and interacting with others effectively. We support customers to learn the values, knowledge and skills that enable them to relate to others effectively and to contribute in positive ways to family, friends or the community.

Benefits include:

- finding ways for customers to do the things they love
- establishing or improving conflict resolution skills
- increasing overall sense of happiness
- boosting confidence
- increasing opportunities to develop friendships and relationships
- increasing work opportunities

2015/16 Highlights

- **Customers reducing their support hours due to recovery and enhanced independence.** Gaining employment, managing medication independently, meaningful engagement with community groups, increased physical health through healthy eating and exercise, attendance at TAFE and holidaying independently
- **Conducted an NDIS pre-planning trial with selected customers.** Open Minds staff and customers worked through the NDIS pre-planning process, which included supporting customers to plan for the future, ensuring customers are informed about NDIS and exploring current services and what they might look like for our customers under the NDIS
- **90% of our surveyed customers rated us ‘excellent’, ‘very good’ or ‘good’**
- **Introduced animal-assisted therapy.** We facilitated in conjunction with the RSPCA a “Happy Paws, Happy Hearts” program where customers were able to engage with animals

2016/17 Plans

- Over the next year, we will continue to support our customers to achieve their recovery goals through our strong customer focus and our recovery and strengths-based practices

- We will continue to support our customers to be NDIS ready
- At the request of our customers, we will assist them to engage with and organise ongoing social and recreational activities to meet and form social networks with their peers
- Support existing and new customers in their journey of the planned NDIS rollout across Queensland
- Empower our customers to achieve: *Your Future. Your Way.*

“I have the best support I could ask for when it comes to my physical and emotional needs. I have someone to talk to when I need. Knowing all I need to do is pick up the phone is a comfort to me”

Lifestyle Support Services customer





Amy's Story

Amy is proud to have accomplished her recovery journey with the support of Open Minds. Amy has set and continues to set herself attainable goals and accesses the supports required to accomplish them. In December 2015 Amy secured her "dream" job

at Woolworths. Amy has now passed her probation period and is continuing to enjoy her work. With stable employment, Amy now manages her own finances and has been saving hard to reach a savings goal and enjoys "grabbing a bargain".

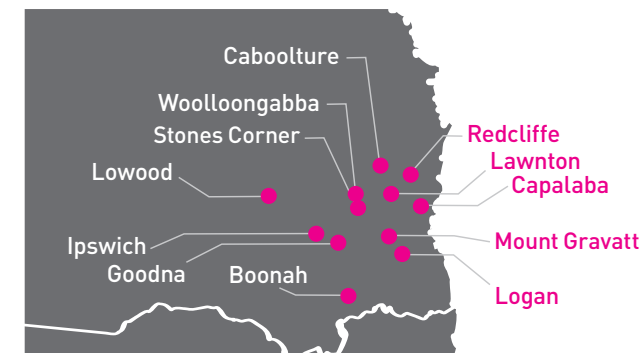
MY JOB

Helping thousands of job seekers find jobs they love, giving them fulfilment and supporting them on their path to recovery.

Looking for and finding work can be a challenge for anyone, regardless of their support requirements. At Open Minds, we believe everyone should have the opportunity to work, if it is one of their goals.

Currently, our Employment Service provides support at 12 locations across Brisbane, supporting people with a disability, injury or illness to find meaningful employment. While the size of the location we support is important, we know that contact hours are even more vital to supporting our customers and this year, we increased our engagement hours and level of service.

Our Locations



We work closely with our local community partners and employers to build lasting relationships and fruitful opportunities for our job seekers. Specialising in providing a tailored holistic service offerings individual support to our jobseekers, including:

1. Career planning
2. Resume and interview preparation
3. On-the-job support

Holistic supports:

- Identifying suitable career options
- Supporting customers to develop or update resumes and cover letters
- Assistance with application letters and addressing selection criteria
- Training for interview techniques
- Supporting job seekers with advertised and unadvertised positions
- Marketing our customers skills and abilities to potential employers
- Providing intervention and support solutions to find and maintain employment
- Access to skills training
- Locating suitable traineeship and apprenticeship opportunities
- Identifying volunteer work and work experience prospects that help build our customers' skills, confidence and experience
- Accessing workplace modifications where required
- On-the-job training and in-work support
- In-work conflict resolution support



Winner of the 2016 CoAct Excellence Award for continuous improvement across all key performance indicators of Disability Employment Services

Vince's Story

In 2015, Vince Powell accomplished his life-long dream of opening his own business – Rubber and Solid Woven Belting Supplies in Goodna.

Six months after establishing the business, Vince was interested in hiring a part-time employee to help out with the workload and to also mentor.

"I was getting really busy and realised I needed help and I thought I was in a good position to hire someone young and give them some experience and mentorship," Vince said.

"I know it can be really hard for young people these days to be given a chance."

Within a day of posting the job ad, Vince was pleasantly surprised to get a call from Open Minds.

"The employee has been with me for over seven months now and he is doing a great job. Open Minds have also continued to support us both during his employment.

"The follow-up from Open Minds has been excellent. I would definitely hire through them again."

"Open Minds were amazing. They called me and asked me more questions about my needs as an employer and put forward an excellent candidate who I ended up hiring"



MY HEALTH

Health - Body and Mind

Over the last financial year, Open Minds provided a diverse group of community members, including adults and young people, with support for mental health or physical wellbeing – this included support to individuals with an acquired brain injury (ABI), adults with a mental illness, and children and parents looking to improve their child's mental health and overall wellbeing.

Behavioural Support and Planning

Sometimes people express challenging behaviours in their own homes or in supported residential services. This can be difficult for the person, their family, other residents and/or neighbours.

Open Minds works with individuals, families and carers to implement behaviour management strategies and supports to reduce concerning behaviours and increase quality of life. Our focus is on providing individually tailored, positive behaviour support planning, including a functional behavioural analysis monitoring and reviewing progress to ensure better outcomes for our customers.

Creating a better plan, together, to improve our customer's lives.
Your Future. Your Way.

CHIME

Connectedness, Hope, Identity, Meaningfulness and Empowerment (CHIME) – based on these principles, CHIME supports customers along their personal and unique path to recovery.

CHIME provides one-on-one support for individuals experiencing severe and persistent mental health issues and aims to prevent people from re-entering the hospital system by keeping them linked in to community health services.

CHIME services are provided by Open Minds, United Synergies and Suncare and Care Connect on the Sunshine Coast.

2015/16 Highlights

- We have supported **120 customers** through our **CHIME program**
- We **increased** our service hours
- We established **new holistic group programs** on offer in 2016/17
- New program 'Wise Choices' provides therapeutic groups to teach customers new ways to cope with difficult thoughts and feelings, and to choose actions that are in line with their values
- New Program 'WRAP' is delivered in collaboration with Community Focus, a local community mental health organisation. The Wellness Recovery Action Plan or WRAP, is a self-designed prevention and wellness process that anyone can use to get well, stay well and make their life the way they want it to be.

MY HEALTH CONTINUED

headspace

Open Minds is the lead agency for two headspace centres in Taringa and Redcliffe. headspace is the National Youth Mental Health Foundations’ initiative providing early intervention mental health services to 12-25 year olds, along with assistance in promoting young peoples’ wellbeing. This covers four core areas: mental health, physical health, work and study support and alcohol and other drug services.

In 2015/16 headspace Taringa developed and delivered a successful LGBTQ+ support group and commenced work to improve engagement with Aboriginal and Torres Strait Islander young people and their families.

In 2015/16 headspace Redcliffe underwent significant positive changes. We enhanced capacity and capability in clinical practice to improve service delivery and outcomes for young people. headspace Redcliffe also introduced drug and alcohol counselling and employment services.

Healthy Living

We support individuals to feel physically healthy and supported in their everyday life. When it comes to living a healthy lifestyle, education about nutrition, exercise and how our bodies work is essential.

We support our customers to live a healthy lifestyle by:

- ensuring that their physical health needs are met
- shopping for healthy food options and healthy cooking/ meal planning
- life coaching
- exercise programs
- support to link in, stay connected and find the right GP or health specialist

Medication Support

Staying healthy may include regular medication. Open Minds provides tools to enable our customers to manage their medication independently.

Self-managing medication can include medication assistance and support, supporting customers to know their local pharmacist and to pick up medication from their local chemist, information on bulk billing, understanding and navigating health benefits and their health care card entitlements.

Therapy and Support

Open Minds is committed to empowering the people we support, to enable individual achievement and recovery. We assist customers to travel to and from therapy and medical appointments and support them with in-home rehabilitation and therapy.

Open Minds provides customers with the support they need to maintain their best health, including:

- Comprehensive behavioural assessment, planning and supports
- Support to undertake in-home rehabilitation programs
- Assistance to attend medical and other health appointments and coordination between health providers
- Assistance to purchase and install the necessary in-home aids to support rehabilitation

Acquired Brain Injury (ABI)

We work with individuals, their families and medical and allied health professionals to support people with an ABI to live as independently as possible.



Alex’s Story

Alex loves the sound of his feet hitting the pavement and the cool breeze that rushes past his body as he runs – running is a passion and a hobby for Alex, and this year, was a personal goal.

Alex has been living with an Acquired Brain Injury (ABI) for over 14 years following a car accident, and in early 2016 he decided he wanted to raise money for brain injury research by competing in the Bridge to Brisbane 5km run.

Having undergone years of rehabilitation, Alex knows first-hand the importance of research and improved treatment options and said this was his motivation for running.

“I want to help make a difference in people’s lives, make the journey a little easier for them,” he said. Alex accomplished his goal and ran the 2016 Bridge to Brisbane 5km run in under 35 minutes.

Open Minds was proud to support Alex to reach his goal. Anne-Maree Wendt, Open Minds ABI Team Leader, says “Alex is an inspiration, we are incredibly proud to support him on his journey”.

“Alex’s dedication to training for the Bridge to Brisbane and raising funds for research is truly inspirational”

MY COMMUNITY

“There is such a range of things to participate in, it’s given me hope where I was feeling pretty hopeless. The guidance has been great and I look forward to getting involved.”

Personal Helpers and Mentors (PHaMs) customer

Personal Helpers and Mentors (PHaMs)

Our Personal Helpers and Mentors work with each person to develop personal goals and the strategies to achieve them.

People are supported in many ways, including:

- Transitioning to the NDIS and accessing services
- Increasing confidence in managing everyday tasks, such as budgeting and using public transport
- Reconnecting with family and friends
- Accessing clinical supports such as GPs, counsellors, psychologists and community mental health services
- Attaining employment (paid or voluntary), education or training opportunities
- Increasing social networks, activities and community involvement
- Connecting with other services or programs to support recovery, such as drug and alcohol or housing services

2015/16 Highlights

- We supported over 600 customers
- We developed two new group programs:
 - ‘Shy No Longer’, a 10-week peer-worker facilitated workshop aimed at supporting customers who experience social anxiety. ‘Shy No Longer’ introduced customers to strategies and skills derived from Cognitive Behaviour Therapy (CBT) and mindfulness-based approaches to personal development
 - ‘Act Mindfully’, a six-week peer-worker facilitated workshop supporting customers to develop anxiety management skills based on Acceptance and Commitment Therapy (ACT)
- We worked closely with the Queensland Government Hospital and Health Service (HHS) to support people with a mental illness transitioning from hospital to the community, who may need extra support throughout this time

2016/17 Plans

- We plan on extending our work with the HHS participants in 2016/17, and plan to develop further groups to reach a more diverse range of participants
- In 2016/217 we will provide NDIS preparation for customers in Ipswich, our first PHaMs customers scheduled to transition into the NDIS



39
Workshops/
Events



951
Participants

You+

You+ creates a natural bridge for our customers into the broader community through engagement in a suite of locally delivered programs and events. With You+, our customers build social networks, grow their creative spirit and play an active part in their community.

Four program modules:

1. Recovery
2. Health Fitness and Recreation
3. Community
4. Planning

Some of the events and supports that the You+ programs provide include:

- NDIS readiness and planning workshops
- wellness, nutrition and cooking classes
- physical fitness, exercise and wellbeing groups
- information sharing
- connection with local interest groups and activities in our customer’s community
- participation in music, theatre, art and cooking classes
- community BBQs and special events fostering relationships and connection to the community



Susan’s Story

Susan has been supported by Open Minds to stay connected with the community for the past seven years and was excited to take part in the You+ programs established in 2015.

By taking part in the You+ programs, Susan said she has learnt how to cook healthy meals and live a healthier lifestyle.

Susan also enjoys being connected to the community and having the opportunity to make new friendships.

“I really like the You+ BBQs and events, they get you out of the house and socialising,” Susan said.

Susan is a member of the Open Minds Client Advisory Group (CAG), providing invaluable insight and feedback about our supports.

“I like You+, I like the cooking. I learnt some great healthy recipes that I am still using”

MY HOME

Home is more than just a roof over your head

Open Minds Residential Support Services (RSS) support people with a variety of needs to access stable accommodation while providing support to fulfil personal goals and participation in community life. This includes social and recreational activities, employment, educational training and personal development opportunities. We work with our customers to develop new skills, re-join the workforce, master everyday tasks or access community connections and key services - the choice is theirs.

Our housing model is flexible, recovery-oriented and built on ensuring choice and control for each person – empowering individuals to achieve: *Your Future. Your Way.*

We provide individualised, flexible and tailored person-centred supports, uniquely tailored and chosen by our customers’ choices to enhance their journey to recovery.

In the 2015/16 period our Residential Support Services have experienced significant growth across the program to meet the evolving NDIS-related market demand from across the sector.

One key objective has been to establish strong, collaborative strategic partnerships with clear and open referral pathways. We have also implemented innovative, tailored models of support solutions to explore creative accommodation and transitional support options, focusing on meeting individualised needs.

We have partnered with customers, carers and family members, along with key stakeholders to develop Residential Support Services that will empower individuals to achieve: *Your Future. Your Way.*

My House - My Home

We assist customers to develop skills to independently manage their own home.

Open Minds works closely with customers to identify what type of accommodation they want and need in a community of their choice, while working within their budget. We offer assistance with small and major details from home delivery to organising a gardener, assisting with their pets or shopping, we work with customers to navigate their tenancy agreement requirements and to retain tenancy.

Our supported accommodation options allow customers to manage their own home while feeling assured that support is available when they need it.

Benefits include:

- creating safety and security
- learning to work within a budget
- improving housekeeping skills and tenancy management
- community engagement

Transitional Accommodation

Open Minds in partnership with bric housing company provide supported accommodation to vulnerable individuals and families within the Redcliffe, Queensland area. We provide Case Management to assist customers to meet their identified goals.

On-site supports include:

- support to secure sustainable housing
- support to connect customers to the community
- assistance with managing other health services including GP, psychiatry, life coaching and mentoring services
- connection to other health services
- rehabilitation
- employment services
- education
- life skills building – budgeting for example
- health and family wellbeing



24/7 support



supported co-tenancy houses



residential transitional supported accommodation



in-home residential support

“If I need support, it’s there”

Residential Support customer

Our people go above and beyond

In August 2016, Open Minds Senior Employment Consultant and active community volunteer. Penelope Weatherall was awarded the National Employment Services Association (NESA) National Employment Consultant of the Year award.

Penelope, who goes above and beyond to help Ipswich locals find and maintain employment, was renowned for developing ‘outside the box’ strategies to support even the most disadvantaged job seekers to find employment.

A West Ipswich resident herself, Penelope was dedicated to supporting her community.

In fact, helping people is the fuel that drives Penelope’s life.

At the end of the working week, she volunteers for numerous organisations, including the Salvation Army where she assists pre-release prisoners to prepare for life outside prison; and on Sundays she cooks for homeless people as part of a community program called Foot Prints in the Path.

Kevin Beach, Open Minds General Manager Employment Services, says Penelope is incredibly deserving of the award.

“Penny is an absolute star and we are all proud of what she does on a daily basis. Her dedicated, caring and compassionate approach for customers and her staff, along with representing the Open Minds values, underpins everything she does,” Kevin said.

Kevin says the Open Minds Employment Services team in Ipswich are committed to making a difference in people’s lives.

“We are all acutely aware of the positive impact that assisting someone to secure sustainable employment has on not just themselves, but their family, their friends and the community overall. And the team in Ipswich continue to achieve inspiring results month after month,” he said.

“Our strong connection to the local community has allowed us to continue to make a difference.”

“I really enjoy seeing people progress (towards getting a sustainable job), and knowing that I’m making a difference in their lives is the greatest reward. I go to work every day with the knowledge that I am helping empower people. That is a wonderful feeling”



WHAT MOTIVATES US

1. Customers
Our customers come first!

2. Colleagues
We work together and encourage one another

3. My Manager
People drive our business. Our managers encourage and support employees to grow and develop their skills

4. Making a difference
We are committed to making a difference in the lives of others to enhance mental health and wellbeing for all Australians

5. Work / Life Balance
We are here for the long run, and so are our employees. We recognise that work/life balance is important and support them to lead fulfilling balanced lives

INTRODUCTION
OUR COMMITMENT
YEAR IN REVIEW
OUR SUPPORTS
AMHC
WLF
OUR PEOPLE
GOVERNANCE
FINANCIALS

RECONCILIATION ACTION PLAN 2016-2018



Performance by the Nunukul Yuggera Aboriginal Dancers

Recognising the past and working in collaboration to invest in the future

Reconciliation must live in the hearts and minds of all Australians. As a nation, it is important that we work together to improve and advance the cultural, spiritual and emotional wellbeing of Aboriginal and Torres Strait Islander Peoples.

Despite great strides being made by many people towards a nation that recognises, respects and celebrates the richness of Aboriginal and Torres Strait Islander customs, traditions and diversity, there are still some wide gaps between Indigenous and non-Indigenous people. This is particularly true in the areas of health and wellbeing, and employment.

At Open Minds, we have long believed we have a responsibility to use our expertise and skills in partnership with Aboriginal and Torres Strait Islander Peoples to help bridge these gaps. Our Reconciliation Action Plan (RAP) sets out our roadmap in this regard for the next two years and will help promote positive change both internally and externally.

In August 2016, we officially launched our first Innovate Reconciliation Action Plan that will guide us in providing culturally appropriate services for Aboriginal and Torres Strait Islander Peoples, and in establishing a culturally diverse workforce.

The Hon Cameron Dick MP, Queensland Minister for Health and Minister for Ambulance Services attended our official RAP launch and said he was very pleased to see Open Minds embracing reconciliation and taking real action.

“Open Minds RAP is a great initiative by the organisation. I strongly support it,” the Minister said at the launch.

“This is a very important step for the organisation. They are listening to the voice of indigenous Australians and responding to their specific needs, turning it into real action and a real plan. This is very important and that’s what Open Minds have done today with the launch of their Reconciliation Action Plan.”

Our RAP details activities to build positive relationships and provide equitable opportunities with and for Aboriginal and Torres Strait Islander Peoples.

It provides a framework with a clear indication on how we will strive to build reconciliation in 2016-2018, and commits us to continue to promote an understanding of Aboriginal and Torres Strait Islander Peoples, communities, cultures, heritage and aspirations within the organisation.

Our Key Goals for 2016-2018

- Increase our Aboriginal and Torres Strait Islander workforce
- Engage in public policy discussions
- Ensure our services are responsive to the needs of Aboriginal and Torres Strait Islander Peoples
- Ensure the voices of Aboriginal and Torres Strait Islander Peoples are heard throughout our organisation
- Ensure programs, policies and practice tools reflect Aboriginal and Torres Strait Islander histories and cultures
- Develop outcome measures and report on those measures
- Develop a capacity-building strategy
- Recruit an Open Minds Aboriginal and Torres Strait Islander Engagement Officer
- Report on services provided that promote and support connection to Aboriginal and Torres Strait Islander cultures
- Promote Open Minds as an employer of choice for Aboriginal and Torres Strait Islander Peoples
- Ensure the percentage of Aboriginal and Torres Strait Islander staff is reflective of the percentage of Aboriginal and Torres Strait peoples Open Minds work with

The key word in our RAP is ‘Action’ – Open Minds will take action to help create a reconciled Australia



Nyaree Mewett, Open Minds, Presenting at the Reconciliation Action Plan launch

In 2015, Open Minds established the Australian Mental Health College (AMHC), a Registered Training Organisation (RTO) providing quality education including accredited and non-accredited courses across Australia



Goal

The AMHC's primary goal is to support the overall purpose of Open Minds – supporting people to live a life of choice, fulfilment and participation.

We achieve this by providing individuals and organisations with the education and development they need to support people living with a mental illness or disability.

Services

The AMHC provides expert education and training in mental health, suicide prevention, leadership, disability, community services, strengths-based practice, customer-centred care, and Acquired Brain Injury practice.

Each course is delivered by highly skilled accredited facilitators and trainers who have extensive experience in a variety of industry sectors including mental health, community services, education and leadership. This experience is transferred into the learning environment, where we practice a blended learning model that utilises the best in workshop facilitation, online instruction and simulation.

Current projects

- WeWorkWell@Work course provided to Defence Housing Australia (DHA)

In 2016, we signed a three year contract to provide online and face-to-face mental health awareness and resiliency training to 600 DHA staff throughout Australia

- Mental Health Literacy Audit for the Queensland Mental Health Commission

During 2016, we conducted a research study into how, where and what mental health literacy training is being delivered in Queensland, for the first stage of the Mental Health Literacy project run by the Queensland Mental Health Commission.

Earlier in the year, we contacted and surveyed 2400 providers and agencies throughout Queensland. In November 2016, we will supply our findings along with a governance model and model for mental health literacy to the Commission

AMHC will make recommendations for the next stage of the project, which will commence in 2017

- Skilling Queenslanders for Work

We deliver services for the Queensland Government's Skilling Queenslanders for Work initiative, providing job readiness and wrap-around skills training to customers in Redcliffe, Stradbroke and Caboolture

Skilling Queenslanders for Work provides training to people who are under-utilised or under-employed in the labour market, as well as building the skills of young people, Aboriginal and Torres Strait Islander Peoples, people with a disability, mature-age job seekers, women re-entering the workforce, and people from culturally and linguistically diverse backgrounds

- Internal staff training

We provide excellent staff training designed to prepare staff for work in the community services sector and to enhance their understanding of the sector and ability to deliver customer-centred recovery-oriented support

- Future direction

We will continue to expand the courses we offer in order to meet the needs of our customers



Wattle League Foundation is the philanthropic arm of Open Minds and was launched in 2015. The first project of the Wattle League Foundation is the establishment of Wattle House.

Research tells us that 1 in 2 returning Australian Defence Force (ADF) personnel will suffer from clinically significant psychological conditions. Mental health issues facing our veterans include:

- Depression
- Anxiety
- Substance abuse
- Trauma and stressor-related disorders (such as post traumatic stress disorder)

The symptoms of these conditions have marked impacts on employment, finances, relationships and domestic circumstances, often resulting in couch-surfing, sleeping rough and homelessness.

Once complete, Wattle House will provide supported transitional accommodation to assist the recovery of returned ADF personnel with mental health illness. Services will include:

- Clinical and non-clinical services
- Sustainable housing supports
- Employment opportunities
- Family supports

Air Commodore Scott Winchester discussed the, “*very real issue*” of veterans experiencing mental illness as a result of active duty and said that he, “*commends the work of the Wattle League Foundation and Open Minds*”



(L to R) Doug Baird, Ann Maree Willett, Major General Paul McLachlan AM CSC, Lynn Smart, Mike Gilmour, Mel Gilmour, Dr Margaret Steinberg AM, Jamie Zimmermann, Hon Peter Wellington MP, Marie Fox, Air Commodore Scott Winchester, Professor Paul Mazerolle, Kaye Baird, Stephen Roberts, Julie-Anne Schafer, Corporal Daniel Keighran VC

TIMELINE

1912

We started our journey as the Queensland Wattle Day League with an aim to raise funds to provide arts scholarships

The World Wars

During and after the First World War, we raised funds to support returned servicemen and their families. With the support of the community, we were able to fully fund an orthopaedic ward at Rosemount Hospital in Brisbane

1950s

We ran a workshops providing work and rehabilitation for disabled people. For 30 years the workshop remained the focus of our attention. During this time, we also played a key role in the creation of the Queensland Council of Social Service (QCOS). Over time, we found ourselves becoming more focussed on supporting people with mental illness and supporting individuals to live independently and well in their community of choice

1992

Wattle Day became our day of celebration in early September, heralding the start of Spring

2015

The Wattle League Foundation (our philanthropic arm) was launched at our Annual Wattle Day High Tea in Queensland Parliament House

The Foundation's first goal is to raise funds to build and establish Wattle House. Once complete, Wattle House will provide supported transitional accommodation and support to veterans who find themselves homeless or at risk of homelessness as a result of mental illness

2016 Wattle Day High Tea

On 2 September 2016, we held our annual **Wattle Day High Tea** to raise awareness about veteran's mental health, homelessness and the need for Wattle House. 85 guests attended including Major General Paul McLachlan AM CSC, Air Commodore Scott Winchester, The Hon. Peter Wellington MP, Assistant Minister Jennifer Howard MP, members of the Open Minds Board, veterans and serving personnel.

Both the Major General and the Air Commodore offered their support for the cause. Open Minds Chair, Mr Mike Gilmour, discussed the strong history of the Wattle League Foundation and our plans for the future. “We are proud to draw on our past to build for the future, and it comes as no surprise that the Foundation's first focus is to support Australian veterans. Our next priority is to develop our fundraising strategy so we can make Wattle House a reality”

2016 Co-Design Day

We held a **Co-Design Day** to help understand the needs of ex-service members and their families, and to shape the concept of Wattle House and the supports it will provide. Over 60 people generously gave their time and expertise to contribute their ideas and advice to this important project. Veterans, Australian Defence Force personnel, architects, town planners, clinicians and Ex-Service Organisations were all involved. Outcomes from this day will form the basis of the Wattle League Foundation's work moving forward

2016 and beyond - we will

- Develop a fundraising strategy to make Wattle House a reality
- Continue to work with veterans and serving personnel to develop Wattle House and the supports it will provide
- Work together with other relevant organisations to ensure Wattle House adds value to existing services
- Continue to raise awareness of the needs of veterans
- Build Wattle House
- Provide supported transitional accommodation and support to veterans who find themselves homeless or at risk of homelessness as a result of mental illness

Learn more about the Foundation:
www.wattleleaguefoundation.org.au



BOARD OF DIRECTORS



Mike Gilmour
Chair
Australia Limited
Non-Executive Director
Dip Acctg, MBA, GradDipACG,
FCPA, FAICD, FGIA

Mike is an experienced Director with a strong commitment to corporate governance and the not-for-profit sector. He is a Member of the Metro North Hospital and Health Board, a Director of Isis Central Sugar Mill Company Limited, a Director of Sugar Research Australia Limited and a Director of Aviation Australia Pty Ltd.

Mike's past appointments include: Chair of the Metro North Brisbane Medicare Local, Chair of Metro South Institute of TAFE, Chair of the South Bank Institute of Technology and Chair of the Combined Brisbane Metro Region TAFE. Mike is a former President of the Queensland Division of CPA Australia.

Mike has a close involvement with the indigenous community, particularly through his role as Company Secretary of the Palm Island Community Company. Mike is a professional accountant and experienced Chief Financial Officer and has particular experience in the health and manufacturing sectors. Previous appointments as a director, company secretary and senior commercial management positions have included the Uniting HealthCare Group, Royal Flying Doctor Service, Boystown Family Care and James Hardie Industries Ltd. Mike has been a Director of Open Minds since May 2005 and is also a member of the Board's Governance, Remuneration and Nomination Committee.



Lynn Smart
Deputy Chair
Non-executive Director
B Com, CPA, FAICD, MBA

Lynn is an experienced company Director, business and finance professional. She is outcome and customer-focussed, with varied commercial and board experience including significant mergers and acquisition exposure.

Her diverse commercial experience over 25 years has included start-up, high growth, private and public companies across broad industry segments such as: construction, mining services, web hosting, energy, heavy industry and food manufacturing, assembly, FMCG, franchise, and transport.

Lynn is an experienced Director with a strong commitment to quality community service provision in a transforming health and disability sector – she currently holds the position of non-executive Director with Mercy Community Services South East Queensland Limited and was previously a Director of the Anywhere Theatre Festival. She is currently Deputy Chair of Open Minds, Chair of the Board's Governance, Remuneration and Nomination Committee and has been a member of the Board since August 2011.



Dr Benjamin (Ben) Duke
Non-executive Director
BMed, MHA, MPH, FRANZCP,
CertAdvTrCLPpsych

Ben is a psychiatrist at Belmont Private Hospital in Brisbane. He has previously worked at the Royal Brisbane and Womens Hospital, Princess Alexandra Hospital (PAH) and Caboolture Hospital. Whilst at the PAH he was responsible for looking after people in the Brain Injury Rehabilitation Unit and the Acquired Brain Injury Outreach Service. Ben served two terms on the AMAQ Branch Council, and was previously the President of the Australian and New Zealand Association of Psychiatrists in Training. He is Chair of the Board's Service and Clinical Governance Committee and was appointed to the Board of Open Minds and a Director in June 2014.



Ms Julie-Anne Schafer
Non-executive Director
LLB (Hons), FAICD

Julie-Anne has experience in diverse and highly regulated sectors including financial services, member service, mutual, private health, trustee and transport (road and rail). She has ASX unlisted public company, government and advisory council experience with associated governance, committee, risk management, strategy and stakeholder engagement experience, and some international exposure.

She has led a large diversified mutual, an insurer, state law society and was Deputy Chancellor of QUT. Julie-Anne was previously a partner in professional legal service firms.

Julie-Anne was appointed as a Director to the Board of Open Minds on 14 August 2015 and is also a member of the Board's Audit and Risk Committee.



Dr Margaret Steinberg AM
Non-executive Director
AM PhD, MPhty (Research), BPhty
(Hons), Dip Phty

Margaret brings expertise in governance and ethical decision-making, as well as experience as a clinician, health administrator, academic, and director. Margaret is a former Commissioner of the Criminal Justice (CJC) and Crime and Misconduct (CMC) Commissions, former Deputy President of the Guardianship and Administration Tribunal (GAAT), and former Assistant Commissioner of the Health Quality and Complaints Commission (HQCC). She currently sits on a number of other boards and tribunals, including the Metro North Hospitals and Health Services Board. Margaret has a PhD (Child Health and Education) and MPhty and has been a director of Open Minds since October 2012.



Professor Paul Mazerolle
Non-executive Director
PhD, M Science, B Arts

Paul is Pro Vice Chancellor (Arts, Education and Law), Campus Provost (Mt Gravatt) and Director of the Violence Research and Prevention Program at Griffith University. Paul has a background in Criminology and leads research in various areas including offending across the life course, youth violence, intimate partner violence, and homicide as well as criminal justice policy. Paul holds a PhD in Criminology, a Masters in Criminal Justice and a Bachelor in Sociology. Paul has been a Director of Open Minds since June 2009.



Stephen (Steve) Roberts
Non-executive Director
FAICD, FIPA

Steve is an experienced Chairman, non-executive Director, Board Advisor and executive, having sat on the Board of over 10 companies in the ASX, private, government, family company and not-for-profit sectors in Australia, Southeast Asia and the United Kingdom. He spent 17 years with BHP Billiton managing a broad business portfolio within its Stainless Steel Materials Group. Steve brings skills in strategy and governance, business development, finance and accounting, and systems and frameworks. Steve has been a Director of Open Minds since November 2013.

EXECUTIVE LEADERSHIP TEAM



Marie Fox
Chief Executive
Officer

Marie was appointed as the CEO of Open Minds on 1 November 2015. Prior to this, she acted as the interim CEO from May 2015 and prior to that was General Manager Operations.

Marie has significant experience in the not-for-profit and mental health sectors. Immediately prior to joining Open Minds, Marie was Operations Manager for Aftercare Ltd.

This followed three years as Program Development Manager and Acting Executive Director for NAPCAN and 12 years as CEO of Volunteering NSW.



Denise Cumming
General Manager
Operations

Denise was appointed Recovery Services Manager for Open Minds in 2013 and was appointed to the role of General Manager Operations in November 2015 after occupying the acting role for 5 months. Denise has over 19 years experience working within the mental health and complex needs sector in non-government, government and private services, supported by her tertiary qualifications in Social Work.

Human rights and social justice continue to serve as the primary motivation and justification for her continued commitment. Denise has held leadership roles in both the government and non government sectors.

Denise has a strong reputation in the delivery of high quality integrated health and social care services in accordance with recovery principles and strengths based practice.



John Gimpel
General Manager
Business
Development

Bringing extensive CEO level experience in allied health and in advocacy to Government to Open Minds, John's strength is in building and leading teams of aligned and purpose-driven people.

John has a demonstrated track record in achieving profitable revenue growth whilst also delivering positive care outcomes, and that experience has underwritten his enhancement of Open Minds' business development, marketing and fundraising efforts in a more commercially-focused market.

The customer is at the centre of everything for John and his team, so during his first year at Open Minds, John has become an accredited Mental Health First Aider and worked hard to gain a deeper insight to the state of the sector to better understand the changing needs of Open Minds' mental health and disability customers.



Kevin Beach
General Manager
Employment
Services

Kevin joined Open Minds as Employment Services Operations Manager in 2015. He is an experienced manager with a proven track record of success spanning 20 years in both the private and public sectors. He has played key roles in providing high-level strategic development to build consistently improved business performance and enhanced brand awareness and profitability.

Kevin is a strong proactive leader who empowers staff to take ownership, whilst providing coaching, training and mentoring to build cohesive teams working together to achieve individual targets and company objectives. Results-oriented and customer-focused, with excellent client relationship management skills, Kevin's strengths lie in performance improvement, contract management and project management.

With extensive experience in budget management, implementing new systems and procedures, developing marketing strategies, project management and trouble shooting, he is delighted to join the Open Minds team and excited by the opportunities that the NDIS model will offer.



Kaylene Harth
General Manager
Transformational
Change

In 2015, Kaylene joined Open Minds executive team with over 25 years experience, successful in shaping, building and leading organisations, achieving revenue and market growth targets as well as building staff capability that delivers results in a highly competitive market setting.

From 2006 to 2012, Kaylene served as a member of Training and Employment Recognition Council, she also served as Deputy Chair on the TAFE Directors' Australia Board from 2010 to 2014

Her success as a leader in large, complex organisations has resulted in personal achievement awards including Director General's Outstanding Leadership Award in 2006, AUSTAFE National Educational Leadership Award in 2011 and the AUSTAFE Legend Award in 2014.

Her organisations have also received significant accolades under her leadership – winning the prestigious Large Training Provider of the Year at the Australian Training Awards in 2006, and also winning the Australian Chamber of Commerce and Industry/Business Council of Australia (ACCI/BCA) National Work and Family Awards – Public Sector Category in the same year.



Don Jameson
Chief Financial
Officer

Don was appointed Chief Financial Officer in July 2016. He is a Chartered Accountant and CPA with over 20 years of experience in the corporate sector, in government and in a number of Profit-for-Purpose organisations in education and the arts sectors. Don has also served on a number of boards of directors of community based organisations.

Don's training as a professional accountant together with experience across a wide range of organisations and a post graduate management qualification have given him a skill set and ability to apply the best of the corporate sector and large organisational sector to organisations such as Open Minds to achieve a strong and sustainable future as the organisation grows and changes to meet the challenges of the new world.

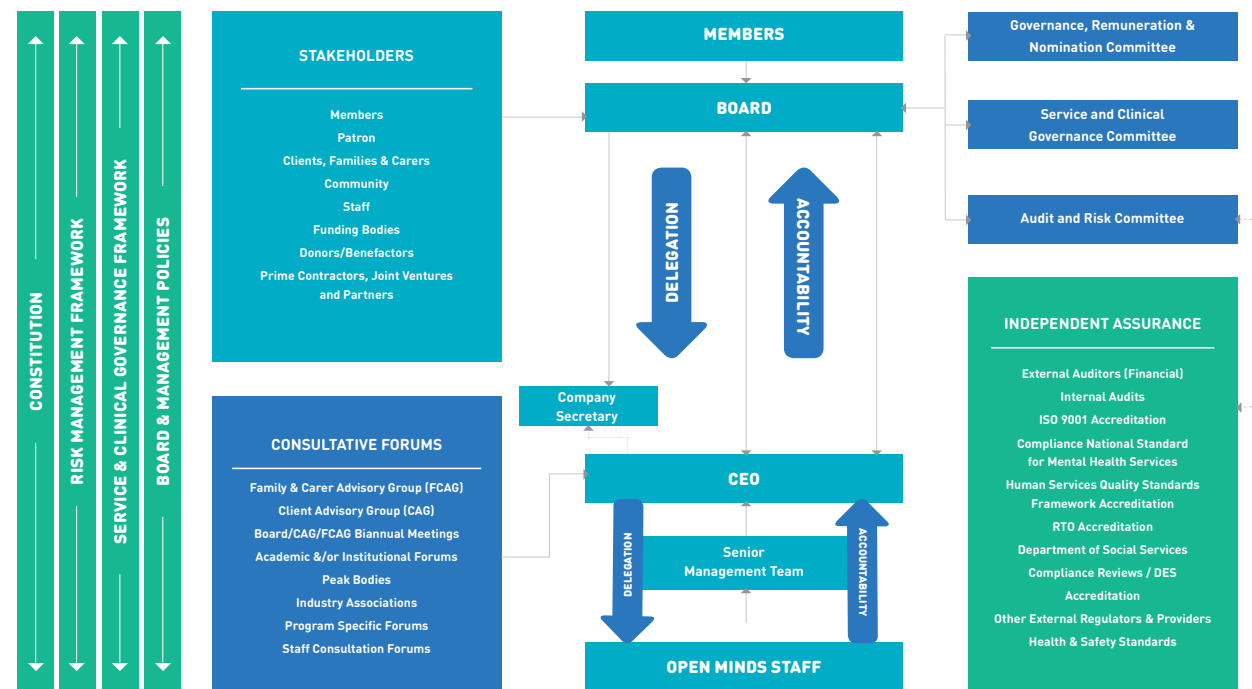


(L to R) Don Jameson, Denise Cumming, Kevin Beach, Lisa Swenson, John Gimpel, Marie Fox and Kaylene Harth

Meeting high standards in corporate and clinical governance, transparency and accountability

We regularly review our governance arrangements and update our policies and practices in accordance with industry standards and regulatory requirements.

Open Minds' Corporate Governance Framework



Role of the Board

- The Board's role and responsibilities are formalised in a Board Charter, which is available at openminds.org.au
- One of the most important roles of the Board is the recruitment, appointment and monitoring the performance of the CEO and senior executives. The Board has adopted a number of governance policies and processes around these responsibilities

Board Structure

- The Board and its Committees (see across, left) are structured to assist with the effective discharge of the Board's role and responsibilities
- A range of Director skills, expertise and attributes have been identified as desirable in light of the company's current strategic direction and these are identified in a Skills Matrix which is reviewed annually. A copy of current Directors' profiles is contained within this Report and are available on the company website
- Open Minds' current Board Committees, which assist the Board in discharging its responsibilities, comprise of:
 - Audit and Risk Committee (ARC)—the ARC oversees audit, compliance, finance reporting and risk management
 - Governance Remuneration and Nomination Committee (GRN)—the GRN is responsible for overseeing Open Minds' corporate governance arrangements, including the company's governance framework, remuneration, recruitment, performance evaluation, professional development and succession planning for the Board, the CEO and senior executive
 - Service and Clinical Governance Committee (SCG)- the SCG is responsible for providing advice and recommendations to the Board in relation to the operation of Open Minds' Service and Clinical Governance Framework

A copy of individual Committee Charters and membership details are available on the Open Minds' website.

Performance Reviews

- Directors review the performance of the Board as a whole, and individual Directors and Board Committees annually
- At least annually, the Board, assisted by the GRN, reviews the CEO's performance, together with:
 - the remuneration of the CEO and senior executives
 - the performance process for evaluating senior executives

Ethical and Responsible Decision Making

- Open Minds' Values underpin every aspect of the company's operations and decision-making. In addition to living Open Minds' Values, directors and employees are expected to comply with the law and act with a high level of integrity

The Board's Code of Conduct is available on the company website.

Financial Reporting

- The ARC oversees:
 - the structure and management systems that are designed to protect the integrity of Open Minds' financial reporting
 - the company's annual Financial Statements, making recommendations to the Board on adopting the Financial Statements
- The ARC's current membership is made up of two non-executive directors of Open Minds and one external member with specialist expertise and knowledge to assist the Committee in discharging its responsibilities. All members have significant financial expertise and possess sufficient knowledge of the industry in which Open Minds' operates. The Chair of the Board cannot be the Chair of the ARC
- The external auditors have direct access to the ARC Chair and the Committee reviews the independence of the auditor annually

Members and Customers

- Open Minds respects the rights and obligations it owes to its members and customers and has adopted policies and processes to ensure that these rights and obligations are respected
- Open Minds’ Client and Family Engagement and Relationship Framework provides meaningful opportunities for customers, families and carers to connect, inform company practice and ultimately influence decisions about service delivery
- The Client Advisory Group (CAG) and the Families and Carers Advisory Group (FCAG) are the primary mechanisms by which individuals who receive services, or provide support to those who receive Open Minds’ services, have input to and feedback on Open Minds’ service delivery. The Board of Open Minds’ meets with CAG and FCAG twice per year
- The Board has appointed two external members to its SCG Committee to further improve its service provision from a customer and industry perspective

Risk Management

- Open Minds has a Risk Management Policy governing the company’s approach to risk management within its risk management framework and has adopted a Risk Appetite Statement to support this Policy

Remuneration

- In accordance with the company’s Constitution, the directors of Open Minds are remunerated. The remuneration pool in 2015/16 was \$150,848 (for 7 directors and 3 Board Committee Chairs). Directors’ remuneration was increased by CPI on 1 July 2016
- The remuneration of senior executives is structured separately to directors and the review of the CEO and senior executive salaries and performance is overseen by the GRN, with final approval of any remuneration increases made by the Board

Corporate Social Responsibility

- Whilst the nature of Open Minds’ services to the community and those facing disadvantage are the mainstay of its social responsibility aspirations, the company seeks to understand and manage the impact of the organisation upon the environment and the wider community

All information referred to in this Corporate Governance Statement can be found at openminds.org.au under the section ‘Why Open Minds?’/‘Governance’



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FINANCIAL REPORT

Where the money comes from

The main source of funding for our activities during the past year was government. The Queensland State Government through the Department of Communities, Child Safety and Disability Services, Queensland Health and the Federal Department of Social Services support Open Minds through various government grants. Open Minds sub-contracts with CoAct for the Employment Services program funded by the Federal Department of Social Services.

Where the funding was spent

Expenditure for 2016 was \$28.7 million. 72.0% of these funds have gone directly to employees who deliver services to people with mental illness, disability or acquired brain injury. The Lifestyle and Residential services remain our largest support service.

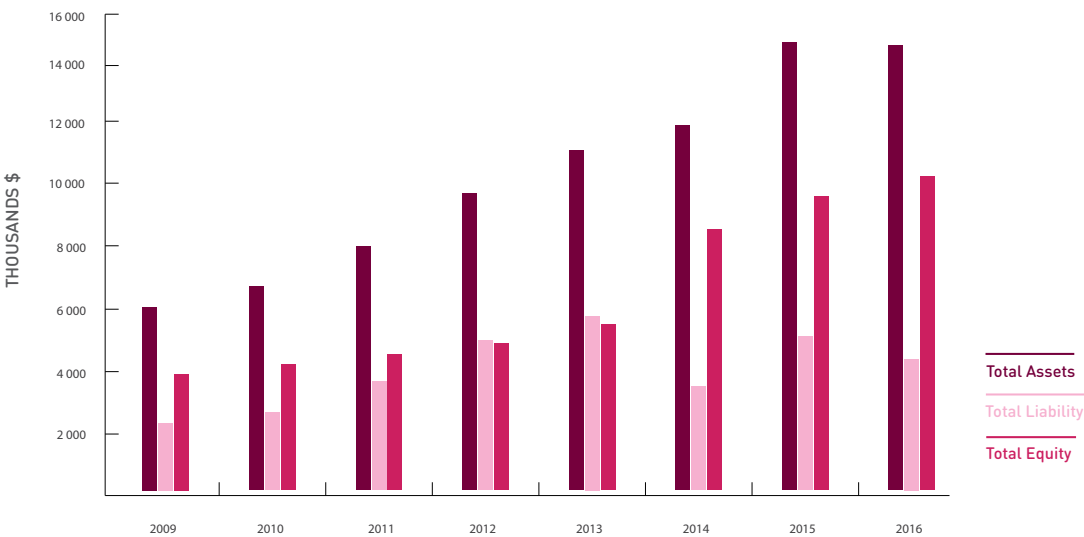
In summary

Open Minds had another strong year of growth. Revenue has increased by 13.7% to \$29.1 million in 2015/16. The financial position of the organisation has strengthened with net assets of \$10.5 million.

Cash balances and reserves at year end remain strong at \$9.3 million. The financial performance of the organisation resulted in a net surplus of \$0.3 million.



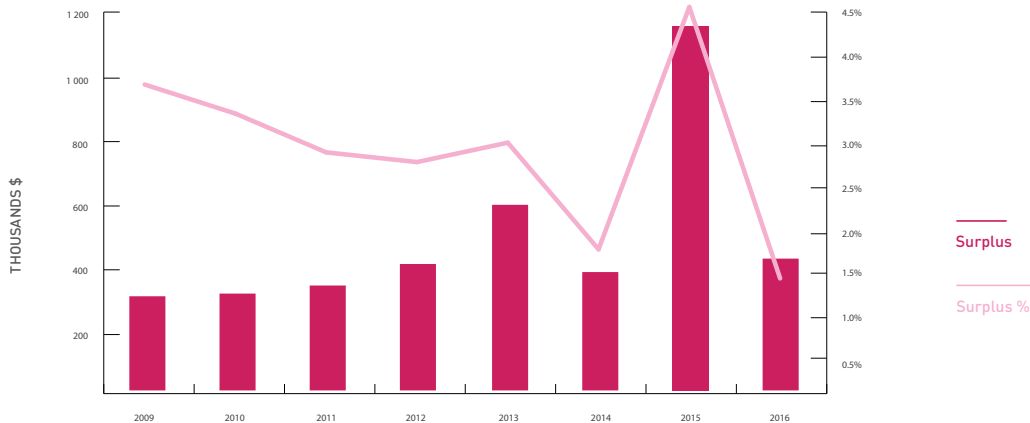
FINANCIAL POSITION



YEAR ON YEAR GROWTH



YEAR ON YEAR SURPLUS



LOCATIONS

**Boonah**

4 Little High Street
Boonah QLD 4310

Phone: 07 3280 5777
Fax: 07 3896 4200
Office Hours: Every 2nd Tuesday, 9:00am-3:00pm
Services Offered: Employment every second Tuesday

**Caboolture**

Unit 1 / 73-75 King Street
Caboolture QLD 4510

Phone: 07 5495 0111
Fax: 07 5495 0100
Office Hours: Monday to Friday, 8:00am – 5:00pm
Services Offered: NDIS, Employment

**Capalaba**


Capalaba Business Centre, Suite 7,
39 Old Cleveland Road Capalaba QLD 4157

Phone: 07 3900 3444
Fax: 07 3900 3400
Office Hours: Monday to Friday, 8:00am – 5:00pm
Services Offered: Employment, NDIS

**Goodna**

1/3 William Street
Goodna QLD 4300

Phone: 07 3158 1600
Fax: 07 3896 4200
Office Hours: Monday to Friday, 9:00am – 5:00pm
Services Offered: Employment, NDIS

**Grafton**

149 Prince Street
Grafton NSW 2460

Phone: 0419 612 691
Fax: 02 6621 7881
Services Offered: CLS (outreach)

**Ipswich**


24 East Street
Ipswich QLD 4305

Phone: 07 3280 5777
Fax: 07 3280 5700
Office Hours: Monday to Friday, 8:00am – 5:00pm
Services Offered: Employment, NDIS

**Lawnton**

2/2 Ebert Parade
Lawnton QLD 4501

Phone: 07 3107 1327
Office Hours: Monday to Friday, 9:00am to 5:00pm
Services Offered: Employment

**Lismore**

2/31 Carrington Street
Lismore NSW 2480

Phone: 02 5699 9999
Fax: 02 6621 7881
Office Hours: Monday to Friday, 8:00am – 5:00pm
Services Offered: CLS

**Logan**


Unit 2, 378 Kingston Road (Logan Central)
Slacks Creek QLD 4114

Phone: 07 3158 4111
Fax: 07 3896 4200
Office Hours: Monday to Friday, 8:00am - 4:00pm
Services Offered: NDIS

**Lowood**

1 Peace Street
Lowood QLD 4311

Phone: 07 3280 5777
Fax: 07 3896 4200
Office Hours: Tuesday and Thursday, 9:00am – 4:00pm
Services Offered: Employment

**Mackay**

Office Opening Soon

Phone: 1300 673 664
Fax: 07 3896 4200

**Mount Gravatt**

2nd Floor, Unit 17, 50-55 Sanders Street
Upper Mount Gravatt QLD 4122

Phone: 07 3469 7000
Fax: 07 3394 6600
Office Hours: Monday to Friday, 9:00am – 5:00pm
Services Offered: Employment and NDIS

**Nambour**

16 Arundell Street
Nambour QLD 4560

Phone: 07 5348 9100
Fax: 07 3896 4200
Office Hours: Monday to Friday, 8:30am – 4:30pm
Services Offered: NDIS, chime

**Redcliffe**

Unit 3, 457 Oxley Avenue
Redcliffe QLD 4020

Phone: 07 3897 1829
Fax: 07 3897 1801
Office Hours: Monday to Friday, 8:00am – 5:00pm
Services Offered: Employment, NDIS

**Redcliffe (headspace centre)**

Unit 5-7 457 Oxley Avenue
Redcliffe QLD 4020

Phone: 07 3897 1897
Fax: 07 3896 4200
Office Hours: Monday and Thursday, 9:00am – 4:00pm
Tuesday and Wednesday, 9:00am - 7:00pm
Friday, 9:00am - 4:00pm
Services Offered: Youth Mental Health

**Stones Corner**


3/444 Logan Road
Greenslopes QLD 4120

Phone: 07 3394 6666
Fax: 07 3394 6600
Office Hours: Monday to Friday, 8:00am – 5:00pm
Services Offered: Employment, NDIS

**Taringa**


5 Moorak Street
Taringa QLD 4068

Phone: 07 3157 1500
Fax: 07 3870 7405
Office Hours: Monday to Friday, 8:00am – 4:00pm
Services Offered: NDIS

**Taringa (headspace centre)**

5 Moorak Street
Taringa QLD 4068

Phone: 07 3157 1555
Fax: 07 3870 7405
Office Hours: Mon, Tuesday and Friday, 9:00am – 5:00pm
Wednesday and Thursday, 10:00am -6:00pm
Services Offered: headspace centre

**Toowoomba**


Office Opening Soon

Phone: 1300 673 664
Fax: 07 3896 4200

**Townsville
(Open Minds and Ability Options)**


Unit 2, 287 Ross River Road
Aitkenvale QLD 4814

Phone: 07 4412 7200
Fax: 07 4779 1174
Office Hours: Monday to Friday, 8:00am – 5:00pm
Services Offered: NDIS

**Tweed Heads**

Office Opening Soon

Phone: 02 5699 9999
Fax: 02 6621 7881

**Woolloongabba
(Brisbane Head Office)**

66 Annerley Road
Woolloongabba QLD 4102




Phone: 07 3896 4222
Fax: 07 3896 4200
Office Hours: Monday to Friday, 8:30am – 5:00pm
Services Offered: Head Office, Employment, NDIS



Our Commitment: Your Future. Your Way.

Open Minds Australia Limited ABN 19 009 687 030

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1300 673 664
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