



openminds

Annual Report

16/17

OUR PURPOSE:

‘enabling an **independent** and **positive** future’ for people living with mental illness and disabilities

OUR VALUES:

We work together and **empower** people to **succeed**

We act with **humility** and value **curiosity**

We are **trustworthy** and act with **integrity**

Established in 1912, **Open Minds** is a leading independent not-for-profit (NFP) organisation and a registered **NDIS provider**. Our team works to **enhance mental health and wellbeing** by delivering **tailored supports** to people living with mental illness, disability or an acquired brain injury.

Our organisation is committed to partnering with individuals to **focus on their strengths and enable individual achievement and recovery**, whether that is gaining qualifications, finding a job, improving their health and wellbeing, moving into a new home or interacting in the community.

Our Recovery Enhancement Framework

- + Our service delivery approach is supported by our **Purpose and Values**
- + Our evidence-based **Recovery Enhancement Framework (REF)** is aligned to your customer journey
- + Our **personalised approach** to service planning and service delivery recognises that each person is **unique and personal circumstances change over time**
- + Our service approach is flexible and we **recognise fluctuating or changing capacity**, changing dynamics within personal and family relationships and **individual service requirements**



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Chair Report

Professor Paul Mazerolle | Open Minds

The opportunity to support people experiencing the **challenges of living with mental illness and disability** continues to enforce our **purpose and values** as an organisation.

Our history is **unique** and as an organisation we have existed to provide the **best care and support** to our clients.

Professor Paul Mazerolle



The past year has brought many challenges and opportunities for Open Minds and is perhaps best described as a re-building year for the organisation.

As is known to many, the origins of Open Minds date back to 1912, when the Queensland Wattle Day League was formed. The purpose at that time was to support young artists with travel scholarships, but quickly shifted to supporting soldiers returning from the First World War. The organisation experienced many changes over the ensuing years and navigated periods where the viability of the Wattle Day League was tested. Our history is unique, and as an organisation we have existed to provide the best care and support to our clients. This commitment remains as much a priority today as it was over 100 years ago.

The arrival of the National Disability Insurance Scheme (NDIS) has been an unprecedented structural change to the sector and holds promise to provide services and support to a wider population of clients. However, the arrival of the NDIS has also brought substantial pressures upon the sector and organisations, including Open Minds. For some organisations, the impact of the changes will be existential. For some organisations, the impact has prompted substantial organisational re-structures to cope with new conditions

and requirements. For others, it has prompted an unprecedented degree of merger discussion and activity.

For Open Minds, the preparation for the NDIS has been comprehensive and costly on several levels. In addition, much of our 2016 operation was focused on the possibility of a merger with Mind Australia. Informed by a strategic decision made by the Board to work to become a larger organisation in the sector and on a national scale, the organisation worked through a period of due diligence toward a decision to support the merger, subject to the approval of our Members at the 2016 Annual General Meeting. For a range of reasons, the proposed merger was not supported by the Members and did not proceed.

In response to these developments, Open Minds has weathered through a period of substantial change at both the Executive Leadership level and around the Board table.

On that score, I want to thank our previous CEO, Marie Fox, for leading Open Minds through the transitional phase in 2016 and 2017. Marie departed Open Minds early in 2017, as did some members of her Executive Leadership Team. Overall, their commitment to Open Minds was strong and I want to thank them for their service.

At the Board level, we witnessed the departure of three Directors: Dr Ben Duke, Ms Lynn Smart, and Dr Margaret Steinberg AM. Ben, Lynn and Margaret provided dedicated service and notable contributions to Open Minds and I want to acknowledge and thank them for their efforts.

Since March, Open Minds has been led by Simon James, as interim CEO. A previous external member of our Audit and Risk Committee, Simon was appointed CEO in September after a national recruitment search that attracted over 150 applications. He has worked diligently to get to know the business, to establish his leadership team, and to address a number of internal challenges.

I would also like to acknowledge the three new Board Directors who joined Open Minds over the past year: Ms Louise Cox, Mr Simon Rumore, and Mr Grant Hawgood. Collectively, they bring new skills and insights to the Board table.

More recently, the Board engaged with the CEO and members of his Executive Leadership Team to establish a renewed purpose and a set of value statements that will take Open Minds into the future. We are committed to our renewed purpose and believe it will assist in focusing our activities for the future.

Open Minds benefits substantially from the commitment and professionalism of all our staff and I wish to acknowledge and thank them for their efforts over the past year. Collectively, the efforts of our Leadership Team, our staff, our Board of directors, our external sub-committee representatives, and our Members contribute both materially and meaningfully to our purpose as an organisation, **which is to enable an independent and positive future for people living with mental illness and disabilities.**

In closing, let me return to the wattle. I understand that wattle represents our land, its natural beauty and our resilience as a people. The resilience of the wattle is a fitting metaphor for Open Minds as an organisation following our successful navigation of the past twelve months.

Bring on the future!

CEO Report

Simon James | Open Minds

It is an absolute pleasure to contribute to the 2017 Open Minds Annual Report. Since my appointment as CEO in September, I have been busy acquainting myself with the organisation.

Open Minds understands that we must continue to improve our operational efficiency, using both **'our heads and hearts'** to deliver the best services and supports.

Simon James



Much of my first few months have been spent meeting with stakeholders: clients, families and carers, funders and employees. My travels have taken me from 'top to tail' of the Open Minds region, from Townsville to Lismore and the many locations between.

Whether spending time with high needs clients or lived experience members of our consumer advisory group, the opportunity to gain frontline insight into the high quality services provided by Open Minds has been invaluable and reflects the high regard in which Open Minds is held.

As many of you will know, some incredible people are employed in our sector, and it has been great to catch up with so many dedicated Open Minds employees. It is humbling, and in some ways confronting, to meet employees who, as part of a team, support a client with acute autism who requires 24 hour care, 7 days a week. Of course, the same high level of dedication and heartfelt purpose is required right across our business to support every one of our clients, be they in residential care or in the community and requiring different levels of support.

It is also important to acknowledge the outstanding work of our teams, including Employment Services (a good job can definitely contribute to improving the mental health and wellbeing of our clients), through to our support team at corporate Head Office (how would racing car drivers go if there was no-one at the pit stop

or good mechanics to ensure their car performs to the highest level?). In fact, every Open Minds employee has an important role to play in supporting our clients to achieve an independent and positive future.

Speaking of the future, the world outside our sector is spinning pretty fast and so it is good to report that Open Minds views this world as one packed with opportunity. I can say this because in my first few months, we ran an organisation-wide employee engagement and alignment survey. Our employees' feedback provided essential ingredients to help our Board to define Open Minds' new Purpose and Values, so ensuring that we are well aligned to meeting the future needs of our clients.

The overwhelming focus of the employee feedback and messaging was one of continuing to build our capacity and capability and enabling our work force to ensure a successful transition to the NDIS.

At Open Minds, there is absolute clarity on the need to optimise face-to-face time with clients providing the services at which we excel. We are equally clear, however, that this must be balanced with the brave new world where immediacy of reporting content and quantum of activity will be critical to sustainability. Open Minds understands that we must continue to improve our operational efficiency, using both 'our heads and hearts' to deliver the best services and supports. We know that our sustainability depends on our capacity to

be innovative in the way we deliver services and invest in technology that enables improved service delivery. Nothing we do must achieve anything less than an improved value and experience for our clients.

It is also important to report that we are balancing our portfolio - expanding in to Northern New South Wales to deliver a range of community-based health services in collaboration with the local hospital service. In North Queensland, our Community Re-Entry Service Team (CREST) is supporting men and women exiting Townsville Correctional Centre and achieving some great outcomes.

We are also increasing our level of participation in many 'non NDIS' opportunities that are being presented by the Queensland Government and the PHNs. The need for community-based mental health services grows ever greater and it is good to see increasing recognition of our sector's value and purpose. This was on display at the Open Minds Queensland Mental Health Week Achievement Awards which recognise and celebrate inspirational individuals and organisations dedicated to improving the mental health of our community. I would like to acknowledge the amazing support from our many Award sponsors and people who donated their time to the judge the record number of nominations. It was a team effort and a great event.

From an NDIS perspective, is 'it all roses'? Not yet, but we are making great inroads in the Townsville, Ipswich, Toowoomba and the Bundaberg regions and we are ready for Brisbane. The NDIS is a really important, relevant reform, and our partners, whether in Federal or State Governments, or our peer organisations, are working hard to make it happen. Open Minds will play a significant role in meeting the needs of participants.

As many will know, Open Minds faced a few challenges over the past 12 months. There was much discussion and work completed on a proposed merger with Mind Australia, which for many reasons and after considerable deliberation, did not proceed. There were some important learnings from this experience and our financial performance for 2017 suffered as a result.

However, our organisation has regrouped, our Board is demonstrating great leadership, stakeholders at every level are incredibly supportive and as we look to 2018 and beyond, Open Minds, like many others in the sector says - **"Bring it on!"**

Simon James
0412 124 565

Our Patron

His Excellency The Honourable Paul de Jersey AC QC. Governor of Queensland

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



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

In 1985, the Governor 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 has recently accepted an honorary doctorate from Griffith University.

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

Tim Ross' story

Tim was diagnosed with Bipolar disorder in 1985, and more recently diagnosed with Schizoid Psychosis. In 2015 Tim was admitted to hospital due to a decline in his mental health. During his time in hospital, he had a fall in the shower and broke his back.

After spending a further 4 months in the Spinal Unit of the Prince Alexander Hospital, his hospital social worker connected him with Open Minds in August 2016.

“Open Minds have helped me reach a number of goals and continue to do so daily. I have increased independence and can now catch the train and buses with the support of staff. I have never missed a physio appointment and staff always encourage me to do all of the recommended exercises. Setting these goals and completing them gives me great satisfaction and makes me feel good about myself.

I go to the movies on a Friday, swimming in the heated pool on Mondays and every couple of months I catch the train to town to have lunch with my sister. **The Open Minds staff continue to motivate me to remain focused and achieve my goals – this has helped me come such a long way over the past 12 months.”**

Tim's major achievement since joining Open Minds was having the confidence to, “catch the train to town to have lunch with my sister. I hadn't seen her for such a long time and my anxiety would not let me leave the house. With the support and encouragement of staff, I did it! Now it is something I like to do every couple of months, a little treat for me (and my sister I'm sure).”

Tim expressed his gratitude to Open Minds and wouldn't hesitate to recommend the services he receives.



Year in Review



Open Minds currently supports over **600 active clients** across the state of Queensland and into New South Wales

Our **Lifestyle Support Services (LSS)** teams provide programs in Redcliffe, Taringa, Ipswich, Stones Corner and Logan and support over **180 customers** to live independently within the community and work towards their recovery goals



53 NDIS participants in Far North Queensland are supported by our Townsville Open Minds team



Open Minds is the lead agency for **headspace** Taringa and Redcliffe. Open Minds **headspace** centres supported 1635 young people in the 2016/2017 period. Our **headspace** centres offer a wide range of mental health and other services to young people aged between 12 and 25. During 2016/17 both our centres supported more young people than any previous financial year

2017 brought a focus on **improved client experiences and outcomes** through increased client facing time and enhancing our effectiveness through people, processes and systems

Over the past year, our **Employment Services** teams have supported over **800 job seekers**

in three Employment Services Areas - **Brisbane South, Ipswich and Outer North** (specifically Capalaba, Mt Gravatt, Stones Corner, Woolloongabba Goodna, Ipswich, Lowood, Boonah, Caboolture, Deception Bay, Lawnton and Redcliffe)



Open Minds employs well over **400 staff** across **22 offices and outreach locations**

Our organisation was successfully re-accredited under the **Human Services Quality Framework, Workplace Health and Safety, and ISO Quality Management standards**



54.4% of our clients are female, **54.4% male**, and just under 1% identifying as either transgender or non-assigned gender

Open Minds, as a member of the **Partners in Recovery (PiR)** consortia in North Brisbane and West Moreton-Oxley regions, has supported **134 customers** during the 2016/17 period

In the past year, **Open Minds supported 637 individuals accessing the Personal Helpers and Mentors (PHaMs) program**. PHaMs provides increased opportunities for recovery for people aged 16 years and over who have a severe mental illness, by helping them to overcome social isolation and increase their connections to the community

Open Minds completed a survey of our employees to assist continuous improvement, with over **70% of our employees participating in the 'Your Voice' Employee Survey**

Since commencing in March 2017, Open Minds' **Employment Services School Based Traineeship Program** has placed **50 students** into employment. The program is offered on the Sunshine Coast, Outer North region, South Brisbane and through to Ipswich



Our **Residential Support Services (RSS)** include 24/7 support, supported co-tenancy houses, residential transitional supported accommodation, in-home residential support and operates in Burpengary, Wynnum house, Stafford, Mitchelton house, Caboolture, New Farm, Wakerley, Aldershot Street, Sunnybank, Coopers Plains, Doolandella

We are currently preparing for the NDIS roll-out in other locations across Queensland, including the **greater Brisbane region from July 2018**, by ensuring the efficiency and effectiveness of our systems and appropriate planning

Achievement Awards 2017

Now in their 5th year, Open Minds hosted the **2017 Queensland Mental Health Week Achievement Awards**, recognising and celebrating outstanding achievement in the mental health sector



July 2016, Open Minds secured a **five year contract** to provide re-entry support back into the community for men and women exiting Townsville Correctional Centre. The program's aim is to reduce recidivism through success whilst on parole



Our philanthropic arm, the Wattle League Foundation, collaborated with a range of stakeholders to develop a **Model of Service for Wattle House**

Our Board and Executive Leadership Team reviewed and refreshed our organisation's **Purpose, Values and Future Direction**



Open Minds supports clients **aging from 10 to 83**

In 2017, Open Minds secured a Housing and Accommodation Support Initiative (**HASI**) **contract** in Northern New South Wales

Simplifying your NDIS Journey

Open Minds | experienced providers of NDIS supports

The past twelve months has seen Open Minds gain even more depth of knowledge, experience and expertise in the provision of our NDIS supports for clients.

The Open Minds NDIS team has been working with clients to support their NDIS journey since the beginning of the transition to the new Scheme.

In the North

Our team is enjoying working with a diverse group of participants ranging from young children to more mature individuals. To match this, Open Minds has a diverse and skilled workforce including specialised Indigenous support workers.

The NDIS has given many families in Far North Queensland a new opportunity to secure access to critical services. Our team members acknowledge that sometimes it can be difficult for the family or participant to take a step back, engage and allow a third party (an organisation such as Open Minds) to deliver their supports. The good news is the transition to the NDIS has given individuals, families and carers an opportunity to exercise their own choice and control to seek a reliable provider to deliver their services.

Our Townsville team members are working with families to support their needs around assessments and commencing therapies. Many clients have joined mainstream exercise programs and gym sessions, opening up access to services they may not have known existed prior to their NDIS plan.

In the South

The South West support team are busy providing various supports to our NDIS participants, including assistance with developing self-care skills, accessing and participating in the community, public transport training, assistance to attend therapeutic appointments, support to engage in study and work options, and the development of skills to transition to independence.

The Toowoomba office has supported a number of new participants who have never been registered to receive state-based funding or support. This has been very rewarding for our staff as they witness participants mastering new skills, receiving support and engaging in their local community.

Our team in the South have supported participants to review their existing NDIS package to examine whether their packages adequately meet their current support needs. The South West support team have a diverse range of skills, including a former professional cook assisting our participants to increase their cooking skills and knowledge.

Accelerated rollout of the NDIS in Ipswich, Bundaberg and Rockhampton

In May 2017, the Queensland and Commonwealth Governments agreed to bring forward the rollout of the NDIS for users of existing Queensland Government disability services in Ipswich, Bundaberg and Rockhampton transition areas. Open Minds was prepared and ready in these locations to support new and existing clients.

Open Minds is operating right across Queensland to deliver NDIS supports, including our office in Toowoomba, a fresh new office space and enhanced team located in Ipswich's CBD, and Open Minds Outreach services operating in both the Bundaberg and Rockhampton communities.



My experience so far with Open Minds has been very promising! The staff are very understanding, supportive and always there for me. My quality of life has improved 110% and I am wrapped with the generosity of all involved in my support.

– Alec, Open Minds NDIS client, Townsville

The NDIS is coming to Brisbane and Open Minds is ready

With the NDIS slated to commence in July 2018 in the regions of Brisbane North & South, Logan & Redlands, our teams at Open Minds are already operating in these regions. To be fully prepared to support new clients, Open Minds have begun working with our existing clients towards their transition to the NDIS.

Ongoing education for our teams

Since our sector began the transition to the NDIS model, Open Minds has been educating our staff on how to translate NDIS Plans for our clients. Our teams are currently learning more about the three NDIS funding areas - Core, Capital & Capacity Building - and how these areas map into delivering high-quality, customer-focussed services for both new and existing Open Minds. Our Lifestyle Planners and Support Coordinators will support clients to translate their NDIS plans into action.

Open Minds currently supports close to **80 clients on their NDIS journey**, and we will be there to support communities as the NDIS continues its roll out.

Boonah	Lawnton	Stones Corner
Bundaberg	Lismore	Taringa
Caboolture	Logan	Toowoomba
Capalaba	Lowood	Townsville
Goodna	Mount Gravatt	Tweed Heads
Grafton	Nambour	Woolloongabba
Ipswich	Redcliffe	

Our NDIS support options:

- + Connecting to your community
- + Behaviour support and planning
- + Daily living and independence
- + Employment and education
- + Assistance to access stable accommodation
- + Healthy living and lifestyle
- + Social interaction – friends and groups
- + Family and Carer supports
- + Social skills development
- + Navigating the NDIS
- + Holidays and leisure

As the NDIS continues its rollout across the nation, **contact Open Minds on 1300 673 664** to find out how we can support you in your region.

Support Streams

Open Minds offers a tailored and holistic approach. Our core support streams encompass: Your Life, Your Job, Your Health, Your Home and Your Community.

We also provide:

- + Training opportunities through our Registered Training Organisation (RTO), the Australian Mental Health College
- + headspace services in Taringa and Redcliffe
- + specialised support programs throughout Queensland and into Northern New South Wales
- + In addition, Open Minds is progressing the establishment of an Allied Health facility in Morayfield scheduled to open in 2018.

Our complementary programs

In addition to our support streams, and specifically developed from customer feedback, our complementary programs* can include social, recreational and therapeutic offerings - all tailored to meet specific needs. Our programs are constantly reviewed and refreshed as different groups and customers come together. This evolving and dynamic environment allows choice and control over group opportunities and supports. For

example, Open Minds offers programs designed to create a natural bridge into the broader community through participation in locally delivered programs and activities.

Our programs build social connections to grow creative spirit and encourage individuals to play an active part in their community and include:

- + connection with local interest groups and activities in the community
- + NDIS readiness and planning workshops
- + activities to promote physical wellness - including eating well and exercise
- + information sharing and peer support
- + developing skills to build confidence for recreational, creative and social activities
- + special events / community BBQs throughout the year

*Access to Open Minds supports and services depends on eligibility, funding, location and individual support needs.

Living Well Workshops

As part of the Personal Helpers and Mentors Program (PHaMs), Open Minds delivers Living Well workshops, offering a range of programs specialising in psycho-education and life skills building. Designed to promote recovery and enhance wellbeing, the programs range from assistance with social anxiety, emotional resilience and health, relationships, to workshops supporting participants to develop their confidence and skills in specific life domains such as workforce readiness and/or physical wellbeing.

Support Streams

My Life

Open Minds support services are based on the principles of recovery.

We recognise that recovery is different for each individual and our staff work with clients, 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 support services, which are provided in both community and residential settings, include:

Daily Living Support

Daily Living Support assists you to do all the tasks and chores you may encounter in everyday life. We work alongside you to develop skills that will enable you to maintain your independence and navigate your choices.

We can support you with personal care tasks like grooming and bathing. Where appropriate, we can assist you to develop the skills to undertake tasks yourself. Open Minds can also arrange Occupational Therapy assessments for equipment and modifications you may require, such as hoists and rails, and we can also recommend other health supports that may be of benefit.

Daily Living Support includes:

- + assistance with shopping
- + accessing the Public Trustee, Public Guardian, as well as other support and advocacy services
- + accessing Centrelink
- + assistance with cooking and meal preparation
- + assistance with cleaning
- + assistance with personal care
- + assistance to utilise transport services
- + assistance with continence care
- + assistance with mobility and transfers including hoists and wheelchair use
- + referral for allied health assessment and support (we can recommend other avenues of health support as physiotherapy and speech therapy)

Managing Money

Keeping up with your bills and living costs can be quite a challenge. We can support you with budgeting tools and banking assistance to enhance your skills in managing your money and savings. We can help you to plan ahead to do the things you enjoy like going to an event or on a holiday.

Holiday and Leisure

Open Minds can support you to plan your holidays and experiences and set off on your next big adventure. Having a holiday or experiencing leisure activities is a great way to alleviate stress and enhance your mental health and overall wellness.

Social Skills Development

The strategies and tools adopted in Social Skills Development will help you to manage social situations, gain confidence and take the next steps in personal development.

We all have occasions that can be challenging and stressful for us. Our social skills are the channel through which we can communicate our thoughts and feelings with others.

Identifying well with others has many benefits including:

- + opportunities to develop new relationships
- + finding employment
- + making friends
- + building confidence
- + reducing stress
- + feeling confident in social situations
- + encouraging personal development
- + exploring personal and intimate relationships

Support Streams

My Job



Open Minds Employment Services matches jobseekers and potential employers to secure rewarding and sustainable employment opportunities for people with a disability, mental illness or an acquired brain injury.

For job seekers

Open Minds supports job seekers to find and secure jobs they love, building a sense of fulfilment, independence, and self-confidence, whilst supporting their path to recovery.

If you are experiencing mental illness, a disability or an acquired brain injury and want to work, we can help you find employment. We take into consideration everything from your employment interests and skills, access to transport, hours of work required and the type of environment that would best suit you to ensure you are able to sustain employment.

We will walk alongside you every step of the way – including identifying suitable career or volunteering options, addressing barriers that make it difficult to obtain and keep work, accessing training to gain skills, talking to employers to find job opportunities, and accessing workplace modifications if required. We can also support you to identify further education opportunities and courses through our Registered Training Organisation (RTO), the Australian Mental Health College.

We work closely with our local community and employment partners to build lasting relationships and successful opportunities for our job seekers.

We specialise in holistic service offerings such as career planning, resume and interview preparations and on-the-job support.

Open Minds provides a range of programs, including Job in Jeopardy, and tailored individual support to employers and employees. We deliver on-the-job support and assistance, and facilitate auxiliary services including allied health tailored to support participants experiencing difficulties maintaining employment.

For Employers

Many people experiencing mental illness or disability have the capacity and drive to find and keep a job, and make a lasting contribution to their employer's success.

Open Minds are experts in identifying the right opportunities for job seekers and we work closely with employers by listening to their needs and matching them with motivated and productive team members. We also help support workplaces to prepare, and follow up with on-site support for participants and employers.

We can also assist with a range of financial supports and incentives such as:

- + wage subsidies
- + workplace modifications
- + assistive technology
- + mental health first aid training provided by RTO, the Australian Mental Health College
- + securing Auslan interpreting services
- + disability awareness training

School Based Traineeships

We are passionate advocates for social inclusion and the wellbeing of our youth. Open Minds provides Supported School Based Traineeships for Year 10, 11 & 12 students who meet our criteria.

We partner with the school, parents and employers to ensure students are well supported throughout their journey. Our goal is to transition each and every student in our program into their first job.

A Supported School Based Traineeship is a collaboration of partners, with the key objective to support students to gain and complete a School Based Traineeship, followed by sustainable ongoing employment post-high school. Our traineeship empowers them with self-esteem, self-sufficiency and the ability to become an adult contributing positively to society.

In addition, we work to ensure our students gain a nationally recognised qualification, paid employment, relevant workplace experience, mentoring and support throughout their journey.

Support Streams

My Community

Being part of a community provides a sense of support, mutual understanding and engagement. We know from our clients just how important community involvement and accessibility is to them.

There are a number of ways Open Minds can support you or your loved ones in your community of choice.

Aboriginal and Torres Strait Islander peoples (ATSI)

Open Minds is committed to working towards closing the employment, economic, health and wellbeing gaps between Aboriginal and Torres Strait Islander peoples and other Australians, ensuring First Australian peoples receive high-quality mental health, disability, social and emotional wellbeing services delivered in a culturally appropriate manner.

Open Minds is currently delivering its Innovate Reconciliation Action Plan (RAP), approved by Reconciliation Australia in May 2016.

Culturally and Linguistically Diverse Support (CALD)

Feel connected to the community, meet and share your experiences with others who are Culturally and Linguistically Diverse (CALD).

We can assist you to:

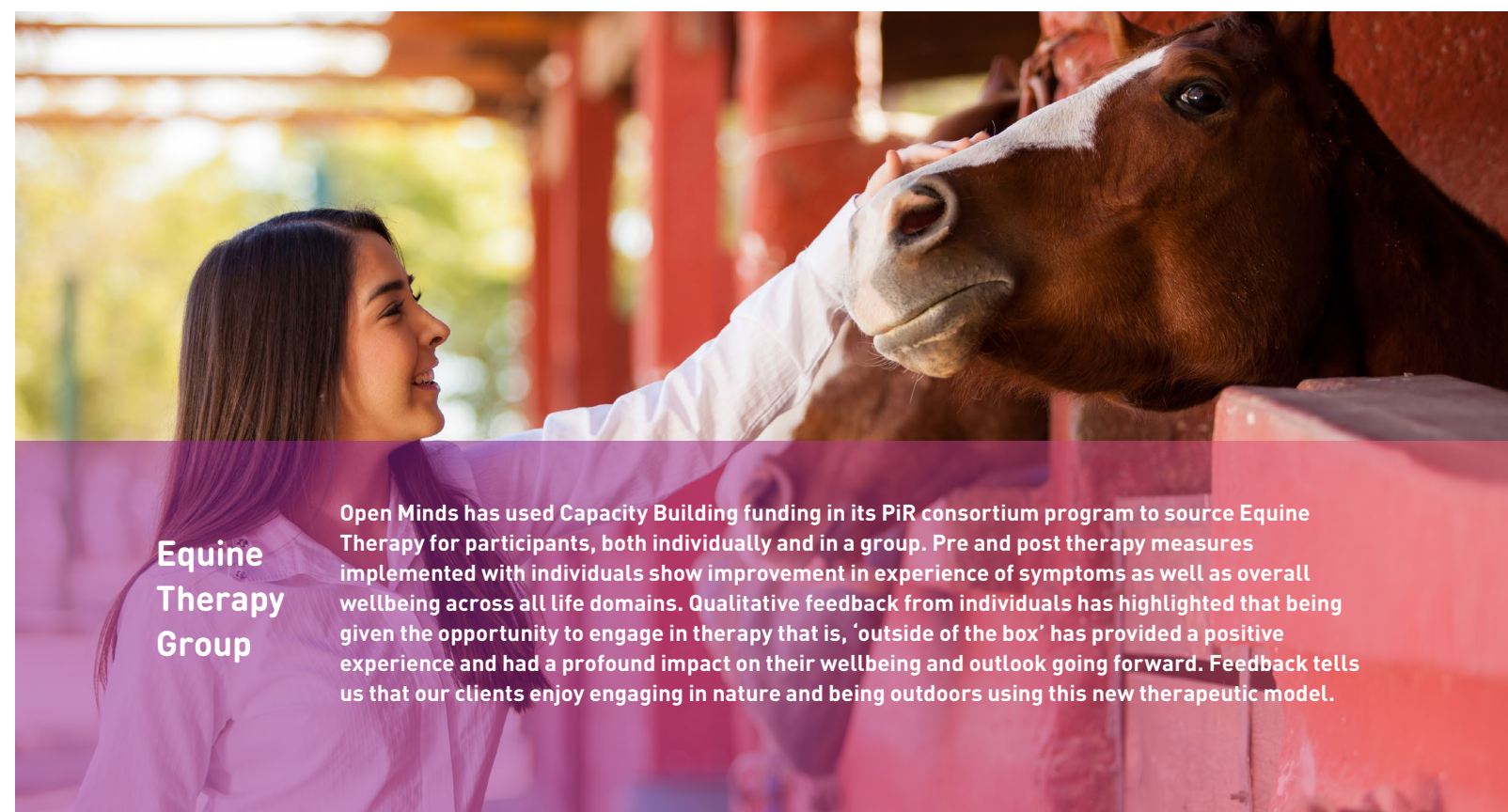
- + connect with local cultural advisory and support services
- + participate fully with the supports you need, within your community
- + reduce language barriers and assist communication with others
- + support you to understand your rights

Lesbian, Gay, Bisexual, Transgender, Intersex, Questioning and Asexual (LGBTIQA) Support

Every person has the same human rights irrespective of sexuality, gender identity or intersexuality. Open Minds will provide a supportive service tailored to your needs.

How we support LGBTIQA:

- + accessing LGBTIQA programs in your local community
- + connecting to other groups and networks
- + support to live well in the community of your choice
- + linking and supporting you to access psychological, community and sexual health services



Equine Therapy Group

Open Minds has used Capacity Building funding in its PiR consortium program to source Equine Therapy for participants, both individually and in a group. Pre and post therapy measures implemented with individuals show improvement in experience of symptoms as well as overall wellbeing across all life domains. Qualitative feedback from individuals has highlighted that being given the opportunity to engage in therapy that is, 'outside of the box' has provided a positive experience and had a profound impact on their wellbeing and outlook going forward. Feedback tells us that our clients enjoy engaging in nature and being outdoors using this new therapeutic model.

Support Streams

My Home

Open Minds Living Support assists individuals to access and maintain stable accommodation. Our housing model is flexible and built on ensuring choice and control for the individual.

We see it as more than just a roof over your head. We provide support to fulfil personal goals and participation in community life. This includes social and recreational activities, employment, educational, training and personal development opportunities.

Enjoy your surroundings and love where you live. My Home will support you to access your accommodation needs, and find ways of reducing the stress associated with changing living arrangements.

Open Minds will work closely with you to identify what type of accommodation you want and need, while working within your budget. We can assist with everything from the details of your tenancy to arranging garden maintenance.

We can assist you to:

- + Find the right home for you
- + Create safety and security
- + Get support in your home
- + Adapt your home to suit you
- + Learn to work within a budget
- + Improve your housekeeping skills
- + Stay close to your friends and family
- + Get on with your neighbours

Our Residential shared support model

Open Minds is also a provider of Residential Support Services. We can support a group of like-minded people to live together in a shared home, allowing them to combine and share their funded support packages.

Partnership with bric Housing

Open Minds in partnership with bric Housing proudly provides accommodation for individuals and families in the Redcliffe area who are transitioning into sustainable housing. bric provide tenancy and property management, whilst Open Minds offer support for the individuals living in the accommodation via a range of services. **Services include:** assistance to find employment, community engagement, education, health and wellbeing initiatives and wraparound services including direct support. **The program is reaching identified goals of sustainable housing by building resilience, connecting people to a community of choice, and providing a suite of individualised, flexible and tailored supports underpinned by client choices to enhance their journey to success.**

The program has been built around the principles of recovery oriented practices, with clients accessing:

- + Accommodation Options – private, social and community
- + Youth Psychosocial Support – referrals and linking (headspace)
- + Adult & Family Psychosocial Support – referrals and linking (GP, Psychiatrist, Life Coaching and Mentoring Services)
- + Rehabilitation
- + Employment Services
- + Community Participation – mentoring , education and connections to local community, referrals and linking
- + Life Skills Building i.e. budgeting
- + Health & Family Wellbeing – building resilience

Support Streams

My Health

Open Minds provides support for mental health or physical wellbeing including acquired brain injury (ABI), mental illness or disability.

Behavioural Support and Planning

Behaviours of concern can be difficult for the person, their family and the people surrounding them. Reducing behaviours of concern for an individual increases quality of life for everyone. To support this, Open Minds works with individuals, families and carers to implement behaviour management strategies and supports. Open Minds have qualified and experienced staff ensuring support needs are met and will work with the individual or loved one to create a plan that will improve the lives of all involved.

Behavioural Support Planning includes:

- + development, review and management of positive behaviour support plans
- + understanding restrictive practices
- + functional behavioural analysis
- + individualised tailored support strategies
- + monitoring and reviewing progress

Therapy and Support

Open Minds can provide you with the support you need to maintain your best health. We can assist you to access therapy and medical appointments and support you with your in-home rehabilitation. Therapy and Support will assist you to attend appointments and complete your exercises and tasks to ensure your best health.

Therapy and Support can provide you with:

- + comprehensive behavioural assessment, planning and supports
- + support to undertake your in-home rehabilitation program
- + assistance to attend your medical and other health appointments
- + assistance to arrange assessment for in-home aids and modifications
- + coordination between your health providers
- + support for healthy living options such as exercise, healthy eating, meals on a budget and stopping smoking

headspace

headspace is the National Youth Mental Health Foundation and provides early intervention mental health services for 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. headspace Taringa and Redcliffe are operated by Open Minds Australia.

Healthy Living

Healthy Living supports you to learn about and put in place strategies and supports to improve your physical wellbeing. When it comes to living a healthy lifestyle, education about nutrition, exercise and how our bodies work is essential.

There are a number of different ways that we can support you to live a healthy lifestyle, including:

- + shopping for healthy food options
- + healthy cooking and meal planning
- + participating in exercise programs to get you feeling your best
- + finding the right GP or health specialist

Medication Support

Staying healthy may include regular medication. Open Minds provides assistance and support where appropriate with medication and can provide some tools to enable you to manage your medication independently. Self-managing your medication can include introducing you to your local pharmacist, supporting you to pick up medication from your local chemist, information on bulk-billing, and understanding and navigating your health benefits or health care card.

Wellness and Recovery

Wellness and Recovery empowers you to live a life of choice and independence through a range of tailored management skills which include:

- + wellness planning
- + strategies for managing crisis situations
- + understanding your mental health including your personal triggers
- + self-management skills



Australian Mental Health College

The Australian Mental Health College (AMHC) is a Registered Training Organisation (RTO) and the education arm of Open Minds.

The **AMHC** provides expert education and training in suicide awareness and prevention, strengths-based practice, customer-centred care, professional boundaries 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.

Suicide ALERT

Suicide ALERT (Suicide Awareness, Life Education and Response Toolkit), is an accredited training program that explores suicide awareness and prevention techniques. Participants who complete the course receive the nationally accredited **CHCCCS003 – Increase the safety of individuals at risk of suicide**. To date, 100 Open Minds staff have completed this program.

First Aid

AMHC is now delivering our own First Aid course. Participants who undertake the course receive the nationally accredited **HLTAID003- Provide First Aid**.

Content includes:

- + responding to an emergency situation
- + applying appropriate first aid procedures including how to perform CPR and using a defibrillator
- + communicating details of an incident
- + debriefing, and evaluating incidents and their own performance

In implementing this First Aid course, **AMHC** looks to increase staff expertise while strengthening the care we provide to our clients.

Expanding our Offerings

During 2016/17 a range of work was completed behind the scenes to expand the training programs available through the **AMHC**.

A number of programs are in the final stages of development. These nationally accredited programs will include:

- + Cert II in Hospitality
- + Cert III in Hospitality
- + Cert III in Individual Support
- + Cert II in Business Admin
- + Cert III in Business Admin

A shift in focus saw **AMHC** expand our registration from a private to enterprise RTO allowing us to not only deliver these programs to Open Minds staff but also our clients and the general public.

Internal Training

We provide excellent staff training designed to prepare staff for work within the community services sector, and to enhance and increase their understanding of the sector and ability to deliver customer-centred support.

Craig Lewis' story

Craig is a Partners in Recovery (PIR) participant, and our first Open Minds client to receive an approved **NDIS Plan in the Ipswich region**. Craig joined Open Minds from another service, after hearing good things about our work with others, including our LGBTIQ support. Open Minds assisted Craig throughout his NDIS Planning process, and now continuing into Support Coordination and Case Support services.

Craig was born in Sydney, before moving at a young age to Longreach to live on a beef cattle property with his family for many years. Craig told us how his passion for gardening was fostered during the family's time on the property, with Craig tending to the extensive gardens around the family farmhouse, eventually turning him into a real green thumb. Craig continues to enjoy this hobby, growing plants for pleasure in the courtyard of his home. Craig shared many wonderful memories with us of growing up in this incredible outback location.

Craig's busy week is a mixture of appointments, exercise, NDIS monitoring and meetings, group and independent activities. Craig also manages to make time to volunteer and give back to others in his community - joining in on the BBQ

at the local Salvation Army every Thursday. Our support workers and facilitators are on hand for Craig throughout the week.

Whilst the transition to the NDIS model has meant mastering a new framework, Craig has enjoyed the choice and control offered by the new system. The team at Open Minds work closely alongside Craig, to assist with the tracking and monitoring of his support package, whilst encouraging and supporting his choices.

Craig enjoys visiting markets and fossicking through a local garage sale, and has also worked as a Chef in the past in such far-flung locations as Great Keppel Island. Craig is very keen to secure a casual role again in the future in his community.

Craig currently receives in-kind support coordination from Open Minds' Partners in Recovery program, complemented by direct support from our Open Minds Lifestyle Support Services (LSS) and NDIS-specialist Ipswich teams to assist him with daily living activities and to facilitate access to the community.

Our thanks to Craig for sharing his story.





Wattle League Foundation

The past 12 months has seen the Wattle League Foundation collaborate with potential partners on the Foundation's first project, Wattle House, including a **Model of Service for delivering transitional supports to veterans with mental illness as a result of service to country.**

Open Minds' philanthropic arm, the Wattle League Foundation, has been engaged in a range of activities aimed at the development of a network of experts encompassing Australian Defence Force (ADF), veterans, clinical and non-clinical areas, government and agencies. This network has taken a collaborative approach to Wattle House, and activities to date include:

- August 2016**
 Wattle House Co-Design Day
- September 2016**
 Wattle Day High Tea, Queensland Parliament House
- October 2016**
 Our first fundraising activity, Exercise Stone Pillow sleep out
- November 2016**
 Submission to review current services available to veterans and members of the ADF in relation to the prevention of self-harm and suicide. Review conducted by Commissioner for Mental Health, National Mental Health Commission, Canberra
- February 2017**
 Wattle House Model of Service Workshop and draft Service document
- February 2017**
 Preliminary budget costing of Service Model for business case
- March 2017**
 Delivery of draft Concept Design for a facility where Wattle House might be delivered
- April 2017**
 Launch of Workplace Giving Program (WPG) for Open Minds employees
- Ongoing**
 Finalisation of the Wattle House Model of Service. Government and Ministerial meetings and briefings, and meetings with Ex-Service Organisation's and other interested parties.

Once established, **Wattle House** will provide access to a comprehensive therapeutic and peer support program for veterans that includes both group activities and individual support. Case management and peer workers will facilitate linkages to specific in-house and external programs that include but are not limited to:

- + psychological support
- + budgeting and financial management
- + activities of daily living – grocery shopping, menu planning and cooking skills
- + maintenance of physical health and fitness
- + social skills
- + relationship guidance
- + managing substance abuse
- + vocational guidance, training and education
- + planning engagement in leisure activities and developing hobbies

Open Minds launches Workplace Giving Program

In April 2017, Open Minds launched its Workplace Giving Program, providing our staff with an opportunity to donate to the Wattle League Foundation directly from their pre-tax pay. By signing up to the Workplace Giving Program, our staff donations will assist the Foundation to deliver programs to people in need of supports to recover from mental illness. The first of these programs will be Wattle House, supporting ADF veterans experiencing mental illness as a result of their service to country.

It doesn't take much to make a real difference. By forgoing as little as a cup of coffee once a week, they are giving to the Wattle League Foundation and contributing directly to its work.

Dana's Workplace Giving Story

"I have always given to other charities around ANZAC Day and Remembrance Day. Like many Australians, both my grandparents served in WWI & WWII. I watched the disjointed and failed marriages of both grandparents, largely due to the effects of war.

This had an enormous impact on my family. Had my grandparents lived in an era where recovery was a topic of conversation, there are many lives that could have turned out differently in my family.

I am grateful to work for an employer who is pioneering a service model to support the current generation of Australian service men and women, so there is an opportunity for history not to be repeated.

I am proud to give the Wattle League Foundation over other charities, knowing I will be informed of how that contribution has been spent."

Dana Cole
 Open Minds staff member

Our Wattle League Foundation hero!

Ben is a year 8 student at West Moreton Anglican College. Ben is from a defence family, right back to his Great, Great Grandfather through to his Dad, a current serving member in the Royal Australian Airforce. Last year, Ben was participating in a leadership activity at school – the 'Talents Challenge', and came up with a terrific fundraising plan.

Ben researched a range of charities online and came across the Wattle League Foundation. Upon reading about the WLF's first project, Wattle House, Ben was surprised and disappointed to learn that ex-serving ADF personnel suffering PTSD may experience homelessness. Ben decided to put his \$10 from the 'Talents Challenge' towards raising funds for the Foundation and Wattle House. Ben used his allocated \$10 to buy raffle ticket books, then visited various businesses, explaining his challenge and collecting donations - from music store vouchers to a tour of Amberley Airbase, with a total of 10 prizes up for grabs. Ben managed to raise a grand total of \$750!

We are so grateful to Ben for his efforts in raising much needed funds to support the Wattle League Foundation and the establishment of Wattle House.



Our People

Board of Directors



Professor Paul Mazerolle
Chair

PhD, M Science, B Arts

Professor Paul Mazerolle is Chair of the Board of Open Minds. He took on this role in February 2017, and was Acting Chair from December 2016 to February 2017. He has been a director of Open Minds since 2009 and is a member of the Governance, Remuneration and Nomination committee. In addition to his role at Open Minds, 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. In addition he is chair and co-convenor of the Integrity 20 initiative at Griffith. Paul holds a PhD in Criminology, a Masters in Criminal Justice and a Bachelor in Sociology.



Grant Hawgood
Non-executive Director
GAICD CHIA

Grant is a registered psychologist with certifications in governance, finance and informatics. Grant has worked as a counsellor and psychologist in the not-for-profit social service sector, as well as working in both inpatient and community mental health teams. Grant brings experience in mental health policy and service planning, having led state wide service planning and workforce development projects as part of implementing the Queensland Plan for Mental Health 2007–2017, the largest single investment in mental health in Queensland's history. As an Executive in the not-for-profit sector, Grant's career is characterised by providing strategic and practical advice on integrated service planning and design, clinical governance, measuring client outcomes and implementing integrated business management systems. Grant is passionate about using data to improve services and empower people to participate meaningfully in their own care. Grant is a Certified Health Informatician and has been a member of the Queensland State Branch Committee of the Health Informatics Society of Australia since 2015. Grant is Chair of the Service and Clinical Governance Committee. Grant was appointed to the Board in July 2017.



Louise Cox
Deputy Chair

BBus(Mgt), BBus(Accy), LLB(Hons), LL.M, MTax, FCPA, FTIA

Ms Louise Cox is an experienced Board member serving as Chair, Deputy Chair, Chair of Finance and Risk, and Chair of Governance in commercial, public sector, and not-for-profit boards across a broad sector group including education, professional services in legal, architecture and accounting, management consultancy and mental health. Louise is a member of the Executive Committee of the Caxton Legal Centre, director of TAFE Queensland, Chair of Griffith University's Department of Accounting, Finance and Economics Advisory Board, and a member of QUT's School of Accountancy - School Advisory Committee. Louise has previously served as a member and Chair of the Metropolitan South Institute of TAFE Advisory Council from December 2008 to June 2014, as member and President of CPA Australia's Queensland Division and as a Director of Open Minds to 2011 and Thomson Adsett Architects. A director of Open Minds since November 2016, Louise is the Deputy Chair of the Board, and a member of the Audit and Risk Committee. In 2017, she served for an interim period on the Governance Remuneration and Nominations Committee.



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, 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 to the Board of Open Minds in August 2015 and is a member of the Board's Audit and Risk Committee.



Stephen (Steve) Roberts

Non-executive Director
FAICD, FIPA

Steve is an experienced chairman, non-executive director, board advisor and executive, having sat on numerous boards across the ASX, private, government, family company and not-for-profit sectors in Australia, South East Asia and the United Kingdom. Steve brings key skills in corporate strategy, business development, finance & accounting and systems and frameworks, including in the areas of financial governance and risk management. Steve is a Fellow of the Australian Institute of Company Directors (FAICD) and a Fellow of the Institute of Public Accountants (FIPA). He is currently Chair of the Board's Audit and Risk Committee. Steve was appointed to the Board in November 2013.



Simon Rumore
Non-executive Director
BCom, GAICD

Simon is an experienced non-executive director and executive and in addition to his directorship with Open Minds he is deputy chair of a large national charity in the social justice sector. In an executive capacity, he has spent the last nine years as a consultant and interim executive for a range of large companies in sectors such as healthcare and medical research, financial services, information technology, engineering, resources and not-for-profits. Simon brings skills in the design of operating models, organisational design, program and organisational change management, mergers and acquisitions and the alignment of leadership frameworks to culture. He is a member of the Governance, Remuneration and Nominations Committee. Simon was appointed to the Board in June 2017.



Mike Gilmour
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 and a Director of Aviation Australia Pty Ltd. He holds several other non-director appointments.

Mike's past appointments include: Director, Sugar Research Australia Ltd, Chair of the Metro North Brisbane Medicare Local, Director, South East Alliance of General Practice, Director, Queensland Centre for Rural and Remote Mental Health, 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 had 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 hospital, health and manufacturing sectors.

Mike served as Chair of Open Minds from November 2009 to November 2016 and has been a Director of Open Minds since May 2005. He is currently Chair of the Board's Governance, Remuneration and Nomination Committee, and a member of the Service and Clinical Governance Committee.

Our People

Executive Leadership Team



Simon James
CEO
FAICD

Simon has an extensive background in healthcare (Public/ Private and Primary / Secondary / Tertiary), community services and sports management. He has widely diversified skills across these sectors and passionately believes that the key to a sustainable health system resides in the delivery of effectively delivered community based services. Simon brings 18 years experience to Open Minds as an executive leader and 8 years as both an executive and non-executive director serving on SME boards in the for profit and not-for-profit sectors along with a strong professional network in the relevant sectors and industry groupings.



Bernadette Shanahan
General Manager Operations
BSocWk (Hons)

Bernadette joined Open Minds in 2015 as the Business Development Manager and has been instrumental in the design and delivery of our Community Living Supports (CLS) program. Bernadette oversaw the establishment of three sites and key relationships in Northern New South Wales, developed and secured funding for the CREST prisoner community re-entry program in Townsville, and established the Open Minds Townsville office which registered the first NDIS client in Queensland, who is still with us. Bernadette has held senior executive roles across private, government and non-government organisations over the past 17 years. Bernadette was appointed to the role of General Manager Operations in March 2017.



Chris Attard
Chief Financial Officer
BBus (Comm), CPA

Chris joined Open Minds in 2017 and brings with him over 30 years financial, IT and General Manager experience. He has worked in multiple sectors including manufacturing, health, mining and resources and has served on The Asthma Foundation of Queensland and Hockey Queensland Boards. Chris has been both a member of and Chair of Audit, Finance and Risk Committees, is a CPA and holds a Graduate Diploma Applied Corporate Governance from Governance Institute Australia (formerly Chartered Secretaries Australia).



John Gimpel
General Manager Business Development
GCertMgt

John has extensive senior management experience in allied health, including 6 years as Australian CEO of Swiss based audiology provider Connect Hearing which practices from over 150 locations Australia wide. Before that, John was General Manager of OPSM New Zealand, and prior to this managed over 110 optometry practices across all Australian States. Since joining Open Minds in 2015, John's focus has been on building revenue growth. In previous roles within private allied health providers, John and his team achieved growth, whilst also achieving high client satisfaction and quality client care outcomes - balancing commerce and care. As a founding Board member of the Hearing Care Industry Association, John has gained substantial experience in advocacy to government, and working with complex government funding models. His business mantra is simple - 'Set clear expectations, measure outcomes closely, and recognise high performance.'



Kevin Beach
**General Manager Training (RTO) and
Employment Contract Tenders**
GCert Comm

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 consistently build improved business performance and enhanced brand awareness and profitability. Kevin is a strong, pro-active leader who empowers staff to take ownership, whilst providing coaching, training and mentoring to build cohesive teams 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 be apart of the Open Minds team and excited by the opportunities that the NDIS model will offer.



Michelle Smith
General Manager Human Resources
BA (Hons), Grad Dip Bus Admin, CAHRI

Michelle joined Open Minds at the end of May 2017. Michelle is an experienced HR Manager. She has 20+ years experience across a diverse portfolio of HR functions including strategic leadership, change management, organisation design and restructuring, recruitment, performance management, rehabilitation, culture change programs, leadership development, diversity and engagement. She has successfully led numerous restructures, improvement projects and introduced new technologies to improve efficiency and deliver contemporary HR practice. Michelle is excited and committed to building a strong skills based workforce to support clients through the NDIS.



Simon Moore
Company Secretary
MAICD FGIA FCIS

Simon Moore joined Open Minds in 2016. Simon is a not-for-profit specialist with over 15 years' experience in the not for profit and primary health care sectors, in membership organisations, and as a part of executive leadership teams. His governance experience spans 6 years in the not-for-profit health sector as Company Secretary of large charities, and three years experience as a director in the not-for-profit sector. Simon has supported change and organisational transition at Board and operational levels. Simon's experience includes: corporate governance, operations; stakeholder management; membership engagement; contracts management and risk management. He holds the Graduate Diploma Applied Corporate Governance from Governance Institute Australia (formerly Chartered Secretaries Australia), and is a member of the Australian Institute of Company Directors.

Governance

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

At Open Minds, we regularly review our governance arrangements and update our policies and practices in accordance with industry standards and regulatory requirements.

Role of the Members

Our Members are valued contributors who are vital to the governance of Open Minds.

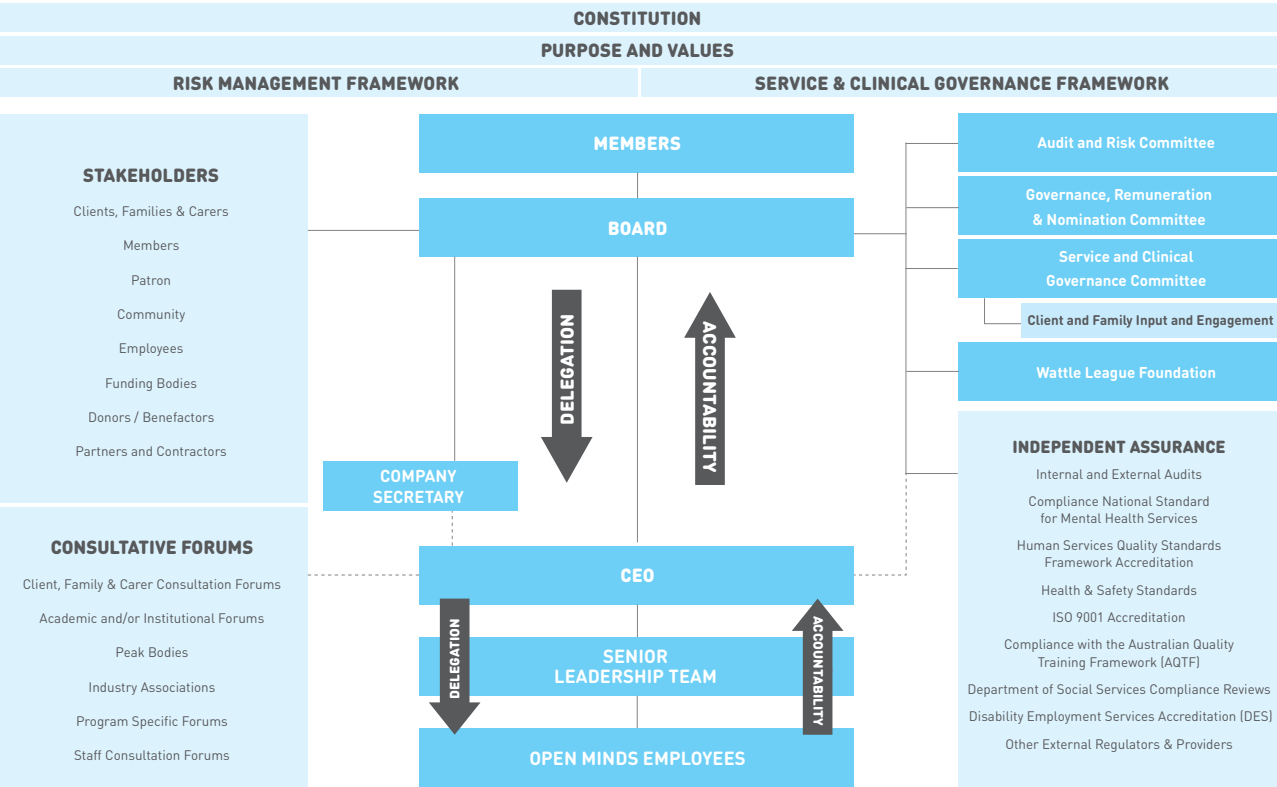
As the constitutional 'owners' of Open Minds, Members elect the Board and through the constitution, delegate all authority to the Board to manage the company.

Members are expected to:

- + Support the aims and strategic objectives of the company
- + Bring an independent mind to decision-making; and
- + At all times act in the best interest of the company.

Open Minds actively encourages Members to participate in the governance of the company by attending and considering matters before Member meetings, and voting either in person or by proxy.

Members may participate in formal and informal events throughout the year.



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. The Board has delegated authority to the CEO for operational aspects of the organisation
- + The Board provides strategic direction and governance oversight, establishing purpose and values, and ensuring management actions are achieved in an effective and ethical manner. The Board has adopted a number of governance policies and processes to achieve this
- + The Board through its Chair, Directors, the CEO and other staff maintain ongoing relationships with Clients, Members, and other Stakeholders to ensure they are fully informed and active participants in the company

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

Performance Reviews

- + Directors review the performance of the Board as a whole, and individual Directors and Board Committees 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

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 external audit process, financial statements, and making recommendations to the Board on adopting the financial statements
- + The ARC's current membership is made up of three 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.

The Committee Charters and Membership details are available on the Open Minds website.



(L to R) Simon James, John Gimpel, Michelle Smith, Kevin Beach, Simon Moore, Chris Attard, Bernadette Shanahan

Clients

- + Open Minds acknowledges the position of trust given to it by clients, their carers and families, and has adopted policies and processes to ensure that these rights and obligations are respected
- + Open Minds encourages, plans for and implements active, inclusive and meaningful participation by clients and their families in the planning, delivery and improvement of our services
- + the feedback and advice of people with lived experience, and their families and carers, about Open Minds' service delivery is actively sought, is respected and valued, and is acted on wherever possible
- + participation will be an inclusive and accessible process, ensuring representation of our diverse client population, and enabling people to participate to their maximum potential. It will provide opportunities for empowerment, personal development and recovery
- + participation will be part of routine practice across all corporate and service delivery areas of Open Minds, and staff in all areas of the business will understand the value, purpose and mechanisms for participation
- + participation will occur through multi-level and multi-faceted activities, and depending on the needs of the organisation and participants
- + the SCG Committee includes two external members to further improve Open Minds' 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 2016/17 was \$148,693 (2015/16 \$150,848) for 7 director positions, the Board Chair and 3 Board Committee Chairs and 3 external committee roles. Directors' remuneration was not increased for the 2017/18 financial year, noting that the total pool may increase subject to remunerate up to 9 directors as per the constitution
- + 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 www.openminds.org.au

Mental Health Leadership

Open Minds at the request of the Queensland Mental Health Commission, hosted the Official Welcome to Queensland event for Delegates attending the International Initiative for Mental Health Leadership (IIMHL).

The conference brought together 450 international delegates to exchange knowledge and new ideas in mental health leadership. Open Minds were proud to host the Queensland Welcome Event and to lead a program to over 30 delegates through a knowledge exchange on the overarching problem statement: 'How might we better enable people living with severe mental illness to monitor and manage their own physical health care indicators as a means for improving personal health and wellbeing outcomes?'



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 2017 was \$34.0 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

In a challenging environment, Open Minds' revenue has continued to grow. Revenue increased by 7% to \$31.1 million in 2016/17. The financial position of the organisation remains positive with net assets of \$7.6 million. Cash balances and reserves at year end are \$9.0 million.



58.3%

Grant income - State Government QLD

32.0%

Grant and contract income - Federal

3.7%

Grant income - State Government NSW

3.2%

Investment and Other Income

1.5%

NDIS

1.1%

Other service income

0.2%

Grant income - Other



48.4%

Lifestyle and Residential Services

17.8%

PHaMs

14.5%

Employment Services

7.9%

CHIME

3.7%

Community Living Support

3.2%

Investment and Other Income

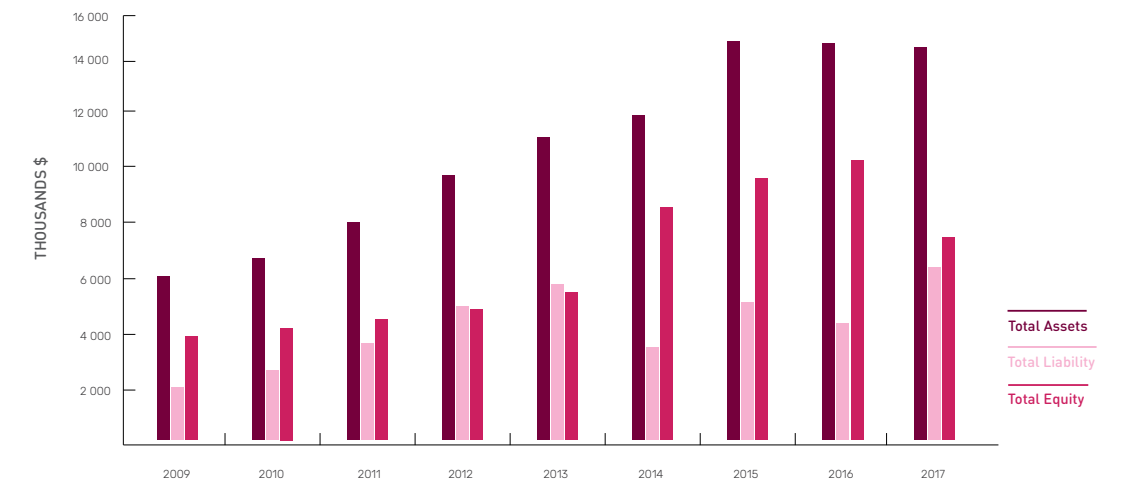
3.0%

Community Programs

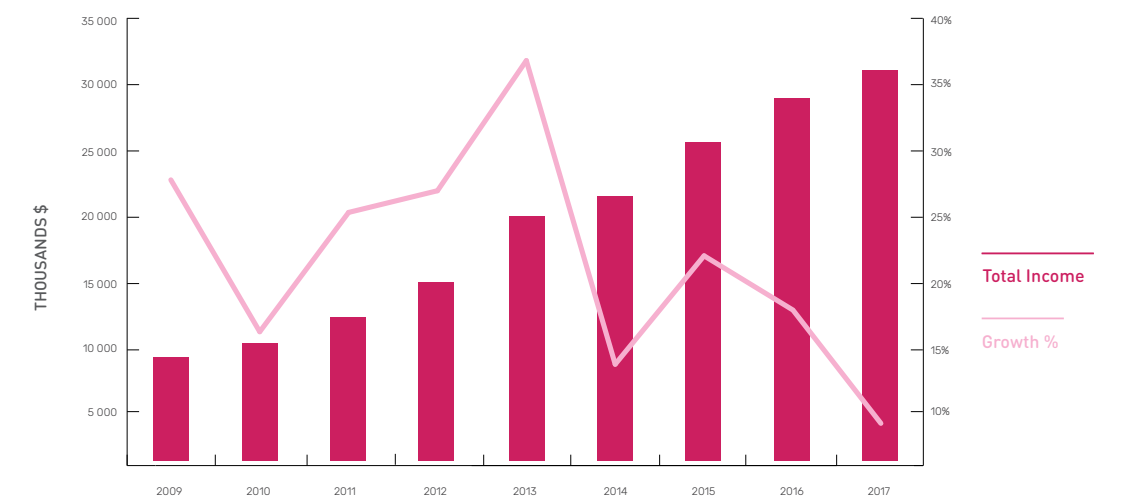
1.5%

NDIS

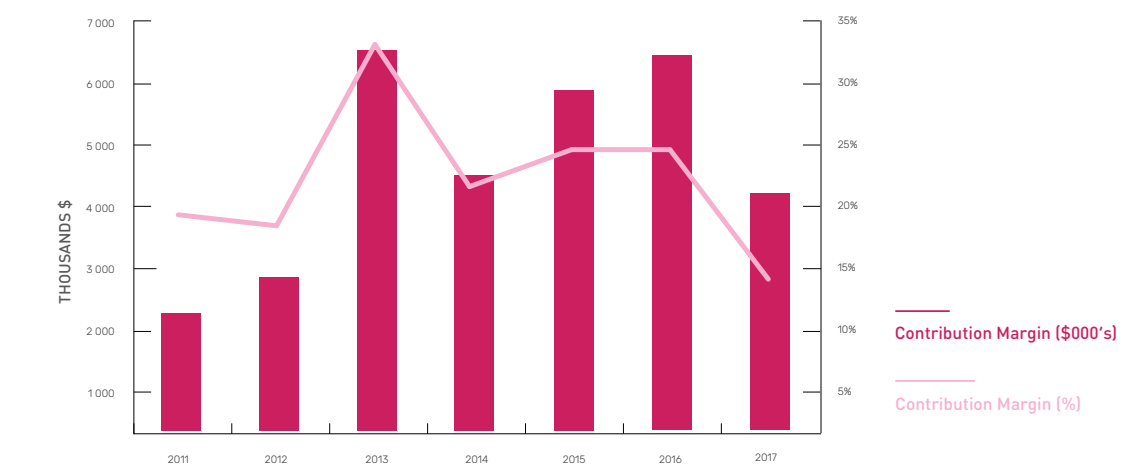
FINANCIAL POSITION



YEAR ON YEAR GROWTH



YEAR ON YEAR CONTRIBUTION MARGIN



Our 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

Bundaberg (outreach)
202 George Street
Bundaberg QLD 4670
Phone: 1300 673 664
Fax: 07 3896 4200
Services Offered: NDIS

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: Employment, NDIS

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: 02 5699 9999
Fax: 02 6621 7881
Office Hours: Monday to Friday, 8:30am - 4:30pm
Services Offered: CLS

Ipswich
15 Gordon Street
Ipswich QLD 4305
PO Box 319, 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
Fax: 07 3896 4200
Office Hours: Monday to Friday, 9:00am to 5:00pm
Services Offered: Employment

Lismore
1/31 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, HASI

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 to 5:00pm
Services Offered: Employment, 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

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, 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: Chime Mental Health

Redcliffe
Unit 3, 457 Oxley Avenue
Redcliffe QLD 4020
PO Box 636 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
PO Box 636 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, 9:00am – 5:00pm
Services Offered: NDIS

Taringa (headspace centre)
5 Moorak Street
Taringa QLD 4068
PO Box 923 Indooroopilly QLD 4068
Phone: 07 3157 1555
Fax: 07 3870 7405
Office Hours: Monday, Tuesday and Friday,
9:00am – 5:00pm
Wednesday and Thursday, 10:00am -6:00pm
Services Offered: Youth Mental Health

Toowoomba
4/162 Hume Street
Toowoomba QLD 4350
Phone: 07 4572 3400
Fax: 07 3896 4200
Services Offered: NDIS, IPS
(Individual Placement Support)

Townsville
Unit 2, 287 Ross River Road
Aitkenvale QLD 4814
PO Box 104 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
24-28 Corporation Circuit
Tweed Heads NSW 2486
Phone: 02 5699 9999
Fax: 02 6621 7881
Office Hours: Monday to Friday, 8:30am - 4:30pm
Services Offered: CLS, HASI

Woolloongabba (Brisbane Head Office)
66 Annerley Road
Woolloongabba QLD 4102
PO Box 8142, 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



Open Minds Australia Limited ABN 19 009 687 030

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