



ANNUAL REPORT **2012**





Front cover Sharon, Marcus, Stuart and Cheryl, members of our Client Representative Group

This Page Long-term aged care resident Anthony uses pressed bark to create beautiful landscape pictures



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TODAY

SOUP MORROCCAN CHICKEN

VEGO SPINICH QUICHE

MAINS ROAST LAMB WITH GRAVY

SPECIAL FRIED RICE

DESSERT CRUMBLE WITH CUSTARD

Welcome to



This is a:

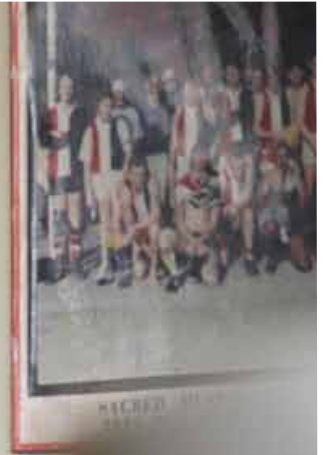
**SAFE, SECURE
SUPPORTIVE AND
WELCOMING PLACE**

This is also a place free of:

**VIOLENCE
THREATS
DRUGS
ALCOHOL**

Please respect these rules
when on the Mission premises
or you may be asked to leave

**Sacred Heart Mission
Your Rights and Responsibilities**



PREAMBLE

SACRED HEART MISSION HAS ITS ORIGINS IN THE WELCOMING RESPONSE OF ITS FOUNDER AND PARISH PRIEST, FR ERNIE SMITH, TO THOSE WHO CAME KNOCKING ON THE DOOR OF THE PRESBYTERY SEEKING FOOD AND SHELTER.

In 1982, Fr Ernie gathered a small team of committed staff, who, with the support of the parishioners of St Kilda West, took up the Gospel call of Jesus Christ: "for I was hungry and you gave me food; I was thirsty and you gave me drink; I was a stranger and you made me welcome; naked and you clothed me, sick and you visited me, in prison and you came to see me." Mt 25: verses 35-36.

Since that time, the Mission has continued to respond to the basic needs of those who seek assistance. Progressively, it has sought to provide services which also address the underlying causes of disadvantage and help people to live life to the full.

From its beginnings, the Mission has seen its work as living the story of Jesus' life and teachings in today's world. This work continues to be centred around St Kilda and is sustained

by the deep pool of generosity and talent within the organisation and the broader community.

The Mission is the Catholic Church in action and is supported by its strong relationship with the parish of Elwood / St Kilda West.

VISION STATEMENT

Our vision is of a world where people live free from poverty and belong to a community that is compassionate, just and inclusive of all.

OUR MISSION

The Mission addresses homelessness and disadvantage by providing a range of diverse and creative services that:

- ♥ ensure people have access to necessities including housing, food and healthcare; and
- ♥ enable people to connect with their community and develop support networks that sustain and nurture their lives.

OUR VALUES

Welcome – we welcome and accept people as they are

The Mission began with the opening of the Parish doors to whoever wished to come in. The spirit of the Mission's work flows and develops from the notion of welcome, which it cherishes as integral to all it does.

Community – we build community

The Mission seeks to develop a sense of community amongst the people who use our service and establish connections with the broader community.

Empowerment – we work with people to enable them to take control of their lives

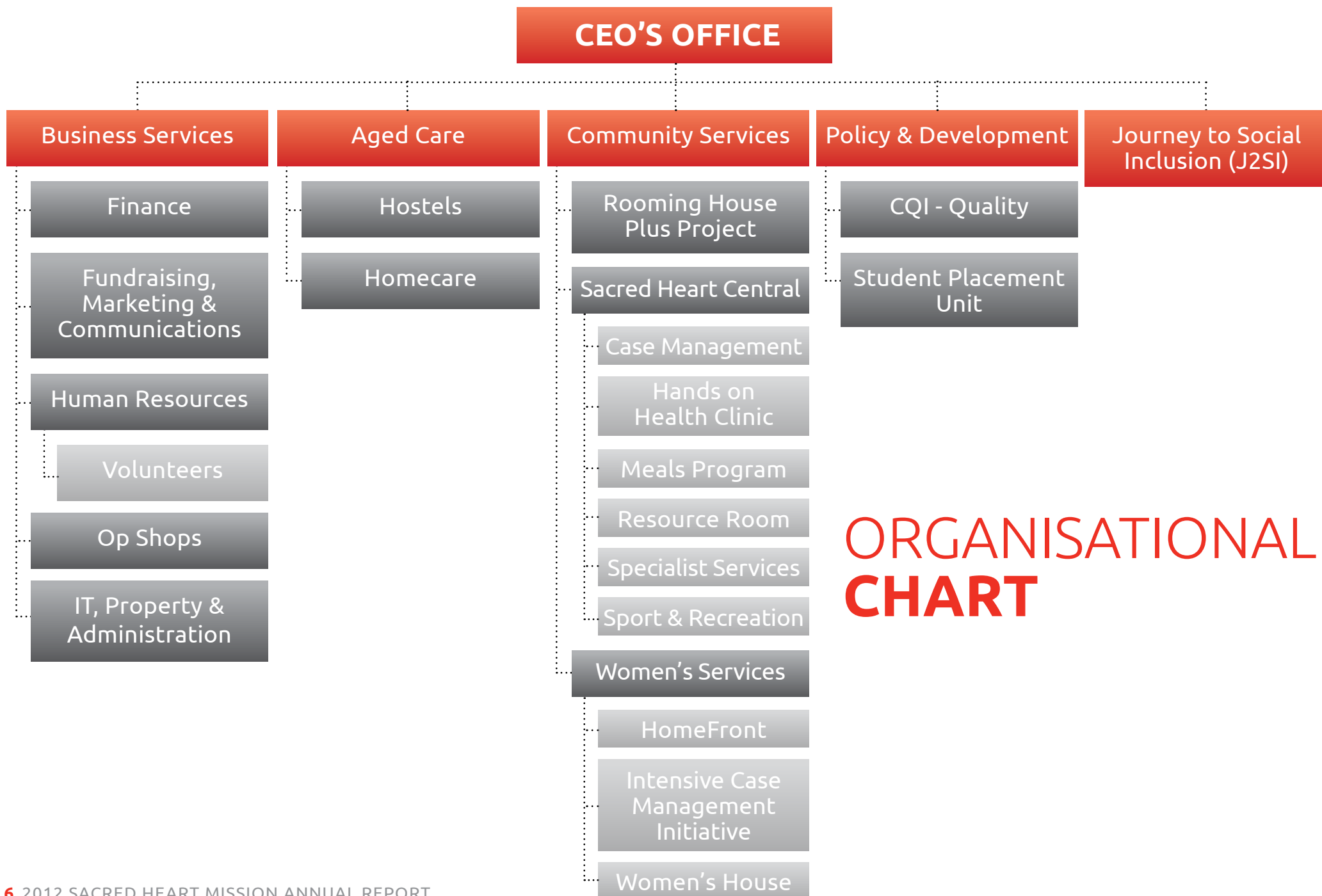
The dignity of the person means that each of us has the right to pursue our own path in life. We foster self worth as a means of empowering people.

Challenge - we challenge the unjust structures of our society

The Mission recognises that disadvantage is often created and perpetuated by unjust social and economic structures. We commit to identifying such structures, presenting fairer alternatives and advocating for change.

Stewardship – we value our staff and volunteers and manage our resources effectively

Staff and volunteers are highly valued and critical to the Mission's work. The Mission also recognises its responsibility to effectively manage the resources entrusted to it by government, philanthropic organisations and donors.



ORGANISATIONAL CHART

RESOURCE ROOM

information and referrals for housing, medical care, financial and specialist support services. shower and laundry facilities are also available

MEALS PROGRAM

4,500 free breakfasts and 10,500 free, three-course nutritious lunches every month

SPORTS AND RECREATION

brings creativity, purpose, structure, adrenalin to people's lives and connects individuals

WOMEN'S HOUSE

a safe and welcoming space for women seeking assistance for a range of needs such as housing, legal support, parenting advice or simply a free lunch or companionship

CLINIC

offers a variety of complementary health and alternative therapies including massage, chiropractic, homeopathy, counselling, acupuncture, hairdressing and optometry

HOMEFRONT

short-term crisis accommodation and intensive case management for single women over the age of 25

SPECIALIST SERVICES TEAM

offers case management for people with complex needs and behaviours, particularly mental health and drug and alcohol related issues

ROOMING HOUSE

(QUEENS ROAD)

long-term secure accommodation for 67 residents with a history of homelessness and complex needs

HEMOCARE

support and care services to enable frail and elderly people to remain in their own homes

JOURNEY TO SOCIAL INCLUSION (J2SI)

a three year project for adults who are chronically homeless and socially excluded aimed at demonstrating it is possible to break the cycle of homelessness

CASE MANAGEMENT

assistance is given with housing, mental health, legal and medical needs, social and life skills

AGED CARE HOSTELS

a mix of high and low care for 83 people who have experienced homelessness or disadvantage during their lives





FROM THE BOARD

THIS YEAR SACRED HEART MISSION CELEBRATES 30 YEARS OF SUPPORT, ADVOCACY AND COMPANIONSHIP FOR PEOPLE EXPERIENCING HOMELESSNESS OR DISADVANTAGE.

The Mission has been able to maintain its financial stability over the past 12 months in a climate in which fundraising is challenged everywhere. We continue to self-fund 41% of our funding requirements through the generosity of the community. This funding comes from donations and support of our fundraising activities together with the six op shops, with the seventh opening late June 2012 in Bently. The income from op shops has grown steadily over the past three years from \$2.6m to more than \$3.4m.

During the year we said farewell to Michael Perusco, who had been with the Mission for nine years, and welcomed Cathy Humphrey as CEO who has 10 years experience at the Mission. We also welcomed two new members to the executive team, Catherine Harris (General Manager, Business Services) and Stephen Schmidtke (General Manager, Aged Care Services) who join Mary Bartlett (General Manager, Community Services) who has been with the Mission for eight years. Appointed to the Board during the year were Chris McLoughlin and Patrice Scales who bring strong skills and additional depth to their roles.

The conclusion of this financial year is also the close of the first year of the Mission's strategic plan (2011-2014).

During June the board and the executive team completed the bi-annual review of the strategic plan to ensure that the organisation was on the right path, looking at options to improve outcomes and adjust if needed. This was done whilst mindful of the Mission's primary aims of social inclusion, sustainability of the enterprise, and fearless advocacy on behalf of people experiencing homelessness. Part of this process was recognising that the Mission needs to maintain its position of being innovative in its thinking and practice, the same sort of thinking that led to the creation and implementation of the Journey to Social Inclusion project. As a result the Board has allocated resources to support this innovative and creative thinking in not only program delivery but also in sustainability, one of the goals of the strategic plan.

Behind the many thousands of meals provided each month, accommodation, employment plans, sport, health clinic, art and creative programs, refuge, companionship, pastoral support, daily needs, and follow-up, is an efficient and effective team of managers and staff devoted to the achievement of our strategic plan. The Board much appreciates the unwavering and generous support received from donors in cash, expert advice, goods and services. Our volunteers continue to amaze – over this year we have had over 1,300 individuals give their time so generously to Sacred Heart Mission to enable us to be able to provide the many services, to assist in administration and to keep our op shops profitable.

The Mission is in capable hands. I thank and congratulate all its staff, supporters, volunteers and friends.

Mark Dohrmann
Chair, Board of Governance



FROM THE EXECUTIVE

AFTER NINE YEARS OF PROVIDING STRONG VISIONARY LEADERSHIP AND STRATEGIC DIRECTION TO THE MISSION, MICHAEL PERUSCO RESIGNED AS CEO IN NOVEMBER 2011.

The Mission has greatly benefited from Michael's energy, and enthusiasm. He successfully embedded a culture of performance, innovation, outcomes focus, celebrations and fun in the workplace. This has led to many significant achievements and we wish him all the best in his future endeavours.

As the recently appointed CEO, I have been working at the Mission for more than 10 years. I was first drawn to the organisation by its commitment to providing grassroots services to a local community and this approach continues to this day. I am fortunate to be surrounded by a great community of staff, volunteers, and supporters who each and every day contribute to delivering fundamental services to people experiencing poverty, homelessness and a range of complex and unmet needs.

In 2012 we are celebrating 30 years of providing services, and over those three decades the Mission has gone from strength to strength. Literally tens of thousands of lives have been touched and there's much to celebrate and be thankful for today. The Mission is in a strong position, a sustainable position that ensures we can continue to be innovative and develop our practice expertise.

The challenge of ending homelessness is at the core of our work. There can be an end to homelessness – it takes political will and investment. We have been making this investment through the Journey to Social Inclusion (J2SI) pilot. This pilot focuses on addressing the underlying causes of a person's homelessness and equipping them with the skills to reconnect with the mainstream community and build social networks outside the homeless sub-culture.

The purpose of running the J2SI pilot is to demonstrate that:

1. a long term, well resourced and intensive service model can permanently end a person's chronic homelessness; and
2. ending chronic homelessness saves money in the long run.

J2SI has been operational since November 2009 and the pilot will conclude in November 2012. The pilot provides 40 people who have been long-term homeless with three years of intense support. It provides rapid access to housing, responds to the specific mental health needs of participants, and focuses on building their skills to reconnect with the community, including in the area of employment.

At this point in the program we have achieved the following:

- ♥ housing for most participants has been stable for more than two years;
- ♥ there is sustained improvement in the mental health of participants with health hospitalisations halved;
- ♥ 17 participants have either been employed or are in training and many more are actively engaged in looking for work;
- ♥ the evaluation reports have also demonstrated a reduction in the use of hospital emergency departments, acute psychiatric departments and homelessness services; and
- ♥ one J2SI participant has even graduated from the program early, with a move into paid employment providing the catalyst for his independence and move away from the homelessness service system.

We have taken up the challenge to demonstrate through evidence-based practice that we can end a person's chronic homelessness. The pilot is demonstrating significant outcomes for participants and ultimately we want to see this model replicated across Australia.

Importantly, J2SI is being comprehensively evaluated. RMIT University is undertaking a social evaluation and the Melbourne Institute of Applied Economic and Social Research at Melbourne University an economic evaluation. These two universities are working very closely to implement a randomised control trial that is tracking changes in health, housing, social and economic participation over a four year period and compare outcomes for those who are receiving J2SI services and those, who were eligible, but are not. The 24-month evaluation report is expected to be launched in November 2012.

During the year at Sacred Heart Mission we continued to deliver a wide range of support services and achieve a number of important milestones such as:

- ♥ accreditation of the aged care hostels;
- ♥ additional funding for the Queens Road rooming house to support people with multiple and complex needs;
- ♥ further trialling of supported employment through the Mental Illness Fellowship within the Mission's community services;
- ♥ implementation of a traineeship program in the Meals Program;
- ♥ the Mission's seventh op shop was opened in Bentleigh;
- ♥ the first J2SI evaluation report 'Long-Term Homelessness: Understanding the Challenge' was launched by the Minister for Community Services, Mary Wooldridge; and
- ♥ Queens Road rooming house residents held an art exhibition 'Defining Us', in Queens Hall, Parliament House.

Looking to the future and thinking about what the next 10 years will hold for the Mission, I see us continuing to be grounded in our practice expertise of assertive relationship-based services, accompanied by the development and implementation of innovative approaches to stop people from entering into homelessness as well as breaking the cycle of long-term homelessness.

Cathy Humphrey
CEO





FROM THE **PARISH**

**“WANDERER, THERE IS NO
PATH. THE PATH IS CREATED IN
THE WALKING.”**

Spanish poet Antonio Machado

OVER THE LAST YEAR WE HAVE HAD THE PRIVILEGE ONCE AGAIN TO INTERVIEW THE FOUNDER OF THE MISSION, FR ERNIE SMITH WITH THE WONDERFUL SUPPORT OF STAR OF THE SEA COLLEGE AND FOUR OF ITS VCE MEDIA STUDENTS WHO FILMED THE EVENT AS PART OF OUR MISSION SOUL PROJECT.

As Fr Ernie remembered the very first days of arriving in St Kilda and the birth of the Mission, he spoke movingly of simply getting out onto the street: listening and engaging people as he was walking, not really knowing where he was going with it all. There was no clear path to follow, no concrete plans for how he was going to respond to the many complex needs of the people he met as he wandered around. What was clear was that his heart was being moved in compassion. He was compelled to keep on listening and allow his heart to be led to action in order to remain faithful to those coming into his life.

Often I have heard Fr Ernie mention, as he has finished relaying a story of a person he supported with the early team of the Mission, "Once you have begun the journey and allowed that person's cry to enter your heart, you can't walk

away." In this 30th anniversary, we continue in the spirit of our founding story to create the path in walking together in the spirit of compassion with those suffering homelessness.

From the wider parish from which the Mission was born and continues grow, we have had the opportunity to reflect upon and act for the enrichment of the relationship between us. We have welcomed our new CEO Cathy Humphrey into our Parish Leadership and Development team where she brings her rich experience of the Mission over the years and her wisdom and passion for enhancing our shared dream of confronting and healing the reality of homelessness. A heart-warming time for us all was to be gathered around Cathy and her family as a parish community at our usual 11am mass for a special blessing and commissioning prayer with the visit of the Chairman of the Board Mark Dohrmann and other board members.

We gathered in August with representatives from both parish and Mission leadership teams to continue enriching our understanding of the words around our vision, mission and values statement, "Sacred Heart Mission is the Catholic Church in action and is supported by its strong relationship with the Elwood St Kilda West Parish." In this anniversary year it has been a great opportunity to keep on articulating the faithfulness of our journey together these last 30 years and how we can continue to be that church in action.

Our chaplaincy team of Vince Corbett from our Mission community and our parish pastoral associate, Maria George, and I have been once again doing our best to be out there and amongst the people accessing the many Mission services and being a supportive presence to the staff. The path over the year has taken us to many bedsides in hospitals and other care facilities to visit those from our Mission community. It has been marked by the sadness of death and the pastoral care required to help family and friends find their way through

the pain of loss. Then there has been much thanksgiving and joy in acknowledging the richness of life at our various rituals at other special times such as Easter and Christmas and our Feast of the Sacred Heart.

Also, this last year the chaplaincy team has continued working together with our Mission leadership team and Health Care Chaplaincy of Victoria to promote the pastoral care throughout Mission services. A Spirituality in Aged Care Education program held in May for the Mission's aged care staff was received well in developing the capacity to listen and respond to the spiritual needs of residents defined in the broadest way possible. It was a great acknowledgment of the rich diversity of culture and spiritual paths that are lived in our aged care communities and how we can support them. Yes, the path is created in the walking! Whether that is down Grey Street or into our meeting place, to our resource room or to the welcoming presence of a Mission worker or volunteer. The paths are many and diverse around the Mission and always want to lead people back to the place of a secure and life-giving home.

Thank you to our CEO Cathy Humphrey whose care and leadership help us all to share our gifts in the service of those we support. To our Chairman Mark Dohrmann and all the board of governance for their wisdom and expertise in keeping us on the secure path as a Mission, I give thanks. And to all of us as workers, volunteers and benefactors who have and continue to walk the path of service, may we look back on this 30th year anniversary and be deeply moved with gratitude for all the people who have, or are on the way to, a better life.

Fr John Petrulis
Parish Priest



Members of our board

L-R: David O'Brien, Carolyn Clark, Carol Nettelbeck, Kris Botha, Fr John Petrulis, Patrice Scales, Amanda Kingham, Chris McLoughlin, Vin Martin, Terri Farrell, Alan Gruner, Jo Maher, Mark Dohrmann AM.

Absent: Jan Hayes, Nora Redmond

BOARD PROFILES

Mark Dohrmann AM - Chair

Mark joined the board as Chair in 2011. He is a consulting professional engineer and ergonomist working in occupational and public safety, and an expert witness called in personal injury cases. Qualified in engineering and ergonomics, Mark has a wide business and professional network in commercial, legal, health, union and government sectors. He founded Tadvic Inc, a state-wide organisation of volunteers providing people with disabilities with no-cost design, technical assistance and aids. He is also actively involved in parish life.

Alan Gruner – Vice Chairperson

Alan is a parishioner and has been a long standing member of the board. In this time he has held the posts of Treasurer, Secretary and Vice Chairperson. Alan is currently Research and Development Manager with Benetas, a leading aged care provider. Prior to this Alan was a senior manager in aged services with the Brotherhood of St Laurence and previously worked for more than 15 years in senior management positions in local government. Alan holds a BA (Hons) in Psychology and a post graduate qualification in Business Management.

David O'Brien – Treasurer

David joined the board in 2002. He is a qualified accountant with a Bachelor of Business degree. Having held senior positions in the telecommunications and banking sectors for over 25 years, David has extensive experience in financial, commercial, contract, risk and project management.

Terri Farrell – Secretary

Terri joined the board in 2001. She has since retired from Australia Post headquarters where she held a variety of policy development and executive management positions during her 25 year career there. Terri is qualified with a Bachelor of Commerce from Melbourne University.

Kris Botha

Kris joined the board in 2002. She is currently the Executive Director of Human Resources at Cabrini Health for its six sites, a position she has held for more than 15 years. She worked in clinical nursing before pursuing a career in administration and management. Kris holds a Bachelor of Applied Science in Advanced Nursing (Nursing Administration) and a Masters of Business (Human Resources/Industrial Relations) and is currently undertaking graduate studies in leadership and Catholic culture at ACU. She is also a member of the Community Services and Health Industry Training Board.

Carolyn Clark

Carolyn joined the board in October 2009. She has a Masters of Laws following her Bachelor of Laws (Hons) and Arts and worked for nine years as a solicitor and senior associate at Mallesons Stephen Jaques. She has also worked for the Australian Securities Commission and at Telstra as corporate legal counsel and is a member of the Australian Institute of Company Directors. Carolyn first volunteered in the Mission's dining hall in 1994/95 and then returned to the Mission in 2003 volunteering at the Women's House. In 2004 Carolyn joined the Mission's Women4Women Committee dedicated to providing financial support to the Women's House. She has been the chairperson of the committee since 2007.

Jan Hayes

Jan joined the board in 1999 as a parish representative. Jan has also been a member and Chair of the Parish Council of St Kilda West. Jan is working in consultancy and is mentoring and coaching students in education as well as practising teachers and leaders in schools. She holds qualifications in Arts, Theology and Education and has completed further study in education law.

Amanda Kingham

Amanda joined the board in 2008. She holds a Bachelor of Nursing (Hons). Amanda has worked in a range of management positions in acute rehabilitation, sub-acute care and residential care. She is currently General Manager/ Director of Nursing at Cabrini Residential Care.

Jo Maher

Jo joined the board in 2002 and has been volunteering at the Mission since 1997. She has a background in business management and has been a partner in the establishment and operation of a business for the last 22 years.

Vin Martin

Vin joined the board in October 2009. He has postgraduate qualifications in economics from the University of Melbourne. In a career spanning 34 years in the Victorian public service, Vin spent the past 27 years in economic or taxation policy in the Department of Treasury and Finance, following seven years in the Department of Premier and Cabinet.

Chris McLoughlin

Chris joined the board the beginning of 2012. She has more than 25 years experience in the people and performance domain; with senior roles as both an executive manager and consultant in the areas of learning and organisational development as well as human resources. She currently is an Executive Director at Alfred Health leading teams across human resources, learning and development and service redesign. Chris has a Bachelor of Social Work from Monash University.

Carol Nettelbeck

A St Kilda resident and a Sacred Heart parishioner for 23 years, Carol has been a long standing member of the board as a parish representative. She has a Masters Degree in French as well as qualifications in theology, philosophy and English. Carol is now retired after 24 years teaching at Melbourne Girls Grammar. She continues to volunteer in both the Meals Program and the Women's House and is a member of the Women4Women Committee which raises essential funds for the Women's House.

Fr John Petrulis

Fr John became parish priest in January 2007 and has been a priest of the Archdiocese of Melbourne for the past 25 years. In that time he has ministered in a variety of parishes including Sunbury, Ferntree Gully, Heidelberg, East Bentleigh and Boronia where he was parish priest for 10 years. Over the journey of his appointments, John has been involved as a hospital chaplain and has pursued further study in the area of spirituality.

Nora Redmond

Nora joined the board in 2008 as a parish representative. She became a parishioner of the Sacred Heart parish on arrival from Ireland 20 years ago. She has more than 25 years experience working in technology related roles, including strategy development, project initiation, project management and portfolio governance. She currently works as a Business Technology Partner at National Australia Bank.

Patrice Scales

Patrice joined the board in 2012. She is a communications and fundraising consultant, with experience in senior management, fundraising and marketing roles in the private, public and not-for-profit sectors. Patrice was a board member of MacKillop Family Services for seven years, and is currently chair of Catholic Social Services Victoria, a member of the Life Care Grants Committee at the Lord Mayor's Charitable Foundation, a director and deputy chair of CatholicCare Victoria/Tasmania and works as a volunteer for several community organisations, including the Mission's op shops. She has a Bachelor of Arts, and Master of Arts (Communications).

EXECUTIVE TEAM PROFILES

Cathy Humphrey - CEO

Cathy Humphrey has been with the Mission for more than 10 years. During this time, she has overseen the operations of a number of different services in the capacity of General Manager, in areas including Sacred Heart Central, Women's Services and the Rooming House Plus Program. Immediately prior to her appointment as CEO in November 2011, Cathy was General Manager of Aged Care Services working on the strategic growth and direction of this area of the Mission.

Cathy has been working in the community housing and homelessness sector since 1993, and since 1996 she has been working in areas more specifically focused on people experiencing or at risk of homelessness.

She currently sits as a director on the board of the Council to Homeless Persons.

Mary Bartlett – General Manager, Community Services

Mary Bartlett has been with Sacred Heart Mission for eight years and is responsible for leadership of Sacred Heart Central, Women's Services and the Rooming House Plus Program. Mary has worked in the community sector for more than 25 years, mostly in the Port Phillip area. She has also worked in industry, local government and in mediation, both in St Kilda and in London.

Mary has a Bachelor of Arts from Melbourne University and post graduate qualifications in Women's Studies and Conflict Resolution.

Mary is on the board of St Kilda UnitingCare and has held positions on the board of St Kilda Legal Service and Healthsharing Women's Health Resource Service (now Women's Health Victoria).

Catherine Harris – General Manager, Business Services

Catherine Harris has been with Sacred Heart Mission for one year and is responsible for leadership of finance, administration, human resources, fundraising and the op shops. Catherine was previously Director of Business at Family Life. She spent 18 years with the Coles Group in senior management roles across merchandise and support services.

Catherine holds a Bachelor of Commerce from the University of Western Australia and post-graduate qualifications in management from Deakin.

Catherine is on the board of St Kilda Community Housing, has held positions on the council of St Kilda Primary School and the management committee of St Kilda Steiner Pre-School.

Stephen Schmidtke – General Manager, Aged Care Services

Stephen has been working as the General Manager for Aged Care Services at Sacred Heart Mission since the beginning of 2012, being responsible for the hostels and Homecare. He has been working in the health and welfare sector for the past 21 years and held the position of General Manager, Primary Health at North Richmond Community Health for 10 years. Stephen has also held a number of voluntary board positions, most recently stepping down from the board of Anex after 10 years of service.

Stephen holds a Bachelor of Human Services from Monash University and a Master of Clinical Family Therapy from Latrobe University, The Bouverie Centre.



Roger catches up on the news in the dining hall after breakfast

UPDATE ON THE STRATEGIC PLAN

STRATEGIC PLAN 2011-14

EVERY THREE YEARS, SACRED HEART MISSION PREPARES A STRATEGIC PLAN THAT ARTICULATES THE PRIORITIES FOR THE PLANNING PERIOD AND FOCUSES ON BUILDING THE CAPACITY OF THE ORGANISATION TO DELIVER IMPROVED OUTCOMES FOR THE PEOPLE WE WORK WITH.

The 2011 – 2014 plan details an ambitious and exciting agenda, building on our existing expertise and consolidating our position as a best practice provider of services to people experiencing homelessness and who have complex and challenging needs.

We have completed the first year implementation of the three-year plan and have reached significant milestones that ensure we are well on the way to successfully executing the plan.

The plan identifies three key directions: social inclusion, advocacy, and sustainability and growth. These key directions are the main priorities for the organisation and each is supported by a set of goals and related objectives that will be implemented over the life of the plan.

The following are some of the highlights from the last year.

Trauma research - development of an innovative trauma informed service framework for people who experience long-term homelessness

Sacred Heart Mission, in partnership with Inner South Community Health Service (ISCHS), MIND Australia and VincentCare, committed a total of \$225,000 towards the Trauma Research Project. This commitment was further supported by funding of \$215,695 from the Helen McPherson Smith Trust.

It is anticipated that the research project will:

- ♥ establish the prevalence of trauma in people who are homeless and improve our understanding of the link between the trauma and homelessness;
- ♥ improve the way we respond to trauma;
- ♥ develop an evidence based service framework that will guide practice and service delivery, based on international and national models and adapted to local needs; and
- ♥ gather information and data that will inform policy advice to government on service system and structural change, resulting in more effective service delivery for this group that will have long-term cost benefits to the community.

The Mission's green strategy was launched in February 2012 as part of the strategic direction to 'minimise our impact on the environment'. This followed an audit our Green Team commissioned in 2011 by local sustainability consultancy Ecovantage. The audit established our carbon footprint and assessed our energy, water and waste usage.

Based on data and recommendations from the audit, the Green Team set a target to reduce the Mission's emissions by 10 per cent by June 2012. A work plan has been developed that outlines initiatives and actions to be undertaken. Examples of some of the initiatives are draught exclusion, reviewing our cleaning products and looking at the greenest options, introducing paperless systems, rewarding and recognising staff who embrace the sustainability strategy and

providing “green” information to staff and volunteer recruits to help create a culture and awareness of environmental sustainability. Plans are underway for a second audit to gauge achievement of the June 2012 target and to identify opportunities for further sustainability initiatives.

Client survey

Work has begun on a research project to conduct a client survey of people who access homelessness and mental health drop in services in the inner-Melbourne area.

The Mission has been conducting biennial surveys since 2006 that collect a body of information about the people who access our open door services. This project will be larger in scope as data will be collected across multiple services, allowing the collection of comparative data.

Currently four project partner agencies have indicated a strong interest in participating in the research: St Mary’s House of Welcome, Prahran Mission, VincentCare (Ozanam Community Centre) and St Kilda UnitingCare.

Student unit

A student unit has been established with the appointment of a student placement coordinator in December 2011. The first block placement of a small group of five nursing students occurred at our aged care hostels in June 2012. We have also accommodated individual placements, such as community services students and seminarians. A block placement of social worker students is planned for July across the Community Services division.

Employment consultant - Mental Illness Fellowship

In 2010, the Mental Illness Fellowship entered into a partnership with Sacred Heart Mission to co-locate an employment consultant with the J2SI pilot. Since that time, 23 J2SI participants have engaged with the program,

achieving eight vocational outcomes: seven participants in work and one participant in education. This program is independently funded and operates outside Department of Education and Workplace Relations contracts, enabling a more responsive and flexible approach to these highly disadvantaged jobseekers.

This trial within J2SI has now been expanded to the Mission’s community services with a view to demonstrating how to provide more effective employment assistance to people who are long-term homeless.

Site UnSeen project

To improve the understanding of homelessness in the community, particularly at a local level, which is a key direction in the strategic plan, we supported the Site UnSeen project. This was through a unique partnership between the City of Port Phillip, the St Kilda Inclusion Project, the Port Phillip Community Group, Sacred Heart Mission and Many Moons Group. The project involved an interactive multimedia theatre piece that featured in the Melbourne Festival, which literally walked its audience through the streets of St Kilda, exposing the participants to glimpses into the experience of homelessness.

Seventh opportunity shop

In accordance with the key direction ‘sustainability and growth’, we opened our seventh store to increase our income generation. After scouting for locations in and around the south and south-eastern suburbs of Melbourne an ideal building and position was located at 271 Centre Road, Bentleigh.

Journey to Social Inclusion

Our J2SI pilot commenced its third and final year of delivering services to the 40 participants. J2SI has been planning for, and preparing, participants for the end of the program since late 2011. Strategies have included individual meetings with

participants, joint planning with other services who support participants, and meetings with local services to initiate handover.

Whilst the service delivery phase of J2SI is concluding, the evaluation will continue until 12 months after service delivery finishes with the final report due for release in August 2014.

The J2SI evaluation indicates that, two years into the program, this approach is contributing to enhanced participant outcomes which include housing stability, reduced use of expensive health services and increased labour force participation. At the same point in time, the evaluation indicates that J2SI is experiencing challenges in enhancing social connections and reducing substance abuse.

The outcomes from the J2SI pilot provide an evidence base that supports further trialling of the service model. We are preparing for the submission of a proposal in August 2012 to the Department of Health (Mental Health, Drugs and Regions Division) as part of an invitation for submissions for the National Partnership Agreement - Supporting National Mental Health Reform funding.

FEATURE | TORSTEN KASPER

MANAGING DIRECTOR, CHISHOLM & GAMON PROPERTY – MISSION SUPPORTERS

CHISHOLM & GAMON PROPERTY BECAME INVOLVED WITH SACRED HEART MISSION 14 YEARS AGO THROUGH AN ANNUAL FUNDRAISING BED RACE.

Since then the real estate agency has supported many of the Mission's events and this year was a major partner for all three fundraising events: Dine with the Champions, Light up a Life Cocktail Party and the Heart of St Kilda Concert. The company provides sponsorship, promotional signage, offers its auctioneering services for the rowdy auctions at our events, and more than 20 staff members volunteer selling raffle tickets at the concert. Chisholm & Gamon's Managing Director Torsten Kasper is also on the Mission Possible committee that works with our event coordinator to organise the Dine with the Champions fundraiser each year.

Outside of events, Chisholm & Gamon is active in promoting the Sacred Heart Mission op shop collection service to its clients who are moving house.

"We began supporting the Mission as Chisholm & Gamon is very much a part of the community; with our Elwood and Port Melbourne offices situated in the heart of their respective villages we feel very connected with the local community and feel it is important to give something back to the communities we live and work in.

"In an often hectic industry with long and varied working hours it is really valuable for us to connect with the

community in a physical sense on a regular basis. Our staff members enjoy the feeling of contributing to something very worthwhile and also the camaraderie it fosters, of doing something together, away from the office environment, to help others not as fortunate. It helps us all 'check in' from time to time to reflect on what we have and how lucky we are, and to never take what we have for granted. It also gives our staff a sense of pride in working for an organisation that truly cares about its community and actively participates to assist wherever possible. We also have a lot of fun in the process and get to meet some amazing and inspiring people."

GOVERNANCE AND CONTINUOUS QUALITY IMPROVEMENT

Governance

Sacred Heart Mission's board, executive team and management group form a robust governance structure with clearly defined delegated lines of responsibility.

The governance structure includes the following key elements:

- ♥ a board with expertise in a range of organisational business and operational areas which is responsible for the key governance functions of Sacred Heart Mission;
- ♥ an executive team with a mandated responsibility to implement the strategic objectives of the organisation which are outlined in the Strategic Plan and monitored through a Business Plan;
- ♥ a sound reporting structure requiring all operational and business areas to report against an outcome reporting structure at monthly board meetings; and
- ♥ a management group responsible for implementing the strategic objectives of the organisation and for effectively managing operational issues as they arise.

The Mission's board implements continuous quality improvement by its ongoing reflection on governance responsibilities and ensuring there is ongoing alignment between the strategic objectives and the organisation's values, vision and mission.

Our governance structure was underpinned by the following activities this year:

- ♥ planning and reflection day was held in June 2012 by the board and the executive team to ensure that the Mission's strategic direction remains current and that we set our future options in a considered way;
- ♥ support by the board of a strong risk management approach with regular reports and annual review of the Mission's risk register;
- ♥ appointment by the board of the new CEO; and
- ♥ a rigorous reporting structure of monthly reports submitted by the executive team and management group to the board for monitor and review.

Quality Framework

Sacred Heart Mission has continued to embed quality improvement processes across all business and service areas of the organisation. Our robust Continuous Quality Improvement (CQI) Framework includes:

- ♥ board policy that specifies a commitment to quality and continuous improvement which is demonstrated by the board's own practices;
- ♥ the strategic plan articulates the key goal of maintaining accreditation requirements and of embedding continuous quality improvement in all areas;
- ♥ CQI structure that reflects a whole of organisation approach to quality improvement and includes: the CQI Management Group, the CQI Coordinator's Group and the CQI Committee;
- ♥ monthly meetings held to discuss CQI and risk projects and consider innovative and best practice approaches relevant to the organisation;
- ♥ robust reporting and monitoring structures that ensure CQI and risk projects are completed;
- ♥ the maintenance of active CQI and Risk Management work plans which are reviewed on a monthly basis;

- ♥ the key message that Continuous Quality Improvement is everybody's business and that we do not adopt a compliance 'tick' box approach to quality but instead focus on planning, implementing and reviewing everything that we do;
- ♥ all staff being required to participate in a Continuous Quality Improvement project or activity as part of their performance review goals; and
- ♥ reflective practice sessions introduced in service delivery areas provided by Community Services and to be adopted by Aged Care Services.

Our reputation continues to grow as an organisation that strives for improvements through the development of evidence based, innovative services with an emphasis on achieving tangible and effective outcomes for the people who come to the Mission.

Over the coming year, we will introduce a new structure that will guide how we complete CQI projects that will involve staff at all levels.





We help people with life's necessities.



SACRED HEART CENTRAL

**EVERY DAY OF THE YEAR
AROUND 400 PEOPLE
ACCESS THE SERVICES OF
SACRED HEART CENTRAL
TO MEET THEIR PRIMARY
NEEDS SUCH AS FOOD,
SUPPORT DURING A CRISIS,
OR THE PROVISION OF
ACCOMMODATION. MOST OF
THESE PEOPLE ARE SOCIALLY
ISOLATED, DISADVANTAGED
AND HOMELESS AND WANT
TO REGAIN CONTROL OVER
THEIR LIVES.**

Most people initially come to Sacred Heart Central for the free and nutritious meals. Our Meals Programs puts the support workers in the unique position of being in contact with a large volume of people who have challenging needs. We work hard to build a sense of community through creating an accepting and welcoming environment where people can comfortably meet with support workers who help them to access support specific to their need or needs. Staff members practice “assertive engagement” which is an approach geared towards building strong relationships and trust to identify a person’s issues and link them into other services available at the Mission and through our partner agencies.

Our workers offer case management, drug and alcohol responses and access to mental health services. They conduct assessments, provide information on a range of issues and advocate on behalf of the person seeking assistance. Vital to the work is recognition that for many people who access our services, the Mission is their only direct experience of a supportive community.

The suite of services offered by Central incorporate the following: Meals Program, Resource Room, case management, Sports and Recreation program, GP and nurse clinic, Hands on Health Clinic and Specialist Services.



Trainee Graham learns the tricks of the trade from chefs Ian and Justin

MEALS PROGRAM

A NUTRITIOUS BREAKFAST AND THREE-COURSE LUNCH ARE SERVED EVERY DAY OF THE YEAR. CAREFULLY SOURCED THROUGH THE GENEROUS SUPPORT OF DONORS AND FROM RESCUED FOOD, THE HIGH QUALITY, NUTRITIONALLY-BALANCED LUNCH MIGHT CONSIST OF SEAFOOD OR STEAK, RISOTTO OR CASSEROLE.

The kitchen is run by a dedicated team of four paid kitchen staff with help from around 25 volunteers each day who consist of individuals, other community groups, school students and teachers as well as people from the corporate sector. This year, structural changes in the Department of Corrections and legislative changes to sentencing meant fewer people on community based orders have been assigned to the Meals Program. This has put pressure on staff and some of this shortfall has been filled by our volunteers.

Over the course of the year we served 175,000 meals. With a limited annual food budget of \$22,000 per year, our work is supplemented by generous food donations from farmers, catering companies, local bakeries, cafes and restaurants. Over many years, the Mission has developed strong relationships with many food donors which are exemplified by an audit of the food received by the Meals Program, conducted over the course of a week in October 2011. In summary, the audit shows that we sourced 3,181kg of food ourselves and received 803kg of food from food rescue agencies Foodbank, FareShare and Secondbite. All this food was likely to be used within the week with the exception of 124kg of eggs which was expected to last three weeks. In addition, Sacred Heart Mission gave food rescue agencies 848kg worth of excess stock for redistribution to other agencies.

We would like to recognise, in particular, the generosity of Monte Coffee, The Bean Alliance, Prestige Foods International Pty Ltd, National Foods, Tip Top Bakeries, FareShare, SecondBite, Foodbank Victoria, Dobson's Potatoes, Nuttelex, Melbourne Market stall holders, Stephen's Fine Food, Les and Verna Baguley, and KS Environmental.

Thanks to the generous support of the Prescott Family Foundation, the Mission was able to enroll three people who use our services in a TAFE accredited training course in October 2011. This Certificate 2 in Hospitality, delivered at the Mission's own dining hall kitchen and assessed by Swinburne TAFE in Prahran, trains participants in the preparation of meals, safe food handling and prepares them for employment in commercial kitchens. There was much enthusiasm amongst the people who use our services to be interviewed for the traineeship, highlighting again the aspirations of service users to obtain training and employment options. The training program will be run over three years, the first year completing in October 2012. The participants receive case management and employment support throughout the traineeship.



RESOURCE ROOM

EACH MONTH PEOPLE
ACCESSED OUR RESOURCE
ROOM AN AVERAGE OF 300
TIMES FOR SUPPORT WITH A
DIVERSE RANGE OF ISSUES.

From assistance to pay for medication or accommodation, to support for family reunification, material aid and help completing Centrelink forms.

Shower and laundry facilities are also available. Through a partnership with Inner-South Community Health, a GP and nurse are available and provided a total of 891 appointments throughout the year. For more than half of the people who access the service, this is the only doctor they see.

CASE MANAGEMENT

A PERSON WHO HAS
MULTIPLE ISSUES CAN
ACCESS ONGOING
SUPPORT THROUGH CASE
MANAGEMENT.

Over the year, there were 188 support periods when people were assisted to access housing, health and legal services, recreation and a range of community based support and care services.

The Assistance with Care and Housing for the Aged program (ACHA) offers specialised support for people over 50 who are homeless and may have declining physical health. This is an important pathway to our Homecare program, aged care hostels and other supported housing.

SPECIALIST SERVICES

SINCE MANY OF THE PEOPLE WHO USE OUR SERVICES ARE DEALING WITH SUBSTANCE USE AND MENTAL ILLNESS, THIS PARTNERSHIP BETWEEN THE MISSION, ALFRED PSYCHIATRY AND WINDANA DRUG AND ALCOHOL RECOVERY PROVIDES COMPREHENSIVE MENTAL HEALTH AND DRUG AND ALCOHOL RESPONSES AND TREATMENT ACROSS WOMEN'S SERVICES AND SACRED HEART CENTRAL.

This strong partnership, which is now in its sixth year, also provides ongoing education to staff about developments in the sector and best practice strategies to engage people with complex needs. In many instances, owing to people's isolation and itinerancy, our Specialist Services team is the primary contact people have with clinical mental health and detoxification services. Over the course of the year Specialist Services provided 310 secondary consultations and case managed 30 people with complex needs.

In addition, Specialist Services ran for the first time three eight week group programs, targeting people presenting with depression and anxiety. These conditions are prevalent amongst the population who use the Mission's services and can negatively impact on daily living skills, quality of life and opportunities for social inclusion.

This group work is an exciting new development for Specialist Services which has generally worked one-on-one with people. A total of 23 participants were recruited from across Sacred Heart Central, Women's Services and the Queens Road rooming house. The group structure consisted of seven, three hour group sessions and one overnight trip. Activities included art therapy, Tai Chi, group discussions, skills development; content focused on self esteem, goal planning, self care, interpersonal skills, support needs and social inclusion. As well as weekly group activities, each participant received individual case management support.

Feedback was overwhelmingly positive; participants remained engaged following the group process, acquired skills in communicating effectively with others and are continuing to work on their goals, mental health issues and quality of life concerns.



Volunteer Peter Ryan celebrates 20 years of coaching our Hearts footy team in 2012

SPORTS AND RECREATION

ALONG WITH FOOTBALL, CRICKET, SWIMMING AND GYMNASIUM MEMBERSHIPS (AT THE PCYC IN ST KILDA), OUR SPORTS AND RECREATION PROGRAM ALSO SEEKS TO INVOLVE PEOPLE IN MORE GENTLE ACTIVITIES.

This is in part recognition that many people who use the Mission's services are over the age of 40 and frequently have health and mobility issues. This year yoga and Tai Chi were added to the existing range of activities such as day trips, bowling and movie afternoons. A team of dedicated volunteers ensures that all activities offered to people are inclusive and fun. Special mention must be made of volunteer Peter Ryan who in 2012 coached the Hearts footy team for the 20th year.

We began offering computer literacy classes in 2011. This was in recognition that many of the people who use our services are socially excluded, including in the area of new technologies. While the wider community takes computers for granted, many people who come to the Mission have never used a computer. We have taken the view that the ability to use a computer is an important form of literacy: it allows people to access services, including housing and employment, and communicate with others.

Supported by enthusiastic volunteers from the National Australia Bank, more than 30 people have attended the eight week course to learn about how computers work, how to access the internet, send emails and prepare documents such as resumes. Feedback from participants has been very positive with several people reporting that a whole new world has opened up for them. Special thanks go to David Nicholas from community education provider Learn for Yourself who has provided accessible tuition to our participants.



People who are homeless can spend a lot of time on their feet; volunteer podiatrist James provides professional care in a welcoming environment

CLINIC

IN 1989, WITH THE ENTHUSIASTIC SUPPORT OF FATHER ERNIE SMITH, THE FIRST HANDS ON HEALTH CLINIC WAS ESTABLISHED BY DR DEIN VINDIGNI AT SACRED HEART MISSION.

The work of Hands on Health now occurs both in Australia and around the world. Volunteers work in communities providing various therapies and services to those who would be otherwise unable to access them.

Our Clinic began modestly in a room at 87 Grey Street but now operates five days a week utilising four consulting room at the building on the corner of Grey and Robe streets. Each week, qualified practitioners deliver a wide range of complementary and natural therapies and services such as hairdressing, massage, optometry, naturopathy, physiotherapy, podiatry, and counselling. In addition, chiropractic students from RMIT do their final year placement at the Clinic under supervision.

Around 407 appointments are kept each month with priority given to residents of Port Phillip whose accommodation is unstable and who hold a pension or health care card. A \$2 administration fee is requested for each appointment but a person will not be refused services if they are unable to pay.

We conducted a survey in June 2012 with 97% of respondents reporting positive outcomes from attending clinic therapies, describing improvements in their health and mobility along with feeling calmer. A total of 98% of clients said that they felt welcome and supported: a fine testament to the work of the two staff members, 39 therapists and 18 volunteer receptionists who strive to improve people's wellbeing in an atmosphere of respect and calm.

CLIENT REPRESENTATIVE GROUP

OUR CLIENT REPRESENTATIVE GROUP (CRG) MEETS EVERY MONTH WITH COMMUNITY SERVICES MANAGERS TO PROVIDE VALUABLE INPUT INTO THE WORK OF SACRED HEART MISSION FROM A SERVICE USER'S PERSPECTIVE.

During 2012 CRG members were trained in public speaking to help them present issues relevant to people who are disadvantaged and homeless to the media, other services such as Centrelink, and a range of interested community stakeholders.

Members of the CRG have proven to be a valuable resource to other service users in supporting them to understand the range of support options available at the Mission and to providing meaningful feedback about the Mission's range of services and any strategic issues that are currently impacting upon people's lives.

CASE STUDY

Colin* came to the Resource Room early this year to explore accommodation options and to use the shower and laundry facilities as he'd been sleeping rough for some weeks. A gambling addiction had led to missed mortgage repayments and resulted in the repossession of the family home and the loss of his job. Over time, Colin's marriage broke down and he lost contact with his family and friends.

The duty worker in the Resource Room referred Colin, 61, to the Assistance with Care and Housing for the Aged

(ACHA) program at Sacred Heart Central for support. The ACHA worker assisted Colin to access an income through Centrelink and found him accommodation in a community rooming house; the worker met with him regularly to provide ongoing support.

Colin was referred to a counsellor to address his gambling addiction and the St Kilda Community Legal Service for legal advice. He attends the Meals Program regularly, visits the Hands on Health Clinic and has also enrolled in a computer course through the Sports and Recreation program.

Colin dropped in recently to say "thank you" to the staff at Central and to let the ACHA worker know that he celebrated his birthday last month with family and friends. As he left Colin said, "One thing's for sure - you can bet on Sacred Heart Mission to be there when you need them".

*not his real name



FEATURE | SHARON

CLIENT REPRESENTATIVE GROUP MEMBER

SHARON HAS SAT ON THE MISSION'S CLIENT REPRESENTATIVE GROUP FOR AROUND SIX MONTHS.

In this role she shares suggestions, complaints and concerns with management on behalf of others who use the Mission's services. Sharon regularly accesses meals at the Women's House, attends appointments at the Clinic to help with her health and wellbeing, and has used the Resource Room a few times. She recently completed the laptop course and has just bought herself a laptop.

"I attend the Client Representative Group meetings once a month and inform the group of any issues people have approached me with. I help the Mission by doing surveys to get feedback about things such as the Meals Program and Queens Road rooming house. I also attend forums about homelessness when they arise.

"I bring to this role good communication skills and I am a clear thinker. I was a catering supervisor and am used to attending meetings and being a team player. I like feeling that I am contributing and that I am useful again.

"I decided to do the laptop course because I knew very little about computers and everything is done on them now from bills, banking, job searching etc. I learnt how to develop a resume, do attachments and keep in touch with family overseas via Skype. I will be using WiFi at the library as it is free.

"In the future I hope for continuing improvement in my health, completing some form of study and the possibility of returning to work."

AGED AND RESIDENTIAL SERVICES

AGED CARE HOSTELS

OUR TWO AGED CARE HOSTELS CONTINUE TO PROVIDE A MIX OF LOW AND HIGH CARE SERVICE TO 83 RESIDENTS WHO HAVE HISTORIES OF HOMELESSNESS AND DISADVANTAGE.

Many have a range of complex needs, resulting from negative life experiences including exposure to trauma and social isolation. This requires a different approach to that provided by mainstream aged care providers. It requires acceptance, flexibility and persistence to meet the residents' care needs. Fundamental to this approach is the relationship between the resident and the team of staff to ensure the resident is engaged and participates in the hostel community. Medical support is provided by nursing staff, general practitioner, and allied health services such as physiotherapy, podiatry and dentistry. Residents are also referred to other services in the community including counselling and psychology.

This last year witnessed a number of changes across our aged care hostels. We introduced a new management structure and team including a new general manager, clinical care manager and quality and administration manager. In June 2012 we undertook our three yearly re-accreditation audit with the aged care standards and accreditation agency reporting that all 44 expected outcomes were met successfully. We have also been undertaking further planning for the hostels' move to full 'Ageing in Place' at the start of the new financial year which will involve the provision of a more comprehensive range of complex specialist services. This will remove the need for a resident to move if their care needs change. The average age of residents is 71 years, with the youngest being 50 years old. Three-quarters are men. More than half have been living in the hostel for more than three years. A total of 63 per cent have a history of homelessness and 23 per cent had been residing in public housing prior to the hostels. There is a high occurrence of mental health issues,

alcohol and drug abuse issues, social isolation, brain injuries, disabilities and long-term disadvantage. This means the care needs of the residents are relatively high for a low-care facility.

Through our relationship based approach, time and energy is invested into quality care and accommodation. A lifestyle program aims to create opportunities for residents to feel connected to both the hostel community and also to the broader St Kilda community.

We encourage residents to maintain their independence and continue activities that have been a big part of their lifestyle for many years. This might be having a coffee at one of the local cafes, lunch at the Mission dining hall, spending time on Acland Street or a glass of wine in the evening.



John began coming to the Mission when Fr Ernie first opened the door and now calls Sacred Heart Community hostel "home". Benita began working at the hostel this year in the newly created Manager, Clinical Care role.

CASE STUDY

John moved to St Kilda from Sydney in 1968 when he was in his late 20s and has been living in the area ever since. The first place he moved into was a rooming house on Beaconsfield Parade, near the Beaconsfield Hotel. From there he spent years living in bedsits and rooming houses, including eight years in the Alliance Française building on Grey Street when it was a rooming house.

John worked at the Electrolux office in South Yarra for more than 15 years, cleaning in the evening. He began coming to the Mission for lunch in the early days when Fr Ernie first opened the presbytery door and has been coming ever since. Three years ago John was living in a park after he was forced out of a rooming house. Mission staff member, Kerol, who is the Assistance for Care and Housing for the Aged (ACHA) worker, suggested he try living in Sacred Heart Community. He had quite a lot of stuff in storage and was spending most of his aged pension on storage bills so the Mission waived the fees for the first few months he was living in the aged care hostel.

John has been living at the hostel for three years now which he says is "a good, safe place". He still enjoys going for meals at the Mission's dining hall as well as regular visits to the Grey Street op shop, and participates in the hostel quiz and footy competition. He loves living in St Kilda because it is close to everything, has good public transport and wide open streets and seaside breeze.

In a recent development in John's life, he has been in contact with his brother and sister after 36 years. He went to Sydney to visit his siblings and recently his sister came to see him in St Kilda. He has also found out that he is an uncle.

HEMOCARE

OUR HEMOCARE PROGRAM PROVIDES SERVICES THAT ENABLE 75 OLDER PEOPLE TO CONTINUE TO LIVE INDEPENDENTLY IN THEIR COMMUNITY.

Fourteen staff members work predominantly in the City of Port Phillip and Stonnington, providing care to older people living in their own homes, many in public housing and rooming houses. Every person is allocated a case manager to coordinate the services.

On average a staff member visits each person three times a week and also provides transport for medical and community appointments. Meals are supplied to over half as part of their care package. People choose the services they receive according to their needs and personal choice. The most popular services offered are transport to appointments, assistance with shopping and care of residents' homes.

Homecare specialises in providing services to people who have experienced homelessness, are on low incomes with minimal financial resources, or are socially isolated.

Many of the people accessing Homecare's services are referred from Sacred Heart Central. A few each year access our aged care hostels for respite or move into the residential hostels when they are looking for a greater level of support or are no longer able to stay at home.

Loneliness and social exclusion are significant issues faced by people who are disadvantaged and ageing. Our Homecare staff members are constantly aware of this and adopt a relationship-based approach to their work often going the extra mile to "be there" for people.

A highlight of this year was the Quality review process in which Homecare met all 18 standards set by the Department of Health and Ageing.

CASE STUDY

After three years of receiving Homecare's services, Shelly* moved into our Sacred Heart Community hostel. She had suffered a few months of ill health and was finding it hard to maintain the upkeep of her very old home. Initially she was fearful of going into supported accommodation. With

the encouragement of her case manager and some family members, Shelly agreed to have some respite. As the time drew nearer to go home, she expressed that she really liked the hostel and would like to stay. She felt so much safer and was enjoying having other people around.

*not her real name.



FEATURE | SUZIE

ROOMING HOUSE RESIDENT

WHEN SUZIE'S MUM MOVED OVERSEAS, SUZIE MOVED INTO A WOMEN'S TRANSITIONAL HOUSING FACILITY.

"It's good for me as I want to live with other people, not on my own. I get my meals prepared for me and every Monday my room gets cleaned. I go to the Friday night BBQ and always make time to watch my favourite TV show Inspector Rex.

"It does feel like home."

After five years she felt at home there, however was told that she had to move out as it was only supposed to be temporary accommodation. She moved in the Mission's rooming house on Queens Road and has been living there for two years. Suzie has a busy schedule: she plays street soccer, works four hours fortnightly at the Big Issue's Women's Subscription Enterprise, and recently completed a Success for Life course, receiving a Certificate 1 in Vocational Preparation and Certificate 3 in Business. She also has a great singing voice.

"I like living here. Here you've got freedom, can do what you want, not like other places. I'm busy – always out and about.

ROOMING HOUSE PLUS PROGRAM (RHPP)

OUR ROOMING HOUSE PLUS PROGRAM (RHPP) AIMS TO PROVIDE SAFE AND AFFORDABLE ACCOMMODATION TO PEOPLE WITH BACKGROUNDS OF HOMELESSNESS.

This is done through the provision of secure housing and targeted support to enable people to maintain their housing and engage with the community.

RHPP is located on Queens Road, Melbourne, opposite Albert Park Lake. We run it in partnership with Community Housing Limited Victoria (CHL) and offer 67 self-contained units with support to two groups of residents: those receiving daily assistance to optimise their health and accommodation, and those living independently but with access to support and assistance as required.

There is a women's floor that provides women-only access to 10 residents and some rooms are designed for people with physical disabilities. Entry to RHPP occurs via referral and we conduct an assessment of a person's support needs.

Connections to Sacred Heart Central are strong, with many residents having been referred by Central and the Mission's Women's Services. Vince Corbett from our chaplaincy team visits residents regularly as do parish priest Fr John Petrus and Presentation Sisters nun, Sister Rose Derrick. Many of the residents are involved with the Mission's Sports and Recreation program and attend the Women's House, the Clinic and Meals Program.

Building a sense of community is vital and we encourage residents to attend a communal dinner on Friday evenings with a BBQ offered in warmer months. Activities are available on a daily basis and there is a strong emphasis on social inclusion with residents encouraged to participate in a range of community activities.

Mental health problems are experienced by many residents and have been a feature in their homelessness. We have strong relationships with local mental health services and RHPP staff work closely with a range of health and welfare services, including GPs, the Junction Clinic, Inner South Community Health Service and Prahran Mission.

Drug and alcohol problems are experienced by many RHPP residents. We seek to engage people in appropriate treatment and utilise a harm-minimisation approach. In partnership with Windana Drug and Alcohol Recovery we provide weekly support to address drug and alcohol issues.

The average length of stay for residents remains at around three years and though the accommodation is long term,

some residents have moved onto mainstream accommodation in accordance with their wishes and support needs.

Art therapy is a major focus and we held an art exhibition titled 'Defining Us' at Queen's Hall at Parliament House in November 2011. The exhibition was a major source of pride for residents and their friends and families. The State Member for Albert Park Martin Foley bought a felt work depicting Albert Park Lake and this is now on display in his office.

In August 2011, RHPP held a family and friends day with the event's success surpassing expectations. More than 70 guests attended and for a number of residents it was the first time they had engaged with their family in more than 10 years. We held the event in recognition that many residents' relationships with their family and friends are fragmented. However these relationships are often instrumental for residents to manage their mental and physical health, develop a clearer sense of personal identity, and live, as much as possible, independently.

In the same month, the Victorian Minister for Mental Health, Mary Wooldridge, announced an additional \$220,000 funding to provide greater support to residents at RHPP.

FEATURE | SHARON BEST & JENNY CALDWELL

WOMEN'S HOUSE VOLUNTEERS

SHARON BEST AND JENNY CALDWELL WERE NEIGHBOURS FOR EIGHT YEARS AND STAYED IN TOUCH AFTER SHARON'S FAMILY MOVED.

When Sharon began volunteering at the Women's House earlier this year, she found herself one day on her own because another volunteer hadn't turned up and staff were having trouble finding a last-minute replacement. Sharon called Jenny who jumped in the shower and car and the pair have been volunteering together every second Thursday since.

Jenny: "I had never heard of the Women's House before Sharon asked me. Most of our work revolves around serving the lunches and preparing additional treats to augment the meals from the Mission kitchen. Apart from

the physical activity of food serving and preparation, I think as volunteers we can nurture a family feel to the experience for the women. The kitchen has a very welcoming and homely feeling.

"I like how inclusive the Women's House is of all women and the staff is supportive of the volunteers. At this time I'm still finding my way and trying to get to know the women that come in for lunch by name. It is great to have people enjoy the food! A small amount of time spent caring for someone else can have large rewards."

Sharon: "It is fantastic volunteering with a friend as we get to catch-up and chat. Jenny is a grandmother and has five children. We've got two teenage boys who are a year apart so we have big family get-togethers with all the kids but this is our individual time together where we can talk about our similar interests such as our love of gardening and cooking."





WOMEN'S SERVICES

**WOMEN'S SERVICES
AIMS TO PROVIDE SAFE,
RESPONSIVE AND QUALITY
SUPPORT SERVICES
AND ACCOMMODATION
TO WOMEN WHO MAY
BE EXPERIENCING
HOMELESSNESS, SOCIAL
ISOLATION OR ARE IN A
CRISIS SITUATION
REQUIRING ASSISTANCE.**

It encompasses a drop in centre (Women's House), crisis accommodation (Homefront) and intensive case management.

We deliver these services with a social inclusion focus and from the perspective that women are often excluded from the community as a consequence of experiences such as violence, abuse, lack of economic participation and trauma. We are able to provide a continuum of care with women frequently accessing both the Women's House and Homefront which has resulted in some very positive outcomes.

Over the year, all Women's Services programs noted an increase in the number of women from Culturally and Linguistically Diverse (CALD) backgrounds accessing its services, many of whom are of refugee status.

WOMEN'S HOUSE

OUR WOMEN'S HOUSE PROVIDES A SAFE AND WELCOMING PLACE FOR SOME OF THE CITY OF PORT PHILLIP'S MOST DISADVANTAGED AND MARGINALISED WOMEN.

Around 40 women access the House on a daily basis to connect with others and to find the help that they need with a range of complex social and emotional issues. The women who access the House are facing serious challenges including homelessness, drug and alcohol problems, mental health issues, family violence and being engaged in street sex work. In addition to a free lunch served by volunteers, health and wellbeing activities form an integral part of the Women's House program. It is via these activities that our workers are able to assertively engage with women who are vulnerable and socially isolated, who may be resistant to seeking help and who would otherwise "slip through the net".

On average, 140 individual women attended the House each month, many on a number of occasions, with a total of 6,940 attendances recorded for the year. As the House provides a unique opportunity of enabling workers to be in contact with a significant number of women seeking assistance, a range of professionals visit the House on a regular basis to

offer their services. These include lawyers, employment consultants and sexual health nurses, as well as workers from Homeless Outreach Psychiatric Services, Windana Drug and Alcohol Recovery, Inner South Personal Helpers and Mentors Outreach Program, and the Royal District Nursing Service.

A weekly program includes art therapy, which is funded for another year by the City Of Port Phillip and ceramics and meditation (provided by a volunteer). Women using the House also regularly attend the Mission's Sports and Recreation program; the laptop course and Tai Chi have been particularly popular.

We offer case management which provides medium-term support tailored to the needs of the woman, including assistance and support to obtain and maintain housing. Case managers also advocate on behalf of a woman and assist her to engage with a range of other service providers and supports as required. There will be a small increase in staffing levels in the coming financial year which will allow for more women to access case management.

The Women's House is fortunate to have very active and dedicated representatives from the Client Representative Group who provide valuable feedback and assist with ongoing improvements.

HOMEFRONT

HOMEFRONT IS A CRISIS ACCOMMODATION FACILITY FOR WOMEN OVER THE AGE OF 25 WITHOUT ACCOMPANYING CHILDREN/DEPENDENTS.

It is funded to take referrals state-wide and provide approximately six weeks crisis accommodation. The facility can accommodate 11 women in self contained units and provides outreach to around 15 women in transitional housing. Our focus of this outreach work is supporting women to maintain their tenancies by ensuring they are well linked in with the necessary specialist support services such as mental health services, legal support and counselling.

Case managers are responsible for providing crisis assistance for women who are residing at Homefront with the objective of assisting them to find safe, alternative accommodation while working towards a long term housing option that is safe and sustainable. Case managers advocate on behalf of the residents and assist them to engage with a range of other service providers and supports as required. They also provide outreach support for a number of ex-residents to obtain and maintain transitional housing in the community.

INTENSIVE CASE MANAGEMENT INITIATIVE (ICMI)

THROUGH THE WOMEN'S HOUSING AND COMPLEX NEEDS (WHCN) INITIATIVE, WE PROVIDE INTENSIVE CASE MANAGEMENT SERVICES FOR WOMEN WITH HIGH AND COMPLEX NEEDS.

This program promotes collaborative partnerships and linkages between relevant services and provides flexible brokerage funds for a range of therapeutic interventions to augment and enhance the support and engagement with women.

The Intensive Case Management Initiative provided support for 17 women during the last financial year. In testament to the great outcomes the ICMI team has achieved with women with highly complex needs, in May 2012 the Department of Human Services committed to re-fund ICMI as a permanent and ongoing project. In addition, the program was fortunate to have a second case manager for a short-time however ongoing funding wasn't available for this position.

CASE STUDY

Tatiana* is a 38 year old female who was couch surfing and sleeping rough when she was referred to the Intensive Case Management Initiative (ICMI) due to her chaotic and notoriously challenging behavior.

She was on a waiting list for public housing, having been forced to leave her most recent public housing property due to family violence and breach of her tenancy. As a child, Tatiana was in-and-out of foster care and residential care units due to family violence and her mother's alcohol dependency. She developed a heroin addiction and has been diagnosed with schizophrenia, PTSD, depression, anorexia and borderline personality disorder.

At intake, Tatiana's moods were very unpredictable. During her first contact with ICMI she had relapsed into heroin use. After building a trusting relationship with her worker, Tatiana admitted the relapses and started a methadone program at her own request. Tatiana's worker challenged her difficult and aggressive behavior and provided one-on-one support sessions to develop Tatiana's assertiveness and communications skills. Her progress was evident when dealing with a family crisis that she said ordinarily would have prompted relapse into heroin use, a psychotic episode or worse; as she talked her feelings through with her workers and her partner and was able to abstain from drug use.

ICMI engaged Tatiana in family violence awareness work to ensure she was empowered to deal with any abusive behavior by future partners.

Tatiana is a talented artist and uses tattoo designing and sketching as therapy and a distraction when feeling stressed or at risk of relapse of drug use. She wanted to build her portfolio to help her with her long-term goal of working in tattooing so brokerage funds were used to buy her some art and tattoo equipment. At the end of her support period, Tatiana had been offered an internship at a tattoo parlour.

*not her real name

FEATURE | SKIPPY

J2SI PARTICIPANT

BEFORE SKIPPY*, 54, BEGAN THE J2SI PROGRAM HE HAD BEEN HOMELESS FOR 32 YEARS, SLEEPING IN SQUATS AND HIS CAR, UNTIL IT WAS TOWED, AND THEN TRAMS, BUS STOPS AND TRAIN STATIONS. EVEN LITERALLY IN GUTTERS. HE WOULD COME FOR MEALS AT THE MISSION'S DINING HALL AND OTHER HOMELESSNESS ORGANISATIONS AND WAS WELL-KNOWN IN THE LOCAL AREA.

Skippy has now been housed since April 2010. At the beginning of this year he moved flats and is much happier in his new home. For the first time, he feels house proud and has saved his disability pension to buy a vacuum cleaner, TV and washing machine.

Through J2SI Skippy sees a podiatrist at Inner-South Community Health and new focuses in his life are fishing and volunteer dog walking. He has become friendly with a market butcher who helps out with preparing packs for Skippy each week but, most importantly, knows him as a local resident, not a "homeless person". He cooks for himself and no longer needs to access meals at homeless organisations – a sign that Skippy has moved out of the homeless subculture.

"J2SI has helped me out and got me on my feet. The best thing that's happened since I started J2SI is getting my new flat and buying myself new stuff. I've got on with my life. I just want a quiet life."

*not his real name.

JOURNEY TO SOCIAL INCLUSION (J2SI)

OUR INNOVATIVE AND EXCITING PILOT PROGRAM JOURNEY TO SOCIAL INCLUSION (J2SI) WAS LAUNCHED BY PREMIER BRUMBY IN JULY 2009 AND, THREE YEARS LATER, IS NOW IN ITS FINAL STAGES OF OPERATION.

J2SI is one of the most in-depth studies of long-term homelessness ever undertaken in Australia. It is the culmination of many years of dedicated effort from our leadership team in developing the model; raising the funds required to pilot and evaluate it; and effectively implementing the program. J2SI was a key initiative of the 2007-2010 strategic plan and is a concerted effort to secure sustainable outcomes for people who have been long-term homeless. It aims to demonstrate that a well resourced, intensive and long-term service model can break the cycle of chronic homelessness. It also aims to show that dedicating the resources in the short term will have long-term economic benefits for the community.

J2SI SERVICE MODEL

J2SI supports 40 people who have been long-term homeless with intensive case management (the ratio is one worker to four participants) over a three year period. A structured therapeutic response addresses the underlying trauma that is both a cause and a consequence of homelessness, and a Building Up and Developing Skills component is aimed at equipping people with the skills and self-esteem to enable reconnection with the broader community. In addition J2SI works in close partnership with a range of other services, most notably the Office of Housing, the Mental Illness Fellowship of Victoria and Alfred Psychiatry to meet the health, housing and other needs of people in the program.

Importantly, J2SI is being comprehensively evaluated: RMIT University is undertaking a social evaluation and the Melbourne Institute of Applied Economic and Social Research at Melbourne University an economic evaluation. These two universities are working together closely to implement a four year, randomised control trial. This involves six monthly surveys, from the start of the program in November 2009 to the end of the three years, of the 40 participants who are receiving J2SI's services and 40 other people who were eligible for the program but were randomly allocated to a control group.

A final survey will be undertaken 12 months after the pilot concludes to ascertain whether the outcomes have been sustained. These surveys will track changes in health, housing,

social and economic participation over a four year period and compare outcomes for those who received J2SI services and those who did not.

This research methodology will also be used to trace the economic impact of the J2SI model. At a cost of \$4 million J2SI is a significant investment and the evaluation will provide clear evidence of whether a targeted, intensive approach is more cost effective than leaving chronic homelessness in the hands of the criminal justice, health and crisis service systems.

RMIT University is also undertaking a process evaluation to provide a detailed understanding of the systems and processes that underpin delivery of the model and how they impact on participant outcomes.

UPDATE ON SERVICE DELIVERY

J2SI IS NOW IN ITS FINAL MONTHS OF SERVICE DELIVERY AND, WHILE OVERALL OUTCOMES FROM THE PROGRAM ARE POSITIVE, THERE HAVE BEEN SUCCESSES AND CHALLENGES THROUGHOUT THE THREE YEAR PROGRAM.

SUCCESSES

Engagement – J2SI has built and maintained relationships with almost all of the 40 people who commenced the program. This is a remarkable achievement as people who are long-term homeless are highly transient, often have enduring mental illnesses and are commonly caught up in a cycle of substance abuse.

Housing – preliminary data from the 24-month evaluation indicates that 85% of J2SI participants are in stable, long-term housing. Significantly most of these tenancies have been maintained for more than 18 months which has required collaboration, flexibility and a commitment to problem solving from both J2SI and housing managers.

Economic participation – 12 months into the pilot J2SI established a partnership with the Mental Illness Fellowship of Victoria which has provided an employment consultant to work full-time with the program. As a result, many of the participants have engaged in either employment or training. This workforce participation clearly demonstrates what is possible if the right approach is taken and the right level of resources are available.

Reduced use of expensive services – preliminary information from the 24-month outcomes evaluation indicates that those receiving support from J2SI are using expensive health services less.

CHALLENGES

Participant drug and alcohol use – many J2SI participants continue to struggle with substance abuse. This does not mean that work has not been undertaken in this area but demonstrates the challenges associated with changing a life-time pattern of addiction.

Social connections – connection with the mainstream was a clearly articulated goal of the J2SI program. This has proved challenging and many J2SI participants remain engaged with the homeless subculture. The employment outcomes that are being achieved during the final stages of the program provide an opportunity to strengthen connections to the mainstream.

As the service delivery phase of the pilot draws to a close it is critical that Sacred Heart Mission reflects on and documents what has been learned about service delivery in order to inform policy and program development more broadly.

FEATURE | SYLVIA ADMANS

CEO, THE R E ROSS TRUST – J2SI SUPPORTERS

THE R E ROSS TRUST IS A PERPETUAL CHARITABLE TRUST THAT, SINCE ITS INCEPTION IN 1970 HAS DISTRIBUTED OVER \$90 MILLION IN GRANTS FOR CHARITABLE PURPOSES IN VICTORIA.

The Trust has supported the Mission for a number of years on a range of initiatives concerning social inclusion and poverty, and most recently the Mission's pilot project Journey to Social Inclusion. Sylvia Admans is The R E Ross Trust's CEO.

"It wasn't an easy decision for the Trust to make such a large commitment to the J2SI project however the key values of the project such as early adoption, collaboration, evidence based policy reform and working with the most disadvantaged Victorians aligned neatly with the Trust's objectives and made a partnership between the Mission and the Trust a good fit. The J2SI project also presented an opportunity to create long term impact in this space.

"Our support of the J2SI project helps address homelessness and poverty on two levels. Direct and immediate support for recipients and their families and systematic support through applied research to create long term systemic change. These two elements of the program, when conducted alongside each other, provide an learning environment where research and reality can inform best practice."

LESSONS

The importance of relationships

J2SI was founded on the belief that the relationship between the participant and the program is the necessary foundation from which change is possible. As such, significant effort has been directed towards building and maintaining relationships with participants. As the pilot draws to a close, J2SI remains connected with almost all of the 40 people who commenced the program in November 2009. This is a significant achievement as people who are long-term homeless are highly transient, often have enduring mental health issues and are caught up in a cycle of substance abuse. Their life experience is one of broken relationships and an understandable resistance to services.

J2SI started from this reality. Building relationships with participants took patience, persistence, creativity, flexibility and resilience. It initially meant finding people at meals programs, health services, or at local rooming houses and consistently demonstrating that we were prepared to hang in for the long haul, listening to people's stories, and following through with our commitments. It also meant adapting our practice to an individual's journey over a three-year period, rather than requiring them to adapt to us. The casework team has maintained contact with participants when they are interstate, in hospital, in prison, or just not available.

In building and maintaining these relationships, the team also experienced some very challenging behaviour. Crucially, rather than withdrawing the service in response to an incident, J2SI has been resourced to understand where this behaviour comes from and work through it. In many instances being able to tolerate this challenging behaviour is one of the most important things that the program has done. The J2SI participant group expect to be banned from services: they have been banned from services

all their life. In not withdrawing the service, J2SI has been able to challenge participants' expectations of services and move beyond the challenging behaviours. The program has also been able to model respectful and trusting relationships, which over a three-year period has been a significant and prolonged opportunity for participants to trial new strategies for engaging with the world.

The relationships that we have formed with participants have demonstrated that there is no such thing as a service resistant person when we have the opportunity to develop trust. J2SI starts from the view that it is the service's responsibility to build the relationship with the person and if the service takes this responsibility seriously and is adequately resourced, it is possible to build and maintain a relationship of trust with anyone.

Service coordination

Working with a range of different services necessary to meet the needs of people who are long-term homeless is a well documented challenge. It has been our experience that the resources available to J2SI have made a difference in several ways.

1. J2SI has the time required to facilitate collaboration between the multiple services that support individual participants. This work is time consuming and includes keeping all the services up to date with what is happening, taking responsibility for convening, hosting and documenting regular case conferences and, most importantly, working with other services to facilitate a consistent response. The J2SI team has been working with participants over a sustained period and has been able to develop a detailed understanding of individual needs, issues and behaviours. While it has been challenging at times, the casework team has been able to appropriately share this knowledge with other services, provide some insights about what is going on for the person and what is likely to work in terms of a response. This has meant that the participant's experience of the service

system has fostered coherence and consistency in their stressful lives rather than fragmentation and conflicting demands

2. J2SI has had the time that is necessary to gather the sometimes substantial written material about the individual people it is supporting. Many participants have neuropsychiatric reports, files from disability services and from child protection, occupational therapy assessments, and reports from the criminal justice and mental health systems. Gathering together this information, identifying and addressing gaps, and then trying to make sense of what was often contradictory and out of date was an important task in building a coherent and detailed story about participants in the program. We tried to build an integrated narrative rather than a series of time related problem based snap shots.

3. We believe J2SI has been effective in service coordination because the program sits outside the specialist and clinically based service system. J2SI has a very broad focus and has been able to work across the specialist mental health, drug and alcohol, employment, recreation and legal systems to meet individual needs. This has been made possible through training and vital secondary consultation partnership arrangements with specialist providers such as Alfred Psychiatry, Regen Drug and Alcohol Services, the Mental Illness Fellowship of Victoria and The Lighthouse Foundation. J2SI's capacity to take responsibility for the full range of presenting issues has been a key factor in successful participant outcomes.

An emphasis on social connections and employment

One of the key aims of J2SI is to support participants to re-engage with the mainstream community. While this has proved challenging, we remain committed to the focus on expanding social connections. The partnership with the Mental Illness Fellowship of Victoria and co-location of an employment

consultant to work alongside the J2SI Building Up and Developing Skills component has been a key factor in meeting the challenge.

Acknowledging and responding to trauma

Almost all J2SI participants experienced extreme trauma in their childhood that has been compounded by a life-time of disadvantage, poverty and homelessness. The impact of this trauma cannot be overstated and J2SI was specifically designed to acknowledge and respond to the trauma that is both a cause and a consequence of long-term homelessness. J2SI has demonstrated the importance of a therapeutic, trauma informed service in facilitating positive participant outcomes.

Program accountability

J2SI is a high profile and very expensive program. Sacred Heart Mission and the philanthropic partners that made the pilot possible have made significant investments in its development and implementation; closely managing the resources is a high priority. We established a robust governance framework that includes a steering group to monitor overall progress, a service delivery reference group to provide specialist expertise on practice challenges and an evaluation reference group to oversee the evaluation and address methodological challenges as they arise. As a result J2SI has been subject to a high degree of independent scrutiny and criticism.

J2SI also has three external evaluations that are monitoring progress. These structures mean that every key policy and practice decision made by the program is carefully considered and scrutinised, leading to a high level of accountability for participants. In short, the program has taken responsibility for participants in a way most services are unable to and this has been another important factor in successful outcomes.

CONCLUSION

The J2SI pilot is a rich source of information about delivering services to people who are long-term homeless and have complex needs, and we are acutely aware of the importance of documenting and disseminating this information. Furthermore, the evaluation of the outcomes for the participants will continue after the service delivery phase concludes in November 2012 with the 24-month outcomes report due later in 2012, the 36-month outcomes report due in 2013 and a final report due in 2014.

In addition, the Victorian Department of Health is currently seeking submissions from service providers to deliver a program that draws heavily on the J2SI service model. 'Breaking the cycle: reducing homelessness' is a four-year initiative that will deliver assertive and intensive support to people who are long-term homeless as a result of enduring mental health and other co-occurring conditions.

We are currently preparing a submission seeking funds to deliver this initiative in the inner south. While the outcome of this submission will not be known until October 2012, it is apparent that our investment in people who are long-term homeless has contributed to broader interest in this cohort within the homeless population.

Sacred Heart Mission would like to thank the following for their financial support of J2SI:

Lord Mayor's Charitable Foundation
The Peter and Lyndy White Foundation
The R E Ross Trust
William Buckland Foundation managed by ANZ Trustees
Victorian Government
St Mary's Parish East St Kilda
AndyInc Foundation
Cabrini Health
Limb Family Foundation
Orcadia Foundation

Service partners

RMIT University and the Australian Housing & Urban Research Institute
Alfred Health Psychiatric Services
Department of Human Services
Windana Drug and Alcohol Recovery
Melbourne Institute of Applied Economic & Social Research

FEATURE | LORETTA MANNIX-FELL

EXECUTIVE OFFICER, ANDYINC – MISSION SUPPORTERS

ANDYINC FOUNDATION PROVIDES STRATEGIC INVESTMENTS IN COMMUNITY ORGANISATIONS THAT ADDRESS DISADVANTAGE, PROMOTE INNOVATION, AND EFFECT CHANGE IN THE FIELDS OF COMMUNITY BUILDING, SOCIAL JUSTICE AND ENVIRONMENTAL SUSTAINABILITY.

Andyinc supports long-term social change through its focus on areas of sustainability and the environment, community building/social justice and humanities and the arts.

Andyinc has been an advocate and supporter of the Mission since 2006, providing funds for the Meals Program and emergency aid as well as providing financial support for Journey to Social Inclusion for the last three years, totalling more than \$165,000. Loretta Mannix-Fell is the executive officer at the Andyinc Foundation.

"The trustees of Andyinc recognise the outstanding work undertaken by the Sacred Heart Mission and have complete trust in funding existing projects and new initiatives. We admire the Mission's relentless pursuit of social justice and the deep respect shown for every person who walks through its door. While on-going funding to the Mission's core areas is vitally important, the Journey to Social Inclusion project has the potential to be the model to reduce homelessness across Australia.

"In addition to this financial funding, trustees and staff personally support the Mission through donations of clothes, furniture, and other goods to its op shops, as well as being strong advocates to other trusts and foundations about the work of the Mission.

"We always feel a part of the Mission community, whether its attending meetings, enjoying the Heart of St Kilda Concert or having lunch in the dining room."

FUNDRAISING AND COMMUNICATIONS

OUR FUNDRAISING AND COMMUNICATIONS PROGRAM HAS HAD A BUSY AND PRODUCTIVE YEAR IN AN ENVIRONMENT WHERE DONATIONS WERE HARD TO FIND.

In 2011/12 overall donations totalled \$2.4 million, a decrease of \$260,700 from the previous year; one of our main fundraising events, the Heart of St Kilda Concert, was not held in the 2011/12 financial year but in early July 2012.

The Christmas appeal raised \$74,530 which was down from the previous year and the winter appeal raised \$137,000. Our Angels regular giving program remains strong with around 200 members.

Support from philanthropic trusts and foundations was good with \$178,000 being given. We also received \$188,253 from bequests.

The Mission Possible committee assisted with our annual Dine with the Champions dinner which was held in October at the Powerhouse, Albert Park. The event is an intimate gathering and we were fortunate to have Michael Roberts as the MC again who interviewed sport celebrities Rick Kelly (he loved it

so much in 2010 he came back a second year), Giaan Rooney, Ky Hurst, Ken Wallace, Peter Moody (also a return guest from 2010) and Luke Nolen. Angela Pippas wandered through the audience doing short interviews. The night made a profit of \$70,000: an increase of \$30,000 from the previous year. A big thank you to the Mission Possible committee who are: Paul Ryan (Chair), Torsten Kasper, Paul Higgins, Paul Smith and Jeremy de Silva.

Our annual Light up a Life cocktail party, organised in conjunction with the Women4Women Committee, continued to be very popular event with around 500 guests enjoying an autumn evening at Circa, The Prince Deck, St Kilda. The night made a profit of \$95,000, an increase of \$7,000 from the previous year. A very big thank you to all members of the Women4Women Committee for their hard work and dedication. The committee is: Carolyn Clark (Chair), Tania Brougham, Judy Buchan, Sarah Conron, Marg Downey, Melissa Doyle, Sandi Gibson, Karen Hengel, Lucy Hill, Josie Kelly, Teresa Liano, Karen Mitchell, Carol Nettelbeck, Katy Sadler, Linda Slobom, Jane Turner, and Penelope Ward-Ambler.

Once again generous support was received from many corporate and local businesses. We have enjoyed the very generous ongoing support in both cash and in-kind from Ernst & Young, Chisholm & Gamon, KS Environmental, Ryan Commercial Lawyers, NAB, Juncture Creative and Kraft Foods who are valued supporters.

In late October 2011 the Mission teamed up with SecondBite to host a dinner in the Mission's dining hall featuring the judges from Master Chef and some friends. Around 80 people were seated in the dining hall where each of the chefs talked through the dish they were about to receive. The Mission's Meals Program Coordinator Suzanne McDonnell was responsible for creating the vegetarian option for the main meal, sharing the plate with Gary Mehigan's creation. Suzanne opted for handmade tortellini filled with organic sweet pumpkin and almond, a hint of grana padano and tossed in a nutmeg butter with crunchy fried sage leaves and goats cheese garnish. The dish was a huge hit with everyone wanting it added to their plate. The guests had to line up to receive their meal as our daily 'patrons' do. It was a fun night and helped promote the work of both organisations, especially as 85% of the ingredients used on the night had been rescued. It was also a great opportunity for Toh, one of the Mission's chefs, and Eugene, kitchen hand, to work alongside the chefs and staff from their restaurants. Thanks must go to Peter Jones Special Events who coordinated the event pro bono and the other supporters of the evening George Calombaris, Gary Mehigan, Matt Preston, Burch and Purchase Sweet Studio, Place Settings, Solution Red, Bright Young Things and Elgee Park Wines.

The dinner sparked a desire from Suzanne to be able to make tortellini or similar for lunch in the dining hall, but due to the time consuming nature of the pasta dish it is hard for the chefs and trainees to make in time. Ernst & Young advised that they were looking for a volunteer opportunity for a large group of staff that would take place in an afternoon. It was

perfect timing and the team from Ernst & Young came in and made gnocchi which was served the following day to rave reviews.

The Mission continued to receive strong media attention in local and state newspapers together with attracting TV and radio coverage. Highlights included our Meals Program featured on ABC's Gardening Australia, CEO Michael Perusco interviewed on ABC News 24 about the J2SI program, our op shops featured in both Today Tonight and the Herald Sun, a profile of dining hall volunteer Mary Weiser in The Age, opportunities to talk about our plans for Christmas on both 774 ABC and 3AW, and significant coverage leading up to our Heart of St Kilda Concert. We are fortunate to have received considerable attention from the local papers with a number front page articles.

The Mission is also regularly approached to provide media comment on issues relating to homelessness and poverty. We had a number of editorials and letters to the editor published throughout the year, in particular advocating for more affordable housing.

The Fundraising and Communications program was also engaged in visits to schools (both primary and secondary) and community groups to educate them about the work of Sacred Heart Mission. We also conducted tours of the Mission's services for donors, community groups and schools.

We thank Juncture Design who provided a range of pro bono services during 2011/12 and previous years. We also thank photographers Mark Munro and Kirsty Umback for the stunning photos they have each provided pro-bono to the Mission. We would like to thank Docklands Press our print partners for all of their work over the last year.





We welcomed the judges from Master Chef to our dining hall who, together with our chefs, create a special dinner for this promotional event. L-R: George Calombaris, Matt Preston, Cathy Humphrey (our CEO), Zoe Whyatt (Former CEO, SecondBite), Darren Purchase (Burch & Purchase), Suzanne McDonnell (our Meals Program Coordinator) and Gary Mehigan.

FEATURE | KATELYN SHARRATT

AVID SACRED HEART MISSION OP SHOPPER

KATELYN SHARRATT WORKS IN A CLIENT SERVICES/ OPERATIONS SUPPORT ROLE AT AN OFFICE THAT IS JUST AROUND THE CORNER FROM THE MISSION'S CLARENDON STREET OP SHOP.

She is also studying Cultural Anthropology via correspondence with a university back in California (where she is from). Her one hour lunch break allows her to wander Clarendon Street (and pop into her favourite op-shop) quite often!

"I find that op-shopping is most successful when you go in with an open mind. I rarely find things that I am specifically looking for at the exact time that I want to find them. However, my eyes are always peeled for anything vintage. Op-shopping takes a lot of patience...and persistence. I visit the op shop about twice a week, but I don't always buy something.

"I have always enjoyed sewing, and I tailor most of my own clothing. Well-tailored clothing always looks better than something that has simply been purchased off the rack. I think that modern clothing has lost much of the individuality and quality that was achieved when clothing used to be created for a specific person. Some of my op-shop finds require only minor tweaks (such as a hem or re-fitting), while others I basically just use for the fabric and create a whole new garment. I love owning a piece of clothing that I know no one else owns!

"One of my best discoveries was a beautiful, kelly-green vintage skirt at the Clarendon Street store. It required quite a bit of tailoring, but I love the end result!

"There are so many wonderful things about op shopping. One of the things that I like best about it is the fact that it is less wasteful than purchasing new items. Recycling is so important. We live in a culture where we are constantly told that we need something newer and better, and the waste that is thus generated by our consumerist world is incredible! I love clothing and fashion, but at the same time I don't want to contribute to the mindset that in order to enjoy these things we have to succumb to the pressures of modern advertising. Also, I like that with op-shopping I have a choice

about how my money is used...after I have spent it. I would much rather purchase something and know that the money with which I paid for it is going to a charity rather than into the pockets of a chain retailer.

"As a student and avid traveller, I don't have an endless amount of money to spend on clothing. Op shopping is a much more affordable way to add items to my wardrobe. With patience, you can find very good-quality clothing for a fraction of the price that it was when new. Op shopping makes you creative and makes your wardrobe unique.

"Lastly, the hunt for something that you like makes the find much more fun!"



OP SHOPS

OUR OP SHOPS CONTINUE TO CONSOLIDATE THEIR REPUTATION FOR PROVIDING QUALITY AFFORDABLE GOODS, IN A WELCOMING, UPBEAT AND FUN SHOPPING ATMOSPHERE

This is in no small part thanks to the dedicated support and hard work of the fantastic volunteers who live the Mission's staff values. This year our op shops were able to once again surpass expectations, generating more than \$3.4 million in sales, contributing a great deal of much needed funding to our programs and services.

There is no doubt that op shopping has grown in popularity over the past few years, with a growing trend towards recycling and reusing goods, as well as an understanding that there are often treasures to be found, whatever you are looking for. We pride ourselves on setting a high standard, where the range of stock is exceptional, the stores are clean and visually appealing, and the staff members and volunteers are friendly and helpful.

In June 2012 we opened our seventh op shop in Bentleigh, with the most successful, and hectic opening night on record. The community has been very welcoming and full of praise, not to mention generous, and the store is expected to be another resounding success.

Some of the other highlights included the continued success of the Op Shopping After Dark events, in particular Hawthorn's first birthday celebrations and the South Melbourne soiree in April; the refurbishments at the Chapel, Grey and Inkerman Street stores; Elsternwick's seasonal 'Into the Wardrobe' ranges; some consistently exceptional window dressing; and record monthly sales across all of the stores.

The desire to raise Sacred Heart Mission's profile in the wider community is still a strong focus of the op shops, with the aim to increase custom, quality of donations and overall support for the vital work of the organisation.

We have committed to support Buy Nothing New Month (BNNM) in October 2012 which is a campaign to promote conscientious consumption. It challenges people to take the pledge to buy nothing new during the month with the exception of essentials such as food, drink, travel, hygiene and medications. However you can beg, borrow, barter, swap or buy second hand whatever you need. We are creating our own campaign around BNNM to promote our op shops and the Sacred Heart Mission brand to a new audience.

The op shops would like to extend a special thank you to Chisholm & Gamon, Classic Moves, Diabetes Australia, H & H Jewellery, Leonard Joel Auction House, Kolourways Fashion Marketing, our NAB volunteers, and all of the school groups who have volunteered in stores or assisted with the promotion of the op shops, for their support throughout the year.

Op Shops

Bentleigh	271 Centre Road
East St Kilda	415 Inkerman Street
Elsternwick	486 Glenhuntly Road
Hawthorn	86 Riversdale Road
Windsor	86 Chapel Street
South Melbourne	365 Clarendon Street
St Kilda	87A Grey Street



South Melbourne op shop coordinator Karen sells donated items with the money going into the Mission's programs and services

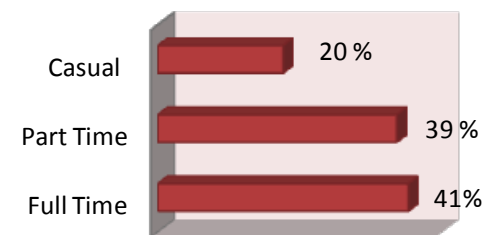
HUMAN RESOURCES AND VOLUNTEERS

HUMAN RESOURCES

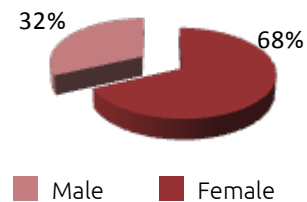
Our staff

At the end of the financial year, Sacred Heart Mission employed 216 employees; 88 full time, 84 part time and 44 casual staff. In addition, 1,368 active volunteers help throughout the Mission.

Employment Type



Gender

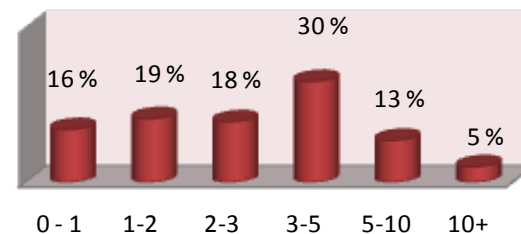


Staff survey

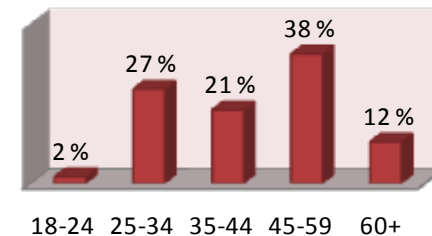
In February 2012 we conducted a survey with 68% of staff participating (similar to the industry average).

The response was highly pleasing as it gave us a great sense of our strengths and areas in which we can improve. The table to the right is an overview.

Tenure



Age



Strengths

ORGANISATIONAL COMMITMENT

93% of employees feel a sense of loyalty and commitment to Sacred Heart Mission. This result is 13% higher than the health and community sector average.

JOB SATISFACTION

92% of employees report that they like the kind of work they do. 7% higher than sector average.

MISSION AND VALUES

96% of employees believe in the organisational values. 11% higher than the sector average.

ETHICS

96% of employees perceive Sacred Heart Mission to be socially responsible. 14% higher than sector average.

ROLE CLARITY

96% of employees understand how their job contributes to the success of the organisation. 9% higher than the average.

FOUNDING STORY

95% of employees believe that they understand how their work is connected to the Mission's founding story.

Development areas

TECHNOLOGY

32% of employees feel that Sacred Heart Mission makes good use of technology.

REWARDS AND RECOGNITION

39% of employees do not feel that they are satisfied with their income.

The staff and leadership team are working hard on resolving our issues and we have celebrated our successes.

Staff wellbeing

We are committed to providing staff members with high levels of personal safety, both physical and psychological, and to providing health and well-being tools and education to all our teams. Some of the health and wellbeing initiatives we have offered are:

- ♥ regular sessions run by our volunteer naturopath on healthy living and relieving stress for staff;
- ♥ active promotion of the health benefits of riding or walking to work;
- ♥ free health checks and flu shots;
- ♥ regular sessions run by a trained psychologist in looking after yourself and others in a challenging environment; and
- ♥ walking groups.

Learning and development

We have provided extensive learning and development opportunities for employees and volunteers. Some of the training we have offered as part of our core training program includes: First Aid, CPR, equal employment opportunity training, maintaining professional boundaries, evasive self defence, fire warden training, cultural awareness, manual handling, safe food handling and privacy training.

Our management team commenced management training which will be continued over the next two years.

Recognition

At Sacred Heart Mission we acknowledge the outstanding achievements of staff members who embody the values of our founder by awarding an Ernie Smith Award. Seven Ernie Smith Awards were awarded throughout the year to the following staff: Ana Petidis (Manager, Women's Services) Jane Te Moni

(Personal Care Assistant, HomeCare), the Rooming House Plus Program team, Keryn Fox (Clinical Care Coordinator, hostels), Pastoral Care team, the Sacred Heart Central support and case management team, Gail Marie Hart (Social Inclusion Coordinator, Rooming House Plus Program), the Homecare team, and Dena Hughes (Support Worker, Women's House).

We also recognise significant lengths of service and a total of 14 staff members were acknowledged this year for being part of our team for either five or 10 years. This includes our CEO Cathy Humphrey who has been with the Mission for 10 years.

Industrial landscape

In May 2012, Fair Work Australia found that social and community service workers were not receiving equal pay and that gender is a significant cause of the pay gap. This year we continued to support the Australian Services Union equal pay case to put pressure on governments for better wages and conditions. This is important to adequately remunerate people employed in the sector, help retain our employees, and ensure that we attract the best possible people to work with some of the most vulnerable people in our community.

The Human Resource team at Sacred Heart Mission has been generously supported throughout the year with pro bono professional advice by Michael Serong and Jordan Tilse at Norton Rose and by Jay McGrath and Robyn Beveridge at McGrath Consulting.

VOLUNTEERS

WE CONTINUE TO RECEIVE EXTRAORDINARY SUPPORT FROM OUR INCREDIBLY VARIED VOLUNTEER TEAM.

People from all backgrounds, age groups and localities offer their time generously and without them we could not provide our current breadth of programs.

Many corporate groups continue to volunteer at the Mission. Companies such as NAB, Telstra, Ernst & Young, Hilton on the Park, ANZ, Monash IT, T2, General Mills, Caterpillar of Australia, JWT Advertising, Zinc, Cabrini Medical Imaging, Cabrini Social Outreach, Westpac, Alcoa Fastening Systems, Australian Super, Creative Activation, STA Travel and Myer Family regularly have staff members come and help prepare and serve meals in our dining hall.

We would also like to acknowledge the ongoing volunteering support and assistance from Temple Beth Israel, B'nai B'rith, Star of the Sea, Salesian College, St Joseph's College, St Leonards College, Presentation College Windsor, Huntingtower College Mt Waverley, St Michael's College, Mentone Grammar, Kilbreda, St Francis Xavier Parish in Montmorency, Loyola College, St Augustines, Our Lady of the Sacred Heart, FJC Benalla, and Xavier Social Justice Network.

We also have great support from our wonderful market gardener Les Baguley (as seen on ABC's Gardening Australia in the last episode of 2011). Les grows fresh produce for the Meals

Program and has a wonderful band of regular volunteers who help with planting and harvesting, assisted by some corporate groups during busy times of the year.

Volunteer information sessions are held fortnightly and continue to be very well attended. In order to continuously improve standards in the Meals Program and Women's House, all volunteers are required to undertake an online food safety course. Training is offered covering professional boundaries, staying safe and manual handling. Special thanks again this financial year to Matt Temple at NAB for arranging large groups of volunteers to come into the Meals Program on these days, allowing our regular volunteers to attend these important sessions. Feedback from those attending has been very positive.

The Community Visitor Scheme continues to expand and stabilise. It involves one-on-one visits to residents in one of our hostels and other aged care facilities throughout the Port Phillip area. Many wonderful relationships are developed enhancing the life of both the resident and visitor. A recent requirement of the scheme has been that prospective visitors attend four or five community BBQs to first meet our residents.

Special thanks to Kevin Davis and his wonderful group of helpers who coordinate and cook the Saturday community BBQ at 101 Grey Street and also Kathy Garnaut and Maggie Knightly for cooking up a treat on a fortnightly basis for our residents, enticing many a staff member to venture outside.

We are fortunate to have so many great volunteers who contribute every day in so many ways. Their generosity and enthusiasm is the foundation for an extremely reliable, loyal volunteer base that assists staff and the people who use our services throughout the Mission.

Program area	Volunteers
Meals Program	1,014
Community Visitors Scheme	29
Op Shop	259
Women's House	16
Other areas of the Mission with volunteers include front reception, Hands on Health Clinic, Sports and Recreation program, hostels BBQs and Les Baguley's farm	50
Total volunteers including, individuals, corporate and school groups over various programs	1,368

Program area	Hours
Op shops	17,225
Meals Program	21,782
Main reception	1,500 (estimate)
Clinic (reception & therapists)	8,013 (estimate)
Women's House	2,500 (estimate)
Community Visitors Scheme	1,450 (estimate)
Sports and Recreation	500 (estimate)
Total volunteer hours	52,970 (estimate)

What a wonderful investment of time from our volunteers!



Each Wednesday morning volunteer Kevin welcomes people to the Mission's dining hall with his saxophone.

FEATURE | JULIE QUIRK

UNDERTOOK STUDENT PLACEMENT AT HOMECARE

JULIE QUIRK IS A DIRECTOR OF A SOUTH YARRA AGENCY THAT SPECIALISES IN RECRUITMENT ACROSS THE RETAIL SECTOR.

She volunteers for a not-for-profit organisation that assists people who are long-term unemployed or disadvantaged to return to the workforce. Through this role Julie found a sense of fulfilment in meeting people and assisting them with suitable work-appropriate clothing and decided to return to study in the hope she would find work in the community sector.

Initially interested in working with women exiting prison or with women and children in crises, Julie has just completed studying for a Certificate IV in Community Services Work at Swinburne Prahara Campus and undertook her student placement at Homecare. She has now been offered casual work at the program.

"I have known Fr Ernie Smith for over forty years and have been a supporter of the Sacred Heart Mission for many years. When I applied for a student placement at the Mission, aged care was not an option for me as I had looked after both my parents and wasn't really interested in covering this in my placement. When the student placement coordinator Sue Durham interviewed me I may have been a little disappointed when she said my placement would be with the Homecare program, but after meeting with Beryl Jarrett, the Homecare coordinator, I changed my mind. In the initial interview we spoke about the frailty of these people and how they depend on the program for most of their daily needs.

"Beryl agreed to take me on and to work as a care worker and I was involved in many aspects of the position under the supervision of other care workers such as: personal care, light cleaning, social visits, shopping and driving people to and from medical, personal appointments etc.

"As part of my placement, I was given the opportunity to work in the hostel, the Women's House and the dining room kitchen. I was also invited to visit the rooming house on Queens Road. I was also given the opportunity to attend several training sessions including Professional Boundaries, Personal Development and Cultural Diversity.

"One major learning factor was that I became very interested in working in aged care and now that I have completed my placement, I still find it challenging and also fulfilling at the same time. I really enjoyed the time that I spent with the people using Homecare services and look forward to continuing to work with them in the future.

"The best thing about the placement was feeling part of a team that really does great work in the community without making a big fuss about it. I found that it was very rewarding to be able to go home and feel that I have made someone happy today. It may have just been a short visit to drop off a meal, or it may have been a long visit. Sometimes we may have been the only people that, that particular person had seen or spoken to that day."



STUDENT PLACEMENTS

SACRED HEART MISSION HAS A LONG HISTORY OF SUPPORTING STUDENT PLACEMENTS AND THE CURRENT STRATEGIC PLAN HAS MADE STUDENT PLACEMENTS A CLEAR FOCUS AND PRIORITY.

This financial year a Student Unit was created within our Policy and Service Development Unit with a dedicated Student Placement Coordinator.

Student placements provide students from a broad range of disciplines with the knowledge, understanding and appreciation of the principles and practices required to provide a range of services targeted to people experiencing homelessness or disadvantage. Resourcing this area has given extra support to programs to provide students with positive experiences of the various work areas around the Mission.

Additionally, we recognise that students are valuable to our work and staff members who work with these students also receive extra benefits from supporting placements. The benefits of having students undertake placements at the Mission are varied and include:

- ♥ act as a pathway to recruit staff for the program;
- ♥ provide career progression opportunities for staff;
- ♥ enhance service delivery;
- ♥ enable experienced staff to exchange valuable practice expertise; and
- ♥ opportunity to build and enhance a culture of openness, learning and professional development within the organisation.

In June 2012 we hosted our first in a series of block placements of nursing students at our aged care hostels and were planning for a group of RMIT social workers to join many of the program areas in July for a 14 week placement. We are also facilitating a number of individual student placements.

FINANCE, IT AND PROPERTY

OUR TECHNOLOGY,
FINANCE, ADMINISTRATION
AND FACILITIES
MANAGEMENT TEAMS
PROVIDE MISSION-WIDE
SUPPORT TO THE VARIOUS
PROGRAMS ACROSS 17
DIFFERENT SITES AND
ASSIST THE THE COMMUNITY
SERVICES AND AGED CARE
TEAMS TO DELIVER QUALITY
OUTCOMES.

There was significant work completed over the financial year to move our technology infrastructure to a secure and stable off-site hosted service that is scalable and flexible. This will provide benefit for the organisation for the next few years by enabling a platform for expanding the use of technology throughout the Mission.

Our finance team supports the various programs across the Mission by providing budgets, financial reporting, financial audits, accounts payable and government financial acquittals.

QUALITY FRAMEWORK

THERE HAVE BEEN A NUMBER OF EFFECTIVE PROJECTS IN OUR CLIENT SERVICES AREA THAT ENSURE WE MAINTAIN OUR REPUTATION AS AN ORGANISATION THAT IS FOCUSED ON THE PEOPLE WHO USE OUR SERVICES.

Some of these projects were the:

- ♥ client participation framework which continues to explore ways to ensure that the voices of our clients are heard and actively inform our service delivery review process;
- ♥ client integration strategy ensures that the people who use our services receive a coordinated, structured service response to more effectively meet their needs. Later in 2012 we will be working on implementing the recommended actions to further enhance our service coordination across programs;
- ♥ reviews of our on-going partnerships ensure we maintain effective working relationships with key agencies in order to deliver a comprehensive suite of services that appropriately support our clients, and ensures that we continue to attract further collaborations in future;
- ♥ cultural safety: a diversity plan was developed and submitted to the Department of Human Services. The plan ensures that we provide services that are responsive to the diverse cultural backgrounds of people who access all our service; and
- ♥ we achieved accreditation in our aged care hostels (all standards were fully met) and Homecare (fully met the Common Community Care Standards).

Risk management

Sacred Heart Mission implemented a risk management framework that has been maintained and built upon over the past five years. There is an annual review of the risk register at the board, executive and management levels of the organisation looking at both the internal and external environment in which the Mission operates. From this annual review, organisational and individual risk treatment plans are developed and worked on throughout the year with regular monitoring as well as considering new and emerging risks that may arise.

Some of the activities over the past year in relation to the risk plans include strengthening food handling and safety processes and procedures across the Mission, strengthening occupational safety processes as well as the preparation plan for the accreditation of our aged care hostels.

Future Challenges

We are currently working on the completion of the continuous quality improvement work plan and the risk management plan in preparation for organisation-wide re-accreditation in 2013.

In addition, we are working on various new standards that have been introduced, including the National Mental Health Standards and the One DHS Standards that will be required to be met in 2013.

HOW YOU CAN CONTRIBUTE

VOLUNTEER WITH US

We have an amazing group of volunteers who give up their time and skills to ensure we can continue to provide the services that we do. And we're always looking for more. If you have a specialist skill or expertise that you may want to provide, or are seeking a way to give back to the community, we'd love to hear from you. Individuals, school groups, corporate groups, community groups or groups of friends – we'll take you all. For more information about volunteer opportunities please visit our website www.sacredheartmission.org or call 9537 1166.

GIVE REGULARLY

The Mission has two regular giving programs – our monthly Angels and our Workplace Angels – both are an easy and convenient way to support our work. Through the Angels program we deduct each month the amount you have nominated from either your credit card or by direct debit. Our Workplace Angels program is work place giving where you can elect Sacred Heart Mission to receive a donation from your pre-tax income each pay period – easy and no finding receipts for your annual tax return. Visit our website www.sacredheartmission.org or call 1800 4 HEART (1800 443 278) for more information or to sign up.

REMEMBER US IN YOUR WILL

A gift in your Will can be one of the most powerful ways to support our work, now and in the future. Bequests are invaluable as they provide long-term financial sustainability for the Mission's programs and bequest income, no matter what size, acts as a lasting contribution our work. By leaving a bequest to the Mission you can leave a legacy of compassion and invest in a commitment to help us address the underlying causes of homelessness and disadvantage and help people to get back on their feet permanently. If you do decide to include a gift in your Will, please use the following wording: **"I bequeath to Sacred Heart Mission Inc of 87 Grey Street, St Kilda in the State of Victoria for its general purposes (% of my estate or the residue) or (specific sum) or (specified items) free of all duties. I direct that the receipt of the Treasurer or other authorised officer for the time being shall be good and sufficient discharge of my Trustee/s for this gift."**

COMMUNITY FUNDRAISING

Hosting or joining a fundraising activity is a great way to raise money for the Mission. You can ask friends and family to make a donation to the Mission in lieu of gifts for birthdays and special occasions, set up a fundraising page for an event you're part of, a walk, run, ride anything where you can get your friends and colleagues to sponsor you. Visit our website www.sacredheartmission.org, Support Us, Community Fundraising or call 1800 4 HEART (1800 443 278) for more information.

COLLECTION TINS

An easy and simple way to support the Mission in your workplace is to have one of our collection tins. It can be in lieu of tips, somewhere for your customers to put their loose change, or it could be your office's swear jar. We can drop them off and you call when they're full and need to be replaced. For more information or to join up please call 1800 4 HEART (1800 443 278).

DONATE TO AND SHOP AT OUR OP SHOPS

Our op shops provide a unique, upbeat shopping experience where both bargain and treasure hunters can find a reliable source of goods. Our stores are open seven days a week, and we process and turnover stock on a daily basis, meaning there's always something new to find. We rely on the community to restock our shops with high-quality goods and donations of clothing, furniture, shoes, accessories, books, bric-a-brac and household items are always appreciated. Pre-loved goods can be delivered to any of the seven stores during opening hours or you can phone 9536 8437 for our collection service.

Op shopping is a great form of feel-good shopping; it's cheap, your spending money goes to a good cause, and it is an effective way to reuse and recycle.

OUR FINANCIALS

♥ Balance sheet as at 30 June 2012

	2012 \$	2011 \$
CURRENT ASSETS		
Cash assets	4,875,024	4,823,176
Receivables	596,803	331,488
Financial Assets	117,854	162,858
Total Current Assets	5,589,681	5,317,522
NON-CURRENT ASSETS		
Property, plant & equipment	7,063,478	7,205,725
Intangibles	3,444,000	4,510,000
Total Non-Current Assets	10,507,478	11,715,725
Total Assets	16,097,159	17,033,247
CURRENT LIABILITIES		
Payables	636,302	456,946
Provisions	793,424	640,742
Other liabilities	2,061,273	2,197,549
Total Current Liabilities	3,490,999	3,295,237
NON-CURRENT LIABILITIES		
Provisions	70,971	104,605
Total Non-Current Liabilities	70,971	104,605
Total Liabilities	3,561,970	3,399,842
Net Assets	12,535,189	13,633,405
EQUITY		
Capital reserve	8,489,086	8,494,850
Capital improvement reserve	-	1,105,240
Retained profits	4,046,103	4,033,315
Total Equity	12,535,189	13,633,405

♥ Profit & Loss Statement for the year ended 30 June 2012

	2012 \$	2011 \$
REVENUE		
Government grants	6,732,533	6,001,048
Service fees	1,261,944	1,154,563
Fundraising	2,448,074	2,708,774
Retail outlet	3,459,677	3,251,219
Interest	275,737	222,059
Other	138,619	140,533
Total revenue	14,316,584	13,478,196
EXPENSES		
Staff costs	10,750,603	9,687,083
Operating costs	897,270	808,982
Occupancy costs	1,355,083	1,288,500
Depreciation	461,331	478,558
Repairs & maintenance	101,174	63,156
Office costs	327,087	274,588
Motor vehicle costs	208,134	196,709
Interest expense	530	-
Other costs	202,584	174,238
Total expenses	14,303,796	12,971,814
Operating surplus	12,788	506,382
Contributions received for the acquisition of non-current assets	-	56,264
Surplus after accounting for contributions received for the acquisition of non-current assets	12,788	562,646

♥ Statement of Cash Flows for the year ended 30 June 2012

	2012 \$	2011 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Operating grant receipts	6,827,763	6,057,378
Non-grant receipts	6,570,459	7,473,666
Payments to suppliers & employees	(13,671,673)	(12,298,561)
Interest received	275,737	222,059
Interest paid	(530)	-
Net operating cash flows	1,756	1,454,542
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant & equipment	(319,084)	(298,992)
(Payments)/receipts of accommodation bonds	369,176	(232,504)
Contributions received for the acquisition of non-current assets	-	56,264
Non-cash bequest of investment in equity	-	-
Proceeds from sale of investment in equity	-	312
Net investing cash flows	50,092	(474,920)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of loans	-	-
Net financing cash flows	-	-
Net increase in cash held	51,848	979,622
Cash at the beginning of the financial year	4,823,176	3,843,554
Cash at the end of the financial year	4,875,024	4,823,176

All financials are extracts from the audited financial statements. Full financial statements are available on request.

OUR VERY SPECIAL THANKS TO

This publication was produced with the generous pro bono support of:

Juncture Creative
Mark Munro Photography

Our Supporters

Sacred Heart Mission wishes to thank the following supporters who have donated cash or in-kind during the 2011/12 financial year.

Individuals

Mr Damian Abrahams
Mrs Anne Bean
Dr Anthony & Mrs Lisa Brown
Mr & Mrs Jason Cheeseman
Miss Marietta Cronin
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Mr Keith Greening
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Mr Rick Perks
Mrs Carmel Quantock
Mr Daniel Ryan
Mr Frank Shelton
Mr & Mrs Leo Silver
Mr Richard Stanley QC
Mr Campbell & Mrs Helen Stewart
Mr Donald Weir
Mrs Christine Wright

Organisations

Alcoa Fastening Systems
All Souls Opportunity Shop
Altitude Volvo
ANZ
ANZ Private Operations
Australian Super
Autograph Megastore
B'nai B'rith
Bendigo Bank - Windsor Community Bank
Brookfield Multiplex Constructions
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Cabrini Social Outreach
Caterpillar of Australia
Catholic Education Office
Caulfield Grammar School

Channel 7 Network
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G & M Waldie Transport
Gadens Lawyers
General Mills
Hewison Private Health
Hilton on the Park

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 JPJ Audio
 Juncture Creative
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 Kilbreda
 King Island Meats
 Knights of the Southern Cross
 Kraft Foods
 Kriss Will Consulting Pty Ltd
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 Lander & Rogers
 Leader Community Newspapers
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 Lion-Dairy & Drinks Finance Pty Limited
 Lions Club of Northcote
 Loyola College
 Macquarie Group Foundation
 Mandi's Kitchen
 Master Blasters Corporate 2020 Cricket Series
 Master Builders Association of Victoria
 Matrix Surgical Company
 Mazda Australia
 McGrath Consulting
 Melbourne Business School
 Melbourne Market Stall Holders
 Mentone Grammar
 Merchantwise
 Misuzi Jewellery
 Monarch Cakes

Monash IT
 Monte Coffee and The Bean Alliance
 Moorabbin Investments Pty Ltd
 Mount Eliza Business School
 Murray Betts Group
 Myer Family
 NAB
 National Foods
 Norton Rose
 Novotel
 Nuttelex
 Oakley
 Oakton
 Oki - 2 - Go Japanese Restaurant
 Org Name
 Our Lady of the Sacred Heart
 Palais Theatre
 Phaseshift Productions Pty Ltd
 Piper Street Food Company
 Poets Grove Family Children's Centre
 Port Melbourne Football Club
 Powerhouse Function Centre
 Presentation College, Windsor
 Prestige Foods International Pty Ltd
 Ralph's Meats
 RESOLUTION Property Group
 Rotary Club of St Kilda Inc
 Rusher Rogers Recruiting
 Ryan Commercial Lawyers
 Salesian College
 Scotchmans Hill
 Second Bite
 St Augustines
 St Francis Xavier Parish
 St Francis Xavier Parish in Montmorency
 St Joan of Arc

St Joseph's College
 St Kevin's Parish
 St Kilda Football Club
 St Leonards College
 St Mary's College
 St Mary's Parish
 St Michael's College
 St Michael's Grammar School
 STA Travel
 Star of the Sea College
 Stephen's Fine Foods
 Super Bee Honey Factory
 T2
 Telstra
 Temple Beth Israel
 Temptation Foods
 The Catering Company
 The Coaching Institute
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 Toll SPD
 TOM Organic
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 Xavier Social Justice Network
 Yarra Trams
 YCW Co-operative Society
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The Michael and Andrew Buxton Foundation

The Orloff Family Charitable Trust

The Peter Isaacson Foundation

The R E Ross Trust

The Readings Foundation

William Angliss (Victoria) Charitable Fund

William Buckland Foundation (managed by ANZ Trustees)

Estates

Estate of the late Gerardine R Kerlin

Estate of the late Ida Danuta Josem

Estate of the late John Xavier Charnley

Estate of the late Kevin Sweeney

Estate of the late Robert Callaghan

Support from Government

Sacred Heart Mission acknowledges the significant funding it received from the Federal Government, Victorian State Government and the City of Port Phillip.



Photographer Maggie lives at Sacred Heart Community hostel. She recently travelled to Canberra to see three of her prints hanging in the National Gallery of Australia.



WE'RE MEMBERS OF

Aged and Community Care Victoria

Australians for Affordable Housing

Catholic Health Australia

Catholic Social Services Victoria

Council to Homeless Persons

Domestic Violence Resource Centre Victoria

Hands on Health Association

Homelessness Australia

Inner South East Mental Health Alliance

National Association of Charitable Recycling Organisations

VICSERV

Victorian Alcohol and Drug Association

Victorian Council of Social Services

Volunteering Australia

CALENDAR OF EVENTS

JULY 2011

- ♥ The Mission implements a 2011-2014 strategic plan which identifies three key directions – social inclusion, advocacy, and sustainability and growth.
- ♥ The fundraising and communications team give six presentations to community and school groups this month about homelessness and the work of the Mission.

AUGUST 2011

- ♥ The first Journey to Social Inclusion (J2SI) evaluation report Long-term homelessness: understanding the challenge is launched by The Hon Mary Wooldridge.
- ♥ More than 70 guests attend the family day at our Queens Road rooming house.
- ♥ The Mission celebrates Fr John's 25 years in the priesthood with a morning tea in the dining hall.
- ♥ The Hon Mary Wooldridge announces an extra \$220,000 funding for our Queens Road rooming house.
- ♥ An aged care resident's wish to hop onto a police motorbike is fulfilled when a St Kilda motorbike policeman visits.

SEPTEMBER 2011

- ♥ The Prescott Foundation funds three trainee chefs in our Meals Program.
- ♥ CEO Michael Perusco attends the launch of Australians for Affordable Housing in Canberra.
- ♥ Georgie Crozier MLC tells the Victoria Parliament about the 'tremendous work' of Sacred Heart Mission following a recent visit.
- ♥ Our Hearts footy team take home the cup after beating the Salvo Hawks in the RecLink grand final (6.13.109 d 5.4.34)

OCTOBER 2011

- ♥ An audit conducted over one week shows that our Meals Program sourced 3,181kg of food itself and received 803kg from food rescue agencies. Most of this food was used in one week. We give food agencies 848kg of excess stock to distribute to other charities.
- ♥ Nine participants begin a pilot program designed to address mental health issues.
- ♥ We are a supporter of Site Unseen; an interactive multi-media theatre piece featured in the Melbourne Festival.
- ♥ Dine with the Champions fundraising dinner in support of our sports and recreation program makes a profit of more than \$50,000.
- ♥ We welcome the Masterchef judges to our dining hall kitchen for a fundraising dinner hosted in conjunction with food rescue agency Secondbite.

NOVEMBER 2011

- ♥ Queens Road artist residents hold an exhibition at Parliament House with the theme Defining Us.
- ♥ CEO Michael Perusco resigns to take up a position at the Department of Prime Minister and Cabinet. He is replaced by the General Manager of Aged Care, Cathy Humphrey.
- ♥ A Chinese delegation of 25 people visit our aged care hostels and is impressed by the friendly nature of our residents and the quality of facilities.
- ♥ The Women's House take art to the streets with a footpath gallery of their photography in a nearby laneway.

DECEMBER 2011

- ♥ The Helen Macpherson Smith Trust commits more than \$215,000 to the Homelessness and Trauma Research Project we are leading over two years.
- ♥ Thanks to support from the community, the Mission is able to serve a traditional Christmas lunch to the 326 people who come on Christmas Day and give each person a gift.
- ♥ Journey to Social Inclusion participants invite people to Walk in My Shoes with an exhibition at Gasworks Arts Park.
- ♥ Newly appointed CEO Cathy joins the Council to Homeless Persons Board.
- ♥ Christmas trees are erected in the dining hall and aged care hostels using gorgeous ex-Chadstone Shopping Centre donated decorations.

THE SACRED HEART MISSION TEAM

PERSONALLY VALUES:

Trust & Honesty

We maintain the trust of the external community by striving to provide the best service possible, with integrity and honesty.

We provide an open and positive learning environment through appreciation and belief in one another.

We provide a transparent and inclusive decision making process, encouraging input from staff affected by these decisions.

We develop trust within the team through respect and appreciation of those we work with

We strive to be true to ourselves, to our own values and to those of the Mission.

Family

We have the environment and willingness to offer support to you as part of our family.

We welcome, appreciate and recognise who you are, the difference you make, and your place in our family.

As a family we may disagree, but in true family fashion we resolve our conflicts with respect and dignity.

Your family is important to our family.

We accept each other as part of the family, seeing past the worker and recognising the person.

Happiness & Fun

We are creative and spontaneous in learning and achieving.

We are inclusive, positive and encouraging in our communication with others.

We recognise that it is important to have fun in the workplace and respect each other while doing so.

We strive for the safest and most positive work environment available to us.

Freedom

We respect individuality and diversity.

We foster, value and respect the creative participation of each individual in their various domains.

We are proactive participants in the Mission's journey, with the freedom to have active involvement in the decision making process.

We are able to critique without it becoming personal.

We value our workplace culture of flexibility, autonomy, support and opportunity.

Love

We love the work we do.

We recognise that simple acts of kindness are great acts of love.

We work with compassion and commitment towards a common cause which promotes a sense of community spirit.

We build relationships that are respectful and empowering of ourselves and others.

These behaviours support each of the values and allow each team member to be personally responsible for living the values.

JANUARY 2012

♥ It's 30 years since the Mission's founder Fr Ernie Smith first arrived at the parish of the Sacred Heart.

♥ Food rescue agency FareShare donate 200kg of whole, fresh Tasmanian salmon which becomes available after a 500kg batch misses an express aircraft delivery to Dubai.

FEBRUARY 2012

♥ Queens Road residents finish their Buttcastles sculpture. The artwork comprising 20,000 cigarette butts is displayed on the St Kilda foreshore for Clean Up Australia Day.

♥ Our trainee chefs prepare and cook half a pallet of lamb donated by Wagstaff Abattoirs. The dish receives rave reviews from people coming for lunch.

♥ The computer courses begin for the year with Learn for Yourself facilitating the training with the assistance of NAB volunteers. Later, another teacher is recruited and two courses are run concurrently to cater for the demand.

MARCH 2012

♥ 38 volunteers participate in the Super Tuesday bike count to raise money for a bike shed at the Mission.

♥ The Light Up A Life cocktail party in support of our Women's House is held at Circa, The Prince Deck and exceeds its fundraising target, making a profit of around \$95,000.

♥ The Chapel Street op shop becomes the first store to record monthly sales in excess of \$80,000.

♥ An awards-ceremony is held for a staff and volunteer op shop competition. Awards are given for the best donation in the categories of: most-practical, most-impractical, most exotic and "WOW".

APRIL 2012

♥ The Active Feet triathlon at Catani Gardens in St Kilda is a success with seven people from our sports and rec program and seven Mission staff members completing the challenge.

♥ Four of the people from our sports and rec program continue to train at PCYC gym on their own with bigger goals in mind.

♥ A screen printing course starts at our Women's House which is much loved and produces some fantastic artworks.

♥ Our South Melbourne op shop hosts a flapper-inspired Op Shopping After Dark event to thank its regular customers and volunteers for their support.

MAY 2012

♥ Department of Human Services makes funding available for the Women's Services Intensive Case Management Initiative on a permanent and ongoing basis.

♥ The Client Representative Group completes a public speaking workshop and two members begin preparations to present to the board of governance.

♥ Local business T.O.M. matches each tampon box order it receives with an in-kind donation to our Women's House.

JUNE 2012

♥ Our aged care hostel team celebrate a successful three-year accreditation meeting all 44 requirements. Assessors note a high quality of care for residents and a strong alignment to the Mission's values.

♥ The opening night of our seventh op shop has dozens of people waiting outside for the Bentleigh store's doors to open.

♥ Star of the Sea students award Fr Ernie the 'Star Student' award at their Feast of the Sacred Heart mass and donate \$1,000 to our Women's House together with a van load of non-perishable goods for the wider Mission.



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