

# Annual Report 2013



(Cover) Scarecrows by artist residents, hanging in the community garden of the Rooming House Plus Program in Queens Road.

(Bottom) As a client, Dave has a hands-on appreciation of what Sacred Heart Mission has to offer. Sitting on the Mission's Client Representative Group, he's able to contribute to the fine tuning which makes the Mission so effective.





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## *Welcome to Sacred Heart Mission*

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.



# Sacred Heart Mission

## - At A Glance

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### AGED CARE HOSTELS

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



### HOMECARE

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



### CLINIC

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



### CASE MANAGEMENT

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



### HOMEFRONT

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



### JOURNEY TO SOCIAL INCLUSION (J2SI)

a project based around adults who are chronically homeless and socially excluded, aimed at supporting people to break the cycle of homelessness



### MEALS PROGRAM

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



### RESOURCE ROOM

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



### ROOMING HOUSE

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



### SPECIALIST SERVICES TEAM

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



### SPORT AND RECREATION

opportunities for creativity, purpose, structure, generating adrenalin and developing social connection



### WOMEN'S HOUSE

a safe and welcoming space for women seeking assistance for a range of needs: from housing and legal support to parenting advice, companionship and a free lunch

(Left) Brian is one of 1,800 volunteers. Together they give the Mission 75,000 hours of hands-on help without which it could not function.

# From the Board

**This was yet another remarkable year, not only for what Sacred Heart Mission continues to offer - each day, without fail- but also for all that's been achieved within the Mission community. And with pride on achieving Sacred Heart Mission's 30th year, a strength of purpose and continuity of delivery is especially apparent.**

This annual report, like those that have preceded it, is filled with details of the hands-on work carried out by Sacred Heart Mission's community of staff and volunteers. Working together, these skilled individuals offer extraordinary support to those in need. And they do this by choosing from the many services available, producing individualised, carefully crafted programs of support. As well as its advocacy program, what distinguishes Sacred Heart Mission is its dual focus - both on an individual's immediate needs, but equally on helping clients achieve long-term, sustainable solutions.

The breadth and efficacy of the Mission's work is perhaps surprising given its limited operating budget. Resourcefulness is our middle name. We also acknowledge the Parish of Elwood and West St Kilda which nurtured our beginnings, and remains at the heart of Sacred Heart Mission.

From the Board's perspective, the year was filled with many highlights.

Just as the kitchen is the heart of the home, the Mission's kitchen and dining hall sit at the core of Sacred Heart Mission. Thanks to the generous support of the Fox family and friends, the Catholic Archdiocese of Melbourne, the Victorian Government, our supporters, staff and volunteers, a complete renovation took place with great benefits for everyone using the space. Necessary funds were also allocated to the Mission's advocacy strategy since it is essential that we continue to speak up for those who cannot. And as the Journey to Social Inclusion (J2SI) program drew to a close, it has become clear that the research that was invested in this ground-breaking award winning pilot designed to break the cycle of long-term homelessness, requires us to advocate for programs that address the root cause of homelessness.



Always alert for effective ways to share resources and knowledge, the Mission has been exploring opportunities for partnerships with other like-minded organisations. Our future hope is to extend the Mission's work, its approach and its values into other communities of need while benefitting from the expertise, knowledge and methods of other organisations.

As for funding, Sacred Heart Mission has worked hard to source what's needed. Inevitable increases in rents, salaries and other costs mean there is no fat in the budget. We're aware of the role fundraising has played in improving our financial position, thanks to great results produced by the Women4Women's cocktail party, the Mission Possible Committee, the Heart of St Kilda concert and the Christmas and Winter Appeals and trusts and

foundations who have supported us. We also thank our opportunity shops: their customers, donors, staff and volunteers for powering the Mission along with their profitable performances.

Overall, our finances remain tightly managed, just sufficient to maintain our course, but not enough to grow and extend programs to numerous areas of obvious need. It's necessary to maintain close scrutiny over the Mission's finances as we move forward alongside undertaking the necessary strategies to improve our income.

Finally, I'd like to thank the people who make a difference to others as part of Sacred Heart Mission community. Firstly, many thanks to the Board members for their commitment and hard work. This last year we began the transition

to a smaller Board with fewer but better-resourced working groups. We farewelled Amanda Kingham after several years' service on the Board.

Thank you also to the Mission's staff and management team. As evidenced in the pages of this report, but more importantly in the difference made to so many people's lives on a daily basis, we are lucky to have the benefit of their skill and dedication. Working together with our magnificent volunteers and many generous supporters, they enable the Mission to hold the door open, to provide the listening ear, a nourishing meal and self-respect as part of a community.

**Mark Dohrmann AM**  
**Chair, Board of Governance**



# Board Profile

## **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 Solve - Disability Solutions 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 of Elwood St Kilda West parish and has been a long standing member of the board. In this time he has held the posts of Treasurer, Secretary and Vice Chair. Alan is currently Consultant 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. 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, having been at Cabrini for 19 years. She worked in clinical nursing before pursuing a career in administration and management.

(Standing L-R) David O'Brien, Alan Gruner, Carol Nettlebeck, Mark Dohrmann, Patrice Scales, Fr John Petruilis, Vin Martin; (sitting) Terri Farrell, Jo Maher, Carolyn Clark; (absent) Kris Botha, Jan Hayes, Chris McLoughlin.



Kris holds a Bachelor of Applied Science in Advanced Nursing (Nursing Administration), a Masters of Business (Human Resources/ Industrial Relations) and has recently completed a Graduate Certificate in Leadership and Catholic Culture at ACU. Kris is also a member of the Community Services and Health Industry Training Board, the Standing Committee of Catholic Church Employers, and was recently appointed as a councillor on the Australian Catholic Council on Employment Relations.

**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 local parishioner, she has also been a past 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.

**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 25 years.

**VIN MARTIN**

Vin joined the board in October 2009. He has experience in public policy, economic analysis and taxation policy following a long career in the Victorian public service. Vin has postgraduate qualifications in economics from the University of Melbourne.

**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 Elwood St Kilda West parishioner for 23 years, Carol has been a long standing member of the board. 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 became a parishioner of the Sacred Heart parish on arrival from Ireland 20 years ago and joined the board in 2008. 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 is Chair of Council of Catholic Social Services Victoria, a member of the Homelessness Grants Committee at the Lord Mayor’s Charitable Foundation, and a director and deputy chair of CatholicCare Victoria/ Tasmania. She has a Bachelor of Arts, and Master of Arts (Communications).



## From the Executive

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**This year, as we celebrated Sacred Heart Mission's 30th anniversary, the experience proved to be an extraordinary one for reflection, for thinking deeply about the Mission's role, and for making plans towards the challenges and opportunities that lie ahead.**

On a practical level we organised many different celebratory moments, each involving the community within the Mission. We also brought together the larger community one Sunday, when we threw the doors open to welcome anyone and everyone to join us at the various Mission sites to find out a little more about what we do. We also put on a great race event where our supporters formed teams, obtained sponsorship and solved the clues that lead them across St Kilda. Together, all of these celebrations confirmed the strength of community support – the respect and value – centred on the impact Sacred Heart Mission can help make in people's lives.

we provide services to, and this is something we should all be very proud of and grateful for.

I was provided with another window to the Mission's history on one of the many occasions during the year when I caught up with our founder, Father Ernie Smith. He reflected that when he visits, he can see that the Mission is invested in providing the important one-to-one connections with people, and it is through these connections that people who face extraordinary disadvantage and extraordinary trauma can find the courage to face the challenges in their lives. Clearly the connection to our founding story (see page 5) is still strong.

Celebrations aside, the usual rhythm of the Mission's business carried on throughout the reporting period, alongside the strategic and innovative projects that drive our future. The highlights include:

- the launch of the second J2SI evaluation report – 'Meeting the Challenge? Transitions out of Long Term Homeless' by the Minister for Housing and Homelessness, The Hon. Brendan O'Connor
- two awards received by the J2SI pilot - The National Homelessness Services Achievement Award for Excellence in Innovation in Addressing Homelessness by an Organisation, and the Victorian Homelessness Achievement Award for Excellence in Ending Homelessness for Adults
- the commencement of implementation of our practice development framework, to embed evidence-based practices in our services as well as develop our training capability
- an analysis of our organisational service model to inform how we can realign our model with government and sector trends, and incorporate evidence-based practices that meet the changing needs of those who access our services
- redevelopment of the dining hall with the generous support of Paula Fox, her family and friends, the Victorian Government and the Catholic Archdiocese of Melbourne

- an environmental exhibition at the Gasworks Art Park in Port Melbourne, Artworks in Green; works by our Queens Road Rooming House residents.

The Journey to Social Inclusion (J2SI) pilot continued to be a highlight over the year. In October 2012 we reached the third and final year of its implementation. We are very proud of the program on many levels. To begin with, the outcomes have been outstanding – proof that both the core approach and methodology are effective in breaking the cycle of long-term homelessness. On another level, J2SI has focused attention on our practice expertise, our ability to deliver quality, outcome focused services, and our credibility in the areas of evaluation, research and governance. J2SI's implementation and the associated research reports will continue to have an impact beyond this implementation phase, and we're optimistic and excited about the opportunities to influence government policy in addressing long-term homelessness.

With the anniversary celebrations well and truly complete, we've begun the process of looking into the future and thinking about what the next 10 years will hold. Imagining what Sacred Heart Mission will be in 2024, is daunting and exciting, yet it's by looking ahead that we can appreciate the flexibility that will be necessary. We're working towards gaining an understanding of the major trends and anticipating the challenges and opportunities likely to face the Mission and the sector over the next 10 years. We do this from a strong position, and for that we are thankful.

The roadmap for the journey is clear; the Mission is not only on track, but also raising the bar, revealing new possibilities and opportunities – all whilst we cherish our beginnings and remain community and client-focused.

This year-of-reflection was enriched by several opportunities to gain a deeper understanding of the Mission's origins. At our 2012 Annual General Meeting we were fortunate to have Dr Guy Johnson speak to us, setting the Mission into the context of the homelessness sector's past 30 years. Dr Johnson spoke about the journey of many charitable and non-government organisations over that time, and the pressures placed on them to become corporatised and professionalised to ensure their growth. He also highlighted that this often came at a cost - that some organisations lose touch with their focus and the community they serve.

There are many past and current Board members, staff, volunteers and supporters to thank for the way in which the Mission has not only survived, but adapted and thrived over the last 30 years. We have become more structured and professionalised, yet we have not lost touch with our community and the focus on the people who



Sacred Heart  
Mission



**DONATIONS**



# Executive Team Profile

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## **CATHY HUMPHREY** **- CHIEF EXECUTIVE OFFICER**

Cathy Humphrey has been with the Mission for more than 11 years. During this time, she has overseen the operations of a number of different service areas at the Mission including Aged Care, Sacred Heart Central, Women's Services and the Rooming House Plus Program, in addition to taking on the CEO role in November 2011.

Cathy has been working in the disability, community housing and homelessness sector for more than 20 years, and has been working in areas more specifically focused on people experiencing homelessness, both in government and in various not for profit organisations since 1996.

Cathy has qualifications in social welfare, disabilities, administration, training and executive coaching. Cathy currently sits as a director on the board of Council to Homeless Persons, the peak body for organisations working with people who are homeless in Victoria.

## **CATHERINE HARRIS** **- GENERAL MANAGER,** **BUSINESS SERVICES**

Catherine Harris has been with Sacred Heart Mission for two years 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 leadership of the hostels and Home Care. He has been working in the health and welfare sector for the past 22 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.

## **MARY BARTLETT** **- GENERAL MANAGER,** **COMMUNITY SERVICES**

Mary has been with Sacred Heart Mission for nine 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 an Arts degree from Melbourne University and post graduate qualifications in women's studies and conflict resolution.

Mary has held positions on the boards of various community sector organisations including St Kilda Uniting Care and St Kilda Legal Service.

(Left) The origins of Sacred Heart Mission are never far from mind as this op shop mural shows. Proceeds from the seven stores provide significant funding to make founder Fr Ernie Smith's vision possible, many years on.

# From the Parish

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Reflecting back on this past year, a simple image - a pair of salad servers used in our Mission's dining hall - comes to mind. One of our student volunteers from Star of the Sea College held them before us at our annual feast day celebration of the Sacred Heart, as she reflected upon her experience of volunteering with us. Standing before the curious gathering of staff and other volunteers, she spoke of spending a good part of the morning chopping up vegetables and preparing them for the lunch. She had the good intention of contributing to the serving of the nourishing meal that is offered every day of year. For whatever reason that day, as she stood there as people passed by, there was hardly anyone accepting her offer of the salad. Initially she felt the disappointment as she looked at the almost full bowl of salad left at the end of the meal. Then reflecting upon this in the light of the spirit of the Mission, she realised what was much more important - people had the dignity and right to choose their preference. If the Mission is so much about the promotion and restoration of a person's dignity, her efforts that day were not at all in vain.

In fact, as we listened, her valuable insight fed us all, reminding us that all our efforts in the care of those coming to our Mission need always to be guided by what enhances a person's dignity.

Just as that very insightful young volunteer had a keen focus on what helps to support the dignity of a person struggling in homelessness, we too have been striving to do likewise through our initiatives this last year. Key to enhancing a person's dignity is social inclusion. As a Parish we've been able to welcome residents from our hostels and wider Mission community to services

and luncheons down at St Columba's community in Elwood and cuppas after our 11am Mass at Sacred Heart. At our weekly hostel services open to all, there has been the faithful involvement of members of the parish joining in worship and sharing afternoon tea. Our students, with their teachers, have visited our hostels. These have been great experiences of celebrating life together in the shared activities.

On the level of leadership we've been greatly enriched by the vital contribution by our Mission's CEO, Cathy Humphrey, to our Parish Leadership and Development team meetings. Thank you Cathy, for your active and generous interest in our parish community.

Once again our Chaplaincy team of Vince Corbett from our Mission community, our parish pastoral associate, Maria George, and I have strived by our ministry of pastoral care to enhance the dignity of all who access our many Mission services and our staff and volunteers. All who work and volunteer are called to do so with a pastoral attitude that is faithful to the founding story of our Mission. As a Chaplaincy team we aim to encourage that attitude and we offer our specialist services and skills as we visit or are called into the various areas of the Mission. Last year this has included:

- regular supportive visits to our residents at our hostels, Queens Rd rooming house and the Mission's women's services
- visits to various hospitals, and other facilities of care to keep our people connected to our Mission family when they are away from their more familiar supports
- meeting quarterly with our Aged Care Pastoral Care Team to co-ordinate the pastoral care of residents

- preparing and celebrating funerals, and providing follow up support with family and friends, who too often have lost touch with the person who has died whilst in homelessness
- contributing to staff development at orientation and staff meetings through our presentations on the pastoral care dimension of the Mission; and
- celebrating our weekly services alternating at our aged care communities and the special rituals celebrating Easter and Christmas and our Sacred Heart Feast Day.

Pastoral care is a core part of the Mission's work. For our founder, Fr Ernie, reaching out to care for the whole person, beyond the immediate need of hunger satisfied or shelter provided, was a constant focus of his ministry. There was also the heart of the person that was homeless, that needed a sheltering presence. Success for him was that the person felt loved and their human dignity affirmed.

Embedding this pastoral attitude, and having the capacity to employ a designated pastoral care worker, is a goal from our strategic plan that we have continued to pursue this last year. Through the efforts of our CEO, the Board's Mission Integration subcommittee, and the Health Care Chaplaincy of Victoria, the first phase of our Sacred Heart Mission Pastoral Care Project has commenced. This includes documenting our current practice and researching and identifying best practice approaches to providing pastoral care. Phase two will focus more on developing an integrated service strategy that will ensure the long term sustainability of our pastoral care response.



On more personal note I would like in particular to acknowledge the wonderful contribution of Vince Corbett to our Chaplaincy team over the last three years. Vince has announced he will be leaving us at the end of 2013 to nurture family and garden and to enjoy more of the roar of his mighty Tigers football team. Vince, you have embodied in your presence and practice of pastoral care, so much of what our founding story is about, and our call to live it today. Your way of seeing the wider picture of what is needed for the person before you and to humbly and faithfully walk with that person to help them grow in their dignity has blessed so many over the years. At the same time your wise, critical reflection on integrating the pastoral care response has helped us so much in taking the next steps in its growth. Thank you.

More gratitude: again to Cathy Humphrey who has so generously cared for so many interdependent relationships and services that make up the living heart of the Mission in its service of those in most need, and; to our Chairman Mark Dohrmann and all the Board of Governance for their wisdom and expertise in the ever-evolving and challenging world of social welfare and its reform agenda. And to our staff, volunteers and benefactors: thank for your presence and efforts in helping to form that community which makes it possible for those coming to us to have a chance to regain their dignity amongst us and keep walking steadily on the road to a fuller life.

The Mission grew originally from our parish, and it continues to be a privileged focus of parish life. The very name of our parish in the St Kilda area - Sacred Heart Mission - was created by our founding Mission priest Fr Ernie Smith. He did this to emphasise that a church is not a community for itself. A true church is a live Mission, one that reaches out to those most in need. Our new Pope Francis reinforces this spirit, calling us in his words "to be a poor church of the poor...", because "...a church that stays in the sacristy too long gets sick".

**Fr John Petrulis,  
Parish Priest**

# Governance

**Sacred Heart Mission is an Incorporated Association, and as such, our Board of Governance ensures that the Mission works towards achieving its charitable purpose in a way that also meets its ethical, legal and financial obligations under the Associations Act. We achieve this thanks to our Board's range of experience, its collective oversight of the strategic direction, and robust governance of the Mission.**

The Board members also form our nine working groups, effectively increasing the Board's capacity to play an active role in key strategic issues. Each working group has its own terms of reference, and these guide the scope of work and ensure a link back to the Board's strategic objectives. The working groups and their focus areas include: Governance, Remuneration, Finance and Risk, Mission Integration, Strategic Planning, Fundraising and Communications, Lease, Buildings, and Public Policy and Programs.

The Sacred Heart Mission Board also has a strong line of sight to the strategic plan, to ensure the organisation is achieving both its mission and strategic objectives. Over the last year the Board has examined the business plan's quarterly reports in order to monitor the organisation's progress against the strategic plan. Two years into the three-year strategic plan, the progress reports show that we have completed 60% of our strategic objectives.

On a day to day basis, the CEO is accountable for operations and the Board is provided with robust reporting through a monthly dashboard – a detailed snapshot of actual performance and analysis of results, across a number of critical areas including finance, fundraising, service delivery and human resources.

In addition, the Board is responsible for the overall risk, safety and quality systems that are embedded within the Mission operations. An active interest is taken in the safety of the Mission's staff, client related incidents and their impacts, and feedback from OHS staff committee meetings. Making full use of these resources, the Board works ultimately to ensure the following:

- legislative compliance and monitoring
- accountability to all Mission clients and other major stakeholders
- monitoring and leading quality and safety in all service delivery areas.

Working together, the Board and the CEO assume responsibility for the four principles that underpin Sacred Heart Mission's governance:

1. a just culture – building a culture of trust and honesty, where there is open discussion of error and where staff willingly report adverse events
2. foster commitment - fostering organisational commitment to continuous improvement by assigning clear responsibilities for service quality and safety to the CEO and managers
3. monitoring systems – establishing rigorous monitoring and reporting systems
4. evaluate performance – the active evaluation of service responses to ensure that quality and safety issues are addressed.

And finally, during the reporting period, the Australian Government recently introduced a number of reforms to strengthen the not-for-profit sector and improve regulatory arrangements. These reforms have resulted in a number of acts being passed - The Australian Charities and Not for Profit Act on the 1 July 2013, the Charities Act commencing 1 January 2014, the Incorporated Associations Reform Act 2012 and the new model rules for associations which came into effect on 26 November 2012. The Board has been assessing the impact of this new legislation, and the impact this may have on Sacred Heart Mission. As a result the Board has undertaken a review of the Rules and the Statement of Purpose for adoption at the Annual General Meeting in 2013. This will ensure that Sacred Heart Mission Inc. stays compliant with legislation and enables it to take the opportunity to improve the overall governance capabilities of the Board. In addition, over the next 12 months the Board will review the governance policies and practices to ensure their alignment with the Australian Charities and Not For Profit Commission (ACNC) Governance Standards.

# Quality Improvement

**Sacred Heart Mission is preparing for the organisational wide accreditation review to be held in September that will be conducted by the independent review body QIP (formerly known as QICSA). Accreditation reviews occur every three years and this will be the third accreditation review the Mission has undergone. The review will assess the Mission against four sets of standards.**

In 2012-13, a new Continuous Quality Improvement (CQI) structure was implemented which consists of the following:

- the introduction of the CQI Project Cloud concept to promote cross-organisational projects
- the establishment of the CQI Taskforce with cross-organisational representation from front line staff
- a re-structuring of CQI Coordinators Group meetings to ensure efficiency
- a rigorous monthly reporting structure with status reports prepared for the executive and management group meetings
- the review of position descriptions in 2012 that included the requirement that all staff be involved in CQI processes.

This new structure includes representatives from all areas, in both service and non-direct service delivery, and will contribute to the strategic goal of embedding CQI processes across the organisation.

The CQI Project Cloud was first introduced at Sacred Heart Mission to develop the Reconciliation Action Plan which is well underway for completion and submission to Reconciliation Australia by December 2013. The Cloud concept combines ideas from information technology and project management to enable an interactive response to an innovative idea. It encourages staff from different levels and areas across the organisation to be involved in a project that will have organisation-wide impact. The next CQI project cloud to be initiated will look at the use of emerging technologies within the Mission.

The CQI workplan is regularly updated to record how we are progressing against areas for improvement that we have identified against the standards. In the last 12 months, 10 actions have been completed, including a review and standardisation of all position descriptions, implementation of the finance manual and an update of the diversity plan.

The risk workplan includes all follow-up actions against identified risks of the organisation. In the last 12 months a total of 27 risk actions have been addressed, including the formation of a Fundraising Sub-committee, a review of volunteer training, ensuring safe food handling for new volunteers, and the implementation of a maintenance data management system across the organisation.

In 2013-14, the Mission will develop a new CQI workplan, continue to embed CQI processes across the organisation, and introduce some high level changes to our risk management and reporting structure. The new CQI workplan will include the recommendations from the QIP review as well as the areas for Improvement we have identified in preparation for the review.



# The Strategic Plan

Every three years, Sacred Heart Mission prepares its strategic plan. The plan 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 detailed 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.

We have now completed the second year implementation of the three year plan, and as a result have reached significant milestones that ensure we are well on the way to a successful completion.

The plan identifies three key directions – social inclusion, advocacy and sustainability and growth. These are the main priorities for the organisation, and each is supported by a set of goals and related objectives to be implemented over the life of the plan. Highlights from the last year follow.

(Above) Being able to offer stable, long-term accommodation and a sense of community is proven to break cycles of homelessness. Here Ken, manager at the Mission's Rooming House Plus program sits with long-term resident Richard in the community's garden.

## RESEARCH AND TRAUMA - DEVELOPMENT OF AN INNOVATIVE TRAUMA INFORMED SERVICE FRAMEWORK FOR PEOPLE WHO EXPERIENCE LONG-TERM HOMELESSNESS

In recognition of the importance of understanding the impact of trauma in the lives of people experiencing homelessness, Sacred Heart Mission initiated the Trauma and Homelessness Research Project in 2011-12. This research fills a significant gap on the relationship between trauma and 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 from the Helen McPherson Smith Trust, who subsequently approved \$215,695 funding towards the project.

The Australian Centre for Post-traumatic Mental Health (ACPMH) has been

commissioned to undertake the research on behalf of the four partnering agencies. The Centre is currently finalising the quantitative study, involving 115 participants in in-depth interviews to gather significant data on people's homelessness histories, experiences of trauma, help seeking and other relevant information that will inform future service delivery and practice.

This Initiative will provide cutting edge research in the area of trauma and homelessness. The findings will provide a solid evidence base that will inform the development of an innovative trauma informed framework to guide practice and service delivery for agencies who work with people who experience homelessness in order to achieve more sustainable outcomes.

## STREET SEX WORK POSITION STATEMENT

The Mission has an established history of working with people who are disadvantaged and homeless in our community and this includes people who engage in street sex work in the St Kilda area. In developing our strategic plan we recognised the need for a policy statement that will underpin our work and articulate our position regarding street sex work within the community.

Our policy statement asserts that people become involved in street sex for multiple and complex reasons, some of which may act as coercive influences in their

decision making process. Participation in street sex work often results from a range of social and personal factors that include traumatic histories resulting from childhood abuse, violence experienced on the streets whilst homeless, mental health issues, drug dependency and cognitive impairments.

Having this clearly articulated and understood allows the Mission to provide a framework through which our service areas can best support people engaged in street sex work. Specifically this is undertaken through:

- the Women's House, which provides a safe space where women and transgender people who identify as women can access a range of services including meals, activities, a sleep room, laundry and shower facilities
- the Women's House and Sacred Heart Central which offer crisis support, case management and intensive case management; mental health and drug and alcohol assistance
- access to medical services and mainstream, complementary and alternative therapies is available through the GP Clinic and the Hands on Health Clinic
- alternative employment options through the Mission's apprenticeship program and partnership with disability employment providers
- our leadership and participation in research on trauma, which will inform the development of practice framework to assist in the early identification of trauma in service users and guide service responses.

### **ADVOCACY STRATEGY AND THE JOURNEY TO SOCIAL INCLUSION (J2SI)**

In May 2013, we commenced the development and implementation of an advocacy strategy with the aim of gaining a commitment at both State and Federal levels, including funding, to address long-term homelessness. This advocacy strategy has been developed to support the implementation of a key goal of the Mission's strategic plan - to use the J2SI pilot to improve services provided to people who experience long-term homelessness.

It is clear from the 24 month evaluation of the J2SI pilot that there is a significant evidence base to support the further scaling up of this service model to address long-term homelessness. The evidence shows a sustained improvement in the housing circumstances of the J2SI participants compared to those in the control group. Critically, most (86%) have maintained their housing. Overall indicators are promising, and indicate that J2SI is assisting participants to address their cycle of long-term homelessness, improving their mental and physical health and reducing costs associated with expensive health, homelessness and justice services.

The J2SI pilot has provided the opportunity to trial new ways of addressing long-term homelessness. Further, in delivering the pilot, Sacred Heart Mission has learnt much about what works and what does not work in supporting this highly marginalised group of people. This evidence base provides a strong platform for the Mission to continue to pursue a commitment from government to invest in addressing long-term homelessness.

The strategy will continue throughout 2013 and into 2014, as we work to engage all political parties and capture the community's attention and interest on this significant social issue.

### **PRACTICE DEVELOPMENT FRAMEWORK**

As outlined in the strategic plan, we are working to develop our expertise in supporting adults with complex needs; and to strengthen our reputation as a practice leader in this area. This will enhance our capacity to develop and deliver practice-based training to our staff members, expanding their capabilities and skills, as well as potentially offering training to the broader community sector. It will also embed the practice expertise that we developed through our J2SI pilot across our programs, ultimately leading to improved service delivery and client outcomes.

### **SERVICE MODELLING PROJECT**

Since commencing the strategic plan in 2011, it has become evident that the impact of the wave of government reforms and policy changes will affect the Mission's service delivery system and capacity to meet our plan. An analysis of our service model was required to enable the Mission to strategically position ourselves in this changing environment, while ensuring the vision, mission and values of the organisation are kept intact.

The Lime Group was engaged to examine our current service model and assess this against the current and future government direction, sector trends and evidence based practices. The Lime Group has delivered an extensive report for our consideration and over the next year we will undertake further consultation with key stakeholders to understand the impact and refine the model for implementation as part of the next strategic plan.

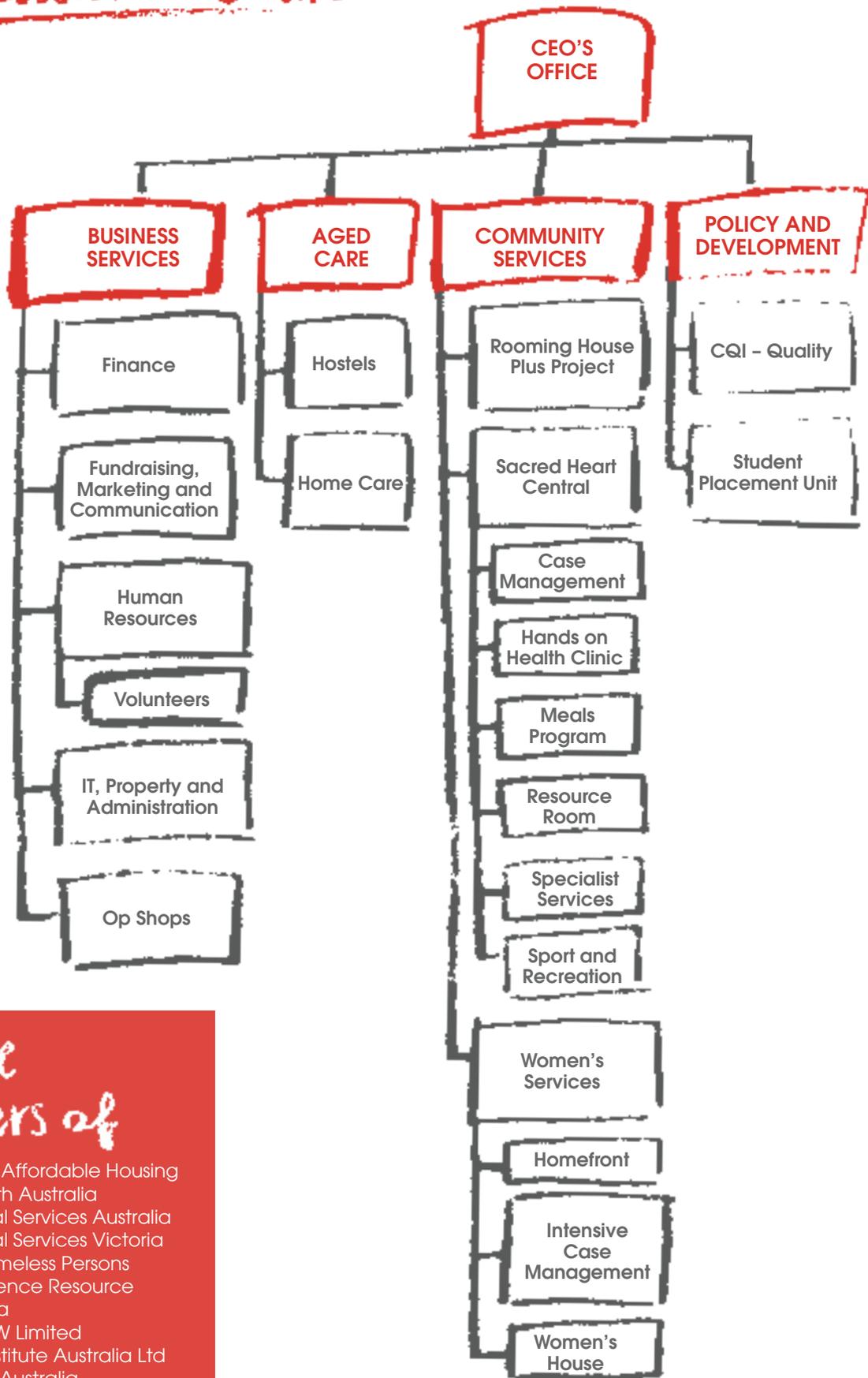
As a result of this project we expect that the Mission will have a clear direction for future growth and be better placed to demonstrate our purpose, impact and importantly, deliver outcomes for the community we serve.

### **AGEING IN PLACE CAPACITY**

In 2010 we undertook a major review of the Mission's current aged care services along with an analysis of the demand for these services for an ageing population experiencing homelessness. This review led to three major recommendations, including the adoption of a phased approach to the implementation of 'Ageing in Place' within the hostels.

To date a considerable amount of work has been undertaken to realise the objective of providing a home for life for our ageing community and not relocate people when their care needs become too complex. Residents are now provided with 24 hour clinical care alongside the community and personal care that are the foundations of providing a home.

# Organisational Chart



We are members of

- Australians for Affordable Housing
- Catholic Health Australia
- Catholic Social Services Australia
- Catholic Social Services Victoria
- Council to Homeless Persons
- Domestic Violence Resource Centre Victoria
- Foodbank NSW Limited
- Fundraising Institute Australia Ltd
- Homelessness Australia
- Jobs Australia
- Leading Age Services Australia (LASA) Victoria
- VCOSS
- VICSERV
- Victorian Employers Chamber of Commerce

# Sacred Heart Central

On any given day of the year, around 400 individuals come through the front gate at 87 Grey Street to have a meal within a community of acceptance and support. An unconditional welcome remains the cornerstone of the Mission's working philosophy, and by providing warm and nutritious meals, people who need support are able to discover what Sacred Heart Mission has to offer. For many people, the Mission is their only direct experience of a supportive community.



Beyond the dining hall, a flexible and highly effective series of services sits poised, ready to be called appropriately to action. The skilled expertise of Mission staff offers information, advocacy, support and referrals to a range of services for people who are homeless or disadvantaged. In practical terms this often begins simply by offering a welcome to those who belong to the most disadvantaged groups in our community. Mission staff then work to build positive relationships

with people so that with their trust, staff can help them to identify the supports and services they specifically need. The work then continues collaboratively – support worker and client – to help a person identify their strengths and personal goals. Throughout this process the Mission helps to provide pathways out of poverty and homelessness, advocating on behalf of clients, and linking them to the services they need.

Within the Mission itself, the core suite of services includes: the Meals Program, Resource Room, case management, the Sport and Recreation Program, the GP and Nurse Clinic, the Hands on Health Clinic and Specialist Services. Sacred Heart Mission also offers people access to other services – for example drug and alcohol responses and access to mental health services – via the Mission's partner agencies.

# Meals Program



**As the Mission celebrated its 30th anniversary, it received a gift the whole community can appreciate - a renovated industrial kitchen and dining hall. The well-regarded venue where breakfast and lunch are served to people experiencing disadvantage every day of the year was stylishly remodeled during the first half of 2013. The renovations have greatly improved the storage, preparation, serving and dining facilities while retaining (along with many of the original heritage features of the old building) its most important attribute, the sense of welcome.**

All this was made possible thanks to the generosity of Paula Fox and the Fox family, the Victorian Government, and the Catholic Archdiocese of Melbourne. After a three-month-long renovation, the Mission dining room reopened with a clean, airy and modern look, new kitchen and catering equipment, new offices and facilities for staff, a volunteer time-out room, better storage and modernised restrooms. Facilities and the functional flow are now better for everyone who gathers there to work and eat.

Despite the renovation, the Mission's work continued without missing a beat, though it took considerable effort and significant resourcefulness. Meals were served in the Mission's chapel meeting room and day centre, and a temporary kitchen (supplied with support from Kitchens on the Run Australia) was located in the car park at the Sacred Heart Community aged care hostel. Despite everything being relatively close-by, volunteers covered some distance each day transporting food and plates to and from the small site kitchen. Additional staff members were hired to ensure that there was enough support available for clients during this period.

While client numbers dropped during the three months of the temporary service, significant positive feedback was received from clients and volunteers, who frequently described the replacement service as safe and cozy. Then in early July, the new, improved meals kitchen and dining hall resumed service.



1



2



3



The kitchen is run by a dedicated team of four paid kitchen staff with help from around 25 volunteers each day - individuals, community group members, school students and teachers as well as people from the corporate sector. Over the course of this year these people worked together to serve 160,000 meals.

With a limited annual food budget of just \$20,000, the Mission depends on generous food donations from farmers, catering companies, local bakeries, cafes and restaurants. These relationships with food donors have developed over many years so that three quarters of the Mission's food donations are from these sources, while another quarter comes from the food rescue agencies, Foodbank, FareShare and Secondbite. Any of Sacred Heart Mission's excess stock is offered to these food rescue agencies for redistribution to other agencies.

In particular the Mission is very appreciative of the support of: Dobson's Potatoes, FareShare, Foodbank Victoria, Kalis Bros Seafood, KS Environmental, Les and Verna Baguley, Melbourne Market stall holders, Monte Coffee, National Foods, Nuttalex, Prestige Foods International Pty Ltd, SecondBite, Stephen's Fine Food, The Bean Alliance and Tip Top Bakeries.

(Above)

1. Each day the dining hall and kitchen welcomes volunteers and diners. Pictured here on the kitchen side of the bain marie are volunteers Brenda, Steve, Brian and Emilia.

2. Skilled staff like chef Jenny perform a miracle at each sitting, making the most of an ever-shifting suite of ingredients and a broad mix of volunteer skills.

3. An extraordinary effort was put into keeping the dining hall functioning (albeit elsewhere) while it underwent its transformation.

# Resource Room



**The Mission's Resource Room sits close by the dining hall and it is often the first place people come when seeking support in a crisis.**

It's a private space with a duty worker where clients can ask for some more specific advice and support. This year more than 3,000 appointments were held with individuals seeking information and referrals to medical, housing, financial and specialist support services. Resource Room staff also helped navigate the administrative and bureaucratic challenges often found within the social welfare system - assisting with the completion of applications, appealing decisions and helping to make appointments.

Many visitors to the Resource Room make use of the showers, toilets and laundry facilities

available onsite. There is also access to a doctor and nurse through a partnership with Inner-South Community Health, as well as a Sacred Heart Mission case manager who can help determine which of the range of Mission-accessible services could be most useful.

Given the Resource Room can be a first step for people wanting to address issues and make changes in their lives, it is an essential part of the Mission's work. This year an average of 250 appointments were made each month, involving a support worker providing information, exploring options and referring individuals to case management for

a range of issues. The doctor and nurse provided a total of 942 appointments, and for more than half of the people who access the service, this is the only doctor they see.

During the year there have been staff changes. After seven years in the role, Dr Simon Rose resigned from the Monday clinic; following six years as Practice Nurse, Lucy Dennett has moved to Prahran Inner South Community Health Service; and Ori Presser has joined the Mission in the role of GP Practice Nurse.

# Case Management



**Often, support workers in the dining hall will refer people who need more intensive, one-to-one support to the Case Management Team.**

This team is funded to work with 36 clients at any given time, for a period of up to three months, providing assistance with housing, mental health, legal, medical, social and life skills. Whatever the person's situation, the team's aim is to link people with ongoing and effective support.

During the year, the acute shortage of crisis housing and affordable rental properties in Melbourne has made the Case Management Team's work more complex. This has proven to be challenging and though

positive housing outcomes were more difficult to achieve, case managers were able to offer clients support with issues such as gambling, drug and alcohol, legal and mental health. Responses to the annual client satisfaction survey from people supported by a case manager, said that they had achieved roughly 75 per cent of the goals they'd identified as part of their case plan.

For people aged over 55 years there is specialised support available through the Assistance with Care and Housing for the

Aged (ACHA) Program. This is critical given that 20% of people currently using Sacred Heart Central services are aged over 55, and have aged-related health and welfare needs. Over the year, through 264 support periods, people were assisted to access housing, health and legal services, recreation and a range of community based support and care services. The ACHA Program is an important pathway for people to access our Home Care Program, aged care hostels and other supported housing.





## Specialist Services



**Many people who make use of the support offered by Sacred Heart Mission are dealing with complex and often enduring, mental health conditions. These include anxiety and depression, schizophrenia, post-traumatic stress, and personality disorders.**

This is intensified by a further list of issues, among them: homelessness (or risk of), problematic substance use, traumatic experiences, thoughts of suicide or self-harm, street sex work, violence, interpersonal problems, and social isolation and marginalisation.

Specialist Services is a seven-year-long partnership established to respond to this specialist-needs client group. Sacred Heart Mission, Alfred Community Psychiatry (HOPS) and Windana: Drug and Alcohol Recovery

(Street Project) work together to provide a comprehensive response. This year this partnership provided well over 100 clients access to assessments, support, specialist interventions and case management.

The Mission's Specialist Services practitioner is funded by the Department of Health and Ageing (PDRSS) to provide intensive case management and support to a minimum of six clients each year. During the reporting period, 23 clients were supported,

an indication of the high demand for such specialised care.

The expertise of the Mission's Specialist Services practitioner – a senior clinician – was extended further by providing secondary consultation and skills development to other Mission case managers and support workers. In this year just past, this amounted to 214 secondary consultations, and eight facilitated training sessions to 137 participants.

(Above) Just a step across from the dining room, the Resource Room is staffed by people who can offer a breadth of knowledge and experience. Here, Rebecca seeks assistance from Christie.

# Sport and Recreation



**The year was filled with opportunities to enjoy a range of recreation and sport activities through the Mission. Ever popular, a wide range of people, young and old, joined in.**



Many are familiar with the services offered by the Mission, but for some, their only contact may be through participating in football or cricket. Regardless of why and how they take part, the program aims to build people's confidence and improve their interpersonal skills. It's about using time meaningfully through recreation and it's also about collaborating with others and engaging with the community.

Over the past year 715 individuals participated in a wide range of activities designed to welcome people of all ages and abilities.

A laptop computer literacy course taught 32 clients general computing skills as well as how to set up email accounts, pay bills online, and catch up with friends via Facebook and Skype. At each session, four National Australia Bank volunteers helped guide those people who had limited previous experience with computers, so that by the end, each was computer literate.

Yoga has proved particularly popular as a gentle activity, held in the church weekly, while excursions included a bus trip to Macclesfield to go fishing. Two cultural events were enjoyed by the Mission community, Barassi - The Stage Show at the Athenaeum Theatre and a special performance of the Essential Theatre Company's Twelfth Night in the St Kilda Botanic Gardens.

The Mission's cricket team won the Super 8 Cricket competition at Heidelberg and some players graduated to the weekend competition. Sacred Heart Mission competed in the Active Feet triathlon at St Kilda beach with a mix of community members; many thanks to Supersprint for free entry and volunteer Gordon Morrow for his excellent efforts in coaching. The Hearts football team has had a successful season with a new coach taking the boys through their paces this year - at the time of writing, the Hearts have won 70% of their games.

(Above) Sport and recreation is a core part of life, and the Mission offers many ways to join in. The Peanut Farm is home to the Hearts footy team, playing as part of the Reclink. League.



*Clinic*



**The Hands on Health Clinic is located on the corner of Robe and Grey streets. Open weekdays, it offers a wide range of complementary therapies in a warm and welcoming atmosphere, making it one of the Mission's most popular services.**

New to Sacred Heart Central is a veterinary service now being provided to clients' pets. This innovative monthly vet clinic grew from the recognition that companion animals make a significant contribution to the health and wellbeing of people who are socially isolated and homeless. Clients can now ensure that their pet has access to high quality treatment thanks to the volunteer services of the Monash Veterinary Clinic.

Like the Mission itself, the Clinic is also a model of community development and collaboration, with fully qualified professionals and students, under full supervision, providing therapies as diverse as chiropractic, optical, massage, podiatry, naturopathy, counselling, hairdressing and Feldenkrais.

During the course of the past year more than 6,000 appointments were made, with 18 receptionists and 39 therapists volunteering their time and professional skills each week to meet this demand. This year it has become evident that the Clinic is operating at close to capacity both in terms of the facility and the numbers it can cater for.

Among the year's highlights: 26 clients benefitted from hearing assessments held as part of the new hearing program, the optometry service (Homeless Person's Eyecare Program) has been increased so that it is now offering 2.5 days per month, eight chiropractic students saw 24 appointments weekly over the year; while the hairdresser offered 13 appointments each week.

Satisfaction surveys give an overview of the work of the Clinic. Since accessing the Clinic, over 80% of people feel healthier, calmer, more mobile and with more manageable levels of pain. Over 90% consider themselves welcome at the Clinic, respected by staff and satisfied with the level of service they receive.

(Above) Helping clients maintain access to health care professionals is a key part of the Mission's approach. In the clinic, Katrina, a volunteer from the Australian College of Optometry tests the eyes of clinic client, Cynthia.

# Client Representative Group

**The Client Representative Group (CRG) is made up of people who use the services available through Sacred Heart Mission. These are nine individuals with experiences and skills to share, who volunteer their time each month to provide important client feedback on Mission services and policy initiatives.**

This year has been a productive year for the CRG. Members assisted with staff interviews, conducted client satisfaction surveys and gave feedback on some of their experiences of homelessness directly to the Mission's Board. Through the efforts of the CRG, this type of information helps to ensure services remain relevant to clients.

The CRG also helps the Mission create better opportunities to build meaningful communication between Mission staff and clients.

During the year, two CRG representatives left the group to pursue paid employment opportunities while three new members were recruited and offered orientation and training.

## Case Study

Wendy\* called reception late last year to speak with someone about a referral for case management. She explained that she'd been encouraged by a friend to make the call. "The Mission helped my friend get back on her feet and I hope you can do the same for me."

Months of being homeless and sleeping rough, along with a poor diet and binge drinking, were starting to impact Wendy's health and she'd decided she'd had enough. "I think it's time I sorted myself out before it's too late", a distraught Wendy told a support worker.

Wendy was invited to meet with a duty worker who was able to make arrangements for her to access temporary, emergency accommodation, before linking her into the case management program at Sacred Heart Central.

Wendy's case manager worked with her initially to identify her personal goals, then met with her regularly for ongoing support. Wendy was also assisted to follow up on her public housing application and referred to the Windana Street Project at Sacred Heart Central to address her problematic alcohol use.

Wendy started dropping into the Women's House for social support, as well as attending the Hands on Health Clinic to see the dietician. She is a regular at the weekly yoga class held by the Sport and Recreation Program and is even considering participating in next year's triathlon.

In June Wendy was assisted to move into her own place and is looking forward to turning it into a home.



# Aged and Residential Services

## — aged care



**Sacred Heart Mission provides a mix of low and high care service to 83 residents at the Mission's two aged care hostels. Residents have histories of homelessness and disadvantage, many with a range of complex needs, resulting from negative life experiences including exposure to trauma and social isolation.**

Adding to this approach, medical support is provided by nursing staff, general practitioner, and allied health services such as physiotherapy and podiatry. Residents are also referred to other services in the community including counselling and psychology. A well-planned lifestyle program aims to create opportunities for residents to feel connected to both the hostel community and also to the broader St Kilda community. Residents are encouraged to maintain their independence and to continue activities that have been a big part of their lives - a coffee at one of the local cafes, lunch down at the Mission dining hall, spending time on Acland Street or a glass of wine in the evening.

The average age of residents is 71 years, with the youngest being 49 years old and the oldest being 93. Three-quarters are men; more than half have been living in the hostel for more than three years; a total of 88% have a history of homelessness. There is a high occurrence of mental health issues, alcohol and drug abuse issues, social isolation, acquired brain injury, disabilities and long-term disadvantage. This means the behavioural and

social care needs of the residents are high relative to that of other residential aged care facilities.

This year witnessed significant changes across the hostels as a number of planned initiatives were introduced in line with the Ageing in Place strategy. The most significant of these is the introduction of a new staffing model with 24 hour, seven day a week on-site nursing, an additional staff nurse educator, and a shift supervisor position. These changes were fully implemented by December 2012 and the significant benefits to residents lives over the past six to seven months is obvious. Through these changes residents are able to be supported at the hostels for much longer than in the past, as opposed to discharging them to a high care facility. For residents whose health has deteriorated due to ageing, it's now possible for them to be provided with end of life and palliative care within their familiar environment, a place filled with people they trust and a place they call home. Staff are now experiencing a sense of great privilege as they nurse and support people whom we've cared for over many years as they move through to the end of their lives.

As well as those residents requiring end of life care there are also a larger number of residents who require longer term high care support. At the end of the year 50 residents (63%) were in high care, 13 (16%) of which previously would have had to been discharged to a high care facility prior to the December 2012 changes.

Alongside staffing and care initiatives, there have also been a number of significant changes to the facilities. The highlights from this extensive list are: a new security system for resident and staff safety; renovation of our utilities section including a total renovation of the laundry and pan room and ground works for a new physiotherapy, podiatry and hairdressing room affectionately known as the day spa or pampering room; redesign of the communal areas to establish a new dining room and two new sitting rooms; purchase of additional specialist equipment such as hydraulic low beds and additional lifting machines with special thanks to Cabrini Health for its ongoing support and supply of high low beds.



## Case Study.

Ruth lives at the one of the Mission's two aged care hostels, a rambling refurbished building full of quirky nooks and sunny open spaces. She's a relative newcomer, having arrived in May 2012, and thanks to her warmth and grounded optimism, she has quickly settled into the hostel community mix - people with a range of care needs and staff who she much admires.

Ruth's move into the annex took place following a series of events, as it often does. "I have poor eyesight and when discussing an operation with my specialist, he explained he wouldn't like to let

me go home to be on my own afterwards." Ruth was living alone with support from Sacred Heart Mission's Home Care program which provided her with meals and cleaning. She admits that she was in the early stages of planning her future housing, but it wasn't until she lost her balance on the escalators at Southern Cross Station - on her 80th birthday, and on her way to a party in her honour - that a subtle shift took place.

"I went on to the party because they'd gone to all that effort, but over the next few days my injuries became more difficult to manage. My Home Care manager contacted my nephew Ashley, suggesting things might be better if I went in for some respite care. Ashley took me out to lunch and on the way home suggested we pop in to the annex to have a look."

Ruth liked what she saw and took up the offer. She entered a very new environment - a place full of activity and personalities, routine and systems. Her overall health improved as other issues, newly

revealed, were addressed. "I began to think that perhaps I couldn't cope at home. Without exerting any pressure, my stay was extended and then I was offered my room long-term." Ruth elected to stay, describing it as the best decision. Part of the reason it's worked out so well is because she has made a deliberate effort to fit in. She did find it difficult to leave her dog Bella behind, but a close family friend now brings Bella in for visits.

In fact, much of Ruth's life has moved with her to her new home. Her friends and family visit, and staff encourage her to go out to her usual social outings. Her health appointments (and crises) are now easier to manage and there is the extraordinary life within the annex to dip into - bus trips to the beach, the market and the shops, parties, quizzes, bowls... and the list is ever-changing. However, as wonderful as the facilities are, Ruth points out that it's the staff who underpin everything. "The staff are so good. I'm very privileged to be here."

# Home Care



Fourteen staff members work predominantly in the City of Port Phillip and Stonnington, providing care to people living in their own homes – often in public housing and rooming houses.

Each Home Care client has their own case manager to coordinate their support, and on average, a staff member visits each person four times a week. People choose the services they receive to best suit their situation and needs. Assistance with cleaning, meals (supplied to more than half the clients), shopping, personal care, transport to appointments, allied health and in-home nursing services are among the most popular.

**Thanks to the Mission's Home Care program, tailored support is provided to 75 older people to help them to continue to live independently in their local communities.**

Home Care's delivery is complex, as these services are provided to people who have experienced homelessness, are on low incomes with minimal financial resources, or are socially isolated. Many of the Home Care clients are referred from Sacred Heart Central and a few each year access our aged care hostels for respite, or to move into the residential aged care when they are looking for a greater level of support or are no longer able to stay at home. In the coming year we plan to provide even more service to the 600 rooming house accommodation units located across the City of Port Phillip.

Given loneliness and social exclusion are significant issues faced by many people who are disadvantaged and ageing, the Home Care staff members adopt a relationship-based approach to their work, often going the extra mile to be there for the people we work with. One of these staff members is Beryl Jarrett who took on the role of co-ordinator many years ago with much compassion and energy and is now enjoying retirement.

## Case Study

David's career as a journalist spans three major forms of media – print, radio and television. With Albert Park as his Australian base, he'd also spent time in Germany and Switzerland at various times during the seventies, eighties and nineties. And then in 2005 he was suddenly forced to give up work following his collapse in the street. His next six months were spent in hospital. "I'd never expected to be in hospital – three months in the neurological ward and another three in rehab."

With support from family, a new home was found in familiar Albert Park, however living alone was going to be a challenge. David's GP recommended he get in touch with Sacred Heart Mission and the response was swift and effective. David received a visit at home from a member of the Mission's Home Care team along with a Centrelink rep. "I found them to be really gentle in the way they go about things. They also realised I wouldn't be talking to them unless something major had to happen."

Now some years on, David and his case manager Kate have built a long standing relationship, and together they've worked out a set routine of tailored support. "A week's worth of meals is delivered on Tuesday and on Wednesday the Mission sends a team member to do the cleaning."

"And if anything comes up, I call Kate and she organises what's needed. I go to the chemist on Mondays for my medication, but if I need to see one of the specialists at The Alfred, she'll organise for someone from the Mission to take me there and support me during my appointment."

David describes the Mission's Home Care as "a blessing really. It offers an element of security". Earlier this year when everyone who is part of the Home Care program was invited to a barbeque at the Mission itself, David met many of the other people who are being supported in their own homes. "It was the first time many of us had met each other. I was a bit surprised - It wasn't what I expected. It was a very pleasant afternoon."

# Rooming House Plus Program



**Since 2005, the Rooming House Plus Program (RHPP) has enabled people to break their cycle of homelessness by providing residents with stable, long term accommodation and the support they need to maintain their housing.**

RHPP is a Mission partnership with Community Housing Limited (CHL) a not-for-profit organisation which is both owner and manager of the rooming house at 69 Queens Road, Melbourne. Sixty-seven people live in studio apartments with access to a dining room, arts studio, laundry facilities, gym and vegetable garden. Supported residents have assistance with daily living while general residents live independently.

The people who live at RHPP have a range of complex needs including mental health issues, substance use, and histories of long-term homelessness. Despite the complex histories, the outcomes are very positive. Living in this community environment with Sacred Heart Mission support services has been beneficial for most residents. Since opening, the average length of tenancies is 3.4 years and the annual resident survey conducted by the Mission's Client Representative Group found that 76% of residents reported feeling safe and secure at RHPP.

Building a sense of community is central to the program and residents are strongly supported through the social inclusion program to be actively involved in activities in the broader community. Art therapy is a major focus, as well as music, sports, recreation activities, and learning community living skills.

This year an art exhibition Art Works In Green was held at the Gasworks Art Park. It was instigated by several RHPP residents keen to raise awareness of human impact on Port Phillip Bay and the foreshore. This year's works explored themes of environmental and civic engagement, and largely used recycled materials to create the artwork. The exhibition was a great success.

The Port Phillip EcoCentre, in particular, has been generous with its support of the residents, working with them on aspects of responsible living both in terms of the rooming house vegetable garden and environmental issues relevant to St Kilda West Beach.

Some RHPP residents continue to struggle with their drug and alcohol usage and the associated culture, including anti social behaviours. RHPP staff members continue to support harm minimisation efforts and actively challenge negative behaviours, supported by local agencies such as Windana Drug and Alcohol Recovery. Strong partnerships have been established with Alfred Area Mental Health Services, Inner South Community Health Service, general practitioners, the City of Port Phillip, Prahran Mission, and Council to Homeless Persons.

Family members have been actively encouraged to be involved with the RHPP community and many attended the open day that celebrated the Mission's 30th anniversary.



## Case Study

James has been living at the Queens Road Rooming House for three and a half years now. Before that he'd lived in Fawkner Park, dropping in at Sacred Heart Mission for meals where he learned, "...what the Mission was about and that they had their own places." James spoke to a case worker who helped him to fill in and file the necessary applications. He had an interview, a tour of the Queens Road facility,

had his name added to the waiting list, then resigned himself to waiting.

"When my case worker got in touch with me a few months later, and asked if I would like to move in that afternoon, I asked him if he was pulling my leg, and he said, "Would I joke to you about something like this?"

James clearly remembers the day, January 18th, 2010. With his case worker, he was shown to his room after the usual formalities, unpacked a kit of clothes provided by the Mission, and after running through the contents of the kitchen, they made themselves a cuppa to celebrate. "And then the buzzer went, and it was the office downstairs offering me a microwave - which I still have,

"I've a couple of good friends here - tenants who are similar to me, who have the same sense of humour - and I've plenty of others to say hello to in passing. In most cases they are generous people and when my TV was too old, someone offered me theirs when they got a new one. I offered to pay, but they said not to worry."

James is a realist. "I always thought a place like this would have its ups and downs - what place hasn't - but it would be a bed for as long as I want." What he hadn't anticipated was the backup available: help sourcing things like furniture or an appliance; or meals and cleaning if he was ever ill. But the overriding benefit is still the one he expected - his studio apartment is his for as long as he needs it.

# Women's Services

**Women looking for support at Sacred Heart Mission are met with a welcoming and highly effective set of services, designed especially – open access (Women's House), crisis accommodation (Homefront) and intensive case management.**



This year, more than 1,000 individuals were able to benefit from the highly responsive and safe support of Women's Services. For these women experiencing homelessness, social isolation or a crisis, the Mission was able to help find solutions, both in the short and longer-term.

And where the previous reporting period noted an increase in the number of women from linguistically diverse backgrounds, many of refugee status, this year saw a new development – an increase in the number of homeless women seeking help not only for themselves but also for their children. The challenge

has been to adapt to this growing, fresh demand and to offer appropriate, quality support for the individuals within these family groups.

Looking at the performance statistics across Women's Services reflects the difference being made each day in the lives of the women seeking help. These survey responses sum up the service: "the confidence to take responsibility for my situation"; "great support from the whole team"; "positive learning and healing"; "being helped to move forward, even when it's scary".

(Above) The Mission has created a specific community of support for women - like Rachel - helping them create secure futures.

# Women's House



**The Women's House functions as a safe and welcoming place for any woman in need, most often those who are disadvantaged or marginalised.**

The House's relatively new team has spent the last 12 months making improvements to operations, and it is a credit to their skill and expertise that this has been achieved in a business-as-usual environment. Looking back over the year, the increased professionalism of the service is obvious through the number and quality of long-term outcomes being achieved.

Each day around 30 women arrive at the House. They come to connect with others and to find the help they need with a range of complex social and emotional issues. These women face serious challenges - homelessness, drug and alcohol problems, mental health issues, family violence, being engaged in street sex work.

At the House women find safety, a meal, support services and activities designed to increase health and wellbeing - art therapy, ceramics, meditation and yoga.

The House is also a venue where a range of professionals visit regularly to offer their services - lawyers and community health

nurses, as well as workers from Homeless Outreach Psychiatric Services, Windana Drug and Alcohol Recovery, Inner South Community Health Service Personal Helpers and Mentors Scheme, and the Royal District Nursing Service.

Underpinning the welcome open access of the house, the Women's House team offer case management which is designed to provide support tailored for the individual. In many cases this may be assistance to obtain and maintain housing. Case managers may also advocate on behalf of a woman, helping her to engage with the other support services she needs.

During the year, as more women with children sought help, the team gathered their skills, resources and ingenuity to meet the challenge. Many of the women who are helped by the Women's House, present with a complex set of issues. When their children are included in the process, the challenges faced by the Mission's staff are significantly more complex.



(Above) A work in progress by Kate during a visit to the Women's House.



## Art Therapy at Women's House

Each week, Megan, an art therapist who specialises in holistic counselling, opens the door to a three-hour creative session for women who visit the Women's House.

For some it's less about the art and more about sharing the company of the women in the room. Others make use of the space and materials to feed their creative momentum. And there are women who, as Megan explains, find that creativity helps

to still their minds, or that art can be a private process of healing, especially for those who've experienced trauma.

There are few restrictions to the program - a deliberate decision to encourage women to take part. Anyone from the House is welcomed, at any point during those three hours, to create, or to just sit and watch other women at work. Thanks to Megan's expertise, she makes various materials and options available to cater both for those who are comfortable expressing themselves through art, and for others who don't feel confident to 'make art'.

On one level, the feeling in the room is never the same.

Sometimes it's filled with conversation and other times it's quiet. Always it is a calm, grounded place filled with productive energy. As for the art itself, Megan gently stresses that it's about process and not the end product. "Someone may sit there just exploring colour on a canvass, and that can be calming, meditative and releasing."

In some ways what goes on in the art therapy room is a microcosm of the Mission. It is a place of support and inclusiveness. Of healing and transformation. Art therapy is a powerful means to achieve all this, in a wonderfully enriching way. It's not surprising that it is so much in demand.

# Homefront



**The Homefront service provides crisis accommodation for women over the age of 25 without accompanying children/dependents.**

Referrals are taken from anywhere in Victoria, and these women in crisis will stay approximately six weeks. Homefront supports 11 women in self-contained units onsite; and many more through its outreach program. Individualised support plans along with strong links with housing providers assists in helping these women to achieve safe and sustainable accommodation.

Core to the success of the program is the ongoing responsibility held by case managers. The focus is on breaking the cycle of homelessness through helping these women maintain their tenancies, by keeping them well linked to necessary specialist mental health, drug and alcohol counselling services.

## Women's Housing and Complex Needs Project

**For staff at the Mission, there is no doubt that consistent, skilled support leads to longer-term benefits, and this forms the basis of the Women's Housing and Complex Needs Project.**

For women with complex needs, having access to an intensive case manager, several days a week, makes a profound difference. The case manager works as a central reference point for these women: collaborating and promoting interaction between a range of relevant services; sourcing funds

for a range of therapeutic interventions; bringing it together to create an enhanced form of support.

Clearly an effective program, the Intensive Case Management Initiative gained permanency following a commitment in the May 2012 by the Department of Human Services for on-going funding.



## Case Study

Karen\*, a single mother with three teenagers, originally sought support from Women's Services in 2011 to help her leave a violent and abusive relationship. Working with Karen, the intensive case manager helped her find suitable transitional housing and financial counselling to navigate her way out of debt, (Karen's ex-husband had put all of the family bills into her name). Karen was also encouraged to address many of

her health issues which had been neglected through the crisis, and additional material aid was sought to support the children with what was needed to maintain their schooling.

For two years all was secure in Karen's life, until a back injury at work left her unable to work. She fell behind with the rent, and as her landlord became increasingly abusive, the family no longer felt safe. They left to find themselves homeless.

However, Karen's positive experience of the Women's Services in the past, led her back where she knew she would find advice and support. Initially the family was placed in crisis accommodation, a short term move which came with associated stresses. Despite emotional and material support, the children began to show signs

of mental health problems and stopped attending school. Meanwhile, Mission staff worked with Karen, strongly advocating on the family's behalf to find a better place to live.

Together their efforts lead to the family securing three bedroom transitional housing where they can live as they wait for a permanent Office of Housing home. During the process, Karen's case manager actively encouraged Karen to recognise and acknowledge her strengths and achievements. Today, Karen has more confidence, particularly in her ability to parent, and is better able to manage the various issues which arise in her day-to-day life. Karen is now focused on returning to work and achieving financial sustainability.

\*not her real name



# Journey to Social Inclusion



**Thanks to the three year pilot program Journey to Social Inclusion (J2SI), we now have a proven means to end long-term homelessness.**

The Mission began the pilot in November 2009, working with 40 people who were experiencing long-term homelessness. Participants presented with a history of early childhood trauma, a range of associated behavioural disorders, high incidences of mental health disorders (including schizophrenia, bi-polar and depression) as well as problematic drug and alcohol abuse. In addition, participants had early and repeated experiences of homelessness, with a high number (89%) having slept rough.

Through the J2SI pilot, intensive levels of support were provided to the participants through an individualised, therapeutic approach, bound together by skilled service coordination. The results were very rewarding, not only from the participants' viewpoint but also economically.

At a cost of \$3.8 million, the philanthropically-funded pilot has demonstrated the model's economic effectiveness. Long-term housing is linked to improved health and participants increased economic independence. Reducing homelessness also reduces the demand for high cost emergency and psychiatric support.

(Above) Scarecrows by artist residents, hanging in the community garden of the Rooming House Plus program in Queens Road.



Evaluation forms a key part of the pilot, and it's from this that we can gauge J2SI's efficacy. The 24 month report, Meeting the Challenge? Transitions out of Long Term Homeless, was launched in December 2012 by The Hon. Brendan O'Connor MP, Minister for Housing and Homelessness. This is the second of four J2SI evaluation reports based on the research conducted by RMIT University and the Melbourne Institute of Applied Economic and Social Research. It documents the social outcomes and the economic costs and benefits from the first 24 months. The evaluation uses a randomised controlled trial that tracks the outcomes of J2SI participants (Group J) and compares their outcomes with those of a comparison group (Group E) who is being supported by existing services.

After 24 months the evidence shows a sustained improvement in the housing circumstances of the J2SI participants compared to those in the control group.

While the move to independent housing was difficult in the beginning, the high rate of housing retention - 86% have maintained their housing - suggests that most of the participants are developing the skills and confidence needed to keep their housing.

The outcomes data also reveal ongoing improvements in other areas of life for the J2SI participants. In particular, compared with Group E there have been improvements in Group J's physical health - the proportion of Group J who reported they experienced no 'bodily' pain almost doubled over the 24 month period, while there is little change in Group E over the same time. Group J's emotional health has improved in the second year and they report lower levels of stress and anxiety compared to the baseline results and also relative to Group E. People in J2SI are, on average, presenting less frequently to emergency departments and when they are admitted they are now staying for shorter periods in hospital and psychiatric units. While only a small number are employed, nearly half of the J2SI participants are now actively looking for work.

The 24 month report also included a detailed cost-benefit analysis undertaken by the University of Melbourne confirming that while the initial delivery cost of the program is high, the overall longer term economic benefits outweigh these initial costs. In the longer term, the benefits will exceed the costs of the program.

With a focus solely on the economic benefit of this investment the researchers estimated a saving to government of between \$17,882 and \$75,015 per person over a two-year period. Taking the best-case scenario, that the person's homelessness is ended, the return on the investment of \$60,000 (\$30,000 per person per year) is \$15,000 per person over the two year period. Therefore by making this investment of \$30,000 per person per year, through the

provision of targeted intensive support, J2SI demonstrates that the cycle of homelessness can be broken. Over the next 24 months the researchers will continue to track the progress of the trial participants with future evaluation reports assessing the program outcomes after three and four years.

The J2SI pilot illustrates how an investment can work to produce both economic outcomes for society and positive outcomes for the individual, such as sustained housing and improved health. Importantly this is evidenced through a randomised control group trial and cost-benefit analysis.

In October 2012, we completed the service delivery phase of pilot; this was an important milestone in the J2SI journey for participants, the J2SI team, Sacred Heart Mission, the J2SI funders and service partners. The J2SI pilot has provided a unique opportunity to trial and evaluate an innovative approach to address long-term homeless. It would not have been possible without the generous philanthropic support of the Lord Mayor's Charitable Fund, The Peter and Lyndy White Foundation, the RE Ross Trust, William Buckland Foundation, St Mary's Parish East St Kilda, AndyInc. Foundation, Limb Family Foundation, Cabrini Health, and Orcadia Foundation.

# Case Study.

John\* was 48 years old when he was referred to the J2SI pilot. He'd been homeless since youth and well known to homeless services in St Kilda for more than 15 years – moving in and out of crisis accommodation facilities, rooming houses, and at times sleeping rough. John has an acquired brain injury due to decades of substance abuse, a diagnosis of schizophrenia, and a long history of offending, with periods in and out of prison for much of his adult life.

John was well enmeshed in the homeless sub-culture and was also increasingly targeted in the rooming house environment, due to his disability and his increasing age.

Upon joining the pilot program, John's J2SI caseworker discovered John was easy to engage with and very receptive. Together they built a strong relationship that provided the foundation for a comprehensive case plan. Being a frequent visitor to the

J2SI offices, John also quickly got to know all members of the casework team.

John and the J2SI team put together a successful application for priority housing. Soon the J2SI team were providing John with significant, complex-needs support to help him settle into his public housing. Direct debit arrangements were also put in place for his rent and utilities payments and furnishings accumulated. However, about nine months into his tenancy the J2SI team quickly spotted that John wasn't coping. Some significant neighbourhood issues were causing him to feel intimidated and concerned about his safety. Thanks to the collaborative relationship that exists between the J2SI team and the Office of Housing, a priority transfer was arranged and John was relocated to a safer community.

It's obvious to anyone that he clearly loves living here and is settled and happy. The evidence is clear to see, he values his property,

keeping it clean and tidy. He washes his clothes, showers and takes pride in his appearance and his surroundings. The move to a quiet and safe neighbourhood is a complete lifestyle change – it has distanced him from the homeless subculture. And this suits John because he's tired of the chaos, the coming-and-goings of friends and acquaintances at his previous housing arrangements. He enjoys staying at home, watching television and cooking. He goes food shopping on his pay day and has relationships with local shopkeepers. He keeps to himself but likes that his neighbours are also quiet and not bothering him.

Thanks to the J2SI team's skill, the methodology of the pilot itself, and John's engagement in the process, he is now in a position where he feels part of his local community and is looking forward to a quiet life.

\*not his real name

## **SACRED HEART MISSION WOULD LIKE TO THANK THE FOLLOWING FOR THEIR FINANCIAL SUPPORT OF J2SI**

- Andyinc Foundation
- Cabrini Health
- Lord Mayor's Charitable Foundation
- Orcadia Foundation Limited
- Peter and Lyndy White Foundation
- St Mary's Parish
- The Limb Family Foundation
- The RE Ross Trust
- Victorian Government
- William Buckland Foundation

# MEETING THE CHALLENGE?

## TRANSITIONS OUT OF LONG-TERM HOMELESSNESS

A randomised controlled trial examining the 24 month costs, benefits and social outcomes from the Journey to Social Inclusion pilot project

GUY JOHNSON, DANIEL KUEHNLE,  
SHARON PARKINSON AND YI-PING TSENG



## A Family's Support of J2SI

At a cost of around \$30,000 per supported participant per year, the Journey to Social Inclusion pilot required funding of almost \$4 million which came from philanthropic sources. The pioneering program would not have been possible without the generous support of individual donors such as the Limb Family Foundation.

George Limb was a successful businessman, involved in a range of industries spanning from transport, to tiles, to wine. He and wife Janet established the family foundation in 2005, formalising a long-standing

commitment to contributing to the community through an annual giving program.

Following George's death in 2009, his three daughters joined Janet in administering the foundation. George's passion for social welfare lives on in them.

The Limb family heard about the work of the Mission through one of their daughters, who used to assist with art classes from time to time.

Janet Limb explains when they heard about the J2SI program, it sounded like a purposeful way to address the persistent

and distressing problem of homelessness. "We attended meetings regularly and were very impressed by the rigorous process which was followed," Janet says. Most impressive to the Limbs was the discipline and precision of the pilot program.

"It was a remarkable achievement by the leaders and the case workers to keep the participants and the control group together over the three year period," Janet says. "The results of the study provide a valuable model for assisting people to obtain housing and remain settled. We would like to congratulate everyone involved."



## *Human Resources - Volunteers and Staff*

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(Above) Volunteering sits at the core of much of the Mission's work. Here Janet, who began volunteering at the Bentleigh op shop post retirement, helps create the quality of retail environment that generates impressive returns.



## VOLUNTEERS

Sacred Heart Mission is based on the support of volunteers - support which is extraordinary due to its scale, effectiveness and dependability. This diverse group of people is not only generous, but it brings a broad range of skills and expertise to the work of the Mission. It's a fact that without the help of the volunteers Sacred Heart Mission could not provide its current breadth of programs.

## VOLUNTEERS - AT A GLANCE

Meals Program	1,099 volunteers	34,931 hours
Op shops	363	26,018
Hands on Health Clinic	168	8,064
Women's House	106	2,205
Community Visitors Scheme	33	780
Sport and Recreation Program	10	920
Main reception	9	731
Aged care hostels	6	576
Market garden	6	960
<b>IN TOTAL</b>	<b>1,800</b>	<b>75,185</b>

Many corporate groups continue to generously donate their time and often expertise to Sacred Heart Mission, companies such as: National Australia Bank, Telstra, Ernst and 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.

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

As in previous years, the Community Visitor Scheme (CVS) continues to expand and consolidate. Through one-on-one visits to residents in the Mission's hostels and other aged care facilities throughout the

Port Phillip area, many wonderful relationships are developed, enhancing the well-being of both resident and visitor.

The Mission's ability to offer nutritious meals was supported by the fresh produce grown by Les Baguley and his dedicated team of market gardeners; many thanks also to Kevin Davis and his group of helpers who coordinate and cook the Saturday community BBQ at 101 Grey Street; and also to Kathy Garnaut and Maggie Knightly for cooking up treats on a fortnightly basis for our residents.

During the year, the Mission continued to provide information and training for its volunteers which feedback shows to be much valued. The fortnightly volunteer information sessions were well attended; the online food safety course, taken by Meals Program and Women's House volunteers, helps to ensure we deliver quality meals and training continues to be offered covering professional boundaries, staying safe and manual handling.

## STAFF

For staff at Sacred Heart Mission, 2012 was another brilliantly productive year. This remarkably compact team of skilled professionals yet again displayed a seemingly endless willingness to step beyond expectations. This year, various initiatives were brought in during the reporting period to support them.

This year saw the introduction of a Training and Practice Development Unit. This small team is helping the Mission to foster and embed a culture of learning and skill development across the organisation – with the ultimate aim to embed our best practice way of working across the Mission and ensure our teams deliver great outcomes.

Another key achievement is the successful negotiation of a new Enterprise Agreement destined to set the Mission’s industrial landscape for the next four years. This comprehensive document dictates terms and conditions of employees and contributes towards making the Mission an employer of choice.

Work continued on the Mission’s Health and Wellbeing Program with the addition of a health and wellbeing database listing local health and wellbeing providers and discounters. A health and wellbeing topic of interest is now included in the staff bulletin,

there is active promotion of the health benefits of riding or walking to work, while free health checks and flu shots continue to be provided.

In recognition of the outstanding achievements of Sacred Heart Mission staff, selected people were awarded the Ernie Smith Award. Recipients for 2012 were: Daniel Ellis, Philippa Bell, Leanne Lewis, Faith Kaan, Joan Kerr and Jan Reid. These people were recognised for embodying the values of Sacred Heart Mission founder Father Ernie Smith. In addition to this, and a reflection of the long-term commitment of staff to the work of the Mission, service awards were awarded to: (10 years) Wade Piva, John Sandilands, Kay Kennon and Eseta Leveni; and (5 years) Patricia Williams, Sarah Honan-Barnes, Naomi De Weger, Ingrid Goff, Rosemary Cornish, Erica Giacoy, Norlita Natoli, Thelma Farrell, Robyn Sullivan, Lynn Johnston, Ken McNamara, Komal Gulati, Yubin Wang, Sean Harvie and Annie Lynch.

The Mission’s Human Resource team 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.

## STUDENT PLACEMENTS

Sacred Heart Mission recognises the need for students to gain field experience related to their chosen profession. We offer work placements to both university and TAFE students. Student placements richly reward all those involved. For students, there are valuable learnings and practical skills to take with them into their future work. For the Mission there is the opportunity to support these students’ development. And for both the Sacred Heart Mission community, and the health and community sector in general, there is the benefit of an ever-growing pool of expertise.

Successful student placements at Sacred Heart Mission continued throughout the 2012 – 2013 financial year.

This year the Mission hosted a series of block placements of RMIT Diploma of Nursing students within the aged care hostels. In July a group of five RMIT social workers joined a variety of program areas for a 14 week placement.

The Hands on Health Clinic also continued to host RMIT chiropractic students, Certificate IV and Diploma of Massage students and naturopathy and homeopathy students which allowed services to be provided to clients that would otherwise not be possible. Throughout the year we also facilitated a number of individual student placements from courses such as: Certificate IV and Diploma in Community Services, Certificate IV in Leisure and Lifestyle, seminarian students and Certificate 111 in Aged Care. We have also a number of one-off student visits to support their learning around homelessness services and created new partnerships with tertiary institutions.

### STAFF – AT A GLANCE

1 – 5 years	78.26%	180
5 – 10	17.83	41
10 +	3.91	9
<b>IN TOTAL</b>		<b>230</b>
Casual		57
Part Time		100
Full Time		73
<b>IN TOTAL</b>		<b>230</b>



## Fundraising and Communication

### **A mix of skills is needed to successfully raise the funds needed to finance the Mission's ongoing work.**

Not only is the Fundraising and Communication team highly effective in making the most of every opportunity to tell the many Sacred Heart Mission stories, each year they promote and host a series of deliberately engaging events. Their ultimate goal is two-fold: to provide opportunities for existing supporters to reconnect with the Mission, and to speak to potential new supporters by broadcasting information about the Mission's work and events.

Overall, fundraising achieved a net income this year of \$1,116,519, compared to \$911,579 in 2011/2 (an increase of 22.4% over the previous year, excluding bequests). To put this into a practical context, this represents 7.5% of the funds needed to deliver the Mission's many services and programs.

(Above) Sacred Heart Mission is literally blessed with a community of fundraising support from the arts: soul band Saskwatch at the 2012 Heart of St Kilda Concert, The Palais Theatre.

This year, a major focus for support has been the \$1.2 million refurbishment of Sacred Heart Mission's dining hall and kitchen. Here, 160,000 meals are served each year to people who are disadvantaged or experiencing homelessness. Prior to the three-month refurbishment, the facilities were well worn and ripe for practical improvement. While meals continued to be served from a temporary kitchen, the dining hall and kitchen were transformed. Importantly, the warmth and welcome remain unchanged, with the dining hall functioning as a social hub where people often discover a pathway into supports that can make permanent changes in their lives. This major sponsorship moment was collectively funded through the impetus and generosity of Paula Fox, along with Lindsay, Andrew and Katrina from the Fox family, Victorian Government, the Catholic Archdiocese of Melbourne, the Linfox Group,

The Pratt Foundation, Russell Casper, Michael Cadden, Dennis Roche, Geoffrey Freeman, Mark Mentha, Gerard Higgins and Gerry Ryan.

The Fundraising and Communication team had a jam-packed 12 months event-wise, with two Heart of St Kilda concerts (one in July 2012, and one in May 2013) and the annual Dine with the Champions and Light up a Life Cocktail Party events.

Once again, these events were undertaken through the guidance and support of three amazing committees. The Mission Possible Committee delivered the annual Dine with the Champions dinner with their usual style and expertise within the magnificent surrounds of the Royal Melbourne Yacht Squadron. With champion guests including Former St Kilda Football Club player and Captain Danny Frawley, Peter Moody, Nick Green, Luke Nolen, Drew Ginn, Michael Roberts and others, there was plenty to talk about. The hot topic for the evening was how sport

can affect change in people's lives with Danny Frawley commenting on witnessing the Mission's great work firsthand. Funds raised through this event, went towards the Sports and Recreation program, which offers cricket, football, golf, yoga and swimming experiences just to name a few, all undertaken without government funding.

The Women 4 Women Committee's Light up a Life cocktail party treated guests to a great night of entertainment including a Frank Sinatra and Robbie Williams impersonator who worked the crowd magnificently. Funds raised by this event went to the Women's House in support of around 1,700 visits, which include vital services including: a nutritious lunch, access to showers, washing facilities and the internet; participation in creative activities as well as support.

The two Heart of St Kilda concerts, supported by a magnificent team of music industry stalwarts, highlight the Mission's place in the St Kilda community. The first in July 2012 drew a crowd of 1,604 guests, while the second concert in May 2013 was equally well supported. We are truly fortunate to have the very generous support of music industry and comedy greats including Tim Rogers, Rebecca Barnard, Russell Morris, Hannah Gadsby, Brian Nankervis and Kate Ceberano who performed for us this year, and helped draw in the crowds.

On top of this, the Mission threw open its doors for the 30th anniversary celebration open day where neighbours, supporters, volunteers, people who use our services and staff and their families took a look behind the scenes at the Mission. During the day, 120 people participated in the Race Around St Kilda,

cracking clues and completing challenges, whilst also raising money to support the Mission's work. The tally at the end of the day's festivities rounded up to \$25,000.

The Christmas fundraising appeal raised \$98,863 while a refreshed Winter Appeal far outstretched expectations, raising a whopping \$195,215. Support from philanthropic trusts and foundations increased to \$209,106 this year and \$228,540 was received from bequests.

The Mission is very fortunate to receive ongoing support from many corporate and local businesses who have contributed to fundraising and communications efforts. We have received very generous support both in cash and in kind from Chisholm and Gamon, KS Environmental, Kraft Foods, NAB, Oakley, Ryan Commercial Lawyers, T2, and Telstra.

Significant media coverage of Sacred Heart Mission has continued to raise the Mission's profile in the community - celebrating the amazing work of staff, volunteers and supporters, and highlighting the challenges and issues faced daily by people experiencing homelessness and disadvantage. Some of the events that attracted media attention included: the retirement of Hearts footy coach Peter Ryan and the search for his replacement; launching the Journey to Social Inclusion (J2SI) pilot report; announcement of funding for the refurbishment of the dining hall; the Mission's 30th anniversary celebrations; Christmas in the dining hall; and the many fundraising and op shop events.

Media highlights throughout the year include: the Mission's General Manager of Client Services Mary Bartlett and Stewart Weir from the Mission's Client Representative

Group interviewed on ABC 774 Conversation Hour; ABC national current affairs program The World Today reporting on the J2SI socio-economic report; The Age social affairs reporter Daniella Miletic's human-interest story about Paula Fox's fundraising for the dining hall refurbishment; regular dining hall volunteer Ron Evans interviewed for a story for Channel 10's The Project; and a full-page Herald Sun profile on our Meals Program Coordinator Suzanne McDonnell in the lead up to Christmas. We also secured a monthly column in local community paper, The St Kilda News, with the first due to be published in the July 2013 edition.

Sacred Heart Mission collaborated with the City of Melbourne and The Big Issue for a Melbourne Conversations event for Anti Poverty Week 2012. The lively and well-attended discussion, 'Being Poor in A Rich City: Voices on Poverty and Inequality' was held at BMW Edge, Federation Square. Sacred Heart Central Manager Chris Middendorp was a guest on the panel. The discussion was later broadcast on ABC's Radio National and the City of Melbourne's website.

Education about homelessness and the work of the Mission is an important component of the Mission's work. Throughout the year more than 30 presentations were made by staff to school, community and religious groups, ranging from prep students to aged care hostel residents.

The Fundraising and Communications team was supported this year by several pro bono supporters and volunteers who really must be acknowledged - our sincere thanks to Canyon Brand Design who since early in 2013 have provided all the Mission's design and artwork and to Juli Devine, Mark Munro, Bec Walton Photography and Kirsty Umback for their contributions.

# Our Op Shops

**Our op shops are communities in themselves and are places which aim to be welcoming. Each store has a personality all of its own, thanks to the hard working family of volunteers and staff who encourage a fun and happy atmosphere, where browsers are consistently rewarded with affordable, quality finds, and that one-of-a-kind item.**

This year has proven to be the most successful yet, with the addition of the Bentleigh op shop helping sales to exceed \$3.9 million, which along with the income generated through the fundraising department, accounts for more than 40% of the funding needed to sustain the Mission's programs and services.

The Sacred Heart Mission op shops have long been considered a benchmark in the op shopping sector, and this is achieved through the daily sorting, pricing and merchandising of all donations, ensuring there is always something new on display from morning through to afternoon. Also, the stores pride themselves on being clean, tidy and presentable, with each benefitting from a touch of creative flair when it comes to the visual merchandising.

Of course, this wouldn't be possible without the generous support of the communities in which each store operates; in terms of both the custom and quality donations they consistently afford each shop. Indeed, the op shops' reuse and recycle ethic is one that is increasingly shared with the community, resulting in the volume of quality, usable donations being truly exceptional over the past year. However, such donations are still very much needed and welcomed through direct drop-offs to the stores, or through the Mission's collection service.

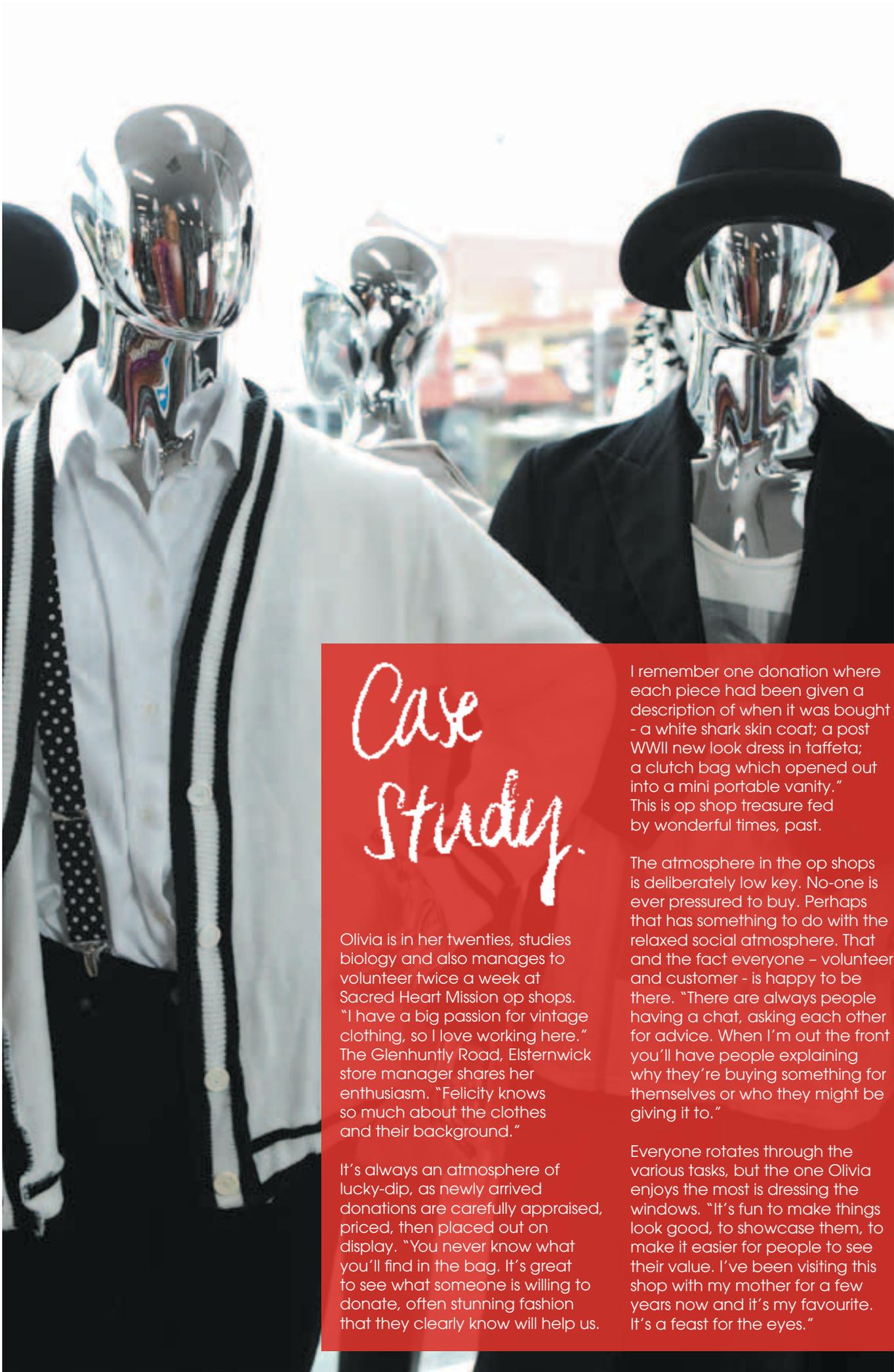
Furthermore, the previous 12 months have seen a continuation of the store-based events that help build the op shops' profile and support base, not to mention encouraging the aforementioned fun for all those involved. Also, most importantly,

these events aim to highlight the essential work that Sacred Heart Mission does, and which ultimately motivates the stores to succeed. Highlights have included Grey Street's Rock 'n Roll night, complete with live music; Hawthorn's summer pool party sale and Easter raffle; the monumental Chapel Street auction evening; and Elsternwick's seasonal launches and fashion parade; and we look forward to more to come throughout the coming year.

The op shops would like to extend a special thank you to KS Environmental; Chisholm and Gamon; Classic Moves; Diabetes Australia; H and H Jewellery; Leonard Joel's Auction House; Kourways Fashion Marketing; Devine Design; our NAB volunteers; and all of the school groups who have volunteered in stores, conducted clothing drives, or assisted with the promotion of the op shops. Finally, we must once again express our heartfelt gratitude to our wonderful team of volunteers, without which we could not operate, as well as to all of the donors and customers who have supported us throughout the year. Thank you.

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

Donations are very welcome, either by drop-off during business hours, or by phoning (03) 9536 8437 to arrange a collection. For more information, please visit the op shops tab at [www.sacredheartmission.org](http://www.sacredheartmission.org).



## Case Study.

Olivia is in her twenties, studies biology and also manages to volunteer twice a week at Sacred Heart Mission op shops. "I have a big passion for vintage clothing, so I love working here." The Glenhuntly Road, Elsternwick store manager shares her enthusiasm. "Felicity knows so much about the clothes and their background."

It's always an atmosphere of lucky-dip, as newly arrived donations are carefully appraised, priced, then placed out on display. "You never know what you'll find in the bag. It's great to see what someone is willing to donate, often stunning fashion that they clearly know will help us.

I remember one donation where each piece had been given a description of when it was bought - a white shark skin coat; a post WWII new look dress in taffeta; a clutch bag which opened out into a mini portable vanity." This is op shop treasure fed by wonderful times, past.

The atmosphere in the op shops is deliberately low key. No-one is ever pressured to buy. Perhaps that has something to do with the relaxed social atmosphere. That and the fact everyone - volunteer and customer - is happy to be there. "There are always people having a chat, asking each other for advice. When I'm out the front you'll have people explaining why they're buying something for themselves or who they might be giving it to."

Everyone rotates through the various tasks, but the one Olivia enjoys the most is dressing the windows. "It's fun to make things look good, to showcase them, to make it easier for people to see their value. I've been visiting this shop with my mother for a few years now and it's my favourite. It's a feast for the eyes."

# Our Very Special Thanks to

**Sacred Heart Mission is extraordinarily fortunate to have such an active community of supporters, and they are...**

## INDIVIDUALS

- Denis and Christine McConnell
- Dr Daniel O'Connor
- Dr Helen M Anderson
- Dr Peter Howe
- Dr Philip Neri
- Fr Terry Kean
- Miss Marietta Cronin
- Mr Alan Gruner
- Mr Allan Myers AO QC
- Mr and Mrs G S Gjergja
- Mr and Mrs Jason Cheeseman
- Mr Bill Tenner
- Mr Don and Mrs Helen Macfarlane
- Mr Edward J Miller
- Mr Frank Shelton
- Mr Geoffrey Freeman
- Mr James McCaughey and Ms Ellen Koshland
- Mr Jamie Lanyon
- Mr John Dever
- Mr John McAdam
- Mr Joseph Cappadona
- Mr Keith Greening
- Mr Paul Ryan
- Mr Richard J Stanley QC
- Mr Robert Gilbert
- Mr Stephen and Mrs Keryn Nossal
- Mr Tony Kelly SC
- Mrs and Mr Bernadette Drummond
- Mrs Ann and Mr Terence Hodgen
- Mrs Christine Wright
- Mrs Margaret Gilbertson
- Mrs Patrice and Mr Bill Scales
- Mrs Paula Fox
- Mrs Sue and Mr Gary Wood
- Ms Barbara Mulder
- Ms Miche Bonett-Horton
- Ms Nina Yunathan

## ORGANISATIONS, TRUSTS, FOUNDATIONS AND ESTATES

- Associated Retailers Ltd (gift in memory of Kevin Elias)
- ANZ Private Operations
- Beverley Jackson Foundation
- Cabrini Health
- Cadbury's Chocolates
- Catholic Archdiocese of Melbourne
- Catholic Education Office
- Chisholm and Gamon Property Pty Limited
- Clarke Legal
- Coca Cola Amatil Pty Ltd
- Cold Rock Ice Creamery
- Collier Charitable Fund
- Colorpak Limited
- Continental Kosher Butchers
- Cosi Restaurant
- Crossing Point
- Damm Fine Food
- De La Salle College

- Decent Exposure Studio
- Dobson's Potatoes
- E & S Trading
- Estate of Leo John Hanger
- Fancy Films
- Fare Share
- Five AM Life Pty Ltd
- Foodbank Victoria
- Fox Family Foundation
- Fruit at Work
- General Mills
- Gordon Brothers Charitable Foundation
- Helen Macpherson Smith Trust
- Hewison Private Wealth
- I, Frankenstein Productions Pty Ltd
- IGA Armadale
- IMF
- ISPT
- Jayco Corporation Pty Ltd
- JBWere Foundation
- Joe White Bequest
- Johnston Audio Services
- K & E Mueller
- Kailis Brothers Seafood Specialists
- King Island Meats
- Knights of the Southern Cross
- KS Environmental Pty Ltd
- L R Cazaly Trust Fund
- LaCam Catering
- Le Petite Gateau
- Lex Audio Visual
- Lions Club of Northcote
- Lord Mayor's Charitable Foundation
- Macquarie Group Foundation
- Mad Haus Entertainment
- Magistrates Court of Victoria
- Mandi's Kitchen
- Master Builders Association of Victoria
- Mazda Australia
- McCoppins
- Melbourne Business School
- Melbourne Market Stall Holders
- Milton Corporation Foundation
- Misuzi Jewellery
- Monarch Cakes
- Monte Coffee and The Bean Alliance
- Moorabbin Investments Pty Ltd
- Mount Eliza Business School
- National Australia Bank
- National Foods
- Norton Rose Lawyers
- Novotel
- Nuttelex
- Oakley
- Oakton
- Oki - 2 - Go Japanese Restuarant
- Palais Theatre
- Phaseshift Productions Pty Ltd

- Piper Street Food Company
- Poets Grove Family Children's Centre
- Port Melbourne Football Club
- Prescott Family Superannuation Fund
- Presentation College, Windsor
- Prestige Foods International Pty Ltd
- Ralph's Meats
- Resolution Property Group
- Rotary Club of St Kilda Inc
- Ryan Commercial Lawyers
- Second Bite
- St Kevin's Parish
- St Mary's College
- St Michael's Grammar School
- St Vincent de Paul - Ormond
- Star of the Sea College
- Stephen's Fine Foods
- Super Bee Honey Factory
- Temptation Foods
- The Catering Company
- The Gray Family Charitable Trust
- The Ian Rollo Currie Estate Foundation
- The Isabel and John Gilbertson Charitable Trust
- The Jack Brockhoff Foundation
- The Marian and E H Flack Trust
- The Michael and Andrew Buxton Foundation
- The Murphy Family
- The Orloff Family Charitable Trust
- The Readings Foundation
- The Weekly Review
- Thomas McLean Pty Ltd
- Tip Top Bakeries
- Toll SPD
- Tommy Collins Group
- Travel Edge Melbourne
- Victoria Waterski Association
- Vue de Monde
- Wal Bishop Enterprises
- William Angliss (Victoria) Charitable Fund
- Yarra TramsYCW Co-operative Society

## GOVERNMENT

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

Sacred Heart Mission is also supported by funding from the Commonwealth and Victorian Governments under the HACC program.





## The Skilled Volunteering Boost

In February this year, Roland Feillafe emailed the Mission's volunteer office to offer his expertise. His connection to the Mission goes back to the 80s; he'd worked with Fr Ernie on establishing the West St Kilda Young Christian Workers Group; he'd later volunteered in the dining hall with his then employer, National Australia Bank. This time he suggested the Mission could benefit from his skills in change and project management. As it happened, the Mission was poised to review its aged care services financial management systems and ways of working. It was an ideal fit with Roland's skills, a serendipitous moment referred to as 'Mission magic'.

This is an example of one of the skilled volunteering projects we have in place at Sacred Heart Mission. At the Mission we deliver a suite of services hand in hand with the community. By drawing on professional skills in the community we are able to do more with less.

While around 50 per cent of the Mission's work is funded by government dollars and there is a small amount of income from rents and fees such as the \$2 for clinic appointments, the remainder

derives from the community through op shop sales, donations, and fundraising activities.

The non-cash component of funding our services is volunteering. We would not be able to carry on our daily functions without our army of close to 1,000 volunteers. We have those who assist regularly with the day to day operations, such as preparing and serving lunch for the Meals Program and then we have this concept of project based skilled volunteering which may be as simple as writing a donor appeal letter to more complex undertakings such as audits or business continuity plans.

The National Australia Bank has over the last 12 months made a significant contribution to Sacred Heart Mission in skilled volunteering. In an unusual arrangement, and a first for the Mission and NAB, NAB have assigned a senior manager to work with the Mission on identifying projects where the bank's expertise and resources can be drawn on and to find the people within the bank who can help: at present this is Martin Biggins, Head of Service Management Strategy and Design.

Thanks to NAB's reviews of the Mission's banking structure and business contracts significant savings have been achieved for the Mission in a number of areas. Other skilled volunteering projects with NAB include the development of a business continuity plan, an internal audit framework and establishing a mentoring relationship between NAB staff member and a Mission employee.

From the NAB perspective, Simon Gilford from NAB's internal audit team says the overall experience was extremely positive for his team. "My colleagues were amazed at how grateful the Mission was to have our assistance and have said they would like to continue their involvement with the Mission. It's been terrific for them as they have realised that they could leverage their skills and apply them to a different organisation. We were able to lend our expertise and value-add to the organisation. I presented our findings to the Mission's finance sub-committee which has taken our recommendations onboard, so the whole experience has been very valuable for both the Mission and NAB."

# Getting Involved - So Many Options

## **OP SHOPPING AND DONATING**

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 focus is to make our op shops engaging, reliable sources for both bargain and treasure hunters. We offer our patrons a quality, upbeat shopping experience, seven days a week, with fresh finds from stock that's processed daily. Of course it's the donations that support everything - 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.

## **VOLUNTEERING**

There is a truly wonderful, vibrant community of volunteers at Sacred Heart Mission, people who gather together to offer their time and skills to help provide the Mission's many services. We're always happy to welcome fresh faces, so if you have a specialist skill or expertise, or you're looking for 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 - everyone's welcome. For more information, visit our website [www.sacredheartmission.org](http://www.sacredheartmission.org) or call 9537 1166.

## **GIVING**

The Mission is known for efficiently making use of its volunteers and physical donations to support the op shop and meals programs. Effective as this is, there will always be a demand for monetary gifts, which is why we actively encourage people to become Sacred Heart Mission Angels.

There are two options - our monthly Angels and our Workplace Angels. Through the Angels program your nominated amount is deducted monthly from either credit card or by direct debit. Our Workplace Angels program allows you to make a work-place donation from your pre-tax income each pay period. To find out more, or to sign up, visit [www.sacredheartmission.org](http://www.sacredheartmission.org) or call 1800 4 HEART (1800 443 278).

## **COMMUNITY FUNDRAISING**

Organising a group of people into a fundraising moment is a brilliant way to raise money for the Mission, and it can simply piggy-back on top of your usual life's goings-on. Think about asking friends and family to make a donation to the Mission in lieu of gifts for birthdays and special occasions. Or set up a fundraising page for an event you're part of - a walk, run, ride - and ask your friends and colleagues to sponsor you. Visit our website [www.sacredheartmission.org](http://www.sacredheartmission.org), Support Us, Community Fundraising or call 1800 4 HEART (1800 443 278) for more information.

## **COLLECTION TINS**

They are easy to put in place and surprisingly effective. A Sacred Heart Mission collection tin in your workplace is a magnet for loose change, swear jar fines or nominated for tips. We're happy to drop one off and replace it when it's full. For more information call 1800 4 HEART (1800 443 278).

## **A BEQUEST**

One of the most powerful ways to support the Mission's work is to make provision in your Will. A bequest is a highly effective form of support. It is the income from a bequest - no matter what size - which acts as a lasting, ongoing contribution to our work. In this form, your gift will provide long-term financial sustainability for the Mission's programs. For more information <http://www.sacredheartmission.org>.



## Treasurer's Report

Sacred Heart Mission's earnings have increased in the last financial year. The organisation's total yearly income of \$14,692,166 was 2.6 per cent higher than last year, despite the absence of income associated with the conclusion of the Journey to Social Inclusion pilot. The main drivers behind the increase were:

- government grants increasing by 2.3% to \$6,886,378
- op shop sales rising by 13 per cent to \$3,924,550;
- fundraising and bequest income rising by 22 per cent to \$1,342,719; and
- income from service fees increasing by 11 per cent to \$1,399,934.

More than 45 per cent of our overall income comes from op shop customers, donors, trusts and foundations, bequestors and people who use our fee-based services. Sacred Heart Mission is extremely grateful for the continuous, generous support of our community in contributing funds to deliver services for people who are experiencing disadvantage.

While our earnings have increased over the past financial year, so too have our expenses which totaled \$14,945,344; 4.5% higher than the previous financial year. The most significant increases were wages which went up overall by 4 per cent and occupancy and rent increasing by 14 per cent.

The Mission invested in a number of specific projects to drive innovation, advocacy and quality of service. This was a conscious utilisation of previously accumulated funds to finance strategic initiatives that will drive future service improvements and income.

Consequently, Sacred Heart Mission had a deficit before adjustments of \$253,178.

After a generous donation for capital improvements to the dining hall and a downward adjustment in the value of the bed licences carried on the balance sheet, Sacred Heart Mission returned an operating surplus for the year of \$498,322.

An adjustment of -\$1,120,000 has also been made to the accounts for the 2011/12 financial year, to recognise a reduction in the value of bed licenses. This leads to a restated operating deficit for 2011/12 of \$1,107,212. Bed licences are an intangible asset representing the value attributed to future funding by the Department of Health and Ageing for existing residential aged care packages. The adjustments across the two financial years, was made in consultation with the Mission's new auditors to reflect requirements of the accounting standards on the reporting of intangible assets.

**David O'Brien**  
Treasurer, Board of Governance

(Above) Retailing pre-loved goods is part art, part science, and much effort. The returns make a significant difference to many people through the work of the Mission.

# Our Financials

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2013

	2013 \$	2012 \$
Revenue	14,692,166	14,316,584
Employee benefits expense	(11,174,871)	(10,750,603)
Operating expenses	(987,997)	(897,270)
Occupancy and rent expense	(1,545,011)	(1,355,083)
Depreciation and amortisation expenses	(437,842)	(461,331)
Repairs and maintenance expense	(95,367)	(101,174)
Office expense	(344,793)	(327,087)
Motor vehicle expenses	(187,093)	(208,134)
Interest expense	(4,233)	(530)
Other sundry expenses	(168,137)	(202,584)
<b>Current year (deficit)/surplus before income tax, impairment loss on intangibles and contributions for non current assets</b>	<b>(253,178)</b>	<b>12,788</b>
Contributions received for the acquisition of Non-current assets	1,000,500	-
Impairment loss on the revaluation intangible assets	(249,000)	(1,120,000)
<b>Current year surplus/(deficit) before income tax</b>	<b>498,322</b>	<b>(1,107,212)</b>
<b>Operating surplus/(deficit) for the year</b>	<b>498,322</b>	<b>(1,107,212)</b>

This extracted information is for the parent entity Sacred Heart Mission Inc only.  
All financials are extracts from the audited financial statements.  
Full financial statements are available on request.

**STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2013**

<b>ASSETS</b>	<b>2013</b>	<b>2012</b>
CURRENT ASSETS	\$	\$
Cash and cash equivalents	5,984,494	4,875,024
Trade and other receivables	214,472	241,210
Other current assets	301,401	355,593
<b>TOTAL CURRENT ASSETS</b>	<b>6,500,367</b>	<b>5,471,827</b>
<b>NON-CURRENT ASSETS</b>		
Financial assets	115,567	117,854
Property, plant and equipment	8,058,193	7,063,478
Intangible assets	2,075,000	2,324,000
<b>TOTAL NON-CURRENT ASSETS</b>	<b>10,248,760</b>	<b>9,505,332</b>
<b>TOTAL ASSETS</b>	<b>16,749,127</b>	<b>14,977,159</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,369,565	636,302
Provisions	890,365	793,424
Other liabilities	2,416,686	2,061,273
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,676,616</b>	<b>3,490,999</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions	159,000	70,971
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>159,000</b>	<b>70,971</b>
<b>TOTAL LIABILITIES</b>	<b>4,835,616</b>	<b>3,561,970</b>
<b>NET ASSETS</b>	<b>11,913,511</b>	<b>11,415,189</b>
<b>EQUITY</b>		
Capital Reserves	8,489,086	8,489,086
Retained surplus	3,424,425	2,926,103
<b>TOTAL EQUITY</b>	<b>11,913,511</b>	<b>11,415,189</b>

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2013**

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>2013</b>	<b>2012</b>
	\$	\$
Operating grants received	6,858,767	6,827,763
Receipts from other operating activities	7,121,777	6,570,459
Payments to suppliers and employees	(13,601,148)	(13,671,673)
Interest received	243,616	275,737
Interest paid	(4,233)	(530)
<b>Net cash generated from operating activities</b>	<b>618,779</b>	<b>1,756</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(1,432,557)	(319,084)
<b>Net cash used in investing activities</b>	<b>(1,432,557)</b>	<b>(319,084)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Receipts of accommodation bonds	1,170,000	679,000
Drawdowns and Refunds of accommodation bonds	(247,252)	(309,824)
Contributions received for the acquisition of assets	1,000,500	-
<b>Net cash used in financing activities</b>	<b>1,923,248</b>	<b>369,176</b>
<b>Net increase in cash held</b>	<b>1,109,470</b>	<b>51,848</b>
Cash and cash equivalents at beginning of financial year	4,875,024	4,823,176
<b>Cash and cash equivalents at end of financial year</b>	<b>5,984,494</b>	<b>4,875,024</b>

# The Sacred Heart Mission Team Personally Values =

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## **TRUST AND 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 AND 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.



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