

ANNUAL REPORT 2022

# Belonging



**flourish**<sup>®</sup>  
AUSTRALIA

Where mental wellbeing thrives

## Acknowledgement of Country

We acknowledge the traditional custodians of the land, sea and waterways upon which we live and work. We pay our respects to their Elders past and present, and recognise their strong and continuing connection to land, culture and spirit.

## Acknowledgement of Lived Experience

Flourish Australia acknowledges people with lived experience of a mental health issue, especially those people who suffered through discrimination, abuse and the denial of human rights. Despite having no power or status, they challenged, spoke out and created pathways that give us a voice today. We acknowledge their strength, resilience and courage, advocating to protect rights for people with mental health issues, to be able to live a purposeful and contributing life. We acknowledge also the important contribution of families and carers supporting people on their recovery journey.



## Her Excellency The Honourable Margaret Beazley AC KC

We are very honoured that Her Excellency The Honourable Margaret Beazley AC KC, Governor of New South Wales is our Patron.



Flourish Australia is committed to providing equitable access to services for people from Culturally and Linguistically Diverse communities and/or people who experience a hearing or communication disability. If you would like support with anything within this annual report, please contact us on 1300 779 270 and we can arrange an interpreter or translator to assist.

All images were taken adhering to current local COVID-19 restrictions at the time and all used with permission.

# Our Theme

## Belonging is a cornerstone of mental health and wellbeing

The sense of belonging that can be found in our families, friendships, workplaces and communities is crucial to our life satisfaction, feelings of happiness, mental and physical wellbeing, and even longevity. When we are forced into isolation, we truly feel the loss of belonging.

Feeling that we belong gives us a sense of purpose, security, self-esteem and meaning. The social ties that belonging brings are a protective factor in helping us to cope with the everyday stressors of life. When we feel surrounded by supportive people and connections, and know that we are not alone, we grow more resilient, and approach challenges from a position of strength.

A cornerstone of Flourish Australia's approach to mental health recovery, is supporting people to regain their sense of belonging. We do this by creating different opportunities for people who have experienced stigma, discrimination and marginalisation, to make new connections, to reconnect with family and friends, and to reclaim their social citizenship.

By actively supporting people to reconnect with one another, and cultivate a sense of belonging, we create inclusive communities where everyone feels they belong and are valued for their unique contribution. You will see, in this report, our commitment to building diverse and inclusive workplaces and communities where every person is made to feel welcomed, safe and that they belong.

With every connection we make, between people, families, colleagues, partners, sector professionals, industry organisations and communities, we draw one step closer to every person feeling they are valued and belong, so that they can flourish in life, and we build inclusive communities.

Thank you to everyone included in this report for belonging to the Flourish Australia community. We couldn't do what we do without you.



## About Flourish Australia

For more than seven decades we have served Australian communities by providing support for people with a lived experience of a complex mental health issue, as well as their families and carers. At the core of Flourish Australia, is a single and powerful vision: To actively create and inspire a world where everyone's mental wellbeing can flourish.



# Our Vision

is creating communities where everyone's mental health and wellbeing flourishes.

# Our Purpose

is supporting people to flourish, believing in their future and their place in the community.

# Our Values

uphold trust, respect, hope, inclusion, integrity, diversity and partnership.

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I'm a proud Kamilaroi woman who feels honoured to live on Wiradjuri land. My art has always been a meaningful part of my life, but I've only come to realise how integral it is to **my identity and wellbeing** since my world was turned upside down by a health issue that took its toll on my mental health.

## Reconnecting with a sense of belonging to country, culture and community through my art

### Leah's Story

Just three years ago, I was working full time and feeling fulfilled taking care of my family while volunteering with charities for suicide prevention and mental health awareness. At the end of a busy day, I loved turning my hand to baking and painting. Everything that gave me a sense of involvement and belonging was suddenly disrupted when it became challenging for me to view the computer screen at work. I consulted an optometrist about a slight twitch in my left eye, and over the course of a week, my sight worsened.

It was a shock to wake one morning with blindness in my left eye. I was admitted to hospital, where I remained for months after being diagnosed with an immune disorder called Sarcoidosis which had affected my lungs and eyes. Sliding into depression, I withdrew into my shell and hid myself away in my room for weeks at a time.

I didn't want to be here anymore. Hearing my kids, knowing that one day I may not be able to see them at all, seemed too painful to bear. Every day began to feel like just another 24 hours to endure and I would go to sleep each night in fear that tomorrow might be the day I wake to complete blindness.

During lockdown, I experienced a bit of a meltdown and sought the support of a psychologist, who suggested art therapy. I was resistant at first to the idea of having a support worker of any kind, because Young is a small town where everyone knows one another and I didn't want to feel judged. However, after exploring a few options, I immediately felt comfortable with Flourish Australia's person-led approach. With their encouragement, I set about improving my outlook.

It took me two weeks to build up the courage to pick up a canvas. It felt too confronting to try something I used to love doing, knowing I no longer had the same capabilities. When my husband encouraged me to give it a go and the result was amazing, it gave me motivation to keep going. I wanted to put a bit of me into each artwork so I used my white cane to achieve a particular effect with the paint.

The real turning point in my recovery came when I agreed to join a field trip with Flourish Australia's photography group and explain the significance of sacred sites they visited for inspiration. It hit me how isolated I'd become, from not only my community but my culture, as I walked through hip-high wild grass and felt a powerful sense of peace and calm for the first time in years. Without realising it, I'd been bringing the colours of the land into my paintings and now that thread of belonging is consciously woven through my artistic expression in a bold new way.



**Something unseen, deep inside me, has always been calling me back to where I belong.**

I'm trialling a new technique where I paint, guided by touch, using my bare hands and objects found on country, like pieces of rope which I twist and curl to create a textural element. My painting now is created to be tactile and sensory in ways that can be appreciated by everyone, including people with vision impairment. I've found that working on really big canvases is helpful and I've found special devices that assist with the painting process.

My latest work attracted the interest of the local art society and I was asked to exhibit for NAIDOC week. It meant a great deal to me to be involved and I'm proud to say my artwork was displayed across one whole corner of the gallery.

A lot of my painting is done from memory these days and inspired by my lived experience. I paint beach landscapes a lot because that's something I hope to see more of while I still have my sight. I've created artwork around masks that reflect the different emotions people feel, but don't show, and I'm working on interactive pieces that depict different eye conditions, so you can look through the lens of someone with glaucoma or cataracts and understand what it's like from their perspective. It's a way of processing my own emotions and building inclusivity in community.

Blindness won't change the fact that I have images in my head that I want to put out there. As my portfolio of work grows, so does my confidence that my life can still be fulfilling. It gave me hope for good things to come when the local Mayor admired my work, and the Director of the Art Society commented that he can see I paint boldly, from the heart, without overthinking it. It feels good to be valued by the communities I belong to.

You can enjoy my artwork on facebook @blindeyecreations, 'vision impaired art with heart'.



# Chapter 1

## YEAR OVERVIEW



# 9162 people

accessed Flourish Australia services in the 2021/22 financial year. During this time our services supported...



**1864**  
people to find a home of their own



**3789**  
people to make friends, get involved and learn new things



**242**  
people to access clinical services



**1168**  
people to find employment that suits them



**2590**  
people to access headspace centres across NSW



\*Some people may attend more than one location or program.

A portrait of Professor Elizabeth More AM, a woman with short grey hair, wearing a bright orange turtleneck sweater and dark trousers. She is smiling slightly and has her arms crossed. The background is a light grey gradient with a large, abstract green shape behind her.

# Chair's Report

Professor Elizabeth More AM

It is crucial to help those with whom we partner in the recovery journey to achieve what is basic to all of us – an enduring sense of belonging.

Following on from the 2021 Report's theme of resilience, comes another vital and challenging theme for 2022 – belonging. And, as with defining and measuring resilience, we find the same issues with this year's theme.

However, what is not in question is, as Allen et al (2021:87) tell us: "A sense of belonging – the subjective feeling of deep connection with social groups, physical places, and individual and collective experiences – is a fundamental human need that predicts numerous mental, physical, social, economic, and behavioural outcomes."<sup>1</sup>

Furthermore, much recent research clearly demonstrates the positive psychosocial outcomes of belonging, whilst lacking it increases risks of mental and physical challenges for all of us, though most especially for particular groups, such as racial minorities and indeed those dealing with complex mental health. Many still struggle in our social systems to achieve a sense of belonging – are isolated, lonely and have difficulty forming positive relationships.

I can identify with the struggle to belong, having grown up in an immigrant family, being ostracized and bullied as such in eating food that was different, and because of the values of a different culture to what was then that of most Australians. So, it is crucial, as Flourish Australia does, to help those with whom we partner in their recovery journey to achieve what is basic to all of us – an enduring sense of belonging.

Whilst the importance of belonging has been recognised for a long time, its importance has been highlighted with COVID-19, which has challenged our sense of connection and belonging.

A large part of what Flourish Australia does is create opportunities for people to feel safe and gain a sense of belonging. Our Centres and outreach programs are welcoming spaces and interactions where people, sometimes for the first time, take the important step to (re)connect socially with others. They tentatively reach out to their peers, to connect with like-minded people, who know what it's like to live with mental ill health. A sense of belonging provides a firm foundation from which to take calculated risks, to build confidence to learn new things, and to know that whatever the outcome, you are still cared about and valued as a person.

Once more, this year there have been large periods when our Centres and sites have been closed to visitors due to COVID-19. Whilst we have continued to offer technology delivered supports, we know that it is not the same. But it has helped people stay connected and supported, and to know that someone is there for them, and looking out for their health and wellbeing. People tell us that has made a big difference; they do feel a sense of belonging even online.

Belonging can also arise out of an opportunity to contribute. For many that is provided by a job. Employment has been a part of Flourish Australia's work since the early 1960s when we established our first employment opportunities for people with a lived experience in Camperdown, on the grounds of RPA Hospital. We have grown that work to employ 250 people in our wide-ranging businesses including packaging, digitisation of records, confidential shredding, lawn mowing, car washing, cleaning, and a courier service, amongst other things. Over the last few years, we have also expanded these employment opportunities from our historical base in Sydney to regional NSW, with a vision to take them even further.

The Flourish Australia Community Advisory Council tells us of the importance of belonging and accessing a safe space, and how that is important to a person's mental health recovery journey. This sense of belonging helps people to take that first step on their journey, and to recommence the journey when things might happen to interrupt it. Knowing you have people who believe in you and your future provides a great sense of hope, an important foundation for envisioning a new and exciting future for yourself.

1. Allen, K., Kern, M., Rozek, C., McInerney, D., & Slavich, G., (2021). Belonging: A review of conceptual issues, an integrative framework, and directions for future research, *Australian Journal of Psychology*, 73:1, 87-102.

**A sense of belonging – the subjective feeling of deep connection with social groups, physical places, and individual and collective experiences – is a fundamental human need that predicts numerous mental, physical, social, economic, and behavioural outcomes.<sup>1</sup>**

**– Kelly-Ann Allen**

We want everyone to feel they belong at Flourish Australia, so this year the Board was honoured to have the opportunity to explore the Strong and Deadly Together Plan with our First Nations staff YarnUp Group. The plan was developed by team members from First Nations communities, the Community Advisory Council, and the Support Hub. The Board was grateful to the YarnUp Group for this important conversation.

Another important focus this year has continued to be Quality and Safeguarding. Our continuous improvement program has seen us review and expand our approaches and reporting. Board Directors have been undertaking site visits to speak with people accessing our services and team members, and to monitor the environments in which supports are delivered. The Board also considered the reports of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disabilities and reflected on the UN Convention of the Rights of Persons with Disabilities. More information about the quality and safeguarding program can be read on page 42.

Governance of the implementation of the Strategic Plan has also been an important task this year, and whilst there have been delays due to COVID-19, the Board is pleased with progress to date. A strategy review day in April 2022 confirmed that the plan remained appropriate and should continue without major change.

An important activity in the plan is the establishment of the Flourish Foundation Australia, a sub-committee of the Board that will help with promoting Flourish Australia's work, growing our National profile, supporting fundraising and engaging with the philanthropic community. My deep thanks to the Founding Members of the Foundation and our Ambassadors for joining us in this important work; and for Her Excellency, the Governor of NSW, the Hon Margaret Beazley AC KC, our Vice Regal Patron for launching the Foundation. A report on the Foundation can be read on page 50.

## Chair's Report Continued...

I would like to thank my fellow Directors for their great commitment and hard work this year. It has been full of challenges and the Board has risen admirably to address them. It is not an easy task fulfilling the responsibilities of a Director of a Board of an organisation delivering health care and disability services, and neither should it be. Governance of such organisations needs to be of the highest quality, and I believe our Directors' knowledge, skills and experience mix is well placed to deliver on this promise.

To assist us in that task, and to help with our own continuous improvement, the Board undertook an independent Board Review this year. We found the exercise to be an excellent opportunity to reflect on our governance practice, to hear from an external expert about what other organisations are doing, and to identify opportunities for improvement. We are pursuing all of the recommended improvement actions.

This year we saw the resignation of one of our Directors, Di Robinson. Di brought to her role a long and deep history in the legal profession and, notably, human rights law. We have benefited significantly from her insights and practical approach to the law, and miss her terribly. Our deep thanks go to Di for her contribution to Flourish Australia. As part of the Board review, we agreed that a human rights lawyer should be found to fill the vacancy left by Di's departure. We were delighted to be able to appoint Hugh de Kretser, one of Australia's leading human rights lawyers, in April.

As this Annual Report will be considered at the 2022 Annual General Meeting, I would like to take this opportunity to acknowledge the terrific contribution of two Directors, Robyn Carmody and Paul Clenaghan, who will leave the Board due to reaching their term limits, at the Annual General Meeting. Robyn and Paul have been on the Board since prior to the merger in 2012, and have contributed enormously, through the merger period and as the organisation has grown. The breadth and depth of Robyn's and Paul's experience as individuals, and as Board Directors, has helped guide and govern Flourish Australia expertly for over a decade, including as, respectively, the Chair and as a Member of the Board Service Quality and Safety Committee. I thank Robyn and Paul for everything they have done, for their collegiality, and for their deep commitment to Flourish Australia's work.

In addition to Robyn and Paul leaving, Dr Phil Wing has decided not to stand for re-election at the 2022 AGM. Phil has brought a strong background in digital approaches and innovation to the board. We thank him for his many contributions, his strategic thinking and approach to innovation, and for Chairing the Board Digital Capability Committee.

On behalf of the Board, I would like to thank Mark and the Senior Leadership Team for their great work this year. Once more, they have continued to deliver supports in a rapidly changing environment, notably due to COVID-19. People accessing our services tell us they trust the organisation, and this is in large part due to the respect and welcome they experience from our teams. This trust leads to the sense of belonging that is so important to us all.



L-R Janet Meagher AM, Mohammed Alkhub, Mark Orr AM, The Honourable Margaret Beazley AC KC, Prof Elizabeth More AM, Dr Phillip Wing and Debra Wing.

I would also like to acknowledge the great work of the Community Advisory Council, led by Luke Wrightson and Penny Bartholomew. The Council has continued to be a source of great wisdom and advice throughout the year, always enthusiastically providing feedback and ideas for improving services. I have been delighted to be able to attend Council meetings during the year, and the Board appreciated a discussion with the previous Chair, Mozzie Wilkinson and Co-Chair, Megan Paull, about the work of the Council during the year.

Thank you to our Members, funders, donors, customers and supporters who have continued to show faith in us to govern the organisation well, and to deliver high quality supports. The results of the work we have done this year are showcased in this Annual Report. These results are the outcome of hard work by many people, the Board, the Senior Leadership Team, Flourish Australia team members, the Community Advisory Council and, mostly, people with lived experience, and their families and carers.

We are always humbled and inspired when we read of the great personal achievements outlined in the Annual Report, especially in the stories of recovery. Thank you to everyone who shares their life story with us, whether recorded here or not. Thank you for inviting us to be part of your life and to walk your recovery journey with you, even if for a limited period of time. That is a contribution of untold value to enriching all our lives.

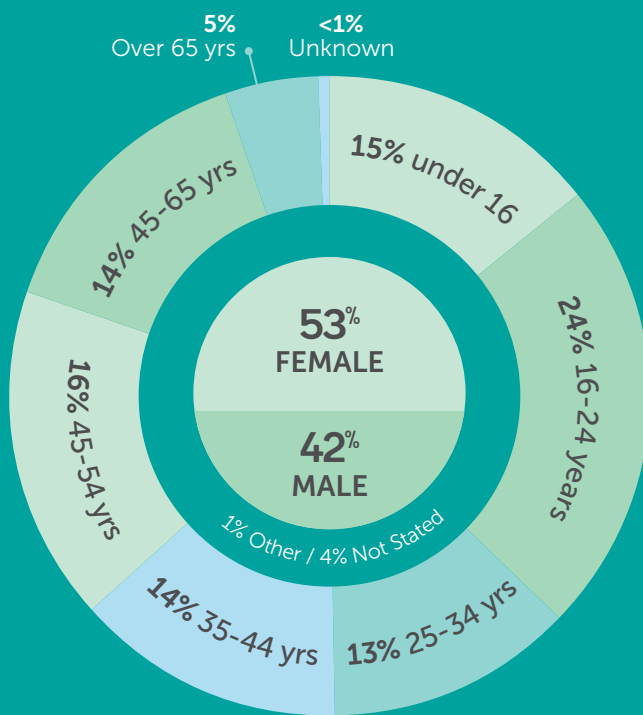
I hope you enjoy the inspiration and the gift of these recovery stories.

**Professor Elizabeth More AM MAICD**  
Board Chair

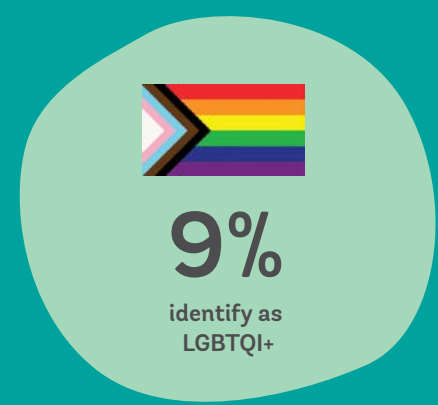
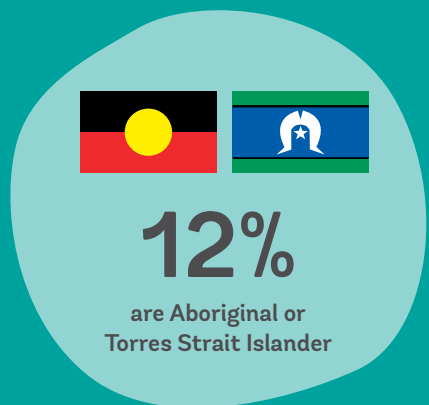


# Who We Support

At Flourish Australia we celebrate diversity. The data below is an overview of the people we supported in the 2021/22 financial year.



**93%**  
of people we support feel strongly that we assist them toward their recovery goals\*





# CEO's Report

Mark Orr AM

**This sense of being together is an important part of belonging**

**Flourish Australia is a great place to belong. January 2022 marked my twelfth year at the organisation, and, by the time this Annual Report is tabled at our AGM, it will be close to 13 years.**

I feel a deep sense of belonging here, not the least because of my belief that the organisation strives every day to live its organisational values, and, importantly, that it has a deep commitment to people with lived experience of a complex mental health issue. An organisation that supports 9162 people with lived experience, has 56% of the team reporting they have a lived experience, and 230 people who are family members or carers, is extraordinary, and a place I want to be.

A sense of hope is essential to Flourish Australia's work, and indeed the recovery journey of every individual. Hope is about the future, and working out the way to get there. Sometimes we can do that by ourselves, but often we need to do it with others. From Flourish Australia's perspective we accompany people on their journeys, sharing our humanity together, and learning from one another. As one of our earlier organisational tag lines said, "Together, We're Better".

This sense of being together is an important part of belonging. It demonstrates value for the inherent dignity and talents of each other. It suggests a relationship built on deep trust and respect. That is so important in the lives of people who have often felt betrayed, and discriminated against, abused and segregated, isolated and locked up. Flourish Australia always works to liberate people from these experiences so that they might see that things can be different, services can be led by them and their dreams, and supports can be tailored to their specific needs and circumstances.

In this light, one of the challenges we set ourselves in 2021 was to think about how we might move away from segregated models of service delivery. We focused first on the old Australian Disability Enterprise model of segregated employment, to a more mixed workforce model over time. We have operated social enterprises previously with this goal in mind, but we wanted to see what else might be possible. In parallel, we have also been reviewing the title "Supported Employee" and associated wage structure, and how we might move to having "employees" and paying the minimum wage. My thanks to the employment and community business teams, for their important work on this during the year, and for crafting a ten-year plan to pursue our goals.

I'd also like to highlight the great work those teams have done in re-envisioning how employment programs can be integrated into mental health services and people supported to envision the possibility of employment and a pathway to achieving it. Our new Employment Conversation and Transferable Skills Appraisal will help those conversations occur more readily, and lead to clear action plans that will assist people to take that important next step.



The overall likelihood that a person we support will recommend our services is **extremely high**

(Net Promoter Score of +51)<sup>#</sup>

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**Hope is about the future, and working out the way to get there. Sometimes we can do that by ourselves, but often we need to do it with others.**

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We also embarked on a review of our accommodation services this year, challenged once more, in relation to segregated accommodation such as shared Supported Independent Living (SIL) funded houses. Flourish Australia has a relatively small number of these settings, and only eight with four people or more than would fit the traditional "group home" label. However, we took the opportunity to review all of our accommodation offerings, and began to consider how we might move to more contemporary approaches to living arrangements. Once more we have sought to end segregation and progress the principles of the UN Convention on the Rights of Persons with Disabilities. My thanks to the Accommodation Support Working Group for their leadership on this issue and its focus on continual improvement in accommodation services.

Last year, I commented that we hope to improve our data analytics capabilities this year, and I am pleased to report that we have. We were able to establish and recruit to a new data analytics position, and began to better interrogate and report on the performance data we have. Together with our new co-designed Outcomes and Improvement Framework, this is providing actionable insights for us. We hope to develop this even further as part of our digital transformation journey, to include predictive analytics to support our risk management and safeguarding work.

Knowing the importance of technology and digital approaches during the pandemic period, and likely as a response to future disaster management and business continuity responses, this year we undertook an information technology operational review, and developed a digital transformation strategy, the latter guided by the Board Digital Capability Committee.

In an ever-increasing digital world, the privacy of personal information is even more important. Recognising this, we undertook an independent privacy compliance review this year to ensure our approaches were compliant with legislation and good practice. Whilst overall the review showed a high level of performance there were improvements identified. This work complemented work we have been doing around information security, cybersecurity, staff education and periodic testing of staff reactions to cyber threats.

## CEO's Report Continued...

Peer work has continued to be foundational to our work and we were able to develop even further our approach to training and support for peer workers. We reviewed our approach to peer work supervision and developed guidance about what peer work meant at Flourish Australia. Importantly, this includes providing specific training to all managers who were managing a peer workforce. To support this work we had, as part of a management reshape in December 2020, introduced new Team Coordinator (Peer Specialist) positions, and a Specialist Peer Worker position, to provide additional senior peer worker delivered supervision and supports to other peer workers.

This highlights probably the biggest challenge of the year, that was not COVID-19 – but rather workforce. Like every organisation in the sector, and perhaps the economy more generally, we have found it very difficult to maintain a full staffing through the year. A new staff establishment showed that we had over 100 vacancies across the organisation. In response, we established a new Talent Acquisition Team to provide more focused supports to recruiting managers to make the process end to end more efficient and responsive to specific geographic needs. The work of this team has been overwhelmingly positively received, and is achieving great results.

During the year a team member at Marrickville sent us a note through the Suggestion Box recommending that we might develop an annual memorial service for people who have died. This arose out of their own experience of someone they had supported dying, the significant impact that person had on their life, and how much they were missed. This idea was taken up and in November 2021 we held an online Memorial Service. People read poems, shared stories, remembered those we had lost, and one of the team, who is a death doula, talked about grief and the importance of rituals to celebrate people's lives and grieving. This was a great reminder of the importance of belonging, and the deep connections we develop with each other as human beings in each of the interactions we have.

A new Support Hub was established this year, not far from our old site in Sydney Olympic Park. The site had been finished just before the end of the last financial year, but due to lockdowns in Sydney, was not able to welcome staff. It has been wonderful to see people coming to the office as restrictions have lifted, to reconnect to that sense of belonging which is not quite the same when you only connect online.

Financially, this year has been challenging with NDIS revenue significantly down. Restrictions on opening sites and people not wanting to receive as many supports as they had been had a significant negative impact. A fee for service environment, with a reasonably inflexible



Peer Workers attending our *Professional Peer Supervisor Training Course*

employee establishment, has limited the ability to respond quickly to concurrently reduce expenditure. However, we are committed to providing consistent and reliable supports to people when they need them, by people they know and trust. A highly casualised workforce, which might allow additional flexibility in such times of downturn, is counter to such an approach and we have borne the downturn, ameliorated somewhat by increased performance in our Community Businesses. This highlights the increasing importance of diversified revenue streams.

My thanks to the Senior Leadership Team, Regional Managers and every Flourish Australia team member for their work this year. Continuing to provide safe services in the midst of a viral pandemic is challenging. However, it is a credit to the team that we have succeeded in doing so.

But, we could not do what we do without our partners, people with lived experience, and their families and carers. We are, once more, grateful for their companionship and trust throughout the last twelve months. We are honoured to walk alongside them every day, overcoming challenges and celebrating achievements together. The sense of belonging this brings, for everyone, is an important part of what makes Flourish Australia the great organisation it is.

Thank you to each of you who make this all possible. I hope you enjoy reading the fruits of your efforts and support in this Annual Report. May you reflect on the importance of belonging in your own lives, and the lives of those you care about. That is even more important as we continue to face the challenges of COVID-19, together.

**Mark Orr AM GAICD, FGIA, FGC(CS)**  
Chief Executive



Plans to build on the success of our

# Inclusive Rainbow Group

Dedicated to creating a safe space where people from the full spectrum of the LGBTQI+ community can find belonging and openly share their stories, the introduction of The Rainbow Group at Flourish Australia's Nowra site has been so well received that plans are underway to expand the concept across the organisation.

Driven to make a difference following her own lived experience of feeling isolated, as the only gay person in a sub acute unit, Peer Worker Britt Winstanley started The Rainbow Group at our Nowra Service. The group has successfully created a safe space where people from the full spectrum of the LGBTQI+ community can openly share their stories with one another.

The group gathers once a week at a local café to talk about recovery journeys, coming out, and whatever else is going on in the community. People are free to contribute as they feel they want to, without judgement or criticism.

Inspired to become a Peer Worker by her own experience of the power of peer support on her own recovery journey, Britt strives to cultivate acceptance and inclusion within The Rainbow Group.

The Nowra pilot has been so well received and beneficial for participants that plans are in motion to roll the concept out across all sites, Australia-wide, with the option of connecting with online groups, for people in remote regions.



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I wanted to be a Peer Worker dedicated to the LGBTQI+ community because I know what it means for us to feel accepted. I empathise with the challenges they face everyday. If I had experienced this type of support before becoming unwell, my life would have been very different.

– Britt



**Belonging to The Rainbow Group has been transformational for Amy who received Peer Support from Britt.**

When my Peer Worker Britt shared that she started The Rainbow Group as part of her own healing journey, and that she had experienced what it was like to feel isolated in environments where she was the only gay person, it motivated me to want to try the group for myself. I identify with many of the situations she has been through and her genuine empathy has played a big part in helping me to feel fully seen, and that there is hope for me to thrive in my life too.

**Being among like-minded people in The Rainbow Group has strengthened my self esteem and communication skills.**

I feel that same understanding from everyone in The Rainbow Group. When I first met with them all, I was planning on just listening, but after sitting-in on a few sessions, I felt I belonged and I was ready to open up.

I live with autism and for most of my life, communication has been a barrier to relationships. Before joining The Rainbow Group, I struggled with anxiety around other

people. For me, it's been a safe and inclusive space where I can be real about what's happening in my life, without criticism or judgement. I feel appreciated for who I am and its helpful to hear others share their experiences of facing challenges in their own lives.

By communicating what's going on for me, I've gained a better understanding of my emotions and grown more confident in myself, which has had a positive flow-on effect in all of my relationships. Working through my own inside-issues in this way, has been freeing in all aspects of my life. I find it easier to handle stressful situations, and I can comfortably convey my feelings and needs.

As a result, I've grown to where I am now take steps toward my dream of starting my own art business, painting and drawing to sell online.

Taking part in The Rainbow Group has shown me that no matter how much you want to give up on life, you can reach out and find people who will understand you. The sense of belonging that brings will restore your hope.



“

When I came to stay in one of the onsite supported villas, I connected with other mums in the program and **started to feel like I belonged** for the first time in my life. We really get each other and support one another's progress.

## Through Flourish Australia's Women and Children's Program I found hope for my family's future

# Krystal's Story

The community of mums I've come to know and the life skills I've gained by being part of this program have helped me to imagine a bright future with my kids, in a home of our own.

I used to be so angry with life and grew up without a sense of belonging. Family violence and a history of drug abuse from a young age led to living on the streets and losing custody of my daughter. My son was taken from me at birth because I was sent to gaol on criminal charges. I never wanted him to grow up without a mum and dad, the way that I did, but lost all hope of raising him.

My life was such a mess I knew I had to make big changes. I resolved to stick with rehab and joined the Women and Children's Program to learn better ways of going about life. I'm proud to say I've now stayed clean for the longest period since I was 12. I succeeded in getting my son back and I'm working on bringing my daughter home to live with us.

When I came to stay in one of the onsite supported villas, I connected with other mums in the program and started to feel like I belonged for the first time in my life. We really get each other and support one another's progress.

The real turning point in my recovery was when a Peer Worker shared her lived experience of walking in my shoes. Feeling that someone genuinely understood what I was going through was life changing. I realised that if they could turn their life around, so could I.

I threw myself into the free courses the program offers in practical life skills, like learning to budget. In the past I rarely kept money in my pocket for longer than two days. Knowing how to manage it instead of running short between pay days has brought me such peace of mind.

A Circle of Security course helped me to understand how to care for my son well, and the staff here have taught me so much. I just love being a mum and as I've spent time around the other mums I've grown more confident in my parenting. Everything is so well set up for us to gather in the garden while the kids play or enjoy a BBQ together.

Being surrounded by genuine friends gives me a wonderful feeling of stability. It's shown me the importance of having a support network of people I trust and can depend on. In the crime scene, everyone wants something from you.

I've learned that it's ok to ask for help when I need it. The team here who support me have been willing to drop everything to lend me a hand with the kids or drive me to an appointment. They practiced with me so that I could get my driver's licence and even cheered me up with Tim Tams when I was in COVID-19 isolation. When I took steps to get my son back, I had guidance to do what was necessary and support at my meetings with DOCS.



Month by month, I meet with my support worker and set new goals for myself. It feels great to check off each goal I achieve. What I want is simple, to belong to a healthy community and live a life of happiness, giving my kids all the love and security they deserve. I've set my sights on establishing a stable home for my family and plan to study toward my dream of becoming a boat driver once my son starts day care, so that my kids see that they can go after whatever they want in life.

Now that I've experienced what it means to belong, and seen what's possible for me in my life, no part of me wants to ever go down a destructive road again. When I cross paths with people from my past, I have the strength to walk away. I'm at peace with who I am and I'm looking to a bright future with my son and daughter.



# Chapter 2

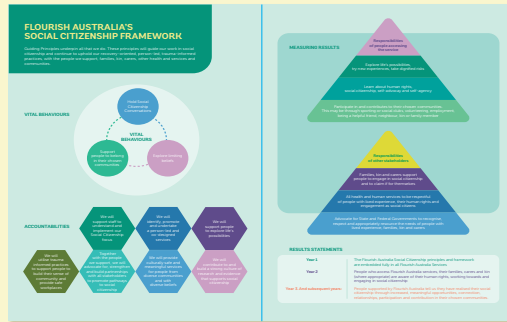
## OUR HIGHLIGHTS

# Our Highlights

## For the 2021/22 Financial Year

### Social Citizenship Framework

We finalised the Social Citizenship Framework, the result of an extensive codesign effort across the organisation, and with partner organisations. See page 28 for full story.



### Trauma Informed Support

We continued to provide Blue Knot Foundation training on trauma informed supports to teams, through the year. The SLT and Board Directors organised to undertake training as well. We also developed a Guide to trauma informed supports for staff, with more workshops planned.



**flourish**  
foundation  
AUSTRALIA

### Educational Videos

We developed educational videos focused on Using Lived Experience Intentionally to educate and support the peer workforce.



### Flourish Foundation Australia

We established the Flourish Foundation Australia, appointing five Founding Members to the Committee, and six Ambassadors. Our Vice Regal Patron, Her Excellency, the Honourable Margaret Beazley AC KC, Governor of NSW launched the Foundation in July. See page 50 for full story.

### Outcomes and Improvement Forum

We were able to bring together 30 managers across the organisation for a two day workshop on outcomes and improvement and reporting, see page 57 for full story.

### Logic Models

The Outcomes and Improvement team worked with 136 staff to develop 16 site program logic models and four at the program level, and supported teams to reflect on opportunities for improvement in relation to outcomes measurement and monitoring.

### Memorial Event

At the suggestion of a team member, we held a memorial event in November 2021 for people who had died in the last twelve months. It was a time to reflect and remember people who had touched our lives, and to talk about grief and loss.

### Connection Team

The Connection Team managed 1,582 enquiries during the year. The majority of contacts were via email or telephone and either an enquiry about the NDIS (37%) or general mental health issues (36%).



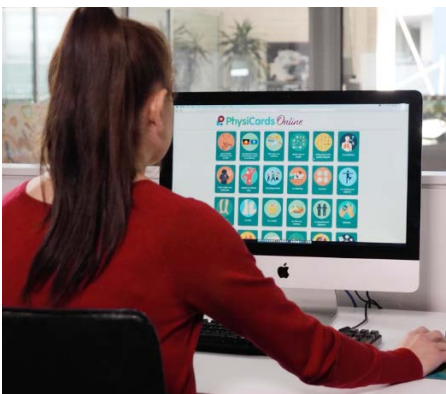


## Testing NDIS Eligibility

We were engaged by NSW Health to support all 18 Local Health Districts or Specialty Networks to test the eligibility of people for the NDIS. This was through a Flourish Australia team member, and a NDIS Mental Health Officer, being embedded in a location in each area for a period of twelve months. The great work of the team is seeing us significantly outperform the required metrics.

## Privacy Compliance Review

We engaged Salinger Privacy to undertake a privacy compliance review. This review confirmed the robustness of our approach, and provided 24 recommendations for continuous improvement. We have commenced implementing the recommendations.



## Back on Track Health Program

We developed 4 short videos to support the BOTH program and PhysiCards, to help promote the importance of addressing physical health issues.

## Research Strategy

We developed a new research strategy to guide our involvement in original research and who we partner with in other research activities. This will include being part of the ITTC in ageing led by Monash University and Federation University and MRFF research project submissions led by The University of Sydney and The University of Newcastle.



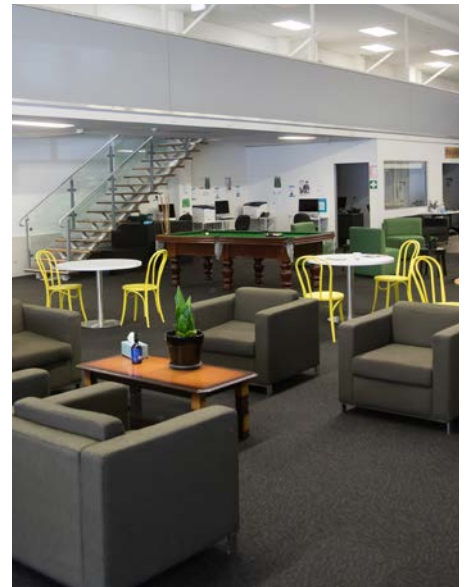
## LGBTQI+ Health and Wellbeing Index Awards

Flourish Australia was recognised once more with a Bronze Award in the 2022 Awards. This recognises our commitment to safe and culturally responsive services for people from the LGBTQI+ communities.



## New Resources

We developed three practice guides for staff: Supporting Someone with Acute Mental Health Issues; Periods of Transition; Trauma Informed Supports; and new policies on Dysphagia and Mealtime Management, and Managing Epilepsy.



## Site Visits

Board Directors undertook 16 site visits and the Senior Leadership Team 24 site visits to get a first hand view of the supports delivered and an opportunity to speak directly with people accessing supports and local staff. The visits program was impacted by COVID-19 restrictions.

## Internal Audit

We established a five year internal audit plan to provide more guidance for this work, covering finance, people and culture, risk, and service delivery areas. This adds to our well-established NDIS internal audit program, and will see us recruit a dedicated internal auditor, and engage external consultants to assist with independent audits.

## Detailed reviews

We undertook a number of detailed reviews for the Board Service Quality and Safety Committee during the year: Self Harm Incidents Report; Complaints in SIL Accommodation; Medication Incident Reports; Complaints and Grievance Trend Report 2017 – 2021; and Restrictive Practice Authorisation Report; Catastrophic and Serious Severity Rated Incident Report; Managing and Supporting People Who Experience Difficulty Food Swallowing/Aspiration Risk.

## Digital Transformation Strategy and IT Review

We engaged Beyond Technology to undertake an operational IT review and deliver recommendations for improvement. This review provided a good foundation for the development of a Digital Transformation Strategy undertaken by Grant Thornton. Both reports have helped focus our efforts and investments to better support staff and to increase the digital citizenship of people who access our supports.



## Outbound Calling

The Connection Team expanded its role to including outbound calling during the year. It now contacts people who live alone or have not been in contact for 14 days or more to check-in with them. It is also an opportunity to check about satisfaction with our supports, and if there are any issues that need to be addressed. Following commencement in March 2022, we contacted 156 people across 28 work groups.

## Customer Experience Program

The customer experience program pilot was finalised and evaluated. As a result, we plan to roll it out to more services. Active management of dissatisfaction and poor ratings has enabled issues to be addressed promptly and scores to improve. In undertaking this program, we are conscious that it focuses on those who have a digital connection available, and will not represent every person receiving supports.

## Resolve Program

The Resolve Program, our peer delivered program funded through the NSW Government and a Social Benefit Bond, continued to deliver great results, meeting the required performance metrics. The Program has now entered the fifth year, in the final year it will accept referrals for the two year program.



## Yilabara Solutions

During the year we developed a partnership with Yilabara Solutions, a 100% owned and controlled Aboriginal organisation that delivers a range of employment and training services, and supports businesses to meet their corporate social responsibility objectives.

## Conferences

We were members of steering committees, presented papers and participated on panels for a number of conferences, along with members of the Community Advisory Council including:

- International Mental Health Conference
- National Disability Services NSW Conference
- NCOSS Conference
- TheMHS Conference – Hope into Action
- TheMHS Summer Seminar – Contemporary challenges to psychosocial rehabilitation and supports
- Equally Well Symposium – Barriers to physical health programs



## The University of Melbourne

We began discussions with The University of Melbourne School of Psychological Sciences to assist with research, teaching and other activities.

## Enterprise Risk Management Framework Review

We reviewed the Enterprise Risk Management Framework to ensure it remained accurate, and that appropriate controls were in place. Risk Owners continued to report according to the established schedule to the relevant Board Committee providing oversight.

# How Did We Go?

2021/22 Financial Year

## Outcomes & Improvement Measurement

The Outcomes and Improvement Team began rolling out the new Framework and ran workshops with teams developing program logic models at the site and program level. These workshops also identified opportunities for improvement at the site level. A new dashboard performance report was developed to provide some early insights into the data that has been collected. The customer experience pilot was evaluated and established as an ongoing program, with data being considered in the broader Outcomes and Improvement program.

## Climate Action

A Position Statement on Climate Action and Environmental Sustainability was developed and approved by the Board. Work will commence shortly on baseline measurement in a range of areas, including energy, fleet, and procurement, as well as educational opportunities for everyone including people accessing services about climate change and environmental sustainability.

## Digital Capability

The Board Digital Capability Committee provided leadership on the development of a new Digital Strategy which was finalised in June. A new Digital Capability Lead was employed and assisted with identifying opportunities for improvement after visiting sites and speaking with staff and people accessing services. This work has provided a pathway to digital improvement and transformation across the organisation, supported by an operational IT review. We have had a greater emphasis on supporting people to develop skills to use technology and be engaged digitally. Impressively, we saw 40 people in the community businesses develop these skills during a period of lockdown which enabled them to engage with supports online.

## Service Quality KPIs

A set of Service Quality KPIs were approved by the Board Service Quality and Safety Committee to assist with their service governance responsibilities. This set of indicators will be added to over time. This work has been supported by bedding down the Safeguarding Report, and an increased focus on addressing data gaps.

## Staff Innovation Conference

We began some initial preparations for this conference as we are keen to hear from the team about what opportunities they see. As part of that preparation, we reviewed the report from the 2014 Innovation Forum which contained some important insights not yet taken up. Due to the ongoing restrictions we were unable to bring people together as we had hoped, and decided to wait until after the digital strategy was developed to possibly focus on digital innovation opportunities.

## Data Analytics

We were able to establish and recruit to a new data analytics position in December. This position has been busy working with the Senior Leadership Team to identify data sets that can be accessed to assist with visualisation activities. They also worked with the Outcomes and Improvements Team to ensure everyone is working in the same direction.



# Health Check-In

In the last 12 months, Health Check-In training has been provided to approximately **161 staff** across the organisation.

## Physical Activity

The most popular daily physical activities people participated in were:

1. Walking 2. Gardening 3. Gym

78.2% undertake at least one physical activity monthly.



## Preventative Health Check-Ins

2128 people completed a Preventative Health Check-In during 2021/22 financial year:



**78%**

had an annual health check in the last 12 months



**76%**

had a medication review in the last 6 months



**12%**

had seen a dentist in the last 3-6 months



**35%**

do smoke



**65%**

of the 108 people who used PhysiCards during their Health Check-In found them useful



**90%**

have a regular doctor

## Other activities

Two papers have been co-authored by Flourish Australia and the University of Newcastle as a part of ongoing research projects that we are working on together:

### Provision of preventative care paper

Gibson, L., Bartlem, K., Clinton-McHarg, T., Wilczynska, M., Rasmussen, A., Bailey, J., Ryall, J., Orr, M., Ford, J., & Bowman, J. (2021). The Provision of Preventive Care for Chronic Disease Risk Behaviours to People with a Mental Health Condition: A Survey of Staff from One Australian Community Managed Organisation. *Journal of Psychosocial Rehabilitation and Mental Health*, 8, 191–198.

### Barriers and facilitators paper

Clinton-McHarg, T., Gibson, L., Bartlem, K., Murray, S., Ryall, J., Orr, M., Ford, J., & Bowman, J. (2022). Barriers to the Provision of Preventive Care to People Living with Mental Health Conditions: Self-Report by Staff Working in an Australian Community Managed Organisation. *International Journal of Environmental Research and Public Health*, 19(8), 4458.

## Co-design research project

**Behind the scenes – Co-occurring mental health and alcohol use needs and hearing from people with lived experience**

Evaluation & Innovations Grant from CMHDARN (Community Mental Health, Drug and Alcohol Research Network). And partnered with the Matilda Centre, University of Sydney who were our research mentors!

The project focussed on hearing from the lived experience to co-design and co-develop a strategy to support people who have co-occurring mental health and alcohol use needs. The project continues.

## TheMHS 2021

Co-presented at TheMHS, Project Manager (BOTH), Jade Ryall and Community Advisory Council members Nathan Davis and Megan Paull.

**Title: Physical Health is Essential to Mental Health and Wellbeing**

Sharing their stories and journeys towards improved physical health and how Flourish Australia is supporting people to develop their skills to self-manage their health and wellbeing needs.



“

Just having someone to walk beside me on my recovery journey helped me to overcome my fear of going out.

**To recover, I needed to leave a toxic situation and be encouraged to believe in myself. With Flourish Australia beside me I've overcome debilitating anxiety to walk free in my life**

## **Bobby's Story**

When I was diagnosed with Paranoid Schizophrenia in 2004, I tried without success to get on with living a regular life. My life was a shambles and I felt unable to go anywhere because I suffered panic attacks every time I set foot out of my home.

The experience of a controlling, toxic relationship had overwhelmed me with self doubt and triggered psychotic episodes. Once I removed myself from the situation and accessed Flourish Australia's services through the NDIS, I found the support and encouragement I needed to turn things around.

I was connected with a Peer Worker who shared his own lived experience of mental health issues and supported me to adjust, heal and cope with life. Just having someone to walk beside me on my recovery journey helped me to overcome my fear of going out. We started Tai Chi on Fridays and I felt able to include going for coffee or lunch. Gradually, I built up the confidence to attend group outings and socialise with other participants and Support Workers from Flourish Australia.

I have a sister who cared for me all my life until I received the NDIS and gained the support of Flourish Australia. Now she can just be my sister.

My current Support Worker, Penny, brings me out of my shell with patience and understanding and encourages me to believe I can do anything. She taught me a helpful tip; 'fake it til you make it', for times when I struggle to believe in myself. Knowing that she and some of the other staff have their own lived experience of mental health challenges, shows me that I can recover.

I really appreciate being free to do things at my own pace while enjoying each other's company.

I have done away with recreational drug use and everyone associated with that, because it wasn't good for my mental health, and those people bring me down. Since then, every day gets brighter and brighter!

Until recently, past trauma made it challenging for me to express myself but with the invaluable aid of the Flourish Australia team, I've made a start on writing my story. I'm taking my time because it requires being vulnerable and strong enough to deal with the reactions of others to what I share.

I've also started to become involved in physical exercise, after 12 years of inactivity and feeling devoid of passions and motivation. Joining classes at the local gym is my way of improving physical strength and mental capacity.

Little by little I'm learning to love and care for myself again. Thanks to my support team I'm healing mentally and emotionally, and more possibilities are opening up to me now.



# We're Implementing the Be Well Plan An Investment in Staff Wellbeing

The mental health and wellbeing of all of the Flourish Australia team is of paramount importance to us, and to the people we support. To assist with this, this year we implemented the Be Well Plan, a dynamic, evidence-based, self-care initiative developed by the South Australia Health and Medical Research Institute.

This supplements support offered to team members, including reflective practice sessions, My Plans, Personal Situational Plans, access to an Employment Assistance Program and flexible working arrangements.

Research has shown the Be Well Plan to significantly improve mental wellbeing, resilience, life satisfaction, cognitive flexibility and psychological distress. This provides important opportunities for people to improve self-awareness in order to promote self care strategies, better articulate how they are feeling, and recognise strategies which work for them.

Mentally Healthy Workplace Alliance research indicates that when staff are given access to effective support strategies, attendance, productivity and retention rates improve while conflicts, complaints and sickness absence decreases.

Initially, 250 staff will participate in the Be Well Plan training, which starts with a baseline assessment of individual wellbeing prior to undertaking five, two hour online sessions, over a five week period. Group sessions of up to 12 team members cover mindfulness-based information and activities including:

- Foundational knowledge of mental health, wellbeing and mindfulness
- Using your individual mental health profile to tailor your Be Well Plan
- Identifying resources and challenges affecting mental health
- Managing stress and building resilience

Upon completion, participants gain access to their own customised wellbeing strategy which includes strengths-based strategies for coping better during stressful times. Beyond the training, a Be Well Plan App facilitates sustainable behaviour change and improvements in mental health and wellbeing based on a person-led wellbeing blueprint.

People who have participated so far have rated it very highly.

For every dollar invested in staff support strategies like Be Well, the organisation can expect to receive an average of \$2.30 return on investment.



# More Targeted Talent Acquisition to Find the People Who Belong Here

Reaching and attracting people with a passion for working in the mental health sector, and an affinity with our values, is extremely important to us and calls for strategic thinking in our recruitment approach.

In November 2021, we introduced a new Talent Acquisition Team to customise our recruitment process and improve outcomes for filling specific roles within the organisation with a more targeted approach. Flourish Australia recognised the need for a specialised team to focus on the very specific role requirements of our many different services Australia-wide.

We have assembled a dedicated team of three recruitment specialists responsible for overarching strategy and the implementation of systems and processes, whilst working in partnership with recruiting managers. The priority has been strengthening relationships with managers by visiting sites to gain a clearer picture of exactly what is needed, and to more fully understand the role that needs to be filled within the specific team.

Investing more time and thought into the recruitment process is delivering better outcomes and has significantly reduced job vacancy rates across the organisation. A more collaborative process is helping managers to feel more supported through every step of the process, including on-boarding and follow-through, post-commencement.



L-R  
Jelena Sarovic  
Rochelle Murray  
Ryan Williams

## Specialisation that reaps rewards

In addition to this new team, we have reviewed how we might attract and employ more great people to join our team. Our services in the New England area have had a hard time securing people to fill roles. In response, the team reviewed our usual approach when advertising jobs, with the intention of attracting people with good values and a keen interest in working in the mental health space, who did not necessarily meet the criteria for Mental Health Worker or Peer Worker roles. To improve our reach, traditional advertisement templates were reviewed, and we branched out to broader employment platforms including Ethical Jobs and LinkedIn. In this way, we are able to target specific interests more effectively and more closely match the advertising placement to specific regions.

The introduction of Support Worker roles has allowed us to target candidates with some experience, who are studying towards a qualification. They are provided with support to gain first-hand experience and qualifications while undertaking the role, building their skills and confidence, before transitioning to the role of Mental Health Worker or Peer Worker.

This 'hands-on' training is an opportunity to instil Flourish Australia's approach and values. Learning from other Peer Workers within a culture that values lived experience grows people's competency and confidence.

Our next steps will be reviewing our induction processes and introducing a new rewards program.

Within the first 3 months outstanding success was achieved with recruitment for long standing regional vacancies, attracting 44 applications in the Hunter, 30 in Taree and 22 in Tamworth.

Since November 2021, the team facilitated 110 targeted recruitment campaigns, resulting in 69 new hires.

Advertising for Headspace Youth Access Clinician roles previously attracted 19 applications on average. With our new Talent Acquisition strategy, 28 applications were received in December 2021. 12 within the first five days.

# Social Citizenship

Over the last couple of years we have been conscious of the need to refocus our efforts on building partnerships between Flourish Australia's services and the communities in which people we support belong. This requires there to be more seamless integration of our services within local communities and related health, human services, educational, corporate and other services.



## Reciprocal Relationships

It is helpful if we see schools, libraries, universities, supermarkets, service clubs, sporting and arts clubs, places of worship, healing and yarning circles, as part of our service offerings, supporting people to access them and find them welcoming and supportive. These partnerships and relationships are reciprocal, where Flourish Australia delivers support, education and learning opportunities to these organisations to increase their capacity and capabilities to include people with lived experience of complex mental health issues. This is the foundation and focus of our co-developed Social Citizenship Framework.

But we are not starting from scratch. Focused on social inclusion, many of our services have led engagement with these community resources for many years. They have been supporting people with lived experience who often have diminished opportunities because of beliefs by others that they cannot meet their responsibilities. The Social Citizenship Framework places more emphasis and priority on this work.

Just as some in the community have definite, and wrong, beliefs about the capabilities of people with lived experience, people with lived experience can also often assume their lack of capability too. This is because they have become so used to people telling them they are not capable. They adopt this narrative and start to believe it.

Our General Manager, Inclusion, Fay Jackson had been told by psychiatrists that "You will never work and never be a valuable member of society"; and she adopted this way of thinking until a Peer Worker compassionately challenged her on her capabilities, and her duty to her family and community.

## Social Citizenship Definition

Social citizenship builds on human rights.

It is realised when a person is participating in, contributing to and feels included in their chosen communities.

It cultivates equitable opportunity, social, emotional, cultural and spiritual wellbeing and celebrates difference and diversity.

It recognises, promotes and upholds the rights and responsibilities that come with being a full member of their society.

## All about belonging

The Social Citizenship Framework supports staff, people accessing our services, their families, kin, carers, organisations and communities to focus on new possibilities for people with lived experience. It seeks to build the available local resources for them to be, and to be seen as, responsible, engaged members of families, neighbourhoods, organisations and communities. Fundamentally, it's all about belonging.

With people who have lived experience of trauma and mental health issues participating fully on our Board, executive team, and as managers and frontline workers,

we are committed to modelling our belief in Social Citizenship. We focus on supporting people to take hold of every opportunity to contribute to their community, in spite of their diagnosis or 'symptoms'.

The Flourish Australia Community Advisory Council members are also great examples of pursuing their Social Citizenship, demonstrating responsibility and capability, providing valuable input, and supporting positive outcomes and inclusion of people with lived experience in the life of local communities and across Flourish Australia.

Council members build their confidence to contribute constantly to the organisation, and in doing so discover new possibilities and opportunities, and that they are important contributors to the development and review of Flourish Australia's services, as well as being proud members of their local

communities. As an Alumni Council member proudly commented in a paper written by Council Members and published in an international peer reviewed journal, 'Flourish not only asks us to contribute, they expect us to; and that is a rare thing in services.'

We are committed to respectfully partnering with people with lived experience in all that we do, and in ensuring they are leaders in the reforms of services, capacity building and challenging stigma and discrimination in local communities, and changing social attitudes. We believe it is our duty to lead the way in supporting communities to understand that people with lived experience have the same rights and responsibilities as other people – every human and civil right to be part of and contribute to their communities; knowing that, in fact they often do without anyone knowing.

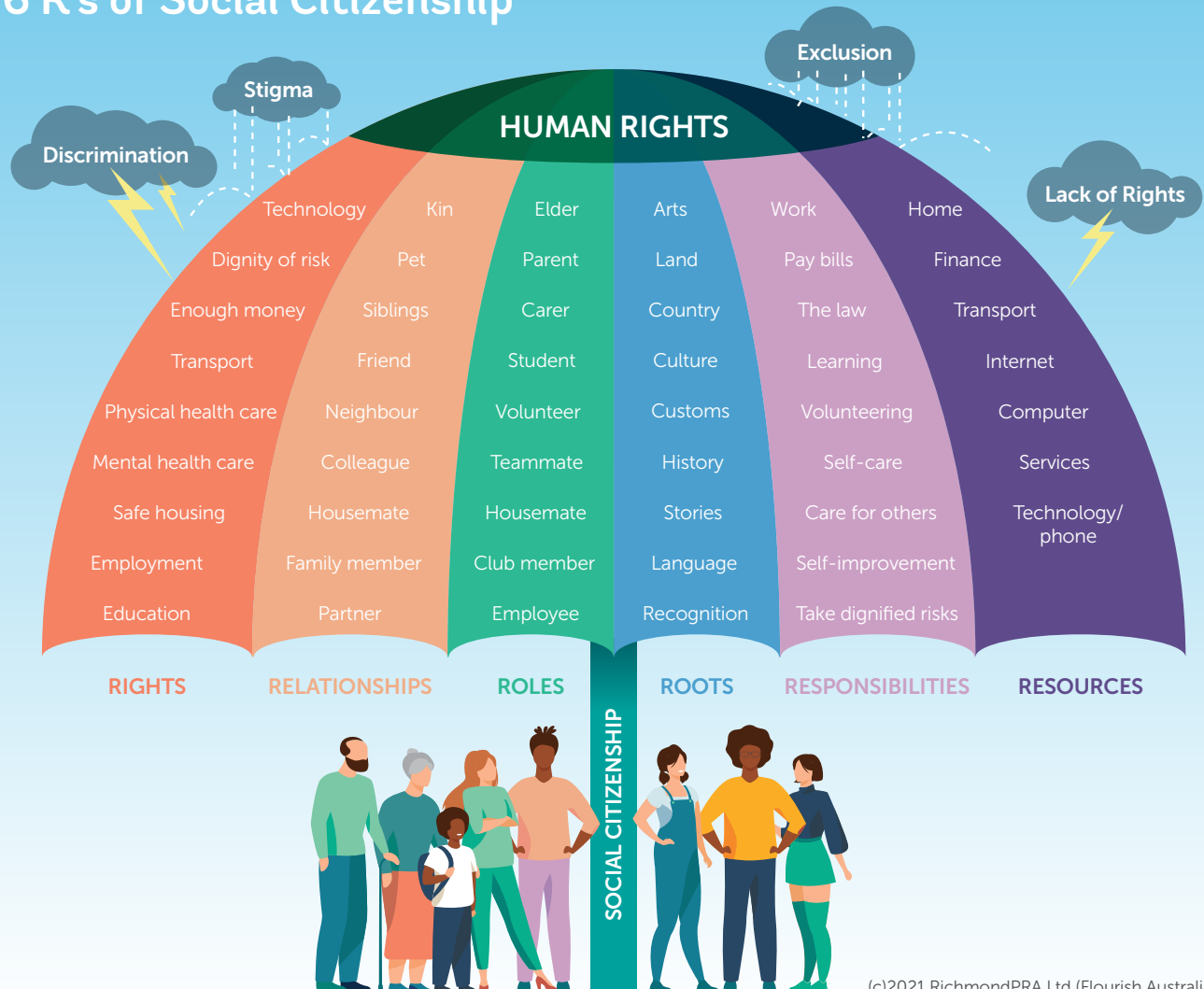
Our use of strengths based language helps 92% of people we support to feel hopeful#

## Positive Cultural Change

The Social Citizenship Framework is already supporting positive cultural change and delivering outcomes for people we support, their families, our services, and the communities in which our services operate.

Mental health recovery is a personal journey, built upon accessing the available infrastructure in someone's life and community. The Social Citizenship Framework seeks to grow and expand that infrastructure, and access to it, so that everyone has opportunity to live a contributing life as an integral part of a local community, with all the rights and responsibilities that brings with it.

## 6 R's of Social Citizenship



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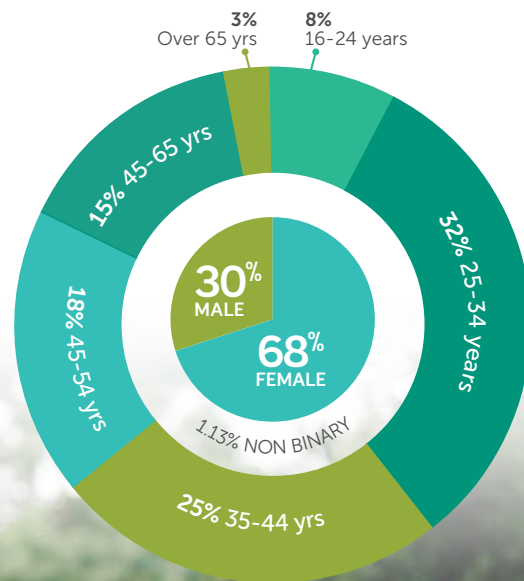
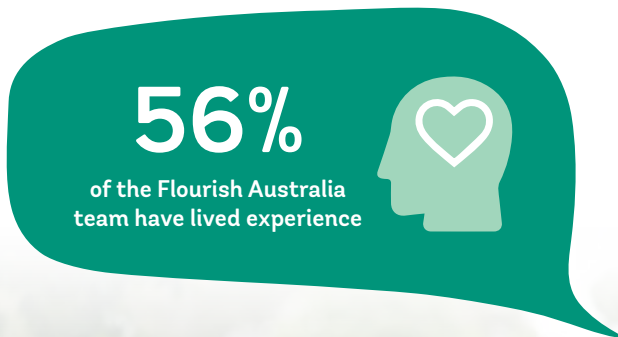
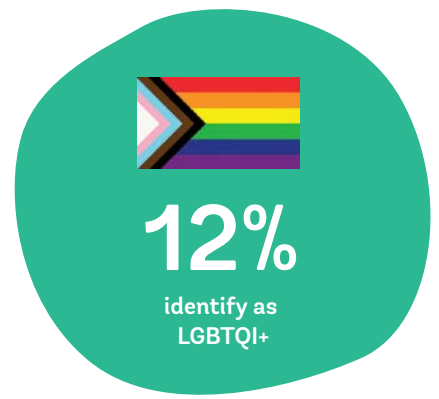
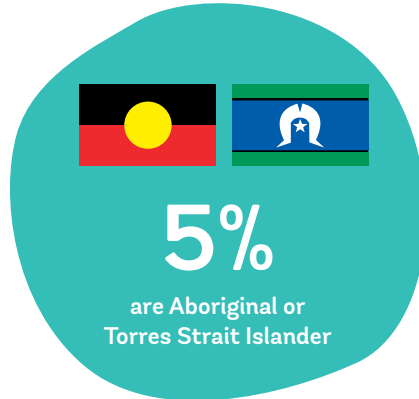
# Chapter 3

## OUR ORGANISATION



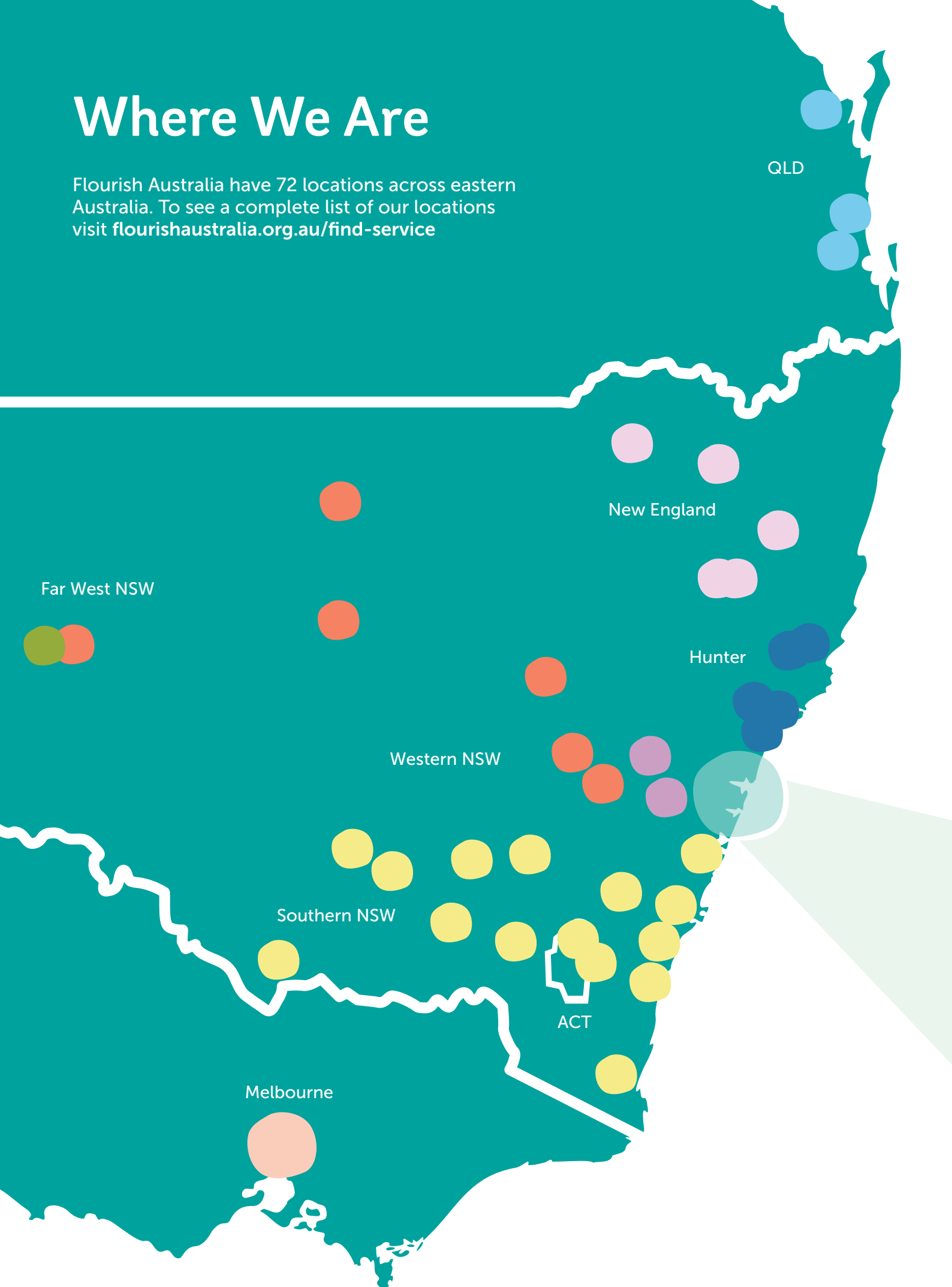
# Who We Are

Flourish Australia is proud of the diversity we have amongst our 886 team members.



# Where We Are

Flourish Australia have 72 locations across eastern Australia. To see a complete list of our locations visit [flourishaustralia.org.au/find-service](https://flourishaustralia.org.au/find-service)



# Regional Managers

Our Regional Managers serve a vital role in achieving our vision, by overseeing the day-to-day management of operations within their region and motivating their teams, while seeking out sustainable partnerships, driving development, growth and continuous improvement of the services we provide across their region.



**Aniela Gokiart**  
Master of Clinical Psychology,  
Postgraduate Diploma of  
Professional Psychology,  
Bachelor of Science (Psychology)  
**headspace**  
Bankstown, Broken Hill, Castle Hill,  
Paramatta



**Belinda Jenkins**  
Bachelor of Social Science  
Adv Dip Community Sector Mgt,  
Dip Community Services  
**Greater Western Sydney**  
Blacktown, Katoomba, Lithgow,  
Penrith, Western Sydney, Windsor



**Daniel Belshaw**  
Bachelor of Science  
(Biomedicine), MPH, Public Health  
Officer Graduate, Grad Dip.  
Leadership and Management  
**Western/Far West NSW**  
Bathurst, Bourke, Cobar, Broken  
Hill, Dubbo, Orange, Parkes,  
Cranebrook



**Laurence Gagnon**  
Master of Business Administration  
in Strategic Project Management  
(in progress), Grad Dip in Business  
Administration, Bachelor of  
Psychology (Sciences)  
**Sydney**  
Ashbury, Bankstown, Camperdown,  
Kogarah, Leichhardt, Liverpool,  
Maroubra, Murrumbidgee, Surry Hills



**Neil Mawson**  
RMN Dip HE  
**Hunter**  
Maitland, Newcastle, Taree, Waratah



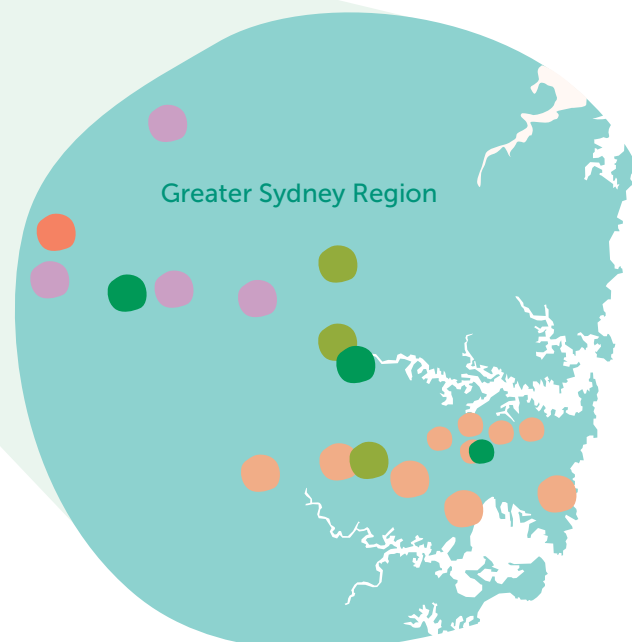
**Sue O'Rourke**  
Diploma of Leadership and  
Management, Cert IV Business  
Sales, Cert IV Community Services  
**Community Businesses**  
Harris Park, Murrumbidgee, St Marys



**Tim Whyte**  
Bachelor of Nursing, MBA  
**New England**  
Armidale, Inverell, Moree,  
Tamworth



**Trevor Matthews**  
Bachelor of Social Science  
**Queensland**  
Caboolture, Hervey Bay, Warana



**Tina McGlenn**  
Bachelor in Social Science,  
Diploma in Leadership and  
Management, Diploma in  
Community Services  
**Greater Southern NSW**  
Batemans Bay, Bega, Canberra,  
Deniliquin, Goulburn, Griffith,  
Leeton, Nowra, Queanbeyan,  
Temora, Tumut, Ulladulla, Wagga  
Wagga, Wollongong, Young



**Mat Kerr**  
Grad Cert Program in Client  
Assessment and Case Mgt (Men's  
Behaviour Change), Cert IV in  
Government Investigations, Cert IV in  
Training and Assessment, Recognise  
& Respond Appropriately to Domestic  
& Family Violence, Cert IV in Frontline  
Management, Bachelor of Arts  
(Majors: Psychology and Sociology)  
**Melbourne**  
Melbourne Metro



“

I love bringing a **sense of belonging** to my local community by sharing the passion for photography that was key to my own recovery.

First featured in our 2014 Annual Report, Robert has made remarkable progress in his recovery, right along with his photography

## Robert's Story

It's been a few years since I've needed Flourish Australia's support but a photography group they encouraged me to start, as a way of sharing my skills and knowledge, was so helpful to my mental health recovery that I keep it going to help others on their journey and build community here in Temora.

When I first started the Temora photography group back in 2014, I was very withdrawn. I hadn't set foot outside of my home in years and it took me three months just to work up to venturing into my front yard, with the encouragement of my support worker. For more than a decade I had lived with debilitating pain, anxiety and depression, following a workplace injury which had a devastating impact on every aspect of my life. Making the commitment to show up and teach a photography group gave me motivation to move beyond limitations and get on with my life.

Getting creative with the way I see the world, through the lens of my camera, became a way of distracting my mind from what weighed heavily on me. Sharing my love of photography with others in the group restored my confidence and helped put a stop to the panic attacks and negative mental chatter I struggled with.

I know from experience that social isolation takes its toll on mental wellbeing.

It feels good to give locals something to take their minds off their problems. I get them thinking through what they want to shoot and how they might achieve the effect they are going for, like trying different angles and lighting. I share what I learned in my own recovery over the years, that taking something away to try out in your own time helps to occupy your thoughts in a healthy way. We build a real sense of community and belonging by planning group outings to shoot at various locations and really appreciate the spectacular landscapes around here.

Drawing on my own lived experience, I have an approach to teaching that is less structured than a formal course, which can be overwhelming for someone struggling with mental health issues when things move quickly to the next level before they've grasped a technique. I like the group to feel more like getting together for a cuppa with mates. That social connection is every bit as important as what we're learning because it's so vital for mental and emotional wellbeing.

The way Flourish Australia came alongside me on my recovery journey impressed upon me the importance of feeling free to take things at your own pace, so I teach



people with sensitivity to what's going on for them. It's no trouble to walk them through things again and again, until it clicks. If their interest wanes, I'll change things up with something new.

We've all come such a long way together since this group was first started. I'm proud to say my students win awards for their work. It brings such a boost to their self esteem to receive recognition for what they've achieved that I coach them to compete in local shows as a goal to work toward. It instills a feeling of belonging in people when they see that the community values something they've created.

The growing popularity of our little group led Temora Community Centre to invite me to start a group in town, where it's accessible to even more people. I've taught high school students and organised free portraits for locals during Family Week, something I'd like to do more of as a fundraiser for charities like The Cancer Council.

My goal is to put together a book of beautiful images taken by the people in our original group, to show others who don't believe they can achieve anything worthwhile in their life what's possible when they put their mind to it.

Giving back to the community through what I love has brought freedom to my life. I get around to more places these days and staying connected keeps me balanced. It's been some time since I've needed to reach out to a crisis line and when someone hands me a photo and says they took it for me, I feel such a deep sense of purpose and belonging. I've grown from feeling disconnected and in need of daily support, to being someone who inspires hope and brings people together.

Who'd have believed that what started out as me and my box brownie would bring healing to my whole life? I'm so grateful to my support network including Flourish Australia for helping bring that out in me.

# Our Corporate Governance

**Flourish Australia is committed to implementing the highest standards of Corporate Governance, reflecting our belief that only by recognising and implementing these high standards can we fulfil our obligations to a wide range of parties, including, the people who use our services, their families, our staff, employees, funding bodies and the community at large.**

The Board has adopted a formal Charter setting out the functions reserved to the Board and those delegated to the Chief Executive Officer (CEO). The Board's principal role is to govern Flourish Australia by ensuring that there is a proper Governance Framework in place to promote and maintain the services provided. Directors oversee and appraise the organisation's strategies, policies and performance, taking into account its role in the community. The CEO is responsible to the Board for the management of Flourish Australia, for the implementation of the strategic direction set by the Board and the effective performance of the organisation.

Flourish Australia's Board currently comprises nine members, all of whom are non-executive Directors. The Board renews its membership in a progressive and orderly manner. Directors are elected or appointed for three-year terms. Staff members of Flourish Australia are not permitted to be a Director.

The Board of Flourish Australia has established six standing committees to assist in its governance and monitoring roles. As committees of the Board, they advise the Board on specific areas and make recommendations for the full Board's approval. Each committee has a Charter, which includes Terms of Reference, clearly defining their role, procedures and functions. These are ratified by the full Board.

The six standing committees are:

## Finance, Audit & Risk Management Committee

This Committee is tasked with assisting the Board in fulfilling its statutory obligations, implementing sound corporate governance, and overseeing the Board's responsibilities in relation to financial and commercial management and reporting, investment and borrowing policy, management and endorsement of the annual budget and underlying assumptions, risk management, external and internal audit, and internal control functions. Major investments and capital purchases are referred to this Committee for review prior to approval by the Board.

## Digital Capability Committee

This Committee is responsible for supporting the development of the organisation's digital capabilities focused on both corporate functions and service delivery. This includes developing a digital culture, digital skills, and access to the right technology by staff and people accessing supports.

## Service Quality & Safety Committee

This Committee is tasked with assisting the Board in fulfilling its obligations, and overseeing the Board's responsibilities and commitments in relation to service quality and safeguarding, satisfaction, program development and innovation, and evaluation and continuous improvement. Objectives of the Committee include providing advice to management on systems and approaches for measuring the quality and effectiveness of the organisation's psychosocial programs and services, overseeing the management of service delivery risks, advising the Board on services, receiving reports from the Independent Advocate, and reporting on these to the Board.

## Nominations Committee

The Nominations Committee has been formed to identify, renew and propose to the Board candidates for appointment as a Director of Flourish Australia. The Committee meets as needed.

## Flourish Foundation Australia Committee

This Committee, which replaces the Marketing and Advancement Committee, is responsible for providing guidance and oversight to Flourish Australia's philanthropic and charitable fundraising, ensuring compliance with charitable fundraising legislation and requirements, raising our National profile, together with enabling us to undertake research and undertake innovative service development. The majority of Committee members are from the community.

## Remuneration Committee

The Remuneration Committee is tasked with the oversight of the organisation's employment, rewards and recognition arrangements to ensure Flourish Australia is an attractive place to work, and that we continue to support the Flourish Australia team to feel valued and to deliver high quality, recovery-oriented, trauma informed supports.

## Performance Review

The Board has processes in place to regularly review its composition, and annually evaluates its collective and individual Director's performance and development needs. This review covers a range of issues including the Board's role and processes, interaction with management, and Directors' contribution to the ongoing performance and strategic direction of Flourish Australia.

## Annual General Meetings

Flourish Australia respects and values our Members. Our Annual General Meeting provides an opportunity for members and other stakeholders to meet with and question the Board and management of Flourish Australia.

## Director Remuneration Committee

The Members have established a Director Remuneration Committee to independently make decisions about remuneration and other related benefits of the Directors. This is to ensure strict compliance with our Conflicts of Interest policy and the NSW Charitable Fundraising Authority.

# Our Board

The Flourish Australia Board provides strategic leadership to the organisation and ensures the highest level of corporate governance is maintained. Board member bios can be found on our website: [flourishaustralia.org.au/about/leadership](http://flourishaustralia.org.au/about/leadership)



**Professor Elizabeth More AM**  
**Board Chair**

BA(Hons), Grad Dip Mgt, M Comm Law, PhD, MAICD  
*Appointed December 2015*  
Marketing & Advancement Committee (to Dec 2021)  
Remuneration Committee *Chair*  
Finance, Audit & Risk Management Committee  
Flourish Foundation Australia Committee *Chair*  
Service Quality and Safety Committee



**Andrew Pryor**  
**Treasurer**

FCA, BComm, GAICD  
*Appointed February 2019*  
Finance, Audit & Risk Management Committee *Chair*  
Remuneration Committee  
Digital Capability Committee



**Dr Josey Anderson**

BA, BMed(Hons), M Med, M Health Law, Cert Child Adol Psych, FRANZCP  
*Appointed August 2015*  
Service Quality & Safety Committee



**Paul Clenaghan**

M Nurs, PG Dip Nurs Mgt  
*Appointed April 2009*  
Service Quality & Safety Committee



**Paula Hanlon**

BA  
*Appointed February 2015*  
Service Quality & Safety Committee



**Robyn Carmody**

*Appointed July 2012*  
Service Quality & Safety Committee *Chair*  
Marketing & Advancement Committee (to Dec 2021)



**Diane Robinson**

BA, LLB (Hons), LLM (Hons)  
*Appointed November 2017*  
*Resigned 31 December 2021*  
Marketing & Advancement Committee *Chair*  
Remuneration Committee



**Jeremy Thorpe**

BEC, LLB (Hons)  
*Appointed October 2015*  
Finance, Audit & Risk Management Committee



**Dr Phillip Wing**

CA, BEcon, M Econ, PhD  
*Appointed February 2019*  
Marketing & Advancement Committee (to Dec 2021)  
Digital Capability Committee *Chair*



**Hugh de Kretser**

LIB, BA, Admitted as a Barrister and Solicitor (Victoria)  
*Appointed April 2022*  
Flourish Foundation Australia Committee

# Organisational Structure

Senior Leadership Team and their functions





# Our Senior Leadership Team

The Chief Executive Officer and Senior Leadership Team are responsible for the daily operations and administration of Flourish Australia. SLT bios can be found on our website [flourishaustralia.org.au/about/leadership](http://flourishaustralia.org.au/about/leadership)



**Mark Orr AM**

**Chief Executive Officer**

BSc (Hons), MHLth Serv Mgt, Me-Hlth (HI), Grad Dip Spec Ed, Grad Dip ACG, Grad Cert App Fin and Invest, GAICD, FGIA, FCG(CS), MAAPi, Registered Psychologist



**Megan Hancock**

**Chief Financial Officer**

CA, BBus, Grad Dip App Fin and Invest, GAICD



**Susan McCarthy**

**Chief Operations Officer**

BSc (Nutrition and Physiology), MPH, GAICD



**Mohammed Alkhub**

**General Manager, Business Excellence**

BSc, Eng (Hons), MEng, MBA, MLaw, JP



**Aidan Conway**

**General Manager, Services**

MBA



**Julie Fraser**

**Manager, Administration and EA to CEO**

BA in Professional Writing



**Tim Fong**

**General Manager, People and Culture**

BSc(Psych), MAppPsych, Registered Psychologist



**James Herbertson**

**General Manager, Services**

MBA



**Fay Jackson**

**General Manager, Inclusion**

BCrea Vis Arts, Dip Ed



**Peter Neilson**

**Chief Development Officer**

BComm, CPA



**Andrew O'Brien**

**General Manager, Services**

BEd (Econ & Geog), Dip Comm Mgt, MAICD



“

When I was so weighed down by grief I had no idea what direction to take in my life, gaining access to a Recovery Coach and Individual Support from Flourish Australia **opened my eyes to new possibilities** and a career path where I can use my lived experience for good.

# Receiving Peer Support at a time in my life when I felt lost led me to where I belong

## Carol's Story

Following the loss of my son several years ago I lost my bearings completely. I was overwhelmed by emotional distress and struggled with Post Traumatic Stress Disorder (PTSD). Everything turned around once I accessed one-to-one support through the NDIS. It has been so life changing it motivated me to pursue a Cert III in Individual Support for myself so that I can come alongside other people on their recovery journey in the same way, and use what I have lived and learned for good.

Being mentored by a Peer Worker with their own lived experience, worked so well for me because we had a deep understanding of one another and it felt safe to be really raw about how I was feeling. When I struggled with day-to-day tasks, my Recovery Coach assisted me with connecting to the right services.

Community Access to various activities like music and women's groups gave me a sense of belonging and helped to reinforce my positive thinking which makes a massive difference to how I feel in myself.

I call these my mental health days because I've learned that my wellbeing comes down to maintaining a balance between staying busy, to clear my mind of debilitating thoughts, and self-care, to avoid triggering anxiety.

Part of my healing was making real connections with the people at Flourish Australia and though I no longer need their support, I recently popped in to share my excitement about starting out on a wonderful new career path as a Peer Worker with a Parent-to-Parent program called Stand By Me.

My role is to help people with intellectual disability, their family and carers, to better understand the various supports available to them and access the best services for their needs.

I feel I have finally found my calling! From the age of 10, I have lived with an intellectual disability and experienced so much stigma, bullying and marginalisation, in public schools and the wider community, that I was made to feel I wasn't welcome and didn't belong. To be embarking on a whole new career path where I can share what I've endured in my life to help others, is incredibly rewarding.

I came to truly value my own lived experience as I journeyed together with Flourish Australia on my own mental health recovery, and it's because I so confidently shared my story with other women at a retreat I attended, that I was hand picked for this position.

My role is to support people to build their capacity, and empower them to use their voice, by sharing skills I've developed for building resilience, such as shifting the focus of my thinking when something negative is directed at me. I show them how I say to myself 'No, that's not right!' and simply don't come into agreement with limitations set upon me.

I want to keep learning and have enrolled in a Cert IV in Mental Health Peer Work. There's a long history of nursing in my family line, so I'm particularly interested in working alongside health professionals. I speak publicly to them on behalf of the Primary Care Enhancement Project, to inform on intellectual disability and health, and ways to better serve their patients.

Now that I've found my place in the world, I am very much looking forward to getting married next year and my goal is to continue building on my skills and knowledge so that I am equipped to do my bit toward building inclusive communities where my adult boys can live happily, safely, and enjoy their lives to the fullest.



# Quality & Safeguarding

The delivery of high quality and safe services is a fundamental commitment Flourish Australia makes to people who access our services, their families and carers, as well as our funders and the community. This requires constant vigilance and focus at all levels of the organisation.



Monitoring performance data, measuring meaningful outcomes, reviewing incidents and complaints, and learning from our experience has seen us pursue continuous improvement activities throughout the year, consistent with our Outcomes and Improvement Framework. We have continued to develop our approach to quality and safeguarding encouraged by the NDIS Practice Alerts, developed by the NDIS Quality and Safeguards Commission, with their overarching view of safety issues across NDIS service providers.

## Guidance Response

Our interactions with the NDIS Quality and Safeguards Commission about complaints led us to update the guidance we provide the Flourish Australia Team about responding to people experiencing an acute mental health issue, planning ahead discussions, and decision making. We updated our guidance about supported decision making and developed resources to better support people with swallowing issues, and resources for supporting people living with epilepsy, and during periods of transitions. We also drafted guidance about trauma informed supports, which is in the process of being finalised. Our Back on Track Health program, focussed on physical health, is constantly being improved, with a special focus on promoting smoking cessation, and developments based on the recommendations from the Practice Alerts.

We reflected upon the safety issues that can sometimes occur when people live alone and increased resources in our Connection Team to allow us to commence an outbound calling program in March 2022. This program makes contact with people who live alone and those who have not had contact in the previous 14 days. It is an opportunity to check in to see everything is OK and to gain feedback about people's satisfaction, or not, with the supports being provided. An added benefit is a check that people still need supports from Flourish Australia and whether their record should be updated or closed. This program is for all people accessing Flourish Australia's supports, regardless of the funding source.

## Keeping in touch

We also ensured contact with people who live alone and are supported by only one worker no matter what program they receive supports from, building onto requirements of the NDIS Quality and Safeguards Commission. This means that anyone receiving supports across the whole organisation has periodic contact by a manager with a report submitted for review by the Quality and Safeguarding Committee.

This is in addition to the customer experience program we commenced in the previous year, which provides people accessing NDIS supports, opportunity to provide survey feedback and comments about their satisfaction with services and a Net Promoter Score rating. We plan to expand that program in the next twelve months.

Reviews of regional service delivery continued with each Regional Manager undertaking a review of programs in their region and presenting a report to the monthly Performance Management Committee, one region at a time. Amongst other things, these reviews help with identifying any new or emerging safety risks and are times to consider the effectiveness of quality and safeguarding initiatives.

Fulfilling its governance responsibilities, the Board received direct summary reports, and five year trend analyses, about incidents and complaints during the year. Directors also visited sites to speak directly with people accessing services and staff. The Board Service Quality and Safety Committee received reports about deaths of people accessing supports, as well as detailed "deep dive" reports on a number of issues, often identified through incident reports. These included:

- Self-harm Incidents
- Complaints in Supported Independent Living (SIL) accommodation
- Medication Incidents
- Catastrophic and Serious Severity Rated Incidents
- Managing and supporting people who experience difficulty with food swallowing/aspiration risk
- Restrictive Practice Authorisations
- The Committee endorsed the various recommendations for improvement provided. Implementation of these recommendations is managed and overseen by the Quality and Safeguarding Committee.

## Research

This year we developed a **Research Strategy to assist with decision making in relation to our partnerships with researchers and academics, and to guide our own independent research activities.**

We also joined with colleagues in the University sector to submit funding applications for various research projects, including to the Australian Research Council and National Health and Medical Research Council, including the Medical Research Future Fund.

We were pleased to be part of a successful application to the Australian Prevention Partnership Centre led by Professor Jenny Bowman and her team at the University of Newcastle. The research is looking at increasing the capacity of staff of Community Managed Organisations (CMO) to support people with lived experience accessing services in making healthy changes to physical activity and nutrition. Flourish Australia, with Professor Bowman, was also successful in securing funding from the Heart Foundation for a Vanguard Grant to test the efficacy of one of our internal resources, the PhysiCards. The PhysiCards can be used by people we support to identify their unmet physical health needs, supporting them to take action to address them.

During the year a paper related to previous work we did with Professor Bowman and her team was published:

Clinton-McHarg, T., Gibson, L., Bartlem, K., Murray, S., Ryall, J., Orr, M., Ford, J. & Bowman, J. (2022). **Barriers to the provision of preventive care to people living with mental health conditions: Self-report by staff in an Australian community managed organisation.** *International Journal of Environmental Research and Public Health*, 19, 4458. <https://doi.org/10.3390/ijerph19084458>

This paper provides important insights into service delivery and directions for improving our approach in our Back on Track Health physical health program.

We were also very honoured to have three peer reviewed papers published in a special issue of the *Brazilian Journal of Mental Health* focussed on lived experience of a mental health issue. The papers described Flourish Australia's commitment to valuing the voice of lived experience including through our Community Advisory Council, Social Citizenship Framework and involvement in decision making at all levels of the organisation. We were very happy that members of the Community Advisory Council were co-authors in one of the papers:

Swinson, S., Jones, K., Gourlay, A., Wilkinson, M., & Jackson, F. (2021). **Empowerment, recovery and social citizenship: A valuable Australian experience.** *Brazilian Journal of Mental Health*, 13(36), 63-81.

Jackson, F. (2021). **Overcoming the tyranny of low expectation, diagnosis and victimhood.** *Brazilian Journal of Mental Health*, 13(36), 149-155.

Jackson, F., Fong, T., Jones, K., & Orr, M. (2021). **The lived experience workforce: The importance of respectfully embedding lived experience at all levels of service design and production.** *Brazilian Journal of Mental Health*, 13(36), 82-96.

**92%**  
of people accessing our services feel strongly supported to make their own decision\*

During the year, Fay Jackson, our General Manager, Inclusion was also appointed as a lived experience Co-chair of one of the research committees for the new ALIVE Centre at the University of Melbourne. The development of a new Memorandum of Understanding (MOU) was also progressed with the School of Psychological Sciences at the University of Melbourne, and will be signed early in 2022/2023. This MOU formalises our partnership focussed on developing opportunities to lift the voice of people with lived experience in research and teaching programs, capacity building and other projects. In addition, we established an MOU with Macquarie University through which we have been providing research internships for postgraduate students from the School of Psychology.



# Flourishing Awards

## Acknowledge Dedication & Excellence



Winner  
Karina Kouck with  
Regional Manager,  
Sue O'Rouke

Our staff went to extraordinary lengths this year to ensure that the people we support continued to receive a high standard of service delivery, in the face of on-going challenges brought about by the pandemic. Showing appreciation for the people who consistently invest so much of themselves into the work we do matters to us, and the Flourishing Awards recognise contributions that embody our core values of trust, respect, hope, inclusion, integrity, diversity and partnership.

Nominations are received from team members and people accessing our services. Every nominee can feel proud to have been put forward because it means that they have done a great job of making the people they work with feel they belong. All nominations were so highly regarded by those who submitted them, that it was extremely challenging for the panel to select just two winners from each category.

This year's selection panel included the Chair and Co-Chair of the Community Advisory Council. The 2021 Flourishing Award winners were announced by our Board Chair, Professor Elizabeth More AM, on Wednesday 22 December 2021. We took this year's presentation event online, for the safety and wellbeing of everyone involved.

Employee Net Promoter Score of +21\*

### Individual Flourishing Award Winners:

#### Abraham Howard-Edwards at our Tamworth HASI Plus service

Nominated for his flexible approach and exceptional commitment to recovery-focused service delivery and putting the people we support first, Abraham was praised for overcoming many challenges with a gentle and empathetic approach.



#### Highly commended was Trish Standing at our Penrith service

Known to draw on her own life experiences to inspire people to 'reach out' and have 'a fair go', Trish was nominated for demonstrating her commitment to supporting others by always inspiring hope with her positive attitude and perseverance.

### Team Flourishing Award Winners:

#### Our Community Businesses team, Karina Kouck, Mihaela Stanculescu, Boris Borissov, Aline Castro and Kathy Te Nuku.

The team's valiant efforts to implement online training and support sessions during COVID-19 Stay at Home orders was seen to demonstrate their commitment to

Flourish Australia’s organisational values of inclusion, hope, respect and integrity, by supporting people who access our services to develop technology skills and stay connected during a challenging time.

### Highly Commended was headspace Bankstown

Nominated for consistently demonstrating our core value of ‘hope’, this team showed exceptional dedication in working hard to seamlessly deliver recovery-focused support for young people and their families during a difficult transition to working from home. They moved quickly to online groups and telehealth services, so that young people continued to receive the contact and support they needed, and raised over \$19,000 toward the headspace Push Up Challenge for Suicide Prevention.



The Bankstown headspace team was awarded Highly Commended in the Team Flourishing Awards



**Flourish Australia also recognised people who have been working with us for 15 or 20 years.**

#### 20 Years of Service:

Kelly Clark and Mark Cliff  
*Hunter Region*

Debbie Stansfield *Sydney*

#### 15 Years of Service:

Laurel Anderson and Glenn Botfield  
*New England*

Vipan Jagota *Sydney*

Kim Jones and Lin Mao  
*Sydney Olympic Park*

Sue Matynia *Hunter Region*

Cecilia Magdi *Western Sydney*

Grant Wilson *Southern Region*

## External Engagement

We were members of a number of external engagement fora in the mental health sector including:

- National Mental Health Commission Vision 2030
- National Mental Health Commission National Stigma and Discrimination Steering Group
- National Mental Health Commission Lived Experience Participation Forum Planning Meeting
- Australian Commission for Quality and Safety in Health Care Community Managed Mental Health Organisation Standards Steering Group
- ALIVE Translational Research Centre, University of Melbourne
- Mental Illness Fellowship of Australia led National Psychosocial Support Advocacy Alliance Campaign
- Equally Well Communications Working Group
- NSW Mental Health Coordinating Council Board
- Mental Health Australia Board





# Chapter 4

## OUR IMPACT



# Setting the Benchmark in Peer Work

Peer Workers, well trained in how to share their lived experience purposefully, are the cornerstone of our person-led approach to recovery. We are working to consolidate peer work practice across the organisation and ultimately, set the sector benchmark.

This year, Specialist Peer Worker Chris Grumley has spearheaded instigating evidence for the best approach to Peer Work training and Supervision, and the re-assessment of our training session roll-out due to COVID-19. To assist with this work, Chris completed the inaugural Peer Worker Supervision course run by Being: Mental Health Consumers during the year.

Existing training modules have been reviewed and expanded upon, commencing with a three day course to up-skill Team Coordinators, Peer Specialists, to become trained professional Peer Supervisors. Phase one of the Specialist Peer Worker role was focused in Western Sydney, in preparation for the initiation of all Peer Work programs and training across the organisation from June.

Region-by-region, our Peer Work Communities of Practice will take an in-depth look at the practical application of lived experience in Peer Work practice, as well as an organisation-wide forum every six months, where we discuss what's coming up in Peer Work, and identify any insights or issues that affect Flourish Australia and the mental health system as a whole. This is an opportunity for practicing Peer Workers to reflect together on their approach and performance.

**24%**  
of the Flourish Australia front line team are Peer Workers

Continuous improvement of e-learning, in tandem with materials and training delivered face-to-face, maintains leading-edge training, and ensures a clear understanding of the core values that must apply for Peer Work to be effective.

Region by region, we have been rolling out peer work initiatives to build the knowledge needed. Peer Facilitator roles are being created across each Region to facilitate co-reflective practice groups and Peer Work/Lived Experience Communities of Practice, where valuable frontline knowledge and practices can be shared in the Peer space. Designed to give Peer Workers the tools and knowledge needed to consistently achieve excellent outcomes through best practice with peer support, sessions address the importance of sharing lived experience purposefully, with appropriate boundaries, and other key facets such as core values. These 20 core values are explained in *Our Guide to Peer Work* written by Fay Jackson, our General Manager, Inclusion.

Our objective is also to provide managers with deeper understanding of the nature and value of peer support and its implementation, in a practical sense, for the specific purposes of the work we do. This includes guiding staff who are not in identified Lived Experience roles, in how they can best utilise the lived experience of their colleagues.

In this way, we maintain consistency of delivery across all services, Peer Workers feel supported, and we ensure Peer Work remains an integral part of the way Flourish Australia delivers supports.





# Community Advisory Council Report

Council Chair,  
Luke Wrightson

Belonging to Flourish Australia's Community Advisory Council has been life changing.

**In July 2021 the terms of appointment of Flourish Australia's Community Advisory Council Chair, Mozzy Wilkinson, and Co-Chair, Megan Paull came to an end. For four years Mozzy did a brilliant job, supported by Megan in the year since Scott Gourlay stepped down.**

Mozzy led the Council through a period of significant change, notably over the early times of the COVID-19 period. The Council's response to moving from twice-yearly face-to-face meetings to a monthly, online discussion has proven to be an integral part of Flourish Australia's successful response to COVID-19

and a strong demonstration of the partnership, involvement and leadership the Council has shown, in collaboration with the Flourish Australia Senior Leadership Team and Board.

Following my election as Chair in July, along with Co-Chair, Penny Bartholomew from the Tumut service, Mozzy and Megan mentored us until November 2021, ensuring a seamless handover.

Stepping into this role is an honour and has opened doors for me, both personally and professionally. My confidence has grown, not only in Council meetings, but in my life in general. I feel like my voice is heard and that I'm contributing to the greater good.

## We gave voice to those who belong

In May, we attended the Support Hub in Sydney and undertook a day of discussions with Mark Orr, CEO, the Board, and the Senior Leadership Team. They were so welcoming and supportive that, as advocates for lived experience, we all felt that we make a positive difference to the work of Flourish Australia. It has been invaluable to have the participation and input of Board members Professor Elizabeth More AM, Paula Hanlon and Andrew Pryor at Council meetings, which demonstrates the organisation's commitment to inclusiveness, co-design of services, and being person-led in their approach.

## We took the people's voice to Government House

It was my privilege to be invited, along with other Council members, to the July launch of the Flourish Foundation Australia at Government House in Sydney. The opportunity to meet and spend time talking with the Governor of NSW, Her Excellency The Honourable Margaret Beazley AC KC, was an honour.

## We took steps to offer crisis support

In the wake of the COVID-19 pandemic and widespread floods, the Council took action to equip ourselves to support people, by attending grief, loss and suicide prevention training, as well as attending the Flourish Australia Memorial Day. We developed short informational videos, designed to encourage people to have their flu shot and COVID-19 vaccinations, and encouraged them by sharing some of our own mental health recovery stories.

## Our input has been valued

Throughout the year, the Council has participated in focus groups and committees to provide input to policies, procedures, strategies and the overall approach and culture of Flourish Australia. Members had the opportunity to strengthen mission and value statements, contribute to discussions about measurement and evaluation, digital transformation, strategic planning and research strategies, and provided input to marketing and branding guidelines, and fundraising campaigns.

The Council's reach extends to advocating for mental health awareness at professional forums, co-writing mental health, peer work and lived experience articles, and presenting at conferences including The Mental Health Services (TheMHS) Conference and the NSW Council of Social Service (NCOSS) Researcher's forum.

## We have set the safety benchmark

We worked toward safeguarding wellbeing by discussing how to recognise and manage aggressive behaviours, increase drug and alcohol awareness, promote preventative health check-ins, and prepare for emergency responses, as well as fine-tuning Warmline procedure.

## Personal growth has been prioritised

All Council members are empowered to 'go for it!' and grow their social citizenship, independence, education and employment opportunities, through Council participation. Taking part in community groups, raising LGBTQI+ awareness, fundraising, and attending art therapy and meditation, has enriched each of our lives.

“

The Council is the voice of the people. If anyone has a concern to raise or a suggestion to make, we have confidence that we are listened to and that what we have to say is valued.

”

The Council meet regularly online



While continuing on their recovery journey, many Council members have resumed studies or secured employment, with local community businesses, radio stations or retailers.

## We have an impact

The Council is an important part of Flourish Australia. We know this because of the important work we do in partnership with the Senior Leadership Team and Board. This sense of partnership and our many contributions and achievements makes us feel proud to be part of the Council, knowing that our work has significant impact. It helps improve services and the experience of all people accessing Flourish Australia's services. It truly demonstrates the importance of valuing lived experience in mental health services.

**Luke Wrightson**  
Council Chair



## Investing in the Flourish Foundation Australia

We believe that we can achieve mentally healthy communities where wellbeing thrives by motivating people from all walks of life to work together toward this common goal. This is the mission of the Flourish Foundation Australia, our next important step in reaching out to the community to build resources that will support Flourish Australia to continue to improve outcomes for people living with complex mental health issues. This financial year, we laid the groundwork for the Foundation launch in July.

**As we strive to meet ever-increasing demand for our services, our goal is to grow our capacity for meeting the needs of more people, while continuing to improve outcomes.**

Most of the 800,000 people in Australia living with a complex mental health issue struggle to find all the supports they need. By reaching out to the community in a focused way, and working collaboratively with communities and partners to gather resources and build support for Flourish Australia's on-going work, we can expand our capacity for assisting even more people in need. Our focus will be on strengthening evidence-based knowledge, raising awareness to reduce stigma, creating new funding streams, and building community support.

We are delighted that Dr Marianne Broadbent, Peter Leunig, Scientia Associate Professor

Simon Rosenbaum and Alison Ray, along with our Board Chair Professor Elizabeth More AM (as Foundation Chair) and CEO, Mark Orr AM, have agreed to form the inaugural group that will guide the Foundation. They are supported by an amazing group of Ambassadors – Herb Elliott AC MBE, Janet Meagher AM, Pippa Hallas, John Brogden AM, Peter Robinson and Dr Jonathon Welch AM. We greatly value the time and experience that each is committed to investing in helping us to establish the Foundation, and the passion they have already shown for our work.

### We identified priority projects

Informed by our teams, wider research and consultation with our Community Advisory Council and people accessing our services, we identified three priority projects as the focus of the Flourish Foundation Australia's fundraising and advocacy efforts for the 2022/23 financial year.

These include:

- The Back-On-Track Health Program, empowering people in holistic, preventative healthcare to set a solid foundation for happier, healthier, longer lives
- Our Women & Children's Program, laying a firm foundation for families, with safe and supported Accommodation and programs for developing life skills, where women with lived experience of a mental health issue who have children are helped to transition to living well in their community

By working collaboratively with communities and partners, the Flourish Foundation Australia aims to shape the future direction of our efforts to deliver a new era in mental health and wellbeing, Australia-wide.

- Investment in the self-governed future of our First Nations communities, a foundation for positive change, through partnering with communities on better healthcare and social and emotional wellbeing

### Launch Planning

Planning for The Flourish Foundation Australia official launch was undertaken this financial year. Flourish Australia is honoured to have Her Excellency The Honourable Margaret Beazley AC KC, Governor of New South Wales officially launch the foundation on July 13 at Government House, Sydney. To support the launch we have developed an explanatory document, and updated our website with an animation describing the work of the Foundation.

### Growing Corporate Support

We look forward to making a life changing difference by developing many such partnerships and collaborations with individuals, organisations and businesses, through the work of the Flourish Foundation Australia.

# Promoting Cultural Responsiveness Through Our Strong and Deadly Together Plan

**In 2021, Flourish Australia developed a Strong and Deadly Together Plan as our formal organisational commitment to the reconciliation journey, and to help promote the rights of Aboriginal and Torres Strait Islander people to self-determination and decision making in relation to programs and supports within their communities.**

Developed to support the highest standard of social and emotional wellbeing for First Nations people and communities, the aim is to enhance our cultural responsiveness to their unique needs, on the lands where we provide services.

The Flourish Australia YarnUp Group played an important part of guiding the development of the plan and its activities to ensure they had the desired impact and outcomes. They will also be a key part of our accountability in delivering against the plan.

We have made progress toward growing together in true partnership, built on mutual respect and shared

understanding this financial year, by implementing key elements of the plan, including:

- Joining Supply Nation to target procurement from Aboriginal businesses.
- Supporting staff to attend the Annual NSW and Aboriginal Mental Health and Wellbeing Workforce forum in Narooma in May
- Providing regular opportunities for Aboriginal and Torres Strait Islander staff across the organisation to connect via Teams with the YarnUp Group.
- Meeting with the YarnUp Group to explore opportunities for establishment of identified Aboriginal and Torres Strait Islander positions, particularly for social and emotional wellbeing trainees.
- Making training in Aboriginal and Torres Strait Islander cultural awareness and responsiveness mandatory for all staff through Your Mob training, including education about the impact of Stolen Generations and intergenerational trauma, to ensure supports are culturally responsive and safe, and provide a sound introduction to First Nations history and achievements.

- Partnering with Yilabara Solutions, a subsidiary of the NSW Aboriginal Lands Council, to support the actions in this plan that support employment and training for First Nations peoples, and culturally responsive practice.
- Reviewing our record keeping for accuracy and ensuring that First Nations staff understand the benefits that flow from collection of this information.

Culture, country and spirit are central to the social and emotional wellbeing of First Nations communities, and we have taken these first actions towards ensuring that these perspectives are recognised and respected in every aspect of the work we do on these lands.



**Proud Kamilaroi woman, Leah on Wiradjuri country**



“

Before getting involved with Flourish Australia's **group activities**, I wasn't doing much with my life. I had a really rough time with bullying at school and one particular incident left me wanting to avoid going anywhere.

## Through group activities I gained a sense of belonging and overcame my anxiety to go after my dream career

### Dylan's Story

Withdrawing from my peers led me to feel very isolated and I began experiencing vertigo, so I stopped going outside altogether. By the time I reached out to Flourish Australia for support, I was feeling incredibly anxious. I'd lost touch with things I used to enjoy and hadn't been out in the community for a very long time.

At first, I didn't feel confident going out on my own, so I asked for one-to-one support at home and they would visit and walk with me around my neighbourhood. It took about a year of doing this to build myself up to trying some of the group activities they offer. My NDIS package makes it possible for me to do more of what interests me and the groups are an opportunity to make new social connections while learning something new. Getting involved was a big part of regaining the sense of belonging I'd lost, with people I can relate to.

A dietician who comes to see me and talk to me about eating well recommended taking some cooking classes, and the team at Flourish Australia in Canberra organised this through one of their groups. I really enjoyed the whole experience and gained some new ideas for preparing recipes and making healthier food choices.

As I've started feeling stronger in myself, I've set new life goals including going after a job I love.

I've never worked or even volunteered, but as I've started to imagine more for my future, my dream is to make a career of creating video games. I found a real sense of accomplishment in recently completing my Cert II in Digital Media and Technology Information, which is a field that's always interested me. The certificate is hanging above my computer to motivate me to keep going. The next step is working toward my Cert III.

Although the study is challenging, I'm persisting. There have been times I've felt stuck, like when my family weren't able to participate in role plays, but I asked my support team to step in and do these with me, which they were happy to do. Just knowing there are people around me I can ask to give me a hand with day-to-day things like that has been a big help as I'm finding my feet.

With their encouragement, I've been keeping up my psych appointments, and since I've been getting out among people more often, I find I don't experience as much social anxiety. I'm more open to trying new things and talking to a wide variety of people.

I love that my mum has been so supportive of me on my recovery journey but my hope is to one day move into a place of my own where I can have a bit more independence. I'm still working on overcoming a fear of heights, and claustrophobia but I'm feeling so much stronger in myself, I can deal with challenges.



# Community Businesses

## Where Workers Find Belonging

For workers in our Community Businesses this financial year, each day felt like a week and each week felt like a month, as we have pulled together to navigate challenges including supply line issues and a challenging labour market brought about by the pandemic. A sense of belonging to a supportive team has helped.

We consider it a phenomenal achievement to have not only sustained all of our supported employment positions this financial year, but also gain new contracts and establish additional services, in order to create more job opportunities for people with lived experience .

This has required our management and teams to continually adapt to dynamically changing work environments and the many different requirements of the various organisations we contract to, above and beyond Government guidelines. We are extremely proud to have seen mental health workers from another area of the organisation pitch in to help get the job done whenever a packaging team came under pressure.

There were many instances where the more virulent Omicron strain created significant additional challenges, requiring all employees to dig deep and take on extra work loads. This created a great deal of additional detail to keep track of, along with the need to perpetually up-skill people.

### Rising to growth in demand

Demand for residential gardening and mowing services as part of NDIS packages continues to increase and we have seen growth in enquiries about residential cleaning increase, among these customers and people accessing our other services.

Due to our demonstrated expertise in high touch point cleaning, a number of new cleaning contracts have also been achieved. The teams that we trained specifically for this purpose are highly regarded in this space.

Contracts that our community businesses have held for 12 months are being renewed because the customers are so pleased with the quality and dependability of our work.



Production has significantly increased at our packaging warehouses, particularly in the countdown to the end of financial year. To sustain the level of output required, we were continually called upon to trouble-shoot challenges and it has frequently been a case of 'all hands on deck'.

We have also taken on a contract scanning plans and historical documents for the Sydney Opera House which required us to invest in bigger, specialised equipment to handle documents of a much larger size than those we process for other clients.

## Investment in future supported employment

We invested in a review of our Community Businesses by external contractors, Management Governance Australia (MGA), with a view to rolling successful models out across the organisation. Already, we have identified broader opportunities for our mowing and grounds maintenance business and established two new operations in the Hunter Valley. Seven new supported workers from the region have been onboarded as a result.

Based on the success of our regional Waterless Carwash, we developed a highly successful waterless cleaning solution for prisoner transport vehicles at the NSW Department of Communities and Justice in Silverwater. It was necessary to strategise and develop procedures specific to the site, taking into account environmental constraints. This contract has created additional openings for disability employment and the client has been extremely pleased with the results, extending the contract beyond the initial 12 month period, for another year.

## Consolidation in preparation for expansion

As our Community Businesses footprint continues to expand, this has been a year of consolidation for us, following a period of rapid evolution in response to the pandemic work environment. We have worked tirelessly to ensure that processes and procedures are clear, fully understood, and diligently replicated across the organisation. We developed and implemented new systems and processes around capturing specific employment skills and recovery goals for workers so that we can target training and development for each team member.

Substantial expansion across the board in our Community Businesses created a need for more supervisors. Where we can upskill existing staff to provide them with the opportunity for promotion, that is what we do, and we have re-trained two people from within our cleaning team, to step up into Supervisor roles. Additional supervisors are still required to ensure consistency, quality control and adequate support for our workers, and we continue to recruit for these positions.

It is our policy to also encourage staff to move between our Community Business sites, so that they more fully understand the big picture of what we do and how the businesses operate at all levels. The aim is to maintain an engaged, highly efficient and cohesive workforce.



Feedback from our new Employees has so far been extremely positive

Wherever possible, as our Community Businesses grow, our policy is to recruit for new positions from within the organisation, and up-skill our people.

## Expansion into regional areas

It was an achievement to expand our gardening and grounds maintenance services into the Hunter Region this financial year, with the establishment of a new Community Business based in Newcastle.

In just five months of operation, since starting out in February 2022, we have successfully secured a number of ongoing contracts, servicing almost 20 residential and small 'commercial' scale customers.

This has enabled us to provide supported employment for an additional seven people, within the local community they belong to. High demand for supported job opportunities in regional areas makes this a particularly important development for people with complex mental health needs, living in the area.

While higher than expected rainfall over this period hindered our relatively new operation, the Team Coordinator responded with innovative thinking and diversified the service offering to include pressure washing of pathways and driveways. This created additional opportunities for keeping employees busy, where there has been significant algae growth due to the wet weather.

Feedback from our new Employees has so far been extremely positive and we will continue to actively pursue additional contract work, in order to create further job opportunities as demand for our services grows.

The Team Coordinator has reported that interest in the supported employment program and in the gardening service itself continues to gather momentum as we reach out into communities across the Hunter Region.



## Flourish Australia's **YARNUP**

**YARNUP is a space for Aboriginal and/or Torres Strait Islander Staff of Flourish Australia to come together, connect and share.**

The YARNUP members provide guidance and direction to the organisation on matters that involve the health and wellbeing of Aboriginal and Torres Strait Islander people, families and communities we work alongside of.

The YARNUP membership continues to grow, with 23 members now a part of the YARNUP community across the organisation.

The YARNUP members have been busy this year, meeting with the Flourish Australia Board in October to discuss the Strong and Deadly Together Plan in more detail, and to share experiences and stories.

We also met with members of the Senior Leadership Team during monthly YARNUPs to discuss Flourish Foundation Australia, as well as priority areas for Aboriginal and/or Torres Strait Islander people and communities we work alongside, and to provide advice on the implementation of the Strong and Deadly Together Plan.

We invite the wider Flourish Australia community to read the Strong and Deadly Together Plan and to make a commitment to realising the plan's vision and work together to meet the plan's objectives.



We look forward to continuing the work we are doing and celebrating culture and country, and recognising the strength, courage and resilience of our communities.

We were very proud to have recognised the NAIDOC 2021 theme by wearing the NAIDOC Jersey this year. The theme, "Heal Country!" calls for stronger measures to recognise, protect, and maintain all aspects of Aboriginal and Torres Strait Islander culture and heritage.

# Outcomes and Improvements

## Research partnerships position Flourish Australia as leaders in the mental health sector.

This year our new Outcomes and Improvement team made great progress embedding Flourish Australia's co-designed Outcomes and Improvement Framework and in developing a Research Strategy. These important pieces of work are helping inform our resource allocation, service evaluations and continuous improvement activities, as well as helping us celebrate the outcomes achieved by people we support.

## Making room for improvement

A priority this year has been to fully engage teams with the Outcomes and Improvement Framework, including rolling-out Logic Model Workshops across a number of our sites, assisting teams to identify what is working well, and where there is opportunity for improvement. This is bringing the Outcomes and Improvement Framework to life at the site and team levels. Logic Model Workshops were successfully trialled at our Seven Hills site, and then delivered across Greater Western Sydney, the Hunter Region and some Southern NSW sites.

So far, we have conducted 24 workshops, involving 136 staff. Discussions focussed on building consensus on the best way forward to continuously improve service delivery and outcomes for the people we support.

We have made great progress toward building a valuable knowledge base to inform not only our own service delivery, but the mental health sector as a whole.

## We took outcomes to a leadership forum

Based on feedback received at the Logic Model Workshops, we also provided an opportunity for organisational leaders to more fully understand the framework, and contribute to identifying ways to guide continuous improvement of the way things are done at their sites and in their region. Practical solutions for challenges to collecting evidence that will inform the work we do were also addressed.

## We achieved strategic assimilation with researchers

In line with Flourish Australia's Research Strategy, we sought to establish key research partnerships and to integrate these into the department, to enable us to more effectively monitor the efficiency of our approach consistent with key outcomes of research in the mental health sector. This also allows us to continually develop our services in a way that aligns with any insights from the latest research.

We have so far secured partnerships with the University of Melbourne, Órama Institute within Flinders University, Macquarie University for research student internships, the University of Newcastle and The University of Sydney, including in collaborating on National Health and Medical Research Council Grant applications.

The new research partnerships we have pro-actively established, will position Flourish Australia at the forefront of new findings, in order to innovate and advocate even more powerfully for people with complex mental health issues, and achieve better outcomes for them.

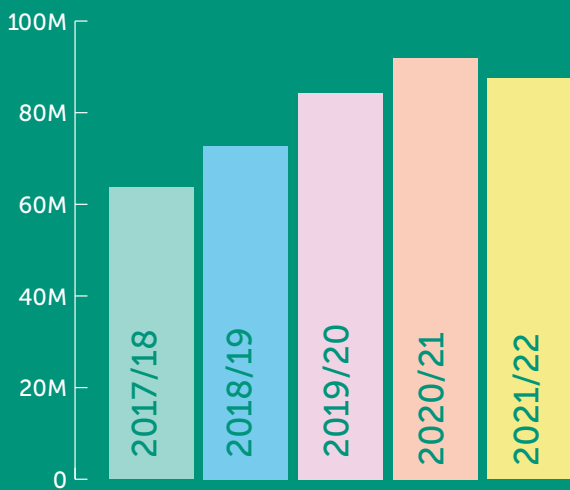


We have conducted 24 workshops involving 126 staff

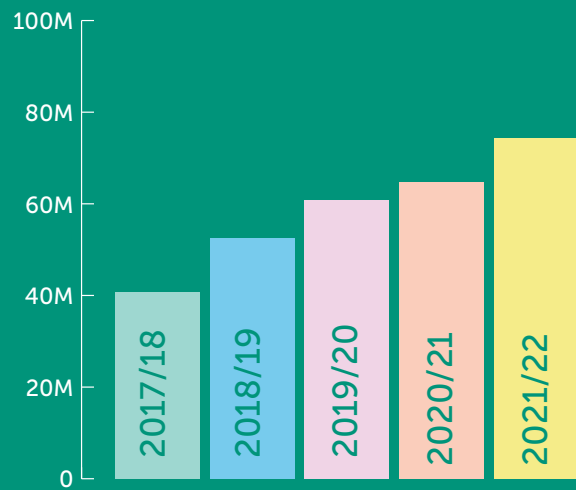


# Chapter 5

## FINANCE



Our total **revenue** over the last 5 financial years



Our total **assets** over the last 5 financial years

# Financial Summary

## At 30 June 2022 our financial position remains strong despite a challenging year.

Our operating result for the year was a deficit of \$1.1 million.

This deficit was primarily due to adopting an increase in the property, plant and equipment capitalisation threshold resulting in a one-off write off of assets, and NDIS revenue continuing to not fully cover related expenses. The latter is notably due to the level at which staff are employed in order to deliver quality and safe services.

We continued to support people through government service contract programs, and these programs remain a very important part of what we do representing 47% of our overall revenue from ordinary activities in 2021-22. Providing support to people through the NDIS continues to also be a key way in which we provide support, representing 40% of our overall revenue from ordinary activities in 2021-22.

We believe that helping people to maintain stable housing, make friends, get involved and learn new things are beneficial to mental health and wellbeing. During 2021-22 we increased our support in these areas, with associated costs representing 65% (2020-21 64%) of our total costs. We also know that having meaningful work, and the social connections that come with it, are beneficial to mental health and wellbeing. During 2021-22 we continued our support working with people to find a job, with associated costs representing 20% (2020-21 21%).

The subsidiary entity RichmondPRA Services Limited (ABN 94 001 341 493) also ceased operations on 30 June 2022.

OUR SOURCES OF REVENUE	2021/22	2020/21
NDIS	34,823,000	36,060,000
NSW Government	28,224,000	27,737,000
Commonwealth Government	10,443,000	10,644,000
Business Sales	6,224,000	5,974,000
Other income – operations	5,723,000	4,485,000
Queensland Government	2,029,000	1,958,000
Subtotal – Operations	<b>87,466,000</b>	<b>86,858,000</b>
Other income	824,000	5,054,000
<b>Total Revenue</b>	<b>88,290,000</b>	<b>91,912,000</b>

COSTS SUMMARY	2021/22	2020/21
Helping people make friends, get involved and learn new things	29,393,000	28,827,000
Supporting people where they live	28,693,000	27,325,000
Working with people to find a job	17,886,000	18,072,000
Other expenditure	13,436,000	13,920,000
<b>Total Costs</b>	<b>89,408,000</b>	<b>88,144,000</b>

OUR BALANCE SHEET AT A GLANCE	2021/22	2020/21
<b>Assets</b>		
Cash and cashable investments	23,008,000	20,632,000
Investment properties	9,791,000	10,015,000
Property, plant and equipment	23,974,000	20,737,000
Intangibles	109,000	199,000
Receivables	5,125,000	4,348,000
Right of use assets	5,883,000	3,361,000
Other assets	6,988,000	5,901,000
<b>Total Assets</b>	<b>74,878,000</b>	<b>65,193,000</b>
<b>Liabilities</b>		
Accounts payable	3,693,000	3,289,000
Other current liabilities	14,064,000	10,950,000
Financial liabilities	1,683,000	1,679,000
Provision for staff LSL and holiday pay	9,061,000	8,764,000
Lease liabilities	5,920,000	3,396,000
<b>Total Liabilities</b>	<b>34,421,000</b>	<b>28,078,000</b>

<b>EQUITY</b>	<b>40,457,000</b>	<b>37,115,000</b>
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# Chapter 6

## NEXT 12 MONTHS



# The Next 12 Months

## Digital Transformation Strategy

We will begin to implement the new Digital Strategy which was finalised in June 2022. This will include developing specifications for a new service delivery database and customer relationship management software.

## Flourish Foundation Australia

The Foundation will be officially launched by our Vice-Regal Patron, The Hon Margaret Beazley AC KC in July at NSW Government House. The Founding Members and Ambassadors will be working with the Board and Senior Leadership team to raise the profile of people with lived experience of complex mental health issues, their families and carers, and assisting with the three major project focus areas: Mothers and their children, First Nations communities, and physical health.

## Employment

We will continue to grow our employment options for people with lived experience. We will also finalise our plans to progressively move remuneration in our Community Businesses to at least the equivalent of the National Minimum Wage, wherever possible.

## Social Citizenship Roadshow

The Social Citizenship Framework will begin to be rolled-out across all services. We will use a similar process to that used when we rolled out the Recovery Action Framework having workshops with teams across the organisation's service footprint.

## Outcomes and Improvement

We will continue to implement the Outcomes and Improvement Framework including internal program evaluations, further development of program logic models for sites and programs, and identifying opportunities for improving data quality and continuous improvement. We will further develop the Routine Outcome Monitoring Analysis (ROMA) Report and increase our research contributions and outputs.



“

Getting out and about with group activities organised by Flourish Australia’s Westclub Penrith, as part of my NDIS package, **lifts my spirits** and alleviates the anxiety I experience.



## My involvement with Westclub group activities makes a life changing difference

# Angela's Story

I pushed on with working while struggling to come to grips with a diagnosis of Schizophrenia but after eleven years of shift work, I burnt out. I was hospitalised following an emotional breakdown and experienced a lot of anger, which was out of character for me. I absolutely loved my job with the railways but the hours were too much for me on top of the mental health issues.

Once I made the difficult decision to leave my job, I felt isolated at home after being around customers all day. It wasn't good for my state of mind, so I looked into local activities and connected with Flourish Australia's Westclub. They offer a range of activities like walking, music groups and exercise sessions. Getting involved in so many different things has made a world of difference to how I feel about life, and making new social connections has restored my sense of balance and calm.

**It's wonderful to feel like myself again. The support I've received has been so encouraging that it's helped me to rebuild the self-confidence I lost.**

A recent day out with Westclub to Sydney's Museum of Contemporary Art (MCA) worked wonders to lift my spirits. Enjoying good company and a bit of culture helped me quickly recover from a minor bout of depression.

We started out with an uplifting morning walk to Penrith Station under blue skies and took a slow train into the city, happily chatting throughout the 70 minute journey. Our first spectacular glimpse of Sydney Harbour, the Opera House and Sydney Harbour Bridge, was through the windows of Circular Quay Station, where we alighted and strolled to the MCA.

I was thrilled to see an enormous mural of my favourite artist, Albert Namatjira, at the entrance. Many of the amazing art installations challenged our understanding, and as I moved closer to a photograph of a rock similar to Uluru, what appeared to be flowers turned out to be red tables, chairs and lamps, arranged in a semi-desert landscape.

Indigenous art from Australia and Canada spoke of nature and the impact of other cultures, such as an artwork about our claim to ownership of water, which belongs to the Earth, and the need to restore it to its rightful place. Intriguing to watch, was a machine, designed to run the length of a wall and squirt it with paint, which dripped down to create a captivating canvas.

We enjoyed a takeaway lunch in front of the old Customs House, then left behind the seagulls that stalked us for food, full of conversations and laughs.

I'm grateful for the support network I have including Flourish Australia making it possible for me to access the NDIS and a disability support person. It's made a tremendous difference to my wellbeing and enjoyment of life.



# Our Funders & Consortia Partners

Flourish Australia acknowledges the significant financial support from the following funders that allows us to do our work:

## Australian Government

- Department of Health
- Department of Social Services
- National Disability Insurance Agency

## NSW Government

- Hunter New England Local Health District
- Illawarra Shoalhaven Local Health District
- Murrumbidgee Local Health District
- Nepean Blue Mountains Local Health District
- South Eastern Sydney Local Health District
- Southern NSW Local Health District
- Sydney Local Health District

- Western NSW Local Health District
- Western Sydney Local Health District
- Department of Communities and Justice – Child and Family Services
- NSW Health – Justice Health and Forensic Hospital Network
- NSW Ministry of Health

## Queensland Government

- Queensland Health

## Other Funders

- Central and Eastern Sydney PHN
- Nepean Blue Mountains PHN
- Hunter New England and Central Coast PHN
- South Eastern NSW PHN

- South Western Sydney PHN
- Western NSW PHN
- Western Sydney PHN
- Coordinare
- Capital Health Network
- HealthWISE New England North West
- Hunter Primary Care
- Neami National
- One Door Mental Health
- SVA Nominees Pty Ltd as trustee of the Resolve SBB Trust

Flourish Australia receives funding from the Australian, New South Wales and Queensland Governments.

## Flourish Australia Consortia Partners include:

### headspace Bankstown

- Dr Josey Anderson (Chair) Black Dog Institute
- Black Dog Institute
- Canterbury Bankstown City Council
- DAMEC At Work
- One Door Mental Health
- Salvation Army – YouthLink
- South West Sydney Local Health District

### Supporting Organisations

- ACON
- Arab Council of Australia
- City of Canterbury Bankstown Council
- FYRST – a part of The Salvation Army
- Lifeline Macarthur
- Transcultural Mental Health Centre

### headspace Broken Hill

- Broken Hill City Council
- Black Dog Institute
- Far West Local Health District
- JobLink Plus
- Lifeline Broken Hill
- Maari Ma Aboriginal Health Service
- Mission Australia
- Nachiappan Surgery
- Neami National
- Royal Flying Doctor Service (RFDS)

### Supporting Organisations

- ACON
- Police Citizen Youth Club (PCYC)

### headspace Castle Hill & Parramatta

- Interrelate
- Northmead Uniting Church
- Ability Options
- Salvation Army – YouthLink
- TAFE NSW
- Wise Employment

### Supporting Organisations:

- Twenty10
- ACON
- Western Sydney Local Health District
- Parramatta Mission
- CanTeen

For more information visit [flourishaustralia.org.au/funders](https://flourishaustralia.org.au/funders)



\* 2021 Flourish Australia VOICE Survey  
# 2021 Flourish Australia YES Survey

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**Registered Office of RichmondPRA Ltd**

Head Office & Postal Address:  
Quad 3, Level 3, Suite 3.01  
102 Bennelong Parkway,  
Sydney Olympic Park NSW 2127  
Phone 1300 779 270  
Fax 02 8756 5050  
Email [info@flourishaustralia.org.au](mailto:info@flourishaustralia.org.au)  
[www.flourishaustralia.org.au](http://www.flourishaustralia.org.au)

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We are a quality accredited organisation.



Where mental wellbeing thrives

**Want more information?**

Call 1300 779 270

Email [info@flourishaustralia.org.au](mailto:info@flourishaustralia.org.au)

[www.flourishaustralia.org.au](http://www.flourishaustralia.org.au)

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