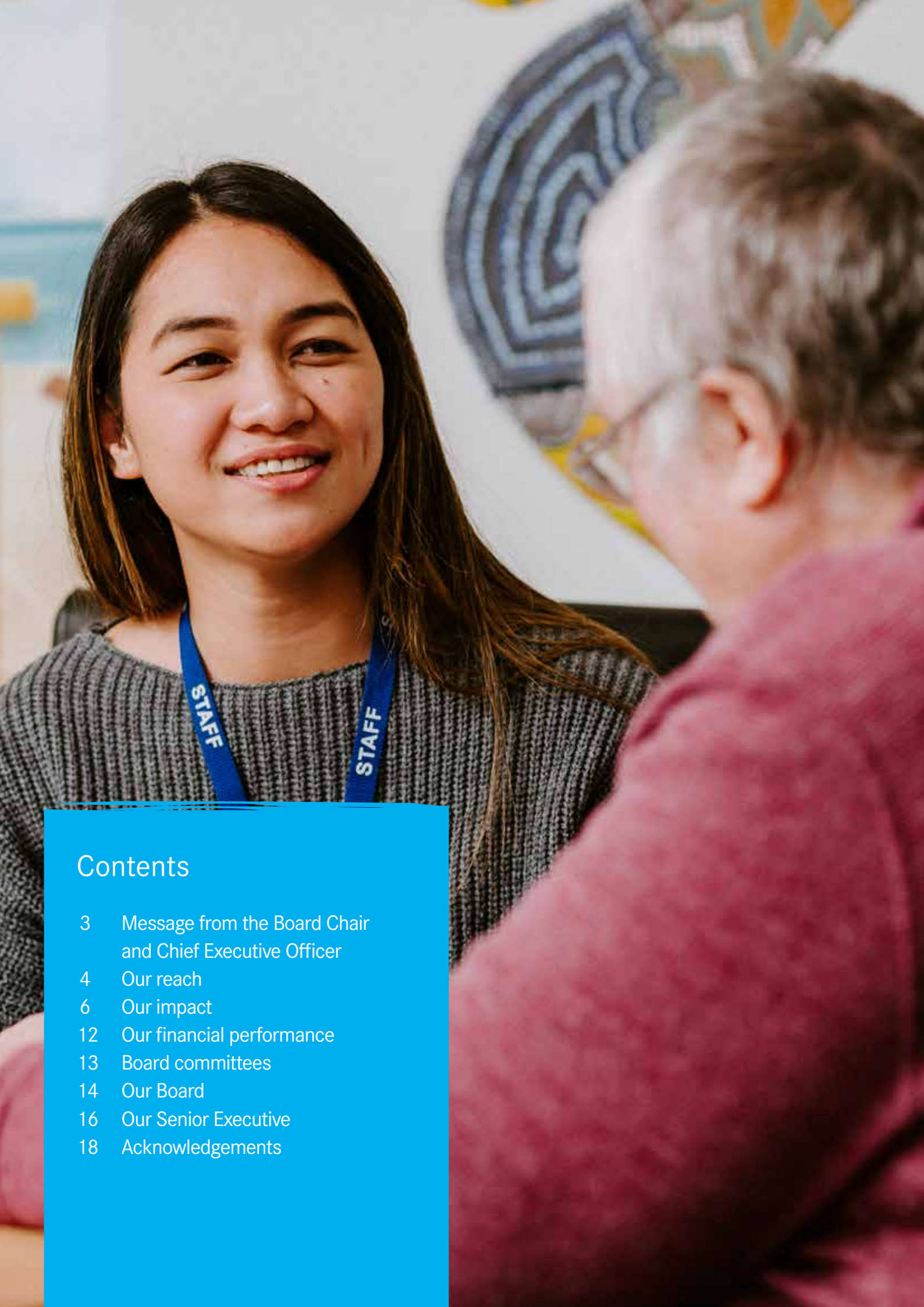


Annual Report

2021-2022





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Message from the Board Chair and Chief Executive Officer

This year has been a transformative one for Mind Australia; one we will look back on with pride for a long time to come.

Mind is at the vanguard of the movement to put lived experience at the heart of our mental health system. This is a central theme of all current major pieces of mental health reform in Australia - from the Productivity Commission Mental Health Inquiry Report to the Royal Commission into Victoria's Mental Health System - and we are proud to be part of making this a reality.

We launched our Lived Experience Strategy in November 2021 and it is more than just a document to us - it's the key to Mind continuing to drive the transformation of Australia's mental health system.

We are already ahead of schedule in meeting the Strategy's peer workforce and leadership targets, including the target for 20 per cent of our total workforce to be peer practitioners by 2024.

In South Australia alone, Mind's psychosocial programs have already achieved a 900 per cent increase in designated peer practitioner and lived experience leadership roles since March 2021. It's a fantastic achievement.

Mind was chosen to deliver the pilot of the 100 per cent peer operated Connect program in South Australia, which provides an alternative to hospitalisation for people experiencing mental health and wellbeing issues that require intensive supports. You can see data for improved client outcomes for Connect clients on p11.

Mind is privileged to have been chosen to operate many of Victoria's Mental Health and Wellbeing Hubs, established to address the impact of the pandemic on the community. Here too, Mind peer practitioners are playing a vital role in significantly reducing psychological distress for people and providing practical support and referrals.

The growth of The Haven Foundation's integrated social housing and support program has also been a major achievement. The Haven Foundation, a vital part of the Mind Group, opened another three new multi-unit residences this financial year - all operating with 24/7 management and support from Mind Australia.

One of these is in Mooroopna where we are proud to be supporting several residents from local Aboriginal communities. We have developed a partnership with local Aboriginal cooperative Rumbalara to ensure as many services as possible are procured through Aboriginal suppliers, strengthening the service's connections with local community.

This year the Victorian government committed funding to build another four Haven Foundation residences in high need locations. Combining housing security, community, independence and support, this model continues to transform lives.

From Delta lockdowns to the endless pivots as Omicron variants moved through our communities, the one constant for us this financial year has been the fantastic professionalism and dedication of our frontline staff in ensuring the safety and wellbeing of the people we support. Our professional, committed staff provides help, hope and purpose to more than 11,000 people every year. They are why Mind continues to thrive after more than 45 years. We thank them for their continued excellence and dedication.



Allan Fels

Professor Allan Fels AO
Mind Board Chair



Gill Callister

Gill Callister PSM
Mind Chief Executive Officer

Our reach



11,165

Clients supported



26,926

Calls to Mind customer support*

*Mind Connect and Mind Carer Helpline



324,249

Support hours provided

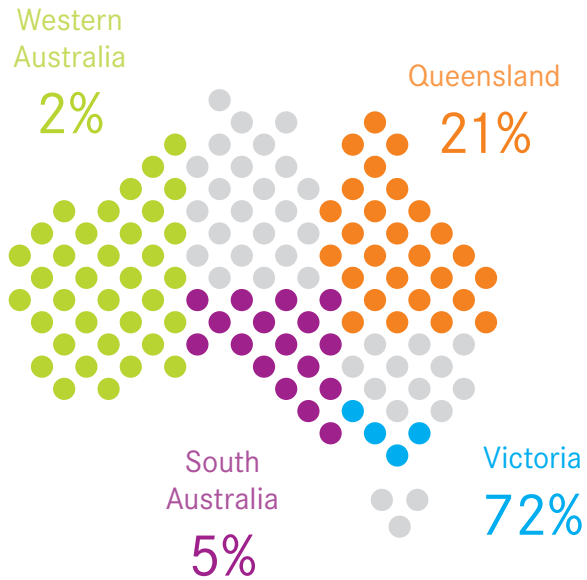


63,071

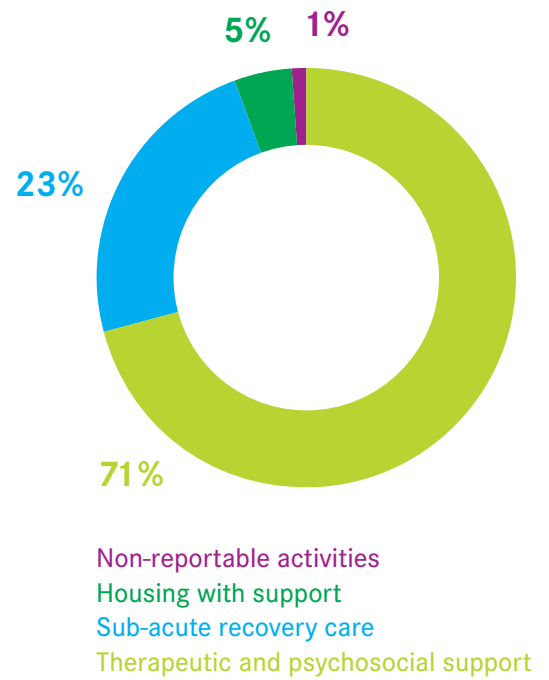
Bed days



Clients by state



Clients by service



632,982

Digital engagement*

*Website page views, *Mind View* email opens and social media engagement



34,040

Social media followers



10,929

Mind View subscribers



Our impact

Mind delivers services across several practice streams, including sub-acute bed-based services, housing with support, youth services, psychosocial community programs and specialist services.

“

I am so happy now. My life has taken off, I'm nearly finished my second bachelor degree at university, I never go to hospital, I'm happy nearly all the time, and all of the staff have jumped in and helped me when in difficulty. They have made a huge difference to my life.

Psychosocial residential rehabilitation resident, Victoria. (Name withheld on request).

”

These enable us to provide people with the right support for their mental health and wellbeing, wherever they are on their recovery journey.

Mind undertakes program evaluations and measures client outcomes across all service streams to continually improve our services and ensure clients achieve their recovery goals.

Our client surveys use internationally recognised validated tools such as the World Health Organisation Quality of Life instrument and the Kessler 6. We are at different stages of data collection for different services. A representative sample of data across some of our service programs has been included on the following pages..



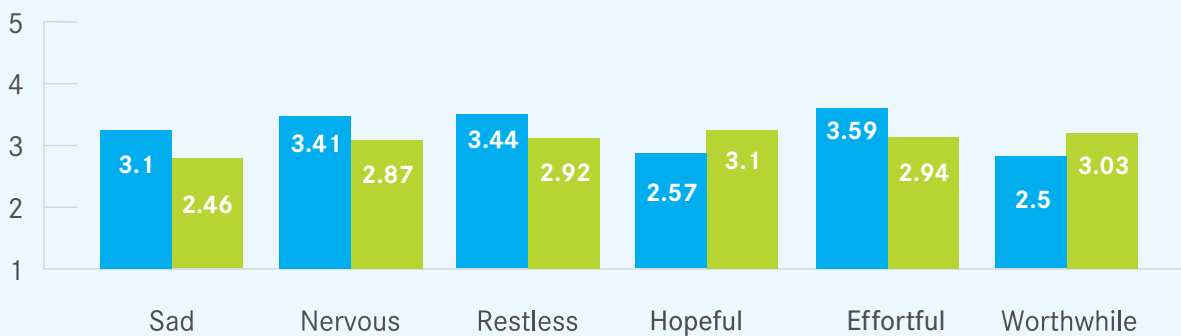
Sub acute bed-based support

Mind provides sub-acute, short stay support to help people transition out of, or avoid, a hospital admission. This is delivered at Prevention and Recovery Care (PARC) and Step Up, Step Down (SUSD) services around Australia, in partnership with local hospital networks, which provide specialist clinical support.

Residents are supported by a team including peer support workers, family engagement workers and community mental health practitioners to strengthen relationships with family and friends and build skills in preparation for living safely in the community.

This table outlines clients' positive changes across each of the six components of psychological distress. Mind collected client reported outcome measures using the Kessler 6 on entry to and exit from each PARC and SUSD service between June 2020 and June 2021. NB. 2021-2022 data still being processed.

Reductions in psychological distress in SUSDs and PARCs across Australia



Scale : 1 = none of the time to 5 = all of the time.
 Calculated across n=1294 clients. All items are statistically significant.

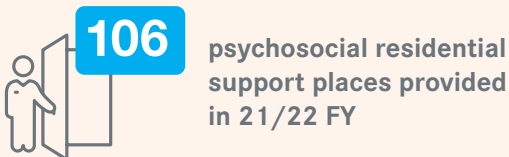


Housing with support

Mind Australia is one of the leading specialist housing with support providers in Australia for people experiencing a psychosocial disability. We are a registered NDIS provider, entrusted to deliver federal and state government services.

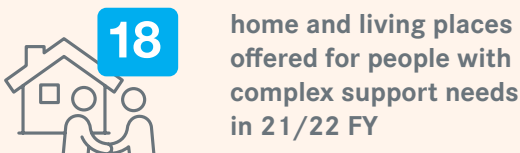
Psychosocial residential services

Psychosocial residential services provide safe, stable accommodation and 24/7 support, for up to 24 months, in a supportive community environment, for people with psychosocial disability to focus on their recovery.



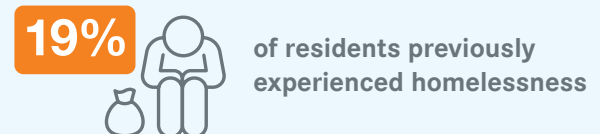
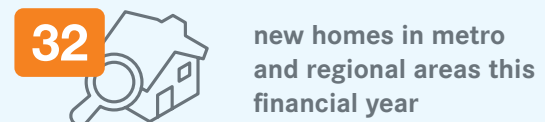
Specialist Disability Accommodation

24/7 support for clients with high and complex support needs, often with a dual disability. This service is generally for long-term housing.



The Haven Foundation - integrated housing and support

Mind's fully owned subsidiary The Haven Foundation is one of Australia's only community housing providers specifically for people with a psychosocial disability. The Haven Foundation provides social housing and 24/7 support, with a strong focus on family and carer engagement and community connection. This service is generally long-term housing in self-contained units with shared common areas.





Youth services

Mind runs a range of programs designed for people aged 12–25 years, including youth residential recovery services (YRR), youth prevention and recovery care (YPARC) facilities, **headspace** centres and adventure-based programs. All Mind youth services work to the key principles of the International Association for Youth Mental Health and our own approach to recovery oriented practice.

Example: Young people at Mind Youth Residential Recovery services reported improvements in wellbeing across indicators including hopefulness, happiness, ability to achieve things important to them, and overall wellbeing. Mind collected client reported outcome measures using the Living in the Community Questionnaire (LCQ) on entry to and exit from each Youth Residential Recovery service between May 2020 and July 2022.

“

My mental health has improved quite a lot. Before Mind I was quite aggressive and paranoid... I have gained a lot of connections through Mind, and my communication skills have improved a lot too.

Julian, 21, Queensland

”

Impacts on wellbeing in Youth Residential Recovery services

Entry (n=48) Exit (n=32)



11% increase in hopefulness
58% to 69%*



21% increase in happiness
42% to 63%*



22% increase in ability to achieve the things that are important
50% to 72%*



28% overall wellbeing
44% to 72%*

*% of clients who responded 'good', 'very good' or 'excellent'



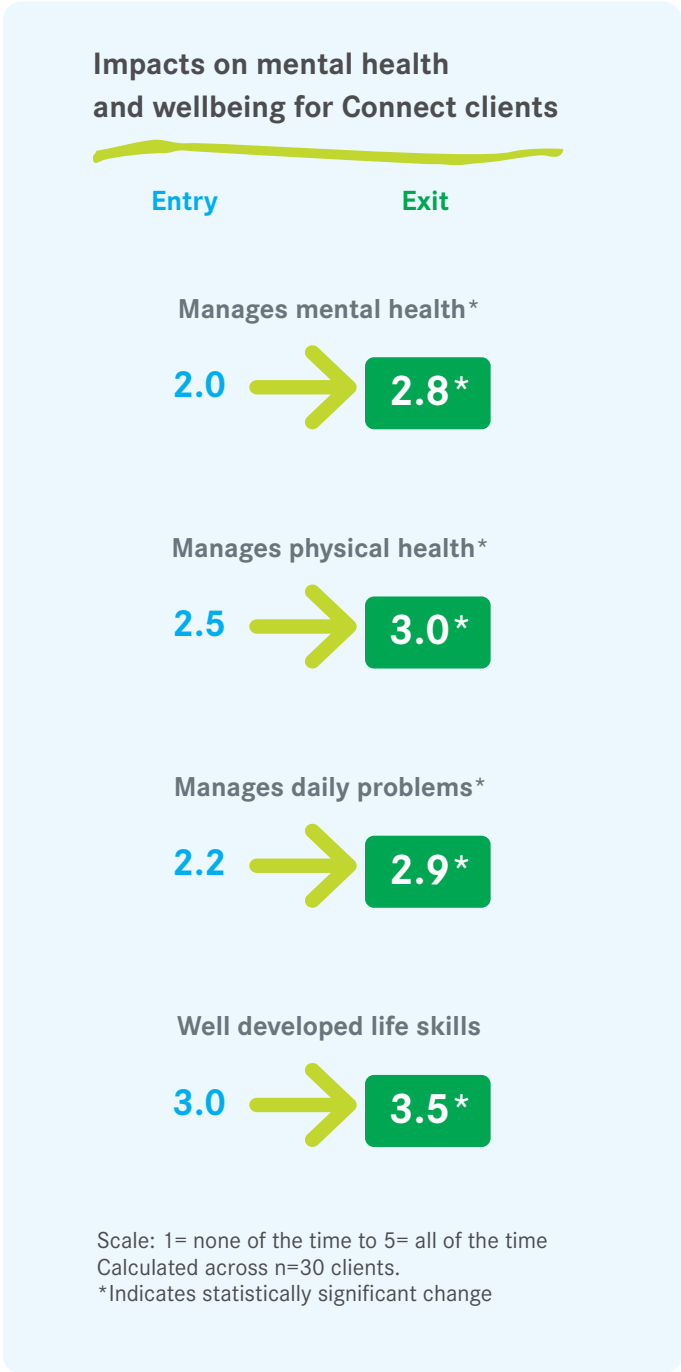
Psychosocial recovery services

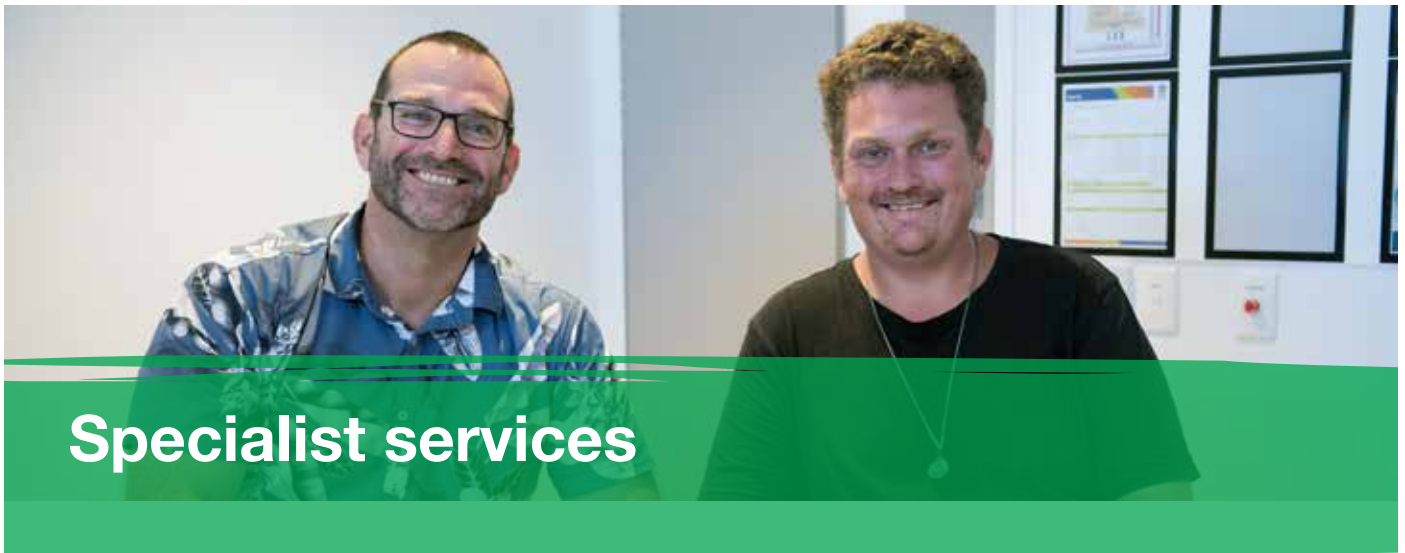
Mind provides a range of psychosocial support services and therapies at home and in the community, to help people gain better mental health and improve their quality of life. This includes information and advice, support coordination, specialised assessments, counselling, coaching and learning, and recovery retreats.

Example: Connect is a fully lived experience led suicide prevention program in South Australia providing an alternative to hospitalisation or an early discharge pathway for people requiring intensive supports for mental health and wellbeing issues.

Connect clients reported improvements in mental health and wellbeing across a range of mental health and wellbeing indicators. Mind collected client reported outcome measures using the short version of the Warwick-Edinburgh Mental Wellbeing Scale on entry to and exit from the Connect service between October 2021 and July 2022.

“
I was able to progress in leaps and bounds and eventually I returned to work. I started making new friends and I got my groove for life back.
 Jacob, Individual Recovery Support Program, Queensland
 ”





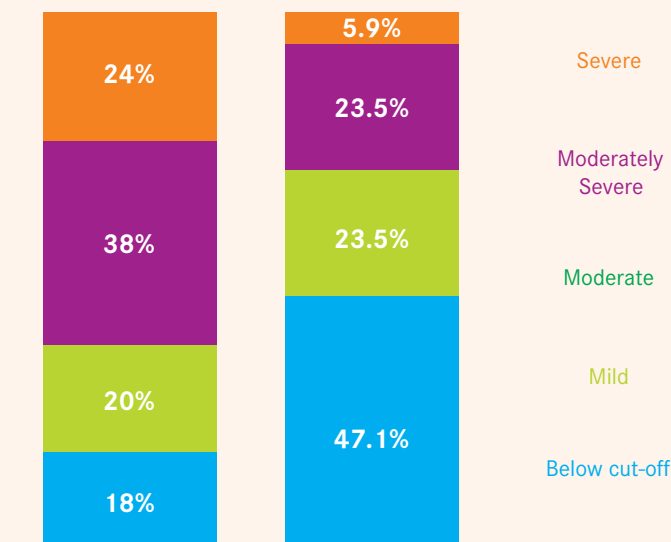
Specialist services

Mind provides a range of specialist services including Allied Health support, NDIS services, Care Coordination, SANE Online, Carer Helpline and other carer support services.

Example: Mind provides support to eligible Bupa Private Health Insurance members who have had a recent hospitalisation related to mental ill-health. Wellbeing4U is a holistic, psychosocial support model providing outreach by Allied Health professionals. The service works to prevent future relapse and hospitalisation by supporting clients to work towards meaningful and achievable goals.

Reductions in depression and anxiety for BUPA Wellbeing4U clients

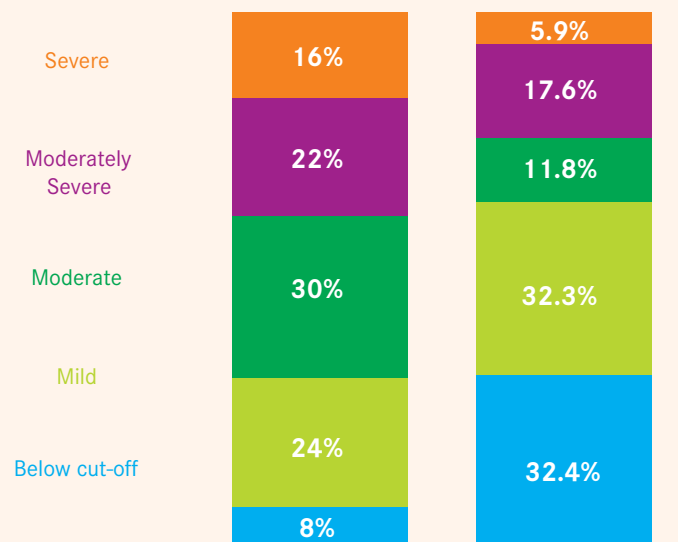
Anxiety severity (GAD-7 scores)



Proportion of clients at each level of general anxiety severity before and after program participation

Mean GAD-7 = 6 (SD=5): mild anxiety at exit
Average improvement of 4 points (SD=5) in GAD-7 scores

Depression severity (PHQ-9 scores)



Proportion of clients at each level of depression severity before and after program participation

Mean PHQ-9 = 8 (SD=7): mild depression at exit
Average improvement of 4 points (SD=4) in PHQ-9 scores

Calculated across n=68 clients. All items are statistically significant.

Our financial performance

Mind showed extreme resilience in 2021-2022 in delivering strong financial results against a backdrop of increasing economic volatility, inflationary impacts, low unemployment and supply chain pressures.

Underlying earnings before interest, taxes, depreciation and amortisation in 2021-2022 was up to \$3.1m (FY2020-2021: \$1.0m). Mind increased its contribution margin from services by \$1.1m in 2021-2022.

This improvement was a function of:

- strong growth in psychosocial outreach services in Victoria, Queensland and Western Australia
- the opening of The Haven Foundation's new residences in Victoria
- effective management of employment cost pressures.

Operating expenses (10.1% of revenue compared to 11.8% in FY 2020-2021) improved as a result of lower occupancy costs and increased leverage of technology investments. Mind Group reported a surplus of \$9.3m for the financial year (2021-2022: \$8.3m) contributing to growth in equity to \$55.1m (2020-2021: \$46.4m).

Financial Position

Total Revenue

\$110,509,252

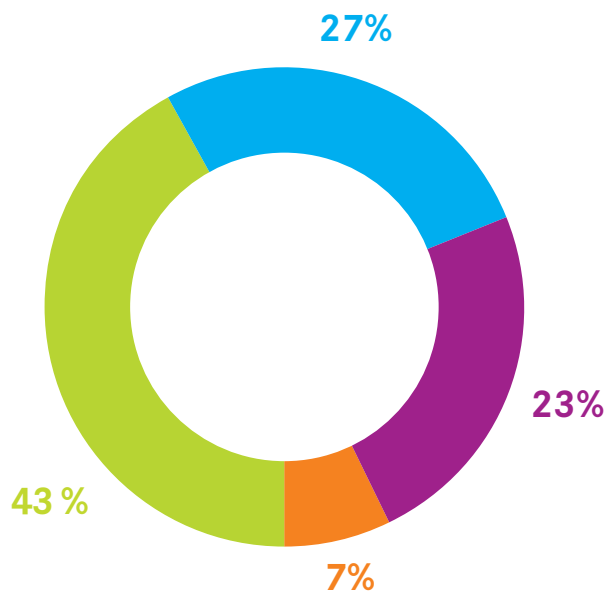
Surplus

\$9,282,768

Equity

\$55,126,660

Source of Income



Commonwealth Government (inc NDIS)

State Governments

Other

Primary Health Networks



Board committees

The Board has four committees appointed to undertake specific tasks on its behalf.

Program, Practice and Quality (PPaQ) Committee

The Program, Practice and Quality (PPaQ) Committee sets the quality framework for the organisation and oversees quality and service performance and risk.

Finance, Audit and Risk (FAaR) Committee

The Finance, Audit and Risk (FAaR) Committee is responsible for providing advice to the Board on budget setting, investment strategy, financial risk management and monitoring financial performance.

Culture, People and Remuneration (CPaR) Committee

The Culture, People and Remuneration (CPaR) Committee provides effective management of senior management remuneration.

Governance and Nominations (GAN) Committee

The Governance and Nominations (GAN) Committee ensures best practice governance including Board performance, Director induction, professional development and succession planning.

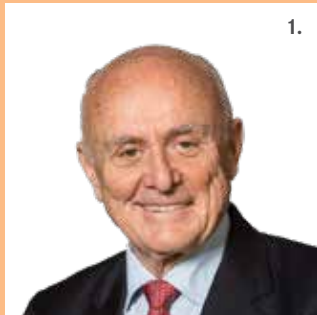
Risk management attestation statement

I, Allan Fels, Chair, Mind Australia certify that Mind Australia has risk management processes in place consistent with the **Australian/New Zealand Risk Management Standard (AS/NZS ISO 31000:2018)** and an internal control system is in place that enables the Executive to understand, manage and satisfactorily control risk exposures. The Finance, Audit and Risk and the Program, Practice and Quality Committees verify this assurance and that the risks of Mind Australia have been critically reviewed within the last 12 months.

Allan Fels

Professor Allan Fels AO - Chair, Mind Australia

Our Board



1. Professor Allan Fels AO - Chair

B.Ec., LL.B., PhD

Mind Board Committees: Finance, Audit and Risk; Governance and Nominations; Culture, People and Remuneration; Program, Practice and Quality

Current and previous positions: Professor, Melbourne and Monash University; Former Dean, Australia and New Zealand School of Government (ANZSOG); Former Chairman, Australian Competition and Consumer Commission (ACCC); Former Chairman, National Mental Health Commission (NMHC); Patron, Mental Health Australia; Patron, Mental Health Victoria

Allan Fels has had a deep interest in mental health for many years and is the father of Isabella who has schizophrenia. He was Chairman of The Haven Foundation Limited from its inception until its merger with Mind Australia. He has also played an important role in national mental health policy in Australia and especially as Chairman of the National Mental Health Commission from 2012 to 2018.

2. Ruth Picker - Deputy Chair

B.A., F.C.A., FSIA, FCPA, CPA Australia

Memberships: Institute of Chartered Accountants Australia & New Zealand (Fellow), CPA Australia (Fellow), FINSIA (Fellow), Australian Institute of Company Directors, APRA/AMCOS (Registered Songwriter)

Mind Board Committees: Committee Chair of Finance, Audit and Risk (FAaR); Program, Practice and Quality (PPaQ)

Current and Previous Positions: Director and Chair Audit Committee, The Australian Ballet; Member, International Financial Reporting Interpretations Committee (IFRIC); Deputy Chair, Australian Accounting Standards Board

Ruth is an experienced finance, accounting, audit and risk management specialist with many years of international senior executive leadership experience as a Lead Partner in the corporate finance sector. Born and educated in Cape Town, South Africa, where she graduated with a Bachelor of Arts, Ruth then studied to become an accountant and migrated to Australia. She also studied classical piano and composition.

Ruth has had a long relationship with the firm Ernst & Young (EY), where she was most recently the Asia-Pacific Risk Management Leader. She was also a member of EY's Asia-Pacific Executive, Global Risk Management Executive and Asia-Pacific Diversity and Inclusion Committee, prior to her retirement in June 2021. Ruth has held many voluntary committee positions, both in Australia and internationally. Ruth is a strong advocate for women's leadership, and diversity and inclusion more broadly. Ruth was inducted into the Australian Accounting Hall of Fame in 2020 for services to the accounting profession both globally and in Australia. Ruth is also a published author, public speaker and a Board Director & Chair of the Audit Committee of the Australian Ballet School.

3. Jeremy Coggin - Director

Exec MBA, B.Sc.(Architecture), B.Sc.(Computing), GAICD

Mind Board Committees: Finance, Audit and Risk; Governance and Nominations; Culture, People and Remuneration

Professional Associations: Australian Institute of Company Directors

Other board roles: Mental Health Carers Australia, Mental Health Australia

Jeremy has worked on boards with a mental health mission since 2012, starting at mental health carer support organisation ARAFMI Victoria through to its merger with Mind Australia. He is currently president of Mental Health Carers Australia, the only national group solely concerned with advocacy on behalf of mental health carers, and is also the carer board member of national advocacy peak body, Mental Health Australia. He is passionate about how we can design person-led systems and services by embedding the voice of consumers, family and carers, and service providers at the heart.

He is a design and innovation professional with expertise and qualifications in business, digital, design and facilitation. He currently heads Experience Design and Innovation for CPA Australia, and has over 20 years of management consulting experience working in senior management roles at Areeba, Deloitte, and CPA Australia.

4. Leilani Darwin - Director

Mind Board Committees: Program, Practice and Quality (PPaQ) (appointed January 2022)

Current and Previous Positions: Executive Director, The Black Dog Institute; Advisory Board, Indigenous helpline, Lifeline Australia; Advisory Group, The Way Back Aboriginal and Torres Strait Islander support services, Beyond Blue; Expert Advisory Group, National Suicide Monitoring System, National Mental Health Commission; Steering Committee, Indigenous Mental Health and Suicide Prevention Clearinghouse, Australian Institute of Health and Welfare; Lived Experience Advisory Panel, Suicide Prevention Australia; Lived Experience Advisory Group, Queensland Lived Experience.

Leilani is a proud Quandamooka woman whose ancestral home is Stradbroke Island. She is the CEO and Founder of First Nations Co, a community-led Aboriginal and Torres Strait Islander consulting business whose sole purpose is to deliver improved outcomes for the community. Leilani is already well known within the sector for her work and leadership in suicide prevention and mental health.

Leilani is a powerful advocate for Aboriginal and Torres Strait Islander led culturally informed practices within mainstream services. This work derives from losing many loved ones to suicide and Leilani's own lived experience of mental ill health. Living with depression, anxiety and suicidality, Leilani navigates workplace obligations and her own wellbeing.

5. Teresa Fels - Director

B.Ec (Hons), LLB, MComm (Hons), MA (Hons Kings College London), Barrister and solicitor of the Supreme Court of Victoria

Mind Board Committees: Finance, Audit and Risk; Committee Chair of Culture, People and Remuneration

Current and Previous Positions: Executive Director, Victorian Department of Treasury and Finance (current); Competition economist, Ofcom UK and CRA International; Lawyer, Freehills; Takeovers Panel, Commonwealth Treasury; Director, Hospital Purchasing Victoria

Teresa Fels has a deep commitment to mental health, an interest that stems from her sister, Isabella, living with mental ill-health. Teresa has participated in social policy reforms including in social impact investing, the NDIS, housing, national health reform and across human services.

6. Erandathie Jayakody - Director

BComm, LLB

Mind Board Committees: Culture, People and Remuneration, Governance and Nominations

Other board roles: Co-Chair Independent Governance Board The ALIVE National Centre for Mental Health Research, Advisory Member Australian Mental Health Prize, Assistant Director Strategic Advice Mental Health NDIA.

Erandathie is a mental health advocate. She draws on her personal experience of living with a mental health condition and peer support to promote the consumer perspective. Erandathie advocates for mental health services that recognise the most basic human desire to have control of one's own life and future, and for services built on the belief that people living with mental health conditions have the ability and autonomy to achieve that. She is the co-editor of the book Peer Workforce in Australia: a new future for Mental Health.

7. Ruth Vine - Director

MBBS, LLB, FRANZCP PhD

Mind Board Committees: Committee Chair of Program, Practice and Quality; Governance and Nominations

Other board roles: Forensicare, Medical Board of Victoria

Ruth has worked as a consultant psychiatrist in clinical and administrative roles since 1991. She is currently working in the Department of Health and Aged Care as Deputy Chief Medical Officer (Mental Health). Ruth has previously worked in senior roles in forensic mental health. She was employed in the Department of Health and Human Services for 13 years in roles including Deputy Chief Psychiatrist, Chief Psychiatrist and Director of Mental Health.

Ruth was the Executive Director of NorthWestern Mental Health, a division of Melbourne Health, from 2013 - 2019. Ruth has also worked in the community sector as a consultant psychiatrist, and with the Department of Health and Aging on the Fourth National Mental Health Plan. She has contributed to a number of policy and service developments initiatives across mental health, disability, and alcohol and drugs services.

8. Melissa Field (Retired as Chair Dec 21)

B.Comm, CA, MBA (Hons)

Mind Board Committees: Finance and Audit Committee, Remuneration Committee, Governance and Nomination Committee, Quality, Assurance and Risk Committee

Mind Controlled Companies: Director of The Haven Foundation Limited, Director of The Haven Foundation Australia Limited, Director of Home Base Services Limited

Professional Associations: Chartered Accountants Australia & New Zealand, Australian Institute of Company Directors

Other board roles: Attra Pty Ltd

Melissa is an independent governance professional and advisor. She works with owners and founders, providing advice in relation to value creation, risk management and governance as well as capital raising, corporate structuring, mergers & acquisitions, due diligence, exit preparation and execution. Her passion is helping business owners sustainably appreciate the value of their equity, by advising on decisions and practices that protect, grow and ultimately realise equity value.

9. Amanda Ford (Retired Director in Dec 21)

GAICD, FCPA, Bach Bus.(Acc), MBA (Marketing major), Grad Cert (HRM), Dip FS (Financial Planning), Diploma Integrated Risk Management

Mind Board Committees: Chair of Finance and Audit Committee, Governance and Nominations Committee (until October 2021)

Mind Controlled Companies: Chair of Home Base Services Limited, Director of The Haven Foundation Limited Board

Amanda is an experienced and broadly skilled senior executive with nearly 30 years' experience in corporate services and business management across a number of sectors including: arts and entertainment, philanthropic foundations, early childhood intervention; disability, child protection, job service network and disability employment services, health, and most recently, government in her role as Director, Strategy and Transformation at the Coroners Court of Victoria. A digitally savvy executive, her focus and proven success is the driving and supporting of change in complex environments.

10. Chris Gibbs (Retired Deputy Chair in Dec 21)

BA, MHA

Mind Board Committees: Chair of Quality, Audit and Risk Committee, Governance and Nominations Committee, Remuneration Committee

Other board roles: VATMI Industries, Victorian Centre of Excellence in Eating Disorders, Orygen Research, Australian Centre of Psychiatric Nursing Research, Community Advisory Council North Western Melbourne PHN (current)

Chris has held leadership roles in the public health sector (Melbourne Health), the Victorian Public Service and the community services sector. Chris was the Director of North Western Mental Health. He has served on a wide range of industry and government advisory committees. He commenced as the inaugural CEO for the Mental Health Professionals Network in 2008. He has been a long term advocate of the critical importance of community managed specialist mental health services in the mental health service system.

Our Senior Executive



1. Gill Callister PSM Chief Executive Officer

Gill has dedicated her career to improving public policy and service delivery, particularly for vulnerable people in the community, and was recognised with a Public Service Medal in 2019.

Most recently an Associate Dean and Vice President at the Australia and New Zealand School of Government (ANZSOG) in 2019-20, Gill served as Secretary of two Victorian Government Departments over almost 10 years from 2009 to the end of 2018 – The Department of Human Services and The Department of Education and Training.

This followed a range of senior roles in the Victorian Public Service and a ten-year stint in the community sector working with children, young people and families.

In 2022 Gill was appointed a member of the Victorian Collaborative Centre for Mental Health and Wellbeing Board, the new Centre being a key recommendation of the Royal Commission into Victoria's Mental Health system. Gill holds an Adjunct Professor role at Monash University and her leadership in public policy was recognised in 2013 when she received a Sir James Wolfensohn Public Service Scholarship to attend Harvard University's Kennedy School of Government. In October 2014, Gill was awarded the IPAA National Fellowship award and a Monash University Fellowship, and in 2017 Gill was named one of the top 50 women in the Victorian public service.

2. Jeff Kagan Chief Financial Officer and Executive Director Business Services

Bachelor of Economics (Monash), CA ANZ, Grad Dip in Applied Finance and Investment FINSIA, GAICD

Jeff has been a part of services industries for over 30 years and held a number of CEO and Executive roles.

Jeff is experienced in leading strategic and operational change, driving business growth, process improvement and operational efficiency. As a leader Jeff consistently delivers results, takes ownership and is relentless in identifying opportunities to improve performance and cash flow, ensuring enhanced customer value. He is a recognised change agent who successfully manages himself and others through change.

Jeff holds a Bachelor of Economics and is a Chartered Accountant, having developed his career at blue chip organisations ANZ, General Electric and KPMG before embarking upon the provision of Executive Services to SMEs and 'for purpose' organisations in philanthropy, education, disability and aged care.

3. Nicola Ballenden Executive Director Research, Advocacy & Policy Development

Nicola has held senior leadership roles across the not for profit sector, providing research, policy, service development and strategic communications expertise in health, welfare and homelessness organisations including the Australasian College for Emergency Medicine, the Brotherhood of St Laurence and Launch Housing.

Earlier in her career, Nicola spent time in policy roles with the Commonwealth Government and the Australian Consumers Association (CHOICE). She is passionate about using research and evidence to measure impact, build better mental health services and to influence the policy process. She has a Master of Arts from the University of Melbourne and a Masters in Public Health from the University of New South Wales.

4. Denise Cumming Executive Director Queensland, South Australia, Western Australia Operations

Denise has over 20 years' experience working within the mental health and complex needs sector in non-government, government and private services, both in the UK and Australia.

This experience, supported by her qualifications in social work and leadership, human rights and social justice continue to serve as the primary motivation and her continued commitment to the mental health and human services sector.

Denise has held leadership roles in both government and non-government sectors and

has a strong reputation for the delivery of high quality, safe, integrated, holistic health and social care services.

Denise truly values services that are underpinned by strong clinical governance, delivered in integrated partnerships, and that are strongly evidenced based and outcome focused. Denise is passionate about delivering contemporary services that are person centred, human rights focused, and underpinned by recovery and strengths based practice.

Denise is driven by her belief in working with clients across a range of support needs to ensure our services meet their aspirational wishes, goals and needs, to enhance quality of life and health and wellbeing.

5. Mark Heeney Executive Director Housing Strategy

BA in Applied Science (Disability Studies) RMIT, Dip Management (Insight Academy)

Mark has a diverse skillset that has assisted him to lead high performing teams, drive innovation, influence significant business enhancements and develop strong relationships across his career.

Mark has extensive operational and leadership experience in the mental health, disability and homelessness sectors across metropolitan and regional Australia and the United Kingdom. This has included roles in operational leadership, business development, NDIS transition and executive leadership.

Mark is driven by his interest in the intersection of stable housing and positive mental health, wellbeing and social inclusion. He is a passionate believer that stable housing is not just a human right but good healthcare. This commitment has driven Mark's influence on the growth of Mind's wholly owned subsidiary, The Haven Foundation, one of Australia's leading specialist mental health community housing providers.

6. Belinda McCullough Executive Director Victorian Operations

Belinda has over 25 years' experience working in the mental health sector across clinical, government and non-government sectors. Belinda is a registered Occupational Therapist and holds a Masters of Family Therapy. She has significant experience working across mental health services as a clinician, operational manager, project manager of large

organisational changes, and leader of quality and governance systems.

Belinda joined Mind Australia in early 2021 following a secondment at the Department of Health and Human Services (DHHS) managing a range of projects including the coordination of mental health services' response to COVID-19. Prior to this, Belinda spent several years at NorthWestern Mental Health, at Melbourne Health in quality and governance, and as an operational manager at Orygen Youth Health.

7. Mikki Swindon (Retired 2022) Executive Director People Experience

Mikki Swindon was the Executive Director of People Experience, People and Development at Mind. Mikki has an extensive background in human resources and change management.

She has been consulting to public and private sector organisations for some 20 years and has undertaken significant change management projects in organisational relocation, organisation redesign, contract transition, systems implementation and executive coaching.

Mikki was formerly the locum Chief People and Culture Officer at Barwon Health, Executive Director, People and Culture at WorkSafe Victoria, and General Manager Human Resources at the Transport Accident Commission (TAC). Mikki is currently an independent member of the Board People and Strategy Sub Committee of Cenitex.

8. Sandra Walker (Retired 2022) Executive Director Innovation

As Executive Director National Innovation, Sandra's role focused on transitioning a range of Mind's services to the NDIS and developing high quality services that offer our clients choices for support in their mental health recovery journeys. With extensive experience working in the health and disability sectors, Sandra has practiced as a mental health practitioner and a general nurse. She led the Canterbury District Health Mental Health service through the Christchurch earthquakes, which sharpened her appreciation of the longer-term impacts of trauma and the importance of peer support in recovery.

Sandra's approach was to develop high quality, evidence-based support that has been co-designed in consultation with consumers and their carers.



Acknowledgements

Government funders

Mind receives funding for its services from a number of government departments. Mind acknowledges the importance of their funding and expresses its appreciation for their professionalism and collaboration.

Federal Departments and Agencies:

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

State Departments and Agencies:

- Department of Families, Fairness and Housing (Vic)
- Department of Health (Vic)
- Department for Health and Wellbeing (SA)
- Department of Health (SA)
- Department of Human Services (SA)
- Department of Health (Qld)
- Office of Chief Psychiatrist (SA, Qld & WA)
- Queensland Mental Health Commission
- Department of Communities, Housing and Digital Economy (Qld)
- Mental Health Alcohol and Other Drugs Branch (Qld)
- Mental Health Commission (WA)

Organisational donors

Mind could not do all it does without the generous support of our many organisational donors. A number of organisations funded programs in 2021-2022. Mind would like to thank the following for their generous support.

- Australian Communities Foundation
- Brand Foundation
- Branded Products®
- Green Acres Golf Club (The Women's Sub Committee)
- Guthrie Family Charitable Trust
- Hatched Media
- Melbourne Girls Grammar School
- My Pathway Facility Services
- Naylor Stewart Foundation
- Paypal Giving Fund Australia

Individual (iMind) donors

Thank you to the thousands of iMind donors who generously contributed vital funds to support the work of Mind over the past 12 months.

Service delivery partners

Mind is grateful for the valued relationships it has with its partners in service delivery.

- Aboriginal Housing Victoria
- Adelaide PHN
- Albury Wodonga Health
- Alfred Health
- Anglicare Victoria
- At Work Employment Services
- Austin Health
- Australian Community Support Organisation (ACSO)
- Banyule Community Health Service
- Bendigo Family and Financial Services
- Bendigo Health
- Berry Street Gippsland
- Beyond Blue
- BeyondHousing
- BlueCHP
- Bolton Clarke
- Bupa
- Cairns and Hinterland Hospital and Health Service
- Carer's Victoria
- Central Adelaide Local Health Network
- Central Queensland Hospital and Health Service

- Children’s Health Queensland Hospital and Health Service
- City of Whittlesea
- Cohealth
- Community Housing Limited
- Country SA PHN
- Darling Downs Hospital and Health Service
- Darling Downs and West Morton PHN
- EACH
- East Metropolitan Health Service
- Eastern Health
- Eastern Melbourne PHN
- Eastern Mental Health Service Coordination Alliance
- Forensicare
- Flourish
- Gateway Health
- Gippsland Centre against Sexual Assault (GCasa)
- Gippsland PHN
- Gippsland TAFE
- Haven; Home, Safe
- headspace Albury Wodonga
- headspace Gippsland
- headspace Mount Gambier
- headspace National
- headspaces Queensland
- headspace Western Australia
- Helping Minds
- Housing Choices Australia
- Knox City Council
- Latrobe Regional Health
- Latrobe Community Mental Health Services
- Latrobe Community Health Services
- Launch Housing
- Links to Wellbeing Consortium SA
- Mackay Hospital and Health Service
- MacKillop Family Services
- Melbourne Health
- Mentis Assist
- Mercy Hospitals Victoria
- Merri Health
- Metro North Health
- Metro South Health
- Mullum Mullum
- Murray PHN
- Neami Limited
- Northern Health
- NorthWestern Mental Health
- North Western Melbourne PHN
- Northern Adelaide Local Health Network
- Northern Queensland PHN
- Orygen, The National Centre of Excellence in Youth Mental Health
- Peninsula Health
- Quantum Support Services
- Relationships Australia (Victoria)
- Rumbalara Aboriginal Co-operative
- St Vincent’s Mental Health Program
- SANE Australia
- Skylight
- South Coastal Health and Community Services
- South Eastern Melbourne PHN
- South Metropolitan Health Service
- South West Healthcare

- Star Health
- Swan Hill District Health
- The Gathering Place (TGP)
- The Orange Door
- The Salvation Army Victoria
- The Haven Foundation
- Thorne Harbour Health
- Townsville Hospital and Health Service
- Transport Accident Commission (TAC)
- UnitingCare Wesley Bowden
- Unison Housing
- Unity Housing
- Uniting Communities
- UnitingSA Housing
- Victorian Aboriginal Child Care Agency (VACCA)
- Victorian Aboriginal Community Services Association Ltd (VACSAL)
- Victorian Aboriginal Health Service
- VincentCare Victoria
- WCIG
- Wellways
- Western Health
- Wide Bay Hospital and Health Service
- Wise Employment
- WorkSafe Victoria
- Youth Support and Advocacy Service

Research partners

Mind partners with universities and other research bodies on research in support of our clients. Mind thanks the following bodies for their collaboration:

- School of Nursing and Midwifery, University of South Australia
- School of Medicine and Public Health, University of Newcastle
- School of Rural Health, Faculty of Medicine, Nursing and Health Sciences, Monash University
- Australian Institute for Primary Care & Ageing, College of Science, Health & Engineering, La Trobe University
- Social Work and Social Policy, La Trobe University
- RMIT University, Social & Global Studies Centre, School of Global, Urban & Social Studies
- Spectrum - Personality Disorder and Complex Trauma Service, Eastern Health
- Austin Health, PARC service, MHCSU
- Mental Health Program, Peninsula Health/ Monash Health

Advisors

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Representative bodies and advocacy partners

Mind gratefully acknowledges the value of its membership of, or partnership with many valuable representative bodies and advocacy partners. Mind also partners with many other health, community service and justice organisations in supporting our clients and thanks these organisations and their staff for their assistance.

- Alliance20
- Arafmi QLD
- Australian Council of Social Services (ACOSS)
- Australian Health Service Alliance (AHSA)
- Australian Psychosocial Alliance (APA)
- Carer Support SA
- Community Mental Health Australia
- Community Housing Industry Association (CHIA)
- Health Justice Australia
- Jobs Australia
- Koorie Heritage Trust
- Lived Experience Australia
- Lived Experience Leadership and Advisory Network (LELAN)
- Mental Health Australia
- Mental Health Carers Australia
- Mental Health Carers New South Wales
- Mental Health Carers Tasmania
- Mental Health Coalition of South Australia
- Mental Health Coordinating Council
- Mental Health Victoria
- Mental Illness Fellowship of Australia
- Mental Illness Fellowship of Australia (NT) Inc.
- National Disability Services
- National Mental Health Consumer & Carer Forum
- Northern Community Legal Centre
- Private Healthcare Australia
- Queensland Alliance for Mental Health
- Suicide Prevention Australia
- Tandem Inc.
- Victorian Aboriginal Community Controlled Health Organisation (VACCHO)
- Victorian Mental Illness Awareness Council (VMIAC)
- Western Australian Association for Mental Health

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Mind acknowledges that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the lands on which we work and we pay our respects to Elders past and present. We recognise the intergenerational impact of the history of invasion, dispossession and colonisation and are committed to the recognition, respect, inclusion and wellbeing of Australia's First Peoples.

Mind values the experience and contribution of people from all cultures, genders, sexualities, bodies, abilities, spiritualities, ages and backgrounds. We are committed to inclusion for all our clients, families and carers, employees and volunteers.



Registered NDIS provider



Mind Connect

1300 286 463

Carer Helpline

1300 554 660

mindconnect@mindaustralia.org.au

mindaustralia.org.au



Mind Central Office | 86-92 Mount Street
PO Box 592 | Heidelberg VIC 3084

Mind Australia Limited ABN 22 005 063 589