

MEET THE DIRECTORS

GERARD DEMPSEY (joined Board 2003) is a Chartered Accountant with experience in corporate, financial and management accounting. His background includes involvement with Board Audit Committees and corporate governance issues. He has been Chairman of Marillac House Ltd since 2006.

SR MARGARET ARMSTRONG (joined Board 2007) is the Daughters of Charity delegate on the Board. Sr Margaret is a trained nurse who has over 40 years' experience in health, disability and housing services with the Daughters of Charity. She was first connected with the Marillac House community in 1951.

MARY CLANCY (joined Board 2008) is a trained teacher with 36 years experience as an infants and special teacher, including nine years as principal in a special school. Mary has been a member of the Pastoral Care Team at Cabrini for Health for 12 years, and volunteers at "Wellsprings for Women", a Dandenong centre supporting migrant, refugee and isolated women.

RHONDA FITCH (joined Board 2005) has been a registered psychologist since 1980, working initially in schools as an educational psychologist, and later in general private practice. Now retired from practice, Rhonda also volunteers at the Victorian Women's Trust.

GREG GRANT (joined Board 2009) has sixteen years of varied work experience, and has been self-employed for the past six years. A trained horticulturalist, he is also involved in sporting and theatre activities in the community. Greg has cerebral palsy and brings the Board valuable personal knowledge and perspectives on the disability sector and access to services for people with a disability.

JULIE KING (joined Board 1998) holds qualifications in general nursing (RN), midwifery (RM) and community and maternal and child health, including a Diploma of Nursing Education and a Bachelor of Applied Science (Community Health). She currently teaches Child Studies in TAFE.

DAMIEN WALSH (joined Board 2004) is a Certified Practising Accountant, holds an MBA and is a member of the Australian Institute of Company Directors (AICD). Damien's experience is in the finance sector, predominantly credit unions (with areas of responsibility including Finance, Administration, Human Resources, Information Technology and Company Secretary). He is a member of the Finance Sub-Committee

JOHANNA SNELLEMAN attends all Board meetings in her capacity as Chief Executive Officer of Marillac House Limited. Appointed in October 2000, Johanna came to the position of CEO with professional qualifications and considerable experience in the disability sector, both in Australia and overseas.

TO FIND OUT MORE ABOUT MARILLAC, PLEASE CHECK OUR WEBSITE WWW.MARILLAC.COM.AU TO CONTACT US, SEND AN EMAIL TO MAIL@MARILLAC.COM.AU OR CALL US ON 03 9591 6400.



QUALITY





MARILLAC IS COMMITTED TO RESPONDING TO THE NEEDS OF PEOPLE WHO HAVE A DISABILITY AND THEIR FAMILIES. WE BELIEVE THAT EVERY PERSON HAS A RIGHT TO DEVELOP PHYSICALLY, EMOTIONALLY, SOCIALLY, INTELLECTUALLY AND SPIRITUALLY TO HIS OR HER FULL HUMAN POTENTIAL.

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FROM CHAIRMAN GERARD DEMPSEY

I AM PLEASED TO REPORT, ON BEHALF OF ALL MARILLAC DIRECTORS, ON THE 2008/2009 YEAR.

Most years we set ourselves a theme for the report. This year, as I review what Marillac achieved during 2008/2009, it is clear that the focus across Marillac has been listening more to the people we support.

We already aimed to deliver services that were respectful, caring and helped people get the outcomes they wanted. But we know we can always get better, and in the past year I believe we made some very important improvements.

I would like to reflect on some of the things the Board and I felt were most important.

We set up a Rights Committee for people Marillac supports. The Committee is chaired by Julie King, who has been one of Marillac's Board Directors for some ten years. The committee also includes an experienced external psychologist and, very importantly, a person with a disability. Together this group:

- Reviews the Rights Checklist completed for every person we support
- Reviews all restrictive interventions
- Makes recommendations for how we can respect people's rights better
- Checks the follow up by Marillac's Rights Officer, Anne Bavington.

We have also improved rights protection by creating new Rights Checklists. The new checklists give people we support, their families, guardians, advocates and friends, as well as our staff, a clear list of questions to ask and things to watch out for.

That brings me to another vital improvement we have made this year – much stronger promotion of the role of natural support networks. We have rewritten our policies and worked with staff on making sure people who are important to the person we support have every opportunity to be involved in planning and discussions. One part of this has been promoting frequent, informal visits between people we support and their families and friends.

I hope, as we all do, that every person who has used a Marillac service over many years has felt respected, as a person with dignity. It is certainly at the heart of the tradition of the Daughters of Charity that Marillac sees the people we support, and that they see themselves, as highly worthy of value and respect.

But realistically we know that we must be vigilant and must keep trying to improve. So we made a number of changes in the past year focused on dignity and respect, including:

- Training staff to make sure they clearly recognize each person as a valued individual and give them respect and dignity
- Upgrading all our communications – writing and pictures – to promote a positive image of people using our services
- Giving people we support and their families and friends clear information about how to make complaints
- Analysing all complaints every month and following up and fixing any trends that concern us
- Creating a new "Who Supports Me Best?" checklist, as part of each person's My Life Plan, so they can be clear about what they want and expect from staff
- Supporting people we support to generate extra income if they wish, including being paid to train people and to be part of interviews
- Conducting satisfaction surveys to check what people we support think about the services and supports we offer.

On behalf of the Board I would like to thank Johanna, Anne, Joe and everyone who has worked with Marillac during the year. They have been responsive and supportive to me and the other Directors, and they have been dedicated and creative in taking strategies and turning them into day-to-day improvements in service. Whatever decisions the Marillac Board makes, it is our staff who actually listen and respond to the wishes of the people we support, and I thank them for their willingness to keep improving.

I thank my fellow Directors for their contributions during the year. I especially give thanks and a warm welcome to Greg Grant, who joined the Board in 2009.

Finally, I thank again this year the Daughters of Charity, and Sr Margaret Armstrong as the Daughters' representative on the Board, for their support in so many ways to me and all the Directors.

GERARD DEMPSEY

FROM CHIEF EXECUTIVE JOHANNA SNELLEMAN

IT BEEN ANOTHER CHALLENGING YEAR, BUT ANOTHER YEAR WHERE WE WERE ABLE TO MAKE SOME IMPORTANT ADVANCES IN DELIVERING SERVICES THAT TRULY FOCUS ON THE WISHES AND NEEDS OF EACH PERSON WE SUPPORT AND RESULT IN OUTCOMES THEY CHOOSE FOR THEMSELVES.



Through this annual report, we explain changes we made in a wide range of areas to improve outcomes for people we support.

I would like to focus on an area that is central to every person's quality of life, but may not always get as much attention as it deserves – ensuring people's safety and health.

One critical safety and health issue we addressed more fully this year was protecting people we support

from any form of abuse, neglect, mistreatment or exploitation. Many of the people we support are vulnerable and we take our responsibility to be part of helping and protecting them very seriously indeed. Some of the important areas we improved were:

- Every month, reviewing all incidents that have been reported to make sure we have followed up to fix problems and to identify and address any worrying trends
- Employing experienced, independent investigators to help us improve our skills and processes for reporting and following up on incidents
- Training staff in preventing, detecting and reporting any incidence of MANE (Mistreatment, Abuse, Neglect and Exploitation)
- Developing a database to collect all police checks and Working With Children checks completed for staff, volunteers and Directors.

Maintaining the best possible health is an underestimated but critically important element in people's ability to live as they choose. People with a disability do live with increased health risks, so supporting them to stay as healthy as possible requires specific kinds of additional support. This year we focused on health in ways including:

- Introducing a disability-specific annual health check, which is done by a physician
- Developing a checklist people can use when they attend medical appointments
- Reviewing our Healthcare Manual and health-related policies to promote good health practices.

We also introduced or improved a range of measures to reduce safety risks for people we support. These included:

- Completing safety assessments for all the people we support
- Developing a Pandemic Plan to be prepared for any future threats

- Introducing a photo identification to be carried by all staff
- Developing individual safety cards for people we support who live in shared supported accommodation or use children and youth services such as Youth Respite Services or Casey Kidz Klub.

Another critical area we addressed was communication support. Being able to communicate as well as possible is so critical to people's health, safety, behaviour, choice and quality of life, and we need to keep it as a high priority. This year we engaged the Communication Resource Centre (Scope) to review all our services and recommend ways to improve communication support, and we also got helpful training for a number of Marillac staff from Andrea McQueen, of the Southern Regional Communication Service.

During the year we continued our work with the US-based Council on Quality and Leadership. CQL continues to challenge us, to find new ways to ensure each person we support enjoys their rights, and to focus all our work on the outcomes people we support want. I appreciate both CQL's urging and the work of all our staff on delivering processes and outcomes that satisfy these high standards.

We have also continued to address the challenge of communicating in accessible, friendly ways. This year our top communication focus has been how well we listen, especially to the people we support, as well as how clearly we speak and write. I hope you find this report, our website and all our communications show the results, and invite you to please tell us if you find anything hard to read.

We welcomed our new Finance Manager, Joe Kwan, to Marillac this year, and I thank him and Anne for their hard work and support. I also thank Bruce Moffatt, who was our Finance Director for five and a half years until he left us to enjoy a well-deserved semi-retirement in early 2009, and gave me and all of us wonderful, understanding support.

I thank everyone who has worked in Marillac services this year – it has been a time of growth and great demands, and your hard work has delivered some great outcomes for the people we support.

I also thank Gerard, Sr Margaret and the Board of Directors for their energetic and warm support of me and the team again this year.

JOHANNA SNELLEMAN

FROM SERVICES MANAGER ANNE BAVINGTON

I WOULD LIKE TO START BY THANKING THE PEOPLE WE SUPPORTED DURING THE YEAR, AND THEIR FAMILIES. I HOPE EACH OF YOU FEELS THAT WE HAVE LISTENED TO YOU MORE, ACTED THE WAY YOU WANTED US TO AND HELPED YOU ACHIEVE THE OUTCOMES YOU SET FOR YOURSELF.



We really appreciate that when we have asked for your thoughts you have responded openly – it makes such a difference to our ability to deliver the services you want, in the way you want.

I would also like to thank all the staff members who have been part of Marillac during the year. We have faced many challenges as we have introduced new services, applied to provide additional services and worked hard to improve all the

services we offer, and I appreciate the determination, creativity and skill so many of you have brought to our efforts.

Johanna and I are very aware that the quality of Marillac's services relies heavily on the quality of the people who work delivering services and supports. Our initiatives specifically to improve staff satisfaction and quality during the year included:

- Increasing staff training, so that as well as improving staff skills and knowledge in service delivery and rights recognition, we also give staff at least two training sessions a year related to their own benefits and interests – during this year we ran courses about salary packaging and the Employee Assistance Program, and we have asked staff to tell us what they most want to hear about in the future
- A major staff satisfaction survey by Rimfire Resources looking at the demographics of our employees and how they felt about their opportunities, workload, work environment, responsibilities, recognition for good work, feedback on performance, salary, workplace diversity, communication, training and other issues – we are using this to identify ways to improve work at Marillac for our staff
- Sponsoring four staff (one coordinator and three residential support workers) to come to Australia from England, the USA and Sri Lanka and work for Marillac in ongoing roles.

Following the Board's strategic planning session with Liz Forsyth from KPMG, staff have been aware that Marillac's direction and focus, across all services, is personal outcomes for people we support. As a staff group we have taken steps to promote this focus, including:

- Making sure people we support are directly involved in initiatives and decisions, such as recruitment interviews for coordinator positions and focus groups to improve how we communicate
- Reviewing and rewriting policies and procedures so they focus strongly on personal outcomes and also are more accessible.

Another major area of focus for Marillac staff this year has been positive services and supports.

One key area has been Behaviour Support Plans (BSPs). Our changing and growing mix of services, especially in youth respite, has created increased demand, and our stronger organisational focus on personal outcomes also made BSPs a key priority. Staff have undergone more training with the Behaviour Intervention Support Team (BIST), we have submitted more BSPs to the Office of the Senior Practitioner, and we have extended our work with other organisations to make sure BSPs involve extra external supports such as speech therapists, communication specialists and psychologists as needed.

Another important initiative has been Marillac strengthening our relationship with the Centre for Developmental Disability Health (CDDHV). The CDDHV is an academic unit, connected to Monash University, which the Victorian Government set up to improve health outcomes for people with developmental disabilities. We have:

- Directly linked people we support to the Centre for health support
- Used CDDHV online resources to improve our annual health checks and how we support people's health planning in their My Life Plans
- Helped people we support access the Centre's support to positively manage their sexual health and human relationships
- Used CDDHV's experience and skills in involving families and support networks in health planning.

This year we also completed a review of mealtime assessments, another area that is critical for the health of the people we support.

Meeting the day-to-day challenges of delivering services and supports means that our staff, and even I, get limited opportunities to reflect on what has been achieved. Looking ahead, our work will not get less challenging.

The best way for us to know whether we are performing well is to listen to feedback from the people we support. We are getting better at gathering that feedback – good and bad – for review and follow up. I promise that we aim to listen and act on what we are told, and I encourage people who use our services, families, friends, guardians and advocates to tell us what you think.

I hope that as we get better at giving people we support the outcomes they want, and giving them the dignity and respect they deserve, we can also get better at making sure staff and volunteers feel valued for the work they contribute. My thanks again to everyone as we look forward to the challenges and rewards ahead.

ANNE BAVINGTON

FROM FINANCE MANAGER JOE KWAN

THE FINANCIAL YEAR 2008/2009 WAS A VERY CHALLENGING ONE. IT WAS ALSO A YEAR OF SIGNIFICANT DEVELOPMENT IN WHICH WE TRANSFERRED OUR ADMINISTRATION OFFICE TO A FULLY REFURBISHED COMMERCIAL BUILDING IN THE MAIN STREET OF CAULFIELD SOUTH, GIVING MARILLAC A PROMINENT PRESENCE IN THE REGION.



We also took this opportunity to relocate the Outreach Service from Bentleigh to the main office and achieved savings in rental cost. The acquisition of this building was made possible by the ongoing financial support of the Daughters of Charity.

Marillac continues to maintain a healthy financial position, with a net asset backing of \$676,866, which ensures we can meet our financial obligations.

For the current financial year we incurred a deficit of 0.8% or \$33,896 for the operating result, which represents a significant turn around from last year.

The main reason for the turnaround was that we were able to grow funding, with an extra \$1.2 million for expansion of services including Casey Kidz Klub and Individual Support Packages. Most of the additional funding was provided by the Victorian Department of Human Services, while new funding for Casey Kidz Klub was provided by the Federal Department of Families, Housing, Community Services and Indigenous Affairs.

We achieved this result despite considerable increases in expenses, which was attributable to the larger number of services we provided. Like many service organisations, our single largest expenditure is staff salaries and agency costs, which represents 84% of the total revenue. In other words, for every dollar we receive, we pay out 84 cents in salaries and agency costs.

Notably, Marillac's costs for administration and main office staffing did not increase this year, but actually decreased, despite the substantial growth of services.

We acknowledge the ongoing funding provided by the Department of Human Services, Victoria and Department of Families, Housing, Community Services and Indigenous Affairs, Canberra, which enables Marillac to continue the varied services we offer.

We also very much appreciate the program-specific funding provided by the Catholic Education Commission of Victoria which helps us provide therapeutic support to children and young people with intellectual disabilities.

As a community service organisation, we continue to face many challenges, including rising costs and increasing demand for our service. We will manage these challenges with financial prudence and good governance to ensure the long term viability of Marillac. We acknowledge the financial backing of the Daughters of Charity, which enables us to continue this important work in the community, and thank the Daughters for their support.

JOE KWAN

THE FOLLOWING IS A SUMMARY OF THE FINANCIAL PERFORMANCE AND POSITION OF MARILLAC AS AT 30 JUNE 2009. A COPY OF AUDITED FINANCIAL STATEMENTS IS AVAILABLE AT 790 GLEN HUNTLY ROAD, CAULFIELD SOUTH FOR YOUR INSPECTION.

PROFIT AND LOSS REPORT	2009	2008
INCOME		
Grants received	\$3,718,140	\$2,720,180
Client fees	279,181	289,333
Interest earned	63,877	7,392
Donations	19,175	97,548
Other income	254,635	63,451
	\$4,335,008	\$3,177,904
EXPENSES		
Employee expenses	\$2,843,459	\$2,094,710
Agency expenses	815,778	537,018
Housing expenses	335,958	265,855
Depreciation	84,980	85,973
Other expenses	288,729	290,152
	\$4,368,904	\$3,273,708
DEFICIT	\$ 33,896	\$ 95,804
BALANCE SHEET	2009	2008
CURRENT ASSETS		
Cash and cash equivalents	\$1,354,240	\$1,276,630
Trade and other receivables	88,679	66,387
Other current assets	32,428	10,900
	\$1,475,347	\$1,353,917
NON-CURRENT ASSETS		
Property, plant and equipment	\$ 222,935	\$ 257,375
TOTAL ASSETS	\$1,698,282	\$1,611,292
CURRENT LIABILITIES		
Trade and other payables	\$ 767,172	\$ 639,253
Short term provisions	145,830	117,515
	\$ 913,002	\$ 756,768
NON-CURRENT LIABILITIES		
Other long term provisions	\$ 108,414	\$ 143,762
TOTAL LIABILITIES	\$1,021,416	\$ 900,530
NET ASSETS	\$ 676,866	\$ 710,762