
About this report

The Mercy Community Services (MCS) SEQ Limited Annual Report provides our sponsors and other key stakeholders with a summary of our operational and financial performance during 2014-15. Our report tells the story of who we are, what we do and most importantly, how we do it.

Our Strategic Plan was launched in October 2013 and in this report we provide an update on the progress we have made on the goals and initiatives of this plan.

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Financial performance

Mercy Community Services is committed to protecting the privacy of people who engage with our services. Where appropriate, names have been changed and stock photography is used.

Mercy Community Services acknowledges the traditional custodians of the land on which we operate and pay our respects to the Elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia. Mercy Community Services acknowledges that Aboriginal and Torres Strait Islander people continue to live in spiritual and sacred relationships with this country.

Chair and CEO message

It's been 18 months since we began our journey as Mercy Community Services SEQ Limited (MCS) and, during this time, we continued to pursue the vision set by the Brisbane Sisters of Mercy – to carry forward and drive innovative, integrated, inclusive, coordinated and responsive social services in the communities we serve.

Over the past 12 months, we remained steadfast in our commitment to manage our services sustainably and ensure that we deliver outcomes that provide real, meaningful and positive change for people with whom we engage. In doing so, we remain accountable to our investors and other stakeholders who believe in the work we do and the value of the outcomes we achieve.

Our work is driven by an understanding that the social services we provide are strengthened, and their positive impact is broadened, by working in partnerships that are collaborative and integrated. Throughout this report, we highlight many of the community benefits delivered by the partnerships with which we've been involved during the past financial year.

Our actions are aligned with the MCS Strategic Plan that was launched in October 2013, and our values are at the centre of everything we do. For example, during the year:

- › We established new Family and Child Connect (FaCC) and Intensive Family Support (IFS) services that operate in collaborative partnerships based on our values of mercy, acceptance, excellence and integrity;
- › We planned for, and successfully moved, 27 aged care residents living in the former Holy Cross Hostel to their new home at Mary Damian Centre, in line with our values of mercy, excellence, dignity and empowerment;
- › We worked alongside a number of people with a disability to successfully transition from long-term employment to retirement, conscious of our values of mercy, acceptance, dignity and empowerment.

As an organisation providing a broad range of human services, our reach in the community is extensive. This report highlights examples of our reach, and a number of key achievements during the year:

- › The opening of a new 44 bed aged care facility (Mary Damian Centre) at Nudgee;
- › Establishing new FaCC services in Townsville, Toowoomba/Roma, Moreton Bay and Browns Plains/Beaudesert, along with a new IFS service in Ipswich;
- › Launching the Mercy Adult Learning Academy that partners with people to develop skills, knowledge and pathways to enable them to pursue the life they want; and
- › Continued support for asylum seekers who are unable or not allowed to work.

Importantly, we also enhanced our organisation's financial sustainability through service growth, the integration of our support services and a team approach to client-focussed efficient practice.

During the year, we responded to a number of government reforms:

- › We successfully planned for, and effected, the transition of our community-based aged care services to the new service model of Consumer Directed Care, in line with Federal Government reforms;

- › We ensured that we were well placed to play a positive role in the Queensland State Government's Stronger Families reform initiative and are a partner organisation, working in line with the program's vision that: Queensland children and young people are cared for, protected, safe and able to reach their full potential;
- › We participated in various forums, and reviewed the outcomes of activities undertaken at trial sites, to inform our strategy and budgetary investment to prepare for and participate in the National Disability Insurance Scheme.

We thank the Congregation Leadership Team of the Brisbane Sisters of Mercy for their guidance, trust and support, and acknowledge and thank all MCS staff and volunteers for their dedication and ongoing commitment to be excellent at what they do.



LEE BICKLEY
CHAIR



PETER SYDES
CEO

Our Company Member, Board and Executive Team

The sole Company Member of Mercy Community Services SEQ Limited is The Corporation of the Trustee of the Order of the Sisters of Mercy in Queensland. Our directors and executive team have extensive skills and experience in service delivery, strategy development and organisational governance.

Board of Directors



Lee Bickley

Chair, LLB MBA



Robyn Hunt

Deputy Chair, B Business,
FCA, MAICD



Lisa Eastment

Director, B Education,
Dip Education (Early
Childhood), MA (Leadership).
(Resigned June 2015)



Peter Maher OAM

Director, CEO St Vincent De
Paul Qld, M Education,
Grad Cert Management



Kathie Sadler

Director, BA LLB, MBA,
LLM GAICD



Terry Crawford

Director, B Economics, LLB

Executive Team

Peter Sydes

Chief Executive Officer, B Business Management,
MAICD

Stuart Dempster

Chief Financial Officer, BA Economics, CA, ATI

Julie Purcell

General Manager Aged Care Services,
Registered Nurse, B Education, MBA

Steven King

Executive Director Family Services,
BA Honours Psychology

Leonie Hogarth

Executive Director Disability Services,
BA Health Science, Cert IV Disability Studies,
Cert IV Training & Assessment

Lisa Eastment

General Manager Mission Integration
(commenced July 2015)

Vickie Bachmann

General Manager Strategic Service Development,
Dip Mgt., Dip Project Mgt. (commenced April 2015)

John Hoffman

General Manager People, Culture & Organisational
Performance, BA Industrial Psychology

Brian Kissell

General Manager Information Systems, Technology
& Digital Communication (resigned July 2015)

John Gray

General Manager Employment & Training,
BA Leis. Mgt., AISM, Cert IV Workplace Assessor
& Trainer (resigned March 2015)

Our journey

Who we are

Mercy Community Services (MCS) values the human dignity of every person and is committed to enhancing the quality of life and wellbeing of people in need. MCS drives innovative, integrated, inclusive, coordinated and responsive social services in the communities we serve.

Our mission

is to support and empower those who are poor, vulnerable, marginalised or in a position of disadvantage.

Our vision

is to be a leading provider and facilitator of quality, responsive community services.

Our values

are at the centre of everything we do:

Mercy

We act compassionately and courageously, open to others and to their needs.

Acceptance

We embrace unconditionally the uniqueness and diversity of people, fostering quality and fairness in relationships.

Excellence

We are committed to quality, continuous learning and improvement.

Dignity

We treat all people with respect, accepting their right to spiritual, emotional and physical safety and care.

Empowerment

We assist and advocate passionately for and with people, enabling them to make life-enhancing choices and to gain control over life shaping decisions.

Integrity

We act ethically, justly and honestly according to our values.

How we work



Mercy

We act with **mercy** and **acceptance**, embracing diversity and fairness.



People

We provide people-centered services enabling **empowerment** and **dignity**.



Innovation

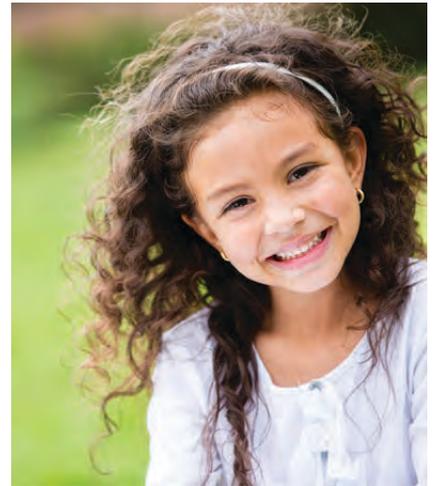
We deliver innovation through **excellence** and are committed to continuous improvement.



Community

We build collaborative community partnerships based on trust and **integrity**.

What we do



We provide a broad range of community services that support and enhance the wellbeing of families and children, older people, asylum seekers and refugees, and people with a disability.

“ A community in which this universal charity reigns is... capable of surmounting all difficulties. ”

SISTER CATHERINE MCAULEY

How we support families and children

We provide services for children, young people, families and local communities in Queensland. We help disadvantaged and vulnerable people and families feel valued, connected and strengthened. We focus on promoting community relationships and strengthening partnerships with funding bodies to enable the delivery of quality services to people.

Our **individual and family support programs** include counselling, family intervention, family support, group work, live-in home for mothers and babies, community engagement and community development programs.

The focus of our work is strengthening family life through linking families with their local community resources and creating support networks that enable them to realise positive family life experiences and hope for the future.

Our **Residential Care and Transition Services** in South East Queensland provide safe, fully supported placements for children and young people with complex needs who may require intensive support during their residential care or support with independent living placements. Our practice models focus on the provision of structure, nurture, play, trauma and attachment informed interventions.

This guides relationships with care giving staff and assists children and young people to recover from experiences of abuse and neglect.

In partnership with the Queensland Government and other community organisations, we deliver **Family and Child Connect services**. Family and Child Connect helps vulnerable families connect with services they need to safely care for their children at home, build capabilities and improve family resilience.

We deliver foster and kinship care programs in partnership with the Queensland Government. We recruit, train, assess, support and monitor foster and kinship carers who provide a home for children and young people.

We carry out a range of **multicultural programs for refugees and migrant families** in Brisbane, Logan, Toowoomba, and the south west Queensland region. This includes the Unaccompanied Humanitarian Minors Program in Brisbane, the Settlement Grants Program in Brisbane and Toowoomba, and the Community Action for a Multicultural Society Program in Toowoomba.



Caring for older people

We provide residential aged care services for 194 people. Our services include speciality care for dementia, palliation, ageing disability and complex clinical care needs. Through our Home Care Program, we visit up to 25 people living in their own homes and provide home care services including a full range of domestic, nursing, personal, wellness and lifestyle services. Through this support, we aim to enhance an individual's sense of self-worth in order to promote independence, self-sufficiency and active control over their own life. Our clients have access to respite care, which assists the transition to residential care if the need arises.

We welcome new residents through two key pathways: Transition to Care and Person Centred Care. Both pathways focus on the person having a unique set of preferences, history and style of living that are important aspects of tailoring both individual care and adapting information and support when moving into an aged care home. An important aspect of each pathway is staff skill and consistency in delivering care aligned with these principles.

Supporting people with a disability

We offer a diverse range of support options to meet the unique needs and circumstances of people who engage with our services. With the purpose of enabling and empowering people to live a fulfilled life of choice, our passionate and committed staff walk alongside each individual to truly listen to their story and aspirations and identify ways to support the person to achieve positive outcomes in their life.

We are proud of our long history and capability to provide quality, responsive services that enable people to:

- > develop and maintain a variety of emotionally healthy relationships, increasing social participation and engagement in community
- > obtain and maintain a place to call home – either living independently or with others
- > participate in recreational activities of choice
- > be a valued and contributing member of their local community
- > develop and maintain a range of life skills that support and enable independence and growth
- > engage in further education
- > obtain paid or voluntary work
- > respond to emergency circumstances, such as illness, hospitalisation or emergency respite
- > plan for the future.

Mercy Community Services is an approved host provider under the Queensland Government's Your Life, Your Choice initiative to support individuals and their families to self-direct support and services for greater choice and control to meet individual needs. This is an important step in our readiness for the significant changes ahead with the introduction of the National Disability Insurance Scheme (NDIS) in 2016.

The Mercy Adult Learning Academy (MALA) partners with young people aged 15-24 to develop skills, knowledge and education and employment pathways that enable students to pursue the life they want. MALA's unique, innovative and flexible framework ensures person-centred education and life skills development across all aspects of life. MALA was developed based on feedback from families and students seeking a different service from the traditional post school service, one that was focused on employment, education and life skills development.

Registered Training Services

In early 2015, MCS Directors made a strategic decision to cease the provision of nationally recognised training services that were being provided by the fully owned Registered Training Organisation (RTO); Mercy Community Services Employment & Training Ltd. In September 2015, ownership of the RTO was transferred to Access Community Services Ltd and more than 500 students continue to receive training from the same company now trading as Strive International Employment & Training.



Our impact

210071
NIGHTS

nights foster and kinship care was provided to Queensland children through our foster and kinship care programs and services

7130
HOURS

hours of service delivered to families via our Family Intervention Program

293



people were provided residential aged care services



28

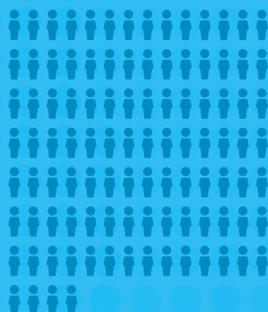
young people engaged through the

Mercy Adult Learning Academy

270

people received community outreach and group work support in Goodna and Toowoomba for early intervention mental health support

Provided intensive mental health support to 102 children and young people



Supported 67 unaccompanied humanitarian refugee minors and 62 people living in community detention through multicultural programs



5 people with a disability employed at the Cookery Nook



366 foster and kinship carers engaged in our program at 30 June 2015



Family Matters project achieved 402 occasions of service for eight African community language groups



Immigration advice and assistance was provided to refugees in Toowoomba, where we held 10 regional migration workshops and 23 appointment clinics for 85 people

Sexual abuse counselling →



HOURS

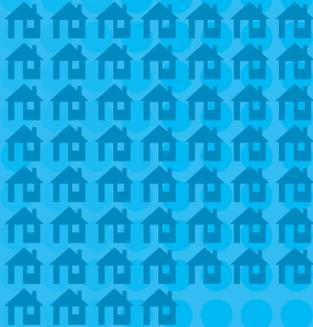


580 Queensland children supported through our foster and kinship care program

Opened Mary Damian Centre aged care facility at Nudgee



154 young people supported through our Residential Care and Transitional service and Supported Independent Living Program



53

people supported within the community to maintain their accommodation and life skills

20

Queenslanders supported through our disability services respite programs

1,204 enrolments in our employment and training programs

Supported 1,100 people through our Romero Centre outreach services

Engaged 143 families in Toowoomba through family programs

Welcomed hundreds of asylum seekers and refugees who visited the Romero Centre, and provided 3,199 instances of support through various activities

73 active volunteers supporting asylum seekers via programs managed at Romero Centre

551 people with improved social connectedness through the Community Action for a Multicultural Society program

In Toowoomba, the Threads of Change Afghan Women at Risk project achieved 656 occasions of service, 22 early intervention activities and 16 on site interpreters in Farsi and Dari

39 people engaged through older carers' initiatives

29 Queenslanders were provided with leisure, employment and training support through our disability services



\$150,921: revenue generated by the Australian Disability Enterprise, The Cookery Nook – Catering and Conference Centre

Our impact

A story of hope

Shamilla is a 16 year old young lady from Afghanistan. Her family arrived in Australia in 2002 and first visited MCS' Romero Centre in 2003 after a volunteer at the centre who was a friend of the family's suggested they visit.

The Mercy Divas

Having a valued role in the community can give meaning and purpose to a person's life. The Mercy Divas have found that meaning, simply by being themselves and letting their talents shine.

In a creative hub on the north side of Brisbane, a group of five ladies between the ages of 40 and 63 discovered themselves as performing artists. Their enjoyment of music and singing was noticed by an MCS support worker, who recognised that their talents were something that could be enjoyed by many people. Most importantly, she believed they could be paid for the entertainment services they could provide.

The Mercy Divas grew a life of their own and since April 2014 they've performed at 41 paid gigs across Brisbane. Singing a range of songs from artists such as Doris Day, The Beatles, Michael Jackson and The Sound of Music, they also entertain the crowd by sharing jokes and showcasing their dancing talents.

The Divas have acquired a range of skills including stage performance, money management, invoice production, equipment set up, microphone technique, vocal function exercises, as well as English literacy and people skills, most of which has been incidental to the fun they are having.

As a group they support and mentor each other through any challenges. For example, performance anxiety is reduced by the repetition of the activity as well as having support from each other in a shared experience. The more performances they do, the more they gain confidence in themselves. You can always hear them talking about being part of the Divas, which shows they are inspired and gaining a real sense of value as a Mercy Diva.



Her family was supported by the Romero Centre with food, donations, English classes and a home tutor to help Shamilla with English and Math classes.

Shamilla's dream was to be able to continue high school education at All Hallows' School. After two attempts to secure a scholarship, she continued to persevere and do her best at her previous school. All Hallows' School offered her a full scholarship from year 9 to 12, with the support of the school's Director of Mission and Romero Centre staff who continued to advocate for Shamilla. Shamilla is very happy at her school and is positive about her future.

Shamilla's mother Adila has been involved with the Romero Centre ever since they first visited the centre. She first joined the lady's group at the centre and then the sewing group. Adila enjoyed it so much she decided to become a volunteer for the sewing group, which she still runs to this day, and she is a much-valued volunteer at the Romero Centre.



Isobel finds a place to call home at Mary Damian Centre

We met Isobel in late 2014 when she visited Holy Cross in Woolloowin with her family to look for suitable residential care. Isobel was apprehensive about moving from her own home in Brisbane to a facility.



Isobel realised she required more support than could be provided at home so made the decision to stay with us, initially on a respite basis. After just one month of living at the facility, Isobel decided to stay with us for the long term.

Isobel recalls advising her family that *“when you reach the age of 60 you are entering old age, so it is at this time you need to plan ahead”* but at 90+ years she realised she hadn't practised what she'd preached!

By Christmas 2014 Isobel's condition had deteriorated and she'd lost the use of her legs and was no longer able to mobilise independently. She'd always loved going outside but was no longer able to do this.

In collaboration with Isobel and her family, our nursing and physiotherapy staff considered how they would be able to facilitate this for her. The option of a special chair was considered and approved, and Isobel was assisted into the chair each day and nursing staff wheeled her outside.

When Mercy Community Services opened the new Mary Damian Centre in Nudgee in April 2015, Isobel relocated to the new facility.

In partnership with Isobel's family, our multidisciplinary team reassessed Isobel's condition. She wished to be more independent and we considered how this could be achieved. The solution was a mobility scooter, which her family purchased for her.

Much to Isobel's delight, she was able to mobilise herself around our facility and outside where she can read and enjoy her surroundings. In her words it means *“everything to me to have my independence as much as possible and be able to go outside and read”*.

Mercy Community Services' Mary Damian Centre supports 'ageing in place' and is able to care for a range of high and low care needs. The residential facility dining rooms, lounges, activity rooms, landscaped courtyards, therapy and activity areas, a chapel, television system, CCTV and audio systems, along with an on-site café open on Friday mornings.

Kylie and John's story

Kylie and John have three young children. One child has been diagnosed with ADHD, another child has issues with sleep and eating, and a third child has autistic traits that haven't been formally diagnosed. He is disruptive and can become violent at times.



As a result of these challenges, both Kylie and John are sleep deprived and often get frustrated when dealing with their children's challenging behaviours.

Although Kylie has done a number of parenting courses, she doesn't feel the things she learnt were effective with one of her children. Kylie was willing to engage with Mercy Community Services' Family and Child Connect and mentioned she'd been trying for five years to get their child assessed with no luck. Kylie felt she was at the point where she didn't think she'd get the help she needed for her child.

After an initial meeting with Kylie, we agreed we'd make a referral for their child to see a partner organisation providing psychology services. Kylie was very hesitant about taking the next step forward as she had convinced herself help would not be forthcoming. She was given information and we asked her to get in touch with us when she was ready. John was very keen to pursue the referral and committed to taking their child to any appointments.

There were a number of positive outcomes from our contact with this family. Their child would be seen by a psychologist, John enrolled and participated in a parenting course, and the family also participated in family counselling.

Our strategy

In order to drive innovative, integrated, inclusive, coordinated and responsive social services in the communities we serve, we are guided by a strategic plan. The plan focusses on four strategic pillars: client/stakeholder, learning and growth, systems and processes, and financial. In this section, we report on the progress made against our goals and planned initiatives during the 2014-15 financial year, our key achievements and what's next in 2015-16.

Our goals, actions and initiatives in 2014-15

Our strategic goals in relation to clients and stakeholders were to:

- › be known as a leading provider and facilitator of quality, responsive community services
- › effectively and meaningfully develop innovative and integrated models of service
- › sustainably grow in response to community needs
- › be recognised as having a best practice governance framework.

Our strategic actions included:

- › developing mission and values aligned services based on identified community need and in line with practice research
- › maintaining service compliance and continuous quality improvement activities
- › providing staff with avenues and opportunities to collaborate and develop innovative and integrated models of service
- › developing and implementing a marketing and communications plan.

“The simplest and most practical lesson I know...is to resolve to be good today, but better tomorrow. ”

SISTER CATHERINE MCAULEY



Some initiatives and what we did



We said we'd develop and implement an MCS consumer directed and managed model of practice and associated support systems for aged care.

We defined our strategy and completed a Consumer Directed Care (CDC) Readiness project, and transitioned support for our Home Care Package clients to the new CDC model. This enabled the introduction of some private care and services for different clients.

We said we'd confirm service programs and locations aligned to the Government's new child protection initiatives.

We responded to the Government's new early intervention funding opportunities for Family and Child Connect (FaCC) and Intensive Family Support (IFS). We successfully received funding to collaboratively establish new FaCC programs in Toowoomba and Townsville, with a satellite service in Roma.

We said we'd improve the status quo and implement at least one new employment or training related full fee service program.

We commenced a fee for service program providing training in relation to individual skill sets that form part of Certificate level qualifications.

We said we'd publish an inaugural annual report.

We published an inaugural annual report in February 2015.

We said we'd complete Stage 2 of our Aged Care Redevelopment and Holy Cross Transition Strategy.

We achieved this initiative and completed Stage 2 of the Nudgee Redevelopment during the financial year. We opened the new 44 room Mary Damian Centre at Nudgee in April 2015 and moved 27 residents from the Holy Cross Hostel in Woolloowin into the new facility, with an additional 17 residents admitted over the following month (100% capacity).

We said we'd develop an Indigenous community engagement and reconciliation strategy.

We held an initial workshop with a group of Indigenous staff in October 2014. We documented activity and action that was existing, proposed or being considered to help move this strategy forward. We reviewed our cultural awareness training and began the recruitment of an Aboriginal and Torres Strait Islander Engagement Officer.

We said we'd prepare for and complete triennial aged care accreditation audits.

We achieved three year reaccreditation of all our aged care facilities (Holy Cross, Emmaus, Bethesda and Allambe).

We said we'd prepare and successfully complete Human Services Quality Framework audits for our disability and family services.

We successfully completed this in July 2014.

We said we'd review our internal audit programs and practice within the RTO.

We completed a review of compliance processes to ensure alignment with new training standards.

We said as part of marketing and communication activities we'd deliver a new MCS website.

We delivered with the new MCS website www.mercycs.org.au going live in April 2015. Additionally, we developed a new brand identity and style guide, and a 1300 MCS number was launched.

We said we'd enhance the MCS governance framework and reporting structure.

We reviewed our compliance schedule, all board policies as well as the board risk and compliance monitoring framework (which incorporates issue escalation protocols).

We said we'd develop and maintain strategic networks, memberships and relationships.

We strengthened relationships with key state and federal government departments, community service non-government organisations (NGOs) and Indigenous organisations. We became a foundation member of the Community Services Industry Alliance.

Our strategy

Our goals, actions and initiatives in 2014-15

Our strategic goals for learning and growth were to:

- › create a healthy mission and values aligned organisational culture that attracts, retains and celebrates staff and volunteers
- › provide staff and volunteers with support and development opportunities.

Our strategic actions included:

- › human resource management framework
- › leadership, workforce and volunteer development program
- › staff wellbeing and safety management programs.



Our initiatives and what we did

We said we'd develop a Business Continuity Focussed Workforce Planning and Development Program.

We commenced and continue to progress work in this area across our organisation. Our disability services leadership team completed an NDIS workplace planning workshop in late 2014 and this informed a decision to invest in a new structure and roles focussed on ensuring we are well prepared for the roll out of the NDIS. We reviewed the aged care staffing structure in line with changing resident care needs and increased appropriately targeted care resources.

We said we'd review and implement robust and effective volunteer programs.

We are in the early stages of learning about the approach taken by each of our service areas so that we can build a common approach to engaging and managing volunteers. Going forward, we will progress efforts in this area.

We said we'd develop a strategically aligned MCS approach to industrial relations and commence its application across the organisation.

We are enhancing MCS employment conditions through policy development.

We said we'd undertake MCS mission and values training for both existing and new staff.

We implemented a Common Values Induction Training across the organisation. A Yesterday, Today and Tomorrow workshop for existing staff was well received. We appointed our inaugural General Manager Mission Integration.

We said we'd further develop the Sanctuary Model Program.

We continued development and implementation of this program in family services. Our General Manager Mission Integration will take the lead on the strategy to implement this program across the remainder of the organisation.



Our strategic goals for systems and processes were to ensure:

- › frontline services benefit from best practice, scalable and integrated support services
- › information and knowledge is managed effectively and efficiently to support quality services.

Our strategic actions included:

- › developing and implementing an integrated organisational support services structure via the Mercy INTegration (MINT) Project
- › implementing and operating an organisation-wide information systems network and infrastructure.

Our initiatives and what we did

We said we'd implement a Disability and Family Services Client Management System.

We commenced implementation in July 2014, including delivery of a staff rostering function. Client functionality will be deployed from mid-2015.

We said we'd enhance information and knowledge sharing through the MCS intranet.

We implemented SharePoint as the organisation's intranet.

We said we'd fully implement the Documentation, Monitoring and Evaluation, Reporting, Training, Teamwork and Supervision (DMERTTS) quality practice framework to support models of practice development and continuous improvement activities.

We progressed this during the year, with investment to support full implementation as part of 2015-16 budget planning.

We said we'd complete the implementation of iCare Medication system across all of our aged care facilities and assess potential for use in other areas of the organisation.

We completed the implementation across aged care.

We said we'd design and commence implementation of Phase 2 Integrated Support Services.

We announced a new integrated finance, property and procurement structure in January 2015. Enhanced quality, compliance and human resources support was provided across the organisation. MercyNet/IT services were fully implemented and we co-located support service staff in the new Corporate Office that opened in Woolloowin at the end of May 2015. Our systems and processes remain on a continuous improvement journey.

Our strategy

Our goals, actions and initiatives in 2014-15

Our strategic financial goals were to ensure organisational growth and sustainability by efficiently and effectively utilising required financial resources and to maintain financial viability.

Our strategic actions included:

- > operating strategically aligned services in line with agreed financial benchmarks and ratios
- > developing and implementing a financial forecasting framework aligned with planned strategic growth and focussed on viability
- > developing a capital asset management plan
- > exploring and identifying opportunities to grow and diversify income streams – including a fundraising program.



Our initiatives and what we did

We said we'd develop a quarterly financial forecasting framework.

We implemented the quarterly financial forecasting framework.

We said we'd develop an MCS fundraising strategy and commence the strategy's implementation.

We delayed the development of this strategy to focus on core corporate partnership activities.

We said we'd develop a sustainability focussed capital asset and property management plan.

We held a strategic property development workshop in mid-2015. Key principles and priorities for property development and management were agreed at the workshop and a Board subcommittee was established and is overseeing and reporting on a property development plan.

We said we'd develop options and strategies for alternative revenue streams.

We held a strategic growth and investment workshop in December 2014 and key initiatives for growth informed our 2014/2015 budgets. We launched the Mercy Adult Learning Academy (MALA) during the year. Our Transitioning into Parenthood Skills (TIPS) program was trialled in mid-2015 and we welcomed a decision taken by the Queensland Congregation of the Presentation Sisters to financially contribute to the costs incurred by the Romero Centre in supporting asylum seekers.

Other achievements during 2014-15

- › Opened Cath's Café at the Mary Damian Centre with volunteers.
- › Supported people with a disability to move to community living arrangements, transition to retirement from long-term employment, engage in further study and education, and have meaningful roles and connections with their communities.
- › Implemented an integrated Child Safety and Disability Service Program to support a young person with high and complex needs at Woolloowin.
- › Developed a business plan for the Mercy Divas music group.
- › Organised the biennial St. Vincent's Home former residents event in November 2014, attended by over 200 people.
- › The Romero Centre staged several successful events during the year including the Stories of Hope and Love: Through the Eyes of Refugees art exhibition, an International Women's Day event including a fashion parade promoting emerging African designers, and the Refugee Conference and Film Festival in partnership with the Queensland University of Technology, the Association of Social Workers, and the State Library of Queensland.
- › The Romero Centre also secured its first commercial contract to provide aprons for OzHarvest, Australia's leading food rescue charity. Women who started their journey as clients of the Centre now run a sewing group that delivers aprons to OzHarvest. The Centre also supported a team of Sri Lankan Tamil refugees who won the Infinity T20 Cricket Tournament in Brisbane by providing cricket shoes and equipment.

Looking ahead

What's next in 2015-16 and beyond?

In the coming years, MCS is committed to:

- › implementing a framework to ensure we continually monitor and measure the impact of the socially meaningful change achieved by the services we provide.
- › enhancing the investment in and support for staff and implementing an MCS Leadership Capability Framework.
- › continuing to focus on financial sustainability and pursuing greater use of technology to drive service efficiency and efficacy.
- › applying our skills to develop services that will increase non-government income.
- › continuing to pursue mission-aligned education programs, such as MALA
- › pursuing opportunities to develop collaborative and impactful responses addressing gaps in services that aim to prevent and cease domestic and family violence and assisting people impacted by such violence to be safe and recover.
- › securing external partnerships to financially support the Romero Centre.
- › growing our aged care services both within the community and in additional facilities.
- › growing early intervention family support programs.
- › focussing on skills development, motivation and resiliency of people living with a disability to assist them embrace the opportunities that come with change.
- › exploring and realising opportunities to build on our reputation, expand our footprint and position ourselves as a provider of choice leading into the implementation of the National Disability Insurance Scheme (NDIS) in 2016.
- › creating accessible housing solutions in response to demand.
- › continuing to develop and roll out the Documentation, Monitoring and Evaluation, Reporting, Training, Teamwork and Supervision (DMERTTS) Framework strategy across the organisation to ensure we monitor and measure the social and economic impact of program outcomes.
- › focussing on supporting people and strengthening communities.

Our people

Mercy Community Services employs a highly professional, experienced and skilled workforce.

Our people hold relevant tertiary qualifications (including Diplomas, Bachelors, Masters and PhDs) in areas such as counselling, social work, disability services, human resources, psychology, health and behavioural sciences, policy and governance, business, marketing and management.

We actively recruit staff from diverse cultural backgrounds to ensure cultural diversity and culturally appropriate practice.

We support employees' professional development through internal and external learning and development opportunities as well as formal and informal supervision.

Service area	Number of staff	Permanent full time	Permanent part time	Casual	Volunteers	Female (%)
Aged Care Services	235	13	194	28	50	91%
Employment and Training Services	27	21	6	0	0	77%
Disability Services	83	15	46	22	16	78%
Family Services	292	190	67	35	82	77%
Integrated Support Services	33	25	7	1	0	58%
Total	670	264	320	86	148	80%

MCS' internal culture is of great importance to the organisation. Over the past year, we've been implementing the Sanctuary Model, an organisational culture model that promotes employee safety and wellbeing through core commitments aligned to MCS values. A dedicated team is driving this change focussing on staff retention, a sense of organisational wellbeing and improved outcomes for clients who are supported by resilient staff.

Our people's achievements

It's important to MCS that our people are acknowledged and recognised for the outstanding work they're doing to ensure our organisation is innovative and responsive to community need.

Mercy Moments Awards: people who exemplify our values in action.



Alison Stone, a Family Support Work in our New Families Program in Clayfield that helps young mothers provide quality care for their babies, was presented with a Mercy Moments Award in the 'Living the Values' category. We are extremely impressed by Alison's passion and dedication when working with the mothers in the program. Nothing is ever too much trouble for Alison and she treats every mother and baby with the upmost respect and dignity.



Tanya Goltz, Supported Independent Living Program Coordinator in our north coast region, received a Mercy Moments Award for epitomising outstanding service and going above and beyond in her work with young people, colleagues and stakeholders. Tanya is highly client-focussed and relational and demonstrates strong advocacy skills for the young people she works with. We are consistently inspired by Tanya's grace, gentleness, genuine care and professional integrity.

Awards won by our people and teams



Senior Manager Toowoomba and Warwick Frances Klaassen was one of 22 distinguished Queenslanders who were made a Member of the Order of Australia at an investiture ceremony in Brisbane during the year. In investing the award recipients, the Governor of Queensland, His Excellency the Honourable Paul De Jersey AC, outlined the many ways in which the award winners make and re-make a society that is more compassionate, determined and resilient.

Rebecca Lim from the Romero Centre was honoured with a United Nations Association of Australia Queensland Community Award during the year, for her dedication and contribution to raising awareness and promoting the human rights of asylum seekers within Australia and overseas.

Congratulations to Program and Practice Development Manager Annaley Clarke who won the International Sanctuary Star Award in December 2014, awarded to individuals who exemplify the Sanctuary principles and encourage and motivate others for positive change within their communities.

In late 2014, Romero Centre received a Queensland Community Award for recognition of its continuing services to assist and support refugees through fostering community education, human rights and advocacy.

Presenting at conferences

Research, Evaluation and Publications Manager Dr Stewart Redshaw presented at three conferences on MCS' DMERTTS Framework (ACWA National Conference, second Biennial Australian Implementation Conference, and Pathways for Vulnerable Children). He also produced an article on our DMERTTS strategy for the Australian Institute of Family Studies' CFCA Information Exchange in mid-2015.

Education to support responsive outcomes

Six staff members worked diligently towards earning their Certificate IV in Disability Services during the financial year. This study will enable them to translate their learnings into practice to ensure individualised and responsive outcomes for the people we support. The team who undertook this study includes Folototo Fa'asolo, Maraea Horua, Jeanette Leigh-Forster, Gail Piper and Eugenia Kalimbassieris.

Ten assistants in nursing are also in the process of completing a Certificate IV in Aged Care with a focus on mentoring.

Fellowship success

Diversional Therapist Fran Mansfield successfully applied to a 12 month Dementia Training Study Centre Fellowship, which commenced in May 2015. Through this study, Fran is investigating the benefits of music and song for people with dementia.

Committee participation to support the role of nursing

During the year, Deirdre Moran was invited to join the QUT Nurse Practitioner Advisory Committee which meets two to three times a year to discuss emerging themes relating to the nurse practitioner role, including course evaluations and projections. Deirdre was also invited to collaborate with a Royal Brisbane and Women's Hospital team who are looking to develop a pathway for long-stay patients.

Innovative ideas effecting positive change

Congratulations to Tony Brown and Di Kemp for taking a lead role in delivering a boys and girls group that has been very successful and acknowledged by Child Safety Service Centres in assisting with the character development, independence, and self-esteem of the children and youth in our foster and kinship care programs.

Thanking our partners

Mercy Community Services works in collaborative partnerships with all tiers of government, community organisations, business, and local communities throughout Queensland. These partnerships are critical to ensuring the outcomes of our services deliver socially meaningful change for people. We are truly thankful for the support we receive.



Special thanks to FleetPartners

Mercy Community Services has been working with FleetPartners for our organisation's vehicle leasing needs since 2008. During this year, FleetPartners kindly provided a Volkswagen Transporter van at no cost to MCS which is used to support the delivery of our services.

FleetPartners General Manager NFP Adam Williams said, "FleetPartners Not For Profit Division are proud to work in partnership with MCS. We've worked closely with MCS for many years now, and are privileged to be given the opportunity to help support the community programs they're delivering."

School initiative helps drive change

During the year school leaders at Brisbane's All Hallows' School, in collaboration with Romero Centre, set a project goal to fund a much-needed seven seater vehicle to assist Romero Centre with the transportation and collection of goods. The project was a success and the school was able to purchase a brand new Hyundai Imax. The School Captains were honoured to present the keys to the van to Romero Centre staff on behalf of the school community. In appreciation of their efforts, two beautiful artworks by an artist with a refugee background were presented to the school.

“ As part of our commitment to quality and excellence, we continued to engage universities in research and practice partnerships. ”



University engagement

As part of our commitment to quality and excellence, we continued to engage universities in research and practice partnerships, including:

- > Mindfulness with Bond University
- > Parents under Pressure (PuP) program for kinship carers with Griffith University and University of Queensland (UQ)
- > UQ study on ‘A model of quality service provision for people with intellectual disability and challenging behaviours: Enhancement and enrichment through stakeholder and service user consultation’.
- > Student placement to research and identify marketing strategies to support the growth and development of the Cookery Nook Catering and Conference Centre.
- > Student placements in disability services (Queensland University of Technology and Australian Catholic University)
- > Nursing student placements in aged care (Australian Catholic University, UQ, Mater, and Yuh-Ing Junior College).



Our volunteers

Mercy Community Services’ volunteers are instrumental in helping us continue and grow the important work we do in Queensland communities.

Volunteers are involved in many of our events and programs, and in carer and friendship roles in the aged care and disability services we provide. At Romero Centre, our volunteers provide extensive support including legal, administrative, and English teaching support to refugees and asylum seekers.

We would like acknowledge all MCS volunteers for their talent and skills in supporting people and thank them for their time, passion, commitment and kindness.

MCS has 148 registered volunteers

Our partners

Queensland Department of Communities, Child Safety and Disability Services

Australian Government
Department of Social Services

Australian Government
Department of Health

Brisbane City Council

Queensland Department of Housing and Public Works

Multicultural Affairs Queensland

WWILD (Working Alongside People with Intellectual and Learning Disabilities)

Lifeline Darling Downs

Domestic Violence Action Centre

Palm Island Community Company

Kummara Association

Bargumar Aboriginal and Torres Strait Islander Corporation

Caboolture Domestic and Family Violence Resource Centre

Mission Australia

Access Community Services

Ipswich Independent Youth Service

Carbal Indigenous Medical Centre

Working Against Violence Support Service (WAVSS), the Regional Domestic and Family Violence (DFV) service for Logan and the Redlands

Mununjali Housing and Development Company Ltd

Logan Elders

ACAG (Agencies CALD Action Group)

Kambu Aboriginal and Torres Strait Islander Corporation for Health

Refugee & Immigration Legal Service Inc

Multicultural Development Association (MDA)

Queensland Congregation of the Presentation Sisters

FleetPartners

All Hallows’ School

Tafe Queensland – South West, Toowoomba

OzHarvest

Sarina Russo

AccessEAP

Advantage Salary Packaging

Financial performance

Mercy Community Services receives income through State, Commonwealth and Local Government subsidies and grants, client service and accommodation fees, sponsorships and donations.

We remain focussed on a strategic goal to maintain financial viability. Our overall result for financial year 2014-15 was a \$3.4 million net surplus (6 per cent of income) and our operating surplus from continuing operations (after depreciation and interest, but before donations and one-off events) was \$2.4 million (4.6 per cent of income).

Our revenue in the 2014-15 financial year was \$56.4 million, compared to \$31.1 million in 2013-14 (seven months only) continuing a pattern of growth through the development of new services and extending the outreach of existing services. Examples include:

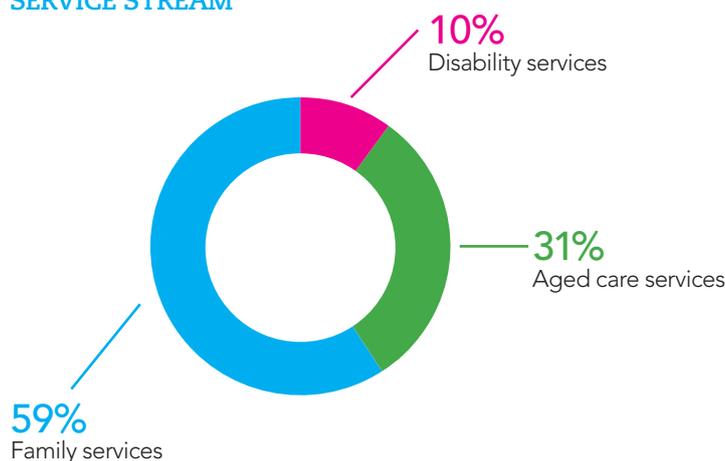
- › The completion of the second stage of our Nudgee site's aged care redevelopment and the opening of Mary Damian Centre.
- › Our involvement in the Queensland State Government's Stronger Families reform initiative, with more than \$2 million in new government funding secured for new Family and Child Connect services and an Intensive Family Support Service.

- › The Commonwealth Government's investment in family mental health support, and MCS' delivery of new programs in this area.

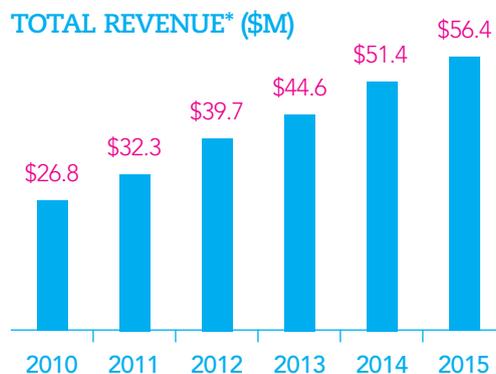
Income from donations, bequests and fundraising totalled \$2.5 million and the Brisbane Congregation of the Sisters of Mercy, our Company Member and major sponsor, contributed \$1 million in equity to assist in the development and delivery of innovative and integrated human services to many communities throughout Queensland.

We made significant improvements in our support service functions in the areas of finance, information technology, property, human resource management, quality, training and marketing & communications by co-locating all staff from these areas into the new corporate site at Woolloowin. The new Integrated Support Services team is working to further enhance common processes and common systems including the implementation of a new common financial system and organisation intelligence systems in the calendar year 2016.

REVENUE PER SERVICE STREAM



TOTAL REVENUE* (\$M)



* Revenue excludes the results of Mercy Community Services Employment & Training Limited. The revenue from 2010-2014 reflects the consolidated separate service stream results, as Mercy Community Services SEQ Limited was incorporated on 28 October and commenced operations on 1 December 2013.

Financial summary

Statement of profit or loss and other comprehensive income for the year ended 30 June 2015

	2014-2015 \$	2013-14 (7 months)* \$
Income		
Revenue	56,410,242	31,119,890
Expenses		
Administration expenses	(2,975,058)	(1,913,523)
Employee benefit expenses	(39,156,704)	(22,095,605)
Domestic operating expenses	(4,430,304)	(2,665,906)
Repairs and maintenance expenses	(2,484,172)	(1,342,758)
Depreciation and amortisation expense	(2,321,184)	(1,306,969)
Impairments	(283,565)	-
Loss on winding down of subsidiary	(1,121,888)	-
Finance costs	(135,611)	(90,334)
Other expenses	(62,431)	(68,370)
Total expenses	(52,970,917)	(29,483,465)
Surplus before income tax expense	3,439,325	1,636,425
Income tax expense	-	-
Surplus after income tax expense for the year	3,439,325	1,636,425
Other comprehensive income for the period net of tax		
Change in fair value of financial asset	3,445	-
Total comprehensive income for the year	3,442,770	1,636,425

* MCS was incorporated on 28 October and commenced operations on 1 December 2013. Period from 1 December 2013 – June 2014.

Statement of financial position

At 30 June 2015

	2014-2015	2013-14
	\$	(7 months)*
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents	27,585,385	10,641,033
Financial assets	424,154	1,181,119
Trade and other receivables	6,251,309	2,656,928
Other current assets	170,484	180,974
Total current assets	34,431,332	14,660,054
Non-current assets		
Financial assets	735,607	-
Property, plant and equipment	54,146,448	47,103,561
Intangible assets	1,581,283	1,405,383
Total non-current assets	56,463,338	48,508,944
Total assets	90,894,670	63,168,998
LIABILITIES		
Current liabilities		
Trade and other payables **	30,950,882	20,505,008
Employee benefits	3,514,536	3,538,949
Borrowings	-	142,403
Provisions	1,121,888	-
Other current liabilities	4,455,141	1,943,711
Total current liabilities	40,042,447	26,130,071
Non-current liabilities		
Employee benefits	505,622	472,570
Borrowings	10,492,477	955,003
Total non-current liabilities	10,998,099	1,427,573
Total liabilities	51,040,546	27,557,644
Net assets	39,854,124	35,611,354
EQUITY		
Contributed equity	34,774,929	33,974,929
Other reserves	3,445	-
Retained surplus	5,075,750	1,636,425
Total equity	39,854,124	35,611,354

* MCS was incorporated on 28 October and commenced operations on 1 December 2013. Period from 1 December 2013 – June 2014.

** Total Aged Care Accommodation Deposits/Bonds = \$29,695,763 (2014: \$17,513,824)

Aged Care Accommodation Deposits/Bonds expected to be paid within 12 months = \$5,939,153 (2014: \$3,502,765)

Aged Care Accommodation Deposits/Bonds not expected to be paid within 12 months = \$23,756,610 (2014: \$14,011,059).

About Sister Catherine McAuley, foundress of the Sisters of Mercy

// Catherine was... a fearless pioneer in laying the foundations of an educational, healthcare and social network that long outlasted her own initial efforts. //

Brenda Dolphin rsm



Mercy Community Services' Executive Team from left to right: Peter Sydes, Leonie Hogarth, Steven King, Vickie Bachmann, John Hoffman, Lisa Eastment, Stuart Dempster and Julie Purcell.



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