

Strengthening Families Together ...



97th Annual Report
2014-2015

Our Vision

QEC's vision is for our children to get the best start in life.

Our Purpose

QEC helps young children living in vulnerable situations get the best start in life, by providing families with specialised services, guidance and education.

Our Values

RESPECT:

We respect the feelings and beliefs of others

TEAMWORK:

We listen to, acknowledge and accept others in our team

INTEGRITY:

We approach others with fairness, honesty and openness

EXCELLENCE:

We strive for excellence and quality in everything we do

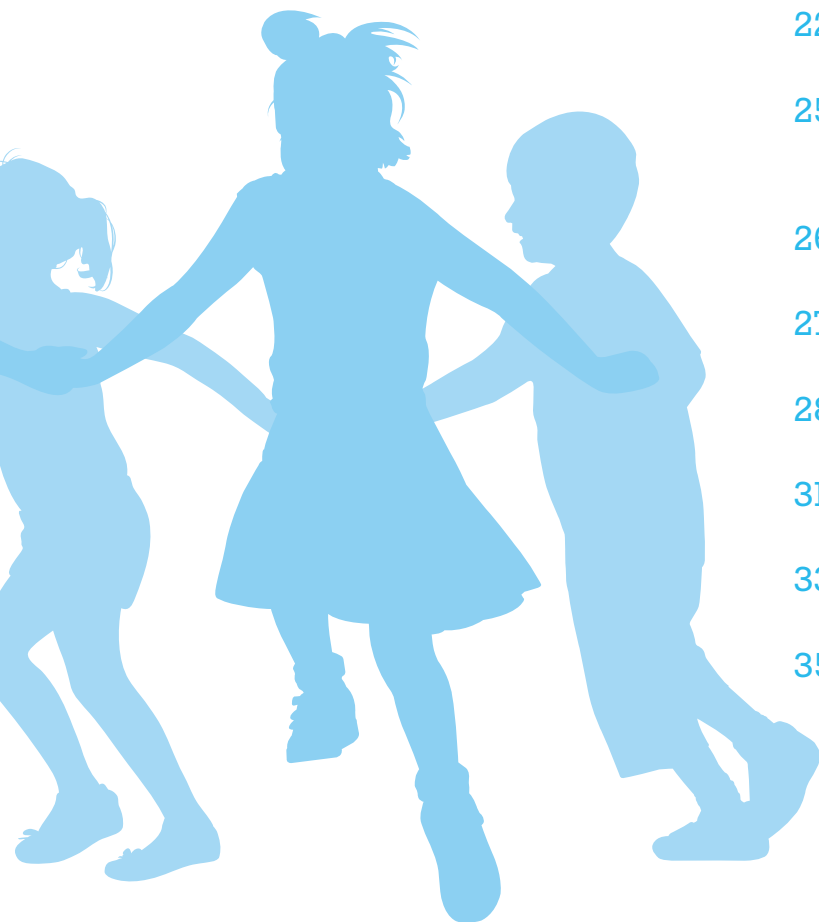
RESILIENCE:

We are positive in our approach to all challenges



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Executive Report

“Our partnerships with all governments at all levels are critical, collaborative and dynamic. QEC acknowledges that we must work together towards outcomes. “

I write this on my return from a week with the community at Fitzroy Crossing – reflection, inspiration, challenge. So much of what we do at QEC has parallels with this community. The passion, respect, tenacity, determination, creativity, optimism and hope evident in their partnerships are a model for QEC.

Dynamic environments might try us – but they also push us to find creative solutions to old and new issues and opportunities. The team at QEC embraces and invests in that. And this year we have some outcomes to share with you that clearly illustrate this sense of purpose.

A highlight of the year was sharing and celebrating the outcomes of an outstanding partnership between QEC and Mallee District Aboriginal Service (MDAS) in the Bumps to Babes and Beyond program.

In March, Victorian Minister for Health Jill Hennessy launched the evaluation report into the program, which led to reduced rates of maternal depression, and high rates of breastfeeding and immunisation. QEC appreciates the support of the Ministerial office and senior department officials in communicating the outcomes achieved through QEC tailored programs to a diverse range of health services across Victoria.

I would especially like to thank Rudy Kirby, CEO MDAS, and Janette Kennedy, Commissioner for Aboriginal Children and Young People, Manager Aboriginal Strategy and Policy for their ongoing advice, support and commitment to building the profile of the program, which contributes to reducing the risk of Aboriginal and Torres Strait Islander children entering out of home care.

A small group from QEC was invited to join the CEO of MDAS and his team, Board members, families involved in the program and stakeholders for a very special celebration at Mungo National Park. The success of this program was only achieved through working in partnership with the Aboriginal community. We still

have much to learn and appreciate this investment in the continued development of our team and our organisation.

QEC was proud to hear Andrew Jackomos, Victoria's Commissioner for Aboriginal Children and Young People, tell the Royal Commission into Family Violence that Bumps to Babes and Beyond should be expanded.

QEC welcomes the Royal Commission into Family Violence, and we were pleased to put forward a submission. We work closely with Child Protection, Child and Family Information, Referral and Support Teams (Child FIRST), the Children's Court, Maternal and Child Health services and communities across Victoria supporting vulnerable families. We are unique in that through our evidence-based practice we present 'the voice of the child' in these considerations.

The current system often fails children who experience complex social and emotional disturbance through being exposed to family violence in all its forms on a daily basis. QEC works with children who demonstrate the effects of cumulative harm. A small working party brought their lived experience of working with children exposed to family violence to develop QEC's response to the Royal Commission into Family Violence.

Family violence impacts on all areas of early development and there is strong evidence that concludes exposure is detrimental to the psychological, social, emotional and physical wellbeing of the developing child.

In our submission, we noted that QEC has a unique opportunity to inquire and intervene in family violence during pregnancy and post birth, and called for an integrated approach to family violence in the community with suitably resourced services to ensure that intervention can continue in a planned and coordinated approach to keep children and families safe.

In May 2015, QEC provided input to the VAGO audit into Early Intervention Services for Vulnerable Children. The audit focused on early intervention services provided through the Child and Family Information, Referral and Support Teams (Child FIRST) and Integrated Family Services (IFS) system. It examined whether families can readily access these services and whether services are leading to positive outcomes for vulnerable families. We are pleased to see that the government is investing in improving productivity and outcomes in this space.

This year QEC was pleased to be involved in 2 of the 8 pilot programs for DHHS Services Connect - Southern Melbourne and Hume Moreland partnerships. The Services Connect model aims to improve the way in which community services sector partners work together to better support Victorians in need. The purpose of the program is to provide case management to clients who are linked into multiple services meaning a more streamlined approach and hopefully easier experience for the client. In recognition of QEC's expertise Megan Leuenberger, Community Service Manager, was appointed as a member of the Victorian Services Connect Research and Evaluation Committee.

QEC Board reviewed its governance and operations in March 2015 with external consultant Alison Brown (Australian Centre for Healthcare Governance) through an assessment of individual and collective knowledge and skills, demonstrating a commitment to developing the strategic capacity of our Board.

Our partnerships with all governments at all levels are critical, collaborative and dynamic. QEC acknowledges that we must work together towards outcomes.

QEC services deliver outcomes across many portfolios, from health, human services, early education, and mental health through to Aboriginal Affairs, family violence and justice.

We are confident that we will see some great initiatives emerge in partnership with Victorian departments including the Department of Health and Human Services, the Department of Education and Training, and the Department of Premier and Cabinet. We look forward to working with Ministers Hennessy, Mikakos, Foley and Richards to address early childhood and family vulnerability.

Funding announcements for the 2014 Department of Social Services grants process and the National Perinatal Depression Initiative clearly demonstrate that, as a sector, we have much work to do in advocating at a Federal level around early intervention and particularly in the work that we deliver for refugee and migrant families. I look forward to sharing our stories and bringing to life the outcomes we achieve with Federal parliamentarians this year.

We thank all our staff and stakeholders on behalf of the Board for their contribution over the past 12 months as we transform our organisation and become recognised for the work that we deliver across a broad sector of health and family services.

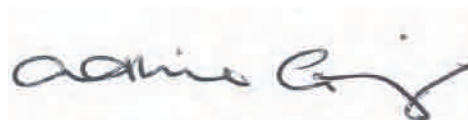
At the end of October 2014 we were pleased to welcome back previous board member, Mr David Howlett from a volunteer posting in Malawi.

We would like to thank Mark Dunphy of Hall and Willcox for his ongoing support to QEC and his wise counsel on legal matters. Thanks also to Andrew Bayly for working with our team as we develop.

QEC has a long heritage as a thought leader in the sector. This year we moved away from a bi-annual conference platform for knowledge sharing to the production of White Papers reflecting the increasing speed at which we learn, adapt and implement change.

In another significant change, on 30 June 2015 the Trustees wound up the Queen Elizabeth Centre Foundation. We wish to acknowledge the tremendous legacy that the foundation leaves from raising funds to enable innovation in program development over the past 25 years. The corpus has been transferred to the Wendy Spry and Frank Slutzkin Research Fund providing new avenues of care for the benefit of families and children in the care of QEC.

As our organisation grows, so too does our energy and commitment to building stronger families and communities. We look forward to working with families and partner organisations to make positive, long-lasting and life-changing impacts in the lives of vulnerable children in the year ahead.



Ms Athina Georgiou

CHIEF EXECUTIVE OFFICER



About QEC

our service & approach



Our programs

QEC funds its programs through a mix of federal and state funding and is supplemented by philanthropic funds. QEC delivered services to more than 3,800 families in the last financial year across a range of programs.

Formed in 1917, QEC is a 42 bed public hospital and community service organisation that provides a range of residential and in-home services designed to develop parenting competence.

We are Victoria's largest provider of residential and community parenting skills assessment and development services to families at risk, delivering services across Melbourne, Barwon South West, Hume, Gippsland, Loddon Mallee and the Grampians.

Many families face physical, psychological, intellectual or environmental challenges that compromise their ability to nurture and support the health, safety and wellbeing of their young children.

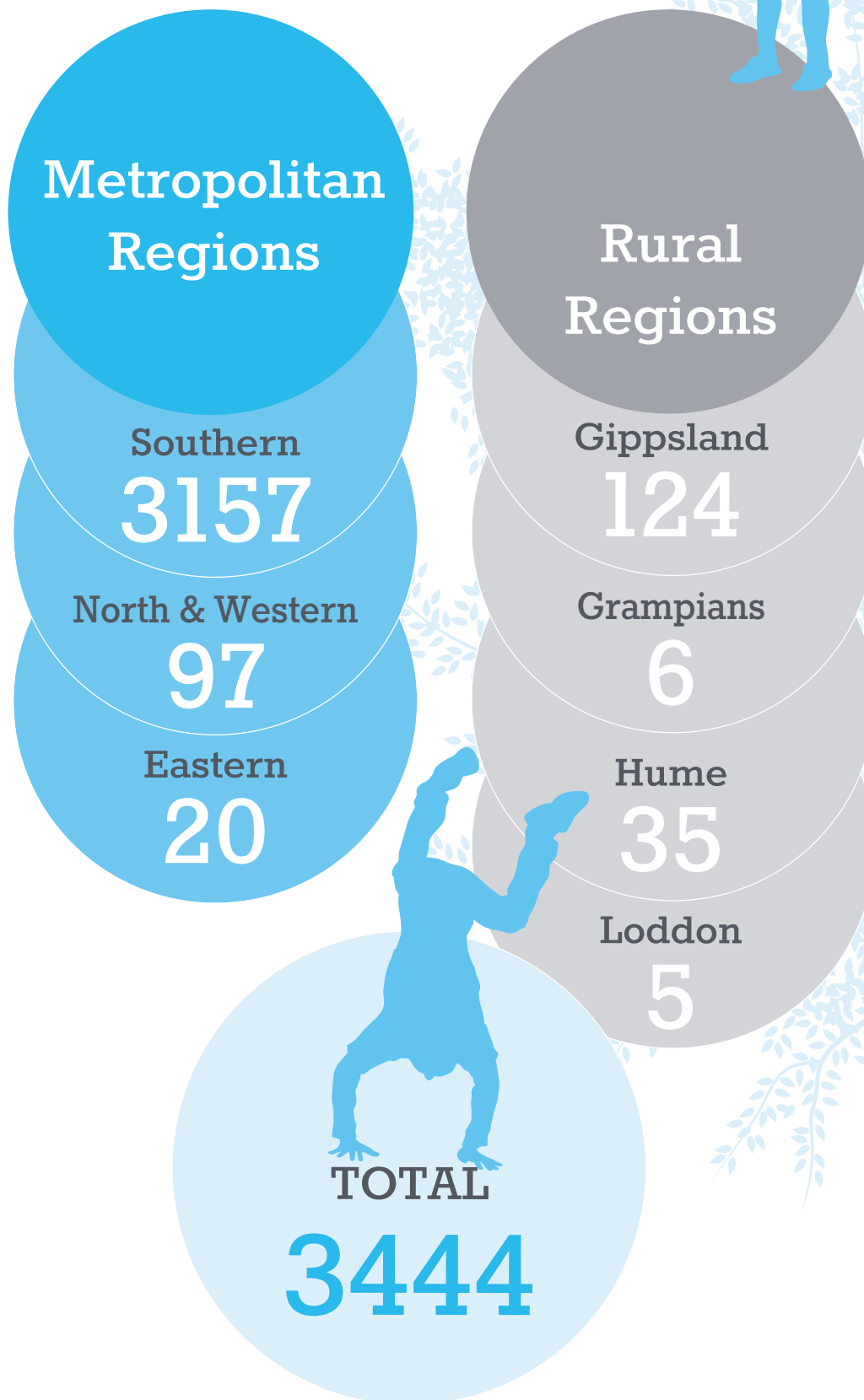
Programs are research informed, evidence based and individually tailored to meet the unique needs of each family. These services enable families to nurture and protect their children, to enhance family health and development.

In addition to residential programs, QEC offers community based services that support parents and other carers to learn the skills, and to access the services and networks they need, to build a strong family.

Program	Location	Details
Assessment and intake	Noble Park	A mix of self and professional referral, through the use of an Assessment and Intake System parents are triaged in order to ensure the most vulnerable families are prioritised for program access. This is the gateway for clients to access QEC programs.
Residential Parenting program (5 days)	Noble Park	A five day residential program for parents and caregivers experiencing challenges with parenting.
Residential Parenting Assessment and Skills Development Services - PASDS (10 days)	Noble Park	An intensive parenting assessment and skills development program established to assist high risk families within the legal framework of the State Government's Child Protection units. It involves residential (10 days) monitoring and assessment with short- term skill development interventions.
Day stay	Noble Park	A seven-hour day-time service of intensive practical parenting education, and support for groups of parents.
Home Based PASDS	Southern Metro, Northern Metro, Gippsland, Hume	A 12-week, 100 or 120 hour intensive home-based PASDS in two metropolitan and two rural regions. Like the residential program, families are referred through the state's Child Protection system.
Parenting Plus	Southern Metro, Gippsland, Hume	An early intervention/prevention intensive home based parenting skills development program for vulnerable families.
Stronger Families	Southern Metro in partnership with Connections Uniting Care Northern Metro in partnership with Kildonan Gippsland (in partnership with Anglicare, Quantum, Berry Street and Mandjana Lidi)	An intensive family coaching and support service.
PlaySteps	Frankston, Morwell, Noble Park	A relationship based parenting program focused on enhancing interactions between children and their parents. It is a nine week, 2.5 hour per session, structured group program.
Cradle to Kinder	Dandenong (in partnership with Victorian Aboriginal Child Care Agency) and Gippsland (in partnership with Anglicare, Quantum, Berry Street and Mandjana Lidi)	An antenatal and postnatal case management and support service that provides intensive family and early parenting support to vulnerable young mothers, under the age of 25 years and their children.
Hey Babe	Gippsland (in partnership with Anglicare, Quantum, Berry Street and Mandjana Lidi)	This program is for mothers who are over 25 years, pregnant or have a new baby up to 4 weeks of age. Staff support the mothers with home visits and groups for 12 months.
Bumps to Babes and Beyond	Mildura (in partnership with Mallee District Aboriginal Service)	A two-year parenting program adapted from QEC's Tummies-To-Toddlers Pilot Program, designed to meet the specific needs of the Aboriginal and Torres Strait Islander community of Mildura.

Programs & Families

Families receiving a QEC program
by DHHS Region



Programs & Families

Total families admitted to residential
(parenting intervention) services, 2014-15



211

families

**DAY STAY
PROGRAM**

181

families

**PLAYSTEPS
PROGRAM**

(Noble Park)

661

families

**RESIDENTIAL
PROGRAM**

(Including 5 and 10
day programs)

1053

**TOTAL FAMILIES
DISCHARGED**

Occasions of service for non-admitted
clients, 2014-15

3237

HOME VISITS

(Parenting Assessment & Skills
Development PASDS, Parenting Plus,
Stronger Families)

7940

**PROGRAM
HOURS**

(Cradle to Kinder, Hey Babe, Family
and Children's Services NSW,
Services Connect)

102

**GROUP PROGRAMS
CONDUCTED**

(Playsteps: Frankston and Morwell 62,
Afghan and Sudanese playgroups 40)

CONSULTATIONS

1598

**Assessment
& Intake**

704

**Family
Counselling**



Client Stories

Smashing the cycle

“You have given a man who felt hurt and alone the return of peace in my heart and the loving best friend I thought I had lost. You have taught a fearful, frustrated and unskilled little girl the strength, courage and wisdom to be the woman, friend and loving mother she truly is. Now our baby Tom has the parents he deserved all because of the respect showed and the knowledge shared by you and for that we could never forget that. Sammy has always had the desire to smash the cycle she was born into. You have gifted her with the hammer to do so. Thank you so very much. “



The Twins

First-time parenting of twins is demanding, but the challenges Mary and Adam faced were greater than most. Both intellectual disabilities, and Mary also lives with schizophrenia and bi-polar illness.

When Mary gave birth to Ruby and Ned, the Department of Human Services put the babies into the care of Mary's mum. It was devastating for the couple, whose dream of raising a family seemed to be over.

The twins were eight weeks old when the family started their journey with QEC. The ten day program at QEC's Noble Park live in unit was the first step towards building parenting skills. At the end of the ten days, Mary and Adam were able to have limited supervised access with the babies.

Experiencing community

**“Now I know there are normal people out there.
That’s how long I’ve been meeting bad people for.
I’ve been frightened to meet new people.”**

Sally was referred by the Victorian Department of Health and Human Services to participate in QEC’s Community Parenting Assessment and Skills Development program after the birth of her daughter, Ella.

Sally started using drugs at 13. She has had eight children. Five live with her parents in Darwin, one lives with her sister, and her seventh baby was stillborn.

Falling pregnant with Ella, Sally knew the experience would make her or break her. She stopped using drugs and has been caring for Ella, with support from Sonia, her QEC worker, and her drug and alcohol workers.

“I’ve learnt that truth is the best policy... when you’re in that life of drugs you just lie and lie and lie and you never get anywhere,” Sally said.

Sonia worked closely with Sally’s drug and alcohol workers to help secure better housing and arrange ongoing support from an OzChild volunteer. Sonia visits Sally at home, and responds to texts or phone calls.

Ella is a happy and healthy baby and Sally now understands how to care for her.

One of the most remarkable things for Sally has been the way her interactions with people in the community have changed. Her pharmacist saw things changing, and gave Sally a change table and clothing for Ella.

When Sally was walking across the street recently a young woman stopped her to compliment her on her pram and tell her how beautiful Ella was.

“I thought this lady looks beautiful, she looks really normal, why would she want to stop and talk to me? And I thought later on, oh my god, she actually must have thought I looked as normal as she did. After meeting her and speaking to her, I actually want to go to a mother and child story time and meet new people, because people like that, I would love to meet.”



The family then entered the three month home-based program, and Annie visited them twice a week with the ambitious goal of reuniting the babies with their parents. At the end of 3 months, the fears for the welfare of the children were still strong, but no one wanted to give up on this family.

They enrolled in QEC’s Stronger Families Program (SFP), which allowed for longer visits in the home. The moment of real change came during one of Annie’s regular visits when one of the twins looked to Mary when he fell over. For most mothers, that would be an ordinary, forgettable moment. But for Mary it was a breakthrough, because it was the very first time either of her babies, now a year old, had reached out for her. Mary’s confidence was growing, and not only with her

children. She began to dress differently and take pride in her appearance.

When Ruby and Ned were fourteen months old, Mary and Adam began to bring them to the Play Steps program once a week, where they mixed with other families, and enjoyed playtime together. Annie would attend the session with the family, and transport them to and from Noble Park. It was a long way from their first visit to QEC with their eight-week old babies.

After fifteen months of QEC working with the family, Mary and Ned were reunited with their children. They now have full-time, independent care of Ruby and Ned – a remarkable success story.

Excellence in Service Delivery



QEC strives to ensure that the care children and their families receive is of the highest quality, evidence based and adapts to community needs. This year a Developmental Assessment project commenced which explored the way children attending QEC programs were assessed and how QEC practitioners could formalise the way they provide Developmental Assessments. A cohort of children attending the Parenting Assessment and Skills Development (PASD) Program in the Residential Services and Community programs had Developmental Assessments. The next stage of the project will deliver staff training so that all children in QEC programs have developmental assessments.

Our teams provide valuable assistance to a range of diverse families, yet many clients commence their programs in a state of great anxiety. In partnership with Swinburne University Design Communications honours students we considered the question “How can QEC de-institutionalise, simplify and strengthen our communication with clients”. The project enabled a deep dive into how we communicate with our clients and has delivered robust findings and recommendations. Over the next 12 months we will be implementing these recommendations in collaboration with five of the graduates from the program. A look at our new welcome space will provide you with just a hint of the transformation to come.

The Perinatal Depression Initiative Funding has allowed QEC to deliver family counselling services, through our in-house Psychologist and Social worker, to 70% of all our families within the Residential Programs. Our Family Counselling Team are exploring more sustainable ways to incorporate support for Dads into the Residential Programs. Roman Jansen, QEC’s Family Therapist, is currently facilitating Dads’ Group on Tuesday evenings.

“To maintain excellence we must always keep exploring how we do things and how we can improve. This means constant evaluating and questioning and being willing to change. QEC encourages all staff to think of better and innovative ways “

Beverley Allen,
Director of Nursing

QEC has been involved in the Baby Teeth Count Too! an oral health education program developed jointly with the Dental Health Service, Victoria and Tweddle and O’Connell early parenting centres. QEC has assisted in the development of an oral health program in QEC’s residential centre and community programs.

QEC undertook a full surveillance accreditation in May 2015 in line with Human Services Standards and ISO 9001: 2008 for all programs funded by Department of Health and Human Services and re-certification was endorsed.

The Quality Manager role is now a dedicated role one day a week. An acting Quality Officer has also been appointed one day a week. A Quality Administrator role is now active. Together, good progress has been made in further developing and maturing the quality management system. Progress to “embed quality” has been made by the identification and selection of internal auditors from across the business, staff attending Lean training and the commencement of a number of Quality Improvement Projects. The Quality Working Group has delivered great work through collaboration with teams across the organization.

Feedback from clients, stakeholders and staff is encouraged at QEC and received through a variety of channels including admission, discharge, follow up calls, surveys, focus groups and research projects. All feedback is captured and managed through our Riskman system and reported through to Senior Management, the CEO and Board of Management Quality and Risk Committee. This feedback is influential in informing our strategic planning, projects and partnerships. Just as we represent the voice of our child in the delivery of our programs, we are keen to inform the development of our programs through a robust understanding of a clients journey with QEC.

People & Culture

“QEC attracts, retains and develops it people with the right knowledge, skills and attributes to respond to an ever changing environment.”

Letitia Billings,
Manager People and Culture

QEC policies and procedures are in place to ensure our commitment to fair work, the Victorian Public Service Code of Practice, skills development and the modelling of QEC values.

In 2014, People and Culture led the redesign of QEC's Scholarship program. The aims of the scholarship are to provide QEC employees with an opportunity to continue life-long learning opportunities and to build QEC's knowledge base and facilitate QEC in becoming a distinguished thought leader.

In its inaugural year four employees were successful in their application to the scholarship program, our congratulations go to Roman Jansen, Samantha Massey, Holly McLean and Leiana Kaminski.

The trial orientation process for QEC volunteers took place on 26 November 2014. Positive feedback was received with the pilot completed in February. Recruitment commenced in March and has been led by Suzanne Parry, People and Culture Coordinator.

Our volunteers program is now operating at Noble Park. Our volunteers welcome clients on arrival to their program and assist them with their departure. The volunteers help settle the families into QEC, take them on a tour of the building and assist with any non clinical questions. This has been really successful, both staff and our families have been very receptive to our Monday volunteers.

QEC received a \$3,000 grant from the federally funded Corporate Champions program to

introduce initiatives to better support an ageing workforce. Organisational Development Consultant Ms Kate Kinsella from Albion Consulting facilitated a workshop with the management team titled Leading Conversation through Diversity. Board member Sharon Beaumont was instrumental in creating this opportunity.

QEC held a full day workshop on 17 March 2015 in NAB Collins Street for its managers and emerging leaders across all parts of the business. The workshop was facilitated by Andrew Bayly, who works predominantly in the corporate space and has an interest in the not-for-profit space. The day was very successful creating enthusiasm and a solidarity amongst staff to enable us to move forward on a number of exciting initiatives which are underpinned by our strategic plan. This was the first time QEC had brought together its managers and aspiring leaders to connect with one another, brainstorm issues, develop solutions and operationalise them into clear deliverable outcomes.

People and Culture commenced a Roadshow involving training and discussion in regards to the new Policy and Procedure Framework with a focus on Bullying and Harassment and Sexual Harassment Procedures. This has complemented the development of skills in “having difficult conversations” delivered through training to all staff.

A review of the Performance Appraisal system has commenced and Managers and senior staff have received training in interviewing skills.



QEC Volunteers

Image courtesy,
Dandenong Journal

People & Culture

OUR TEAM

ROLE	JUNE Current Month FTE		JUNE YTD FTE	
	2014	2015	2014	2015
Administration/Finance	11.6	13.0	10.9	13.3
Chief Executive Officer	1.0	1.0	1.0	1.0
Clinical Education Coordinators (Inc Maternal & Child Health Nurses)	2.0	2.0	2.0	2.0
Director of Medical Services	0.5	0.7	0.5	0.5
Director of Nursing	1.0	1.0	1.0	1.0
Early Parenting Practitioners (Inc. Enrolled Nurses, Early Childhood Development Workers)	43.2	44.7	41.7	44.2
Family Counsellors (Incl. Psychologists and Social Workers)	8.1	10.1	7.7	9.9
Managers	5.0	4.5	5.6	4.2
Program Coordinators (Inc Maternal & Child Health Nurses)	9.9	10.3	10.8	9.3
Team Leaders (Inc Maternal & Child Health Nurses)	8.8	5.9	8.8	5.9
TOTAL	91.1	93.2	90.0	91.3



Evaluation,

Research & Training

“There is so much opportunity to learn and share knowledge. Every day we learn something new either from each other, something we read, or something we see and hear. It is important to reflect each day and ask ourselves what we have learnt.”

Beverley Allen,
Director of Nursing
and Learning and Development.

The Learning and Development Team has continued to provide training packages and reflective practice supervision to all QEC staff teams and to professionals in external organisations as QEC's reputation in this area grows. QEC provides regular Reflective Practice Supervision to Maternal and Child Health Teams in City of Dandenong and Frankston and the graduate Maternal and Child Health Nurses in City of Bayside, Glen Eira and Kingston.

QEC support staff in their work with families by ensuring they have access to training, reflective practice supervision and attendance at conferences. Twenty-five QEC staff attended the International Child Trauma Conference in Melbourne in August 2014. The presentations discussed the importance of recognising the lifelong impact trauma has on a child's developing brain and their ability to form stable relationships. Many of the families that attend QEC programs have experienced significant trauma in their lives which impacts on their ability to provide consistent, safe and nurturing care to their children. The presentations validated the intensive early intervention programs delivered by QEC and the attendees were provided with the opportunity to build their knowledge of trauma to inform practice.

QEC Research Advisory group consists of a group of researchers who share their expertise to inform QEC research goals and plans. A five year research strategic plan is in development and will guide research priorities and development of research partners.

Beverley Allen was awarded a Creswick Foundation Fellowship in 2014 which enabled her to learn from organisations that are delivering Mellow Parenting programs in UK, Scotland and Northern Ireland, as well as a Maori specialist children's service in New Zealand that has adapted the program for the Maori community.

QEC Journal Club launched in 2014. This is an exciting development for our practitioners that supports evidence based learning and creates opportunity for discussion and sharing of expertise.

Sharon Gorton, Manager Learning and Development has joined the Red Cross Australian Volunteers for International development. This is a 10 month position working with the Laos Association for Autism to develop training packages for their staff working with children with autism.

Our team is providing training for Aboriginal Early Years practitioners across five Mallee District Aboriginal Services including Swan Hill, Robinvale, Mildura, Echuca and Bendigo. Beverley Allen attended their inaugural Early Years conference and presented information on the Family Partnership Training, Keys to CareGiving, NCAST teaching and feeding interaction assessment, PlaySteps training and Reflective Practice. The Aboriginal practitioners provided positive feedback regarding the cultural adaption of these programs.

We welcomed a delegation of 18 General Practitioner members of Shanghai Community Health on 13 November 2014 to share learnings around early parenting and early years development.

On 3 March, 7 QEC staff graduated from a Lean training program. We look forward to implementing the initiatives that our team developed through this experience.

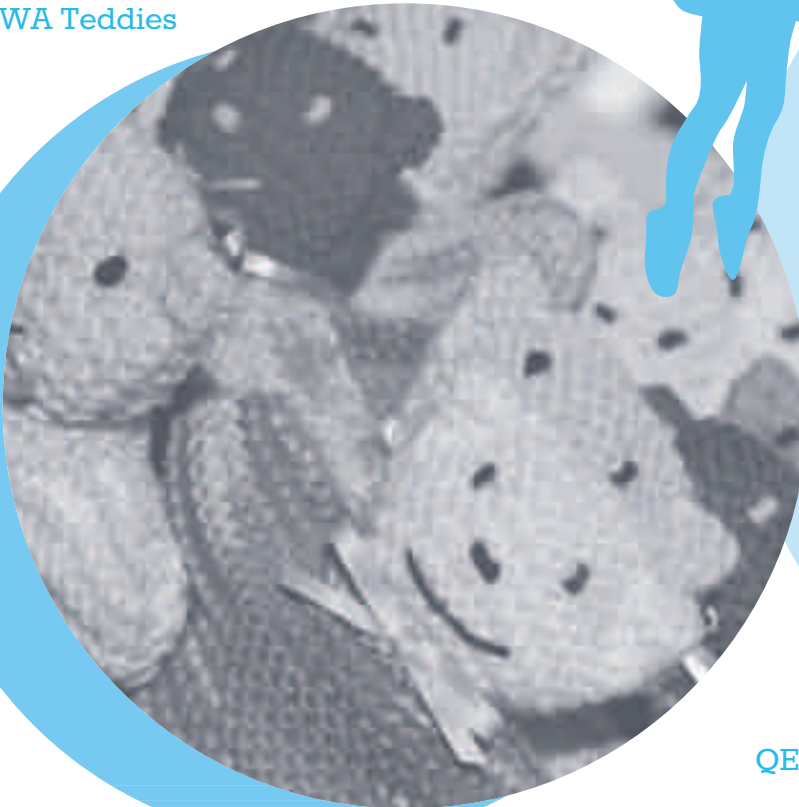
QEC was successful in their submission for special-purpose funding of \$15,000 Department of Health and Human Services in 2014-15. The funding is recognising the importance of a quality clinical learning environment in developing a skilled and competent health workforce. This funding will be used for identifying and implementing the key factors which produce an innovative learning environment for students and new staff at QEC.

QEC has commenced a Twilight Seminars Series for health workers in the maternal and child health fields. There has been great interest in the series, with the first in the series being sold out. In Series 1 (30 April) QEC's Dr Helen Jeges and Sharon Gorton presented "Red flags: early identification of delayed, different and disordered development in infants and toddlers".

This is the year that was . . .



CWA Teddies



QEC Music
Therapy



The Hon.
Jill Hennessy,
Minister for Health



CWA and QEC
a wonderful
partnership



Santa resting between
playgroups



Janine & Trudy



Community & Partnerships

Understanding who we are, what we do, how that aligns with other services and where we can address the gap lies at the heart of our decision making, investments and projects. As we move forward we also look to the past and we see that while so much has changed, one thing has not - QEC has always been an innovator, we have attracted partners in innovation and that has allowed us to continue to strengthen our operations and extend our reach. Two QEC community centres (Northern and Southern) have moved to larger premises to accommodate the growth in the community programs.

In 2014/15 new and maturing partnerships have included Mallee District Aboriginal Services, Families and Community Services NSW, Services Connect Pilots in Southern Melbourne and Hume Moreland and Swinburne University. Each of these partnerships has a common thread – the work that we are doing in research or in practice has the customer at the centre. From the assessment programs that we are delivering for NSW families to the outcomes that we are achieving with Aboriginal families in the Mallee, we are becoming increasingly nimble. We are listening to our clients and our stakeholders, evaluating programs, adjusting our programs, designing new programs and delivering more for less.

QEC is working with Families and Community Services NSW in the delivery of an early intervention assessment tool to assess the safety of babies/children in families identified as at risk, in home or in out of home care, and allow for earlier permanent placement in a safe environment. Children placed in permanent, safe environment earlier reduces risk of cumulative harm. Stability and permanency will lead to improved developmental outcomes, mental health and wellbeing. This area is a focus of the revised Children Youth and Families Act to be released in March 2016.

“We have had some incredibly memorable moments through these programs, including the reunification of three cousins who were separated for 8 years through the Sudan civil war.”

Megan Leuenberger,
Manager Community Programs

We continue to work in partnership with a range of National, State and local government and non-government organisations in the delivery of programs:

Victorian Aboriginal Child Care Agency
Cradle to Kinder, Dandenong

Anglicare
Cradle to Kinder, Hey Babe, Gippsland and Playsteps, Frankston

Uniting Care Kildon and Connections
Stronger Families, Hume Moreland and Southern Regions

Berry Street
Stronger Families – Northern and Southern Regions

Windemere
Services Connect

YSAS, Wesley Mission, Melbourne City Mission, Hanover Welfare Services
Services Connect and Stronger Families

Victorian Child First Regional Alliances
for all QEC programs





“QEC has a commitment to continue to provide appropriate services for culturally and linguistically diverse clients, and refugees. Our focus is on embedding this cultural awareness into everything we do.”

Karen Monaghan,

Manager Marketing,

Business Development & Quality

Following the loss of funding from Department of Social Services we farewelled our Afghan and Sudanese families who had been attending supported playgroups at QEC for the past 12 years. Our team worked with families to transition them into other services in their communities. We have had some incredibly memorable moments through these programs, including the reunification of three cousins who were separated for 8 years through the Sudan civil war. The cultural playgroup enjoyed an excursion to Werribee Zoo this year. We experienced a real cultural immersion with families from Sudan, Ethiopia and Afghanistan coming together for the day. The children were able to explore the zoo while parents shared stories of life from their home countries.

QEC has a commitment to continue to provide appropriate services for culturally and linguistically diverse clients, and refugees. Our focus is on embedding this cultural awareness into everything we do.

We are strengthening ties with our neighbours in Noble Park including the Noble Park English Language School. We have attended multicultural performances at the

school with our families, and launched our 2014 Annual General Meeting with a stirring performance by their drumming group. We have met with Councillor Roz Blades and Lee Robson Manager, Community Arts, Culture and Library Services to exchange a range of ideas to engage with our neighbourhood.

In May 2015, Athina Georgiou and Karen Monaghan attended the Country Women's Association (CWA) of Victoria State Conference in Bendigo where we were presented with a cheque for \$17, 431 as recipients of the CWA State Project Fundraising 2014. This was the culmination of 12 months' fundraising and profile raising activities led by the CWA Noble Park Branch including fashion parades, market stalls, books sales and more. These proceeds have funded our new, child friendly welcome space at QEC. Our team has presented to CWA branches across Victoria over the past year sharing our stories with this incredible army of volunteers. Our people always return refreshed and inspired by these visits.

Athina Georgiou, CEO
Jill Hennessy, Minister for Health
and Rudolph Kirby CEO Mallee
District Aboriginal Service



Self Sufficiency & Sustainability

“The Renovations Users Group visited a number of sites around Melbourne to obtain fresh ideas about form and function in building design. Sites visited included Royal Children’s Hospital, YMCA Carlton and Doveton Community College. The group returned excited by opportunities.”

Janelle Crossett,
Manager Systems and Risk

QEC Noble Park site has undergone renovations in 2014/15 including refurbishment of the inner courtyards of the Residential unit to include an al-fresco dining area, play and contemplative areas for families. The staff room was expanded and refreshed to accommodate our growing team, and a new look, open plan administration area was developed.

Architect Peter McDonald consulted with a QEC users group and Swinburne students to provide input into the final design drawings. This group became the Go To team facilitating communications regarding the project between contractors and staff. The Renovations Users Group visited a number of sites around Melbourne to obtain fresh ideas about form and function in building design. Sites visited included Royal Children’s Hospital, YMCA Carlton and Doveton Community College. The group returned excited by opportunities.

Moth Design were commissioned to work with Peter McDonald on our welcome space (formerly known as reception) to create a fun, warm entry for children and their families.

The ICT team is working with Phonecycle to replace QEC’s superseded mobile phones in a socially and environmentally responsible manner. Funds raised through this program go towards improvements in our physical environment.

QEC community workers received upgraded personal safety units throughout the year. Safe T Card provides security alerts and GPS location of staff providing coverage 24 hours, 7 days per week. The upgraded Safe T Card GPS works through a prioritised Telstra line, ensuring our staff are always able to be supported through duress monitoring.

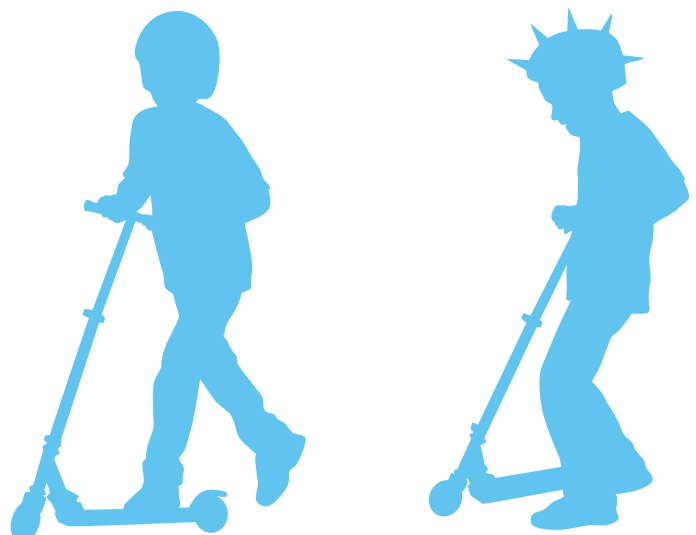
QEC monitors Occupational Health and Safety Management alongside the Environment and Sustainability Program through a Risk Management System. QEC’s Occupational Health, Safety, Environment and Sustainability Committee

oversaw over sixty activities throughout the year including: audits, site assessments, evacuation drills and incident investigations. Review of OH&S incidents were followed up through Emergency Evacuation Staff reviews of seven evacuation drills and OH&S Staff Advocacy for a number of incidents relating to OH&S throughout the period.

In November 2014 QEC rolled out an evacuation video that will be shown on electronic tablets to all families upon admission, visitors, contractors and general staff at the Noble Park site. This 2 minute video is the first of several fire/evacuation videos to educate staff and families on safety procedures at Thomas Street and outline the role of QEC emergency staff.

QEC rolled out an online workforce management tool, easyEMPLOYER in late 2014 with the introduction of an electronic roster and timesheet system. Implementation of the tool will be extended to include online electronic payslips to complete the project.

Janelle Crossett has led the multidisciplinary team responsible for this organisation-wide change process, working closely with People and Culture who have formulated the communication and training strategy while addressing a broad range of cultural issues. The tool can be accessed on any internet enabled device.



Our Supporters

Investing in the development of stronger families

QEC acknowledges the support of:

- The Victorian Government
- Family and Community Services, NSW
- Australian Government Department of Social Services



Funding from individuals, philanthropic trusts and community groups

This funding allows QEC to invest in innovation in programming and delivery of services. We are ever grateful for this support that has raised \$91,835 in donations in 2014/15.

Batchelder Estate
CEO Circle
Corporate Champions
Country Womens Association of Victoria Inc.
QEC Foundation
Sir Walter Leitch Estate
The Collier Charitable Fund
The Creswick Foundation

Pro bono or 'in kind' support

Andrew Bayly
CPR Melbourne
Hall & Willcox Lawyers
NAB
RSM Bird Cameron
Swinburne University of Technology

As a result of this funding we have been able to:

- Redesign our welcome space – our first step in implementing Swinburne research findings
- Provide an Art Therapy Program for our 5 and 10 day residential clients, and pilot the program through our community in-home programs in 2015/16
- Evaluate and launch the findings of the Bumps to Babes and Beyond Program
- Produce our first White Paper – How Effective Partnerships Can Create a Better Future
- Send our Director of Nursing to the UK to investigate the Mellow Parenting Program

Patron

June Shaw

Life Governors

Mr David Dyer AM
Mrs Patti Fellows
Mrs Nan Harrison
Mrs Susan Harper OAM
The Honorable Walter Jona AM
Mr Graeme McRae
Mr Bruce Morley
Assoc Prof Campbell Paul
Ms Wendy Spry
Mr Frank Slutzkin
Mrs Judy Watson



Our Board

MEMBERS 2014-2015



Mr Phillip Davies

LLM, LLB (Hons) , BA (Hons), GAICD

PRESIDENT

Phillip Davies is currently CEO/General Counsel of Advanced Paediatric Life Support Systems (APLS). Phillip is on a number of boards across the not-for-profit, government and private sectors in the health, education and welfare space. He was a partner at King Wood Mallesons from 1 January 1999 to 30 June 2012. Phillip joined the Board in 2012 and is an independent member of the Audit & Finance Committee, Strategic & Service Planning Committee and Remuneration Committee. Board of Management meeting attendance for the period was 88%.



Ms Mary Sayers

BA, Grad Dip HR, MCom

VICE PRESIDENT

Mary Sayers is Deputy Chief Executive Officer at the Victorian Council of Social Service (VCOSS) working in close partnership with the CEO, to support the organisation, members, the development of policy and sector sustainability activities. Prior to VCOSS she was Manager Family, Children and Young People at the City of Whittlesea between 2012 and 2014. Up until 2012 Mary worked nearly 9 years at the Centre for Community Child Health (CCCH) where she managed the implementation of the Australian Early Development Index (AEDI) and was responsible for early childhood policy, translation of research into practice, workforce development, service development and evaluation projects and initiatives. Mary joined the Board in 2010 and is a Member of the Quality Assurance and Risk Committee and Strategic & Service Planning Committee. Board of Management meeting attendance for the period was 50%.



Ms Selina Lightfoot

BA/LLB, AICD, Grad Dip Applied Finance & Investment

VICE PRESIDENT

Selina is a company director and legal consultant, having had a commercial legal career spanning over 20 years, including 10 years as a partner at Freehills. Her areas of expertise include M&A, commercial contracts, risk management and governance. She has worked across a broad range of industries including technology and health. Selina is currently a Consultant to Herbert Smith Freehills and a member of its Pro Bono and Community Board, a director of the Australian Institute of Management Group and an Advisory Board member for TLC Aged Care. Selina joined the Board in 2012 and is an independent member of the Audit & Finance Committee. Board of Management meeting attendance for the period was 100%.



Ms Sharon Beaumont

BSc (Physiotherapy), Grad Dip OHS, MBA, GAICD

Sharon has more than 20 years' experience in health, risk management and human resource management and is currently the Director Human Resources at Grill'd. She joined the QEC Board in 2013. Sharon is an independent member of the Audit & Finance Committee and Quality Assurance & Risk Committee. Board of Management meeting attendance for the period was 100%.



Ms Vicki Cowling

BA, BSW, GradDipBehavHlth, GradDipChild Psychotherapy, MA

Vicki is a clinical social worker and psychologist in private practice. Vicki's focus for the past 20 years has been children of parents with mental illness and their families, through involvement in research and publications, and Reference Group membership of a related DoHA funded initiative. Vicki is a member of the National Mental Health Committee of the Australian Association of Social Workers. She joined the QEC Board in 2013 and was a member of the Quality Assurance & Risk Committee, and the Research Advisory Group. Vicki resigned from the Board of Management in September 2014. Board of Management meeting attendance for the period was 100%.



Mr Warwick Spargo

FCPA, IIA, CFE

TREASURER

Warwick has a 26 year career in public sector auditing and is currently an Audit Partner at RSM Bird Cameron. Warwick specialises in public sector governance and risk management and is a Certified Fraud Examiner. Warwick joined the QEC Board in 2013 and he is Chair of the Audit & Finance Committee. Board of Management meeting attendance for the period was 75%.

Our Board

MEMBERS 2014-2015



Ms Kym Forrest

RN, BN, MMgt

Kym has a 30 year career in Nursing and is currently the General Manager Monash Children's Hospital and Women's Services and Director of the Monash Children's Hospital Capital Project Monash Health. Kym has substantial experience in hospital management and clinical service planning. She has been on the Board since 2009. Kym is currently the Chair of the Quality Assurance and Risk Committee. Board of Management meeting attendance for the period was 75%.



Ms Karen Wells

B Comm, FCA, GAICD

Karen is a chartered accountant and a registered company auditor. She is a director of HLB Mann Judd. Karen specialises in the areas of audit, financial reporting, quality control and risk management. She joined the Board in 2010 and currently is an independent member of the Audit & Finance Committee. Board of Management meeting attendance for the period was 75%.



Ms June McLoughlin

B.Ed, M.Ed, Dip.MR, Dip.T (Early Ch)

June is the Executive Principal Doveton College, a prenatal to Year 9 integrated education facility, a Commonwealth, State, philanthropy partnership. She has had extensive experience as an educator, manager and policy developer in the fields of intellectual disability, early intervention and children and family services. She is currently on a number of high level federal and state government committees, and boards including Families and Children Sub-Committee for the Unaccompanied Minors on Nauru Advisory Committee (Dept of Immigration), member Victorian Community Sector Reform Council and member, Australian Children's Education and Care Authority. June joined the Board in August 2014 and she is currently on the Quality and Risk Committee. Board of Management meeting attendance for the period was 75%.

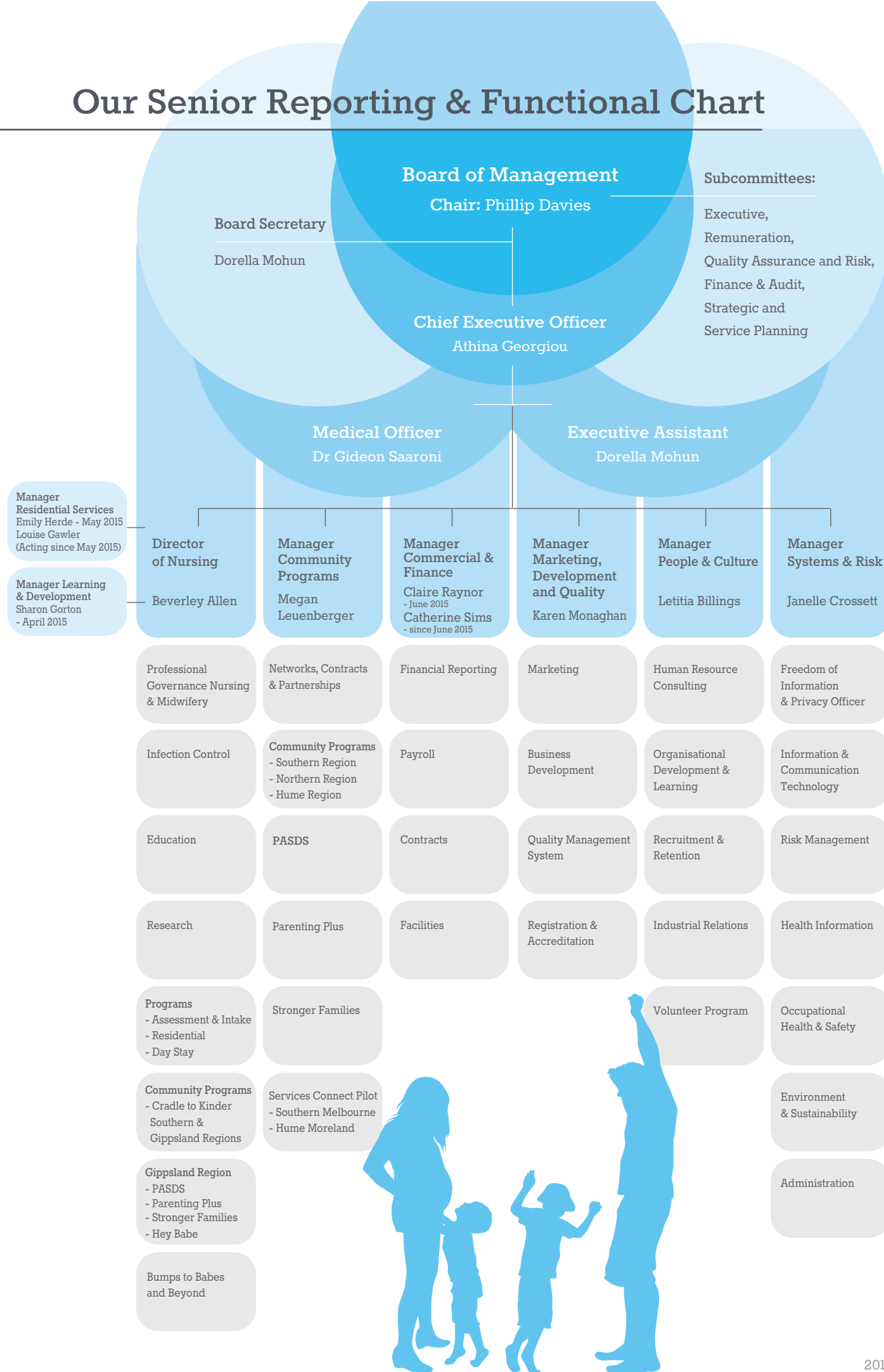


Assoc Prof Campbell Paul

MBBS, FRANZCP Cert Child & Adolescent Psych

Associate Professor Paul is a Consultant Child Psychiatrist practicing at the Royal Children's Hospital. He is a leading practitioner, academic and dedicated campaigner for promoting and progressing service and workforce development to support infant mental health both in Australia and internationally. Campbell has been a member of the Board for more than 20 years, joining in 1991 and is the Chair of the Research Advisory Group. Board of Management meeting attendance for the period was 100%.

Our Senior Reporting & Functional Chart



Declarations & Compliance

Incorporation

The Queen Elizabeth Centre, QEC, is a registered public hospital in accordance with the [Health Services Act 1988](#).

QEC is a registered Community Service Organisation under Section 46 of the [Children, Youth and Families Act 2005](#). QEC is registered to meet the needs of children requiring care, support protection or accommodation and of families requiring support.

The Minister for Health, Jill Hennessy, has portfolio responsibility for QEC.

Quality Accreditation

QEC operates a quality management system compliant with the requirements of the Human Services Standards, Department of Human Services Standards 2012 and AS/NZS ISO 9001:2008.

Building and Maintenance

QEC fully complies with the building and maintenance provisions of the [Building Act 1993](#).

Freedom of Information

QEC Information Publication Scheme and strategic planning and operational policies are available at www.qec.org.au. Standard disclosures in this report have been retained by QEC and are available to the relevant Ministers, Members of Parliament and the public on request, subject to the [Freedom of Information Act 1982](#). QEC received three Freedom of Information requests throughout the year under the [Freedom of Information Act 1982](#).

Privacy

QEC complies with the Victorian Information Privacy Principles and the [Commonwealth Privacy Act 2004](#).

Protected Disclosure

There were no disclosures under the [Protected Disclosure Act 2012](#).

Occupational Health and Safety

QEC monitors Occupational Health and Safety alongside the Environment and Sustainability Program through a Risk Management System.

Environment

QEC has an Environment and Sustainability Program. QEC reports environmental data to the Victorian Government Health Information System monthly. Initiatives include:

- Reducing the amount of waste
- Encouraging the use of recycled resources
- All equipment settings default to minimise waste
- Separating office waste into re-usable, recyclable and general waste
- Encouraging staff to reduce environmental impacts
- New capital works incorporate environmental sustainability principles
- Purchase of fleet cars takes into account environmental considerations
- Ongoing environmental projects including tree management program

Financial Management

QEC complies with the [Financial Management Act 1994](#).

Revenue Indicators

During financial year 2015, QEC had nil collection days in Private, TAC, VWA, Other Compensable, Psychiatric or Nursing home categories.

National Competition Policy

QEC complies with National Competition Policy guidelines when tendering. The Centre has outsourced all non-core services.

Consultants

In 2014-15 there were four consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2014-15 to these consultancies is \$169,385.55 (ex GST). Details of individual consultancies can be viewed at www.qec.org.au.

In 2014-15 there were seven consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during 2014-15 in relation to these consultancies is \$13,376.40 (ex GST).

Information regarding QEC consultancies is available at www.qec.org.au.

Other Information

Information required in accordance with FR22 of the [Financial Management Act 1994](#) is available on request.

Honorary Lawyers

Hall and Wilcox

Auditors

Auditor-General Victoria

Bankers

National Australia Bank Limited

Attestations



THE QUEEN ELIZABETH CENTRE

Attestation on Data Integrity

I, Athina Georgiou, certify that The Queen Elizabeth Centre has put in place appropriate internal controls and processes to ensure that reported data reasonably reflects actual performance. The Queen Elizabeth Centre has critically reviewed those controls and processes during the year

Athina Georgiou
Chief Executive Officer

Noble Park, 30 June 2015

Attestation for compliance with the Ministerial Standing Direction 4.5.5.1 - Insurance

I, Athina Georgiou, certify that The Queen Elizabeth Centre has complied with Ministerial Direction 4.5.5.1 – Insurance.

Athina Georgiou
Chief Executive Officer

Noble Park, 30 June 2015

Attestation for Compliance with the Australian/New Zealand Risk Management Standard

I, Phillip Davies, certify that The Queen Elizabeth Centre has risk management processes in place consistent with the AS/NZS ISO 3100:2009 (or an equivalent designate standard) and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The Quality & Risk Committee verifies this assurance and that the risk profile of The Queen Elizabeth Centre has been critically reviewed within the last

Kym Forrest
Chair, Quality and Risk Committee

Noble Park, 30 June 2015

Attestation in Accordance with the Financial Management Act 1994

I am pleased to present the Report of Operations for the Queen Elizabeth Centre for the year ending 30 June 2015.

Warwick Spargo
Treasurer

Noble Park, 30 June 2015

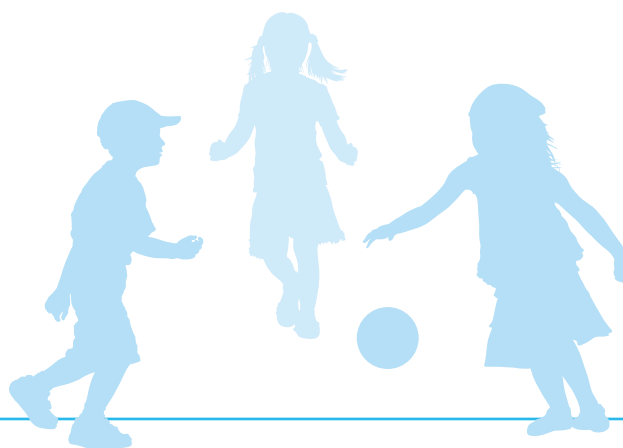
Financial Summary 2010-2015

SUMMARY OF FINANCIAL RESULTS	2014-15 \$	2013-14 \$	2012-13 \$	2011-12 \$	2010-11 \$
Total Revenue	10,146,995	10,642,267	10,146,224	9,033,338	8,777,851
Total Expenses	10,083,632	9,709,407	9,136,120	8,537,484	8,776,731
Comprehensive Result for the Year	63,363	932,860	1,010,104	495,854	1,120
Retained Surplus/(Accumulated Deficit)	-263,758	-327,121	-655,939	-1,613,377	-1,772,187
Total Assets	12,886,543	12,799,804	12,045,685	11,202,868	10,261,408
Total Liabilities	2,484,656	2,461,280	2,640,021	2,807,308	2,361,702
Net Assets	10,401,887	10,338,524	9,405,664	8,395,560	7,899,706
Total Equity	10,401,887	10,338,524	9,405,664	8,395,560	7,899,706

Disclosure Index

The annual report of the The Queen Elizabeth Centre (QEC) is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the Department's compliance with statutory disclosure requirements.

Legislation	Requirement	Page Reference
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FRD 22F	Manner of establishment and the relevant Ministers	26
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FRD 22F	Initiatives and key achievements	4, 12, 13, 15, 18, 19, 20
FRD 22F	Nature and range of services provided	6
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FRD 10	Disclosure index	28
FRD 11A	Disclosure of ex – gratia expenses	n/a
FRD 12A	Disclosure of major contracts	n/a
FRD 21B	Responsible person and executive officer disclosures	64
FRD 22F	Application and operation of Protected Disclosure 2012	26
FRD 22F	Application and operation of Carers Recognition Act 2012	n/a
FRD 22F	Application and operation of Freedom of Information Act 1982	26
FRD 22F	Compliance with building and maintenance provisions of Building Act 1993	26
FRD 22F	Details of consultancies over \$10,000	26
FRD 22F	Details of consultancies under \$10,000	26
FRD 22F	Employment and conduct principles	13, 14
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FRD 22F	Operational and budgetary objectives and performance against objectives	7, 8, 9
FRD 24C	Reporting of office-based environmental impacts	26
FRD 22F	Significant changes in financial position during the year	n/a
FRD 22F	Statement on National Competition policy	26
FRD 22F	Subsequent events	65



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SD 4.5.5	Risk management compliance attestation	27

FINANCIAL STATEMENTS

Financial statements required under Part 7 of the FMA

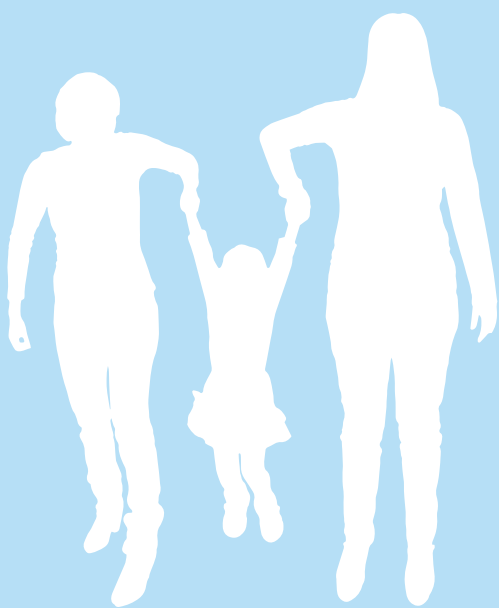
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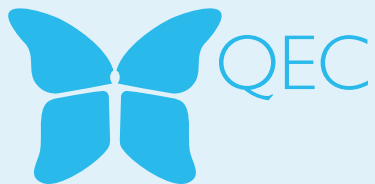
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SD 4.2(d)	Rounding of amounts	43

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Protected Disclosure Act 2012	26
Carers Recognition Act 2012	n/a
Victorian Industry Participation Policy Act 2013	n/a
Building Act 1993	26
Financial Management Act 1994	26



Strengthening Families Together . . .



The Queen Elizabeth Centre

HEAD OFFICE AND RESIDENTIAL PROGRAM

53 Thomas Street, Noble Park
VIC 3174, Australia

SOUTHERN OFFICE

Carrum Downs

CRADLE TO KINDER OFFICE

Dandenong

NORTHERN OFFICE

Preston

GIPPSLAND OFFICE

Morwell

HUME OFFICE

Wodonga

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