



Looking to the future



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



contents

The Queen Elizabeth Centre, QEC, is a registered public hospital in accordance with the *Health Services Act 1988*.

Minister

The Minister for Mental Health, Community Services, Disability Services and Reforms, the Hon Mary Wooldridge MP, has portfolio responsibility for QEC, while government policy and funding are administered through the Department of Human Services' Early Pathways Unit, Service Design and Implementation Group.

Patron

June Shaw

Life Governors

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

Honorary Lawyers

Hall and Wilcox

Auditors

Auditor-General Victoria

Bankers

National Australia Bank Limited

Legislative Changes

As a public hospital, QEC does not administer any Acts directly. *The Health Services Act 1988* is the vehicle by which the hospital is incorporated and prescribes the manner in which it is regulated.

Referring Acts

- *Health Services Act 1988*
- *Child Youth and Families Act 2005*
- *Freedom of Information Act 1982*
- *Protected Disclosure Act 2012*
- *Public Sector Management and Employment Act 1998*
- *Financial Management Act 1994*
- *Building Act 1993*

- 04** Executive report
- 06** Programs and Families
- 10** Excellence in Service Delivery
- 12** People and Culture
- 13** Evaluation Research and Learning
- 14** Community and Partnership
- 16** Self Sufficiency and Sustainability
- 17** Our Senior Reporting and Functional chart
- 18** Our Staff
- 19** Our Managers Highlights
- 20** Our Board
- 22** Compliance
- 23** Attestations
- 24** Disclosure Index
- 26** Our Supporters

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12 November 2014.

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Executive report

QEC's vision is to provide children with the best start in life. Children are our future. We work with vulnerable parents/families from pregnancy through to preschool. We believe that working with families makes a difference in the lives of children and in the trajectory of their development.

We provide intensive and specialist services, guidance and education to encourage positive outcomes and healthy development of the child.

Extensive research on the biology of adversity amongst families who experience significant and ongoing stress has shown dramatic effects on the way in which children learn to cope. We have known this intuitively, but now our ability to identify disruptions in brain development due to early stress can be supported by scientific evidence.

We work with many families who are exposed to serious adversity including family violence and trauma, alcohol and substance abuse and mental health problems. These problems may contribute to reduced capacity in providing safe and consistent parenting.

The work at QEC facilitates their ability to 'bounce back and transform' and exert positive influences on family resilience. QEC contributes to positive parenting from antenatal to the postnatal period which in turn foster community resilience and the building of stronger social capital. (social capital and social supports are major determinants of individual and community mental health).

We have enjoyed strengthening our partnerships with those providing education, health and early child hood services and all of government who deliver service across the life journey of the child within their family or care givers. We can see this through our continued work with our community partners

QEC has fulfilled many achievements throughout this year which has made us extremely proud. We launched our website in November 2013 with a new and contemporary look and feel providing a powerful platform for us to communicate with our families through our Facebook page, our extended vodcasts and podcasts. The completion of this large project was the culmination of many hours of multidisciplinary work which has created stronger relationships from within. MP Andrea Coote launched the website.

Our long awaited volunteer program was launched in March to provide QEC with a valuable support network for our families providing extra support, warmth and hope. We decided to celebrate this occasion at our inaugural garden tea party with the CWA.

QEC welcomed Ms Karen Monaghan to the senior management team. Karen took up the newly created position of Marketing and Service Development Manager in November 2012. The creation of this role has been a strong enabler of QEC forging new partnerships and strengthening old ones, while exploring new and innovative business opportunities to enable us to become increasingly more self sufficient and sustainable.

In January 2013, Karen extended her role and incorporated the role of Quality Improvement into her responsibilities. At the same time, Ms Sharon Gorton stepped in to provide leadership to the Gippsland team covering Ms Jan Bedlington's absence.

QEC farewelled the Commercial and Finance Manager, Mr Dean Stublely after five years of service.

While undergoing an exhaustive recruitment process to locate a successor, we wish to acknowledge the tremendous contribution of Mr Simon Hourigan, Hourigan Partners, who has temporarily stepped in to fulfil this important role.

The Board embraced and endorsed a new set of values for QEC: respect, resilience, excellence, teamwork and integrity. The Board and management team has worked hard in embedding these values in everything we do.

We have reviewed and redesigned our Policy and Procedure Framework. This has been a large and exhaustive task involving the development of a single framework underpinned by the five strategic goals.

The importance of a robust business continuity plan, strong leadership and community alliances were reinforced this year. This was particularly the case where our teams faced significant challenges while providing services to families throughout Victoria. These were in the Gippsland and Northern teams. In March this year, our staff in Gippsland was required to temporarily vacate their office to a local school in neighbouring Trafalgar to ensure their safety and well being due to the impact of the Morwell coal mine fires.

This period was a difficult and challenging time for our staff as they worked through the many challenges of continuing to provide an ongoing service to the many families who lived in Morwell, while managing their own professional and personal needs. We want to acknowledge the commitment of all the members of the Gippsland team for their dedication and hard work during this time.





Ms Athina Georgiou
Chief Executive Officer

Phillip Davies
President

“ QEC contributes to positive parenting from antenatal to the postnatal period which in turn foster community resilience and the building of stronger social capital. ”

Our staff in the Northern Office, Coburg also faced their challenges as they too were required to temporarily relocate their premises as a result of a break in and robbery. We want to acknowledge the support of PANDA who allowed us to share their offices while the team moved to their permanent home in Preston.

In April, QEC together with our two early parenting centre partners, Tweddle Child and Family Centre and O'Connell Family Centre participated in a Forum with senior management and our respective boards to discuss the numerous state and federal government reforms and how we continue to review our position within the complex arena of health, child and family services. This Forum was addressed by various speakers from within and without the sector as well as a representative of DHS.

We appreciate the continuing financial and other support from the Victorian and Federal Governments in respect to our ongoing work in the community and in the sector.

The partnerships with each of the Victorian and Federal Governments is a crucial dimension of QEC's service delivery efforts and the overall effectiveness of the QEC business as a whole.

QEC continues to value the supportive and close relationships with all members of the QEC Foundation. We look forward to continue to work closely with them in the next twelve months and beyond. Dr Ian Ross, Chair of the Foundation has been actively involved in a QEC Working Group over the last twelve months in respect of a couple of QEC's strategic projects arising from the generous bequest from the Alwynne and Walter Jona Estate.

We would also like to thank Mr Mark Dunphy of Hall & Wilcox for his continuing support to the company and the Board and his wise counsel on legal matters during the last twelve months.

Every Board member of QEC has made a significant contribution to the governance and strategic direction of QEC. As well as attending Board and Board Sub-committee meetings, each member of the Board

continues to actively support and promote the important work of QEC in their other roles in the Community. The array of skills around the Board table enable us to make sound and appropriate decisions in respect to the long term sustainability of QEC.

Board members, Susan Harper and Tim Staker resigned from the Board after many years of excellent service to QEC. We thank both of them for their valuable and significant contribution to the organisation as Board members.

We should also thank Susan Harper for her leadership and wise counsel as Chair of QEC for many years. Susan resigned as Chair of QEC in December 2013. We are fortunate that Susan has generously agreed to continue to support the Board in an advisory capacity. Her wealth of knowledge of the sector will not be lost to QEC.

We thank all our staff and stakeholders, on behalf of the Board for their contribution to QEC making a sustainable, significant and positive impact on early parenting services in Victoria.

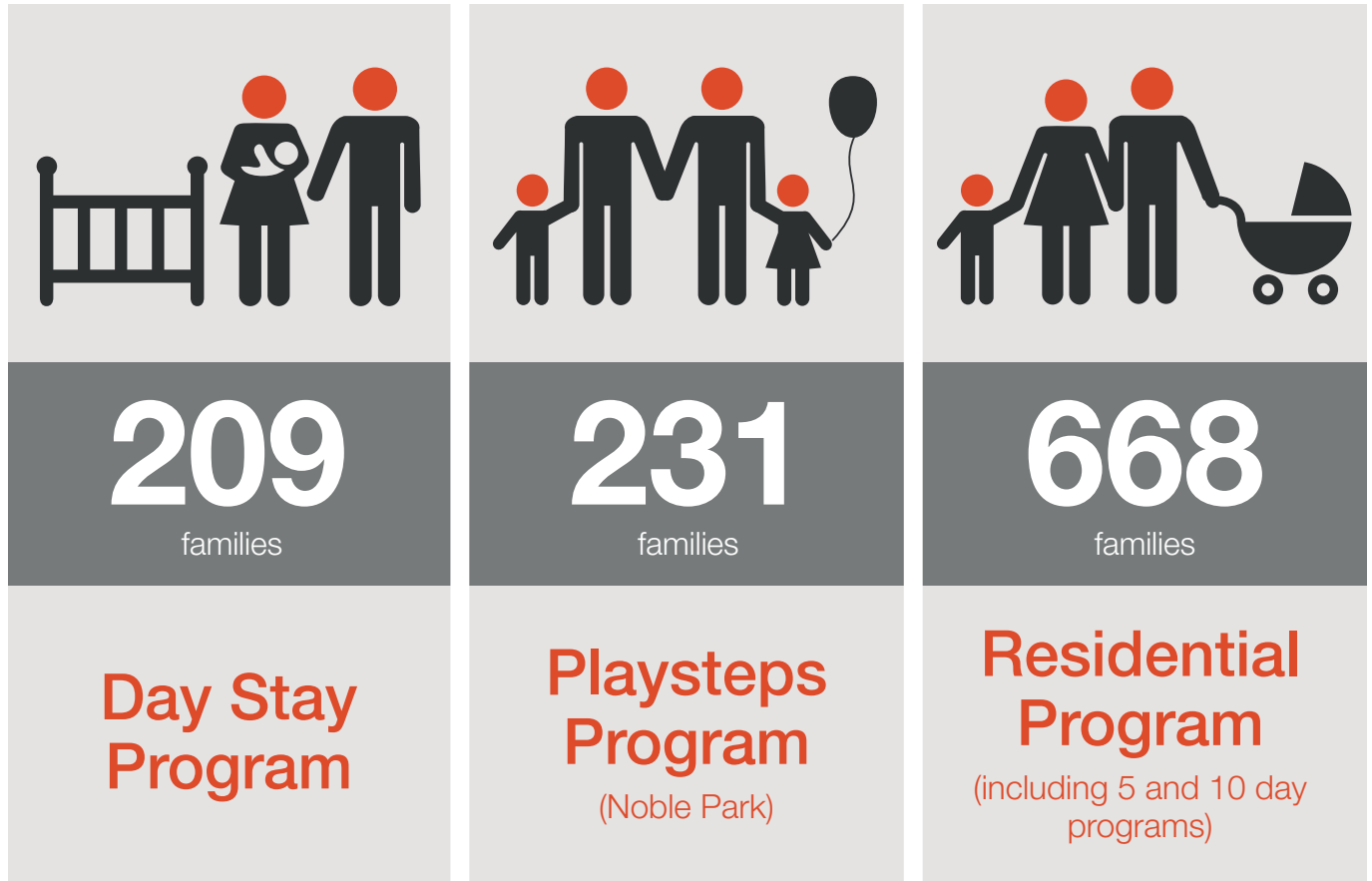


Programs and Families

Total families admitted to residential (parenting intervention) services, 2013-14

Looking to the future

06

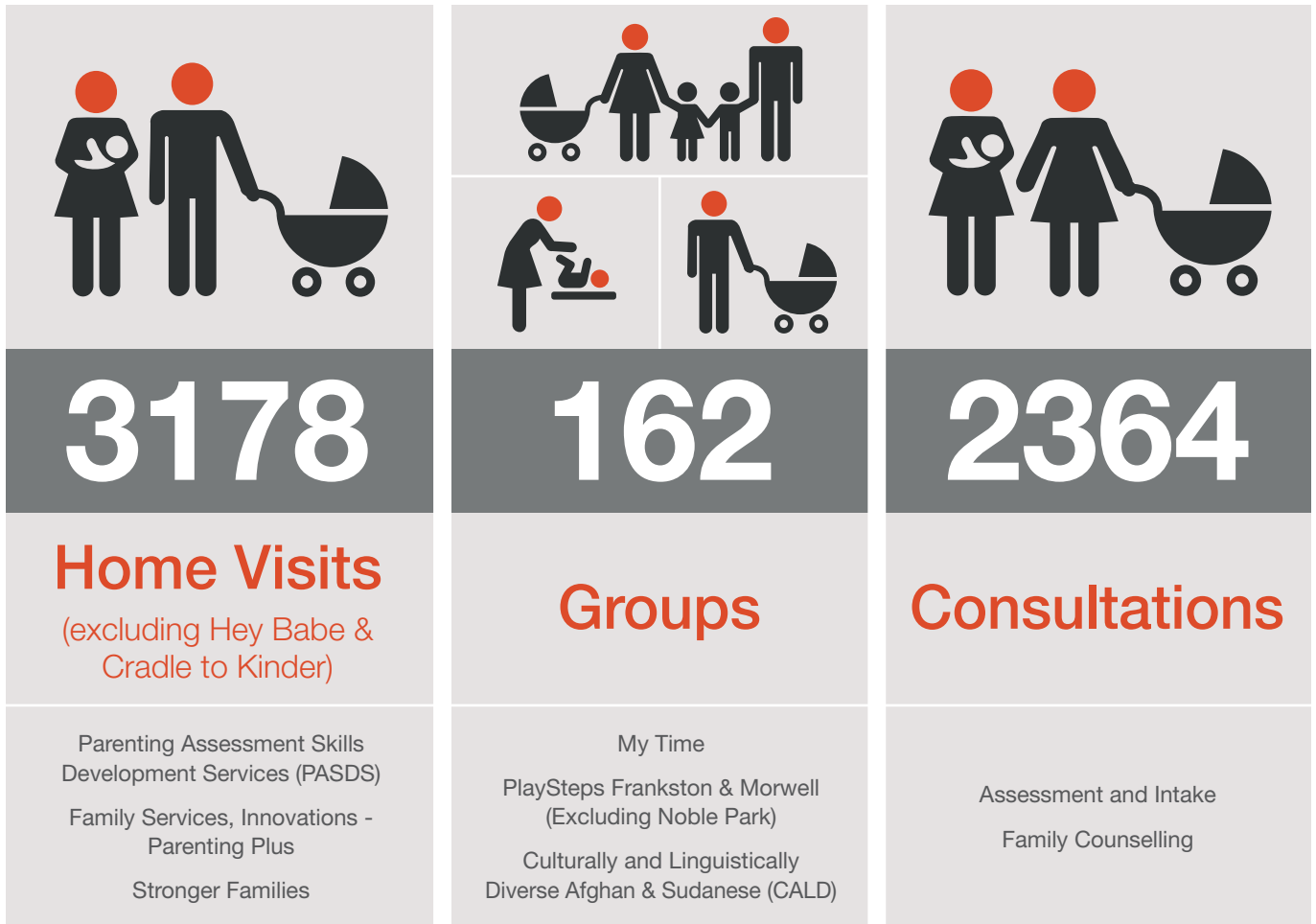


1108

Total families discharged



Occasions of service for non-admitted clients, 2013-14



5704

Total occasions of service for non-admitted clients 2013-14



Programs and Families (continued)

Families receiving a QEC Program to Victorian DHS Catchment Areas, 2013-14

Looking to the future

08

Metropolitan Regions

Southern

3205
families

| | |
|-----------------------|------|
| In Patient Programs | 496 |
| Out Patient Programs | 185 |
| Consultation Programs | 2364 |
| Group Programs | 160 |

North & Western

163
families

| | |
|----------------------|----|
| In Patient Programs | 92 |
| Out Patient Programs | 71 |

Eastern

188
families

| | |
|---------------------|-----|
| In Patient Programs | 188 |
|---------------------|-----|

Rural Regions

Barwon South West

4
families

| | |
|---------------------|---|
| In Patient Programs | 4 |
|---------------------|---|

Hume

47
families

| | |
|----------------------|----|
| In Patient Programs | 18 |
| Out Patient Programs | 29 |

Gippsland

183
families

| | |
|----------------------|-----|
| In Patient Programs | 54 |
| Out Patient Programs | 105 |
| Group Programs | 24 |

Loddon Mallee

15
families

| | |
|---------------------|----|
| In Patient Programs | 15 |
|---------------------|----|

Grampians

9
families

| | |
|---------------------|---|
| In Patient Programs | 9 |
|---------------------|---|





3814

Total families
receiving a
QEC Program
in Victoria



Excellence in Service Delivery



The QEC team constantly reviews practices and processes as themes across our client groups become evident. This flexibility in client care is reflected in our work with families as we provide assessment and then develop unique action plans with each family.

10

A family's journey often commences with a day stay, 5 or 10-day intensive residential program at our public hospital and early parenting centre in Noble Park. The QEC team builds a partnership with parents to ensure care is focussed on the families needs. During their stay, our team will consult with the family's broader care team, to enable or activate the appropriate education and therapeutic support within their own community.

Some families will progress from our residential program, to in-home intensive support and supported playgroups. As their parenting skills develop, and they experience enhanced emotional attachment with their children, their confidence grows.

This work demonstrates to us the benefits of the combined intensive residential program with ongoing place-based support. This enables families with complex issues to learn parenting skills which support them to overcome generations of abuse and neglect.

There have been many adjustments in our practice this year to gain the best results for our clients' goals and action plan.

We trialed staggering the time of arrival on admission day to better reflect our clients needs. This led to enhancements in client care and consultation including the ability to conduct handover in the client's room and share the learning and goals from day one with the client and their early parenting practitioners. At this time our team leaders and family counsellors discuss strategies for each family.

We have introduced handheld cameras that we can use in the privacy of the clients room. This allows for real life and less intrusive observation of our families going through their routines.

We use play to teach parents how to engage and emotionally attach with their child. This builds protective factors which helps ensure the safety of the child. We continually seek out new ways to embed this engagement during a clients stay with QEC.

In the past year we have:

- piloted a weekend art therapy program that we will now seek funding for;
- extended our music therapy which supports families to have positive parent child interactions and provide ideas for songs, rhymes and games to play at home

- reviewed our playroom program and enhanced our parent groups highlighting the importance of play
- developed play boxes for families to take to their rooms with examples of toys that can be easily replicated with items from home
- removed our adult furniture from the playroom. Now we see families on the floor engaging in play up close and personal with their children and
- introduced baby massage sessions with QEC practitioners.

We have reviewed our templates and processes to improve the quality of our reports. We have enhanced our data collection by applying tools that capture the various facets of parenting.

We reviewed our Playsteps program and established 4-hour sessions that provide more time for 1:1 involvement in psychology, paediatric, and follow-up services. We can now also spend more time outside with our toddlers where we get more out of these real life observations.





Left to right: Penelope Oorloff, State Vice President, CWA of Vic, Athina Georgiou, CEO QEC, Dorothy Coombe, State President, CWA of Vic, Jean Taylor, Branch President Noble Park, CWA of Vic, Susan Harper, Board Member, QEC

QEC has significantly enhanced its Family Counselling Service. We partner with the Integrated Peri-natal and Infant Mental Health Team at Monash Health who provide a Psychiatry Registrar for weekly consultations.

Our team leaders are screening the mental health of all residential clients through application of the Depression, Anxiety and Stress Scale (DASS). In addition to providing individual consultations, these experts from the Monash Health Team are providing group psycho-education to clients in the 5-day and 10-day residential programs.

Our Family Therapy team welcomed post-graduate students from several of Victoria's leading universities on placements. The service has also started providing assessments to clients in the 10-day residential program.

Our family therapists also offer education sessions at the Southern Health & QEC Peri-natal Mental Health Meetings.

QEC's community teams are now conducting more assessments during real life family events such as using public transport, grocery shopping or a play in the park.

These assessments are less intrusive and provide a more accurate picture of how a family will address challenges outside the home.

Photobooks are created capturing the successes along the way, and again enable a family to continue to focus on and work with their strengths.

We have witnessed some incredible client journeys through the year.

"We have never been to a meeting where everyone is telling us we can do this. We didn't think other people would believe that. We don't know what we would have done if we didn't go to QEC", said one of our families who has achieved 3 nights per week unsupervised care of their child after attending QEC residential program, followed by an intensive home visiting program.

“ It's about celebrating the golden moments. From little changes come giant footsteps. That's the strength in QEC's programs – we can sit in the space of the family and advocate for them. We recognise their strengths and that's what we work with.

Associate Professor Campbell Paul, Board Member



People and Culture



QEC constantly reviews its practices and procedures to ensure that we provide our clients with the best possible service. We apply the same rigour to our work with the team that is QEC.

The structure of our teams continues to change, moving towards multidisciplinary teams. In particular, the roles of Early Parenting Practitioners (EPP) and Senior Early Parenting Practitioners (SEPP) group together social workers, early childhood development professionals, childcare workers and nurses.

QEC has commenced a workforce strategy analysis commencing with the focus on recognising skills, experience and qualifications and developing a clear career path for EPP's and SEPP's.

A longer-term outcome of the workforce strategy analysis will be the implementation of a fully integrated workforce management system.

Our policies and procedures have undergone a complete review to align them with QEC's strategic goals and relevant legislation, and standards. We have significantly reduced and simplified the number of policies and procedures and made them easily accessible for our team through our Intranet.

In March, we launched our volunteers program with our partners the Country Women's Association of Victoria. The program will be rolled out more broadly over the next 12 months, commencing with the roles of 'Welcome Volunteer' and 'Activities for Life' volunteer.

We have completed a comprehensive review of all staff files, and automated our systems for recording critical information such as Working With Children checks, police checks and mandatory training. This work will continue in 2014/15 as we commission new software to better manage rostering, payroll, education, training and HR management systems.

“ We witness truly inspirational partnerships between staff and parents at QEC especially reflected in the early learning activities in the playroom.

Susan Harper, Board Member





Evaluation, Research and Training

QEC launched a Research Advisory Group to:

- a) inform the QEC research agenda and assist Key Performance Indicators for the period 2014-2017;
- b) assist in the search for and capture of funding opportunities;
- c) deliver scientific advice, oversight and monitoring of QEC research projects.

The committee includes representatives from the QEC Board and management as well as representatives from academic and research communities.

Sharon Gorton travelled to Edinburgh to present the award winning 'Bumps to Babes and Beyond' project at the World Association of Infant Mental Health.

This program engages at risk Aboriginal and Torres Strait Islander women of 14-25 years, during pregnancy and through to 18 months when parents are highly motivated. We assist them to prepare for their future relationship with their child. The program has received awards for an outstanding prevention initiative.

The development of our teams is a high priority at QEC. In the past year we have had a focus on training more of our staff in our client assessment tool, The Nursing Child Assessment Satellite Training (NCAST).

We have also seconded staff into different teams to cultivate a broader understanding of programs across the business, and more agility in our teams.

QEC now has more staff trained in our Assessment and Intake program, our Playsteps program (QEC's play-based parent-child interaction program), and our Culturally and Linguistically Diverse (CALD) supported playgroups.

All practitioners participate in regular Family Partnership Reflective Practice. We also have staff that work in our residential and community teams allowing for sharing of different strategies from different environments.

“ The launch of the Board's Research Advisory Committee and the ongoing improvement of research activities around QEC has been the highlight for me.

Associate Professor Campbell Paul, Board Member



Community and Partnerships



QEC has invested in a marketing and business development function to focus our thinking on our future, to develop strategies for the next 5 -10 years, to build our profile and clearly position QEC as a leader in the health sector.

This work starts from inside the organisation creating opportunities for our extraordinary team to tell our stories and share our skills and knowledge whether that is through presentations to conferences or CWA branches, representations to government and advisory committees or simply through social networking.

We are working ever closer with the QEC Foundation. It is with their generosity and support that we are able to be innovative and develop new programs and resources. In 2013, the QEC Foundation provided funds for the pilot of the Music Therapy Program. In 2014 we will concentrate on developing online resources for our families, team and early parenting professionals.

The growth that QEC has experienced in our community based programs, and the partnerships that we have developed through our residential and community programs, not only across Victoria, but now also in NSW, provides a strong base for continued growth in these programs.

QEC continues to work with our partners Anglicare, VACCA and Mildura District Aboriginal Services (MDAS) in the delivery of supported playgroups and home

visiting programs across Victoria. In November our our Bumps to Babes and Beyond Program in partnership with MDAS won the Lascelles Award for Innovative Product – Community.

Our relationship with the Country Women's Association goes from strength to strength. QEC was named as the CWA State Project for 2013-14 at their previous State Conference. As a consequence QEC has engaged with CWA branches across Victoria in branch presentations, raising the profile of the work that we do, and in fundraising.

Our team absolutely delights in the time we spend with this veritable army of women, and our families are also

touched by the interest and support from women across our community.

Our administration team engaged permaculture designer, teacher and school garden specialist, Mr Seila Hierk, to build a kitchen garden for our families at Noble Park. Plants were donated by Aspendale Primary School, timber framing, soil, compost and piping for the garden bed were provided by Bunnings Springvale and Masters Home Improvement and our funding was supported by the sale of old laptop computers.

Toddlers love getting their hands dirty digging in the garden, and everyone enjoys the lunch-time salads that are thrown together with our home grown produce.

“ My highlight for 2013-14 – being able to assist through the Strategic & Service Planning Committee to provide a plan to ensure the future of QEC and indeed, early parenting in the state.

Warwick Spargo, Board Member





We posed a question to 2014 Swinburne Design Communications Honours students.

“Considering all touch points in a client’s journey with QEC, how can we improve our communication, remove barriers to learning and build our clients confidence and optimism? How do we de-institutionalise, simplify and strengthen our communications with our clients?”

Three teams of students elected to work with QEC. These students spent the first semester researching this question and will present design communication strategies and projects in semester two. This is a significant investment in QEC by Swinburne and these students, and one that we really appreciate.

“ It’s all about the client buying in, self-defining where they want to go. It’s about their voice. For some of our clients it’s the first time they feel they have been heard.

QEC Early Parenting Practitioner, Community Programs

“ Overall we will seek to see how QEC communicates as a brand, whether they are living up to their expectations of transparency, transformation and heritage and how that is portrayed both internally and externally by the organisation.

Initiate Team, Communication Design and Honours Digital Media Design
Swinburne University of Technology



Self Sufficiency and Sustainability



QEC exists in a dynamic funding environment across health and community services with reforms underway in both Federal and State jurisdictions.

16

The QEC Board developed a clear strategy for 2014-19 reflecting not only the changes to our traditional funding sources, but identifying other funding and revenue streams through the development of new services and partnerships.

QEC continues to concentrate on improvements to our systems to nurture greater connectivity and sharing of information and resources. This includes improved internal and external reporting.

In 2012 we launched TWEQ our client information management system in partnership with Tweddle. This was the first external system to interface successfully with DHS IRIS. TWEQ also interfaces with the Department of Health system.

In stage one, TWEQ has improved efficiencies and integrity in client record management. We will continue to focus on the simplification of data capture to relieve the pressure on clients at admission.

The next exciting stage to be introduced is the use of tablets to enable staff to complete assessments and care plans in the privacy of the client's room and decrease duplication of data entry. The recent implementation of Wi-Fi capacity at Noble Park has supported this innovation.

The new QEC website was launched in November 2013 and continues to be a focus as we build resources and provide ease of access for our clients, consumers, early parenting professionals and stakeholders.

We continue to focus on the safety, security and wellbeing of our team in our work with vulnerable families. In the community, and in our residential facility, we have implemented a new range of duress alarms. Discrete activation, SMS protocols and close monitoring by a Grade A1 Control room, ensures the most secure and reliable monitoring possible for our people.

We have reviewed our home visiting policies and procedures and introduced a new home visiting risk assessment.

At Noble Park we released a tender for architectural review of the building to provide greater security for our clients and staff, as well as capital improvements to cater for increased programs for clients, the provision of external training and increased staff.

Our business continuity plan was put to the test in our Morwell and Northern offices. In Morwell it became necessary to relocate our team to a temporary location to enable the continuation of services to our clients during the Morwell coalmine fire smoke hazard.

We also provided a 'fresh air' weekend of respite for our Morwell clients at the Noble Park site. We must again thank the Trafalgar Primary School for providing a temporary site for our Gippsland team during that time.

Our Northern office was subject to a burglary and subsequent vandalism. This office was due to relocate but the incident triggered the decision to fast track that move. Thank you to PANDA for providing temporary lodgings while we relocated.

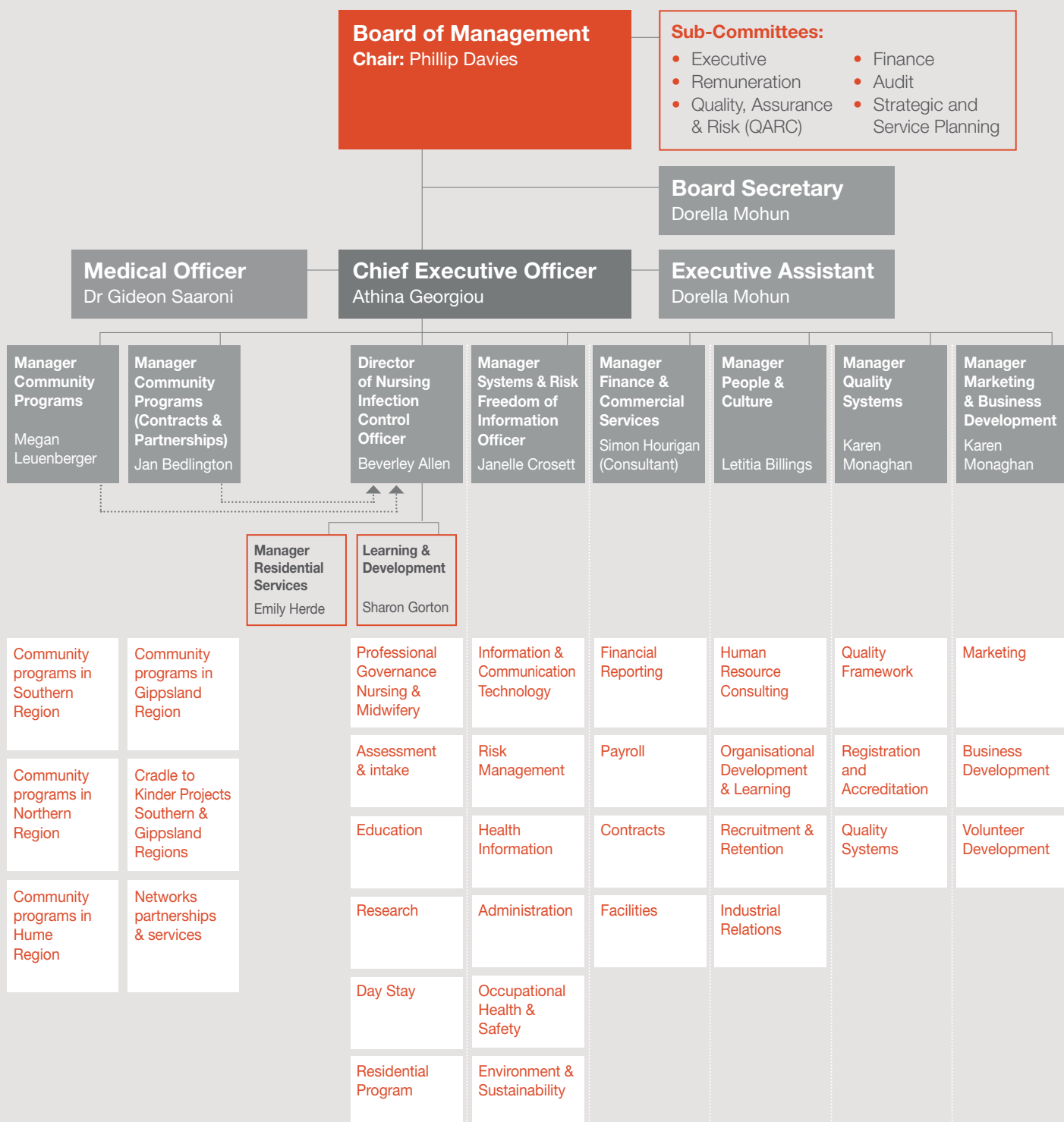
And a big thank you to the QEC Gippsland and Northern teams who continued to prioritise the needs of their clients during these significant incidents.

“ The development of the 2015-2019 strategic plan was a highlight for me. Our direction is really clear now.

Mary Sayers, Board Member



Our Senior Reporting and Functional Chart



Our Staff



Composition of QEC staff as at 30 June 2014 and 30 June 2013 (including Casual Staff)

| Role | June 2014 FTE | | 2013-2014 YTD FTE | |
|--|---------------|-------------|-------------------|-------------|
| | 2014 | 2013 | 2014 | 2013 |
| Administration/Finance | 11.6 | 8.5 | 10.9 | 8.8 |
| 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 | 0.5 | 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 | 39.2 | 41.7 | 38.5 |
| Family Counsellors (Inc Psychologists and Social Workers) | 8.1 | 7.2 | 7.7 | 6.5 |
| Managers | 5.0 | 5.7 | 5.6 | 4.4 |
| Program Coordinators (Inc Maternal & Child Health Nurses) | 9.9 | 12.4 | 10.8 | 11.6 |
| Team Leaders (Inc Maternal & Child Health Nurses) | 8.8 | 8.4 | 8.8 | 8.2 |
| Total | 91.1 | 85.9 | 90.0 | 82.5 |



Our Managers highlights

Athina Georgiou

The launch of the volunteers program reflecting our heritage and enabling greater connection and inclusion for our families and communities now.

Megan Leuenberger

Three cousins were separated and relocated when they were young due to civil unrest in Sudan, they were reunited through our Sudanese playgroup this year.

Janelle Crossett

Our Client Information System, TWEQ, was the first system to successfully interface with the Department of Human Services system.

Sharon Gorton

Presenting with members of Mallee District Aboriginal Services the Bumps to Babes Project at the International Infant Mental Health Conference, Scotland.

Beverley Allen

Working alongside QEC staff and families to script and film four new vodcasts for QEC website illustrating the ways in which babies communicate and behave.

Letitia Billings

QEC values signed and launched by the Board at 2013 AGM following consultation, input and ideas from all staff.

Karen Monaghan

Working with the amazing army of women from the Country Women's Association of Victoria as the CWA of Victoria State Project for 2013-14.

Emily Herde

The diverse range of therapeutic programs that we continue to develop including playroom, music and art.



Our Board

1: Phillip Davies

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

Phillip is currently CEO/General Counsel of Advanced Paediatric Life Support Systems (APLS). He has been elected President of the Board since December 2013. 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 a member the Finance Committee, Strategic & Service Planning Committee and Remuneration Committee. Board of Management meeting attendance for the period was 88%.

2: Susan Harper, OAM

Dip KTC, Grad Dip Education Studies

Susan joined the QEC Board in 2005 becoming president from February 2010 to December 2013. Susan originally trained as a kindergarten teacher and has a long commitment to the importance of the early years. Susan was awarded a Centenary Medal and an Order of Australia for her work in early childhood and early childhood associated organisations. Susan is a member of the Strategic & Service Planning Committee and Board of Management meeting attendance for the period was 88%.

3: Kym Forrest

RN, BN, MMgt

Kym has a 30 year career in Nursing and is currently the Director Monash Childrens Hospital project, Monash Health and the Nursing Director Womens and Childrens', 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 and an independent member of the Audit Committee. Board of Management meeting attendance for the period was 100%.

4: Karen Wells

B Comm, FCA, MAICD

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 Chair of the Audit Committee. Board of Management meeting attendance for the period was 83%.

5: Mary Sayers

BA, Grad Dip HR, MCom

Mary is Manager, Family, Children and Young People at the City of Whittlesea. Her role involves, policy development, planning services and infrastructure for children, young people and their families in this rapidly growing municipality, leadership and people management for a diverse workforce of over 100 staff, partnerships, and advocacy for children, young people and their families.

She was previously Associate Director Policy and Service Development at the Royal Children's Hospital Centre for Community Child Health and the Murdoch Children's Research Institute responsible for the development of early childhood policy, translation of research into practice, workforce development, service development and evaluation. Mary joined the Board in 2010 and is Vice President, Member Quality Assurance Quality Assurance and Risk Committee, Strategic & Service Planning Committee and an independent member of the Audit Committee. Board of Management meeting attendance for the period was 88%.

6: Assoc Prof Campbell Paul

MBBS, FRANZCP Cert Child & Adolescent Psych

Campbell 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 a member of Quality Assurance and Risk Committee and Strategic & Service Planning Committee. Board of Management meeting attendance for the period was 63%.





7

7: Tim Staker

MBA, Grad Dip Bus (Tech Mgmt),
Dip Eng (Biomed), Dip Eng (Electronic)

Tim is an engineer with extensive experience and qualifications in business administration. His current role is National General Manager of several non clinical organisations owned by Cabrini Health. Tim joined the Board in 2002 and he is currently a member of the Finance Committee. Board of Management meeting attendance for the period was 100%.



8

8: Selina Lightfoot

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

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 a member of the Finance Committee and an independent member of the Audit Committee. Board of Management meeting attendance for the period was 88%.



9

9: 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 Group Executive Human Resources at Australian Unity and a director of a number of Australian Unity Limited subsidiaries including Remedy Healthcare Group Pty Limited, Australian Unity Personal Financial Services Limited, Australian Unity Retirement Living Services Limited and Australian Unity Retirement Living Management Pty Limited. She joined the QEC Board in 2013. Sharon is currently a member of the Finance Committee and Quality Assurance & Risk Committee. Board of Management meeting attendance for the period was 100%.



10

10: 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 is a member of the Quality Assurance & Risk Committee, and the Research Advisory Group. Board of Management meeting attendance for the period was 100%.



11

11: Warwick Spargo

FCCA, IIA, CFE

Warwick has a 26 year career in public sector auditing and is currently an Audit Partner at RSM Bird Cameron. Warwick is also a Council member of Federation University Australia (previously Ballarat University). 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 currently Chair of the Finance Committee and an independent member of the Audit Committee. Board of Management meeting attendance for the period was 83%.

12: Assoc Prof Claire Harris

MBBS, MScPH, GradDipChildDevel,
FAFPHM

Claire is a Public Health Physician with a clinical background in community paediatrics and general practice. She was Director of the Centre for Clinical Effectiveness and is an expert advisor to national and international agencies specialising in Evidence Based Practice. Claire is an Adjunct Associate Professor at Monash University where she is currently undertaking a PhD. She joined the QEC Board in 2013 and is a member of the Quality Assurance & Risk Committee and Research Advisory Group. Board of Management meeting attendance for the period was 83%.



Compliance

Freedom of Information

A streamlined approach to receive all Freedom of Information and court subpoena's and summons' for all QEC sites was introduced in the last financial year. Nine Freedom of Information requests were processed throughout the year, with two being denied, due to clause 33(1) of the FOI Act 1982.

Compliments, Complaints, Feedback

Feedback is received through various avenues in the organisation. Staff can submit feedback through our RiskMan software system, verbal or in writing, along with email and social media feedback. Families are advised of the avenues of feedback available at admission and exit survey questionnaires are offered to every family upon discharge from a program.

Complaints, compliments, opportunities for improvement and non conformances are processed and reported to Senior Management, the CEO and Board of Management Quality and Risk Sub committee.

Total of 138 Feedback entries received 2013-14 FY

| | |
|-------------------------------|-----|
| Complaints | 16% |
| Compliments | 38% |
| Opportunities for Improvement | 14% |
| Non Conformances | 32% |

Building Act 1993

QEC fully complies with the building and maintenance provisions of the *Building Act 1993*. An Essential Services Program is maintained throughout the year by external contractor, Wormald, compliant with the Act and Building Codes or standards.

Community Service Registration

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.

Quality Accreditation

QEC operates a management system compliant with the requirements of AS/NZS ISO 9001:2008 and The Department of Human Services Standards 2012, to comply with the Health Services Act 1988 and Children, Youth and Families Act 2005.

Consultancies

In 2013-14 there were no consultants payable for \$10,000 or greater.

In 2013-14 there were four consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during 2013-14 in relation to these consultancies is \$22,308 (ex GST).

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

Ministerial Directions

The information listed in the Directions of the Minister for Finance, Financial Reporting Directions (FRD 22) is available on request.

Legislative Changes

As a public hospital, QEC does not administer any Acts directly. The *Health Services Act 1988* is the vehicle by which the hospital is incorporated and prescribes the manner in which it is regulated.

Changes to the *Freedom of Information Act 1982*, *Charter of Victorian Human Rights and Responsibilities Act 2006*, *Commonwealth Privacy Act 1988* and the introduction of Australian Privacy Policies 2014, resulted in a full organisational review of Information, data collection and privacy for our staff, families and organisation processes.

Availability of Information

Introduction of the QEC Information Publication Scheme has seen strategic planning and operational policies made 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 requirements. QEC is developing further information to be shared on line to encourage a transparent view of the organisation.

Privacy

QEC complies with the Victorian Information Privacy Principles and the *Commonwealth Privacy Act 2004*. Introduction of the Australian Privacy Policies in 2014 does not apply to QEC, but has been adopted for best practice. Less than 1% of incidents reported for the period 2013-14 FY related to privacy.

Protected Disclosure Act 2012

There were no disclosures under the *Protected Disclosure Act 2012*.

Occupational Health and Safety Act 2004

QEC monitors Occupational Health and Safety Management alongside the Environment and Sustainability Program through a Risk Management System. QEC completed just under 90% of our OHSES scheduled activities for the financial year, with all staff participating in discussion, audits and incident reporting. 20% of incidents reported for the period 2013-14FY related to OH&S risk.

An increase in our OH&S Advocacy role has set a platform for the focus in 2014-15. Advocacy for OH&S issues reported, ensures that staff are confident in their concerns being heard and in their ability to question Organisation policy.

Environmental Performance

QEC has an Environment and Sustainability Program, working alongside the OH&S Committee and Program.



QEC reports environmental data for operational processes at our Noble Park site, to the Victorian Government Health Information System monthly.

**Energy Consumption 2013-14 FY,
53 Thomas Street, Noble Park**

| | |
|-------------------|------------------|
| Electricity kWh | Peak 198,356 |
| | Off Peak 125,720 |
| Natural Gas in MJ | 1,417,144 |
| Water Kilolitres | 5,194 |
| Waste (tonne) | Comingle 472 |
| | General 113 |

QEC built a WICK vegetable garden at our Residential Program site in Noble Park that will help develop a program for our 5 and 10 day residential programs. The garden was funded through the OHSES program of recycling electronic equipment, such as laptops, printers and cameras, and selling for a small fee to staff. All funds from our recycling program is used to further our environmental activities.

Revenue Indicators

During financial year 2014, 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.

Financial Management Act 1994

QEC complies with the *Financial Management Act 1994*.

Attestations

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 these controls and processes during the year.



Athina Georgiou
Chief Executive Officer
QEC

30 June 2014

Attestation on Compliance with Australian/New Zealand Risk Management Standard

I, Phillip Davies certify that the Queen Elizabeth Centre has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard and an internal control system is in place that enables the executives to understand, manage and satisfactorily control risk exposures. The Quality and Risk Committee verifies this assurance and that the risk profile of the Queen Elizabeth Centre has been critically reviewed within the last 12 months.



Phillip Davies
President
QEC

30 June 2014

Responsible Bodies Declaration

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 2014.



Phillip Davies
President
QEC



Disclosure Index

The Annual Report of 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 |
|--|--|----------------|
| Ministerial Directions | | |
| Report of Operations | | |
| Charter and Purpose | | |
| FRD 22D | Manner of establishment and the relevant Ministers | 3 |
| FRD 22D | Objectives, functions, powers and duties | 4 |
| FRD 22D | Nature and range of services provided | 4 |
| Management and Structure | | |
| FRD 22D | Organisational structure | 17 |
| Financial and other information | | |
| FRD 10 | Disclosure index | 24 |
| 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 | 58 |
| FRD 22D | Application and operation of <i>Protected Disclosure 2012</i> | 22 |
| FRD 22D | Application and operation of <i>Carers Recognition Act 2012</i> | n/a |
| FRD 22D | Application and operation of <i>Freedom of Information Act 1982</i> | 22 |
| FRD 22D | Compliance with building and maintenance provisions of <i>Building Act 1993</i> | 22 |
| FRD 22D | Details of consultancies over \$100,000 | 22 |
| FRD 22D | Details of consultancies under \$100,000 | 22 |
| FRD 22D | Employment and conduct principles | 16 |
| FRD 22D | Major changes or factors affecting performance | 3 |
| FRD 22D | Occupational health and safety | 22 |
| FRD 22D | Operational and budgetary objectives and performance against objectives | 6 |
| FRD 24C | Reporting of office-based environmental impacts | 22 |
| FRD 22D | Significant changes in financial position during the year | 32 |
| FRD 22D | Statement of availability of other information | 22 |
| FRD 22D | Statement on National Competition Policy | 23 |
| FRD 22D | Subsequent events | 59 |
| FRD 22D | Summary of the financial results for the year | 59 |
| FRD 22D | Workforce data disclosures including a statement on the application of employment and conduct principles | 18 |
| FRD 25B | Victorian Industry Participation Policy disclosures | n/a |
| FRD 29 | Workforce data disclosures | 18 |
| SD 4.2(g) | Specific information requirements | 27 - 59 |
| SD 4.2(j) | Sign-off requirements | 23 |
| SD 3.4.13 | Attestation on data integrity | 23 |
| SD 4.5.5.1 | Ministerial Standing Direction 4.5.5.1 compliance attestation | 23 |
| SD 4.5.5 | Risk management compliance attestation | 23 |



| Legislation | Requirement | Page reference |
|--|--|----------------|
| Financial Statements | | |
| Financial statements required under Part 7 of the FMA | | |
| SD 4.2(a) | Statement of Changes in Equity | 33 |
| SD 4.2(b) | Comprehensive Operating Statement | 31 |
| SD 4.2(b) | Balance Sheet | 32 |
| SD 4.2(b) | Cash flow Statement | 34 |
| Other requirements under Standing Directions 4.2 | | |
| SD 4.2(a) | Compliance with Australian accounting standards and other authoritative pronouncements | 35 |
| SD 4.2(c) | Accountable officer's declaration | 28 |
| SD 4.2(c) | Compliance with Ministerial Directions | 35 |
| SD 4.2(d) | Rounding of amounts | 36 |
| Financial and other information | | |
| FRD 21B | Responsible person and executive officer disclosures | 58 |
| Legislation | | |
| | <i>Freedom of Information Act 1982</i> | 22 |
| | <i>Protected Disclosure Act 2001</i> | 22 |
| | <i>Victorian Industry participation Policy Act 2003</i> | 23 |
| | <i>Building Act 1993</i> | 22 |
| | <i>Financial Management Act 1994</i> | 28 |



Our Supporters

External funding support and grants received for its innovative programs and services enables QEC to attain extraordinary outcomes for vulnerable and 'at risk' Victorian families.

We gratefully acknowledge the support and generosity of the following individuals and organisations for the \$72,728 given to QEC:

Individuals, community groups and willed bequests

- Sir Walter Leitch Estate
- Estate of Walter and Alwynne Jona
- Country Women's Association of Victoria

Philanthropy

- The Queen Elizabeth Centre Foundation
- Collier Charitable Fund

Pro Bono or 'in kind' support

- Barolsky Advisors





The Queen Elizabeth Centre

Head Office and Residential Program

53 Thomas Street, Noble Park VIC 3174, Australia

Southern Office

Noble Park North

Cradle to Kinder Office

Dandenong

Northern Office

Preston

Gippsland Office

Morwell

Hume Office

Wodonga

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If the Financial Statements to this report are not included, please view at www.qec.org.au or phone QEC on +61 3 9549 2777.

