





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

Our Strategic Goals

Excellence in Service:

Be recognised for leadership in the provision of evidence-based services that enhance the skills and confidence of parents and carers of young children

Evaluation, research & learning:

Be recognised for leading practice reform in early years parenting support for at risk families in the health and community sectors, through its training and research agenda

People and Culture:

Build a high performing team that is aligned to our organisational values and with capabilities to deliver on our innovative service delivery models

Community and Partnership:

Create strategic partnerships that increase our profile, extend our reach and empower and add value to participating organisations

Self Sufficiency and Sustainability:

Continue to refine the organisation's infrastructure and resources management to ensure sustainability of service delivery

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President's Report

Since the birth of the Victorian Baby Health Centre (the former name of QEC) by Dr Isabella Younger Ross in her determination to end the unacceptably high rate of infant mortality 100 years ago, QEC has worked tirelessly to support Victorian children and families.

Early parenting organisations, which are unique to Australia, would not exist to serve children and families in need of support and care if it wasn't for the determination and resilience of early female doctors and nurses who were appalled at the apathy towards the loss of infant life in Victoria at the time. One hundred years later, through struggles, setbacks and triumphs, QEC continues to be vibrant, innovative and committed to caring for young families and ensuring our children always get the best start in life.

Research continues to build a strong case for acting early to enhance health and developmental outcomes for children. Adverse childhood events will have a long-term impact not only on this generation of children but also on the next. As our society faces increasing and ever more complex challenges, it has never been more critical to act early and break this cycle of harm. The Board of Management appreciate the efforts of all QEC staff, led by CEO Athina Georgiou. The management team and staff have a deep appreciation of the critical importance of the early years for children and their commitment to providing the best care and support for our children and families is admirable.


The Victorian Government has committed an unprecedented level of investment to address family violence, and has announced reforms in the Child and

Family Services sector. The significant reform focuses on identifying and addressing family violence issues earlier and improving the way justice, health and social services work together. A number of initiatives are already underway, including the establishment of 17 Support and Safety Hubs across Victoria, which provide women, children and young people experiencing family violence access to integrated and coordinated support. QEC continues to engage with the Government to explore how we can contribute specialist expertise to ensure the success of the Support and Safety Hubs.

The Department of Health and Human Services has also started work in partnership with the Child and Family Services sector to design and develop an integrated system that will deliver a seamless set of family and child services. QEC has a strong footprint in this reform and we continue to work with the Department and partners to provide input and advice.

The Board of Management is also working with the management team to help prepare for transformations taking place outside QEC, as well as preparing our organisation to be nimble and ready for the future. QEC has enjoyed many successes over the past 12 months, including the completion of the Jona Sensory Children's Garden, opened by the Governor, the Honourable Linda Dessau AC, and the Government's provision of increased funding to support QEC to deliver quality programs to vulnerable children and families and help us meet demand for our services.

The QEC Board and management team have further refined our strategic plan in the past year. Our plan will enable QEC to remain agile and responsive,



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equipped with evidence to better predict and navigate complex challenges, and to continue making a positive impact on our children and families.

I would also like to thank Athina Georgiou, who after six years at QEC has decided to resign as CEO to pursue a new opportunity. Athina's work over her time at QEC is truly appreciated by the Board and staff.

The Board of Management is confident QEC is standing on a strong ground to serve Victorian children and their families for the next 100 years.



Mary Sayers
BOARD PRESIDENT



CELEBRATING **100** YEARS



Executive Report

This year QEC celebrates 100 years of providing Victorians with services that support the wellbeing and protection of young children and their families. As major historical, social and political events of the past century continue to shape the complex demands on families, QEC has evolved to continue meeting the needs of its communities. While modern families face many challenges different to those experienced by families in past centuries – social isolation, mental health issues, substance abuse – QEC remains committed to ensuring the child is provided with the best start in life.

This year has also seen the successful restructure of the senior executive management team with the introduction of two important new roles: Director, Services and Operations, and Director, Excellence and Innovation. I congratulate Helen Cunningham and Dr Akiko Ono respectively on their success and welcome them to QEC. These strategic roles will ensure QEC is at the forefront of delivering high-quality and evidence-informed practices to our children and families.

QEC has also welcomed a new Residential Nurse Unit Manager, Shelley Stevens, following her short time as the locum. Under Shelley's leadership, the residential unit accepted an increase in the number of families participating in the 10-day residential program following a request from the Department of Health and Human Services earlier this year.

We have also welcomed Mark Misquitta who was seconded from the Office of the Auditor General in March as the Finance and Commercial Manager. I would like to acknowledge the tremendous work he has been able to achieve in a short period of time, strengthening our financial position and meeting our ever increasing compliance requirements.

This year has involved a number of celebrations for QEC. We submitted tenders to extend Cradle to Kinder and the Family Violence Pilot Programs as part of our renewed focus on strengthening our community partnerships and providing early parenting expertise to families and children. MacKillop Family Services in partnership with QEC and the Victorian Aboriginal Child Care Agency (VACCA), were successful in tendering for the Safe Early Years Program. The program is a child-focused and family centred demonstration project that promotes safety, stability and healthy development of children and the end of violence in all its forms. It will focus on families in the South Eastern Region.

A highlight of 2017 was the official opening of the Jona Sensory Children's Garden at Noble Park by Her Excellency the Hon Linda Dessau AC Governor of Victoria, together with more than 60 supporters. The impact of the gardens on the health and wellbeing of clients, visitors and staff is being monitored by Deakin University Researchers, generously funded by the Merrin Foundation, with very positive preliminary findings. This is Stage One of our five-stage masterplan. I want to acknowledge the tremendous



We make a real difference in the lives of many vulnerable young children throughout Victoria, and we could not do this without the commitment and dedication of our talented therapeutic staff who create the experiences and the partnerships that change people's lives.

efforts of Janelle Crossett and Jennifer Fairbairn in coordinating this important event.

It has been an honour to serve QEC as its Chief Executive over the past six years, an organisation committed to building stronger families and stronger communities. We make a real difference in the lives of many vulnerable young children throughout Victoria, and we could not do this without the commitment and dedication of our talented therapeutic staff who create the experiences and the partnerships that change people's lives. I want to thank them all.



Athina Georgiou
CHIEF EXECUTIVE OFFICER



About QEC

Our service & approach

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. Our services contribute to build resilient families.

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.



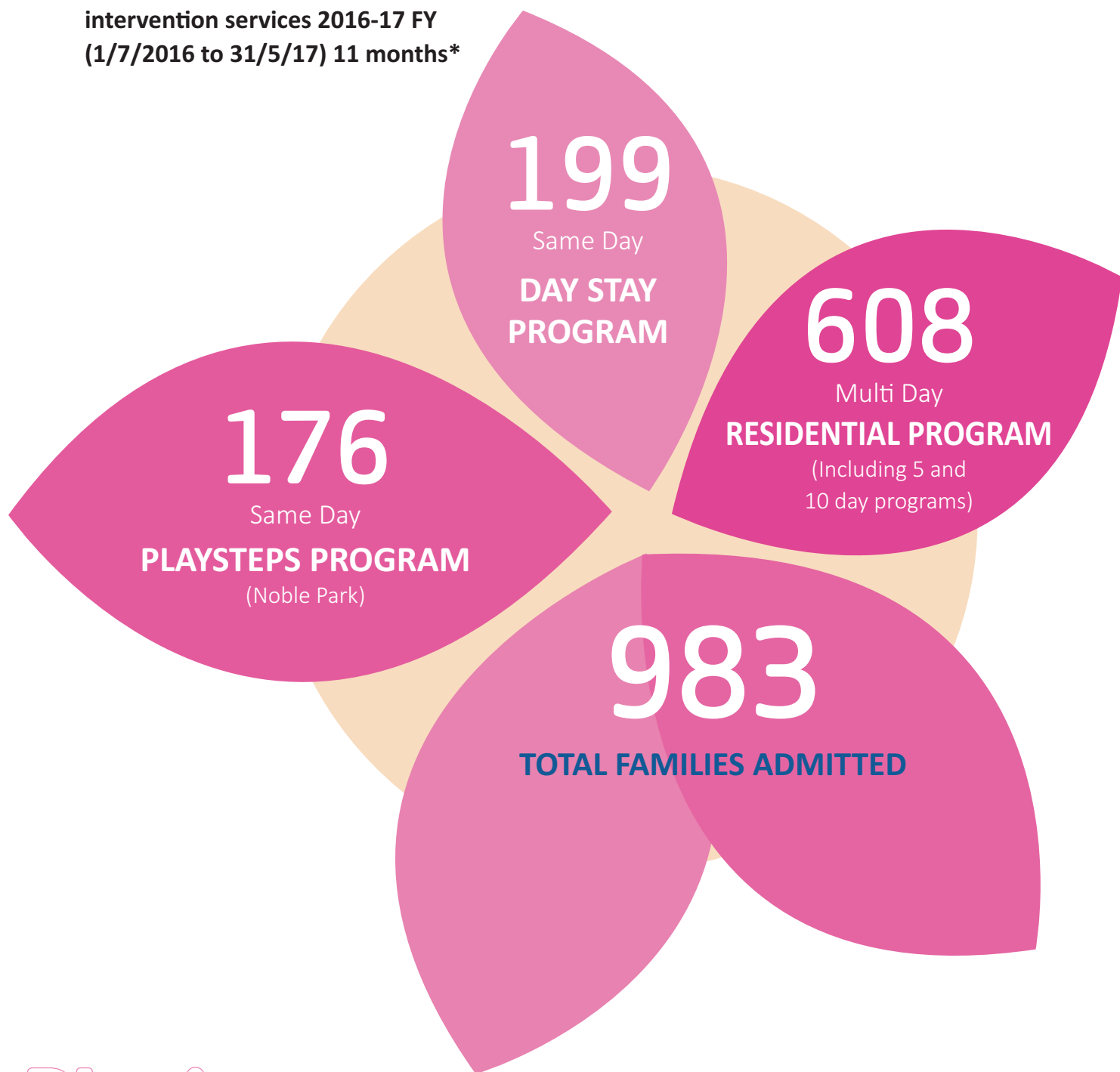
Nurturing together

Our Programs

PROGRAM	LOCATION	DETAILS
Assessment and intake	<i>Noble Park</i>	A mix of self and professional referral, through the use of an Assessment and Intake telephone 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)	<i>Noble Park</i>	A five day residential program for parents and caregivers experiencing challenges with parenting.
Residential Parenting Assessment and Skills Development Services - PASDS (10 days)	<i>Noble Park</i>	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	<i>Noble Park</i>	A seven-hour day-time service of intensive practical parenting education, and support for groups of parents.
Home Based PASDS	<i>Southern Metro, Northern Metro, Gippsland, Hume</i>	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	<i>Southern Metro, Gippsland, Hume</i>	An early intervention/prevention intensive home based parenting skills development program for vulnerable families.
Stronger Families	<i>Southern Metro (in partnership with Connections Uniting Care), Northern Metro (in partnership with Kildonan), Gippsland (in partnership with Anglicare, Quantum, Berry Street and Mandjana Lidj)</i>	An intensive family coaching and support service.
PlaySteps	<i>Frankston, Noble Park</i>	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	<i>Dandenong (in partnership with Victorian Aboriginal Child Care Agency) and Gippsland (in partnership with Anglicare, Quantum, Berry Street and Wandjana Lidj)</i>	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 yrs and their children.
Hey Babe	<i>Gippsland (in partnership with Anglicare, Quantum, Berry Street and Wandjana Lidj)</i>	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.
Mother Baby Unit	<i>Southern Metro (in partnership with Wesley Mission Victoria)</i>	This program provides pre and post birth support for mothers in Out of Home Care under Child Protection Orders, through a four bed unit.
Early Parenting Initial Assessment Program Pilot	<i>Hume</i>	This program is for mothers who are under 25 years of age, pregnant, or have a new baby up to 12 months of age. Staff support the mothers and child's siblings with home visits, in partnership with Junction Support Services providing case management.

Programs & Families

Admitted clients to parenting intervention services 2016-17 FY (1/7/2016 to 31/5/17) 11 months*



Playing
together

**Note: Annual Financial Statements are for a 12 month period for the year ended 30 June 2017*

This year has involved a number of celebrations for QEC. We submitted tenders to extend Cradle to Kinder and the Family Violence Pilot Programs as part of our renewed focus on strengthening our community partnerships and providing early parenting expertise to families and children.

**Occasions of service for non-admitted clients
2016-17 FY (1/7/2016 to 31/5/17) 11 months***

3218

HOME VISITS

(PASDS - Parenting Assessment & Skills Development Services Family Services, Innovation - Parenting Plus, Stronger Families, Early Parenting Intake Assessment Pilot)

59

GROUP PROGRAMS CONDUCTED

(Playsteps: Frankston 22 and Noble Park 29)

CONSULTATIONS

1537

ASSESSMENT & INTAKE

8896

PROGRAM HOURS

(Cradle to Kinder, Hey Babe)

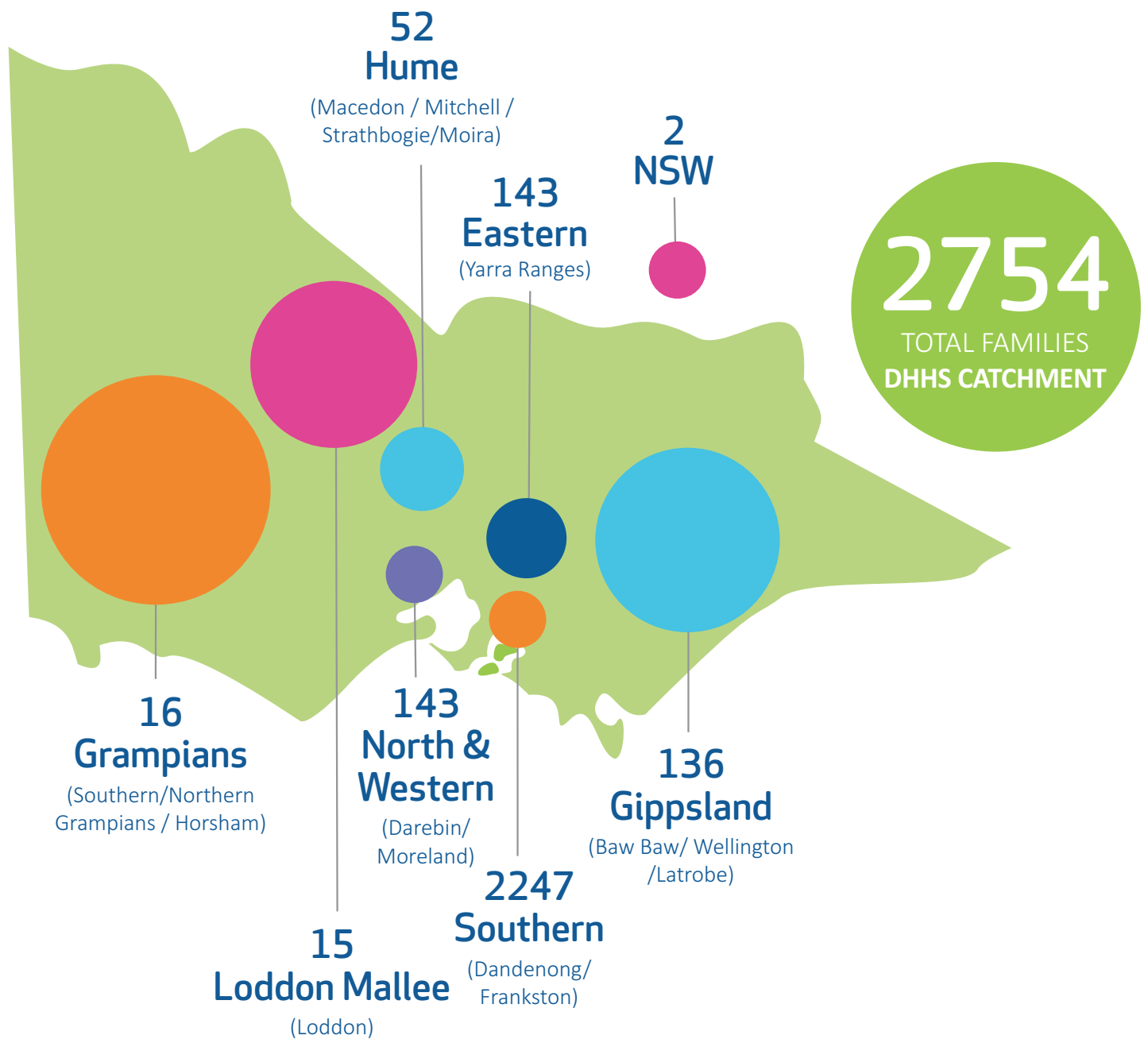
Growing
together

**Note: Annual Financial Statements are for a 12 month period for the year ended 30 June 2017*

CELEBRATING **100** YEARS

Programs & Families

Families receiving a QEC program by DHHS Catchment Area for 2016-17 FY
(1/7/2016 to 31/5/17) 11 months*



Learning
together

**Note: Annual Financial Statements are for a 12 month period for the year ended 30 June 2017*

Partnerships in regional Victoria

QEC has a proud history of forming ground-breaking partnerships in regional Victoria. In 2004, QEC joined with nine other community service organisations to form the Family Matters partnership, based in the Latrobe Valley.

At the time the alliance was a new way of providing family support to vulnerable families in south-east Victoria. Not only did the partnerships bring together competing or distantly related organisations to deliver services, the partnership also challenged and expanded each member's relatively self-contained world.

Joining the partnership was a transformative decision for QEC. Our organisation was a relatively new player in the local service system at the time and Family Matters provided QEC with the foundation to build strong relationships with more established organisations. The partnership was also instrumental in establishing our credentials in providing early childhood and parenting support, and in enabling us to bring our expertise and services to more families in the region.

Family Matters later evolved into the Child First / Integrated Family Services Alliance for the Inner Gippsland Area. QEC remains a core member of the partnership, participating at governance, service coordination and practitioner levels. The alliance has supported QEC to deliver new services, including Cradle to Kinder, Hey Babe, Stronger Families and Parenting Plus, to more than 100 families each year. QEC has also entered into many other partnership arrangements across regional Victoria, including Child First Alliances in Hume and Gippsland, Cradle to Kinder with Victorian Aboriginal Child Care Agency (VACCA) and Anglicare, the Yaail Lung Dardee Stronger Families program, and local early years planning through Best Start.

Many of our families have multiple needs and vulnerabilities. Partnerships can reduce barriers for these clients by providing an integrated service system, helping them access the wider service system through a single point of entry.

As one of our regional partner agencies has said:

"Partnerships between service providers improve outcomes for families by delivering a coordinated response which aims to remove barriers to access, enhance service delivery and ultimately achieve the best outcomes for the individual and their

families. Services provision for vulnerable families is a complex area. Partnership allows us to draw on expertise and resources, placing the family and their needs at the centre. Where effective partnerships exist, families receive an integrated and timely response." **Cindy Pullar, General Manager - Children, Youth and Family Services, Quantum Support Services**

Partnerships provide opportunities for all service providers. Such arrangements can help organisations support each other, reduce duplication and competition, foster knowledge creation, improve access to training and resources, and enable strength in advocacy. Through partnerships, organisations can build economies of scale to ensure new services are sustainable, drawing on collective expertise and capacity. Partnerships also provide a way to trial and develop new ideas and service models that may be beyond the capacity of any individual partner.

Another of our regional partners has described this as "together we do better":

"The synergy that is created enables us to stretch ourselves to meet mutually inclusive goals which we cannot meet as individuals. This is deeply valued by our partnership, as we can continue to improve and refine our practice informed by our own values and practice frameworks but underpinned by a commitment by our organisations to our community and the families we connect to and support. In essence we are committed to more than coordinating resources. We are committed to new ideas, change, and being learning partners." **Jane Barr, Deputy Director, Berry Street Gippsland**

Forming strong partnerships will become even more central to QEC's provision of services, particularly community-based services, in the coming years. The Department of Health and Human Services has clear expectations that future services will be provided through partnership. The Royal Commission into Family Violence and the Roadmap to Reform emphasise the need for integrated and collaborative service systems in the future. The needs of our clients are increasingly complex and beyond the capacity of any single organisation. Partnerships will provide opportunities to strengthen QEC's capacity and sustainability and at the same time support more effectively the families and children with which we work.



CELEBRATING **100** YEARS

CELEBRATING 100 YEARS Growing Together

A century ago, almost three out of every four babies died before they reached the age of one year.

Tragically, most of these deaths were believed to have resulted from preventable circumstances, including poor hygiene, lack of nutrition and – the leading cause of death – gastrointestinal problems.

Dr Isabella Younger Ross, born in Warrnambool, Victoria in 1887, was frustrated with the continuing infant mortality rate crisis. Informed by overseas experience with infant welfare work, in June 1917 she established the first Infant Welfare Society in North Richmond, Melbourne - a clinic that provided education and care for mothers and babies.

Demand for the clinic's services was overwhelming. More clinics were soon established and in the organisation's first year of operation, the newly named Victorian Baby Health Centre Association (VBHCA) recorded more than 4000 attendances at the clinics, and its nurses having visited more than 1400 homes and 913 babies.

By its 25th anniversary, VBHCA had a network of 164 centres across Victoria, including 93 centres in rural areas across 28 towns.

The 1950s brought great change for the association. Operations were transferred to newly renovated premises in Carlton and included a Nursing Mothers' Wing, Infants' Hospital, Baby Health Centre and training facilities for nurses. The VBHCA was also renamed as The Queen Elizabeth Maternal and Child Health Centre (QEMCHC) and its network expanded to 433 centres throughout the state.



Services had also expanded to match. The Better Farming Train, an agricultural demonstration train with a carriage designated for a nurse to provide education and support to families throughout rural Victoria, began running in 1924. The impending World War II saw the train decommissioned in the 1930s, although Travelling Baby Health Centres, where nurses travelled in specially designed caravans to consult throughout the Mallee region, soon sprung into existence.

The clinics had a phenomenal impact on the rate of infant deaths. **Twelve years after the first baby clinic opened its doors, the infant mortality rate dropped from 73.8 per cent to 46.5 per cent.** VBHCA had in this time attended more than 54,000 homes and 22,361 babies at their centres, and by 1957 the rate had further decreased to 19.3 per cent, coinciding with the introduction of the vaccination program at centres.



By the 1970s the centre's model of care had shifted to focus on supporting the whole family, rather than simply the mother and baby. Over the next decade the organisation's services evolved to provide families with one to two-week residential programs, and it later introduced the Day Stay program, outpatient clinics and established admission criteria for families to support the growing waiting list. The organisation was registered as a schedule 1 public hospital and in 1986 was finally renamed as Queen Elizabeth Centre.

In the words of the late Walter Jona, AM, long term friend and Life Governor of QEC;

“The story of The Queen Elizabeth Centre is an on-going saga of immense determination, great faith and high-level professional skills by many women and a lesser number of equally devoted men whose pioneering spirit and foresight enabled the State of Victoria to become, by the late 1970s, one of the world’s most advanced places for maternal and infant welfare...”

(Save the Babies: The Victorian Baby Health Centres’ Association and the Queen Elizabeth Centre. Cheryl D Crockett 2000)

A new era commenced in the 1990s,

with the admission of unaccompanied children ceasing and the former Children’s Unit converted to family accommodation. Government direction focused service on high-risk infants with the development of the Parenting Assessment and Skill Development Services (PASDS).

By this time, ageing buildings in Carlton were proving too expensive to maintain and the decision was made to relocate to the southern population growth corridor, which also had the highest birth rate in Victoria. State-of-the-art premises with a residential wing accommodating 14 families at once, a day-stay program serving six families, corporate services and educational facilities were constructed.

The new millennium heralded the first of six QEC National Conferences, a biennial event highly regarded in the maternal and child health sector.

QEC continued to expand its programs. The successful PASDS programs were extended throughout Victoria. Social workers, psychologists, psychiatric nurses, alcohol and drug experts and early parenting practitioners were now crucial for delivering QEC’s services. Innovative new programs were also developed, including the successful Parenting Plus, Tummies to Toddlers, Bumps to Babes and Beyond and Playsteps programs. A crowning moment for the organisation was the recognition of QEC in the 2012 Report of the Protecting Victoria’s Vulnerable Children Inquiry as a credible service provider of programs that are current, relevant and supportive of the child.



Since Dr Younger Ross started the movement to better infant welfare in Victoria 100 years ago, QEC has provided support to more than three million Victorian families. The number of children benefitting from QEC’s support is even greater. From a staff of one at a single baby clinic, QEC has grown to a team of 130 across seven sites across Victoria, all working to better the lives of families and children for the next 100 years.

QEC in 2015 focused on providing a brighter future for its families, staff, visitors and the wider community. Work on the Therapeutic Garden Masterplan – a five-year plan to establish the Thomas Street Noble Park site as a therapeutic garden – commenced and stage one was completed in 2017 with the opening by the Governor of Victoria of the Jona Sensory Children’s Garden. QEC’s vision of and belief in intergenerational therapy will see parts of the garden opened to neighbouring aged-care organisations, in collaboration with local businesses. The final stage of the masterplan will open sections of the garden to the community during out-of-service delivery periods – returning the space to local residents and offering them a place of which they can be proud.

Delivering excellence and fostering innovation: a research-savvy QEC is a stronger QEC

Since the state of Victoria took its first steps to improve infant welfare 100 years ago, QEC has been leading the early parenting sector through its pioneering work to support families to build capacity and resilience during early parenting.

The incredible advancement of parenting research has shaped the history of child welfare over the past century. Early research into parenting investigated the effects of environmental conditions, such as hygiene, on children's health. Today, research into early parenting focuses on the intricate issues of baby-parent attachment, effective parenting models, cultural security and managing parenting competency in challenging family and social environments that include the presence of mental health issues, family violence, alcohol and drug abuse, as well as finance and housing insecurities.

Young families face a growing number of social issues. These challenges include the widening of inequality in income and wealth leading to a greater proportion of people living in poverty, the soaring rate of mental health issues and disability, a reduced workforce due to an ageing population, and the Federal Government's budget cuts.

Nevertheless, Australia's leading perinatal and paediatric epidemiologist, Professor Fiona Stanley, said, "If you want to have a future that is secure, successful and productive, you must invest in healthy mothers, healthy children and young people because then they will grow up to be people who can participate in civil society".

There is strong evidence to demonstrate children's experiences in their first few years have a profound influence on their development, achievements and opportunities later in life. QEC therefore focuses on providing children and families who have additional needs, or who are at risk of poor health and developmental outcomes, with the support and care they need to achieve the best possible health, development and wellbeing.

Our programs therefore must be informed by current evidence. Understanding the changes in parenting needs, examples of best practices, and subject matter expertise in related social challenges help QEC design and implement programs and services that best respond to the individual needs of children and their parents. Evaluation is also important for successful service delivery. Measuring the impact on and outcomes for our clients as a result of our programs offers important insight into the effectiveness of such programs. QEC routinely undertakes program evaluation to inform future improvement.

Furthermore, QEC has established a new role as part of an organisation-wide commitment to deliver evidence-informed best practice for our clients. The Director of Excellence and Innovation provides strategic leadership in evidence, knowledge creation and innovation in our practice with a strong focus on research and quality.

Following the appointment of the Director of Excellence and Innovation, QEC has developed a Research Strategy – an overarching framework to guide QEC's research engagement. The strategy has identified the need for QEC to become research savvy – the ability to apply research thinking to the business practice that leads to better outcomes.



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Informed by the research vision and objectives as defined in the Strategic Plan 2015-19, the Research Strategy has established five research approaches appropriate for QEC – Knowledge Synthesis, Knowledge Translation and Exchange, Practice Design, Implementation Research, Evaluation – and also emphasises the principles that should underpin any of QEC's future research activities.

Implementation of the Research Strategy has commenced. As part of the implementation, QEC is prioritising the pursuit of any research-related activities to ensure cohesive and prudent investment in making QEC a research-savvy organisation that leads the early parenting and social services sector through evidence and innovation.

Research-savvy QEC is a stronger QEC. Renewing our commitment to service excellence and innovation ensures QEC offers effective service to our children and families, underpinned by robust evidence, delivered in ways consistent with best practice, and congruent with family values and beliefs.

This is just the beginning of QEC's mission to become research savvy. There will need to be greater and more ongoing investment to strengthen the existing evidence base relating to early years interventions, and build workforce capability to be able to collect, analyse and use data appropriately to inform practice. It is important we become better at demonstrating the outcomes of our services and programs. This highlights the need to develop more refined measurement tools with which we can assess the effectiveness of interventions with babies, infants and toddlers.



Celebrating the Jona Sensory Children's Garden

QEC this year marked 100 years with the completion of the Jona Sensory Children's Garden in Noble Park. This beautiful outdoor environment is a therapeutic space in which our families can relax, learn and grow, and one that has already enhanced the delivery of QEC's vital programs and services.

Creating a space where young children and their parents can be immersed in scents, textures and colours is an important part of improving the child-adult relationship. Research has shown a sensory garden can help children regulate their moods as well as help them obtain stimulation that might otherwise be missing from their day. Spending time in a sensory garden can mean happier and calmer children. It can also provide a range of health benefits including reduced stress, improved mental health and less anxiety – for both children and their parents.

We want to encourage all families who come to us at QEC to spend more time outdoors and learn about the environment. We want to see children free to express themselves, be creative and we want to give them time for uninterrupted



play with nature. We want their parents to relax and watch their children, communicate with them and engage with other parents.

This dream has now become reality. The Jona Sensory Children's Garden with its many features has already transformed QEC's service delivery. Children are encouraged to problem solve by climbing up the grass mound to get to the slide. There are different textures – rocks, logs, wooden seats, and open grass areas – for children to feel and talk about with their parents to extend their language skills. The large sandpit encourages children and their parents to interact with each other, and touch and talk about the sand running through their fingers. There are swings to help children relieve stress, and gathering spaces for group activities such as story-telling and making toys and music. These are just a few of the many stimulating features to enable parents to spend time with their children and build positive relationships.

We at QEC are very excited this beautiful space is ours in which to relax, play, reflect, meditate, contemplate and talk about together for many years. We believe parent-child attachments will be strengthened and rich conversations will take place between children and adults on a daily basis.



Our sensory garden will give our parents a chance to relax, to clear their heads, and to take a break from life's daily stresses. Our sensory garden will give children the chance to run free, to express themselves, and to build confidence in trying and practising new skills.

The new sensory gardens will support QEC's existing and future programs and we are confident clients and staff will benefit. Work has already begun to develop an education program in the sensory gardens to enable parents to learn about play activities, the benefits of nature play, and why it is important for children to explore the gardens in all weather conditions.

Our sensory garden will give our parents a chance to relax, to clear their heads, and to take a break from life's daily stresses. Our sensory garden will give children the chance to run free, to express themselves, and to build confidence in trying and practising new skills.

Thank you to the many people involved who have helped us plan, develop, and shape our new garden.



Our Team

Our Team ROLE	JUNE Current Month FTE		JUNE YTD FTE	
	2016	2017	2016	2017
Administration/Finance	11.2	10.6	11.2	10.7
Chief Executive Officer	1.0	1.0	1.0	1.0
Clinical Education Coordinators (Inc Maternal & Child Health Nurses)	1.4	0.8	1.5	0.8
Director of Medical Services	0.6	0.5	0.6	0.5
Directors of Services and Operations / Excellence and Innovation / Nursing	1.0	1.8	1.0	1.7
Enrolled Nurses	44.4	49.1	41.8	49.2
Family Counsellors (Incl. Psychologists and Social Workers)	7.0	5.3	6.4	5.4
Managers	5.0	5.9	5.3	6.3
Program Coordinators (Inc Maternal & Child Health Nurses)	9.7	9.7	8.8	9.2
Team Leaders (Inc Maternal & Child Health Nurses)	9.4	9.2	8.3	10.0
TOTAL	90.7	93.9	85.9	94.8

Occupational violence

Managing Aggressive Behaviour training conducted by Holland Thomas has been rolled out to each site for all clinicians interacting with clients. The training is a practical guide to de-escalating a situation and provides staff with education in keeping themselves safe in the residential hospital setting and also in the home and community.

OCCUPATIONAL VIOLENCE - any incident where an employee is abused, threatened or assaulted in circumstances arising out of, or in the course of their employment.

Workcover accepted claims with an occupational violence cause per 100 FTE

2016-17

0

Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked

0

Number of occupational violence incidents reported

12

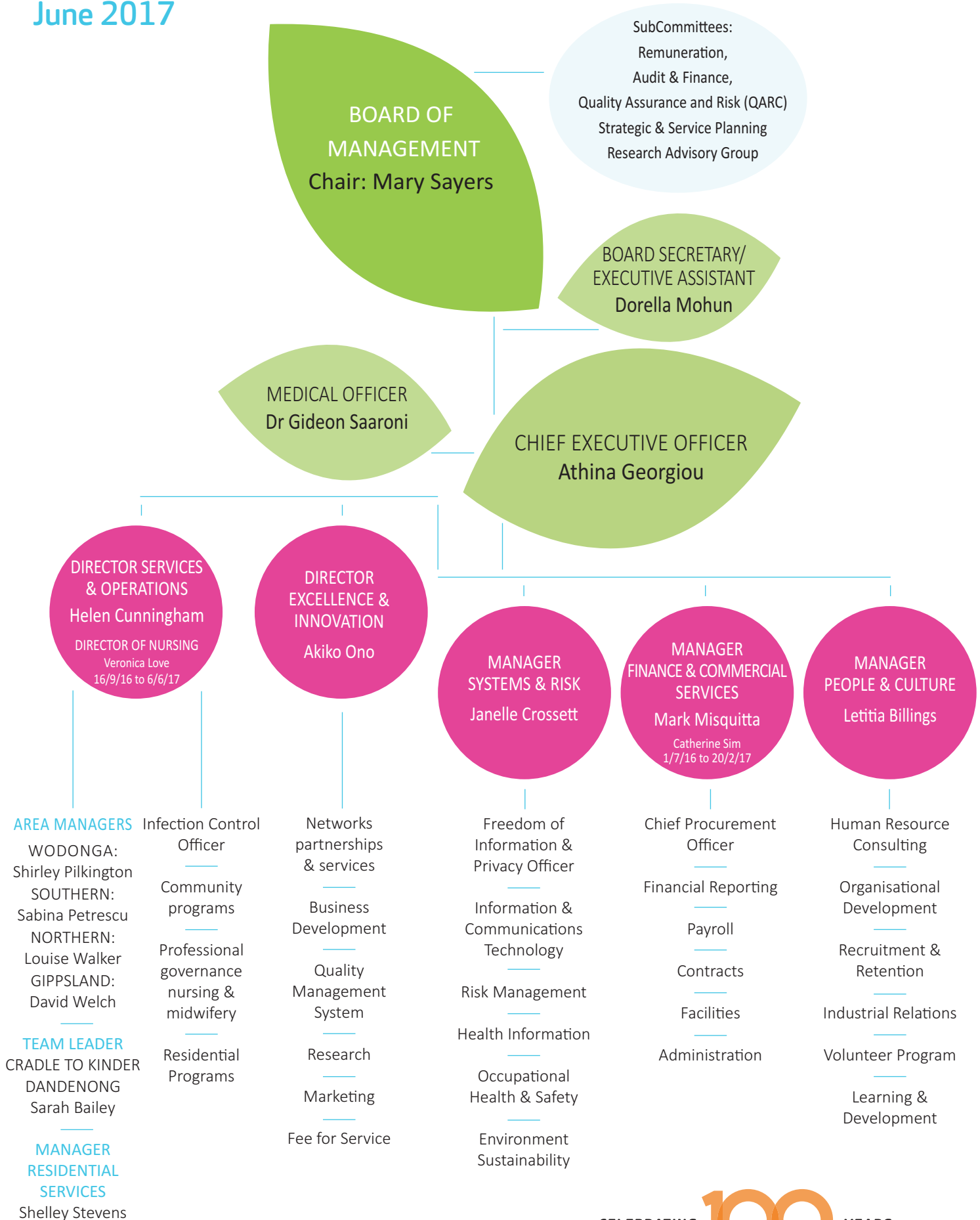
Percentage of occupational violence incidents resulting in a staff injury, illness or condition

<1%

Growing together

Our Senior Reporting & Functional Chart

June 2017



Ms Mary Sayers

PRESIDENT

BA, GRAD DIP HR, MCOM, GAICD

Mary 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) as Associate Director. In this instance, she has developed substantial experience in policy, translational research and service development. Mary joined the Board in 2010 and is an independent member of the Audit & Finance Committee and member of the Strategic & Service Planning Committee. Board of Management meeting attendance for the period was 88%.



Ms Selina Lightfoot

VICE PRESIDENT

BA/BL, AICD, GRAD DIP APPLIED FINANCE & INVESTMENT

Selina is a company director, with current roles including director of JDRF Australia, Advisory Board member for TLC Aged Care and Nuchev Pty Ltd, and a Consultant to Herbert Smith Freehills. She has experience across a range of industries including health and aged care, education, consumer goods and financial services. Selina is a former partner of law firm Freehills, with areas of expertise including M&A/corporate law, commercial contracts, risk management and governance. Selina joined the Board in 2012 and is Vice President of the Board of Management and an independent member of the Audit & Finance Committee. Board of Management meeting attendance for the period was 100%.



Mr Warwick Spargo

VICE PRESIDENT

FCPA, IIA, CFE

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 currently Chair of the Audit & Finance Committee and a member of the Quality Assurance & Risk Committee. Board of Management meeting attendance for the period was 100%.



Associate Professor Campbell Paul

BOARD MEMBER

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. He is currently the President-Elect of the World Association for Infant Mental Health. Campbell has been a member of the Board for more than 20 years, joining in 1991 and is the Chair of Research Advisory Group. Board of Management meeting attendance for the period was 88%.



Ms Kym Forrest

BOARD MEMBER

RN, BN, MMSGT

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 88%.



Ms Catherine Ho

BOARD MEMBER

B ECONOMICS, GRAD DIP APPLIED FINANCE, ACA, GAICD

Catherine's commercial career spans over 22 years in Australia and internationally, working with some of Australia's largest companies including AXA, Members Equity Bank and PricewaterhouseCoopers. Catherine is presently Director Finance and Business Services at CenITex, focusing on transformation, governance and business improvement processes. She is also an independent member of the Melbourne Boomers WNBL finance committee. She joined the QEC Board in 2017.



Mr Graham Giannini

BOARD MEMBER

B.EC, GRAD DIP CDC (AICD), GRAD DIP STRAT MKTG (IMIA), GRAD DIP SIA, BUS CERT INS, FAICD, FFINSIA, FCLP, SNR ASSOC AGSL, MAOQ

Graham, a management consultant and business advisor, has worked extensively in the field of business and finance at senior executive levels within Australia and abroad. He is an experienced change leader and business improvement practitioner. Graham is a member of the Panel of Review, Australian Organisational Excellence Foundation. He joined the QEC Board in 2015 and is a member of the Quality Assurance & Risk Committee and the Strategic & Service Planning Committee. Board of Management meeting attendance for the period was 88%.



Ms Karen Janiszewski

BOARD MEMBER

B.SC (BUILDING), GRAD DIP (PROPERTY), FAICD

Karen has had 30 years of construction and development experience in private and public companies, state and local government and not for profit organizations including community housing providers. Karen is a Fellow of the Institute of Company Directors. She has had numerous roles as a non-Executive Director and is the current Chair of King and Godfree Pty Ltd. She joined the QEC Board in 2015 and is an independent member of the Audit & Finance Committee. Board of Management meeting attendance for the period was 100%.



Ms Rosemary Bryant-Smith

BOARD MEMBER

BA/LLB (HONS), POSTGRADUATE BANKING LAW, AICD

Rosemary (Rose) Bryant-Smith is the founding co-owner of Worklogic, a workplace consulting firm with offices in Melbourne and Sydney. Rose has been a professional non-executive director since 2007 in the healthcare, social housing and women's services sectors. In addition to QEC, Rose is currently Director of Australian Home Care Services, owned by Multiple Sclerosis Limited. In 2016 she was the Human Rights Law Research Fellow with Mercy Global Action at the United Nations. Her background is in corporate law. She joined the QEC Board in 2017.



Ms Sheena Watt

BOARD MEMBER

B. BUS, AICD, ADVANCED NFP GOVERNANCE AICD, FELLOW CSL, DTP (UNSW)

Sheena is a public health advocate and company director. She is a Board Member of the Centre for Australian Progress, South East Indigenous Media Association and Quality Improvement and Participation Committees member of BreastScreen Victoria. She is currently an Advocacy Advisor at the Stroke Foundation. Sheena is a Yorta Yorta woman with a background in Indigenous and multicultural health. She joined the QEC Board in 2017.





Learning together

Our Supporters

Investing in the development of stronger families

Donations and Supporters

Our heritage is in innovation and development of new programs that are rolled out across the sector and it's our philanthropy partners that have invested in that innovation.

QEC acknowledges the generous support of the following individuals, philanthropic trusts and community groups over the past 12 months. We are ever grateful for this support that has raised \$18,008 in 2016-17.

- Country Women's Association
- Mr. Gordon Curtis
- Monash Rotaract Club
- Noble Park R.S.L Club
- Pethard Tarax Charitable Fund
- Royal Children Hospital Auxillary Waverley Section
- Sandhurst Trustees
- The Wendy Spry & Frank Slutzkin Research Committee
- Walter Leitch Estate

Pro bono or 'in kind' support

- City of Greater Dandenong
- Hall & Wilcox Lawyers
- Kevin Heinze Grow
- Monash Rotaract Club

Patron

The late June Shaw

Life Governors

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

Honorary Lawyers

Hall and Wilcox

Auditors

Victorian Auditor-General's Office

Bankers

National Australia Bank Limited

QEC Acknowledges the support of :

The Victorian Government



Family and Community Services, NSW



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.

Building and Maintenance

QEC fully complies with the building and maintenance provisions of the Building Act 1993

Consultants

In 2016-17 there were two consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2016-17 to these consultancies is \$88,320 (ex GST). Details of individual consultancies can be viewed at www.qec.org.au.

In 2016-17 there were ten consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during 2016-17 in relation to these consultancies is \$41,073 (ex GST).

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

Datasets used

QEC is required to report through 4 datasets for service delivery to Department of Health and Human Services (DHHS):

- Victorian Admission Episodes Dataset (VAED)
- Agency Information Management System (AIMS)
- Integrated Reports & Information System (IRIS)
- Early Parenting Centre – (EPC)

Environment

QEC has an Environment and Sustainability Program. 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 include:
 - Tree management program
 - Vegetable and Herb Garden
 - Composting
 - Therapeutic Gardens Masterplan for our Noble Park site

Financial Management

QEC complies with the Financial Management Act 1994.

Freedom of Information

QEC Information Publication Scheme, 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 five Freedom of Information requests throughout the year under the Freedom of Information Act 1982.

Hand Hygiene

Online Hand Hygiene training provided by Hand Hygiene Australia is mandatory annual training accessible through the intranet. Training Completion is monitored with an average of 75% of staff completion throughout the year.

Growing together

Immunisation

Evidence of immunisation status is required at commencement of employment. Flu vaccinations are offered to staff annually.

Industrial Relations

On 16 December 2016 the FairWork Commission approved the Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2016-2020. The agreement came into effect on 23 December 2016.

QEC has commenced bargaining with Managers and Administrative staff currently under the Victorian Early Parenting Centres (Health and Allied Services, Managers and Administrative Officers) Enterprise Agreement 2011 – 2015.

Information and Communication Technology (ICT) Expenditure

Total ICT expenditure incurred during 2016-17 is \$404,588 (excluding GST) in the following breakdowns:

Business as usual (BAU) ICT expenditure was \$398,378, with non Business as Usual (non BAU) totally \$6,210. Business as

National Competition Policy

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

Occupational Health and Safety

QEC monitors Occupational Health and Safety alongside the Environment and Sustainability Program through a Risk Management System and in accordance with The Occupational Health and Safety Act 2004. Initiatives include annual compliance and ongoing support in the following:

- Duress Monitoring Units
- Ergonomic Assessments
- Staff Advocacy
- Hand Hygiene Compliance
- Immunization Program
- People Matter Survey participation
- Managing Aggressive Behaviour training

Other Information

Information required in accordance with FR22 of the Financial Management Act 1994 is available on request.

People Matter Survey

QEC participates in the People Matter Survey annually using the online survey. Thirty-two percent of staff submitted feedback in 2016-17, with results communicated to staff via the monthly Staff Forum and placed on the intranet.

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.

Quality Accreditation

QEC operates a quality management system compliant with the requirements of the Human Services Standards, Department of Human Services Standards 2015 and AS/NZS ISO 9001:2008.

In 2017-18, QEC will transition into a new framework for governance and Management replacing AS/NZS ISO 9001:2008, to be consistent with other hospital status. Work is underway to become compliant with the EQIP6 framework across the organisation.

Health Purchasing Victoria

QEC has transitioned all procurement processes to comply with Health Purchasing Victoria.

Attestations

The Queen Elizabeth Centre

1. Data Integrity

Attestation on Data Integrity

I, Letitia Billings 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.

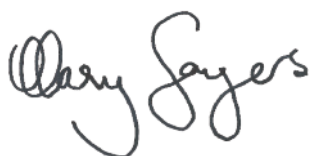


LETITIA BILLINGS
INTERIM CEO
QEC
30 June 2017

2. Responsible Bodies

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 2017.



Mary Sayers
President
QEC

3. Risk

I, Letitia Billings certify that the Queen Elizabeth Centre has complied with Ministerial Direction 3.7.1 – Risk Management Framework and Processes. The Audit/Finance Committee has verified this.



LETITIA BILLINGS
INTERIM CEO
QEC
30 June 2017

4. Compliance

ATTESTATION ON COMPLIANCE WITH AUSTRALIAN/NEW ZEALAND RISK MANAGEMENT STANDARD

I, Mary Sayers 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 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.



Mary Sayers
President
June 2017

Learning together

5. Health Purchasing Victoria

I, Letitia Billings certify that the Queen Elizabeth Centre has put in place appropriate internal controls and processes to ensure that it has complied with all requirements set out in the HPV Health Purchasing Policies including mandatory HPV collective agreements as required by the Health Services Act 1988 (Vic) and has critically reviewed these controls and processes during the year.



LETITIA BILLINGS
INTERIM CEO
QEC
30 June 2017



Financial Summary 2012-2017

Summary of Financial Result	2016-17 \$	2015-16 \$	2014-15 \$	2013-14 \$	2012-13 \$
Total Revenue	11,107,997	11,623,742	10,141,150	10,642,267	10,146,224
Total Expenses	-10,795,250	-10,317,289	-10,083,632	-9,709,407	-9,136,120
Net Result for the year	325,978	1,323,726	63,363	328,818	957,438
Operating Result	829,216	658,119	442,170	506,550	1,227,186
Total Assets	15,380,419	14,062,941	12,886,543	12,799,804	12,045,685
Total Liabilities	2,413,924	2,463,148	2,484,656	2,461,280	2,640,021
Net Assets	12,966,495	11,599,793	10,401,887	10,338,524	9,405,664
Total Equity	12,966,495	11,599,793	10,401,887	10,338,524	9,405,664

Financial performance: QEC's Operating Result has increased by \$91 thousand since 15-16, which reflects a growth of 14% on the prior year. QEC recorded a Net Result of \$326 thousand in the 16-17 financial year. This is a decrease of \$1m from the prior year Net Result. This is due to a once-off revenue amount of \$1 million, resulting from the wind-up of QEC's foundation, that was received in the 15-16 financial year.

Financial position – balance sheet : Total assets have increased by \$1.37 million in 2016–17 compared to prior year, mostly attributed to a \$914 thousand managerial land revaluation within Property, Plant and Equipment.

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
	Ministerial Directions	
	Report of Operations	
	CHARTER AND PURPOSE	
FRD 22H	Manner of establishment and the relevant Ministers	24
FRD 22H	Purpose, functions, powers and duties	1-5
FRD 22H	Initiatives and key achievements	2-3, 8-10
FRD 22H	Nature and range of services provided	6-7
	MANAGEMENT AND STRUCTURE	
FRD 22H	Organisation structure	19-22
	FINANCIAL AND OTHER INFORMATION	
FRD 10A	Disclosure index	28-29
FRD 11A	Disclosure of ex – gratia expense	n/a
FRD 21C	Responsible person and executive officer disclosures	68-69
FRD 22H	Application and operation of Protected Disclosure 2012	25
FRD 22H	Application and operation of Carers Recognition Act 2012	n/a
FRD 22H	Application and operation of Freedom of Information Act 1982	24
FRD 22H	Compliance with building and maintenance provisions of Building Act 1993	24
FRD 22H	Details of consultancies over \$10,000	24
FRD 22H	Details of consultancies under \$10,000	24
FRD 22H	Employment and conduct principles	18, 25
FRD 22H	Major changes or factors affecting performance	2-5
FRD 22H	Occupational health and safety	18,25
FRD 22H	Operational and budgetary objectives and performance against objectives	8-10
FRD 24C	Reporting of office-based environmental impacts	24
FRD 22H	Significant changes in financial position during the year	n/a
FRD 22H	Statement on National Competition policy	25
FRD 22H	Subsequent events	73

Playing together

LEGISLATION	REQUIREMENT	PAGE REFERENCE
FRD 22H	Summary of the financial results for the year	27-28
FRD 22H	Workforce Data Disclosures including a statement on the application of employment and conduct principles	18,25
FRD 25C	Victorian Industry Participation Policy disclosures	n/a
FRD 29B	Workforce Data disclosures	18,25
FRD 103F	Non-Financial Assets	50-55
FRD 110A	Cash Flow Statements	39
FRD 112D	Defined Benefit Superannuation Obligations	48
SD 5.2.3	Declaration in report of operations	26
SD 3.7.1	Risk management framework and processes	26
OTHER REQUIREMENTS UNDER STANDING DIRECTIONS 5.2		
SD 5.2.2	Declaration in financial statements	32
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	41
SD 5.2.1(a)	Compliance with Ministerial Directions	41
LEGISLATION		
Freedom of Information Act 1982		24
Protected Disclosure Act 2012		25
Carers Recognition Act 2012		n/a
Victorian Industry Participation Policy Act 2013		n/a
Building Act 1993		24
Financial Management Act 1994		32

CELEBRATING **100** YEARS







Since Dr Younger Ross started the movement to better infant welfare in Victoria 100 years ago, QEC has provided support to more than three million Victorian families. The number of children benefitting from QEC's support is even greater. From a staff of one at a single baby clinic, QEC has grown to a team of 130 across seven sites across Victoria, all working to better the lives of families and children for the next 100 years.



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, Bairnsdale, Wonthaggi

HUME OFFICE

Wodonga

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