



Finding growth
and opportunity
in transition



ermha
VOICE AND CHOICE TO THRIVE

Impact Report 2019

OUR PURPOSE

Our purpose is to be a unifying voice for those living with significant mental disorders, giving them the voice, choice and support to thrive in a vibrant supportive community.

OUR VISION

At **ermha** we believe in the potential of everyone. Our vision is for progressive reform, advocating for all people living with significant mental disorders to be able to reach their personal potential.

OUR MISSION

Our mission is to work side by side with our clients, providing them with the compassion, care, advocacy and support they need to live the lives they want within a supportive community.

OUR WORK

ermha works with people living with mental disorders and mental illnesses who present with complex needs. People living with complex mental disorders, co-occurring cognitive disabilities and challenging behaviours often have extended histories of self-harm, property damage and violence, placing staff, family members and the wider community at risk.

These clients with multiple, complex and challenging needs (complex care needs clients) are at significant disadvantage due to a combination of the nature and severity of their mental illnesses, disability status, persistent criminal offending behaviour, traumatic backgrounds and social isolation, and require multi-agency support. Many of our clients will transition from lengthy stays in hospital wards and prison, as well as having ongoing involvement in the criminal justice and mental health service systems, into our support in the community.

MENTAL HEALTH IN AUSTRALIA



DISABILITY AND NDIS



HAVE TRANSITIONED INTO THE NDIS



Data is sourced from the Australian Institute of Health and Welfare 2017/18: (latest) data set published in May 2019.



OUR CHAIR



This has been an exciting year of growth and opportunity for **ermha** as we have embraced the transition from community based mental health services into the NDIS scheme. Given this significant change, the Board has led the development of an exciting new strategy for **ermha** which sees the organisation focus on what it does best, working with people with complex needs, many of whom have very few service options available to them.

The Board felt it was important that **ermha** offered our programs in areas of market failure and limited service provision and so, in October, **ermha** commenced services in Darwin, the first time we have delivered NDIS programs outside of Victoria. Initially **ermha** worked with just one very complex person and gradually increased our services in partnership with the Public Guardian and the NDIS over the year.

I would like to thank my fellow directors for their stewardship of the organisation and their visionary leadership in times of great change and uncertainty. **ermha** is the strong organisation it is today because of their work. I would particularly like to acknowledge outgoing directors, Sam Afra, Peter Day and Deb Stewart for their outstanding contributions to **ermha** over many years and welcome new directors Jenny King, Donna Markham and the new company secretary, John Green. Finally, on behalf of the Board I would like to thank our CEO Karenza Louis-Smith and the wonderful **ermha** staff for all of their hard work these past 12 months. We are very proud of the impact **ermha** has had in the communities in which we work.

Agata Jarbin

OUR CEO



What a challenging year this has been for **ermha**. As the theme of this impact report suggests, we have focused on growth and new opportunities in times of great change and transition. This change has seen hundreds of consumers of our service make the transition into the NDIS, as State funded programs cease and new programs begin.

Throughout this journey, our talented and passionate staff have been the rock on which **ermha** has created new services for people who need our support. It has been a challenging time for consumers of our services, many of whom have found the transition to the NDIS complicated and confusing. Our people have gone on this journey with consumers, helping them to understand the scheme and to make informed choices about service providers, including hosting several big expos for consumers to attend.

Over the 12 months, our workforce has doubled. New programs have opened, including a new PARC in Barwon, new NDIS services in Regional Victoria and in Darwin, and in mid 2019 **ermha** commenced 2 new community based mental health services for people who do not meet NDIS eligibility criteria. In order to transform **ermha** and how we work, we have invested in new technology, new systems and training for our staff. We will continue to do this next year as we look to sustain a strong and resilient workforce and organisation. There is no doubt this has been a big year.

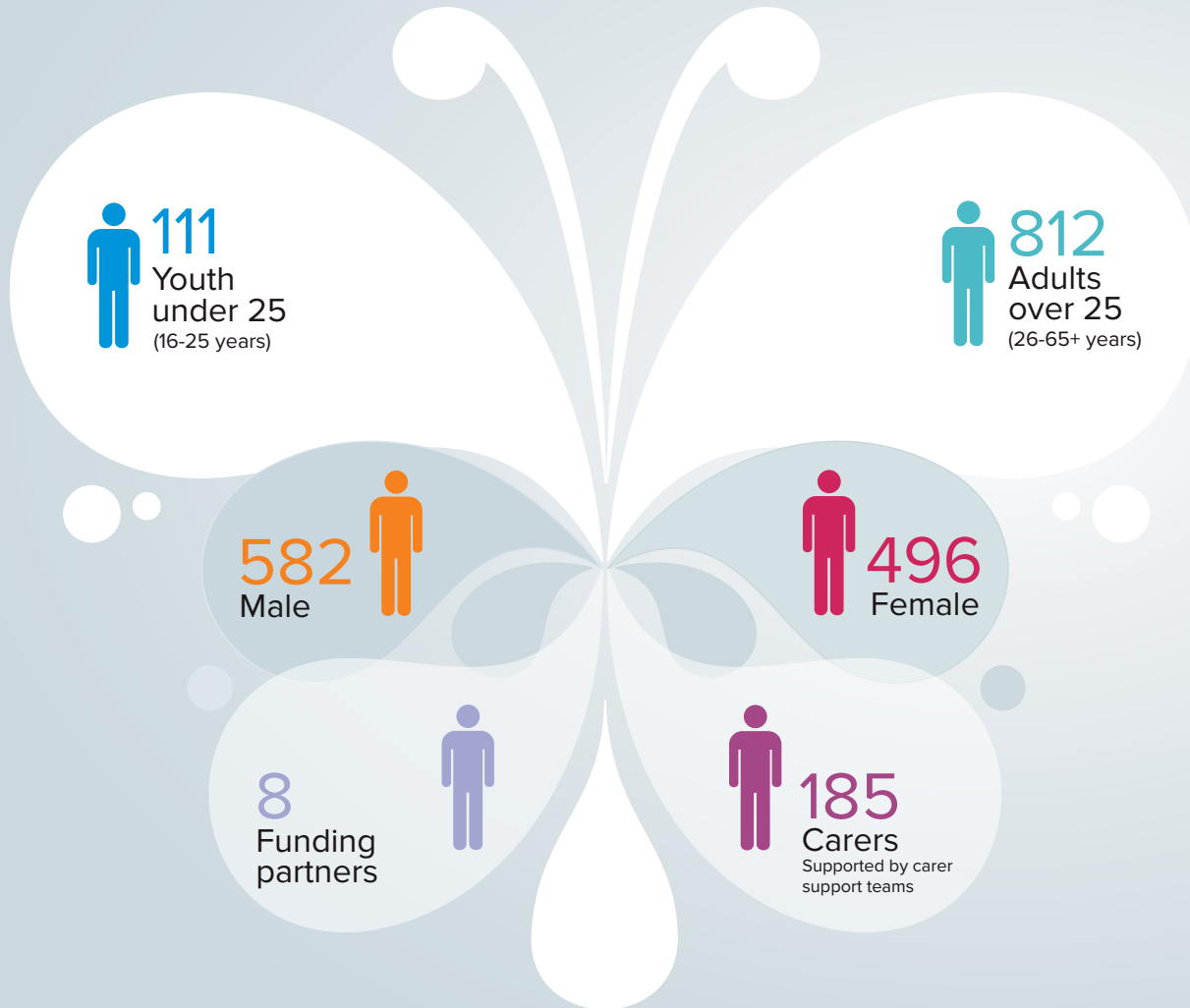
I would like to thank our Board for their vision and leadership and our people for their passion for our work, their advocacy for our consumers and their commitment to helping make change happen. You are all amazing.

Karenza Louis-Smith



OUR CLIENTS

ermha employed **407** staff who provided intensive support for **1085** people living with significant mental disorders in 2018/19.



HIGHLIGHTS

NDIS



19 NEW complex client packages

176 complex client packages

COMMUNITY SERVICES



389 clients supported

151 NEW clients accepted

HOUSING



100 rough sleepers / living in sub-optimal conditions

204 people with mental health issues supported in community housing

CARERS



1650 hours of respite

1100 hours of vocational support

WE'RE EVOLVING AND EXPANDING

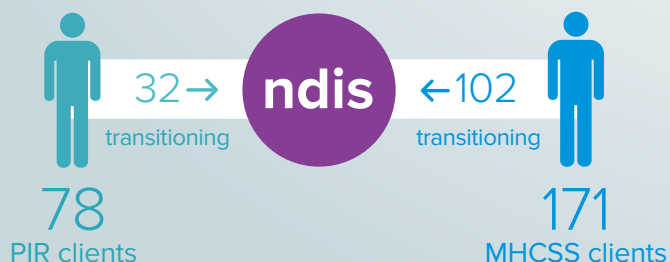
NDIS transition

Arrangements are in place for the majority of non-clinical community managed mental health services to transition to the NDIS with large numbers of participants in **ermha** programs making the move to the scheme. We continued to provide Victorian funded MHCSS services as well as the federal Government's Partners in Recovery program, to support participants transitioning into the scheme.

ermha will continue to provide support until the last person enters the NDIS.

MHCSS and Partners in Recovery

Our teams facilitated numerous recovery groups including Women's Talk, Hearing Voices, and many wellbeing skills programs. We partnered with the PHN In Victoria back in 2013 to deliver Partners in Recovery in the cities of Casey, Cardinia, and Dandenong. The Federal Government has replaced these programs with the new National Psychosocial Support Services programs, and **ermha** in partnership with Launch Housing is delivering this new service across the South East and Peninsula regions of Melbourne.



Carer support services



PARC programs

ermha continued to offer and expand its community based mental health services for people who do not qualify for the NDIS. Our Adult Prevention and Recovery Care (PARC) programs at Springvale and Clayton continued to offer short-term, residential treatment services located in the community with a recovery focus.

In 2018 we expanded our offering to Geelong in partnership with Barwon Health. This location offers a unique setting for consumers to start their recovery journey and resume their role in the community by providing coordinated, recovery-oriented treatment and support.



Regional Victoria (NDIS)

ermha continues to widen its coverage in Victoria responding to the need to provide services for some of the States most complex, challenging clients. As well as providing services to more people across the Mornington Peninsula and Geelong (and surrounds) **ermha** expanded its work in new regional centres including Bendigo and Gippsland.



- BENDIGO
- GEELONG & SURROUNDS
- INNER GIPPSLAND
- MELBOURNE SOUTH EAST & MORNINGTON PENINSULA

EXPO

ermha aims to support and promote NDIS participant choice & control and capacity building through community engagement – to identify and engage with suitable and local service providers. Participants are easily and understandably overwhelmed when they receive their NDIS plan.

In 2018, **ermha's** first year social work students coordinated an extremely successful NDIS Service Provider Expo at the Old Cheese Factory in Berwick. The aim of Expo was to provide a free event in the local community to encourage new and current NDIS participants, nominees, carers, and service providers to meet face to face. All were welcome to meet and ask anything they needed to know to choose a suitable service provider. These events were open to the whole community and included all disabilities.

Feedback from participants and service providers alike was positive and expressed interest in attending another event. This led to a partnership with the City of Casey to host two more Southern Region NDIS Service Provider Expos at Bunjil Place in March and June 2019.

WHERE
Function Centre
Bunjil Place
2 Patrick Northeast Drive
Narre Warren

WHEN
21 June 2019
Attend anytime between
10am–2pm

ENQUIRIES
ermha NDIS
Transition Team
(03) 9706 7388

WITH
Event will be formally
opened at 10am

BYO
Picnic lunch to have
on Bunjil Place grounds
Purchase tea and coffee
at Bunjil Place Cafe

ACCESSIBILITY
Fully accessible adult
toilet + change room
Designated disabled
car parking spaces

Logos: City of Casey, ermha, Windermere, VICTORIA Health and Human Services

“Ability to promote our services to a new audience”
– Service Provider

“The fact that all the providers were in the same place was useful”
– Participant

“It was good to talk to service providers”
– Participant

“A really great way to promote [our] services”
– Service Provider



OUR EXPANSION TO DARWIN

Back in 2017 our Board agreed that **ermha** will become the go-to National provider of programs for complex care needs clients within the next decade. It was a bold decision and one our Board felt strongly about. **ermha** has a unique expertise in working with complex care needs clients and achieving some outstanding outcomes. When approached in 2018 by the NDIS to consider a referral in Darwin, the Board agreed this met our vision to provide services in areas where there were few providers and where the client need could be met.

Our work in Darwin and surrounds includes people who have found themselves in prison or hospital for lengthy stays, often as a result of their disability status and lack of suitable accommodation – people who have often been placed in the “too hard basket”, supporting them to thrive in the community. Two **ermha** staff members, Peter Veltman and Alf Francett made the move to Darwin to spearhead our first NDIS interstate service.



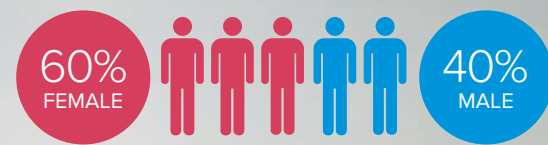
“Australia imprisons thousands of Aboriginal people with mental and cognitive disability each year. A widespread lack of understanding – and action – underpins this shameful breach of human rights... Aboriginal people with mental and cognitive disability are being “managed” by police, courts and prisons due to a dire lack of appropriate community-based services and support.”

The Conversation, 2015
Professor Eileen Baldry, Elizabeth McEntyre, Ruth McCausland, UNSW Sydney

Darwin (NDIS)

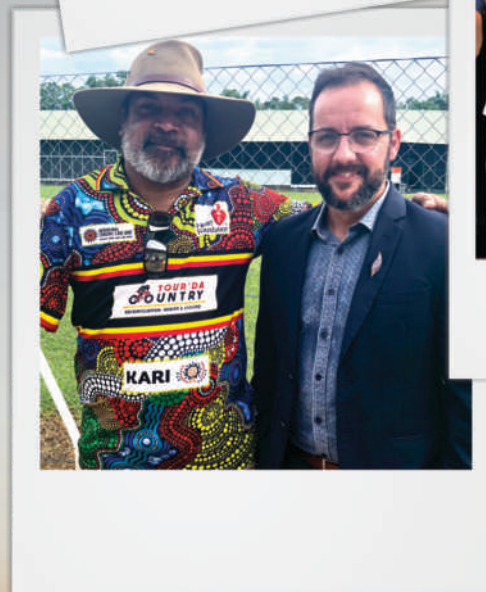
As part of the National Disability Insurance Scheme, **ermha** began operating services in Darwin in November 2018. Officially opening its doors in April 2019, **ermha** offers services to the Territories’ most challenging and complex clients with complex mental disorders.

ermha is one of the first of its kind in the Territory, offering tailored services to those suffering severe mental crisis, including those at higher risk of incarceration due to their social circumstances and lack of proper and personalised care.



ERMHA IN DARWIN LAUNCH

The **ermha** Board, CEO, leadership team and invited guests celebrated the commencement of services in Darwin, which was officially launched by the Hon. Natasha Fyles Attorney-General, Minister for Justice, and Minister for Health at Fannie Bay Gaol and Museum on Thursday 4 April, 2019.

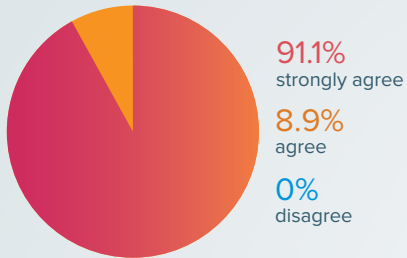


“Don’t build more prisons, they cost too much! Instead we work in partnership with Government agencies and the community to build meaningful lives for people who would otherwise find themselves in prison or hospital because there is nowhere else to go. We create new opportunities and environments so people have the opportunity to thrive.” Karenza Louis-Smith, CEO

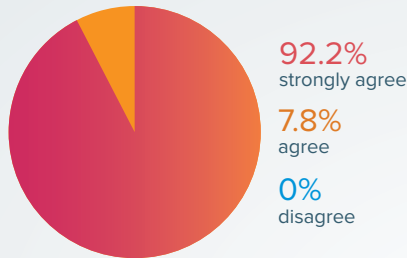
CONSUMER VOICES

2019 Consumer Feedback Survey

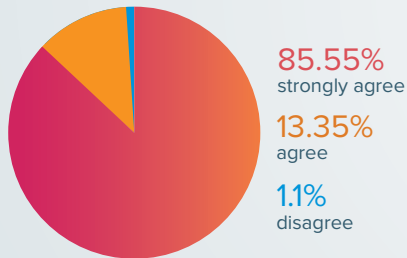
The service I received from **ermha** was helpful to me



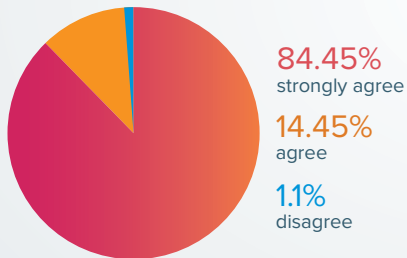
I was treated with respect by **ermha** staff



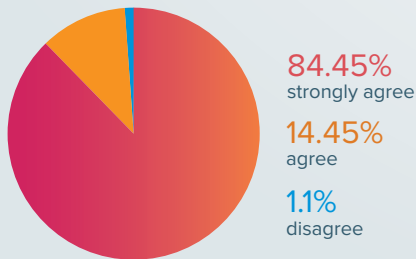
I was supported to access all of the services that I needed



I would recommend **ermha** to others



ermha assisted me to achieve my identified goals



What consumers like about ermha

“The staff were great and they had a very compassionate approach to their service delivery.”

“The staff were understanding – I was listened to – I was cared for – I was respected all the time – they were helpful and always had the right answers.”

“The care and support that went into ‘my’ care and support.”

What consumers find hard about the NDIS

“The NDIS has caused a lot of stress – lack of knowledge by client and staff. A lot of appropriate care is not offered under the new scheme.”

“Change is not always okay or helpful, so shutting down supports can make people go backwards.”

“Information that I have been given from ermha about the NDIS has been too confusing to understand – it needs to be in simpler language.”

More feedback

“Keep kicking goals – I love ermha!”

I would like them to know that I have learnt much, and improved myself a heap thanks to the team at ermha.”

“It has increased my self-confidence and I’m on the right track to job hunting. I have appreciated my worker’s support very much.”

“It was remarkable what I learned about how to deal with my illness, and I have also made some really good friends.”

“[Almost] every client I have ever had contact with **ermha** over has become less dependent on them, and generally the client starts dropping into their office rather than **ermha** going to their home. This is a recognition of a positive relationship – there are six clients I can think of off-hand where this has happened.

And despite a client’s resentment sometimes (when they are mandated to be with a service provider), **ermha** will still knock on that door, and they might be told to ‘f... off’ but they will say ‘I just want to have a cuppa and a chat’ – they don’t run. They have reduced dependency and offending and provided [clients with] a greater quality of life.”

DHHS stakeholder interview, **ermha** evaluation report



OUR IMPACT

Taylor

Taylor, a young woman, was diagnosed with borderline personality disorder and misconduct disorder. She had suffered extreme trauma and abuse from birth. At four years of age Taylor attempted to hang herself. Her father died when she was eight and her mother disappeared when she was a child.

Prior to **ermha's** involvement Taylor was receiving active, double staffed support 24 hours a day, seven days a week. Her behaviour required police call outs daily as a result of assaults against staff. Taylor also routinely assaulted police and medical staff.

The **ermha** solution

ermha began working with Taylor following a referral from Child Protection services. Due to extreme behaviours, **ermha** ensured a strong staffing team via intensive supervision and weekly meetings. Taylor was involved from the beginning, and had an active role in the direction of her support including the development of strategies to help support both Taylor and the staff's safety by reducing violent outbursts. **ermha's** reliable, highly consistent support gave Taylor the predictability she needed to build trust and to address her intense trauma.

Client, carer and community outcomes

Staff assaults ceased after six weeks and after 12 weeks Taylor's support was reduced from two workers (24/7) to one. At the 18-month mark Taylor's support was further reduced to eight hours per day. At three years it was only 8 hours per week and Taylor's interactions with justice services ceased entirely.



Aaron

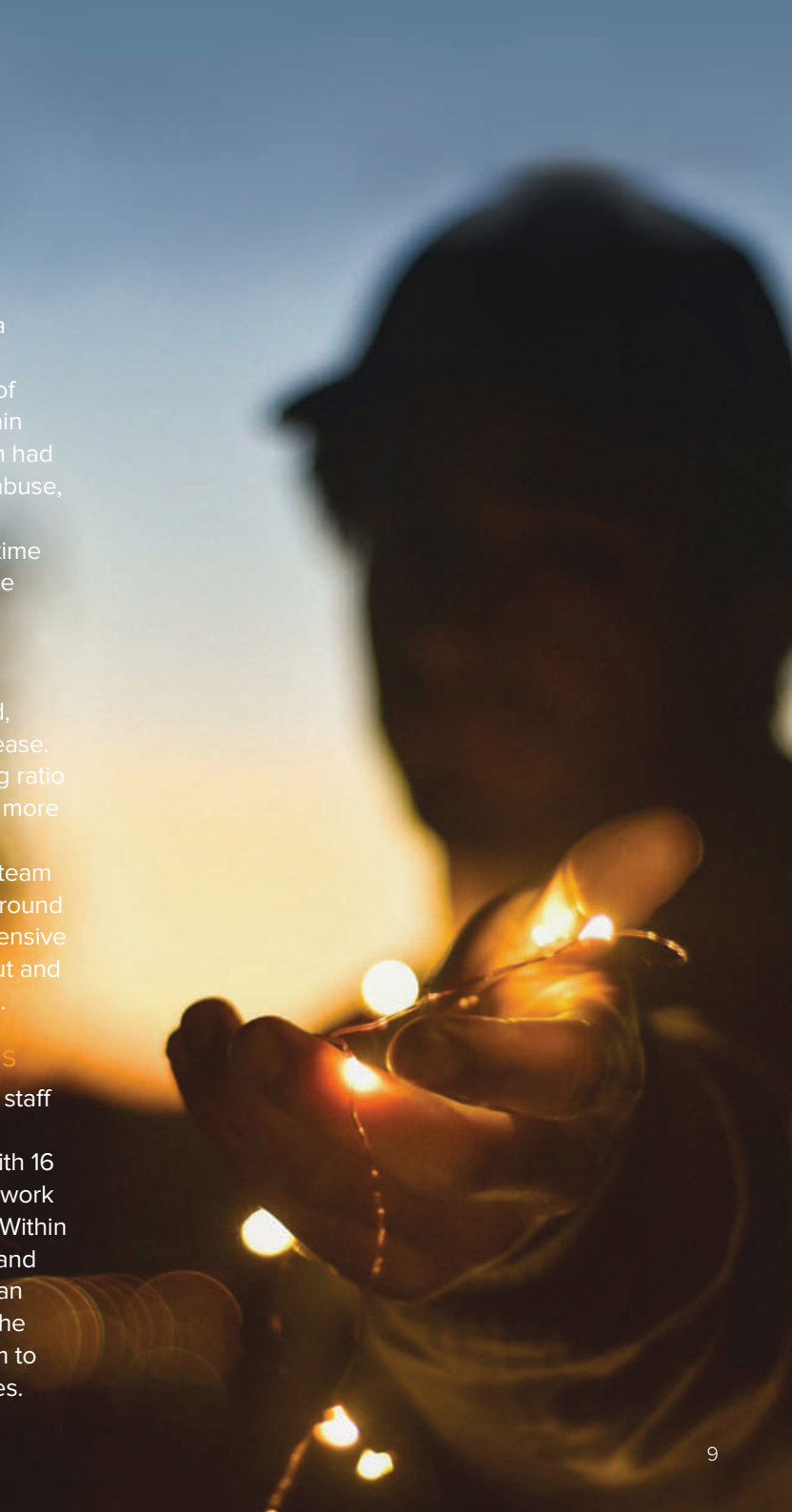
Aaron was referred to **ermha** in his late 20s with a diagnosis of paranoid schizophrenia, anxiety, impulsivity, emotion dysregulation, a long history of aggressive behaviours, a diagnosed Acquired Brain Injury as well as a mild intellectual disability. Aaron had a long history of offending behaviour, substance abuse, itinerancy, assaults, incarceration, and significant property damage. Aaron was incarcerated at the time of referral, and could not be released as no service provision could be found for him.

The **ermha** solution

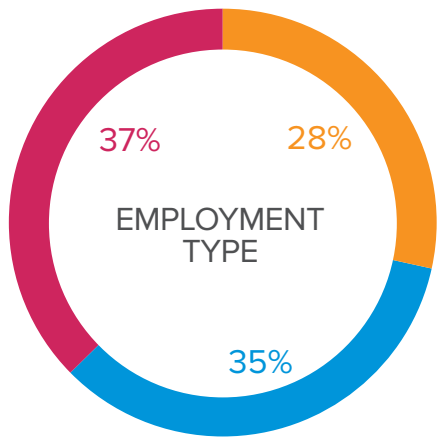
Aaron's support began whilst he was incarcerated, optimising trust and relational continuity upon release. His package began with 24/7 support on a staffing ratio of 1:1 although circumstances would often require more than one staff member. Aaron was placed into a property and a full-time Team Leader managed a team of six staff to build a support structure for Aaron around his goals and the need for crisis management. Intensive staff support was required to manage staff burnout and trauma, and to ensure continuity of staff for Aaron.

Client, carer and community outcomes

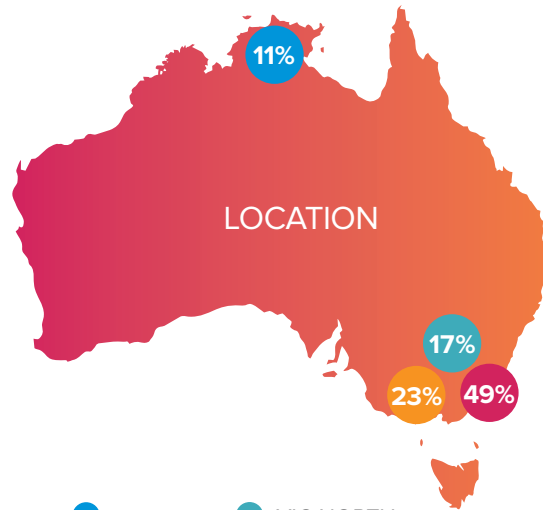
Since **ermha** began working with Aaron, only two staff assaults have been recorded. After three months, overnight support was withdrawn and replaced with 16 hours per day support. Currently, staff are able to work with Aaron within an 8 hour time frame each day. Within a year, Aaron's support needs diminished by half and he has not returned to prison. Aaron now lives in an Office of Housing property on his own, and over the past year Aaron's team has been encouraging him to become involved in social and community activities.



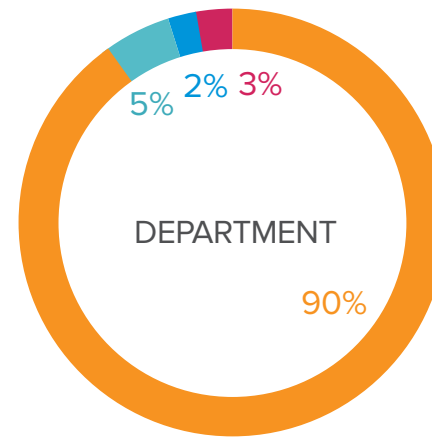
OUR PEOPLE



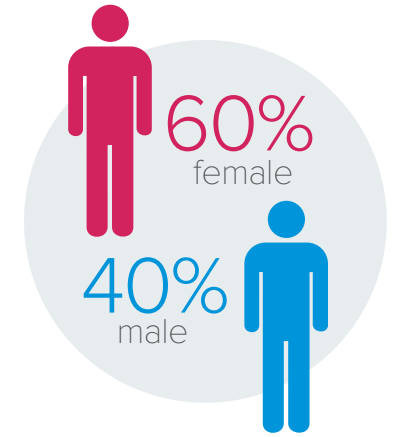
- CASUALS
- PART TIME
- FULL TIME



- DARWIN
- VIC NORTH
- VIC WEST
- VIC SOUTH EAST

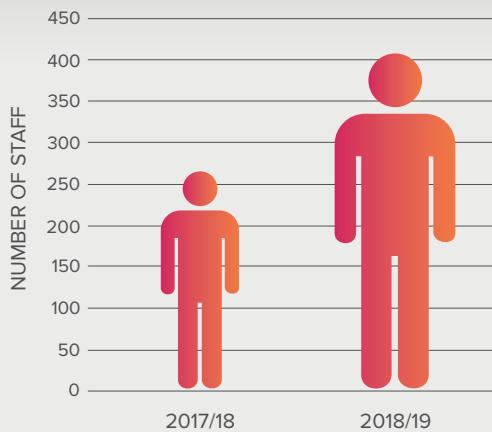


- COMMERCIAL
- OFFICE OF CEO
- OPERATIONS
- PEOPLE & CULTURE



GENDER

STAFFING



STAFF AGREED

- 81% we are genuinely supported if we choose to make use of flexible working arrangements
- 83% ermha really allows us to make a positive difference
- 84% we are encouraged to be innovative
- 74% I would recommend ermha as a great place to work



2018 STAFF AWARDS

Celebrating our people who demonstrate ermha values and go above and beyond in their work

Excellence in Leadership Award

For an individual who demonstrates exceptional dedication and professionalism in their leadership role.

Awarded to Lynne Souquet

Finalists: Alana Mundy, Di Hall, Kelly Hopkins

Support Excellence Award

For an individual and a team who demonstrates creativity and initiative in their role and who shows a commitment to the principles of recovery-providing opportunities for empowerment and increased independence.

Awarded to Grace Black (individual)

Finalists: Bianca Pranic, Lizzy Arnel

Awarded to the Care Team (team)

Finalists: Carer Support Team, Geelong PARC Team

Working in Partnership Award

For an individual who demonstrates outstanding commitment to building partnerships and collaborative practices for the benefit of ermha's clients, families, and carers.

Awarded to John Katsourakis

Finalists: Oceania Reile, Samantha Tripp

Karlsruhe Award

For those who demonstrate exceptional integrity, excellence, dedication, teamwork, professionalism, advocacy, and a commitment to recovery, independence and inclusion for clients, families and carers.

Awarded to Louise McCarthy

Finalists: Rosie Taylor, Tara Ritchie, Lynne Souquet

CEO Award

For an individual who shows an outstanding work ethic in all that they do.

Awarded to Tara Ritchie



CELEBRATING EXCELLENCE

“Lynne’s passion and dedication in her work with complex care clients is exemplary and admirable. She goes above and beyond.”

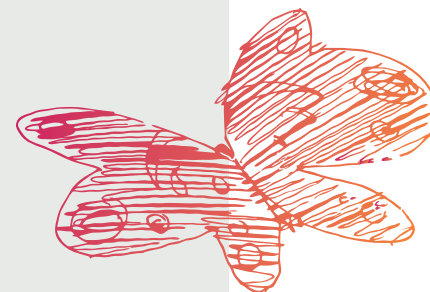
“Grace has the ability to build successful professional relationships in an extremely difficult environment, always ensuring the client’s voice is heard.”

“This team shows enormous strength, dedication, empathy and commitment every single day. They are amazing.”

“John consistently demonstrates commitment to excellence through the training department. He is a leader, team player, and never far away from lending a hand...”

“Louise goes above and beyond her job description. She makes everyone feel welcome and is a pleasure to work with.”

“Tara is a strong advocate for clients and will demonstrate this at the tribunal and VCAT.”




OUR VOLUNTEERS AND FUTURE WORKFORCE

\$202K
of new goods
donated to ermha



800
xmas gift packs
made for clients



1000+
clients received
clothing + goods



46 volunteers ran the ermha op shop + good360 program
providing material aid to clients and others suffering financial distress in the community




ermha is proud to auspice the Casey Cobras, who won the 2019 Football Grand Final. The team plays in the RecLink competition, which is all about “rebuilding lives through sport and arts.” The competition is designed for socially disadvantaged people, such as those with problems with alcohol or substance abuse, mental illness, or who are homeless. The Cobras are supported by volunteers who work as coaches, managers and team support personnel.

Our partnership with Good360


Good360 is a charitable organisation whose mission is to help businesses donate excess merchandise to charities instead of destroying it. As a global leader in product philanthropy and purposeful giving, Good360 partners with socially responsible companies to source highly needed goods and distributes them through nonprofits such as **ermha** to support people in need.



17,300 hours
of work placement
across multiple
programs + locations



49%
placed with ermha
for further part time
and casual paid work




41 university students completed placements

Working directly with clients and developing a relationship with them was definitely my favorite part of placement

I was given lots of opportunities to develop my social work skills during placement

ermha provides lots of training opportunities during placement

study areas

- Occupational Therapy
 - Mental Health Peer Work
 - Community Services
 - Social Work
- 



ERMHA: A BUSINESS THAT IS GROWING

Total income by funding sources

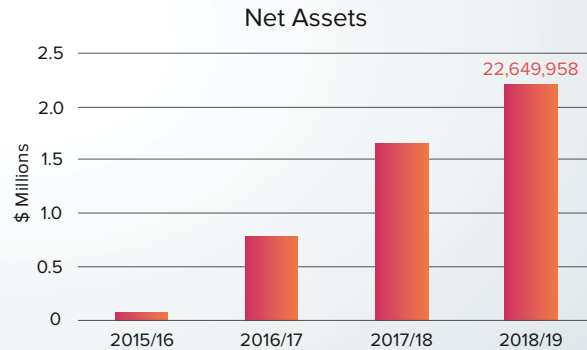
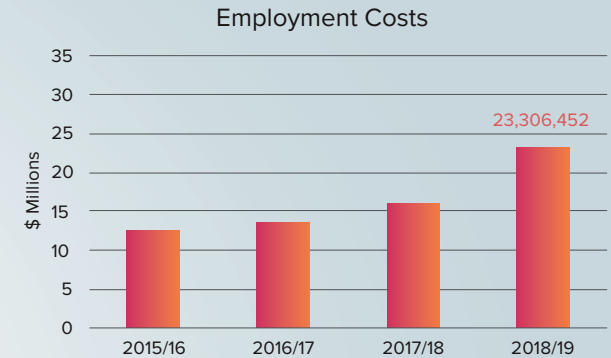
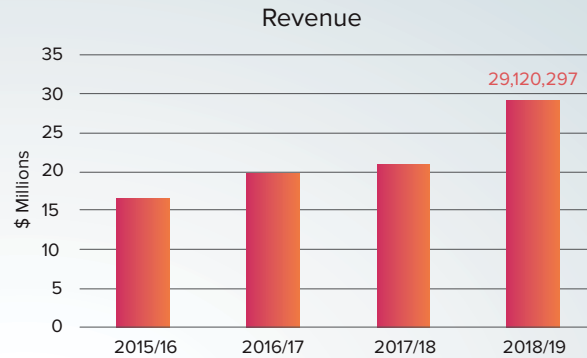
FUNDING SOURCE	\$
Government Grants	10,686,605
NDIA	11,900,356
Other	6,588,148
TOTAL	29,120,297

EXPENSES

Employment	23,306,452
Building & vehicles	2,350,382
Other	3,030,780
TOTAL	28,687,614
Operating surplus	602,487

BALANCE SHEET

Total assets	8,447,829
Total liabilities	6,182,871
Net assets	2,264,958



We have invested in excess of \$300,000 on a new CRM system to better support our clients.





For telephone enquiries please call ermha's head office on **1300 376 421**

ermha Head Office
1st Floor, Building G,
45 Assembly Drive
Dandenong South
VIC 3175

www.ermha.org

