

From Little Things, Big Things Grow

ANNUAL REPORT
2021-22



mcm.
melbourne city mission
your future, your way

From Little Things, Big Things Grow

This year, MCM continued to support people to lead positive lives, and to create their best future, their way.

In 2017, we set off on a bold five-year strategy journey of innovation, growth and change – and we’ve come a long way since then.

Now, as we gear up towards our next five-year strategy, we have the opportunity to reflect on the progress we’ve made over this period on our three key strategy areas: maximising our impact, investing in our future and leading through innovation.

None of our achievements over the last five years would have been possible without the passion, dedication and hard work of the wonderful MCM team. They are the heart and soul of the life-changing work we do in our community.

The Annual Report 2021-2022 will look back at the inspiring progress we have made in our final year guided by this strategy and look forward to our ambitious plans for the future. We hope you enjoy reading it.

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Acknowledgement of country

MCM acknowledges the Traditional Owners of the waterways and lands where we work. We pay our respects to Elders past and present. We commit to ensuring everyone we work with is safe, empowered, supported and respected, especially children and young people. We support and celebrate diversity of race, culture, ability, gender, sexuality and gender identity.

MCM Board

Our Board establishes our Purpose, Philosophy and Values; provides strategic direction; maintains governance and ensures that MCM maximises outcomes for all the people and communities we serve.



Jonathan Mortimer
Board Chair



Marion Hemphill
Deputy Chair; Chair
Board Nominations &
Remuneration Committee



John Jeffreys
Chair Board Finance
Investment & Audit Committee



David Rennick
Chair Board Quality Safety
& Risk Committee



John Russell
Member Board Finance
Investment & Audit
Committee



Caroline Sheehan
Member Board Nominations
& Remuneration Committee



Stacey Ong
Member Board Quality
Safety & Risk Committee



Di McDonald
Completed 9 - year tenure,
November 2021



Leonie Boxtel
Resigned September 2021



Joe Carbone
Resigned April 2021

MCM

Executive Team

The executive team puts the Board's strategies into action, so staff, volunteers, partners and suppliers can all work together to deliver high quality and effective services, programs and solutions that support people to live their lives, their way.



Vicki Sutton
Chief Executive Officer



Marie Scotson
General Manager,
People, Quality
& Safety



Sean Spencer
General Manager,
Operations, MCM
Service Delivery



Sally Lasslett
Principal,
Hester Hornbrook
Academy



Andrew Sherri
General Manager,
Corporate Services



Ray Ngo
General Manager,
Strategy & Engagement



Renae Johnston
General Manager,
Philanthropy & Partnerships



Sam Barrett
Manager, Living Learning



Lisa Dalla-Zuanna
Executive Officer, MCM
Housing



Brian Graetz
Program Director,
Mental Health

Board Chair and CEO Report

Welcome to our 2021/22 Annual Report. It comes at a significant time for MCM as we reflect on the successes of our last five-year strategic plan and prepare to embark on a new strategic journey next year.

INVESTING IN OUR FUTURE

Delivering the IT Roadmap

By the end of 2021, MCM had completed the implementation of our largest ever systems project “Passport”, a client management system designed to meet the needs of MCM Homelessness and Family Services programs. This system eliminates paper forms, manual data entry and replaces disparate databases with a fully integrated solution that is designed with trauma informed, healing oriented principles at the centre, so that our clients only need to tell their story once.

This year we also completed the implementation of a Business Intelligence reporting system, which presents relevant information from across our organisation in ‘dashboards’ that can support real-time decision making at all levels of the organisation.

These projects conclude the delivery of a significant investment in our five-year IT Roadmap and we are well positioned for considering how client-facing digital technologies might further assist us in the next iteration of our strategy.

Embedding the Healing Oriented Framework

This year we celebrated the one year birthday of MCM’s Healing Oriented Framework (HOF) which is ensuring a whole of organisation approach to recognising the impact of trauma on the health and wellbeing of those we support and embedding a practice of healing orientated care in every part of our organisation. This year our school, Hester Hornbrook Academy, has developed the HOF into an education-specific practice framework called Healing Oriented Program

of Education (HOPE) that underpins all their work. All our services continue the important work of embedding the framework into everything we do.

Establishing an Outcomes Framework

In our current strategy we set out to create an organisation-wide Outcomes Framework for MCM. We wanted measures that could demonstrate the impact we have at client, program and organisation level; that provide insights to our employees to help them identify service improvement opportunities; and to gather data to support advocacy. This year, we concluded the implementation of the MCM Outcomes Framework. Over the last five years we have established program logics for each program, agreed outcomes measures relevant to each service, incorporated measures into our new systems to capture outcomes data, and created outcomes dashboards to support decision making. Our next strategy will focus on embedding a strong culture of capturing and utilising outcomes in our daily practice.

MAXIMISING OUR IMPACT

Advocacy

We stepped up our advocacy this year commissioning research from Australian Housing and Urban Research Institute (AHURI), targeted at identifying what is required in a youth housing and homelessness system and shared the findings and recommendations. We also worked with partners and young people with lived experience to develop the report *Amplify: Turning up the volume on Young People and Family Violence*. This report identified gaps in the family violence response for young people and made 20 recommendations to improve the system.

West Refuge Opens

In December, we opened our new West Refuge, which provides crisis accommodation and support services for young people experiencing homelessness. This project was made possible by funding from the Victorian Government, in kind services of Property Industry Foundation and contributions from our wonderful donors including a bequest from a long term supporter.

Welcoming Kalparrin

In 2021 we welcomed Kalparrin's Incredible Kids program into the MCM family. First established in 1974, Kalparrin has been helping children with disabilities and developmental delays and their families in Melbourne's North-East build better lives for themselves. We are proud to welcome the Kalparrin team as an integral part of our broader Early Childhood and Intervention Services and working to grow the service to support more families and children.

LEADING THROUGH INNOVATION

MCM Housing

To better meet the needs of young people experiencing homelessness, we are very excited to announce we have registered our own community housing provider, MCM Housing, to focus on creating long-term social housing for young people.

As Victoria's largest youth homelessness provider we see many young people stuck in a cycle of homelessness. There is a severe shortage of long-term housing for young people to create a pathway out of homelessness. The creation of MCM Housing enables us, with the support of partners and donors, to test innovative youth housing solutions. This, coupled with strong advocacy to remove the systemic barriers faced by young people accessing housing, will be a key priority area in our next strategy.

Living Learning

Our innovative Living Learning program celebrated its first year of providing wellbeing and mental health support within Hester Hornbrook Academy. Living Learning is now working with 96 students and has achieved a high level of engagement and positive student outcomes. This year the program was able to fully deploy its fantastic adventure program, with many students enjoying outdoor activities they have never had access to before.

Saying Goodbye

In 2022, we facilitated a smooth transition of our ten supported independent living (SIL) houses to Able Australia, a not-for-profit that specialises in this field. While MCM recognised that we didn't have sufficient scale to continue to deliver this service, we are proud that our transition to Able Australia provided continuity of services and relationships for both participants and our staff, and ensured the highest quality support for participants into the future.

THANK YOU

As we look to the future, we would like to express our deepest gratitude to all our supporters, volunteers and members of our wider community. None of the work we do would be possible without your wonderful contributions.

Our biggest thanks goes to the amazing employees of MCM and Hester Hornbrook Academy. Every day our team brings their professionalism, passion and energy to walk alongside those we support to achieve their life, their way.



Jonathan Mortimer

Jonathan Mortimer

Board Chair



Vicki Sutton

Vicki Sutton

Chief Executive Officer

Maximising Our Impact

Advocating for social justice and positive systemic change for children and young people is a key area of MCM's work.

Over the past 12 months we have engaged closely with key policymakers, conducted new research, driven cross-sector advocacy campaigns and have joined young advocates with lived experience to drive positive system change.

Amplify Report

Launched on 6 December 2021 by Gabrielle Williams (Minister for Women, Prevention of Violence and Aboriginal Affairs), Amplify was a powerful advocacy campaign calling for young people to be recognised as victim survivors of family violence in their own right.

Titled *Amplify: Turning Up the Volume on Young People and Family Violence*, the report came six long years after the Victorian Royal Commission into Family Violence identified young people as 'silent victims' of family violence. The action-research sought to identify and understand the gap in policy and services and map a way forward.

The report provided 20 recommendations for how the family violence sector, government and other social service providers must come together to deliver the long overdue support and services desperately needed by young people experiencing homelessness.

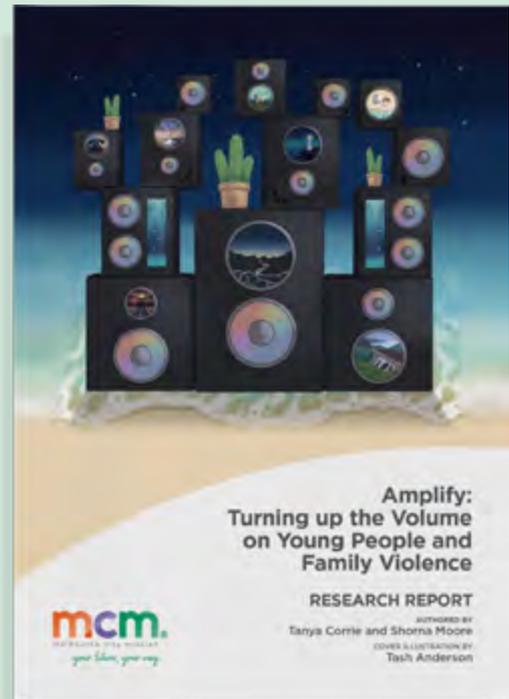


Towards a Youth Homelessness Strategy

Currently, there is no overarching strategy or framework that addresses youth homelessness in Victoria. The system is outdated and crisis-driven, and as a result young people are getting stuck in the system with very few pathways out of homelessness.

In 2021, MCM partnered with the Australian Housing and Urban Research Institute (AHURI) to conduct research aimed at providing the foundations for a Youth Homelessness Strategy for young Victorians. The research found that current government policies are proving ineffective at reducing youth homelessness in Victoria. This was largely the consequence of having no overarching strategy to address youth homelessness and coordinated support. The research outlines five key findings to help guide the development of a Victorian Youth Homelessness Strategy:

- A youth-specific lens is essential to an effective strategy
- Young people are not a minority, and should not be treated as such
- A person-centred approach can prevent young people from getting 'stuck in the system'
- Disrupting the pathways from youth to adult homelessness reduces longer-term consequences
- Housing solutions are fundamental to effective service system responses.



Cover Illustration By Tash Anderson



Cradle 2 Kinder Transitions to the FPRR

MCM has delivered this successful program, which provides multidisciplinary support for young families whose children are at risk of entering out-of-home care, since 2012.

In 2016, Victorian Child Protection began introducing a range of reforms to their services in response to the Victorian Royal Commission into Family Violence. As part of this process, Cradle 2 Kinder has now been replaced by a new model of support called the Family Preservation and Reunification Response (FPRR).

The FPRR model continues to support children and families to remain together safely. It aims to prevent children from entering care and provides a level of support to enable children in care to safely return home. The program promotes strong families through an initial phase of rapid, intensive and flexible support, followed by sustained support and transition to other services.

MCM is proud to continue delivering vital services to vulnerable children and families under the FPRR model.

From Homelessness to a Home

In early 2021 the state government funded a new initiative to address the issue of homelessness in Victoria. During the height of the pandemic, people experiencing homelessness had been accommodated in hotels across the state to ensure that everyone had a safe place to live during the pandemic. With the rollout of vaccines and loosening of pandemic restrictions, long hotel stays were no longer viable or desirable, and a new response was needed.

From Homelessness to a Home (H2H) was designed to provide housing and support to over 1800 households who were registered as staying in emergency hotel accommodation.

MCM received funding to provide case-management support to over 350 of these households, in partnership with Unison who provide housing, and Co-Health who provide specialist health support.

The H2H program commenced in May of 2021 and continues today. The majority of the people we support are single adults who have experienced chronic homelessness, and who have a range of complex support needs. For many in this group, this is the first period of stability they have had for many years, and for some, the first ever stable home of their own. Whilst there have certainly been challenges and learnings along the way, there is no doubt that the program has been life changing for many vulnerable people who would have otherwise returned to homelessness.



83%

of people remain
securely housed



92%

of people remain
engaged with support

Frances' story

“After 9 years of being in a violent relationship and battling a drug addiction, I finally had enough and decided to get away from those situations. This left me homeless and moving from rooming house to rooming house, not knowing what tomorrow was going to bring.”

I contacted a council housing provider who gave me an outreach worker to support me through exiting situations I didn't want to be in. They gave me support with stays at hotels, and through COVID lockdowns I was lucky enough to be housed at Oz House for 8 months. I was then offered a place with the H2H program. I was given the opportunity to have a private leased place for 18 months with support workers.

I found myself with the safety, security and time to get my life in order. I've been clean from drugs for two years now and I've found the strength and courage to keep working towards my goals and putting my life back together.

On the 23rd of October 2021, I will be clean for 2 years. I have moved in to my permanent housing and I'm taking care of my health. I've almost finished dental treatment for a set of new dentures and I'm making positive healthy choices for myself. I've regained my independence and faith in myself and know I can keep moving forward.

If someone had asked me two years ago where I saw myself in the future, I would pause and not have a single thought forward. It made me feel lost, alone and unimportant. But now with the awesome support from all those involved with the H2H program, I can finally imagine my future: smiling, happy, independent, strong, enjoyable: a happy, healthy participant in my community.



Being homeless is hard; finding the strength and courage to ask for help and stick to it is key. I am happy for who I am today and looking forward to who I could be tomorrow. I can't give thanks enough - I will be forever grateful."

Frances is keen to study for a Peer Support qualification. Her doctor has already stated on 3 separate occasions that once she is qualified, she will employ her. The doctor is

very proud of Frances' recovery. Frances is also looking forward to doing some voluntary work at the local op shop.

She loves her garden and is getting great pleasure from utilising the huge balcony in her new apartment. She is looking forward to getting a pet budgie and some fish. In the meantime, she takes great care of her growing garden.



Celebrating 10 Years of TAC L2P

MCM's L2P Learner Driver Mentor Program, delivered in partnership with the Transport Accident Commission (TAC), turned 10 this year. It was a significant milestone, which we celebrated at a special gathering of mentors, drivers and supporters at the Vincent Hotel in Albert Park.

First envisaged by Sunbury Rotary Club, TAC L2P supports vulnerable young people in the Stonnington, Bayside and Port Phillip Council areas who face barriers to completing the 120 hours of on-road driving experience they need to get their licence. Young people participating in the program are paired with volunteer mentors, who are provided with intensive instructor training by VicRoads.

Since it launched more than a decade ago, 278 young people have attained their licence through MCM's L2P program. It is a remarkable achievement that would not have been possible without the wonderful contributions of our volunteer mentors and supporters. We could not be more grateful for the contribution they have made.

“ Our anniversary event was a wonderful opportunity to get together and reflect on the success of the program. ”



278

young people have attained their licence through MCM's L2P program



Impact Through People

Meet The Team

MCM's programs and services are powered by an experienced, committed and hard-working team which includes social workers, educators, therapists and advocates.

None of the work we do would be possible without our wonderful staff. We spoke to four MCM team members about their important work, and what inspires them to do it.





Kat Kenyon
Recovery Coach

📍 Loddon Mallee and Macedon Ranges

“As a Recovery Coach my job is to help people work towards their goals within their comfort zones. Some days that involves me meeting clients out in the community. Other times I’m supporting them in more formal settings, making sure their voices are heard in care team meetings and meetings with co-service providers.

I love being part of an inclusive workplace that provides services in remote communities. Seeing clients take control of their lives, improve their mental health and reach their goals is very rewarding. It’s why I do what I do.

I’ve had a few participants now who have been successful in gaining employment, studying and reaching their NDIS goals. I’m proud to have played my part in making that happen.”



Jessica Gailitis
Early Childhood
Intervention Specialist (ECIS)

“As a specialist ECIS Teacher, I work with kindergarten and early-primary-school-age children with developmental delays. In meeting the educational needs of those children, I support families to transition to mainstream primary education. I also work with children who have already engaged with mainstream primary education but have additional support needs.

The MCM ECIS team does a wonderful job of supporting families and their children, and supporting team members to ensure children and families are always at the centre of their work. I’m thankful to have received plenty of support, training and knowledge from the MCM team in how to best support the people I work with.”



Mary Warren
Palliative Care
Counsellor

“I’ve been with MCM for five years now, providing allied care counselling services to our palliative care clients and their families.

Counselling was a mid-career change opportunity that presented itself at just the right time for me. I had an interest in palliative care and was lucky enough to get a placement at MCM. The rest, as they say, is history.

I’m blessed to work with a team of awesome, like-minded colleagues. I also love the feeling of going home at the end of the day knowing I tried to make a difference for somebody. Most days, I feel I’m truly able to do that.

Most people assume that working in the area I do must be sad. I wish they could see the other side of palliative care: the uplifting, hilarious, stimulating, warm and creative moments that I’m lucky enough to be part of.”



Joelle Chaperon
Living Learning
Support Worker

“I’ve worked in the Community Services sector with young people for more than 20 years now. I signed on for Living Learning two years ago because I thought it would be an interesting and exciting project to be part of.

At Living Learning we work with young people who have mental health complexities and are disengaged from school. It’s a great feeling to be in a position to meaningfully support them to find their positive pathway of choice.

A typical day for me is full, challenging and dynamic. It can involve a wake-up call to a young person, a team meeting, a visit to Hester Hornbrook Academy – and if I’m really lucky, a trip out on a surfing, caving or hiking program.

I get to work with and learn from an incredible team of professionals and practitioners who passionately and meaningfully advocate for and support some of our most vulnerable young people. Every day I see what it really means to be resilient, kind and determined – and to truly have hope.”

Impact Through Caring

MCM Palliative Care Turns 40

This year, MCM's Palliative Care service reached a true milestone of four decades of operation, and there has been a lot of commemoration going on.



The milestone coincided with 40-year celebrations for the entire palliative care sector in Victoria. As the state's first palliative care provider, MCM team members past and present featured prominently in a series of video interviews called 40 Stories in 40 Years, produced by Palliative Care Victoria to mark the occasion.

Former MCM team member and foundation employee of our pilot

Palliative Care service, Patty Hodder, shared fascinating stories about how the service came to be.

MCM Bereavement Counsellor, Meg Moorhouse, spoke about her passion for providing grief support and the unique challenges of working in palliative care during a pandemic.

Nurse, Emeritus Professor, and former President of Palliative Care Victoria, Margaret O'Connor AM,

talked about the long and rewarding career she has enjoyed in the sector, and why she keeps coming back to MCM.

85%

of MCM Palliative Care clients died in their place of choice

[You can read and watch these and other inspiring stories on the Palliative Care Victoria website](#)



91%

of clients remained pain free with MCM Palliative Care



97%

of clients had their urgent clinical needs met within 3 days (exceeding the national benchmark of 90%)



Connecting the bereaved during COVID

MCM's Palliative Care Bereavement team do wonderful work connecting and educating bereaved carers and family members after a patient has died. This support is critical to helping the people we work with cope with the loss of a loved one.

Providing this support was especially challenging during the pandemic, with lockdowns and restrictions making bereavement an especially isolating experience for many. That is why we were proud to resume as many of our bereavement programs as possible this year, to make sure MCM clients who have lost a loved one can stay supported and connected.

This has included the recommencement of Life After Loss, two-hour sessions that cover learning about grief by looking at stages, strategies, resources and skills. It also provides a valuable opportunity for participants to meet others, feel connected and be introduced to our bereavement team for ongoing support if needed.

Farewell to our wonderful Supported Independent Living service

This year, MCM made the difficult decision to cease providing our Supported Independent Living (SIL) service, transitioning management, employees and support services to Able Australia, a not-for-profit that specialises in the field.

This transition will ensure the long-term sustainability of these vital services, which support around 40 participants living with disability in 10 houses across Melbourne.

With an experienced team that provides support to more than 50 homes across Melbourne, we believe Able Australia is best placed to deliver the highest quality services clients and their families depend on, now and into the future. We know that they are in safe hands.

We had a dedicated team working closely with Able Australia to ensure the transition was as smooth as possible for our clients, and little changed in their day-to-day interactions with staff.

MCM is proud to have made a significant contribution to SIL services in Melbourne, and we thank our wonderful and capable staff members for adapting so well to the changes.



Impact Through Connection



International Women's Day: Breaking the Bias

International Women's Day is held on 8 March, and this year's theme, #BreaktheBias, challenged us to imagine an inclusive, gender-equal world free of bias, stereotypes and discrimination.

In response to that challenge, a number of MCM team members spoke out about what they would like to see change in our workplaces and communities as we strive towards a gender-equal world. They covered topics that ranged from discrimination towards older women, negative stereotypes of women in the workplace, and the eradication of gender stereotypes that result in gender and sexual violence. Check out the fantastic IWD2022 videos at the MCM YouTube channel.



Check out the fantastic IWD2022 videos on the MCM YouTube Channel

[Kristina Angelakis,](#)
[Team Leader Homelessness to Homes](#)

[Sandra Brkic,](#)
[Recovery Coach Team Leader](#)

[Brooke Dawson,](#)
[ECIS Speech Pathologist](#)

[Liana Konjarski,](#)
[ECIS Speech Pathologist](#)

[Kylie Martin,](#)
[Support Coordination Team Leader](#)

[Aimee Robinson,](#)
[Youth Refuge Acting Team Leader](#)



Walk Against Family Violence

In November 2021, staff from across MCM took part in the 2021 Walk Against Family Violence.

Knowing the impact that family violence has had on so many of the people we work with, the MCM team is passionate about raising awareness and advocating for those impacted by it. Participants in the event completed a circuit of Edinburgh Gardens in solidarity with people impacted by family violence.

As well as getting active for a great cause, the walk was also a valuable opportunity to reconnect face-to-face with colleagues from across MCM after long periods of working from home.

MCM is proud to stand with victim-survivors of family violence and violence against women.



Sleep At The 'G goes online

While lockdowns might have stopped us getting together in person, they couldn't stop our annual *Sleep At The 'G* concert from happening virtually last year.

On Thursday 28 October 2021, instead of turning up to the mighty Melbourne Cricket Ground, 'Sleepers' tuned in to watch a fantastic online concert featuring musicians and entertainers including Sammy J (MC), Dan Sultan, Kaiti and Adrian Eagle, Sarah Carroll, Fenn and George Wilson, and Andrea and Valanga Khoze.

While we missed the energy of being together at the MCG, the event raised much-needed awareness and funds for youth homelessness and the importance of specifically-designed support programs. We look forward to getting back to where it all began again next year.

Early Years Hub Doreen Open Day

After months of COVID disruptions and cancelled events, our Early Years Hub at Doreen finally got to hold an open day on Saturday 3 April – and it was worth the wait.

The event was a huge success, with 140 visitors (including 55 families) braving the chilly conditions to discover more about what is on offer at the hub.

The hub hosted 22 community stalls for local businesses, and visitors

were treated to face painting and a wonderful reptile show featuring baby crocodiles, snakes, blue tongue lizards and frogs.

The open day was a great opportunity for the centre to engage with the wider community.



Investing in Our Future





Welcoming Kalparrin to the MCM Family

The Kalparrin Centre was established back in 1974 by a passionate and dedicated group of mothers who wanted better outcomes and a better life for their children with developmental delays and disabilities.

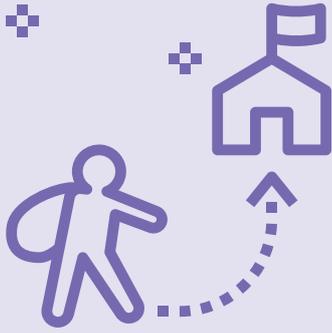
In the 47 years since, it has become a vital part of the lives of thousands of children and families in Melbourne's North-Eastern suburbs.

In October 2021, MCM was proud to welcome Kalparrin's Incredible Kids program into our Early Childhood Intervention Services (ECIS) team. Together as the MCM Kalparrin Centre, we plan to expand this important program to offer more services to children across North and West Melbourne.

To celebrate the addition of Kalparrin to the MCM family, we held an official welcome event on Wednesday 15 June at the Greensborough site. Guests included State MP, Colin Brooks, and Banyule City Mayor, Elizabeth Nearly, alongside some of the wonderful women who helped set up the service all those years ago.

The MCM Kalparrin Centre was redeveloped thanks to a record investment from both the Victorian Government (\$500,000) and Banyule City Council (\$300,000). Banyule City Council provided an additional \$10,000 to redevelop the playground. The funding came thanks to four years of submissions, preparation and design work by the Kalparrin team. It is thought to be the single largest local and state government contribution to an early intervention service in Victoria's history.





West Youth Refuge Opens

MCM was delighted to open our new Youth Refuge in Werribee in Melbourne's West in 2021. The refuge is now providing emergency accommodation and support for up to ten 15–25-year-olds at a time.

West Youth Refuge was developed with a \$3.5 million investment from the Victorian Government. Our donors, including Sleep At The 'G supporters and a generous bequest, raised \$2.1m for the project, and the Property Industry Foundation provided additional in-kind services to the value of \$700,000.

The West Youth Refuge is a warm, purpose-built space which includes an entry lounge area, social living spaces, kitchen and dining facilities, sensory and counselling rooms as well as ten independent living units over two levels.

Support services provided at the West Youth Refuge include early intervention, parenting, housing, education, living skills and therapy using art, music and animals. The facility provides a crucial first step in getting young people in the west of Melbourne back on their feet.





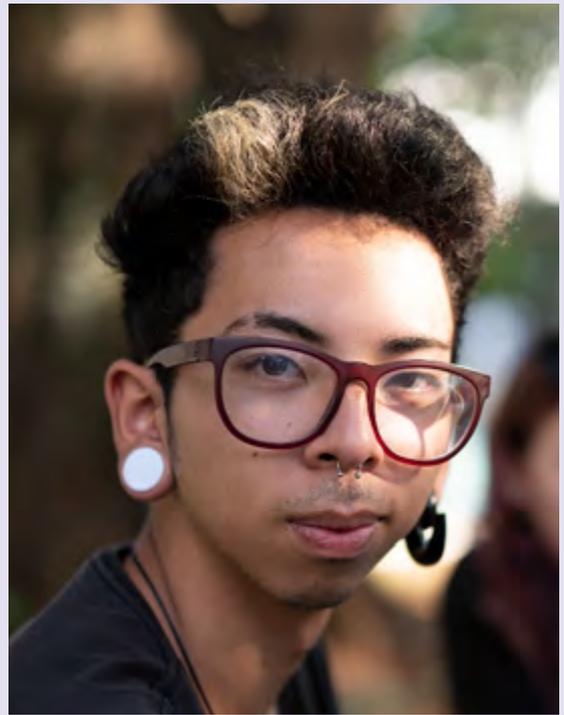
Now providing emergency accommodation for up to

10 15-25-year-olds at a time.

Our Outcomes project

MCM has always been an impact-led organisation. Our current organisational strategy recognised the importance of measuring the impact we make, with a view to improve for those we work with.

Over the past 5 years, we have implemented an Outcomes Framework that systemises the capture and measurement of impact. Initially leveraging the learning from our outcome-based Social Impact Bond (Living Learning), the Outcomes Framework project has now defined impact for 98% of our services and agreed impact measurements for over 90% of programs. Our systems are now able to capture and report on measurements which can inform service improvements and influence systemic change for our clients. We can now complement the intuition of our workforce with data to develop insights on how we can better support the people with whom we work; at individual, programmatic, organisational and system levels. With this core capability now developed, we look to our next strategy with excitement, as we focus on embedding and utilising this capability to bring the best of MCM to our clients.



Passport

In 2022, Homelessness and Family Services (HFS) completed its first full year of all HFS programs utilising our new *Passport* client management system.

This milestone is a significant step in our client-first approach, which puts the people we support at the centre of everything we do and ensures outcomes are achieved and measured. By supporting people through Passport in every step of their client journey, we build a full understanding of the client's experience and ensure we are offering the best supports available. This starts with intake and a comprehensive initial assessment; continues throughout their support with an actionable care plan; and concludes with transition and a transition assessment. When clients access multiple MCM services, information is automatically shared across services to allow staff to gain valuable insights without burdening clients by asking them to re-tell their story. Throughout and after the client's time with MCM, staff can use the data available for continuous improvement in the service.

Overall, MCM transitioned 25 distinct HFS programs onto Passport. This is further reflected in over 80 different support types. By bringing these programs and their related manual forms onto the system, 126 manual forms were digitised, streamlining the staff experience and creating a consistent approach to capturing client information.

The goal of Passport was to develop a service that offers greater functionality and is able to:

- ✔ uplift current capabilities
- ✔ build one view of a person accessing multiple services
- ✔ enable client-centric services
- ✔ support growth and future improvements
- ✔ sustain improvements and benefits
- ✔ make operational processes more efficient and user-friendly
- ✔ enable complete, timely and accurate information for reporting and decision making
- ✔ underpin associated projects throughout the organisation.

The Passport team was proud to roll out the final three releases of the platform across the second half of 2021. They also adapted the model to deliver a platform that could be used to support brokerage services provided in partnership between MCM and the Victorian Government. These included the Creating Connections Education Employment Pathways (CEEP) and the Family Reconciliation Mediation Programs (FRMP).

As we look to the future, Passport will provide a strong foundation for our next strategy around digitisation and better client engagement.

Replaced



10

IT systems



126

paper forms

Attached To Client Records



131,184

case notes



9,304

client documents

MCM establishes a social housing entity – MCM Housing!

In 2021, MCM established MCM Housing, a registered housing agency, to become Victoria's first dedicated youth social housing provider.

Every year, 13,000 young people present independently to Victorian homelessness services seeking a safe home, however more than 2/3 of them are being turned away due to a severe shortage of youth housing. Despite making up more than 15% of those accessing homelessness services, young people secure less than 3% of social housing stock and are largely excluded from the private rental market.

A range of contributing factors – including youth wages and Youth Allowance not covering rent, limited rental history, a perception that they are 'riskier' tenants, and a lack of support – mean young people face significant, unique barriers to finding housing.

Having a home is critical for young people's mental and physical health and safety, education and employment opportunities, and their ability to participate in society.

MCM Housing will focus on establishing youth housing, and supporting the development of new and innovative housing solutions and support models for young people. We will continue to join with our sector colleagues to advocate for important systems change to remove the barriers preventing adequate housing and support being provided to young people.





Hester Hornbrook Academy puts wellbeing front and centre

Hester Hornbrook took MCM's trauma-informed and person-centred approach to the next level this year, creating their very own Healing Oriented Program of Education (HOPE). HOPE takes the fundamentals of our Healing Oriented Framework and maximises their relevance in the school setting.

HOPE is all about creating a safe environment which is inclusive and focused on relationship building. The program helps students feel supported, comfortable and heard in a healing and therapeutic environment.

To support the success of HOPE, we employed Amanda Amato as Associate Assistant Principal (Wellbeing and Inclusion). With a wealth of youth service experience, Amanda is playing a critical role in supporting students throughout their educational journey and making them feel both valued and valuable.

At least

58%



of Hester Hornbrook students exited to further education or employment

Learning Living program turns one

At the end of the 2021 school year, we celebrated the successful first year of the Learning Living program, which is now in the second year of its five-year program.

Learning Living is designed to support students who are disengaged from learning and who have mental health challenges. The program provides wraparound mental health support to help them reengage and thrive in the classroom. The success of the program is reflected in strong engagement and attendance from students and improvements in a range of outcomes metrics. The Learning Living program provides up to three years of support for each student, providing time to forge strong and trusting connections with young people on the program.

One of the highlights from the program's first year is the adventure program, in which students

and staff bond through shared experiences, including river rafting, abseiling, bushwalking and surfing. These experiences are designed to decrease stress and increase confidence and resilience, and also to be a huge amount of fun!

The program is designed to be dynamic and responsive to student needs. This year has seen significant development and innovation in the three core program elements: education, engagement and allied health.

Living Learning has had a very positive start, and we are very excited to see it grow and develop in the next few years.

Cal's* story

I was 17 when I first connected with Living Learning. At the time I was struggling with my mental health, and I was in and out of hospital a fair bit. I was barely going to school at all and I felt like I had no family or friends to support me.

My Living Learning Key Worker helped create a plan to get me back to school at Hester Hornbrook Academy that felt safe and comfortable for me. The Living Learning team also helped me find long-term housing and support through MCM Foyer. They also arranged for me to see a psychologist who is helping me deal with my mental health challenges.

I also got involved in the Living Learning Adventure and Holiday Activity programs, which was great. It was the first time in a long time I felt like I could just relax and have some fun.

With the support I'm getting from the Living Learning team, I'm doing really well at school now and my attendance is up to 82%. I'm on track to finish the Victorian Certificate of Applied Learning (VCAL) this year and transition into a university bridging course next year.

I can't thank the Living Learning team enough for helping me turn my life around.

**Name changed to protect privacy and identity*





Hester Hornbrook Academy Vaccination Clinics

With COVID-19 once again forcing Melbourne into lockdown for much of the second half of 2021, staff at the Hester Hornbrook Academy recognised a need in the community for a safe, easy way to get vaccinated.

Vaccine clinics were quickly set up across our campuses and other MCM facilities.

Opened in September with support from Aspen Medical, a clinic at Hester Hornbrook's Sunshine Campus, saw a record 264 students, family members and staff get their first dose of the vaccine over a two-day period.

Hester Hornbrook team members also organised morning tea, lunch and food bags with generous support from Hudson's Famous Catering, Abbotsford, so those doing it tough could get a healthy, nourishing meal along with their vaccine.



Person-Centred Innovation



Our Healing Oriented Framework

August 2022 marked one year since the introduction of MCM's Healing Oriented Framework (HOF).

This important set of guiding principles was developed with the aim of giving MCM team members a shared understanding of the prevalence and impact of trauma and traumatic stress on the health and wellbeing of the people we work with.

By fostering cultural inclusion and ongoing safety for those in our care, MCM's HOF promotes better physical and emotional health, social, psychological and spiritual wellbeing in the communities we serve.

Achievements over the first year of the framework have included:

- 95% of Homelessness and Family Services staff are now using our new client management system *Passport*, which reduces the need for our clients to tell their story multiple times and helps us to more deeply understand the people who reach out to us for support.
- 82% of staff across the organisation have completed at least one level of HOF online modules.
- setting up workplace champions who are passionate about the HOF and can provide further information on it to their peers
- establishing a HOF practitioner group to enable staff to share knowledge and assist each other through practical approaches to how they practice.

In the next 12 months, MCM will continue to embed HOF into all our programs and services by:

- further developing our Wellbeing Framework

This will move us closer to achieving our goal of establishing and contributing to a culture where the values and principles of healing-oriented care become second nature to all staff across the organisation.

2021 Youth Refuge Forum

Each year, Victorian Youth Homelessness service providers hold a State-wide Youth Refuge Forum to share the latest information, therapeutic options and advancements in the sector.

The event is a great opportunity for refuge team leaders, managers and staff to connect, reflect and learn together.

COVID-19 restrictions meant that the 2021 Forum, which was led by MCM Stopover Youth Refuge worker Aimee Robinson, had to take place online. Despite the virtual setting, the event was a great success, with participants enjoying presentations on topics ranging from mindfulness and resilience to surf, equine and art therapy.

The State-wide Youth Refuge Forum will return to its traditional face-to-face format in October 2022 at the Abbotsford Convent and is sure to be another important event in the youth support calendar.



MCM takes Palliative Care online

This year, MCM launched a 12-month project, offering extended access to our Palliative Care services to clients living with chronic but non-malignant conditions.

This initiative is delivered through a smartphone app, which allows clients to rate their own symptoms and provide written and visual diaries to the MCM Palliative Care team. Based on the information shared through the app, fortnightly or monthly telehealth consultations with a registered nurse are scheduled to review physical and emotional symptoms and medication.

Clients may then be offered access to counselling for issues related to end-of-life and advanced illness as well as advanced care directives.

MCM is currently accepting referrals for new online Palliative Care clients in the cities of Darebin, Hume, Yarra and Moreland. Referrals can be made directly through our Palliative Care website.

ECIS goes virtual

While the COVID-19 pandemic created challenges for service delivery, it also offered opportunities to explore new ways of providing programs and support that proved both effective and popular with the people we work with.

Nowhere has innovation and change had a bigger impact than with MCM's Early Childhood Intervention Service (ECIS), where telepractice is now offered as part of everyday operations, extending it far beyond its lockdown roots.

The ECIS team now offer a range of services including occupational therapy, speech pathology and group services virtually, so families can access them from the comfort

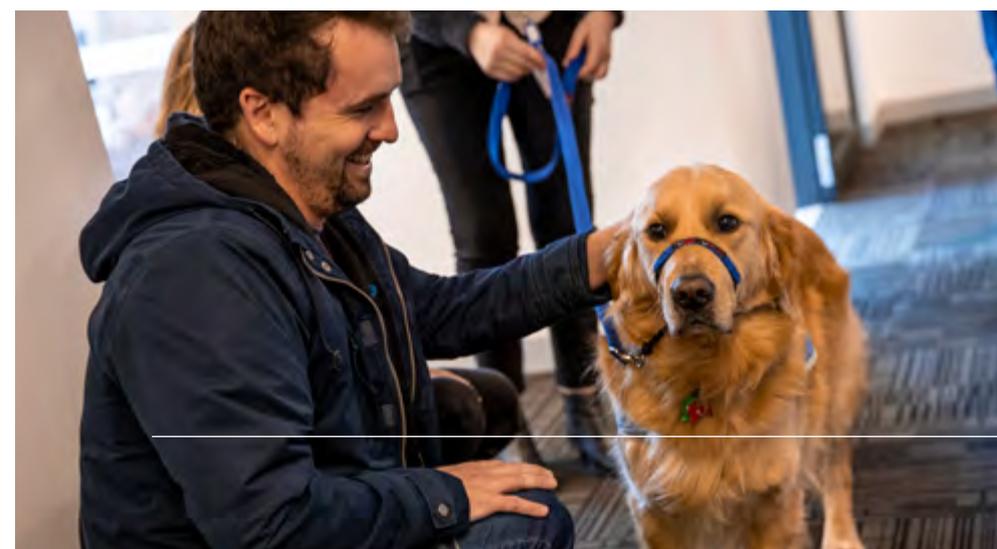
and convenience of their own homes.

A consistent environment is the most important tool to help children learn, and telepractice can help remove any uncertainty around the delivery of services. Many families have communicated their appreciation and preference for this simple and effective change that allows children to remain in familiar environments in often testing situations.



Our Year In Pictures



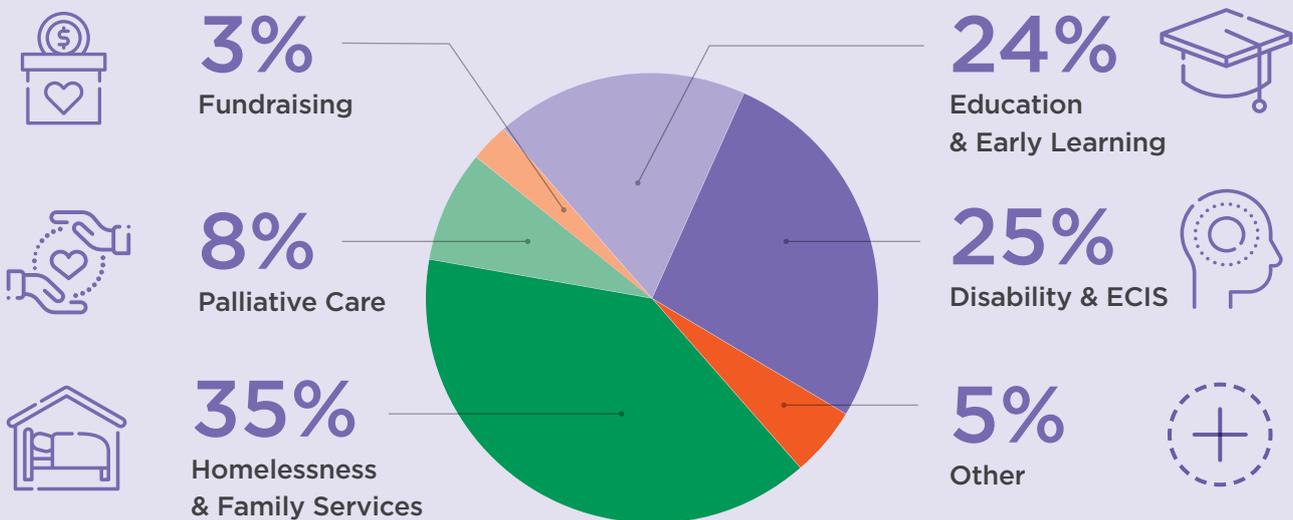


Financials

Revenue growth across 2017-2022 strategy



Revenue service area 2021-2022





Donors, Partners and Supporters

MCM is extremely grateful to all our altruistic and loyal donors, philanthropists, businesses, and supporters who have once again responded with overwhelming generosity to support the work of MCM across the community. Thank You.

Donations enable MCM to provide services and assistance to those in need, build capacity, gather evidence to drive lasting systemic change and maximise our impact in the Victorian community. There is great need, and we value your funding.

Together we have:

- supported young people and families experiencing or at risk of homelessness.
- supported those wanting to pursue education or employment opportunities.
- bought essential equipment for Palliative Care.
- provided practical items such as vouchers for clothing, food, toiletries and items to make a place feel like home.

We can ensure from little things BIG THINGS GROW.

For many years, Peter donated regularly and contributed additional funds whenever the opportunity arose. Recently, when Peter inherited some money, he immediately reached out and met with MCM to discuss the best use for this thoughtful and generous gift. His selfless donation has already delivered a positive ripple effect for young people using Frontyard Youth Services.

Every donation, be it a bequest, major gift, corporate contribution, in lieu of a celebration, philanthropic partnership, or in memory of a loved one, like Peter's was, are highly valued and gratefully received.

Please think of MCM and the difference that each and every donation can make to the people we work with every day.



"I had recently received an inheritance, and my first thought was that this was a chance to make a much more meaningful contribution. I have always been impressed by the dedication of the staff at MCM and especially at Frontyard. In making this gift – it felt to me the obvious thing to do."

- Peter, a donor to MCM since 2006

Partnerships and Donors

With the support of generous people and organisations, MCM has worked alongside those in need in our community for over 165 years, helping them live the life they aspire to, their way. Thank you very much for your generous support on behalf of the many thousands of people who MCM assists each year. We couldn't do it without you.

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