

# Annual Report 2017-18



**HOA**

HEALTHY OPTIONS AUSTRALIA  
Helping people build a better life

Drug Awareness and Relief  
Foundation (Australia) trading as  
Healthy Options Australia



# Corporate Directory

Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia 2017-2018 Annual Report.

'The Group' refers to the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia and its subsidiaries the Australian College of Community Services Pty Ltd (ACCS), Drug ARM Australasia (DAA) and the Mental Health Association of Queensland Ltd (MHAQ).

'Healthy Options Australia group' refers to the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia and its subsidiaries the Australian College of Community Services Pty Ltd (ACCS), Drug ARM Australasia (DAA) and the Mental Health Association of Queensland Ltd (MHAQ).

'The Foundation' refers to the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia.

**ABN** 56 285 096 184

**Registered Office**

473 Annerley Road

ANNERLEY QLD 4103

**Directors at 30 June 2018**

Mr Harold Peacock - Chair

Mr Bradley Strong - Vice Chair

Mr Ken Walker - Treasurer

Dr Dennis Young AM - Company Secretary

Ms Linda Bryant

Dr Kevin Lambkin

Rev Dr Graeme McKay

Dr Rama Spencer

**Executive Director and Superintendent**

Ms Jody Wright

**Auditor**

Mr Andrew Vivian, Priestleys Chartered Accountants

This report covers the consolidated financial statements for the consolidated entity consisting of Healthy Options Australia the trading name for the Drug Awareness and Relief Foundation (Australia) and its subsidiaries the Australian College of Community Services Pty Ltd (ACCS), Drug ARM Australasia (DAA) and the Mental Health Association of Queensland Ltd (MHAQ).

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'The best is yet to be' - John Wesley

# 2017 - 2018 Highlights



24

Quality programs and services



72,460

Volunteer hours given



3

State jurisdictions

## Primary Drug of Choice

Alcohol, cannabis and methamphetamine continue to be named as the primary drug of choice for clients



## Protecting our History

### Preservation Grant for Archives

Healthy Options Australia has been securing the long and distinguished history of the organisation following a Heritage Grant from the National Library. Pictured: the Temperance Hall Foundation Stone





Expansion of Drug ARM's Creating Option offered 5,743 supportive interactions to clients



Schoolies volunteers stayed at the beach until the early hours of the morning providing 1417 total hours of support to over 13,400+ young people



Increased the HOA Library's online collection through 157 new e-resources and e-books.



Drug ARM Outreach Services completed over 350 patrols across Queensland and South Australia. New programs started at the Gold Coast and Bundaberg



Delivered diversion support to almost 1,000 Queenslanders through Police Court Diversion and Drug & Alcohol Assessment and Referrals programs



Launched the inaugural Opera in the Upper House fundraiser supporting mental health and local young opera artists.



Mental Health Association Qld partnered with SUNCORP to deliver mental health awareness training to key responders



Australian College of Community Services developed 10 new online programs through e-Learning



Worked closely with 277 at risk family and youth in regional areas to reduce risk of alcohol and drug use in later life



# Healthy Options Australia

Healthy Options provides a range of programs and services in prevention, health promotion, library and information services, outreach, support and clinical. Healthy Options provides the range of programs through three specific divisions; Drug ARM Australasia, the Mental Health Association of Queensland and the Australian College of Community Services.

## Vision

Flourishing people and communities

## Mission

Engage, encourage, empower

## Prayer

Healthy Options Australia has adopted the serenity prayer as its organisational prayer.

"Grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference

## Values



COLLABORATION



CONTINUOUS  
LEARNING



COURAGE



CREATIVITY



DIVERSITY



GROWTH



INNOVATION & CHANGE



PARTNERSHIPS



RESPECT



STEWARDSHIP

# Chairman's message

## Mr Harold Peacock

### Chairman

BA, GDipAppFinInv, MAICD

It gives me great pleasure to present my report as Chairman of the Drug Awareness and Relief Foundation (Australia) trading as the Healthy Options Australia (HOA) group to our members and stakeholders for our operations during the 2017-2018 financial year.

This year has been a year of substantial change across our organisation. During this year we farewelled Ms Heather Pitt at our Annual General Meeting on the 31 October 2017 who retired after over 40 years of faithful and dedicated services to our group.

This year also saw the retirement from the Board of our Treasurer Mr Peter Henderson again after approx. 38 years of continuous and meritorious service. Peter Henderson has accepted a part time role of Chief Financial Officer for the group during this transitional period.

In addition to these two retirements, the organisation also witnessed a change of leadership at the Executive Director/Superintendent level with Dr Dennis Young AM, moving from the position of Executive Director to that of Chief Advocate and Company Secretary.

Ms Jody Wright was appointed to the role of Executive Director and Superintendent. She assumed her new appointment from 1 April 2018. This is the start of the next chapter in the lengthy and distinguished service of our organisation.

I thank these three long serving and dedicated members of our group who have either retired or accepted a change of role within the organisation. Together these three colleagues have 108 years of service.

On behalf of the Board, Staff and our members I thank each of you for your service.

In my role as Chairman I am continually amazed at how the demand for our programs and services continue to outstrip our capacity to respond. There is so much more we could do with additional resources and that is why the Board is continually evaluating how to best apply its limited resources to achieve the best outcomes for our clients and staff. This ongoing demand for our programs and services is one of the key driving forces behind the Board's strategy to seek out diverse income streams.

Healthy Options Australia is a true not-for-profit but for-purpose organisation as we have a mix of funding from our own resources, fund raising and sponsorship as well as government contracts. I am delighted to report that over the last 10 years Healthy Options Australia has donated over \$8 million to our subsidiary companies in support of our front line services.



The Australian College of Community Services Ltd (ACCS) and the Mental Health Association of Queensland Ltd (MHAQ) have ensured that our group continues to provide diversity in the variety of programs and services. The establishment of 'The Foundry', a Mental Health Hub situated in the Southport Trade Centre, has been a great advancement in our capacity to deliver quality client services.

Together with senior management, the Board continues to monitor the financial management of the group as well as developing new strategic responses to expand our operations in the next financial year. Our Board continue to implement strategies that enable our Group of charities to continue to flourish and expand.

The organisation remains committed to continued provision of quality programs and services in the charitable, business and professional sectors in conjunction with our member organisations and other strategic partners.

The Board places a high priority on risk and compliance management and continues to actively monitor the operational, financial, and strategic risks of the group. This is achieved through our rigorous governance structure that incorporates both corporate and clinical governance frameworks. Regular meetings of the Board and its numerous expert committees provide external oversight.

The Board continues to regularly review its governance frameworks to ensure the most appropriate and effective models are in place. I am delighted to report that the group has retained its ISO 9001 accreditation in 2018.

The current governance structure is that of a Senior Board with subsidiary boards to MHAQ, ACCS and Drug ARM Australasia. Our Directors also serve on one or more of the Group Boards and/or

Committees that include:

- Finance and Audit Committee
- Executive Committee
- National Policy Council
- Risk Management and Compliance Committee
- Board Nominations Committee
- Board Remuneration Committee

I thank all of the Directors and members of our expert Board Committees for their diligent commitment and contribution to the achievements of our organisation.

It has been a privilege to work with these dedicated volunteers at board, committee and program delivery levels.

I especially acknowledge the extra time and effort of Mr Bradley Strong, Vice Chair, Mr Ken Walker, Treasurer, Professor Jake Najman, Chair of the National Policy Council and the Queensland Coalition for Action on Alcohol, and Mr Keith Crellin,

Chair of the Risk and Compliance Committee

The uncertainty within the non-government sector continues. Despite this continuing uncertainty, I am pleased to report that the group reported a surplus of \$926,577 for the 2017-2018 financial year. This was a \$377,066 improvement over the previous financial year.

Healthy Options Australia this year reported a surplus of \$605,054 which was a significant improvement on the \$83,456 from the previous year.

A further breakdown of the results will be provided in the Treasurers report.

Fundraising revenue during this financial year exceeded budget expectations and I thank Ms Alexandra Davis our Communications and Relationship Manager who this much improved result.

The Board retained the services of BEAR marketing during this financial year to assist the Communications and Relationship Manager.

Our Group continues to expand our programs and services footprint particularly in Queensland and I recognize and thank Ms Jody Wright for her work on achieving this.

It would be remiss of me not to mention that Dr Dennis Young AM was recognized in the Australia Day Honours List and was awarded a Member of Australia Award for his significant service to community health through alcohol and drug treatment support programs

I am sure all members congratulate Dennis on this well-deserved award.

The Board, management, staff, students and volunteers continue to achieve great outcomes despite ongoing challenges. We look to the future with great optimism as we continue to expand in Queensland, New South Wales and South Australia.

In this ever-changing environment our organisation needs to be agile while retaining our clear and positive mission objectives.

I thank each of our church and agency members for their continued support and prayers for the organisation.

Mr Harold Peacock - Chair



# Executive Director's report

Ms Jody Wright

**Executive Director and Superintendent**

AMusA, BPsySc

It is with honour that I present my first annual report of the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia for the 2017-18 financial year to our member churches and agencies.

There is no doubt that 2017-18 has been a year of change. I note and thank Ms Heather Pitt in her role as Corporate Services Manager and Mr Peter Henderson as Treasurer and long term Director, both of whom gave 40 year's tireless service to the organisation before their retirement this year.

In April, we saw Dr Dennis Young AM step down from his 30 year tenure as Executive Director. In this time Dennis demonstrated unwavering commitment and passion and I take the opportunity on behalf of many staff, volunteers, stakeholders and clients to thank him for his dedication and leadership. I also note his Member of the Order of Australia award at this year's Australia Day Awards, something that is well deserved and a testament to all that he has selflessly given.

In stepping into the role of Executive Director I am aware it is a role requiring stewardship and an awareness of the need to preserve the unique and important history of what is now the HOA group. To achieve this a commitment to finding ways to preserve and share our unique history has been made.

Our thanks go to the National Library of Australia for their financial support for formal assessments of our archive collection as well as the establishment of an archive Library at our Southport facility. This work will continue in the coming years and I look forward to sharing the progress with you.

Throughout the year Healthy Options Australia continued its focus on managing its investments and supporting the subsidiary companies to achieve their mission. This has included a focus on activities to diversify group income and a growing awareness of the need to explore our impact investment opportunities. The focus on growing the footprint of our 'Family Stores' is one example of this.

This year saw a time of growth for Drug ARM. Increased investment from Commonwealth and State Governments provided opportunity for service expansion, particularly in rural and regional areas. This growth is expected to continue and investment in providing the human and physical resources needed to successfully support remote workforces has been made.

The Mental Health Association Qld Ltd and Australian College of Community Services continued operating at reduced capacity this year. In a time of high change and volatility in the mental health and training sectors, positioning both organisations for important linkage, capacity building and workforce development opportunities has been a key strategy. As a result, a number of online training modules have been developed and launched and the Southport Foundry continued in its role of a safe place for linkages and training. As the mental health and workforce needs in an NDIS environment become clearer, the year ahead will see further activities and services designed to meet the needs of organisations, consumers and carers rolled out.



The HOA Library and Information Services continues to be a key link between the important prevention history of the organisation and the current and contemporary needs of staff, clients and community. This year saw the Library continue in its expansion of online library solutions, a successful and necessary strategy to achieve maximum reach. It has also positioned the Library to be the resource of choice for external stakeholders.

This year saw the HOA Library and Information Services continue to provide substantial research and information to support the HOA advocacy efforts. This advocacy included working with state and national peak bodies as well as the important policy advocacy work of the Qld Coalition for Action on Alcohol and National Alliance for Action on Alcohol. This work is done in conjunction with a range of leading organisations including FARE, the AMAQ, and Cancer Council QLD and VIC, and the Public Health Association Australia just to name a few. Through our involvement with these groups, HOA remains a strong voice in the policy debates on alcohol, drugs and mental health.

To achieve all of this work, a substantial review and investment in our IT and communication solutions was required. The year delivered cost effective, reliable and best-in-class service to consumers, employees and stakeholders while achieving a consistent high-level user satisfaction. It also saw the successful implementation of Mimaso, the Software-as-a-Service (SaaS) case management system that designed specifically for Addiction and Mental Health services. With the new Privacy and Data breach requirements, the capability of Mimaso and existing systems such as SAP mean the organization is well placed to meet a stringent level of data monitoring and management requirements. Moving into another year, we will continue to look for system and technology solutions recognizing that the ever-changing technology landscape gives us the ability to constantly adapt and be better at what we do.

This year has been a memorable and exciting time with no shortage of opportunities or challenges. I would like to thank the Board Directors and Committee members for the

confidence and trust they have shown me. They continue to make an outstanding contribution to our ability to help people build a better life so that our mission of flourishing people and communities comes closer to becoming a reality.

I would also gratefully acknowledge our Senior Management team. Their contribution and commitment has been outstanding and they have continued to stand united in delivering the leadership required to drive necessary innovation and change. I also sincerely thank our staff and volunteers whose tireless work makes a difference to so many every day. I also note and thank our many supporters and partners, all of whom help us to achieve so much throughout the year.

Detailed annual reports for each of our subsidiary companies namely The Australian College of Community Services Ltd, DRUG ARM Australasia and the Mental Health Association Qld Ltd are available for members on request.

Ms Jody Wright- Executive Director

# Treasurer's message

## Mr Ken Walker

### Treasurer

BCom, CPA, CTA

[This is my first opportunity to present the Treasurer's report for the last financial year.](#)

This year Healthy Options Australia ended on a positive note with an overall surplus of \$742,044 which was a significant increase of \$192,533 from the previous year's result. In addition, revaluation of land and buildings added a further \$184,533 making Total Comprehensive Income of \$926,577. Included in Revenue were net gains of \$293,950 from disposal or revaluation of financial assets. The net assets for the group also increased from last year helping to strengthen the capacity of the organization to deliver its services.

This strong result reflects a pleasing increase in government contracts as well as early recognition of income under the accounting standards where payments are received in advance of the delivery of contracted services.

Healthy Options has diversified revenue streams that support its operations with the largest contributors being service contracts

and returns from investment assets. The Board continues to work to increase resilience in its diverse funding sources to lessen its dependence on any single source and improve capacity to respond to fluctuations in government funding.

Investment properties were valued by an external valuer as part of a regular 3 year cycle. The Ipswich property leased to Drug ARM Australia was valued informally by a real estate agent and directors left the book value unchanged.

The Gailey Road Centre continues to perform well being 100% leased and the Unit 29 at the Southport Trade Centre was leased to increase the revenue flow for the Mental Health Association.

Drug ARM Australia leased an office in the Red Edge Centre Toowoomba and also opened an Op Shop there during the year. The centre continues to have some vacancies and we are working hard with the managing agent to secure tenancies.

The Finance and Audit Committee (FAC) of the Board met 12 times

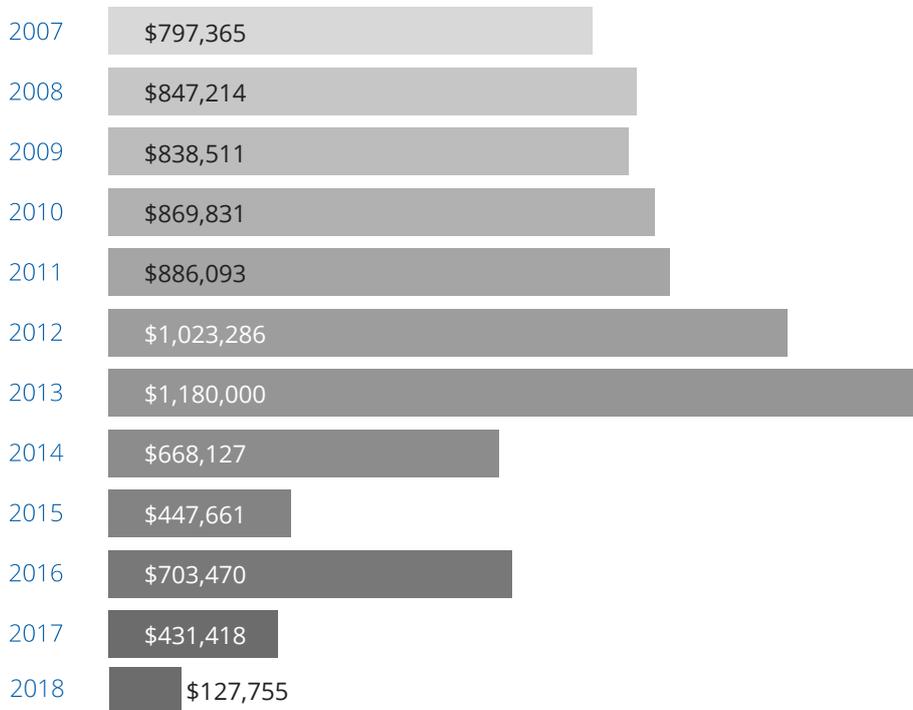
during the year to perform the important function of monitoring and overseeing the accounting and financial processes. The FAC members work diligently and have a high rate of attendance at meetings and actively participate in additional duties beyond these.

The members of this Committee for the reporting period were: Mr Ken Walker, Treasurer and Chair, Mr Harold Peacock, Board Chairman, Ms Jody Wright, Executive Director and Dr Dennis Young, Chief Advocate. The Committee was ably assisted and advised by the Corporate Services Manager, Ms Margaret Moretto and the Chief Financial Officer, Mr Peter Henderson with support from the Communications & Relationships Manager, Ms Alexandra Davis.

This has been a particularly demanding year and I highlight the outstanding contribution of Miss Margaret Moretto who continues to provide sound financial management for the Group.



Donation to the entities



## Donation to the Entities

During the 2017-2018 financial year Healthy Options Australia made a significant donation of \$100,000 to Drug ARM, \$20,000 to Mental Health Association of Queensland and \$7,755 to ACCS making a total donation amount for this financial year of \$127,755. These donations continue the history of donations from Healthy Options to its controlled entities.

## Healthy Options Australia Assets

The major components of Healthy Options Australia's asset base comprise direct property holdings, share portfolio and the property trust portfolio.

### Property Holdings

Gailey Fiveways Shopping Centre, Taringa – valuation \$10,570,000

Toowoomba RedEdge Centre – valuation \$ 4,950,000.

Gold Coast Centre – Jackman Street Southport – Units 29 and 30 valuations \$830,000

Ipswich Office – valuation - \$413,252

Total Valuation for our Property Holdings after adjustments is \$16,763,252



## Diversified revenue streams



### Share Portfolio

Healthy Options Australia reviewed its external investment arrangements during and based on our broker's advice, split the share portfolio 3 ways. Approximately one-third of funds were invested in each of Plato Income Maximiser, a listed company, Hyperion Asset Management and Wilson's. The value of our Share Portfolio, as at the 30 June 2018, was \$3,593,137

### Property Trust Portfolio

The property trusts values fluctuated during the year and as at 30 June 2018 the value of this Portfolio was \$462,354. The Board undertakes regular reviews of the property trust portfolio.

### Risk Management and Compliance

The FAC continues to monitor the financial risk for the Group. To assist and guide the Committee in this process, the Board has a Treasury Risk Policy together with an Investment Policy. These policies are reviewed regularly and provide the framework for the FAC to provide

oversight to the Financial Risk Management of the Group.

### Conclusion

In conclusion, the Healthy Options Australia Board continues to increase the asset base despite market fluctuations and is pleased with the positive financial results of the past year. Funding core programs continues to be a major focus of the Board with a view to further diversify the income streams to offset fluctuations in government contracts. The Board is seeking to identify opportunities to increase its business, including expanding in to social ventures and fundraising efforts within the objectives of the organisation.

The significant areas of concern within our group from a strategic risk perspective remains the current performance of the Retail Centre in Toowoomba, the ongoing restructuring and repositioning of the Mental Health Association and College as these organisations respond to the competitive and changing environment. The Board continues to monitor these areas closely.

There are a number of challenges and opportunities ahead for the Group during the next financial year but the Board remains confident of overcoming the short term challenges to achieve our strategic and operational outcomes.

The Board is maintaining a close supervision of the performance of all revenue centres within the Group as each provides the key to our expansion.

I acknowledge and thank Mr Peter Henderson for his lengthy service to our organisation and particularly for his stewardship as Treasurer up to his retirement from the Board on the 31 October 2017.

I commend this financial report to the members.

Mr Ken Walker - Treasurer



# Meet our Board of Directors

## over the 2017-18 year



### **Mr Harold Peacock, Chairman**

BA, GradDipAppFinInv, MAICD

Mr Harold Peacock is a consultant in the accounting and advisory channel after 20 years inside the biggest technology companies in Australia, creating sales strategies and leading teams focused on success. He is a multi-award winner in communications, revenue growth, and management. He holds a Bachelor of Arts (double major in journalism and government), a Post Graduate Diploma in Applied Finance and Investment, is a member of the Australian Institute of Company Directors, and a long-term judge of the Telstra Business and Business Women's Awards.



### **Mr Bradley Strong, Vice Chair**

BEd, Dip Training, Cert IV Outdoor Recreation, JP(Qual)

Mr Bradley Strong has many years experience working with non-government organisations. Mr Strong worked for the Salvation Army for 15 years and managed the Riverview Farm which is a centre for providing training for the long term unemployed. He has worked in the mental health sector for a number of years and is currently working for an Independent Indigenous School at Springfield, QLD. Mr Strong has also served in the Australian Army.



### **Mr Ken Waker, Treasurer from 31 October 2017**

BCom, CPA, CTA

Mr Ken Walker has over 30 years of experience with the Australian Taxation Office prior to retirement in 2013. He held a variety of senior professional and leadership positions including audit, advice, litigation and law development. Since leaving the ATO, Ken continues to work in his family business. Mr Walker has held a number of institutional roles within the Seventh-Day Adventist Church including as a member of the School Board of Brisbane Adventist College and its constituent schools for 16 years and as a member of the South Queensland Conference Executive Committee for 6 years. He has a longstanding commitment to community service.



### **Mr Peter Henderson, Treasurer to 31 October 2017**

BBus, Grad Dip Mgt, Grad Dip App Fin & Inv, FFIN, FCPA, MAICD

Mr Peter Henderson has been involved with the Foundation for over 35 years, having served various positions including Chairman and Treasurer on the Drug Awareness and Relief Foundation (Australia) Board. He is also on the Board of IOR Queensland District. Mr Henderson is a current director of the Australian Rechabite Foundation. Mr Henderson is currently the Chairman of Acacia Ridge Financial Services Ltd and has over 50 years' experience working with non-government organisations.



### **Rev Graeme McKay, Director**

BA Theology, MA Religious Studies, Dip Missiology

As an ordained Minister Rev Graeme McKay has provided leadership in two Churches, one near Glasgow in Scotland and one in Toowoomba, from 1993-2013. Rev McKay is also former Moderator for the Presbyterian Church of Queensland and is currently Senior Chaplain with PresCare, the caring arm of the Presbyterian Church in Queensland.



### **Dr Rama Spencer, Director from 20 December 2017**

MBBS, FRCGP

Dr Rama Spencer is a General Practitioner who has worked in the Ipswich region for 26 years. She is a graduate of the University of Queensland, holds a Fellowship of the Royal College of General Practitioners and post graduate qualifications in skin care.

With a passion for holistic medical care, Dr Spencer works as part of a specialist team at the Limestone Medical Centre in Ipswich. At the Centre, Dr Spencer deals with complex mental health trauma, adolescent health and wellbeing, a myriad of general health issues as well as offering mentoring to the next generation of doctors. Increasingly her work is based on patient advocacy, and over the last 3 years she has helped establish 'Our House, Our Haven' - a nurse led Trauma Centre that has already delivered to over 300 clients with many positive outcomes. This Centre aims to prevent disadvantaged individuals from falling through the gaps, thus reducing the economic, societal and personal harm.

Dr Spencer has been involved in the sector as a volunteer for Drug ARM, Teen Challenge and other youth work as well as extensive experience as a speaker in schools, churches and delivering training in the community. Dr Spencer has developed her own specialist course on trauma and mental health conditions for staff and volunteers in the community health sector.



### **Dr Kevin Lambkin, Director from 2 May 2018**

BSc (Hons), PhD, GradDip Public Sector Management

Dr Kevin Lambkin is an honours science graduate of the University of Queensland and has a Ph.D. from the University of Sydney as well as a graduate diploma in public sector management from Griffith University. A career Queensland public servant for 31 years, he served in both the parliamentary and executive arms of the service, including as research director of inaugural Queensland parliamentary public accounts committee. Dr Lambkin joined Queensland Health in 1994 and made significant contributions to health policies and programs including the design and introduction of drug diversion and drug court programs, the expansion of the needle and syringe program, the modernisation of tobacco control legislation, and preventative health campaigns and programs. Dr Lambkin retired from the public service in September 2012 as Executive Director, Preventative Health. At a community level, Dr Lambkin is a founder, past president and current board member of the Caxton Legal Centre, a member of the Drug ARM National Policy Council, and an Honorary Research Fellow of the Queensland Museum.



### **Ms Linda Bryant, Director**

Ms Linda Bryant has a long history with the Mental Health Association Qld and has a key passion for developing the support groups, increasing community support for and awareness of mental health, education and training aspects and the impact of dual diagnosis. Ms Bryant is the current Queensland Director for Origins Inc. which is an organisation that supports people separated by adoption. Ms Bryant has also lent her expertise to many Government advisory committees on adoption.



### **Jody Wright, Superintendent and Executive Director from 1 April 2018**

AMusA, BPsySc

Ms Jody Wright is the Executive Director for the Healthy Options Australia group of subsidiaries, including Drug ARM Australasia, Mental Health Association Queensland and the Australian College of Community Services. Ms Wright has worked for the organisation for 10 years but brings 20 years experience in frontline, development and management roles. Ms Wright holds a Bachelor of Psychological Science degree and is passionate about the work of the sector. She is currently a Director on the Queensland Network of Alcohol and Drug Agencies, an active member of the Qld Alliance for Mental Health and a member of the Queensland Coalition for Action on Alcohol.



### **Dr Dennis Young, Superintendent and Executive Director to 31 March 2018, Company Secretary and Chief Advocate from 1 April 2018**

B.Bus, MBA, Grad Dip FET, DHSM, FAIM, AFCHSE, MAICD

Dr Dennis Young AM has over 40 years of experience with non-government organisations. He is currently the Company Secretary/Chief Advocate after serving for 30 years as the Executive Director (ED) of Healthy Options Australia (previously Drug Awareness and Relief Foundation [Australia]). He also serviced for 30 years as the ED DRUG ARM and more recently DRUG ARM Australasia and ED Mental Health Association (Queensland) Ltd and the Australian College of Community Services Ltd., for 7 years. Dennis is a Fellow in the Institute of Managers and Leaders and member of the Australian Institute of Company Directors.

Dr Young has previously served on the following organisations; Member of the Australian National Council on Drugs; Former Member and Chairman of 'Of Substance' Management Committee; Director of the Community Council of Australia, Former Director/Chairman Queensland Network of Alcohol and Other Drug Agencies, Director for Crèche & Kindergarten Association Queensland; the Queensland Police Citizens Youth Welfare Association.

Dr Young is currently the Secretary/Treasurer Former Parliamentary Members Association Queensland, President Kelvin Grove State College Alumni, Member of the Retired Queensland Police Association, the Salvation Army and Toowong Rotary. Dennis is also a former member of the Queensland Legislative Assembly.

# Director's report

## Meetings of Directors

The Board of Directors of the Foundation continues to monitor and review the overall governance processes within the Foundation and its subsidiaries, together with the policies and procedures and their own performance. The Board maintains a clear policy on the separation of the roles between the Board and management.

During this year the Healthy Options Board, in conjunction with the Directors of the subsidiary companies, the Australian College of Community Services, Drug ARM Australasia and the Mental Health Association of Queensland, maintained the following Board committee meetings

1. Executive Committee
2. Finance and Audit Committee
3. National Policy Council

4. Risk Management and Compliance Committee
5. Nominations Committee (Role fulfilled by the Executive Committee)
6. Remuneration Committee (role fulfilled by the Executive Committee)

	Directors meetings		Finance & Audit Committee meetings	
	Number of meetings eligible to attend	Number of meetings attended	Number of meetings eligible to attend	Number of meetings attended
Mr Peter Henderson (retired 31.10.2017)	4	4	4	3
Ms Linda Bryant	12	8	-	-
Mr Bradley Strong	12	12	-	-
Mr Harold Peacock	12	10	12	11
Dr Dennis Young AM	12	11	12	12
Rev Graeme McKay	12	10	-	-
Mr Ken Walker	11	11	12	11
Ms Jody Wright (appointed 01.04.2018)	3	3	3	3
Dr Kevin Lambkin (appointed 02.05.2018)	3	1	-	-
Dr Rama Spencer (appointed 20.12.2017)	1	1	-	-

The Executive Committee is made up of the Body Corporate members (Chairman, Treasurer and the Superintendent), the Company Secretary and the Vice Chairman. This Committee meets on an as required basis and continues to provide oversight of the operation of the Foundation and its subsidiaries between Board meetings.

In accordance with the Constitution one third of the Board of Directors retires annually and may be re-elected. The Board has resolved to maintain Board membership at nine members for the 2018-2019 financial year with the power to co-opt up to three new members with special skills and expertise during the year.

**Directors' Interest and Benefits**

No Director received any interest or benefits from the Foundation with the exception of the Superintendent/

Executive Director and the Chief Advocate and Company Secretary.

**State of affairs of the organisation**

The organisation's operational and financial position at 30 June 2018, reflected in this Annual Report, is in the opinion of the Directors an accurate and open reporting of the operations for the previous twelve months.

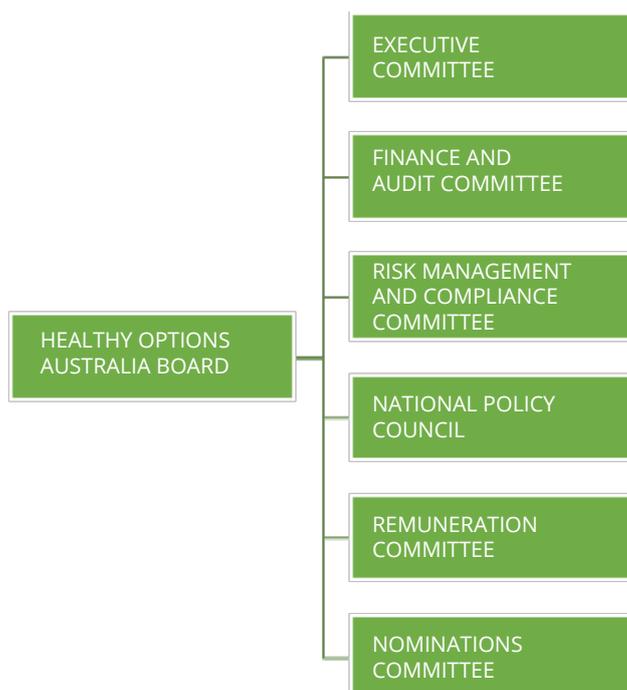
**The Body Corporate**

The Body Corporate is responsible for the overall management of the organisation between meetings and is approved by the Constitution to sign legal and other binding documents for and on behalf of the Foundation and for its economic entities. The Body Corporate consists of the Chairman, Treasurer and Superintendent.

**Board Oversight**

The Board has developed Charters for its own operation as well as for each of the subsidiary Boards and Board committees. These charters set out the Board oversight responsibilities that includes the working relationship with the Executive Director, strategic direction, operational and executive policy, risk management and monitoring and accountability including performance management of both the Board and senior management.

In 2017-18 the Board met receiving detailed financial and other reports from the various Board Committees and additional information and input from management when necessary.



## The Chair's Role

In addition to performing the duties of a Director, the role of the Chair includes:

- chair meetings of the Board of Directors
- chair General Meetings of Healthy Options Australia
- ensure the timely and efficient conduct of meetings
- provide leadership to the Board of Directors
- act as an official spokesperson and representative of the Board of Directors and Healthy Options as required
- maintain close contact with the Executive Director on strategic and operational matters
- hold an ex officio position on all Committees of the Board.

## Directors' role

The role of Board of Directors includes:

- understand and embrace the strategic vision and values
- attend all meetings of the Board of Directors; or seek leave through the Chair
- attend all meetings of Committees to which appointed
- act to fulfill the key roles of the Board
- undertake Board agreed activities and tasks to further the group's objectives
- observe the Director Code of Conduct and Ethics
- maintain communication with stakeholders, the Chairman and Executive Director.

## How Directors are selected

The Board has a diverse range of qualities and experience amongst its members. The Board has a nominations committee that provides names of potential directors to the Board for their consideration. The Board has developed a position paper on the key skills and experience required by Directors including the following specific qualities:

- a will to pursue the objects of Healthy Options
- the capacity to work effectively on a Board
- to observe the Director Code of Conduct and Ethics.

## Directors skills and experience

The Directors provide their skills and experience required to adequately direct the diverse range of business and operational programs currently within our operations. These include experience and or knowledge in one or more of the following:

- governance
- charitable operations
- health care service delivery
- human relations
- retail management
- business ventures
- government relations
- legal
- financial management and accounting
- external board experience.

## How Directors are appointed

Directors are appointed either by election at a General Meeting of Members, or by resolution of the Board to fill a casual vacancy. The Board may also appoint suitably qualified persons to fill a short term Director appointment for a specific need. All Directors agree to the Director expectations statement when appointed.

### Management's responsibility

The Board delegates responsibility for the day-to-day operations and administration to the Executive Director and the Executive management team.

The Executive management team comprises the Executive Director, the Corporate Services Manager, the Executive Officer, the Finance Manager, the IT Manager and the Communications and Relationships Manager.

The Executive Director provides the leadership of the Executive management team and the organisation. The Executive Director is also responsible for achieving the results set out in the strategic plan and is authorised by the Board to put in place policies and practices, take decisions and actions, and initiate activities to achieve those results.

### Risk management

The Board and the Executive Director provide oversight of the risk and compliance within the group. The Board is supported by a Board Committee that meets regularly to review the risk management processes within the organisation and report directly to the Board.

The Executive Director is responsible for the monitoring of risk in the organisation and reporting on a regular basis to the Board of any new risks, or changes in existing risks, as well as taking appropriate steps to reduce and mitigate the risks.

### Committees

The Board has established a number of standing Board Committees to assist in the governance of organisation and reserves the right to appoint other committees that may be required from time to time.

### External Audit

In 2017-2018 the external audit was conducted by Priestley's Chartered Accountants an independent external auditor.

### Independent advice

The Board and Board committees have access to advice on legal, investment and taxation matters. Mr Paul Paxton-Hall and Mr Bernie McGowan provide the legal advice to the group.

### Director Code of Conduct

The Directors voluntarily and individually adopt the Board Code of Conduct. This is specific to their activities when meeting as a Board and acting as a director; and is in addition to their observance of the Code of Conduct and the Values adopted in the Strategic Plan. The Board and its members are made aware of the code of conduct and the conflicts of interest policy during their induction to the organisation.

### Director Code of Ethics

The Directors voluntarily and individually adopt the Board Code of Ethics.

### Indemnification and insurance of officers

An Officers' Deed of Indemnity, Access and Insurance is in place for Directors and officers of the Group.

### Proceedings on behalf of the Foundation

There are currently no claims outstanding.



# Governance framework

The overall governance framework for Healthy Options Australia incorporates both Corporate Governance and Clinical Governance for our clinical services.

## Corporate Governance

Healthy Options Australia has a well-defined corporate governance system that provides the broad framework through which the organisation operates, is regulated and controlled.

This framework is a critical factor in the overall success of the group. The corporate governance framework focuses on the need for continuous improvement practices across the group.

- The Corporate Governance framework contains some of the following elements:
- Board practices
- Charters for the Board and Board Committee
- Defines ethical practice
- Clearly sets our specific codes of conduct for its officers, stakeholders, consumers, constitution and government regulation
- Clarification of conflict of interests
- The financial and operational reporting guidelines
- Provides guidelines for building confidence and maintaining positive relationships with our clients, consumers, stakeholders and staff.

## Clinical Governance

The Board considers this framework as the essential key to the organisation's ongoing success. Healthy Options Australia has developed a well-defined Clinical Governance system that ensures and safeguards our high standards of care and support. The organisation's Clinical Governance Policy sets out the quality and safety agenda for the development and delivery of our services and programs. It is structured to support emerging national and state trends in safety and quality and provides the overarching framework through which the organisation implements and actions services that strive for clinical excellence.

Healthy Options Australia recognises that effective Clinical Governance can only occur when the whole organisation, including the Board, Executive, Managers and staff, share responsibility and accountability for the care of clients and for the continuous improvement of the quality of our services and programs. The resulting framework is inclusive and represents recognised best practice principles that:

- are underpinned by the Christian principles of the organisation
- focus on the individual and their families as the centre of decision making in their care
- includes communication loops between the strategic direction and the quality systems in which we operate
- allocates appropriate resources and delineates roles and responsibilities clearly, explicitly builds an honest and transparent relationship with all stakeholders, and promotes open disclosure and communications as a foundation for continuous improvement

- holds continuous improvement structures, systems and processes as a centrepiece of all activities
- promotes systems that demonstrate rigour in identifying, monitoring and responding to incidents
- understands that performance management, monitoring and reporting is necessary in its ability to inform development processes and that collectively this is the key to our excellence in service provision.

Healthy Options Australia is committed to continuously improving the quality of our programs and services and this is reflected as a focus of the framework. Some of the key elements include:

- professional development
- clinical auditing and review of practice
- clinical effectiveness based upon evidence informed practice
- clinical risk management
- action research and action learning processes
- consumer, carer and family input

The Board strongly supports the Clinical Governance framework, principles and activities and understands that collectively they provide and represent the essential keys to the organisation's ongoing success.



# Meet our Management Team



## **Jody Wright, Superintendent and Executive Director**

AMusA, BPsySc

Jody is the Executive Director for the Healthy Options Australia group of subsidiaries, including Drug ARM Australasia, Mental Health Association Queensland and the Australian College of Community Services. Jody has worked for the organisation for 10 years but brings 20 years experience in frontline, development and management roles. Jody holds a Bachelor of Psychological Science degree and is passionate about the work of the sector. She is currently a Director on the Queensland Network of Alcohol and Drug Agencies, an active member of the Qld Alliance for Mental Health and a member of the Queensland Coalition for Action on Alcohol.



## **Dr Dennis Young, Chief Advocate and Company Secretary**

B.Bus, MBA, Grad Dip FET, DHSM, FAIM, AFCHSE, MAICD

Dennis brings a unique mix of skills and experience to his leadership and management roles within the organisation. In addition to his Professional Doctorate of Health Services Management, Dennis has a lengthy history of working with a range of young people experiencing isolation and separation within our community. In his early career, Dennis spent a number of years in the Juvenile Aid Bureau (cautioning and counselling young people) and the Missing Persons Bureau as the Officer in Charge. During his time with the Queensland Police Citizens and Youth Welfare (QPCYWA) organisations he managed some of the largest PCYC Clubs in Queensland that provided a range of activities for all young people, especially the ones experiencing difficulties with the criminal justice system. Dennis has had a range of managerial roles with the QPCYWA including Branch Manager, Region Director and Assistant State Secretary.

During his time with the police, Dennis served as the Training Officer for the Fortitude Valley Police District as well as the Training Co-ordinator for the Queensland Police Computer Service. In conjunction with the Department of Communities, Dennis developed and ran a pilot 'Youth Employment Program' combining camping and wilderness activities with weekly information, support and discussion sessions. This pilot was subsequently taken up by the Department.

Dennis was a member of the first Suspected Child Abuse and Neglect Teams (SCAN), where representatives of police, family services, health and others came together to improve the services for young people in care. Dennis retired from the Queensland Police Service as a First Class Sergeant prior to taking up his position with Healthy Options Australia.

In addition to his management experience, Dennis has a long history in delivering education and professional development training. He holds qualifications in education, was a part time Management and Marketing Lecturer in TAFE and has delivered many education and training sessions during his time with our organisation. Dennis has also delivered presentations at numerous National and International Conferences.



### **Mr Peter Henderson, Chief Financial Officer**

BBus, Grad Dip Mgt, Grad Dip App Fin & Inv, FFIN, FCPA, MAICD

Peter has been involved with the Foundation for over 35 years, having served various positions including Chairman and Treasurer on the Drug Awareness and Relief Foundation (Australia) Board. He is also on the Board of IOR Queensland District. Mr Henderson is a current director of the Australian Rechabite Foundation. . Mr Henderson is currently the Chairman of Acacia Ridge Financial Services Ltd and has over 50 years' experience working with non-government organisations.



### **Miss Margaret Moretto, Corporate Services Manager**

BBus, ACA

Margaret is passionate about the services that the organisation provides and initially commenced with Drug ARM Australasia as a volunteer in Brisbane Street Outreach Service (SOS), Mobile Outreach and Health Support by Integrated Teams (MOSH PIT) and the Community and Family Support Service (CAFSS). Margaret later went on to working in the administration/finance area of the organisation and is now the Corporate Services Manager. Margaret has many years business experience working in various industries in the private sector, and at a Chartered Accounting firm.



### **Mr Adam Carson, Information and Technology Manager**

Adam has many years' experience working in the not-for-profit sector as an Information Technology Specialist and currently works as the Information Technology Manager for Healthy Options Australia. In his role he is in charge of information technology strategy and the initiatives required to support the organisation's unique objectives and goals.

Before joining the HOA group Adam previously worked as the information technology manager at the Queensland Network of Alcohol and Other Drug Agencies (QNADA)



### **Ms Katja Nexo, Support Services and Quality Manager**

MBA

Katja has many years international experience in business management across corporate and not-for-profit industries and works currently as a Support Services & Quality Manager for Healthy Options Australia. In her role she strengthens all aspects of the organisation through mitigation of risk and continuous improvement of corporate and clinical governance practises.

Katja has previously worked as an Executive Officer for an Aboriginal organisation where she ensured efficient and effective operations of the Neighbourhood Centre and Family & Domestic Violence Service.

Katja holds a Master in Business Administration degree (MBA) and is currently on a Board of Directors for Australian Finnish Rest Home Association (AFRHA).



### **Miss Alexandra Davis, Communications and Relationships Manager**

Alex has many years' experience in roles across business administration and politics, and in 2013 she joined Healthy Options Australia as the Executive Assistant. Alex now serves as the Communications and Relationships Manager, with a focus on building brand loyalty, improving relationships with key stakeholders and developing sustainable funding streams.

Alex is currently studying a Bachelor of Media and Communications/ Bachelor of Business (Marketing).



### **Mr Richard Norman, Service Development Manager**

Richard has been involved in the Alcohol and Other Drug and Mental Health sectors for over 27 years. He holds qualifications in addictions, community sector management, community services (Mental Health and Alcohol and Other Drugs) clinical supervision, and Training and Assessment (TAE).

Richard has a broad base of experience working in AOD sector as a counsellor, a dual diagnosis worker (Hospital Mental Health unit), as well as methadone clinic management and a variety of other community based programs, including youth programs and emergency housing.

Richard is also a qualifier trainer with experience delivering trainings across sectors to government, non-government, corporate and not for profit sectors. He also presents to high schools, enforcement agencies, and the mining industry on range of issues including, alcohol and other drugs, addictions, mental health issues, suicide intervention skills, de-escalation techniques, trauma, dual diagnosis, professional boundaries and dealing with challenging behaviours. Richard practice framework merges holistic Bio-psychosocial (BPS) and Recovery orientated approaches with harm minimisation and evidenced based treatment practices.

Richard's current position is with HOA as the Service Development Manager, which involves service development and improvements for a wide range of program including, library, street outreach, mental health and alcohol and other drug programs, training programs and indigenous initiatives, in Queensland, New South Wales and South Australia.



### **Mr Greg Hehir, Operations Manager**

Greg has been involved in the sector both government and non-government for over 30 years and has focused on Alcohol and Other Drug and Mental Health roles in that time. He holds qualifications in community sector management, community Development, Mental Health, Alcohol and Other Drugs as well as Training and Assessment (TAE).

Greg has held many roles throughout his career working as a youth counsellor, suicide intervention counsellor, delivering community based programs, including youth development and Indigenous programs, and project management along with national staff management.

Greg is also a qualified trainer and has delivered both accredited and non-accredited training to government, non-government, corporate and not for profit sectors. Greg has also presented within the education system, enforcement agencies, alcohol and other drugs sector, mental health services.

Greg's current position within the Healthy Options Group as the Services Operations Manager involves the monitoring of all operations involving programs and staffing at a national level.



# Our principles

## The Dignity of People

There is a clear recognition in Scripture that each person is of unique value and created in the image of God. Healthy Options Australia staff and volunteers have a particular responsibility to respect all people and enable them to fulfil their calling as creatures of God. Healthy Options Australia staff and volunteers are called to serve, with compassion for all people who seek care and support, recognising their value and dignity.

## Justice and Integrity in Service

Healthy Options Australia aims to bring about a positive change for the individual and society. The staff and volunteers are called to act with integrity, love and respect towards all people who will be treated with care and consideration without regard to their social, ethnic, racial, cultural or religious backgrounds.

## Service in Humility and Love

Healthy Options Australia staff and volunteers are empowered by God's love to provide service delivered in genuine humility and marked by love. The abuse of power and privilege has no place in the exercise of a Christ-like ministry. Healthy Options Australia staff and volunteers must be sensitive to their relationships with those with whom they come in contact. In demonstrating the love of God they avoid causing harm and they actively seek to improve the quality of life of others.

## Shared Responsibility

Healthy Options Australia staff and volunteers are called to share in this outreach of Christ. Within this responsibility they must be aware of the need to maintain and promote Biblical standards in the conduct of their work and to adhere to the responsibilities laid down in Healthy Options Australia policies and procedures and other manuals of the organisation. In reliance upon the grace of God, staff and volunteers will work together to provide a high standard of service delivery to those in need in the community.

All programs and services are committed to

### Recovery

- All programs and services to assist and support clients and their carers to become actively involved in improving their quality of life.

### Respect clients and carers

- All programs and services incorporate social justice practices that ensure all clients and carers seeking support from Healthy Options Australia have equal access to programs and services and are treated with respect and dignity;

### Client centred service delivery

- To ensure that the needs of the clients are central to all interventions delivered by the organisation.

## Evidence informed practice

- All programs and services to be based upon sound research and best practice models

### Regular monitoring, reviewing and evaluation

- All programs and services to be reviewed and evaluated annually.

### Outcome based practice

- All programs and services to contribute to better outcomes for clients, carers, volunteers and staff.

### Continual improvements

- To be committed to continual improvements through the development of a learning culture committed to best management practices.

### Managing risk

- To identify and manage risks for the benefit of clients, carers, volunteers, visitors, staff and the community.

### Networking

- To develop and maintain partnerships that enhance the quality of the intervention outcomes for the consumer with other non-government and government agencies

### Skilled staff

- To acquire and maintain professional, skilled and motivated staff to work together in co-ordinated multidisciplinary teams.

## As at 30 June 2018

### Members

- Church of the Nazarene
- Independent Order of Rechabites Qld District No. 87
- Presbyterian Church of Queensland
- Queensland Baptists
- Religious Society of Friends
- The Salvation Army Queensland Division
- Seventh-Day Adventist Church South Queensland Conference
- Uniting Church in Australia Queensland Synod
- Wesleyan Methodist Church South Queensland District

### Associate Members

- Australian Christian Endeavour
- Raceview Congregational Fellowship

### Board Executive Members

- Mr Harold Peacock, Chairman
- Mr Bradley Strong, Vice Chairman
- Mr Ken Walker, Hon Treasurer
- Dr Dennis Young AM, Company Secretary
- Jody Wright, Executive Director and Superintendent

### National Policy Mental Health, Alcohol and Other Drug Council

- Professor Jake Najman, Chairman
- Dr Joseph Debattista, Deputy-Chairman

### Finance and Audit Committee

- Mr Ken Walker, Chairman

### Risk Management and Compliance Committee

- Mr Keith Crellin, Chairman

### Solicitors

- Mr Paul Paxton-Hall  
Paxton-Hall Lawyers
- Mr Bernie McGowan,  
Cranston McEachern Lawyers

### Auditors

- Priestleys Chartered Accountants

### Bankers

- Westpac Banking

### Insurance Brokers

- AIB General Insurance Brokers

### Property Managers

- McGees Property Management
- LJ Hooker Toowoomba

### Investment Consultants

- Wilson Asset Management (Share Portfolio)
- Ascent Wealth Management (Property Trust Portfolio)

### ISO 9001 Accreditation

- Certificate Number: QEC26961

### RTO Accreditation

- RTO Number: 31138

### Patrons

- Church of the Nazarene - Missional Superintendent
- Independent Order of Rechabites Qld District No. 87 - Chief District Ruler
- Presbyterian Church of Queensland - Moderator
- Queensland Baptists - Superintendent
- Religious Society of Friends - Clerk
- The Salvation Army Queensland Division - Divisional Commander
- Seventh-Day Adventist Church South Queensland Conference - President
- Uniting Church in Australia Queensland Synod - Moderator
- Wesleyan Methodist Church South Queensland District - Superintendent
- Australian Christian Endeavour - Secretary
- Raceview Congregational Fellowship, Pastor

### Patron

- Mr Elwyn Denman

### Honorary Life Members

- Mrs Marlene Behan
- Mr Alex Bourgeaud
- Mr Len Brooks
- Mrs Ailsa Scurr
- Dr Ken Smith

# Healthy Options Australia

Healthy Options provides a range of programs and services in prevention, health promotion, library and information services, outreach, support and clinical. Healthy Options provides the range of programs through three specific divisions; Drug ARM Australasia, the Mental Health Association of Queensland and the Australian College of Community Services.

Healthy Options has been delivering programs and services in the alcohol and other drug sector in Queensland since the early 1900's and can trace its history back to 1864. Drug ARM Australasia was established as the service arm of the Foundation in the 1980's and has been providing alcohol and other drug education, prevention, support and clinical programs and services in New South Wales since 1990 and in South Australia since 1997.

The Mental Health Association of Queensland Ltd., has a proud history of 55 years' service in Queensland commencing in 1961 in response to the conditions which existed at the Wolston Park Psychiatric Hospital, Wacol. The founders of the Association constituted people who were residents at Wolston Park, family and friends of residents and other concerned community members. Initially the Association was called The Mental Health Federation of Queensland.

The Australian College of Community Services Ltd., originally was a division of the Mental Health and was known as Leap Into Life Training College (LILT College).

In 2010 LILT College changed its name to the Australian College of Community Services and 2011 saw the College complete its first full year of operations. ACCS is also registered as a deductible gift recipient. This organisation has been operating since 2002.

Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia

ABN: 56 385 096 184

Email: [info@hoa.org.au](mailto:info@hoa.org.au)

Web: [www.hoa.org.au](http://www.hoa.org.au)



Australian College of Community Services

ABN: 83 135 803 539

Email: [info@hoa.accs.edu.au](mailto:info@hoa.accs.edu.au)

Web: [www.hoa.accs.edu.au](http://www.hoa.accs.edu.au)



Drug ARM Australasia

ABN: 64 102 943 304

Email: [info@hoa.drugarm.com.au](mailto:info@hoa.drugarm.com.au)

Web: [www.hoa.drugarm.com.au](http://www.hoa.drugarm.com.au)



Mental Health Association Qld

ABN: 62 140 293 269

Email: [info@hoa.mentalhealth.org.au](mailto:info@hoa.mentalhealth.org.au)

Web: [www.hoa.mentalhealth.org.au](http://www.hoa.mentalhealth.org.au)



God, grant me the  
serenity to accept the  
things I cannot change,  
the courage to change  
the things I can, and the  
wisdom to know the  
difference.



**HOA**

HEALTHY OPTIONS AUSTRALIA  
Helping people build a better life