

RUAH

COMMUNITY SERVICES
Open Hearts. Bold Strides.

ANNUAL REPORT 2018-19





Ruah acknowledges the Aboriginal Peoples and Communities as the Traditional Custodians of the land on which we work. We recognise and value Aboriginal people as the oldest continuing culture in the world and we pay our respects to Elders past, present and emerging.

As an organisation committed to cultivating inclusive environments for our people, our clients and our stakeholders, Ruah celebrates, values and includes people of all backgrounds, genders, sexualities, cultures and abilities. We believe diversity and inclusion makes our organisation better, stronger and more effective.

Everyone is welcome. Everyone belongs.



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Who We Are

Ruah Community Services is a Western Australian-based community organisation that has been operating for 60 years to support and empower vulnerable and disadvantaged people so they can create meaningful change in their lives.

We do this by providing holistic psychosocial support in the community for people experiencing family and domestic violence and housing and homelessness issues, and people in need or wanting mental health support.

Our Drivers

Our Vision

Flourishing communities through the active participation, connection and wellbeing of people.

Our Mission

Empowering vulnerable and disadvantaged people to create meaningful change in their lives through the provision of quality support services.

Our Values

- Respect
- Grassroots
- Partnerships
- Integrity
- Creativity

Our Locations

Our team operates from seven offices in metropolitan Perth, from Stirling to Mandurah, and two regional locations in Geraldton and Albany. Although, much of our work is delivered in the field, working directly with clients in their homes and on the streets.





How We Work

Everything we do; who we are; and the way that we work, is underpinned by the Ruah Manifesto.

The Manifesto encompasses both the foundation of our organisation and where we hope to go in the future. It is our mandate and how we measure our success.



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Ruah Manifesto

We are all better off, as a community, as a society, if we are all connected. We need the disconnected and the vulnerable as they need us. They are us. We, but for advantages of birth or circumstance, are them – human hearts, in need of human connection and meaning in their lives. There is more that unites us than divides us, yet the most disadvantaged are stigmatised, without a voice for change.

Change does not come easily. We take our legacy and inspiration from the bold, courageous individuals from as far back as the 17th century doing what nobody else dared. Not because it was asked of them but because it was right and it was needed. Today Ruah will not meander in our pursuit of measurably transforming lives. We go boldly toward not just helping people experiencing homelessness, but ending homelessness. Ending domestic violence. Changing the lives and creating opportunities for those experiencing mental health issues. We choose to work with the most vulnerable, the most challenged – because it's difficult, because this makes a difference.

What we fulfil in our clients, we nourish in ourselves. By wrapping around our clients, we navigate the system or change it, based on what they need, on their terms. We keep moving, we overcome the complex, change the rules, challenge the systems. Ruah delivers not just what clients expect but what clients deserve. And they deserve what you deserve.

Open your heart. Embolden your stride. Ruah



Message from the Chair and CEO

Changing policy direction, funding uncertainty and increasing inequality within our communities continued to be key challenges for Ruah this year, as we faced new funding cycles and identified fresh partnership opportunities to maintain and grow our services to support the most vulnerable people in our community.

Striking an appropriate balance between our ethos and client commitments, with the need to manage increasing costs and decreasing revenue, involved fresh business review and re-orientation. During the year, difficult operational decisions had to be made and new process improvements and efficiency initiatives implemented across our corporate services to ensure we could meet our client and contracting commitments.

The operating environment also necessitated Ruah Executive and the Board to consider our Manifesto and ideologies against external environmental demands. With the expertise of the existing leadership, plus several new faces in both the Executive and Board, we commenced a new strategic plan that will be implemented in the first half of the new financial year.

An analysis of our current economic position and strategic successes, undertaken as part of our planning process, revealed Ruah's greatest strength and successes have been driven by our strong sense of truth and purpose. Our proudest achievements have not necessarily been those attached to the largest budgets; they were not driven by dollars but rather by our passion and commitment to transforming lives and building human connections.

“ By improving lives, we strongly believe we deliver the very best social and economic results, which benefits the entire Western Australian community. ”

This is evident in several new programs implemented in 2018-19, including the Wongee Mia program, aimed at addressing intergenerational homelessness among Aboriginal people; the EPYCentre program for young people experiencing psychosis; and the Voices for Change advocacy initiative for women who have experienced family and domestic violence. All of these programs offer holistic support and/or advocacy and all have delivered exceptional outcomes.

Despite this, there continues to be a systematic undervaluing of the role of community social support. Within the community services sector, operating models are being stretched to drive costs lower and align service results with economic outputs. Ruah has found this year, and over many years, that enhanced social and wellbeing outcomes also make good business and economic sense, which are more sustainable and successful in the long term. We therefore remain committed to, and advocate for, staying true to our values and our Manifesto, as an organisation and through the holistic service-based approach we take. We believe that is what will address the complex issues of homelessness, family and domestic violence and mental health over the long term.

Ruah also remains committed to delivering the highest quality support services. To that end, we were proud to be one of the first two community service organisations in Western Australia to achieve accreditation against both the National Standards for Mental Health Services (NSMHS) and the National Safety and Quality Health Service (NSQHS) Standards this year.

We were also proud to provide a voice on important community issues that affect our clients, including leading an alliance of 17 organisations and peak bodies in the Roundtable to End Domestic Violence in March 2019. The roundtable was a pivotal event which called on governments to commit to ending domestic violence ahead of the 2019 Federal Election.

Internally, we progressed issues we considered important and which aligned with our organisational values and direction. As we fundamentally believe we are all better off as a community if we are connected – and those connections can only come from a place free from judgement and discrimination – we worked hard this year to build a workplace where difference is embraced and encouraged.

Ruah commenced a new accreditation journey to achieve Rainbow Tick status, which will formally acknowledge our commitment to safe and inclusive practice and service delivery for LGBTI+ people. We also continued our reconciliation journey by progressing our Reconciliation Action Plan into its second year, under the continued support and guidance of the Ruah Elders Aunty Louise Hansen and Uncle Percy Hansen.

To ensure all of our work and achievements were delivered in the context of excellence and fiscal responsibility, the Board continued to monitor the quality of care Ruah provided throughout year. As Ruah pursued innovation and challenged rules and systems to achieve change, the Board also ensured the level of risk taken was appropriate and responded to funding requirements so Ruah remained well positioned to continue to service clients, funders, partners and the community services sector in the year ahead.

To that end, we both take this opportunity to thank and acknowledge those people who trusted us with their care this year – our clients. We are continuously moved and inspired by the strength and resolve of the people we support, reminding us why we come to work each day. We also acknowledge those who fund and support our services – from philanthropic partners to government; from our largest grant providers to our individual donors. You provide us with both the finances and encouragement that the work we do is valuable to the community, as do our valued partners. And, to the Ruah staff who deliver our support services every day – thank you for your continued enthusiasm throughout a year of change, challenges and celebration.

We also take this opportunity to acknowledge all of the Board Members for the leadership you have provided this year, especially as we commemorate our 60th year of service.

“ We were very proud to celebrate our 60th anniversary in 2019 and continue the pioneering and courageous work that our founders commenced 60 years ago. The Daughters of Charity chose to work with the most vulnerable people because it made a real difference and that is the same driver that motivated us in 2018-19. ”

Our 60th anniversary has certainly prompted Ruah to look again at why we still exist six decades since our work began, and why the challenges our founders set out to address have not been solved. We believe that is because they are, first and foremost, complex issues and because our community has continued to grow and evolve. That said, Ruah is focused on evolving to achieve our ultimate aims of ending family and domestic violence and homelessness and ensuring people in need or wanting mental health support receive it. Our work in the coming year, and beyond, will focus on continuing to change systems that aren't working for our community, with the same determination and courageous spirit of our founders 60 years ago.

The year ahead will tell us how, if and when we can change the system for the benefit of the Western Australian community.



LOUISE ARDAGH
Non-Executive Chair

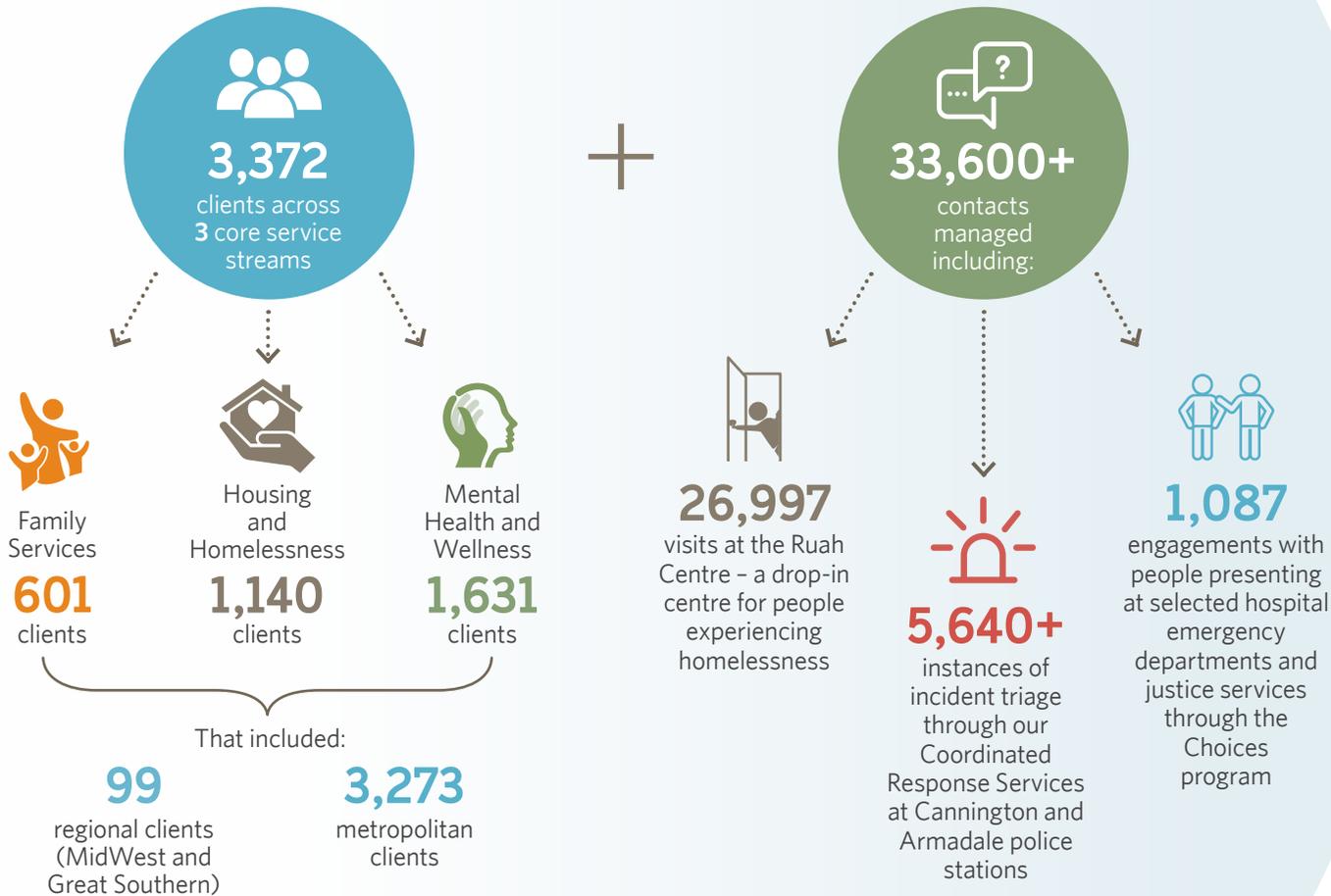


DEBRA ZANELLA
Chief Executive Officer



Highlight Achievements

In 2018-19, Ruah supported:



We also connected clients with partners and community through:



Throughout the year, Ruah also advocated by providing a voice for change; we made bold and courageous changes; and made a difference by taking bold strides to end homelessness and family and domestic violence and supporting those people needing, or wanting, mental health support.

60th anniversary celebrations commenced at the Ruah Centre – the location where our work began in 1959.



NSMHS and NSQHS accreditation was achieved, making Ruah one of just two community service organisations in WA to gain accreditation against two sets of national quality standards.

The Roundtable to End Domestic Violence called on governments to commit to ending FDV ahead of the Federal Election in May.



Early Psychosis Youth Centre (EPYCentre) completed its first year of operation.



200th client was housed under the 50 Lives 50 Homes initiative.

Wongee Mia secured funding to transform the way we work with and support Aboriginal people and their families.





Ruah executive members, Emma Jarvis and Felicite Black, progressed to become CEOs of Palmerston and Women's Health & Family Services respectively.

Voices for Change advocacy program empowered women who experienced family and domestic violence to share their experiences.

Functional Recovery Symposium brought experts together to explore new model of mental health service delivery.

Harmony Place women's refuge was upgraded.



Rainbow Tick Accreditation process began to ensure Ruah is a LGBTI+ inclusive organisation.



Major sector events were attended to highlight issues and contribute to a collaborative response to societal issues.



IT and HR systems were streamlined to create efficiency and sustainability and enhance our services for clients.



New leaders were appointed, including Chair of the Board Louise Ardagh and Executive Manager Operations Mark Slattery.



Organisational Team

Board (as at 30 June 2019)



LOUISE ARDAGH

BA; Grad Dip Bus, GAICD

Non-Executive Chair

Louise has extensive business experience in strategy and marketing and has spent her executive career delivering change and business transformation through enhancing the customer experience. Louise has worked as a CEO internationally and in executive roles in start-up businesses and large companies across banking, insurance, telecommunications and the automotive industry. Louise is a graduate of AICD and has been on the Ruah Board since 2015.



MONICA JURICEV

BBus, MBA

Non-Executive Deputy Chair

An experienced management consultant, with a career portfolio that spans higher education, public sector, mining and private enterprise, Monica has an extensive background supporting organisations through significant change. She has served for nine years on non-government/not-for-profit boards, primarily in the aged and community care sector.



DANIELLE LEE

BEC and LLB (Hons)

Non-Executive Director

Appointed November 2018

A corporate lawyer with more than 24 years' experience shared between private law firms and the Australian Securities Exchange (ASX), Danielle has served as a non-executive director of ASX listed companies since 2015. She provides legal consulting services to law firms and companies in the areas of corporate, governance, equity capital markets and legal risk management. She has advised a range of Australian companies and Aboriginal corporations on corporate transactions including capital raisings, ASX listings, business and share acquisitions, shareholder agreements and joint venture arrangements and governance policies. Danielle has an interest in corporate governance and legal risk management.



Board (as at 30 June 2019) cont'd



MEGAN O'ROURKE

BEd, LLB (Hons), LLM

Non-Executive Director

Megan is a commercial lawyer with more than 20 years' experience. She has worked in Sydney, Melbourne, Hong Kong and Perth advising clients on complex transactions and financial system regulations. She has a particular interest in social impact financing. She joined the Ruah board in early 2017.



RICK HOPKINS

BCom, PGradDipBus, GDipAppFinInv

Non-Executive Director

Rick is a chartered accountant with more than 30 years' experience advising on corporate, taxation and accounting matters. Rick has experience as chairman and office holder in a number of ASX listed companies and has been a lead advisor on a number of transactions. Rick has extensive experience in multi-jurisdictional capital raisings, Australian mergers and acquisitions, financial services, alternate energy, mining, agricultural and property.



TONY CURRY

EdD; MEd; BEd

Non-Executive Director

Appointed November 2018

Tony is a qualified teacher who has worked in both primary and secondary settings in a number of regional and metropolitan schools. He also has significant experience as a Principal, the most recent of these being a ten-year tenure at Mercy College (Koondoola), a large K-12 of more than 1,600 students. Tony currently holds the position of Director Leadership & Employee Services at Catholic Education Western Australia.



VICTORIA (VICKY) BURROWS

Dip Yth Work, BA, M.A.T.S

Non-Executive Director

Appointed November 2018

Vicky is currently the Director of Aboriginal Catholic Ministry for the Archdiocese of Perth and a Sessional Lecturer in Social Justice at the University of Notre Dame Australia, Fremantle. She has a Bachelor of Arts in Politics and International Relations, a Masters in Theology and is currently engaged in Masters of Philosophy exploring politics, laity, Catholic teaching and gender. She has previously worked in the areas of youth development, leadership, faith formation, outreach, education and Aboriginal affairs at a local and national level.

Executive (as at 30 June 2019)

DEBRA ZANELLA
Chief Executive Officer

With 20 years' experience in the community sector, Debra is a strong advocate for vulnerable and disadvantaged people. She has worked in senior roles in specialised drug and alcohol services, Catholic hospital executive management and other related health and community services. A Director of the West Australian Association for Mental Health since March 2016, Debra is a Board Member of the East Metropolitan Health Service and Chair of the Audit and Risk Committee and President of the Western Australian Council of Social Services (WACOSS). Debra previously served as a Director of the Western Australian Network of Alcohol and other Drug Agencies (WANADA).



GRAHAM DONNELLY
Chief Financial Officer

Graham is a chartered accountant with more than 20 years' experience in both the commercial and not-for-profit sectors in Ireland and Australia. He has worked across a wide and diverse range of industries from sales and marketing, rail networks, construction, tourism and disability services. Graham holds a BA in Accounting and Finance and holds Fellowship membership with the Association of Chartered Certified Accountants (ACCA).



SAM KNIGHT
Executive Manager, Housing
and Homelessness Strategy

With a background in strategic program management, Sam has worked on numerous programs that have a strong overlap between the public, private and not-for-profit sectors. He joined Ruah in 2016 while looking at the community health sector for research into the social determinants of health. Sam is a member of the WA Alliance to End Homelessness Facilitating Group and contributes to the Alliance's 10 Year Strategy to End Homelessness.



Executive (as at 30 June 2019) cont'd



BEN HAWTHORN
Executive Manager, Research,
Design and Innovation

Ben has had a diverse career having worked internationally and locally across various industry sectors, from education and health to engineering and sustainability on large-scale infrastructure projects. He also has a strong interest in social enterprise and digital ventures, having co-founded an online disability marketplace and advised a number of startups both locally and internationally as a Partner at Health Disrupt. Ben holds a B.Sc (double major), Post Graduate DipEd and other postgraduate business qualifications. He has completed the General Management Program at Mt Eliza Executive Education, Melbourne Business School and is accredited in RABQSA-QM Auditing Quality Management Systems. Ben is currently a Board Director of Shelter WA and WA Blue Sky.



MARK SLATTERY
Executive Manager, Operations
Commenced January 2019

Mark has worked in health and not-for-profit sectors in Australia and the United Kingdom for more than three decades, amassing a wealth of knowledge in the social services and health sectors, especially focused in quality and client focused outcomes. He has held senior positions in health policy and operations, including as interim CEO at 360 Health.



SHAYLA STRAPPS
Executive Manager, Legal Governance
and Compliance

A solicitor and manager with diverse work experience across community legal centres, not-for-profits, government and private practice, Shayla was awarded the 'Lawyer of the Year' award by the WA Law Society in 2012. Her experience extends to business operations, project management, business development, strategy and finance. She is committed to the development of community organisations and has volunteered on numerous not-for-profit boards and committees.

Team

Ruah has a committed team of 260 people with skills and experience in the areas of social work, peer support and corporate services.

As at 30 June 2019, our workforce was made up of the following full-time equivalent (FTE) staff:

- 130 permanent;
- 56 fixed term;
- 26 casual; and
- 33 volunteers.

Of those staff, eight individuals identified as Aboriginal or Torres Strait Islander as at 30 June 2019.

Our team is supported and guided by the Ruah Workforce and People Development Policy, which incorporates core human resources practices and procedures, including:

- recruitment and on-boarding procedure;
- workplace culture;
- learning, training and development;
- conditions of employment;
- managing performance;
- staff wellbeing; and
- exiting.





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Operational Results

As the Ruah Manifesto guides who we are and the way that we work, it also underpins our strategic direction and our results.

The following report on operations is therefore structured according to the key statements and result areas conveyed in the Ruah Manifesto (as outlined on page 5).

Key Result Areas

Supporting

Ruah works with the most disadvantaged and vulnerable people because it's difficult and because this makes a difference.

Connecting

We build connections as we are all better off, as a community, as a society, if we are all connected.

Advocating

Ruah provides a voice for change.

Changing

Ruah is bold and courageous – because it is right and it is what is needed.

Making a Difference

We take bold strides to end homelessness and domestic violence and create opportunities for those experiencing mental health issues.

Ruah delivers not just what clients expect but what clients deserve.



SUPPORTING

Ruah works with the most disadvantaged and vulnerable people because it's difficult and because this makes a difference

In 2018-19, Ruah delivered holistic psychosocial support to 3,372 people across our three core service streams:



Family Services*
601
clients



Housing and Homelessness**
1,140
clients



Mental Health and Wellness
1,631
clients

* Another 5,640+ instances of incident triage were delivered through Coordinated Response Services located at Cannington and Armadale police stations. In addition, our Choices team made 1,087 contacts with people presenting at selected hospital emergency departments and justice services.

** An additional 26,997 instances of support were provided at the Ruah Centre, a drop-in centre for people who are experiencing homelessness in Perth.

We reached and supported clients through 22 core programs, within our three core business areas, as outlined following.

Family Services

Our Family Services team provided valuable support for women and children experiencing family and domestic violence (FDV) through our accommodation, case management, safety planning, risk assessment, court support, education and advocacy services.

The team worked with more than 600 women in 2018-19 to manage and resolve the impact and experience of violence and abuse and both escape FDV and stay safely in the family home. The team also delivered more than 5,640 instances of incident triage through Coordinated Response Services at Cannington and Armadale police stations.



In all, we supported women and their children across six core support services and initiatives during the year, including:

- **Harmony Place refuge** - Some 92 women and 55 children accessed our residential crisis accommodation to escape family and domestic violence and to gain support and access to services to meet their needs. This included fortnightly visits from Centrelink and a financial counsellor and weekly visits and access to Homeless Healthcare.

To ensure the accommodation remains fit-for-purpose and suitable for our clients for years to come, all six Harmony Place accommodation units were renovated during the year.

- **Kambarang Place** - Some 127 single Aboriginal women were accommodated at our specialised residential crisis accommodation during 2018-19. To address the needs of women escaping domestic violence, homelessness or experiencing life crises, our team provided professional case management and facilitated access to external services, including weekly visits from Noongar Sports and Wellbeing and Yorgum to provide holistic healing services. Ruah also collaborated with the Palmerston Association to offer inreach alcohol and drug support weekly.

- **Safe at Home** - Ruah provided case management, facilitated security upgrades and offered information and referrals to programs to promote recovery from trauma to 124 women living in Perth's south-east metropolitan region during the year so they could stay safely in their homes.
- **Belmont SafeGuarding Families Service** - In a collaboration with the City of Belmont and Belmont Police, our team provided information, advice, referrals, informal counselling support, risk assessment and court advocacy support for 258 women living in the City of Belmont who were experiencing domestic and family violence. Having provided the service since August 2017, Ruah was pleased to be awarded the tender to extend the service for another two years in May 2019. The first year evaluation of this program, released in August 2018, found our work had improved feelings of safety and wellbeing among clients and led to violence prevention behaviours and positive outcomes.
- **Coordinated Response Service (CRS) Cannington** - A total of 2,668 FDV incident reports, involving 1,693 women with children and another 975 without children, were triaged as part of the CRS response service operated by Ruah



and WA Police in the Cannington area. This service aimed to address cases, and support women, where there was a high risk of continuing violence against women and their children in the home.

- **Coordinated Response Service (CRS) Armadale** - Ruah triaged 2,979 FDV incident reports, involving 1,549 women with children and another 1,430 women without children, through the service operated with the WA Police in the Armadale area this year.



Ruah was also pleased to welcome a \$126,000 grant from Lotterywest in May 2019 to deliver emergency relief items such as emergency medical costs, essential bills and food and clothing to the women who access our refuges, Safe at Home and Belmont Safeguarding Families service.

Housing and Homelessness

Our work to end homelessness in Perth gained momentum in 2018-19 through the growth of the Ruah-led 50 Lives 50 Homes initiative and the introduction of two new projects.

We also extended and deepened our partnerships within the community services sector, including working with other drop-in centre providers to examine new and innovative ways to address the rise in rough sleeping in Perth and homelessness in Western Australia.

Ruah remains committed to our belief that holistic, wraparound support is what is needed to achieve, long-term positive change and break the cycle of homelessness. To that end, we delivered a range of services and programs in 2018-19 for those sleeping rough, experiencing homelessness or at risk of becoming homeless, as outlined following.

- **Ruah Centre** – Some 26,997 clients, or around 560 people per week, were supported during weekday mornings at the Ruah Centre. The centre provided a safe space for those sleeping rough in Perth to rest, refresh and recuperate, as well as access specialist support services including medical support from Homeless Healthcare, legal services from the Mental Health Law Centre and government support from Centrelink. Ruah Housing and Homelessness team case workers also provided case management at the Centre.
- **Mobile outreach** – By bringing together our Street to Home, Intensive Housing and Corrections Housing Support teams into create a single mobile outreach team in mid-2018, Ruah was able to deliver both effective and efficient support to 161 clients exiting the justice system and/or with complex mental health issues in 2018-19 – enabling them to access stable housing and support. This included 76 people through the Intensive Housing Program, 18 people through Housing Support Corrections and another 67 people through the Street to Home program.



- **50 Lives 50 Homes** – Ruah continued to lead the collaborative housing and support initiative, run in collaboration with 28 partner organisations and with funding support from the Sisters of St John of God and WA Primary Health Alliance. Over 2018-19, the service assisted 80 new clients to secure accommodation in 51 homes. Among those people was the 200th client to gain stable housing under 50 Lives 50 Homes since the program began in 2016. Read more on page 26.

- **After Hours Support Service** – Ruah delivered critical support services outside of normal business hours to 74 of the 50 Lives 50 Homes initiative clients as part of our wraparound, holistic support model.
- **Support and Tenant Education Program (STEP)** – Under contract with the Department of Communities' Housing Authority, Ruah provided flexible and tailored support for 654 clients to enable those living in public housing and experiencing difficulties to maintain their tenancy. See details about changes to the STEP contract on page 35.

- **South-East Tenancy** – Our team provided support and a mobile service in Perth’s south-east metropolitan corridor, supporting clients to maintain and sustain long-term tenancies in the private rental space. Additional supports and wraparound services were put in place to assist clients to sustain their tenancies, with a total of 142 clients supported during the year.
- **Wongee Mia** – With a grant from PwC Australia, Ruah continued to develop a new program aimed at transforming the way support is provided to Aboriginal people in need of housing solutions. During the year, the program supported 29 people in an extended family experiencing intergenerational homelessness. Read more page 26.

Mental Health and Wellness Services

Ruah continued to be at the forefront of mental health care evolution in 2018-19 – adapting our services to respond to changing evidence and funding models.

We implemented an organisational-wide wraparound service model by utilising the combined expertise of our people and business areas to reduce the stigma associated with mental health and to maximise the inclusion of clients and their families in the decisions which affect them.

Our Mental Health and Wellness team provided quality, evidence-based personalised support services to 1,631 clients across the Perth metropolitan area, the Midwest and the Great Southern in nine core service areas. We delivered:

- **Choices** – Our team directly supported 333 clients who presented at Royal Perth Hospital and Rockingham Hospital emergency departments, East Perth Police Station and the Drug Court and Perth Magistrates Court in 2018-19 with the aim to reduce their presentations and contacts with health and justice services. We also provided support to increase client contacts with relevant mental health/alcohol and drug treatment services and health and social care services. Another 1,087 contacts were also made by the Choices team to provide general advice and referrals.

“ The best thing about EPYCentre is that they understand my needs and are patient with me if I’m struggling and need to talk. ”

Sam, EPYCentre client



- **EPYCentre** – The Early Psychosis Youth Centre (EPYCentre), a specialist functional recovery service for young people aged 12 to 25, opened the doors of its new office in September 2018. By year end, the service had been fully established and a team of 12 professionals employed to support the 33 young people referred to the service by mental health professionals in the southern suburbs of Perth. EPYCentre also provided support to five families during the year.
- **Individualised Community Living Strategy (ICLS)** – Some 26 people experiencing severe mental illness, such as psychosis or affective disorders, were supported by Ruah this year to live independently in the community. The team worked alongside clients and carers to develop a personalised care plan tailored to each client.
- **Job Possibilities** – Ruah continued to deliver the Job Possibilities program in Perth’s north metropolitan and inner-city regions, supporting 133 clients with mental health and wellbeing concerns to find and retain employment.



“ There is more that unites us than divides us. ”

- **National Disability Insurance Scheme (NDIS) service** – In 2018-19, Ruah supported 61 clients in metropolitan Perth to implement their NDIS plan – building personal capacity, providing core supports and facilitating connections with services to achieve client’s individual goals.
- **Mid West service** – Based in Geraldton, Ruah provided personalised support and respite accommodation to 68 adults living with severe and persistent mental health diagnoses who required support in 2018-19. Read about changes to our Midwest service accommodation in 2018 on page 37.
- **PaRK** – Ruah’s successful partnership with the Peel and Rockingham Kwinana Health Service (PaRK) entered its 21st year in 2019, as we delivered the PaRK Partnership Early Episode Psychosis program (EEP) to 51 adults living in the Rockingham and Mandurah area.
- **Personalised support** – A total of 921 people with severe and persistent mental ill-health living in Perth, referred to Ruah from professional mental health practitioners, received personalised support in 2018-19. This support centred on each clients’ personal recovery goals and was aligned with individual case management plans. The support activities either delivered by Ruah or facilitated through referrals included housing and accommodation services; financial, work and training support; social and recreational support; peer-based support; and assistance and guidance to attend meetings and activities.
- **Ruah Recreation program** – To improve the mental health and wellbeing of clients referred to our service, Ruah supported 138 clients through our recreation program. This included transitioning 23 clients to independent ‘Befriend’ groups after building initial skills and supports through Ruah Recreation. Ten people were also trained as volunteer ‘hosts’ to run activity groups and six of those were hosting ‘Befriend’ groups, to benefit others, at year end.

RUAH IMPACT

Kylie's Journey to Independence

Years of domestic abuse eventually led Kylie* to Ruah's door but, when she arrived, she realised there was another struggle that needed to be conquered before she could fully recover – substance abuse.

For more than 20 years Kylie had been addicted to a pharmacy of drugs, from cigarettes to methamphetamines. Arriving at Kamarang Place to escape domestic violence, Kylie also wanted to escape her drug dependency.

With the help of Kamarang Place's dedicated drug and alcohol case worker, Kylie started on the path to being drug-free, taking the steps to beat her addiction.

Staying at Kamarang Place for 10 weeks, Kylie was supported in her quest to give up her daily methamphetamine use and quit her 20-year marijuana and cigarette habit. With her specialist case worker by her side, Kylie had the tools she needed to identify the relapse risks and develop harm minimisation strategies.

Taking an individual approach to her journey, Kylie was provided with tailored intervention services including screening for alcohol and drug issues, drug education and specialist referrals. One referral was to Palmerston Association, where Kylie worked with an alcohol and other drug counsellor. Meeting daily, they discussed Kylie's progress in getting clean and preparing for a drug-free life.

The team at Kamarang Place also ensured that, when Kylie's stay at the refuge ended, she moved into long-term transitional housing and continued to work with Palmerston.

The road away from drug addiction is not usually an easy one but, with Ruah's help, Kylie is on the path to recovery and a life free from abuse – both domestic violence and substance.

*Name changed to protect identity.



CONNECTING

We are all better off, as a community; as a society, if we are all connected

Ruah facilitated critical connections between clients and services this year by working collaboratively across the sector to link people with the vital services – both internally and externally – that could support their goals, priorities and case management plans.

We also built connections within the community services sector and our core service delivery streams by extending our involvement in existing programs and initiating new activities to enhance our holistic service delivery approach, as highlighted following.

50 Lives 50 Homes

Together with 28 partner organisations, the 50 Lives 50 Homes initiative went from strength to strength this year, supporting the development of the 'Housing First' approach in a Western Australian context and showcasing how stable housing can deliver broader, long-term positive lifestyle outcomes.

To plan the next phase of 50 Lives 50 Homes, a workshop was held with representatives from all Australian cities in February 2019, in partnership with the Western Australian Alliance to End Homelessness. The workshop identified an opportunity to develop a 'live' list of the most vulnerable people sleeping rough in Perth so targeted strategies could be developed to move the total number of people sleeping rough and homeless in Perth towards zero. This will be further progressed by the 50 Lives 50 Homes alliance of partners in 2019-20.

20 Lives 20 Homes

Based on the success of the 50 Lives 50 Homes initiative, Ruah worked with the private sector, under the leadership of Matthew McNeilly from Sirona Capital and service providers St Patrick's Community Support Centre and Foundation Housing, to establish a 20 Lives 20 Homes initiative in Fremantle.



Initial project scoping, planning and development was undertaken, with the aim to fully implement the program, targeting the most vulnerable people sleeping rough in Fremantle, in early 2019-20.

Wongee Mia

A one-year grant from PwC Australia enabled Ruah to extend the Wongee Mia project, which was initiated in 2018 to identify an alternative, transformative way of supporting Aboriginal people experiencing intergenerational homelessness and poverty.

Meaning Strong Home, the Wongee Mia action-learning project involved working in partnership with an individual who had experienced intergenerational homelessness and trauma, as well as their extended family to which they had family obligations or who were also homeless or at risk of losing their tenancy. At the start of the project, 16 of the 29 people since supported were street homeless/sleeping rough.

Throughout the year, Ruah's Housing and Homelessness team worked with the individual and family members in a way that ensured our work and approach was embedded within the client's extended family system – where outcomes for one person would positively affect the rest of the family.

We connected closely with family Elders, seeking their guidance about the family and including them in interviews for staff, and engaging their influence to achieve outcomes. We also followed the family's lead on how to engage, using yarning sessions and collaboration with other services.

As a result, by year end, the primary client had been housed for three times longer than they had managed any previous tenancy, while a cousin and their young son were also permanently housed. Of the 16 extended family members who were street homeless at the start of the project, only six were still sleeping rough at the end of the financial year, as transitional housing and lodging arrangements were facilitated through the program.

Given the success of the Wongee Mia project, Ruah was able to secure two years of funding from the Sisters of St John of God to continue the work.

100 Families

In October 2018, Ruah signed a Memorandum of Understanding to partner with nine other organisations as part of the 100 Families WA collective action research project. The project aims to address the issue of entrenched disadvantage or hardship, as experienced by families living in Western Australia.

Recognising this matter is complex and beyond the scope of any one agency, Ruah supported the research project by facilitating the participation of more than 60 Ruah service users into the project.

A baseline survey was completed with these families in November 2018. It was the first of four surveys that will be conducted over three years. Interviews were held with the 400 families identified by the participating agencies in March 2019.

“ We, but for advantages of birth or circumstance, are all human hearts, in need of human connection and meaning in our lives. ”

An initial report was subsequently completed and launched in May 2019. The project will continue into 2019-20, with the launch of the baseline report due in August 2019, followed by a series of snapshot papers featuring standout themes identified in the baseline survey.

Community Events

Ruah was pleased to participate in a range of events and activities over the year that supported our partners and directly connected our services with disadvantaged and vulnerable people in our community.



In August 2018, Ruah staff participated in the Big Issue Homelessness Soccer Cup, while clients participated in the annual Homelessness Week Soccer Cup to raise awareness of homelessness and rough sleeping.

In October 2018, we reached out to potential clients, service providers and health practitioners as part of Mental Health Week.

Ruah provided information and displays at the:

- Graylands Mental Health Festival;
- Women's Health Expo in Cockburn;
- Wellness Wednesday event in Mandurah; and
- 'Journey So Far' event.

In November 2018, we took our services to the community for the Homelessness Connect event organised by City of Perth and Volunteering WA, opening up the Ruah Centre and organising free haircuts, veterinary services and other support services for those experiencing homelessness.



In 2019, Ruah also ran a series of events and activities to connect with clients and raise awareness of key issues. See the Advocating section for more details.



RUAH IMPACT

Collaboration Opens Doors for Dyson

Dyson* was facing an uncertain future, with limited independent living options, when his case worker reached out to Ruah in January 2019.

A long history of homelessness, substance abuse and mental health issues, including paranoid schizophrenia, had led the 28-year-old to a room in the mental health ward at Sir Charles Gardener Hospital. It was a place he had been before and a place that had become his temporary home as transitional accommodation service providers were unable to take him due to his chaotic presentation and complex mental health history.

After two months in hospital, his case worker was having difficulty finding

suitable accommodation, so they brought together a team from Ruah, UnitingCare West (UCW) and Cyrenian House to find a solution.

Working collaboratively, the team identified a transitional accommodation option that would accept Dyson subject to additional wraparound support services being provided, including that:

- the Ruah led 50 Lives 50 Homes After-Hours Support team would visit him in the evenings and weekends when the accommodation was unstaffed;
- Cyrenian House would provide a specialist alcohol and drug counsellor;
- UCW's case worker would make regular visits; and

- WA Health Mental Health Clinical Outreach Team would provide additional mental health support.

With this plan in place, Dyson was able to exit the hospital system and enter stable, quality accommodation with supports to achieve positive life change.

Over time, Dyson was supported to connect into community events and recreational opportunities, develop practical skills like cooking, shopping and financial management, and settle into his new surrounds. All the time, each of the agencies stayed connected to coordinate the best support for Dyson.

After several months in the accommodation, Dyson's case was

reviewed and he became an outreach client. His support was transitioned to Ruah's Intensive Housing Team, which specialises in providing casework to people who have experienced homelessness and have recently been discharged from psychiatric hospitals.

The 28-year-old now enjoys a positive and more productive life. He receives fortnightly visits with his daughter, which were previously not permitted, and he is working to reduce his alcohol and drug use. With ongoing support from Ruah, he continues to develop his practical living skills well beyond Western Australia's hospital walls - within, and as part of, the community.

*Name changed to protect identity.



RUAH IMPACT

Len Makes Long-term Connections

Len was sleeping rough when he reached out to the Ruah for support. He'd fallen on tough times and turned to Ruah Centre for warmth, comfort and advice.

Visiting the Centre every morning, he gained the knowledge, confidence and connections needed to apply for, and secure, accommodation. Within two years, he was in his own home – something he has cherished every day since.

Today, 12 years later, what started as a necessity has turned into a decade-long relationship for the Ruah Centre and Len. He returns to the Centre every Thursday morning to support others who are experiencing homelessness and/or sleeping rough by running the Ruah Centre art room.

It's an activity he says brings great benefits for those who are homeless and sleeping rough on the streets of Perth.

"Art is a gift. I see the benefits art brings to the artists who come through here. It's the highlight of their week," Len said.

ADVOCATING

Ruah provides a voice for change

As the most disadvantaged and vulnerable people in our community are too often overlooked or stigmatised, Ruah provides a voice for those who may not otherwise have an opportunity to speak up. In 2018-19, we advocated to end homelessness and family and domestic violence and spoke out on behalf of those with mental health concerns to ensure their needs, views and position were heard. Our key advocacy initiatives are outlined following.

Roundtable to End Domestic Violence

In March 2019, Ruah led an alliance of 17 organisations and peak bodies to organise a Roundtable calling on governments to commit to ending domestic violence ahead of the 2019 Federal Election.

“ The most disadvantaged are stigmatised without a voice for change. ”

The Roundtable to End Domestic Violence started with a free community forum attended by more than 200 people. Panellists from the Australian Labor Party, Liberal Party and Australian Greens sat alongside Ruah CEO Debra Zanella; Aboriginal Elder, Aunty Millie Penny; and Kat Houareau, CEO of Changing Lives Australia and a woman with lived experience of domestic violence, to answer questions from the audience.

This was followed by a sector Roundtable with the CEOs and other senior representatives of major service providers and peak bodies, which resulted in the development of a Communique. The Communique was widely distributed to politicians, media and the community prior to the Federal Election and called for more funding and a holistic approach to end domestic violence.



Ruah also released a landmark video highlighting the alarming statistics relating to family and domestic violence (FDV) in Western Australia, which was broadcast at the event and uploaded to YouTube, earning more than 6,000 views by year end.

An extract of the Communique is featured on page 33.

Voices for Change

With funding from Our Watch, Ruah commenced an advocacy program for women who had experienced family and domestic violence to share their experiences.

The Voices for Change program identified and recruited 12 women who received training and support in 2019 to tell their individual stories. The women underwent storytelling and media training, as well as receiving one-on-one support from Ruah counsellors, with the aim to challenge the drivers of domestic violence reporting and perceptions within the community, while promoting respect and equality.

The program was successfully completed by all of the women and almost half stepped forward to speak with the media and public about their experiences by year end.

While funding for the program concluded on 30 June 2019, we will continue to work with the women in 2019-20 as part of the Ruah-led My Story My Time program. This initiative will explore opportunities to raise awareness, motivate behavioural change and advocate for change about the way domestic violence is reported in the media and perceived and understood in the community.

Hear from Azelene about her advocacy story on page 34.

“ It was always portrayed that I had done something to make him behave in that manner. ”

Relle, advocate.

Family and Domestic Violence Partnership Advocacy

As well as participating in key conferences, events and activities relating to family and domestic violence in 2018-19, our team also took to the streets to support events organised by our partners and others in the community services sector to raise awareness of family and domestic violence.



In November 2019, a group of staff participated in the Silent Domestic Violence Memorial March organised by the Women's Council to honour those who lost their lives as a result of family and domestic violence. One of our support workers also presented at the City of Armadale's FDV Memorial March to showcase the myriad of issues that survivors face during their journey to recovery.

Mental Health Advocacy

Striding up the stairs to Parliament House in October 2018, Ruah's Executive Manager of Operations Emma Jarvis and Peer Community Worker Kate Purcell, addressed State MPs on issues such as client-centred care, moving beyond stigma and the importance of peer work in mental health work.

The event was part of Ruah's Mental Health Week activities, which aimed to raise awareness about mental health issues and the factors required to deliver better support for those seeking support.

See page 27 for details of other mental health related activities supported by Ruah in 2018-19.

Homelessness Advocacy

Working closely with State Government and not-for-profit agencies, Ruah helped consider and explore the systemic reforms needed to move towards ending, not managing, homelessness in Western Australia.



In August 2018, Ruah CEO Debra Zanella stood alongside The Hon. Minister Simone McGurk MLA to announce the development of a 10-year State Homelessness Strategy, led by the Department of Communities in collaboration with the community services sector.

Debra Zanella then co-chaired the working group with the Department of Communities Director General to provide advice on the development of the State Homelessness Strategy, which was nearing completion at the end of the financial year.

Media Advocacy

Throughout the year, Ruah Executives met with key stakeholders, politicians and industry leaders to advocate for improvements and change across our three core service streams. We also worked to raise awareness of our service areas and related issues via a coordinated media relations strategy, which included:

- Opinion column by CEO Debra Zanella in *The West Australian* raising awareness of the issues that affect the most disadvantaged and vulnerable people in the community and calling for understanding and awareness from the community in 2019;



- Interviews on ABC’s Focus and Channel 9 news by Executive Manager of Housing and Homelessness Sam Knight regarding homelessness and the 50 Lives 50 Homes initiative; and
- Interviews with Voices for Change advocates on television, newspaper and online channels to change and update perceptions about the drivers of domestic violence, the impacts and outcomes in the community.

Impact Collective

Ruah began working with the Rise network and Chorus, in partnership with Impact Seed, in 2018 to deliver the Impact Collective – a WA-first collaboration addressing social and sustainability challenges through impact investing into innovative enterprise models.

The collective’s funding partnership will support social entrepreneurs and changemakers to tackle serious issues

facing the WA community, such as the rise in family and domestic violence, the lack of transportation options for older people and people with a disabilities, the reported increase in loneliness across the community, and upskilling the not-for-profit workforce to respond to the changing needs of the industry.

The collective will accept Expressions of Interest for investment opportunities early in the next financial year.

RUAH IMPACT



Roundtable to End Domestic Violence - Communique Calls for Change

The Roundtable to End Domestic Violence

COMMUNIQUE

"Violence against women is a serious issue – it is never acceptable, and it is preventable. If we are serious about stopping family and domestic violence, we need a holistic approach – from government, from business and from the community. It is time to end domestic violence."

Dobra Zanella, Chief Executive Officer, Ruah Community Services

In the lead up to the election, representatives from 17 leading Western Australian community service organisations and peak bodies hosted **The Roundtable to End Domestic Violence**.

Ruah Community Services, Yorgum Aboriginal Corporation, Anglicare WA, Starick, Zonta House, Centrecare, The Salvation Army, Women's Health and Family Services, Uniting Care West, Rise, Communicare, Patricia Giles Centre, Wungening Aboriginal Corporation, The Lucy Saw Centre, Stopping Family Violence, the Women's Council and the Women's Community Health Network WA joined forces to send a clear message to Federal politicians and candidates.

The next Federal Government must commit to ending domestic violence.

More than 200 people added volume to the call for real change and gave Senator Rachel Siewert representing the Australian Greens, Dr Anne Aly of the Australian Labor Party and Liberal Senate Candidate, Matt O'Sullivan a fair hearing.

Every year, family and domestic violence costs Australians an estimated \$26 billion dollars¹. Since 2013, the total contribution from the Federal Government towards ending domestic violence has been \$840 million² - less than four per cent of the annual cost³.

In October 2018, more than 100 experts and key Government representatives attended the Council of Australian Governments (COAG) Summit on Reducing Violence against Women and their Children.

The summit called for urgent action to address this crisis.

Commitments to date don't go far enough.

"Women are dying, and more are dying every year – their faces are all over the news. How many more need to die to constitute evidence? How do we get long-term funding commitments to make a real difference?"

Keida Oppermann, Chief Executive Officer, Zonta House Refuge Association

Family and domestic violence is not a policy issue to fuel election campaigns or be limited by the term of any single Government – it requires a much greater commitment that goes beyond the usual three-year election cycle.

Outcomes from the 2018 COAG summit - and proposed recommendations for the Fourth Action Plan - must guide the new Federal Government in its commitment to end violence against women.

According to the *Red Heart Campaign*, already 10 women and two children have been killed in family violence-related murders around Australia this year alone⁴.

We cannot afford to keep having the conversation while women and children die.

We cannot keep putting a Band-Aid on our nation's worst open wound.

And we can't afford to lose more, and more lives to domestic violence.

It has to end.

Violence against women and children must become core political business in Australia, demanding long-term policy and funding focus from successive governments.

The sector is committed to addressing the lack of political understanding of the issue.

It's time to educate the community and humanise the issue. Together with survivors, and perpetrators, the sector will use the power of personal stories and lived experience to make domestic violence relatable to those who have never experienced that environment.

We will make sure that domestic violence does not fall victim to political will.

The sector continues to visualise a day when every woman and child is safe and there is no need for them to seek support services.

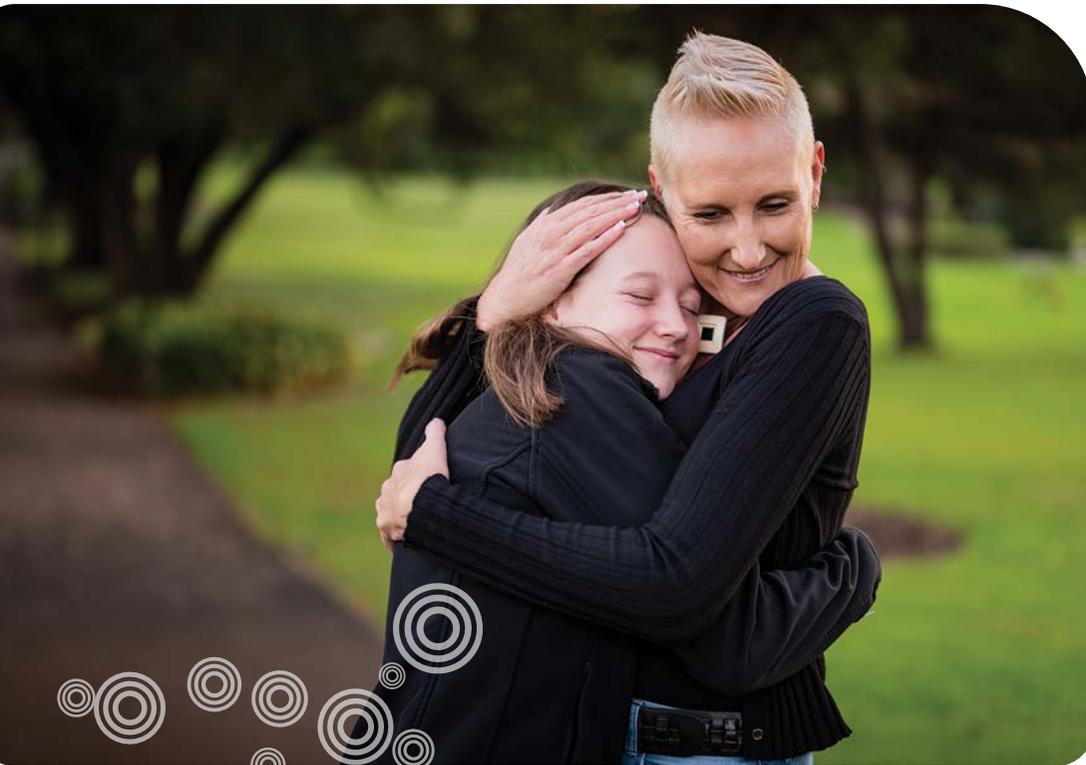
FIVE STEPS TO TAKE RIGHT NOW

Roundtable participants have called for change. In no particular order, ideas included:

1. Commit to a National plan beyond 2022 ensuring that family and domestic violence has a long-term policy and funding focus from successive governments.
2. Make ending family and domestic violence core political business and the next successful public health campaign to address the number one health, social and human rights issue of our time.
3. Take a systemic, coordinated approach to end domestic violence that sees better alignment between the Commonwealth, States and Territories to ensure the plan accommodates for the local context and translates into better outcomes.
4. Improve the focus on primary prevention, children and youth. To end family and domestic violence, we must break the cycle and turn off the tap that is an endless stream into the crisis response system.
5. All drivers of family and domestic violence need to be addressed from gender inequality through to the ongoing impacts of colonisation and discrimination, and the heightened risk seen across disability, cultural and linguistically diverse LGBTI communities.

*"How can you love if you have never been loved?"
"How can you nurture if you have never been nurtured?"*

Aunty Millie Penny, Aboriginal Elder and Telethon KIDS Co-Researcher



RUAH IMPACT

Azelene Provides Voice for Survivors

A qualified holistic counsellor, wife and mother, Azelene knew education and awareness were a critically important part of the solution to end domestic violence when she put up her hand to be part of the Voices for Change program in 2018.

She had already published a book about her own personal experiences after leaving an unhealthy relationship and she ran a healthy relationships school and community-based program. Women and teens regularly approached her to disclose their own experience of family or intimate partner violence and she was keen to encourage others to come forward against domestic and family violence.

Voices for Change was another way she could provide a voice for those unable to speak up.

She knew first-hand what it felt like to keep quiet about what was going on in an abusive relationship. She mastered pretending to be ok for three and a half years as a teenager, with fear, guilt and shame keeping her from talking to anyone about her relationship.

Today, as a mother of a 12-year-old, she is fully aware that she'd got caught up in an unhealthy relationship when she was only four years older than her daughter. Knowing this, it became a priority for Azelene to advocate and speak up for those who were still silent.

As a Voices for Change advocate, she was able to extend her voice.

"It was extremely powerful listening to other women's stories too," Azelene said. "We cried together, and laughed together."

"I made life-long friends through the process and realised I was not a failure, victim or less worthy of my own life than anyone else."

Through the Voices for Change opportunity, process and programs, Azelene has gained self-worth, self-love and finally healing after many years of resistance towards her own happiness. Her vision is to now share her lived experience as an advocate to make a real difference for all Australians.

CHANGING

Ruah is bold and courageous – because it is right and it is what is needed

A range of structural and process changes were implemented in 2018-19 to enhance our service delivery, facilitate a mobile and efficient workforce, and ensure best practice research and program development and evolution so Ruah can best meet the needs of our clients.

Operational changes, including staff redundancies, were undertaken to align funding changes with our structural make-up to ensure we can deliver sustainable, quality services and support.

Among key personnel changes in 2018-19 was the appointment of a new Chair to the Ruah Board, Louise Ardagh, and Non-executive Directors Danielle Lee, Tony Curry and Victoria Burrows. Ruah also appointed a new Executive Manager, Operations, Mark Slattery, to the Ruah Executive team in January 2019.

With the input of existing Executive and Board members, and our revised leadership, we commenced work on our new Strategic Plan, which will be released next year.

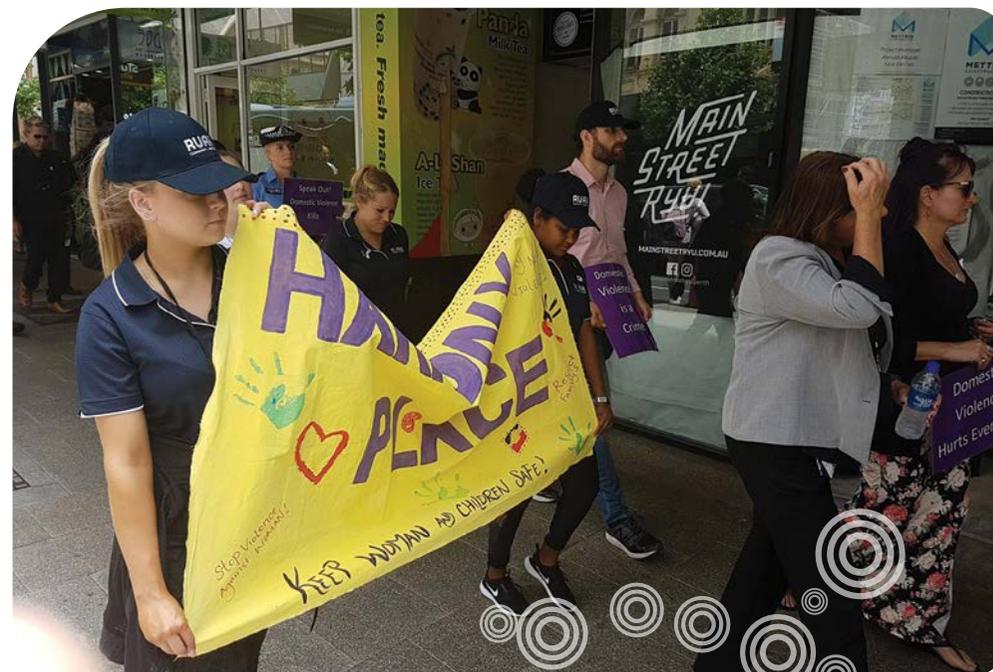
Sustainability Plan

In response to changes in policy direction and investment at both State and Federal government levels, as well as developments in the community services sector, Ruah undertook cost modelling and cost analysis for each business area and compiled a three-year business Sustainability Plan.

The plan, which covers the period from July 2018 to July 2020, considered the personnel, budgets and funding models required to ensure Ruah was best placed to meet the challenges and opportunities presented by service reorientation within the community services sector. All of the actions scheduled to occur this financial year were completed on time.

Restructure

To remain a viable and sustainable as a service provider, Ruah made changes to the Mental Health and Wellness (MHW) team in early 2019, restructuring senior community worker and community positions within the Recreational, Job



Possibilities, Peer (WRAP) and Intake teams. This led to a reduction in positions within our MHW workforce and voluntary severances for 16 staff members.

Our Housing and Homelessness (HH) team also experienced some changes this year. In July 2018, the Department of Communities' advised the Support and Tenant Education Program (STEP) service managed by our HH team would conclude and be replaced by a new THRIVE program. While Ruah lodged an expression of interest to deliver the THRIVE contract, that application was still under consideration at 30 June 2019 and, shortly after year end, Ruah was advised the submission was unsuccessful.

A redundancy process within the HH service commenced, which will result in around 14 redundancies early in the new financial year.

Ruah remains committed to our long-term goals of systemic improvements in the homelessness and wider social support systems, and will continue to seek ways to work with government and other not-for-profit agencies to prevent homelessness and address mental health support in the new financial year and beyond.



Mental Health Law Centre Services

Following the co-location of head office functions between Ruah and the Mental Health Law Centre (MHLC) last year, we commenced processing to support the centre's back-office functions, including finance and payroll, in 2018.

This arrangement delivered synergies and cost efficiencies for both MHLC and Ruah so funding could be focused on forward-facing client services.

Further shared service arrangements were also explored during the year to consider how Ruah and MHLC could more holistically support clients across community and legal service provision. These will be progressed in 2019-20. See case study, page 38.

Operating Model Review

A review of Ruah's operating model began this year with the aim to examine the people, processes and systems in our organisation and how they could be optimised to deliver the best possible value for our clients.

A series of consultation sessions were held with operational staff across the business and initial modelling undertaken. The model, which is expected to be completed in the first half of 2019-20, will be rolled out in stages from 2020 to ensure our services remain effective, relevant and, importantly, produce the best outcomes for our clients, funders and staff.

Peer Workforce Review

In late 2019, a review of our peer support roles, training and processes commenced with the aim to develop a Peer Workforce Management Framework in 2019-20.

Ruah has one of the largest peer workforces in Western Australia, which has grown significantly over the past 12 to 18 months following the introduction of the EPYCentre and Choices programs. Nearly 70% of service hours delivered through the Choices program is provided by peers, who draw on their lived experience to support clients.

The new Peer Workforce Management Framework will define peer support roles, provide a more structured approach to peer training and supervision, and set a foundation to potentially grow our peer workforce in the future.

System Upgrades

Several system upgrades were undertaken during the year to automate and streamline administrative functions and deliver more cost-effective IT solutions. This included implementation of a new:

- client management system (CMS) - Nightingale. See case study on page 38;
- asset management system - MyBuildings - to enable faster and easier reporting of property maintenance issues;

- STP (single touch payroll) system; and
- further HRIS system upgrades - CHRIS 21 - to automate HR administration processes.

Some of these systems were almost a decade old, so the upgrades were timely to improve both the efficiency and effectiveness of our systems and the services we deliver to clients, on behalf of our funders and donors.

Ruah also commenced a business case and requirements analysis for a new fit-for-purpose finance system, which will be further progressed next financial year. We also progressed a project to better align Ruah's existing human resources practices with key strategic HR documents and electronic systems to create an optimum employee 'lifecycle'.



Building and Asset Improvements

To create safe, welcoming, modern and accessible environments for both our clients and staff, Ruah completed several building and assessment enhancements during the year, including:

- renovating Harmony Place units to ensure the accommodation is suitable for clients and the life of the buildings is extended;
- renovating the kitchen and office space at the Ruah Centre to increase desk capacity to better services clients;
- upgrading security access and duress systems at Kamarang Place and Harmony Place;
- rolling out a mobile safety application 'Worksafe Guardian' to all staff; and
- fitting out the new Rockingham and Geraldton (Mid West) offices.

A new lease vehicle agreement was negotiated, which resulted in cost savings for the organisation.

Consumer Feedback

In August 2018, our client and stakeholder feedback process was enhanced to create more ways for the people we work with to provide input and contribute to improving our services. We launched an anonymous,



online feedback system - via CareOpinion - and created a new email address for complaints, compliments and general customer feedback.

In November 2018, we also reviewed our Client and Carer Reference Group (CCRG) and disbanded the existing group as its role and functions had evolved since being established four years ago. We commenced a review to consider new client engagement frameworks and mechanisms that would best serve both our clients and Ruah moving forward. This work will continue into the new financial year.



“ I finally feel heard, supported and helped in this journey as a mum and carer for a family member with mental illness. Before this [EPYCentre] service I felt lost and alone and shut out from the system. Although this is separate and about me and my journey, I feel acknowledged, understood and more hopeful, as I no longer feel isolated and alone. This is empowering and such a BIG thing for me. Thanks Ruah. ”

Feedback received via CareOpinion

Legal and Community Support Comes Together

For Patrick*, a seven-month stint in prison looked preferable to life on the street or the wet and mouldy tent he left when he came in contact with the justice system. That was the point when he contacted the Mental Health Law Centre (MHLC).

The 47-year-old had a diagnosis of schizoaffective disorder and a 13 year history of contact with mental health services. He'd been managing his health with regular medication and living with his family before the accommodation he shared with his mother became unavailable and he found himself living in a tent at a caravan park.

At the same time, a change in medication saw his mental health degenerate and a commotion resulted in Patrick being taken to hospital for mental health assessment. It was there he pushed over a vending machine in frustration and was arrested and taken to Hakea Prison on remand awaiting a court trial.

With no legal representation, Patrick entered a plea of not guilty and told the Court he did not want bail as he had nowhere to live. His trial was listed some seven months later and he intended on staying in prison for that entire period – until MHLC stepped in.

After contacting the centre, lawyers provided advice to Patrick and he instructed his lawyer to enter a plea of guilty. MHLC lawyers arranged for a court hearing at an earlier date. At the same time, they asked Ruah to work with Patrick to access supported accommodation in his area of choice, should he gain release.

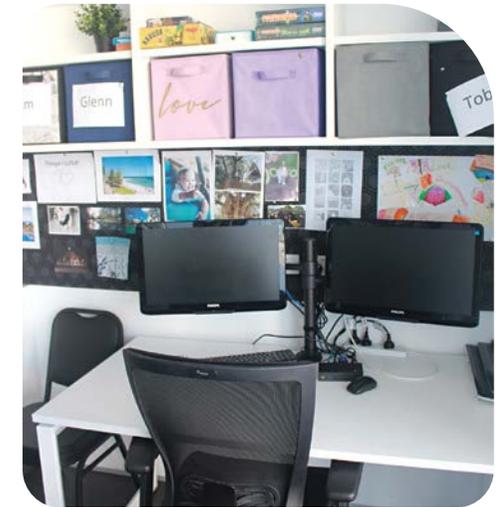
MHLC represented Patrick in court and explained the circumstances of the offending and the potential of housing arranged by Ruah. As a result, he was released from custody within two weeks of contacting MHLC with an \$800 suspended fine. This not only saved Patrick unnecessary time in prison but resulted in an estimated saving of approximately \$34,200 to the public prison system because Patrick was released 114 days prior to his original court date**.

Without the stress of pending criminal charges and being homeless, Patrick's mental health improved. With Ruah's assistance, he has stable accommodation and is saving to buy himself a car, which he hopes will be the stepping stone into employment and private rental accommodation to get his life back on track.

*Name changed to protect identity.

**Based on figures extracted from in The Inquiry into the Efficiency of WA Prisons, Economic Regulation Authority (2015), which estimates the daily cost of managing a prisoner in Hakea Prison is \$298 per day.

RUAH IMPACT



New System Streamlines Client Management

Ruah's new Nightingale client management system (CMS) not only provides staff with a single place to record their client notes, hours and client outcomes data, it's helping Ruah better understand different business activities, as well as evidence-based practices that sit underneath each service.

With improved record keeping, Ruah staff are saving both time and resources previously spent pulling data from lots of different locations. Our team also reports greater trust and reliability in the information they receive as information, like duplicate records, have been removed.

New dashboard displays and data tools are guiding service delivery to ensure we deliver even better services and outcomes for our clients and those who provide funding for our work.

RUAH IMPACT

Jane Benefits From Simple, Bold Idea

Despite being an aspiring singer-songwriter, a lifetime of chronic addiction and seeking behaviours led Jane* into a potentially life-threatening situation that compromised the very organs she relied upon to sing.

A client of Ruah's Individualised Community Living Strategy (ICLS) program, the 34-year-old was admitted to hospital five times over 2018 and 2019 and she found it increasingly difficult to attend to her basic daily needs such as showering, teeth brushing and maintaining her home.

Facing potential institutionalisation, the hospital examined Jane's physical and mental health and observed a close link between Jane's mental health stability and her nicotine use, which could reach up to 100 cigarettes in a 24-hour period.

Hospital staff determined that creative case management would be needed to improve Jane's health and her quality of life – and that case management would need to begin before she left the structure and 'safety' of the hospital.

Ruah's ICLS team re-engaged with Jane while she was in her hospital bed. The team met with her weekly to consider how the skills she was developing in hospital could be transferred to her life

in the community. As her discharge date came closer, our contact frequency increased, as did discussions about the lifestyle Jane wanted to continue in the community.

After expressing a love of boxing, as it provided both structure and increase the control in her life, Ruah helped Jane engage a boxing coach. The next step was to find a solution to better manage Jane's nicotine intake. That required a bolder and more creative solution.

Together, Ruah and Jane agreed to implement a timed locked-box solution to help slow the pace of her cigarette intake without completely removing her control. The cigarettes would be locked in the box and Jane could only access them at timed intervals, minimising her nicotine intake and related impact on her mental health.

This 'out-of-box' solution has helped Jane make great progress in the community. She said this solution "is the best idea ever", citing reduced anxiety about running out of smokes as one of the things she likes most.

Jane continues to meet weekly with Ruah's ICLS team and is pursuing her love for singing by working with support from a Ruah team member to develop her own EP.

*Name changed to protect identity.



MAKING A DIFFERENCE

We take bold strides to end homelessness and domestic violence and create opportunities for those experiencing mental health issues

In 2018-19 Ruah harnessed the expertise, talent and passion of our people to overcome complex challenges, identify new ways of working and drive thought leadership within the community services sector.

We analysed client needs and industry trends and opportunities in our core service streams and initiated industry-leading activities that delivered exceptional results for those who fund, support and partner with us, as outlined in this annual report.

Our annual YES client survey, conducted in October 2018, revealed we had made a real difference to clients across our business areas. More than 77% of clients surveyed rated our services as excellent or very good, while 78% said they *always* felt listened to and 66% stated they felt our services *always* met their needs. See further details on page 44.

In addition to our client programs and services, evidence of Ruah's commitment to excellence, thought leadership and organisational development – that made a difference to the lives of Western Australians in 2018-19 – is demonstrated by the achievements outlined following.

National Standards Accreditation

In late 2018, Ruah became one of the first two community service organisations in Western Australia to successfully achieve certification against the National Standards for Mental Health Services (NSMHS) and the National Safety and Quality Health Service (NSQHS) Standards.

This milestone was achieved after more than a year of hard work, process reviews and changes to ensure Ruah could demonstrate excellence against all of the standards.



Accreditation assures our clients, funders, partners and staff that we have systems and processes in place that are safe, effective and continuously improving. It also ensures Ruah has robust standards in areas such as physical health care, including infection control, wounds management and falls.

To receive the Certificates of Accreditation, representatives from the Australian Council on Healthcare Standards (ACHS) came to Perth in January 2019. The accreditation certificates are valid for three years, although quality will remain an ongoing priority for Ruah and will continue to be reviewed, quantified and enhanced over the coming years.

Rainbow Tick Accreditation

Ruah has long been an attendee and supporter of Pride events and was vocal in supporting the marriage equality vote in 2017. To extend that commitment in 2018-19, Ruah established a Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) working group to promote and encourage diversity across our organisation.

That group, which is made up of 18 staff across all divisions of our organisation, began meeting in July 2018 and, within their first few meetings, initiated a project to pursue Rainbow Tick accreditation.



The Rainbow Tick national accreditation program is designed to acknowledge organisations that are committed to safe and inclusive practice, and service delivery for LGBTI+ people.

Reconciliation Action Plan (RAP)

Ruah entered the second phase in our reconciliation journey in 2018-19 by progressing the Ruah Reconciliation Action Plan (RAP) in line with our genuine and valued commitment to reconciliation and the 'Innovate' stage, as identified by Reconciliation Australia. Our Innovate RAP was progressed by Ruah's internal RAP working group, chaired by the CEO and including 18 staff of all different backgrounds and divisions within our organisation. An Aboriginal and Torres Strait Islander consultant was also engaged to provide input and advice.

Core actions in the RAP have been centred around building relationships, respect and opportunities. Some of the specific key achievements delivered under the plan included:

- adding Aboriginal and Torres Strait Islander Cultural Security training as part of orientation for all new employees;
- proactively building relationships with communities, Elders and individuals in places in which we work and seek to recruit and deliver culturally appropriate services;
- designing and delivering Aboriginal and Torres Strait Islander Cultural Awareness training for Ruah staff;
- establishing and recruiting an Aboriginal Engagement Officer;



- explicitly outlining our commitment to diversity within Ruah's Code of Conduct;
- refreshing Ruah's recruitment approach to allow flexibility in advertising, interviewing and requirements for qualifications and experience sought;
- mentoring staff to deliver culturally secure services in mental health and wellness;
- recruiting Aboriginal students to contribute to the development of the Innovate RAP; and

- initiating an Aboriginal Internship pilot, which concluded in August 2018.

Thought Leadership

As well as continuing to work in partnership with others in the not-for-profit sector to enhance services to our clients, Ruah pursues opportunities that we believe will address our primary goals of ending homelessness and family and domestic violence and supporting people in need or wanting mental health support.

As well as hosting the Roundtable to End Domestic Violence, and undertaking media advocacy and innovative client-centred initiatives and programs outlined in other sections of this report, Ruah supported and led the community services sector during the year by running workshops that aimed to develop innovation, as follows:

- Throughout the year, we explored several new homelessness initiatives, which will be rolled out in 2019-20. These aim to address the gaps between homelessness services for people sleeping rough to ensure it is easier for people to find the right service for them.
- In June 2019, we brought together experts from across the mental health sector for a Functional Recovery Symposium to discuss the rapidly changing not-for-profit environment. The Symposium included engaging discussions about the future operating model for mental health and wellness services in Western Australia, which could break down silos and provide a more responsive and holistic system of care, with clients firmly at the heart of that service.



- In September 2018, we hosted Beyond Stigma in partnership with the Centre of Stories as part of R U Ok? Day. This session was aimed at helping the community better understand mental health issues from the perspective of those who have experienced, or continue to experience, mental illness.
- In 2018, Ruah also joined the WA Social Research Network, adding our voice and knowledge to the growing network of community agencies and researchers. The group together in August 2018 to inform social research policy and practice.

Continuous Improvement

To build the capacity of the Ruah team, we worked on our Capability Framework this year with the aim of empowering employees to drive their own development complimentary to their career goals. In 2018-19, all staff also had access to our online Learning Management System, which houses many courses to ensure we maintain a competent and experienced workforce.

As part of our work on the future Operating Model (see details on page 36), we undertook a full review of our existing service-level outcomes measures, with the aim to remove any silos associated with service-delivery outcomes and move toward both universal and routine



outcomes measurement tools aligned with our new Operating Model design. All staff were invited to provide feedback on existing measures, with 106 team members providing input. In 2019-20, our team will receive training on the Outcomes Star™ suite of measurement tools, which has been selected to become the key framework for case management across nearly all of Ruah's services.

In May 2019, Ruah also initiated a new CEO Live Update initiative, designed to give all staff the chance to hear from Ruah's CEO and, importantly, for staff to ask any questions of the CEO. The sessions will continue into 2019-20 to enable staff around the State to engage and remain informed about key organisational initiatives and change.

To enhance our client case management processes moving forward, all paper-based client file audits were programmed into SharePoint during the year, enabling audit data and trends to be analysed.

Ruah's internal reporting system for incidents, hazards, complaints and compliments was also simplified. Power BI reporting was implemented to improve organisational oversight and internal management, and the information gleaned used to inform training and information for staff.

Policy Working Group

In May 2019, a new Policy Working Group was established to formalise the process of developing and reviewing core documents, processes and procedures, which underpin our activities and operations and ensure we deliver the most appropriate and effective services in an industry-leading manner. Our Integrated Management System, which organises Ruah's key documents, policies, procedures and work instructions, was also reviewed and streamlined.

Concurrently, an audit of Ruah's operational risk register commenced to monitor the effectiveness of our risk control measures. Findings from this audit informed priorities for the Policy Working Group.

“ What we fulfil in our clients, we nourish in ourselves. ”

Proven Results

Ruah continued to engage in routine measurement of our service outcomes, as well as strategically evaluating new projects and service innovations. This ensured we both quantified the social impact of our programs, as well as learnt, adapted and enhanced our programs and services to deliver the best outcomes for our clients, funders and partners.

Among the evaluations undertaken in 2018-19 were:

- 50 Lives 50 Homes (see details following);
- 100 Families (as described on page 27);
- Belmont SafeGuarding Families Service (as described on page 21);
- Choices program (to be completed next financial year);
- Rainbow Tick Accreditation baseline survey (as described on page 40); and
- Wongee Mia (as outlined on page 26).



The 50 Lives 50 Homes evaluation, undertaken by the University of Western Australia and released in September 2018, showcased the strong results achieved by the collaborative initiative. The evaluation was subsequently cited widely across the community services sector, including as part of the Department of Communities Homelessness Strategy process, WA Health report on implementation of recommendations of the Clinical Senate on Homelessness and the City of Perth Homeless Sector Review.

“ Ruah delivers not just what clients expect but what clients deserve. ”

Just after the end of the financial year, Lotterywest granted additional funding to extend the 50 Lives 50 Homes evaluation to June 2021. This will enable Ruah and the other alliance partners to deliver one of the most comprehensive evaluations of its kind in the world.



Awards

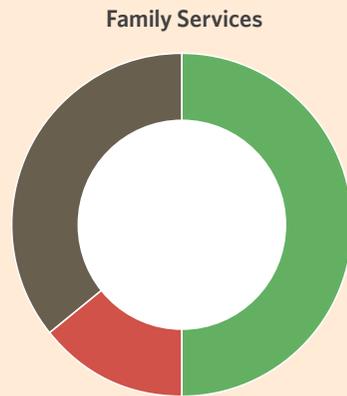
Ruah was proud to accept several awards and industry accolades on behalf of the collaborative 50 Lives 50 Homes initiative this year, including winner of the 2019 AHI Professional Excellence in Housing Awards in Western Australia, Excellence in Social Housing Award.

The program was also nominated for the:

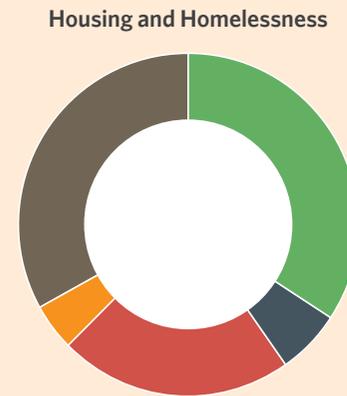
- 2018 Australian Institute of Management (AIM) WA Pinnacle Awards, Innovation Excellence; and
- 2018 CSEA Community Services Excellence Awards, Large Organisation.

RUAH IMPACT

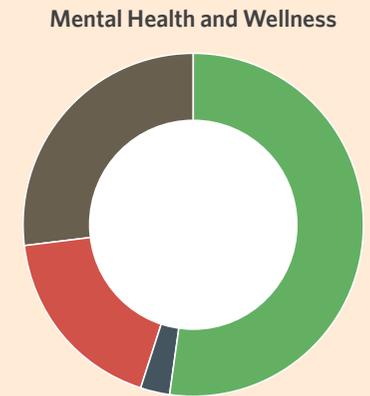
YES Survey Results 2018-19 - Overall Client Experience, by Service Stream



- Excellent (50%)
- Good (14.29%)
- Very good (35.71%)

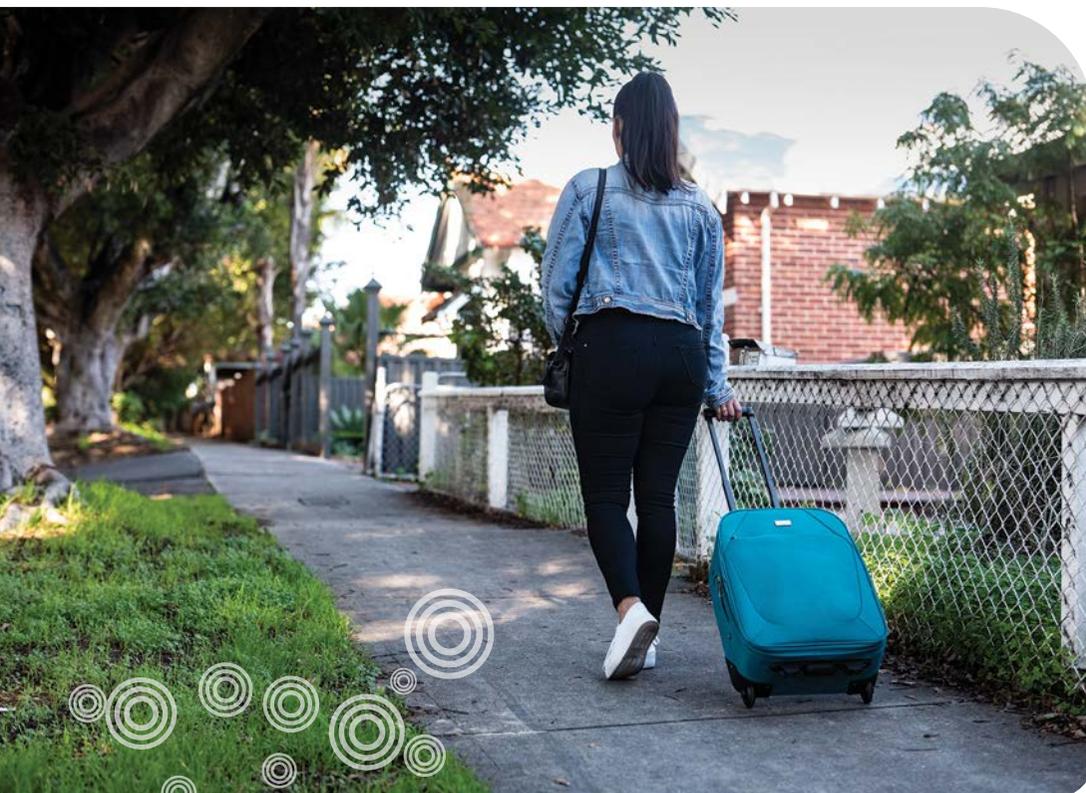


- Excellent (34.33%)
- Fair (5.97%)
- Good (22.39%)
- Poor (4.48%)
- Very good (32.84%)



- Excellent (52.24%)
- Fair (2.99%)
- Good (17.91%)
- Very good (26.87%)

RUAH IMPACT



Safe Haven Created for Catriona

With three teenagers, including two with disabilities, and a toddler to care for, leaving her home to get away from an abusive partner was complicated for Catriona*.

Unable to just pack up and go, the devoted mother endured three years of isolation and physical, mental, emotional and psychological abuse at the hands of her partner. It was only after a major abusive incident that Ruah's Family and Domestic Violence Coordinated Response Service (CRS) was called in by WA Police and our team could help Catriona and her children escape the situation.

With no refuge space available at the time for the mother and all four children, Catriona decided to stay in her home. Our CRS team worked collaboratively and seamlessly with Ruah's Safe at Home (SAH) team to make the home safe. The SAH team conducted a safety and risk assessment and recommended security measures to safeguard the family.

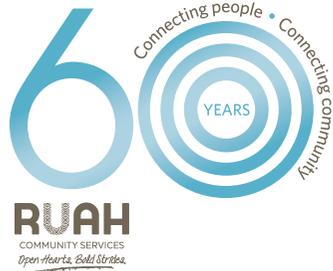
All the locks were changed and security cameras installed at the stay-at-home mum's house to help the family feel safe in their home. As the family's finances were compromised as a result of leaving her partner, Ruah also arranged for emergency relief funds.

Despite these initiatives, Catriona's ex-partner spent several months stalking her – going so far as to use a neighbour's property as a base from which to spy on the family. Catriona was forced to go to the WA Police to report her ex's threatening behaviour and, with Ruah's support and advice, the family was granted a family violence restraining order (FVRO).

With the restraining order and improved security measures in place, Catriona and her children felt much safer and they began rebuilding their lives.

Over time the CRS team helped Catriona to feel empowered and, underpinned by the additional security, she felt secure enough to pursue mediation to enable her youngest child to see his father. That conciliatory gesture demonstrated Catriona's success and the inner strength she had found as a result of the safe haven created together with our support.

*Name changed to protect identity.



In March 2019, Ruah began our 60th anniversary celebrations by returning to our roots in the heart of the city.

Staff and volunteers donned aprons and hit the kitchen and barbecues at the Ruah Centre in Northbridge to serve meals to around 100 clients and stakeholders.

Visitors also enjoyed a heartfelt Welcome to Country by Aboriginal Elder Herb Bropho and introduction by Ruah Board Chair Louise Ardagh, followed by live entertainment and birthday cake.

It was fitting the event was held at the Ruah Centre in Northbridge in March – the same location and month that our work began as the Daughters of Charity in 1959.

“The event was a great opportunity to celebrate the work that we do and generate awareness about our history among our hardworking colleagues, supporters and clients,” said Ruah CEO Debra Zanella.

“Since our work started, Ruah has helped thousands of people to make better choices and achieve outcomes they once thought would not be possible.”

In 2019-20, we will continue to commemorate the great milestone.





Major Funders and Donors

Ruah relies on the generosity of individuals and organisations to deliver and operate our services.

We would like to acknowledge the following major funders in 2018-19:

- City of Belmont
- Department of Communities
- Department of Social Services
- Disability Services Commission
- LotteryWest
- Mental Health Commission
- Mercy Foundation
- National Disability Insurance Agency
- Our Watch
- Sisters of St John of God
- West Australian Primary Health Alliance

We also thank the many organisations and individuals who provided donations, in-kind support and assistance throughout the year.



Reporting

In 2018-19, the Ruah Board of Directors meeting attendance included:

Director	Eligible	Attended
Louise Ardagh	10	9
Monica Juricev	10	10
Megan O'Rourke	10	5
Rick Hopkins	10	8
Michael Tindall	10	5
Danielle Lee	5	5
Tony Curry	5	4
Victoria Burrows	5	5
Penny Fegan	4	4
Ken Pendergast	4	3
Yvonne Patterson	3	3

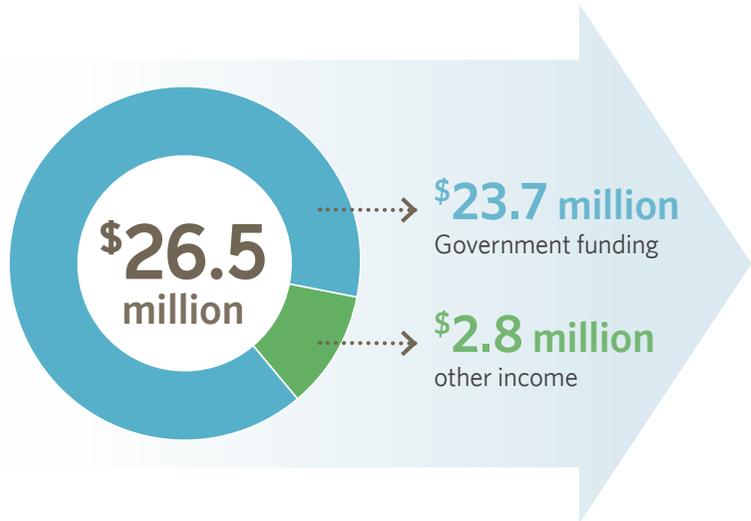
Note:

Yvonne Patterson resigned 28 September 2018
 Penny Fegan resigned 13 November 2018
 Ken Pendergast resigned 13 November 2018
 Danielle Lee was appointed November 2018
 Tony Curry was appointed November 2018
 Victoria Burrows was appointed November 2018
 Michael Tindall resigned 27 June 2019

Financials

Following a prudent review of our service delivery model and structures over the year, Ruah recorded an improvement to our financial performance - from a deficit of \$107,493 last year to a modest surplus in 2018-19.

Income



That included:

- 
Family Services
\$2.3 million
- 
Housing and Homelessness
\$7 million
- 
Mental Health and Wellness
\$16.7 million
- 
General donations
\$55,000
- 
Other income (various sources)
\$445,000

Expenses

That included:

- 
\$17.9 million
employee expenses
- 
\$7.5 million
other operating expenses





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November 2019



RUAH

COMMUNITY SERVICES

Open Hearts. Bold Strides.

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