



**St Anthony's Family Care**

• Children • Families • Communities

**2016**

**Annual Report**





“Love one another, and let  
charity guide you all your life.”  
– Mary MacKillop

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**2016** marks the Sesquicentenary of the foundation of the Sisters of St Joseph and St Anthony's Family Care continues to be inspired by the vision of Mary Mackillop and Julian Tenison Woods and the dedication and commitment of current and former Sisters. The faithfulness of these women to that vision has seen so much support for people in need in a huge variety of situations, not the least of which is the support offered to families and children with disabilities at St Anthony's. The Board has been entrusted with ensuring the legacy continues into the future and remains determined to ensure Mary Mackillop's vision remains alive and relevant well into the future.

The National Disability Insurance Scheme (NDIS) remains a most significant reform and the Board has been monitoring its roll out across the country and preparing for its implementation locally. St Anthony's will be integrated into the new system when it is rolled out in the Inner West in 2017. The Scheme does provide greater equity for people with disabilities, though early indicators show agencies like St Anthony's will still need to find extra funds if we are to offer high quality services in line with Mary Mackillop's vision and belief in the dignity of 'each individual made in the image of God'.

In preparation for the NDIS, the Board developed a Strategic Directions position and has worked with management to oversee it become operationalised into a Strategic plan



and Business plan. The plans will see the delivery of high quality and inclusive services that support and strengthen families, the engagement of all members of the St Anthony's community in productive and purposeful activities and the development of robust systems and structures that enable the effective and efficient delivery of sustainable services.

As part of the plan, the Board has considered both off-site and on-site opportunities for growth. During the year approval was given for the renovation of our King Edward Street cottage and consequently, following completion of the work, we can now offer more child-care places. Approval has also been given to the development of a site master plan and the Property Committee, chaired by Tony Quinn, was re-instituted to oversee its development and some essential improvements to the site. While off-site opportunities remain on the table, they are likely to require close collaboration and partnership with others.

The Board has also been occupied with consideration of various governance issues, particularly in conjunction with a wide ranging review conducted by the Sisters investigating the ongoing governance of all the works within the Congregation. The Board strongly supports the processes adopted by the Sisters in examining different options for various works.

As part of its own commitment to good governance, the Board recently undertook a self-evaluation process,

utilising some of the resources of the Australian Institute of Company Directors. While the results have not been fully analysed yet, a preliminary analysis is very encouraging showing both areas of great strength and areas where improvement may be possible.

During the year, the Board welcomed Mark Rainbird to its ranks. He has made a very positive impact particularly in his support and analysis in the development of the Business plan. We were also very pleased at the reappointment of Sabina Donnelly who has returned after a short absence and continues to chair the Finance Committee. I am very grateful to all directors for their commitment to St Anthony's. As individuals they provide great support to management and the Chairperson while retaining a Board identity that focusses on good governance.

While St Anthony's remains inspired by the vision of Mary Mackillop, the Board sees the practical, every day manifestation of this vision in the dedication, leadership and plain hard work of the CEO, her leadership team and each member of staff. They are truly a remarkable team. The work is difficult. The challenges are great. Yet they not only 'walk that extra yard' with the families and children, they do so with competence, enthusiasm and a smile.

**Jim Doyle, Chairperson**

(M. Ed. (Leadership), B.A. (Hons) Dip Ed., Dip Min).



During 2015, St Anthony's Family Care underwent a significant period of change and restructure as we made some difficult operational decisions. I am very pleased to report that the twelve months which have ensued have been filled with new growth, opportunities and absolute clarity of vision for our purpose and our future.

In this Sesquicentenary year of the Sisters of St Joseph, Mary Mackillop's commitment to respond to the needs of children has inspired us to be more responsive to challenges and to look towards new and innovative ways of meeting the needs.

In doing so, our work with children with disabilities has grown considerably over the past year to the point that our facilities are unable to meet the requirements of our services. We responded by re-purposing an underutilised property and re-licensing it as an additional Early Learning Centre to extend our existing capacity.

This process highlighted our need to update our main facility and to make better use of the land which we have available. In recent months, we have embarked on the development of a master plan for the facility and hope to be building additional activity areas for children with disabilities, short-term accommodation facilities and also re-purposing our main building to better suit the needs of an expanding Early Learning Centre.

The relationship between our two core services, Children's Services and Disability Services, has strengthened in recent

months with many children now seamlessly flowing from one service to the next as they grow and their needs change.

For many years, families have requested that St Anthony's deliver services beyond the current age group of 18 years (school leavers) as there is significant instability and change at this time resulting in additional pressure on the entire family unit. The Board approved the extension of services and St Anthony's integrated model is now able to support children from birth to 25 years through its range of services, navigating many key developmental stages throughout a young person's life.

The impending introduction of the NDIS has already had a significant impact on our services with many new clients choosing St Anthony's as their preferred provider. We anticipate that this early increase in activity is likely to continue and have started the process of refining our systems and our approach to marketing and planning for the operational impact of the new scheme. The introduction of the NDIS will create an environment of vast growth across the sector, and we are focussed on expansion which is sustainable, well managed and enables us to retain our uniqueness as a service provider.

In late 2015, following extensive consultation with families, staff and community partners, we developed a new three year strategic plan to guide and support our transition into what will be a brave new world.

Our commitment to deliver high quality services that are responsive to the needs of individuals, focused on person centred goals and skill development, is paramount.

This new future for St Anthony's Family Care would not be possible of course without the commitment of our many supporters. In the past twelve months we were very fortunate to be remembered by a number of our long term donors and were named as beneficiaries in their wills. Similarly, the support we

continue to receive from our donors is greatly appreciated as it enables us to provide services where government funding falls short. We are very grateful to Les Clefs d'Or who have been supporting St Anthony's Family Care as their NSW charity since 1996. This year in particular, a mention must be made of Roz Jackson who so kindly donated her

1st prize winning from the raffle, a holiday to Fiji, for a fundraising item for St Anthony's.

As a service driven organisation, our people are key to our success. At St Anthony's we are so fortunate to employ a wonderful team with each and every staff member arriving at work full of passion, drive and enthusiasm. From the support workers and educators who work so energetically with children day-in day-out, to the coordinators and managers who oversee operations and the administration team who coordinate resources and functions towards the achievement of common objectives.

I would like to acknowledge and thank the staff, Board and all our supporters for their continued commitment to St Anthony's Family Care and for contributing to the success of the past year.


I would also like to extend my thanks to the Sisters of St Joseph, in this year of great significance, for their ongoing support of St Anthony's and for their inspiration and dedication in all that we do.

The journey ahead promises to be filled with great opportunity and with your continued support, I have no doubt we will be able to deliver on our dreams for the future.

**Joanna Najdzion**  
Chief Executive Officer







*“Keep young as long as  
you can.”*  
– Mary MacKillop

## Early Learning Services

### Early Learning Centre

St Anthony’s Early Learning Centre supports families by providing an inclusive early childhood education and care model to children 0–6 years. In addition to providing high quality education programs to typically developing children, the centre also provides specialist programs for children who have a diagnosed disability or developmental delay. This additional support is provided through our two early intervention programs, the Discover & Learn and the Peers & Play programs.

The Discover & Learn program is an Autism Specific program which is staffed by a multidisciplinary team who provide a holistic approach to developing children’s skills and supporting children to achieve their individual goals.

The Peers & Play program actively supports children with a range of needs to access a mainstream early learning centre environment so that children are able to develop vital social skills which will benefit them in to the future.

Parents of children with disabilities have the same needs as any parent to access quality early childhood education and care services but options for these families are often limited as mainstream service providers lack the experience or knowledge to support children with additional needs.

### Playgroups

St Anthony’s continued to deliver playgroups in Blacktown and Kingswood, and established a new group in Croydon. The eligibility criteria for the groups was reviewed with a greater focus placed on supporting disadvantaged families, particularly those from a low socio-economic background, children with a disability, recent migrants and refugees and Aboriginal and Torres Strait Islander families. As a result of this change, several new families have been welcomed into the group and have benefited from social engagement by spending time with other families while the children have the opportunity to develop skills across a wide range of areas. A particular focus of the group has been to connect families with other local services and support agencies therefore providing a holistic approach to meet the needs of families.

### Highlights

Over the past 12 months, St Anthony’s Early Learning Centre has responded to the demand for its unique centre based early intervention services by expanding its facilities, and as a result, the capacity of the service.

St Anthony’s re-purposed an underutilised facility at 6 King Edward Street, (adjacent to the main property) and refurbished the premises to serve as a dedicated space for children in the Discover & Learn program. The house was in need of significant repairs and the renovation included



new bathrooms and a laundry, new entry and internal doors, safety gates and painting throughout. A successful bid for funds to the NSW Government's Community Building Partnership scheme resulted in a \$10,000 grant being awarded and these funds were directed towards the cost of a total kitchen renovation. In addition, grants were also successfully obtained through the Clubs NSW scheme with Wests Ashfield Leagues and Club Ashfield, each providing funds allowing the service to purchase new outdoor equipment which helps children to develop their gross motor skills in a fun and challenging environment.

The new centre offers a quiet and serene space which is optimal for children who are settling into a structured routine and learning environment outside of the family home.

By extending the Early Learning Centre to include this property, the capacity of the service has been increased from 46 to 62 places per day. A restructure of the age groups has also enabled a new 2-3's room to be established.

Each day the Early Learning Centre dedicates 30% of all places to children with additional needs, providing a total of 90 places each week to children who require additional support.

Assessments of children accessing the Discover & Learn and Peers & Play programs look at communication, motor and daily living skills and socialisation. The Vineland II Adaptive

Behaviour Scale assessment tool is administered at the time of enrolment in to the program and then annually, to help determine the child's progress. Assessment results are used to help determine appropriate goals for children.

Assessments of typically developing children are conducted in June and December annually allowing staff to determine each child's areas of strength and identify where additional support may need to be provided. The assessment of typically developing children is based on the Early Years Learning Framework (EYLF) assessment tool and focuses on the five outcomes for children. These are: Children have a strong sense of identity, Children are connected with and contribute to their world, Children have a strong sense of wellbeing, Children are confident and involved learners and Children are effective communicators. These outcomes look at the child as a whole and together help to ensure that the child is able to be a successful learner both within the centre and as part of the wider community.

St Anthony's Family Care has a strong commitment to professional development for staff to ensure that the centre is able to deliver high quality services at all times and is in touch with sector developments and best practices. Over the past year staff have participated in training opportunities in covering areas including first aid, food handling, behaviour management, understanding Autism Spectrum Disorder and supporting Sensory Processing Disorders.



*"Thank you for the thoughtfulness and kindness that your staff have shown towards my son."*

*"I couldn't have done it without the advice that you have given to me throughout the past year."*

*"The centre is so inviting, warm and a great educational facility."*

*"I am so very thankful for the caring, supportive and nurturing environment that my child has been fortunate enough to experience during his time in the Early Learning Centre."*

*"From the very bottom of our hearts, thank you to all the staff at St Anthony's ELC, for the great care you have shown to our daughter."*

*"A stimulating environment, play, friendship and secure attachments have all been provided by the staff at the Early Learning Centre. We have been so lucky to have a strong continuity of care."*

**Teresa Petrone**  
Manager, Children's Services



## Achievements

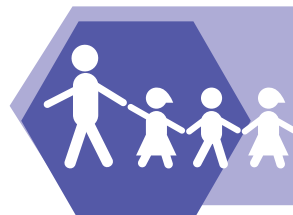
*In 2015/2016 St Anthony's Early Learning Services Supported:*



62 children to access mainstream services



44 children to access our Early Intervention programs



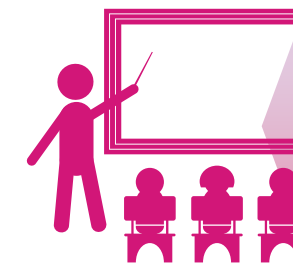
5 children to successfully transition from the Discover & Learn to the inclusive Peers & Play program



3 children who took part in the Peers & Play program to successfully transition to mainstream schooling options

## Outcomes

### Outcomes for Early Learning Services



100%

100% of eligible children enrolled in the Peers & Play program in 2015 were able to transition to mainstream schools successfully in 2016.



100%

100% of children accessing Early Intervention programs have made developmental progress against their baseline scores over the last 12 months.



96%

96% of all children accessing mainstream programs are developing age appropriately.



4%

4% of children accessing mainstream programs have been identified as requiring additional support.





*“May the spirit of unity and love reign amongst us.”*

*– Mary MacKillop*

## Disability Services

St Anthony’s Disability Services has experienced continued growth this year due to the roll out of a number of portable and individualised packages funded by Department of Family and Community Services. Long and short term support to families in crisis has also been a feature of our service in 2015/16 and this has been possible due to the fast response time from coordination staff, cross agency partnerships and funding from other programs including Extended Family Support and Alternate Family Packages.

St Anthony’s Family Care is now a registered provider under the National Disability Insurance Scheme (NDIS) with four of our current families scheduled to access the scheme in 2016/17 and full roll out for the rest of our families scheduled to occur from 1 July 2017.

Despite another twelve months of “anticipation” for most of our families to access the NDIS, we have begun to get a strong sense of the pace of change that will become the norm from July next year. Increased mobility of packages and changing demands from families have required the Disability Services team to constantly ensure that our existing systems match family requirements and, in some instances, has required us to extend our service delivery options, for example, by purchasing mainstream services where this is the best service-fit for the child in question. Increased portability of funding for families has been advantageous for St Anthony’s as we have been able to capitalise on our reputation for quality service and, through

word-of-mouth of both families and other service providers, have been able to attract new families to our service.

### Services Provided

**Individual support** – Service provided on a one-to-one (or two-to-one) ratio during which the worker and the child engage in a range of activities as identified by the child and his/her carer. This generally involves working on the individual goals of the child (e.g. travel training, food preparation) and accessing the local community.

**Sleepovers** – Children stay overnight at “Mary’s Place,” our respite house in Croydon. This experience assists the child to build independence and enjoy a break away from home, as well as giving families a much needed break to get a good night’s sleep, enjoy social activities, have holidays or to simply spend time together. Sleepovers are arranged on a planned basis and/or an emergency/occasional basis where resources permit.

**Group activities** – Vacation Care, After School Group and Saturday activities (Time-to-Try) with a focus on inclusion into the broader community and building social relationships.

**Private services** – Any of the services above which are purchased either by families or on behalf of families by third party agencies on a fee for service basis.

**Purchase** of, and support to access, mainstream services such as tutoring, tennis lessons, dance class, swimming lessons and recreational camps.



## Highlights

- Time-to-Try was extended to provide all age groups with a fortnightly service option (as opposed to a one week in four option) and this was warmly welcomed by all families and children.
- Children using Disability Services extended their centre based options this year through increased capacity to make use of the Early Learning Centre on weekends. This initiative enables us to maximise our existing resources and in so doing, to more effectively meet the needs of individual children of varying ages.
- A new sensory room was developed at Mary's Place providing crash cushions, sensory lighting and toys, mirrored walls and various sensory sound options. This has proven to be invaluable for those children who need a quiet space in which to de-escalate when required and/or to regulate their sensory processing when they spend time at Mary's Place.
- Working in partnership with families in extreme crisis to provide practical long and short term support options to prevent family breakdown. This has been a particularly challenging and rewarding achievement for the service and highlights the need for strong interagency partnerships and robust safeguarding for vulnerable families as we move into the NDIS service model.
- Service coverage was extended to 364 days this year (with no service provided on Christmas Day). This was

trialed in response to family feedback indicating that the Christmas and New Year period is particularly challenging due to the disruption of normal routines and support.

- A number of staff development days have been held for support workers and have targeted changing needs of our children, particularly behavioural challenges. Training included Manual Handling, Positive Behaviour Support and Managing Autism – ASPECT.

## Quotes From Parents From 2016 Satisfaction Survey

*“SAFC have been lifesavers and relationships savers by providing the means and opportunity to have a break when reaching breaking point.”*

*“A regular break means that I am able to connect and spend 1:1 time with my son who was feeling neglected and had some challenging behaviours as a result. Big improvements now”*

*“My child has become more sociable, more active and fit, more independent and happier”*

*“I love the fact that we can ‘mix and match’ to provide us with a package that works for us and doesn’t confine us to use a service in a way that is not useful and wasting money”*



*“Exceptional support workers who are enthusiastic, welcoming, energetic and intelligent with the approach to kids. The level of care offered by St Anthony’s is outstanding and the calibre of workers is wonderful. I feel confident leaving our son at the centre and know he will be cared for beautifully and he will be safe. He is engaged in a terrific variety of activities and he comes away happy and I know he has had a wonderful time. I feel he benefits greatly from going to St Anthony’s. Well done on delivering a first class service”*

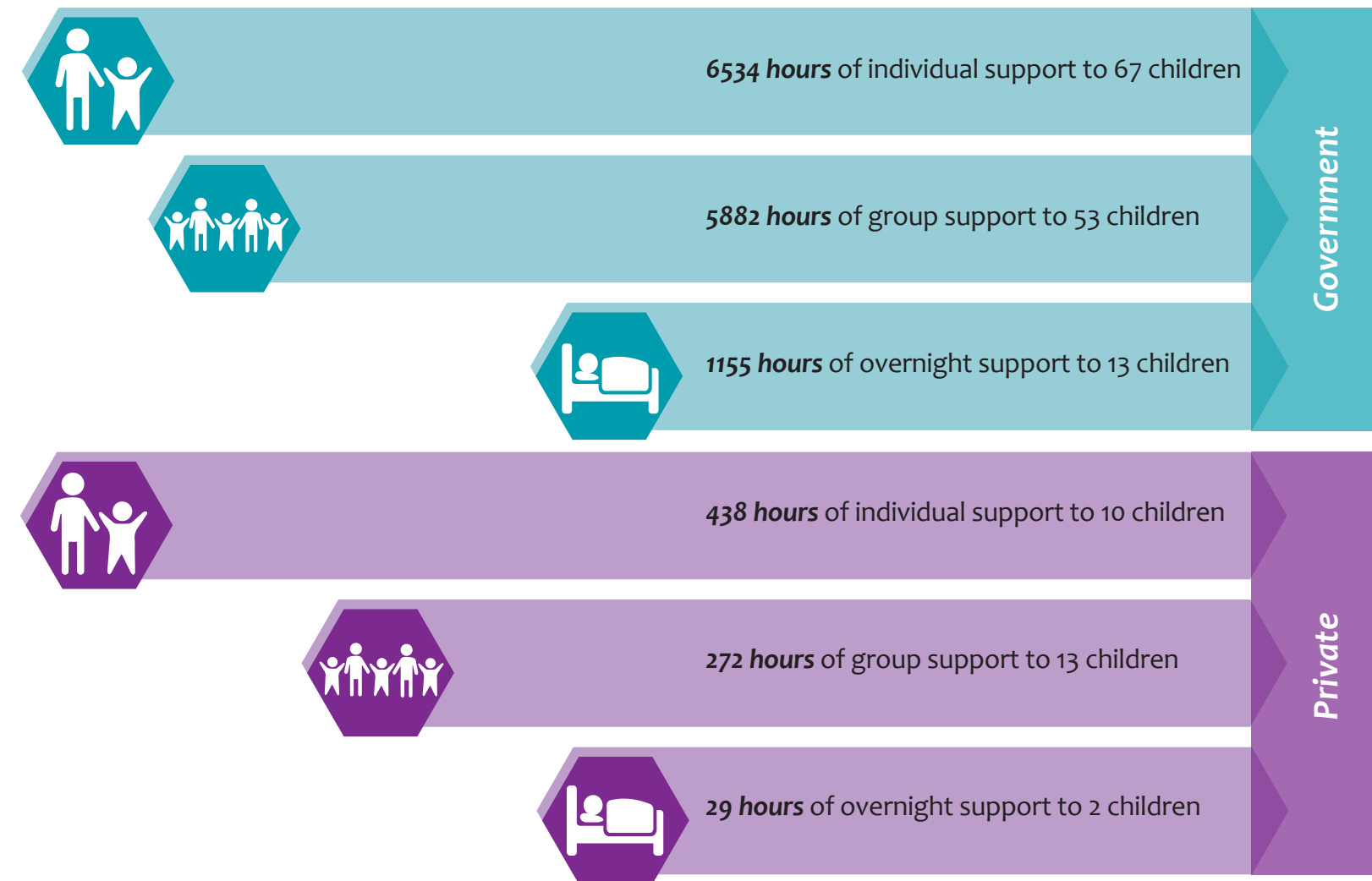
*“St Anthony’s always provides positive, individualised and strengths based care for my child. The care workers really seem to enjoy spending time with children and see the children rather than their disability. The organisation seems to support staff well and you can see this in their attitude and the retention of staff”*

**Jacqui Oong**  
Manager, Disability Services



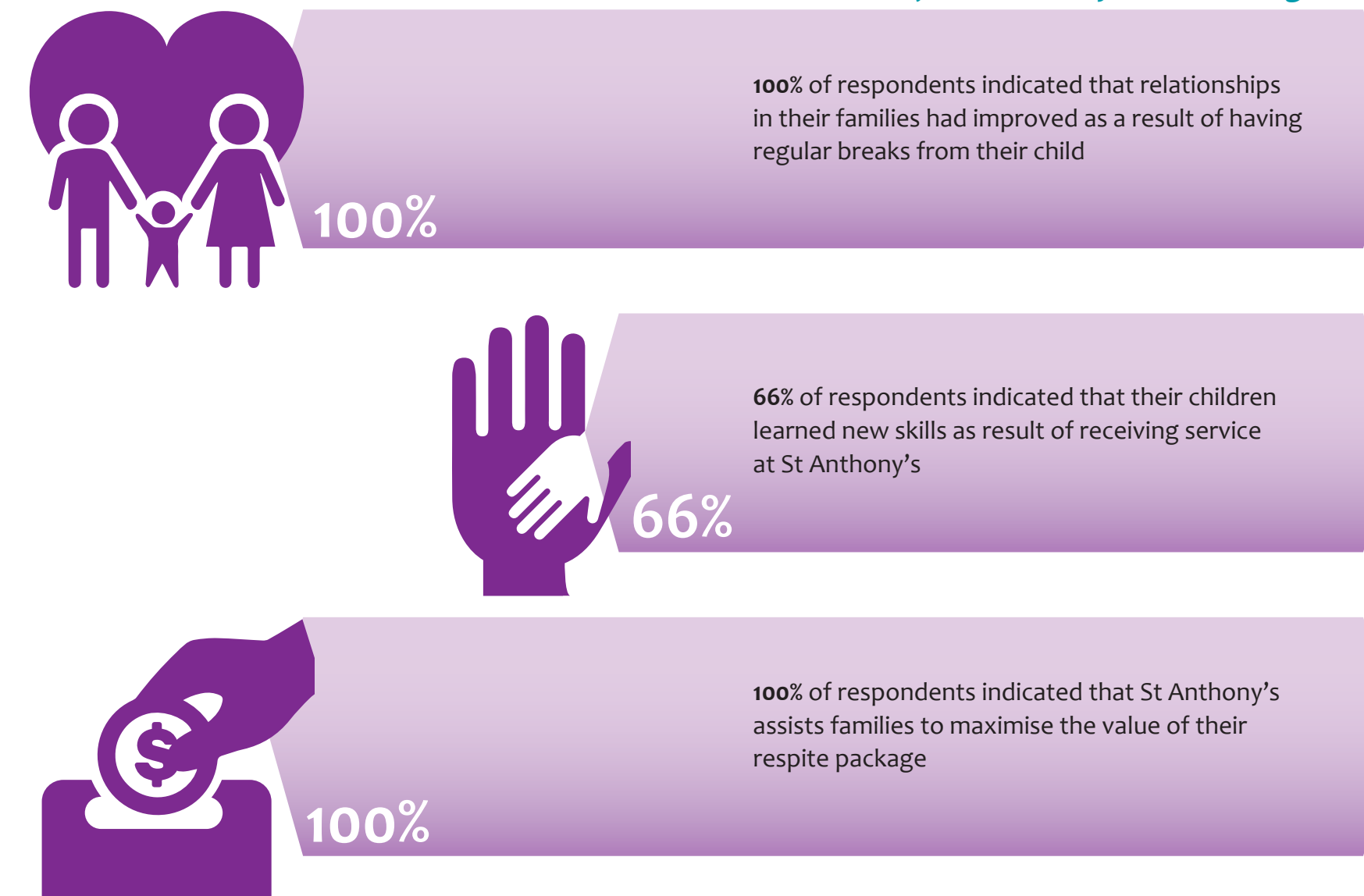
## Delivery

*In 2015/2016 St Anthony's Family Care delivered approximately:*



## Outcomes

*Outcomes of the Disability Services Program*







“May the spirit of the Sacred Heart animate you.”

– Mary MacKillop

# We Thank You

## Donors & Supporters



### Government Support

NSW Department of Family & Community Services  
• Ageing Disability and Homecare

NSW Department of Education & Communities  
• NSW Department of Education & Training

• Early Childhood Education & Care – Intervention Support Program  
NSW Community Building Partnership



### Bequests

Ms S Auld  
Ms J A Hutchinson  
Ms I Torcha  
Ms M E Weinert  
Mr J Castle  
Ms J Brettingham-Moore  
Ms D M Ure



### Major Donors

Mr Charles Curran  
Ms Judith Bryant  
Ms Thalma Dickson  
Mr Tom Burfitt-Williams  
Mrs Monica Daly



### Trusts, Foundations & Grants

Marrickville Council  
Wests Ashfield Leagues  
Club Ashfield  
Collier Charitable Fund



### Donors & Supporters

Bernard Curran Foundation  
Catholic Women's League  
Donors to Sister Carmel's Appeals  
Michael and Mary Whelan Trust  
The Bill and Patricia Ritchie Foundation  
The Sisters of St Joseph  
Marian and E H Flack Trust



### Corporate Support

Les Clefs d'Or  
Deputy  
Captain Cook Cruises



### Caring Hearts Group

Jane Banfield  
Denise Bleakley  
Anne Brettingham-Moore  
Angela Buckley  
Ruth Devine  
Frederick Dunn  
James Hanlon  
Margaret Marris  
Carmel Nestor  
Marie Nizic  
Kevin Ratcliffe  
Patricia Simpson  
Barbara Stanley  
Anonymous Members (3)





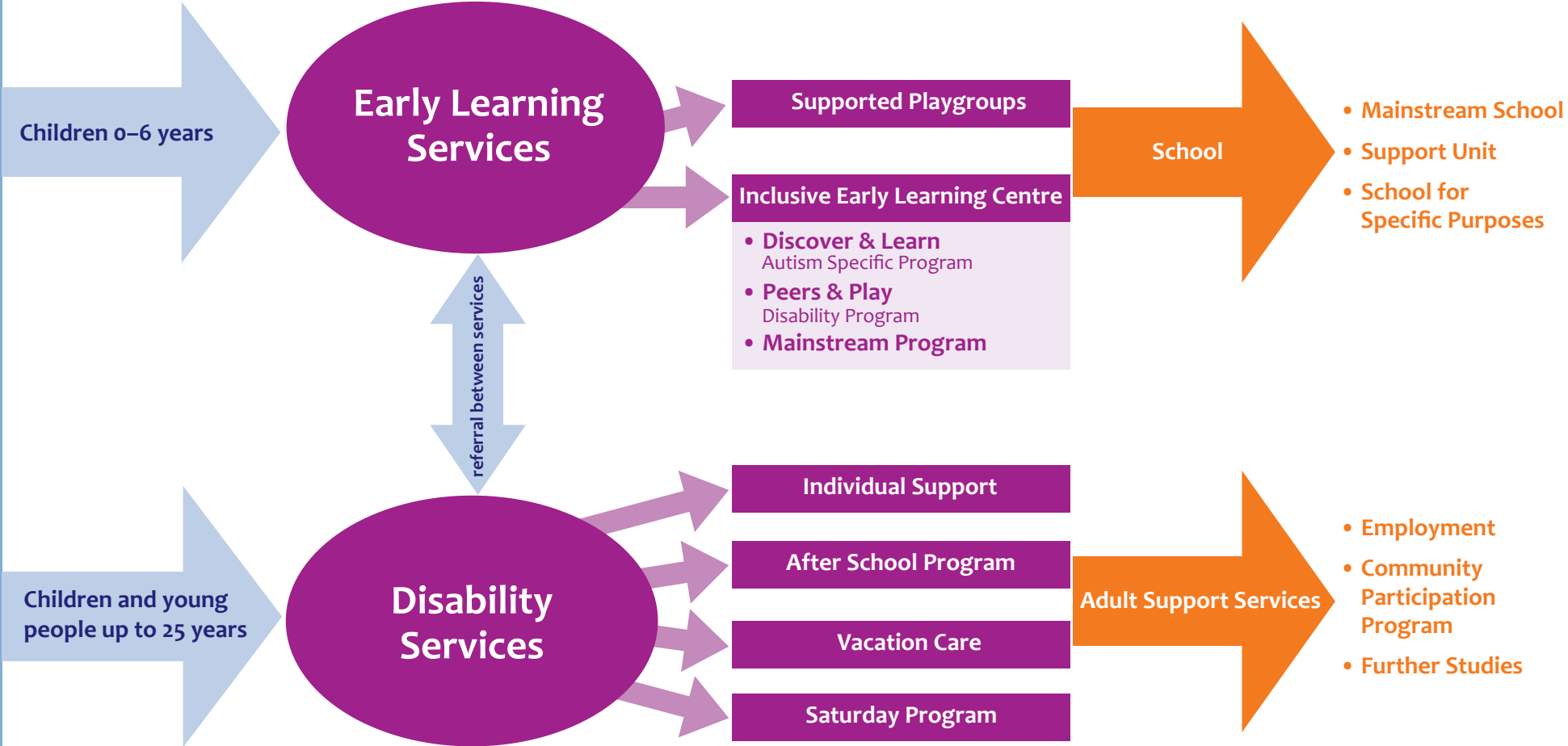


“Whatever troubles may  
be before you, accept them  
bravely.”

– Mary MacKillop

REFERRAL PATHWAYS

• Community • Allied Health • Government Departments • Paediatricians • Doctors • Schools • Family





## 1 Deliver high quality and inclusive services that support and strengthen families.



- 1.1 Ensure the quality and effectiveness of services
- 1.2 Ensure long term sustainability under the NDIS
- 1.3 Evaluate the relevance and effectiveness of St Anthony's services in relation to mission and the inspiration of St Mary McKillop
- 1.4 Actively seek and implement opportunities for innovation and sustainable growth

## 2 Enhance the St Anthony's community by engaging with all members in a productive and purposeful manner.



- 2.1 Engage a skilled and flexible workforce to meet the changing dynamics of the environment
- 2.2 Actively encourage families to partake in open and meaningful dialogue to foster a culture of continuous improvement
- 2.3 Provide accurate and timely information to Board and Company members to facilitate sound planning and effective decision making
- 2.4 Collaborate with a range of partners to enhance reputation and extend St Anthony's reach into the community

## 3 Develop robust systems and structures that enable the effective and efficient delivery of sustainable services.



- 3.1 Develop and implement contemporary systems and technology to support current operations and enable growth
- 3.2 Strengthen St Anthony's profile in the community to attract new and retain existing families and donors
- 3.3 Maintain and implement policies and procedures that are realistic, fair and transparent
- 3.4 Ensure long term sustainability through judicious use of resources and sound financial management



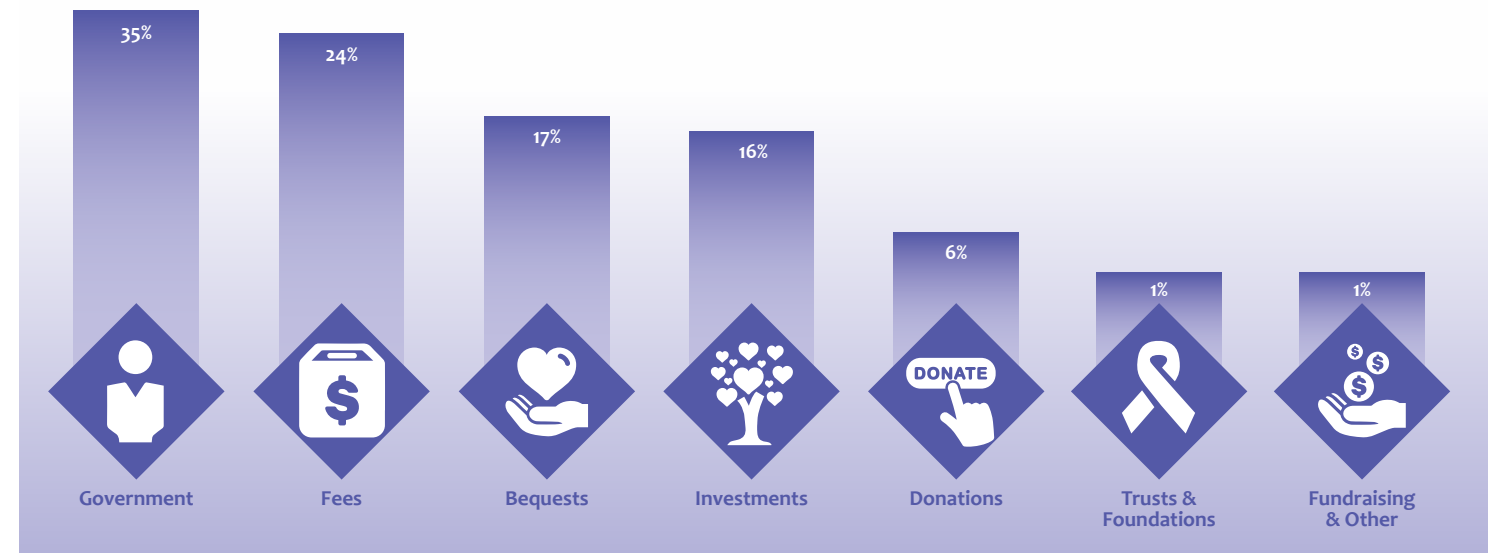




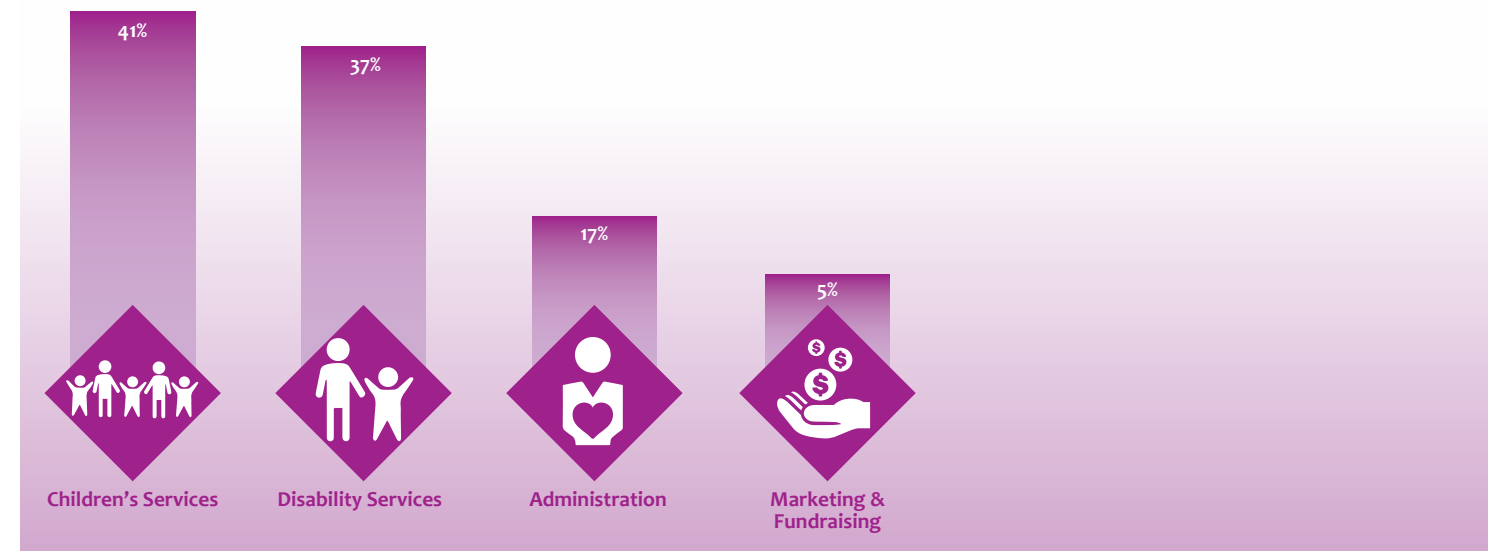
“Work with the means  
placed at your disposal.”  
– Mary MacKillop

# Financial Highlights

## Income



## Expenditure





The year was another successful year ending with a surplus of \$639,792 being 5% higher than 2015 by \$32,275.

Overall, income for the year was reduced by 6% to \$3.3 million compared to 2015's income of \$3.5 million.

Income from bequests & donations for the year increased by 36% to \$815,169 compared to 2015 which was \$598,516. This was dampened by the much reduced investment return of \$519,719 which is 48% less than 2015's investment earnings of \$993,141. This reflected the low levels of consumer and business confidence that prevailed in the economy throughout the year. As a result, higher returns were earned from fixed income than other investment market driven products.

The total expenditure for the year of \$2,633,845 was 8% less than 2015 which was \$2,872,566. However, the decision to change strategic direction to focus on the core services of early learning and disability services reduced the cost base and translated to higher costs borne by each department with early learning services bearing 41%, disability services bearing 37% and administration bearing 17%.

Due to the reduced number of departments, employee costs were reduced by \$142,373 (7%). Other major reductions in cost were in maintenance down by \$43,902 (42%) and occupancy costs down by \$23,123 (29%) compared to 2015.

Looking at specific service results, both core business areas performed better than budgeted.

The Early Learning services division comprises the Early Learning Centre and the Supported Playgroups services. The Early Learning Centre booked a net profit of \$16,323 against budgeted \$13,557 despite income of \$1,180,652 being below the budgeted income of \$1,250,513 by \$69,861. There were operating cost savings of \$77,075 as actual came in at \$970,985 against budgeted \$1,048,060. The Supported Playgroups service also came in below budget by \$73,507 booking a loss of (\$87,474) against budgeted loss of (\$160,981).

The disability services department ran both flexible and brokered service models and came in just below budget. The year's disability service income at \$734,025 was higher than the budgeted \$591,087 by \$142,938 (24%). However, the cost of delivering the services was \$1,149,241 which exceeded budget of \$1,011,254 by \$137,987 (14%). The budget was a loss of (\$420,167) however, the actual result was better by \$4,951 coming in at a loss of (\$415,216).

The investment portfolio fair value movement for the year was (\$610,393) to recognize the unrealized loss position as at 30 June 2016. It should be noted that this has no impact on the investment portfolio which ended the year slightly higher than last year at \$10,319,253.

On the balance sheet or the statement of financial position front, the organization remained very healthy with net assets of \$11,611,798 which is \$29,399 better than 2015. Current ratio is healthy at 0.66 which is calculated excluding

the investment portfolio which holds more than 40% and \$4.2 million as highly liquid assets. This provides more stability to the organization.

Total assets increased slightly to \$12.21 million from \$12.16 million mainly driven by increase in cash and investment holdings.



There were some much needed capital works undertaken for the extension of the Early Learning center during the year at a cost of \$57,692. There was also an addition to the fleet of cars of a fully funded seven seater van which allowed the disposal of an older smaller vehicle to take place.

Liabilities increased from \$578,191 to \$600,751 as a result of trade & other payables increasing by \$13,614 and provisions for employees increasing by \$8,946.

Cash and cash equivalents held at the end of the financial year of \$590,271 is higher than the prior year. This is made up of net cash flows from operating activities being a net inflow of \$777,691, higher by \$131,951 from 2015, offset by cash flows from investing activities being a net outflow of (\$737,116), which was less than prior year by \$27,526.

The financial audit for the year by the audit firm, StewartBrown, was positive and the audit opinion was an unqualified one.

The organization's financial results has enabled St. Anthony's Family Care to deliver a range of services in line with the organisation's mission.

**Judy Ann Wesley**  
Business Services Manager  
Certified Practicing Accountant (CPA), Australia





# The Board of Directors



**Jim Doyle**  
CHAIRPERSON



**Sabina Donnelly**  
CHAIR OF THE  
FINANCE COMMITTEE



**Tony Quinn**  
CHAIR OF THE  
PROPERTY COMMITTEE



**Anthony Blower**



**Karen Cahill**



**Sr Monica Barlow**



**Sr Julia Hartnett**



**Sr Fayne-Maree Plant**



**Mark Rainbird**




**Joanna Najdzion**  
COMPANY SECRETARY AND CEO

*“Enjoy yourselves and be  
happy above all.”*

– Mary MacKillop





“God loves those best  
who help the weak to  
become whole”.

– Mary MacKillop



**St Anthony's Family Care**

A company limited by guarantee  
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Children of St Anthony's  
photographed by  
Brett Somers

Art direction  
& layout by  
Petra Daley