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Richmond Fellowship Queensland

2022 Annual Report

Our vision

A future recovered for people facing mental health challenges and social disadvantage.

We envision:

A world that fully supports people in recovery

A culture that nurtures authentic and empowering relationships

A future that inspires hope, selfbelief and a meaningful life

Our values

We combine the inspirational vision and values of our founders with progressive thinking, advanced research and service excellence.

Empowerment

We create environments that support and empower people. We empower people to embrace their own goals, responsibilities and choices.

Trust

Our relationships are authentic. They are built on trust and earned through respect, reliability, flexibility and humility. We trust, respect and support each and every person's recovery choices.

Compassion

We are compassionate people. We create safe, caring and inclusive environments that foster active participation, personal growth and recovery.

Resilience

We are resilient and resourceful. We help others to find their own strength, purpose and meaning.

Diversity

We embrace diversity in all its forms. We celebrate the richness of the human spirit, value difference and advocate for the dignity of each human person.

Integrity

We are honest and accountable. We nurture an ethical culture that guides our relationships and services.

Lifelong Learning

Learning is a continual journey for us. We evolve and adapt through reflective and evidence-based practices and world-leading research. We value new ideas and their contribution to influencing personal and social change.

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Our values are evident in everything we do.

Our strategic priorities

- 1. Deliver service excellence Recovery supported
- 2. Build our strategic engagement Connections strengthened
- **3. Ensure future sustainability** Growth managed
- 4. Influence change in the community Awareness raised

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Thank you

Cover image of Fatih Akgun. Read his story on page 16.

Richmond Fellowship Queensland (RFQ) recognise and acknowledge Aboriginal & Torres Strait Islander peoples are the original and continuing custodians of the land and waters. We pay our respects to the Old People, Elders and Leaders past and present and extend our recognition to their descendants. We celebrate the unique position of Aboriginal and Torres Strait Islander peoples in Australia's history, culture and future.

Year in review

Consistency in the face of adversity

We reflect with pride on RFQ's ability to deliver reliable and stable services in the midst of continued pandemic impacts and severe weather events. Challenges arising from the Omicron variant outbreak in January, prison and ward closures, staff illness and floods were tackled head-on, ensuring reliability of services and that clients and staff continued to feel safe.

February

Performance and Analytics Unit established

Through prioritising the alignment of our information systems and the intelligent use of our data for reporting and decision making, we can ensure the highest-quality, tailored support outcomes for our clients through our new Performance and Analytics Unit.

March

RFQ embarks on a shared journey with Mater Education

With our partner, Mater Education, the development and launch of the inaugural Emerging Leaders Program took place. The program focuses predominantly on the developing science of neuroleadership. The first cohort of emerging leaders has progressed through the 10-month program, with a new group gearing up for 2023.

April Continuity of support

We are pleased that our Queensland Health contracts have been extended, ensuring continuity of support and optimising client wellbeing and recovery.

May

Staff engagement shines through in survey

This year, our annual CEO Staff Feedback Survey showcased a culture underpinned by high levels of engagement and satisfaction, with 85 per cent of staff stating that RFQ is a 'truly great place to work'. The data showed our lived values continue to be an area of strength for RFQ.

Importantly, RFQ is committed to ensuring our work is informed by the lived experience of people. The survey revealed that 50 per cent of respondents identified as having primary lived experience and 30 per cent a lived experience as a family member/carer/friend.

June

Launch of Wellbeing Literacy Program and First Nations adaptation

In partnership with the University of Melbourne's Centre for Wellbeing Science and notably acclaimed wellbeing science researcher, Professor Lindsay Oates, the Wellbeing Literacy Project rolled out earlier this year. To better serve our First Nations communities, we are now strengthening our partnership with the Centre for Wellbeing Science to create a cultural adaptation of the Wellbeing Literacy material.

July

Expansion of our Low Intensity Cognitive Behavioural Therapy offering

This year marked the launch of the NewAccess for Wesfarmers program and expansion of the NewAccess for Small Business Owners program. Partnering with several Wesfarmers companies including Bunnings, Officeworks and Kmart, we have commenced the journey of supporting close to 700 employees seeking mental health support.

As the effects of COVID-19 continue to be felt throughout the small business community, the number of referrals for our NewAccess for Small Business Owners program has increased by almost 40 per cent, to reach more than 3,500 people. The Federal Government has allocated \$10.9M in its Budget for the program.

August

Outcomes of the NewAccess Workplaces Evaluation

A remarkable 72 per cent recovery rate was recorded from staff across Australian Public Service departments who made use of the NewAccess Workplaces mental health coaching service.







The independent evaluation by PricewaterhouseCoopers highlighted the strong Return on Investment for employers. Three year funding to the program has been extended.

September

Brisbane refurbishment

Through a strategic and considered office revitalisation project at our Annerley premises, we have optimised the opportunity for improved communication and collaboration through greater integration of our business units. Our Annerley office is now fit-for-purpose across both corporate and services teams, with bespoke meeting rooms outfitted with quality equipment to ensure ease of interaction and connection [thank you to Facilities Manager Paul Trapp for his exceptional management of the project].

October

Recovered Futures Art Exhibition – a roaring success!

This year's exhibition attracted a significant increase in traffic through the event, with more than 7,600 people attending inperson and 6,500 people viewing the online gallery and store. In addition, artwork sales tipped \$37,000, a 15 per cent increase from last year!

Artist in Residence Matt

Whittemore wowed visitors daily with a live-drawing in the marquee, while activities such as badge making, colouring-in and paint-your-own-cookie proved a hit with all ages! In addition, local business collaborations with Little Sprinkle Co and King of the Wings were a driving force behind increased foot traffic and sustained enthusiasm for the event.

We were also excited to hear artist Cate Bond hit the airwaves on both ABC radio and 4BC, describing her journey through mental illness and the transformative, healing power of art [thank you to Hannah Hoffman, Manager Communications and Events and her team on the success of this year's event].

Chair's message



The Board congratulates the CEO, executive and all staff on another successful year delivering on our Vision & Strategy and I thank all Directors for their ongoing contribution.

2022 saw the continued success of RFQ's delivery of Low Intensity Cognitive Behavioural Therapy through the NewAccess program. The NewAccess Workplaces program, delivered to 16 Australian Government agencies, achieved tremendous results in its final evaluation, demonstrating the program delivers a consistent recovery rate well above the clinical threshold and with a strong financial return on investment.

The year also saw RFQ's delivery of NewAccess extended to Wesfarmers and several of its companies. I congratulate all staff involved in the delivery and oversight of these programs on their continued successful outcomes.

After the issues associated with COVID-19, and with the ever-present issues relating to data safety, the executive and Board have done a great deal of work around the identification and management of risk in the organisation.

The Board has recently been reviewing the extraordinary list of academic and strategic/ research partnerships which are currently being undertaken by RFQ. The organisation has always had a commitment to 'RFQ as leader' with the revitalisation of academic, research and leadership partnerships being a priority. RFQ has partnerships with University of Melbourne, University of Queensland, University of Southern Queensland, University of Sydney, QIMR Berghofer

Medical Research Institute and Mater Education. As a result of these and other similar activities, RFQ is also on track to become a centre of excellence in its own right. This is a unique position for an organisation such as RFQ and something we should all be very proud of.

This year, Directors have undertaken some very useful continuing education activities with Better Boards, and also courtesy of Director (and accountant) Caitlin Gough.

Congratulations to the executive and staff involved with the refurbishment of the offices in Annerley. All Directors were amazed at the high standard of the fitout which better supports the integration of business units and intelligent collaboration between staff in the corporate office. The Annerley service delivery teams are also benefiting with a more spacious office and improved meeting spaces and amenities.

Rhonda Chesmond

Board Chair

"...RFQ is also on track to become a centre of excellence in its own right. This is a unique position for an organisation such as RFQ and something we should all be very proud of."

Rhonda Chesmond, Board Chair

CEO's message



It is with much pleasure that I present this report to our Community of Interest.

A 'future recovered' in Our Vision and the 'recovered futures' tagline in our logo beautifully and succinctly capture the purpose of our work. In RFQ, our Vision and Values are not cosmetic but reflect a deep moral commitment to ensuring the services we provide do benefit people.

This year under the leadership of Chief Leadership Officer Alex Couley, we have prioritised revitalising strong links to the academy and world leading research to influence and provide the evidence for our work. We are positioned at the frontier of new ideas and as a centre of excellence for wellbeing and recovery with academic partnerships across four states. In advanced discussion, we are excited at the prospect of a joint academic appointment with a leading university.

Realising our vision is given substance by our exceptional service leaders and staff who work in alliance with the people we support. Their wellbeing and development is also important to ensuring our services benefit people. Our marvellous partnerships with the University of Melbourne [Wellbeing Literacy] and Mater Education [Emerging Leaders] are examples of the innovative development provided to our valued staff and equipping them in the work they do.

The 2022 CEO Staff Feedback Survey administered by Best Practice Australia (BPA) is a further indicator that our Vision and Values are not cosmetic. RFQ's staff 'engagement' culture is 30 per cent above the benchmark across the industries in which we work. Analysis of the survey results by BPA shows a key differentiator is the extent to which RFQ is values driven and evident in everything it does. Another important indicator has been through the establishment this year of the Performance and Analytics Unit under the leadership of Executive Manager Performance and Analytics Olive Xing. The Unit ensures intelligent use of all our data for decision making, accountable reporting and performance monitoring.

We have welcomed Louise Davis to the new position of Executive Manager Brief Interventions, a timely appointment in light of positive developments with our national Low Intensity Cognitive Behavioural Therapy (LiCBT) telehealth NewAccess programs. Following exceptional findings of the independent PwC evaluation, Comcare announced funding for a new three (3) year contract [delivering these services to 240 federal agencies].

The independent evaluation findings of the NewAccess for Small Business Owners (NASBO) program were similarly exceptional. The evaluation showed 81 per cent of clients recovered, 85 per cent felt more productive and able to address future challenges, while 89 per cent of clients would recommend the program. We are excited with the Budget announcement that the Federal Government has allocated new funding of \$10.9M to this program. The extension of the LiCBT program to Wesfarmers and its subsidiaries this year has further confirmed the benefit of this service model for employees in both the public and private sectors, with high sustainable recovery outcomes.

I acknowledge our wonderful partnership with Beyond Blue and the commendable transitional oversight of these programs by my Chief of Staff Rachel Colombi, along with the professional commitment of Lisa Inger and the NewAccess team.

Following positive evaluation and review of our wide ranging Queensland Health funded programs, we have had these contracts extended. We are grateful for the strong professional relationship we have with Queensland Health and seven (7) of its Hospital and Health Services

(H&HSs), a close collaboration focused on the recovery of the people we mutually support. We are also very appreciative of our partnership with three (3) Primary Health Networks (PHNs): Brisbane North; Darling Downs and West Moreton and, Central Queensland, Wide Bay and Sunshine Coast. The Way Back Support Service suicide prevention program is a valuable partnership between the PHNs, H&HSs and our services, a collaboration which is absolutely important to achieving positive outcomes and for people finding hope in the midst of despair. Our recent external Quality Audit shone a light on our remarkable staff and their supervisors. The auditor said that she rarely says this, but the feedback from clients was 'outstanding'. She especially noted feedback on the reliability of RFQ staff. I acknowledge Executive Manager Service Development Larry Stapleton and Trina Allen for their role in

ensuring we achieved a positive audit result.

I am grateful to our Chief Financial Officer Andrea Turvey and her team for the sound financial administration of the company and her oversight of our IT and property management responsibilities. I am also very grateful to my Senior Executive Support Officer Emily Miller who makes my job so much easier.

In RFQ, we are blessed with a Chair and Directors who provide sound and ethical board governance of the company, a crucial factor in the success of any company.

We undertake our work with the utmost humility as we witness the impact of mental illness on people and their families. It is their courage and achievements that make this work so fulfilling.

Kingsley Bedwell Chief Executive

"We undertake our work with the utmost humility as we witness the impact of mental illness on people and their families. It is their courage and achievements that make this work so fulfilling."

Kingsley Bedwell, Chief Executive

Service developments

We are a leader in the provision of recovery-orientated psychosocial services throughout Queensland, and through national telehealth services. We work alongside people facing mental health challenges and social disadvantage, creating safe, caring and inclusive environments that foster active participation, personal growth and recovery. Please enjoy reading a selection of our 2022 service highlights.

Building on our commitment to culturally appropriate services

A ground-breaking new Indigenous pilot project has been rolled out in the West Moreton region, spearheaded by Recovery Support Worker (Advanced) Wendy Lacey in consultation with the Indigenous Program Team. The Cultural Supervision project centres on sharing cultural knowledge and understanding between experienced First Nations staff members and workers who liaise with Indigenous clients and stakeholders on a regular basis.

Manager Indigenous Program Juanita Johnson says the Cultural Supervision project has the potential to be a game-changer in creating a supportive and culturally safe environment within RFQ.

"One of the most important

elements of the Cultural Supervision project is its individualised and tailored nature. As the project rolls out across the entire organisation, all staff will receive various levels and types of support, based on the requirements of their role."

"If someone is working in a one-on-one support role with Indigenous clients, their supervision will look quite different to someone working in a corporate capacity. Yet, in essence, the cultural supervisors involved in the project will provide a wealth of information and expertise wherever it is needed. Based on the success of the pilot project in Ipswich, we have high hopes that embedding this approach across our footprint will build strong bridges of cultural understanding within our workforce."

The Cultural Supervision project forms a key component of RFQ's commitment to building cultural capability within the core fabric of our organisation. With 15 per cent of clients identifying as Indigenous, this is an area of high priority.

Thus far, 50 per cent of RFQ staff have completed cultural capability baseline training online, with 25 per cent more on track to complete training before the end of 2022. This is the first step in preparedness for the Cultural Supervision project, which will move to the permanent project phase in 2023.

Introducing Wendy Lacey



Wendy works in the Hospital to Home (H2H) program at Ipswich and has journeyed a fascinating, winding path that has led her to RFQ.

With 30 years' public service experience under her belt – including ten years in Corrections – Wendy took a leap of faith and followed her heart into a rewarding new career in community services. It's a move that's allowed her to pursue her passion for social justice, ensuring Indigenous people with mental illness are supported to build meaningful, fulfilling lives.

"When I worked in Corrections, I had the opportunity to run programs with Indigenous prisoners – including group sessions. It was a real learning experience, being able to sit, chat and have a laugh in a comfortable environment. I knew this was the type of thing I wanted to be doing, working hands-on with my mob."

"When I left Corrections, I would still see the former prisoners out and about in the community, and they'd come up to me and say hello and thank you. That was the most rewarding thing for me. At this stage, I was aware of the complexity of mental illness and the difficulties that can go along with it – homelessness, incarceration, discrimination and racism."

Wendy's valuable career history – and readiness to branch out – led to an interesting opportunity, working as the manager of the Bowman Johnson Hostel for homeless Indigenous people.

"That was my first role in community services, and I did that for three years amongst other roles within Murri Watch. To now be working alongside Uncle Bowman's daughter, Juanita, at RFQ is wonderful."

"I think what I've learnt over the years is the incidence of recidivism or relapse is so much higher when there's no support – people just can't cope. It means a lot to be able to just be there, walk alongside someone and provide support." Through working in an Indigenous Identified position, Wendy feels that her lived experience is valued and the knowledge she brings to the team is respected.

"My position allows me to connect with Indigenous clients through a shared spiritual understanding. I am also encouraged to do things my way, which makes me feel very supported. Our mob have a challenging history, and history is repeating itself. We need Indigenous people to be part of the fight in helping to break that cycle."

While it's not easy to step away from the safety, security and comfort of a decades-long career in the public service, Wendy couldn't be happier with the decision she made.

"I couldn't ignore this feeling that my calling was in community services, working closely with my mob. There is a great deal of pride in our culture and I'm honoured to be a part of preserving what our forefathers fought so hard for – a better future for our people."



Vincent's story

Against enormous odds, Vincent is getting his life back on track following 20+ years of alcohol and drug dependency. Three debilitating strokes in 2019 were the catalyst Vincent needed to change his life and adopt healthy coping mechanisms.

"The first stroke temporarily paralysed me and the second one took my voice. I knew if I didn't change something, I was going to die. I got off the drugs and booze and started painting again."

Prior to his addictions and strokes, Vincent made a living creating and selling his Aboriginal art.

Learning the trade from his brothers, Vincent was commissioned to create artwork for various high-profile organisations including the Salvation Army. But as he started heading down a dark path, his passion for art fell to the wayside.

"I've been painting again for six or eight months now, with EACH. They helped me recover from the strokes too, learning to talk and move once more. My goal is to become a great painter again. All that was taken away from me, because of the silly things I used to do."

Vincent says his art has allowed him to reconnect with his culture, often focusing on land, animals and water. He draws inspiration from his family in the Northern Territory, who he says come from a traditional bush upbringing and still speak exclusively in language today.

"Up that way, if you want a feed, you go out and you kill an animal. It is shared throughout everybody in the community; no one goes hungry. Everyone is related and they all look out for one another. I want to get better at my art so I can show what traditional life is still like up in Tennant Creek."

Owning his mistakes and taking steps to repent, Vincent is now intent on moving forward to become the role model he wants to be for his family.

"At my worst I was drinking two cases of rum a day and my diabetes was out of control. I wouldn't listen to anyone, I wouldn't take tablets, I wouldn't go to the doctor. It was bad. But I've got family now, kids and grandkids and I want to help bring them up the right way, not the wrong way."

"It's not for myself that I'm doing this, I'm doing it for them."

Vincent is testament to the strength of the human spirit, not to mention the grit and determination needed to redirect a catastrophic situation. He says it's never too late and if he can turn his life around, anyone can – with the right support.

"If I kept going on the path I was going, it would be game over. But I didn't want that to happen. I wanted to be like my dad, who's 90 now. I've always been very close to him and looked up to him. Having RFQ has been good too – they visit me every week and have a chat and a cuppa."

"My goal is to do something positive with my life and make those around me happy, as well as make myself happy and get better. I'm not angry anymore. I make sure I'm not around people who are drinking. I move away from them and go and have a coffee instead or go for a walk. I'm making better decisions now."

Expansion and growth continue across low intensity support programs

Developed by Beyond Blue and delivered by RFQ, NewAccess for Wesfarmers has been a valuable addition to the suite of Low Intensity Cognitive Behavioural Therapy programs. In fact, in the first three months of the program, close to 700 enquiries were received from staff across brands including Bunnings, Catch, Kmart, Officeworks, Target, Wesfarmers Corporate Office, Wesfarmers Chemicals Energy and Fertilisers, and Wesfarmers Industrial and Safety.

This year, we have also seen referrals for our NewAccess for Small Business Owners program climb by 36 per cent on last year, reaching more than 3,500 people.

NewAccess Senior Manager Lisa Inger says a variety of life pressures have contributed to an increase in referrals and ongoing demand for NewAccess services.

"The impact of COVID-19 is undeniably still being felt, particularly in the small business space. On top of that, we've seen cost of living pressures, natural disasters and housing concerns significantly impact people's mental health and wellbeing. This service has become more vital than ever."

In line with the increase in demand for services, we have experienced growth within the NewAccess team, including the introduction of senior coaching roles and importantly, creation of an Executive Manager Brief Interventions position.

"Over the past two years, we have experienced a high degree of growth. Moving into 2023, not only have we secured funding extensions in collaboration with Primary Health Networks, but we are strongly positioned to deliver meaningful services that make a profound difference across our communities."

Harnessing data analysis to enhance service delivery

The beginning of 2022 heralded

an exciting development for RFQ with the formation of a Performance and Analytics Unit. Focused on ensuring we have quality information to monitor our performance and inform our decision making and reporting, the Unit works to reduce the administrative burden for frontline workers, allowing them to focus on doing what they do best – service delivery.

Executive Manager Performance and Analytics Olive Xing explains how the Unit provides a vital service to facilitate valuable business insights and drive innovative intelligence.

"Working mostly with senior services staff, we develop different tools that are needed outside of our client management system for oversight of RFQ programs. We bring efficiencies and engage horizontally across the organisation to improve business processes. It's about having conversations and understanding what is needed to really make everyone's life easier – it's not just about numbers."

"I began the program feeling extremely overwhelmed and stressed out with every aspect of my life, which resulted in quite a paralysed state. I found the program to be highly empowering, practical and tailored to my individual needs. Reach out and take advantage of this incredible program!"

James | NewAccess for Small Business Owners program











Increased demand for Crisis Support Space

Ipswich Hospital's Crisis Support Space (CSS), known as Emu Café, is now in its second year of operation. The collaborative partnership between West Moreton Hospital and Health Service (HHS) and RFQ provides a safe space where people experiencing mental distress and/ or suicidality can access support. A warm, welcoming alternative to the busy emergency department, Emu Café has swiftly grown to become one of the most successful services of its kind in the state. Having recently increased its opening hours by 25 per cent, Emu Café is now available Friday through Monday, with a plan to reach seven days in early 2023.

Larry Stapleton, RFQ's Executive Manager Service Development, explains how Emu Café's unique approach is yielding positive results for the community.

"The magic of Emu Café comes from its mix of clinicians and RFQ's Recovery Mentors, and the environment in which it operates. It's a warm, quiet, comfortable, inviting space where you can have a chat and cup of tea or indulge in a mindful activity with someone who's been in your shoes and pulled through. That's a powerful combination," said Larry.

"Although we saw a gap between the numbers of people referred and those who attended, anecdotal feedback continues to indicate that people feel safer just knowing this service is available when and if they need it," said Larry.

The CSS is supported by a dedicated group of clinical and non-clinical staff, who make it their life's work to create a nurturing environment for those in need. The tight-knit team and broader community were devastated to lose one of their own earlier this year – an unexpected loss that sent heartache and shock waves across Emu Café and beyond. "We'd like to extend our sincere thanks to our mental health colleagues at West Moreton HHS for their compassion and support when one of our RFQ. staff members passed away. Jason Briggs was a well-liked and highly-respected member of the Emu Café team, who made a lasting impact on the people he encountered both personally and professionally. We feel Jason's loss deeply, and extend our heartfelt thoughts to his family, friends and the entire team whose lives he touched."



Transitional Recovery Service acknowledged for excellence

It's been a big year for the Transitional Recovery Service (TRS), receiving the coveted Working in Partnership Award at the Gold Coast Mental Health and Specialist Services Celebration of Quality and Awards Evening.

A successful joint program between RFQ and Gold Coast Health, TRS supports people to return to the community after a hospital stay or to avoid hospital admission. Residents generally stay in the TRS shared living house for 7-14 days, increasing their resilience through clinical, non-clinical psychosocial and peer recovery supports, tailored to support recovery goals. Funding for TRS has been extended to June 2024. RFQ's Area Manager - Gold Coast Diana Bennet says it's a privilege to be part of a program making such a significant difference to the lives of many.

"When we were setting TRS up three years ago, we visited various organisations in Brisbane that ran similar programs. The one thing that was missing from them was a follow-up support service providing both one-on-one and group support to those who had left the house. It can be very hard to stay on-track and implement learnings you gained within the house, in order to continue working towards your goals. With that need identified, Capstone was born – providing support for up to three months after their stay."

Capstone boasts several beneficial group programs, including Men's Group, Women's Group, Food and Mood (cooking and food for wellbeing), Walk and Talk and a social BBQ incorporating sensory activities and mindfulness.

"The Capstone programs provide consistency and routine, as well as a safe space to enjoy social interaction. I recently had a woman tell me Capstone is the reason she gets out of bed in the morning. We know this program works, we know the difference it makes – and now we know it'll be around until the middle of 2024 at least, alongside the TRS house! That's many more people we'll be able to support to build and maintain a meaningful life – we're thrilled."



Fatih's story

Fatih had just moved to Australia from Turkey for a fresh start when his mental health took a downward turn and he found himself in hospital. Exhausted and struggling with inertia, Fatih battled to find the momentum to move forward in his recovery journey.

"I think lack of motivation is something that a lot of people with mental health difficulties struggle with, and I was no exception. I felt hopeless; like I couldn't go on. I didn't want to face the world. It was like I knew I was in a bad situation, but I couldn't possibly take the steps to change it."

Little did he know, he wasn't alone in the fight.

"A day out from my discharge, someone from RFQ came to talk to me about moving into the Transitional Recovery Service (TRS) house. I wasn't too sure about it, but in the end it was the best thing I've ever done – it pretty much saved my life."

TRS is a service where people coming out of acute wards move into a house with round-the-clock care and support, focusing on all of their needs. It's an opportunity for people to find their feet, engage in activities and adjust to life in the community prior to moving onto the next phase of their life.

"There are always things going on in the house and the support is really good. I have enjoyed talking to other people in the house, going for walks and joining in on whichever group sessions are happening that day. You feel supported from all sides."

Fatih hopes that sharing his story will encourage others to seek the assistance they need to turn their lives around. He says if he could pull himself out of the pit of despair, you can too.

"When I was first moving from hospital to the TRS house, it was really tough. I was really struggling to take any action in my life and as a result, nothing was changing. The support staff in the house were so good though, and once I opened myself up to receiving support, things began to improve. I've come a long way since those challenging early days."

Fatih now has concrete goals that he is working towards, building a meaningful life on the beautiful Gold Coast. He is enjoying his new-found motivation and is riding a wave of momentum, propelled by his support system which he says mean everything to him.

"The TRS team are genuinely interested in you as a person; it's not 'one size fits all'. They always ask questions and want to know more about you. It makes you feel special. I've also made some good friends in the house and had some nice chats with both staff members and residents."

Fatih now feels that he's been gifted a second chance – and

there's no way he's going to let it slip through his fingers.

"I've been out of the TRS house for a couple of months now, but I'll always remember what it did for me when I needed it most. I still engage in programs out of the house and have just started playing tennis. I'm planning my future, getting more financially stable and starting a TAFE course around mental health so I can help others."

"Mental health is such a vital area of concern for so many people, and it seems like Australia really cares about this topic. I want to be a part of that. I feel more optimistic than I have in a long time; I believe that I can build a great life in the Gold Coast. I'm getting there – slowly but surely."

Community engagement

We are passionate about maintaining an active and strong presence across our communities. From Townsville in the north to the Gold Coast in the south, west to the Darling, Western and Southern Downs and Brisbane too, we work in partnership with government and non-government organisations to deliver quality, meaningful and engaging activities and events. We are pleased to share a selection of highlights from 2022.

NAIDOC Week

This year, NAIDOC celebrations across RFQ focused on establishing meaningful activities effective in building the cultural capability of our people and services, while also encouraging staff and clients to participate in community-led celebrations.

In Brisbane, an office refurbishment presented an opportunity to rename meeting rooms with Indigenous names, further reinforcing the value of Indigenous heritage and history in our daily activities at RFQ. Thoughtfully selected, Yimbun (meaning freshwater rush), Tugun (meaning sea waves), Yugai (meaning a species of fern) and Dhagun (meaning earth, place, country) meeting rooms complement the bespoke carpet design which is based on artwork by Brentyn Lugnan, a

Gumbaynggirr artist.

Manager Indigenous Program Juanita Johnson explains the value of embedding First Nations culture and language in this manner.

"We believe it is highly worthwhile to see all staff speaking in local traditional language, which helps reduce the potential of significant loss of the local language and culture. As meeting rooms are used by all teams on a regular basis, Indigenous words begin to enter the mainstream. This goes beyond symbolism."

On the Gold Coast, staff members joined Juanita to learn more about the Indigenous history of their local area by participating in a Jellurgal Aboriginal Cultural Centre Walkabout tour at Burleigh Heads. Staff thoroughly enjoyed the opportunity to discover facts about traditional life, bush tucker, fishing and hunting. In addition, they learned about the important ecological practices and connection to the land displayed by the Yugambeh speaking people for thousands of years.

Further north in the Wide Bay region, staff attended a Welcome to Country and Flag Raising Ceremony as well as a careers expo. Across to the West Moreton and Darling Downs regions, Wellbeing and Recovery Worker David Love-Hickson delivered a Welcome to Country and staff members attended celebrations at the Bundamba Turf Club.

Queensland Mental Health Week

Queensland Mental Health Week provides an opportunity for communities to reflect, celebrate and drive change. This year's theme centred on awareness,











belonging and connection, with events and activities taking place from 8-16 October. Across RFQ communities, staff members worked in partnership with government and non-government organisations to support and participate in a wide range of events.

In Brisbane, the calendar was action-packed! The annual Thrive by the Bay was a success, with great collaboration between organisations. RFQ was also delighted to have CEO Kingsley Bedwell officially open the event. The Powerhouse Museum was the locale for Brisbane's premier Mental Health Expo, where RFQ joined a multitude of community mental health organisations. Spreading the word about programs and services available to locals in need, staff members enjoyed the opportunity to chat

with visitors and network with other providers. Staff members also attended the Moreton Bay Mental Health Expo and Kilcoy Wellbeing Expo.

Brisbane's most famous landmarks were awash with rainbow colours during Queensland Mental Health Week, shining a light on mental health, recovery and wellbeing to coincide with the Recovered Futures Art Exhibition. The Story Bridge and City Hall, among other fixtures of the cityscape, transformed into a beacon of bright colours to mark the beginning of the iconic event.

This year, RFQ was again the proud sponsor of the Aboriginal and Torres Strait Islander Award at the Queensland Mental Health Week Achievement Awards. The event recognises and celebrates the achievements of individuals, groups and organisations working tirelessly to reduce stigma by supporting and empowering those living with mental illness. RFQ CEO Kingsley Bedwell presented the 2022 Aboriginal and Torres Strait Islander Award to this year's worthy recipient, Yiliyapinya Indigenous Corporation.

Further north in the Wide Bay region, the Connecting for Awareness event at Scarness Park in Hervey Bay provided an interactive and enjoyable day for the wider community. Featuring games, food, information and activities for people from all walks of life, the RFQ team joined in the festivities by supporting the event coordination and hosting a stall.

On the Gold Coast, team members joined in the fun at music and arts festival, ArtBeat. The annual event encourages visitors to celebrate the creative

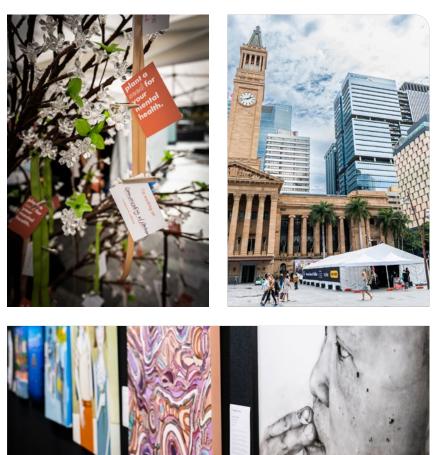




strengths and talents of people living with mental illness.

Highlights of the North Queensland calendar included the Reflections Walk and Journeys Art Exhibition. In collaboration with other like-minded organisations, RFQ played a key role in the coordination of the exhibition which is in its second year.

Further west in the Darling Downs and West Moreton regions, the RFQ team attended the Toowoomba Mental Health Expo and Art Exhibition, Ipswich Mental Health and Wellbeing Expo and Warwick Mental Health and Wellbeing Fair – to name a few!



Recovered Futures Art Exhibition

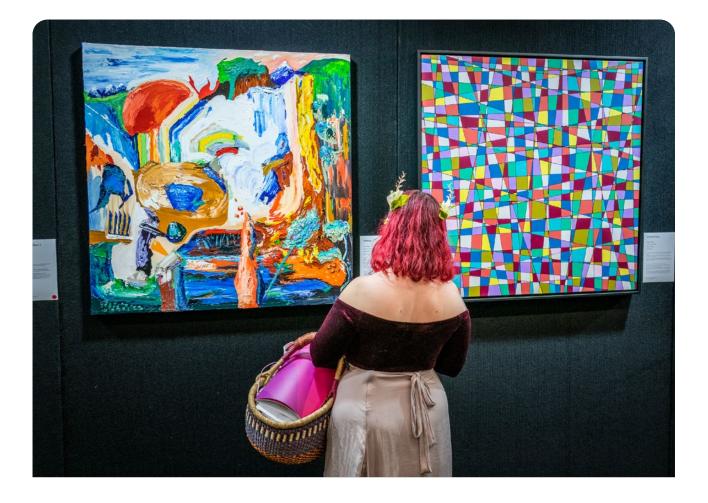
A mainstay on the Brisbane art scene and feature of the Queensland Mental Health Week calendar, the Recovered Futures Art Exhibition was held from 8 to 13 October at Brisbane City Hall and King George Square. Now in its 31st year, the iconic event has grown to be a celebrated exhibition in its own right while staying true to its mission - harnessing the powerful medium of art to spark meaningful conversations about mental health, recovery and wellbeing. While the exhibition provides a powerful vehicle for conversation, it is also an important platform for artists with lived experience of mental illness to share their stories and sell their artwork. This year's impressive collection attracted a high level of interest with more

than 7,600 people attending the week-long event and 6,500 people viewing the online gallery and store. In addition, artwork sales surpassed \$37,000 – a 15 per cent increase on last year!

Interest in this year's event also extended to print and radio media outlets, with Nova 106.9FM, ABC radio, 4BC, the Westender and Living in Brisbane all promoting the exhibition.

This year, the event was officially opened by Councillor Vicki Howard on behalf of the Lord Mayor at an evening event on Friday 8 October. Artists, sponsors and dignitaries came together in support of the event, taking time to recognise and celebrate artist achievements.

Public interest in the exhibition was propelled by a curated selection of meaningful and interactive activities. Brisbane



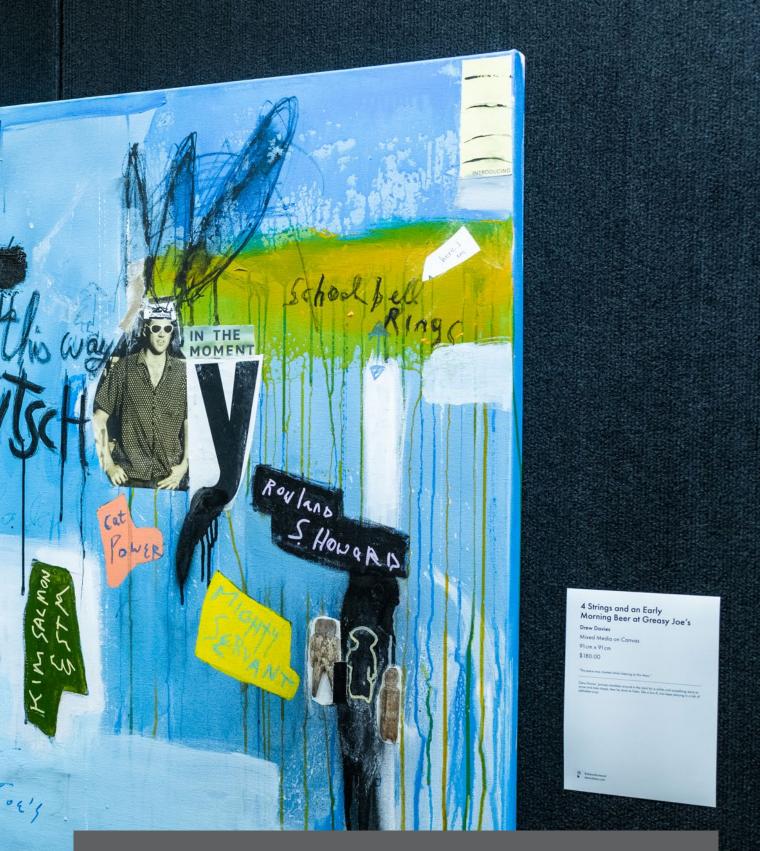
portraiture artist Matt Whittemore wowed visitors daily with a live-drawing in the marquee, while activities such as badge making, colouring in and paintyour-own-cookie proved a hit with all ages! In addition, local business collaborations with Little Sprinkle Co and King of the Wings were a driving force behind increased foot traffic and sustained enthusiasm for the event.

The ongoing success of the exhibition continues to rely on our strong partnerships. A warm thank you to our sponsors and supporters for their generosity – Brisbane City Council, Queensland Mental Health Commission, Pure Source Recruitment, Hilltop Caring, Connect Plan Management, MobileCorp, VisiCase and Xen Technologies. These partnerships not only support event costs but importantly, signal to artists that the broader community values their voice through artwork.

"A thoughtfully curated exhibition. The variety of artists, artworks and mediums made it an educational experience about the impact of different mental health conditions and recoveries."

2022 Recovered Futures Art Exhibition visitor





"I think the exhibition conveys an important message – mental illness impacts people from all walks of life. Personally, I had no family history and was blindsided by it. Everyone has a role to play in helping make society free of judgement and stigma."

Matt Whittemore, 2022 Exhibiting Artist

Striving for excellence

Our reputation as a leading mental health organisation is strengthened by an unwavering commitment to our vision and values. Woven into the fabric of who we are and how we work, our values are a guiding force in ensuring our work benefits people's recovery. Our approach is propelled by our dedication to evolve and adapt through reflective and evidence-based practices and world-leading research.

Breaking ground on a world-first wellbeing initiative

An innovative project in partnership with the University of Melbourne's Centre for Wellbeing Science and notably acclaimed wellbeing science researcher, Professor Lindsay Oates, the Wellbeing Literacy Project rolled out earlier this year. In a world-first, RFQ became and remains the only organisation to have ever operationalised the concept of Wellbeing Literacy. As part of this project, an online course and supporting workbook were created – hosted on RFQ's impressive new Learning Management System.

While creating the Wellbeing Literacy Project, we became aware that it was not fit-for-purpose for our First Nations communities. In response, we are now strengthening our partnership with the Centre for Wellbeing Science to create a cultural adaptation of the Wellbeing Literacy material.

RFQ's Manager Indigenous Program has been working closely with Jacqui Francis from University of Melbourne to finetune the content for the program. Phase one of the process is complete, with RFQ's First Nations employees continuing to play a lead role in this important journey.

Investing in our emerging leaders

In mid-March, RFQ joined Mater Education for the launch of the Emerging Leaders Program, a 10-month leadership education program. The program centres on teachings from Harvard Business School and the developing science of neuro-leadership.

The collaboration signals an exciting new chapter in building greater educational and leadership development capabilities in all participants. The first cohort of emerging leaders has progressed through the 10-month program, with a new group gearing up for 2023. Mater Education has asked RFQ to formally partner to conduct research on the benefits of the program, with a view to publish the results in peer-reviewed literature.

Placing a high value on research partnerships

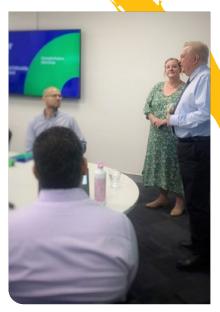
Under the guidance of Chief Leadership Officer Alex Couley, we have engaged with universities and research institutes across Queensland, Victoria, South Australia and New South Wales.

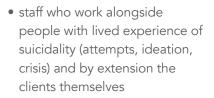
With several exciting initiatives and projects in the pipeline, we can share that a variety of cohorts stand to benefit from this vital research, which focuses on:











- people with lived experience of psychosis
- physiotherapy and exercise in supporting mental health outcomes
- the prevention and management of compassion fatigue

We are thrilled that our research is broad reaching, involving a multitude of professionals from Australia and abroad including clinicians, researchers and anthropologists.

RFQ is on-track to being recognised as a centre of excellence in wellbeing and other mental health research.



Demonstrating our commitment to continuous improvement

RFQ recently had a successful external audit for both the NDIS Mid Cycle and the National Standards for Mental Health Services (NSMHS). Global-Mark's auditor Fiona Smith recommended that RFQ's certification continue for both regulations. The maintenance of registration under the NSMHS is a requirement of RFQ's funding contracts and certification under the NDIS Practice Standards allows RFQ to continue to operate as a NDIS Service provider.

Several key pieces of positive feedback were recorded in Fiona's comments at the Audit Close Meeting, notably the absence of any negative reviews from clients. Fiona commented that, "RFQ was reliable and helpful in supporting clients to achieve their goals. In relation to complaints, people knew the process and felt listened to. If they didn't know the process, they felt that they could speak to their support workers about it."

RFQ's audit results were described by Fiona as "outstanding and a credit to the organisation." An alignment between staff actions and RFQ values was highlighted, with staff seen as being "fully committed to their roles."

"You should all be very proud, as RFQ is achieving what it sets out to achieve," said Fiona.

Living our values

We nurture a culture that cultivates authentic and empowering relationships. Through the delivery of quality programs, we are steadfast in our commitment to service excellence which is driven by a team of dedicated, resourceful, resilient and values-driven professionals. We are proud of the complementary blend of experience, skills and education our people possess, and value their contribution to inspiring a workplace culture of connectedness, integrity and compassion.

Cultivating a recovery culture

Earlier this year, 73 per cent of staff shared their thoughts in our annual CEO Staff Feedback Survey which measures staff engagement, highlights personal development opportunities and helps inform workforce planning.

As with the last survey, we were pleased to discover that our level of staff engagement continues to be rated as a 'Culture of Success' at 79 per cent, an improvement of two per cent. Compared with industry benchmarks, RFQ is a remarkable 30 per cent higher on staff engagement.

RFQ is considered a 'truly great place to work' by 86 per cent of staff, with only three per cent describing themselves as 'disengaged'. Staff responses highlight a clear personal alignment with company values. RFQ's survey results are benchmarked across the industry, with RFQ rated above the norms for 110 questions and at the norm for two questions, with none below the industry norm.

There is much to be proud of in terms of feedback received, with exceptionally high ratings achieved through statements including:

- equality between genders
- a workplace where harassment and sexual harassment are not tolerated
- a workplace welcoming and supportive of staff identifying themselves as Aboriginal and Torres Strait Islanders
- a workplace that treats staff equally and fairly regardless of their sexuality

- an organisation that is a culturally inclusive employer and provides a culturally safe workplace for staff of diverse cultural backgrounds
- 'RFQ is an ethical employer'

It's worth reflecting on the high proportion of staff with lived experience of mental illness, with 50 per cent of respondents revealing primary lived experience and 30 per cent lived experience as a family member/carer/friend. Having four in five staff members with lived experience allows us to better relate to and serve our communities, bringing a wealth of compassion, hope and understanding to the work.

Importantly, RFQ has a solutionsfocused culture, with 85 per cent of respondents agreeing that people are very positive about tackling problems.



2022 CEO Staff Feedback Survey

RFQ 'engagement' culture compared with benchmarks across its industries

Richmond Fellowship Queensland (n=305) COVID Times: Mental Health &

Disability Services (n=16,599)

Non-Profit: Health & Community Services (n=207,907)

Disability Services (n=18,572)

Social & Community Services (n=147,126)

Mental Health & Disability Services (n=45,595)

Mental Health Services (n=33,336)

COVID Times: March 2020 to date (n=116,431)

Queensland: Social & Community Services (n=55,072)

1		
79.0%		17.7% 3.3%
52.8%	34.1%	13.1%
52.6%	35.5%	11.8%
52.1%	35.2%	12.7%
50.7%	36.6%	12.7%
49.9%	36.4%	13.7%
48.8%	37.0%	14.1%
48.6%	36.6%	14.7%
46.9%	37.9%	15.1%
Engagement Cycle	winging Voters DisE	ngagement Cycle
	20	22 Annual Report







There is a 'can do' attitude and this is best exemplified by the 333 solutions proposed to 353 daily frustrations documented in the survey. This 85 per cent statistic soars in comparison to the industry average of 51 per cent.

Workplace gender equality

RFQ's values are reflected in gender equality with 77 per cent of women in management roles [69 per cent in its overall workforce]. Further, five of the seven Directors on RFQ's Board are women.

Building the cultural capability of our people

Working on building cultural capability within our workforce remains a top priority for RFQ. This starts with increasing the number of Indigenous Identified positions across our footprint, as detailed in our Statement of Intent. Our initial goal of five positions has almost doubled, with nine positions now in place across the organisation.

We continue to take steps to build First Nations truth-telling into the fibre of our organisation. Many staff have already been immersed in our Manager Indigenous Program's 'Yarning with Juanita' sessions, which have been widely praised for the valuable lessons and knowledge gained. By sharing her personal story, Juanita inspires others to understand the realities of our Indigenous history, while cultivating a safe space for others to reconcile and open up about their experiences.

We have proudly entered into partnerships and sponsorships with the Jaydon Adams Memorial Foundation and the Brisbane Blacks Football team. The success of the Brisbane Blacks sponsorship has also led to preliminary discussions with other Indigenous clubs.

Finally, we are embedding training for client-facing staff to ensure they feel empowered and capable in asking clients the question, "Are you of Aboriginal or Torres Strait Islander origin?" in a sensitive and culturally safe manner. Gathering this key data will improve our ability to appropriately support our First Nations clients, ensuring their experience is tailored to their individual needs.



Introducing David Love-Hickson

Based at Toowoomba, David works in the role of Wellbeing and Recovery Worker – Indigenous Identified. Joining the RFQ team in 2021, David works three days at RFQ and two days with the Jaydon Adams Memorial Foundation, a role funded by RFQ. His past experiences have shaped his career trajectory, leading him to two roles that he finds personally and professionally satisfying.

"I find it fulfilling working in the mental health sector and supporting people towards recovery. It's what I am passionate about. It's about acknowledging that you don't have all the answers, but you do what you can to support others and be a part of their journey towards recovery. I can relate to people as I have had many struggles of my own throughout my life. Looking back now, I see myself as someone who really needed support and guidance but didn't even understand that's what I needed at the time. I didn't think I mattered or had any real significance. That's what gives me fuel for what I do now - trying to help others recognise their own sense of worth and value."

Father-of-five David says he feels honoured to play a role in keeping Jaydon Adams' legacy alive.

"Jaydon was a pretty remarkable young person, with real leadership qualities. I feel inspired by him and what he managed to achieve in his life. I look at my own kids and would love for them to be as passionate and ambitious as Jaydon."

David is proud to be in an Indigenous Identified position and believes the creation of these roles is paramount to an organisation's growth and the wellbeing of their Indigenous clients.

"Through First Nations voices, we can provide culturally safe environments and valuable new perspectives. My dad was from the Stolen Generation and has struggled with mental health his whole life, often finding it difficult to navigate the health system. He's quite sensitive to the little things and doesn't always like the way he's treated. By having Indigenous Identified positions, we can provide quality support, patience and respect to our people and make the journey a bit easier for people like my dad."

Governance & leadership

Our leaders bring a powerful mix of expertise and lived experience. Together, they provide missiondriven and strategic leadership underpinned by an unwavering commitment to our vision and values.

Board of Directors



Rhonda Chesmond Board Chair I Chair Governance Committee





David Goener Director I Chair Finance Committee



Keren Harms Director | Governance Committee



Maria Watson-Trudgett Director

"We are proud of our governance reputation and high ethical standing in our operating environment. Oversighted by a skilled and diverse Board of Directors, the Company is committed to its mission and excellence in its services."



Tom Meehan Director



Caitlin Gough Director | Finance Committee

Executive Team



Kingsley Bedwell Chief Executive Officer



Larry Stapleton Executive Manager Service Development



Andrea Turvey Chief Financial Officer



Olive Xing Executive Manager Performance & Analytics



Rachel Colombi Chief of Staff



Louise Davis Executive Manager Brief Interventions

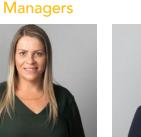


Alex Couley Chief Leadership Officer



Jeremy Audas Executive Manager North Queensland

Service Managers



Shona Maclellan Acting Area Manager -Brisbane North



Sue Mahoney Area Manager - Brisbane South



Laura Lattanzio Area Manager - Darling Downs



Diana Bennet Area Manager - Gold Coast



Deb O'Sullivan Acting Area Manager -West Moreton (April - October)



Sarah Cawthorne Area Manager - West Moreton



Karen Suey Area Manager - Wide Bay



Juanita Johnson Manager Indigenous Program



Lisa Inger Senior Manager NewAccess

Financial performance

Sound strategic management and good financial practices continue to underpin RFQ's strong financial position in support of its mission.





RFQ Board Chair Rhonda Chesmond and KPMG Partner Bronwyn Lovell signing the Audited Annual Financial Report for 2021-22.



Thank you

Funders

Australian Government Department of Health Beyond Blue Comcare National Disability Insurance Agency PHN Brisbane North PHN Central Queensland, Wide Bay and Sunshine Coast PHN Darling Downs and West Moreton Queensland Department of Health **Government partners**

Darling Downs HHS Mental Health Services Department of Justice and Attorney-General Gold Coast HHS Mental Health Service Gold Coast Primary Health Network (Joint Regional Plan – Adult and Older Persons Mental Health Partnership Group) Metro South HHS Addiction and Mental Health Services Metro North HHS Mental Health Services Queensland Corrective Services Queensland Department of Housing and Public Works Queensland Queensland Mental Health Commission Sunshine Coast HHS Mental Health Service Townsville HHS Mental Health Service West Moreton HHS Mental Health and **Specialised Services** Wide Bay HHS Mental Health Service WorkCover Queensland

Council partners

Brisbane City Council Bundaberg Regional Council City of Gold Coast Fraser Coast Regional Council Ipswich City Council Logan City Council Moreton Bay Regional Council North Burnett Regional Council Sunshine Coast Council

Community partners

Australian Rail Track Corporation Blue Knot Foundation Brisbane Blacks Football team Brisbane Housing Company Limited Brook RED CALM - Education in Suicide Central Queensland Indigenous Development Churches of Christ Care Housing Choice Passion Life Coast to Country Housing Company **Disability Services Queensland** EACH Housing Flourish Australia Footprints Galangoor Duwalami Primary Healthcare Harmony Place Headspace Bundaberg

Headspace Hervey Bay Headspace Ipswich Headspace Maryborough Headspace Nundah Hilltop Caring Jacaranda Clubhouse Jaydon Adams Memorial Foundation Life Without Barriers Lifeline Darling Downs & South West Old Ltd Lives Lived Well Marcus Mission Millmerran State School Mind Australia Momentum Mental Health Mylestones Employment National Disability Service Neami National New Farm Clinic Open Arms Open Doors **Open Minds** Queensland Alliance for Mental Health QuIHN **Regional Housing Limited** Richmond Fellowship Australia Richmond Fellowship Asia Pacific Forum Roses in the Ocean Rural and Remote Mental Health Standby Support After Suicide Stride Trauma Assist

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Under 1 Roof UnitingCare Community Suicide Call Back Service

Consultants and business partners

AccessPay All Branded Group AMC Commercial Cleaning Burger Digital **CBT** Institute Chamber of Commerce and Industry Queensland CityCover Connect Plan Management Connecting Up CooperGraceWard Lawyers **Disability Services Consulting** ELMO Software Ltd EPICURE Fraser Coast Mates Global-mark GoodTel HESTA Insight Interleading (Aust) Limited **KPMG** Australia LifeWorks Mapien Pty Ltd Maybo - Harvey Warwick Group Mayden

McCullough Robertson Lawyers MobileCorp Modern Concepts Design My Colour Box MYOB Australia Paxton Hall Lawyers Peak Marketing Photogenia **PIF Productions** PricewaterhouseCoopers Pure Source Recruitment Queensland Centre for Mental Health Learning RAW Commercial Scout Talent Summit Fleet Leasing Surety IT Pty Ltd The PR Firm Tools for Hard Conversations Trilogy Fire Safety Valley Edge VisiCase Westpac Banking Corporation Xen Technologies

University and research partners

Flinders University Hunt Solutions Indiana University Mater Education and Mater Hospitals QIMR Berghofer Medical Research Institute Queensland University of Technology University of Melbourne- Centre for Wellbeing Science University of Queensland University of Southern Queensland University of Sydney

Individual donors

Ann Devine David Wilson - Filtered Fresh Toowoomba Grill'd J & M Goodman Marcus Tschech Margaret Byrne Mary Byrne Perigon Rebecca Bremner Rosalie Ewart Ruth Walker Trish Brighton

recovered futures

Richmond Fellowship Queensland

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