



Everyone has a Story

Annual Report 2022





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Acknowledgement

MercyCare acknowledges Aboriginal and Torres Strait Islander Peoples as Traditional Custodians of Country throughout Australia. We pay respect to their cultures, Elders past, present and emerging, and we commit to working together for our shared future.



CONTENTS

About Us	4
20 Years of Contemporary MercyCare	5
Foreword: Chair of Company Members	8
A message from the CEO and Board Chair	9
Our highlights	10
Looking Forward	12
Our highlights: Family and Community Services	14
My Story: Suzan William	17
My Story: Kuzi Sakupwanya	19
Our highlights: Aged Care Services	20
My Story: Tracy Molloy	23
Our highlights: Early Learning Services	24
My Story: Dona Atukorale	25
Our people	30
Staff and Volunteer Day	32
Partnering to make a difference	34
Sparking wonder and curiosity	38
Making a difference in our clients' stories	40
Our people, their stories	44
Our Financials	47
Our Structure and Executive	48
Company Members	49
Board Directors	50
Our services	52
Thank you	54

Welcome to the 2022 MercyCare Annual Report

At MercyCare, we believe everyone has a unique story to tell.

Our stories shape us as individuals and make us who we are, defining the passions and motivations that drive us each day.

Having a sense of purpose and meaning in life is what underpins our vision at MercyCare for people and communities to thrive.

With over 1350 passionate staff and 174 volunteers, the unwavering dedication and passion of our staff through these challenging times has inspired the theme for this year's Annual Report – Everyone has a story.

Through their empowering personal stories, we want to shine a light on the incredible people who work across MercyCare.

Sharing their stories of lived experience, their passions and strengths, highlighting their resilience and dedication to delivering the best outcomes for our service users.

Our Vision

For people and communities to thrive.

Our Mission

To bring compassion and justice to life and break cycles of significant disadvantage.

Our Values

Respect, Integrity, Compassion, Justice, Excellence and Courage

Achievements

MercyCare is a recipient of a Bronze Award in the 2022 Australasian Reporting Awards – General Award for our 2021 Annual Report.



How to read this report

With every big or small decision at MercyCare, you will find at its centre our values and mission. To understand how our everyday work contributes towards this, we have included graphics that link to our Mission Ethos Shapers and 2020-23 Strategic Plan.



Links to a Key Strategic Theme from our 2023 Strategic Plan

- Sustainability and Growth
- Service Quality, Impact and Outcomes
- Integration and Connection
- Engaging and Empowering People

Mission Ethos Shapers



Person-Centred Approach



Aboriginal Pathway and Reconciliation Journey



Ecological Awareness and Behaviour



Safeguarding Children



Cultural Diversity and Race Awareness



Marking 20 years of contemporary MercyCare

This year marked 20 years of MercyCare as we know it today, as the Sisters of Mercy transferred MercyCare to lay leadership.

As a Catholic not-for-profit organisation, MercyCare has expanded its reach and service breadth to support more Western Australians, focusing on those that need us most and ensuring our services are there to support people throughout life's journey.

Looking back on the past two decades, our breadth, reach and the services we offer has changed, grown and been redefined.

From its initial operations at our historic Wembley site and the Mercy Hospital in Mt Lawley, MercyCare has expanded to more than 40 locations across the Perth metropolitan area and West Kimberly delivering services to thousands of Western Australians.

To ensure we reflect the communities we operate in and to have our clients at the centre of our decision making, we have introduced robust safeguards to our processes, including becoming an accredited Safeguarding organisation with the Australian Childhood Foundation, stating our intent with our Diversity and Inclusion Statement and walking the path of Reconciliation.

Wherever we work, we always ensure it is at the heart of the community.

Today is not possible without yesterday

All that MercyCare has achieved over the past 20 years simply would not have been possible without the Sisters of Mercy. It is on their shoulders we stand today, continuing their legacy.

Last year we marked the 175-year anniversary since their arrival in Western Australia.

MercyCare's rich history stems from the legacy of Catherine McAuley, the founder of the Sisters of Mercy in Ireland. Together with women such as Sister Ursula Frayne and Sister Martin Kelly, we have continued to work tirelessly to make a difference in the lives of Western Australians.



Our milestones: Looking back over the past 20 years

MercyCare is formed

Sisters of Mercy hand over their responsibility for the Mission, direction and leadership of MercyCare to lay ministry within the Catholic Church.

2002



2008



Mercy Village opens

MercyCare opens its retirement village at Wembley on the Sisters of Mercy site.

Family Group Homes

MercyCare opens five Family Group Homes in the Perth metropolitan area.

2010



2011



Support for asylum seekers

MercyCare commenced services to support asylum seekers.



Transferred ownership of Mercy Hospital

The ownership of Mercy Hospital, Mount Lawley was transferred to St John of God Health Care to allow MercyCare to shift more of its focus on community services.



2014

Derby Short Stay Accommodation

MercyCare formed partnerships with local organisations to establish culturally-safe Aboriginal Short Term Accommodation in the Kimberley, starting with Derby in 2014, followed by Broome in 2018.

2019



Expanding our Early Learning Centres

MercyCare’s Early Learning Centres more than doubled, with acquisitions and purpose-built centres. We now have centres across Perth providing a safe, secure and nurturing environment that focuses on children and their family’s individual needs.

2021



New Residential Aged Care Home in Maddington

Planning starts on our new, state-of-the-art Residential Aged Care Home located adjacent to our existing home in Maddington.

2022



Rockingham office opens

A new office in Rockingham is opened to respond to the growing need for home care and NDIS disability services in the Rockingham and Peel Region.



2016



Growth in Residential Aged Care

MercyCare acquired four new Residential Aged Care Homes, bringing the skills, experience, quality and compassion it had established over many years to residents in Joondalup, Kelmescott, Maddington and Rockingham.

2018

Broome Short Stay Accommodation

Opening in 2018 and built by Communities on land owned by the Nyamba Buru Yawuru traditional owners, our Broome site is managed by MercyCare in collaboration with local organisations Centacare Kimberley, Nirrumbuk Aboriginal Corporation and Nyamba Buru Yawuru.



2017

Disability Services launched

MercyCare became an NDIS-approved supplier of Disability Services, ensuring quality and person-centred support to Western Australians living with a disability.

Foreword Chair of Company Members

On 15 November 2001, the Catholic Archbishop of Perth, in response to the request of Congregational Leader, Sr Maura Kelleher RSM, constituted MercyCare as a Public Juridic Person. This year we have marked and celebrated the twenty-year anniversary.

The ground breaking and courageous request by the Sisters of Mercy Perth Congregation followed years of careful discernment about the future governance of the good works that they had established and the place MercyCare would have as part of the Mission of the Church. Inspired by the teachings of Vatican II on the participation of lay persons in the mission of the Church, the Sisters entrusted their ministries in aged care, family, childcare, health and disability to a newly established group of lay Company Members and Directors of MercyCare.

As part of our reflections in the anniversary year we revisited our Mission Ethos Statement. After consideration by the Company Members, Board and Management the refreshed statement sets out to articulate the key inspirations and spirit underpinning the way services are undertaken and decisions are made. While these may look different at various times in our evolving story the essence remains the same.

MercyCare exists to bring to life God's abundant love and mercy for all and the eternal call to justice and compassion. As the MercyCare community we are invited to participate in this mission by delivering quality, caring service in aged care, early learning, family, community and disability services.

As we support people and communities to thrive and respond to their changing needs, we are inspired by gospel values and the example of our founders, Catherine McAuley, Ursula Frayne and the sisters who joined them in establishing services in Western Australia.

The MercyCare community today is made up of employees and volunteers from diverse cultural and religious backgrounds who bring their unique stories and skills to the unfolding story of service. Diversity is our strength and our shared opportunity is to find ways to respect the richness of the differences we bring as we work together to keep developing the Mercy Tradition as a living tradition and not simply a legacy.

This year we welcomed Tom Stephens and Des Hardiman who are joining us as new Company Members and are bringing their strong experience and thoughtful intellect to our community.

The following pages of this Annual Report illustrate how the hope-filled spirit of Mercy has been brought to life in the last year. The Company Members acknowledge the committed and skilful leadership of the Board and Management in this and we are proud to present the Report to you.

Jennifer Stratton
Chair of Company Members



Mary Woodford, Board Chair
Jennifer Stratton, Chair of Company Members
Anthony Smith, Chief Executive Officer

A message from the Board Chair and CEO

The spirit of our people shone brightly in 2022.

As we reflect on the year, it is clearly marked as a time that our dedicated staff continued to step up to the challenge, with a deep passion to deliver person-centred, quality care.

COVID-19 and workforce constraints have impacted every staff member and service this year. Yet our teams demonstrated a deep resilience that saw services come together, share resources, learnings and support one another through the ebbs and flows of life with COVID-19. Through this resilience and the care of our staff, there have been many achievements that are highlighted through this report, however, most notably has been the ongoing provision of service day-in and day-out to our clients, residents and consumers.

Diversity has remained a hallmark and foundation of our success: diversity of our services and diversity of our staff. Importantly, we recognise that every staff member brings their own story and personal values to work. MercyCare believes in fostering everyone's ability to live out their purpose through our values-based work and this last year is a wonderful expression of where our staff created moments for our service users to thrive.

MercyCare is in a strong position and its bright future is clearly laid out in our 2023 Strategic Plan. Over the last 12 months, we have continued to invest in and progress our growth agenda. Construction has commenced on our new, state-of-the-art Residential Aged Care Home in Maddington.

Due for completion in late 2023, this will be home for 108 residents who will experience the spirit of MercyCare's commitment to care and compassion every day. Planning and approvals have now been put in place for a new Early Learning Centre to be built in the growing south-eastern suburb of Piara Waters with construction set to begin in late 2022.

We also opened our Rockingham Hub responding to the growing need for home care, disability services and outreach family and community services in the Rockingham and Peel Regions. This space also supports and builds on the flexible working arrangements that we have in place across MercyCare.

During the year, we farewelled some long-standing members of our board: Deputy Chair Darren Cutri and Directors Glennda Scully and Jan Stewart who collectively have provided many years of guidance and support to our organisation. We acknowledge and thank them for their commitment and contributions over those years.

We also have four new Directors who bring valuable and diverse skills to the leadership of the organisation. We are pleased and grateful to welcome Margie Tannock, Lyn Jones, Patrick Walsh and Peter Mott.

2022 is a year that brought us closer together and has strengthened us as a collective. It has been a time where despite strong challenges, we have been able to deliver on our mission to bring compassion and justice to life and break cycles of significant disadvantage, both for today and through our focus and work on the future.

We are deeply grateful for the work that has been achieved by all our staff and are very pleased to share the stories of their success which are brought to life throughout this report.

Mary Woodford

Board Chair

Anthony Smith

Chief Executive Officer



Our highlights

Making a difference



2132

seniors across Perth continued to live independently in their own homes with our Community and Home support services



520

seniors called our Residential Aged Care home



2042

children at our 14 Early Learning Centres



285

young people were provided mental wellness services, including **49** in our Amber Youth Wellness program and **20** at our Ellenbrook Youth Service



167

people living at our Mercy Village retirement community

Thriving Communities



87 clients were welcomed to our Harman Park Community Centre in Belmont

65 stallholders at our five Mirrabooka Market events

11,966 parents and children accessing local services and connecting at our Warriapendi Child and Parent Centre in the past year

4038 guests stayed at our culturally safe Aboriginal Short Stay Accommodation in Broome and Derby, welcoming **2479** guests at Broome and **1199** at Derby

- **71% +** average occupancy rates, with a total of **30,337** bed nights

MercyCare and its partners are in a three-year contract from the Department of Communities for both BASSA and DASSA to continue to 30 June 2024, with the possibility of two, one-year extensions

Supporting connections



570+ people were linked with services and in-home support through our Family Support Network

96 people seeking asylum were provided access to services such as supported accommodation, access to medical services and community orientation

586 individuals and **207 groups** were supported to settle into our community through our Step by Step Settlement Service, including:

- **32** people assisted into paid employment
- **5** into volunteer or work experience

MercyCare launches new website

In July 2021, MercyCare launched a new-look website designed to reflect the heart of the vital services provided in the local community. The new website was designed to be user-friendly, easier to navigate and also meant we can better tell our story about who we are, what we do and how we deliver our quality services in the community.





Breaking Cycles

23 foster carers providing care to children

31 children were supported in our Family Group Homes

118 young people were supported to reconnect with their families and build strong relationships

21 individuals were assisted to find and keep a home through our Housing Support Services

59 young people were provided accommodation services, including:

- **5 young mothers** in our Coolock units, where they received support and guidance on parenting, tenancy, health and wellbeing
- **7 young people** in our Carlow House, Supported Accommodation program
- **13 young people** and families provided transitional accommodation
- **34 young people** supported to obtain and maintain their own private accommodation



Empowering people

216 young people and their families were provided practical counselling and support with our Family Wellbeing Support Service

141 people living with disability who were supported to work towards their goals

30 migrant women given vocational training and work placements with our partners

438 no-interest loans were approved to help individuals and families build a better life



Sustainability

In February 2022, MercyCare signed a two-year **green energy contract** with Synergy which translates to converting our electricity usage of **1.676 mil kw/hour**, which is equivalent to **1140 tonnes** of CO₂ emissions, to natural power.

Nine of our meters fall under the green energy contract which includes all five of our Residential Aged Care Homes, an additional site at Wembley, the offices in West Perth and Cannington and the Bedford Early Learning Centre.

The new contract utilises renewable energy – part of which comes from the Albany Grasmere Wind Farm. This aligns with MercyCare's Mission Ethos which champions ecological awareness and showcases the organisation's efforts to reduce our carbon footprint through developing ways to reduce the negative impact of our operations on the environment.

Heading into the future, around **40%** of MercyCare's energy usage will come from renewable resources.

835.68 Megawatt Hour (MWh) of MercyCare's electricity usage came from green, renewable energy resources.



Connecting

@MercyCareWA

652,592 people reached on Facebook

5790 page likes, up **12%** year-on-year

@MercyCareEarlyLearning

130,373 people reached on Facebook

1322 page likes, up **25%** year-on-year

Instagram Launched in November 2021

6,171 people reached on Instagram, **173** followers



Looking Forward

This year saw us continue to strengthen our foundations laid out in the 2023 Strategic Plan and forge ahead with our Mission Ethos Shapers.

MercyCare is committed to ensuring our supply chains are free of slavery and in late 2021 developed our own Modern Slavery Statement and commitment.

The actions laid out in our Statement are foundational steps in our approach to modern slavery. Our initial goal is to ensure we have a robust understanding of the issue and evaluate where modern slavery exists within our operations and supply chains.

Building on our current partnership with Aboriginal organisation, Supply Nation we are working closely with our Aboriginal Pathways team to develop a clearer procurement strategy, which includes incentivising some of our main suppliers to engage with Aboriginal suppliers.

This move helps ensure MercyCare continues to take steps in engaging with a range of diverse suppliers, including Aboriginal and Torres Strait Islander businesses, which falls in line with our commitment to embracing Diversity and Inclusion.



Maddington build takes hold

This year we made significant progress on our new, state-of-the-art Residential Aged Care Home in Maddington, with construction commencing early 2022.

To mark the official start of building, in April 2022 MercyCare Chief Executive Officer Anthony Smith met with EMCO Building CEO Ron Keogh at the Maddington site for a sod-turning ceremony.

The building began to take shape with completed earthworks and the first concrete pour in June.

Set to accommodate 108 residents, the new home is located off Maddington Road adjacent to MercyCare's existing home.

The new design is based on the small house model of care which features six small houses spread over two levels which are home-like in appearance with a residential streetscape.

The first residents are expected to move in early 2024.

Building our workforce in the southern suburbs

The opening of our new premises in Rockingham in early 2022 allowed MercyCare to meet the growing need for home care and NDIS disability services in the City of Rockingham and Peel Region.

Initially, the office will act as a hub for our home care and disability services, but in the future will also provide a platform to extend our other services, including our Community, Family and Children services.

The office is also part of our future plans to continue building flexibility for the workforce and make training, meeting and desks more accessible for locals to the area.



New Early Learning Centre for Piara Waters

MercyCare has selected the growing south-eastern suburb of Piara Waters for its new Early Learning Centre.

The purpose-built centre will cater for high quality care for 96 children.

To blend with the surrounding community, the building will carry a contemporary aesthetic with a homely feel, with nature playgrounds set to be a feature in the outdoor spaces.

Construction will commence in the second half of 2022 and be completed by August 2023. The centre is expected to open during September 2023.

Our Highlights

Family and Community Services

Driven by MercyCare's vision for people and communities to thrive, our Family and Community Services delivered an array of person-centred services in youth and homelessness, foster care, multicultural services, disability and out of home care.

Across the year, our passionate teams were focused on delivering positive outcomes for our service users to support them to become active members of the community.

Our experienced and dedicated staff put our service users at the forefront of what we do, from helping new migrants settle into their new lives in Australia and empowering young people to be their best selves through engaging youth programs, to supporting people living with a disability to meet their goals and partnering with community organisations to build skills and confidence in refugees and asylum seekers.

"Our passionate teams were focused on delivering positive outcomes..."

Driving improvement

This year, we engaged social enterprise group, Innovation Unit to facilitate a co-design led research and evaluation project to better understand the purpose of our breadth of services within the broader WA non-government organisation sector.

It also provided us the opportunity to identify a vision for future business development pathways.

The review will provide the organisation with a base for future business decisions to ensure resources are optimised and are within our core vision and mission scope.

Now more than ever, undertaking this review has been imperative in a sector that is constantly changing. It helps to ensure that as a community services provider, we have a clear vision on the services we provide and the people we serve.



Amber Youth Wellness turns two

Award-winning mental health outreach program, Amber Youth Wellness, celebrated its second year.

Launched in 2020, this program continued to support young people who have traditionally fallen through the gaps of service delivery in Perth.

Amber includes a multi-disciplinary team that provided support to young people aged 12-25 living in Perth's north who are experiencing complex psychosocial needs that impact their everyday functioning.

The Amber team has worked hard in building strong partnerships with the community and youth sector to benefit young people, as well as targeting its referral process.

The team increased their support to Aboriginal and Torres Strait Islander young people; young people not engaged in education, training or employment; Culturally and Linguistically Diverse young people; young people living with a disability; and young people who identify as LGBTIQIA+.



Seeking young perspectives

In partnership with the Youth Advisory Council WA, this year we took steps towards developing our first ever Youth Reference Group.

Next year, eight young people with lived experience across Disabilities, Out of Home Care, Fostering, Multicultural Services and Youth Wellbeing and Accommodation will lead the design and development of this consumer-based leadership and feedback group.

The group will guide decision making across our Family and Communities Directorate, including service design, policy and practise and models of care.

Rainbow Reference Group

This group was established to focus on bringing together LGBTIQIA+ staff and allies to support MercyCare on our ongoing work to build a more inclusive culture that improves our practises by removing barriers for LGBTIQIA+ service users, staff and the wider community.





Disability Services

For the first time since becoming a registered NDIS provider in 2017, our Disability Services underwent its first audit and successfully met all the requirements which were measured against NDIS quality standards.

The audit also provided goals on how we can continue to improve our services heading into the next year.

What our NDIS clients have said:

“Kathy is doing really well...she is also enjoying cooking which she hasn't done in years.”

“(Support worker) Graham was very caring and respectful... I feel I can trust him.”

“Basil has improved his daily life so much...there is a sparkle in his eye.”

No Interest Loans

This year, we saw a 10 per cent increase in the number of loans approved through our No Interest Loans (NILs) as many Western Australians struggled to cope with the rising costs of living.

This service provides affordable and manageable loans with no interest charges or fees, with eligible applicants able to borrow between \$100 to \$2000, with negotiable repayment periods between six and 24 months.

The majority of our clients were able to meet the loan repayments, with only 0.25 per cent of loans written off.

In a follow-up survey, feedback from our NILs clients showed:

71%

Strongly agreed to **use our services again** if necessary

80%

Said they were **fully satisfied** with the service

75%

Said they **would recommend the service** to their friends and family.

438

No Interest Loans issued to help individuals and families build a better life

\$480,338

Total amount of approved loans issued in 21/22

\$1102

Average loan amount

MY STORY

Suzan William

Senior Loans Officer, MercyCare
No Interest Loans

My past 15 years at MercyCare has not only inspired me to do better in my own life, but it has helped me realise my passion for helping others in need.

When I moved to Perth from Cairo in 1999, I didn't speak any English. We moved to Australia for my husband's work, so I only had him, I didn't have any friends or family to turn to for help.

I felt so alone, and to make matters worse, rather than supporting me, my husband made my life more difficult. He put me down, he wouldn't give me any money or let me drive. My self-esteem plummeted and I became so depressed.

When I had my children, they became my life. They became my reason to keep going each day.

Eventually in 2004, I joined a playgroup run by MercyCare. Through these sessions, I was able to build confidence and independence, I made new friends and learned new skills and I started to feel like I belonged to a tightknit community.

I felt I was able to breathe again — at last, I felt like I mattered.

Within a few years, I began working as a loans officer for MercyCare No Interest Loans. At first, I didn't think I was able to do it, but the team had confidence in me and that was the push I needed to spread my wings.

Eventually, I found the strength to leave my abusive marriage.

It made me realise that I am not a bad person, I'm strong – and strong women never give up.

Now in my role, I get to help others who have found themselves in unfortunate situations.

This job has made me realise that I was put on this earth to help others – it is something I genuinely love to do.

Over the years, I have fostered great relationships with my clients. I want to hear their stories and it brings me joy when I hear that we have helped them get back on their feet.

It is a great reminder to myself and others to remember why I'm doing what I'm doing. And to motivate myself to keep up my good work."

"Eventually, I found the strength to leave my abusive marriage."





Making a difference in the West Kimberley

Our Broome and Derby Aboriginal Short Stay Accommodation sites have continued to provide a homely, family-friendly environment that is culturally-safe, secure and welcoming to guests from throughout the West Kimberley region.

This year, our Broome site accommodated 2479 individual guests who came from more than 105 different remote Aboriginal communities spread across Western Australia, the Northern Territory and as far as Victoria.

At our Derby site, we accommodated 1199 guests who travelled from over 21 remote Aboriginal communities in the West and East Kimberley and as far as the Northern Territory.

Pregnancy, funerals, medical, training and work commitments were among the common reasons our guests requested bookings at both our Broome and Derby accommodation sites.

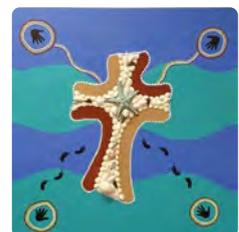
The power of community

Local businesses in Broome came together to help create a bush tucker garden for guests at our Broome Aboriginal Short Stay Accommodation.

Funded by MercyCare's CEO Innovation Grant, the garden was established to educate families on local native bush tucker and encourage healthy eating.

Among those who supported the project included Aboriginal Support Workers from Centacare Kimberley, Monsoonal Landscapes who installed reticulation and Nirrumbuk Aboriginal Corporation, who came on board to help with initial set up and design such as pathways, fencing and garden beds.

MercyCare's Aboriginal Support Workers created this artwork, which is on display at our Broome site. The cross represents MercyCare, with the blue and teal hues representing the ocean, and the colours on the cross representing the red soils of the Pindan, with the sand and shells synonymous with Broome beaches. The hands represent the people that come to BASSA, with the feet symbolising the children who come to stay with their families.



Nyamba Buru Yawuru also played a key role in helping the team select some of the bush tucker varieties that feature in the garden.

Safeguarding training

Our Kimberley teams in Broome and Derby completed their Safeguarding Children and Young People training. Facilitated by the MercyCare Safeguarding and Inclusion Lead and supported by local counsellors in Broome and Derby, the three-hour sessions were adapted from mandatory online Australian Childhood Foundation training and emphasised MercyCare's commitment to Safeguarding; core education on child abuse; creating safe organisations; and organisational and individual responsibility to safeguarding children and young people.

Empowering Aboriginal artists

Giving back to the communities we work in plays an important part of the MercyCare ethos. In particular, MercyCare recognises the importance of investing in local artwork and supporting Aboriginal artists.

As part of our vision for people and communities to thrive, we have commissioned several local Aboriginal artists to create vibrant pieces that reflect the surrounding environment and pay homage to Aboriginal culture.

In September 2021, we commissioned Derby artist Valerie Lennard to create artwork for staff uniforms at our Derby site. The vibrant design paid homage to the iconic Boab tree, which holds a deep spiritual connection to Valerie's hometown of Derby and her people, the Warrwa Tribe.

The Derby works builds on previous commissions such as the stunning piece that greets visitors at our Broome site by local Yawuru artist Martha Lee as well as a collaborative piece between local Aboriginal artists and service users.



MY STORY

Kuzi Sakupwanya

General Manager, Kimberley Aboriginal Short Stay Accommodation

As an immigrant, I had always wanted to work with people from culturally and linguistically diverse backgrounds.

As early as 16 in my home country of Zimbabwe, I knew I wanted to work with people who are disadvantaged from experience. I was doing my community service volunteer work at an AIDS orphanage as I was waiting for my GCSE (General Certificate of Secondary Education) results.

This experience resonated with me as I saw children as young as one without their parents due to the scourge of HIV/AIDS in the Southern African region.

I knew back then that my calling was to work in the community services sector, and this is something that I carry with me up until this day.

I joined MercyCare back in 2011 working in the Multicultural Support Services team.

But when the opportunity arose in 2014 to manage MercyCare's Derby Aboriginal Short Stay Accommodation in the Kimberley region, I put my hand up as I always wanted to work with Aboriginal and Torres Strait Islander peoples.

Four years later, I would also step up as manager of the Broome Aboriginal Short Stay Accommodation after MercyCare won the tender to manage that facility.

As the General Manager of these two facilities in the Kimberley, a pivotal part of my role is working alongside my team to provide culturally safe and appropriate accommodation for our guests. They come from across the West Kimberley region and need access to mainstream and culturally appropriate services such as health, employment and education.

What I love most about this job is that I get to wake up every morning to provide a positive experience to vulnerable people who come to us seeking a supportive and caring environment.

"As an immigrant, I had always wanted to work with people from culturally and linguistically diverse backgrounds."





Our Highlights

Aged Care Services

Across Australia, Aged Care providers again spent the year preparing and meeting the challenge of COVID-19.

Following the opening of Western Australia's international and domestic borders in February 2022, Western Australians braced for community outbreak of COVID-19.

Keeping COVID-19 out of the community throughout the pandemic meant we were given breathing space and foresight as we learnt lessons of how events unfolded in the Eastern States.

Fortunately, MercyCare was able to put measures in place to safeguard our residents and staff before the virus was able to spread further into our community.

"Our staff stepped up as living with COVID became our reality in Western Australia..."

This included rigorous infection control protocols across our Residential Aged Care Homes, stockpiling of PPE, gloves and masks, Rapid Antigen Testing in addition to existing temperature checks for all visitors prior to entering our homes, regular testing among staff and residents, thorough outbreak management planning and undertaking COVID-19 training and drills with all staff members.

MercyCare also engaged with providers on the east coast to understand the challenges they faced during 2021 to better prepare our services for the inevitable arrival of the virus in 2022.

With COVID-19 in the community, just like others in the sector MercyCare had to rely on agency staff to fill vacancies to meet care requirements and ensure our residents remained safe.

MercyCare followed all State Government health measures to ensure the health and safety of our residents and staff. Measures included Rapid Antigen testing, hand sanitising and temperature checks prior to entering our residential aged care homes, introducing visitor limits to two visitors per resident, mask-wearing, isolation and PPE requirements for staff.

Our staff stepped up as living with COVID-19 became our reality in Western Australia, providing physical and emotional support to seniors who continue to live independently in their own homes.

Enhancing our dining experience

This year, we invested in improving the dining experience across our five residential aged care homes.

The hospitality team focused on quality, engagement and feedback, service, and the environment in the dining room.

They also worked to review systems to create better flow and efficiencies for staff, and train staff in the three keys areas of food, service and environment.

With increased funding from the Federal Government, we have worked to ensure dining at a MercyCare Residential Aged Care offers seasonal menus, fresh wholesome food, beautiful presentation and flavour while catering for textured modified diets.

"This year MercyCare became the biggest provider of Short Term Restorative Care in WA, with places doubling from 30 to 60."

Expanding our reach in Short Term Restorative Care

This year MercyCare became the biggest provider of Short Term Restorative Care (STRC) in WA, with places doubling from 30 to 60.

This growth allowed us to expand our reach and provide support to more Western Australians when they need it most.

STRC is a time limited, high intensity eight-week reablement program designed to provide early intervention which aims to optimise the functioning, independence and autonomy of older people.

It is delivered in the form of a tailored, multidisciplinary package of services which is backed by a team of health professionals who specialise in areas such as physiotherapy, occupational therapy and nursing and can assist with the individual's goals, such as restoring mobility and independent movement following functional decline.



Expanding our workforce in the community

This year, we partnered with Stanley College to welcome 10 trainees the opportunity to complete their Certificate III in Community Services to become a qualified support worker through our Community and Home Support Services.

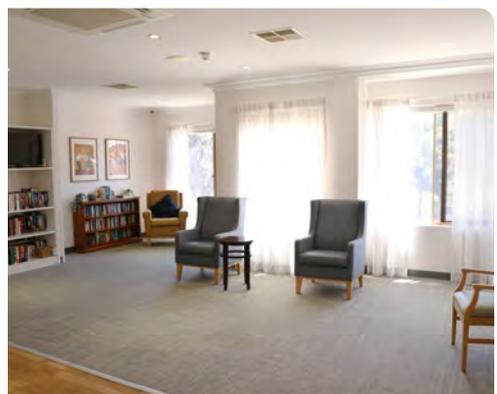
The partnership aimed to build on our existing workforce and recruit more support workers to help meet the rising demands for our community services.

Creating warm, homely spaces

Our Joondalup Residential Aged Care Home underwent a warm and contemporary facelift which created a refreshing space that can support residents to connect with each other, their families and staff.

Renovations at the Home finished in late 2021 with extensive works throughout. Both living and working environments benefited, bringing a warm and homelike aesthetic and providing comfort and support for the MercyCare community in Joondalup to thrive.

A number of resident rooms received new flooring and paint and several ensuites were refurbished, while for staff, support spaces were reconfigured to create storage, improve staff workflow and provide comfortable spaces to collaborate. A new lift was also installed.



MY STORY

Tracy Molloy

Lifestyle, Therapy and Spirituality Coordinator
MercyCare Kelmscott Residential Aged Care Home

They say if you do something you love you will never work a day in your life, and I believe this to be true when I started working at MercyCare Kelmscott.

Before I started working in the sector, I had no interest in aged care.

But after my first day I was hooked. I realised that I had a calling and I just couldn't walk away.

I went on to TAFE and completed my Certificate III in Allied Health Assistant Course where I graduated top of my class and was nominated for student of the year.

Now, I can safely say that I've found my life's calling working in aged care, and it's something I am reminded of every day since working at MercyCare.

As Lifestyle, Therapy and Spirituality Coordinator, I plan and facilitate the regular lifestyle therapy activities at the Home based on our residents' passions, hobbies and interests.

I strongly believe that the key to longevity is finding one's meaning and purpose – and if a resident can remain engaged with life, they are far happier and are likely to enjoy life right up until the end.

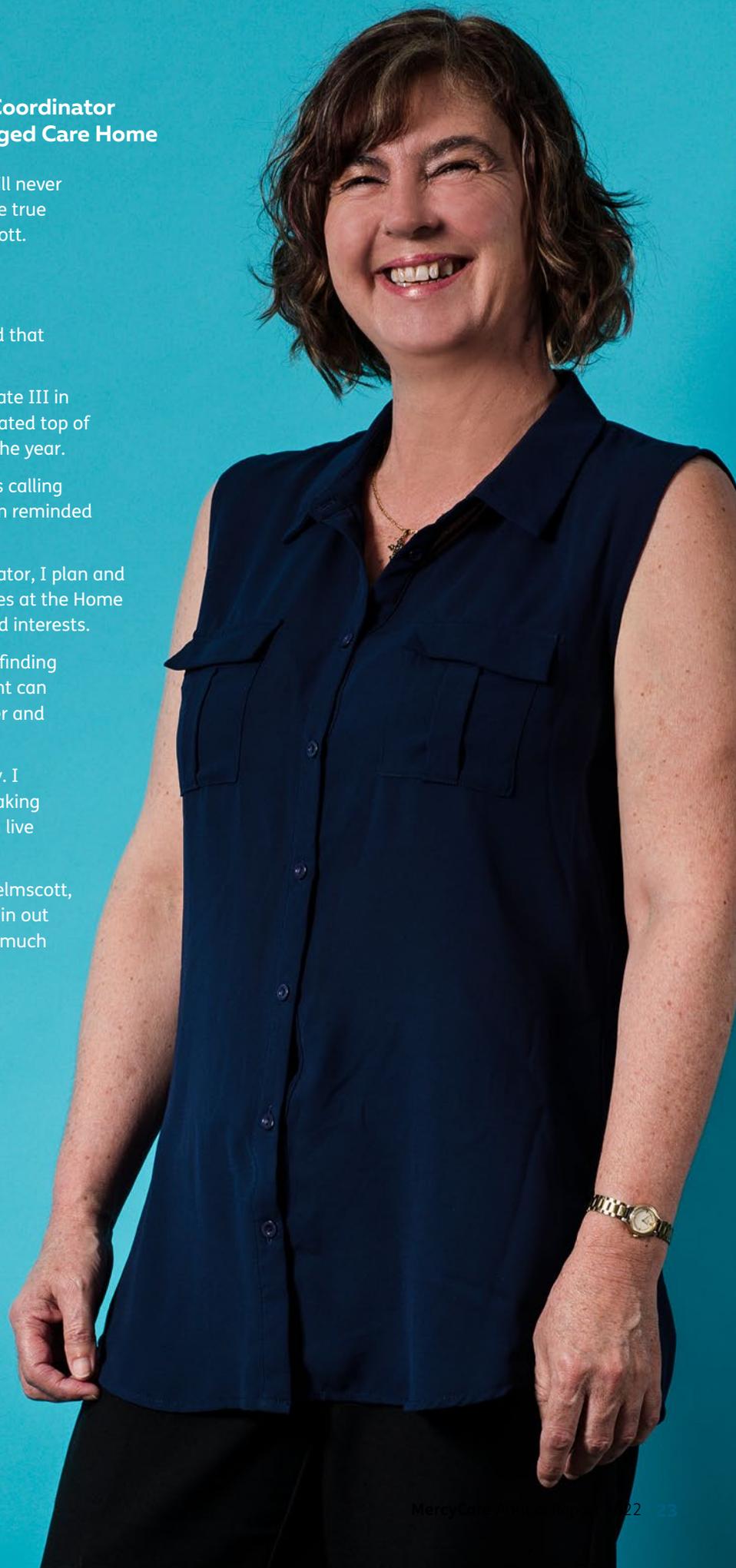
Working at Kelmscott makes my heart happy. I feel like my role has purpose and that I'm making a difference to our residents by helping them live life to the fullest with the support they need.

I love working with the team at MercyCare Kelmscott, including our amazing volunteers who come in out of the goodness of their hearts and make so much of a difference in the lives of our residents.

Most of all, I love that I get to hang out with these amazing residents who still have so much to offer.

I am so thankful that I get to do what I do. And while some days are not easy, seeing the residents' smiles makes it all worth it.

“I love that I get to hang out with these amazing residents who still have so much to offer.”



Our Highlights

Early Learning Services

This year, the importance of Early Learning Services to MercyCare was recognised with Early Learning becoming its own directorate alongside Aged Care and Family and Community Services.

Despite the challenges presented by the COVID-19 pandemic, in 2022 enrolments across our Early Learning Centres was the best performing year to date, and have increased year-on-year.

Investing in play

Creating natural spaces for children to explore, take risks and use their imagination has been paramount across MercyCare's Early Learning Centres.

Nature play provides a challenging space where children can learn how to manage risk and has many benefits when it comes to engaging children in open-ended play, developing their curiosity and gross motor skills.

This year, we invested \$375,000 in upgrading nature playground areas at our centres in Ballajura, Bassendean, Bedford, Seville Grove, Kelmscott, Heathridge, Landsdale and Wembley.

Incorporating risky play into a child's routine is pivotal in developing their self-confidence, resilience, functioning abilities and even risk-management skills, which are all important life skills that can help a child navigate adulthood in their later years.

Investing in our educators

Developing a diverse workforce, enriching our centres with different cultures and life experiences and continuing to provide quality care to children and families is the cornerstone of MercyCare Early Learning's paid Traineeship program. Under the program, offered to both new and existing employees, we supported staff to complete a Certificate III in Early Childhood Education and Care.

The traineeship program provides a great springboard into an early learning career, as well as an opportunity for those that already work in childcare to upskill and progress their careers.

This year, MercyCare Early Learning awarded traineeships to 23 new staff, 25 were working towards completion through the year with seven completing their traineeship this year. Three staff were also granted the opportunity to complete a Diploma in Early Childhood Education and Care while they worked.

Our Eco Warriors

Each of our Early Learning Centres have a dedicated Eco Warrior who is passionate about protecting the environment and instils sustainable practices and values in children as part of their learning.

Our staff are so passionate about our unique Eco Warrior program that some have embedded environmentally friendly practices in their own lives.

From creating mini worm farms for families to take home, to showing children how to grow and harvest herbs, fruits and vegetables to taking part in initiatives such as cleaning up rubbish in our oceans, our Eco Warriors have shown they don't just believe in what they do, but they live and breathe it too. The program also drives home our commitment to environmentally sustainable practices and education.



Service Quality, Impact and Outcomes
Engaging and Empowering People
Integration and Connection



MY STORY

Dona Atukorale

Room Leader, MercyCare Bassendean
Early Learning Centre

For a whole week at MercyCare Bassendean Early Learning Centre I was able to celebrate the Sri Lankan New Year, where I shared my special traditions with the children.

To celebrate the New Year, families in Sri Lanka light the hearth. This is done at an auspicious time, where we boil a pot of milk and wait for it to overflow. This indicates a new beginning of prosperity and luck. At the Centre, I set up a pretend play area to show how I do it with my family.

Being able to share this with the children was beautiful for me. And the children loved it. It's an opportunity to nurture that thirst for knowledge in young children, for them to learn about the world around them and be open to learning about others.

I love creating a stimulating environment for them, allowing them to appreciate the world they live, investigate and question their curiosity for learning, acknowledge diverse cultures as well as respecting one another.

Growing up in Sri Lanka, my mum was a teacher, so I learnt a lot from her about being compassionate, dedicated and patient. She always encouraged me to help make the world a better place.

Taking her words of wisdom, this is what I do as an educator, where I guide the children in my care, nurture them and teach them to be independent thinkers and influential global ambassadors.

"It's an opportunity to nurture that thirst for knowledge in young children, for them to learn about the world around them..."



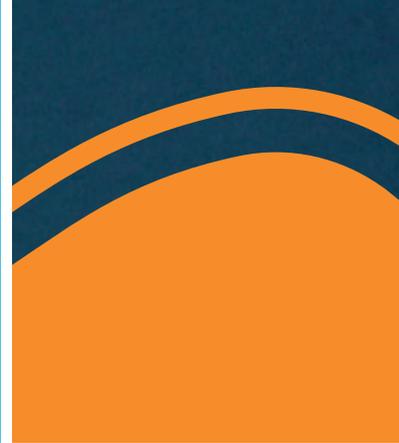
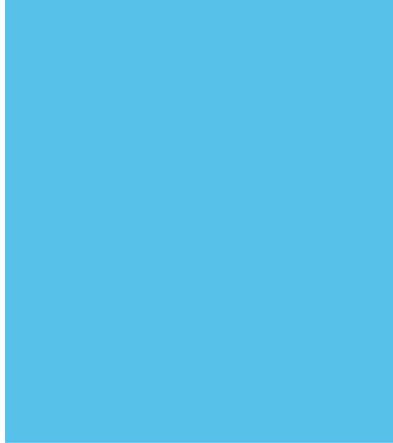
Everyone has a story...

Every person has their own unique story to tell.

At MercyCare, each of our staff members and volunteers bring their own lived experience, values and skill set to work each day.

Whether they are working in similar or different areas across the organisation, our staff and volunteers are driven by the same passion to make a positive difference to the Western Australian community.



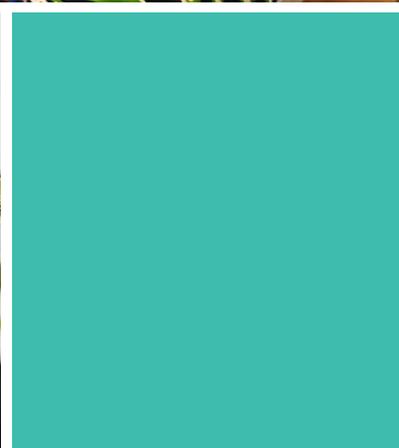


We believe

As an impassioned organisation, we have the confidence and conviction to stand by what we believe in. We believe every person matters. That compassion and justice is a motivating, actionable force that can make a difference in our communities.

Why do we do it?

We do it because of the strong values inherited from our founders. We do it because we want to create positive change. The Western Australian community is our community. It is at the heart of everything we do.



Tommy Tsang

Support Advisor, Aged Care Services

Moving to Australia from Hong Kong in 2002, Tommy Tsang has found his calling working in the aged care sector.

Since joining MercyCare, Tommy finds purpose in his role as a Support Advisor, where he felt he could make a difference in the lives of older Australians.

“I enjoy working with older people. It makes me happy knowing that I can be part of a team who can help them live their best life and live independently in their own home.

“I like the culture of the MercyCare team and I enjoy working towards the same mission and values. I relate most to the MercyCare values of compassion and integrity, which are important qualities to have in this job.”

Florence Tressler

Team Leader , Step by Step Settlement Services

Florence Tressler has long harboured a passion to help others. Hailing from Zimbabwe, Florence moved to Perth at the age of 16 where she went on to study a double degree in Behavioural Sciences and Human Resources.

After graduating, she worked with migrants and instilled leadership skills in young girls before joining MercyCare’s Step by Step Settlement Service in 2019.

“Having compassion for others is really important in my role. I truly feel that if we can put ourselves in other people’s shoes or try to understand what people are experiencing, we can be more understanding and supportive of people going through hidden and visible challenges.

“I’m a strong advocate for compassion to ourselves and others. Part of being compassionate is having the courage to try to understand others and genuinely self-reflect.”



Courtney Barnard

Mission and Strategy Project Lead, Early Learning Services

Starting her early learning career at MercyCare Bennett Springs Early Learning Centre in 2017, it was Courtney Barnard's passions and determination that set her on the fast-track from Assistant Educator to the newly created role of Mission and Strategy Project Lead across MercyCare's 14 centres by the age of 26.

"The most rewarding part of being an Educator is watching them grow from children to little people.

"And in doing that, it's helped me stay true to myself, because when you want little people to grow up and be the best person they can be, you need to be the best person you can be.

"I poured my heart and soul into it and loved coming into work every day."

Aidan Gangemi

Domestic and Social Support Worker, Disability Services

Joining MercyCare in early 2021, Aidan Gangemi has loved every minute of his role as a support worker.

"There were many different things that were motivating me to get into the disability sector. The biggest motivator for me was that I wanted to help people that needed it and make their lives a little easier.

"Whether it's doing simple, yet important household jobs or even just sitting down and having a little talk with a participant, I wanted to support them to live their best life.

"Working in the disability sector has definitely given me a new perspective on life.

"It's also taught me how important it is to truly listen to people. Sometimes the participants just want to have a chat, and I've found that sitting down and engaging with them means a lot to them."



Our people

1368 employees



335 Full-time
795 Part-time
238 Casual



78% identify as female
22% identify as male



26% of MercyCare employees have a first language other than English

2.4% of our workforce identify as Aboriginal or Torres Straight Islander



0.8% of our employees have a disability



Senior leadership group is
68% female
32% male



Showing appreciation for our staff and volunteers



As COVID-19 spread in the WA community, many of our staff and volunteers felt the brunt of the virus, with many taking time off work to recover or care for their loved ones.

Recognising the challenges that many faced during periods of sickness and isolation, MercyCare put together special care packages that were sent out to all our staff and volunteers in April 2022.

Each care package comprised locally-made Native Wellness teabags along with a Thank You card containing well wishes from MercyCare CEO Anthony Smith on behalf of the Board, Company Members and Executives.



A flexible and mobile workforce



As MercyCare adapted to the COVID-19 pandemic as our new normal, **95% of our corporate workforce who had the ability to work from home were well-equipped to be flexible and mobile, particularly during periods of mandated restrictions and lockdowns.**

This year, **525 mobile devices** and **328 laptops** were distributed to staff.

19 touchscreen laptops provided to Community and Home Support staff.

Significant upgrades were made to our IT systems and programs in the past year, including:

Introduction of **new Cyber Security Awareness training.**

New **risk management software** for reporting WHS incidents.

Rollout of the **cloud-based Intune software** for all mobile devices and laptops.

Rollout of **DocuSign** across our CAHS team to enable digital signing of documents which eliminates the need for printing and signing hardcopies.

Volunteers



156 Volunteers contributed
29,952 hours



Aged Care Services	105
Community Services	26
Early Learning Centres	21
Corporate	4

Learning and Development



9120 hours of learning received by our employees

252 individual courses were offered this year

24 courses were held online

Clinical Care learning comprised **67%** of all training

Our training courses were well regarded by attendees:

- **91%** said they **would recommend** their course
- **86%** rated their course **'excellent'** or **'good'**
- **79%** agreed they had **gained** or **mostly gained** the expected knowledge and skills from their course

22 staff were enrolled in the AIM WA Leadership course, with 7 completing the course in August 2022.

Helping those in need



Putting our vision for people and communities to thrive into action, this year we decommissioned 76 devices including Apple iPhones, computers and laptops to donate to those in need.

19 Apple iPhone 6S donated to Ukrainian refugees

52 Apple iPhone 6S donated to Family Domestic Violence Centres in the Goldfields

5 Surface 5 computers donated to Ukrainian refugees

Health and Safety



827 employees were vaccinated against influenza as part of vaccination clinics and reimbursements.

MercyCare CEO Anthony Smith signed the **CEO Statement of Work Health and Safety Commitment** during Safe Work month which reaffirmed safety as one of our priorities and served as a reminder to all staff that everyone has a role in supporting a strong culture for safety.

We elected **34 Health and Safety Representatives** and established WHS Committees across all directorates.

Our MercyCare **Wellbeing Program** continues to encourage employees to thrive at work with Mental Health Awareness training such as COVID-19 Resilient Leadership Response, Rebuilding Resilient Teams and a monthly online wellbeing portal offering Healthy Body & Mind Hub offering monthly interactive newsletter, live meditation, stretching, yoga, fitness, meditation and breathing online workshop.

Keeping our staff and service users safe

As Western Australians adapted to live with the COVID-19 virus as our new normal, **protecting our service users** was our highest priority. Across our Residential Aged Care Homes, Early Learning Centres and in the community, we equipped our frontline staff with PPE to ensure we kept both our people and our clients safe.

1.79 million+ Gloves distributed

14,600 Gowns distributed

49,290 Masks distributed



Staff and Volunteer Day: The power of storytelling

The importance of storytelling took centre stage at MercyCare's 2021 Staff and Volunteer Day, with more than 470 staff coming together at Optus Stadium for a jam-packed agenda of moving stories, engaging activities and inspiring speakers.

2021 Australian of the Year Grace Tame was our keynote speaker and she delivered an incredibly moving story and question and answer session on stage.

Grace's passionate advocacy work for survivors of sexual assault has also helped educate people about child sexual abuse and the nuances to the behaviour perpetrators demonstrate.

As an accredited Safeguarding Children and Young People organisation, safeguarding remains a focus for every person across MercyCare.

Drawing from the event's theme of powerful storytelling, three MercyCare staff stepped up on stage to share their own personal stories.

Their candid experiences showed how every person has an important and unique story to tell.

The different stories each person bring to work each day helps shape the amazing workplace that is MercyCare.

During the event, the incredible artwork by Vanessa Liedenberg was unveiled, celebrating 175 years since the Sisters of Mercy arrived in Western Australia.

Drawing from historical photographs, Vanessa created a unique piece using different mediums such as wood burning, drawing and painting which feature depictions of both the Sisters of Mercy and elements of what MercyCare is today.

To encourage everyone to get into the spirit of the event, an organisational-wide best team t-shirt competition saw staff from across MercyCare proudly don their own custom-designed team t-shirts.

The competition was won by our Early Learning Services team, who came up with the idea to showcase individual quotes from different children at the centres on the back of their shirts.

Staff were also encouraged to take their photo and place it on a media wall that, once completed, would form the MercyCare branding and logo.



2021 MercyCare Excellence Awards

The inaugural 2021 MercyCare Excellence Awards recognised staff who went above and beyond, embodied our MercyCare values and provided a positive and quality experience for our service users. Nominations fell across seven award categories which include Health, Safety & Wellbeing, Customer Care, Service, Innovation, Achieving Together, Group Leadership and the Catherine McAuley award, which recognises a person who demonstrates strong values that enact MercyCare's Mission Ethos Shapers. The winners were announced at the 2021 Staff and Volunteer Day at Optus Stadium.

We celebrated the amazing achievements of our 2021 Excellence Award winners:

Health, Safety & Wellbeing Excellence Award: Nura Balfas, Room Leader, Seville Grove Early Learning Centre

Customer Care Excellence Award: Mikaylah Bin Sali, Broome Aboriginal Short Stay Accommodation

Achieving Together Excellence Award: Multicultural Services Teams at Cannington and Mirrabooka

Innovation Excellence Award: Linda Taylor, Activities Coordinator, Harman Park Community Centre

Service Excellence Award: Tamara O'Reilly, receptionist, Derby Aboriginal Short Stay

Accommodation Group Leadership Excellence Award: Mookie Tantiprasut, Marketing and Community Relations Manager

Catherine McAuley Excellence Award (dual winners): Carlie Appleton, Acting General Manager, Community and Home Services, and all our Early Learning Centres

97%

said the conference was either good, very good or excellent

95%

would recommend this event to a colleague

"It was an excellent day - lovely to meet the wider team as well as volunteers. The guest speakers were excellent. I loved the storyline theme. An excellent and uplifting day."

Staff and Volunteer Day attendee

Outcomes



92% connected with their colleagues



89% met someone new



93% had fun



92% learnt something new



Partnering to make a difference

At MercyCare, collaborating with other organisations for the good of others underpins our mission to bring compassion and justice to life and break cycles of significant disadvantage.

Over the year, we established and maintained a number of pivotal partnerships to help deliver positive outcomes for our service users to support them to live their best life and feel part of the community.

Providing opportunities to refugees and asylum seekers

As part of our ongoing commitment to support and empower asylum seekers, new migrants and refugees, our Multicultural Services team partnered with various community organisations on a range of initiatives.

Among the initiatives included an upcycle project run by local social enterprise group LOOP, which partnered with large companies like Water Corp and Clough to repurpose used corporate uniforms into items such as reusable bags, which are sewn by the women.

The project drew a diverse group of MercyCare clients who came to Australia as refugees or asylum seekers from countries including Iraq, Syria, Ethiopia, Burma/ Myanmar, Iran and Afghanistan.

For each item sewn from the workwear, the women received \$10 to \$14 from LOOP depending on the complexity of the product.

The project also carried an eco-friendly aspect, with LOOP helping to divert around 3.4 tonnes of redundant workwear from landfill.

As the project progressed, the women will learn how to make new products such as toys and duffle bags, with future plans to set up a production line that includes women who can't sew in the cutting process and offering sewing lessons so they can eventually sew their own products from home.

We also partnered with the New Norcia Benedictine Community to provide employment opportunities to help build skills, confidence and career prospects for seven people from refugees and asylum seeker backgrounds who have come to Australia in search of a better life.

Established in late 2021, our Multicultural Services team helped to facilitate ongoing and seasonal paid work for refugee and asylum seekers in New Norcia.

Then in May 2022, MercyCare's Employment Liaison Team was approached to help recruit 10 nurses from refugee and asylum seeker backgrounds for scholarship placements in Edith Cowan University's International Adaptation Program. Also supported by the WA Department of Health, once completed the nurses will be eligible to work in Australian healthcare settings such as hospitals.

Due to widespread interest in the program, the number of placements offered will be expanded next year.







Raise the Age WA campaign

As an organisation working in the children and youth spaces, MercyCare is passionate about advocating for justice and compassion for young people. As such, we supported Social Reinvestment WA's Raise the Age campaign which called on State and Federal Governments to lift the age of criminal responsibility from 10 to 14. We encouraged our employees and the wider community to join the call to #RaiseTheAge by bringing attention to the issue and signing an online petition. This included sharing first-person pieces from our leadership team who work across MercyCare and raising awareness of important events like the Mother's Day morning tea in Wellington Square, where three mothers shared their personal experiences and why the campaign meant so much to them.



Mirraboooka Community Markets

Following success from previous years, the Mirraboooka Community Markets returned with a bang in the summer of 2021/22. Delivered in partnership with the City of Stirling and the Square Mirraboooka Shopping Centre, the markets showcased the diversity of the Mirraboooka community through an eclectic array of authentic food, arts and crafts stalls. The markets ran until February 2022, with the final event cancelled due to COVID-19 restrictions.

Aboriginal Reference Group

This year, we established our first ever Aboriginal Reference Group as part of our aim to include more perspectives on Aboriginal culture. This reference group is made up of six highly skilled and very experienced professionals from diverse backgrounds. Their main focus is to provide strategic advice on our visions as well as the development and implementation of the Aboriginal Pathway Strategy, Reconciliation Action Plan, relevant frameworks, guidelines and protocols. Irene Stainton and Kim Bridge co-chair the group, with members including Pamela Thorley, Dianne Appleby, Beth Manchester and Ash Penfold.

Early Learning and Multicultural services

Women from refugee backgrounds who engaged in MercyCare's New Migrant and Refugee Support Services were given volunteer work placements at two of our Early Learning Centres in Landsdale and Ballajura. The aim of the placements was to build confidence as well as expose the women to the childcare sector to help them decide whether it was a career path they would like to pursue.



Early Learning and Aged Care Services

As part of Food Safety Week, chefs, cooks and food service staff from across MercyCare's Early Learning Centres and Residential Aged Care homes came together for an integrated training day. The collaborative session provided staff with an opportunity to use Food Safety Week as a platform to connect with their fellow colleagues from other service areas and learn from one another while also taking part in allergen and anaphylaxis training.





The mural at our Ballajura centre.

Sparking wonder and curiosity

This year, MercyCare commissioned Perth-based Indigenous artist Brian Blatchford of BKB Design to paint a series of colourful murals across five of our Early Learning Centres in Ballajura, Bassendean, Bedford, Bennett Springs and Heathridge.

The mural project is part of Early Learning's focus on Aboriginal Pathways to increase knowledge and awareness of Aboriginal culture.

The Early Learning team worked with MercyCare's Aboriginal Pathway Lead to ensure the work being done respected Aboriginal traditions.

Each of the artworks have a similar theme with a yarning circle and nest which represent the centre and the children who attend. Then with input from staff, each mural is individualised to reflect the local community.

The murals have been designed with bright colours and animal designs to appeal to children, while remaining traditional and respectful of culture.



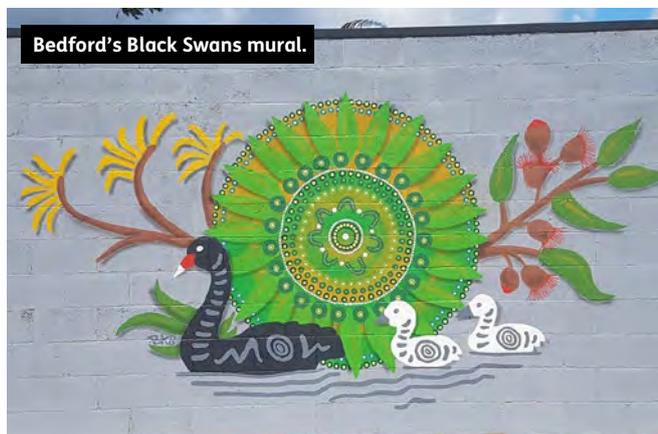
Bassendean's mural overlooks the sandpit.



The mural at our Heathridge centre can be seen from the carpark.



The colourful outdoor mural at Bennett Springs.



Bedford's Black Swans mural.

MercyCare Ballajura Early Learning Centre

This massive 6-metre-long by 2-metre-high mural reflects the birds that visit the yard, taking advantage of the thriving vegetable patch and mature trees. Represented are koolbardi (magpie), djidi djidi (willy wag tail) and bandin (honeyeater). The footprints represent those of the children and the journey they take through early education.

MercyCare Bassendean Early Learning Centre

This mural overlooks the sandpit and fort, reflecting the proximity of the Centre to Derbarl Yerrigan (Swan River), showing the river and the animals the centre's three rooms are named after – yongka (kangaroo), kweeyar (frog) and yakkan (turtle).

MercyCare Bedford Early Learning Centre

Encompassing a yarnning circle and nest which represents the Centre and children who attend, with yellow kangaroo paws and red flowering gums referencing the fauna commonly seen in the outdoor play space, this vibrant mural takes centre stage in Bedford's outdoor area. A key feature of the mural are Black Swans, which symbolises the wildlife found within Baigup Wetlands and connects to the Derbal Yerrigan Bilya (Swan River) within the City of Bayswater.

MercyCare Bennett Springs Early Learning Centre

This stunning mural depicts the suburban waterways, native animals and cultural diversity of the local Bennett Springs community. Among the local animals featured include Kooyar (Motorbike frog), Djildjit (Western Pygmy Perch), Bindi Bindi (Butterfly) and Djarkal Narkal (Pink and Grey Galah), while the bright blue backdrop represents

Bennett Brook, a stream that runs from Whiteman Park to the Derbal Yerrigan Bilya (Swan River).

MercyCare Heathridge Early Learning Centre

Capturing the vibrant energy and spirit of two local birds to the area, the koolbardi (magpie) and djidi djidi (willy wag tail), this mural acts as a warm 'wandjoo' (welcome) to families and visitors as they pull into the centre's carpark. At its heart is a brightly coloured 'yarning circle' which represents meeting place of the children and educators.





Making a difference in our clients' stories

Disability participant Peter Sharry

Peter Sharry, 67, has received disability support from MercyCare for the past three years.

After he had a stroke in his 40s, Peter suffered numerous falls and subsequently lost much of his independence when it came to doing basic everyday tasks.

Peter said his declining physical health and losing his independence took a toll on his mental health.

"I was incredibly depressed," he said. "I didn't want to go anywhere, I just wanted to sleep all day."

With support and encouragement from his sister Colleen, Peter received an NDIS plan which allowed him to seek some additional disability support from organisations like MercyCare.

He was eventually paired with MercyCare disability support worker Giorgia and, with her support, Peter has been able to reach his goal of carrying out basic everyday tasks to regain his independence.

"Giorgia has been incredible to me," Peter says. "I can talk to her about anything and not get judged."

Peter has regained some of his confidence and independence at home and has since taken up hobbies, delving in art, sculpturing and even music.

"MercyCare have been wonderful to me," he said. "All in all, I am very happy."

"They're like family to me."

Short Term Restorative Care client Doug Roberts

“At 95 years of age I had lost all my confidence and was considering moving to a nursing home. Then MercyCare came to my rescue! An amazing team assessed my requirements and implemented an eight-week program,” Como resident Doug Roberts said.

“I fell heavily in my backyard, breaking ribs and leaving me badly shaken. As there were no beds available in rehab at any hospital my daughter organised an ACAT test, resulting in a recommendation for an in-home care package.

“Led by Jacky Bell with the help of the MercyCare Short Term Restorative Care team, I have regained my confidence and am happily living an independent life once more.

“I have always been a keen gardener and this has allowed me to pursue my passion while standing – avoiding the risk of me falling again.

“I would like to express my sincere thanks to the wonderful team at MercyCare.”

“I am happily living an independent life once more.”



Short Term Restorative Care client Prof

“Prof” began with MercyCare’s Short Term Restorative Care program so he could regain the independence he enjoyed before his fall.

“The thought of never returning to my comfortable bedroom (up a flight of stairs) was too much to bear,” Prof said.

“I thought I was destined to sleep in a lounge chair in the family room for the remainder of my years. Enter the amazing team from MercyCare. Gently, patiently, slowly and professionally they guided me through a regime of exercises and rehabilitation.”

Designed specifically for Prof, 94, his intensive program was backed by a team of specialist health professionals from MercyCare’s in-house team of occupational therapists and physiotherapists, in-house nursing team, podiatry and speech therapist.

“I regained my independence.”



Treating MercyCare residents to the VIP experience

When Emily Burns joined MercyCare as Hospitality Services Coordinator, she was determined to give MercyCare Residential Aged Care residents the VIP experience.

“I’ve worked in hospitality for the past 15 years, looking after Australian and international artists like Pharrell Williams and The Presets. When they came to Perth to tour, it was my job to ensure their catering needs and wants were exactly met,” Emily said.

“Now MercyCare residents are my new VIPs where I adopt the same person-centred approach.

“We asked our residents what’s important to them, what they like, what they were used to growing up eating, who they sit with – all of these things influence our menus and the experience.

“The Dining Experiencing is more than just the ‘meal’, it’s about engaging all the senses in a full experience. It’s how the table is set up, the lighting, the sounds, the furniture. All these make up the dining experience.”

Emily is part of a team working towards excellence in hospitality across the five MercyCare Residential Aged Care homes.

The hospitality team’s focus centred on quality, engagement and feedback; service; and the environment in the dining room.

The team has also worked to review systems to create better flow and efficiencies for staff, and train staff in the three keys areas of food, service and environment.



Digging deep for families in need

Staff and families from across MercyCare’s Early Learning Centres, Residential Aged Care homes and offices donated hundreds of gifts that were delivered to families supported by MercyCare’s Youth and Homelessness team, many of whom can’t afford to buy presents for their loved ones at Christmas.

“People have been so generous – it’s amazing to see all these gifts coming from across MercyCare,” MercyCare Senior Case Worker Katrina Boyd said.

“Some of these families have five to six kids, so they can’t afford to buy presents. It takes a huge financial burden off those families so they can enjoy the festivities on Christmas day.”

MercyCare’s Youth and Homelessness case and support workers worked hard in the lead up to Christmas to select gifts for delivery to their clients.

The generosity saw hundreds of donated gifts for babies and toddlers, primary school children, teenagers and even adults.



Volunteering a rewarding role for Jennifer

Retiring from paid work, 60-year-old Jennifer Forrest was looking for something more fulfilling to take up her time.

“My daughter, who is an Occupational Therapist, suggested volunteer work,” she said.

“I got involved with volunteering because I didn’t want or need to lock into a paid job with little flexibility.”

In addition to bookkeeping for her husband’s turf consultancy business, Jennifer also volunteers as a community transport driver through MercyCare’s Harman Park Community Centre, which is located in the City of Belmont.

Volunteering weekly, Jennifer’s role involves taking clients who live in the City of Belmont to and from their medical appointments.

“I collect the client from their home, drive them to their appointment which could be anywhere in the metro area, and once called to pick them up, I return them back to their home,” Jennifer said.

She added that she has grown fond of her volunteer role and that it has been a rewarding experience.

“I love doing community transport,” she said.



“I love doing community transport.”

“I feel I’m providing a much-needed service, I get to meet people and have a chat. All clients really appreciate the drivers and with Michelle at the helm steering, everything runs smoothly,” she said



The gift of giving

In early 2022, more than 60 backpacks full of goodies were gifted to MercyCare’s children in care to kick off the school year.

The annual Back to School initiative, funded by MercyCare and a generous donation from Santa Maria College, distributes backpacks to children ranging from 3-years-old embarking on kindergarten to those studying year 12.

“The backpacks are a great gift to bring a bit of joy to the start of the year and start building some excitement around restarting school,” Foster Carer Support Officer Gemma Marai said.

Children with MercyCare’s Foster Care program and Out of Home Care are gifted the backpacks.

Each backpack is individualised, with the design chosen for each child, and filled with age-appropriate activities.

The contents ranged from water bottles, stationary items, a children’s cookbook, games, goal worksheets, books, at home activity sheets and sensory items.



Our people, their stories

A story of dedication: Carlie Appleton

Those who have worked with Carlie Appleton describe her as a “passionate worker” with a genuine knack for helping others.

Carlie, whose experience in nursing spans more than two decades, started out her nursing career at a hospital in her homeland of UK before coming to Australia where she began working as a nurse in the community.

Joining the MercyCare family in 2014 as a Community and Home Support nurse, Carlie’s passion for the job saw her climb the ranks quickly to clinical nurse, nurse manager and service lead as demand for community and home care increased. She now leads a team of clinical nurses and works alongside support advisors to provide the best quality care to clients in their own homes.

Recalling a moment in 2021, Carlie described how she had gone to see a client for clinical assessment who needed some encouragement to be admitted into hospital.

“I discovered that his main concern was that he hadn’t been able to shower for six weeks due to deterioration,” Carlie said.

After assisting him with his personal care, the client felt much more at ease and accepted Carlie’s advice that he needed to go to hospital.

“He held my hand tight with tears in his eyes and thanked me, it was a very special moment,” Carlie said. “He was really grateful for the support I provided, and it reminded me why I choose to work in nursing and aged care.”

For Carlie, it’s experiences like these that make every day different in her job, but she wouldn’t have it any other way.



“I love the variety of my job as every day is different. I particularly enjoy supporting others to get the best potential out of individual members of the team,” she said.



A story of sharing culture: Sangeeta Khadwal

What makes Sangeeta Khadwal happy about working as an assistant educator at MercyCare Bassendean Early Learning Centre is being able to share cultural traditions from her home country.

During Harmony Week in March 2022, Sri Lankan-born Sangeeta immersed the centre in one of her favourite Indian traditions, the Holi festival, by bringing in coloured flour called Gulal so that children and educators could recreate the fun tradition of throwing the colourful powder onto one another, which symbolises a beautiful act of unity and diversity.

“The Holi festival is close to my heart and it brings up many of my childhood memories from when I was back in India where we used to go to our friends and cousins’ houses and throw and put the colours on each other faces and clothes, it was an enjoyable day, she said.

“Being at MercyCare, I felt the same joy when the children put all the colours on me, and I saw all their colourful faces and coloured clothes around me .

“It made me feel nostalgic because it was the first time I have celebrated this colour festival since moving to Australia with my family.”



A story of commitment: Liz Gashaw

MercyCare Disability Area Coordinator Liz Gashaw became a support worker on a whim, and loved the job so much that she left behind her university degree.

“I’d always had interest in finance and business, however a year and half into my accounting and business degree I was questioning whether I wanted to work in that field for the rest of my life,” Liz said.

It was while studying her social science degree that Liz got into support work.

“I gave it a go for two weeks work experience and the rest is history. I saw firsthand the difference I was making in the lives of the individuals that I supported.”

Ten years on, Liz hasn’t looked back. Joining the MercyCare Disability team in late 2020, Liz said she was drawn to the organisation for the values it stands by.

As Area Coordinator, Liz supports disability participants to reach their goals and ensure they are receiving the highest quality service.

“My job is to advocate for and support the participants to exercise choice and control in the service they receive, make sure they are receiving consistent high-quality service and advocate for the individual,” she said.

“The job has its challenges, but I believe it’s worth it knowing that I can make a difference in the individual’s lives and support them to achieve their goals.”

A story of compassion: Susan Ogg

To residents at MercyCare Kelmscott Residential Aged Care Home, Susan Ogg is more than just a cleaner.

As the home’s Domestic Supervisor, Susan has a genuine passion for her role and has become a huge part of the residents’ lives.

“It is so important for our residents that we all work together as a team. We work with these residents every day, we get to know them really well,” she said.

“Even though my role is to clean the residents’ rooms and make sure their laundry is in order, I’m part of a team and it is important that we all work together to provide the best care and ensure the wellbeing of our residents.

“Person-centred care is our number one priority, and over the years working at MercyCare, I’ve learnt that the smallest things make a massive difference for our residents.”



Engaging and Empowering People
Integration and Connection

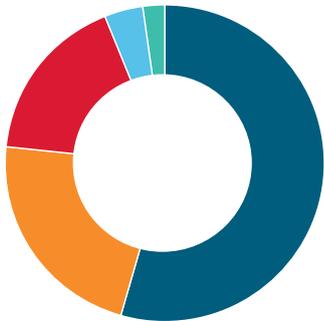
**We must strive to
do ordinary things
extraordinarily well.**

Catherine McAuley



MercyCare Financials

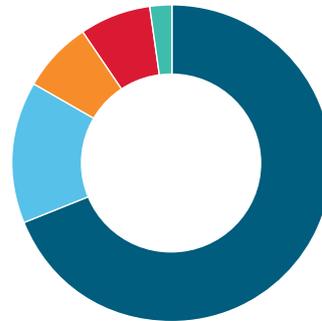
Consolidated financial overview for continuing operations for the year ended 30 June 2022.



What we earned

Total revenue:
\$117,384,000

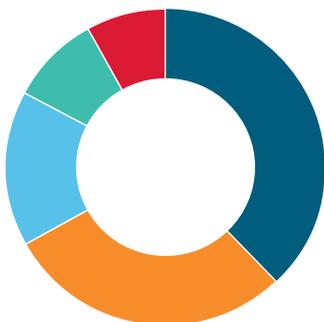
- 2% Disability Services revenue
- 4% Other revenue
- 17% Family and Community Services revenue
- 22% Early Learning Services revenue
- 54% Aged Care Services revenue



What we spent

Total expenditure:
\$123,596,000

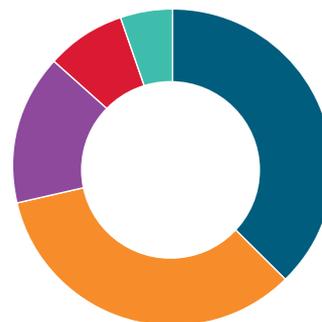
- 2% Occupancy and rental expenses
- 7% Depreciation and amortisation
- 7% General and administration expenses
- 14% Other expenses
- 67% Employee expenses



What we own

Total assets:
\$276,701,000

- 7% Intangible assets
- 9% Cash and cash equivalents
- 16% Other assets
- 30% Investment properties
- 38% Property, plant and equipment



What we owe

Total liabilities:
\$181,270,000

- 5% Provisions
- 8% Trade and other payables
- 15% Other liabilities
- 33% Residential Aged Care accommodation deposits
- 39% Retirement Village resident obligations

Our Structure



Executive



Left to right:

Rosina Smith Executive Director Early Learning Services, **Phil Martin** Executive Director Aged Care Services, **Jennie Burns** Executive Director Family and Community Services, **Anthony Smith** Chief Executive Officer, **Vicky Gonzalez Burrows** Executive Director Mission and Ethos, **Martin Wandmaker** Executive Director People, Culture and Brand.

Absent: Matt Braganza was acting Executive Director Business Services and Systems until April 2022.

Company Members



Jennifer Stratton, Chair

Jennifer Stratton has held senior leadership positions in Catholic education, Catholic health and aged care, and Catholic aid and development for the past 24 years. She was Group Director of Mission at St John of God Health Care (SJGHC) for 15 years where she worked closely with the Board and Trustees, assisting them in their leadership of the Mission. In addition to her responsibility for developing the culture, she led a broad range of learning and development initiatives for managers and their teams. She had executive responsibility for social justice initiatives including ground-breaking work in creating employment opportunities within SJGHC for people with a disability. She also led the construction and implementation of SJGHC's first Reconciliation Action Plan.



Anne-Marie Pitos, Deputy Chair

Anne-Marie Pitos has made significant contributions to Catholic education in WA for more than 40 years, having served as Principal of Santa Maria College and Iona Presentation College over two decades. She has also held executive roles on numerous professional bodies and has served on a range of committees, advisory groups and boards. She was a member of the Catholic Education Commission of WA, a board member of Catholic Institute of WA and is currently a Trustee of the University of Notre Dame, Australia. Anne holds a Master of Educational Leadership (UNDA), a Bachelor of Applied Science and Graduate Diploma of Education (Curtin University).



Steve Halley-Wright

Steve Halley-Wright has held senior leadership positions in major corporations and in Catholic education for over 30 years. Since 2009, Steve has been Director Finance & Administration at Newman College, a Pre-K to 12 coeducational Catholic College with around 1860 students. Prior to that, Steve was General Manager Group Accounting & Corporate IT, and General Manager Group Audit at Wesfarmers where he worked closely with the Board and senior management in developing and enhancing the risk and control environments of this major, diverse business. Steve is a Fellow of the Institute of Chartered Accountants.



Mary McComish

Mary McComish was the Associate Professor of Law at The University of Notre Dame for 10 years, as well as the Dean of Law at The University of Notre Dame from 2005 until her retirement in 2007. She has been a Barrister in the Supreme Court of Western Australia and was recently Director of Daydawn Advocacy Centre from 2013 - 2016, an initiative of the Catholic Church in the Archdiocese of Perth with Indigenous people. Mary is also a Trustee of St John of God Australia.



Des Hardiman

Des Hardiman has over 40 years commercial experience primarily in the not-for-profit sector. As a qualified accountant, Des has worked in Catholic education for over 30 years, having held the leadership position of Bursar/Business Manager at Trinity College, Newman College and John XXIII College in that time. Responsibilities included all financial management, risk, board governance, non-teaching staff, and capital developments. Des has been a member of school boards and held numerous committee positions on related associations. Retiring in 2015, Des has a small consulting business and is active in the community as a Justice of the Peace and on the Board of the Swan Districts Football Club. He is also a Fellow of the Institute of Public Accountants and a Member of the Governance Institute of Australia.



Tom Stephens

After service as a state parliamentarian (1982-2013), Tom Stephens continues active involvement with WA's regional and Aboriginal communities, serving as an Independent Director with a number of Aboriginal corporations and on a number of boards and committees in both the non-for-profit and government sector, including as Chair of the Kimberley Development Commission.



Tony Wheeler OAM (Resigned July 2021)

Tony Wheeler has worked in the financial services industry for over 40 years, holding senior management positions within national banking organisations. Since retiring, he has chaired and sat on many church-related boards and committees, is a Director of Mercy Education Ltd and was the official Australian Representative for the Vatican's Pontifical Council for Health Care Workers. Tony is a past Chair of Catholic Health Australia and was a MercyCare Board Director from 2003 to 2012. Tony received the Order of Australia Medal in January 2013 for his contributions to aged care, health and church organisations, including MercyCare.

Board Directors



Mary Woodford, Chair

Date appointed: July 2014

Qualifications: Bachelor of Laws, Masters of Public Health, Bachelor of Arts (Hons), Fellow of the Australian Institute of Company Directors, Fellow Governance Institute Australia

Experience: Over 20 years' experience as a legal practitioner and a Non-Executive Director in the public and private sector. Current and past directorships in aged care, community services, education, training, insurance and financial services including as Chair of Central Regional TAFE and MercyCare Ltd and related entities.

MercyCare Responsibilities: Board Chair; Nomination and Remuneration Committee; Mission Stewardship Working Group

Board meetings attended: 6 of 6



Michael Kenyon, Deputy Chair

Date appointed: October 2013

Qualifications: Bachelor of Business, CA, GAICD, CSA (Cert.)

Experience: Chief Financial Officer, Company Secretary, Board Member of not-for-profit organisations

MercyCare Responsibilities: Board Director; Nomination and Remuneration Committee; Finance, Risk and Audit Committee; Finance, Risk, Audit and Property Committee; Care Quality Committee

Board meetings attended: 5 of 6



Mike Heath

Date appointed: October 2018

Qualifications: MBA and diploma of Strategic Management, Fellow of the Institute of Company Directors, Fellow of the Australian Institute of Management WA

Experience: Board member of the Australian Institute of Management WA, Committee member of the Carbine Club of WA, Director of not-for-profit organisations.

MercyCare Responsibilities: Board Director; Nomination and Remuneration Committee; Finance, Risk and Audit Committee; Finance, Risk, Audit and Property Committee

Board meetings attended: 5 of 6



Patrick Walsh

Date appointed: January 2022

Qualifications: Patrick holds an MBA from Warwick University in the UK. Patrick has over 13 years board experience including experience at the Chair level.

Experience: Patrick has held executive roles for over 20 years including his most recent role as the CEO of Craig Mostyn Group. Patrick was trained as an Electrical Engineer and has extensive international business experience in Australia as well as working in the UK for 18 years before returning to Perth.

MercyCare Responsibilities: Board Director

Board meetings attended: 3 of 3



Peter Mott

Date appointed: May 2022

Qualifications: Peter has a Masters' Degree in Industrial Relations, a Bachelor of Business Degree, a Diploma in Health Administration and a Graduate Certificate in Leadership & Catholic Culture.

Experience: Peter has over 40 years of experience in public and private healthcare including 9 years as the CEO of Hollywood Private hospital. Peter currently holds the position of State Manager for Ramsay Health Care WA. Peter is the Vice President of the Australian Private Hospitals Association (APHA) and Chair of the APHA Workforce Committee while also being a member of a number of boards across the Health Care sector.

MercyCare Responsibilities: Board Director

Board meetings attended: 1 of 1



Bryan Pyne

Date appointed: October 2019

Qualifications: Bachelor of Business, Fellow of the Institute of Chartered Accountants, Fellow Australasian College of Health Services Management

Experience: In excess of 20 years experience in senior executive roles in the healthcare industry, including private and public hospitals, home and aged care.

MercyCare Responsibilities: Board Director; Finance, Risk and Audit Committee; Finance, Risk, Audit and Property Committee; Mission Stewardship Working Group

Board meetings attended: 5 of 6



Lyn Jones

Date appointed: October 2021

Qualifications: Graduate Company Directors Course, Institute of Company Directors, MBA Graduate School of Management, University of WA, Bachelor of Arts (Hons), Curtin University of Technology, Certificate in Governance and Risk Management, Governance Australia, Graduate Certificate in Leadership and Catholic Culture (ACU)

Experience: Appointed to the Board of MercyCare in October 2021, Lynette has more than 20 years management and Non-Executive Director experience in the health and community care sectors. A former registered nurse, Lynette has held a number of executive roles at Silver Chain and St John of God Health Care. Lyn is a values driven leader with strong focus on consumer experience, quality of care and organisational culture.

MercyCare Responsibilities: Board Director; Care Quality Committee

Board meetings attended: 3 of 4



Margie Tannock

Date appointed: October 2021

Qualifications and Experience: Margie is an experienced senior lawyer, recently concluding 10 years as a partner of a global law firm. She now runs her own practice, working at the intersection of law, public policy and litigation.

Margie advises corporate and government clients on statutory approvals, corporate governance, compliance and public law. Margie is committed to the advancement of pro bono and social justice initiatives, particularly in the areas of indigenous education and economic advancement, and also holds the position of Board Chair, St Catherine's College, UWA and Curtin.

MercyCare Responsibilities: Board Director; Finance, Risk, Audit and Property Committee; Care Quality Committee

Board meetings attended: 5 of 6



Prof Glenda Scully

Date appointed: August 2012

Date resigned: October 2021

Qualifications: Bachelor of Commerce, Masters in Accounting, PhD, FCA, GAJCD

Experience: Director, Finance, Infrastructure and Digital Technology, Catholic Education Western Australia, Head of the School of Accounting at Curtin University (2008 to 2014); Board Member of not-for-profit organisations

MercyCare Responsibilities: Board Director

Board meetings attended: 2 of 2



Jan Stewart PSM

Date appointed: February 2015

Date resigned: October 2021

Qualifications: Bachelor of Arts, Masters in Social Work, Hon D Litt (WAust), GAI CD

Experience: Social Worker, former CEO of Lotterywest, Chair Raine Study, Board Member of not-for-profit organisations, Advisor to the Malka Foundation

MercyCare Responsibilities: Board Director; Mission Stewardship Working Group

Board meetings attended: 1 of 2



Darren Cutri

Date appointed: February 2011

Date resigned: Deputy Chair until August 2021

Qualifications: Bachelor of Business, CPA, MAICD

Experience: Senior finance roles in the Disability, Healthcare, Education and Civil Construction industries

MercyCare Responsibilities: Board Director; Finance Risk and Audit Committee (Chair)

Board meetings attended: 2 of 2

Our Services

Our services in aged care, early learning, disability and family and community services stretch across communities and into people's homes throughout the Perth metropolitan area. This map of our office locations not only shows how wide our footprint is in Perth, but also includes our services in the Kimberley region, including Broome and Derby.

Aged Care

Community and Home Support

Mercy Retirement Village

Residential Aged Care Homes

- Joondalup
- Kelmscott
- Maddington
- Maddington (new build)
- Rockingham
- Wembley

Disability Services

Early Learning Centres

- Ballajura
- Banksia Grove
- Bassendean
- Bedford
- Bennett Springs
- Ellenbrook
- Heathridge
- Kelmscott
- Landsdale
- Merriwa (sold July 2022)
- Seville Grove
- Thornlie
- Wembley
- Piara Waters (coming August 2023)

Outside School Hours Care

- Newman College, Floreat

Family and Community Services

Youth and Homelessness

- Carlow House
- Coolock Units
- Youth Support Service
- Housing Support Service
- Homes for Youth and Families – ended July 2022
- Reconnect
- Family Wellbeing Service
- Ellenbrook Youth Service – ended December 2021
- Amber Youth Wellness
- RYDE – ended March 2022
- Youth Peer Pathways – ended August 2021
- Family Support Network - commenced March 2022

Place Based Services

- Derby Aboriginal Short Stay Accommodation (DASSA)
- Broome Aboriginal Short Stay Accommodation (BASSA)

Migrant Community Support Services

- Status Resolution Support Services (SRSS)
- Settlement Engagement and Transition Support Services
- Mercy Lending Services
- Migrant Livelihoods
- Mirrabooka Markets
- Unaccompanied Humanitarian Minors
- Complementary Services - Employment

Child, Family and Out of Home Care

- Child and Parent Centre Warriapendi
- Circle of Security Parenting Project
- Mirrabooka / Joondalup Family Support Network
- Fostering Services
- Family Group Homes



Banksia Grove

Joondalup

Heathridge

Ellenbrook

Landsdale

Gnangara Rd

Ballajura

Balga

Mirrabooka

Bennett Springs

Bassendean

Bedford

Midland

Wembley and Newman College

Wembley

West Perth

Perth Airport

Perth

Cannington

Maddington

Maddington new build

Thornlie

Fremantle

Piara Waters new build

Seville Grove

Kelmscott

Armadale

Garden Island

Rockingham

Offices

Early Learning Services

Aged Care Services

Community, Family and Children Services

Coming soon



WA

Great Northern Hwy

Mitchell Fwy

West Swan Rd

Albany Hwy

Kwinana Fwy

Thank you

With the help of funding we were able to continue working towards our mission. Thank you to our funding partners:

City of Swan	National Affordable Housing Agreement Scheme	WA Department of Communities
City of Stirling	National Partnership Agreement on Homelessness	WA Department of Education
City Rotary Club	The Smith Family	WA Department of Social Services
Department of Home Affairs	The Mental Health Commission WA	WA Primary Health Alliance
Department of Social Services	WA Department for Child Protection and Family Support	
Good Shepherd Microfinance/NAB		
LotteryWest		

In addition to our partners' names throughout this report, we would like to acknowledge the work of our collaborators:

Anglicare WA	headspace Fremantle and Rockingham	Save the Children
ASeTTS	headspace Midland	St Vincent de Paul
Australian Red Cross	headspace Osborne Park and Joondalup	Starting Over Support
Australian Relief and Mercy Services	Helping Minds	The Spiers Centre
Befriend	Impact Collective WA	The Innovation Unit
Black Swan Health	Kimberley Aboriginal Medical Services	Sudbury Community House
Broome Regional Aboriginal Medical Service	Lifeline WA	Swan Alliance
CARAD	Loop Social Enterprise	Tjallarra Building Company
Career Life Transitions	Marnin Bowa Dumbara Aboriginal Corporation	True North Church
Centacare Kimberley	Marnja Jarndu Women's Refuge	Uniting WA
City of Belmont	Metropolitan Migrant Resource Centre	WA Aids Council
City of Stirling	Mirraboooka Square Shopping Centre	Wadjuk Northside Aboriginal Community Centre
City Rotary Club	Mission Australia	Wanslea Family Services
Clan Midland	Neami National	WA Refugee and People Seeking Asylum Network (WARPSAN)
Communicare	Nirrumbuk Aboriginal Corporation	Whitelion/ Dungeon Youth Centre
Creating Communities Australia	North Metro Community Drug and Alcohol Service	Winun Ngari Aboriginal Corporation
Dambimangari Aboriginal Corporation	Nyamba Buru Yawuru	Yorgum Aboriginal Corporation
Department of Communities	Orygen	Youth Affairs Council of Western Australia
Derbarl Yerrigan Health Services	Parkerville Children and Youth Care	
Derby Aboriginal Health Service	Phoenix Support and Advocacy Service	
Ebenezer Home	RUAH Community Services	
Edmund Rice Centre		
Equal Opportunities Commission		
GIVIT		





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