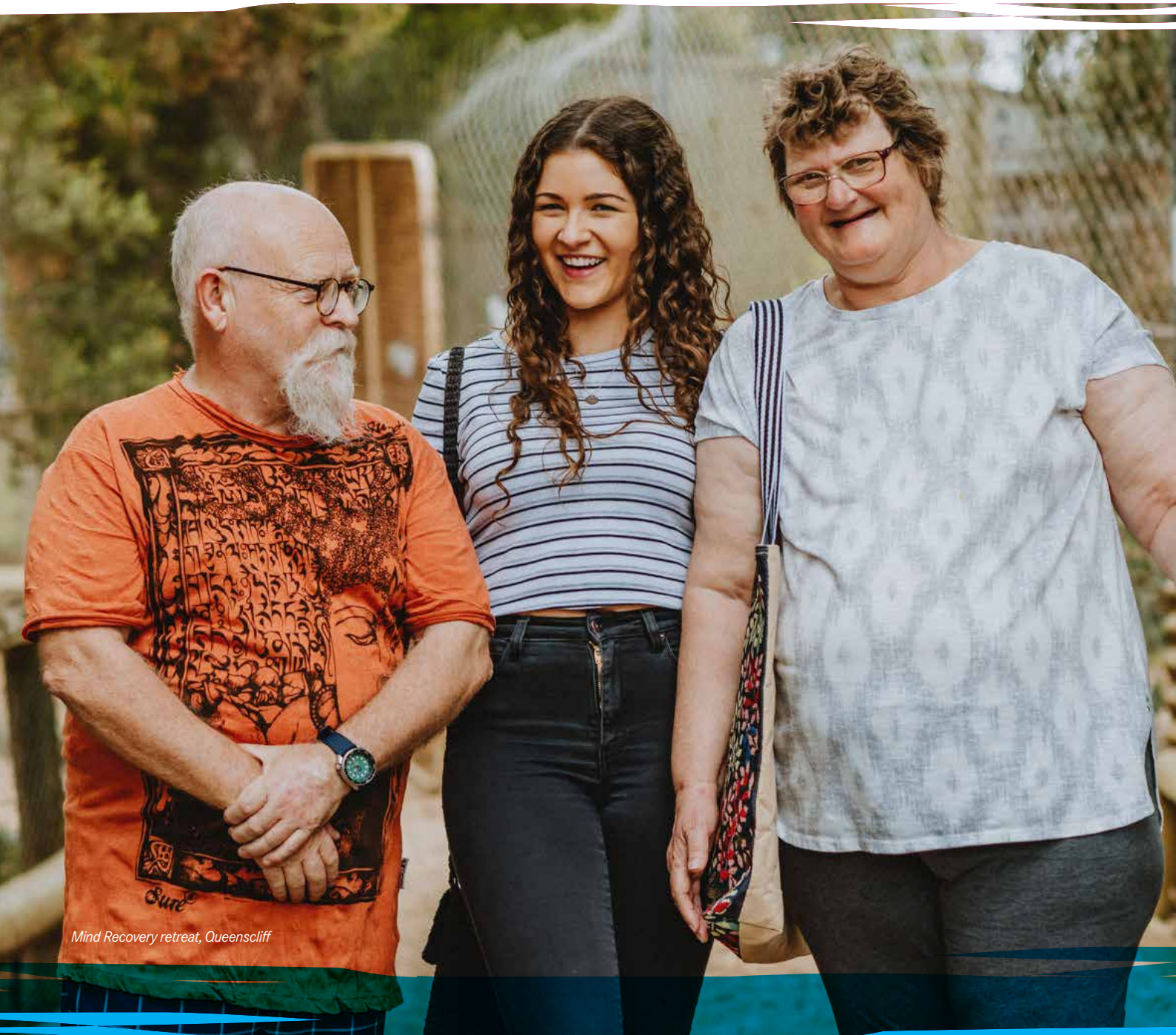


Annual Report

2019-2020



Mind Recovery retreat, Queenscliff



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Message from the Board Chair and Chief Executive Officer

Challenges rarely come any greater than the COVID-19 pandemic. In a year like no other, we thank our extraordinary staff who have demonstrated admirable strength and resilience in adapting to every change the pandemic has brought.

Particular appreciation goes to our committed and dedicated frontline residential staff. Throughout lockdown, these champions have continued to provide in-person support to our most vulnerable clients, in often challenging situations.

COVID-19 notwithstanding, this has been a year of great achievement for Mind. In Queensland, our partners entrusted us to deliver a growing range of new services and programs, some being delivered for the first time in that state. This includes providing Bupa clients with targeted psychosocial support as an alternative to hospitalisation.

We made great progress securing sites and commencing construction in our building program of much needed multi-unit supported independent living residences across metropolitan Melbourne and regional Victoria.

Our Digital Transformation team has set a roadmap for delivering a series of key system improvements. Delivered this year, our new Customer Information Management system will streamline our client support and, with the roll out of mobile technology, maximise our potential for flexible and virtual service delivery.

The Digital Transformation team and our Research and Advocacy team this year co-developed an app to monitor client outcomes in programs and services across the organisation. Clients can now track their recovery progress from beginning to end of their Mind support and Mind can use the collected data to inform continual improvement across all its programs and services.

We also launched My Better Life®, our model for assisting clients to identify life areas they wish to improve, set recovery goals, and track their achievements and satisfaction through regular reviews. Among other achievements this year, our Research and Advocacy

team launched its Trajectories research into interrelationships between mental ill-health and homelessness (in collaboration with AHURI) and made significant contributions to the Productivity and Royal Commissions into mental health and disability.

The transition to the types of services people want under the NDIS has been a process of continuous learning, evaluation and adaptation. Time has shown that our clients value agile delivery of less place-based services. This year we made the difficult but necessary decision to close some centres on our path to more flexible service delivery.

We also recalibrated our organisational structure to ensure we continue to deliver high quality services in the most efficient and sustainable way. This process inevitably resulted in some redundancies and we reluctantly said farewell to a number of highly valued staff members. We acknowledge their great commitment and contribution to this organisation. We also farewellled Robyn Hunter, Mind's Chief Executive Officer for the past two financial years. Robyn was highly regarded by all, not least for her leadership during the upheavals of the pandemic.

Our long-held commitment to meet the needs of people with mental ill-health at every point in their recovery journey remains as important as ever in these changeable times. With this year's achievements, our newfound operational flexibility, and most of all the commitment of our staff, we look with energy and optimism to the next 12 months and beyond.



Melissa Field

Melissa Field
Chair

Gill Callister PSM

Gill Callister PSM
Chief Executive Officer

Our reach

Clients supported

(Note: Due to improvements in the way our systems collect and report on clients, this figure cannot be directly compared with the figures reported last financial year - where an individual who used several services was counted multiple times.)

Support hours provided

Bed days

Calls to the Mind Connect information and advisory helpline

Calls to the Mind Carer Helpline

Visitors to the Mind website

Subscribers to *Mind View* magazine

Followers on social media (Twitter, Facebook, LinkedIn)

11,480

254,183

90,996

25,845

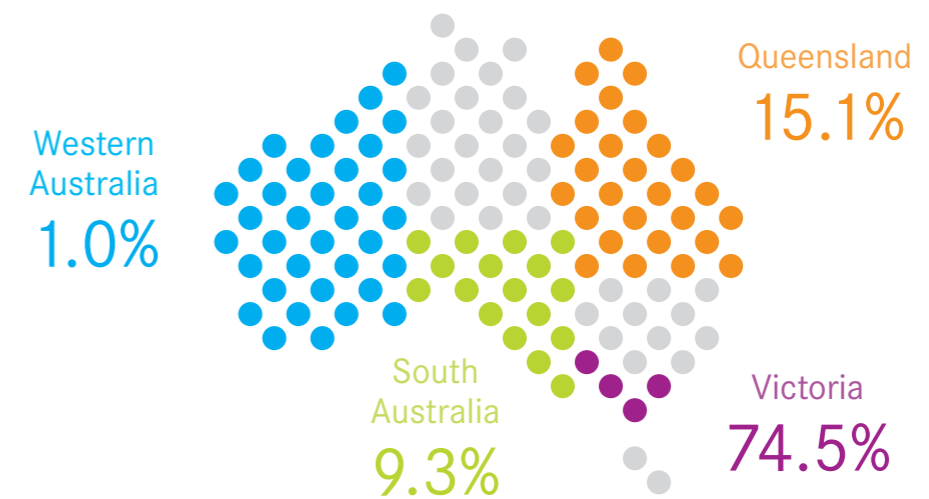
1927

324,701

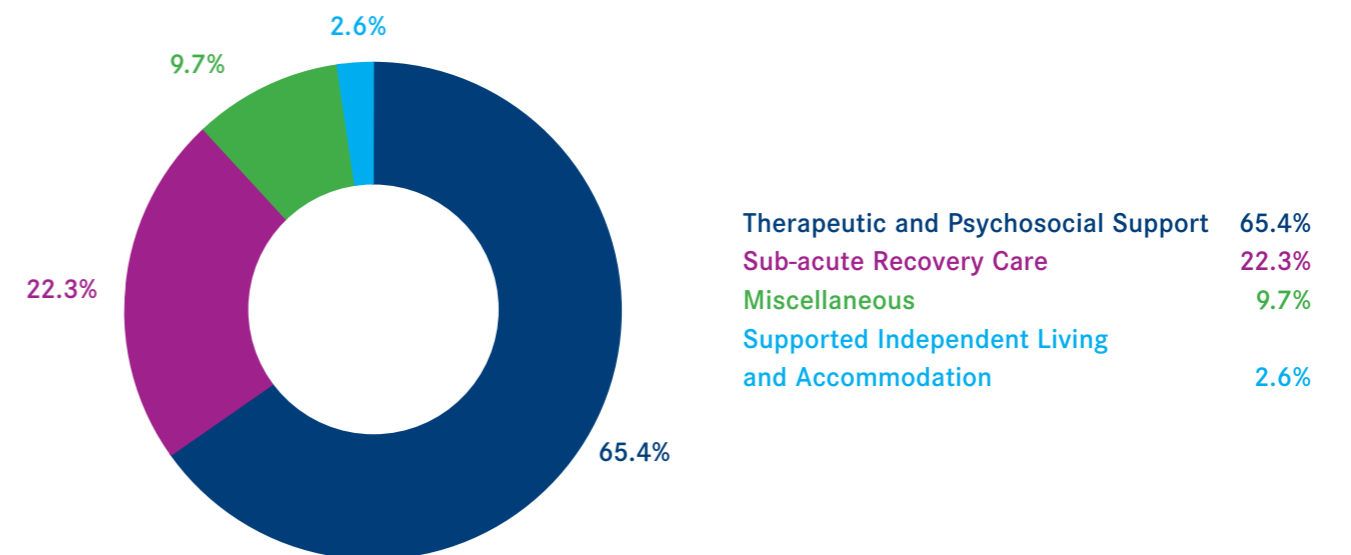
26,014

24,797

Clients by state



Clients by service



Mind Recovery retreat, Queenscliff



Our financial performance

In this year of unique challenges, Mind has continued to grow its range and breadth of services whilst recalibrating our organisational structure to ensure we continue to deliver high quality services in the most agile and sustainable way.

During the financial year, the Mind Group recorded a deficit of \$2.7m. This deficit includes one-off restructuring costs, the impact from adoption of new accounting standards and the impact of COVID-19 on the business in the fourth quarter.

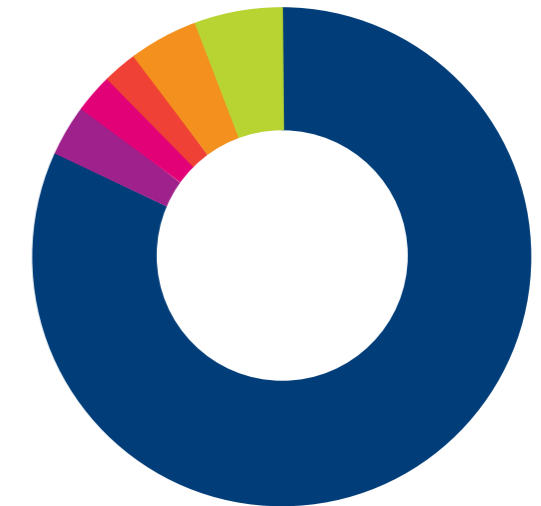
Mind's services revenue increased 12.6% over the year as a result of securing additional contracts in therapeutic and psychosocial services across Victoria and Queensland together with expansion of Supported Independent Living services in Victoria.

Revenue by source



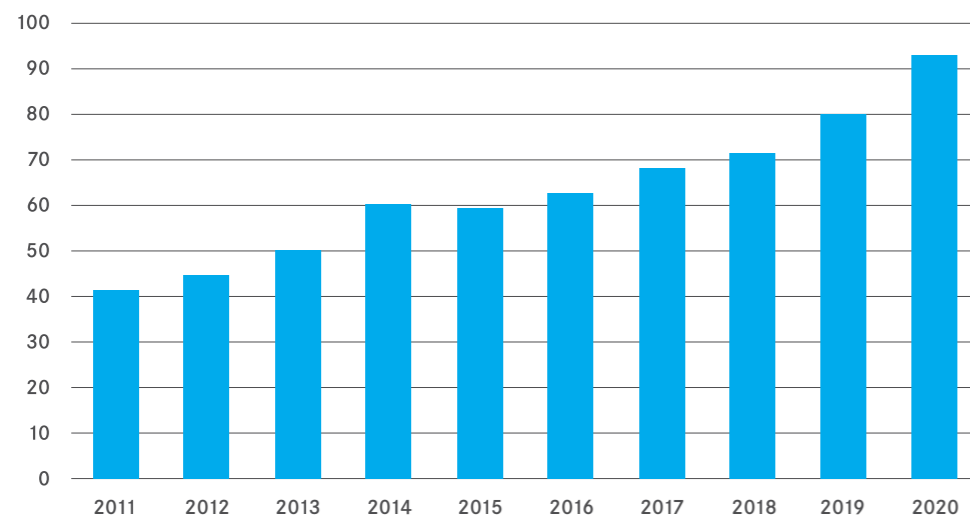
- Government funding
- NDIS income
- Health Service income
- Other income

Expenditure by source



- Employment costs
- Premises
- ICT
- Motor vehicle expenses
- Depreciation
- Other expenses

Mind Group revenue 2010-11 to 2019-20 (\$m)



Client and support worker, Mind Supported Independent Living, Brunswick West



Our Board

1. Melissa Field - Chair

B.Comm, CA, MBA (Hons)

Mind Board committees: Finance and Audit; Remuneration; Governance and Nominations; Quality, Assurance and Risk

Mind subsidiaries: Director of The Haven Foundation Limited and a Director of Home Base Services Limited

Professional associations: Chartered Accountants Australia & New Zealand, Australian Institute of Company Directors

Other board roles: Surf Coast Shire Audit and Risk Committee, Attra Pty Ltd

Melissa is an independent governance professional and advisor to a number of entrepreneurial clients. She works with owners and founders, providing advice in relation to value creation, risk management and governance as well as capital raising, corporate structuring, mergers & acquisitions, due diligence and exit preparation. Her passion is helping business owners sustainably appreciate the value of their equity, by advising on decisions that protect, grow and ultimately realise equity value.

2. Chris Gibbs - Deputy Chair

BA, MHA

Mind Board committees: Governance and Nominations; Remuneration; Quality, Assurance and Risk

Other board roles: VATMI Industries, Victorian Centre of Excellence in Eating Disorders, Orygen Research, Australian Centre of Psychiatric Nursing Research, Community Advisory Council North Western Melbourne PHN (current)

Chris has held leadership roles in the public health sector (Melbourne Health), the Victorian Public Service and the community services sector. Chris was the Director of North Western Mental Health. He has served on a wide range of industry and government advisory committees. He commenced as the inaugural Chief Executive Officer for the Mental Health Professionals Network in 2008. He has been a long term advocate of the critical importance of community managed specialist mental health services in the mental health service system.

3. Jeremy Coggin - Director

Exec MBA, B.Sc.(Architecture), B.Sc. (Computing), GAICD

Mind Board committees: Governance and Nominations

Professional associations: Australian Institute of Company Directors

Other board roles: Mental Health Carers Australia - President, Mental Health Australia

Jeremy is a customer and business strategist, specialising in using better design to transform customer experiences and organisations. He has 20 years of corporate and NFP experience in consulting and strategy roles, leading and managing customer experience transformation across organisations. He is passionate about designing person-led mental health systems and services that embed the voice of consumers, family and carers, and service providers at the heart.

4. Professor Allan Fels AO - Director

BEc, LL.B, PhD

Mind Board committees: Finance and Audit
Mind subsidiaries: Chair of The Haven Foundation Limited and a Director of Home Base Services Limited

Current and previous positions: Professor, Melbourne and Monash University; Former Dean, and current Professor of Government, Australia and New Zealand School of Government (ANZSOG); Former Chairman, Australian Competition and Consumer Commission (ACCC); Former Chairman, National Mental Health Commission (NMHC); Commissioner, Royal Commission on Mental Health Victoria (until February 2021); Patron, Mental Health Australia; Patron, Mental Health Victoria; Chair, Visy Australasia Governance Board.

Allan Fels has had a deep interest in mental health for many years and is the father of Isabella who has schizophrenia. He was and remains chair of the Haven Foundation from its inception until its merger with Mind Australia. He has also played an important role in the national and Victorian mental health policy in Australia.

5. Teresa Fels - Director

BEc (Hons), LLB, MComm (Hons), MA (Hons Kings College London), Barrister and solicitor of the Supreme Court of Victoria

Mind Board committees: Finance and Audit
Mind subsidiaries: Director of The Haven Foundation Limited and a Director of Home Base Services Limited

Other board roles: Executive Director, Victorian Department of Treasury and Finance (current); Competition economist, Ofcom UK and CRA International; lawyer, Freehills; Takeovers Panel, Commonwealth Treasury; Director, Hospital Purchasing Victoria

Teresa Fels has a deep commitment to mental health and is on the board of The Haven Foundation, which provides long term housing for people living with mental ill-health, including for her sister Isabella. Teresa has participated in social policy reforms including in social impact investing, the NDIS, housing, national health reform and across human services.

6. Amanda Ford - Director

GAICD, FCPA, Bach Bus.(Acc), MBA (Marketing major), Grad Cert (HRM), Dip FS (Financial Planning), Diploma Integrated Risk Management

Mind Board committees: Finance and Audit; Governance and Nominations; and Remuneration

Mind subsidiaries: Chair of Home Base Services Limited and a Director of The Haven Foundation Limited

Amanda is an experienced and broadly skilled senior executive with nearly 30 years' experience in corporate services and business management across a number of sectors including: arts and entertainment; philanthropic foundations; early childhood intervention; disability; child protection; job service network and disability employment services; health; and most recently, government in her role as Director, Strategy and Transformation at the Coroners Court of Victoria. A digitally savvy executive, her focus and proven success is the driving and supporting of change in complex environments.

7. Bernie McCormick - Director

Mind Board committees: Quality, Assurance and Risk

Professional associations: Member of the Victorian Mental Illness Awareness Council

Bernie has a varied academic background including architecture, environmental engineering and psychology. Bernie has experience in the mental health system as a consumer for the last 30 years. Over the last 21 years he has been active in some form of consumer perspective driven role. He has worked as a consumer consultant in two Australian mental health services and as information officer at VMIAC, where he was also the VMIAC newsletter editor for just under 10 years.

He has lectured at Universities and TAFE on consumer issues and perspectives and has been a recipient of many services similar to that which Mind provides. In the last few years he has also worked in various roles including the Assessment and Referral Court (ARC) List at the Melbourne Magistrates' Court writing educational insight documents for court staff. Bernie also works as a freelance consumer consultant in other areas of the system such as MHV and NWMH as required and where his experience is sought. Bernie has an intermittent involvement with Outdoors Inc for nearly 30 years where he recently joined the editorial panel for the participant newsletter, *Outdoors Ink*.

8. Ruth Vine - Director

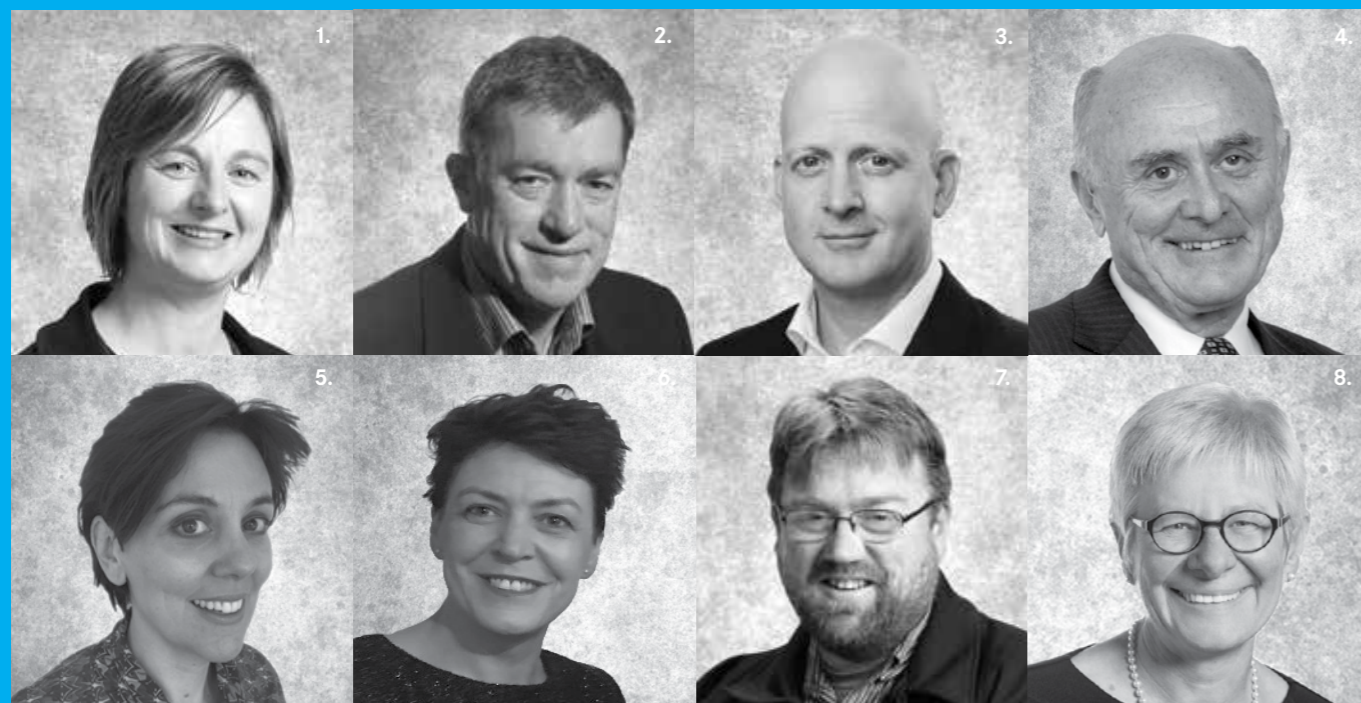
MBBS, LLB, FRANZCP

Mind Board committees: Quality, Assurance and Risk

Other board roles: Forensicare, Medical Board of Victoria

Ruth has worked as a consultant psychiatrist in clinical and administrative roles since 1991. She worked in senior roles in forensic mental health for almost a decade and was then employed in the Department of Health and Human Services for 13 years in roles including Deputy Chief Psychiatrist, Chief Psychiatrist and Director of Mental Health. Ruth was the Executive Director of NorthWestern Mental Health, a division of Melbourne Health from 2013 - 2019.

Ruth has also worked in the community sector as a consultant psychiatrist, and with the Department of Health and Aging on the 4th National Mental Health Plan. She has contributed to a number of policy and service developments initiatives across mental health, disability, and alcohol and drugs services. In May 2020 Ruth was appointed Deputy Chief Medical Officer (Mental Health) in the Commonwealth Department of Health.



Our Senior Executive



1. Gill Callister PSM - Chief Executive Officer

Gill brings a wealth of leadership experience to the role, following an exceptional career in the Victorian Public Service, most notably as Secretary of the Department of Education and Training (2015 - 2018) and Department of Human Services (2009 - 2014).

Gill began her career as a social worker and spent ten years working in child protection and family services in non-government organisations including OzChild.

Most recently, Gill was an Associate Dean at the Australia and New Zealand School of Government (ANZSOG) and was a 2019 Victorian Public Service Medal recipient. Gill is also an Adjunct Professor (Practice) in Politics at Monash University and a member of the Monash University Council.

2. Jeff Kagan - Chief Financial Officer and Director Organisational Performance

Bachelor of Economics (Monash), CA ANZ, Grad Dip in Applied Finance and Investment FINSIA

Jeff has been a part of services industries for over 25 years and has held a number of CEO and Executive roles.

Jeff is experienced in leading strategic and operational change, driving business growth, process improvement and operational efficiency. As a leader, Jeff consistently delivers results, takes ownership and is relentless in identifying opportunities to improve performance and cash flow, ensuring enhanced customer value. He is a recognised change agent who successfully manages himself and others through change.

Jeff holds a Bachelor of Economics and is a Chartered Accountant having developed his career at blue chip organisations ANZ, General Electric and KPMG before embarking upon the provision of Executive Services to SMEs and 'for purpose' organisations in philanthropy, education, disability and aged care.

3. Denise Cumming - State Manager Queensland

Denise has over 23 years' experience working within the mental health and complex needs sector in non-government, government and private services both in the UK and Australia. This experience, supported by her qualifications in social work, human rights and social justice continue to serve as the primary motivation and justification for her continued commitment to the human services sector, service delivery and operation of safe quality accessible services.

Denise has held leadership roles in both government and non-government sectors and has a strong reputation for the delivery of high quality integrated health and social care services in accordance with recovery principles, human rights, strengths based practice and true citizenship.

Denise is driven by her belief in working with clients, families and carers across a range of support needs to ensure our services meet their aspirational wishes and needs. Before joining Minds Executive Denise was the Executive leader of Operations with Queensland mental health service Open Minds.

4. Mark Heeney - Acting State Manager VIC SIL and National Manager Innovation and Growth - Accommodation

BA in Applied Science (disability studies), Dip Management

Mark is currently Acting State Manager VIC SIL and National Manager Innovation and Growth - Accommodation. He has over 18 years' experience in the mental health, disability and homelessness sector across metro and regional Australia and the United Kingdom. Mark is an NDIS housing and support aficionado backed with a passion in advocacy and research, especially in peer support and the co-designing of services.

5. Dr Sarah Pollock - Executive Director Research and Advocacy

BA (Hons), Grad Dip Ed, MBus, PhD

Sarah has worked at the executive level in the social care and mental health sectors for fifteen years. Prior to that, she worked in vocational and higher education in various roles including teaching and learning, education strategy and curriculum development. Sarah combines her strengths in applied research, policy analysis and strategy development with a sound understanding of the operating and business environments of non-government organisations. She is committed to ensuring that we continue to have a strong and vibrant third sector through the delivery of high quality services and advocacy that amplifies the voices and concerns of the people and communities that Mind serves.

6. Helen Sheppard - State Manager South Australia / Western Australia

A not for profit specialist, Helen has held senior and executive operational, policy and business development roles over the last 20 years. This has included diverse service portfolios in mental health, nursing, allied health, homelessness, justice, employment, domestic violence, aged care, disability and volunteering. Her qualifications include social work, business and governance.

Helen is passionate about equity, kindness, partnerships, program design, innovation, measurement and outcomes.

7. Mikki Swindon - Director People Experience

Mikki is the Director of People Experience, People and Development at Mind. Mikki has an extensive background in human resources and change management. She has been consulting to public and private sector organisations for some 20 years and has undertaken significant change management projects in organisational relocation, organisation redesign, contract transition, systems implementation and executive coaching. Mikki was formerly the locum Chief People and Culture Officer at Barwon Health, Executive Director, People and Culture at WorkSafe Victoria, and General Manager Human Resources at the Transport Accident Commission (TAC). Mikki is currently an independent member of the Board People and Strategy Sub Committee of Genitex.

8. Sandra Walker - Executive Director Innovation

As Executive Director of Innovation, Sandra's role focuses on transitioning a range of Mind's services to the NDIS and developing high quality services that offer our clients choices for support in their mental health recovery journeys. With extensive experience working in the health and disability sectors, Sandra has practiced as a mental health practitioner and a general nurse. She led the Canterbury District Health Mental Health service through the Christchurch earthquakes, which sharpened her appreciation of the longer-term impacts of trauma and the importance of peer support in recovery. Sandra's approach is to develop high quality, evidence-based support that has been co-designed in consultation with consumers and their carers.

9. Kaylene Rowe - State Manager Victoria

With over 20 years' experience in mental health, drug and alcohol, homelessness and complex needs sectors, Kaylene has a wealth of knowledge and experience leading client services and teams within stream based operational structures. Kaylene's extensive experience is supported by a Masters in Social Work and tertiary qualifications in Management, Indigenous Studies and Business Leadership.

Known for passionate and innovative leadership, Kaylene is a dedicated leader with a reputation for service excellence and client centred care



Farmer and support worker, Cairns Hinterland

Board committees

The Board has four committees appointed to undertake specific tasks on its behalf.

Quality, Assurance and Risk (QAR) Committee

Quality, Assurance and Risk (QAR) Committee sets the quality framework for the organisation and oversees quality and service performance and risk.

Finance and Audit (FAA) Committee

The Finance and Audit (FAA) Committee is responsible for providing advice to the Board on budget setting, investment strategy, financial risk management and monitoring financial performance.

Governance and Nominations (GAN) Committee

The Governance and Nominations (GAN) Committee ensures best practice governance including Board performance, Director induction, professional development and succession planning.

Remuneration Committee

The Remuneration Committee provides effective management of senior management remuneration.

Risk management attestation statement

I, Melissa Field, Chair, Mind Australia certify that Mind Australia has risk management processes in place consistent with the **Australian/New Zealand Risk Management Standard (AS/NZS ISO 31000:2018)** and an internal control system is in place that enables the Executive to understand, manage and satisfactorily control risk exposures. The Finance and Audit and the Quality, Assurance and Risk Committees verify this assurance and that the risks of Mind Australia have been critically reviewed within the last 12 months.

Melissa Field - Chair, Mind Australia

Acknowledgements

The outcomes Mind is able to achieve are only possible because of the commitment, hard work, generosity and efforts of many individuals and organisations. Mind's Board, management and staff wish to acknowledge and thank our many supporters for their contributions over the last 12 months.

Customers, families, carers and friends

Mind would like to thank the many people it has had the privilege to work with over the past 12 months in supporting them in addressing their mental health and quality of life issues. Many people provide input into Mind's consultative mechanisms and working groups. We thank them for their contributions.

Volunteers

Thank you to all the people who volunteered to help Mind in its work last year. We truly appreciate their time and commitment.

Government funders

Mind receives funding for its services from a number of government departments. Mind acknowledges the importance of their funding and expresses its appreciation for their professionalism and collaboration.

Federal Departments and Agencies:

- Department of Social Services
- Department of Health
- National Disability Insurance Agency

State Departments and Agencies:

- Department of Health and Human Services (VIC)
- Department for Health and Wellbeing (SA)
- Department of Health (QLD)
- The Department of Communities, Child Safety and Disability Services (QLD)
- Mental Health Alcohol and Other Drugs Branch (QLD)
- Mental Health Commission (WA)

Organisational donors

Mind could not do all it does without the generous support of our many organisational donors. A number of organisations funded programs in 2019-2020. Mind would like to thank the following for their generous support.

- Australian Communities Foundation
- Auto & General Holdings Pty Ltd
- Brand Foundation
- CK Foodstore
- Gaudry Gift at the APS Foundation
- Guthrie Family Charitable Trust
- Mill Park Secondary College
- Mornington Soccer Club
- National Australia Bank
- Naylor-Stewart Ancillary Fund
- Oxford Houses Fund

- Paypal Giving Fund Australia
- Ralph & Betty Sims Fund
- St John's Uniting Church Op Shop
- Commonwealth Bank

Individual (iMind) donors

Thank you to the thousands of iMind donors who generously contributed vital funds to support the work of Mind over the past 12 months.

Service delivery partners

Mind is grateful for the valued relationships it has with its contracted partners in service delivery.

- Access Housing Australia Limited
- Adelaide PHN
- Alfred Health
- Anglicare Victoria
- Austin Health
- Albury Wodonga Health
- Banyule Community Health Service
- Bendigo Health
- Beyond Blue
- Bupa
- Cairns and Hinterland Hospital and Health Service
- Central Queensland Hospital and Health Service
- Children's Health Queensland Hospital and Health Service
- Cohealth
- Country SA PHN
- Coviu
- Darling Downs Hospital and Health Service
- Darling Downs and West Morton PHN
- EACH
- Eastern Health
- Eastern Melbourne PHN
- Emerging Minds
- Forensicare
- Flourish
- Gateway Health
- Gippsland PHN
- Haven; Home, Safe
- headspace Albury Wodonga
- headspace Greensborough
- headspace Mount Gambier
- headspace National
- headspace Swan Hill
- Helping Minds
- Housing Choices Australia
- Latrobe Regional Health
- Life Without Barriers
- Mackay Hospital and Health Service
- Melbourne Health
- Mentis Assist
- Mercy Health
- Merri Health
- Metro North Hospital and Health Service
- Metro South Hospital and Health Service
- Monash Health
- Murray PHN

- Neami National
- North Western Melbourne PHN
- Northside Clinic (Vic) Pty Ltd
- Open Minds Qld (Headspace Consortium Partner)
- Orygen, The National Centre of Excellence in Youth Mental Health
- Peninsula Health
- Queensland Mental Health Commission
- St Vincent's Hospital (Melbourne)
- SANE Australia
- Skylight
- South Eastern Melbourne PHN
- South Metropolitan Health Service
- South West Healthcare
- Swan Hill District Health
- Summer Foundation
- Transport Accident Commission (TAC)
- The Salvation Army Victoria
- The Haven Foundation
- Thorne Harbour Health
- UnitingCare Wesley Bowden
- Unify Housing
- Uniting Communities
- UnitingSA Housing
- VincentCare Victoria
- Wellways
- West Moreton Hospital and Health Service
- Western Victoria PHN
- Wide Bay Hospital and Health Service
- Wise Employment
- Youth Support and Advocacy Service

Research partners

Mind partners with universities and other research bodies on research in support of our clients. Mind thanks the following bodies for their collaboration:

- Australian Housing and Urban Research Institute (AHURI)
- Melbourne School of Population and Global Health, The University of Melbourne
- School of Health and Social Development, Deakin University
- School of Nursing and Midwifery, University of South Australia
- School of Medicine and Public Health, University of Newcastle
- School of Rural Health, Faculty of Medicine, Nursing and Health Sciences, Monash University
- Tandem Inc
- Australian Institute for Primary Care & Ageing, College of Science, Health & Engineering, La Trobe University
- School of Social Sciences, USNW Sydney
- RMIT University

Advisors

Mind thanks our legal advisors, Maddocks and Johnson Winter & Slattery; our auditor, Crowe; and our risk and remuneration advisor, Mercer.

Representative bodies and advocacy partners

Mind gratefully acknowledges the value of its membership of, or partnership with many valuable representative bodies and advocacy partners. Mind also partners with many other health, community service and justice organisations in supporting our clients and thanks these organisations and their staff for their assistance.

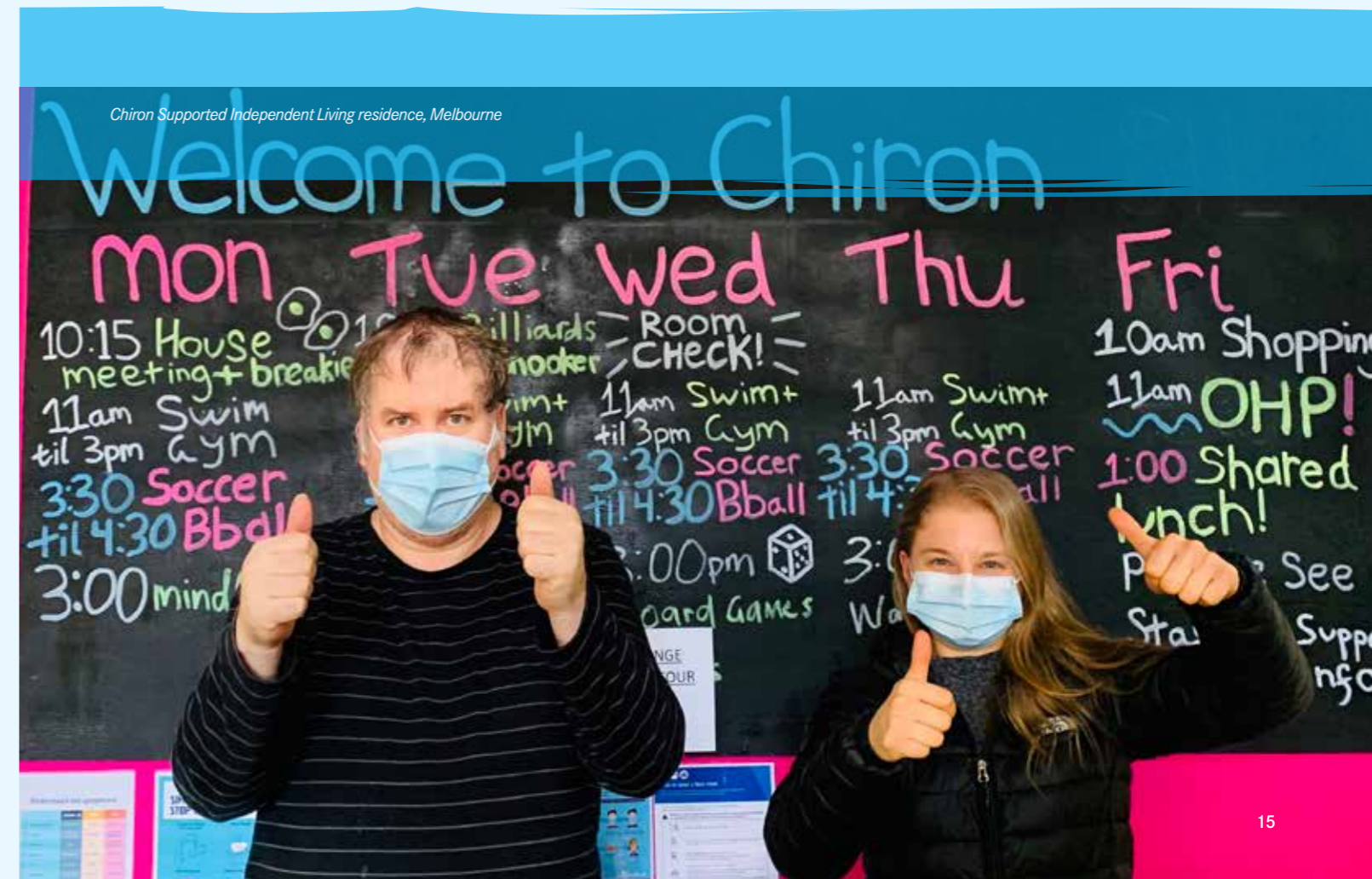
- Alliance20
- Arafmi QLD
- Australian BPD Foundation
- Australian Council of Social Services
- Brainlink
- Carers Australia
- Carers Victoria
- Carers New South Wales
- Carers ACT
- Carers Tasmania
- Carers Queensland
- Carers Western Australia
- Carers South Australia
- Carers Northern Territory
- Casey Cardinia Community Legal Service
- Community Mental Health Australia
- Community Housing Industry Association (CHIA)
- Darebin Community Legal Centre

- Eating Disorders Queensland
- Fitzroy Legal Service
- Health Justice Australia
- Helping Minds
- Jobs Australia
- Mental Health Australia
- Mental Health Carers Australia
- Mental Health Carers New South Wales
- Mental Health Carers Tasmania
- Mental Health Coalition of South Australia
- Mental Health Coordinating Council
- Mental Health Victoria
- Mental Illness Fellowship of Australia
- Mental Illness Fellowship of Australia (NT) Inc.
- National Disability Services
- National Mental Health Consumer & Carer Forum
- Northern Community Legal Centre
- Northern Legal Service
- Peninsula Community Legal Centre
- Private Mental Health Consumer Carer Network (Australia)
- Queensland Alliance for Mental Health
- SANE
- South Australian Council for Social Service
- Tandem Inc.
- Victorian Council of Social Service
- Victorian Mental Illness Awareness Council

- WEstjustice
- West Heidelberg Community Legal Service
- Western Australian Association for Mental Health

Mind also partners with many other health, community service and justice organisations in supporting our clients and thanks these organisations and their staff for their assistance.

A special thanks to those who have allowed Mind to use their photos in this publication, and to our long standing communications production partners: Bigwig, M&M Printworks, Direct Mail Management and OMG.





Residents at Haven Frankston

Mind acknowledges that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the lands on which we work and we pay our respects to Elders past, present and emerging. We recognise the intergenerational impact of the history of invasion, dispossession and colonisation and are committed to the recognition, respect, inclusion and wellbeing of Australia's First Peoples.

Mind values the experience and contribution of people from all cultures, genders, sexualities, bodies, abilities, spiritualities, ages and backgrounds. We are committed to inclusion for all our clients, families and carers, employees and volunteers.



Registered NDIS provider



Help, hope and purpose

Mind Connect

1300 286 463

Carer Helpline

1300 554 660

mindconnect@mindaustralia.org.au
mindaustralia.org.au



Mind Central Office | 86-92 Mount Street
PO Box 592 | Heidelberg VIC 3084

Mind Australia Limited ABN 22 005 063 589