

# Annual Report 2016-17



**HOA**

HEALTHY OPTIONS AUSTRALIA  
Helping people build a better life

Drug Awareness and Relief  
Foundation (Australia) trading as  
Healthy Options Australia

# Corporate Directory

Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia 2016-2017 Annual Report.

The Group' refers to the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia and its subsidiaries the Australian College of Community Services Pty Ltd (ACCS), Drug ARM Australasia (DAA) and the Mental Health Association of Queensland Ltd (MHAQ).

'Healthy Options Australia group' refers to the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia and its subsidiaries the Australian College of Community Services Pty Ltd (ACCS), Drug ARM Australasia (DAA) and the Mental Health Association of Queensland Ltd (MHAQ).

The Foundation' refers to the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia.

ABN - 56 285 096 184

Registered Office

473 Annerley Road

ANNERLEY QLD 4103

## Directors

Chair - Mr Harold Peacock

Vice Chair - Mr Bradley Strong

Treasurer - Mr Peter Henderson

## Board Directors

Ms Linda Bryant

Mr Ken Walker

Rev Graeme McKay

Executive Director and Superintendent

Dr Dennis Young

## Auditor

Mr Andrew Vivian, Priestleys Chartered Accountants

This report covers the consolidated financial statements for the consolidated entity consisting of Healthy Options Australia the trading name for the Drug Awareness and Relief Foundation (Australia) and its subsidiaries the Australian College of Community Services Pty Ltd (ACCS), Drug ARM Australasia (DAA) and the Mental Health Association of Queensland Ltd (MHAQ).

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[‘The best is yet to be’ - John Wesley](#)

# 2016 - 2017 Highlights



24

Quality programs and services



72,840

Volunteer hours given



3

State jurisdictions

## Primary Drug of Choice

Alcohol (26%), cannabis (18%) and methamphetamine (35%) continue to be named as the primary cause of concern to clients.



## Winangalabaa Centre 'Place of Knowledge'

Artist: Elenore Binge

Commissioned by Drug ARM to represent the community space that houses our Remote Schools Attendance Strategy.





Expansion to 7 new regional and remote areas including Roma, Murwillumbah, St George, Biloela, Woorabinda, Central Queensland and Kangaroo Island



Drug ARM Outreach Services completed over 400 patrols across Queensland, New South Wales and South Australia



Mental Health Association Qld Gold Coast opened a new mental health hub - HOA Foundry



Schoolies volunteers stayed at the beach until the early hours of the morning helping over 40,000+ young people



Increased the online information and support resources available from the HOA Library



Australian College of Community Services began to increase online scope in response to market need



Increased the HOA Library's online collection through 319 new e-resources and e-books.



Formalised commitment to client input through official Client and Consumer Participation Framework



Doubled the number of families engaging with our programs



# Healthy Options Australia

Healthy Options provides a range of programs and services in prevention, health promotion, library and information services, outreach, support and clinical. Healthy Options provides the range of programs through three specific divisions; Drug ARM Australasia, the Mental Health Association of Queensland and the Australian College of Community Services.

## Vision

Flourishing people and communities

## Mission

Engage, encourage, empower

## Prayer

Healthy Options Australia has adopted the serenity prayer as its organisational prayer.

“Grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference



COLLABORATION



CONTINUOUS  
LEARNING



COURAGE



CREATIVITY



DIVERSITY



GROWTH



INNOVATION & CHANGE



PARTNERSHIPS



RESPECT



STEWARDSHIP

# Chairman's message

## Mr Harold Peacock

### Chairman

BA, GDipAppFinInv, MAICD

I am delighted to present my second report as Chairman of the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia (HOA) group to our members and stakeholders on for the 2016-2017 financial year.

This report highlights the positive outcomes achieved by our Group for all of our stakeholders despite the continuing demands on our revenue streams.

The demand for our programs and services during this financial year continued to outstrip our capacity to respond. This ongoing demand for our program and service is one of the key driving forces behind the Board's strategy to seek out diverse income streams.

I am delighted to report that over the last 10 years Healthy Options Australia has donated over \$10.5 million to our subsidiary companies in support of our front line services.

The Australian College of Community Services Ltd (ACCS) and the Mental Health Association of Queensland Ltd (MHAQ) have ensured our group continue to provide great diversity in the variety of programs and services our group continue to offer. However these organisations are monitored closely as both are performing below expectations in a volatile market environment.

Together with senior management, the Board have developed a number of new strategies to expand both of these operations in the next financial year. This work has commenced with the establishment of the 'HOA Foundry' - a specialised mental health innovation hub based in the Southport Trade Centre at the Gold Coast.

Our Board continue to develop new strategies that will enable our Group of charities to flourish. The organisation's highest priority is the continued provision of quality programs and services in the charitable, business and professional sectors.

The Board continues to actively monitor the operational, financial, risk and compliance performance of the group. This is achieved by a rigorous governance structure that incorporates both corporate and clinical governance frameworks. Regular meetings of the Board and its numerous expert committees provide external oversight.

During this year the Board continued to review its governance frameworks to ensure the most appropriate and effective models are. I am delighted to report that the group achieved its ISO 9001 accreditation again in 2017.

The current governance structure is that of a Senior Board with subsidiary boards to MHAQ, ACCS and Drug ARM Australasia. Our Directors also serve on one or more of the Group Boards and/or Committees that include:



- Finance and Audit Committee
- Executive Committee
- National Policy Council
- Risk Management and Compliance Committee
- Board Nominations Committee
- Board Remuneration Committee

I thank all of our Directors and members of our expert Board Committees for their diligent commitment and contribution to the achievements of our organisation. It has been a privilege to work with these dedicated volunteers at board, committee and program delivery levels.

I especially acknowledge the extra time and effort of Mr Bradley Strong, Vice Chair, Mr Peter Henderson, Treasurer, Mr Ken Walker, incoming Treasurer, Professor Jake Najman Chair of the National Policy Council and the Queensland Coalition for Action on Alcohol and Mr Keith Crellin, Chair of the Risk and Compliance Committee.

The uncertainty within the non-government sector continues especially as the final implementation date of the National Disability Insurance Scheme (NDIS) approaches. Despite this, the Healthy Options Australia group reported a surplus of \$549,511 in 2016-2017 which is an encouraging result. The remaining surplus for Healthy Options Australia for the 2016-2017 financial year was \$83,456. A further breakdown of the results will be provided in the Treasurers report.

Fundraising revenue remains an area of concern for both senior management and the Board. In addressing this, the Board has retained a marketing firm to assist with fundraising and building brand awareness through harnessing mediums including social media and video content.

Looking forward, our Group has been awarded new government contracts over the next four years to the value of \$2.5million. The Board acknowledges and thanks our Chief Executive Officer Ms Jody Wright for her efforts to achieve this positive outcome.

At the 2017 Annual General Meeting, two of our long serving members will be retiring: Mr Peter Henderson (38 years' service on the Board) and Ms Heather Pitt (40 years' service in the Finance Division). On behalf of the Board and in my capacity as Chair, I place on record our appreciation of the outstanding contribution both of these individuals have made to the Group.

The Board, management, staff and volunteers continue to achieve great outcomes despite ongoing challenges. We look to the future with great optimism as we continue to expand in Queensland, New South Wales and South Australia.

In this ever-changing environment our organisation needs to be agile while retaining our clear and positive mission objectives.

I thank each of our church and agency members for their continued support and prayers for the organisation.

Mr Harold Peacock - Chair



## Unfailing support

Having that unfailing support there during my mistakes, eventually made me break some small habits which made breaking the big habit easier

## Successful journey

I can stop and think and put things into perspective in a way I didn't before. I'm not drinking or using drugs anymore.



They are helping  
me to change  
my life

## Understood

I'm an alcoholic. Since I came to Drug ARM I've been able to have days off and when I do drink, I don't drink as much anymore.

# Executive Director's report

## Dr Dennis Young

### Executive Director and Superintendent

B.Bus, MBA, Grad Dip FET, DHSM, FAIM, AFCHSE, MAICD

It is with much pleasure that I present the annual report of the Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia for the 2016-2017 financial year to our member churches and agencies.

This is my 30th and final Annual Report that I will have had the honour of presenting to our members.

In 2018, I will assume a new role within the group - Senior Advocate and Company Secretary.

It has been a privilege and an honour to be trusted with this position for 30 years. Executive Director is not a role you can undertake in isolation. For me it has always been a team effort. Firstly with the Chairman and the Directors and secondly with the Senior Management, staff, volunteers and students.

During my period as Executive Director, I have strived to manage through 'Servant Leadership'. This model of leadership emulated from the Christian Churches and has been adopted by some of the world's best known companies including Starbucks, Southwest Airlines and Railcorp.

Our organisation is blessed to have a forward thinking and passionate Board that works alongside us to achieve our mission. Each Board Director and Board Committee Member supports our governance

structure through their expertise, professionalism and experience. Both the Board and Committee Members inspire and guide as we aim to engage, encourage and empower.

This year I highlight the contribution of two outstanding servants to our mission.

**Mr Peter Henderson** was one of a small committee that appointed me to this role in 1988. Since that time, he has consistently supported, encouraged and challenged me in order to achieve the best outcomes for our organisation.

**Ms Heather Pitt**, our Corporate Services Manager, has been an integral member of the team over the past 40 years. When I was admitted to hospital in 2006, Ms Pitt assumed the role of Acting Executive Director.

Thank you to Mr Henderson and Ms Pitt for their many years of support and significant contributions to our organisation. Both will be sincerely missed by all.

Healthy Options Australia continues to focus on investment as a means to support our mission based activities through Drug ARM Australasia, Mental Health Association of Queensland Ltd and Australian College of Community Services Ltd.

Drug ARM retains a specialist focus on alcohol and other drug programs and services to reduce harms through

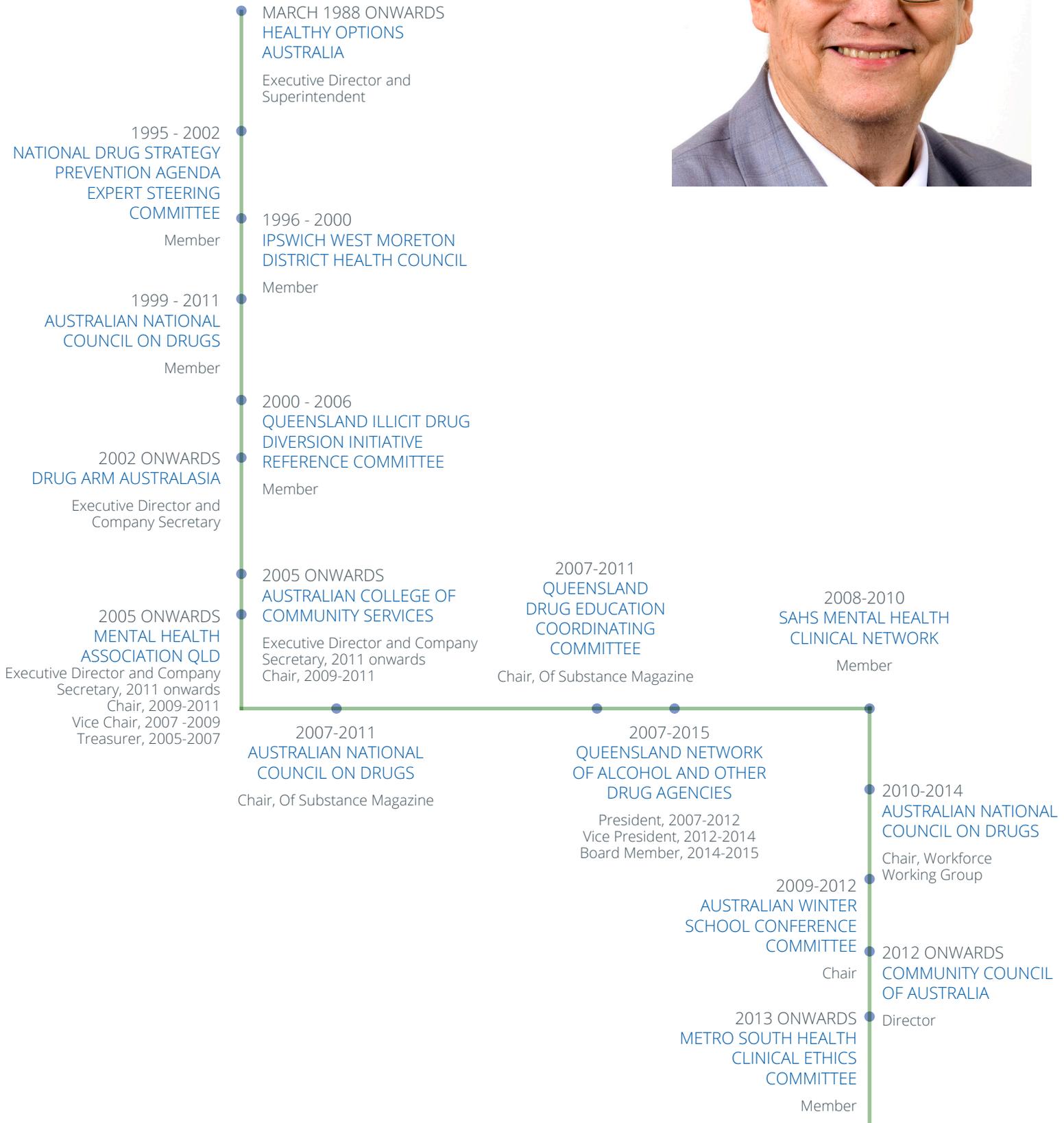
prevention, health promotion, outreach, diversion and clinical support. This company continues to achieve very positive results in all its programs. Over the past year, there has been a significant growth in the range of culturally specific programs offered with encouraging outcomes.

The Mental Health Association Qld Ltd retains its position in Queensland although at greatly reduced capacity. The establishment of the HOA Foundry at the Gold Coast during the 2017-2018 financial year will greatly improve the positioning of this company. NewsinMind.com continues to grow as a provider of mental health news and information source for the sector and broader community. As a flagship service of the Mental Health Association Qld, work is beginning in 2017-2018 to build on the existing supporter base to expand its reach and influence.

The Australian College of Community Services is currently undergoing a total restructure and it is expected that during the 2017-2018 this company will increase its market share.

The Board of Directors have a strict focus on sound governance of both corporate and clinical matters together with their financial management of the Group assets. The Board are committed to ensuring the organisation is fully accountable to members, donors, supporters and

Achievements, appointments and opportunities of the Superintendent during the term of Dr Dennis Young



other key stakeholders through strong governance and quality improvement practices. These practices also include processes that ensure a safe, happy and health workplace for our staff, volunteers and clients.

The Finance and Audit Committee continue to diligently monitor the financial performance of Healthy Options Australia and the subsidiary companies during the 2016-2017 financial year.

The National Policy Council continues to provide invaluable support for the policy and service delivery activities of the Group. Under the leadership of Professor Jake Najman and Dr Joseph Debattista, the Council comprises eminent leaders in the alcohol and other drug and mental health fields.

The leadership of the organisation are committed to the dissemination of accurate information through health promotion, awareness, education and advocacy activities.

Our latest advocacy efforts in Queensland have been focused on reducing the alarming harms of alcohol in our communities. The vehicle for this advocacy is the Queensland Coalition for Action on Alcohol (QCAA) chaired by Professor Jake Najman and involving organisations including the Australian Medical Association Qld, the Foundation for Alcohol Research and Education, the Salvation Army, Lives

Lived Well and the Drug and Alcohol Nurses Association. During the 2016-2017 year our Executive Committee has undertaken a series of political and departmental deputations with both Government and Opposition members as well as appearing before Parliamentary Inquiries in relation to alcohol.

In addition to this work, Healthy Options sits on the Executive Committee of the National Alliance for Action on Alcohol and provides support for the NSW ACT Alcohol Policy Alliance (NAAPA). Through our involvement in these action groups, Healthy Options remains a significant player in the Australian policy debate on alcohol.

I thank the Board Directors, current and past, for the many opportunities that I have had presented to me over the years. I give special thanks to them for their continued outstanding contribution to the group with a special note of thanks to our Executive Leadership team currently Mr Harold Peacock, Mr Peter Henderson and Mr Bradley Strong.

I would also acknowledge the contribution of our management team.

- Ms Jody Wright, Chief Executive Officer
- Ms Heather Pitt, Corporate Services Manager
- Miss Margaret Moretto, Finance Manager
- Mr Adam Carson, IT Manager
- Mr Richard Norman, National Programs and Services Manager
- Mr Greg Hehir, National Operations Manager, and
- Ms Alexandra Davis, Communications & Relationship Manager.

This team brings excitement, strategic thinking and a measured vision for our organisation while managing programs and services in service regions. I also thank our NSW and SA State Coordinators for their contribution during 2016-2017 as well as all members of our team; our staff, volunteers and students.

Detailed annual reports for each of our subsidiary companies namely The Australian College of Community Services Ltd, DRUG ARM Australasia and the Mental Health Association Qld Ltd are available for members on request.

Dr Dennis Young - Executive Director



# Treasurer's message

## Mr Peter Henderson

### Treasurer

**BBus, Grad Dip Mgt, Grad Dip App Fin & Inv, FFIN, FCPA, MAICD**

Once again I have the opportunity of presenting the Treasurer's report for the last financial year. This year Healthy Options Australia ended on a positive note with an overall surplus of \$549,511 which although it was not a significant increase it was an increase of \$56,475 on the previous year's result.

The most significant changes in the organisation's income were the depreciation in the fair value of the shares & property trust portfolio of \$542,210 and the increase in the operating grants of \$829,892.

Following a review by the Board, there were no changes to the values of the investment properties. Work is continuing to improve the position of the Toowoomba Retail Centre including changes to the building layout in an attempt to attract a mix of businesses. There are still a number of vacancies in this centre, however plans to relocate Drug ARM Australasia Toowoomba operations to the centre and opening an Op Shop in the new financial year will improve the value for 2017-2018.

The Group continues to deal with ongoing operational issues with the Mental Health Association of Queensland and the Australian

College of Community Services. These entities are working to reposition themselves following the significant loss of program income.

The Gailey Road Centre continues to perform well and the Unit 29 at the Southport Trade Centre was leased to increase the revenue flow for the Mental Health Association.

The Finance and Audit Committee (FAC) of the Board met 12 times during the year to perform the important function of monitoring and overseeing the accounting and financial processes. The FAC members work diligently and have a high rate of attendance at meetings and actively participate in additional duties beyond these.

The members of this Committee for the reporting period were: Mr Peter Henderson, Treasurer and Chair, Mr Harold Peacock, Board Chairman, Mr Ken Walker, Director and Dr Dennis Young, Executive Director/Superintendent who were ably supported and advised by the Corporate Services Manager, Ms Heather Pitt, the Finance Manager Miss Margaret Moretto, the Chief Executive Officer Ms Jody Wright and the Communications & Relationships Manager Ms Alexandra Davis.

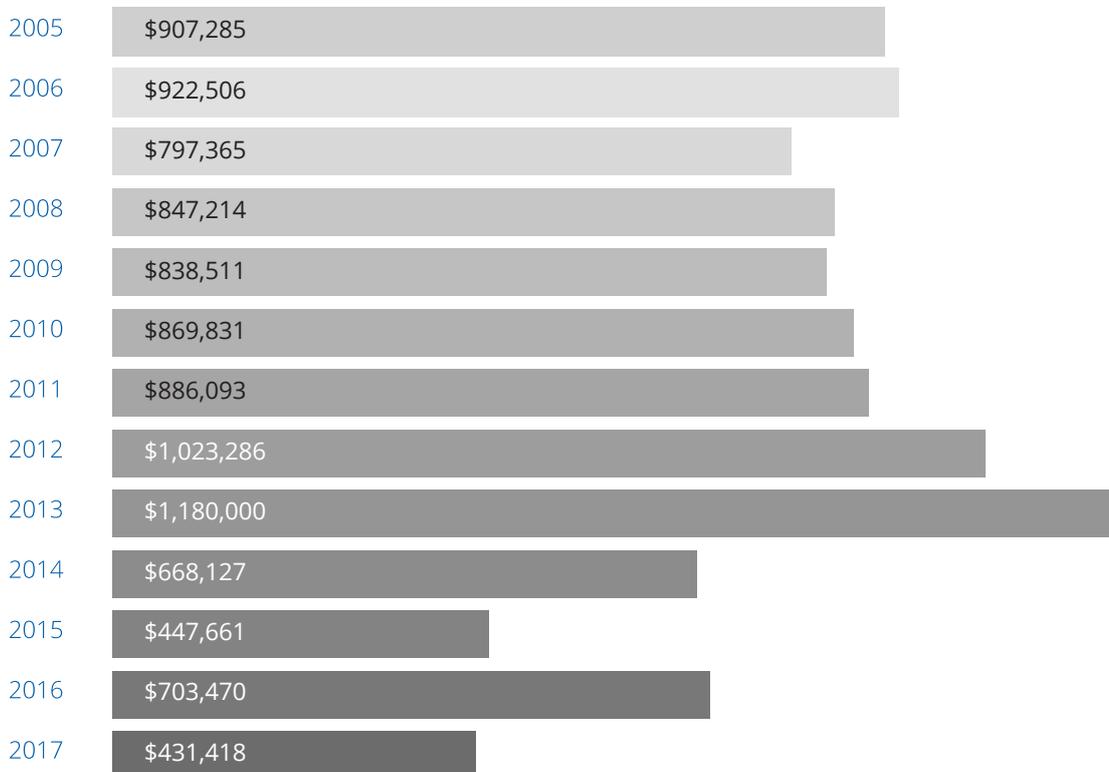
This has been a particularly demanding year and I highlight the outstanding contributions of Ms Heather Pitt and Miss Margaret Moretto who continue to provide sound financial management for the Group.

### [Donation to the Entities](#)

During the 2016-2017 financial year Healthy Options Australia made a significant donation of \$306,360 to Drug ARM, \$122,558 to Mental Health Association of Queensland and \$2,500 to ACCS making a total donation amount for this financial year of \$431,418. These donations continue the history of donations from the Healthy Options to its controlled entities.



#### Donation to the entities



## Healthy Options Australia Assets

The major components of Healthy Options Australia's asset base comprise the direct property portfolio, share portfolio and property trust portfolio.

### Property Portfolio

Gailey Fiveways Shopping Centre, Taringa – valuation \$9.440 million

Toowoomba RedEdge Centre – valuation \$5.924 million

Gold Coast Centre – Jackman Street Southport – Units 29 and 30 valuations \$660.000

Ipswich Office – valuation - \$409,439

Total Valuation for our Property Portfolio is \$16,433,439



GAILEY ROAD CENTRE



REEDGE CENTRE



IPSWICH CENTRE



GOLD COAST CENTRE

## Diversified revenue streams



### Share Portfolio

Healthy Options Australia reported an overall increase in value of our Share Portfolio. The value of our Share Portfolio, as at the 30 June 2017, was \$4,109,687. Hyperion Asset Management has been managing this portfolio for over 10 years.

### Property Trust Portfolio

The property trusts values decreased during the year and as at 30 June 2017 the value of this Portfolio was \$681,556. The Board undertakes regular reviews of the property trust portfolio.

### Risk Management and Compliance

The FAC continues to monitor the financial risk for the Group. To assist and guide the Committee in this process, the Board implemented a Treasury Risk Policy together with an Investment Policy. These policies were reviewed during this financial year and are in place to provide the framework for the FAC to provide oversight to the Financial Risk Management of the Group.

### Conclusion

In conclusion, the Healthy Options Australia Board continues to increase the asset base despite market fluctuations. Funding core programs continues to be a major focus of the Board with a view to further diversify the income streams to offset the reduction in government contracts. The Board is seeking to identify opportunities to increase its business, including expanding in to social ventures and fundraising efforts within the objectives of the organisation.

The significant areas of concern within our group from a strategic risk situation remains the current performance of the Retail Centre in Toowoomba, the Mental Health Association and the College as these organisations continue to restructure and reposition themselves in the more competitive and changing environment.

There are a number of challenges and opportunities ahead for the Group during the next financial year but the Board remains confident of overcoming the short term challenges to achieve our strategic and operational outcomes.

The Board is maintaining a close supervision of the performance of all revenue centres within the Group as each provides the key to our expansion.

I commend this financial report to the members.

Mr Peter Henderson - Treasurer

# Corporate services manager's report

\$10.5m

donated to subsidiary companies over the past 11 years

50%

of HOA staff began their career in one of our volunteer programs

8%

administration costs with a goal of keeping costs under 10%

## Ms Heather Pitt

### MIPA, Corporate Services Manager

#### Income and Expenditure Review

This is the annual report for the Group Entity of the Foundation, Drug ARM Australasia, the Australian College of Community Services and Mental Health Association Qld.

#### Income

There was an increase to income from operating activities of \$615,519 during the year which was primarily the result of an increase of 25% in Operating Grants. It should be noted that the funds received as grant income have been determined to be non reciprocal grants and under Australian Accounting Standards must be recognised as revenue when the consolidated group received the revenue. At the end of the year where the consolidated group is yet to fulfil its obligations under the grant agreements, the consolidated group has a commitment for the unexpended portion of grant revenue. The balance of the unspent funds, \$634,339 is expected to be utilised in the following 12 months to fulfil the requirements of the grants. A significant decrease in income was the result of the suspension of the training being performed by ACCS which reduced the training income from \$123,506 to \$73.

With regards to the non-operating activities at the end of the 2015 - 2016 year there was a very significant increase in the fair value gains of the financial assets of \$584,429, however this year there was only a slight appreciation of \$42,219. This reduced the increase of the increase of total revenue for the consolidated group on last year to \$56,885.

#### Expenses

The Group has reduced total costs. As the Group works within a community service environment staff costs which are 52% of the total expenditure continue to be the largest cost. It is noted that the program costs remained constant at 3% of the total expenditure however this figure does not include direct service delivery program staff costs, property rental or vehicle costs which would not be incurred without the programs. Operating expenses have remained relatively consistent in recent years.

Administration costs are required to maintain the efficient running of the back office and management of the Group. The organisation always attempts to keep these costs under 10% of the total expenditure and amounted to 8% of total costs in the reporting period.

Investment properties are independently valued every 3 years with assessments of the value of the properties performed by the directors every other year when an independent valuation is not obtained.

Values are based on an active liquid market value. Independent valuations were last obtained on 30 June 2015 and were performed by a registered independent valuer Herron Todd White. The properties will be externally valued for the June 2018 statements.

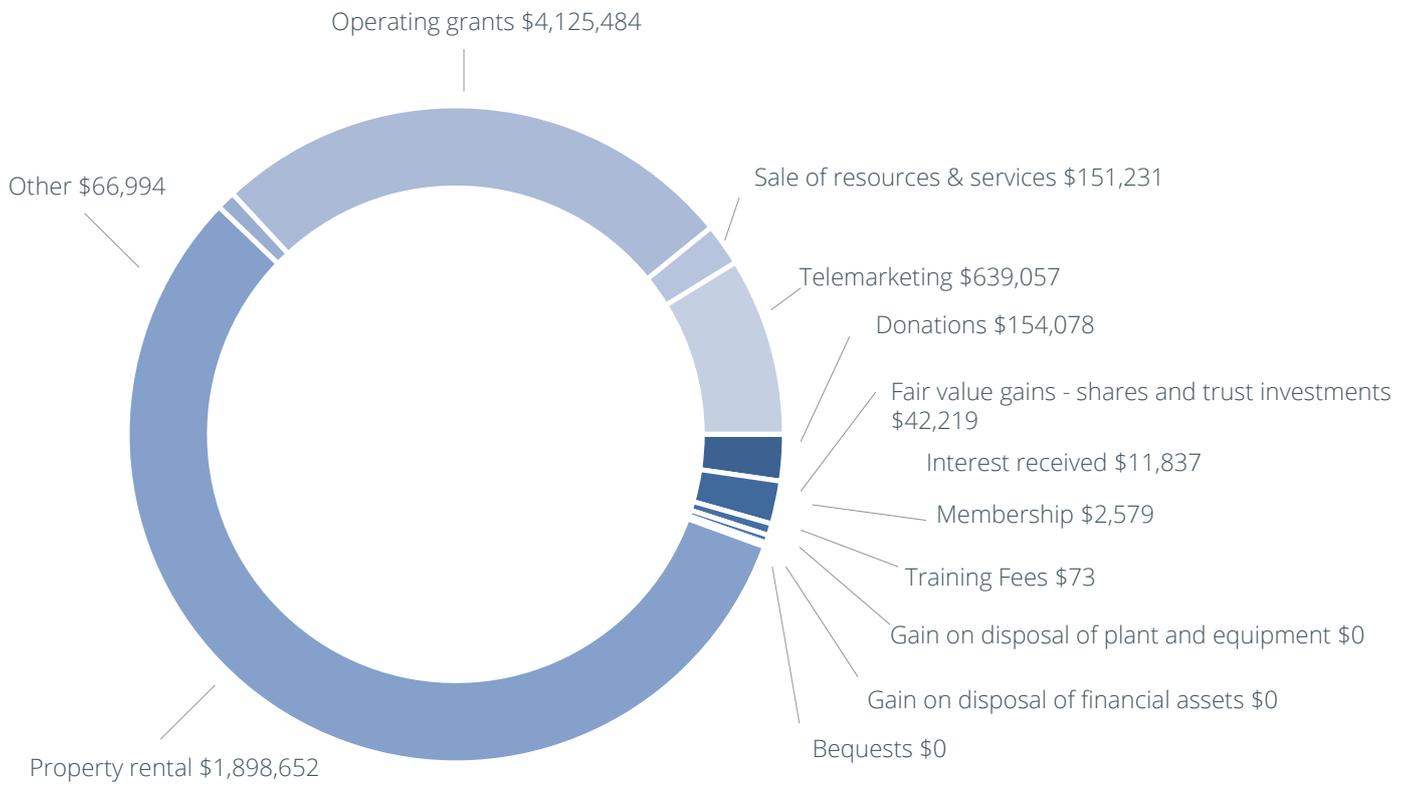
The Directors assessed the value of the investment properties at 30 June 2017 and determined that the fair value of the properties had not materially changed since the previous valuation.

#### 4 Year Trends

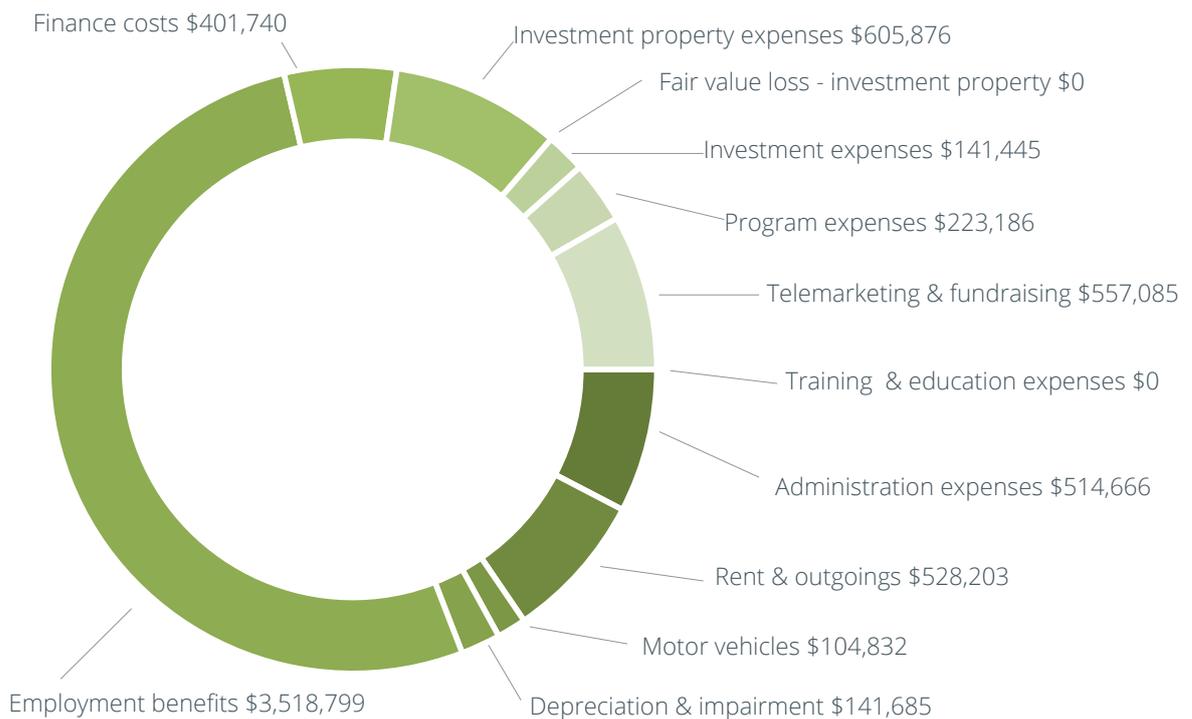
Over the 4 years from 2014 to 2017 the Groups Operating Grant income had dropped from 55% to 46% of the total income. This year the Operating Grants increased again to 57% and based on projections will continue to improve. Through its business and fundraising divisions it has been able to maintain self-funding of 43% and the Board and Management continue to investigate new opportunities for future funding in these areas.

Ms Heather Pitt - Corporate Services Manager

Income



Expenses



## 4 Year Trends

	<b>Income and Expenses</b>			
	2014 \$	2015 \$	2016 \$	2017 \$
Revenue	8,931,427	7,004,874	7,230,143	7,287,028
<b>EXPENSES</b>				
Administration expenses	(830,309)	(566,750)	(582,954)	(514,666)
Rent & outgoings	(620,861)	(617,068)	(582,416)	(528,203)
Motor vehicles	(176,891)	(127,918)	(90,758)	(104,832)
Depreciation & impairment	(242,999)	(230,668)	(170,768)	(141,685)
Employment benefits	(4,556,553)	(3,993,952)	(3,418,992)	(3,518,799)
Finance costs	(462,644)	(422,937)	(392,874)	(401,740)
Investment property expenses	(499,414)	(526,607)	(594,324)	(605,876)
Fair value loss - investment property	0	(407,272)	0	0
Investment expenses	(121,315)	(135,880)	(138,925)	(141,445)
Program expenses	(174,099)	(180,053)	(203,064)	(223,186)
<b>Telemarketing &amp; fundraising expenses</b>	(397,093)	(516,871)	(545,960)	(557,085)
Training & education expenses	(39,200)	(26,299)	(16,072)	0
<b>Total expenses</b>	<b>(8,122,378)</b>	<b>(7,752,365)</b>	<b>(6,737,107)</b>	<b>(6,737,517)</b>
<b>Net surplus (deficit)</b>	<b>809,049</b>	<b>(747,491)</b>	<b>493,036</b>	<b>549,511</b>

	<b>Percentage of Expenses</b>			
	2014 %	2015 %	2016 %	2017 %
<b>EXPENSES</b>				
Administration expenses	10	7	9	8
Rent & outgoings	8	8	9	8
Motor vehicles	2	2	1	2
Depreciation & impairment	3	3	3	2
Employment benefits	56	52	51	52
Finance costs	6	5	5	6
Investment property expenses	6	7	9	9
Fair value loss - investment property	0	5	0	0
Investment expenses	1	2	2	2
Program expenses	5	7	8	3
<b>Telemarketing &amp; fundraising expenses</b>	5	7	8	8
Training & education expenses	0	0	0	0
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>



# Chief Executive Officer's report

**Ms Jody Wright**

**Executive Officer**

AMusA, BPSYSC

2016-17 has been a busy and exciting year. A focus on both mental health and harms from methamphetamine use dominated Government and Community agendas and provided opportunity for growth and expansion in our programs and Services.

With rollout of funding promised through the Commonwealth's Ice strategy, Drug ARM was successful in working with a large number of Primary Health Networks to expand our services, particularly in rural and regional areas.

This included expanding our Community and Family Support Service in Murwillumbah, NSW and Kangaroo Island in South Australia. Additionally, our Creating Options program was expanded across the Darling Downs and South West Queensland catchment and a range of trial diversion programs were rolled out in Central Queensland, including the Banana Shire and the township of Woorabinda.

Drug ARM was also successful in implementing a new Online and Telephone Counselling service with initial focus on providing services to

Central Queensland and expansion to the Darling Downs and Adelaide regions throughout the year. This exciting new program provides an additional and important mechanism for people to access services and planning is in progress for further expansion next year.

Drug ARM's outreach services continued to grow. The Australian Rechabite Foundation continued to support this growth and our ongoing thanks are extended to the ARF for this investment. Our Ipswich services continued to grow this year and plans are in place to expand to Bundaberg and the Gold Coast in the near future.



Recent changes to the Vocational Education and Training (VET) sector and accredited course structures proved challenging for the Australian College of Community Services and the organisation was forced to implement a change in its business model. Investment was made to shift non-accredited courses to an online platform and I am happy to say that this work has been completed and will be rolled out in the next financial year. This will coincide with future planning for the direction of accredited training. Despite the challenges it is an exciting time for our training and education activities and I have every confidence that we will be positioned as the specialist trainers and educators in the area of both mental health and alcohol and other drugs.

I am also pleased to report the ongoing growth for the Mental Health Association Queensland. With the help of the Queensland Government Community Benefit Gambling Fund, considerable work on fitouts and improvements to the Southport facility have positioned MHAQ to establish a stand-alone hub. The HOA Foundry is already taking shape with our Library, Central Intake, Online and

Telephone Counselling and education and training services no operating from the facility. The 2017-18 year will continue to establish the hub's identity as a place of innovation that will be designed to capture MHAQ's traditional focus of learning, participating and connecting.

It is also important to mention the ongoing auditing of our historical archive collection. Under the watchful eye of our Library team, the National Library has supported an ongoing assessment and audit of our archives and has found that our collection has considerable significance at a local, state and national level. Based on the findings it is expected that further support will be provided to ensure preservation of our important archives and a range of activities to display and celebrate parts of the collection will be held over the coming year.

With such a busy year, it is impossible to thank everyone individually but our growth has not been possible without our donors and supporters who provide the opportunity for us to continue the work that we do. It is work that is tireless and needed and on behalf of the organisation I thank

all of our staff and volunteers for their commitment and the outcomes they achieve. I would also like to thank the Management team who have provided great support and initiative throughout the year:

Management Team

[SA State Coordinator](#)

Debby Kadarusman

[NSW State Coordinator](#)

Tim Buckley

[QLD State Coordinator](#)

Greg Hehir

[Information and Quality Coordinator](#)

Kate Bugden

[National Programs Manager](#)

Richard Norman

Finally, I would like to thank our Directors and Committee members, in particular our Executive Director, Dr Dennis Young. The support and dedication provided to myself and our team is considerable and appreciated.

Ms Jody Wright - Executive Officer

# IT & Communications report

**Mr Adam Carson**  
IT Manager

## Information Technology

Throughout 2016/17 Information Technology continued to deliver cost effective, reliable and best-in-class service to its consumers, employees and stakeholders while achieving a consistent high-level user satisfaction.

As HOA moves into another year, Information Technology will continue to look for technology solutions that will add value and potentially lower costs, while providing our employees the necessary tools to do their jobs efficiently.

The ever-changing technology landscape gives us the ability to constantly adapt and be better at what we do. It is an exciting time with no shortage of opportunities or challenges.

## Communications

Healthy Options Australia underwent a complete rebranding process in an effort to reconnect key stakeholders including funders, donors and community supporters with the mission and purpose of the organisation.

Our brand is the totality of how our stakeholders see, talk about and experience our organisation. Our brand is arguably our most important asset and we are keen to ensure a more focused reputation and greater visibility within our target stakeholder markets.

This review saw the development of a new brand identity, messaging priorities and our new tagline - Helping people build a better life.

**Ms Alexandra Davis**  
Communications and Relationships Manager

This tagline not only communicates our promise to stakeholders but also provides an everyday benchmark for our staff, students and volunteers.

This messaging has been put to the community through increased media opportunities, particularly in regional areas. Our public relations focus for 2016-2017 has been primarily with local and grassroots media organisations. Social media also continues to be a significant channel in which HOA connects with stakeholders.

In fundraising, the focus of the financial year has been expanding on retail opportunities following the incredible results continually achieved by our Toowoomba South Op Shop volunteers.

Plans for 2017-2018 include an expansion of boutique second hand stores at the Toowoomba RedEdge property and the former Warwick office.

Telefundraising continued to be a major source of revenue for the organisation through the support of the corporate community. The Mental Health Association Qld began the first telefundraising campaign in the 2016-2017 financial year attracting a great response from businesses wanting to support mental health initiatives.

## Special acknowledgement

Ray Crompton is an unforgettable man. His contribution to the Healthy Options Australia group has been significant over his 12 years involvement has seen the introduction and implementation of successful fundraising ventures including the Brisbane Big City BBQ, Opera in the Gardens as well as telefundraising operations. Recently, his oversight of the Toowoomba Op Shop has seen revenue skyrocket. He will be missed by staff, Board and donors who he spent many years cultivating and supporting.

### Corporate Priorities

IT Goals	A safe and secure network for our consumers, employees and stakeholders	Regular capital investments to ensure the reliability and resiliency of the HOA network	Customer service	Aggressive management of HOA finances
Secure access to HOA systems from any location, any time, on a variety of devices				
An efficient, secure, reliable and sustainable IT environment and workforce				
Governance and resources that optimise technology				
User-driven view of IT				



# Meet our Board of Directors

## over the 2016-17 year



### **Mr Harold Peacock, Chairman**

BA, GradDipAppFinInv, MAICD

Harold is a recognised leader in the accounting and advisory channel after 20 years inside the biggest technology companies in Australia, creating sales strategies and leading teams focused on success. He is a proven performer and multi-award winner in communications, revenue growth and management.

With a Bachelor of Arts (double major in journalism and government), a Graduate Diploma in Applied Finance + Investment, and as a member of the Australian Institute of Company Directors, Harold has a deep understanding of business and sales processes, along with the art of asking the right questions.



### **Mr Peter Henderson, Treasurer**

BBus, Grad Dip Mgt, Grad Dip App Fin & Inv, FFIN, FCPA, MAICD

Mr Peter Henderson has been involved with the Foundation for over 35 years, having served various positions on the Drug Awareness and Relief Foundation (Australia) Board. He is also on the Board of IOR Queensland District. Mr Henderson is a current director of the Australian Rechabite Foundation. He is also on the board of DRUG ARM Australasia, Mental Health Association Qld Ltd and the Australian College of Community Services Ltd. Mr Henderson is currently the Chairman of Acacia Ridge Financial Services Ltd and has over 40 years' experience working with non-government organisations.



### **Mr Bradley Strong, Vice Chair**

BEc, Dip Training, Cert IV Outdoor Recreation, JP(Qual)

Mr Bradley Strong has many years experience working with non-government organisations. Mr Strong worked for the Salvation Army for 15 years and managed the Riverview Farm which is a centre for providing training for the long term unemployed. He has worked in the mental health sector for a number of years and is currently working for an Independent Indigenous School at Springfield, QLD. Mr Strong has also served in the Australian Army.



### **Mr Ken Waker, Director**

BCom, CPA, CTA

Mr Ken Walker has over 30 years of experience with the Australian Taxation Office prior to retirement in 2013. He held a variety of senior professional and leadership positions including audit, advice, litigation and law development. Since leaving the ATO, Ken continues to work in his family business. Mr Walker has held a number of institutional roles within the Seventh-Day Adventist Church including as a member of the School Board of Brisbane Adventist College and its constituent schools for 16 years and as a member of the South Queensland Conference Executive Committee for 6 years. He has a longstanding commitment to community service.



### **Ms Linda Bryant, Director**

Ms Linda Bryant has a long history with the Mental Health Association Qld and has a key passion for developing the support groups, increasing community support for and awareness of mental health, education and training aspects and the impact of dual diagnosis. Ms Bryant is the current Queensland Director for Origins Inc. which is an organisation that supports people separated by adoption. Ms Bryant has also lent her expertise to many Government advisory committees on adoption.



### **Rev Graeme McKay, Director**

BA Theology, MA Religious Studies, Dip Missiology

As an ordained Minister Rev Graeme McKay has provided leadership in two Churches, one near Glasgow in Scotland and one in Toowoomba, from 1993-2013. Rev McKay is also former Moderator for the Presbyterian Church of Queensland and is currently Senior Chaplain with PresCare, the caring arm of the Presbyterian Church in Queensland.



### **Dr Dennis Young, Superintendent and Executive Director**

B.Bus, MBA, Grad Dip FET, DHSM, FAIM, AFCHSE, MAICD

Dr Dennis Young has over 40 years experience with non-government organisations and has served as the Executive Director of Healthy Options Australia (previously Drug Awareness and Relief Foundation [Australia]) for 28 years; CEO DRUG ARM Australasia 14 years; CEO Mental Health Association (Queensland) Ltd; CEO Australian College of Community Services Ltd., former Member of the Australian National Council on Drugs; former Member of 'Of Substance' Management Committee; Director of the Community Council of Australia, former Chairman and Director Queensland Network of Alcohol and Other Drug Agencies; Secretary/Treasurer Former Parliamentary Members Association Queensland; Member Metro South Clinical Ethics Committee; Vice Chair Kelvin Grove State College Alumni; Member Retired Queensland Police Association and the Salvation Army. Previously served as a Director for Crèche & Kindergarten Association Queensland; the Queensland Police Citizens Youth Welfare Association; former member of the Queensland Legislative Assembly.



# Director's report

## Meetings of Directors

The Board of Directors of the Foundation continues to monitor and review the overall governance processes within the Foundation and its subsidiaries, together with the policies and procedures and their own performance. The Board maintains a clear policy on the separation of the roles between the Board and management.

During this year the Healthy Options Board, in conjunction with the Directors of the subsidiary companies, the Australian College of Community Services, Drug ARM Australasia and the Mental Health Association of Queensland, maintained the following Board committee meetings

1. Executive Committee
2. Finance and Audit Committee
3. National Policy Council
4. Risk Management and Compliance Committee
5. Nominations Committee (Role fulfilled by the Executive Committee)
6. Remuneration Committee (role fulfilled by the Finance and Audit Committee)

	Directors meetings		Finance & Audit Committee meetings	
	Number of meetings eligible to attend	Number of meetings attended	Number of meetings eligible to attend	Number of meetings attended
Mr Peter Henderson	12	12	12	11
Ms Linda Bryant	9	8	-	-
Mr Bradley Strong	12	11	-	-
Mr Harold Peacock	12	10	12	11
Dr Dennis Young	12	12	12	12
Rev Graeme McKay	12	11	-	-
Mr Ken Walker	12	10	12	12

The Executive Committee is made up of the Body Corporate members (Chairman, Treasurer and the Superintendent) and the Vice Chairman. This Committee meets on an as required basis and continues to provide oversight of the operation of the Foundation and its subsidiaries between Board meetings.

In accordance with the Constitution one third of the Board of Directors retires annually and may be re-elected. The Board has resolved to increase the Board up to seven members for the 2017-2018 financial year with the power to co-opt up to three new members with special skills and expertise during the year.

#### Directors' Interest and Benefits

No Director received any interest or benefits from the Foundation with the exception of the Superintendent/ Executive Director.

#### State of affairs of the organisation

The organisation's operational and financial position at 30 June 2016, reflected in this Annual Report, is in the opinion of the Directors an accurate and open reporting of the operations for the previous twelve months.

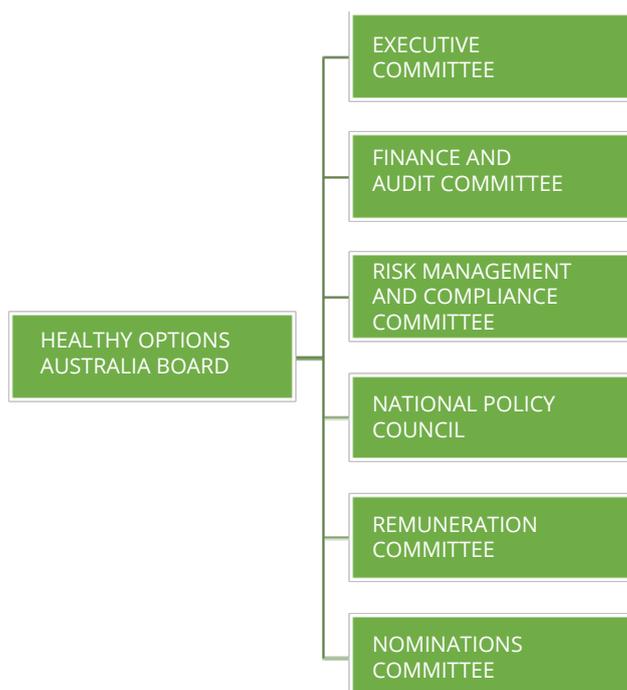
#### The Body Corporate

The Body Corporate is responsible for the overall management of the organisation between meetings and is approved by the Constitution to sign legal and other binding documents for and on behalf of the Foundation and for its economic entities. The Body Corporate consists of the Chairman, Treasurer and Superintendent.

#### Board Oversight

The Board has developed Charters for its own operation as well as for each of the subsidiary Boards and Board committees. These charters set out the Board oversight responsibilities that includes the working relationship with the Executive Director, strategic direction, operational and executive policy, risk management and monitoring and accountability including performance management of both the Board and senior management.

In 2016-17 the Board met 12 times receiving detailed financial and other reports from the various Board Committees and additional information and input from management when necessary.



## The Chair's Role

In addition to performing the duties of a Director, the role of the Chair includes:

- chair meetings of the Board of Directors
- chair General Meetings of Healthy Options Australia
- ensure the timely and efficient conduct of meetings
- provide leadership to the Board of Directors
- act as an official spokesperson and representative of the Board of Directors and Healthy Options as required
- maintain close contact with the Executive Director on strategic and operational matters
- hold an ex officio position on all Committees of the Board.

## Directors' role

The role of Board of Directors includes:

- understand and embrace the strategic vision and values
- attend all meetings of the Board of Directors; or seek leave through the Chair
- attend all meetings of Committees to which appointed
- act to fulfill the key roles of the Board
- undertake Board agreed activities and tasks to further the group's objectives
- observe the Director Code of Conduct and Ethics
- maintain communication with stakeholders, the Chairman and Executive Director.

## How Directors are selected

The Board has a diverse range of qualities and experience amongst its members. The Board has a nominations committee that provides names of potential directors to the Board for their consideration. The Board has developed a position paper on the key skills and experience required by Directors including the following specific qualities:

- a will to pursue the objects of Healthy Options
- the capacity to work effectively on a Board
- to observe the Director Code of Conduct and Ethics.

## Directors skills and experience

The Directors provide their skills and experience required to adequately direct the diverse range of business and operational programs currently within our operations. These include experience and or knowledge in one or more of the following:

- governance
- charitable operations
- health care service delivery
- human relations
- retail management
- business ventures
- government relations
- legal
- financial management and accounting
- external board experience.

## How Directors are appointed

Directors are appointed either by election at a General Meeting of Members, or by resolution of the Board to fill a casual vacancy. The Board may also appoint suitably qualified persons to fill a short term Director appointment for a specific need. All Directors agree to the Director expectations statement when appointed.

### Management's responsibility

The Board delegates responsibility for the day-to-day operations and administration to the Executive Director and the Executive management team.

The Executive management team comprises the Executive Director, the Corporate Services Manager, the Executive Officer, the Finance Manager, the IT Manager and the Communications and Relationships Manager.

The Executive Director provides the leadership of the Executive management team and the organisation. The Executive Director is also responsible for achieving the results set out in the strategic plan and is authorised by the Board to put in place policies and practices, take decisions and actions, and initiate activities to achieve those results.

### Risk management

The Board and the Executive Director provide oversight of the risk and compliance within the group. The Board is supported by a Board Committee that meets regularly to review the risk management processes within the organisation and report directly to the Board.

The Executive Director is responsible for the monitoring of risk in the organisation and reporting on a regular basis to the Board of any new risks, or changes in existing risks, as well as taking appropriate steps to reduce and mitigate the risks.

### Committees

The Board has established a number of standing Board Committees to assist in the governance of organisation and reserves the right to appoint other committees that may be required from time to time.

### External Audit

In 2015-2016 the external audit was conducted by Priestley's Chartered Accountants an independent external auditor.

### Independent advice

The Board and Board committees have access to advice on legal, investment and taxation matters. Mr Paul Paxton-Hall and Mr Bernie McGowan provide the legal advice to the group.

### Director Code of Conduct

The Directors voluntarily and individually adopt the Board Code of Conduct. This is specific to their activities when meeting as a Board and acting as a director; and is in addition to their observance of the Code of Conduct and the Values adopted in the Strategic Plan. The Board and its members are made aware of the code of conduct and the conflicts of interest policy during their induction to the organisation.

### Director Code of Ethics

The Directors voluntarily and individually adopt the Board Code of Ethics.

### Indemnification and insurance of officers

An Officers' Deed of Indemnity, Access and Insurance is in place for Directors and officers of the Group.

### Proceedings on behalf of the Foundation

There are currently no claims outstanding.

# Governance framework

The overall governance framework for Healthy Options Australia incorporates both Corporate Governance and Clinical Governance for our clinical services.

## Corporate Governance

Healthy Options Australian has a well-defined corporate governance system that provides the broad framework through which the organisation operates, is regulated and controlled.

This framework is a critical factor in the overall success of the group. The corporate governance framework focuses on the need for continuous improvement practices across the group.

- The Corporate Governance framework contains some the following elements:
- Board practices
- Charters for the Board and Board Committee
- Defines ethical practice
- Clearly sets our specific codes of conducts for its officers, stakeholders, consumers, constitution and government regulation
- Clarification of conflict of interests
- The financial and operational reporting guidelines
- Provides guidelines for building confidence and maintaining positive relationships with our clients, consumers, stakeholders and staff.

## Clinical Governance

The Board considers this framework as the essential key to the organisations ongoing success. Healthy Options Australia has developed a well-defined Clinical Governance system that ensures and safeguards our high standards of care and support. The organisation's Clinical Governance Policy sets out the quality and safety agenda for the development and delivery of our services and programs. It is structured to support emerging national and state trends in safety and quality and provides the overarching framework through which the organisation implements and actions services that strive for clinical excellence.

Healthy Options Australia recognises that effective Clinical Governance can only occur when the whole organisation, including the Board; Executive; Managers and staff share responsibility and accountability for the care of clients and for the continuous improvement of the quality of our services and programs. The resulting framework is inclusive and represents recognised best practice principles that:

- are underpinned by the Christian principles of the organisation
- focus on individual and their families as the centre of decision making in their care
- includes communication loops between the strategic direction and the quality systems in which we operate
- allocates appropriate resources and delineates roles and responsibilities clearly and explicitly builds an honest and transparent relationship with all stakeholders and promotes open disclosure and communications as a foundation for continuous improvement

- holds continuous improvement structures, systems and processes as a centrepiece of all activities
- promotes systems that demonstrate rigour in identifying, monitoring and responding to incidents
- understands that performance management, monitoring and reporting is necessary in its ability to inform development processes and that collectively this is the key to our excellence in service provision.

Healthy Options Australia is committed to continuously improving the quality of our programs and services and this is reflected as a focus of the framework. Some of the key elements include:

- professional development
- clinical auditing and review of practice
- clinical effectiveness based upon evidence informed practice
- clinical risk management
- action research and action learning processes
- consumer, carer and family input

The Board strongly supports the Clinical Governance framework, principles and activities and understands that collectively they provide and represent the essential keys to the organisation's ongoing success.



# Our principles

## The Dignity of People

There is a clear recognition in Scripture that each person is of unique value and created in the image of God. Healthy Options Australia staff and volunteers have a particular responsibility to respect all people and enable them to fulfil their calling as creatures of God. Healthy Options Australia staff and volunteers are called to serve, with compassion for all people who seek care and support, recognising their value and dignity.

## Justice and Integrity in Service

Healthy Options Australia aims to bring about a positive change for the individual and society. The staff and volunteers are called to act with integrity, love and respect towards all people who will be treated with care and consideration without regard to their social, ethnic, racial, cultural or religious backgrounds.

## Service in Humility and Love

Healthy Options Australia staff and volunteers are empowered by God's love to provide service delivered in genuine humility and marked by love. The abuse of power and privilege has no place in the exercise of a Christ-like ministry. Healthy Options Australia staff and volunteers must be sensitive to their relationships with those with whom they come in contact. In demonstrating the love of God they avoid causing harm and they actively seek to improve the quality of life of others.

## Shared Responsibility

Healthy Options Australia staff and volunteers are called to share in this outreach of Christ. Within this responsibility they must be aware of the need to maintain and promote Biblical standards in the conduct of their work and to adhere to the responsibilities laid down in Healthy Options Australia policies and procedures and other manuals of the organisation. In reliance upon the grace of God, staff and volunteers will work together to provide a high standard of service delivery to those in need in the community.

All programs and services are committed to

## Recovery

- All programs and services to assist and support clients and their carers to become actively involved in improving their quality of life.

## Respect clients and carers

- All programs and services incorporate social justice practices that ensure all clients and carers seeking support from Healthy Options Australia have equal access to programs and services and are treated with respect and dignity;

## Client centred service delivery

- To ensure that the needs of the clients are central to all interventions delivered by the organisation.

## Evidence informed practice

- All programs and services to be based upon sound research and best practice models

## Regular monitoring, reviewing and evaluation

- All programs and services to be reviewed and evaluated annually.

## Outcome based practice

- All programs and services to contribute to better outcomes for clients, carers, volunteers and staff.

## Continual improvements

- To be committed to continual improvements through the development of a learning culture committed to best management practices.

## Managing risk

- To identify and manage risks for the benefit of clients, carers, volunteers, visitors, staff and the community.

## Networking

- To develop and maintain partnerships that enhance the quality of the intervention outcomes for the consumer with other non-government and government agencies

## Skilled staff

- To acquire and maintain professional, skilled and motivated staff to work together in co-ordinated multidisciplinary teams.

## Members

- Church of the Nazarene
- Independent Order of Rechabites Qld District No. 87
- Presbyterian Church of Queensland
- Queensland Baptists
- Religious Society of Friends
- The Salvation Army Queensland Division
- Seventh-Day Adventist Church South Queensland Conference
- Uniting Church in Australia Queensland Synod
- Wesleyan Methodist Church South Queensland District

## Associate Members

- Australian Christian Endeavour
- Raceview Congregational Fellowship

## Board Executive Members

- Mr Harold Peacock, Chairman
- Mr Bradley Strong, Vice Chairman
- Mr Peter Henderson, Hon Treasurer
- Dr Dennis Young, Executive Director and Superintendent

## National Policy Mental Health, Alcohol and Other Drug Council

- Professor Jake Najman, Chairman
- Dr Joseph Debattista, Deputy-Chairman

## Finance and Audit Committee

- Mr Peter Henderson, Chairman

## Risk Management and Compliance Committee

- Mr Keith Crellin, Chairman

## Solicitors

- Mr Paul Paxton-Hall  
Paxton-Hall Lawyers
- Mr Bernie McGowan,  
Cranston McEachern Lawyers

## Auditors

- Priestleys Chartered Accountants

## Bankers

- Westpac Banking

## Insurance Brokers

- AIB General Insurance Brokers

## Property Managers

- McGees Property Management
- First Asset Management

## Investment Consultants

- Hyperion Asset Management (Share Portfolio)
- Ascent Wealth Management (Property Trust Portfolio)

## Fundraising Consultant

- Mr Raymond Crompton

## ISO 9001 Accreditation

- Certificate Number: QEC26961

## RTO Accreditation

- RTO Number: 31138

## Patrons

- Church of the Nazarene - Missional Superintendent
- Independent Order of Rechabites Qld District No. 87 - Chief District Ruler
- Presbyterian Church of Queensland - Moderator
- Queensland Baptists - Superintendent
- Religious Society of Friends - Clerk
- The Salvation Army Queensland Division - Divisional Commander
- Seventh-Day Adventist Church South Queensland Conference - President
- Uniting Church in Australia Queensland Synod - Moderator
- Wesleyan Methodist Church South Queensland District - Superintendent
- Australian Christian Endeavour - Secretary
- Raceview Congregational Fellowship, Pastor

## Special Patrons

- Mr Elwyn Denman

## Honorary Life Members

- Mrs Marlene Behan
- Mr Alex Bourgeaud
- Mr Len Brooks
- Mrs Ailsa Scurr
- Dr Ken Smith

# Healthy Options Australia

Healthy Options provides a range of programs and services in prevention, health promotion, library and information services, outreach, support and clinical. Healthy Options provides the range of programs through three specific divisions; Drug ARM Australasia, the Mental Health Association of Queensland and the Australian College of Community Services.

Healthy Options has been delivering programs and services in the alcohol and other drug sector in Queensland since the early 1900's and can trace its history back to 1864. Drug ARM Australasia was established as the service arm of the Foundation in the 1980's and has been providing alcohol and other drug education, prevention, support and clinical programs and services in New South Wales since 1990 and in South Australia since 1997.

The Mental Health Association of Queensland Ltd., has a proud history of 55 years' service in Queensland commencing in 1961 in response to the conditions which existed at the Wolston Park Psychiatric Hospital, Wacol. The founders of the Association constituted people who were residents at Wolston Park, family and friends of residents and other

concerned community members. Initially the Association was called The Mental Health Federation of Queensland.

The Australian College of Community Services Ltd., originally was a division of the Mental Health and was known as Leap Into Life Training College (LILT College).

In 2010 LILT College changed its name to the Australian College of Community Services and 2011 saw the College complete its first full year of operations. ACCS is also registered as a deductible gift recipient. This organisation has been operating since 2002.

Drug Awareness and Relief Foundation (Australia) trading as Healthy Options Australia

ABN: 56 385 096 184

Email: [info@hoa.org.au](mailto:info@hoa.org.au)

Web: [www.hoa.org.au](http://www.hoa.org.au)



Australian College of Community Services

ABN: 83 135 803 539

Email: [info@hoa.accs.edu.au](mailto:info@hoa.accs.edu.au)

Web: [www.hoa.accs.edu.au](http://www.hoa.accs.edu.au)



Drug ARM Australasia

ABN: 64 102 943 304

Email: [info@hoa.drugarm.com.au](mailto:info@hoa.drugarm.com.au)

Web: [www.hoa.drugarm.com.au](http://www.hoa.drugarm.com.au)



Mental Health Association Qld

ABN: 62 140 293 269

Email: [info@hoa.mentalhealth.org.au](mailto:info@hoa.mentalhealth.org.au)

Web: [www.hoa.mentalhealth.org.au](http://www.hoa.mentalhealth.org.au)



God, grant me the  
serenity to accept the  
things I cannot change,  
the courage to change  
the things I can, and the  
wisdom to know the  
difference.



**HOA**

HEALTHY OPTIONS AUSTRALIA  
Helping people build a better life