

The Haymarket Foundation

We work with the most vulnerable to give them hope and a better future...



2016 - 2017 Annual Report





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The Haymarket Foundation

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THE HAYMARKET FOUNDATION

We work with the most vulnerable to give them hope and a better future

VISION

A world where everyone can lead a meaningful life.

PURPOSE

To provide holistic care and support without judgment, to those who need it most.

We work with marginalized adults who live with HIV/AIDS, mental health issues, addictions, and housing insecurity; to facilitate safety, change and meaning.

VALUES

Inclusive - non-judgemental

Compassion – care and preservation of dignity for all

Equity – fairness for all

Adaptability – responsiveness

Integrity – ethical and accountable

Professionalism – excellence in service delivery and governance

THE WAY WE WORK

Client centered

Flexible and facilitating safety

Holistic

Evidence based

Collaborative

Trauma informed

OUR SERVICES INCLUDE:

Crisis accommodation

Counselling

Transition to sustainable tenancies

Drug and alcohol counselling

Pathways for recovery

Living skills

Case Management

Peer mentoring



CHAIRMAN'S REPORT

During the reporting year we have continued to battle against the impact of government funding cuts and a reluctance on the part of both the Australian and New South Wales Governments to appreciate the great benefit of services such as the Haymarket Foundation, both in terms of its value in human care services and the financial benefit of keeping clients away from mainline services. This is despite clear evidence that the number of homeless people in the City of Sydney is continuing to increase and the nature of the homeless population is more complex than ever.

Early in the year we had to close the Clinic which not only means the loss of the only specialist clinic in Sydney but the loss of an expertise built up over many years.

We have continued negotiations with Family and Community Services for funding to maintain our Crisis Accommodation Centre, and the relevant agencies for our other services, all of which continue to operate at the usual high standard of service delivery.

The Foundation now faces a huge challenge to bridge the gap between what government will provide and the cost of services. While the Haymarket is a charity by definition because of the services it provides it has always operated as a service provider and is not a charity in the sense that one of its major function is to raise funds for charitable works; unless we can find a solution, the future is grim indeed

Given the heavy demands imposed by our complex client base there is no scope for reducing costs below their present level. While recognizing the need for governments to achieve savings the cut back in funds for the most vulnerable sectors of our community seems poor economics. Studies carried out to date indicate the provision of services by not-for-profit organizations deliver considerable savings to government. Without their intervention, costs in areas such as health, police and emergency services, courts and corrective services would increase considerably.

Solving the homelessness crisis is not just about providing accommodation. For a wide variety of reasons homeless people lack the capacity to manage their lives in a manner that provides for long term sustainability. Organisations like the Haymarket strive to tackle these underlying problems, whether they be age, general health, addiction, the outcomes of domestic violence, exiting prison and so on.

Traditionally many services within the sector have operated on an individual basis, fulfilling a particular niche market. Greater co-operation and partnership, without compromising specialist skills, can optimise service delivery and provide good financial outcomes. The Haymarket is involved with a number of these partnerships which have achieved successful outcomes for many clients.



In this year of almost continuous challenge our CEO, Mat Flynn, has been tireless in striving to meet these challenges and has been outstanding in his performance. Mat has rapidly earned the respect of those he works with in the sector and has been a pleasure and an inspiration to those who work with him.

The decline in crisis beds continues to be of great concern. The government's policy of trying to locate homeless people outside the inner-city area flies in the face of world-wide experience. There has always been a drift to the cities of people in need and any policy to address the needs of those with the greatest problems commences with crisis management. As mentioned earlier the need for services is growing while resources are being scaled back. The human cost of this is unacceptable in what should be a modern, caring society. Turn away figures at the Haymarket Centre due to lack of beds continues to underline the problem. Our strategic goal to provide increased accommodation has taken on an even greater imperative however the amount of effort diverted into trying to secure the Foundation's future has made it difficult to give the problem the detailed consideration it deserves.

My thanks go to all our dedicated team, to those who battled on in the Clinic until its closure, in The Haymarket Centre, Bourke Street Houses Project and the other smaller services and partnerships with which we are engaged. Much of our success we owe to the dedicated and continued commitment of each and every one of our employees and the excellent overall supervision of the Board

The work of the team leaders of each of our programs has been exceptional. I constantly appreciate the professionalism, patience, understanding and compassion they bring to our organisation. They are a great asset.

As always, I would like to record my appreciation for the support of our funders however it is vital that this support continues for the reasons I have mentioned above. I also thank the other agencies that work with us, their cooperation is crucial in this complex area of care.

Finally, I thank my fellow board members whose understanding of the crucial difference between policy and fiscal oversight, and interference with operational functions, facilitates smooth and efficient management. This is crucial to the stability and efficacy of the organization. Despite the problems we face we are hopeful that, well into the future, we will be able to continue to meet the needs of one of the most challenging groups in society.

The Hon. Kevin Rozzoli AM
28th August 2017



TREASURERS REPORT

The financial position of the organisation at the end of the 2017 financial year places the organisation in a good position to meet its current obligations. With Government funding failing to meet the costs of operations this is a challenging period for the organisation. We look forward to working with our funders to continue our important work with the most vulnerable clients in the city.

Cash balance at the beginning of the financial year was \$30,327 and at the end of the financial year was \$206,689. The \$176,362 increase in cash on hand at this time is a result of phasing of payments from funders and the delayed expenditure associated with the move out of Palmer St.

The Haymarket Foundation Ltd. has a deficit of \$320,244 reported for the financial year ended 30 June 2017 compared to a surplus of \$150,334 in the previous financial year. With grant revenues down by \$980,000, the organisation has done well to contain expenditure to the level it has and to keep the deficit at the present level. This result is due to Government funding not covering the real costs of service delivery and the closure of the Haymarket Clinic.

Total revenue decreased from \$3,835,603 in the 2016 to \$2,832,056 in the 2017 financial year. There was a decrease in overall wage expenditure for all employees due to a reduction of staffing levels and the closure of the clinic. This resulted in total wage costs decreasing from \$3,235,165 in 2015 to \$2,61830 in 2016.

The Foundation's expenses for the year ended 30 June 2017 was \$3,152,300 which was a decrease in expenditure of \$532,969 from the 2016 figure of \$3,685,269. This is a good result considering the current and future challenges facing the homeless sector with respect to funding.

I would like to take this opportunity to thank Christine Kumaradas for her hard work in managing the administration and financial matters.

Helen Gillam
Treasurer

CEO'S REPORT

The Haymarket Foundation's vision is for a world where everyone can lead a meaningful life. Over the last 40 years the organisation has supported people to build meaning and live a life of choice dignity and respect. Homelessness, in many ways, is a symptom of trauma, pain and disconnection from community. Every day the Haymarket Foundation team works collaboratively with our residents and clients empowering them to make choices that are free from fear of past trauma or an unknown future. For many not-for-profit organisations including ours, the last year has been full of funding challenges that forced significant changes impacting on staff, clients and the community. It is during times like this that we draw deeply upon our reserves of resilience and perseverance to focus on what is important, on our vision, on each other and those with whom we work.

The year started with the closure of the Haymarket Clinic, a deeply sad time for staff, our patients and the local community. Despite public support from the Australian Labor Party, the Federal Coalition was unwilling to provide us with a political solution to what became a buck-passing endeavour from state and federal bureaucracies. The final closure of the Clinic is symptomatic of a progressive shift away from State and Federal Governments funding the full cost of programs. The funding paradigm of the future is a partnership model where funders will only provide a portion of the cost of service delivery. This will be an ongoing challenge for the homelessness and drug and alcohol sectors.

The Haymarket Foundation has continued its commitment to working with the most vulnerable people and has supported 545 individuals over the course of the financial year. The team has had a strong focus on increasing its capacity to respond to clients in a trauma-informed way and has participated in training and the refinement of practices towards this goal. [Grace](#) and the team continue to work with compassion and perseverance, achieving strong outcomes for those with whom we work.

Our drug and alcohol services continue to go from strength to strength with over 110 clients receiving a service during the year. We recognised 10 years' service from our Clinical Psychologist, Carlos Duarte, during the year. Over his time with the Foundation, Carlos has provided a quality service to clients and continues to bring valuable insights to staff supervision.



CEO REPORT, CONTINUED.

The Bourke St Project has expanded its recreational activities with a camp and recreational program being undertaken during the year. These activities have been an outstanding achievement by staff and reward the hard work of all involved.

In 2017 the Haymarket Foundation updated its vision, values and purpose to more accurately reflect the way in which we work. This was a beneficial process for the staff and Board to get together and create a shared vision for the future of the organisation which everyone can get behind.

The Foundation has continued to provide a cost-effective service and demonstrate the ability of NGO's to respond to local needs in the community. Organisations such as the Haymarket Foundation are only able to achieve so much with our limited resources and rely heavily on the dedication of staff. I want to acknowledge the hard work and dedication of everyone on the team - our cook, cleaners, casuals and client services staff - all of whom work together to achieve the organisation's goals. I would like to especially acknowledge three staff: Christine Kumudaradas, our Financial Co-ordinator who provides outstanding service to the organisation, maintaining high standards of financial accountability. Valda Allen, who co-ordinates our quality assurance activities, working diligently to enable the organisation to meet the new SHS standards as well as continuing to meet our ACHS accreditation requirements. Lastly Darryn O'Brien who, after eight years, has resigned from the organisation. During his time with us he has been valued mentor for staff, a keen advocate for clients and a well-respected custodian of the organisation. He will be missed.

I would like to also acknowledge the hard work and dedication of the Haymarket Foundation Board of Directors. The Board has continued to provide sound direction during the challenges of recent times. I would particularly acknowledge our Chairperson, The Hon Kevin Rozzoli AM, who as a founding member of the organisation, has been instrumental in growing the business from a caravan in the Haymarket, to a well-respected organisation with 40 years of operations behind it.

On a personal note, this will be my last year at the Foundation. I have had a rich experience over the last 3 years and would like to thank the Board and all staff for their support and friendship. I do believe the Haymarket Foundation has a very special and unique place in the provision of homelessness services in Sydney and I would like to sincerely thank you all for making my time here very special.

Mat Flynn
CEO

HOMELESSNESS SERVICES

The overall increase in homelessness across the country is reflected in the continued increase in the number and complexity of clients seeking a service from the Haymarket Foundation. The 2017 City of Sydney Street Count identified 922 people sleeping rough and placed in Specialist Homelessness services, compared to 888 in 2010. Across the state of NSW, 28,190 individuals were identified as not having a home in 2011 which is an increase of 27% between the 2006 and 2011 (Homelessness NSW 2017).



According to the 2015 Sydney Registry week, a campaign facilitated by the Mercy Foundation, The City of Sydney, NEAMI and The Haymarket Foundation, 29% of the Sydney homelessness population self-reported having a brain injury which, combined with high rates of drug and alcohol abuse, health and mental health issues, make this generation of homeless people increasingly complex.

TRAUMA INFORMED PRACTICE

As a direct response to the increasing levels of client complexity the Haymarket Foundation Homelessness Services have continued to increase our capacity to respond to the external environment in a trauma informed way.

The Haymarket Foundation is committed to trauma-informed practice, which is an ongoing journey underpinned by the following eight foundational principles:

1. An understanding of trauma and its impact by all organisational staff and board
2. The promotion of safety as the priority goal in service provision
3. Ensuring organisation-wide cultural competence and sensitivity
4. Recognition that healing happens through relationships
5. Supporting consumer participation, choice and autonomy
6. Sharing of power and governance
7. Integration of care and planning
8. An appreciation that recovery, however that is imagined by the client, is possible

Guarino et al. 2009

During the 2016/2017 period the Haymarket Foundation has undertaken the following activities to continue to increase our capacity to work in a trauma informed way:

- Initiated a working group to oversee the implementation of our vision for trauma-informed practice
- Making improvements to the physical space of the Regent St Refuge, including creation of a mural for the client's dining room
- Review and update of the Haymarket Centre policy and procedure manual
- Increased the focus on reflective practice and theory in regular staff clinical supervision
- Provided in-house safety training that focussed on self-care and safety in the work environment
- Provided specific trauma-informed training for all staff
- Revitalised our client resources by updating our welcome brochure as well as our intake and assessment documentation.

Trauma-informed practice is an ongoing journey for organisations and although a cynic may point to instances in the homelessness sector where this practice paradigm is paid lip service, the Haymarket Foundation is dedicated to demonstrable evidence of our commitment to this way of working into the future.

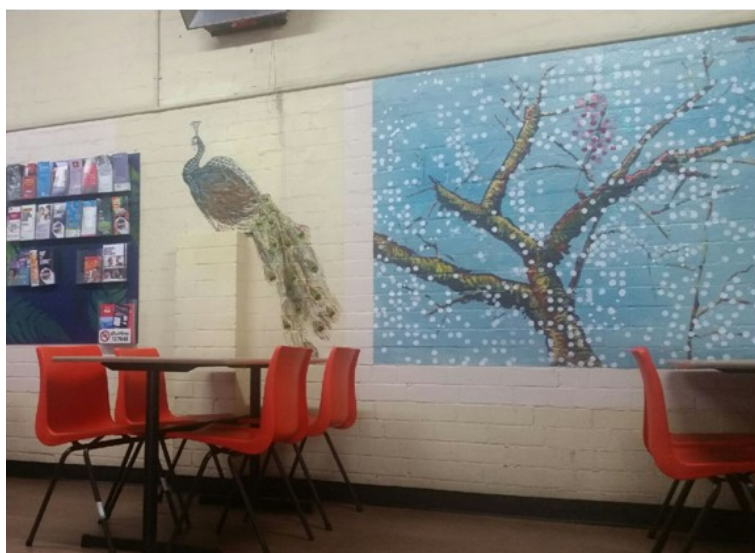


The Haymarket Centre is the only crisis accommodation for intoxicated women in Sydney.

THE HAYMARKET CENTRE

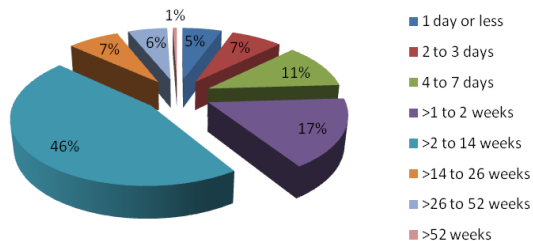
The Haymarket Centre provides crisis accommodation and support for men, women and transgender clients who are experiencing homelessness. The clients with whom we work have a range of complex issues that include intoxication, addictions, mental illness and/or challenging behaviours.

The Centre hosts regular on-site mental health and legal clinics as well as facilitating access to external services such as medical services, alcohol and other drug treatment, neuropsychological assessments, and mental health services.

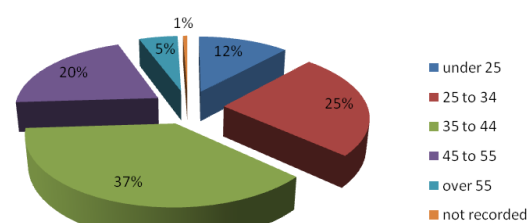


Mural at the Haymarket Centre dining room.

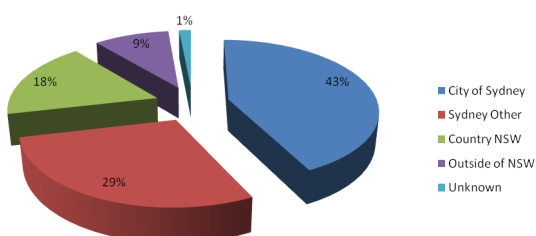
Client Duration of Stay Haymarket Centre 2016/2017



Age of Clients at The Haymarket Centre 2016/2017



Haymarket Centre Clients Last Perm. Accom 2016/2017



Service Statistics

During the 2016/2017 financial year the Haymarket Centre provided:

- 199 support periods to 177 individuals
- 9,276 days of support
- An average client stay of 48.5 days

Key statistics of Haymarket Centre clients include:

- 90% of clients had only one stay at the Centre during the year
- 19.2 % of the clients were Indigenous
- 16% were from CALD backgrounds
- 54% of the Centre clients were female
- 77% of case plan goals were achieved during the period.



CASE STUDY: THE HAYMARKET CENTRE—SAMUEL

Samuel found himself rough sleeping after vacating a community housing property. He arrived at the Haymarket Centre with a diagnosis of long-term chronic schizophrenia and multiple physical health issues. Samuel exhibited several challenging behaviours including non-compliance with his mental health medication and a tendency towards verbal aggression. After initial assessments, to ascertain Samuel's cognitive profile, it emerged that he required an increased level of care with basic daily tasks and in managing his financial affairs. A successful application was made for Samuel to be placed under the care of the Public Guardian and he was assisted through the Aged Care Assessment process. Samuel was supported through a protracted assessment and referral process that resulted in placement at a homeless specific aged-care facility in Redfern where he continues to reside.

Haymarket Centre Partnerships

The Haymarket Centre works closely with a community of service providers dedicated to meeting the needs of homeless clients in the city of Sydney. During the period some of the highlights of our collaborations include:

Collaborative Services Initiative

The Haymarket Foundation chairs the Collaborative Services Initiative (C.S.I), which is a group that aims to facilitate collaborative case management for the most vulnerable homeless people in the city. The group was established by the Department of Family and Community Services and membership includes Mission Australia, The Salvation Army, the St Vincent de Paul Society, NEAMI, Wesley Mission and of course, the Haymarket Foundation.

Sydney Women's Homelessness Alliance

The Haymarket Foundation chairs the Sydney Women's Homelessness Alliance (SWHA), which was established to assist cross-agency sector collaboration and improve a woman's journey through the (complex) homelessness system. This period, the group was active in strategic planning and was successful in securing a grant for an older women's housing research project, a "Community of Practice" project and a "Modern Slavery" workshop.

Student placements

During the year the Haymarket (?) Centre hosted 12 student placements from the University of Technology (UTS) and Ultimo TAFE.

Homeless Persons' Legal Service

This service is run under the auspice of the Public Interest Advocacy Centre (PIAC). Staff from Minter Ellison provide a fortnightly Homeless Persons Legal Clinic at the Haymarket Centre, providing support on matters such as debts related to unpaid fines with State Debt Recovery Office, Housing NSW debts, credit card and loan debts. During this financial year 22 sessions have been provided for a total of 68 clients.

Redfern Community Health

Redfern Community Health Centre provides a regular clinic for people who present with symptoms of mental illness.

Neuropsychological Assessments

The Haymarket Centre co-ordinates the provision of neuropsychological assessments for complex clients. These assessments open the door to treatment and housing options for these clients. During this financial year assessments were funded by a philanthropic grant from Maddocks Law Firm and conducted by Advanced Psychological Treatment Services.



THE HAYMARKET CENTRE, CONTINUED.



The Maddocks team hosting Christmas 2016

Maddocks Foundation.

For the last two years the Maddocks Foundation has funded neuropsychological assessments for vulnerable persons who have experienced long term homelessness and who are presenting with cognitive deficits. The assessments provide comprehensive reports that inform our decisions about the optimal housing and support interventions (based on an improved understanding of the client's needs for support around basic living and coping skills). This then results in appropriate housing solutions providing continuity of support with a focus on a person's quality of life. Over this period Maddocks have donated \$20,000 to fund this work important work.

Members of the Sydney Maddocks team generously hosted Christmas at the Haymarket Centre this year. 40 clients enjoyed the sumptuous food and enthralling company.



CASE STUDY: THE HAYMARKET CENTRE—REBECCA

Rebecca was a well-known service user in the Redfern area and was referred to the Haymarket Centre by the Redfern Mental Health Centre. Rebecca has a long history of complex trauma, multiple legal issues including a charge of assault and lived an itinerant lifestyle for many years. Rebecca presented at the Centre with multiple behavioural and mental health diagnoses including schizophrenia, paranoid delusions, psychosis, verbal outbursts, AOD/poly substance use (mainly methamphetamine) and poor self-care. During her time at the Haymarket Centre Rebecca was successfully placed under full Public Guardianship. Due to the nature of her lifestyle, behavioural issues relating to her drug use and subsequent personal vulnerability, Rebecca was referred into an IDAT program in Orange, NSW. The 28 day IDAT program will ensure further assessments are completed in a clinical setting to ensure Rebecca's quality of life and future support needs within the community.

HIV/AOD PROGRAM

Commencing in 2009, the HIV/AOD Integrated Care Program is a four-bed residential stabilisation unit for people who are HIV positive and have current drug and/or alcohol issues. The service is delivered through a cross-agency partnership between NSW Health, the Bobby Goldsmith Foundation and the Haymarket Foundation.

The partnership aims to stabilise clients by particularly focussing on supporting them to increase their medication compliance and address their health, mental health and housing issues. Clients are assessed and stabilised at the Haymarket Centre and then moved into community housing with the support of the Bobby Goldsmith Foundation. During the lifespan of the program 237 potential clients have been assessed with 116 being referred to the program. A total of 101 clients have become residents of the program.

CASE STUDY: THE HIV/AOD PROGRAM — STEPHEN

Stephen had a history of homelessness spanning ten years with numerous failed tenancies. He had multiple diagnoses that include Stimulant Use Disorder, Major Depressive Disorder and Post-Traumatic Stress Disorder. In addition Stephen is HIV positive and hepatitis C positive. Stephen exhibited challenging behaviours which at times put himself and staff at risk of injury. As a result of these behaviours and Stephen's autonomy regarding access to the service, he has intermittently been a client since 2015. During his time with the service, staff have worked intensively with him resulting in the stabilisation of his drug use and HIV health. In turn this has contributed to a decrease in the frequency and intensity of Stephen's instances of destructive behaviour. A significant milestone occurred when he agreed to financial guardianship and this application was successful. Haymarket Foundation staff made a strong representation to Housing NSW which has resulted in Stephen receiving priority listing. He is currently awaiting allocation and looks forward to settling in his new home.

Service Statistics

During the 2016/2017 year:

- 16 clients supported through the program

- 96% occupancy rate

- The average length of stay in the unit was 4.4 months

- 64% of clients who exited the program were housed independently or through supported accommodation

- 94% of clients were compliant with medication

- 88% of clients were male with 12% being women (including transgender women)



HIV/AOD, CONTINUED

HIV/AOD Integrated Care Project: Reducing HIV transmission through collaborative case management

Holland D¹, Rullis G I², Vincent S³, Esplin P⁴, Barreto L⁴, Webster C⁵, Jurd D², Cavanagh H²

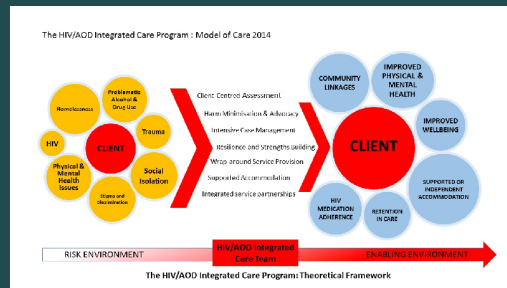
¹Adahps, ²The Haymarket Foundation, ³The Bobby Goldsmith Foundation (BGF), ⁴The HIV Outreach Team (HOT), ⁵Positive Central

Background

The AOD/HIV Integrated care project provides four bed crisis accommodation for people with HIV, Alcohol and Other Drug (AOD) dependency, homelessness and complex psycho social needs. Providing collaborative case management with seamless transition from homelessness to stable community housing adopting a no-retreat strengths based approach.

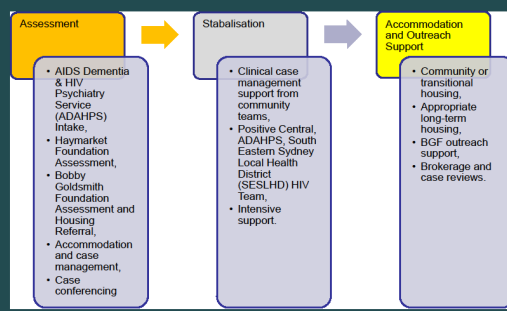
Snap Shot

- Cross agency approach between NSW Health and the NGO sector with five key agencies.
- Prevents siloing of services.
- Promoting improved HIV / AOD health through stabilisation, medication adherence, sustainable supported transitional or independent housing, community integration and retention in care.
- Clients are provided with an intensive support program working towards independent living with community case management.
- All clients are supported through outreach case management regardless of program completion.
- The model of care is predicated on both person-centred and strength based approaches.
- The program follows a harm reduction approach, to reduce AOD related harm and risks associated with HIV viral transmission and working with the client's readiness to change.



Outcomes

- 67% of the program participants exit the stabilisation unit into independent or supported accommodation through pre-existing social housing partnerships that provide immediate housing solutions.
- cART adherence remains consistently above 90% for all clients while accessing the residential program.



Conclusion

When clients' first enter the program non-adherence is high and retention in care is low, suggesting stable supported accommodation as a key component to improved health outcomes.

For more information contact: Dee Holland M:0404 830 728 E-mail: dee.holland@health.nsw.gov.au



Poster from the 2016 HIV & AIDS Conference

Through this expert knowledge and collaboration we submitted and were a finalist in NSW Health Innovation Awards in July 2016. ADAHPTS made a presentation on the partnership at the 2016 Australasian HIV and AIDS Conference in Adelaide.

CASE STUDY: HIV/AOD PROGRAM—GLEN

Glen is 55 year old man who had limited housing options upon referral due to cognitive deficits, a history of domestic violence, incontinence and high risk behaviours associated with a ten year span of chronic alcohol misuse. Glen's vulnerability and risk factors were assessed early and staff recognised that long term rehabilitation was essential to ensure his safety and future quality of life. The team worked with Glen to ensure safety, dignity and choice, successfully supporting him into detox and long term rehabilitation within three weeks of entering the program.

No retreat – case management

By definition the clients of the HIV/AOD Program arrive at the service with an array of complex, health, mental health and behavioural issues. In order to respond to these presentations in an effective way, the Haymarket Foundation delivers what we call a *no retreat* approach to our case management. A *no retreat* approach to case management ensures that clients have minimal barriers to service with staff providing unconditional support. In practice, this means that clients who would otherwise be refused a service at other agencies because of their level of intoxication are actively engaged and empowered to follow through on their own decisions - even if it takes a couple of attempts.

Upon entry to the program, clients undergo a detailed assessment which identifies their individual circumstances and primary health needs. The multi-disciplinary assessments are conducted by AIDS Dementia & HIV Psychiatry Service (ADAHPTS) and the HIV AOD Integrated Care Services staff. Ongoing case management is co-ordinated by the Haymarket Foundation and on exit clients are supported by the Bobby Goldsmith Foundation and the HIV Community Teams.



The HIV/AOD team NSW Health, BGF & HF

Although the complexity of each client's presentation means that they may make several attempts at independent living, the benefits to the community are significant. Periods of residency within the Stabilisation Unit can vary from a short stay to over twelve months. Medication compliance rates for the Stabilisation program have continued to be high with the average compliance rate for the past year being at 94%. This is an important factor in assisting clients to maintain optimal HIV health and a medication regime with which they can continue once they are housed. The Stabilisation Unit has continued to have high occupancy rates with this financial year achieving **96% occupancy**.



SHEIS

The Sydney Homeless Early Intervention Service (SHEIS) commenced in November 2014 under the NSW Government's Going Home Staying Home reforms. Within the city and inner west of Sydney, the Haymarket Foundation works in partnership with lead agency Mission Australia as well as the Salvation Army and YWCA NSW to provide early intervention and short-term support to clients whose tenancies are "at risk" placing them therefore at risk of homelessness.

During the 2016/2017 period the SHEIS program has provided a dynamic service in the inner west of Sydney despite the challenges in the local area. Indeed across Sydney there is a lack of affordable public and private housing options. The complexity of the Housing NSW Pathways application process is a further barrier for many clients which can result in them spiralling into more entrenched homelessness.

Service Statistics

During the 2016/2017 year the SHEIS program provided:

- Assistance to 99 clients
- A total of \$15,524.00 in brokerage to 43 clients
- A service to 15% Indigenous clients
- A service to 39% CALD clients.

The SHEIS team works to overcome these systemic challenges through systematic outreach support of clients on the ground. SHEIS has worked to gain priority housing for clients who were on the general Housing NSW waiting list giving them faster access to permanent accommodation. For other clients, SHEIS has assisted with tenancy establishment, giving them a good start in their new home. In addition, the program has provided longer term access to information, referral and support for people in public housing tenancies. In each of these instances the SHEIS program has prevented clients from becoming entrenched in the spiral of homelessness; a critical outcome of this program.

The SHEIS team has also been active in responding to an emerging need in the Inner West. The SHEIS program was contacted by Ashfield Council who were concerned about the levels of homelessness in the area. Mission Australia, the Inner West Council (formerly Ashfield City Council), the Exodus Foundation, the Central Sydney Local Health District and the Haymarket

Foundation

subsequently formed an the Inner West Homeless Group and provided an outreach service to people sleeping rough in this area.

CASE STUDY: SHEIS — RICK

As part of the Inner West Homelessness outreach visits to Pratten Park in Ashfield, SHEIS worked with Rick, a 63 year old man rough sleeping in the park for two years and with a history of rough sleeping in other locations over many years. Rick had a number of chronic health issues and limited contact with other services.

The SHEIS Case Manager initially supported Rick to apply for priority approval with Housing Pathways and he was approved as high priority.

Although Rick was initially reluctant to access crisis accommodation he did move to the Haymarket Centre via a short spell in Concord Hospital. Rick was supported into transitional accommodation provided by Catholic Community Services and moved there in March of this year. Rick has recently been offered a public housing tenancy and has an approved home care package which will support him to live in the community.

RAPID RESPONSE



The Inner City Rapid Response Program is funded under the NSW “Going Home Staying Home” reforms.

The Haymarket Foundation is in partnership with lead agency, YWCA, to support single men and women who have been homeless for a short period of time. As the name suggests the Rapid Response Program provides quick assistance to solve immediate housing needs.

SHEIS and Rapid Response teams.

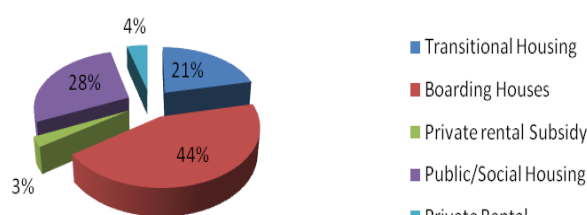
The Rapid Response Program offers crisis support, referral pathways to long-term housing providers, assistance with NSW Housing applications, referrals and assistance with reconnections back to family or the community.

Service Statistics

During the 2016/2017 year the RAPID RESPONSE program worked with 253 clients providing housing for 144 clients.

To support the rapid housing aspect of the program, The Haymarket Foundation operates two transitional properties; for women, a six bedroom residence at Potts Point and for men an eight bed house at Ashfield.

Rapid Response Housing Outcomes 2016/2017



Rapid Rehousing

Clients on a Newstart allowance find it difficult to rent property for under \$200 a week. The Rapid Response team follows multiple avenues to find the right outcome for the each client. One of the strengths of this program is its ability to support clients into private rental subsidies. This process is difficult for clients to navigate, with support the process can

take up to 10 hours of direct support from a case manager.

For clients without access to resources such as transport or money, each step involves unique hurdles including travel to locations to view properties, Housing NSW paperwork, understanding leases, organising electricity and gas connections, referrals to organisations that provide furnishings and setting up payments for client’s contributions into the future. The Rapid team walks with clients through this journey, supporting them to access *real* housing outcomes.



Deb and Grace at the Centre (above).

CEO Mat Flynn and Tanya Plibersek (right) met during the year to discuss the health needs of the homeless and the gap created by the closure of the Haymarket Clinic.



CASE STUDY: RAPPID RESPONSE — PAT & KELLY

The Rapid Response team worked with Pat and Kelly for 5 months to assist them in obtaining their own property. Kelly had been in prison in South East Asia for 14 years before being deported back to Australia where she met and fell in love with Pat. The couple were involved in a serious family conflict which contributed to them living on the streets. During the couples time without a home they had limited employment and health issues that made it difficult to access accommodation. There were times when Pat and Kelly were forced to stay at separate refuges and in the end they decided it was better for them to be together on the streets.

The Rapid Response team and Homeless Persons Legal Services worked to have over \$5,000 in debts waived for both of them, removing a critical barrier to housing. After a long wait the couple received an offer of public housing and were supplied with brokerage from the YWCA to set up their flat in the inner west of Sydney. After many years and many obstacles Pat and Kelly were supported into their own place, where they have a fresh start together.

DRUG AND ALCOHOL SERVICES

With the release of the ten-year national drug and alcohol strategy the Haymarket Foundation's Drug and Alcohol Services are well placed to work within the strategy's principles. The principles of the national strategy is:

- Partnerships
- Coordination and collaboration
- National direction and jurisdictional implementation
- Evidence-informed responses

The Haymarket Foundation's Drug and Alcohol Services have demonstrated expertise in working with clients who are at risk of homelessness, through effective partnerships, sound processes and strong clinical governance.



CASE STUDY: THE BOURKE ST PROJECT— JAMES

James was a client who had previously made a number of attempts at recovery by attending numerous rehabilitation services. He had achieved some consistent sobriety time in these attempts but, as is often the nature of addiction, relapsed after facing difficulties in his home life. During relapse James faced a long stay in hospital, lost contact with his family (wife, children and parents), became unemployed and ultimately found himself homeless. He felt isolated, hopeless and ashamed of where his using had taken him. He believed the world was out to get him. After completing a 30 day stay in a residential rehabilitation program, James came into the Bourke Street Project. He engaged well with his peers, participated well in community activities and was willing to work closely with his Case Manager. The eighteen months that James resided in the program has given him the space to rebuild his self-esteem, recognise how previous choices and experiences had contributed to his relapse and begin to take steps to re-establish himself in society. James developed a strong peer network, maintains regular 12-step meeting attendance and completed a Diploma of Community Services. James now holds a paid position with the rehabilitation service that originally treated him before coming to The Bourke Street Project, he is rebuilding relationships with his children and parents and is making plans to return to his own private accommodation.



THE BOURKE ST PROJECT

The Bourke Street Project is a residential living skills program for men aged over 18 years who are in the early stages of recovery. The Program targets men who have completed a 30 day residential alcohol or drug rehabilitation program, have been or who are at risk of homelessness and require support to increase their living skills. Clients live in a share house within a broader peer-based therapeutic community and receive a combination of individual case management, counselling and group based interventions to promote an increase in living skills. Residents progress through structured stages of assistance to increase their independence and developing skills.

Service Statistics

During the 2016/2017 year:

- 50 clients received a service
- 29 new clients admitted for treatment
- 158 days average number of days in treatment
- The service delivered a 94.25% occupancy rate
- There was 616 one-on-one case sessions
- There was 257 group sessions
- 63% of clients successfully exited the program



Bourke St Community Camp

Community Camps

The Bourke St Project was provided funding from Maddocks law firm to facilitated two camps for the Bourke St community. The weekends were focused on developing the personal skills of participants as well as supporting the broader Bourke St community. The content included recreational challenges such as archery, dragon boat racing and high rope activities as well as recovery focused groups aimed at strengthening resilience. The camps were held at Youthworks Chaldercot in October 2016 and April 2017.

Bee Hive Industries

The Bourke St Project established a relationship with Beehive Industries who allow us to run some the Project's group activities on site. A new client facilitated "Community Group" has been established and focuses on establishing community connection and unity through a fun activity.

The Bourke St Project has had a very successful year of operations with an eclectic array of special activities and events. Program clients have had the opportunity to participate in a number of recreational activities including the Oz Harvest CEO Cookoff, Bourke St community BBQ's, Sculptures by the Sea walking tours as well as guided tours of the Art Gallery and Museum.

CASE STUDY: THE BOURKE ST PROJECT — PAUL

Paul is a 28 year old man who came into the program after completing a six month residential rehabilitation program. Paul's addiction began early in his teens and developed as a way for him to cope with a number of traumatic experiences he'd faced as a young child. On coming into The Bourke Street Project, Paul brought a willingness to engage in the therapeutic aspects of the program and soon became a much liked member of the community. Early on, Paul identified that he wanted to complete his Tertiary Preparation Certificate at TAFE in readiness for studying at university. Paul commenced study and immediately began achieving high marks. He also began working as a delivery driver on a part time basis. Through friends he had made since coming into recovery, Paul sourced his own private rental accommodation and with the help of brokerage provided by the Case Workers of the Haymarket Foundation's Rapid Response Program, took on his own tenancy. Paul still returns to visit staff and members of the Bourke Street Project regularly and continues to live a happy life.

Bourke St Feasting for Fitness Project

The Feasting for Fitness Project was approved for the purpose of utilising unspent funds from the SMSDGF program from the previous financial year. The purpose of the project is to increase the health and wellbeing of Bourke Street Project residential clients. Exercise and diet are critical contributors to health and mental health of clients and supports ongoing recovery. This project seeks to give participants practical experience and tools to support good nutrition and an active lifestyle.

The project involved participants participating in a 10 sessions nutrition workshop, with a qualified nutritionist walking them through the importance of diet on wellbeing as well as debunking popular myths. An average of 15 clients attended this group with clients working together to develop a cookbook for the project.

The main focus of the Feasting for Fitness project was collective preparation and participation in a fun run. An average of 20 clients attended the (running) training sessions. The clients made a joint decision to join in the City-to-Surf with 18 participating in the event. The clients designed a t-shirt for the day and were supplied with a sample bag of goodies that includes new shoes, socks, bag, drink bottle, lanyard and pen.



Some of the 2017 City To Surf Runners.



THE ALCOHOL & OTHER DRUG PROGRAM

For 14 years, the Haymarket Foundation Alcohol and Other Drugs (AOD) Counselling Service has been providing psychologist-delivered alcohol and other drug relapse prevention groups, as well as individual and couple psychotherapy. The majority of the AOD Program clients are homeless or at risk of homelessness. The service has historically operated from the Haymarket Clinic in Darlinghurst and during the 2016/2017 period commenced operating in two outreach clinics; at the Salvation Army's Foster House and at the St Vincent de Paul Society's Ozanam Learning Centre.

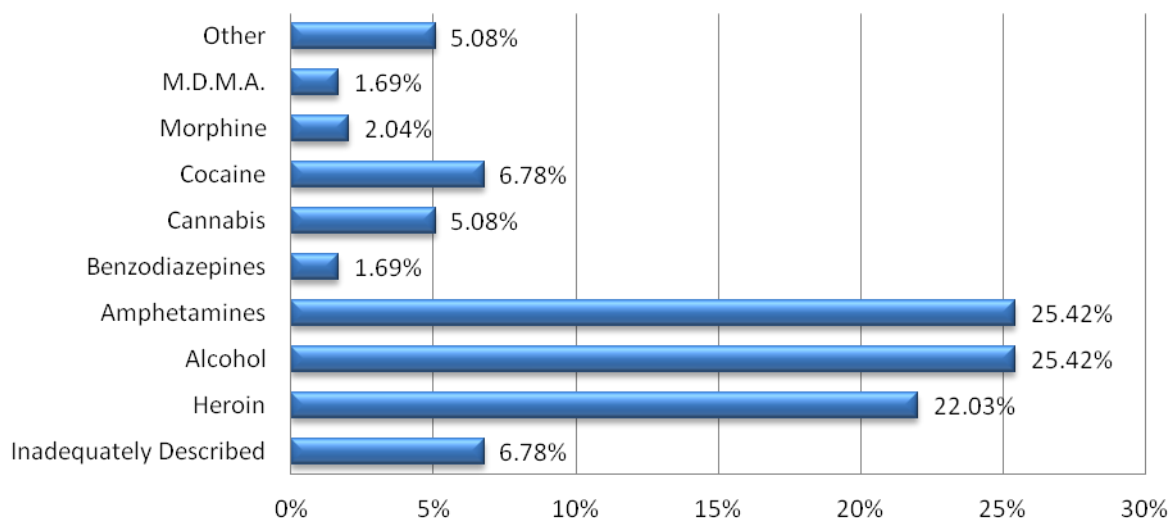
The service provides consistent and continual support for all clients that wish to attend counselling on a regular basis. The psychotherapeutic intervention is not only focused on supporting clients during challenging times in their life but it is also an opportunity to assist them to develop and empower themselves through self-exploration and understanding. Clients that present for psychological services are usually self-referred, however some referrals also come from The Bourke Street Project, The Haymarket Centre, other non-Government organisations (NGO's), hospital mental health teams and general practitioners within the surrounding areas.

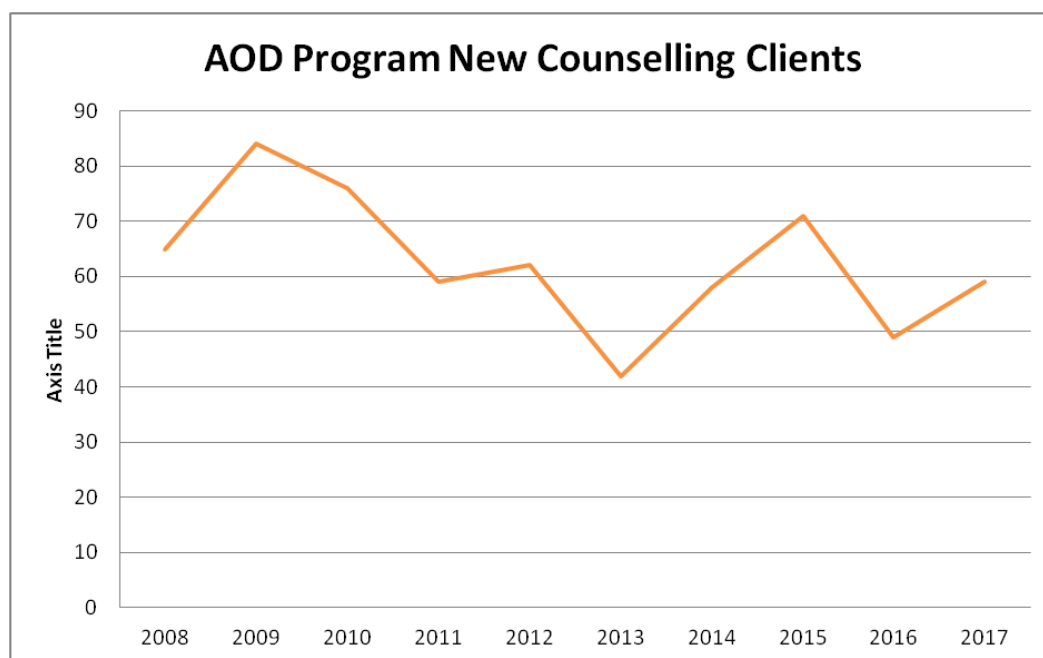
Service Statistics

During the 2016/2017 year:

- 88% were male
- 7% were indigenous
- 2% of clients were from CALD backgrounds
- 64% were between the age of 30 and 49
- 83 group work sessions delivered
- 297 individual counselling sessions (an additional 162 sessions were missed or rescheduled)
- 59 new counselling clients
- 19 critical incident/crisis debrief sessions
- 46 staff supervision sessions

AOD Program, 2016/17 Principal Drug Of Concern





Group work

Group work is a powerful medium to facilitate change. The Alcohol and Other Drug Program has facilitated group work to support people with problematic substance use for many years. During the 2016/2017 financial year the program delivered 83 group work sessions.

The Alcohol and Other Drug Service facilitates relapse prevention groups for the residents of the Bourke Street Project and residents of Foster House (Salvation Army). The group has two components: a psycho-educational component which focuses on broad issues such as relationships, goal setting, relapse prevention; and a check-in where clients share their experiences and get support from other attendees in relation to their ongoing sobriety.

A long term weekly psychotherapeutic process group focusing on interpersonal relationships has been an ongoing feature of the Alcohol and Other Drug Program. In addition to the process group a fortnightly art therapy group has provided participants with an environment and art media to help produce a symbolic language which can provide access to unacknowledged feelings and a means of integrating them creatively into the personality, enabling a therapeutic process to develop.



OUR COMMITMENT TO QUALITY

The standard and consistency of quality improvement within the organisation has remained high despite the challenges with which it has been confronted over the last 12 months. Our commitment to quality is driven by staff who demonstrate dedication to ongoing improvement in our processes and practices.

Compliance with the National Quality Framework for Homelessness Services (NQF)

The Department of Family and Community Services (FACS) introduced these new standards in April 2015. It requires compliance with all the Specialist Homelessness Services (SHS) Standards by June 2017. The Haymarket Foundation has complied with these standards largely as a result of years of accreditation with the ACHS.

During the 2016/17 financial year, the organisation successfully tendered for an industry partnership grant to re-write the Haymarket Centre's Policy and Procedure Manual. This grant allowed the manual to be divided into individual policies, in a standardised format. In formatting the document in this way it allowed for a more efficient and timelier review process ensuring currency of practice. Each policy is referenced against the SHS Standards and is expressed in such a way as to guide the Haymarket Foundation's trauma-informed practice.

Other improvements of note were the implementation of an orientation program for new Board members and comprehensive evaluation of our external partnerships.

Australian Council on Health Care Standards (ACHS) Accreditation

The Haymarket Foundation submitted its Self-Assessment Report to ACHS for surveyor review, as scheduled, in June 2017. This report provides a formal and systematic assessment of the organisation's progress, including recommendations from the previous survey. Surveyor feedback of note was particularly pleasing, notably:

Quality Improvement Plan 2017-2018: "Plan is well formulated, clear to understand and good detail is provided in the outcomes column..."

Risk Register 2017-2018: "The plan is very well detailed, well formatted and obviously clearly considered by the organisation's governing body, management and staff. Risks all seem to be appropriate...consider services provided and operations issues past and current. Mitigation strategies, etc. thoroughly listed and evaluation clearly occurs with controls seemingly effective."

OUR SUPPORTERS AND PARTNERS

We acknowledge the organisations who support us to achieve our vision; a world where everyone can lead a meaningful life.

The Specializt Pty Ltd

Beehive industries

Foundation House

Glebe House

Oz Harvest

Foodbank

Maddocks Legal Service

PIAC

Minter Ellison

Advanced Psychological Treatment Services

Mission Australia

The YWCA

Ecclesia Housing

Redfern Mental Health Centre

Newtown Neighbourhood Centre

Central and Eastern Sydney PHN

OUR FUNDERS 2016/17

The Department of Family and Community Services (FACS)

South Eastern Sydney Area Local Health District

The Australian Government Department of Health (NGOTGP & SMSDGF Programs)

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SENIOR STAFF

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Operations Manager	Darryn O'Brien JP
Team Leader	Grace Rullis
Quality Coordinator	Valda Allen
Clinical Psychologist	Carlos Duarte

BOARD OF DIRECTORS

Chairman	The Hon Kevin R Rozzoli AM,
Deputy Chairman	Richard Boyer
Treasurer	Helen Gillam
Company Secretary/CEO	Mat Flynn
Director	Patricia Bramble
Director	John Sheahan SC
Director	Jeff Smith
Director	Dr Stephen Wilson





THE HAYMARKET FOUNDATION

We work with the most vulnerable to give them hope and a better future

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