



Annual Report

Tweedle

2008

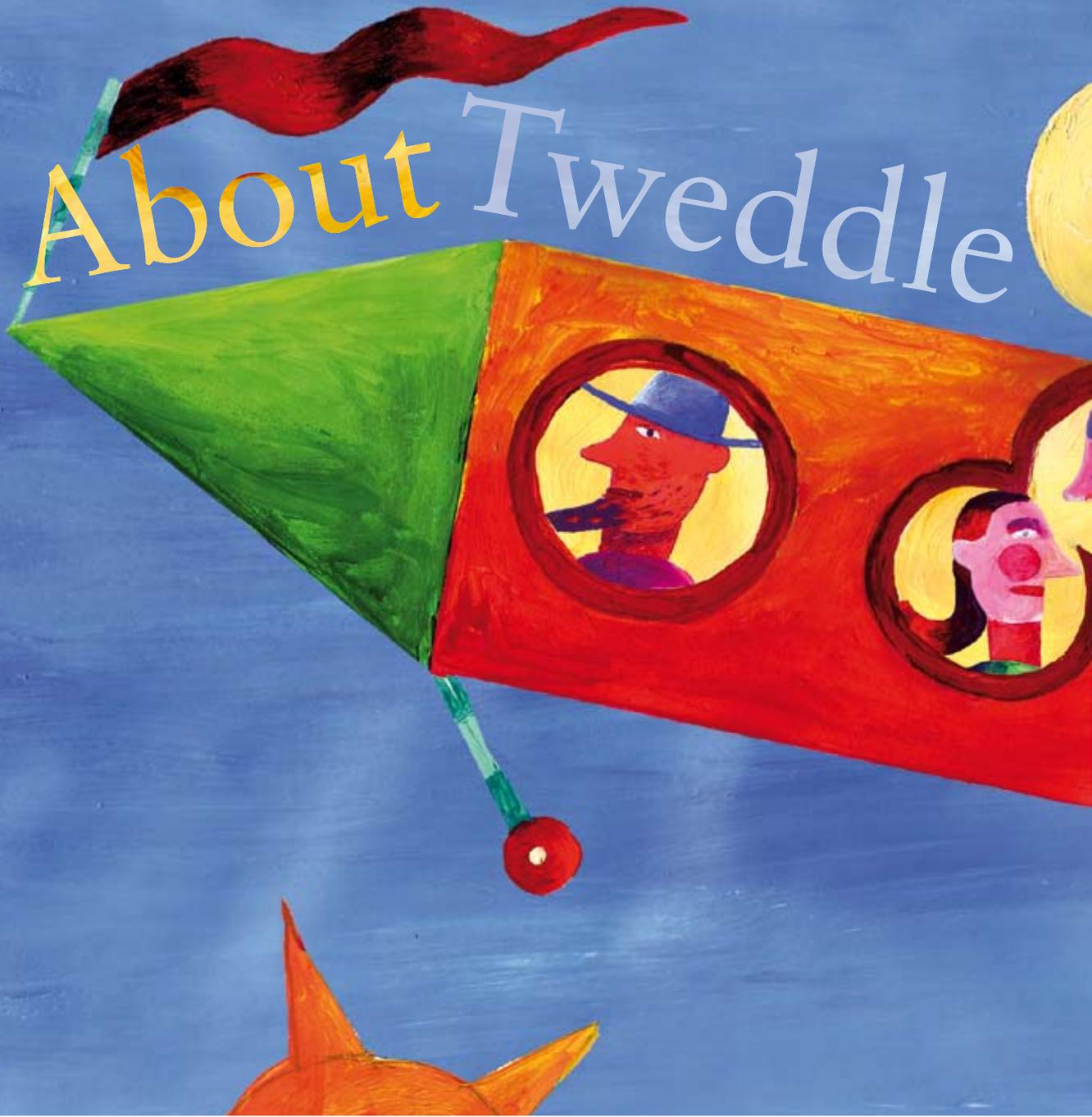
Our Vision: happy healthy families raising children with the best chance of early childhood development in a supportive family environment.



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About Tweddle





Our Mission

Tweddle will provide parenting support and education to families with children aged 0-4 resident in the northern and western regions of Melbourne and western Victoria. As a result of our work families will:

- Acquire sound parenting skills
 - Develop parenting confidence
 - Enjoy the parenting experience
 - Improve early childhood development
 - Enhance family relationships
 - Connect to support networks in their local communities.
-



Our highest priority is to provide assistance to families that are facing multiple challenges and are in urgent need of support.

Parents who have been admitted for services will feel supported in their endeavour to be better parents and to cope well with the demands of parenting.

Families will receive services that are accountable, responsive to research, evidence based and subject to national accreditation.

Tweddle is an early intervention and prevention health service.

Our highest priority is to provide assistance to families that are facing multiple challenges and are in urgent need of support. These multiple challenges can include sleep deprivation, feelings of being unable to cope with the demands of parenting, chronic illness, mental illness, disability, addiction, isolation, inexperience, lack of family support, family instability and violence, post natal depression and the complexities that can arise from financial stress, age, ethnicity and other factors.

Our Services

Tweddle has delivered its services from Footscray since 1920 – a heritage of which we are justly proud.

Through the years, Tweddle has changed – from a hospital with a focus on the health of “foundling” babies to diverse health and parenting services. This evolution has been in response to changing community needs.

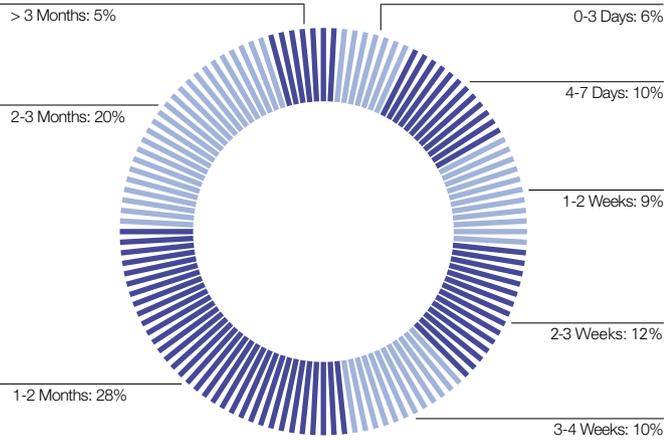
Tweddle, as a publicly funded early parenting centre, provides a range of services to families with children up to 4 years of age living in northern and western regions of Melbourne and western Victoria. Services are now delivered in partnership with other organisations or directly in the community. Tweddle services include:

- Residential parenting programs
- Community-based day long programs
- In home breastfeeding support
- Parenting and relationships education and support for both mothers and fathers in prisons
- Tweddle@Home – an in home parenting service
- Parenting assessment and skill development service
- Parenting advice and support through books and multimedia
- Psychology services – group and individual support and counselling
- Advocacy on key parenting issues facing families in our community
- Parental support for families with children with special needs

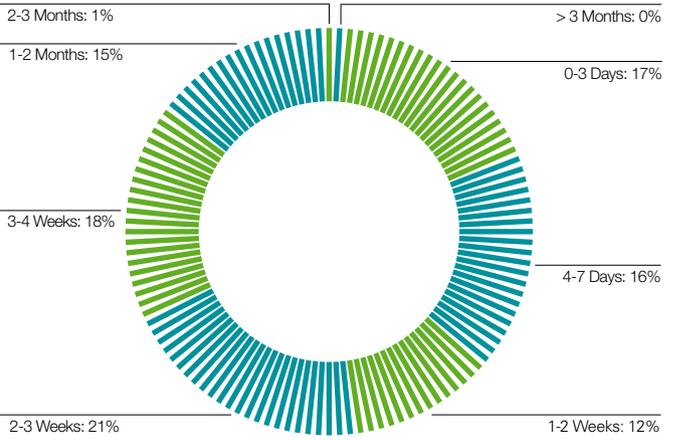
Our highest priority is families in our region with multiple complexities.

Tweddle at a Glance

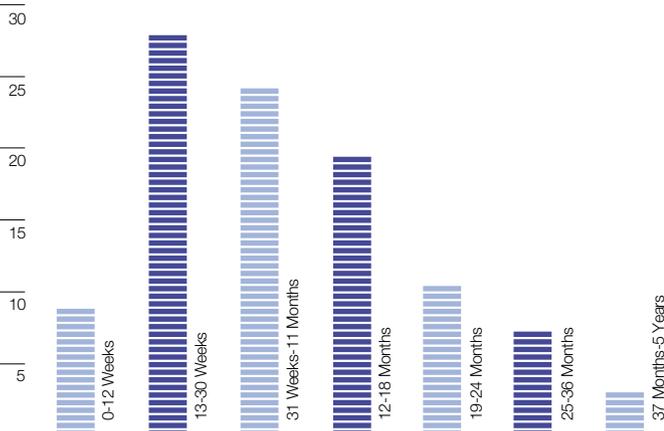
Waiting time for admission to Residential Program 2007/08



Waiting time for admission to Day Stay program 2007/08



Children's ages on admission to all programs 2007/08



Key Partnership

Abercare Family Services

Action Words

The Austin Hospital,
Parent Infant Research institute

Australian Association of Parenting and
Child Health Inc

A Fairer West

Best Start Brimbank

Best Start Maribyrnong

Best Start Melton

Best Start Wyndham

Brimbank City Council

Broadmeadows Uniting Care

Caroline Chisholm Society

Centacare

Dame Phyllis Frost Centre

DASWest

Department of Education and Early
Childhood Development

Department of Families, Housing
Indigenous and Community Services
and Indigenous Affairs

Department of Human Services
inc Child Protection Services

Djerriwarrh Health Services

Floate Design Partners

Good Shepherd Family Service

Hobson's Bay City Council

Hume City Council

Ian Potter Foundation

IBM

ISIS Primary Care

Key Centre for Women's Health in Society –
University of Melbourne

Lady Gowrie Child Centre

La Trobe University

Lord Mayor's Charitable Fund

MacKillop Family Services

Maribyrnong City Council

Melbourne Assessment Prison

Melbourne City Mission

Melbourne Remand Centre

Melton Shire Council

Melton Health

Microsoft

North West District Health Service

North Western Welfare Alliance

Northern Health – The Northern Hospital

Northern Health –

Craigieburn Health Service

Parenting Research Centre

Parentline

Port Phillip Prison

Raphael Centre

RMIT

Royal Children's Hospital –

Community Centre for Child Health

Royal Women's Hospital

Spirit West Services

St John of God Hospital

Taralye

Tattersalls Foundation

Terang and Mortlake Health Services

Victoria University

Western Bulldogs

Western Health – Sunshine Hospital

Western Health – Williamstown Hospital

William Angliss Trust

William Buckland Foundation

Women's Health West

Wyndham City Council

Highlights for 2007/08

- Agreement on a unit price for early parenting services and a significant increase to Tweddle's recurrent funding from 1 July 2008
- Work commenced in partnership with Government and other early parenting centres to establish a strategic framework for early parenting services in Victoria
- Establishment of new in-home service – Tweddle@Home
- Attendance of Tweddle CEO at 2020 Summit
- Establishment of day services in Geelong
- Expansion of services for child protection clients including trial of new day program model and a new service supporting clients with drug and alcohol issues
- Release of the five year strategic plan with a focus on service growth and broadening services within local communities in north western Victoria
- Achievement of high standards in ACHS accreditation
- Establishment of comprehensive risk management policies and systems including a review of OHS practices
- Roll out of new IT infrastructure
- Roll out of new financials software package
- Initiation of environment management systems and processes
- Refurbishment of administrative offices and reception
- Successful 12 month pilot program of PND group sessions leading to agreement to conduct sessions on ongoing basis
- Establishment of research partnership with La Trobe University and the development of a research strategy
- Construction of water systems for garden maintenance.

| Activity | 2007/08 Achievements | 2008/09 The way ahead |
|--|--|---|
| Tweddle@Home | Commenced service & delivered in home within five working days of initial contact. | Meet increased targets for number of families seen. Services covered by private health insurance. |
| Tweddle@Geelong | Day service established in partnership with St John of God & Raphael Centre. | Tweddle owned premises in Geelong for ongoing delivery of parenting support programs to regional community. |
| Breastfeeding Programs | Brimbank regional Service delivered to target postcodes.. | Service provision in Shire of Melton through Best Start. |
| Expansion of Community Based Day Programs | Geelong service established. New services in rural Victoria being considered. | Manage the anticipated service loss in north & west regions of Melbourne. |
| MyTime Groups | Established three groups in Melbourne's west, for parents with children with a disability/chronic illness. | Expand the program to provide services in more western communities to ensure accessibility. |
| Social Support Services | Single session consultation service delivered to families. | New longer term group program designed & delivered to address some of the longer term support needs for families. |
| Psychology Services | Undertook Post Natal Depression group program as a pilot for local families. Expand screening for mental health issues beyond residential to day programs. | Establish longer term program of PND group work & a new outpatient service for long term support of families and parents. Implement referral processes for all clients screened with high EPDS Score >13. |
| Research | Commenced research partnership with La Trobe University. | Undertake at least three research projects. Attract grants & funding. |
| Information Management | IT infrastructure upgraded & the roll out of a new financials software package. | Development of software to support triage & client information management. |
| Environmental Management | Set up environmental management processes & develop a plan for reducing environmental impact of Tweddle. | Set targets for waste & energy reduction. Implement a green purchasing policy. |
| Contract Management | Food services contract re-tendered. IT strategy development contracted. Web site redevelopment contract tendered. | Security services to be reviewed. |
| Governance | Reviewed policies. Performance monitoring framework. New Strategic plan. | Capital development planning. |

Chairperson's Report



For many years we have heard about the Baby Boomers. Well, right now, Australia is in the midst of another baby boom. Tweddle suddenly finds itself in the middle of a strong growth sector.

The population growth in Victoria is particularly strong and three of the four major growth corridors are in our region: Melton, Craigieburn/Hume and Point Cook/Wyndham.

In the context of increasing demands for our services, it is very exciting that we have been able to resolve our long standing funding issues. In no small measure our collective thanks go to the Minister for Community Services, The Hon. Lisa Neville, MP.

The Minister is responsible, among other things, for the Early Parenting Sector and is very strong in her support for the vital work we do. She visited our main campus during the year and it was great to be able to show her our facilities first hand.

It is due in part to the Minister's personal involvement that a new funding model was introduced by the Victorian Government which provides a more flexible approach to funding for Early Parenting Centres. The new model is directly linked to targets, performance and bed capacity.

It was with the support and the personal involvement of the Minister, that we were able to work out with her department a formula that pays Tweddle a just amount for the services that we provide for government. Now we can turn our minds to future service directions and the longer term delivery of a balanced strategic plan.

Minister Neville, all of us at Tweddle thank you for your ongoing support.

Most readers of this annual report will be aware that early in 2008 we launched our new five-year strategic plan.

The plan recognises that our future directions are shaped by many interacting factors.

These factors include government policy and legislation, developments in health and clinical practice – particularly with regard to maternal and child health – emerging economic and social issues, and major demographic growth in our catchments.

Strategies have been developed relating to:

- Research
- Services
- People
- Innovation
- Infrastructure
- Partnerships and positioning.

The strategic plan will provide a guiding framework for the future and is an invaluable step forward.

Our Chief Executive Officer, Vivienne Amery, has continued to lead Tweddle admirably. Vivienne and her team should be extremely proud of their achievements during the past 12 months and of the fact that Tweddle continues to be a leader of parenting support and education services. Also, the board was extremely proud that Vivienne was one of the limited few in Australia who was invited to and attended the 2020 Summit to represent both herself and Tweddle.

In November last year, Lesley Yates, stepped down as Chair of the Board. Lesley led the board for a period of 3 years and during that period drove significant change that will benefit the families that use Tweddle's services today and into the future. Her enthusiasm for Tweddle and contribution should not be underestimated. Thank you Lesley! Fortunately, Lesley continues on as a board member.

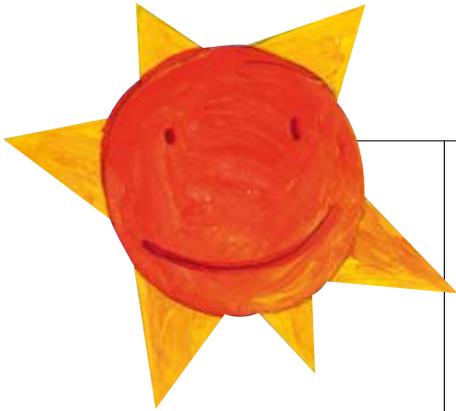
Finally I would like to thank all my fellow Board members for their involvement in and contribution to the success of Tweddle. All board positions are voluntary; but each board member willingly and openly gives of their time, skill, expertise and knowledge. I would like to especially thank those board members who have held leadership roles during the past 12 months; namely

- Bill Appleby – Deputy Chairperson and Chairperson of Futures Committee
- Josie Rizza – Treasure and Chairperson of Finance and Risk Committee
- Lesley Yates – Chairperson of Ends Committee
- Susan McDonald – Chairperson of Research Committee
- Simone Mathews – Chairperson of Fundraising.

Michael Smith

Most readers of this annual report will be aware that early in 2008 we launched our new five-year strategic plan. The plan recognises that our future directions are shaped by many interacting factors.

Ceo's Report



It is a great time to be a part of the Tweddle team. We are now in a position where the new level of government funding will cover the costs of our government services. We no longer have to maintain a pure focus on costs and savings alone. Now we can focus strategically on a planned response to changing community needs and managing the current growth in demand. Our work with government on securing our position both financially and strategically is timely.

In 2007/08 we did an enormous amount of work to build a platform for our future. We clearly focused on our services. We diversified those services in response to market and financial research and analysis. We continued to turn evidence into practice in our clinical work. We worked as a team ensuring that we provide a multi disciplinary support service for parenting that is as good as it can be.

A major component of our focus on services was a review of clinical practice. This review is profoundly important. It is part of our ethos of continuous improvement and with the review we carefully examined literature and current research and its application to our practice.

The clinical review included an examination of the principles of attachment theory – the relationship between mother and baby. The fundamental importance of attachment and the importance of this for the longer term are well established. Work has now commenced to further embed these principles in Tweddle programs and these new directions will be a highlight in the year ahead.

Our continuous improvement philosophy also led to a greater emphasis on risk management. Risk analysis is now strongly factored into all our activities. It is covered in every job description, and every business case we put forward includes an analysis of risk.

Our work with government on securing our position both financially and strategically is timely.

Our major achievements for the year were with new services. We have now consolidated our new regional day stay program in Geelong.

Even before opening the Geelong service enthusiasm from local parents for a Tweddle presence in Geelong was clear to see. Since then, this one-day per week service has been getting stronger all the time. Tweddle is committed to staying in the region and integrating with other local groups offering important longer term family services.

During the first half of 2008 we also put much effort into planning a new psychology service. At year end it was all set to open.

I am also particularly proud of the success of Tweddle@Home which was introduced as a new parenting service in October 2007.

It is pleasing to report that the fee based service is going very well. Without exception, feedback from all families who have used Tweddle@Home is totally positive.

In providing a choice, Tweddle@Home also has the benefit of helping us manage the demand. As a recent excellent development relating to Tweddle@Home, it now seems likely that Australia's health insurers, will include our service on their schedule for rebates. As the year came to a close we were pursuing this matter.

Having been at the same Footscray location for over eighty years, Tweddle likes to be on good terms with our neighbours. I want to make special mention of our relationship with one of our neighbours: the Western Bulldogs.

Under the strong leadership of Chief Executive Officer, Mr. Campbell Rose, the club is taking an innovative approach to community involvement. We have an excellent relationship with the club and Tweddle is very much looking forward to shared service opportunities both with the new children's services on the site, and more broadly with the club's community and sporting activities. A shared commitment to providing services to local families makes for a natural partnership.

Like all agencies we have also done a lot of work to improve our business practice with new front of house facilities being developed, a new IT infrastructure and the roll out of a new financials package. All these "unseen" projects are an important part of the big steps the service has been able to make this year.

Another measure of success is our ability to have input to and influence government policy on family and early childhood. Tweddle is very proud of its work linking to local services to strive to achieve a higher level of integration of services both with the health and the community sectors. This year I have been privileged to represent Tweddle at the 2020 Summit in Canberra and at a number of round table and community cabinet meetings held by the state government.

In conclusion, I want to stress my gratitude to the staff and the Board.

Staff members at Tweddle never cease to amaze me. They are so dedicated. And so open to new and better ways of doing things. It is the willingness of the staff that makes Tweddle such an invigorating environment.

Finally, a big thank you to the Board. We are very lucky to have such a hardworking, committed Board that adds value all along the way. All members of the Board are totally supportive and it is great to work with them.

Special thanks must go to the outgoing and the incoming chairpersons Lesley Yates and Michael Smith respectively. Lesley led a very significant period of change at Tweddle and was a key to successful funding discussions. We are indeed blessed to still have her expertise and wise counsel on the board. Michael has also been a great supporter of change and business development and I am looking forward to great things working together to implement the strategic plan.

Vivienne Amery



Parenting. Services



Intake

The primary role of the intake team is to explore with parents which Tweddle program is most suitable.

In particular situations, the team can spend up to 30 minutes talking with parents to understand their difficulty. As a result:

- 50% of the parents find that the phone consultation is sufficient to meet their needs
- 42% of parents are booked into a Tweddle program.

Of the parents who are admitted to a program, 51% are admitted to a residential program and 48% to a day stay program.

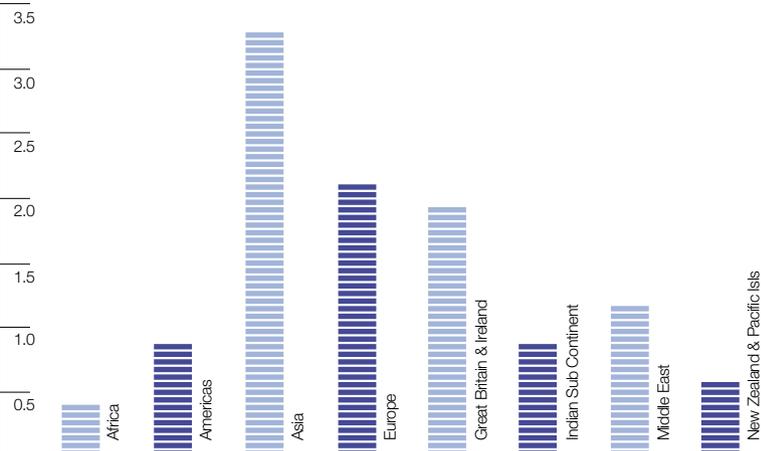
The intake team has examined the reasons for families cancelling an admission. Some 55% of parents cancel because improvements in their situation. Other reasons for cancelling include sickness while around 10% of parents manage to locate another service before their admission date.

Intake data

| | 2005-06 | 2006-07 | 2007-08 |
|---|---------|---------|---------|
| Pre-booked consultations | 5114 | 5341 | 4783 |
| Health professional consultations | 510 | 376 | 279 |
| Families admitted to a program | 2216 | 2295 | 2034 |
| No of families who received information | | | 2429 |

Note: intake prebooked consultations are less than 06/07. During October minimal data was recorded as part of the work to rule that occurred during the negotiations for the Nurses EBA

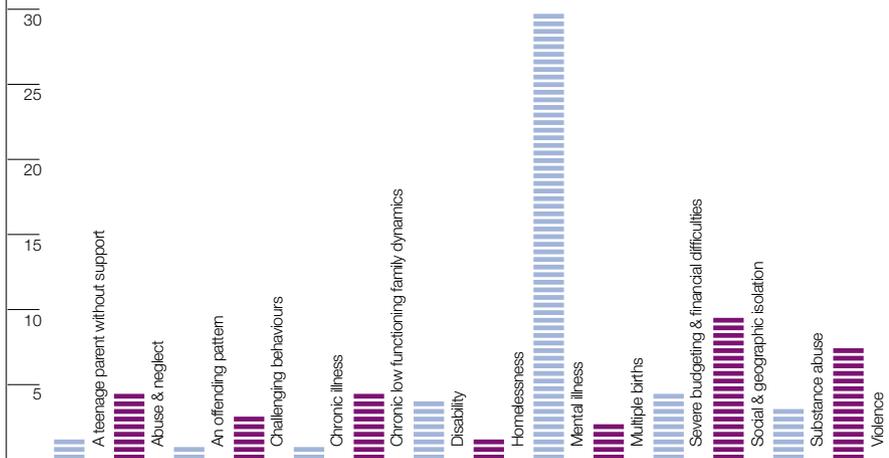
Country of birth 2007/08 of all program admission



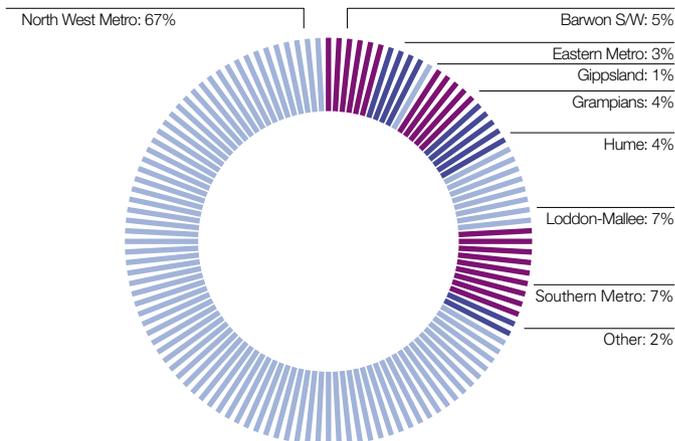
Note: those born in Australia excluded from data

The residential team has welcomed and supported new staff who have joined the organisation.

Risk factors on admission to a program (families present with at least two risk factors)



Residential Unit: families admitted by DHS regions 2007/08



Residential Unit

The Residential team has had a very busy year supporting parents regain their confidence in parenting.

Residential programs of two, three and four day duration continued to be provided through the year. The different lengths of programs are meeting different family needs and are especially useful for different stages of development or levels of complexity. We have also continued to provide a service on a weekend which greatly improves accessibility of our services to working families.

The residential team has welcomed and supported new staff who have joined the organisation. The buddy system enables new staff to quickly gain confidence in the parenting interventions used.

About 10% of parents are referred back to their maternal and child health nurse because of concerns raised.

This is the second year that the team has used the validated PEDS tool (Parent Evaluation of Children's Development) to screen parents concerns about their child's development. The tool enables parents to explore with staff concerns about their child's development, and staff to provide information and advice. About 10% of children are referred back to their child health nurse because of parental concerns raised.

A self managing medication system for parents has also been introduced. This has seen the organisation move away from a traditional model of nurse supervised medication administration to self managed systems. This change has been welcomed by all and better reflects what happens at home. The program strives to make sure that the experience while communal enables routines similar to those of home.

| Intake data | | | |
|---|----------------|----------------|----------------|
| | 2005-06 | 2006-07 | 2007-08 |
| No. beds available each day of operation | 7 (M-F) | 7 (M-F) | 7 (M-F) |
| (Closed alternate weekends) | 5 (S+S) | 5 (S+S) | 5 (S+S) |
| Clients admitted | 1,825 | 1,881 | 1,637 |
| Families admitted | 667 | 627 | 604 |
| Clients admitted for one day | 41 | 34 | 58 |
| Average length of stay (days) | 2.6 | 2.78 | 2.66 |
| Total no. of bed days | 5,361 | 4,762 | 4,345 |
| Occupancy (%) | 109.23 | 115.78 | 109.14 |

| PASDS Residential Program (admitted clients) | | | |
|---|----------------|----------------|----------------|
| | 2005/06 | 2006/07 | 2007/08 |
| No of families | 42 | 46 | 46 |
| PASDS clients | 120 | 129 | 136 |
| PASDS client bed days | 844 | 916 | 1,014 |
| PASDS Clients average length of stay | 7.08 | 7.02 | 7.33 |

| Flexible model options provided in 2007/08 | | | | |
|---|------------------|---------------------------|-------------------------|--------------|
| | Brokerage | Drug & Alcohol | Trial DS program | Total |
| Families | 6 | 6 | 9 | 21 |
| DS sessions | 12 | 14 | 21 | 47 |
| Home visits | 2 | 19 | 0 | 21 |



Making the transition from a couple, into a parenting couple, continues to provide difficulties for many parents.

The number of families accessing the Social Support program each week steadily increased during the year.

The program initially offered consultations to mothers only, but during the year fathers were included. There are also consultations for parents as a couple.

Parents referred to the social work program each receive a single session consultation. They are then referred to community agencies as necessary. Each parent receives a follow up call within a few weeks, and sometimes several phone calls depending on the need.

Direct service is provided two days a week, but during 2008 every family coming into the Tweddle Residential Unit was offered the opportunity to have a follow up social work consultation and referral via telephone calls. This follow up approach proved successful and enabled families to use the service to make connections to other programs within the community.

Making the transition from a couple, into a parenting couple, continues to provide difficulties for many parents. The program assists parents through this time by providing what is often the first opportunity to discuss the new challenges.

Sometimes both parents only need to make minor changes to their current lifestyle to develop more of a team approach to their parenting. Other couples need ongoing support and assistance and appropriate referrals are provided.

More than 115 parents were seen this year. The majority were requesting assistance with their main relationship, predominantly around the transition to parenting.

Other issues included different types of stressful relationships, domestic violence, drugs and alcohol, and finances.

Tweddle was successful in obtaining funding from the Commonwealth Bank to run "Team Parenting" sessions.

These sessions focus on building up skills for parents to help them work together in their parenting role and to understand the lifestyle changes that occur for them when they become parents. The sessions are set to run for two hours per week on a Tuesday evening. Free childcare will be provided.

Future challenges include enlarging the program to incorporate several sessions for parents struggling with coming to terms with parenting. At present we refer such parents to other agencies but expanding the program would be a better option for these people are already connected to Tweddle.

Furthermore, this extension of the program would fit well with the other services that Tweddle offers to families under the parenting umbrella.

Funding is being sought to extend the "Team Parenting" sessions to include more training and consultation sessions.

PASDS

The Parenting Assessment and Skill Development Service (PASDS)

The PASDS program is a specialised early parenting assessment and skill development program for parents whose child is subject to child protection intervention.

The program is delivered in collaboration with the North and West Metropolitan Region Child Protection Program. Tweddle currently provides a 10 day PASDS residential program and on request has provided day stay programs. The focus of the PASDS program is assessment of parenting competencies within a complex environment where the parent is managing competing needs whilst assessing and ensuring a safe and nurturing environment for the child.

- During the year, some 39 families were admitted from the North West region. An emerging trend was the number of babies (11) admitted directly from hospital. The youngest baby was three days old when she was admitted.
- Seven families were admitted from regional Victoria.

Tweddle was requested to pilot a PASDS day stay program for three months beginning 1 April 2008. The purpose of the pilot was to assess the ability of the program to meet the needs of parents where a residential admission is not appropriate. The pilot was also seen as a way to respond to the demand for greater flexibility in service design and for the increasing demand for families to be admitted as PASDS clients.

The day stay program was designed as a flexible option that could be tailored to different lengths of stay depending on the presenting needs of parents and the domains of assessment requested.

The day stay program was designed for each family to receive a maximum of 24 hours of care, which is four sessions of six hours care. However families could be admitted for up to six hours per session and up to five sessions depending on the presenting needs of the parents and the assessment request. The service operated two days per week.

11 families were admitted, nine completed the program. The families admitted had a range of risk factors present in their lives. The most frequent was a history of mental health illness. 63% of the parents had a history of substance abuse and 54% had experienced domestic violence.

The focus of the PASDS program is assessment of parenting competencies within a complex environment where the parent is managing competing needs whilst assessing and ensuring a safe and nurturing environment for the child.





Community Programs

Early Parenting Day Stay Program

The Early Parenting Day Stay programs at Tweddle provide support for families with children up to four years of age.

Families that need additional support are offered a day admission to provide education and support to assist them with their development of parenting skills. The programs also support and enhance family services offered by health professionals within the local community.

Tweddle funded Day Stay programs

| | Maribyrnong | Wyndham | Geelong | Total |
|-------------|-------------|---------|---------|-------|
| 2005/06 | | | | |
| Individuals | 1,219 | 179 | N/A | 1,398 |
| Families | 494 | 78 | | 572 |
| 2006/07 | | | | |
| Individuals | 1,332 | 182 | N/A | 1,514 |
| Families | 554 | 80 | | 634 |
| 2007/08 | | | | |
| Individuals | 1,166 | 147 | **178 | 1,491 |
| Families | 471 | 64 | 74 | 609 |
| Occupancy | 105% | *81% | 116% | |

Comments:

* Decreased occupancy due to inability to replace staff.

Program accommodates two families per session.

** Figures for Geelong for period January to June 2008

Collaborative Day Stay programs

| | Hume | C'Burn | Epping | Geelong | Melton | Terang | W'town | Total |
|-------------|------|--------|--------|---------|--------|--------|--------|-------|
| 2005/06 | | | | | | | | |
| Individuals | 348 | N/A | 227 | N/A | 347 | 390 | 653 | 1,965 |
| Families | 149 | | 93 | | 141 | 170 | 282 | 835 |
| 2006/07 | | | | | | | | |
| Individuals | 311 | N/A | 310 | N/A | 444 | 380 | 626 | 2,071 |
| Families | 134 | | 138 | | 186 | 162 | 267 | 887 |
| 2007/08 | | | | | | | | |
| Individuals | *47 | **209 | 314 | ***206 | 594 | 332 | 641 | 2,343 |
| Families | 18 | 90 | 136 | 83 | 252 | 148 | 268 | 995 |
| Occupancy | N/A | 85% | 96% | 108% | 93% | 104% | 99% | |

Comments:

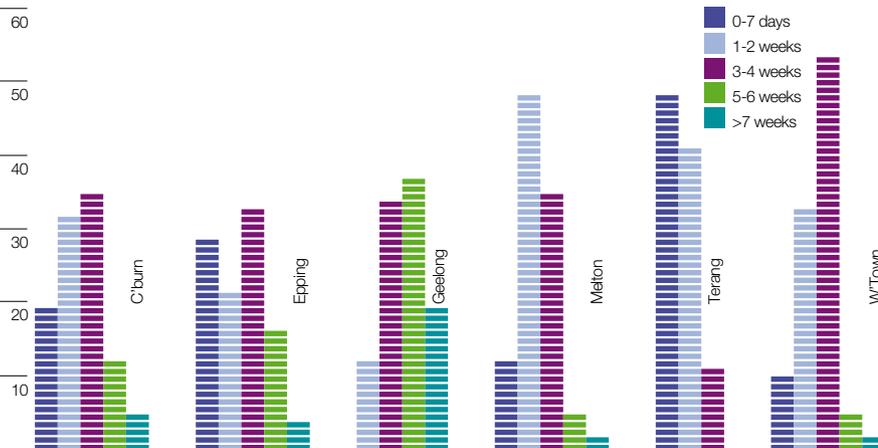
* Hume Day Stay Program ceased to operate September 2007

** Craigieburn Day Stay Program commenced September 2007

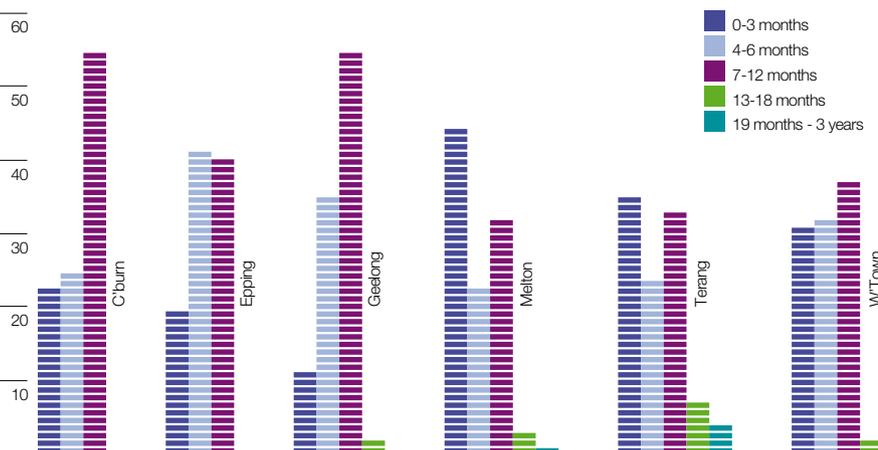
***Figures for Geelong for period July to December 2007



Actual waiting times for collaborative Day Stay programs



Age of children admitted to collaborative Day Stay programs



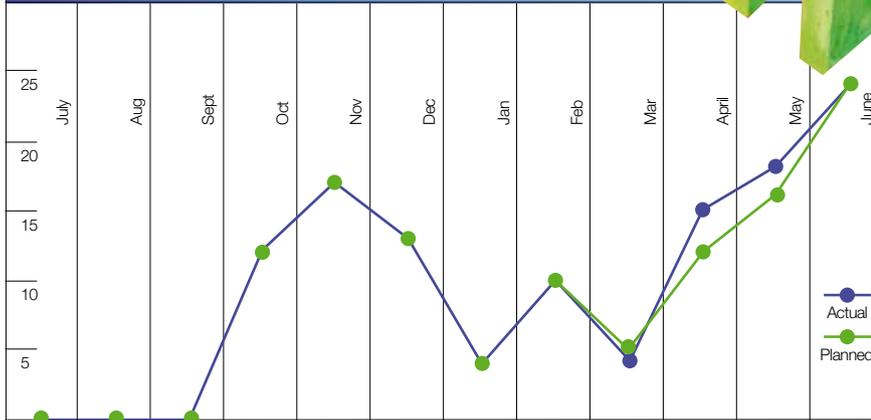
During the year, Tweddle has continued to provide successful early parenting day stay programs in eight municipalities around the state:

- Barwon in Geelong at the Raphael Centre, in partnership with St John of God Hospital
- Corangamite in the town of Terang, in partnership with Terang and Mortlake Health Services
- Hobson's Bay in Williamstown, in partnership with Western Health
- Hume in Craigieburn at Craigieburn Health Service, in partnership with Northern Health
- Maribyrnong: three programs offered in Footscray
- Melton at Melton Health, in partnership with Djerriwarrh Health Services
- Whittlesea in Epping, in partnership with Northern Health
- Wyndham in Werribee.

The six month pilot for "Tweddle@Raphael" has been extended to the end of 2008.

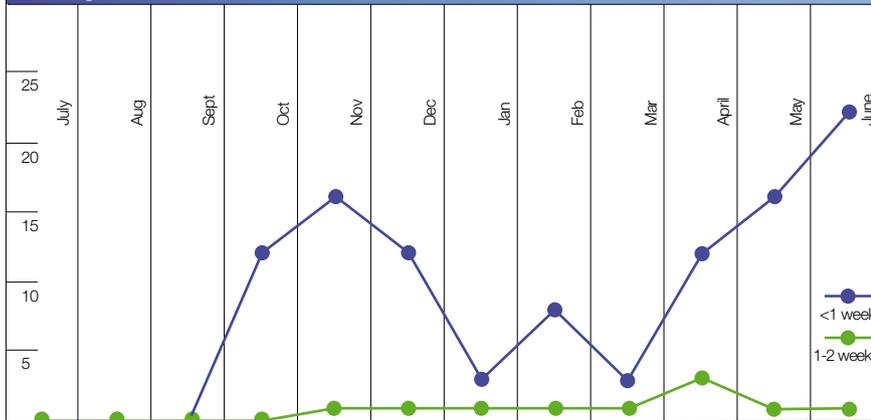


Tweddle@Home – number of visits



Comments: During the period 07-08 Tweddle@Home conducted a total of 117 visits. The totals show a seasonal influence similar to other Tweddle programs and overall a steady increase.

Waiting time



Comments: 100% of those > 1 week due to client date preference.

Tweddle@Home

This program was introduced in October 2007 following extensive market research and financial analysis and forecasting. It has never looked back.

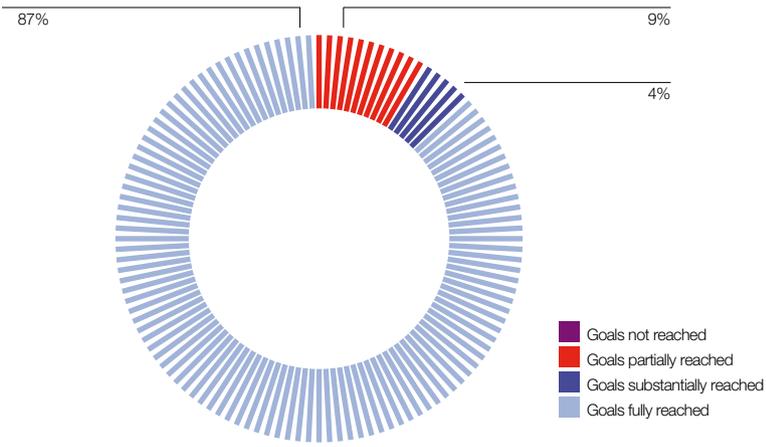
Tweddle@Home is a fee paying service that provides for an intensive three hour service that includes a two and a half hour home visit and a half hour follow up consultation. The service is provided by a experienced maternal and child health nurses. Families are also provided with a complimentary copy of Tweddle's book or DVD. The service is guaranteed to be provided within one week of booking and this target has been met. The service will assist greatly in managing our increasing service demand as the birth rate impact is felt by all perinatal services.

A promotional DVD has been produced to further increase awareness of the Tweddle program and its benefits. The DVD's objective is to enlighten families before their admission about what to expect at Tweddle. A father who is a former client of Tweddle, was instrumental in getting this project delivered.

Tweddle is very grateful to Justin Hutchison, Director of Solid Media and to the DVD sponsors Tommee Tippee, Aromababy, Milton and Footscray Rotary for supporting the production.



Tweddle@Home client outcomes at visit



Comments:
Client goals are evaluated at the completion of the visits.
87% of families felt their goals had been fully reached.

Since the project commenced in May 2007, 103 families have been assisted with breastfeeding difficulties.

Breastfeeding Support Service for Brimbank

Tweddle has successfully established a Breastfeeding Support Service in Brimbank.

A “Communities for Children” project, the service encourages breastfeeding mothers to feed their babies for longer by providing them with increased knowledge, assistance and support.

The service includes:

- Home visits for families with breastfeeding concerns from birth to six months
- Breastfeeding information and education for families in the community
- Support for mothers to attend existing community support groups and
- Peer support education to encourage continued support for breastfeeding within individual community groups.

Since the project commenced in May 2007, 103 families have been assisted with breastfeeding difficulties. Of the 59 babies who have reached six months of age, 49% were still fully breast fed and 10% are partially breastfeeding.

As a comparison, in the Sunshine Communities for Children area in 2006-2007 breastfeeding rates at six months were 25% fully breastfeeding and 5% partially breastfeeding.

Breastfeeding Education Continues

Apart from the service in Brimbank, our ongoing breastfeeding education activities aim to provide community members with accurate information to enhance correct practice and encourage sustained breastfeeding.

Breastfeeding education talks were provided for four different playgroups with mothers from many different cultural backgrounds, including Vietnamese, Ethiopian, Indian, Chinese, Somalian, Sudanese and Australian. We also conducted a specific Peer Support Workshop for a Sudanese group of mothers.

Second Successful Workshop for Early Parenting Professionals

In partnership with O'Connell Family Centre, and following the success of the previous year, Tweddle ran another very well attended one-day workshop for practitioners in the sector.

The Mercy Hospital was once again the venue and the topic was: "Fostering Fathers Involvement in Early Childhood Forum".

Key speakers on the day included:

Rick Hayes

School of Public Health La Trobe
"Men and the Health Care system"

Darren Varley

Relationships Australia and Lecturer Child studies, Box Hill TAFE
"Working With Men – What works and what doesn't work"

Geoff Best

Smash the Sky Training Services
"Preparing Men for Fatherhood"

John Byrne

Men's evolvment network
"Fathers only play groups"

There was also a very interesting vulnerable fathers panel discussion with:

- Gina de Prisco – Legal Aid
- Natalie Dobson – Tweddle
- Roz Mambery – Tweddle
- Jeremy Hearne – Manager Community Programs MensLine
- Rob Koch – City of Casey Men's Programs Officer
- Graham Rankin – City of Casey Men's Programs Officer.

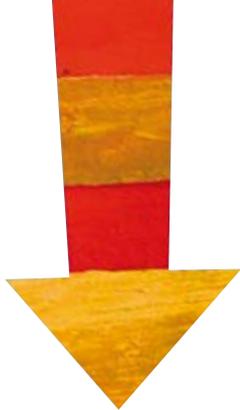
Best Start

Best Start is a Department of Human Services initiative. Best Start projects support families, caregivers and communities to provide the best possible environment, experiences and care for young children in the important years from pregnancy up to eight years of age.

Tweddle is currently engaged in Best Start in the municipalities of Maribyrnong, Brimbank, Wyndham and Melton, and has an active role as a partner agency within working subcommittees.

In Melton, Tweddle this year commenced work with the maternal and child health team and other key community agencies to explore and implement strategies to encourage a sustainable culture of breastfeeding in the community.





Healthy Brimbank Babies

“Healthy Brimbank Babies” is a Communities for Children initiative funded by the Australian Government in 45 communities around Australia. It focuses on supporting the health and early learning development needs of young children aged 0-5 years, supporting parents and building child-friendly communities.

One such community is Sunshine, in the municipality of Brimbank, where Tweddle continues to facilitate this project in partnership with Sunshine Hospital and ISIS Primary Care.

The project commenced in April 2007, and through the year under review, achieved some significant outcomes:

- Collaboration with Brimbank Australian Breastfeeding Association to provide breastfeeding workshops to two Vietnamese playgroups
- Provision of monthly breastfeeding classes to Vietnamese families
- Liaison with Sunshine Hospital Maternity Unit regarding Breastfeeding Support Service and referrals
- Evaluation of Vietnamese breastfeeding booklet
- Facilitation of breastfeeding seminar for General Practitioners in May and June, with positive feedback.

Healthy Start

“Healthy Start” is an Australia-wide strategy to support parents with learning difficulties and promote a healthy start to life for their young children.

In May 2008, the second forum for Healthy Start Hubs of the North and West was conducted at Tweddle.

The day was facilitated by hub conveners from Anglicare, Bapcare, Melbourne City Mission, Tweddle Child + Family Health Service and Department of Human Services.

Participants from Local Government, Hospitals and Family Support Agencies were presented with up-to-date information about alcohol and drug issues for parents. There was also information about organisations such as:

- Child First
- Parenting in Partnership volunteer program
- FOSS (Family Outreach Support Service)
- Specialist Children’s Services and
- Noah’s Ark.

It was a very successful day, with lots of networking, sharing of information and opportunities to ask questions.

MyTime – Helping Parents of Children with Disabilities

“MyTime” is a national Federal Government funded program developed by the Parenting Research Centre. It provides local parent support groups for parents and anyone caring for a young child under school age with a disability or chronic medical condition.

Participants socialise and share ideas with others who understand the rewards and intensity of the parenting role. A play helper keeps children busy while parents take part in group discussions on nominated topics, or just take time out to hear from others and have fun.

The involvement of parents coping with disabilities of differing types and severity has been identified as a strength of programs similar to MyTime, because they all have to deal with experiences such as:

- Emotional reactions, including shock, loss, grief and anxiety
- Coming to terms with the disability
- The reactions of other people
- Dealing with services and professionals
- Finding reliable information
- Dealing with sibling reactions and
- Being a parent and being confident with everyday parenting skills.

Tweddle has MyTime groups running in the Footscray, Laverton and Melton areas.

Tweddle has MyTime groups running in the Footscray, Laverton and Melton areas.

Tweddle Prison Program

Tweddle offered a range of services for families within the Victorian correctional system including individual consultancy and group sessions.

The sessions were designed to assist men and women to identify and develop their parenting strengths, provide practical strategies and to develop and enhance parent-child relationships.

In 2007/08 Tweddle ran sessions at:

- Melbourne Assessment Prison
- Dame Phyllis Frost Centre
- Port Phillip Prison

and conducted a pilot program at the Metropolitan Remand Centre. This program was very successful and it will be held again in 2008/09.

A comprehensive evaluation of the Tweddle Prison Program is currently being designed and prepared for ethics approval. Typical comments from participants included:

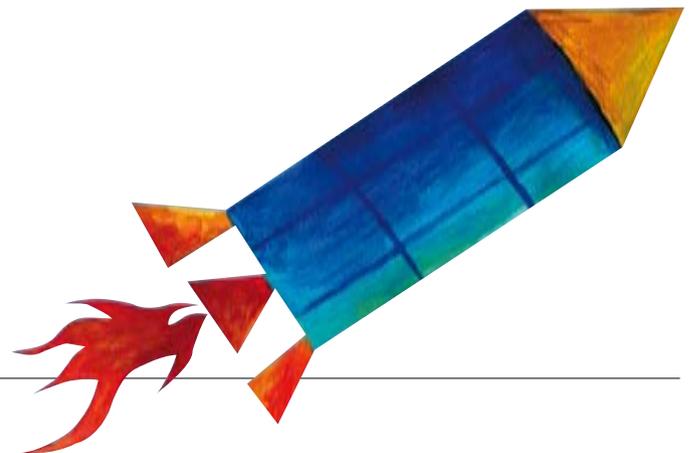
“The sessions gave me more confidence with my kids”

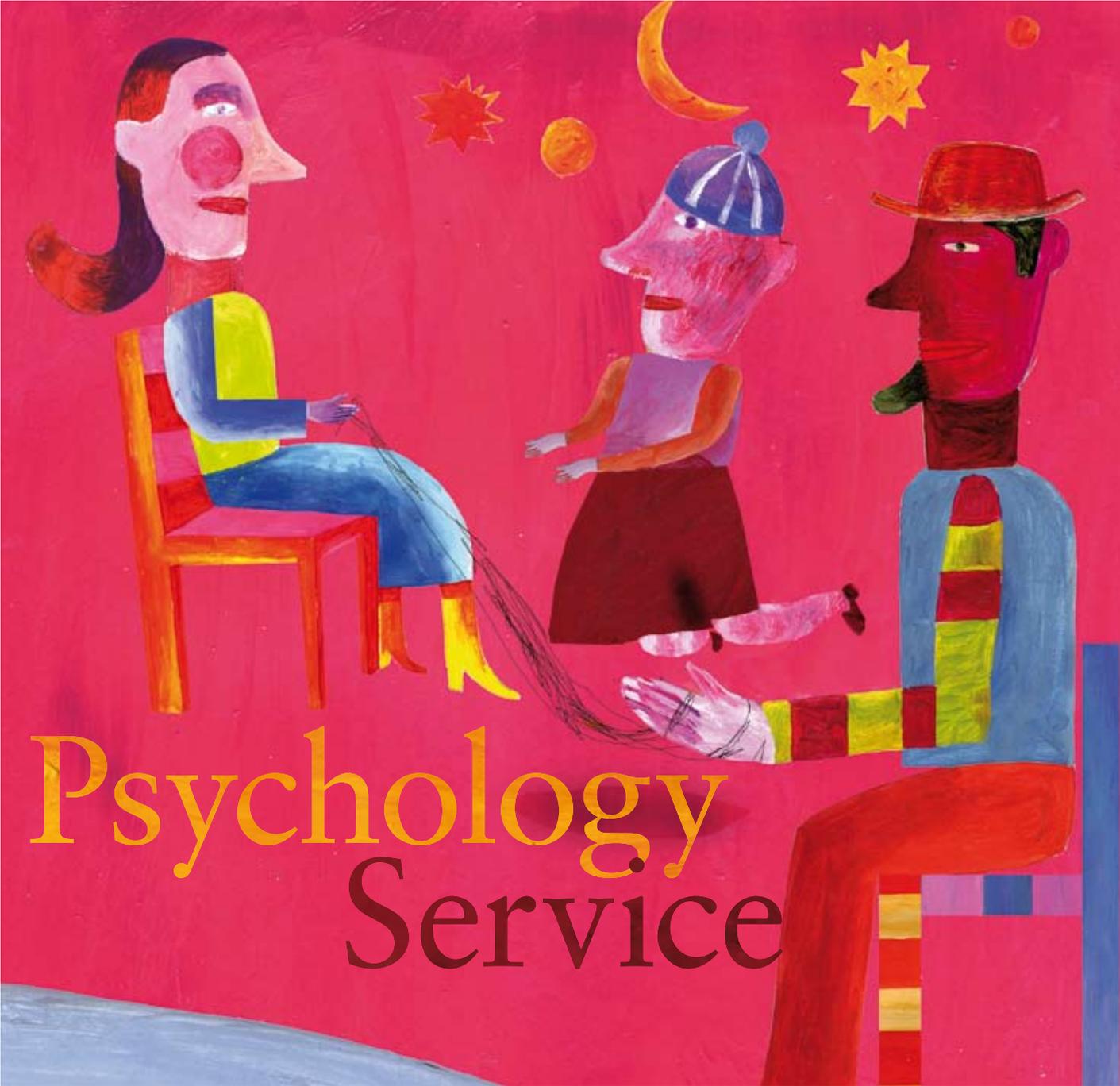
“Helped me learn how to be a friend at the same time as being a parent”

2007/08

| | Number of group sessions | Number of sessions providing individual consultations | Attendance of women | Attendance of men |
|-----------------------------|--------------------------|---|---------------------|-------------------|
| Dame Phyllis Frost Centre | N/A | 19 | 42 | N/A |
| Melbourne Assessment Prison | 33 | N/A | N/A | 135 |
| Port Phillip Prison | 19 | N/A | N/A | 158 |
| Metropolitan Remand Centre | 8 | N/A | N/A | 20 |
| Total | 60 | 19 | 42 | 313 |

NB:
Within the men's correctional facilities a number of series of group sessions were facilitated and several men attended each session of the series.





Psychology Service



The residential service experienced a significant increase in the number of women presenting in crisis or with anxiety disorders.



The psychology service operated at a hectic pace all through 2007/08. Some of the main activities included:

- Introducing new outpatient treatment programs and services
- Expanding our depression screening programs
- Conducting research and
- Providing assessments and referrals for women needing additional professional help.

With the percentage of women diagnosed with clinical depression remaining consistent with previous years, the residential service experienced a significant increase in the number of women presenting in crisis or with anxiety disorders.

Our research, examining the mental health needs of women attending the Maribrynong day stay service, revealed similar levels of acuity in their presentations. As a result, Tweddle has now expanded its mental health screening program to include men and other carers admitted to the residential unit and women admitted to the Maribrynong day stay program.

Also in response to current trends, Tweddle has introduced new psychology treatment programs. Routine psychological consultations were expanded to allow for more psycho-education and brief interventions. A 12 week group therapy program for women with postnatal depression was introduced at the Footscray site.

The 'Getting Ahead of Postnatal Depression' group therapy program is now funded by Tweddle. This is a program that was initially introduced with grant funding from The Ian Potter Foundation and Best Start – Maribrynong.

To date all 29 clients who have completed this program have experienced a significant reduction in depression and anxiety symptoms and feedback has been very positive. One client said:

"Having just completed the postnatal group 12 week program, I can honestly say it's definitely been one of the best things I've done. I was at my lowest point ever when I was fortunate enough to hear about this program... I know that the skills I have learnt in the Tweddle program I can use for the rest of my life."

Psychology Service statistics

| | Residential 06/07 | Residential 07/08 | Day Stay 07/08 |
|--|----------------------|----------------------|-------------------|
| Number of clients screened using the Edinburgh Postnatal Depression Scale (EPDS) | 619 | 592 | 131 |
| Clients in treatment for mental health issues on admission | 14 | 14 | 15 |
| Median level of maternal exhaustion on admission | 3=Quite a bit | 3=Quite a bit | |
| Average EPDS score | 11 | 11 | 10 |
| EPDS in high risk range (>12) | 38% | 35% | 34% |
| Clients who endorse the self harm item | 15% | 12% | 13% |
| Clients seen by the psychology service | 33% | 34% | 27% |



Psychology Service statistics

| | Residential 06/07 | Residential 07/08 | Day Stay 07/08 |
|---|----------------------|----------------------|-------------------|
| Clients seen by the psychology service given a provisional diagnosis by the psychology | % | % | % |
| Clinical depression | 50 | 51 | 56 |
| Anxiety disorder | 16 | 37 | 25 |
| Relationship dysfunction | 19 | 15 | 8 |
| Adjustment disorder | 15 | 22 | 33 |
| Clinical exhaustion | 23 | 24 | 19 |
| Other | 1 | 1 | 3 |

Psychology Service statistics

| | Residential 06/07 | Residential 07/08 | Day Stay 07/08 |
|---|----------------------|----------------------|-------------------|
| Clients seen by psychology service referred to new mental health supports on discharge | % | % | % |
| General practitioner | 1 | 1 | 5 |
| Psychologist | 35 | 44 | 24 |
| Psychiatrist | 1 | <1 | 0 |
| Individual counsellor | 7 | <1 | 2 |
| Family/couples counsellor | 6 | <1 | 2 |
| Psychoeducation | 59 | 67 | 37 |
| Other | 9 | <1 | |
| Tweddle PND group | | 13 | 22 |

New Psychology Outpatient Services

The next year will be an exciting time for Tweddle with plans well underway to expand the psychology service to provide private psychology outpatient services which attract Medicare and private health insurance rebates.

With the increasing number of clients being referred to local private psychologists, moving into private psychology services was an obvious direction for Tweddle.

The proposed service will accept external referrals and offer clients discharged from core Tweddle programs ongoing psychological care by providing both group and individual treatment programs for family related difficulties.

The new service is scheduled to begin in July 2008.

Research

During the year, Tweddle entered into a research partnership with La Trobe University. The new partnership with the University's School of Nursing is designed to increase knowledge in early parenting and child and family health. It will provide opportunities for graduate students to undertake research in the early parenting field.

An agreed research plan was developed and implemented as a result of consultation with management, staff and key stakeholders. The plan was endorsed by the Tweddle Board in late 2007.

In addition to the initiative with La Trobe, a number of research and evaluation projects were undertaken:

- Literature review and analysis of current research into sleep and settling and attachment theory
- Analysis of correlation between level of parental exhaustion/tiredness and confidence in parenting
- Review of intake – client response to intake consultation and waiting period for service
- Revision of client evaluation system to provide improved level of detail in results.





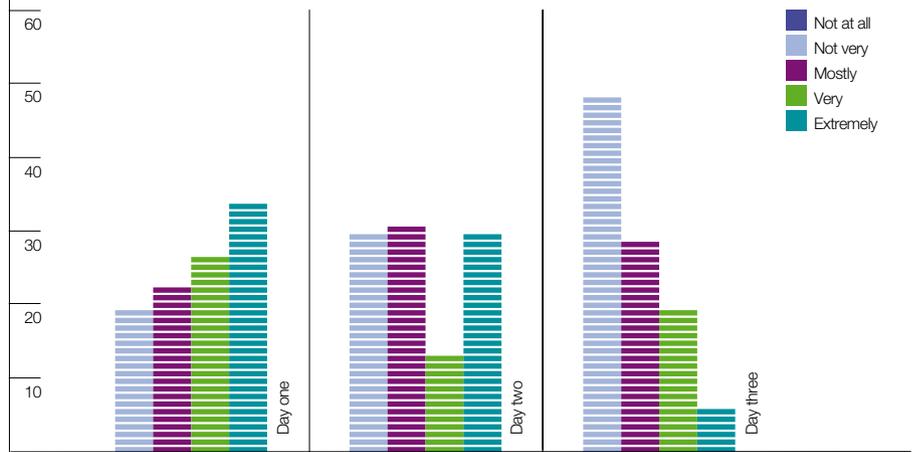


Evidence Suggests that Tweddle increases confidence levels and decreases tiredness levels.

In December 2007, the research team at Tweddle evaluated parent confidence and tiredness levels throughout their stay at Tweddle. Such an evaluation produced clear and concise outcomes which reflected positively on Tweddle's residential programs.

As shown in the graphs to the right, a parent's participation in a Tweddle residential program impacts positively on their parenting confidence levels and their tiredness levels.

Parent's tiredness levels throughout a Tweddle Residential Program



Confidence

On day one of a Tweddle residential program, only 32% of parents said they were very confident parents, but this figure more than doubled to 67% by day three.

Tiredness

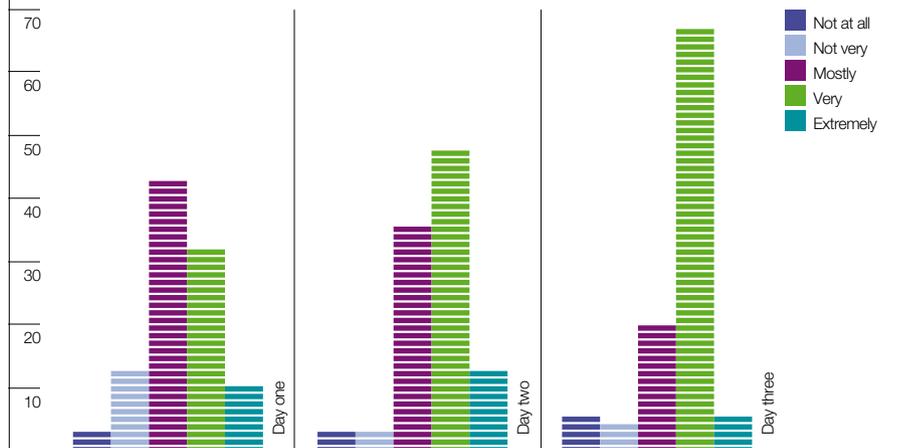
On day one of a residential program, 33% of parents indicated that they were extremely tired, but by day three this figure dropped to 5%.

Other Activities

At year end, work was continuing on the NHMRC-funded research into the impact of a residential service on maternal mood. The project has experienced some challenges with recruitment to the study. Methodology is currently being revised to ensure delivery of the research outcomes on schedule.

For the research specialists at Tweddle, a welcome improvement was that during the year internal systems were upgraded to enable Tweddle to have better access to and use of evaluation data.

Parenting confidence levels throughout a Tweddle Residential Program



Corporate Report





Much has been done by management to support the business changes already made and to provide a framework for delivering the strategic plan.

As Tweddle undertakes more community based programs and diversifies its business, the support provided by the corporate team becomes more critical to success.

Much has been done by management to support the business changes already made and to provide a framework for delivering the strategic plan.

Information Management

An IT strategy was developed enunciating clear priorities in all areas of the business. This year the priority was modernising and expanding the IT infrastructure and finance system. New hardware with larger capacity was commissioned and the network expanded to include a larger telecommunications capacity. This was also a significant risk management and business continuity issue.

A new financial software package, SAP "Business 1", was also purchased and development undertaken this year for rollout and change over to the new system early in 2008/09. The package will enable direct monitoring by line managers and also enhance our client resource management efficiency.

Microsoft generously provided support to Tweddle to upgrade our software to Microsoft 2007. With the computer replacement program now underway, it is anticipated that every work station will be upgraded by the end of 2008.



We are very pleased that we can now maintain our green and tranquil space without using Melbourne's precious potable water supply.

Reception Refurbishment

A generous donation from the Tattersall's Foundation enabled a major refurbishment of the Tweddle reception area and front of house. Five extra work stations were created in the same building, helping to ease the pressure on office space created by project work.

Environmental Management

New systems and processes have been established so that we can reduce our ecological footprint. While only small steps have been made to date, an environmental plan is being developed and significant energy usage reductions are anticipated in 2008/09. So far we have:

- Established the baseline of usage in fuel, gas and electricity, paper and water
- Reduced the number and type of electric light bulbs used throughout the facility
- Introduced waste separation processes and removed waste paper baskets from offices and rooms
- Introduce composting processes for food and green waste for use on Tweddle gardens
- Introduced water smart shower heads
- Installed a rainwater tank
- Commenced a recycling program for office waste such as ink cartridges, old computers and mobile phones and
- Introduced paper recycling facilities for all staff.



Our next steps will be a green purchasing policy, agreed targets for reduction of energy and paper usage, and improved printing capability to ensure double sided printing.

City West Water supported Tweddle in our goal of becoming environmentally sustainable and water wise.

Our gardens and surrounds are important to us. City West Water generously provided a grant to help us maintain our green environment. The grant was used to purchase a rainwater tank, and the package included a full tank of recycled water.

We are very pleased that we can now maintain our green and tranquil space without using Melbourne's precious potable water supply.

During the year, an environmental management plan was established and a charter for environmental sustainability was developed and agreed. In addition, we collected base line data relating to levels of water, electricity, gas, fuel and paper consumption.

Review of Tweddle Values

We undertook a review of Tweddle values and the behaviours that reflect those values. This process was highly consultative, engaging staff in initial discussions, a review of the first draft listing and a further review when proposed behaviours were developed.

The final list has been agreed across the Tweddle team, and will now be written into position documentation and recruitment processes, human resource management policies and performance assessment processes.

Training and Professional Development

Training and professional development opportunities remain a very high priority.

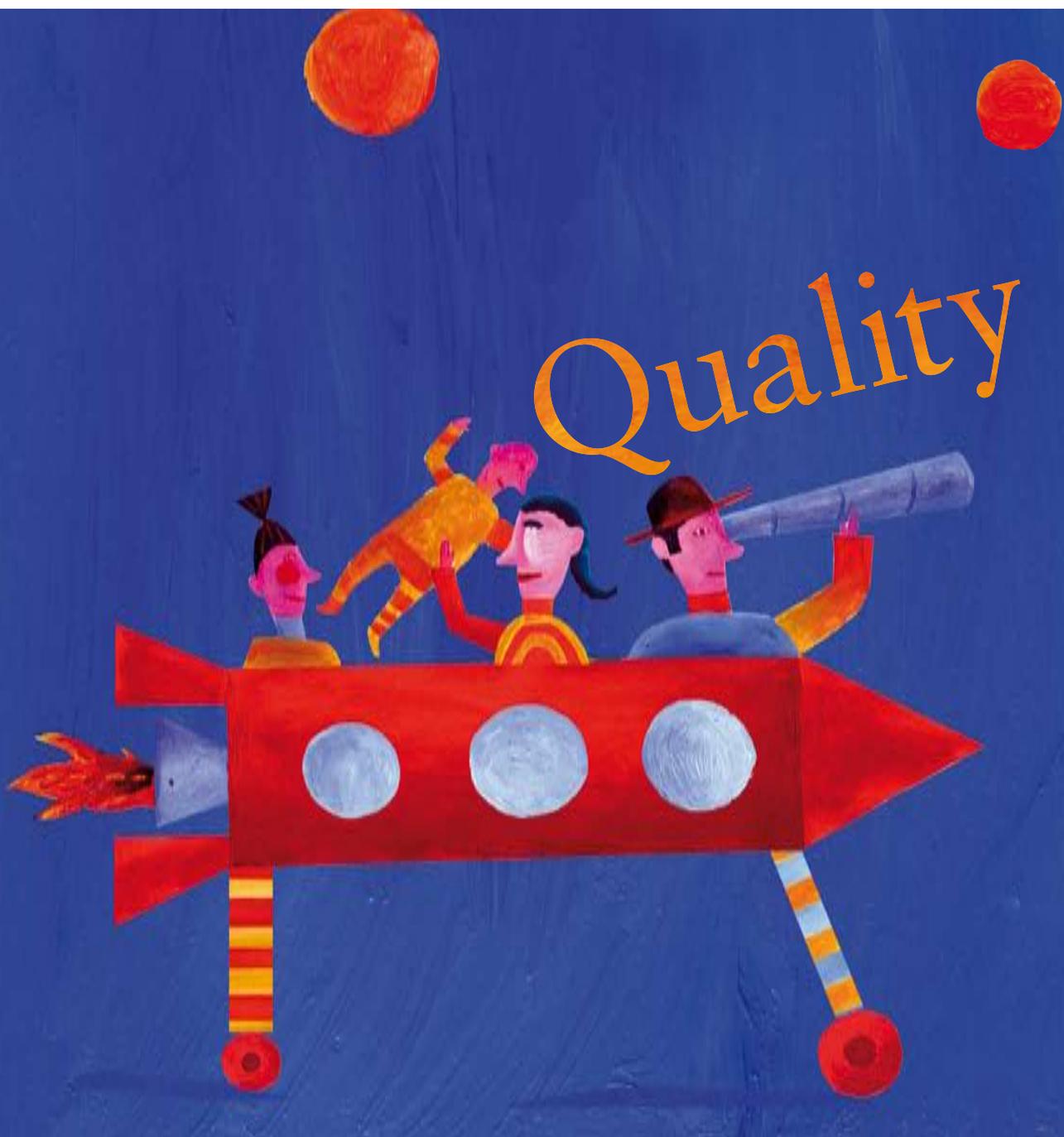
The following training and professional development opportunities were provided:

- Emotions at Work – all staff in-house
- Computer – office software – for all staff as needed
- Circle of Security Principles and Practice – leadership team
- Three days in-service clinical practice – all clinical staff
- Fire safety/drills and CPR – all staff
- Fire warden – appointees
- Food safety – domestic team and coordinator
- Occupational health and safety – appointees
- Leadership/mentoring – managers and key specialists.

In the second half of the year, work was commenced to develop a formal professional development plan for all staff to be implemented in 2008/09.



Quality





The new approach to quality recognises the interconnection between accreditation, risk management and strategic planning.

In 2007-08, Tweddle extended its commitment to continuous quality improvement in new ways. The new approach to quality recognises the interconnection between accreditation, risk management and strategic planning.

High Accreditation Rating

In the mid-cycle Periodic Review by the Australian Council of Health Standards (ACHS), Tweddle achieved an excellent result. Our average ratings were high and an overall increase of one level in the EQulP standards accreditation framework.

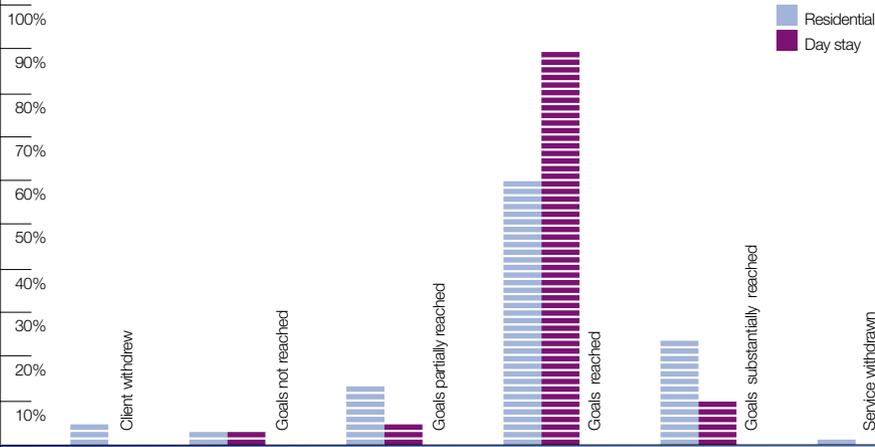
This outstanding result was based on our:

- Attention to procedural requirements of the EQulP standards
- Ability to demonstrate an approach to forward planning and emerging responses to community need and
- Consideration of risk management addressing both safety concerns and opportunities.

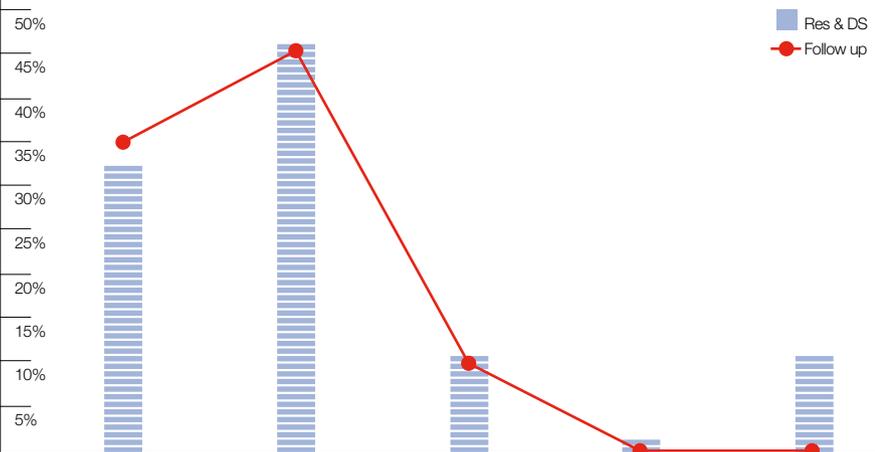
All Tweddle Board, management and staff members who contributed to the achievement of this gratifying accreditation outcome are commended for their team effort.



Client outcomes by program area 2007/08



Comparison of parent confidence at program discharge and follow up



The challenges for the next accreditation processes relate to business continuity planning and comprehensive workforce planning practices. Both these key areas are already being worked on and will be delivered.

The changes to the Victorian child protection system and the introduction of Child First, bring with them a new accreditation system.

A new accreditation framework for all Community Service Organisations (CSOs), mainly family support agencies is underdevelopment. Because EPCs are already undertaking accreditation processes as hospitals, new standards will be added to the existing ACHS framework for Tweddle only. It has been pleasing to work collaboratively with government to make this framework introduction efficient.





Risk Management

In 2007, the Tweddle Board adopted a revised policy on risk management, endorsing an implementation plan that embedded risk management throughout the organisation.

The Finance and Risk Committee of the Board takes governance oversight of risk management. Responsibility for risk identification and appropriate response and mitigation is included in position descriptions and reported through the Risk Management Committee of the Executive.

Tweddle has developed its procedures in consultation with the Victorian Managed Insurance Authority, the VMIA. Officers from the VMIA have provided a valuable sounding board on the ongoing development of risk management, audit processes, and the interface between their work and that of the ACHS on quality and safety.

Specific risk mitigation activities through the year included:

- An ongoing project regarding food services
- Active use of incident reports to identify risk issues and near misses
- Review of intake procedures
- Introduction of formal system for monitoring inspections and contractors
- Pandemic response planning and
- Review of PASDS case management.

Policy and Procedures

Tweddle continues to develop its Policy and Procedures manual, and a gap analysis has been conducted. The review and amendment of policies and procedures has ensured that these are 'live' documents that support quality and safe practice consistent with current legislation and known best practice.

The interface between Occupational Health and Safety monitoring, incident reporting, and the updating of Tweddle's policies and procedures has been active and effective.

Tweddle's Emergency Plan was also reviewed and updated during the year.

Client Satisfaction Evaluation

A new client satisfaction system was implemented in August 2007. Our survey instruments for measuring client satisfaction were reviewed, and new custom built software developed.

The information now being collected is monitored by management, and all issues raised by clients are followed up.

The client satisfaction survey data was commended by the ACHS accreditation team as one of the best systems of its kind that they have seen.

Medical Records

The maintenance of medical records continues to be exemplary, and all DHS reporting requirements are met.



People

The workforce at Tweddle has grown to 39 EFT comprised of 65 permanent and part time staff on the payroll and a nursing bank of 23. The professional profile of staff is as follows:

Registered nurses – 21

Early childhood professionals – 24

Psychologists – 3

Social Workers – 2

Accountant – 1

Corporate Support – 14

For 2007/08 the staff turnover was lower at 10.7% but positions took longer to fill when vacant.

Because of recruitment difficulties we continue to try to find ways to attract people to Tweddle. Recruitment difficulties are experienced in all categories but especially in nursing categories. A range of modern human resources practices is now in place for recruiting suitable candidates and holding onto them.

Tweddle staff members have welcomed five new babies of their own this year – a very real reminder of the demands that parents experience when a new person joins the family.

Maternal and Child Health Scholarships

Partnership with Maribryngong City Council

Tweddle and MCC jointly offered two scholarships for the second time. The recipients were:

- Rebecca Barrett, who has joined the team at Tweddle and qualifies in July 2008, and
- Karen McDonald, who will qualify as a MCH nurse in Dec 2010.

Student Information Day

Two student information days were held during the year for students seeking to complete a clinical rotation in an Early Parenting setting.

The feedback from the students was that the day provided them with a sound understanding of the demands on parents and how they impact on their ability to care for their child.



Thank-you to Our Supporters

Donor List for the Year Ended 30 June 2007

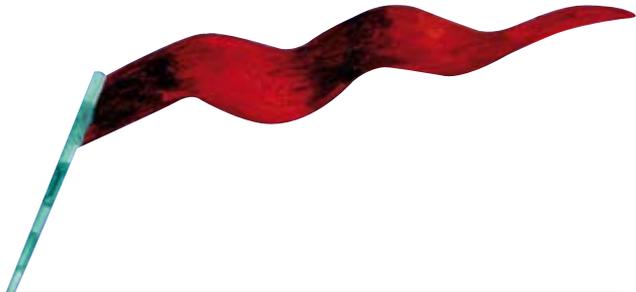
Total donations for the year ending 30 June
2008 – \$62,170.23

Tweddle thanks each and every donor for their
incredible generosity. All monies are used for
the purchase of capital or assets to support
the establishment of new services.



| Donations of \$500 or more: | \$ |
|--|------------------|
| Royal Victorian Bowls Association | 1,000.00 |
| Diana Gibson | 5,000.00 |
| Frank Trimboli Real Estate | 500.00 |
| Victor Smorgan Charitable Fund | 500.00 |
| Lord Mayor's Charitable Fund | 15,000.00 |
| Blue Illusion | 534.00 |
| Altona RSL Sub Branch | 1,000.00 |
| William Angliss Charitable Trust | 10,000.00 |
| ANZ – Trust | 1,273.78 |
| Doquile Perrett Mead | 500.00 |
| Ms Jacqueline Stephens | 1,000.00 |
| Joe White Bequest | 6,000.00 |
| Lions Club of Footscray Ladies Auxiliary | 502.00 |
| City West Water | 1,500.00 |
| Total Donations | 44,309.78 |
| Sponsorship | \$ |
| Jackel Australia P/L | 5,000.00 |
| Milton Pharmaceutical | 3,000.00 |
| Aromababy | 2,000.00 |
| Rotary Club of Footscray | 5,000.00 |
| Total Sponsorship | 15,000.00 |
| Community Grants | \$ |
| Best Start: Shire of Melton | 10,000.00 |
| Commonwealth Bank of Australia | 9,580.00 |
| United Way Geelong Community Fund | 4,630.00 |
| Prison Fellowship Australia | 4,000.00 |
| Total Grants | 28,210.00 |
| "Pro-bono" or "in kind" support | |
| Perillo, Frank & Adami: Barristers & Solicitors – conveyancing property purchase | |
| Radno Pty Ltd – training program | |

Declarations and Compliance Reports



Review of Clinical Model

In August 2007, the theoretical and practice model used in our programs was reviewed.

Sleep practices used at Tweddle were linked with the levels of research evidence available in the literature. Staff members are now able to offer a higher level of reassurance to parents about the rationale of our sleep strategies.

The review highlighted the need to ensure that our practice recognises and acknowledges the relationship between the infant and the parent. It recommended that we consider the implementation of the principles of attachment theory into our programs.

The Tweddle leadership team attended a two day workshop led by Dr Mary Hood to learn about the ideas of attachment theory as expressed in the Circle of Security.

Incorporation

Tweddle Child + Family Health Service is a Schedule 1 Public Hospital incorporated under the *Health Services Act 1988*.

Freedom of Information

There were two requests for information under the *Freedom of Information Act 1982*. All requests for information were responded to within the statutory time periods and no requests for review were received.

Building and Maintenance Compliance

The buildings and general infrastructure were maintained throughout the year in good order.

The buildings were reviewed by a structural engineer and found to be sound with some movement in the slab due to the drought. Monitoring of the movement is ongoing.

Several major plumbing works were carried out during the course of the year.

Asbestos Management Plan

Our continuing objective is for all Tweddle Child + Family Health Service buildings to be free of asbestos-containing materials. A management plan has been put in place to identify, monitor and remove any asbestos containing materials in keeping with updated legislations.

Fire Safety

A new fire panel was installed and all smoke detectors were replaced.

In accordance with government and accreditation requirements a fire safety audit was conducted by the Akritidis Group building consultants. The audit found that Tweddle maintains high standards of safety. Following the audit work has commenced to implement all recommendations.

The fire wardens attended the Fire Wardens training Course and general fire safety training for all staff was also conducted by the Metropolitan Fire Brigade.

A number of fire drills were conducted, two without notice to staff and clients. A Code purple led to a successful evacuation of the premises of all clients and staff. All learning from drills and the evacuation have been incorporated into revised policies and procedures.

Food Safety

Tweddle partnered with Caring Plus, a subsidiary of Nestle, to trial a new food delivery and serving system.

While this system provided Tweddle with an efficient, safe and satisfactory way of serving food to clients, the broader market did not take it up. Tweddle therefore moved to an alternative system in April 2008.

New food services are currently being trialed. We continue to experience some difficulty in attracting services to tender because the size of the weekly order is not sufficiently significant to be attractive to them.

Tweddle participated in a pilot program for a closed delivery system for prepared meals which proved successful in eliminating the need for food handling by Tweddle staff.

The annual Food Safety Audit was conducted by Australian Food Hygiene Services in May with a successful outcome. Additional training was recommended and will take place in July 2008.

Maribyrnong City Council Environmental Health section visited in May 2008 and reported Tweddle to be compliant and maintaining high standards of cleanliness.

Occupational Health and Safety

For Occupational Health and Safety (OH&S) at Tweddle 2007/08 was a very good year:

- A new OH&S Officer was trained and appointed
- OH&S elections were held for staff representatives
- The committee had a productive year which raised the profile of staff safety at Tweddle
- A fire emergency training session was held for all staff, and there have since been two fire drills.

OH&S audits were completed for all workplaces, and as a result of the audits, the following matters are being examined:

- The risk of trips and falls
- The usefulness of alarms and communication systems
- The systems for checking fire safety, fire alarms, appliances and workplace hygiene
- Safety and security especially after hours.

Following the workplace audits, a qualified ergonomist was hired and a thorough professional evaluation of all computer work spaces was carried out. All recommendations were implemented.

During the year 8 workplace injuries were reported with 5 WorkCover claims resulting in 32 days of work lost due to injury.

Risk Management Attestation

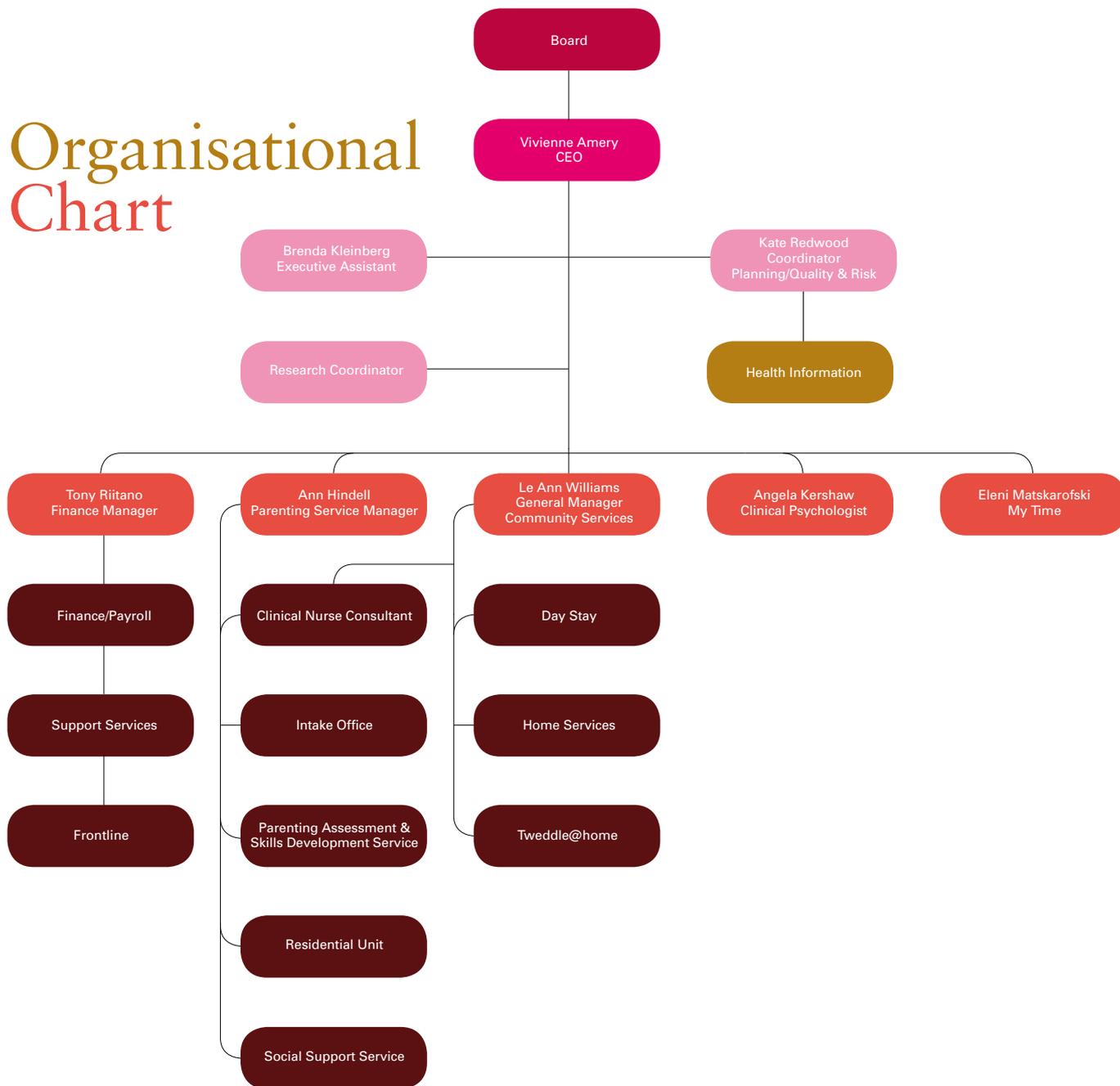
"I, Michael Smith, certify that the Tweddle Child & Family Health Service has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposure. The Board of Management verifies this assurance and that the risk profile of the Tweddle Child & Family Health Service has been critically reviewed within the last 12 months."



Michael Smith

Board Chairperson

Organisational Chart



Governance and Accountability



Tweddle Child + Family Health Service is accountable to the people of Victoria via the Honorable Lisa Neville MP Minister for Community Services.

A Board, appointed by the Minister for Health, sets organisational direction and strategy and monitors performance. The Board has adopted the Carver Model of Policy Governance to guide the fulfilment of its responsibilities and has established a range of policies that reflect that model.

A number of subcommittees of the Board are established to lead key areas of the business:

- Governance and Remuneration Committee, chaired by the Board Chairperson
- Finance and Risk Committee, chaired by Josie Rizza (Treasurer)
- Ends Committee, chaired by Lesley Yates
- Futures Committee to develop new services and programs, chaired by Bill Appleby (Board Deputy Chairperson)
- Research advisory service led by Professor Susan McDonald
- Fundraising Committee, chaired by Simone Mathews.

All Board members participate on at least one sub committee.

Board meetings are held every second month with special agenda meetings being held as needed. Finance and Risk Committee meets monthly and other committees meet at least four times per year. The Board also undertakes formal assessment of its own performance to ensure continuous improvement. This assessment has helped guide a targeted development program.

Board member professional development is offered and formal induction of new members to Board and organisational operations and practice is undertaken and is coordinated by the Governance and Remuneration Committee.

The Governance and Remuneration Committee is also responsible for setting the CEO work plan and performance indicators and for formal assessment of CEO performance.

Tweddle, as a public hospital, is also required to comply with a range of legislation and health sector policy including government policies for financial and human resource management practice.

A policy review was conducted during the year and the following policies were revised:

- New Board Ends policy
- New Board policy detailing process for CEO performance management.

A new performance monitoring and reporting framework was established and trialed as a good indicator of progress towards Ends.

The new five-year strategic plan was agreed and published. Work has commenced on delivery of outcomes with the work program of the Board including:

- Expansion of psychology service
- Geelong service investment
- Capital development planning
- Research and development plan
- Workforce and professional development planning.



Mr Michael Smith



Mr Bill Appleby



Ms Melissa Afentoulis



Dr Colin Feekery



Ms Julie Freeman



Prof Susan McDonald



Ms Jo McMillan



Ms Clare Malcolm



Ms Simone Mathews



Dr Nicole Milburn



Ms Josie Rizza



Ms Lesley Yates

Tweddle Board Members

| Name | Meetings attended | Position | Profession |
|---|-------------------|---|--|
| Mr Michael Smith B.Com, CA | 8/9 | Board Chairperson Chair, Governance & Remuneration Committee | Chief Financial Officer |
| Mr Bill Appleby Assoc Dip Health & Safety (OH&S); Grad Dip IR & HRM; MBA | 8/9 | Deputy Chairperson Chair Futures Committee | General Manager – Operations |
| Ms Melissa Afentoulis BA, BSW & Grad Dip Public Policy | 4/8 | Member | Consultant Member VCOSS |
| Dr Colin Feekery MBBS FRACP MHA | 8/9 | Member | Chief Medical Officer |
| Ms Julie Freeman LLB, BA, Graduate Diploma (Natural Resources) | 6/6 | Member | Special Counsel (Lawyer), Local Resident |
| Prof Susan McDonald B App Sc (Nurs); PhD; RN; RM; CHN | 7/9 | Member Chair Research Committee | Professor of Midwifery |
| Ms Jo Mc Millan Master of Arts (Deakin), Graduate Diploma of Editing & Publishing (RMIT), Bachelor of Arts (Media Studies) | 9/9 | Member | Electoral Officer |
| Ms Clare Malcolm | 4/9 | Member | Executive Governance Officer |
| Ms Simone Mathews Associate Diploma Applied Science | 8/9 | Member Chair Fundraising Committee | Local Resident, Full Time Parent |
| Dr Nicole Milburn BSc Grad Dip DPpsych | 5/6 | Member | Clinical Psychologist |
| Ms Josie Rizza B Ec; Grad AICD; CA; Grad Securities Invest Aust; Grad Dip App Fin & Invest | 8/9 | Treasurer Chair Finance & Risk Committee | Business Consultant Strategic Planning & Taxation Board Member & Chair, Finance Committee, Austin Health |
| Ms Lesley Yates B Ed (Economics); Grad Dip PR | 8/9 | Member Chair Ends Committee | Business Consultant |

Note: Ms Melissa Afentoulis has commenced an approved short term period of absence from the board from June.

Life Governors

Friends of Tweddle

Mr Val Adami
Miss I Brennan
Mr Ian Broadway
Mrs Loris Charlton
Ms Julie Collette
Ms Prue Digby
Mrs A Downe
Mrs Diana Gibson
Ms Louise Glanville
Mr Kenneth Hambly
Ms Betty Hassold
Dr Nigel Hocking
Mr Graham Jasper
Mr Rod Jones
Mrs Margaret Mangan
Mrs Marjery Maskell
Mrs Denise McGregor
Mrs Gwen Redman
Ms Hilary Russell

Tweddle has an enormous amount to thank its friends for. Many of you have supported us in our bid to establish a Government funding base for the services that we provide. Many of you have written to local MPs, newspapers and government representatives publicly supporting the important work Tweddle does. Others have donated generously of their time or given to different appeals that we have from time to time. Every action has helped to get us to the point we are now and where we can introduce new products and services to address new community needs.

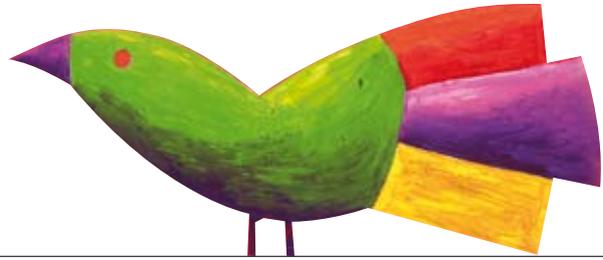
We look forward to working with our friends in the next few years as we grow our business and implement the new exciting directions laid down in the recently released strategic plan.

Thank you to everyone for your support.

Ms Miriam Abud
Mr Valentino Adami
Mrs Tracy Alexopoulos
Mrs Marline Ali
Mrs Liz Allen
Ms Liz Allan
Ms Sophia Alsop
Mr Mohmed Ammouchi
Mr & Mrs Rachel
& Vito Amore
Ms Marissa Anchen
Mrs Alexis Anderson
Ms Fodia Andreou
Mrs Madeline Anglis
Mrs Rosemary Ansell
Mrs Sandra Aranguiz
Mrs Rebecca Arceri
Ms Nicole Arends
Mrs Joanne Artavilla
Ms Tracey Attard
Miss Eynas Awacha
Mrs Mary Bailey
Mrs Phillipa Bain

Mrs Estelle Bannister
Ms Genevieve Barker
Ms Kylie Barr
Mrs Michelle Barron
Mrs Antoinette Bartolo
Miss Sasha Baxter
Mrs Amy Bear
Ms Elizabeth Bear
Ms Jacquie Beard
Mrs Gina Bell
Mrs Nicole Bell
Miss Shanon Bell
Mrs Sue Bennardo
Mrs Susanne Beretta
Mrs Trina Bergmann
Ms Kris Bidenko
Mr Victor Bilous
Mrs Brooke Bilszta
Ms Ulli Birve
Ms Ulli Birve
Mrs Susie Black
Ms Helen Boling

| | | | | | |
|--------------------------------|----------------------------------|---------------------------|--------------------------------------|-----------------------------|----------------------------------|
| Ms Sophie Bosco | Ms Michelle Cieciora | Mrs Jacinta Deacon | Mr & Mrs Sonja & Maurice Forsberg | Miss Taryn Hinks | Ms Daniela Kohut |
| Ms Andrea Brasser | Ms Michelle Clark | Ms Susan Deham | Ms Joanne Fox | Ms Wendy Hipwell | Ms Audrey korsten |
| Ms Danine Brody | Mrs Danielle Clarke | Ms Janine Del Citto | Ms Samantha Fraser | Ms Sally Hird | Mr & Mrs Eric & Linnea Krings |
| Ms Leane Brown | Mrs Gloria Clarke | Mrs Megan Derks | Ms Jennifer Gale | Mrs Tania Hird | Mrs Flora Krotiris |
| Ms Leane Brown | Mrs Holly Clarke | Ms Ivana DeSimone | Ms Chanal Galea | Ms Sue Hobbs | Mrs Robyn Lakeman |
| Ms Belinda Bruno | Ms Kerry Clyde | Ms Agniya Detsik | Mrs Germaine Gambian | Mrs Daniella Hobbs | Mrs Jade lam |
| Mrs Rebekah Bryce | Mrs Faye Cocker | Mrs Sabrina Di Qual | Ms Liz Gardiner | Mrs Cheryl Hockley | Mrs Joanne Lane |
| Ms Wendy Buckland | Ms Janice Cockford | Mrs Lisa DiCarlo | Ms Marnie Garfi | Hon Caroline Hogg | Mrs Marianne Langridge |
| Miss Lisa Buonopane | Ms Suzie Cockle | Mrs Natalie Dickie | Ms Maria Garina | Mrs Kirsten Hoglund | Miss Nicole Lawler |
| Miss Kelly Burke | Mrs Eliza Collins | Mrs Lisa Dinan | Ms Shannon Gibbs | Ms Kathleen Honeybope | Ms Beth Lazzarotto |
| Mrs Bronwyn Burton | Miss Sara Combe | Mrs Netta Ditchburn | Mrs Suzanne Gigliotti | Ms Jeanette Horne | Ms Sue Lee |
| Mrs Tanya Burton | Ms Angela Comline | Mrs Marlene Dobson | Mrs Lorette Glance | Mrs Kay Howden | Miss Tamara Lees |
| Kaori Butler | Miss Brooke Connor | Mrs Dee-Ann Dodos | Mrs Stella Gonzalez | Mrs Nicole Howell | Ms Christine Letts |
| Mrs Nolene Caffari | Ms Fulvia Constantinou | Ms Lindy Dorne | Ms Nun Goss | Ms Kate Hume | Miss Trinetta Lewis |
| Mrs Lynda Calverley | Mrs Afroditi Cook | Ms Lindy Dorne | Ms Angela Graham | Ms Cairen Hunter | Ms Sonya Lill |
| Mrs Samantha Cameron | Mrs Sophie Cook | Mr & Mrs Tanis Douglas | Ms Sonya Graham | Mrs Mary Iliadis | Mrs Dianne Lowe |
| Mrs Kerrie Campbell | Ms Kaz Cooke | Mrs Anne Dowling | Mrs Julienne Gratton-Usher | Ms Lisa Iurada | Mrs Karinda Luke |
| Ms Philippa Cane | Miss Penny Cope | Mrs Jutta Dreier | Mrs Annette Gray | Mrs Michelle Jefferis | Mrs Sonia Lyne |
| Mr Warren Cann | Dr Ann Cornish | Mrs Lynette Duffy | Dr Deborah Greene | Ms Kimberley Jeffs | Mrs Rebecca Lyttle |
| Ms Suzanne Carey-Thomas | Sam & Ralph Cotter | Miss Naomi Eales | Mrs Danielle Greenshields | Mrs Yvonne Jenkins | Mrs Françoise Macky |
| Mrs Patricia Carpinelli | Ms Amanda Cox | Mrs Jane Eddy | Mrs Sarah Guiney | Ms Narelle Johnston | Mrs Lynda Juusti |
| Ms Uyen Marie Carrington | Miss Jennifer Creed | Miss Jessie Edwards | Mrs Rhonda Hann | Mrs Leah Jury | Mrs Barbara Kallis |
| Ms Kyle Carter | Mrs Sharon Cromberge | Ms Lisa Ehlert | Mrs Rhonda Hann | Mrs Lynda Juusti | Mrs Barbara Kallis |
| Ms Sandra Catalano | Mrs Andrea Cronin | Ms Shlom Eshel | Ms Alicia Harding | Mrs Barbara Kallis | Mrs Jagroop Kaur |
| Mr & Mrs Sam & Ralph Catter | Mrs Ann Crook | Mrs Nevine Eskander | Mrs Elizabeth Harper | Mrs Jagroop Kaur | Ms Therese Kelly |
| Mrs Nadia Causovski | Mrs Emma Cush | Ms Mardi Farrant | Mrs Claire Harrowell | Ms Therese Kelly | Ms Jane Kemelfield |
| Ms Belinda Cecchini | Mrs Kristen Czulij | Ms Poppy Fay | Mrs Vanessa Hart | Ms Jane Kennedy | Mrs Janine Kennedy |
| Mr Frank Chamberlin | Ms Maria Dale | Ms Mary Jo Fish | Ms Lynne Haultain | Mrs Debra Kinder | Mrs Debra Kinder |
| Ms Barbara Champion | Mrs Tina Damiano | Ms Tamara Fisher | Ms Annabel Hawkins | Mrs Sally King | Mrs Danielle King |
| Ms Margot Chang - Khoo | Mrs Renae D'Arcy | Dr Jane Fisher | Mrs Neroli Heinnen | Ms Danielle King | Mrs Lisa Kirby |
| Mrs Sonia Chapman | Mrs Rosalba D'Astoli-Iannuzzi | Mrs Gayle Fitzpatrick | Mrs Kylie Henderson | Mrs Deborah Kirk | Mrs Deborah Kirk |
| Ms Elizabeth Chatham | Ms Robyn Davies | Bill & Jill Fitzsimons | Mrs Jane Henery | Hon Joan Kirner, AM | Hon Joan Kirner, AM |
| Ms Karen Chatto | Ms Nicole Davies | Mr Ross Floate | Mrs Suzanne Hewett | Mrs Ann-Marie Klinkatsis | Mrs Ann-Marie Klinkatsis |
| | Mrs Diedre Davis | Mrs Teresa Florrimell | Mrs Lee Heywood Thiele | Mrs Heather Knopp | Mrs Alison McCormack |
| | Ms Cheryl Davis | Mrs Melissa Flynn | Ms Anna Hibbins | Ms Suzanne Kohler | Ms Nicole McDade |
| | Mrs Tenielle Davis | Ms Joanne Foley | | | Mrs Kelly McDermott |
| | Mrs Tamara Davis | Ms Lisa Foord | | | |



| | | | | |
|---|--|---------------------------|-------------------------------------|------------------------------|
| Mrs Linda McGuinness | Mrs Gladys Obeid | Mrs Michelle Robertson | Ms Lil Sparke | Ms Emma Tulloch |
| Ms June McLoughlin | Ms Sarah Oldaker | Ms Helen Rodd | Ms Ulrike Spingler | Miss Merryan Tune |
| Mrs Cathie McMahon | Mr Craig Ondarchie | Ms Shannon Rodger | Ms Rachel Spinks | Mrs Melisaa Turnbull |
| Mrs Katie McNamara | Mrs Jo O'Neill | Ms Ainslie Rodier | Ms Stacey Spiteri | Ms Tracey Turnbull |
| Mrs Nading McPadden | Ms Cheryl O'Neill | Mrs Monique Rosenbauer | Ms Natalie Stanley | Mrs Elaine Tye-Allen |
| Ms Ingrid Menet | Ms Sharon Ong | Ms Jenny Rossi | Mrs Louise Stead | Mrs Lisa Van Merkesteyn |
| Mrs Militsa Micalessi | Mrs Nicole O'Reilly | Dr Heather Rowe | Ms Kylie Stefanac | Mrs Trudy Vasta |
| Mrs Fiona Micelotta | Mrs Tania Overall | Mrs Shayla Royals | Mrs Aggie Stefanidis | Mrs Martine Vella |
| Mrs Krishe Miles | Ms Vanessa Owen | Mrs Lisa Ruff | Mrs Brooke Steinfort | Mrs Grace Veneziano |
| Mrs Janine Milich | Mrs Doris Page | Ms Hilary Russell | Mr Scott Stephens | Mrs Alice Ventura |
| Mrs Debbie Moerkerk | Mrs Leanne Pagliaro | Ms Martina Ryan | Mrs Michelle Sterkenburg | Ms Michelle Vlahadames |
| Mrs Nicole Mogridge | Mrs Ritu Palta | Ms Liz Ryan | Ms Justine Stevensen | Mrs Carolyn Waddington |
| Miss Natascha Moody | Ms Toula Papaioannou | Ms Martina Ryan | Mrs Amanda Stevenson | Mrs Julie Walker |
| Mrs Rosa Moore | Mrs Corina Papazis | Mrs Tracey Sandown | Mrs Cath Streat | Mrs Aly Walsh |
| Mrs Meg Moorhouse | Mrs Rachael Parsons | Ms Linda Sastradipradja | Ms Belinda Strickland | Ms Lynne Wannan |
| Miss Katie Morris | Mrs Kim Paul | Ms Kylie Saxon | Mrs Mika Tabib-Errez | Miss Debra Webster |
| Mrs Julie Moyle | Mrs Joanne Peake | Mr Kevin Schneider | Ms Tris Tanumihardjo | Mrs Melissa Wells |
| Mrs Nicky Muir | Mrs Indrani Persaud Wells | Mrs Sarah Scott | Ms Cate Taylor | Mrs Tania Whitehead |
| Ms Margaret Murphy | Mrs Karen Phillips | Ms Fiona Semple | Dr Anna Taylor | Mrs Jane Whitehead |
| Mrs Michelle Murphy | Mrs Micaela Pinto | Mrs Cecile Shanahan | Mrs Sharyn Testro | Ms Jessica White-Trussell |
| Mrs Brenda Murphy-Wubs | Mr & Mrs Stephen & Francine Plevier | Mrs Cathrina Shaw | Mrs Rebecca Theocharous | Ms Sally Wilcox |
| Mrs Katrina Murray | Mrs Jacinta Portelli | Ms Leanne Sheeran | Miss Kerrie Thomas | Ms Rachel Wilson |
| Mrs Danielle Murray | Ms Cindy Power | Ms Natalie Shelton | Ms Melinda Thompson | Mrs Fiona Wilson |
| Ms Lisas Myers | Ms Marika Power | Mrs Catherine Short | Ms Kerry Thompson | Ms Elizabeth Wyatt |
| Mrs Patricia Myles | Mrs Linh Premoselli | Ms Helen Shrivess | Mr & Mrs Peter & Melinda Thomson | Ms Xiu Chun Xie |
| Mrs Randa Nahas | Ms Jenna Purcell | Ms Vickie Shue | Ms Janine Timmerman | Ms Alice Yianni |
| Ms Belinda Nethersole | Mrs Jacqui Quinlan | Mrs Tania Siburian | Ms Tracey Tingay | Ms Christina Young |
| Mrs Danielle Newton | Mrs Andrea Rahilly | Mrs Kate Siciliano | Mrs Janelle Todd | Ms Lisa Zanatta |
| Miss Aleshia NG | Miss Lara Ramanovich | Mrs Julienne Silk | Ms Sally Tonge | Ms Sarah Ziccarello |
| The Honourable Alastair Nicholson AO | Ms Angela Rehorst | Mrs Kirsten Simpson | Mrs Miranda Toumbourou | |
| Mrs Helen Nissan | Mrs Rosemary Richardson | Ms Kylea Sinnett | Mrs Mai Tran | |
| Mrs Catherine Nolan | Mrs Sandra Rielley | Ms Kirsty Skilbeck | Mrs Louise Treloar | |
| Dr Natasha Nolte | Mrs Melissa Riley | Miss Lisa Smith | Mrs Vivian Triantafillidis | |
| Ms Michelle Norton | Mrs Amanda Ring | Mrs Lill Sonya | Miss Bree Truscott | |
| Mrs Mary-Grace Nuner-Zito | Mrs Lisa Rivellese | Mrs Alison Sortino | | |
| | | Mrs Chantel Spada | | |



tweddle
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