



2021

Annual Report

*each child,
every opportunity*



the infants' home
CHILD & FAMILY SERVICES

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Acknowledgement of Country
The Infants' Home acknowledges the Gadigal and Wangal peoples of the Eora Nation, the Traditional Custodians of this Land on which we live, learn, work and educate. We recognise their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging in the spirit of reconciliation.



About The Infants' Home

The Infants' Home is a leading provider of integrated early childhood services in NSW, and is nationally recognised for excellence. In 2021 we provided integrated early childhood education and care, early intervention and health services to over 1,000 children (from birth to school age) and their families. Our services comprise: onsite integrated early childhood education and care and early intervention; family day care services delivered across metropolitan Sydney; five community playgroups; parenting programs; family support and case management; and a postnatal support service.

At least thirty per cent of our onsite services are targeted to support children and families living with vulnerabilities or those with additional needs.

The Infants' Home has always been a dynamic and innovative organisation, championing the rights of children, women and families, protecting those at risk, and guiding families as they build their strength, skills and confidence to create a more positive future for themselves.

Our fundamental purpose is to have a positive social impact on the communities in which we operate. We achieve this by:

- Providing high quality, evidence-based services.
- Focusing on children and families living with disadvantage.
- Addressing social justice and inequality.
- Building partnerships for societal change.

'Each child, every opportunity'

Since our inception in 1874, we have supported over 200,000 children and families to build new futures by

breaking the cycle of hardship, fear and hopelessness. We have achieved this by providing physical and emotional environments that are socially just and equitable, free of stigma, and that value and champion the rights of all children and families.

Our Vision:

A society in which each child is given the chance in early childhood to develop their abilities to meet life's challenges and opportunities.

Our Values:

Integrity

Behaving fairly and ethically, and communicating in an open and honest manner.

Diversity

Respecting and building on the strengths of differences in their various forms.

Collaboration

Promoting partnerships with children, families, communities, staff and educators.

Innovation

Discovering ways to achieve for children.

Our Role:

We provide early education, intervention and other services for young children before they go to school, particularly children and families with vulnerabilities. We do this in an environment in which the value and dignity of every child is recognised. We promote the interests of children by providing advice to community organisations, the community sector and government.



President's Message



During 2021 our Board worked closely with our CEO Elizabeth Robinson to ensure the continued delivery of our high-quality services to children and families within the changing constraints of the COVID-19 pandemic.

We remained steadfast in our focus to lead better outcomes for children's education and wellbeing through our integrated services, research and advocacy.

The pandemic significantly impacted our revenue in 2021, with lower than expected utilisation in our centre-based services. The extended lockdown, coupled with changing family needs, saw enrolments decline and required the waiving of gap fees for many families. Despite tight cost control, the compounding impact of the pandemic, government policy decisions, competition in the local area, rising staff costs and lack of fundraising opportunities, meant that we ended the year with an operational deficit of \$629,164. Delivering our mission through above ratio staffing and allied health resourcing had to be balanced against reduced revenues.

We closed our Rigby House centre in early 2022 to consolidate our staffing and enrolments across our other services. Fortunately, we have healthy reserves and have been able to increase our corpus with earnings from our investments in 2021.

In a much more uncertain world, funding our mission to support children in vulnerable circumstances has

become much more difficult, but is more important than ever. With the loss of government support redirected to the NDIS, coupled with increased competition for philanthropic grants and a dramatic decline in fundraising revenue, we urgently need to acquire alternative funding sources and review our approach to service those families and children most in need.

This will be critical as we look towards our 150th anniversary in 2024, knowing that our ability to endure and thrive as an organisation is underpinned by our capacity to adapt to changing circumstances and meet our strategic goals. A number of major initiatives and activities were undertaken this year to support the realisation of our Strategic Plan 2021-2023, including:

Offsite expansion tender

Opening a long day care service in an area of high need in greater Sydney is a key priority of our Strategic Plan. In 2020 a Western Sydney local council announced they were seeking expressions of interest for providers to take over nine long day care centres. The Infants' Home was one of a handful of providers chosen to submit a response to tender for these services. Unfortunately, the Council decided not to proceed with the tender process, but the extensive work done to analyse and respond to this tender was a learning experience we can apply to future opportunities.

Developing our site masterplan

Another central Strategic Plan objective is the development of a master plan for our Ashfield site to identify appropriate uses for our underutilised

spaces, improve site security, undertake much-needed repairs and help us plan for new and enhanced service offerings. In March we engaged DJRD Architects to undertake this process, and they presented a proposed Master Plan to the Board which sets out a staged approach to improving our site. A key feature of our master plan is the development of an outdoor classroom at the heart of our site. We are now working on plans for funding and implementing this exciting project.

HRIS software

The introduction of the Human Resources Information System (HRIS) HumanForce platform in the second half of 2021 was a milestone achievement for our Strategic Plan goal of 'maximising technology to improve internal/external processes'. This initiative provided substantial benefits to all staff and streamlined our outdated manual systems for many core HR processes.

The coming year presents an opportunity to rebuild, renewing our focus on philanthropy and engagement with key stakeholders to increase our brand awareness and raise funds. We are confident that our commitment to our mission, and our proactive approach to responding to community needs, will enable us to meet the challenges we will undoubtedly face as we continue to adapt to the pandemic. I thank our entire staff team for their unfailing dedication to supporting children, families and each other throughout 2021, and for continuing to make The Infants' Home community a welcoming, safe and inspiring space for all.

Mary Verschuer

CEO's Message



It is with great pride that I reflect upon the resilience and professionalism with which The Infants' Home team met the many challenges of the past year while maintaining their focus on our mission to give 'each child every opportunity'. While 2021 presented ever-changing obstacles, most significantly navigating a total of 107 days in lockdown, we were able to overcome these to provide our education, care and support services to children and families, especially those made more vulnerable by the continuing COVID-19 pandemic.

Caring for our community

As we entered the second year of the pandemic, our priority continued to be the health, safety and wellbeing of our staff, children and families. The year began with a return to some normality with the reintroduction of our face-to-face community playgroups, parenting programs and postnatal home visiting service with COVID-safe plans. When Sydney was in lockdown from June to October, we returned to online delivery of our community programs and continued to provide our education and care programs face-to-face in our centres and family day care services with robust health and safety measures in place.

Throughout the year staff were provided with regular email and intranet updates to keep them informed of current NSW Government COVID-19 directives. This included the changing requirements for QR

code check-ins, masks, COVID-19 vaccinations, and surveillance testing for staff. We launched a monthly staff wellbeing e-newsletter to provide staff with resources and activities to support their mental and physical wellbeing. We also extended our Employee Assistance Program to assist our network of family day care educators.

100% of our staff met the NSW Public Health requirement for workers in early childhood services to be fully vaccinated for COVID-19 by 8 November 2021. Recognising that we care for children who are currently too young to be vaccinated, many of whom have complex needs that make them vulnerable to COVID, the willingness of staff to be vaccinated is a testament to the commitment of The Infants' Home team to prioritising the safety of our community.

Achievements and highlights

In 2021 we celebrated many highlights and achievements. In March our Johnson House centre received a rating of 'Exceeding the National Quality Standard' following their National Quality Framework (NQF) Assessment and Rating visit.

In the second half of the year we partnered with local primary schools to present a School Readiness Q&A webinar panel session for families with three school principals and members of our team. The launch of our new intranet site provided all staff with enhanced opportunities for professional learning and collaboration with colleagues. As part of our IT strategy, educators and allied health staff in centre-based care were provided with new iPads to support

their development, augment the provision of quality early learning programs for children and improve engagement with families.

Thank you to our partners and supporters

I extend my gratitude to the government bodies, philanthropic organisations, corporations and individuals who continued to support us in 2021. With your help, we completed much-needed capital improvement projects in our services, helping us to continue delivering our core integrated early intervention, education, and family support programs to help set vulnerable children and their families on positive life trajectories.

Finally, I thank The Infants' Home staff and Board for their professionalism, commitment and resilience in their determination to support our children, families, community and each other throughout the pandemic. While we know that 2022 will likely offer further challenges, I have every confidence that The Infants' Home community will work together to achieve success.

Elizabeth Robinson

Our Reconciliation Journey

In November 2020 we launched our inaugural Reconciliation Action Plan (RAP). Our vision for our Reflect RAP is to raise awareness within our organisation by gaining and sharing knowledge and being respectful and inclusive of Aboriginal and Torres Strait Islander cultures, histories and rights.

In 2021 our RAP Working Group began laying the foundations for bringing our RAP's actions and deliverables to fruition. An important step toward engaging all staff in our reconciliation journey was the introduction of a RAP page on our staff intranet where staff could share information, participate in discussions, find resources and learn about events. A RAP space was also created in our reception area to share information with our community. The children



Children from our onsite early childhood education and care centres regularly visit our RAP space as part of our play-based learning programs.

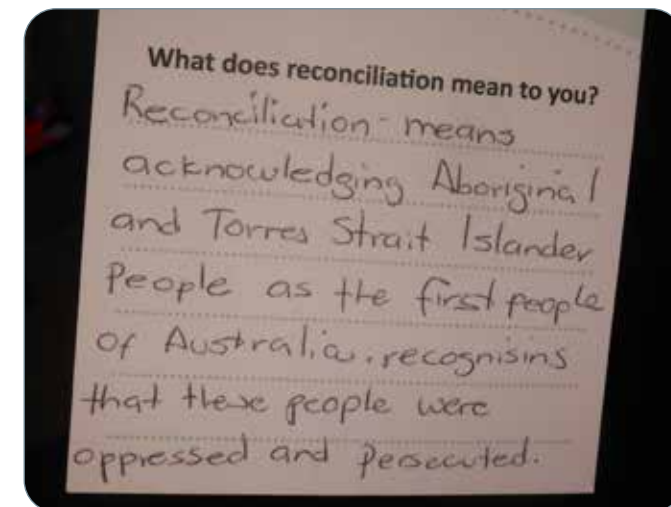
from our centres can visit this space as part of our curriculum focusses on embedding the concept of reconciliation and understanding the history, cultures, and perspectives of Australia's First Peoples into everyday learning.

During National Reconciliation Week and NAIDOC Week our community was invited to participate in creating a 'reconciliation tree' in the RAP space. Members of our community contributed to this by answering the question *What does reconciliation mean to you?* on a specially designed postcard, and then placing the postcards on the branches of the reconciliation tree for all to read and reflect upon. An informative wall display was also created in the space, and children's resources such as themed books, puzzles and bush food posters were provided to support children's participation in the space. We used our social media platforms to reach our wider community and to encourage conversations about what reconciliation means to them during National Reconciliation Week and NAIDOC Week.

In 2021 many of our educators and allied health team members attended a professional development program on Embedding Aboriginal Perspectives in early childhood education programs. This training was offered by The Infants' Home with funding from the NSW Department of Education, and was delivered by Jessica from The Koori Curriculum.

The Infants' Home is proud to commit to the reconciliation journey, and we look forward to the ongoing implementation of our Reflect RAP's actions, knowing that we will continue to become a stronger and more culturally-informed organisation.

The Educators in Gorton House preschool have always striven to embed Aboriginal and Torres Strait Islander perspectives into our program, and I have been talking recently with the children about some of the new things I have learned from Jessica... Jessica, a Wiradjuri woman, has shared so much knowledge with me — Nicky, Gorton House Preschool Educator.



Members of our community shared what reconciliation means to them on postcards that were placed on our 'reconciliation tree' in our main foyer.

2021 Snapshot: Our Impact

Early Childhood Education and Care

- 305** Children attended our Early Childhood Education and Care centres
- 392** Children attended our Family Day Care services
- 107** Children transitioned to school from our early childhood services
- 60** Suburbs across the Sydney metropolitan area in which we provided Family Day Care services

Health Support

- 175** Families received Postnatal Services from our Sydney Hope Family Cottage Child and Family Health Nurses
- 261** Postnatal support home visits and telehealth sessions were delivered by our Sydney Hope Family Cottage Child and Family Health Nurses
- 138** Special meals were provided for children with specific health or developmental needs (on average each week)

Early Intervention and Family Support

- 64** Integrated Early Intervention Groups were delivered for children in our Early Childhood Education and Care centres
- 277** Children participated in our Targeted Integrated Early Intervention groups
- 61** Families received intensive, coordinated early intervention and family support
- 97** Supported Community Playgroups sessions were delivered
- 255** Children attended our Supported Community Playgroups
- 163** Parents/carers attended our Supported Community Playgroups
- 107** Participants attended our parenting programs
- 8** Parenting programs were delivered

Both of my children attended day care and pre-school at [The Infants' Home] as well as other day care and pre-school services, and [The Infants' Home] really sets the standard. I cannot appreciate enough the love and care the staff have given my children, the security of knowing they are safe, and receiving complementary skills and social experiences to what they receive at home.
— Parent



Our Impact: 2021 Top Five



277 children participated in our targeted integrated early intervention groups

Our integrated team comprises centre directors, educators, a social worker, occupational therapists and speech pathologists. The integrated team works collaboratively to engage with children and their families throughout the year to identify children's current and emerging needs, and the level of intervention or additional support they may require. The team then creates specialised, targeted integrated group programs, designed with focus children in mind, which are delivered to groups of eight to ten children within our mainstream early childhood education and care centre programs. This means that all children benefit from our targeted early intervention programs, not only those who require additional support.

This year 64 targeted integrated groups were delivered, as well as 26 'open style' integrated groups in which all children could participate as they wished. The integrated group programs in 2021 addressed a range of learning and development areas including language, literacy, STEAM (science, technology, engineering, the arts, and mathematics), social skills, communication and play, emotional regulation, school readiness and fine and gross motor development.



107 children transitioned to school from our early childhood education and care services

Our transition to school program traditionally emphasises helping children become familiar with their new school to increase their sense of confidence and agency with the transition process. However, this was challenging in 2021 as face-to-face school orientation visits, information sessions and participation in 'buddy' or mentoring programs with older school students were suspended due to the pandemic.

Our preschool educators worked innovatively to find ways to help children become more familiar and comfortable with the schools they were going to. Children and their families were encouraged to visit the children's new schools on weekends to see what the environment looked like through the gates and fences, and to take photos of the child visiting the school to share with their peers and educators at The Infants' Home.

Educators used intentional teaching strategies to help children to engage in discussions about starting school, to share their feelings and expectations, and to plan ways to manage any challenges they might experience, such as finding a familiar face or asking a teacher for help. 'Lunch box days' and 'school uniform days' also helped the children to practice school routines and activities.



255 children and 63 parents/carers attended our supported community playgroups

Many parents and carers attending our playgroups have previously fed back that they would like to be able to access a playgroup program tailored to meet the specific safety and wellbeing needs of infants and younger, less mobile children. With support from Inner West Council's Community Wellbeing Grants program and Club Ashfield, we piloted a new supported Baby Time playgroup throughout 2021 for children aged birth to 12 months (or until walking competently facilitated by a qualified Child and Family Health Nurse and an Educator. The playgroup was very well received, and is continuing into 2022; we hope to secure support to continue delivering this popular program in the future.

Although all of our face-to-face playgroups had to be suspended from June due to the COVID-19 lockdown, we introduced weekly online video recorded playgroup sessions, and continued to deliver the Baby Time program online via Zoom. As restrictions eased, from November we were able to resume our Baby Time, Fathers and Children's and Red Bug playgroups face-to face with bookings and capped attendance in line with our COVID-19 safety plans. Due to continued restrictions in public schools, we were unable to resume our Wangal and Gurung playgroups at Ashfield and Croydon Park Public Schools in 2021, but hope to restart these in 2022.



61 families received coordinated early intervention and family support

There are three tiers for the delivery of The Infants' Home's integrated early intervention and early childhood education. Tier 1 service delivery benefits all children enrolled at The Infants' Home—it is the foundation of our practice for delivering our high-quality integrated educational programs for all children. Children receiving Tier 2 services require increased individual-focused support, with planning around the child conducted collaboratively by the centre director, and the child's focus educator and family. Children and families receiving Tier 3 services are allocated a family coordinator, who is a member of the allied health team, following intake assessment at enrolment, or upon progressing to Tier 3 while already enrolled in our services. These children and families may have a range of complex needs and/or the child may have a diagnosed disability. The team that is created around the child and family consists of the family coordinator, the centre director and the child's focus educator. The team works collaboratively with the child and their family to provide coordinated early intervention and family support.

Tier 3 services also often include liaison with external support services who may be coordinating holistic family services. During the pandemic we have seen many children and families who would previously have only required access to the Tier 1 supports delivered through the daily integrated program for all children, now requiring Tier 2 or 3 support due to challenges arising from the pandemic.



175 families received postnatal support services

We began the year positively with the reintroduction of our face-to-face postnatal home visiting service with a COVID-safe plan in place. However, from June, when Sydney's lockdown commenced, we again ceased all face-to-face interactions and exclusively offered telephone and video consultations.

This was a particularly difficult time for many families with young children as they were impacted by increased isolation due to stay at home orders, and were unable to attend new parenting groups or playgroups face-to-face. Many new parents from Culturally and Linguistically Diverse (CALD) backgrounds arrange for an extended family member to visit from overseas to provide support during the newborn stage and/or the first year of their child's life. This was not possible during the pandemic, leaving many new parents with heightened levels of worry, stress and anxiety. Overall, we saw an increase in our clients requesting follow up support and requiring multiple consultations, where previously many families had only required a single home visit.

During the lockdown our service was able to fill the gaps left by other postnatal programs and services in the community, many of which were either suspended or pared back during the lockdown period. We were proud to be able to continue to provide our quality services at a time when many families were experiencing increased isolation and vulnerability.

Building Confidence, Connection and Capacity: Mary's Story

Shortly after Toby's birth, his mother Mary* became increasingly unwell with the exacerbation of her longstanding mental health concerns. She was admitted to St John of God Hospital, and she required a repeat hospitalisation shortly after being discharged. Mary was referred to our Postnatal Support Program by a social worker at the hospital.



Mary told our program's Child and Family Health Nurse that she wanted to build her parenting confidence and her attachment with Toby. Our Nurse assisted Mary with strategies including responsive settling techniques and self-care, and provided her with information about age-appropriate development and behaviours for Toby. Mary also was referred to reputable websites to access current, evidenced-based information.

Although she initially declined it, Mary was referred to and attended a residential care facility before re-engaging with our program and receiving a home visit from our Nurse. This support was something that no other service could offer Mary at the time. On completion of the visit, she was observed to be more confident, and showing a beautiful attachment to, and attunement with, Toby. Mary said *"This has been the best thing ever"*, at the end of her first home visit, and she remains engaged with our postnatal service.

* Names have been changed for privacy.

Highlights and Achievements

Johnson House Rated Exceeding the NQS



In March our Johnson House centre again received a rating of 'Exceeding the The National Quality Standard (NQS)' following their Assessment and Rating visit in February. The centre received four Quality Area ratings of 'Exceeding NQS' and three Quality Area ratings of ratings of 'Meeting NQS' to achieve their overall 'Exceeding' rating. This outstanding result is a testament to the professionalism and dedication of Johnson House's integrated team of Educators and Allied Health staff.

Harmony Day

The Infants' Home staff were delighted to come together to enjoy 'A Taste of Harmony', a celebratory lunch for all staff to recognise and acknowledge the cultural diversity in our workplace on Harmony Day.



During the brief reprieve between lockdowns, it was a lovely chance for our staff to come together in person, with COVID-safe procedures in place, to share and connect. The ongoing theme of Harmony Day is 'everyone belongs'. Staff were encouraged to bring a dish to share that represents their culture, or a culture they have a strong affinity with, and to wear something orange in celebration of the occasion. Our culturally diverse team enjoyed the opportunity to share a little of their culture with their colleagues.

HMAS Wreath Laying and Memorial Ceremony



On 19 November our CEO Elizabeth Robinson attended the Wreath Laying and Memorial Ceremony in Martin Place to commemorate the 80th anniversary of the sinking of the HMAS Sydney II. Elizabeth laid a wreath on behalf of The Infants' Home. We are proud of our long relationship with HMAS Sydney, having been their adopted charity since 1965, and we look forward to our continuing partnership with them.

Gabi Gasinka: Winner of the 'Excellence in FDC' award

In September, we congratulated Family Day Care Sydney Wide Educator Gabi Gasinska on her selection as a Regional Educator Award Winner in the 2021 Excellence in Family Day Care Awards. This was the second time Gabi has received this prestigious award, reflecting her dedication, professionalism and the outstanding early learning program she provides daily for the young children in her service.



Christmas Reception at Government House



In December our CEO, Elizabeth Robinson and our Children's Services Manager, Mariam Christodoulos, had the pleasure of attending a Christmas Reception at Government House. The event was hosted by Her Excellency the Honourable Margaret Beazley AC QC, Governor of New South Wales, and her husband Mr

Dennis Wilson, patron of The Infants' Home. Elizabeth and Mariam were delighted to have the opportunity to speak with The Governor and Mr Wilson and other distinguished guests about our work at The Infants' Home.

Digitisation of our Historical Records



The Infants' Home offers a free records search service for people who attended our residential care facilities, which operated from our inception in 1874 until the early 1970s. Former residents are known as 'care leavers'. In 2021 we completed the digitisation of all of our historical records, held at the State Library of NSW, to assist us in improving our record search processes for care leavers, preserving our historical records and enhancing access to our organisation's history. We are grateful to have received support to enable the successful completion of this project through the 2020 Heritage Grants Program, administered by the Royal Australian Historical Society

(RAHS) on behalf of the NSW government through the Heritage Council of NSW,

Care Leaver Record Searches

For care leavers, accessing records of their time in care is often integral to piecing together their early years, and can offer insights into their past and identity that they may have been denied as a child in care. Families can also request record searches of former residents; family history searches can also provide an insight into a family member's past that is often unknown to the family.

In 2021 we completed 23 record searches for care leavers or their families who provided the required permission documentation. This is the highest number of record searches completed over a 12-month period since we began providing this service in 2006.

Randwick City Council Garden Award

Our Family Day Care Randwick Hub was awarded second prize in the 'Best School Garden' category of Randwick Council's 2021 Garden Competition, having won first prize in the same category in 2020. This eco-focussed garden space is an integral part of children's experiences and learning at the Hub's family day care play sessions.



A Place to Play and Connect: Fathers' and Male Carers' Playgroup

Our fortnightly Fathers' and Male Carers' Playgroup runs for two hours on Saturday mornings during school terms. This free playgroup is for fathers and other male carers to attend with their children from birth to school age.

Since 2019 Adrian has been attending the playgroup as often as he can with his children, Edie, aged three, and Charlie, one. However, due to the pandemic, playgroup closures have made it difficult for Adrian to make this a permanent fortnightly routine.

The playgroup offers Adrian the opportunity to connect and socialise with other dads and male carers in a relaxed and welcoming environment. He also finds it helpful to talk with other fathers who have children of different ages, and he says it's a great chance to see and prepare for what might be coming next in his own children's development.

Adrian and his family live in an apartment, so the playgroup, which is held in our Robinson House centre, is a great environment in which Edie and Charlie can play safely outdoors using equipment and resources that have been specifically set up to suit the play and development needs of children under five.

The playgroup allows Adrian to spend some unhurried time with his children, away from the weekday pressures of balancing work and life routines. It provides the perfect setting to not only connect with other dads and male carers, but also to reinforce the bond he shares with his young children.

Supporting our Staff

Due to COVID-19 many of the usual professional learning activities undertaken by The Infants' Home staff, such as participation in conferences and face-to-face learning did not occur, and we were also unable to take student placements in 2021.

Online learning and new staff intranet

As with all aspects of our programs and services, we adjusted our learning and development activities to embrace the many new online and virtual learning opportunities available. The introduction of the new staff intranet greatly enhanced access to these opportunities. The new intranet includes an enriched Learning Hub section that incorporates a frequently updated list of free and low-cost online learning opportunities, a regular learning and engagement blog, a practice and pedagogy library and a staff discussion board.

Management training

This year our management team, comprising managers from across our early childhood education and care, allied health and business services teams, came together regularly for professional development and peer discussion. This year's professional learning focusses for management included: our Reconciliation Action Plan; Crisis Management Plan; Child Protection Framework; staff wellbeing and staff engagement; and organisational learning.

Staff presentation: *The tipping point: Why should I get vaccinated for COVID-19?*

In May, Board member Sarah Michael, who is the Group Manager Clinical Governance and Safety at St Vincent's Health Australia, delivered an online presentation for

- 684** Hours of professional development undertaken by staff
- 161** Professional development courses, conferences and symposiums attended by staff
- 210** Staff members and family day care educators were able to access to our Employee Assistance Program
- 14** Wellbeing emails/blog posts were delivered to staff in 2021
- 5** Staff members were undertaking tertiary studies in 2021

our staff on the government's COVID-19 vaccination program. The presentation included an overview of COVID-19 vaccines, their efficacy, the importance of getting vaccinated and possible side effects, as well as a Q&A session. Many staff attended the presentation and a recording of it was made available for staff who were unable to participate in the live session.

2021 Meditation Challenge

During July our Staff Wellbeing and Engagement Committee invited staff to participate in a 'meditation challenge' in which they downloaded a meditation app of their choice, made a pledge to complete at least three meditations a week throughout the month, and completed a meditation tracker which they could submit into a prize-winning draw if they chose. Educators Alisa from Johnson House, and Chamani, from Gorton House, were the winners. Alisa said that practicing mindfulness had helped her to stay calm

and focused, while Chamani said it had helped her to manage stressful moments and it had promoted relaxation and better sleep. It was great to hear how meditation helped our staff's wellbeing, particularly during the challenges the lockdown.



Educators Alisa (above left) and Chamani (below right) were awarded their Meditation Challenge prize by Centre Director Mel, a representative of the Staff Wellbeing and Engagement Committee.



Advocacy

Advocacy

In March The Infants' Home lodged a joint submission with Koorana Child and Family Services, SDN Children's Services, Early Ed Inc and Connect Child and Family Services in response to the National Disability Insurance Agency (NDIA) Early Childhood Early Intervention (ECEI) 'approach with children and families' review.

In May we made a submission in response to the review of the National Quality Framework (NQF). The Australian Educational and Care Quality Authority (ACECQA) was seeking feedback about a wide range of issues, including health and safety and incorporating recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse into the NQF.

The Infants' Home also participated in the review of the *Early Years Learning Framework* (EYLF) and the *My Time Our Place* (MTOP) Framework for school age care. Families, educators and allied health staff across our centre based care and family day care services were encouraged to participate in the review by completing an online survey and providing feedback about the review discussion paper to inform The Infants' Home's organisational submission.

Staff were also encouraged to contribute to consultation undertaken by ACECQA on a ten-year national workforce strategy on actions and initiatives to assist in improving the supply, retention and quality of the early childhood education and care sector workforce.

Interagency Participation

The Infants' Home participated in a number of interagency groups including:

- The Inner West Professional Playgroup Network for community playgroups coordinators in Sydney's Inner West. This group was developed and is chaired by The Infants' Home Community Engagement and Learning Manager, and is also attended by our Playgroup Coordinator.
- The Inner West Child and Family Interagency, with shared attendance by our Community Engagement and Learning Manager, Postnatal Services Manager and Child and Family Practitioner.
- The Burwood Child and Family Interagency with shared attendance by our Community Engagement and Learning Manager, Postnatal Services Manager and Child and Family Practitioner.
- The Canterbury-Bankstown Child and Family Interagency, attended by our Postnatal Services Manager.

External Presentations

In collaboration with the integrated team, our Child and Family Practitioner facilitated an evening webinar Q&A session with a panel of three local primary school principals alongside an early childhood teacher and occupational therapist from The Infants' Home. The Infants' Home staff first explained how our teams support children with school readiness; the school principals then answered participants' questions about school readiness and how to support children in the transition to school. The webinar was open to all families attending The Infants' Home programs, and was recorded for families to access in the future.



We also provided a professionally produced video about The Infants' Home for an early childhood education and care university course at the Australian Catholic University, being delivered by lecturer Donna Lee. The video was used as a resource to demonstrate advocacy in action to the students, and to support them with an assignment to develop their own advocacy plan.

Partnerships

Partnerships in 2021 included those with:

- The Sydney Local Health District to deliver the free 'Cool Little Kid's and 'Tuning in to Kids' parenting programs.
- Anglicare to deliver a free Circle of Security parenting program.
- The Women's & Girl's Emergency Centre (WAGEC) to deliver a free 'Circle of Security' parenting program.
- The Burwood Child and Family Interagency to develop a child protection workshop/networking event to support agencies working in child protection to learn about NSW Department of Communities and Justice's (DCJ) child protection processes, and to further build collaborative interagency relationships.

Finance Report

The Infants' Home maintains a strong financial position with net assets of over \$13 Million. In 2021 the organisation delivered a net deficit of \$629,164 due to the challenges of the COVID-19 pandemic and the turbulent year which saw revenue fluctuate and fundraising decline.

The NSW COVID lockdown from late June to mid-October 2021, resulted in a significant decline in revenue from lower than anticipated utilisation and the need to provide gap-fee waivers to families. Without the government stimulus and relief payments of the prior year, the organisation managed staff and other costs prudently to reduce the impact, but still saw a significant decline in free cash.

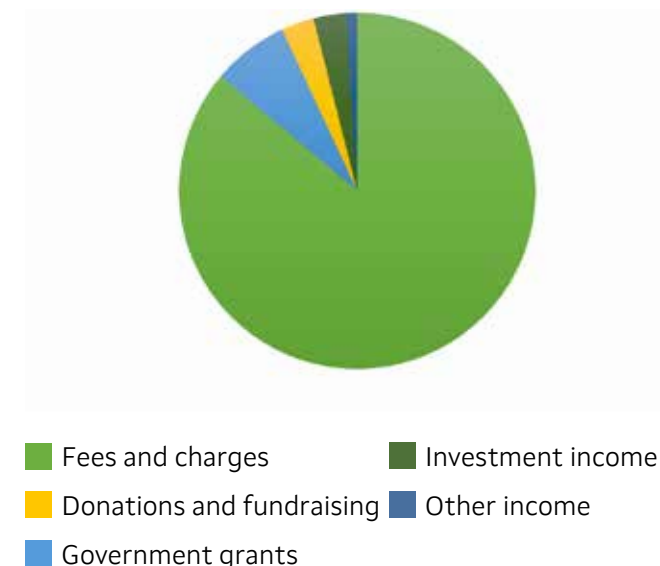
Despite the uncertainty and volatility of 2021, The Infants' Home's investments performed well, bolstering reserves to somewhat offset the cash decline and end the year with a less than 2% reduction in net assets.

The Infants' Home is a charity, relying on philanthropic support to deliver diverse early intervention and capacity building services in our early childhood services and the community. Our community work, targeted towards vulnerable members of our community include free or low-cost parent education programs, postnatal services, and supported playgroups. A number of these grant funded programs were impacted by the four-month lockdown, where program deliverables were temporarily postponed or altered. The Infants' Home greatly appreciates the flexibility and trust of our funding providers in enabling these programs to continue.

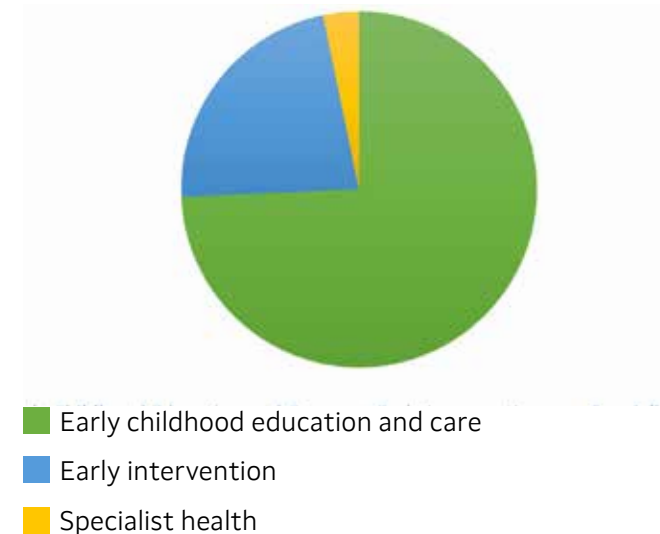
Fundraising remains a challenge for the organisation, especially in a climate of rising cost-of-living pressures on households and stiff competition for philanthropic support. Successful grant applications enabled The Infants' Home to run important early intervention programs and improve learning environments in our early childhood centres. The Infants' Home is grateful for the support from our loyal donors and supporters, whose generosity allows us to ensure each child has every opportunity.

As we enter the third year of the global COVID-19 pandemic, The Infants' Home continues to adapt our service delivery while the virus impacts daily life. We commence 2022 with a strong commitment to find new ways of meeting our mission to support young children and families.

Revenue



Expenditure



Financial Results for the Year Ended 31 December 2021 *

Financial Results	2021	2020		2021	2020
	\$	\$		\$	\$
Revenue from operations			Other comprehensive income		
Charges and fees	7,650,650	7,266,549	Fair value changes		
Government grants for operating purposes	633,517	2,367,806	FVOCI - Equity investments	400,034	(10,595)
Donations, fundraising and grants	227,521	258,507			
Investment income	233,751	200,459	Total comprehensive Income / (deficit)	<u>(229,130)</u>	<u>615,796</u>
Other income	102,191	106,606			
	<u>8,847,630</u>	<u>10,199,927</u>	Summary of Net Assets		
			Assets		
Expenditure from operating activities			Cash & investments	6,412,398	6,396,345
Employee costs	7,879,548	8,035,150	Receivables	175,147	287,443
Materials and services	1,202,967	1,121,421	Property & equipment	8,602,220	8,703,299
Depreciation	376,007	371,196	Right-of-use & other	221,889	178,810
Finance costs	50,572	47,954		<u>15,411,654</u>	<u>15,565,897</u>
	<u>9,509,094</u>	<u>9,575,721</u>			
			Liabilities		
Other revenue and fair value changes (FVPL)			Payables	937,946	811,045
Government grants for capital use purposes	15,000	15,000	Contract liabilities	451,910	524,500
Bequests	26,603	4,497	Provisions	922,650	908,629
FVPL – Debt investments	(9,303)	(17,312)	Lease liabilities	77,228	70,673
	<u>32,300</u>	<u>2,185</u>		<u>2,389,734</u>	<u>2,314,847</u>
Net (deficit) / surplus	<u>(629,164)</u>	<u>626,391</u>	Net Assets	<u>13,021,920</u>	<u>13,251,050</u>

* Copies of the audited financial statements are available on request.



Our Board

Mary Verschuer

MBA, MSCSOC,
BAPPSC, FAICD



President

Property Committee

Mary is an experienced non-executive director currently on the board of Maxiparts (ASX:MXI) and Forestry Corporation of NSW. She has experience in audit and risk and people committees. Prior executive roles included CEO and President with global scope across a range of industries, including engineering, mining services and packaging. She has extensive experience in developing and executing strategy and integrating acquisitions. Mary was on our Board from 2008 to early 2015, returning in 2017. Member since 2016 (with a period of absence in 2015-16). Meetings attended 10/10

Anthony Kutra

B.ED (HONS), MBA,
MAICD, FAIM



Vice President

Property Committee (Chair)

Anthony has held various senior management and director positions in Australia and overseas, covering the global mining services, and engineering services industries. Member since 2008. Meetings attended 10/10

Hilary Johnston-Croke

M.ED, B.SC (HONS),
PGCE, GRAD. DIP
(THEOLOGY), GAICD



Vice President

Property Committee; Fundraising Committee

Hilary is one of Australia's most experienced educators, with extensive governance and professional experience in the Early Childhood, Primary, Secondary and Tertiary Sectors. A scientist and educator by training, she has a professional background as teacher and educational leader with over two decades spent as a school principal. Hilary is currently a Non-Executive Director of the boards of The University of Notre Dame Australia and the Alannah and Madeline Foundation, Melbourne, as well as Chair of the Advisory Committee for the Global Leaders Program, University of Wollongong. She is former Principal/CEO of Kincoppal-Rose Bay School and a former Deputy President of the Association of Independent Girls School (NSW). Hilary is a Graduate of the Australian Institute of Company Directors. Member since 2017. Meetings attended 9/10

Lindsay Smartt

BA, FIAA, FNZSA,
FAICD



Treasurer

Audit and Risk Committee (Chair)

Lindsay is a non-executive director, consults in risk and strategy and is a qualified actuary. He chairs the Insignia Financial's Superannuation Funds (including MLC and OnePath), sits on the boards of Westpac Life and Fidelity Life (in NZ) and is an experienced audit and risk committee chair. He was president of the Actuaries Institute in 2016 and previously chaired The Salvation Army Employment Plus (2017-2018). During Lindsay's career in financial services he has held chief risk officer, finance and appointed actuary roles, having worked in large financial institutions, global reinsurers and consultancies (including his own). Member since 2016. Meetings attended 10/10

Sarah Michael

RN, GAICD

**Director***Audit and Risk Committee*

Sarah is a registered nurse with over 40 years' experience in the health sector in hospital, government and private sector roles and currently holds a senior management position in Clinical Governance and Safety at St Vincent's Health Australia, the largest Catholic not-for-profit healthcare provider in Australia. Sarah has specific expertise in clinical governance, compliance and risk, policy development, organisational change, benchmarking, reporting and more recently development and oversight of organisational COVID-19 response plans. Member since 2017. Meetings attended 10/10

Hugh HumphreyMBA, BCOMM,
CHARTERED BANKER
(FINSIA)**Director***Fundraising Committee (Chair)*

Hugh is a parent of young children, and a senior executive in the financial services industry. He has a background in telecommunications and management consulting. Hugh has held a number of senior leadership roles and is presently general manager at one of Australia's largest financial services organisations. He serves on the board of Future2, the charitable foundation of the Financial Planning Association of Australia. He is presently a director of Hoskins Memorial Nominees and has served on the boards of Hillross Financial Services, Vodafone Fiji and as a Trustee for the Vodafone Australia Superannuation Fund. Member since 2015. Meetings attended 10/10

The Hon Dr Peter HendyB.ECON (HONS), PHD,
MAICD, FAIM**Director***Audit and Risk Committee*

The Hon Dr Peter Hendy is a professional economist and company director. He was formerly Chief Executive of the Australian Chamber of Commerce and Industry, and has had a long career in both the private and public sectors, including the areas of defence, international trade, treasury, education and industrial relations. In 2003 he was awarded a Centenary Medal for services to Australian society in business leadership. He has been Chief Economist in the Prime Minister's Office and prior to that he was a Member of Parliament with roles as the Assistant Minister for Finance, Assistant Minister for Productivity and Assistant Cabinet Secretary in the Australian Government. Member since 2017. Meetings attended 10/10

Board Committee Members

- Property Committee: Barry Gordon
- Fundraising Committee: Carolyn Swindell.

Our Advisers

- Architects: David Burke of Brewster Murray Pty Ltd
- Auditors: HLB Mann Judd
- Solicitors: Mark Streeter of Streeterlaw; Adrian Barwick of WilliamsonBarwick
- Visiting Medical Officer: Dr Eleanor Brumby.

Our Patrons

- Mrs Linda Hurley, wife of His Excellency General The Honourable David Hurley AC DSC (Rt'd), Governor-General of the Commonwealth of Australia.
- Mr Dennis Wilson, husband of Her Excellency The Honourable Margaret Beazley AO QC, Governor of NSW.

Governance

The Infants' Home Child and Family Services is committed to good governance and meeting our obligations as a charitable organisation.

The Board has adopted an 'if not, why not' approach to reporting on governance. In this *Annual Report*, The Infants' Home affirms that it is compliant with the governance standards for charitable organisations established by the Australian Charities and Not-for-profits Commission (ACNC) and the Australian Institute of Company Directors (AICD) Not-For-Profit Governance Principles.

The Infants' Home meets these governance standards as follows:

ACNC Governance Standards

Standard 1: Purposes and not-for-profit nature The Infants' Home was founded in 1874 as a charitable organisation and has spent almost 150 years working to bring about positive and lasting social change through the care and education of young children, especially those who are vulnerable or at risk. The Infants' Home is the most established provider of integrated early childhood services and early intervention in NSW.

Standard 2: Accountability to members The Infants' Home is open and accountable to its members. Each year an Annual General Meeting (AGM) is held and members are provided opportunities to ask questions and vote on resolutions. Annual Reports, including financial statements, are provided to members as well as made available on the ACNC website.

Standard 3: Compliance with Australian laws The Infants' Home is aware of and compliant with all Australian laws, regulations and codes of practice related to our business. Controls are in place to protect the organisation's finances and assets.

Standard 4: Suitability of Responsible Persons

The Infants' Home has conducted extensive due diligence checks to ensure that its Responsible Persons are fit and proper persons eligible to serve on the governing body.

Standard 5: Duties of Responsible Persons

The Infants' Home Board is aware of its legal responsibilities and act in the best interest of the organisation. New Board Directors are provided with an induction that outlines their responsibilities. Conflict of interest is appropriately managed. A Board review is undertaken annually.

Standard 6: Maintaining and enhancing public trust and confidence in the Australian not-for-profit sector

The Infants' Home joined the National Redress Scheme in 2020 and has a strong commitment to child protection. The Infants' Home recognises its role as a historic residential care facility and issued an apology to children in institutional care (available on our website).

AICD Not-For-Profit Governance Principles

Principle 1: Purpose and Strategy The Infants' Home's purpose has been consistent since the organisation was founded almost 150 years ago: to bring about positive and lasting social change through the care and education of young children, especially those who are vulnerable or at risk. Our Strategic Plan (2021-2023) is aligned with our purpose.

Principle 2: Roles and Responsibilities All Directors are validly appointed and understand their responsibilities. Board Committees have been established with clear terms of reference. Where responsibilities are delegated to the Leadership team, there is sufficient Board oversight, reporting and regular review.

Principle 3: Board Composition Directors are elected by members at the AGM. Vacancies are filled by the Board. A skills matrix is maintained and efforts are made to ensure Board diversity. Succession planning for Board, Leadership and key roles within the organisation, is actively pursued.

Principle 4: Board Effectiveness New Board Directors are inducted to the organisation and their responsibilities. Meetings are well chaired and

supported by clear agendas, papers, and minutes. The Leadership team present to the Board on an annual basis and a joint Board/Leadership planning day takes place once a year. Evaluation of the Board occurs annually.

Principle 5: Risk Management Effective risk management is a key concern for the Board. The Risk Management Framework was initially developed in 2019 and is reviewed annually by the Board. The Board regularly receives comprehensive reports about risks, incidents, and how risk is managed.

Principle 6: Performance The Board undertakes an annual budgeting process and sets clear priorities and performance measures. Reports against targets are provided at each Board meeting, for both financial performance and organisational key performance indicators. The CEO receives an annual appraisal.

Principle 7: Accountability and Transparency Communication with members and other stakeholders occurs via a variety of channels: newsletters, website, social media and annual reports. The AGM provides members with an opportunity to hear an update on operations, review finances and ask questions of the Board. Board Directors receive no payment for their services.

Principle 8: Stakeholder Engagement Feedback is actively sought from The Infants' Home stakeholders, including members, families, donors, supporters, customers, community partners, staff and more. The Infants' Home practices, policies and procedures are aligned to the National Principles for Child Safe Organisations.

Principle 9: Conduct and Compliance The Board has a code of conduct which sets out expectations. All staff and volunteers receive a comprehensive induction to the organisation. At each Board and Committee meeting the Chair seeks disclosures of conflict of interest.

Principle 10: Culture The Infants' Home values of Diversity, Integrity, Collaboration and Innovation are embedded throughout the organisation and are evident in decision making, policies and procedures. Culture is measured through staff engagement surveys, performance reviews, and annual employee awards.

Our Leadership Team

Elizabeth Robinson

MBA, MA (Merit), LLB, BA (Hons)

Chief Executive Officer

Elizabeth commenced at The Infants' Home in 2017. Elizabeth's career in early childhood education and care spans more than 20 years. From 1997 to 2011 she promoted quality assurance in children's education and care services in Executive roles at the former National Childcare Accreditation Council. Continuing her career as an advocate for education, Elizabeth previously served as the Chief Executive Officer of a national membership association for learning and organisational development professionals.



Mariam Christodoulos

BEd(EC), Dip(ChildrensServices)

Children's Services Manager (Centre Based care)

Mariam commenced at The Infants' Home in 2004, she is an early childhood teacher with over 16 years' teaching and management experience. Mariam has developed strong integrated programs inspiring innovation with strong social justice underpinnings. She currently oversees the integrated centre based services onsite, building on consistency, quality and high levels of service delivery for all stakeholders.



Mark Katz

BCom, Postgraduate Diploma in Accounting, CA ANZ

Head of Finance and Business Services

Mark commenced at The Infants' Home in 2021, and has over 20 years' experience in executive financial roles across the corporate and not for profit sectors, including as Chief Financial Officer at Scouts Australia, NSW. Mark is responsible for Finance and Business Services, encompassing human resources, technology and fundraising. He is a member of the Institute of Chartered Accountants, Australia & New Zealand.



Janice Francis

BTeach(ECE), CertIVTrngAssmnt

Children's Services Manager (Family Day Care)

Janice commenced at the Infants' Home in 2017 and has over 20 years' experience in the delivery of early childhood and family services in the corporate and not for profit sectors. She is responsible for our Family Day Care service which provides education and care via our network of Educators across Sydney.



Marlene Shepherd

BBus(HRM), CAHRI

Human Resources Manager

Marlene commenced at The Infants' Home in 2017, with over 10 years' experience in strategic and operational human resources management. She is responsible for the delivery of human resources management services encompassing the full employee life cycle.



It's an amazing high quality service that has managed so professionally during the challenges of the pandemic—I have huge confidence in staff and management — Parent

Our Donors and Supporters

Corporate volunteers



The team above from Abacus Property Group were one of only two corporate volunteer groups we were able to welcome during in 2021 due to COVID-19.

Hundreds of volunteers work with us each year to contribute their time, resources and skills to: help maintain our buildings, grounds and gardens; raise funds; assist with events; support our children's programs; and help with special projects. As a child-safe organisation our volunteers do not work directly with our children. However, their work plays an important role in maintaining and supporting our operations and the work we do every day to help children and families and our volunteers make a real and positive impact on the community we serve.

Normally the hours donated by our valued volunteers help to save us thousands of dollars in general administration, consultancy support, cleaning and grounds maintenance each year, allowing us to focus more of our funds on providing essential services and programs for children and families. However, due to the ongoing COVID-19 pandemic we were only able to welcome two Corporate Volunteer groups in 2021—a

team from Janssen (Pharmaceutical Companies of Johnson & Johnson) and a team from Abacus Property Group

We are looking forward to resuming our Corporate Volunteer program in 2022, with COVID-safe plans in place to protect our volunteers as well as our children, families and staff, and we are eager to reconnect with our valued community of supporters whom we have been unable to welcome onsite for the past two years.

Individual volunteers

We are also grateful to individual volunteers Juliet Young and Sophie Christdoulos who kindly donated their time in 2021 to assist us in undertaking records searches for The Infants' Home's care leavers, and to index our digitised historical records to expedite record searches.

Engaging with Goldman Sachs

Goldman Sachs has supported The Infants' Home through their Community Teamworks volunteering program for the past eight years, supplying sand and volunteers to refresh the sandpits in our centres and to plug our main lawn.

In November The Infants' Home hosted an online Paint'n'Sip class with staff from Goldman Sachs to say thank you for their ongoing support. The event brought together 32 participants from Goldman Sachs and The Infants' Home. It was a great opportunity for the team at Goldman Sachs to get to know The Infants' Home and our work a little better. We hope to welcome the team from Goldman Sachs onsite again in 2022.

Community and Corporate Supporters

We thank the following supporters for their generous donations of funds and/or goods to assist our programs for children, families and our community:

- Fairwealth Australia. CEO Frank Fontana (pictured right) presented our CEO Elizabeth Robinson with a cheque for almost \$3,000, raised through their 2020 annual Salaried Officers & Wages Picnic.
- Hillview Farms, a fresh produce and grocery home delivery service, who partners with us by including us as a community group that can be selected by Hillview Farms' customers to receive a donation of 5% of their online sale.
- Kambala Old Girls' Union (KOGU).
- Luna Park, which collects donations from their patrons via coin drop boxes to give to The Infants' Home each year.
- SCEGGS Old Girls Union Inc. Darlinghurst.
- Specsavers Burwood, who donate a portion of the sale of every pair of glasses sold at the Westfield Burwood store to us as part of the Specsavers Community Program.
- St Leonard's TAFE, who donated three beautiful wooden cubby houses to our children's centres.



Thank you to the organisations that supported the following programs and projects in 2021:

- Club Ashfield: *Baby Time Playgroup*
- Club Burwood RSL: *Equipment and Resources for Gurung Playgroup*
- Herbalife Nutrition Foundation: *Head Start on Health*
- Inner West Council Community Wellbeing Grants: *Baby Time Playgroup*
- Inner West Council Partnership Program: *Red Bug Playgroup*
- James N Kirby Foundation: *Fathers and Children's Playgroup and Circle of Security Parenting Program for Fathers and Male Carers*
- NSW Community Building Partnership Program: *Johnson House Verandah Renovation*
- NSW Department of Education Quality Learning Environment Grants: *Johnson House Sandpit Refurbishment, Robinson House Installation of a New Shade Sail and Mud Kitchen and Gorton House Gross Motor Equipment*
- The Rali Foundation: *From Strength to Strength: Supporting Children's Transition to School*
- The Woodend Foundation: *Bridging the Gap: Supporting vulnerable children and families through targeted, integrated early childhood education and early intervention services*
- Transgrid Powering Sydney's Future Project: *Gorton House Playground Repair*
- WestConnex | Transurban Community Grants: *Gorton House Playground Repair*
- Wests Ashfield Leagues: *Getting Ready for School: Early Foundations Integrated Group Program*

Individual donors and supporters

- Anonymous donor
- Sarah Brand
- Sonia Bustillo
- Melissa Carle
- Edward Close
- Heather Cox
- Ann Crowley
- Henry Dang
- Edwin and Noeleen Davis-Raiss
- Alberto Diccenna
- Helen Dobbie
- Lara Farah
- Barbara Fox
- Angela French
- Rudy Gunawan
- Margery Hertzberg
- Hannah Jackson
- Jocelyn Keller
- Youngshil Kim
- Sreedevi Koduri
- Evaline Lochtie
- Jessica Macpherson
- Flora MacDonald
- Sousan Matouq
- Lesley McCarthy
- Sarah Michael
- Graham Mills
- Huma Mirza
- Julie-Anne Monaro
- Andrew and Prim Murray
- Kelly Nash
- Debbie Niulala
- Julia Odelli
- Angela Owens
- Nicole Rawson
- Christopher Reynolds
- Elizabeth Robinson
- Jessica Schulman
- Marlene Shepherd
- Carolyn Swindell
- Yun-Jhu Syu
- Richard Tregeagle
- Julia Tregoning
- Mary Verschuer
- Paul Verschuer
- Sonia Wilkinson

Gifts in Wills

The Estate of the late Marion Young.

Workplace Giving: Sonia's Story

Sonia Bustillo, our Customer Service Team Leader, has been participating in our Workplace Giving program for so long that she doesn't remember exactly when she started giving! Sonia, who joined The Infants' Home team 24 years ago, says that Workplace Giving provides her with the opportunity to easily give back to an organisation that she knows makes a genuine and lasting difference in the lives of young children and their families. For Sonia, The Infants' Home is more than a workplace; it is a part of her extended family, and one she is proud to support not only through her customer service role, but also through Workplace Giving.



Workplace Giving allows employees to nominate a donation amount to be deducted from their pre-tax wage through their employers' payroll each pay, meaning they receive the tax benefits immediately. Employees of any organisation can give as much or as little as they wish—even a small regular donation makes a big difference to the children and families at The Infants' Home.

Vale Mike Bailey

The Infants' Home was saddened by the loss of Mike Bailey OAM, who passed away peacefully in June 2021, surrounded by his family and friends. The Infants' Home has been privileged to have enjoyed a long, supportive relationship with Wests Ashfield Leagues, where Mike served as Chairman following his election to the role in 2011. We are grateful for the generous support that Mike gave us during this time, and his support of our organisation over many years will not be forgotten.



Our Staff

- 121** Staff were employed at The Infants' Home as at December 2021
- 22** New permanent staff were employed in 2021
- 46%** Of staff had been employed at The Infants' Home for over five years at December 2021
- 66%** Of permanent educators held a degree or diploma qualification as at December 2021



Staff Service Awards

20 Years

- Shameem Ara Begaum

15 Years

- Fouzia Amer
- Emily Cheng

10 Years

- Yoshie Sasage
- Cathy Fauth

5 Years

- Nancy Chen
- Melissa Van Grimbergen
- Shelley McGrath
- Tsam La
- Alisa Elacion
- Isa Holmes

Family Day Care Educator Service Awards

10 Years

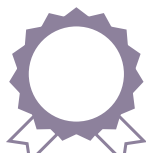
- Fae Eghbali Arabzedah
- Yvonne Husband
- Mawarni Lo
- Lisa Saltmarsh
- Sarah Spicer
- Ling-lan Hsieh

5 Years

- Ilana Butnaru
- Antonia Markou



“Our child is so happy at The Infants' Home, and we are happy knowing she is in the safe and capable hands of the educators — Parent



2021 Staff Excellence Awards

Excellence in People Management

Children's Services Managers:

- Mariam Christodoulos (Centre Based Care)
- Janice Francis (Family Day Care)

Excellence in Teamwork and Collaboration

Johnson House Preschool:

- Alisa Elacion (Educator)
- Amy Jones (Director)
- Kacey King (Speech Pathologist)
- Madhu Kumari (Educator)
- Sofia Licciardello (Educator)
- Justine Tarrant (Senior Occupational Therapist)
- Shireen Xie (Educator)

Excellence in Diversity and Inclusion

- Sophie (Educator, Murray House)
- Nicky Roditis (Educator, Gorton House)

Excellence in Innovation and Process Improvement

- Sarah Brand (Project Officer)

Excellence in Customer Service

- Nicole Rawson (Child and Family Practitioner)

Excellence in Community Engagement

Community Playgroup Team

- Rebecca Al Mahdy (Playgroup Coordinator)
- Maria Ines Tovar (Playgroup Assistant)

Postnatal Services Team

- Lyn Bestic (Child and Family Health Nurse)
- Melissa Carle (Postnatal Services Manager)
- Denise McEwan (Child and Family Health Nurse)

The Meryl Burn Award for Excellence in Child and Family Health and Wellbeing

- Andrew Borg (Educator, Robinson House)
- Lisa Doyle (Occupational Therapist)
- Faye-Maree Genevezos (Director, Robinson House)
- Kacey King (Speech Pathologist)
- Julia Odelli (Occupational Therapist)
- Angelica Stodart (Educator, Robinson House)



I am grateful for all the professional development opportunities given by The Infants' Home through the years, that fostered my growth and learning to become the early childhood professional that I am today — Educator Alisa

A professional journey: Alisa's Story

Alisa joined The Infants' Home as a Certificate III qualified educator in 2016. She feels fortunate to have the opportunity to work with children and families from diverse and vulnerable backgrounds every day. She loves that The Infants' Home is a for-purpose organisation that makes a positive and long term impact for children and families with additional needs. Alisa especially values The Infants' Home's integrated service delivery model, as it allows her to engage with and learn from members of our allied health team as they work alongside educators to deliver our integrated early learning and early intervention programs. As an educator, Alisa is focussed on supporting each child's wellbeing and development holistically, and she feels this aligns well with our service's vision of giving *'each child, every opportunity'*.

In 2018 Alisa enrolled at Macquarie University to complete a Master of Teaching (Birth to Five Years), having already obtained a degree in Psychology in the Philippines. Studying, working full time and also caring for her young family was certainly a balancing act for Alisa. However, her centre director, colleagues and our Professional Development Facilitator all supported Alisa while undertaking her studies, and she proudly completed her Masters in December 2021. She is now undertaking final steps to obtain her teacher accreditation with the NSW Education Standards Authority.

Alisa (pictured left) currently works in our Johnson House preschool program, and she continues to enjoy the opportunity to work with children from developmentally and culturally diverse backgrounds. No two days are the same for Alisa, but every day holds something to inspire, celebrate, challenge, and learn from.



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the infants' home
CHILD & FAMILY SERVICES

