

Gippsland Lakes Community Health



your local service provider of choice

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We acknowledge our work in the community takes place on the traditional lands of the Gunaikurnai people of Gippsland. Gippsland Lakes Community Health respectfully recognises Elders both past and present.

About Us

Gippsland Lakes Community Health (GLCH) delivers an extensive range of accessible wellbeing services and health promotion activities to the people of East Gippsland. Our focus is on improving the wellbeing of individuals and the communities we live in.

GLCH has been based in East Gippsland since 1975, providing services throughout the region from our central locations and via our extensive network of partnerships.

In 2005 we changed our name from Lakes Entrance Community Health to reflect our evolution into a major service provider across East Gippsland. Today we employ over 350 staff and 600 volunteers across five sites - Lakes Entrance, Bairnsdale, Bruthen, Metung and Nowa Nowa. We provide quality wellbeing services in the areas of home care, allied health, nursing, medical, counselling and family, youth and children's services. GLCH has a strong partnership with the Lakes Entrance Aboriginal Health Association, which operates from the same site in Lakes Entrance.



Our Mission

Our mission is to develop and deliver quality services to the people of East Gippsland. In achieving our mission we will:

- Prioritise delivery of programs and services to those with greatest need
- Serve and respond to diverse community needs within the scope of our professional practice
- Work with other community service agencies to ensure integrated and coordinated services
- Develop and maintain our reputation as an influential, action orientated, innovative and value based organisation
- Be an employer of choice and a community services agency of choice
- Ensure resources meet existing and emerging needs.

Our Values

EQUITY | Providing equity of access to all community members.

QUALITY | Aiming for excellence in everything the organisation does.

INTEGRITY | Treating all people in an ethical manner.

RESPECT | Treating all people with dignity.

COLLABORATION | Working in partnership with other service providers and communities to achieve positive outcomes.

COMPASSION | Treating all people with compassion.

Our Year 01.07.2015 to 30.06.2016

Volunteers
delivered
13,876
meals

4,847 referrals to **52** services

Processed by the Aged & Community Health Service
Access Team from **166** different referral sources. The team
also registered **247** new clients to the organisation.

500*

phone calls our
customer service
team manage
daily from 9
reception and
telephony
locations

*average

Our Information Technology
Team of four managed
283 workstations (14.5% increase on 14/15)
44 servers
70 major software applications
291 phone handsets
100 mobile phones
37 network printers/copiers

Allied health services exceeded
their annual target hours by

248%

Total **6,754**

dietetics, podiatry, speech pathology,
occupational therapy and physiotherapy

384

Facebook
Posts

36,816

GP appointments

673 [Bruthen]

34,402 [Lakes Entrance]

988 [Metung]

753 [Nowa Nowa]

25,416 HOURS

of domestic assistance
delivered in client's homes

78

Drug treatment
episodes of care

12,497

Hours of family
services

461

Newborns seen
by MCH nurses

473

Family violence
clients

84%

appointments
bulk billed

1,824 eggs laid by
**our Children's Centre hens! The
Children's Centre also had:**

87 permanent booked families

34 casual booked families

49 NEW registrations

3.5 birthdays celebrated each week

263 lunches prepared in one week

Busiest months Oct, May, Jun & Aug

CEO & Chair Report

On behalf of the Board, management and staff of Gippsland Lakes Community Health (GLCH) we are pleased to present the 41st Annual Report.

The 2015 - 16 reporting period heralded a time of change in the health and human services sector.

Early twentieth century English writer, Arnold Bennett observed that:

“Any change, even a change for the better, is always accompanied by drawbacks and discomforts.”

We have experienced changes in the way that services are funded, the ways that they are accessed, the departments and the governments that program funding comes from, and the targets that are focussed on.

What has not changed is the dedication of the staff of Gippsland Lakes Community Health to continue to provide and enhance the services available to the community.

A major change this year has been the approach to health and human services that are the responsibility of the State of Victoria. We now have a Department of Health and Human Services for which four Ministers have responsibility.

They are:

- Minister for Health and Minister for Ambulance Services - The Hon. Jill Hennessy MP
- Minister for Housing, Disability and Ageing and Minister for Mental Health - The Hon. Martin Foley MP
- Minister for Families and Children, Minister for Youth Affairs - The Hon. Jenny Mikakos MLC
- Minister for Sport - The Hon. John Eren MP.

This change recognises that people and communities rarely have single, unrelated needs and issues and gives some shape and voice to a “whole of government” approach. This is an approach that GLCH supports and we look forward to the outcomes from the redesign of the department and funding streams.



At the same time, the Commonwealth Government is assuming responsibility for home and community care for older people and has rebadged these services as the Community Home Support Program. This has been happening throughout Australia but has only just started in Victoria. GLCH has been preparing for this change throughout the reporting period.

A new entry point known as “My Aged Care” has been established by the government and new assessment processes will follow in subsequent years. GLCH has made a commitment to do our best to ensure that people in our communities are able to access the care that they need when they need it, regardless of the funding source or entry point.

In this second year of operation of the Children’s Centre, we responded to the increasing numbers of children who require a kindergarten program as part of their daily care. This program, along with our day care and vacation care programs, has been accredited with the Australian Children’s Education and Care Quality Authority.

Partnerships are vital to the provision of services in East Gippsland and this year we have worked with our partners in identifying our part in provision of health and welfare services and how we can enhance and support them. We have participated in a project with Bairnsdale Reginal Health, Orbost Regional Health and Omeo

District Health to see where our services intersect and overlap. Best value for our communities is to have coordinating services and to avoid overlap.

We hope to complete this work in the new year with a completed service and capability framework that maps the services that each organisation is able to provide and the pathways between them.

Our People

We have been very pleased to have had continued success in recruiting and retaining staff with the skills needed to provide consistent service and care to people in our community, and we are equally sad to see valued members of staff move on to other roles and opportunities.

Our Executive Management Team has remained stable this year. Ailsa Carr, Angela Ellis, Cheryl Bush, Chris Tipa and Leah McFadzean have all worked tirelessly throughout the year as a team and within their own units. We thank them for their dedication and commend the reports from each of our service units to you.

Volunteers and Supporters

We would like to take this opportunity to thank our community volunteers for the work that they do in the community. The many and varied tasks that you undertake to help people who are older or less able are greatly appreciated by the recipients and highly valued by GLCH as an organisation.

Volunteer hours help to make funding dollars reach many more people and add a rich variety to the activities that we provide. Key amongst our volunteers are, of course, the board of directors who give their time to ensure that the company that is Gippsland Lakes Community Health is governed in the best interests of the communities that it serves. A number of directors elected to retire or resign in 2015 and they have been ably replaced with other members of our East Gippsland community. We thank them also for their dedication and diligence in performing their role. Special thanks is due to retiring Chairman, Jeff Wilson, and congratulations to Carol Ross as the incoming Chairperson. Jeff remained on the board as the Vice Chairperson and has assisted Carol in her transition to Chair.

Financial Performance

The financial performance of GLCH has again been strong. The end of year results, taking into account depreciation and loss on disposal of assets, was a surplus of \$1,026,130.

During the reporting period we purchased additional property at 30 Jemmeson Street. This has allowed us to expand the client space available in the main building by moving some of the corporate and support services to the adjoining properties. A full summary of our financial position is available in the back of this Annual Report and the full financial report is provided in the Audited Financial Statements in paper form and also on the website www.glch.org.au.



Carol Ross
Chair



Sue Medson OAM
Chief Executive Officer

Leadership & Quality

Gippsland Lakes Community Health is a not-for-profit, non-government organisation operating as a company limited by guarantee under the Corporations Act 2001. We are a Victorian Registered Community Health Service under the Health Services Act (1988), and a Registered Community Services Organisation under the Children, Youth and Families Act (2005).

Our Board of Directors bring a diverse range of skills, expertise and experience to GLCH, particularly in areas such as education, health, local government, business administration, information technology, journalism and law.

Each Board Director has strong connections to the local community and volunteers their time to provide the organisation with strong governance and guidance.

The Board is made up of nine directors – six who are elected from GLCH's membership, and three who are appointed based on their skills and experience.

The Board of Directors meets approximately ten times per year and has two standing committees – Finance, and Audit and Risk.

The Board is responsible for:

- Ensuring GLCH delivers quality health services in line with its mission and values
- Ensuring organisational operations are directed by effective systems and processes
- Defining and developing the organisation's purpose.

We have integrated the following elements throughout GLCH to ensure quality improvement:

- Consistent work to a three year Quality Improvement Plan that is reported to QIP
- Investment in a dedicated senior Quality position
- Integration of Continuous Quality Improvement principles into strategic plans, operational plans, integrated planning models, position descriptions, planning, review and reporting
- Incorporation of learning and development activities that improve service quality
- Systematic internal and external auditing in the areas of client records, finance and OHS
- Demonstrated application, practice and review of clinical governance throughout the organisation.



Pictured (from left) our Board members Phil Bogle, Judith Congalton, Carol Ross (Chair), Patricia Bryce, Jeff Wilson and Glenn Hodges. Nick Earley and Darryl Andy not pictured.

During the financial year, 10 meetings of Directors were held. Attendance by each Director was as follows:

Director	Number eligible to attend	Number attended	Comments
Jeffrey Wilson	10	8	
Carol Ross	10	10	
Sohan Gunasekera	4	2	Resigned 23/11/15
Jeanette Severs	4	2	Retired 10/12/15
Ian Dunkley	4	4	Retired 23/11/15
Joanne Booth	2	1	Resigned 18/09/15
Darryl Andy	10	3	
Patricia Bryce	10	8	
Kate Bogle	4	2	Elected 23/11/15, Resigned 04/05/16
Nicholas Earley	6	6	Elected 23/11/15
Glenn Hodges	6	5	Elected 23/11/15
Judith Congalton	5	5	Appointed 20/01/16



Carol Ross | Chair

Carol is a resident of Bairnsdale who is keen to contribute to her local community as a Director with the Board of Gippsland Lakes Community Health. Carol works at East Gippsland Water and brings senior management skills to the Board.

Carol's qualifications include a Bachelor of Commerce, Diploma of Financial Services, Diploma of Management (Human Resources) and a Diploma of Frontline Management.



Jeff Wilson | Vice Chair

Jeff worked with the Victorian Education Department for 37 years, including nine years as a Primary School Principal. He chaired the GLCH Board for 10 years, has served as Deputy Chairperson for the Mallacoota Water Board, Chairperson for the East Gippsland Network of Schools and worked as an Education Consultant. Jeff is a member of Rotary Club of Lakes Entrance and volunteers with GLCH. He has extensive financial and leadership experience in community and sporting organisations.

Jeff was awarded a Public Service Medal in the Queen's Birthday Honours 2004 and East Gippsland Citizen of the Year in the Australia Day Awards 2012. Jeff has qualifications in: Diploma of Education, Graduate Diploma (Electronic Computing) and Diploma of Metallurgy.



Judith Congalton | Director

Judith has worked in the health industry for over 45 years and for over 30 of these she has held senior leadership and management positions in a range of health organisations. She has also held positions on a number of health industry Boards.

Judith has a sound understanding of the health environment, including policy, governance and funding frameworks as well as the issues and challenges of service delivery in rural Victoria.

Judith has qualifications in nursing, midwifery, health services management and project management. In 1999 Judith completed the AICD Company Directors course. She is a Fellow of Australian College of Nursing, Associate Fellow of Australasian College of Health Service Management and a Member of Australian Institute of Company Directors.

Having recently returned to Lakes Entrance, Judith is keen to contribute to the community in which she grew up.



Patricia Bryce | Director

Patricia has had an extensive career in both public and private health, from clinical nursing and management, through to projects and research.

Patricia has qualifications and experience in nursing, midwifery, sexual and reproductive health, women's health, and education. She has worked at major public hospitals, such as the Royal Women's Hospital and Mercy Hospital for Women, and not-for-profit organisations, and has a Bachelor of Education.

Pat also has hospital and health service Board experience and was on the ethics committee at Howard Florey Institute of Neuroscience and Mental Health and other specialist advisory committees. Pat is currently a member of the Bairnsdale Regional Health Service community advisory committee and has a certificate in consumer leadership.



Darryl Andy | Director

Darryl is Chair of the Lakes Entrance Aboriginal Health Association (LEAHA) and is committed to maintaining the strong relationship between Gippsland Lakes Community Health and LEAHA into the future. Darryl is committed to supporting both organisations to improve the health and wellbeing of the local Aboriginal community.

Darryl has worked as a Koorie Educator at the Bairnsdale Secondary College and is currently the Koorie Engagement Support Officer at the Lakes Entrance Secondary College. He has a good knowledge of the local community and is involved in many Aboriginal forums and networks which keeps him up to speed with current issues and trends.



Phil Bogle | Director

Phil has been a member of the Victorian Police for 37 years. He was a police officer in Melbourne for 18 years before moving to East Gippsland. Following time in Sale and Bairnsdale, Phil is now a Senior Sergeant and officer in charge of the Lakes Entrance Police Station. Phil is well known in the community and has strong local connections. Phil sees health and social services as an essential framework in a community and is keen to be a part of the decision making for our local area.



Nicholas Earley | Director

Nicholas worked in the State Public Service for almost 30 years, including the Department of Treasury and Finance, where he gained financial management experience both as a line manager and as a developer/implementer of new financial management reforms, covering budgeting, reporting and accountability.

Nicholas' qualifications include a Graduate Diploma in Accounting, a Graduate Diploma in Accounting and Finance, and a Bachelor of Arts (Applied Psychology and Sociology), and he is a Fellow of Certified Practicing Accountants.

Nicholas would like to use his knowledge and experience to assist the not-for-profit health sector in facing the never ending challenge of servicing the growing needs of an ageing population against the backdrop of increased costs in medical technology and tightening budgets.



Glen Hodges | Director

Glenn is a Lawyer who specialises in commercial, business and financial matters, including corporate governance. Glenn has experience as company secretary for unlisted public companies and has served as director or secretary on other company boards, both for business and for community organisations.

Glenn's qualifications include a Bachelor of Jurisprudence, a Bachelor of Law, and a Diploma of Finance Law.

Glenn and his family relocated from Melbourne to Lakes Entrance in 2007. Glenn believes that community and business people have a moral obligation to support community organisations and is pleased to offer his skills to GLCH.

Our Board members currently has the following committees:

Finance Committee (meets bi-monthly)

The purpose of the Finance Committee is to assist the Board of GLCH to meet its responsibilities for financial reporting and external audit functions.

Audit and Risk Committee (meets bi-monthly)

The purpose of the Audit and Risk Committee is to assist the Board of GLCH to meet its responsibilities for internal control structures, internal audit functions, quality, clinical service and risk management systems.

Executive Committee (meets as required)

The Executive Committee is made up of the Chair, Vice Chair, Chair of Finance Committee and Chair of Audit and Risk Committee. This Committee assists the Board in discharging its responsibilities by dealing with matters of importance to the Board which arise between Board meetings. The Committee also exercises such powers and performs such other functions as may be delegated to it by the Board from time to time.

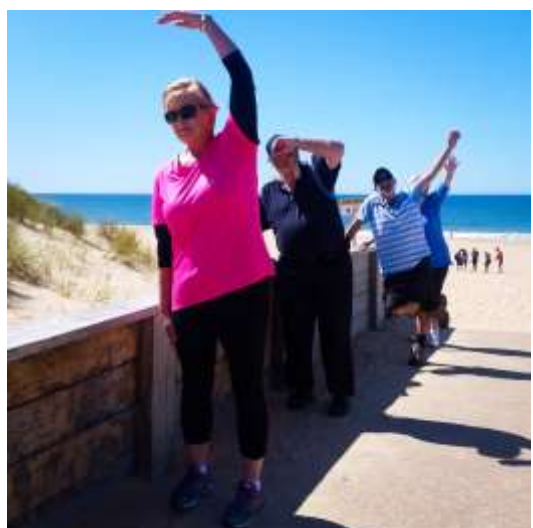


We are currently accredited with the Australian General Practice Accreditation Limited (AGPAL); Quality Innovation Performance (QIP), which includes Quality Improvement Council Standards (QIC), Home and Community Care (HACC), Department of Human Services Standards (DHS); Department of Social Services (DSS) which includes Home Care Packages (HCP).

Healthy lifestyle groups & education programs



- Anaphylaxis Management Course
- Art Therapy (Power of the Mark)
- Asthma Emergency Management Course
- Boys' Friendship Group
- Bruthen Women's Craft Group
- Cancer Support Group
- Caution with Cannabis
- Children's Centre programs including:
 - Full time, part time and casual child care
 - Before and after school care
 - Four year old Kindergarten
 - Vacation Care
- Community Arts Group
- Continence - no laughing matter
- Creative Respite Groups including:
 - Sunset Jamboree (Dementia Respite)
 - My Time Respite Group
 - Time Out Respite Group
- Drumbeat for adults, children, and young people
- Fitness programs including:
 - Blokes Gym
 - Cardio-pulmonary Rehab
 - Community Rehab
 - Core Concept
 - Gentle Exercise Program
 - Healthwise Gym
 - Health Moves
 - Hydrotherapy
 - Keep Active Gym
 - Kinder Gym Programs (from various locations throughout East Gippsland)
 - Lifting Weights at Lakes
 - Men's Gym
 - Staff Gym
 - Stay Safe (Falls Prevention)
 - Tai Chi & Pilates
 - Walking Group
- Golden Delicious (healthy eating for HACC clients 65+)
- Health Aging Options Information Sessions
- Healthy Together Victoria Achievement Program
- Homebased Library
- LIFE! Program (Diabetes Prevention)
- Life Matters – Living Skills program
- Men's Behaviour Change
- Men's Shed (Bruthen, Lakes Entrance and Nowa Nowa)
- Mindful Meditation
- My Body My Thoughts (art therapy/dietetics)
- Paediatric Therapy Groups including:
 - Active Lorikeets
 - Busy Bees
 - Handwriting Group
 - Little Wrens
 - Lyrebirds
 - More than Words
 - Moving Meerkats
 - Paddling Penguins (paediatric aqua therapy)
 - Parent Child Mother Goose
 - Phonological Awareness for Literacy
 - Proloq2go
 - School Readiness
- Parenting Groups including:
 - Bumps to Bubs
 - FAB Tuesdays
 - New Parents Group
 - Circle of Security
- Parkinson's Support Group
- Planned Activity Groups including:
 - Café Mix
 - Hidden Treasures
 - Memory Lane
 - Monday Mingle
 - Relax and Unwind
 - Social and Active
 - The Lounge
 - Wednesday Roast
- Pre Advance Care Planning (Making the last chapter reflect the whole book)
- Protective Behaviours for Children & Young People
- Rock and Water Group for Children and Youth
- Wheels to Meals
- WISE (Women Inspired Supported and Empowered)
- Your Choice Program



Looking out for our staff's health & wellbeing

We're committed to the wellbeing of our staff and have been part of the Victorian Government's Workplace Achievement Program since the beginning of 2015. The Achievement Program aims to create a positive, healthy workplace culture, increase employee morale and improve productivity.

We have a team of representatives from across the organisation who have created a number of successful wellbeing initiatives including:

- A series of exercises for staff to do at their desk
- Healthy food pantries at our larger sites in Lakes Entrance and Bairnsdale where staff can grab a piece of fruit or other healthy snack for a subsidised price
- Tai chi and art therapy classes offered outside of work hours
- Lunch time POP UP African drumming, and meditation and mindfulness sessions
- Making the general work environment more pleasant by adding plants, flowers and seasonal decorations.



^ Some members of our Health and Wellbeing Team who meet bi-monthly with an aim to improve workplace activity and culture.

Aged & Disability Services

The Aged and Disability Services Unit provides programs and services to assist the frail, aged people, people with disabilities, and their carers, to remain active and independent and living in their own homes for as long as possible.

We deliver 62 Commonwealth funded aged packages, and are the Veterans Home Care (VHC) provider for East Gippsland. We also act as a preferred brokered service agency for other local aged care package providers including Bairnsdale Regional Health Service (post acute care) and various disabilities service providers.

The catchment area for our services covers Nowa Nowa, Buchan, Gelantipy, Lindenow, Bruthen, Bairnsdale, Lakes Entrance, Paynesville and all areas between.

Highlights

- In January 2016, the Disability team joined our Unit. Formerly part of the Family, Youth and Children's Services Unit, they are a valuable addition and have been working with our direct care staff to enhance their client skills and quality of service.
- Four managers from our Unit attended a one-day Management Seminar organised by the Victorian Chamber of Commerce. The success of this training has resulted in onsite basic and advanced leadership training opportunities for the organisation's senior staff members.
- Our Unit represented GLCH at the annual East Gippsland Field Days, showcasing the recent aged care sector changes and gaining valuable consumer information and insight via conversation and survey.
- We purchased a 12 seater bus to support our busy Creative Respite program. This bus is based in Bairnsdale and part of the organisation's fleet of vehicles.
- In early 2016, we explored private care service development. We surveyed East Gippsland Field Days attendees for their feedback regarding services and costs. While the survey results indicate a demand for high level private care services, the introduction will be gradual and well considered as we develop a better understanding of what our communities want.
- Our direct care team attended an in-house video training and development session titled *Engaging Respectfully - working positively with Aboriginal clients*. This year we have reduced our group sizes to 20 staff or less in an effort to increase interaction and offer greater flexibility for staff.
- Staff located in Lakes Entrance relocated from 28 Jemmeson Street to the neighbouring property purchased by GLCH in 2015. The new building provides more usable space for staff and the 30 direct care staff working in the local area.
- The Home Care Package (HCP) team (pictured above right) have pursued low-cost but effective marketing strategies to raise their profile across East Gippsland. They have worked to a plan that included information sessions with various community groups, articles in local newspapers and client newsletters, social media posts and attendance at external events. They have seized on a popular concept - *Your local provider of Home Care Packages* - which sets us apart from our competitors.
- The HCP Team have also developed a strategy for maintaining the staff levels needed to provide optimal service to clients should our numbers increase in February 2017, when people can decide who delivers their package. The team has also made use of an in-house database to accurately track package income and expenditure and produce the mandatory client statement every month.



Challenges

- Preparing staff and clients for the introduction of the Smart Phone rostering system *Ezitracker*. *Ezitracker* aims to reduce the time currently taken to manually process direct care staff's timesheets.
- The establishment of specialist roles in the Supervisory team, such as the recent creation of a client services coordinator.
- The ongoing education of direct care staff.
- The Assessment team have the new challenge of conducting assessments in a limited time frame when visiting clients in their homes, using a new web based program.

Services

- Commonwealth Funded Home Care Packages
- Domestic Assistance
- Flexible Respite
- Meals on Wheels
- Personal Care
- Property Maintenance
- Regional Assessment Service for Commonwealth (CHSP) and HACC Services
- Volunteer Based Transport

Chris Tipa
Executive Manager

Clinical & Nursing Services

The Clinical and Nursing Services Unit offers access to medical services including general practitioners (GPs) and visiting medical specialists, and an expansive range of nursing services across four GLCH sites and at two local Aboriginal health services. Our GP practice and home based nursing team provide client services seven days a week. Unit staff are supported by a small administration and customer service team.

Over the last 12 months, financial viability has impacted on our operating times on weekends and public holidays and resulted in a reduction to GP practice hours. We have balanced this reduction by increasing the number of GPs, and by offering evening services to regular clients who would otherwise have accessed appointments on weekends.

The ongoing provision of clinical placement opportunities for medical and nursing students, and training places for GP registrars and nurse practitioner candidates, shows our commitment to nurturing a strong learning culture. We also embrace opportunities to participate in research projects and studies undertaken by Monash and Melbourne Universities.

Highlights

- As part of a three year cycle, our GP Practice was successful in accreditation against the Royal Australian College of General Practice standards.
- An additional consulting room, and the renovation of the clinical triage area (pictured right) to accommodate an additional cubical, was completed. The renovation project was funded by Commonwealth Rural and Regional Teaching Infrastructure Grants and generous donations from community members.
- Two doctors have joined the medical team in 2015. Dr Sale Useni joined us in late September and Dr Darren Irvine in November.

- Dr Patrick Kinsella, Dr Tom Alwyn and Dr Elisabeth Wearne were all re-accredited as General Practice Trainers in accordance with the Australian College of General Practice Standards. This allows GLCH to continue offering placement for GP registrars which is vital to the sustainability of our medical workforce.
- The Executive Manager and Palliative Care Nurse Practitioner Candidate were invited to be part of the *Inquiry into end of life choices Parliamentary Committee* with regard to palliative care. The final report contains a total of 49 recommendations towards a community based approach to palliative care, improving advanced care planning, and legalising assisted dying.
- We implemented the *Pathway to Good Health Program* for East Gippsland. The program is part of an 18 month pilot with a primary focus of improving the health status of children entering out of home care.

Challenges

The main challenge over the past 12 months of keeping abreast of, and managing the impact of change in both internal and external environments, is expected to continue in to the next reporting period. The enormity of identifying and positioning services to effectively respond to the insurgency of change flagged both within the health care and wider sectors cannot be underestimated. While change is inevitable, ensuring we are able to continue to deliver quality services and good outcomes for clients remains our primary focus.

Cheryl Bush
Executive Manager



A highlight for the Clinical and Nursing Unit was the completion of an additional consulting room, and the renovation of the clinical triage area to accommodate an extra cubical (pictured).

Services

- Advanced Care Planning
- Cancer Support Nurse
- Chronic Disease Support (prevention and intervention)
- Clinical Nurse Consultant Aged Care - Dementia
- Chronic Condition Clinics:
 - Diabetes (review, education and prevention)
 - Lymphoedema
 - Respiratory (assessment, quit smoking and asthma)
 - Comprehensive Health Assessments
- General Practitioners
- Home Based Nursing
- Hospital in the Home
- Immunisations
- Palliative Care and Bereavement Support
- Palliative Care Clinical Nurse Consultant (NPC)
- Out of Home Care - Pathway to Good Health
- Primary Triage and Assessment
- Visiting Medical Specialists
- Women's Health Service
- Wound Management

Community Health Services

The Community Health Services Unit (CHSU) provides an extensive range of allied health services, planned activity groups, and health promotion activities throughout East Gippsland. We work with all sectors of the community from infants to seniors, delivering services in both individual and group settings.

Services are delivered via GLCH's five locations as well as Lake Tyers Aboriginal Trust, Lake Tyers Health and Children's Services, Lakes Entrance Aged Care Facilities, Lakes Entrance Aboriginal Health Association, Gippsland and East Gippsland Aboriginal Cooperative, regional primary schools, kindergartens, and early education and childhood development facilities, and in clients' homes.

Our services and programs are accessed via our Service Access team and supported by qualified allied health assistants and health promotion workers.

The Unit also manages an Early Childhood Education and Development Centre delivering long day care, a funded four-year-old kindergarten, outside school hour care, and vacation care programs.

The Health Promotion team have worked to address issues in the community that influence our health and wellbeing - encouraging more activity, healthy eating and social interaction; and providing children with a healthy start under the Victorian Government's Achievement Program framework.

The Unit is both privately and publicly funded via Community and Women's Health, HACC, CHSP, private health insurance, Workcover, TAC, DVA, Medicare, Department of Social Services (FaHCSIA), Better Start, Post-Acute Care, Communities for Children, Department of Education, Employment and Workplace Relations, project funding and client fees.

Highlights

- Unit staff were excited to present our paediatric early intervention programs at the National Care for Country Kids Conference held in Alice Springs in April.
- The Children's Centre received their first Assessment and Rating Report, exceeding three of the seven required standards and meeting the remaining four.
- The Planned Activity Group team reviewed and remodelled existing group structures and implemented a series of changes to increase our capacity to support client's emotional and mental health wellbeing. The organisation also purchased a new bus with disability access, allowing increased participation in group outings.
- Our Active Lorikeet program continues to grow and is now being implemented in five states. In November 2015, several staff travelled across Bass Strait to deliver professional development to five Tasmanian Aboriginal Health services who have purchased the program.
- We received funding to develop an Autism Diagnostic Observation Schedule clinic and to work with local paediatricians and families to improve access to diagnosis of Autism.
- Health promotion staff facilitated a community arts project called *Showing the Way* in Nowa Nowa. Supported by community arts funding from the East Gippsland Shire, the project features a mural in the highway underpass (pictured above), designed and produced by local artist Kate Shone using input from community members including school students.
- We participated in the Pathways to Good Health program – a State Government initiative to identify health issues at the earliest opportunity for children in *out-of-home care*, and provide coordinated and continuing care to meet their needs.
- The Men's Shed program in Lakes Entrance was relocated into a larger, purpose designed space, increasing attendance opportunities.
- The Children's Centre reported an increased attendance rate for long day care and the four-year-old kindergarten program – up to 68.14%.



New Programs 15/16

Paddling Penguins: paediatric aqua therapy for children with impaired physical function, developmental delay or following an operation or injury.

Animal Assisted Therapy: Basil the therapy dog assists with the delivery of paediatric speech pathology.

Core Concept, Mindfulness Meditation, Pilates and Tai Chi: four different programs using a holistic approach to address chronic pain and improve general wellbeing.

Four-year-old Kindergarten: a funded four-year-old kinder program which is running at full capacity.

Drumbeat: a program that focuses on social connection. Two staff received senior accredited facilitator qualification.

My Body My Thoughts: an art therapy and dietetic program for clients with weight or chronic health issues.

More than Words: provides parents of children on the Autism Spectrum (5 and under) with information, strategies and support to help their children reach full communication potential.

Proloq2go: a group for parents, carers and staff who are helping children who require alternative communication devices.

- Unit staff presented our Emotional Health and Wellbeing Evaluation and Animal Assisted Therapy projects at the regional Allied Health Conference and were recipients of the best first time presenter award.
- Staff delivered a series of successful *Parent Toolkit* sessions, providing parents with the knowledge to best manage their children's behaviour and wellbeing.
- We conducted an evaluation of the Children's Centre, its staff, services and programs. The results demonstrated increased communication between parents and staff and better relationships.
- We now deliver a new program, *Access to Allied Psychological Services* - targeting young people under 15 years of age, who would benefit from short term focused psychological strategies.
- Funding was received to support the creation of procedures to improve service access for vulnerable families who do not readily access GLCH services.
- Staff delivered *Introduction to Health Promotion* training to several East Gippsland health service providers.
- Our speech pathology team are now qualified to deliver the evidence based *Lee Silverman Voice Therapy* - intervention for speech and voice difficulties for people with Parkinson's. One team member also gained qualifications in the Lidcombe program, treating stuttering in preschool children.
- In October 2015, we hosted several successful community walks around Lakes Entrance and Nowa Nowa as part of the Blue Earth Foundation's *Walktober Challenge*. We also recruited 40 staff to take part in the *Walktober Corporate Challenge*, recording over 400 hours of physical activity for the month.
- The Health Promotion team have supported the implementation of the Victorian Government's Achievement Program in seven education settings, and initiated the Workplace Achievement Program network for East Gippsland reaching 1,500 students and 1800 employees. The team also facilitate GLCH's Health and Wellbeing Team who are responsible for several staff initiatives such as staff room pantries (containing low cost healthy snack options) and lunch time POP UP sessions including Drumbeat and meditation.
- The Occupational Therapy team were excited to package and distribute their *Easy Meals on a Budget* program.
- We were successful in a funding application to Community for Children to deliver the *Bounce Back* program in East Bairnsdale.



Services

- Aged and Community Health Service Access
- Animal Assisted Therapy
- Art Therapy
- Aquatherapy - adult and paediatric
- Children's Centre:
 - Long Day Care
 - Four-year-old Kindergarten
 - Outside School Hour Care
 - Vacation Care
- Dietetics
- Exercise Physiology
- Hand Therapy
- Health Promotion activities, training and support
- Healthy lifestyle and fitness groups
- Occupational Therapy
- Paediatric Therapy - individual and group
- Physiotherapy
- Podiatry
- Pulmonary Rehabilitation
- Speech Pathology
- Rehabilitation Programs

Challenges

- Managing the complexity of funding sources for clients accessing our services.
- Department funding and reporting requirements altering to now include Commonwealth and State funding.
- Recruitment of qualified allied health professionals and educators.
- Managing the small amount of public funding for paediatric allied health services in Bairnsdale.
- Introduction of My Aged Care.
- The lack of paediatric allied health therapy spaces in Lakes Entrance and Bairnsdale.
- Preparation for the introduction of the National Disability Insurance Scheme (NDIS).
- The introduction of the new client management system, TCM7.

Angela Ellis

Executive Manager

Ensuring Health & Safety

We are committed to complying with, and promoting, safe work practices to minimise the risk of injury to employees, clients, visitors, volunteers and other persons lawfully on the premises.

It is our policy that work practices are assessed systematically for risk and where risks are identified, they are minimised or removed.

Our Health and Safety Committee (HSC), Board, Executive Management Team, and staff work together to implement, manage and report on effective health and safety systems on a continual basis. The Occupational Health and Safety (OH&S) framework includes a suite of policies, procedures, internal and external audits, action plans, meeting structures, and reporting systems to ensure GLCH is managing this space appropriately.

The aim of the HSC is to provide a forum through which the following can occur:

- Staff can express their health and safety views or concerns
- Identification, discussion and recommendations on management of perceived or real health and safety items
- The delivery of routine policy, procedure, system and site reviews to ensure compliance with relevant health and safety legislation
- Provision of advice and/or recommendations on the level of system change, information or training necessary at staff level to ensure health and safety requirements are met.

This year our Health and Safety Committee's achievements include:

- Evacuation drills were undertaken across all sites and related training attended.
- The Health and Safety Induction documentation was reviewed and a new fact sheet implemented.
- The Health and Safety Framework was revised and relaunched to better support current safety standards.
- The Lakes Entrance car park underwent minor modifications to the drop off zones, pathways, signage, and pedestrian crossings.
- Policies in relation to staff working alone were reviewed. A number of measures were introduced to improve the safety of our staff both in our centres and the community.
- Workplace site inspections have been conducted across all six sites.
- 11 clinical and nursing staff and six environmental services staff completed cytotoxic waste training.



Our committee member Kim Stirzaker was one of three finalists in the 2016 Victoria Worksafe Awards.

For 28 years the annual WorkSafe Awards have celebrated the finest examples and innovations in health, safety and wellbeing and return to work from businesses, groups and individuals across Victoria.

While all our rep's do a remarkable job, Kim - pictured above with GLCH CEO, Sue Medson OAM and YooWINNA Wurnalung Healing Service (YWHs) executive, Daphne Yarram - was recognised for her successful work within her designated work area (YWHs) and her willingness to go 'above and beyond' in her health and safety committee role.

Corporate Services

The Corporate Services Unit provides administrative and infrastructure support to all of GLCH and a small number of partner agencies. The Corporate Services Unit has a budget of approximately \$4.5 million, supports seven locations and a staffing base of 46.

Highlights

- The Unit has undergone whole of system reviews in the areas of risk management, information technology (IT) governance, health and safety, and accounts payable. All areas were audited by an external agency with resulting quality actions monitored by the Audit and Risk Committee.
- We continue to install technology as IT advancements or upgrades suggest. This year saw full implementation of a vehicle management system, an electronic job request system across all functions of corporate services (7 teams), electronic timesheets, and an employee portal for staff.
- GLCH acquired two properties in Lakes Entrance. These, along with 66 McCulloch St in Bairnsdale, and continued facility upgrades at the Children's Centre, have delivered significant workloads for the facilities, health and safety, and finance teams.



Pictured above are the Corporate Services team at their annual planning day held in June 2016.

- The Quality and Compliance team have worked tirelessly with staff to meet and maintain our accreditation status. This year we met the National Quality Improvement Council, Department of Education and Training, and Australian General Practice Accreditation Limited standards.

Challenges

- We have moved from phase one to phase two of the Client Data Management System Project (TCM7). One of the largest projects undertaken by GLCH, it still requires careful management to ensure the associated workloads and change implications are managed well.
- Space for staff and clients remain a challenge on all sites but specifically Bairnsdale. This will be addressed in part by a large capital works project scheduled for 66 McCulloch Street.

This will involve large scale effort to achieve the results we want.

Services

- Centrelink Agency
- Client File Management
- Compliance
- Customer Service
- Environmental Services
- Facilities and Asset Management
- Financial Management
- Health and Safety
- Human Resource Management
- Information Management
- Information Technology
- Marketing and Communications
- Quality and Compliance
- Risk Management

Leah McFadzean
Executive Manager

Our Workforce @ 30.06.2016

361 staff

63 male | 298 female

+ 1 therapy dog



Recognising long service:

10

Years

- | | |
|-------------------|-------------------------|
| ▶ Wendy Brownrigg | ▶ Elisabeth Wearne |
| ▶ Kaitlin Clegg | ▶ Daphne Yarram |
| ▶ Jeffrey Lyell | ▶ Jennifer Hengstberger |
| ▶ Michael Flynn | ▶ Lisa Swindells |
| ▶ Julian Goss | |

15

Years

- | | |
|------------------|--------------------|
| ▶ Heather Flukes | ▶ Angela Tomlinson |
| ▶ Fiona Rawson | ▶ Anne Williams |
| ▶ Leah McFadzean | ▶ Carolyn Paten |
| ▶ James Owen | |

20

Years

- | | |
|------------------------|------------------|
| ▶ Marjorie Answer | ▶ Carol Blanford |
| ▶ Kaye Hallam | ▶ Carol Keighran |
| ▶ Catherine Cunningham | ▶ Helen Gibson |
| ▶ Gayle Hoffman | ▶ Susan Sims |
| ▶ Margaret Schutte | ▶ Laurene Moore |

19

age of YOUNGEST employee

75

age of OLDEST employee



33

STUDENTS [includes 27 tertiary placements and 6 secondary school work experience] in our clinic, corporate and community health units

66

FULL TIME employees

268

PART TIME employees

27

CASUAL employees



Family, Youth & Children's Services

The Family, Youth and Children's Services Unit (FYCS) provides services that enable community members to address their social, emotional and wellbeing issues through empowerment. Advocacy for disadvantaged, vulnerable and minority client groups is a key platform from which the Unit operates. Services are provided in partnership with both our clients, and other agencies, to facilitate a practice that builds on the strengths and resilience of individuals, communities and the service system as a whole.

We provide services locally to the communities of Bairnsdale, Lakes Entrance and surrounds; and a significant number of programs across the East Gippsland Shire. The Unit has 45 EFT made up of 57 staff.

Collaborative practice, integrated case managed services, early intervention and prevention, and the provision of support through group work, are the foundation of our programs and place the client at the centre of all processes. This ensures their engagement and participation within a framework that respects the rights of both individuals and families.

The Unit seeks to provide services through models of practice that are relevant in rural and remote communities and in achieving this the Unit:

- Promotes and applies leading sustainable, client-focused practice.
- Works to develop partnerships with other community service agencies to ensure integrated and quality services.
- Responds to the diverse needs of clients with care and compassion to develop their strengths.
- Ensures programs are open to change, flexible, forgiving and transparent in all actions with both clients and staff.
- Develops strong, resilient and well supported staff.

Highlights

- Key peak bodies, governance groups and networks have been utilised to advocate for quality service provision in rural areas. This has included representation within the homelessness, alcohol and drug, Child FIRST, and integrated family services sectors, and giving evidence as an expert witness at the Family Violence Royal Commission.
- We have evaluated our use of the Outcome Star in care planning and changes to practice have been implemented as a result. The evaluation included feedback from clients, staff and a client file audit.
- Partnerships with other agencies have continued to be a strong focus across all program areas including active involvement in the Ice Taskforce, Youth Alliance, Headspace tender and Children's Wellbeing Collective. This has facilitated collaborative and innovative models of service provision.
- GLCH has successfully performed as lead agency in the Services Connect trial, resulting in the establishment of a strong governance structure for the Outer Gippsland Catchment.
- A twelve month professional development training calendar was developed as part of the Services Connect Pilot, facilitating joined up interagency training for staff.

Challenges

- Balancing increasing demand and complexity of casework with the need to change and implement new practice models of service provision that are research and evidence based.
- Service provision now occurring in an environment where the policy and funding frameworks are constantly changing and implementation timeframes are often unrealistic.

- A government approach that emphasizes co-design in partnership with the service sector resulting in a capacity to positively influence the models implemented, but with an increased workload for executive and management roles.

Ailsa Carr

Executive Manager



ABOVE: GLCH youth team member and Reconnect & Creating Connections worker, Warren Adair, pictured with Carla Hall (youth support worker, from Omeo District Health) and Kirsten Van Digelle (youth engagement officer from the East Gippsland Shire Council) at this year's National Youth Week Festival. The festival was held in Lakes Entrance on the foreshore and provided music, interactive stalls and a colour run. There was more than one thousand young people who came from all over East Gippsland to celebrate.

BELOW: Bumps to Bubs is a social and support group facilitated by FYCS Unit staff that aims to provide first time parents with relevant information to assist with the healthy nurturing of their baby and an opportunity to meet with other new parents.



Services

- 0 - 2 Program
- Alcohol and Drug
 - Counselling
 - Non Residential Withdrawal
 - Pharmacotherapy
 - Koori Diversion worker
 - Care and Recovery
 - Youth Outreach
- Assessment and Response
- Bumps to Bubs
- Child FIRST
- Client Support Packages
- Counselling
 - Generalist
 - Family violence
 - HACC
- Emergency Assistance
- Family Violence Outreach
- Homelessness Support Program
- Integrated Family Services
- Maternal and Child Health Services, including Enhanced Home Visiting
- Men's Behaviour Change Program
- Needle Syringe Program
- Risk Assessment Management Panel
- Reconnect, including Creating Connections
- Services Connect
- School Focused Youth Service
- School Nurse
- Youth Justice Community Support Services

Unit Data 01.07.2015 to 30.06.2016

Aged Care	Performance Indicator	Target	Delivered	Percentage
Volunteer Coordination	Hours of service		1436	
Property Maintenance	Hours of service	1102	856	78%
Respite	Hours of service	2520	2155	86%
Personal Care	Hours of service	9262	8746	94%
Assessment	Hours of service	5310	4980	94%
Delivered Meals	Number of meals delivered	15975	13876	87%
Domestic Assistance	Hours of service	19933	25416	128%
Disability	Number of clients	24	24	100%
Early Childhood Intervention	Number of places/clients	15	15	100%

Clinical & Nursing	Performance Indicator	Target	Delivered	Percentage
Community health nursing	Hours of service	10563	9518	90%
General Practitioners	Contacts	30000	36816	123%
HACC nursing	Hours of service	2534	2501	99%
Palliative care nursing	Contacts	2046	2590	127%



Pictured left are Colin Wilson and Kevin Walter from our Lakes Entrance Men's Shed. Colin and Kevin are working on a project for our allied health team which involves building wedges to be used by clients who are rehabilitating from an Achilles tendon injury and to assist with the reduction of increased tone.

Community Health	Performance Indicator	Target	Delivered	Percentage
HACC Allied Health incl. dietetics, podiatry, occupational therapy, physiotherapy	Hours of service	4375	4034	92%
HACC Planned Activity Groups	Hours of service	7078	8593	121%
Community Health Allied Health incl. dietetics, podiatry, occupational therapy, speech pathology, physiotherapy	Hours of service	3282	6754	248%
Other funding sources	Hours of service		4194	

Family, Youth & Children	Performance Indicator	Target	Delivered	Percentage
Counselling	Hours of service	3615	2628	73%
Maternal & Child Health (MCH)	Number of births	401	461	115%
MCH Enhanced Home Visiting	Number of clients	102	150	147%
Drug Treatment	Episodes of care/DTAU	773	786	102%
Housing Support	Episodes of support	209	243	116%
Family Services	Hours of service	10265	12497	122%
Family Violence	Number of clients	246	473	171%
Reconnect	Number of cases	48	69	144%
Youth Justice Community Support	Number of cases	8	8	100%

1,768 NEW client registrations

690	596	119	178	74	111
Bairnsdale	Bruthen & Buchan	Lakes Entrance & Nowa Nowa	Metung	Orbost	Other

NEW client DIVERSITY

851 Male

917 Female

79 Aboriginal, Torres Strait

04 Non English speaking background
[2, Chinese, 1 Fijian, 1 Vietnamese]

People
Community



Finance Summary

Gippsland Lakes Community Health is a financially healthy and viable organisation. The organisation is highly regarded by funding bodies and well positioned to embrace future opportunities as they arise.

Analysis and commentary

Income

The end of year result, taking into account depreciation and profit on disposal of assets, was a surplus of \$1,026,130.

Gippsland Lakes Community Health continues to be supported in seeking and successfully attracting the funding required to build service delivery.

This has been demonstrated over the year with an increase in the operating income of \$1,169,271 (5% of total income). A key factor influencing the increase is Department of Health and Human Services funding, which has risen by \$1,096,291 (34%) to further support work around the delivery of Family Violence and Children's services. There has also been an increase of \$292,926 (8%) Fee for Service income generated by Medicare.

Expenditure

GLCH has a sound financial base, showing strong liquidity and associated ability to meet all employee and program commitments.

Expenditure increase in the period was smaller than income, increasing by \$550,682 (3%). Salary costs were the main impact on expenditure, representing 77% of total expenditure. Client costs also rose as a result of increased funding for Aged Care Packages. Total non-salary expenditure decreased in the period by \$81,931 (2%).

Balance Sheet

The Balance Sheet reports an improved position with net assets increasing by \$1,026,130 (9%). Total assets have increased during the period by \$1,319,248 (7%).

The increase in total assets is a result of higher current assets of \$1,031,770 (17%), due to the surplus achieved in the period. Non-current assets increased by \$287,478 due to the purchase of 30 Jemmeson Street, Lakes Entrance.

Total liabilities increased during the period by \$293,118 (4%).

Governance

The Board recognises the importance of a strong governance framework and support this with well-established Finance and Audit and Risk Committees that meet bi-monthly. The Finance Committee reviews financial reports, ensures accounting policies are applied, recommends the approval of audited annual financial statements, and ensures that issues raised as part of internal and external financial audits are addressed. The Finance Committee reviews the engagement of external financial auditors, including criteria for appointment, proposed audit scope, and approach. The Finance Committee includes an independent member, previously identified as best practice.

Audited Financial Statements

GLCH prepares financial reports in accordance with the requirements of the *Corporations Act 2001 (Cth)*.

The Financial Statements for the year were audited by Crowe Horwath. Auditors expressed the opinion that the Financial Statements represent a true and fair view of the financial position of the organisation as at 30 June 2016.

A complete set of Financial Statements, notes and Auditor's Report are included as a supplement with this Annual Report. They are available on request from our Lakes Entrance and Bairnsdale sites and via the Gippsland Lakes Community Health website www.glch.org.au

Chloe Watson
Finance Manager

Comprehensive Statement of Income	2016	2015
Revenue from ordinary operations	23,025,326	21,856,055
Employee expenses	(17,107,336)	(16,444,561)
Other expenses from ordinary activities	(4,441,045)	(4,522,976)
Capital grants	60,000	-
Depreciation and gain/loss on disposal on assets	(510,815)	(585,676)
Net result for the year	1,026,130	302,842

Statement of Financial Position	2016	2015
Current assets	7,129,461	6,097,691
Non-current assets	11,897,700	11,610,222
Total assets	19,027,161	17,707,913
Current liabilities	(6,567,176)	(6,345,336)
Non-current liabilities	(587,154)	(515,876)
Total liabilities	(7,154,330)	(6,861,212)
Net assets/total equity	11,872,831	10,846,701



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