



2014

Annual Report





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IMAGE CREDITS: Andrea Farley (p. 24), Geoff Stanton (pp. 3, 9, 10, 18, 19, cover), Kelly Thorburn (pp. 6, 8, 17, 21), Leah McFadzean (pp. 13, 15, 22), Penny Cassidy (p. 12)



Welcome from the Chair & CEO

In presenting the 39th Annual Report for Gippsland Lakes Community Health (GLCH) on behalf of the Directors and staff, we begin by thanking Joanne Booth for her leadership during her three year term as Chairperson. Joanne's term had a major focus on governance, reporting, accountability and the role of the Board in a company limited by guarantee such as GLCH. Joanne has made a significant contribution to GLCH and we thank her for her service. Joanne has remained on the Board as an Appointed Director.

During the reporting period, GLCH has worked steadily to achieve the goals set in the 2012 – 2017 Strategic Plan, expanding services and our contact with the communities that we provide services for. We received two significant awards that recognised the work that we do in health promotion and in paediatric allied health, and we completed a capital master plan, which will assist us in developing our two main sites in Lakes Entrance and Bairnsdale.

With the majority of our funding coming from local, state and commonwealth government sources, GLCH management and staff have worked to adjust services to meet the reform and restructure in the relevant departments, while continuing to meet the needs of our consumers. This has been challenging at times and staff have been both diligent and committed to clients throughout the various transitions.

Your Health and your wellbeing in your community truly is *Our Commitment*.

Sue Medson

CEO

Jeff Wilson

CHAIR

DID YOU KNOW?

In 2013/14, Gippsland Lakes Community Health:



- Delivered 19,110 meals
- Registered 1,891 new clients
- Had 345 staff working for the community
- Employed 82 new staff members



Jeff Wilson, Chair (left)
Sue Medson OAM, CEO (right)

About us

Gippsland Lakes Community Health (GLCH) is a not-for-profit, non-government organisation (NGO) operating as a company limited by guarantee.

The organisation is recognised by the Health Services Legislation Amendment Act (2008) as a Registered Community Health Service, making it subject to monitoring arrangements by the Department of Health. GLCH's status as a Registered Community Services Organisation also requires it to be monitored by the Department of Human Services.

Values

Equity

Provide equity of access to all community members.

Quality

Aim for excellence in everything the organisation does.

Integrity

Treat all people in an ethical manner.

Respect

Treat all people with dignity.

Collaboration

Work in partnership with other service providers and communities to achieve positive outcomes.

Compassion

Treat all people with compassion.

Mission

To develop and deliver quality health and wellbeing services to the people of East Gippsland.

In achieving this mission, GLCH will:

- Prioritise the delivery of programs and services to those people in its communities with the greatest needs
- Serve and respond to the diverse needs of its communities, according to its scope of professional practice
- Work with other community service agencies to ensure integrated and coordinated services
- Develop and maintain a 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.

Key result areas

- Delivering quality services
- Aligning organisational capacity to support mission
- Maintaining a supportive culture that embeds mission and values
- Identifying and responding in a collaborative manner to community needs.



Key facts

Staff demographic

DID YOU KNOW?

In 2013/14, Gippsland Lakes Community Health employed:

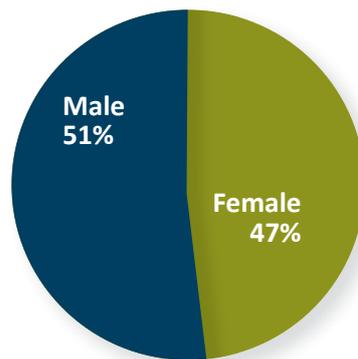


- 345 total staff
- 83.5% female
- 16.5% male
- Average age of 48

Client demographic

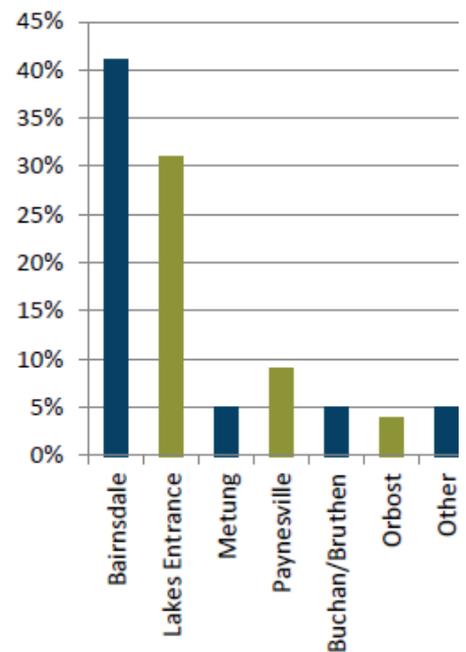
All clients who are new to GLCH and access any service are registered on the SWITCH database. 1,891 new clients were registered on SWITCH in the 2013/14 financial year. The following graphs are based on data from these new registrations.

CLIENT GENDER*

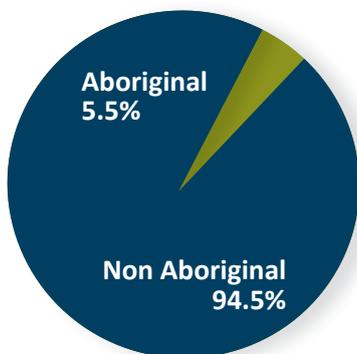


* Gender not stated for 1% of clients.
 * 1% of clients identified as Intersex

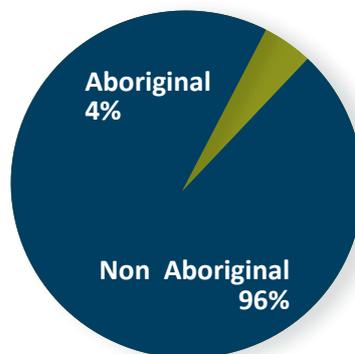
PERCENTAGE OF NEW CLIENT REGISTRATIONS



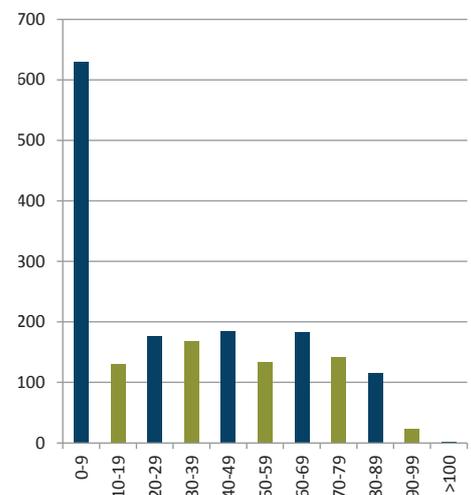
ABORIGINALITY OF STAFF



ABORIGINALITY OF CLIENTS



NEW REGISTRATIONS BY AGE GROUP



Chair & CEO Report

Delivering Quality Services

GLCH staff are committed to the work that they do, and it is particularly special when that work receives recognition. We were awarded two prestigious awards during the year:

- The Australian Arts in Health Association Award recognises the work that the health promotion team has done throughout the region, raising awareness of healthy lifestyles with arts projects. The award was presented at an international conference in Sydney, where Jane Christie and Andrea Farley also presented their work on the Most Significant Change method of evaluating the impact of health promotion activity.
- The second award was the Gold Medal for Excellence in Health Service – Innovation at the Victorian Public Healthcare Awards, which was in recognition of the work in developing and publishing the paediatric early intervention allied health program Active Lorikeets. This was presented by the Minister for Health Hon. David Davis at the Gala Award Ceremony to four of the staff who had worked on the program.
- We were also Highly Commended in the Victorian Healthcare Association Annual Awards for the Active Lorikeets program.

After many years of working with Nowa Nowa Community Health, they have now merged with GLCH to become Gippsland Lakes Community Health – Nowa Nowa. This became official on 1 May 2014. GLCH is committed to maintaining a viable service for the community of Nowa Nowa and extending the range of services that will be available to the community.

GLCH moved into the provision of early childhood services, assuming management of the Gippsland Lakes Community Health Children's Centre. The centre was formerly known as the Lakes Entrance Learning and Development Centre but was returned to East Gippsland Shire Council by previous management. Following a process of due diligence, GLCH considered that this service would be complementary to paediatric allied health and children's health promotion programs. The move also responded to the expressed community need to continue this children's services as a not-for-profit enterprise, and maintain the number of places available to meet the growing need in the community. We look forward to continuing to work with the youngest members of our community.

The Community Health Services Unit has been able to extend the paediatric allied health programs to include clients in Bairnsdale. This has been possible with some targeted funding from the Department of Health and GLCH's development of a public/private mix for the delivery of relevant services.



GLCH Board Chair Jeff Wilson, Nowa Nowa Community Health Chairman Geoff Preston, and GLCH CEO Sue Medson at the Gippsland Lakes Community Health Nowa Nowa opening

We were successful in an application to the Commonwealth Department of Health and Ageing for a number of Consumer Directed Care Packages. These have been extremely well received by the community and are being managed to capacity to ensure that clients receive the services that are the most useful for them. This funding builds on the Community Aged Care Packages and increases the flexibility to provide diverse services to eligible clients.

Alcohol and Drug Treatment Services were re-commissioned throughout Victoria this year. The Department of Health streamlined the system of services to achieve similar standards across regions. GLCH partnered with Latrobe Community Health Service, Bass Coast Community Health, and Gippsland Southern Health to develop a consortium bid. The consortium was successful



Chair & CEO Report

for Treatment Services throughout Gippsland. Intake and Assessment Services will be conducted as a single service across all of Regional Victoria. This will provide a new challenge in providing the right service at the right time for people in Gippsland, and in particular East Gippsland where distances between communities and facilities causes additional barriers to services.

There has been an increase in the number of clinical nurse specialists working for GLCH in both regional and local roles. This year we have employed a Clinical Nurse Consultant in Aged Care with a focus on dementia, and also a Chronic Pain Management Nurse.

During the year we experienced a period with reduced numbers of General Practitioners. Recruitment of doctors to Lakes Entrance is challenging, as it is in many areas throughout Australia that are more than two hours from a capital city. We have been working with Gippsland Medicare Local to develop an East Gippsland approach to meeting this growing need with a dedicated General Practice recruitment officer.

There have been many other achievements in service delivery throughout the year and I encourage you to read the reports of each service unit.

Strengthening Governance

On behalf of the stakeholders, the Board of Directors is responsible for the future wellbeing of the company that is GLCH. In exercising leadership, enterprise, integrity and judgement, the Board acts in the best interests of GLCH, and is transparent, accountable and responsible to the stakeholders.

We welcomed one Elected Director and one Appointed Director to the Board during the reporting period:

- Sohan Gunasekera was elected to the Board in November 2013 following an appointment to fill a casual vacancy. Sohan's experience in customer service, information technology, systems design and commitment to best-value solutions for organisations has added value to the existing skill set of the Board.
- Michael Sutton was appointed to the Board in February 2014 to fill a casual vacancy until the 2014 Annual General Meeting. Michael was previously a member of the Nowa Nowa Community Health Board and his knowledge of that community has been invaluable this year.

The Board undertook a number of projects throughout the year that will enable GLCH to look forward in service provision and governance of the organisation:

- Following the implementation of RiskMan with Gippsland Health Alliance, the Audit and Risk Committee adopted a Risk

Management Framework that will assist in assessing and mitigating risk for the organisation.

- A Capital Master Plan was commissioned to develop plans for the future physical expansion of facilities to cope with the expansion of services required by the community.
- Focus was placed on development of the GLCH website to become more relevant to clients and other service providers and to be generally engaging for the community to explore the services available.
- A redeveloped service agreement was signed to strengthen the partnership with the Lakes Entrance Aboriginal Health Association (LEAHA), while promoting self determination. This new agreement states that GLCH and LEAHA are both committed to creating a practical and effective framework for strengthening reconciliation in the Lakes Entrance community and delivering accessible health and community services to the Aboriginal Community.

This partnership has attracted attention from state government and peak bodies and we were pleased to jointly host a visit by the Minister for Health, David Davis and the Member for Eastern Victoria, Andrew Ronalds MLC who visited both GLCH and LEAHA accompanied by our local member, Tim Bull MP to discuss and gain an understanding of the health issues for this area.

We were also visited by Alan Tudge MP, Parliamentary Secretary to the Prime Minister and advisor on Aboriginal issues accompanied by Darren Chester MP.

Tim Bull and Darren Chester are very supportive of GLCH and we appreciate their support in our efforts to provide for the health and welfare needs of the community.

Throughout the year, GLCH has maintained a presence at public events that include the East Gippsland Field Days, Bairnsdale Agricultural Show and the Lakes Entrance Seafarers Festival. We have also hosted events in public places to highlight particular community issues such as homelessness, protection of children, and child safety. As well as taking information out to the community, these events allow us to talk individually to community members as they visit our stands and seek information, as this can better inform our future services and programs. We also rely on written feedback, focus groups and surveys of particular groups and service users to gain this valuable information. In the coming year we will be trialling other ways of seeking this information so we encourage you to be involved if you have the opportunity.

Building Community

Capacity

GLCH works with small communities to help achieve service goals through the provision of administrative and support functions.

This year we have supported East Gippsland Primary Care Partnership, Lakes Entrance Aboriginal Health Association, Lake Tyers Aboriginal Trust, Flinders Island Aboriginal Association and Nowa Nowa Community Health (until 1 May when this service merged with GLCH).

In the past we have supported Lake Tyers Health and Children's Service with full administrative services, but this organisation has now reached capacity to manage its own affairs with minimal external support.

In 2013/14 GLCH also auspiced the YooWINna Wurnalung Healing Service, Djillay Ngalu Healthy for Life Program and the Wurinbeena Arts Project.



Tim Bull, Member for Gippsland East; Paula Morgan, Manager LEAHA; David Davis, Minister for Health; Andrew Ronalds, MP Eastern Victoria; and Sue Medson, Chief Executive Officer GLCH during a tour of GLCH and LEAHA.

Infrastructure & Finances

The 39th year of service has finished in a strong financial position meeting the goals set in the Strategic Financial Plan 2013 – 2017.

The end of year results, taking into account capital grants, depreciation and loss on disposal of assets, was a surplus of \$716,747. This was due in part to the acquisition of land and buildings from the merger of Nowa Nowa Community Health with GLCH.

A full summary of the financial position of GLCH can be found in the Finance Summary of the Annual Report and in the Audited Financial Statements provided with this report.

It has been another successful year at GLCH and thanks must go to the hard work and dedication of the Board, staff and volunteers. All of these important people strive to deliver excellent service to the community in the face of change and opportunity. We could not achieve great results without you.

Sue Medson
CEO

Jeff Wilson
CHAIR



Board of Directors

	Board meetings attended	Total eligible to attend
Jeff Wilson	9	10
Carol Ross	9	10
Sohan Gunasekera	9	10
Brendon Moar	4	10
Jeanette Severs	6	10
Ian Dunkley	10	10
Joanne Booth	8	10
Darryl Andy	6	10
Michael Sutton ¹	3	4

¹ Appointed on 13/02/2014 to fill a casual vacancy until the 2014 AGM

The Board of Directors of GLCH is a voluntary Board with six Directors elected from GLCH members and three Directors appointed based on their aptitude and experience according to a skills matrix. This ensures that the Board has sufficient expertise to govern the organisation.

Each Board Director has strong connections to the local community and contributes their time on a voluntary basis. Collectively, the Board brings a diverse range of skills and expertise to the organisation across the areas of education, health, pharmacy, local government, finance, business administration, human resources, information technology, journalism and law.

Directors work closely with the Executive Managers of each service unit to develop GLCH's Strategic Plan, the most recent of which spans 2012 to 2017.

The Board also approves the annual budget and business plan, and is responsible for ensuring organisational operations are directed and controlled by effective systems and processes.

By fostering a culture that is responsive to community needs, the Board works to help GLCH deliver quality health and support services in line with the organisation's mission, values and key result areas.

The GLCH Board is responsible for defining the organisation's purpose and developing it into the future.



Gippsland Lakes Community Health, Nowa Nowa

Board of Directors

Jeff Wilson

(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.

Elected Director on 30-07-1998.
Member of GLCH/Bairnsdale Regional Health Service (BRHS) Alliance Committee.

Sohan Gunasekera

Sohan joins the Board with over 20 years of customer service, process improvement and project management experience across private, not-for-profit and government sectors. He looks forward to actively contributing to strategic decision making at GLCH.



Committed to seeking and facilitating best-value solutions for organisations, Sohan is currently Manager of Information Services at East Gippsland Shire Council, member of Victorian Local Government Information and Communications Technology Committee, and Board of Governance member at Uniting Care Gippsland.

Sohan's qualifications include Bachelor of Applied Science, Masters Degrees in Business Administration and Information Systems Management, and he is a certified Project Management Professional.

Appointed Director on 23-04-2013.
Elected Director from 15-11-2013.
Chair of Finance Committee.
Member of GLCH/BRHS Alliance Committee.

Carol Ross

Carol is a resident of Bairnsdale who is keen to contribute to her local community as a Director with the Board of GLCH. 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.

Elected Director on 22-11-2011.
Chair of Audit and Risk Committee.
Member of GLCH/BRHS Alliance Committee.



Gippsland Lakes Community Health, Bairnsdale



Joanne Booth



Joanne has a background in public health and policy and is an experienced non-executive director and former chief executive. She has worked extensively in the health, not-for-profit and public sectors and currently operates a governance and management consultancy.

Joanne is a Graduate of the Australian Institute of Company Directors (AICD) and has completed Governing for Non-Profit Excellence at Harvard Business School (USA) and the Not-for Profit Chair course (AICD). Her other directorships include: Director, Victorian Healthcare Association; Director Workways Australia Ltd; and Director, East Gippsland Region Water Corporation. She is also Independent Audit Committee Chair, Central Gippsland Region Water Corporation.

Joanne's qualifications include: Master of Public Health; Graduate Diploma in Occupational Health; Bachelor of Arts; Diploma of Company Directors; Practitioners Certificate in Mediation; and Certificates in Advanced and General Nursing. She is an active member of the AICD and Women on Boards.

Appointed Director on 30-09-2008.
Member of Audit and Risk Committee.

Darryl Andy



Darryl is Chair of the Lakes Entrance Aboriginal Health Association (LEAHA) and is committed to maintaining the strong relationship between GLCH 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 Koori 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 abreast with current issues and trends.

Appointed Director on 13-05-2013.
Member of Audit and Risk Committee.

Jeanette Severs



Jeanette is a specialist rural and agricultural journalist, a published author and past newspaper editor. She has a strong interest and experience in governance, strategic planning and policy analysis and development.

Jeanette has a demonstrated interest in agricultural and environmental health issues, rural women's social issues, rural health needs and public health program delivery. She has extensive Board experience.

Apart from being a trade-trained print journalist, Jeanette holds a Bachelor of Arts - Sociology (Monash) and is a graduate of the Australian Institute of Company Directors (Diploma), the Marcus Oldham Rural Leadership Program and the Gippsland Community Leadership Program.

Appointed Director on 14-05-2012.
Member of Finance Committee.

Brendon Moar



Brendon moved to East Gippsland in 2006 and owns a local pharmacy. He also provides an advisory service to other rural pharmacies. Brendon's goal as a Director on the Board of GLCH is to actively participate in providing better health access and outcomes for the local population.

Brendon holds a Bachelor of Pharmacy qualification and is a member of the Pharmaceutical Society of Australia. He is also an Accredited Consultant Pharmacist and member of the Australian Association of Consultant Pharmacists.

Elected Director on 22-11-2011.
Member of Finance Committee.

Ian Dunkley



Ian has a background in finance and is a qualified accountant. He has worked in not-for-profit and Aboriginal health and welfare organisations, and was CEO of Gippsland and East Gippsland Aboriginal Cooperative (GEGAC) and Project Manager at Kee Cooperative Ltd. Ian currently works part-time in disability services at Headway Gippsland Inc.

Ian has served on a number of Boards, including GLCH (past Board member), East Gippsland TAFE and East Gippsland Football League. He was also a member of the East Gippsland Shire Council Economic Development Committee for a number of years.

Elected Director on 22-11-2012.
Member of Finance Committee.

Michael Sutton



Michael (Mick) is an education and health professional, with a Bachelor of Education and Post Graduate Diplomas in Professional Studies (Human Resource Management, Strategic Planning, Change Management and Curriculum Development), Counselling and Welfare. Mick has also worked in a Community and Indigenous Relationship Manager role with VicForests.

Mick currently teaches part time and runs a local farm and tourist operation.

Appointed Director on 3-02-2014 (casual elected vacancy until 2014 AGM).
Member of Audit and Risk Committee.

Aged Care

Services Provided

- Case Management
- Comprehensive Assessment
- Domestic Assistance
- Home Care Packages
- Meals on Wheels
- Personal Care
- Property Maintenance
- Respite
- Social Support
- Volunteer Based Transport

Aged Care provided 4,945 hours of Assessment, 70,359 hours of direct client support, and delivered 19,110 meals.

Overview

The Aged Care Services (ACS) Unit is comprised of a suite of Home and Community Care (HACC) Programs, Commonwealth funded Aged Packages, and is the Veterans Home Care (VHC) provider for East Gippsland. The Unit also acts as a major and preferred brokered service agency for other local Aged Care package providers including Bairnsdale Regional Health Services Post Acute Care (PAC) services and other various disabilities service providers.

The aim of the Aged Care Unit is to support people in their own homes and communities by providing services that promote and maintain independence. These services provide basic support to assist clients to remain living at home who would otherwise be at risk of premature or inappropriate admission to long

term residential care. The catchment area for these services encompasses Nowa Nowa, Buchan, Gelantipy, Lindenow, Bruthen, Bairnsdale, Lakes Entrance, Paynesville and all areas between.

Highlights

- All 18 Community Common Care Standards met in both the Home and Community Care (HACC) and Home Care Packages (CACP) review undertaken at the end of 2013.
- Consumer Direct Care (CDC) systems designed and successfully implemented with clients now having access to individual budgets.
- Successful volunteer luncheon held in May 2014 with 126 volunteers in attendance
- New HACC client booklet developed and distributed, ensuring the Active Service Model (ASM) message is consistent.
- Management of aggressive behaviour training undertaken by all ACS staff.
- Review undertaken of client surveys and planning framework in regards to consumer participation.
- Individual goal centred care plans successfully implemented for all new and reassessed clients.



Meals on Wheels luncheon in May



Aged Care Unit Planning Day



Challenges

- Preparation for the Aged Care reform, which will result in a new funding model for Aged Care services from July 2015. HACC services for clients over 65 will fall under the Commonwealth “Home Support program”, while services for clients under 65 will remain as HACC.
- Continued fee increases by training providers has impacted on the affordability of training staff in Certificate III Aged and Community Care, which in turn has impacted on recruitment of Aged Care professionals.
- We have an ageing direct care staff workforce with 30% over 60 years of age, 33% between 50 and 60, 26% between 40 and 50, and only 11% under the age of 40.
- Increased client complexity, along with the drive for clients to self manage their own funding packages, has resulted in increased workloads supporting clients who do not understand program guidelines and funding structures.

Penny Cassidy
Acting Executive Manager

	Key performance indicator *	Annual target	Achieved to 30-6-2014	Achieved (%)
Volunteer coordination	Hrs	2,014	2,603	130%
Property maintenance	Hrs	500	516	103%
Respite	Hrs	3,421	3,163	93%
Personal care	Hrs	11,363	9,642	85%
Assessment	Hrs	4,800	4,945	103%
Delivered meals	Mls	15,975	14,708	92%
Domestic assistance	Hrs	27,943	27,748	99%
Fee for Service	Hrs	21,780	26,687	122%

* Hrs = hours of service
Mls = meals delivered

Clinical & Nursing

Services Provided

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

Overview

The Clinical and Nursing Services Unit consists of a broad range of nursing services and a GP Practice, including visiting medical specialists.

The Unit is supported by an administration and customer service team, and is predominantly based in Lakes Entrance.

While many of the nursing services are available only on weekdays, home based nursing and assessment and triage nursing, in conjunction with the GP Practice, spans the entire week.

During the week, the GP Practice provides regular outreach clinics to the communities of Metung, Bruthen, Nowa Nowa, and Lake Tyers Aboriginal Trust, along with regular sessions with Lakes Entrance Aboriginal Health Association (LEAHA). Most of these sites are also supported by nursing staff during the week. All sites are electronically linked back to the main site so that continuity of care is maintained regardless of which site clients access.

The Unit's collaborative approach to service provision involves all members of the team and provides a solid foundation for providing quality services within a busy and demanding environment, both during and after hours.

The Unit continues to take a lead role in providing a positive and supportive learning culture

with professional placement opportunities for nursing, medical, and pharmacy students, as well as placements for medical interns. In addition, employment opportunities are afforded to GP Registrars who are undertaking training to obtain the speciality qualification as a General Practitioner. The Unit supports postgraduate nursing positions, with two staff currently undertaking their Nurse Practitioner training. Undergraduates are also offered the opportunity to participate in a simulation clinic with trained volunteers filling the role of the client.

The Clinical and Nursing Services Unit continues to be actively involved in research projects, which include studies being undertaken by Monash, Melbourne and La Trobe universities.

Highlights

- A regional Aged Care Dementia Clinical Nurse Consultant was employed with the primary aim to provide early access to specialised assessment and support for people with concerns relating to memory issues, in collaboration with their GP.
- A Chronic Pain Management Nurse role has been established within the GP Practice. The focus is on self-management, and incorporates the support of a multi-disciplinary team approach. Ongoing evaluation, further development and refinement of the service model is being undertaken.



- The Nowa Nowa Community Health amalgamation with GLCH has been embraced by the Clinical and Nursing Services Unit, with the additional nurses adding to the skill and capacity of our existing team.
- The commencement of a project aimed at promoting Advance Care Planning, called “Making the last chapter reflect the whole book” has involved a small group of volunteers from the Lakes Entrance community.

	Key performance indicator *	Annual target	Achieved to 30-6-2014	Total achieved (%)
Community Health Nursing	Hrs	8,788	8,567.4	97.49%
HACC Nursing	Hrs	2,534	2,469	97.43%
Diabetes Nursing	Hrs	224	241	107.59%
General Practitioners	Con	38,844	29,262	97.54%

* Con = number of contacts
Hrs = hours of service

Challenges

- Managing the continuous variation in the medical workforce availability is an ongoing challenge particularly in the provision of consistent services particular to outreach areas.
- Identifying the changing needs of individual communities and ensuring that our services are reflective of these needs, and continue to meet funding obligations.
- Increasing complexity and demands of reporting required for different funding streams, and meeting associated targets.

Cheryl Bush
Executive Manager



Students at the GLCH Taster Day taking blood pressure with Cheryl Bush

Community Health

Overview

The Community Health Services Unit (CHSU) provides a full range of allied health services, Planned Activity Groups, and Health Promotion activities across East Gippsland. Services are delivered via the Lakes Entrance, Bairnsdale, Bruthen, Metung and Nowa Nowa GLCH sites. Further services are provided at Lake Tyers Aboriginal Trust, Lake Tyers Health and Children's Services, Lakes Entrance Aged Care Facilities, regional primary schools, kindergartens, child-minding facilities and in the client's home. The Unit also manages an Early Childhood Education and Development Centre.

CHSU's range of programs cater for all sectors of the community, with delivery supported by qualified Allied Health Assistants. Services are accessible through a team of Service Access workers and are delivered both on a one-to-one basis and in group settings.

The Health Promotion team designs and facilitates programs that support early intervention and prevention to improve the community's health. They actively support GLCH staff with program planning, best practice advice and evaluation. Our commitment to health promotion is based on best practice evidence for improved health outcomes for our community. Health promotion promotes positive wellbeing, reducing preventable illness and lowers overall health care expenditures. Getting more active, more connected with your community, and eating well are the three key messages from our health promotion team.

CHSU is a joint public/private service, which is supported by Community Health, and Home and Community Care funding. Services are also provided to clients with private health insurance, Workcover, TAC, DVA, Medicare, FaHCSIA, Better Start, Post Acute Care, and project funding.

Service Access referrals totalled 4,190 for 39 different CHSU and ACU services with 444 referral enquiries from 116 referral sources, an increase of 15.5% from the previous year.

Highlights

- 2013 Victorian Public Healthcare Awards Gold Winner –Excellence in Service Provision for Active Lorikeets (AL) an early intervention paediatric allied health service. GLCH published the AL program in CD format, and training in its use was delivered to over 70 service providers from over 28 different services throughout the state, with sessions held in both Lakes Entrance and Melbourne.
- 2013 Arts and Health in Rural and Regional Australia and Health Promotion Award winner. Presenting an evaluation framework used in community art projects.
- Commenced management of the GLCH Children's Centre, an Early Childhood Education and Development Centre.
- Recipients of funding to evaluate Art Therapy and its effect on emotional health and wellbeing. Depending on the results, GLCH could introduce this service as an additional core business therapy.
- Lead in the Wellington and East Gippsland Paediatric Allied Health Steering group. Producing a "Service Access Guide to Paediatric

Allied Health, Wellington & East Gippsland".

- GLCH is now a registered Achievement Program workplace site. We have also supported the primary schools of Nungurner, Swan Reach, Tambo Upper, Bruthen, Nicholson and Nowa Nowa, and the GLCH Children's Centre in registering with the program.
- Expansion of allied health services now including weekly Physically Active Kids to Boori, fortnightly sessions of speech pathology and exercise physiology to Lake Tyers Aboriginal Trust.
- Celebrating 10 year anniversary of the Koori Bubs Swim program.
- Expansion of paediatric allied health services to clients in Bairnsdale and Lakes Entrance.
- Formal evaluation completed of both the Physically Active Kids and the Active Lorikeets programs.

Challenges

- Lack of paediatric specific allied health therapy spaces in Lakes Entrance and Bairnsdale.
- Introduction of the Children's Centre to the CHSU.
- Prioritisation of clients is necessary due to limited spaces for publically funded paediatric services.
- Management of increasing number of referrals received.
- Recruitment of qualified Allied Health professionals.

Angela Ellis
Executive Manager



Services Provided

- Aged and Community Health Service Access
- Art Therapy
- Aqua Physiotherapy
- Carers' Days
- Community Bus
- Dietetics
- Early Childhood Education Development Centre
- Exercise Physiology
- Foothold on Safety - Falls Prevention program
- Health Promotion activities, training and advice
- Heart Foundation walking groups
- HomeFront Assessments
- Language development groups
- Living Well With Diabetes
- Men's Shed - Lakes Entrance and Bruthen
- Occupational Therapy
- Paediatric Therapy Groups
- Paediatric Individual Therapy
- Physical Activity Groups for clients with various health conditions
- Physically Active Kids
- Physiotherapy
- Planned Activity Groups
- Podiatry
- Speech Pathology
- Rehabilitation
 - Generalist
 - Phase 2 and 3 Cardiac Pulmonary Rehabilitation



The CHSU presented professional development sessions for other health services throughout the state on how to implement the award winning Active Lorikeets program.

Services are available on weekdays from 8:30am to 5:00pm and on Thursday evenings until 8:00pm.

	Key performance indicator *	Annual target	Achieved to 30-6-2014	Total achieved (%)
HACC Allied Health <i>- includes dietetics, podiatry, occupational therapy and physiotherapy</i>	Hrs	4,150	4,340.5	104.58%
Planned Activity Groups	Hrs	7,078	8,019	113.3%
Community Health Allied Health <i>- includes dietetics, podiatry, occupational therapy, physiotherapy & speech pathology</i>	Hrs	2,767	9,651	348.8%
Privately Funded	Hrs		3,094	

* Hrs = hours of service

Corporate Services

Overview

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 total budget of approximately \$4.2 million and a staffing base of 45.

Highlights

- In consultation with the Chief Executive Officer, Board and Executive Managers, teams have supported the development of substantial and required infrastructure, environmental, and business systems to support the addition of Nowa Nowa Community Health, and the Gippsland Lakes Community Health Children's Centre.
- The Quality and Compliance team have assisted with meeting two Quality Reviews (Home and Community Care, and Home Care Packages), increased the capacity of internal compliance and risk management systems, and reviewed in excess of 26 large and complex policies and their linked systems.
- The Information Technology (IT) team have achieved a substantial amount of work in terms of mitigating risk (server replacements), upgrading infrastructure (antivirus, video conferencing, software upgrades, etc) and managing the day to day operational needs (improved

procedural and IT knowledge systems).

- The Human Resource function accomplished the requirements of six major Industrial Agreement changes, as well as successfully delivering its fourth 'Careers Taster Day', where in excess of forty students from seven secondary schools attended the agency and explored the vast array of career opportunities within GLCH.
- The Unit, via the Public Relations plan, has attended a number of key external and internal events, such as Field Days and other festivals, developed a Social Media Strategy, revitalised GLCH's website, and has upgraded its marketing resources.
- The Finance team has undertaken a full review of internal processes in the areas of procurement, investment, reporting, debtor management, and the establishment of a 'Development Fund'.



Services Provided

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



Customer Service

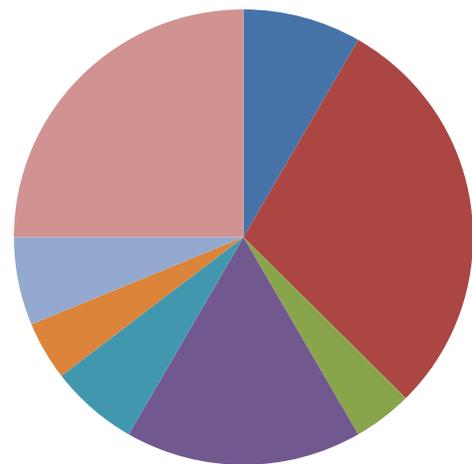


Challenges

- The forthcoming year will be one of consolidation, reinvigoration, and a regaining of momentum as the newly appointed Executive Manager settles in.
- The introduction of three large technology projects in Payroll, Human Resources and Client Record management. These will require careful management to ensure the associated workloads and change implications are managed well.

Leah McFadzean
Executive Manager

CORPORATE SERVICES STAFF



■ Information Technology	(4)
■ Customer Service	(14)
■ Human Resources	(2)
■ Finance	(8)
■ Quality and Compliance	(3)
■ Marketing	(2)
■ Management (inc. CEO and EA)	(3)
■ Environmental and Facilities	(12)



Information Technology



Finance and Payroll

Family, Youth & Children

Services Provided

- Alcohol and Drug:
 - Counselling
 - Home Based Withdrawal
 - Koori Diversion Worker
 - Rural Diversion Outreach
 - Supported Accommodation
 - Youth Outreach
- Assessment and Response
- Child FIRST
- Counselling:
 - Generalist
 - Family Violence
- Disability Services, including Early Childhood Intervention
- Emergency Assistance
- Family Violence Outreach
- Homelessness Support Program, including Creating Connections
- Integrated Family Services
- Maternal and Child Health Services, including Enhanced Home Visiting
- Men's Behaviour Change Program
- Needle Syringe Program
- Reconnect/LINX
- School Focused Youth Services
- School Nurse
- Youth Justice Community Support Services
- Youth Pregnant and Parenting Support Group

Overview

The Family, Youth and Children's Services (FYCS) Unit consists of a diversity of program areas that have a primary focus of working with families, individuals, young people and children who are experiencing a range of complex social and emotional issues.

Service coordination, partnerships and collaborative practice are the cornerstones of all programs. This places the client at the centre of all processes, ensuring their engagement and participation within a framework that respects the rights of both individuals and families.

The Unit seeks to provide services that are seen by the community as enabling them to address their needs through empowerment, and achieves this by:

- Promoting and utilising leading sustainable, client-focused practice
- Working to develop partnerships with other community service agencies to ensure integrated and quality services
- Responding to the diverse needs of clients with care and compassion to develop their strengths
- Ensuring programs are open to change, flexible, forgiving and transparent in all actions with both clients and staff
- Developing strong, resilient and well supported staff

Highlights

- Development and implementation of a Consumer Participation Plan, and the establishment of a Consumer Registry.
- Service collaboration and formal alliances with key stakeholders have expanded models of service provision and established collaborative innovative service delivery models in the areas of; Perinatal Mental Health, Neuropsychological Assessments, Youth Partnership, Early Years Support, Drug and Alcohol Withdrawal, Education and Training in the TAFE system, and Family Violence.
- Staff have been provided with professional development to build skills and capacity within the Unit in the areas of Mental Health, Self Care and Reflection, and Rock and Water Group work.
- Advocacy and support for major health and wellbeing campaigns has been implemented in partnership with other agencies through provision of activities during Youth Week, Homelessness Week, Children's Week, Child Protection Week, Drug Action Week and Disability Week.



Challenges

- Sector reform has continued to create uncertainty for staff and in some program areas has resulted in the application of more city centric models and less understanding of the issues facing rural and remote communities.
- Managing the diverse range of systems and data requirements as a result of being funded by one Federal, three State and one local government department has become more complex with an increase in reporting requirements, an increase in systems used and the duplication of reporting required by some departments.
- Increasing complexity of client issues across all services in the Unit has placed pressure on program capacity.



Bravehearts Child Protection Event 2013

Ailsa Carr Executive Manager

	Key performance indicator *	Annual target	Achieved to 30-6-2014	Total achieved (%)
Counselling	Hrs	3,030	3,002	99%
Maternal and Child Health (MCH)	Bir	401	398	99%
MCH Enhanced Home Visiting <i>- includes Youth, Pregnant and Parenting</i>	Cli	94	205	218%
Early Childhood Intervention	Cli	15	15	100%
Drug Treatment	Eps	531	549	103%
Housing Support	Sup	187	303	162%
Disability	Cli	69	72	104%
Family Services and Child FIRST	Hrs	10,264.6	15,176.1	148%
Family Violence	Cli	147	424	289%
Reconnect	Cas	48	47	98%
Youth Justice Community Support	Cas	8	8	100%

* Bir = no. of births | Cas = no. of cases | Cli = no. of clients
Eps = episodes of care with significant goals
Hrs = hours of service | Sup = Episodes of support

Koori health

Overview

At GLCH, working together is integral to closing the gap between mainstream health and the health of Aboriginal community members.

GLCH acknowledges the Gunaikurnai people as traditional custodians of the land on which we stand and invites community members to perform 'Welcome to Country' at significant events. Local Aboriginal artwork is displayed at all sites and Aboriginal and Australian flags are flown alongside each other. The organisation also participates in regional reconciliation events.



Students pictured with LEAHA staff at the 2014 GELLEN Taster Day

Lakes Entrance Aboriginal Health Association

Lakes Entrance Aboriginal Health Association (LEAHA) has been developed, in partnership with the Aboriginal community of Lakes Entrance and GLCH, to progress access to healthcare that will improve the health and wellbeing of the local Aboriginal Community. LEAHA operates as an Aboriginal Community Controlled Health Organisation (ACCHO) and provides its members with access to a Medical and Chronic Disease Clinic, health promotion, welfare support, and local and youth justice services. The close relationship between the two organisations allows for more supportive transition for clients between LEAHA and GLCH's mainstream services.

The LEAHA Clinic and Community Centre is a vibrant space where the community can meet and access healthcare and other services as developed through LEAHA's partnership with GLCH.

LEAHA is funded by the Department of Health, Department of Human Services, Department of Health and Ageing, and the Department of Justice. LEAHA is also supported by the R E Ross Trust – initially around activities for Aboriginal Elders and now for the capacity building to help the organisation move into a more sustainable future.

LEAHA health team provide a range

of primary health care services, chronic disease care, health promotion activities and programs and general health checks for community members.

Programs that are offered to the local Aboriginal community from LEAHA in partnership with GLCH include:

LEAHA Health:

- Aboriginal Health Workers (full time)
- Hearing screening through Australian Hearing
- Care Coordination and Supplementary Services (CCSS) Program - focuses on clients with Chronic Disease
- Vision Testing by College of Optometry
- Diabetes Clinic
- Elders Connection Program
- GP Chronic Disease Clinic
- Health Awareness Days
- Health Promotion Activities
- Medical transport
- Podiatry Clinic
- Respiratory Clinic
- Regional Tobacco Action and Healthy Lifestyle Team
- Registered Nurse
- Tandarra Alcohol and Drug Services

LEAHA Justice:

- Community Work
- Koori Youth Justice Worker
- Local Justice Worker
- Sheriff
- Youth Justice Prevention Programs

LEAHA Emergency Assistance:



- Funeral Support
- Hospital Visiting
- Justice Support
- Medical Transport

LEAHA and GLCH Programs and Assistance:

- Active Lorikeets Program
- Food Parcel Assistance
- Koori Bubs Swim Program
- Kinder Gym

In addition, LEAHA provides access for the community to a computer, fax and phone for services such as Centrelink, job searching and resumes.

LEAHA also has an Aboriginal House Victoria and LaTrobe Employment Development Worker available weekly.

Yoowinna Wurnalung Healing Service

- Advocacy and support
- Referrals – internal and external
- Counselling
- Educational programs
- Preventative programs
- Women's and men's activities
- Research
- Partnership projects
- Men's Time Out service - provides a range of services to Aboriginal and Torres Strait Islander men
- Elders, Youth and Children's activities

GLCH auspices and works closely with Yoowinna Wurnalung Healing Service (YWHS), who develop and implement education and prevention programs that increase the awareness and empower East Gippsland Aboriginal communities to respond to and address family violence. The service provides strength based counselling and support for families and individuals, as well as group activities that raise awareness of the impact and issues associated with family violence to empower individuals and communities to respond to family violence to keep their families safe. Both activities and individual work are available to all community members with approaches designed specifically to help men, women, young people, children and Elders prevent violence in all situations, especially the family. YWHS also works with men, women and children who are perpetrators of violence and abuse, providing them with alternative tools for dealing with anger and aggression. YWHS's work is supported by the Department of Human Services, the Commonwealth Prime Minister and Cabinet and the Department of Justice.

Djillay Ngalu

GLCH is one of several members of the Djillay Ngalu (Healthy Together) consortium of ACCHOs in East Gippsland, through its partnership with LEAHA. Djillay Ngalu is comprised of four organisations: LEAHA (GLCH); Moogji Aboriginal Council; Lakes Tyers Health and Children's Services; and Gippsland and East Gippsland Aboriginal Co-operative

(GEGAC). Djillay Ngalu funding is distributed amongst its members for treating and preventing chronic disease conditions and for promoting healthy lifestyles through improved nutrition and increased physical activity. The Department of Sport and Recreation supports the Djillay Ngalu consortium by providing interesting and challenging activities for young people, which are well attended and highly anticipated throughout the year. Coordination of both Healthy for Life and Sport and Physical Activity programs by the consortium ensures attention to detail, planning and access to the latest research, based on statistics from those programs.

Further Services

Nursing and Allied Health services are provided to Lake Tyers Health and Children's Services, and collaborations with GEGAC support family and children's initiatives and services around drug and alcohol issues.



Kids in Motion School Holiday Program, Canoe Day at Apex Park, Lakes Entrance

Health education & support

Services Provided

- Advance Care Planning
- Anaphylaxis Management Course
- Asthma Emergency Management Course
- Aqua Physiotherapy Aqua Therapy
- Bairnsdale Community Garden
- Boys' Friendship Group
- Brainbags
- Bruthen Women's Craft
- Busy Bees Speech Pathology
- Cancer Support Group
- Caution with Cannabis
- Core Stability Back Management
- Everybody's Different
- FAB Tuesday
- Gentle Exercises Programs
- Gentle Stretch and Relaxation Programs
- Health Aging Options Information Sessions
- Healthy at Every Size
- Healthwise Gym
- Healthy Living Group
- Keep Active Gym
- Koori Elders Group
- Koori Swim Programs
- LIFE! Program (Diabetes Prevention)
- Life after Loss
- Living Well with Diabetes
- Living Well with Ongoing Health Conditions
- Lorikets Language and Fine Motor Skills Program
- Men's Only Gym
- Men's Shed
- Moving Meerkats
- My Time Respite Group
- New Parents Group
- Parkinson's Support Group
- Physically Active Kids
- Rock and Water Groupwork for Children and Youth
- Staff Gym
- Sunset Jamboree (Dementia Respite Bairnsdale)
- The Lounge
- Time Out Respite Group
- Veterans' Only
- Wheels to Meals
- Youth Pregnancy and Parenting Support Groups
- Your Choice Program



Gemma, Belinda and Daniel participating in the East Bairnsdale Art Works Group



Finance

GLCH 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 & Commentary

Income

The end of year result, taking into account depreciation and loss on disposal of assets was \$716,747.

GLCH 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 \$1,778,277 (9% of total income). A key factor influencing the increase is Department of Health funding, which has risen by \$997,031 (16%). This increase is the combination of the addition of East Gippsland Primary Care Partnership funding now being auspiced by GLCH, and CPI and growth funding increases. Other Government grants have also increased significantly by \$746,482 (22%) due in part to the Lakes Entrance Aboriginal Health Association (LEAHA) receiving the Regional Tobacco funding of over \$1,000,000 from the Department of Health and Ageing.

Expenditure

GLCH has a sound financial base, showing strong liquidity and associated ability to meet

all employee and program commitments.

Expenditure in the period has increased by \$1,655,061 (8%). Items impacting this movement in expenditure were salaries and purchasing. Salaries represent 75% of total expenditure, with salary costs increasing by \$871,539 (6%) and non-salary expenditure increased by \$807,419 reflecting a 20% increase against previous year figures. Spending relating to the Regional Tobacco Program that commenced during the year had the greatest impact on this result.

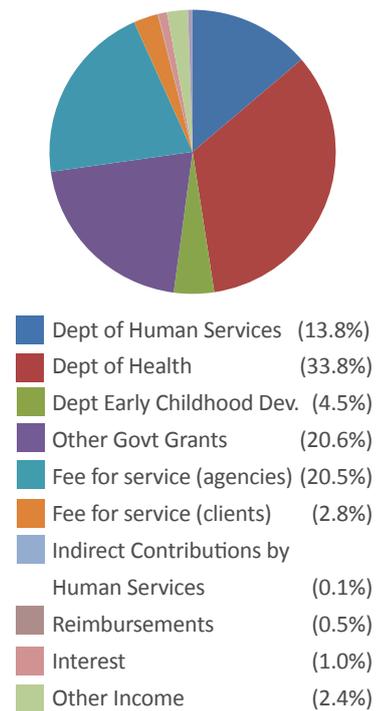
Balance sheet

The balance sheet reports an improved position, with an overall increase in total assets of \$1,906,347. Increased cash balances over the period account for \$1,375,783, as well as an increase of \$530,564 in the carrying value of property plant and equipment, due mainly to the acquisition of Nowa Nowa land and buildings as a result of the merger with GLCH.

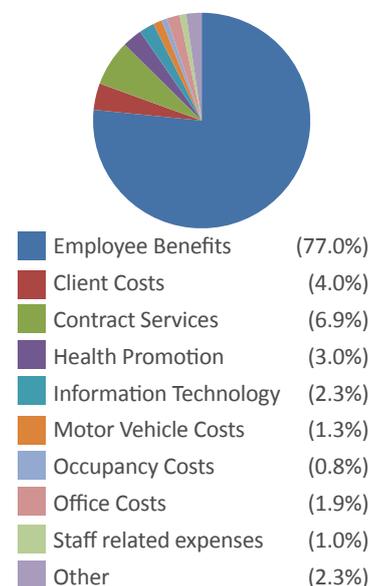
Governance

The Board recognise the importance of a strong governance framework and support this with well established Finance and Audit and Risk Committees that meet bi-monthly. These committees act to assist the Board to meet responsibility in areas including financial reporting and management, internal control structures, internal and external audits, continual quality improvement, clinical service, and

TOTAL OPERATING REVENUE
2013/2014



TOTAL OPERATING EXPENDITURE
2013/2014



risk management.

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 membership of the Finance Committee was broadened in the period to include an independent member, which has been identified as best practice.

Audited financial statements

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

The financial statements for the year were audited by Crowe Horwath (formerly named WHK Group Limited). 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 2014.

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 GLCH website at www.glch.org.au.

Extract from Financial Statements 2013/2014

Comprehensive Statement of Income for the year ending 30 June 2014

	2014 \$	2013 \$
Revenue from ordinary operations	20,998,783	19,220,506
Employee expenses	(15,500,614)	(14,629,075)
Other expenses from ordinary activities	(4,736,627)	(3,929,208)
Capital grants	-	413,964
Gain on acquisition of business	484,970	-
Depreciation and gain/loss on disposal of assets	(529,765)	(553,662)
Net result for the year	716,747	522,525

Statement of Financial Position as at 30 June 2014

	2014 \$	2013 \$
Current assets	8,059,576	6,683,793
Non-current assets	9,828,525	9,297,961
Total assets	17,888,101	15,981,754
Current liabilities	(7,163,686)	(5,995,692)
Non-current liabilities	(461,900)	(440,294)
Total liabilities	(7,625,586)	(6,435,986)
Net assets/total equity	10,262,515	9,545,768



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community health

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Braken Lake