

Annual Report



2010

Quality of Care Report



Gippsland Lakes Community Health Governance and Management

Gippsland Lakes Community Health Board



Jeff Wilson
Chairperson



Joanne Booth
Director
Vice Chairperson;
Chairperson, Non
Finance Audit
Committee



Ted Hare
Director
Chairperson
Finance Audit
Committee



Mike Anketell
Director



Adrian Jackson
Director



Anne Mwagiru
Director



Judy Wicks
Director



Bill Morison
Director



Paula Morgan
Director

Chief Executive



Bruce Hurley

Executive Management Team



Leah McFadzean
Aged Care
Services Unit



Cheryl Bush
Clinical and Nursing
Services Unit



Angela Ellis
Community Health
Services Unit



Thelma Hutchison
Corporate
Services Unit



Ailsa Carr
Family, Youth
and Children's
Services Unit



Peter Muldoon
Health Promotion
and Koori Health
Services Unit

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*Your health,
our commitment*



East Gippsland is a diverse geographical area, bordered to the north-east by rugged high country, and to the south by the famous 90 mile beach and lakes and river system.

With an approximate population of 40,000 people, the area is predominantly rural, featuring cattle and sheep farming, and commercial vegetable growing and processing. Fishing, forestry and tourism are the other major industries.

Gippsland Lakes Community Health (GLCH) is a high profile health service provider in East Gippsland that is noted for its extensive range of health and community services, its ability to relate to and provide services to the most disadvantaged communities, and its championing of the social model of health.

GLCH's service sites are in Lakes Entrance, Bairnsdale, Bruthen and Metung. It provides outreach services throughout East Gippsland through its network of partnerships, extensive travel and use of information technology. Its partnerships with Aboriginal controlled organisations is particularly strong. It provides management, administration and outreach health services to a number of Aboriginal and remote rural organisations in a way that builds capacity and empowers their Boards and communities.

Services are divided into six units with a strong multi-disciplinary approach. The Units are:

- Aged Care Services
- Clinical and Nursing Services
- Community Health Services
- Corporate Services
- Family Youth and Children's Services
- Health Promotion and Koori Health Services

GLCH values and promotes excellence of service and prides itself on delivering coordinated and accessible health services and health promotion programs. There is a focus on the health of populations as well as the health of individuals.

GLCH has an annual budget of \$16 million, 285 staff and over 500 volunteers who deliver a range of family, children and youth services, home care, allied health, nursing, medical and counselling services.

GLCH takes a lead role in workforce development to address chronic shortages of health professionals in remote rural areas. It adopts innovative ways to redefine work to attract, retain and maximise benefits for its staff.

It takes a lead role in reconciliation with Aboriginal communities, in social and service planning initiatives with local government and the primary care partnership, and in service developments including chronic care, early years development and integrated health promotion.

our locations



Lakes Entrance

18 - 28 Jemmeson Street
tel 03 5155 8300
fax 03 5155 4057



Bairnsdale

281 Main Street
tel 03 5152 0052
fax 03 5153 1087



Bruthen

51 Main Street
tel 03 5157 5744
fax 03 5157 5749



Metung

100 Kings Cove Boulevard
tel 03 5155 8300
fax 03 5156 2957

strategic plan

Vision

Getting best possible outcomes for East Gippsland through delivering quality services, promoting healthy outcomes and partnering with others.

Values

The values that underpin our Strategic Areas

- Social Justice
- Participation
- Respect
- Partnership
- Accountability
- Quality



Key Strategic Areas

1. Influencing the external environment
2. Demonstrating leading practice
3. Undertaking service development in key areas
4. Strengthening Gippsland Lakes Community Health's organisational capacity

Our Motto

"Your health - our commitment"

On behalf of Board of Management of Gippsland Lakes Community Health, I am pleased to present to you the 35th Annual Report. The Board and Staff of GLCH are continually focused on getting the best possible outcomes for East Gippsland through the delivery of quality services, promoting healthy outcomes and partnering with others. This year's report again highlights these achievements.

In this report, it is important to note the continued growth in all aspects of the organisation under the leadership of our Chief Executive (CE), Bruce Hurley.

Bruce has resigned from his position as CE effective 1 February 2011. East Gippslanders can be proud of his leadership - working with staff and community members to improve local health services, providing a voice to community concerns regarding health issues or the lack of services; and his commitment to projects that have helped to strengthen local communities.

Bruce's leadership has been instrumental in the development of the Lakes Entrance Community Services Complex; The Koori Community Centre; the provision of general practitioners in the smaller townships of Bruthen and Metung; and the consolidation and growth of services at the organisation's Bairnsdale site in Main Street. Bruce was also instrumental in GLCH being named the "Most Outstanding Primary Health Care Agency" in the Victorian Healthcare Awards in 2007, as well as GLCH gaining recognition for its work with local Aboriginal communities. Through his leadership, the outstanding work of staff is continually recognised as they deliver quality programs aimed at improving the well being of all East Gippslanders.

The following tables highlight the growth of the organisation over the last 6 years during Bruce's time as Chief Executive.

SNAPSHOTS as at 30 June	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
No. of Employees	199	211	250	278	264	285
Equivalent Full-time as at 30 June	108	112	133	180	181	204
Budget in millions	\$8.8	\$9.7	\$11.6	\$14.2	\$15.3	\$16.4



This year saw the completion of the Lakes Entrance Community Services Complex in Jemmeson Street with the official opening held in June. GLCH has also been able to secure funding to build a permanent facility at Metung to replace the temporary facility that has been in operation for the last 12 months. The Board acknowledges the generous gift of the land by Riviera Properties on which to locate the new building and the outstanding support by the Metung community in the provision of additional equipment for these facilities.

The goals the organisation set for 2009/10 in its operational plan were achieved. The financial report reveals that GLCH is financially healthy.

GLCH is committed to working in partnership with other organisations to maximise the benefits for our local community. Our alliance with Bairnsdale Regional Health Service will bring positive outcomes for our clients. The challenges facing our organisation include the further development of partnerships and securing funds to meet the ongoing and evolving needs of our community.

Key information and documents such as our strategic and operational plans, full annual financial reports and up-to-date news on GLCH are available on our website www.glch.org.au

governance

The Board would like to acknowledge the wonderful achievements of the organisation achieved through the leadership of our CE, Bruce Hurley and Executive Managers and the dedicated work of our staff and volunteers. GLCH now has 280 staff and over 500 volunteers.

This year the Board restructured its Audit Committee to include two committees, finance and non finance. The formation of these committees has strengthened the governance of the organisation.

Thank you to all Directors for their continued commitment to providing high levels of both Corporate and Clinical Governance within our organisation.

Jeff Wilson
Chairperson



Gippsland Lakes Community Health became a Company Limited by Guarantee under the Corporations Act 2001 on 31 March 2009. The Victorian Government legislated to end stand-alone community health services and to replace them with a new type of organisation - a "registered community health service". The activities and purpose of the organisation have not changed. Gippsland Lakes Community Health, as a registered community health organisation with the Department of Health, retains its 'not-for-profit' status.

The GLCH Board is responsible for defining the organisation's purpose and how it should be developed in the future. It approves the annual budget and business plan. It is responsible for ensuring the systems and processes that direct and control the organisation's operations are in place and working effectively. The Board fosters a culture that allows GLCH to deliver quality health services that are responsive to community needs and in line with its values and purpose.

Each Board member has a strong connection to the local community and contributes to the service on a voluntary basis. The Board members have a diverse range of skills, expertise and experience in areas such as education, health services, local government, administration and law.

Director	In Attendance	Leave of Absence	Apology	Comments
Jeff Wilson	10	2		
Ted Hare	9	2	1	
Adrian Jackson	11	1		
Mike Anketell	10	1	1	
Bill Morison	11		1	
Elaine Couzens	2	1		Resigned Oct. 09
Joanne Booth	11		1	
Anne Mwangiru	9		1	Commenced Sept. 09
Judy Wicks	7	1		Commenced Nov. 09
Paula Morgan	5		3	Commenced Nov. 09



Aboriginal Health Partnership Recognised

The successful partnership between GLCH and the Lakes Entrance Aboriginal Health Association (LEAHA) was awarded the State's top initiative for improving Aboriginal health in September 2009. The award recognises the excellent work done by both GLCH and LEAHA in providing services and support for the Lakes Entrance Aboriginal community.



Funding Success for Aged Care

After many years of campaigning, GLCH was successful in obtaining Commonwealth funded aged care packages. The Community Aged Care Package (CACP) program provides a planned and managed package of community care for people with complex care needs that would like to remain living in their own home.



Allied Health Service Expansion

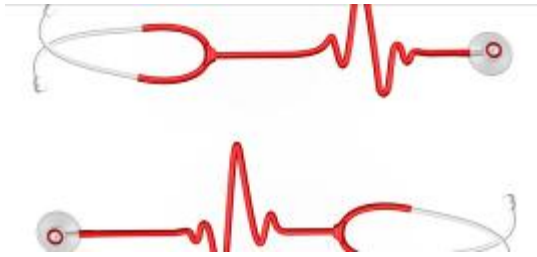
Parents who were unable to access paediatric speech services in Bairnsdale due to rural workforce shortages in both the private and public health system recently, could do so from January 2010 as a result of changes within the National Health Care system allowing us to bill Medicare directly for services provided by allied health practitioners. GLCH also became an Early Intervention service provider, enabling staff to provide children with Autism or other complex needs with the Speech Pathology, Occupational Therapy and Physiotherapy services they require.



Recruitment

A range of recruitment strategies have been successfully employed over the past 12 months resulting in greater success with recruitment campaigns, including professional networking; national and international recruitment; up-skilling programs; and the adoption of an electronic advertising and recruitment software program that is linked to the GLCH webpage. Unfilled vacancies across the organisation for the last 12 months have dropped by 75%.

highlights 09/10



General Practice Accreditation

The GP Practice re-accreditation was endorsed in July 2010. The practice met every standard detailed in the 'RACGP Standards for General Practice 3rd Edition', and received commendations for its high level of commitment in the areas of nursing care, patient follow-up and continuous quality improvement.



Rural Counselling Receives Further Funding

There is continued support for rural and remote communities through the provision of ongoing funding for the Rural Outreach Counsellor. This position has provided a range of community strengthening activities including pamper days for women that have reached in excess of 450 participants from 14 communities.



The Lakes Entrance Community Services Complex

Gippsland Lakes Community Health, Lakes Entrance Neighbourhood House, the Lakes Entrance Aboriginal Health Association and Yoowinna Wurnalung Healing Service invited community members to the grand opening of the Lakes Entrance Community Services Complex on Wednesday 16 June 2010.

The Lakes Entrance Community Services Complex (LECSC) has been five years and \$5 million in the making, and we were very excited to celebrate its official opening after all this time and hard work.

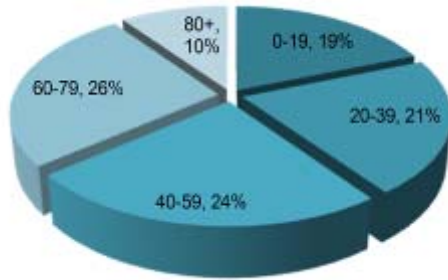
The complex was officially opened by the Hon. Lily D'Ambrosio MP, Minister for Community Development, and followed by live entertainment and afternoon tea. The complex provides facilities for a wide range of community services and was funded from grants received from the Federal, State and Local Government together with funds raised locally.

The concept for a community services 'hub' arose out of a study commissioned by all four organisations and funded by the Victorian State Government's Department of Planning and Community Development. The 2005 study looked at ways to develop community services in Lakes Entrance and recommended the establishment of the LECSC to provide a much needed focus for community support, health and education services in Lakes Entrance as well as addressing a critical shortage of accommodation for these services.

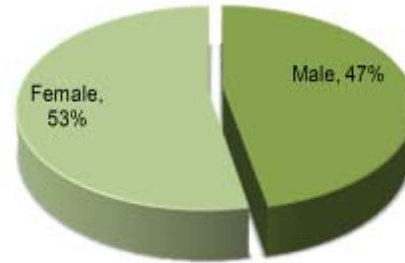
The LECSC is a reflection of the partnership between two universal service organisations and two Aboriginal service organisations co-located on one site and is an important move forward in the local reconciliation process.

Clients

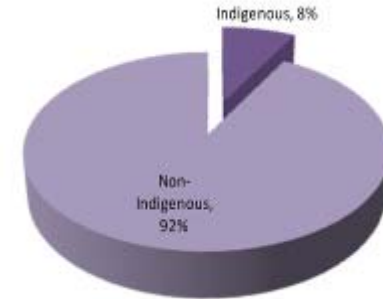
Clients by Age



Clients by Gender

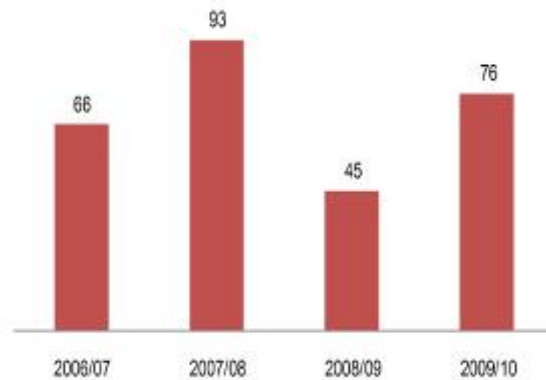


Aboriginality



Staff

Number of New Staff

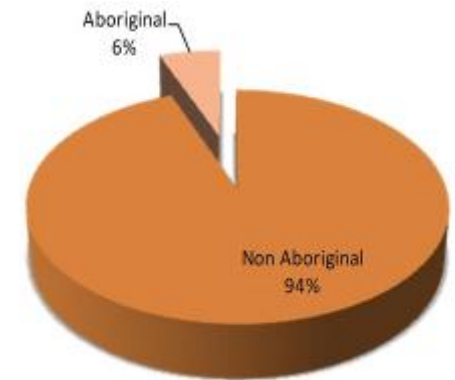


Average Age and Gender

Average Age of Staff	2006/07	2007/08	2008/09	2009/10
Male Employees	45	46	46	47
Female Employees	46	45	45	45

Gender	2006/07	2007/08	2008/09	2009/10
Male Employees	52	65	70	73
Female Employees	218	267	250	285

Aboriginality



‘Reaching Out Beyond Our Community’ Supporting less advantaged communities than our own

At an ‘All Staff Meeting’ in September 2009, staff members suggested GLCH support a charity with personal donations, fundraising or volunteering.

Staff were surveyed for charity ideas - one Australian and one overseas charity - and then voted for their favourite. The following charities were selected:

The Tabitha Foundation

Tabitha's aim is to reach out to the despairing in their communities and help them to address their own needs in a holistic and sustainable way. Community development is achieved by encouraging personal savings, providing employment and income by teaching and selling Cambodian handcrafted items, providing clean water and house-building by volunteers for families who cannot afford a home. 100% of donations are applied to the programs in Cambodia, zero overheads. GLCH staff members plan to embark on a house-building trip to Cambodia in 2011.

The Royal Flying Doctors

The Royal Flying Doctor Service of Australia (RFDS) is a not-for-profit charitable organisation that provides free aeromedical emergency and comprehensive healthcare services to people who live, work and travel in regional and remote Australia.

The RFDS relies on funding from private donations, philanthropic grants, private trusts, events and community fundraising to provide more than \$20 million a year to ensure that their life-saving services are maintained.

Staff contribute via automatic payroll deductions.

A cheque is presented to each charity at the end of each financial year on behalf of GLCH staff.



Executive Assistant, Marnie Graham is pictured above (centre) with proud new home owners and villagers.

	No. of contributing staff members	Fortnightly Total	Yearly Total
Royal Flying Doctors Service	18	\$ 86.50	\$2249.00
Tabitha Foundation	18	\$ 219.50	\$5707.00
TOTAL		\$ 306.00	\$7956.00

“This initiative, suggested by staff, is a reflection of their caring and compassion.”

Bruce Hurley, Chief Executive

Gippsland Lakes Community Health appreciates the amazing contribution made by our dedicated and committed volunteers over the past 12 months.

Volunteers are a significant and integral part of the work of GLCH and bring a wealth of experience and expertise to assist in a range of roles within our organisation, enabling the smooth and efficient running of many of our programs and groups. The assistance provided by our volunteers allows workers valuable time to facilitate programs and gives clients more staff support.

The variety of roles undertaken by volunteers includes: palliative care, meals on wheels delivery, assisting with social activity group facilitation, and client transport.

Volunteer meetings are held quarterly and provide a chance to ask questions, share experiences and to offer opportunities for improvement across all program areas. Training opportunities are also made available to volunteers relevant to the area they volunteer in.

GLCH is always eager to recruit new volunteers. Individuals can volunteer as much or as they are able - once a week, once a fortnight or once a month - whatever suits the individual.

For more information about volunteering at GLCH, please telephone 5155 8300 or visit our website www.glch.org.au.



GLCH has over **500** registered volunteers, plus **57** groups and schools who provide **10** volunteers each week to deliver meals on wheels in Lakes Entrance, Bairnsdale and Paynesville.

Volunteers delivered a total of **21,250** meals in 2009/10

Volunteers travelled **30,735** kilometres in 2009/10

consumer participation

Gippsland Lakes Community Health has an extensive range of strategies to ensure consumer, carer and community participation.

These include, but are not limited to, regular volunteer and carer forums in disability and homecare programs and information and awareness days.

Consumer surveys, evaluations and focus groups are conducted regularly resulting in program improvements, facility developments and increased staff awareness of client concerns/aspirations.

GLCH utilise focus groups to review and monitor program outcomes as well as design new initiatives.

Consumer information and feedback is collected via:

- Volunteer Forums.
- Program/Project Evaluations.
- Consumer Feedback System.
- Community Group Forums i.e. staff are supported to attend and speak at community events.
- Quality of Care Report – with consumer feedback section.
- Home and Community Care (HACC) Socialisation Survey - to obtain a consensus of interests within our aged community about what types of social activities they would participate in if the opportunity arose, and individual limitations.
- Six monthly client feedback questionnaire (HACC).
- On line client surveys about physical activity programs seeking consumer input on current programs, scheduling, staffing and content.



“The services provided by Gippsland Lakes Community Health and the Lakes Entrance Aboriginal Health Association are more than any community can provide. OUTSTANDING to say the least”

Feedback from community member, Quality of Care Report 2009

Consumer Feedback System

The consumer feedback system at GLCH captures community concerns and assists in the identification of access issues and service delivery.

GLCH encourages consumers and staff to provide feedback on the 'Service' and in so doing provides an easy, accessible and if requested, anonymous process.

Anyone may provide feedback – a client, carer, relative, support person, health professional, individual or group.

Consumer Feedback brochures are located in all GLCH reception areas. Feedback may also be provided by email at feedback@glch.org.au, or fill in our online at www.glch.org.au.



The Aged Care Unit provides a suite of services to assist the frail aged, people with disabilities, and their carers, to maintain optimum independence in the community.

Services are funded predominately by the Home and Community Care Program (HACC), a cost sharing program between Commonwealth, State (Department of Human Services), Local Governments (East Gippsland Shire Council), and the Department of Health and Ageing for packaged care.

Services and programs delivered by this unit are:

- Assessment
- Case Management
- Domestic Assistance
- Personal Care
- Respite and Property Maintenance
- Meals on Wheels
- Volunteer Coordination (includes Volunteer Transport)

GLCH employs 120 staff to manage the daily requests of up to 1500 clients living within the Nowa Nowa, Buchan, Lakes Entrance, Bruthen, Metung, Swan Reach, Johnsonville, Nicholson, Bairnsdale, Paynesville, and Lindenow areas.

The unit also includes a dedicated group of volunteers numbering in excess of 650 who assist with meals on wheels and community transport service delivery within the Lakes Entrance, Bairnsdale and Paynesville township and surrounds.

Highlights over the past 12 months include:

- The Lakes Entrance staff component of the Aged Care Unit's transition into new accommodation. Staff embraced the change of location and the environmental team transformed the new space from residential to commercial with a minimum of fuss (but a lot of hard work).
- The Home Care Enterprise Bargaining Agreement (EBA), which relates to the employment conditions of approximately 100 Direct Care Staff, was reviewed in line with industrial requirements. Six Direct Care Staff formed a representative body which met regularly with Management and Corporate Services to review legislative changes, staff conditions, client expectations, and organisational capacity. The resulting document was accepted by Fair Work Australia, Staff, and Agency, and implementation delivered a positive experience for all concerned.

- The East Gippsland Shire Council advised that they wish to nominate GLCH's Volunteer Project for the Premiers 2010 Community Volunteering Award. This project has 3 months of funding remaining and work continues to ascertain ongoing sustainability.



unit overview clinical and nursing services

The Clinical and Nursing Services Unit is comprised of an accredited General Practice which includes visiting medical specialists and a broad range of nursing services.

Outreach medical services are provided to our sites in Bruthen and Metung as well as Nowa Nowa Community Health and Lake Tyers Aboriginal Trust. All outreach locations are linked electronically enabling access to a client's medical record regardless of where they access services. Nurses based within the GP Practice provide triage and assessment and instigate first line medical management in time-critical presentations, as well as provide a range of specific nursing activities.

The Home Based Nursing program provides a seven day service, including an on-call component for palliative care patients. The team specialise in the areas of Post Acute Care, Hospital in the Home, Comprehensive Health Assessments, Palliative Care, Oncology, Advanced Care Planning, and Bereavement Counselling. The Home Based nurses have a well established and collaborative working relationship with local GPs enabling a shared and supportive approach to meeting the needs of clients within the community.

The Community Nursing team specialise in wound management, diabetes education, respiratory assessment and education, women's health, lymphoedema and immunisation. Team members have completed post graduate studies in their elected specialty and provide services with both a primary and secondary prevention focus.



Training placements, both nursing and medical, continue to have a strong presence in the clinical services unit, with opportunities for intra-professional learning accommodated both within and outside the unit. The practice is an accredited teaching practice and has a strong commitment towards supporting the training of General Practitioners.

Highlights over the past 12 months include:

- GP practice reaccredited for fourth time against RACGP Standards 3rd Edition.
- Palliative Care Coordinator Maggie Goss, selected as Victoria's representative on National Managers of Volunteer Network charged with the development of a national palliative care volunteer strategy
- Through the support of a group scholarship from the GLCH Board, 5 staff successfully completed Certificate III in Health Service Assistance.

Services and programs delivered by this unit are:

- Cancer Support Nurse
- Diabetes Clinic- review, education and prevention
- General Practitioners
- Health Assessments including Aviation Medicals
- Home Based Nursing
- Hospital in the Home
- Immunisations
- Koori GP and Nursing Service
- Lymphoedema Clinic
- Palliative Care and Bereavement Support
- Trained Palliative Care Volunteers
- Primary Triage and Assessment
- Respiratory Clinic - assessment, quit smoking, asthma
- Visiting Medical Specialists
- Women's Health Service
- Wound Management

Services and programs delivered by this unit are:

- Aged and Community Health Intake
- Customer Service
- Dietetics
- Exercise Physiology
- Occupational Therapy
- Physiotherapy
- Planned Activity Groups, including dementia specific
- Podiatry
- Speech Pathology
- Chatterbox for Kids
- Cooking for One or Two
- Core Stability
- Early language group for parents
- Eight physical activity sessions for clients with various specialised needs
- Foothold on Safety - Falls prevention program
- Hydrotherapy
- Language development groups at Lake Tyers Aboriginal Trust, Nowa Nowa Kinder, Lakes Entrance Childcare, and GLCH
- Living Well with an Ongoing Health Condition
- Living Well with Diabetes
- Make a Move - Falls Prevention program
- Phase 3 Cardiac Rehabilitation
- Pulmonary Rehabilitation
- Physically Active Kids
- Rehabilitation
- Relaxation and Gentle Movement Group
- SEEK Gym
- Wood Burning Program
- Work Health Checks

The Community Health Services Unit (CHSU) provides a range of allied health services and planned activity groups. The Unit provides services from GLCH's Lakes Entrance, Bruthen and Metung sites; Lake Tyers Aboriginal Trust, Aged Care facilities, Gippsland and East Gippsland Aboriginal Co operative, and clients' homes. Services are delivered both on a one-to-one basis and in group settings. Services are well supported by a team of Allied Health Assistants who help develop and deliver programs that focus on prevention, early intervention and self management.

The Unit is funded through the Home and Community Care program, the Community Health program, client fees, TAC, Workcover, Private Health Insurance companies contracted funds, DVA , Medicare and through case management.

Highlights over the past 12 months include the development of paediatric allied health services, and:

- The successful submission to deliver allied health services to preschool children in a group setting in Bairnsdale and Lakes Entrance.
- Becoming an Early Intervention Service Provider enabling children with Autism to access our services in Bairnsdale and Lakes Entrance.

plus...

- The building extension in Lakes Entrance, providing increased individual and group treatment spaces.
- Becoming an endorsed service provider with Worksafe delivering work site health checks to local employees.



unit overview corporate services

The Corporate Services Unit has responsibility for organisational infrastructure and core functions that support staff in the delivery of services to our community. Our core functions include management, human resources, statistical and financial services, marketing, information management and technology, environmental services, occupational health and safety, and customer service. The Centrelink service also forms part of the Corporate Services Unit.

We provide a range of core functions to Lake Tyers Health and Children's Services, Lake Tyers Aboriginal Trust and Nowa Nowa Community Health Centre which are documented in current service agreements.

The Unit comprises 29 individuals making up a staffing profile of 24.5 effective full time. The budget for 2009/2010 was \$3,123,882 with funding provided through a corporate support charge on programs and by generating fee for service income.

Highlights over the past 12 months include:

- **Recruitment technology:** Research has shown that potential employees are more likely to seek out, and indeed expect, the option to apply for employment vacancies on-line. In response to this requirement and to improve our recruitment processes, an on-line recruitment software program was implemented in early 2010. This initiative was arranged to coincide with the launch of our new look GLCH web site.

Among its many features, the web-based system allows for the vacancy coordinator to review applicants anywhere and at any time. Its introduction was also an opportunity to review existing templates and processes and now an up to date library of advertisements, position descriptions and recruitment materials are available online.



- **Quality improvement initiative:** An Audit Committee has been established to assist the Board of Governance meet its responsibilities for financial reporting; internal control structures, internal and external audit functions; quality, clinical service and risk management systems. The audit committee consists of two sub groups—one considers financial reporting and audit matters, the other reviews non-financial reporting and audits.

The non-finance audit committee has reviewed a range of reports including client record audit results; compliance reports on insurance, co-located and subcontracted services, and infection control; the risk management process; motor vehicles; clinical accreditation; human resources; and occupational health and safety incidents.

The finance audit committee has reviewed the capital works and annual provisions schedule; budget parameters and data for 2010-2011; and the annual audited financial statements with the associated analysis.

The committee has determined that they will evaluate their own performance within the accreditation three year cycle. The results of this evaluation will be reported to the Board.

- **Customer Service:** A review of the role and functions of the customer service team was undertaken in response to changing organisational needs. This review resulted in the adoption of a more comprehensive position description with team members now having more opportunity to broaden their roles, work in new areas and learn new skills. Staff can now move between reception areas in allied health, the Bairnsdale site and Centrelink as well as carry out telephony and client file management duties. This diversity and flexibility benefits both the employee with more job variety and improves our ability to backfill positions more readily.
- **Capital works:** In addition to normal routine work, the environmental services and information technology teams undertook significant volumes of work in 2009-2010 as part of the capital works project at the Lakes Entrance site. Extensive pre-planning, coordination and cooperation were required by all involved. This attention to detail meant that disruption to client and core services was kept to a minimum during the building, procurement, moving and establishment phases.

The Environmental Services Team completed **2,624** work requests from July 1, 2009 to June 30, 2010.

Information Technology Support maintain:

- **25** servers
- **244** workstations
- **261** user accounts

The finance office generated **15,418** accounts from July 1, 2009 to June 30, 2010.

The Family, Youth and Children's Services (FYCS) Unit consists of a collection of programs that provide services to families and individuals experiencing a range of complex issues. Intake at both Bairnsdale and Lakes Entrance provides clients with a central access point for all FYCS programs ensuring that service coordination and case management commence from the client's initial contact.

Highlights over the past 12 months include:

- For the first time in six years the Family, Youth and Children's Services unit is fully staffed with front line case workers.
- Fully staffed teams within the Family, Youth and Children's Services unit has allowed all of the programs to provide services and support to an increased number of complex clients.
- Funding has been received from the Department of Health to further develop the Young Pregnant and Parenting program and from the Department of Human Services to increase our work with Disability clients.



Services and programs delivered by this unit are:

- Alcohol and Drug Counselling
- Alcohol and Drug Supported Accommodation
- Alcohol and Drug Rehabilitation Program
- Alcohol and Drug Home Based Withdrawal
- Alcohol and Drug Rural Outreach Program
- Alcohol and Drug Youth Outreach
- Alcohol and Drug Koori Community Diversion Worker
- Child FIRST
- Disability Services including Early Childhood Intervention Services
- Emergency Assistance
- Family Counselling
- Family Support
- Family Violence Outreach
- General Counselling
- Housing Support Services (SAAP)
- Intake
- Maternal and Child Health Services including Enhanced Home Visiting Program
- Men's Behaviour Change Program
- Needle Syringe Program
- Reconnect/LINX
- Rural Outreach Counselling
- School Focused Youth Service
- School Nurse
- Women's and Children's Family Violence Counselling
- Youth Justice Program

unit overview

health promotion and koori health services

The Health Promotion and Koori Health Services Unit is a directorate established by GLCH since April 2007. It brings together a range of programs aimed at improving the population health of the community through an early intervention and health promotion/ community development approach.

The Unit's approach can be best described as focusing on improving the health status of the population with action directed at the health of an entire population, or sub-population, *rather* than individuals. This approach understands that it is not within the health sector's capacity to address in isolation and relies on agencies such as ours to work in partnership with other sectors such as education, employment and recreation.

Highlights over the past 12 months include:

- Recruitment of an Early Years Aboriginal Health Worker and subsequent increase in pregnant mothers attending GP Ante and Post Natal clinic sessions.
- Local Justice Worker program extended to 5 days per week for next 3 years week by Department of Justice.
- State Government 'Closing the Gap' three year funding for Lakes Entrance Aboriginal Health Association (LEAHA) and GLCH to fund activities and programs supporting men's and youth health programs.
- GLCH was refunded for three more years by VicHealth for the Physically Active Kids program.



Services and Programs delivered by this Unit are:

- Medical Transport program
- Aboriginal Health Promotion and Chronic Care Partnerships/ Healthy for Life
- GP Koori Health Clinic - runs fortnightly from Lakes Entrance Aboriginal Health Association Community Centre for Chronic Disease, Preventative Health and Ante natal appointments
- Health Promotion - including support for community arts projects in Bruthen and Tambo Upper; physical activity and arts and craft groups at our Bruthen site; Elders Activity Group, Aboriginal School Youth and Young Mums Gym; and Men's Shed (Bruthen and in 2011 in Lakes Entrance)
- Local Justice Program
- Koori Youth Justice

The Health Promotion and Koori Health Services Unit also provides support to LEAHA Board of Management and to Yoowinna Wurnalung Healing Service and Time Out Service.

Analysis and Commentary

Revenue

Gippsland Lakes Community Health continues to seek and successfully attract funding to expand service delivery areas. This has been demonstrated again in the 09/10 year with an increase in the operating revenue of \$1,072,511 or 7% from 08/09 to 09/10. In 09/10 GLCH received growth funding in allied health, assessment, domestic assistance, personal care, respite, planned activity groups and childfirst.

New and one off funding has been provided for healthy mothers and babies program, chronic disease management, climate change funds, individual support packages, case management, flexible carer respite, men's family violence, national partnership be at safe home program, early childhood intervention services and well for life initiatives. Fee for service revenue has increased by \$267,779 or 7% from 08/09 to 09/10.

The majority of these funds are from the Commonwealth Government through Medicare billing, aged care and disability packages. GLCH has also successfully implemented the first year of our own Aged Care Packages.

Expenditure

Operating expenditure has increased by \$1,121,851 or 7% from 08/09 to 09/10. The increase is reflected in salaries due to additional service delivery funding. Salaries represent 78% of the total costs.

GLCH continues to be in a sound financial position with an end of year surplus of \$720,369. The organisation has a sound asset base and has the ability to meet all employee and program commitments.

Governance

An Audit Committee has been established to assist the Board of Governance of GLCH in meeting its responsibilities for financial reporting, internal control structures, internal and external audit functions, quality, clinical service and risk management systems.

In relation to financial management and reporting the Committee reviews financial reports regularly, ensures that accounting policies are consistently applied, recommends the approval of audited annual financial statements to the Board, and ensures that issues raised as part of the external audit are addressed. The Committee also review the engagement of the external auditor, including the criteria for appointment, the proposed audit scope and approach.



finance summary

Audited Financial Statements

GLCH prepares financial reports in accordance with the requirements of the Corporations Act 2001. The Financial Statements have been audited by WHK Armitage Downie, who have expressed the opinion that the Statements represent a true and fair view of the financial position of the organisation.

A complete set of Financial Statements, including the Notes to be read in conjunction with the Statements, and the Auditor's Report are included as a supplement with the Annual Report. They are also available on request at the Lakes Entrance and Bairnsdale sites, and also on the Gippsland Lakes Community Health website, www.glch.org.au.

Extract from Financial Statements 2009/10

Comprehensive Statement of Income for the year ending 30 June 2010	2010 \$	2009 \$
Revenue from ordinary operations	16,402,156	15,329,645
Employee expenses	(12,381,926)	(11,359,405)
Other expenses from ordinary activities	(3,339,126)	(3,281,202)
Capital grants	400,000	150,000
Impairment loss resulting from land/building revaluations	0	(534,190)
Depreciation and gain/loss on disposal on assets	(360,735)	(421,598)
Net result for the year	720,369	(116,750)

Statement of Financial Position as at 30 June 2010	2010 \$	2009 \$
Current assets	4,066,775	3,942,744
Non-current assets	7,489,357	6,183,138
Total assets	11,556,132	10,125,882
Current liabilities	3,781,671	3,211,860
Non-current liabilities	825,768	685,700
Total liabilities	4,607,440	3,897,560
Net assets/total equity	6,948,692	6,228,322



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.



The focus of our work is on promoting good health and preventing ill-health.

Today, we have a better understanding of health. How much you earn, your social position, your level of literacy or your ability to be involved in sporting clubs that help link you to others in your community, are as vital to determining your health and wellbeing as the medical treatment you receive when you're unwell.

We also recognise the importance to connect with other organisations and individuals to work more effectively to promote the health and wellbeing of the community.

We work with a wide range of partner organisations to deliver new and innovative programs that will impact on the social, economic, cultural and environmental influence the health of East Gippslanders.

Along with a healthy diet and not smoking, regular physical activity plays a major part in helping prevent chronic disease. In fact, physical activity is ranked second only to tobacco control as the most important factor in disease prevention in Australia. This is why we invest strongly in getting the community more active.

One example of putting the theory into action has been the Bruthen walking trails. This has been a long term project coordinated by Gippsland Lakes Community Health over the past six years, and this year we wanted to tempt community members back to the walking trails, and achieved this with the Artists in the Bush project.

Artists in the Bush

Artists in the Bush was an initiative of Gippsland Lakes Community Health, developed in partnership with the Bruthen Primary School and the Department of Sustainability and Environment (DSE). This project was established to encourage local residents of Bruthen and visitors to revisit the Bruthen walking trails located on the outskirts of the township of Bruthen.

Over a period of 13 weeks, grade 5 and 6 students worked with health promotion staff from GLCH to create art works inspired by the 'Magic Loop' trail. The artwork consists of mono-prints, sculptures and logo's designed and printed on flags.

All the children's artwork was displayed along the Magic Loop trail on Bruthen's community market day with approximately 100 community members in attendance.

The health promotion worker involved in this project said she felt privileged to witness the students health and wellbeing increase through the joy of producing amazing art work and being connected with the walking trails which are located in their backyard.

The community did reconnect with the walking trails by having the opportunity to view and appreciate how the students had captured elements of the bush in their artwork.

GLCH surveyed the adults in attendance on the day, revealing that over half equally enjoyed the exercise and environment .

DSE staff were thrilled with the students appreciation of their local environment and saw the exhibition as an exciting way to promote the walking trail area.

To build from this project GLCH Health Promotion staff will be approaching the Tambo Upper community to create a similar event along the banks of the Tambo River with walks leading to "Battens Landing". It is envisaged that we will create artwork with a focus on the beautiful and interesting wildlife around the river area, and build on exploring different elements of physical activity in conjunction with the exhibition event.



health education and support groups

- Anaphylaxis Management Course
- Asthma Emergency Management Course
- Autism Support Group
- Bairnsdale Cooking Group
- Bairnsdale Walking Group
- Bereavement Support Group for Men
- Bruthen Women's Craft
- Cancer Support Group
- Caution with Cannabis
- Cooking for One or Two (Lakes Entrance)
- Core Stability Back Management
- Drama Group
- Elevate Weight Management
- Foothold on Safety Program
- Friday Kids Gym
- Gentle Exercises
- Healthwise Gym
- Healthy Living Group
- Hydrotherapy
- Keep Active Gym
- Koori Elders Group
- Koori Kinder Gym
- Koori Swim Programs
- Lakes Entrance Walking Group
- L.E.A.D.S. Support Group (for people with Anxiety/Depression and their Carers)
- LIFE Program (Diabetes Prevention)
- Life after Loss
- Living Well with Diabetes

- Living Well with Ongoing Health Conditions
- Mature Mum's Group
- Men's Only Gym
- Men's Shed
- New Parents Group
- One Pot Wonders
- Parkinson's Support Group
- Pramwalkers Group
- Positive Parenting
- Staff Gym
- Strength/Stretch Exercise Classes
- Stuff of Life Program
- Sunset at Lakes (Dementia Respite Program)
- Sunset Jamboree (Dementia Respite Bairnsdale)
- Twins Group
- Wood Burning Program
- Young, Pregnant and Parenting Groups
- Your Choice Program



Clinical Governance

Clinical governance is the term used to describe a systematic approach to maintaining and improving the quality of patient care within a health system.

This definition is intended to embody three key attributes: recognisably high standards of care, transparent responsibility and accountability for those standards, and a constant dynamic of improvement.

Gippsland Lakes Community Health supports accountability and quality improvement and is committed to assessing and managing risk to ensure continuous safe, responsive and efficient services.

To support this objective GLCH is registered under Section 46 of the Children, Youth and Families Act 2005, and accredited with:

- Quality Improvement Council Standards and Accreditation Program (QICSA)
- HASS - Homelessness Assistance Service Standards
- Australian General Practice Accreditation Limited (AGPAL)
- Department of Veterans Affairs
- Home and Community Care

Quality improvement elements are integrated throughout GLCH including:

- Three year Quality Improvement Plan
- Designated Quality Coordinator Role
- Inclusion of a quality focus in integrated planning models, position descriptions and planning/reporting templates
- Learning and development activities
- Auditing systems including clinical, client records, finance, OHS
- Risk assessments

Staff qualifications

GLCH ensures quality practice by employing qualified and experienced staff to provide the range of health and welfare services we deliver. Staff are encouraged to commit to ongoing professional development, including higher degrees where appropriate. GLCH also offers staff scholarships to assist with the cost of education and training each year.

GLCH ensures current registration is maintained in professions where registration is applicable.

Risk Management

Risk management is linked to our Quality Framework and provides opportunities to set quality initiatives into potential risk activities.

GLCH also provide update sessions and further training to teams on a needs basis, and have modified their induction booklet to ensure that risk management was consistently covered as part of a new employee's orientation with an emphasis on their responsibilities.

It is accepted that to attain a fully integrated risk management system, which is embedded into the culture of GLCH, will be a gradual change management process. Clear roles and responsibilities, regular reporting and review of risks, comprehensive policy and procedures and integration with organizational wide planning processes positions GLCH well for this to be achieved.



***“Gippsland Lakes Community Health
has the best General Practice that I have
seen in my ten years of reviewing”***
Australian General Practice Accreditation Limited (AGPAL) 2010

quality and safety

Occupational Health and Safety

Gippsland Lakes Community Health recognises its obligations to take all reasonable precautions to protect the health and safety of its staff, clients, visitors and other persons lawfully entering service premises.

GLCH has an active OHS committee which implements systematic safety audits and checks to ensure a safe environment for staff and clients, and routinely reviews its policies and procedures.

Over the past twelve months the committee has made a number of recommendations to the Executive Management team including home visiting procedures, access security and client alerts - all of which were endorsed.

The committee surveyed GLCH staff in regard to their knowledge about OHS policy and procedures. The information collected from this survey will influence training opportunities for staff, and improve OHS content when inducting new staff members.

Communication of these elements to staff through learning and development forums, staff inductions, newsletters and meetings ensure all staff are aware of relevant policies and procedures and incorporate them into daily work practices.



Gippsland Lakes Community Health complies with the legislative requirements of the Occupational Health & Safety (OH&S) Act (2004) and all other related Acts, regulations and codes in relation to Occupational Health & Safety including:

- Accident Prevention
- Drugs, Poisons and Controlled Substances
- Food Safety
- Hazardous Substances
- Infection Control
- Manual Handling
- Waste Management



Infection Control and Cleaning

Infection control addresses factors related to the spread of infections within the health-care setting (whether patient-to-patient, from patients to staff and from staff to patients, or among staff).

Gippsland Lakes Community Health has a number of initiatives for clients and staff members that encourages good hygiene practices.

Hand washing is the single most important procedure in preventing the spread of infection and all staff are required to employ hand washing as a basic hygiene requirement and as part of good infection control practice.

Additional precautions are used when a patient is known or suspected to be infected with something that cannot be contained by standard precautions alone. Medical reception staff are trained to be alert to potentially infectious presentations and follow a designated procedure.

Clinical audits are conducted for a period of two weeks every three months on clients who undergo elective procedures as a way of monitoring trends for potential infection of wounds.

Regular cleaning is undertaken by the environmental services team in accordance with policy, and includes a documented cleaning schedule which is signed off by staff as cleaning tasks are completed.

GLCH also offers all staff vaccinations relevant to their area of work and their considered level of risk, in order to protect both staff and vulnerable clients from contracting vaccine preventable diseases.

Gippsland Lakes Community Health recognises that the people of East Gippsland come from diverse cultural, religious, racial and linguistic backgrounds and values the richness such diversity brings to the community.

GLCH works for improved health status of all cultures by delivering culturally responsive and equitable services, and has developed a comprehensive range of strategies to ensure our services are accessible and culturally relevant to address the following requirements:

- Understanding clients and their needs
- Partnerships with multicultural and ethno-specific agencies.
- A culturally diverse workforce.
- Using language services to best effect.
- Encouraging client participation in decision-making.
- Promoting the benefits of a multicultural Victoria.

In planning culturally appropriate services GLCH:

- Includes the country of birth, main language spoken and the need for an interpreter, in data collection systems;
- Routinely monitors community demographics and preferred outcomes using CALD and Aboriginal demographic and GLCH service data;
- Routinely provides Cultural Awareness and Communication training for staff;
- Develops culturally relevant resources and information for clients and staff;
- Identifies opportunities for collaboration with multicultural, ethno specific and Aboriginal agencies;
- Implements positive employment strategies to attract a culturally diverse workforce (including volunteers); and
- Develops community engagement strategies to support appropriate planning of programs, i.e. Aboriginal and multi cultural groups.

In delivering culturally appropriate services GLCH staff will:

- Respect and respond to client diversity by being inclusive and flexible; and
- Assess the client need for use of accredited translators (as per the Language Services policy) or advocate to encourage and ensure active participation in the decision-making process.



Valuing and managing cultural diversity at Gippsland Lakes Community Health is the process of recognising, utilising and benefiting from the variety of backgrounds of our staff and clients.

service coordination

GLCH places consumers at the centre of service design and delivery, empowering them to develop self management strategies to support their health.

Clients accessing services from GLCH, regardless of their age, geographic, social or economic situation have access to a quality service which is appropriate to their needs.

The basic principles that support GLCH service coordination are:

- A focus on consumer care.
- Partnerships and collaboration.
- The social model of health.
- A duty of care.
- Competent staff.
- Protection of consumer information.
- Engagement of other sectors.
- Consistency in practice standards.
- Promotion of an understanding of clients needs as encompassing a broad range of physical, social, cognitive / developmental and emotional wellbeing issues.

GLCH provides services in a coordinated fashion to:

- Ensure clients receive timely, well planned and appropriate services
- Eliminate duplication of effort and resources and the elimination for the client to retell their story.
- Improve and support referral processes internally and with external services
- Coordinate care planning.
- Create consistent data for accountability, planning and service information

Service coordination processes facilitate timely referrals. The data collected is used to map unmet needs, identify service gaps, determine funding requirements and assist in planning.

There has been extensive work conducted by GLCH developing three well-defined intake systems improving access and coordination of services for all clients attending our service.

- Family Youth and Children's Services Intake receives and manages referrals for Family Support, Reconnect, Family Violence, SAAP (Housing), Counselling, Alcohol and Drug Counselling and Men's Behavioural Change Program. Within FYCS a specific risk/protective assessment tool is used and weekly case allocation meetings ensure clients needs are identified and appropriate services engaged.

- Aged and Community Health Intake receives and manages referrals for all Allied Health, Home and Community Care and Home Based Nursing Services. HACC have designated Assessment Officer positions determining client's needs and prioritising need for service.
- Medical Reception Intake manages GP appointments, clinical and medical nursing services. A triage system ensures immediate needs are addressed in a timely and appropriate fashion.

These systems operate side by side facilitating access, and coordinate service delivery for clients.



The World Commission on Environment and Development in 1987 highlighted the importance of sustainable development and defined it as: "meeting the needs of the present without compromising the ability of future generations to meet their needs"

Currently resource use and waste and pollution are threatening the ecological systems on which life depends and creating a significant burden for future generations. It is a current health issue and will become a major health issue in the years ahead.

GLCH will...

- commit to actively pursuing the goal of sustainability to ensure a viable and healthy future;
- aim for its own operations to be ecologically, socially and economically sustainable;
- be a sustainability-promoting organisation by leading by example and encouraging and facilitating individuals and organisations to strive towards sustainability.

Our strategies include...

- reduce use of non renewable energy sources;
- maximise recycling opportunities
- minimise waste
- minimise use of pollutants
- promote sustainable development



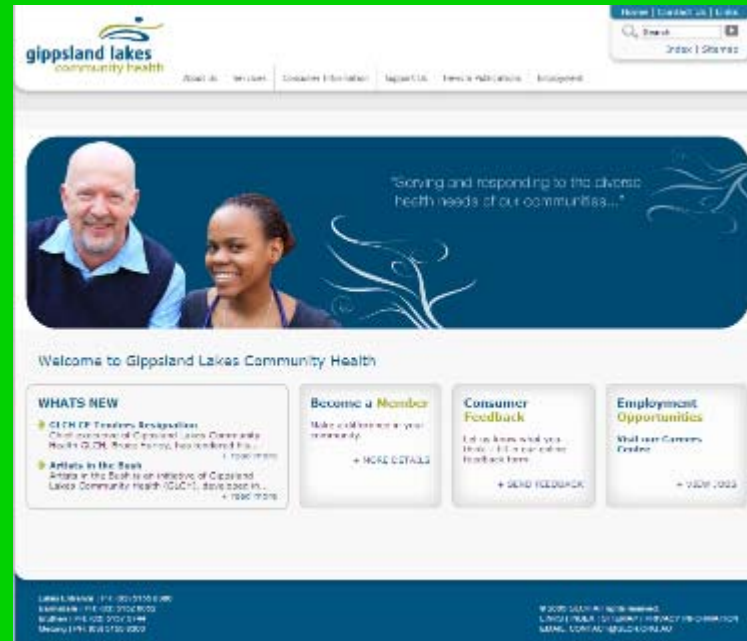
What we are already doing...

- We are committed to purchasing smaller (four cylinder) vehicles, and have introduced two Hybrid vehicles to our fleet.
- Bicycle's have been introduced to the fleet in Lakes Entrance and Bairnsdale (pictured above).
- We only use recycled copy paper manufactured from 100% post consumer waste, and are committed to reducing our use of paper.
- Our buildings are designed to minimize our carbon footprint.
- Paper recycling bins are stationed throughout buildings.
- Staff Rooms are equipped with recycling and compost bins.
- Most stationery items used by GLCH are 100% recycled or include some recycled content.
- Marketing merchandise includes environmentally friendly items such as recycled newspaper pencils and calico tote bags.
- Outgoing emails automatically include environmental message asking the recipient to 'consider the environment before printing this email'.
- Minimising use of pollutants and waste management of pollutants.
- An energy audit is scheduled to be conducted in 2010.

need to know more about us?

Further information about GLCH's programs and services can be found at...

- Our website www.glch.org.au



- Our brochures (available from our reception areas)
- Digital information display screens in our waiting areas
- East Gippsland Newspapers
- Our Customer Service Officers
- By appointment with an Intake Worker

