

Introduction

We are pleased to present the 2008 Gippsland Lakes Community Health Annual Quality of Care Report to our community.

We have developed this report as a means of informing our consumers, members of our community, staff and partners in service delivery on how we provide health care services within our region.

Please note that this report does not cover every detail nor every aspect of our organisation, but focuses on areas deemed important to our community.

Your feedback is an important element to the development of future Quality of Care Reports. To improve our reporting we would appreciate a minute of your time to complete the evaluation form at the back of this report.

A Little Bit About Us

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 and Bruthen. It provides outreach services throughout East Gippsland through its network of partnerships, extensive travel and use of information technology. Its partnerships with Koori controlled organisations is particularly strong. It provides management, administration and outreach health services to many of these 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 Service
- 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 \$14 million, over 270 staff and 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 koori 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.

GLCH maintains its reputation for keeping true to the values of community health whilst positioning itself to attract additional health services.

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What We Do

Aged Care Services

- Home and Community Care Living at Home Assessments
- Home and Community Care Services
- Meals on Wheels
- Transport and Social Support – Volunteer Service

Clinical and Nursing Services

- Aviation Medicals
- Cancer Support Nurse
- Diabetes Clinic
- General Practitioners
- Health Assessments
- 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

Community Health Services

- Dietetics
- Exercise Physiology
- Hydrotherapy
- Medical Equipment and Aids for Hire
- Occupational Therapy
- Osteopathy (visiting service)
- Paediatric Services
- Physiotherapy
- Planned Activity Groups
- Podiatry
- Pulmonary Rehabilitation
- Speech Pathology

Family, Youth & Children's Services

- Alcohol & Drug Counselling
- Alcohol & Drug Supported Accommodation
- Alcohol & Drug Rehabilitation Program
- Alcohol & Drug Home Based Withdrawal
- Alcohol & Drug Rural Outreach Program



- Disability Services
- Emergency Assistance
- Enhanced Home Visiting Program
- Family Counselling
- Family Support
- Family Violence Outreach
- General Counselling
- Housing Support Services (SAAP)
- Intake
- Maternal and Child Health Services
- Men's Behaviour Change Program
- Needle Syringe Program
- Reconnect/LINX
- Rural Outreach Counselling
- School Focused Youth Service
- School Nurse

Health Promotion & Koori Health Services

- Aboriginal Health Promotion and Chronic Care
- Healthy for Life
- Health Promotion
- Koori Youth Justice Program
- Local Justice Worker
- Medical Transport

Auspiced Programs:

- Djillay Ngalu (Regional healthy for Life)
- Yoowinna Wurnalung Healing Service

For a list of our Health Education & Support Groups, please see page 8

For further information on any of the above services please telephone 5155 8300

Why We Do It

Our Vision

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

Our Values

The values that underpin our Key Strategic Areas;

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

Key Strategic Areas

- Influencing the external environment
- Demonstrating leading practice
- Undertaking service development in key areas
- Strengthening Gippsland Lakes Community Health's organisational capacity

Our Motto

"Your health - our commitment"

Cultural Diversity

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

GLCH complies with the principals of the Multicultural Affairs Policy 2002 in reducing inequality, encouraging participation and promoting the social, cultural and economic benefits of cultural diversity for all people.

We have 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.



GLCH Board Members

- A culturally diverse workforce.
- Using language services to best effect.
- Encouraging participation in decision-making.
- Promoting the benefits of a multicultural Victoria.

We achieve this by:

- Including a minimum data set of - country of birth, main language spoken and proficiency in English (need for interpreter) in data collection.
- Providing Cultural Awareness and Communication training for staff.
- Developing resources for CALD information.
- Assessing consumers in a culturally appropriate way.
- Follow the consumer participation best practice guidelines and specifically target consumers from community CALD groups for planning and review of services.
- Disseminate information to ethnic as well as mainstream media.
- Identify opportunities for collaboration with multi cultural organisations.
- Organisational brochures and forms in community and culturally sensitive language.
- Use of accredited translators as per the language policy.
- Positive employment strategies to recruit bilingual staff, community members and volunteers.
- Language services will be employed to assist in translating and a budget allocated to resource this.
- Follow the Language policy procedure.

This report is also available on our website www.glch.org.au/Reports

Quality and Safety

Clinical Governance

Clinical Governance is defined as "the structure through which health organisations are accountable for continuously improving the quality of their services".

Gippsland Lakes Community Health supports a notion of 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 accredited with:

- QICSA – Quality Improvement Council Standards and Accreditation Program
- Australian General Practice Accreditation Limited
- 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, OH&S
- Risk assessments

Managing Risks

Gippsland Lakes Community Health has developed a Risk Management Policy and Procedures in consultation with the Directors, CEO and Board Members.

Risk management is linked to the organisation's Quality Framework and is intended to provide opportunities to embed quality initiatives into potential risk activities.

As part of the organisation's Quality Plan, this project has involved unit-specific training, development of an in-house electronic risk register data base, and strategies to raise awareness of the need to adopt a planned approach and treatment of risks.



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 and in particular 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.

Infection Control

Gippsland Lakes Community Health has implemented a number of initiatives for clients and staff members which encourage 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.

Liquid detergent is available at all basins throughout the organisation with disinfectant reserved for use in clinical areas. Hand basins are available in all clinical service areas, and are fitted with appropriate tap ware. Clinical hand basins are only to be used for hand washing, and not for any other purpose such as disposal of liquid waste.

Additional precautions are to be employed when a patient is known or suspected to be infected or colonised with micro-organisms 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.

Industry Standard Infection Control Practices are followed and monitored at GLCH

Quality and Safety continued...

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. The medical practice recently received an award issued by the East Gippsland Division of General Practice for practicing what we preach and having the highest number of staff vaccinated against the Flu.

Occupational Health & 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 or upon Service premises.

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

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

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.



Clinic Accreditation

Gippsland Lakes Community Health were awarded Accreditation by Australian General Practice Accreditation Limited (AGPAL) in early 2008.

AGPAL accreditation is a voluntary process that evaluates the quality and safety of care of more than 85% of general practices throughout Australia. To maintain and earn accreditation, practices must participate in an extensive on-site review by a Team of AGPAL peer surveyors.

The purpose of the review is to evaluate the practice against standards set by the Royal Australian College of General Practitioners (RACGP). To be awarded accreditation the practice must demonstrate how they meet all essential indicators set by the RACGP.

Surveyors who attended GLCH affirmed the practice to be providing a high standard of continuing care to its patients, and commended its high level of commitment in the area of health promotion and disease prevention and commitment to continuous quality improvement.

Clinical and Nursing Services Director, Cheryl Bush, said she was delighted with the result.

“This award acknowledges the high quality of our medical practice, we have been judged by our peers as providing a quality service to our clients.”

“The next step is ensuring the practice continues to improve on an already demonstrated comprehensive service. Our patient’s health and wellbeing remain our first priority,” said Ms Bush.

Having Your Say

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

Over 300 volunteers play a pivotal role in service delivery including volunteer transport, meals on wheels, palliative care and fundraising, and provide a strong voice on behalf of the clients they assist.

There are regular volunteer and carer forums in disability and homecare programs to discuss service improvement initiatives and provide support and training. Information and Awareness days are also held regularly throughout the year, and provide another important communication opportunity with community members.

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

For Example...

A review of the Meals on Wheels service provided by Gippsland Lakes Community Health was undertaken between March and May 2008 by staff in the Aged Care Unit as one of the goals for the Unit in 2007/08. The aim of the review was to answer a number of questions about the service, such as:

- Is the service as it currently stands the most appropriate way to meet client's needs?
- What are the alternatives, if any, for meal provision?
- Is there room for expansion of the service into other areas?
- What is the best way to address the financial loss that occurs in the service?

Data for the review was obtained from a number of sources including the clients and their family, volunteer coordinators, home care staff, Corporate Services Staff and the Bairnsdale Regional Health Service.

Meals on Wheels clients in Bairnsdale, Paynesville and Lakes Entrance were surveyed. Twenty five were posted to clients in the Lakes Entrance area and all were returned. Approximately half were filled out with the assistance of family members.

In the Bairnsdale and Paynesville areas, 60 surveys were



posted out, with only 35 returned and an additional five people were assisted by either volunteers or Home Care staff.

Overall the feedback from clients was positive, with our staffs performance and our Volunteers praised.

The variety of the meals appeared to pose the greatest concern. However, unfortunately there does not seem to be much possibility of improving the variety of the meals, as according to the Bairnsdale Regional Health Service kitchen staff the kitchen is at full capacity. There does not seem to be any option for another provider of meals.

Alternative meal provision i.e "Wheels to Meals" will be investigated. "Wheels to Meals" is a luncheon group that could be offered to isolated clients providing them with social opportunities. Preliminary investigation of venues has been promising, with potential support in Lakes Entrance, Bairnsdale and Paynesville. All venues offer courtesy bus transport enabling clients to travel to and fro at no charge.

Other recommendations included better meal transportation equipment and clearer contractual agreements between GLCH, BRHS and the East Gippsland Shire Council.

"The volunteers and children who deliver the meals do a fantastic job without cost, despite petrol costs today. They are to be congratulated for the high level of service they give to our community".

Meals on Wheels Recipient

What do you think of this Report - please complete and return the consumer feedback slip on page 13

Having Your Say continued...

Evidence of responding to community need is proven in the quantity and success of programs developed to meet identified needs, i.e. The Family, Youth and Children Unit developed a 0-2 program and Clinic Services have developed cancer support, palliative care, lymphoedema, diabetes, respiratory disease management and wound management programs. In response to community feedback, the Women's Health Clinic is now scheduling evening appointments so that the service is accessible out of business hours.

As a result of a 'socialisation' survey under Home Care Respite in 2006, the Aged Care Unit have developed a dementia specific 'Sunset Jamboree' program. The program has proved successful at the Bairnsdale site and will have recently commenced in Lakes Entrance.

Here's another couple of examples of how consumer feedback influences our service delivery..

A number of HACC families approached the organisation via the consumer feedback process saying that our intent with hearing impaired clients was not demonstrated in practice. In response, a partnership arrangement was forged between Latrobe City Health, Bairnsdale West primary School and Carer Respite to develop a Kindergarten program to assist bridging this gap and training programs in Auslan were developed and implemented to support the program.

Even this year's Quality Report has been designed according to consumer feedback from the previous year's. Responder's found the 2007 report easy to read and 'extremely comprehensive', requesting we 'keep it simple'. So that's what we've done!

Consumer Feedback System

The consumer feedback system captures community concerns and assists in the identification of access issues and service delivery. An annual summary is provided to the Board and Directors through which trends and patterns are identified and appropriate action considered.

GLCH encourages consumers and staff to provide feedback on the 'Service' and in doing so provides an



easy, accessible and where required, anonymous process in which to do so.

GLCH has a policy of open disclosure in relation to adverse events and complaints, is receptive to complaints or concerns, and treats such seriously. The complaints process is clearly articulated, open, and accountable to both staff and consumers.

All feedback is handled according to the requirements of the Health Records Act (2001) and Information Privacy Act (2000).

Information gathered during the process is used only in order to deal with and resolve issues or to address broader issues arising from the feedback. Information is shared with staff only on a 'need-to-know' basis.

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

Should the feedback be a complaint/concern from another health, welfare or support agency, the information is to be referred to the Chief Executive Officer. If a staff member is the subject of a complaint, that staff member will be informed of the complaint as soon as practicable.

Gippsland Lakes Community Health collects information via the Electronic Consumer Feedback System. All feedback (as statistical data) is tabled with the Board and Directors Team for review.

Consumers are advised of the services of the Health Services Commissioner for unresolved complaints.

Promoting Better Health

Integrated Health Promotion is an essential component underpinning all Gippsland Lakes Community Health services. 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 lowering overall health care expenditures.

GLCH's health promotion priorities are identified by using current health status data and best practice evidence around successful interventions. Annual Unit Plans identify Unit Health Promotion opportunities in line with the organisational priorities. The Units are supported to develop objectives and strategies in these plans in line with the organisational priorities.

Here's an example of how GLCH supports community health needs...

Health promotion is not just the responsibility of the health sector; the community needs the opportunity to take responsibility for their own wellbeing. We are committed to improving community health and wellbeing by investing in approaches that promote, support and enable wellbeing.

At the Bruthen site, GLCH assisted in the development of a five year community plan which involved an extensive consultation process. Health and community service needs were one of the major components of this plan.

The plan identified the top ten projects, including a Community Bus and a GP service, GLCH received funding for these in 2006-7. Nine out of the 10 projects have been achieved and the Five Year community plan is due for review and renewal this year.

The Bruthen site also has a Health and Wellbeing committee which was formed to give direction to existing and new health services and creating a link between the community of Bruthen and GLCH.

Formal surveys are regularly distributed within the community and staff are often approached informally with ideas and requests for services which are then discussed at staff meetings. In response to feedback from clients, the Bruthen site have negotiated a pharmaceutical and pathology service and a dietician visits once per fortnight, as part of making services easily accessible for Bruthen clients.

Health Education & 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)
- Drop In @ Main and Drop In @ Lakes
- Drama Group
- Foothold on Safety Program
- Friday Kids Gym
- Gentle Exercises
- Healthwise Gym
- Healthy Living Group
- 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
- Mature Mum's Group
- Men's Only Gym
- Men's Shed
- New Mum's 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 (Bairnsdale)
- Twins Group
- Wood Burning Program
- Young, Pregnant and Parenting Groups

It's all in a day...

An innovative approach to treating Indigenous health problems across all age groups earned itself Gippsland Lakes Community Health a prestigious Victorian Public Health Care Award in September 2007.

Premier John Brumby praised GLCH for achieving a staggering 150 percent increase in client contact in the space of two years as he presented excited staff members with the inaugural Premier's Award for Excellence in tackling chronic disease and improving public health. Read on to find out more about 'It's All in a Day'...

Friday is a big day for the local Indigenous community and the Allied Health staff at Gippsland Lakes Community Health.

"It's All in a Day" is a set of programs that run from the Allied Health Building each Friday for Indigenous clients.

The programs have developed over three years with funding from various sources all contributing to help tackle chronic disease by providing group sessions targeting the risk factors of physical inactivity and poor nutrition as well as early diagnosis and treatment of health conditions.

The programs were developed in a response to the poor health status of the indigenous community coupled with knowledge that they were not accessing allied health programs. They were developed with the advice of GLCH's aboriginal staff and the Lakes Entrance Elders group.

The clients are picked up by an aboriginal team member in the centre bus. Clients are greeted by the smiling face of Suzie, who began as an indigenous trainee in 2002 and is now completing her Aboriginal Health Worker qualification.

The kids go to the kinder gym, the teenagers to SEEK gym, the mums and aunts work with a dietitian to prepare a nutritional and affordable meal and the Elders get together for chat about health issues and exercise in male and female gym sessions after lunch.

Self management is a key theme.



A physiotherapist, occupational therapist and speech pathologist take the opportunity to assess the kids and provide one to one therapy if required. All services set time aside on a Friday for opportunistic appointments ensuring the required treatment is available. An opportunity for early intervention.

Aboriginal health checks are performed by qualified staff. Allied health staff have provider numbers with Medicare and Medicare items are accessed to enable service expansion.

We have found this day a great way of working with the Aboriginal community. Its success is a result of a multitude of strategies but none more important than working with the community from the development stage to the employment and training of Koori staff to assist with the delivery of programs.



Staff pictured with Premier John Brumby at the Victorian Public Healthcare Awards held in October 2008.

If you would like to find out more about 'It's all in a day', please telephone 5155 8370

Caring for the Planet

Feedback from the 06/07 Quality Report included a readers comment regarding environmental issues. The respondent wrote, and I quote “The environment we live in is an important factor directly related to our health and wellbeing”. We agree. The respondent also highlighted numerous ways we can reduce our impact on the environment which prompted us to include the following snapshot of GLCH’s Environmental Policy.

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.
- We only use recycled copy paper manufactured from 100% post consumer waste, and are committed to reducing our use of paper.
- External printing of the organisations Annual Report is done using 100% recycled paper.
- Paper recycling bins are stationed throughout buildings.
- Staff Rooms are equipped with recycling 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’.
- A staff health and wellbeing strategy is currently under development, which will include environmental components such as encouraging staff to use greener forms of transport.
- Minimising use of pollutants and waste management of pollutants.

Until someone discovers another planet where naturally effective ingredients grow, we’ll help look after this one

Coordinated Care

GLCH aims to provide to consumers a seamless and integrated response ensuring they have access to services they need, opportunities to early intervention health promotion and improved health and care outcomes.

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, well coordinated and provided in a smooth functional integration, from Initial Contact, Initial Needs Identification, Summary and Referral, Assessment, Care Planning, through to the client exiting the service.

The fundamental principles that underpin 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, Supported Accommodation Assistance Program, Counselling, Alcohol and Drug Counselling and Men's Behavioural Change Program.
- Aged and Community Health Intake receives and manages referrals for all Allied Health, Home and Community Care and Home Based Nursing Services.
- Medical Reception Intake manages GP appointments, clinical and medical nursing services.

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

Workforce Development

To address the complexities associated with recruitment and retention of qualified staff, Gippsland Lakes Community Health has developed and implemented an innovative, integrated and ongoing program including traineeships, linked individual and team development plans, scholarships and mentoring programs. This approach ensures that current and pending service delivery, community and individual staff needs are met.

GLCH recognized that it needed to come up with a solution that achieved four main goals:

- Provision of a range of quality care options to meet the diverse and growing needs of a client base located within a large, rural and remote catchment area.
- Development of suitable and relevant recruitment/retention strategies to address ageing workforce and tight labour market conditions.
- Demonstration of a commitment to staff and their own professional and personal goals by investing in excess of what is normally expected in professional development practice.
- Ensure that existing staff have the required qualifications to meet relevant guidelines.

In response to a continuing and growing demand for highly skilled staff, GLCH engaged with 7 stakeholder groups, including local training, apprenticeship and job network agencies, to develop relevant Certificate III and IV Traineeship Programs for Home Care Workers, Allied Health Assistants and Aboriginal Health Workers.

Traineeship programs were developed in conjunction with the local providers to meet departmental and community requirements. Sharing expertise and feedback between stakeholders and consulting with the community ensures maximum benefits are achieved in program design and implementation.

Implementation included information evenings, group recruitment strategies, induction and mentoring programs. These programs are comprehensive and seen as integral to the transfer of learnings to the workplace and simultaneously complement and reinforce study content and organisational values and priorities. Systematic evaluation mechanisms are included to ensure program content is relevant and appropriate on a continual basis.

The traineeship programs were developed for new and existing staff and include a Recognition of Prior Learning/



Skills Assessment processes. GLCH provides work releases and all stakeholders work closely together to ensure that the training meets the needs of both the participants and the employer. A flexible delivery model is customized so that students can continue to work whilst attending both class and workplace training and assessments as necessary.

GLCH has a preference for transitioning new trainees to ongoing employment, where they are eligible to review their continuing professional development with Management via individual and team training plans. All staff can apply for additional learning opportunities and in some instances will take up scholarships that have been developed by the Board.

A combination of innovative workforce re-design and the development of dynamic service delivery models, has resulted in 'local people being qualified at Certificate III and IV level to compliment Healthcare Professionals.' Professionals can now concentrate on individual assessment and treatment, enabling the expansion of services and disease specific programs by utilizing the trained staff.

Increased levels of qualified staff has seen services expand into remote communities including Nowa Nowa, Buchan, Bruthen and Lake Tyers. These towns were identified as having poor health status, yet weren't accessing services due to the tyranny of distance.

GLCH has continued to have an intake of approx 15 new trainees each year since the program pilot in 2006. This innovation has led to increased staff retention, morale and a growing pool of skilled workers available in the region.

GLCH accepted an Industry Training Award in 2008, recognising their successful partnership with East Gippsland TAFE in the training of Home Care staff.

If you would like to know more about traineeships at GLCH, please phone Lynda Davies on 5155 8315



281 Main Street, Bairnsdale
tel 5152 0052 > fax 5153 1087
email bairnsdale@glch.org.au



Main Street, Bruthen
tel 5157 5744 > fax 5157 5749
email bruthen@glch.org.au



18 - 26 Jemmeson Street, Lakes Entrance
tel 5155 8300 > fax 5155 4057
email lakes@glch.org.au

Consumer Feedback Form

This Report is designed to inform our community about the services provided by Gippsland Lakes Community Health.

We value your feedback so we can ensure future Reports meet your needs. Please tick the appropriate boxes.

Age: 15 - 18 19 - 25 26 - 35 35 - 45 46 - 55 56 - 65 66 - 75 Over 75

Gender: Male Female

How much of the report did you read? All Some A little None

Was this Report easy to understand? Very Easy Easy Not easy, but not difficult Difficult Very Difficult

Did you find the Report informative? Yes No

How can we improve the Report in the future, or what else would you like us to include? Please comment:

Completed forms can be returned to any GLCH reception desk, or by mail to 'The Marketing Officer', Gippsland Lakes Community Health, PO Box 429, Lakes Entrance 3909.