

The cover features a collage of images: a woman and child at a table, a man in a cap holding a book, a woman in a white shirt, a woman at a gym, and a group in a meeting. A large yellow and orange arrow points right. The background is a blue-tinted aerial view of a residential area with many houses and trees.

NWRH

ANNUAL REPORT

2019 - 2020

ABOUT US

A vibrant, not-for-profit provider of community and outreach based allied health, aged care, wellbeing and disability services across regional, rural and remote Australia, NWRH has evolved around a proud history spanning over 25 years.



From a small incorporated association established in 1993; to the present form as a large company that has grown in both size and scope.

Today we are identified as a significant Commonwealth and State Government contracted primary health care organisation, serving over 50 communities.





Phil
Barwick

CHAIRMAN, NWRH

MESSAGE FROM OUR CHAIR

The 2019-20 Financial year (FY) for NWRH has been progressive and has seen exciting changes resulting from our planning in Primary Health Care (PHC). I am pleased to report that we have intensified our work on our core activity of PHC in both the field and home care delivery. We have also expanded our avenues for growth with our stakeholders and partners that will strengthen the Boards on-going resolve to provide high quality PHC services to our most remote and vulnerable Queensland communities.

After five years of providing residential aged care services in the Lower Gulf, the decision was made by the Board in April 2020 to transition out of this service and to focus more intensively on the future of our Primary Health Care which NWRH is highly geared for. We continue with our discussions with the Commonwealth and State Departments of Health and expect to transfer our current fully serviced and high quality residential facilities to another provider by 31 December 2020.

I would like to highlight the increased performance that we have achieved in our Allied Health, Wellbeing and Mental Health, in home aged care and Disability support services throughout the year. The executive reports show these results in more depth and the results continue to trend upwards into 2020/2021.

NWRH have assumed a number of new services across North Queensland in PHC including Mental Health and telehealth services and we thank our important stakeholders in the Primary Health Networks and our other PHC partners for supporting our progress in the programs

In February 2020, Mrs Evelyn Edwards NWRH's long serving CEO departed. Evelyn had taken the organisation through many significant transformations during her time with NWRH and excelled in maintaining the organisation's strength in PHC services across North Queensland. Evelyn will be greatly missed by the Board and Staff and NWRH is forever grateful for her talents and service. Mr John Cain - Chief Financial Officer has assumed the role of Acting CEO.

On behalf of the Board, I sincerely thank all of our staff and executive team for ensuring the company reaches our service delivery goals, with great professionalism and a wonderful caring focus. We know that there are a great number of people from many communities who benefit significantly and who are thankful of our healthcare support to them.

Thank you to all of the Directors of the Board for conducting their professional work with such energy, enthusiasm and collaboration. It has been an absolute pleasure to work with you each again and I remain very excited about the company goals for the year ahead.



*John
Cain*

**ACTING CHIEF
EXECUTIVE OFFICER**

MESSAGE FROM OUR ACTING CEO

It is with great pleasure that I have the opportunity as Acting CEO to present this year's annual report. It has truly been a challenging yet rewarding year for NWRH and all credit to the dedication, resilience and professionalism of our staff in navigating the 2019-20 year.

Clearly COVID – 19 impacted the way we operated for the last half of the year and as this annual report shows our application and care for our clients and communities throughout these times is testament to how we adjust to change and how we support each other in times of crisis. We have remained committed to our clients and communities, maintained our commitment to quality of care, increased our overall service delivery outcomes including our capacity and financially navigated the Company to a positive cash flow position by year end. A truly remarkable outcome to a year of unprecedented events.

Our partnerships with funder, our communities and stakeholders underpin all the services we provide and I would like to take the opportunity on behalf of the Board, Management and staff of NWRH to thank you for your support and advocacy in contributing to this financial year. We look forward to working with you throughout 20-21 and in continuing to provide the valuable services to our regional, rural and remote communities of Queensland.

In closing I would like to thank the Board, Senior executive and staff for all their hard work and dedication to NWRH and truly making our Company what it is today. I look forward to working with you all and the opportunities that 20-21 may bring for NWRH.

OUR BOARD

NWRH is overseen by a Board of seven highly qualified Non – Executive Directors who have experience in all aspects of corporate governance and health. Meeting monthly, the Board and Board Sub-Committees together ensure strong governance and oversight of all elements of operations.

NWRH Directors and their respective committee representations are as follows:



DEBRA BURDEN

BBus FAICD FAIM.
Deputy Board Chair
and Chair of the Audit
and Risk Committee



ANNIE CLARKE

MAICD. Director
Member of the
Clinical Governance
Committee and
Cultural Competency
and Stakeholder
Engagement Committee
Director Member



PHIL BARWICK

GAICD. Chair



EDWARD FEWINGS

MAICD. Co-Chair
Cultural Competency
and Stakeholder
Engagement
Committee



HON. MIKE REYNOLDS

CBE, AM, BSW,
MAICD. Co-Chair
Cultural Competency
and Stakeholder
Engagement Committee
and Director Member
of the Audit and Risk
Committee



DR ROBERT STABLE

AM, M.B.B.S (Qld),
D Univ (QUT),MHP
(NSW), FRACGP, FAICD,
FACHSM Director
Member of the Clinical
Governance Committee



SANDRA GLAISTER

MBA - Master Dispute
Resolution, B. Education
(Nursing), Grad Cert
Research Methods, Grad
Cert Rural Leadership,
RCNT, RN, TAE, JP (Qual)
Chair of the Clinical
Governance Committee

OUR PRINCIPLES



1. People own their own health



2. Communities control their own health services where possible



3. Staff are employed locally, and assisted to build their skills and capabilities



4. Flexibility and responsiveness is possible because staff live where they work



OUR PURPOSE

Healthier people in remote, rural and regional communities.

CULTURAL COMPETENCY AND COMMUNITY RELATIONS

It has always been the intention of NWRH to strive towards our vision of 'Healthier People in Remote, Rural and Regional Communities. Such commitment is fundamental to maintain integrity and respect with many people in Central, Western, Gulf and North Queensland communities.

The past year has been a year of celebration and achievements.

Our commitment to employing local staff across all our office locations has been an ongoing process for NWRH and a great milestone achieved under our Policy to ensure Aboriginal and Torres Strait Islander staff are involved in community engagement.

NWRH continues to work closely with our communities in remote, rural and regional areas to maintain its own protocols and ensure the safety of our clients and staff.

We continue to build new partnerships as well as strengthen existing relationships to enable collaboration in our communities.



NWRH celebrated many National cultural events and dates ensuring that we are strongly immersed in cultural activities in the communities we service.

A key milestone for NWRH was the introduction of the Cultural Induction Framework which ensures that we promote cultural and traditional knowledge to all staff to be and remain culturally competent.

One of our biggest achievements in our continued commitment to cultural competency was the launch of our second RAP, the Innovate RAP. Members of our Cultural Stakeholder and Engagement Committee along with our Chair attended the launch held in Normanton in February 2020. It was well attending by community organisations, Elders and families from Normanton, Doomadgee and Croydon further cementing our community relationships.



Gammon Bingo with Elders in community



“NWRH would respectfully like to acknowledge all traditional Owners, Ancestors, Elders and Leaders past, present and emerging as First Nations peoples of the lands across which we deliver all our services”

CELEBRATING OUR PEOPLE & COMMUNITY

NWRH not only provides services to many rural and remote communities in Queensland, but our staff also often live there too. We get involved in our communities in a real and active way through many different aspects of community life.

For example, this year, in Doomadgee, our staff were involved with establishing the first ever Parents and Friends Association of the Doomadgee State School and were instrumental in several fund raising and awareness raising events.



We were involved in many extracurricular activities such as sporting clubs and social groups. We were active participants in local events, festivals, gala's and rodeos.

North West Queensland offers no end of opportunity for the civic minded to become involved in and people are welcomed with open arms to participate in all aspects of rural life.

ALLIED HEALTH SERVICES

It proved to be a very productive year for the Allied Health Team across all our programs. The team provided



27,623 occasions of service (OOS) for the year, an increase of 26% on prior year (PY).

The impact of COVID-19 increased Telehealth service uptake by 47%.

A total of
**1520
TELEHEALTH
OOS.**

We travelled approximately 300,000 kms across 31 rural and remote communities to deliver much needed services. The NWRH Allied Health team expanded into the Northern Territory where we provide physiotherapy and mental health care.

CLIENT FEEDBACK:

"Appreciated the uniqueness of NWRH service delivery"

"Valued and they had the ability to access appointments within a clinic setting or home setting"

"Team are accommodating and flexible to client needs"

"Consistency and range of services"

"Reporting to funders such as the National Disability Insurance Scheme (NDIS) through detailed reports advocating for services to meet client needs and goals"

"Clients were very appreciative of the continuation of services during the COVID-19 restrictions. This helped to not only limit social isolation but also provide quality and safe care"

"Valued client centred care with a focus on wellness and reablement"

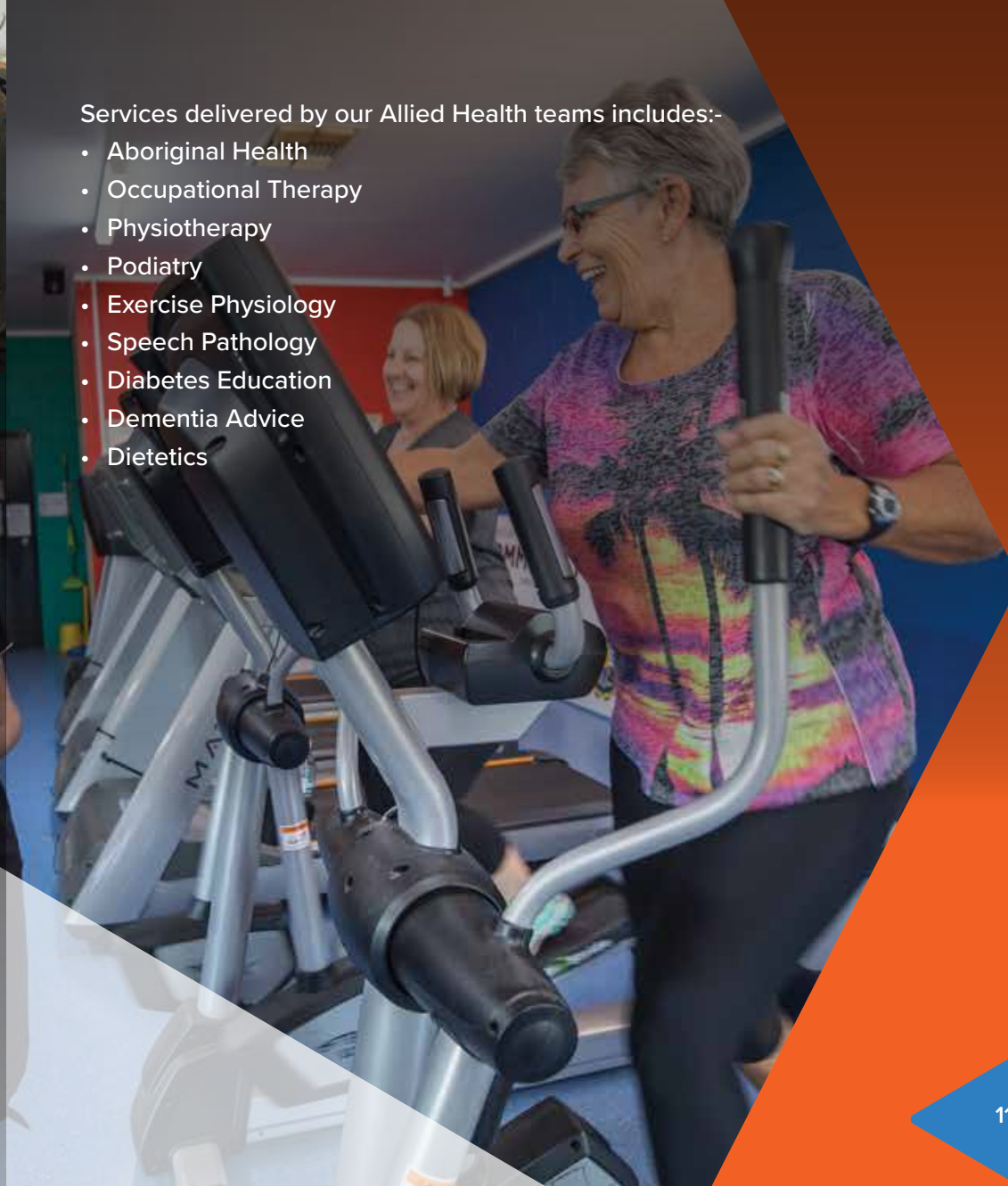


During the year the allied health team focused on providing a holistic service delivery model which included mental health and wellbeing, community and disability programs. There was focus on increasing participant access to the NDIS allied health services, Medicare Benefits Scheme (MBS), other fee-for-service contracts and Aged Care services that allowed support to optimise the functioning and independence of older people.



Services delivered by our Allied Health teams includes:-

- Aboriginal Health
- Occupational Therapy
- Physiotherapy
- Podiatry
- Exercise Physiology
- Speech Pathology
- Diabetes Education
- Dementia Advice
- Dietetics



MENTAL HEALTH AND WELLBEING

Our NWRH Mental Health and Wellbeing portfolio provides services across the continuum of the Stepped Care Model of service delivery, in line with the National Mental Health Reforms including low intensity, early intervention, prevention and case management programs. These services are for people experiencing mild to moderate psychological disorders, including alcohol and drug concerns, and high intensity services for people experiencing severe and complex mental illness. This diverse portfolio is truly multi-disciplinary with Mental Health Nurses, Youth Workers, Mental Health Social Workers, Psychologists and Provisional Psychologists making up the team. Our services are delivered to some of the most remote areas in Queensland.

The team have provided a stable and consistent mental health and wellbeing service that is increasingly accessed by rural and remote residents. NWRH supports a range of government initiatives, with NWRH staff representing the communities that we service to the Department of Aboriginal and Torres Strait Partnerships (DATSIP), Local Thriving Communities Council and supporting Councils in remote areas to deliver high quality mental health services. Ongoing support has been provided to the Health Councils of Doomadgee and Mornington Island.



The portfolio continues to grow with the addition of the Mental Health Integrated Complex Care, (MHICC) program in April 2020. The MHICC program delivers Mental Health Nursing services to Townsville, Burdekin, Hinchinbrook, Hughenden and Richmond. NWRH successfully recruited eight Mental Health Nurses from the outset of the program.



Supporting local workforce is always a key driver for the organisation and is especially true of the mental health portfolio. We offer employment and training opportunities in many of the communities in which we operate. NWRH currently has four Provisionally Registered Psychologists and a Wellbeing Clinician obtaining appropriate qualifications. Through the local workforce approach we have strengthened mental health services to the communities of Georgetown, Croydon, Doomadgee, Mornington Island and Normanton and our FIFO services provide consistent outreach services to Hughenden, Richmond, Julia Creek and Cloncurry.



During 2019/2020 NWRH provided Aged Care clients with:



5,727

hours of individual and group social support



43,336

nutritionally balanced meals

10,489

transport trips



135
HOURS

of community nursing support



1,050
HOURS

of personal care



250
HOURS

of respite care



3,676
HOURS

domestic assistance and home maintenance



2,932
HOURS

QCSS and NDIS services



COMMUNITY PROGRAMS

During 2019/20 our Community, Aged and Disability Services team continued to provide supports that enable older clients and people with a disability to:

- live independently;
- remain connected to their communities;
- pursue their personal goals, aspirations and objectives; and,
- develop their capacity to engage in a broad scope of activities more actively.

NWRH's presence in remote and very remote locations provide opportunities for our clients to age on Country at home, retaining connections to their community, kin and culture.

NWRH services support people with disability to maximise their potential and participate as equal citizens in Australian society.

COMMUNITY PROGRAMS (CONTINUED)

CLIENT FEEDBACK:

“NWRH staff are some of the very few people you meet who have that special understanding and professionalism”

“(staff) go above and beyond and must be commended”

“(staff) are always polite and courteous and go above and beyond!”

“Thank you NWRH for your support. I am just wanting to make sure that you know that these staff do a great job and I enjoy their visits”

“(staff) make me feel wonderful with their visits. I felt spoilt and special. Thanks to NWRH for the great work you do in the community”

RESIDENTIAL AGED CARE

We have worked hard in 2019-20 FY to establish and maintain a strong workforce to deliver quality care in the communities of Doomadgee (Ngooderi House), Normanton (Kukatja Place) and Mornington Island (Kuba Natha). These facilities are vital to keeping elders connected with families in their communities and on country.

Residential Aged Care services are funded by the National Aboriginal and Torres Strait Islander Flexible Aged Care Program (NATSIFACP).

A major focus in the 2019-20 FY was ensuring robust Infection Prevention Control, policies, procedures and a strong COVID-19 response plan. Strict COVID-19 screening processes were implemented and all Chief Health Officer Aged Care Directions and Biosecurity Act community entry restrictions have been followed to ensure the safety of our aged care residents, staff and the communities.

We have worked with communities as a trusted and integrated Aged Care provider in rural and remote Australia.

CENTRAL INTAKE

Our Central Intake team grew from strength to strength during the year expanding its referral management service scope throughout Central West, North West and Lower Gulf. We have achieved the consolidation of the business units across all our office locations to ensure consistency in our referral management practices.

The team's main purpose is to schedule initial appointments with new clients and assisting our team of clinicians to ensure increased client time and smooth scheduling decreasing the time clients wait for an appointment. During 2019-20 Central Intake achieved the following results:

Total number of referrals processed was 8,696

Of that 8696 referrals received, 23% were from the East Coast, 49% from the North West, 24% from the Central West and 5% from the Lower Gulf.

The key discipline growth areas have been:

- Mental Health – With the commencement of our new Mental Health Nurse Program (MHICC) in April 2020 referrals have increased by 438%
- Physiotherapy, Exercise Physiology, Podiatry and Dietetics have also increased by over 300%.





FINANCIAL OVERVIEW

NWRH principal continuing activities are to support, enhance and deliver primary health care, residential aged care and home and community support programs and to respond effectively to local health care needs.

The 2019 – 20 financial year was a challenging year with the impact of COVID –19 and significant uncertainty surrounding health service activities. NWRH responded very well to these challenges with overall operational income increasing by 7% to \$19.3m, net cash inflow from operating activities of \$1.046m and a closing net current asset position remaining unchanged from the 2018-19 year of \$3.1m.

Overall, for the financial year the Company reported a loss from ordinary activities of \$714,970 however this loss included asset impairments and asset write offs totalling \$978,774. The asset impairments and asset write offs were a direct result of the decision to transition the residential aged care services in the lower gulf by 31 December 2020 and the accounting recognition of these transactions at 30 June 2020.

NWRH balance sheet remains in a strong financial position with total equity at \$4.5m. A copy of the full financial report and independent auditors report has been provided to the members and all relevant funding organisations.

OUR COMMITMENT TO QUALITY

NWRH's commitment to Quality continues to be the cornerstone of our activities and the passion and dedication of our staff emphasise this through our delivery of quality services.

As well as external audits, NWRH conduct regular internal audits across all our programs to ensure objectives are being met.

NWRH has been actively reviewing our practices and processes to align with the Australian Aged Care Quality & Safety Commission's new aged care quality standards, which came into effect on 1 July 2019. We have participated in monitoring reviews conducted by the Aged Care Quality & Safety Commission for all three Residential Aged Care facilities with positive feedback received.



During the 2019/20 Financial year, NWRH focused on the following:

- Practices and processes to align with the Australian Aged Care Quality and Safety Commission new Aged Care Quality standards which came in to effect on 1 July 2020
- Second cycle of accreditation against ISO 9001:2015 (Quality Management System) Standards
- NWRH also commenced accreditation against the NDIS Practice Standards as a NDIS Registered Provider

NWRH WOULD LIKE TO ACKNOWLEDGE THE FOLLOWING FUNDERS AND STAKEHOLDERS FOR THEIR SUPPORT AND PARTNERSHIP

- Northern Queensland Primary Health Network
- Western Queensland Primary Health Care Collaborative Limited
- Australian Government Department of Health
- Queensland Government Department of Communities, Child Safety & Disability Services
- General Practice Queensland Ltd Trading as CHECKUP
- Australian Government Department of Social Services
- Australian Government Department of the Prime Minister & Cabinet and National Indigenous Australians Agency
- Centre for Rural and Remote Health (CRRH)
- Aboriginal Community Controlled Health Services (ACCHS)
- Mt Isa Aboriginal Community Controlled Health Service Limited Trading as Gidgee Healing
- CheckUp
- Neami
- Wellways
- Health Workforce Queensland
- Australian Agricultural Company,
- North West Hospital and Health Service
- Queensland Ambulance Service
- My Pathways and Bynoe Community Advancement Co-operative
- Mornington Island, Doomadgee and Normanton Councils
- Queensland Police Service



NWRH

NORTH AND WEST REMOTE HEALTH

3/106 Dalrymple Service Road
Currajong Q 4812
(07) 4781 9300

www.nwrh.com.au

NDIS Provider #51757136

