



CHAIRMAN, NWRH

MESSAGE FROM OUR CHAIR

North and West Remote Health Ltd (NWRH) has more than ever been highly productive and proactive in the Primary Health Care area and our 2021-2022 figures have highlighted the levels our organisation has reached meeting increased demand across our geographical service area.

Although Covid and its reiterative waves remained in high circulation, the organisation has moved to be in a very fluent position to operate productively within the threats and impacts posed by the pandemic and our risk strategies and operational formulas are working very well to ensure maximum service delivery.

The NWRH Board and the executive have created very strong pathways to push forward with our Primary Health Care agenda in overcoming such barriers and it has been led with great enthusiasm and passion by John Cain, our dedicated CEO, who has ensured that residents in communities we are responsible for, across the North and the West. have received a full range of quality assured allied health, mental health, community care, NDIS and wellbeing services.

The Board recognises the tough year we had last year and a projected tough fiscal and delivery year ahead and I remain impressed with our executive leadership team and this also includes our program managers and team leaders, in seeing the Board strategies through with such high levels of quality. NWRH is subject to many external audits each year and the team reaches our goals to keep our Primary Health Care services at the cutting edge of regional, rural and remote delivery across Queensland.

> I am pleased to report from this work by our leadership and teams that there is a significant uplift in NWRH's position in the Primary Health Care market in which we work. This is borne about by our intense focus on the community demand for allied

health, mental health, community care and NDIS services as well as increasing our levels of support for our stakeholders. These stakeholders include the network of General Practices the North Queensland and Western Queensland Primary Health Networks, with their respective objectives across the regions through increasing levels of allied health services. I would sincerely like to thank these very valuable health organisations for their continued support in assisting us to ensure our services reach the people who most need them.

I would also like to thank the Federal Department of Health, The National Disability Insurance Agency and the National Indigenous Australians Agency as well as the many other allied health. Indigenous health and mental health organisations we work so closely with for their ongoing support.

The 2021-2022 annual report is a publication that the Board takes much pleasure in. to highlight our delivery achievements during the year and to know how many of the residents of northern and western communities have been reached to help with health treatments and illness prevention strategies. The NWRH Board are a fabulous resource for this region of Queensland and I give heartfelt thanks to each of the Directors for sharing their knowledge, expertise and experience, during this year and each year they contribute to our agenda. It has once again been inspirational to work with our Board and our group and I look forward to the high levels of health benefits we can provide to our residents next year and beyond.



John Cain **CHIEF EXECUTIVE OFFICER**

MESSAGE FROM OUR CEO

The 2021-2022 year for NWRH was once again very successful with navigation of Covid into the third year, strategic alignment and implementation of service delivery plans and operations. On behalf of **NWRH I once again sincerely thank** the NWRH team, our communities and stakeholders in what was a very difficult fiscal and Pandemic year, to carry out our services once again successfully in all communities.

I particularly thank our remote communities in allowing NWRH staff to access communities to continue to provide our services during the height of Covid. Your trust in our clinical and culturally safe services is a testament to our long-standing relationships built over many years and we sincerely value your support in our work. Thank you.

Whilst navigating a difficult fiscal and environmental year NWRHs strategy of high-quality services remained and grew with new allied health, mental health, wellbeing and carer support programs. Throughout the presentation of this annual report, you will read that each segment of NWRHs business increased in demand and service capacity to deliver throughout the year. We thank our funders and stakeholders for their investment in NWRH and we look forward to working with you and our communities in the provision of Primary Health Care services.

As part of this growth, we welcome headspace Mackay, Sarina and the Whitsundays to the NWRH family. I would like to thank the headspace staff for their trust and support throughout the transition of services to NWRH and look forward to the future in supporting our youth, family and friends in this very important community service. This also extends to our thanks for the support of the Mackay, Sarina and Whitsundays communities and it was wonderful to be immersed and engaged in the community during the lead up to and transition of the headspace services. Through the new consortium partnership established

and the services we provide, we look forward to future planning and supporting the wider Mackay and surrounding communities.

As part of our services and growth strategy in the provision of Primary Health Care services we continue our long established Environmental. Social and Governance (ESG) framework promoting our social responsibility as a service within the NFP sector NWRH continues to develop the three pillars of ESG underpinning our purpose of healthier people in remote, rural and regional communities. Throughout this annual report you will note our contributions to our resource allocations and the services we provide, our relationships and linkages to our diverse communities and service networks that we serve and our governance structures promoting transparency and accountability in all that we do.

In closing and with past years, our partnerships with funder, our communities and stakeholders underpin all the services we provide, and I would like to once again take the opportunity on behalf of the Board, Management and staff of NWRH to thank you for your support and advocacy during the year. I hope you enjoy this Annual Report and look forward to working with you in continuing to provide the valuable services to our regional, rural, and remote communities of Queensland.

GOVERNANCE

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 Committees together ensure strong governance and oversight of all elements of operations.





PHIL BARWICK GAICD. GDipMan. GCertIF NWRH Chair



MAICD NWRH Vice Chair and Member of the Cultural Competency and Stakeholder Engagement Committee, Member Audit

and Risk Committee

ANNIE CLARKE



MAICD. ADip Community Welfare. Cert Gov Not-for-profits. NWRH Director and Co-Chair Cultural Competency and Stakeholder Engagement Committee

EDWARD FEWINGS



HON. MIKE REYNOLDS CBE, AM, BSW, MAICD. NWRH Director and Co-Chair Cultural Competency and Stakeholder Engagement Committee, Member Audit and Risk Committee



EMERITUS PROFESSOR ROBERT STABLE

AM, MBBS (Qld), D Univ (QUT), MHP (NSW), FRACGP, FAICD, NWRH Director and Member of the Clinical Governance Committee



SANDRA GLAISTER

RN, MBus Admin, MDispute Resolution, BEdu (Nursing), GCert Research Methods, GCert Rural Leadership, Cert Clinical Teaching, CertIV Training and Assessment, JP (Qual), GAICD. NWRH Director and Chair of the Clinical Governance Committee



KYLIE DOYLE FCPA, GAICD. NWRH Director and Chair of the Audit and Risk Committee. Member Cultural Competency and

Stakeholder Engagement



ABOUT US

A vibrant, not-for-profit provider of community and outreach based allied health, mental health, aged care, wellbeing and disability support services across regional, rural and remote Australia. NWRH has 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

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



NWRH PRINCIPLES



People own their own health



Communities control their own health services where possible



Staff are employed locally (where possible), and assisted to build their skills and capabilities



Flexibility and responsiveness are possible because staff live where they work





AS/NZS ISO 9001:2015 QUALITY CERTIFIED ORGANISATION

OUR COMMITMENT TO QUALITY

NWRH strives to deliver an excellent standard of service and recognises that this is only possible through continuous review, improvement and innovation.

NWRH has a multi-faceted approach to quality improvement, risk and compliance. This is supported by:

- Accreditation against the requirements of AS/NZS ISO 9001:2015 Quality Management System.
- Accreditation against the requirements of the NDIS Practice Standards
- Accreditation against the requirements of Community Home Support and Home Care Packages.
- Recognition of Alternative Accreditation for Human Services Quality Framework.

During the 2021 - 2022 Financial year, NWRH focused on the following:

Practices and processes to align with the Home Care Packages Program Assurance Reviews.



Recertification audit against ISO 9001:2015 (Quality Management System) Standards - NWRH are now in our third cycle of accreditation against these standards.



Commenced preparations for our mid-term audit against the NDIS Practice Standards as a NDIS Registered Provider.

MENTAL HEALTH

AND WELLBEING

The Mental Health and Wellbeing Team is made up of a range of professionals. providing a broad scope of support across the Stepped Care continuum. Our team of 38 staff includes Credentialed Mental Health Nurses, Psychologists, **Provisional Psychologists,** Social Workers, Mental **Health Accredited Social** Workers, Cultural Liaison Support, locally employed staff in remote locations, Wellbeing Clinicians, **Social Work students** and Clinical Psychology students.

Supporting local workforce continues to be a primary focus. Of our 38 strong team, seven staff members are local residents of Croydon, Doomadgee, Mornington Island and Normanton.



BY THE MENTAL HEALTH AND WELLBEING TEAM TO:



1,745 **INDIVIDUAL CLIENTS**



OF ALL SESSIONS (1,824) WERE DELIVERED VIA TELEHEALTH

We routinely visit: Doomadgee, Burketown, Mornington Island, Normanton and Karumba, Mt Isa, Camooweal, Cloncurry, Julia Creek, Hughenden, Richmond, Townsville, Charters Towers, Pentland, Georgetown, Croydon, Einsleigh, Forsayth, Mt Surprise, Greenvale, Bowen, Collinsville, Ingham, Cardwell, Ayr and Home Hill. This year, we also began NDIS services to Palm Island.



The Mental Health and Wellbeing Team have taken on additional programs, expanding the services that we deliver, to include additional carer supports. We also look to extend Community Connector services to Normanton in the next financial year, as well as providing Queensland Community Support Scheme services in Doomadgee and Mornington Island.

We continue to deliver the following programs:

The Mental Health Integrated Complex Care Program – providing Mental Health Nursing services to people with severe and complex mental health needs in the Townsville and surrounding areas, the program provides a case management service, that has reduced hospital admissions.

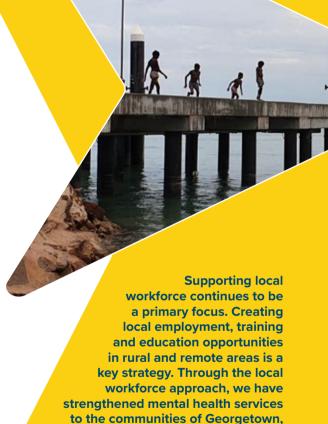
Psychological Therapies – provided across the NWRH footprint, the program provides free sessions to people experiencing mild to moderate mental health concerns such as anxiety and depression. A new telehealth platform, COVIU has been implemented to improve the telehealth experience.

Drug and Alcohol Treatment Services - in Doomadgee, NWRH delivers an intensive case management and counselling service, focusing on providing diversionary activities. The engagement in the program has increased significantly this year.

Recidivist Project 360 – intensive case management program supporting adults residing in Mornington Island and Doomadgee. The program re-vamp has ensured a stronger focus on reducing offending behaviours. The team have delivered excellent results.

Family Mental Health Support - over the year, the program provided 1,587 sessions. The team provides a range of early intervention and practical supports across the Mt Isa and Lower Gulf regions.

Carer Support – include individual counselling, group peer support and carer coaching. An increase in carers accessing services has been seen, with the improvements introduced by the Rural and Remote Strategy, implemented by Wellways, the lead agency of the consortia, as well as an additional community engagement position within NWRH.



Croydon, Doomadgee, Mornington

Island and Normanton.

headspace

SERVICES

NWRH is delighted to welcome the headspace Mackay, headspace Sarina and headspace Whitsundays teams and services to NWRH. We were invited by the Northern Queensland **Primary Health Network** (NQPHN) to participate in a select tender process for headspace services and were successful in our bid to become the new lead agency for the parent centre in Mackay and satellite services in Sarina and the Whitsundays. What followed was an extensive transition process with the outgoing lead agent **Northern Australia Primary** Health Limited (NAPHL), commissioning body NQPHN and headspace National to ensure a smooth transfer of services. Priority throughout the transition period was staff retention and continuity of services, ensuring young people were able to continue to access services across the three sites with minimal disruption.

The large body of work included compliance with headspace National Trademark Licence requirements, the transfer of service, lease arrangements and headspace staff, extensive stakeholder engagement with the headspace consortium. Youth Reference Group and community service providers.

All transitions have their own challenges, but with the support of all parties involved, NWRH successfully transitioned services and is proud to report we were able to retain all headspace Mackay, Sarina and Whitsundays staff and made the transition for young people, their family and friends as seamless as possible.

All NWRH services are delivered for and in collaboration with our communities. Throughout the transition, NWRH met and engaged extensively with the Mackay, Sarina and Whitsundays communities to start building strong partnerships that will support service delivery and the health and wellbeing of young people. This included headspace consortium partners The Aboriginal and Torres Strait Islander Community Health Service (ATSICHS) Mackay, Neami National, Lives Lived Well, Mackay Hospital and Health Services and Community Solutions, Mackay and Whitsundays Regional Council and Aboriginal and Torres Strait and South Sea Islander elders and organisations.

We would like to acknowledge and thank all headspace staff, the outgoing lead agency NAPHL, NQPHN, headspace National, headspace consortium partners, and the broader community for your support and contributions and we look forward to delivering headspace services to young people, and their family and friends well into the future.







CENTRAL INTAKE

are now working

a fully staffed and

cohesive team. We are happy to report "business as usual"

achieving customer service

clients across the vast NWRH

and continuity of care for

effectively with

Central Intake is a vital part of NWRH and has continued to be the first point of contact for clients referred to NWRH for allied health, mental health and community aged and disability services. We have continued to increase the timely processing of new referrals and re-referrals across the calendar year. In 2021-2022 period we were proud to add various new team members and

The main objective of the Central Intake Team is referral management for all geographical areas in which NWRH operates. During 2021-2022 Central Intake achieved the following:

TOTAL NUMBER OF REFERRALS PROCESSED IN 2021-2022



with August's total of 803 it was the highest month of referrals received.

OF THAT 7,472 REFERRALS RECEIVED:

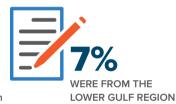
WERE FROM NORTH WEST REGION



WERE FROM EAST COAST REGION with an increase of 7%



WERE FROM CENTRAL WEST REGION - with an increase of 2%



The key disciplines growth areas have been:

- Mental health has increased by 5% across the organisation, primarily owing to an increase in Wellways referrals.
- Employing two new Speech Pathologists in the East Coast and the services opening up to more communities in the East Coast Speech Pathology referrals have increase by 14% across the organisation.
- Other disciplines that have increased in referrals are Continence which has increased by 22% as well as Community, Aged and Disability Services Team referrals which have increased by 20%.

For the 2022-2023 period Central Intake will continue to provide support to our clinical staff with the forecasted organisation business growth.



ALLIED HEALTH SERVICES

The 2021-2022 financial year proved to be a productive year for the Allied Health team.

OUR CLINICIANS TRAVELLED GREAT DISTANCES TO DELIVER



OCCASIONS OF SERVICE to people in the most rural and remote areas of Queensland.

Across the North West, Central West and East Coast our teams experienced growth with additional positions for Occupational Therapy, Speech Pathology and Allied Health Assistants. This has enabled our teams to deliver and provide more access to services into the 35 communities we visit.

Following the exceptional work and expansion of services offered from our Mt Isa team, a focus of the 2021-2022 financial year was to increase our NDIS services across our other office locations, A key success was establishing an NDIS Clinic in Townsville which focused on Paediatrics (clients aged 0-18 years). This expansion of services resulted in five additional staff (Occupational Therapy, Speech Pathology and Allied Health Assistant) over the course of the financial year. The clinic allowed for collaboration to occur between the Allied Health and Mental Health teams in the form of regular client services and case conferencing to discuss shared clients and identify supports and strategies that can be implemented across disciplines. These case conferences are a point of difference for our service in providing collaborative and high-quality care to the clients we serve regardless of funding program.

The Allied Health Team was successful in obtaining transition services through the Northern Queensland Primary Health Network (NQPHN) from Northern Australia Primary Health Limited (NAPHL). These services fall under the Integrated Chronic Care (ICC) program, also known as the Outreach Allied Health Services (OAHS) to provide allied health services to clients who have been diagnosed with a chronic condition across the East Coast. This involved an expansion of the communities we provide services to including: Ingham, Cardwell, Ayr, Home Hill, Bowen, Collinsville, Charter Towers, Hughenden, Richmond, Cannonvale, Dysart, Clermont and Moranbah. We will be providing a multidisciplinary approach to care, where indicated, to ensure best outcomes for our clients.



SERVICES DELIVERED BY OUR ALLIED HEALTH TEAM:

- Allied Health Assistant
- Occupational Therapy
- Physiotherapy
- **Podiatry**
- **Exercise Physiology**
- Speech Pathology
- **Diabetes Education**
- Continence Advice
- Dementia Advice
- Dietetics

Our Allied Health Team provide client centred care where by people own their own health.

CULTURAL COMPETENCY AND COMMUNITY RELATIONS



"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"

As the seasons change from summer to cold winter nights beneath the stars and moon, as the waves splash onto the white sands of the magical remote islands and sun scorches in the arid wilderness of the 'Big Red' in the central west of the red dust regions, the storm clouds build with lightning strikes to put fear into many who venture into the unknown, this the home of many First Nations People who we pay our respect to their ancestors, elders, past and present and to their future generations who will forever continue their stories, experiences and knowledge of their beloved descendants.

Another season passes along with its challenges, although there were many, it was time for NWRH to show case their innovation, commitment and dedication to complete the NWRH Innovate Reconciliation Action Plan (RAP).



INNOVATE RECONCILIATION ACTION PLAN

NWRH Achievement for Reconciliation:

NWRH continues to prove its resilience dealing with the impact of COVID throughout our service delivery footprint in Central, Western, Gulf of Carpentaria and North Queensland Communities, NWRH maintained its focus on achieving our Innovate RAP strategies as we near the completion date of our Innovate RAP for 2021-2022.

It has been challenging, but the main strategy for NWRH Innovate RAP has been to achieve the strategies and outcomes identified. The Manager Cultural and Community Relations and the Cultural Competency Stakeholder and Engagement Committee, Board, CEO and staff aimed to reach positive results by planning key events on the dates of Aboriginal and Torres Strait Islander Significant Calendar Events which allowed our organisation to plan many activities nationally, regional and locally. NWRH has proven once again to meet its obligations within the Innovate RAP timeframe.

NWRH's vision of healthier people in remote, rural, and regional communities remains the core foundation of building integrity and respect with our communities and peoples throughout Central, Western, Gulf of Carpentaria and North Queensland.

There has been many accomplishments and achievements of the NWRH Innovate RAP with the five dimensions: Race Relations Equality and Equity, Unity, Institutional Integrity and Historical Acceptance incorporated in the activities to ensure we align with many organisations and communities to measure reconciliation across Australia

- Acknowledgement and Respect of First Nations People and their lands and seas
- Connecting staff to Aboriginal and Torres Strait Islander significant calendar dates and events and quest speakers
- · Aboriginal artists sharing their stories
- Australian South Sea Islanders presentation
- Key collaborations with Aboriginal and Torres Strait Islander peoples. organisations, and communities within our service footprint regions that strive for Reconciliation and Closing of the Gap campaigns
- Retention of local Aboriginal and Torres Strait Islander workforce in remote and rural communities
- Cross Cultural Induction training for all staff to understand history and Torres Strait Islander ancient covenant systems through Tjukurrpa

- Governance, supporting community participation, problem and solutions that are community orientated, supporting selfdetermination
- Sponsorship of local Aboriginal and Torres Strait Islander events
- Guest Speaker on Mabo and what it means for Torres Strait Islanders and Aboriginal peoples

Achieving many of the key milestones has only happened with the great support of the Cultural Competency Stakeholder Engagement Committee, the Board and staff of NWRH.

As we enter a new year, we look forward to the development of a new RAP with new milestones and enjoy the next adventure of the Stretch Reconciliation Path.

Bindi Youndu Thulgurri- (Thank You Everybody)

COMMUNITY PROGRAMS

During 2021-2022 our Community, Aged and Disability Services Team continued to provide a high level of support that enabled our older clients and clients living with a disability or chronic illness to meet their goals of:

- live independently in their own homes;
- remaining connected to their families, friends and communities;
- pursue their personal goals, aspirations and objectives and,
- develop their capacity to engage in a broad scope of social and personal activities.

2021-2022 has been a year of **significant growth** where our team of 25 staff supported over 400 clients and delivered community programs in 13 different communities. During 2021-2022 the Community, Aged and Disability Services Team delivered an improved annual performance against four out of five programs in the portfolio including:

18% growth Commonwealth Home Support Program

24% growth in Queensland Community Support Scheme

6% growth in Home Care Packages

86% growth in Community Transport

18%

24%

6%

86%

NWRH plays a pivotal role in providing community support in our remote and very remote locations. We ensure our clients have the opportunity to age and live in the place they call home, retaining connections to culture and country, their families and the other communities.

Our Community Team take pride supporting all our clients to ensure they live their life to their maximum potential and participate as equal citizens in our society.

What do our Clients think....

"Your groups are fun to attend, the staff always have my best interests in mind, they never mind helping out no matter what the task"

"Your staff are always helpful and professional, thank you so much"

> "Your staff are a breath of fresh air. The attention to detail to get the job done is first class"

> > "How friendly your staff are in their interactions, how you use initiative and get the job done without having to be asked to do anything"

"I look forward to the day that the Care Support Worker comes as in am a happy person after their visit"

"Your staff are lovely ladies, caring, and so hard working, you should be proud"

> "Your staff are always professional, and I welcome them back into my home anytime"



During 2021 - 2022 NWRH provided Aged Care clients

WITH OVER

OCCASIONS OF SERVICE



hours of group social support



28,780 meals



10,924 transport trips



Support Scheme Support





hours of social support



home maintenance

ENVIRONMENTAL, SOCIAL AND **GOVERNANCE**

Underpinning our purpose of healthier people in remote, rural and regional communities is a continued focus on the three pillars of Environmental. Social and Governance (ESG).

NWRH like many organisations is looking towards sustainability strategies focusing on creating additional value to a broad group of stakeholders such as staff, customers. suppliers, investors and community groups.

NWRH values the importance of ESG responsibilities in the services we provide.



OUR CLIENT PARTICIPATION AND SATISFACTION:

Establishing cross discipline client feedback surveys for the health care services we provide.

During the 2021-2022 year we achieved an overall client satisfaction result of 97%. Our cross-discipline feedback results compared to past years have increased by 2% in terms of client satisfaction.

Continuing our Reconciliation Action Plan (RAP) and RAP journey from Innovate to Stretch.

NWRH completed Innovate RAP during 2021-2022 and are now working with Reconciliation Australia towards Stretch RAP. We achieved 100% of our committed RAP activities during the year.

Sunrise to Sunset, from the great barrier reef to the outback of the red dust, to golden cliffs which encounter the morning glory rolling in, as seasons come and seasons go, the perseverance, the unexpected, to pure elation is why we maintain the ability to adapt to change and serve our communities from remote, rural and urban which is the reason we are NWRH.



Data privacy and protection to build and seek mitigation strategies for the protection of our data.

During the 2021-2022 year NWRH was successful in screening 3.3million inbound emails. Of these 3.3million, only 320,000 were legitimate and allowed into the organisation. NWRH promotes cloud data storage located in Australian data centres, protecting our data sovereignty.



Strong governance structures promoting transparency and accountability.

Over the past two years we have maintained a small surplus from operating activities during very difficult environmental and fiscal challenges representing 1.16% of the total funding we received. Our equity has increased by 1.24% over this timeline for **future investment** considerations into Community Primary Health services.



North West (Mount Isa)

53 Enid Street Mount Isa Qld 4825 Tel: 07 4744 7600

Central West (Longreach)

19 Duck Street Longreach Qld 4730 Tel: 07 4652 7100

Lower Gulf (Normanton)

38 Dutton Street Normanton Qld 4890 Tel: 07 4747 8800

Corporate Office (Townsville)

261-263 Ross River Road, Aitkenvale Qld 4814 Tel: 07 4781 9300

www.nwrh.com.au

NDIS Registration ID: 4-4331-498



headspace Mackay

2/123 Victoria Street Mackay QLD 4740 Tel: 07 4898 2200

headspace Sarina

1/71 Broad Street Sarina QLD 4737 Tel: 07 4842 6750

headspace Whitsundays

41 Main Street Proserpine QLD 4800 Tel: 07 4842 6760

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

- Aboriginal Community Controlled Health Services (ACCHS)
- Australian Government Department of Health
- Australian Government Department of Social Services
- Central West Hospital and Health Service
- Etheridge Shire Council
- General Practice Queensland Ltd Trading as CHECKUP
- Gidgee Healing
- headspace National
- Health Workforce Queensland
- Mornington Island, Doomadgee and Normanton Councils
- Mount Isa Aboriginal Community Controlled Health Service Limited Trading as National Disability Insurance Agency (NDIA)
- National Indigenous Australians Agency
- Neami National
- North West Hospital and Health Service
- Northern Queensland Primary Health Network
- Queensland Government Department of Communities, Child Safety and Disability Services
- Queensland Police Service
- RHealth Limited
- Townsville Hospital and Health Service
- Wellways
- Western Queensland Primary Health Network