



# 2020

## Annual Report



**SCHS**  
Sunraysia Community  
Health Services

# VISION

Health and social equity for our community.

# MISSION

To explore and deliver innovative solutions to health and social needs.

We provide health services within a social model of health.

This means we understand that social, cultural, political, environmental, and physical factors all contribute to health and well-being.

# CONTENTS

|  |    |
|--|----|
| VISION                                   | 2  |
| MISSION                                  | 2  |
| CHAIR AND CHIEF EXECUTIVE OFFICER REPORT | 4  |
| BOARD GOVERNANCE                         | 6  |
| Board of Directors                       |    |
| Governance Committee                     |    |
| Audit and Finance Committee              |    |
| Nominations and Remuneration Committee   |    |
| OUR BOARD                                | 7  |
| BOARD ATTENDANCE                         | 10 |
| ORGANISATIONAL STRUCTURE                 | 11 |
| STRATEGIC PLAN                           | 13 |
| GROWTH STRATEGIES AND PROJECTS           | 16 |
| OUR COMMUNITY                            | 20 |
| CLINICAL PROGRAMS AND ACHIEVEMENTS       | 24 |
| OUR STAFF                                | 24 |
| OUR ORGANISATION                         | 26 |
| FINANCIAL SUMMARY                        | 30 |
| Statement of comprehensive income        |    |
| Financial position                       |    |
| Cash flows                               |    |

## CHAIR AND CHIEF EXECUTIVE OFFICER REPORT

Sunraysia Community Health Service (SCHS) has continued to operate efficiently and effectively throughout the last financial year through the many new challenges of the external environment. Changes to our practices and systems have occurred with changes to the Audit Act, introduction of a Long Service Leave Portability Scheme and the development of the Community Health Taskforce Report. Internally, new client management and financial systems were implemented. Despite these significant changes, we have maintained strong community engagement, supported the wellbeing of staff and provided quality service delivery. The second half of the financial year included new challenges of the global health pandemic. The Board of Directors and Executive team are proud of the organisational achievements and dedication of staff over the last 12 months.

### Service Delivery

SCHS continued to embed HomeBase, situated in Deakin Avenue property, and opened the Family and Child Hub in Mildura's Central Business District in November 2019. Both of these services adapted well to the impacts of the pandemic and have continued to be well utilised by the community, and service delivery has been shaped according to the needs of the community accessing services.

The Team Palliative Care Model resulted in a high commendation at the 2019 Victorian Public Health Awards, which was a great accolade for the staff in this program who work tirelessly to support clients and families to remain at home for their end of life care.

### Staff

In 2019, we acknowledged the work of staff with the introduction of annual staff awards. This was a valuable opportunity to publicly

recognise staff amongst their peers and colleagues, which was well received and will continue as an annual celebration.

### Philanthropic Grants

SCHS has been very fortunate in being granted five philanthropic grants during the past 12 months. These have assisted in the development of HomeBase and the Family and Child Hub. They have also provided an opportunity to commence a feasibility study with Social Ventures Australia to explore the implementation of social enterprise initiatives to address health and wellbeing needs of our community.

### Partnerships

Partnerships have continued to develop with current external stakeholders, such as Hands Up Mallee who have been an instrumental support in the development of new community led models at SCHS and our ongoing valuable partnerships with La Trobe University and Victoria Police. New collaborations include Royal Flying Doctors Primary Health Service Network Partnership for North West Victoria, involvement in the Regional Service Plan and Entity Plan for Mildura Base Hospital and the strong connection of the community health services across the Loddon Mallee.

### COVID-19

March 2020 brought a time of instability and uncertainty to not only our organisation, but to our country and indeed the global stage. Change was rapid, mandated, and constantly evolving. Many of our staff, along with the rest of the state, were directed to work from home where possible and our nursing staff were asked to continue to provide care in a very uncertain world. Some staff changed roles and assisted in the COVID-19 testing clinics and all staff were asked to comply with a 'new normal' and adapt quickly to significant change.

Whilst COVID-19 presented challenges, it also provided a landscape for the introduction

of innovative service delivery for the community, an enhanced environment of kindness and caring amongst our staff, and the strengthening of partnerships. These included the Loddon Mallee Regional COVID-19 partnership led by Bendigo Health, COVID-19 Pandemic Coordination Executive, led by Mildura Rural City Council (MRCC), and the COVID-19 GP Respiratory Clinic and Department of Health and Human Services testing clinics, led by SCHS. SCHS' commitment to the pandemic included the Commonwealth Respiratory Assessment Clinic, Department of Health and Human Services (DHHS) testing clinic and the DHHS Call to Test strategy.

I would like to congratulate and thank the Board of Directors for their continual commitment and support to our organisation during this year, and the staff who have demonstrated extreme flexibility and personal investment in ensuring the health and wellbeing of our community. This created a communal sense that 'we are all in this together', resulting in a new way of service delivery that is becoming second nature.

Our world has certainly been changed by COVID-19; and the organisation has been tested and stretched, resulting in significant growth.

Looking ahead, the next 12 months will have its own share of challenges. The financial stability of our country has changed and the ramifications of this are still unknown. The wellbeing of our community members may be affected over the long-term, with a possible focus required for mental and emotional health. There is much uncertainty. SCHS will continue to meet these challenges with a determined strength, with our vision to ensure health and social equity for our community is at the forefront of our mind. Our values will continue to be embedded; compassion, justice, excellence, accountability and collaboration into our daily practices. Together, the Board of Directors and all staff will take care of each other, our clients and ourselves. We look forward to 2021, and the possibilities yet to be uncovered.



CEO Simone Heald and Board Chair Leonie Burrows



## BOARD GOVERNANCE

Sunraysia Community Health Services Limited is a company limited by guarantee, independently managed and registered under the Health Services Act 1988. SCHS is registered as a not-for-profit and regulated (for the most part) by the Australian Charities and Not-for-profits Commission under the Australian Charities and Not-for-profits Commission Act 2012 (Cth) (ACNC Act), which includes the Governance Standards and partly by Australian Securities and Investments Commission (ASIC), in accordance with the laws of the Corporations Act 2001 (Cth) (Corporations Act).

### Board of Directors

SCHS continues to explore and deliver innovative solutions to health and social needs of our community with strong leadership and dedication of our Board of Directors. Our Directors bring a wide range of skills and experience to their positions on the Board, which allows us to adapt our services and activities to best suit the changing needs of our community.

Over the period of this report, the Board endorsed the introduction of an electronic record and financial management system, participated in philanthropic workshops, approved a Whistle-blower Protection policy and completed a full review and expansion of both the Pandemic Plan and Risk Register. The monthly meetings looked a little different in April, May and June due to COVID-19 restrictions, and were held via video conferencing.

**Membership:** Leonie Burrows (Chair), Frank Piscioneri (Deputy Chair), Steven Fumberger (Treasurer), Anne Hines, Brian Smith, Darren Midgley, Glenis Beaumont, James Adams.

The work of the Board of Directors is supported by the following board sub-committees:

- Governance;
- Audit and Finance; and
- Nominations and Remuneration.

### Governance Committee

The Governance Committee assists the board to discharge its duty with respect to overseeing all aspects of good corporate and clinical governance. The Governance Committee makes recommendations concerning self-review, training and development and the induction of Board Directors.

**Membership:** Darren Midgley (Chair), Anne Hines, Brian Smith, Glenis Beaumont.

### Audit and Finance Committee

The primary objective of the committee is to assist the Board of Directors to fulfil its responsibilities under the ACNC Act, the Corporations Act and relevant requirements of applicable laws, regulations and rules in relation to financial reporting, risk management, internal controls and the internal and external audit functions. Specifically, the committee's role is to report to the Board of Directors and provide appropriate advice and recommendations on matters relevant to the terms of reference of the committee, in order to facilitate decision making by the Board of Directors.

**Membership:** Frank Piscioneri (Chair), Steven Fumberger (Deputy Chair), James Adams, Leonie Burrows.

### Nominations and Remuneration Committee

The function of this committee is to assist the Board to discharge its duty with respect to overseeing all aspects of membership and Board Director and senior executive remuneration.

**Membership:** Leonie Burrows (Chair), Darren Midgley, Frank Piscioneri, Brian Smith.

## OUR BOARD



### Leonie Burrows

Board Chair

BA Information Science, BBus,  
GAICD, FLGPro, AAIM, MAICD, FIML

Board Director since 2004, appointed Board Chair in 2015, Chair of the SCHS Nominations and Remuneration Committee, and member of the Audit and Finance committee.

Leonie is the former CEO of Mildura Rural City Council as well as the Australian Table Grape Growers, Citrus Growers Australia, and SuniTAFE. Leonie is a Management Consultant and former Board Chair of SuniTAFE, the Victorian TAFE Association, and Lower Murray Water. She is also currently Deputy Chair of the Murray Primary Health Network, Deputy Chair of Loddon Mallee Regional Development Australia and Chair of Mallee Regional innovation Centre.



### Frank Piscioneri

Deputy Board Chair

F CPA, GAICD, GIA (Cert), CPA.

Board director since 2009; Deputy Board and Chair of the SCHS Audit and Finance Committee.

Frank is an experienced Senior Executive in the field of Financial Management and Corporate Governance, with 39 years' experience, and an extensive career in the education sector spanning over 27 years.



### Anne Hines

Director

Dip Fashion Design & Production, Trained Technical Teacher's Certificate, Cert. Applied Social Science, B.Ed, Assoc.Dip Art & Design

Appointed to the Board of Management 1990, Board President 1993-1996, member of the SCHS Governance Committee and Board representative on the Consumer Advisory Group.

Anne has served 30 years as an SCHS Board Director, has 41 years' experience as a secondary school teacher/librarian and has held various leadership roles in the education field.



### Brian Smith

Director  
Dip.CivEng

Appointed as Board Director in 2012, member of the SCHS Governance Committee and Chair of Project Consulting Group meetings (as required).

Brian is an Engineering Consultant with over 35 years' experience in engineering and project management. After a period of consulting nationally as a specialist design engineer liaising with engineers and architects, Brian's immediate past experience has been that of Senior Manager of Assets and Planning in the Engineering sector of Lower Murray Water.



### Darren Midgley

Director  
MBA, Grad. Dip Bus Admin., BN, RN,  
Dip.Mgt, GAICD, MAICD

Appointed Board Director in 2017, Chair of the SCHS Governance Committee and member of the Nominations and Remuneration Committee.

Darren is a Registered Nurse and has held the position of Chief Executive Officer at Chaffey Aged Care for 10 years. Darren has a passion for community care and an interest in the domains of health, business and governance.



### Steven Fumberger

Director  
Dip.Mgt, Dip.Project Management, GDip.Emergency Health, Cert.Business Studies (Accounting), Registered Tax Agent.

Appointed as Board Director in 2016, Deputy Chair of the SCHS Audit and Finance Committee.

Steven is currently the Area Manager of Loddon Mallee 3 and MICA Paramedic with Ambulance Victoria.



### James Adams

Director  
GDip.Legal Practice, LLB

Appointed Board Director in December 2018, member of the SCHS Audit and Finance Committee.

James has been a practicing lawyer with Ryan Legal since October 2016 following completion of his Graduate Diploma of Legal Practice at Adelaide University and obtaining his Bachelor of Laws from the University of South Australia.





**Glenis Beaumont**

Director  
MBA, GAICD, RN, RM

Appointed Board Director in 2019, member of Governance Committee.

Glenis is a retired Nurse and Midwife with extensive corporate experience in rural health services complemented by recent roles in the Victorian Department of Health and Human Services. Glenis' career-long focus has been service development, systems improvement, clinical governance, risk management and quality outcomes.

## BOARD ATTENDANCE

Details of attendance by Board Directors and independent board committee members of Sunraysia Community Health Services at Board, Board Audit and Finance Committee, Board Governance Committee, and Board Nominations and Remuneration Committee meetings held during the period 1 July 2019 – 30 June 2020, are as follows;

### Board Meetings

| BOARD DIRECTORS  | Board |    | Audit & Finance |    | Governance |   | Nominations & Remuneration |   |
|------------------|-------|----|-----------------|----|------------|---|----------------------------|---|
|                  | A     | B  | A               | B  | A          | B | A                          | B |
| Leonie Burrows   | 11    | 11 | 10              | 10 |            |   | 1                          | 1 |
| Frank Piscioneri | 11    | 10 | 10              | 10 |            |   | 1                          | 1 |
| Anne Hines       | 11    | 9  |                 |    | 5          | 5 |                            |   |
| Brian Smith      | 11    | 10 |                 |    | 5          | 4 | 1                          | 1 |
| Steven Fumberger | 11    | 8  | 10              | 10 |            |   |                            |   |
| Darren Midgley   | 11    | 10 |                 |    | 5          | 5 | 1                          | 1 |
| James Adams      | 11    | 9  | 10              | 9  |            |   |                            |   |
| Glenis Beaumont  | 11    | 10 |                 |    | 5          | 5 |                            |   |

NOTES: Column A: Indicates the number of meetings held while Board Director/committee member was a member of the Board committee. Column B: Indicates number of meetings attended by the individual.

## ORGANISATIONAL STRUCTURE



### Simone Heald

Chief Executive Officer

RN, Registered Midwife, GDip.Childbirth Education, GDip. Adolescent Health and Wellbeing, MBA, Masters Health and Human Services Management, GAICD, MAICD.

Simone completed her Master of Business Administration in 2015 and Masters in Health and Human Services Management in 2018. Simone has extensive experience in the community and social health sector with a strong understanding of disadvantage and related issues. Her greatest passion is to continually analyse service delivery to determine new and innovative ways to provide services to better meet the social and physical needs of our clients. She believes positive outcomes for the health and wellbeing of clients will improve an individual's life, and contribute to a strong and resilient community.

Departmental responsibilities

- Community Engagement
- Human Resources (outsourced)
- Marketing and Communications



### John Bergin

Chief Financial Officer

BBus(Acc), CPA

John has previous experience of 25 years in the water industry with Lower Murray Water. He is experienced in all financial aspects including financial management, business planning, asset management, treasury management, stores, regulatory reporting, governance and economic pricing. He has a strong customer focus and holds a Bachelor of Business (Accounting) as well as membership of CPA Australia.

Departmental responsibilities

- Client Access
- Finance Services
- Information Systems
- Building and Procurement



## Melissa Wade

Executive Manager Clinical Services  
BN, AdvDip.BusMgt

Melissa has over 18 years' experience in varied areas of Health Care including public and private hospitals and Residential Aged Care. Melissa has held senior level leadership positions as the General Manager of Bupa Aged Care Mildura, and Quality/Performance Improvement roles at Bupa Aged Care Australia and the Mildura Base Hospital. Melissa brings extensive knowledge in clinical care provision, quality, and performance improvement systems in health care. She has a passion for client centred care and ensuring that the wishes and needs of clients are at the centre of service delivery.

Melissa holds a Bachelor of Nursing and has recently completed her Advanced Diploma in Business Management with ambitions to complete her MBA in the near future.

### Departmental responsibilities

- Quality and Safety
- Infection Prevention and Control
- Clinical Operations
- Mental Health, Alcohol and Other Drugs
- Acute Health
- Dental Services and Medical Records
- Clinic Programs
- Family Violence and Youth Services
- Chronic Disease
- Allied and Child Health

## STRATEGIC PLAN 2019 - 2021

### VISION

Health and social equity for our community.

### VALUES

- Compassion
- Justice
- Excellence
- Accountability
- Collaboration

### MISSION

To explore and deliver innovative solutions to health and social needs.



We provide health services within a social model of health. This means we understand that social, cultural, political, environmental, and physical factors all contribute to health and well-being.



## Key Enablers

We continued our focus on the health and wellbeing of our community by hearing the voice of our consumers and the wider community and in doing so, ensuring true community need leads innovation. We set a range of key enabling strategies to assist us to reach our vision of health and social equity for our communities and understand that key to the success of our strategic vision are our governance and leadership capacity, organisational culture, people, systems and processes.

Whilst the organisation's key vision and mission remains unchanged, strategies for 2019-2021 will focus on five key goals.

- Clients at the centre of our thinking
- People at their best
- Our community's wellbeing
- Innovation for excellence
- Our long-term sustainability

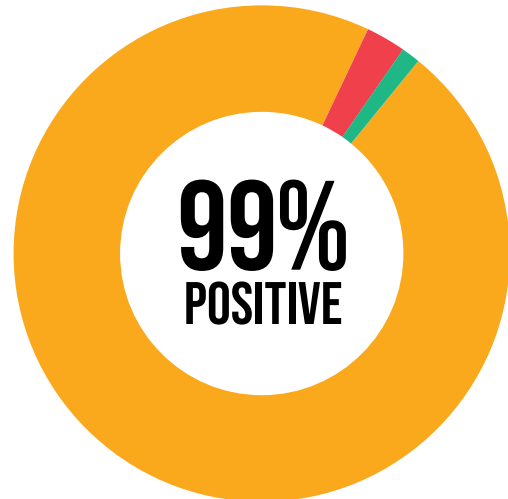
Previously reviewed organisational systems and processes were implemented during the period; these included:

- The implementation of the electronic Client Information Management System (CIMS) Master Care
- A restructure of Program Support to improve the flow of clients into the service
- Management of service demand through development of improved data management
- Implementation of a Financial Management System and reporting tools

Processes have continued to be streamlined, ensuring the provision of quality, competitive health services. These improvements have been further validated by responses in the 2019 Victorian Health Experience Survey (VHES).

There has been further improvement in the overall client experience with our health service, and in the 2019 VHES survey 99% of clients surveyed had a positive experience (a slight improvement from 2018 (98%) – with the state average being 96%.

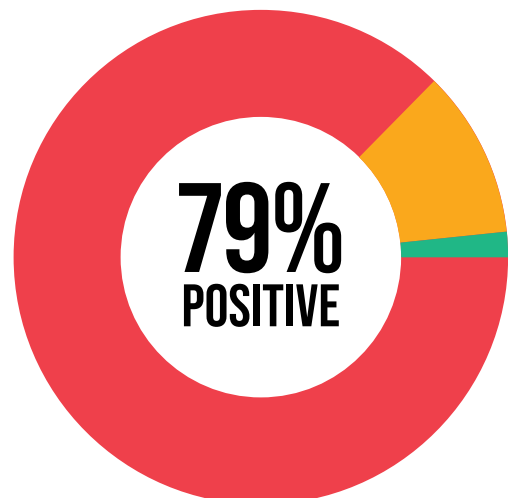
Overall, how would you rate the care you received at the health service?



Responses



Ease of making an appointment

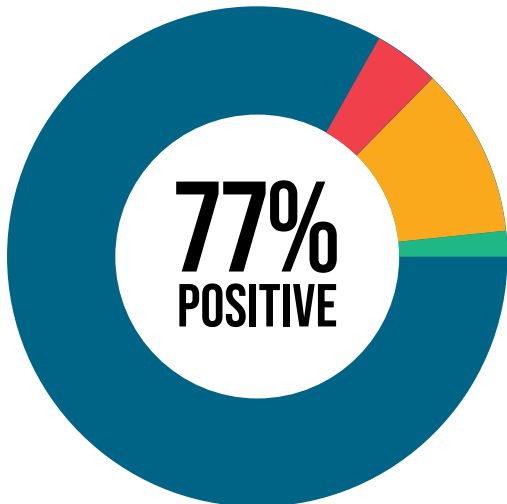


Responses



### Waiting for an appointment

A 77% positive response that people in our community did not experience their condition worsening while waiting for their appointment (an improvement since 2018 (67%)).

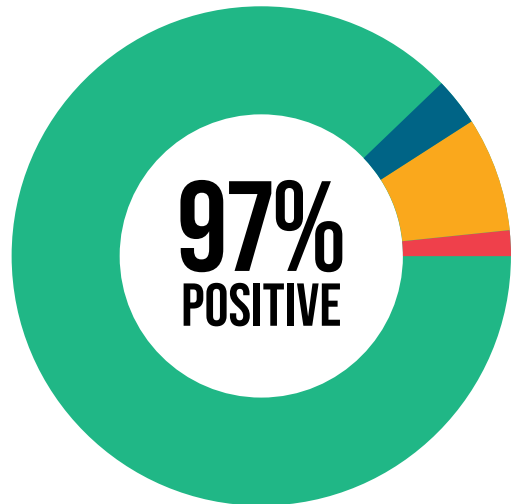


Responses



### How would you rate the politeness and helpfulness of the reception staff

Our clients reported that they felt their reception at the service was good with 97% positive response. Waiting time was also positive with 86% responding that they felt the time they waited was about right (compared with 79.5% state av).



Responses



### Do you think the amount of time you usually spend in the waiting area before your appointment is ?



Responses



## GROWTH STRATEGIES AND PROJECTS

SCHS continues to work in partnership with funding bodies, agencies and philanthropic trusts to develop growth strategies and projects.

### Philanthropic Support

#### Family and Child Hub

With the support of the SCHS Board of Directors, community fundraising through the Annual Easter Appeal, as well as significant philanthropic funding and the support of partners such as Hands Up Mallee and Mildura Rural City Council, The Family and Child Hub opened in the Mildura City Heart in November 2019.

Building on existing Pregnancy and Parenting Support Services, the Hub provides a client-centred service with an accessible and non-stigmatising space for parents and other carers (such as grandparents and carers of children in Out of Home Care). This service provides the community with the convenience of being able to 'drop in' without an appointment, use of the change and feed facilities, utilise the child play area, have a cuppa and access advice.

A full-time reception and engagement facilitator coordinates a safe and welcoming space, with the aim over time to build trusting relationships with parents and carers.

When accessing advice and support, staff at the Hub give families the time to truly understand their needs and provide specifically tailored care and information, including referrals to both internal and external services where required.

In collaboration with MRCC, the Hub now provides:

- Antenatal care
- Parent Support Service
- Healthy Mothers Healthy Babies Program
- Immunisation clinic
- Lactation consultant /infant feeding support
- Perinatal mental health support
- Group parent education
- Drop-in support
- Maternal and Child Health Service
- Child Allied Health Services (occupational therapy, physiotherapy, speech pathology).

By operating from a philosophy of voluntary access and community-led design, rather than traditional referral-based processes, the Hub engages earlier and more holistically with young families, particularly those who have increased need but are least likely to access traditional services.

Funding was received through both The Flora & Frank Leith Charitable Trust (\$20,000) and the Mallee Health Foundation (\$50,000), without which, this fabulous 'no wrong door' family support space would not have been possible. The Family and Child Hub has filled an important gap in parent services of which our community have told us, they are so very grateful.

*"I felt we had all the time in the world to work out a plan moving forward. I left my first meeting feeling the most positive I had since the birth of my son. The continual support over the rest of the week was paramount in the shift in my mental health, the success of my breast feeding journey and the happiness in my baby".*



*"I visited the hub for the first time and it won't be the last time either! What an awesome set up it is! We attended an infant session about nutrition and feeding... it was great info and [they were] happy to inform and answer any of my first time mum feeding questions!"*



## HomeBase

HomeBase is an initiative originating from 'Hands Up Mallee Project Y' in early 2018, whereby local youth identified challenges and opportunities for youth. The HomeBase concept was developed and trialled, and in July 2019 a second trial commenced. Essentially, HomeBase provides youth (10-17 year olds) with the opportunity to explore and discover new skills and interests in a safe environment that is led by young people.

The second trial, set to be undertaken over a six-month period, was conducted on minimal funds, and with a significant amount of goodwill from many volunteers.

Some of the HomeBase youth speak of their complex lives, their exposure to being bullied at school, suspension from school and exposure to smoking, drugs, alcohol and violence. Working within a social health model, which holds the client at the centre of their care, our health professionals ensure that we deliver the right care, at the right place, at the right time. HomeBase provides an opportunity to work with youth, in a manner that is conducive to them.

These young people benefit immensely from health well-being input from staff at SCHS, and working within a preventative mode, in an environment where they feel safe. This can occur through playing games alongside them or conducting an activity. Measures which facilitate developing a relationship and connectedness with these youth are significant contributors to health and wellbeing.

HomeBase has engaged in a number of fundraising initiatives including the sale of screen-printed HomeBase branded t-shirts and hoodies, NAIDOC t-shirts and the Front Door Project (an initiative where a local professional photographer volunteered to take 'front door' photos of families to document the period of social isolation during COVID-19).

Further, the HomeBase initiative has received significant contributions through charitable trusts and foundations, including the John T Reid Charitable Trusts (\$30,000) and Jack Brockhoff Foundation (\$50,000). These valued contributions have made the purchase of equipment, cultural experiences and art/music therapy and other activities possible.

### Social enterprise for disadvantage groups

SCHS also received a grant from the Helen MacPherson Smith Trust of \$30,000 in May 2020 to conduct a feasibility study regarding social enterprise opportunities for disadvantaged groups. This study will be conducted in late 2020.



*Steven and youth participating in Drumbeat workshop*



*HomeBase Youth Christmas tree display - Mildura City Heart*





*"I would come to HomeBase every day if I could".*

*- 12 year old youth*



## OUR COMMUNITY

### **From student placement to workplace**

In February 2020 SCHS welcomed back Anthony Cavallaro as a staff member who had previously worked with SCHS as part of his student placement for his Diploma in Community Services with SuniTAFE.

During his placement, Anthony spent time with a number of different services across the organisation that related to his area of study. One of the areas he enjoyed and excelled in was HomeBase. Helping support Sunraysia's youth to fulfil their potential was a real passion of Anthony's and a taste of this was gained whilst on his student placement.

When his six-week student placement ended, Anthony was keen to continue to be involved with HomeBase and HomeBase Hoops. He met with the SCHS Volunteer Coordinator, signed up and became an official volunteer with SCHS. As part of the Volunteer program, Anthony was able to continue to be involved with services that interested him.

Along with three other volunteers, SCHS were able to put Anthony through a two-day course in youth mental health first aid. This is a highly valued certificate for those volunteering and working with youth experiencing mental health issues. He continued to be an active HomeBase volunteer and coached the HomeBase Hoops grand final winning team as a volunteer. Anthony went on to gain employment with SCHS as a Youth Worker with HomeBase.



*Anthony proudly shows off his HomeBase Hoops coaching medal.*

### NAIDOC week 2019

On Friday 12th July 2019 SCHS held its annual NAIDOC celebration. The program of dancers, smoking ceremony, singers, activities and guest speakers was well received.

The 2019 NAIDOC theme of **'Voice. Treaty. Truth. Let's work together for a shared future'** is one that resonates with SCHS. We

work together with our First Nations people by breaking down barriers such as;

- Providing health and wellbeing services to First Nations people.
- Partnering with First Nations people to develop a Reconciliation Action Plan, providing a culturally welcoming environment, cultural awareness training and employment, and working together for a shared future.
- Building relationships with First Nations people by providing a safe and welcoming environment for our community to access services at SCHS.

SCHS have allocated a room to support a local Aboriginal dance group to practice on a weekly basis in a safe and welcoming environment. This started with just eight Aboriginal children and by July had increased to 23 and counting. The Aboriginal dance group partnered with SCHS to celebrate and to dance at the SCHS NAIDOC Day (pictured) held in Henderson Park.

### Reconciliation Action Plan (RAP)

In April 2020, the SCHS Reconciliation Action Plan (RAP) – Reflect, was endorsed. This plan explores and seeks to embed existing and new initiatives that contribute to improving the health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples. We will continue to walk beside Traditional Owners and Aboriginal and Torres Strait Islander communities listen to their needs, work together and collaborate on meaningful outcomes. A simplified version of the 2020-2021 RAP is available from the SCHS website.





*“Voice.  
Treaty. Truth.  
Let’s work  
together for  
a shared  
future”.*



## 2020 Easter Appeal

While planning was well underway by March 2020, the annual Easter Appeal community fundraiser had to be cancelled as the global coronavirus pandemic took hold. Originally set to take place on Good Friday at Jaycee Park Mildura, a number of local businesses had already provided sponsorship in support of this initiative to raise funds for the Family and Child Hub.

It is our hope that we will be able to undertake the Appeal in 2021. Thank you to Mildura Motor Holdings (planned to be the Naming Rights Sponsor), IntTec Mildura (Major Sponsor); our Silver Sponsors Merbein District and Community Bank, Tankard Dental, Aligned Leisure, Acacia Apartments, and Sunraysia Orthodontics; and our Bronze Sponsors Irymple Butchers and Mildura Denture Clinic for your support.

## Health Promotion

### 10,000 Steps

In 2019 there were 1,408 participants in the SCHS 10,000 Steps Challenge - 135 teams across four tournaments.

- Workplaces: 83 teams
- Education: 36 teams
- Masters: four teams
- Community: 12 teams.

With an average of nine people per team the average steps per person was 9,010 - totalling 335,740,689 steps.

71% of participants said they had improved mental health and wellbeing and an increase of 51% in physical activity.

A total of 91% met their physical activity recommendations, a jump of 30% when compared with baseline data.

### Achievement Program

Our Health Promotion Team and Health and Wellbeing committee have worked to achieve the benchmarks for Physical Activity health priority area of the Healthy Workplaces Achievement Program. The achievement of

this health priority area shows that SCHS has initiated change in health behaviours of our organisation.

### Dad's Day Out

Children creating artwork 'draw your dad' at the Mildura Rural City Council 'Dad's Day Out' event in September 2019. The artwork is now displayed in The Family and Child Hub.



*Dad's Day Out - Jaycee Park*



*SCHS staff volunteers of the SCHS parkrun 'takeover' (October 2019)*



*SCHS 10,000 Steps winning team - Pizza Cafe*



*"Mildura Weir parkrun is forever grateful for the support it has from SCHS...our relationship is now way beyond transactional. It seems like SCHS has caught the parkrun bug, and I know you've played a significant role in making that happen."*

*- Greg, Mildura*





## CLINICAL PROGRAMS AND ACHIEVEMENTS

### Clinical Placements

Clinical placements are an important part of a student's university or TAFE degree. SCHS has successfully supported a range of undergraduate students from a number of universities and TAFEs in their clinical placements in 2019/2020. The range of students include those studying nursing, physiotherapy, occupational therapy, speech pathology, allied health assistance, dietetics, social work, medicine, community services and mental health. We also provided work experience for students from local high schools in the allied health environment to encourage the pursuit of higher education in health studies.

Student placements for La Trobe University Dental School have been supported by SCHS for the past ten years. In recent years, these placements have supported SCHS to provide dental services to eligible public clients and has played a role in reducing waiting list times, allowed patients with toothache to receive treatment in a timely manner, and provide ongoing support to SCHS oral health promotion programs.

### Palliative Care Program

CEO Simone Heald co-authored a peer-reviewed research publication with academics from La Trobe University and the Netherlands. The research, which is based on the Team Palliative Care program at SCHS, describes the experience of families and nurses with extended rural palliative care, to support dying at home.



In November 2019, members of the SCHS Palliative Care team attended the Victorian Healthcare Awards and were highly commended for their Team Palliative Care Program – a wonderful accolade for the team and our organisation.

### Cognitive Screening Research

SCHS is participating in Cognitive Screening Research with La Trobe University. The study project looks at implementing Cognitive Impairment (CI) screening of patients over 65 in regional health services. The aim of the project is to learn about the barriers and potential facilitators to successfully implementing and sustaining screening; including which screening tools work best and what training and education packages could be developed to assist staff. Researchers will meet with 3-4 clinicians to understand their clinical practice. Those participating include ACAS (Aged Care Assessment Service), Home Nursing, Palliative Care, Adult Day Programs, AOD (Alcohol and other Drugs) and Mental Health.

## OUR STAFF

### Clinical Governance Training

In November 2019, 120 staff attended Clinical Governance Training. Staff had positive feedback on the training, with the 'take-home' messages being shared accountability and the value of the contribution of each member of staff to the quality system, process and practice in their everyday roles.

## Our Volunteers

SCHS values the role of volunteers and is committed to integrate them into our organisation to ensure the planning, delivery and support of our service is in line with the voice of our community and involves our volunteers creating a stronger and more resilient Sunraysia.

The SCHS Volunteer Program was first launched in March 2019 as a new initiative to help support and build the experiences and opportunities for volunteers within SCHS and the Sunraysia community. The program was created with a strong focus on the social health of the community and aimed to offer mutual benefits to both SCHS and the volunteers welcomed into our organisation. During the period (2019/2020) SCHS volunteers were engaged to work across the organisation in a greater capacity.

In November 2019, we set up a Welcome Desk to greet and assist visitors to the main reception of SCHS. The desk was occupied by volunteers as often as volunteer availability allowed. All Welcome Desk volunteers spent time with the Volunteer Coordinator, Reception, Mental Health and the Allied Health teams to give them a good overview of SCHS.



During the period, we actively recruited volunteers and over an eight-month period, SCHS had 77 new volunteers undertake volunteering commitments.

Primarily volunteers were involved with HomeBase, Palliative Care, HomeBase Hoops program, SCHS reception, medical records department and the Aboriginal Dance Group sessions.

## Staff Orientation

Work has been undertaken to further develop our staff orientation to welcome and equip new staff to succeed in their role. The orientation and on-boarding program has been redesigned and an electronic version of the program has been developed to ensure that new starter information is appropriate, contemporary and welcoming. Further work includes,

- increasing welcoming content of the program
- continued review of the new starter feedback process
- building some online elements
- continued review of the staff handbook.

## Service Awards

During the 2019/2020 period, we celebrated the service of several long-standing staff members.

### 30 years

- Sharon Allen

### 20 years

- Melissa Beard
- Denise McKee

### 15 years

- Sharon Stone
- Belinda Dixon
- Tracey Maynard
- Toulia Le Gassick

## OUR ORGANISATION

### Annual staff awards

As part of our annual end of year celebrations, in 2019 we introduced Staff Awards. Staff were nominated and received awards relating to range of criteria linked to the Mission, Vision and Values of SCHS. Recognised in December 2019 were:

#### Mathew Gee

**Colleague of the Year** – for his support of colleagues, particularly with the implementation of MasterCare.

#### Teagan Pettigrew

**New Staff Member of the Year** – for displaying true commitment to our community in supporting activities and events throughout the year.

#### Felicity Cummins

**Mission Award** – for her dedication, time and energy in developing and implementing the Family and Child Hub.

#### Elizabeth Gallagher

**Compassion Award** – for her demonstration of the SCHS value of compassion, treating people with empathy, respect and dignity.

#### Ruth Hardman

**Excellence Award** – for her demonstration of the SCHS value of excellence; Ruth is proactive in sharing knowledge and expertise with peers and strives for continuous learning and quality improvement to ensure well-supported and exceptional client outcomes.

#### Megan Kelly

**Community Justice Award** – for her demonstration of the SCHS value of justice; promoting equity, peace and a genuine respect for people in the community and working toward improved relationships between First Nations people, SCHS and the wider community.

#### Gemma Bogemann

**Accountability Award** – for her demonstration of the SCHS value of accountability, displaying dedication and work ethic in support of this value.

#### Health Promotion Team

**Team Collaboration Award** – for their demonstration of the SCHS value of collaboration, undertaking work to actively communicate and build constructive relationships and achieve positive outcomes for the community.

#### Child Health Team

**Excellence in Service Delivery** - for excellence in establishment and implementation of a new program and the delivery of capacity building sessions to educators across the region to improve their knowledge and skills in communication, language development, wellbeing and access and inclusion.

These awards will continue to be part of an annual presentation.

### NDIS, DHHS (Human Service Standards) and ISO 9001 (surveillance) audits

In November 2019 DNV GL conducted an audit of NDIS programs, Men's Behaviour Change program (DHHS) and whole of organisation Quality Management System. The focus of the NDIS component related to empowerment and client experience and we received 'conformity in every area'. Feedback from clients who were interviewed by the auditors indicated staff commitment to SCHS values.

Feedback via auditors was that clients are empowered; they knew whom they would need to speak to if they had any concerns. **"Staff are professional, caring, polite - a pleasant environment."** Registered Nurses, therapists, support staff are all well qualified and suited to their roles. With regard to childhood supports, one client commented that SCHS had changed their lives.

## Coronavirus (COVID-19)

In March 2020, SCHS began preparation for the impact of the emerging Coronavirus (COVID-19) global pandemic. This began with work undertaken by the Executive team and expanded to the development of the SCHS COVID working party with key members from across the organisation; discussing equipment and procurement, central communications (internal/external), business continuity planning, staff education, support of frontline staff, staff wellbeing and management of clinical areas.

In the initial stages, important messages were conveyed to staff via weekly COVID staff bulletins, fortnightly Executive eNews, letters from the CEO and staff intranet. Hand hygiene (infection control) and information about the pandemic (and organisational response) were the immediate priority for communications, with staff wellbeing and changes to operational protocol increasing as the statewide pandemic response evolved.

CEO Simone Heald participated in the DHHS, Loddon Mallee Health Partnership meeting with other CEOs in early March 2020 to develop a coordinated approach across the Loddon Mallee region. Further to this, local DHHS, Mildura Base Hospital, MRCC, VicPol, Murray Primary Health Network and SCHS began meeting to develop a localised response to decision making to inform the development of organisational plans with regard to the pandemic.

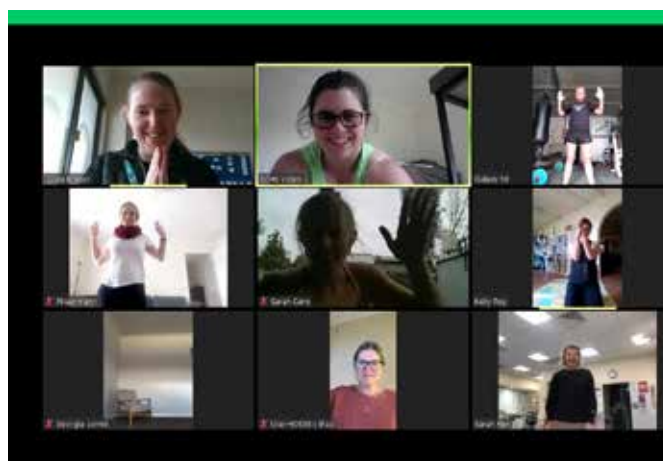
In late March, as a result of this local partnership, SCHS established a Respiratory Assessment and Advice Clinic for clients with symptoms of Coronavirus. The clinic was then funded under the Commonwealth GP Respiratory Assessment Clinic program and on 6th April, the GP Respiratory Assessment Clinic (GP RAC) commenced services. In addition to this, and in response to Victorian health directions, SCHS undertook various targeted asymptomatic testing and pop-up symptomatic testing clinics. By June 2020, SCHS was continuing to run the daily GP

Respiratory Assessment Clinic – testing for moderate symptoms by appointment - as well as the drive-through COVID testing clinic three days a week (initially beginning with weekend clinics). Increased media promotion and messaging ensured the drive-through clinic (operating 9am - 12pm) saw high numbers of the community presenting for testing in mid-June, with the trend set to continue into July 2020.

At the direction of DHHS, SCHS worked with MRCC to develop a localised marketing strategy to increase testing numbers. This campaign was delivered by mid-June and comprised television, radio, social media and print. Printed materials were delivered to accommodation providers and businesses across Mildura and materials were also translated into 12 languages and distributed via email to accommodation providers, schools and service providers across the area.

Staff of SCHS undertook the rapid transition to working from home from late March with the goal of at least 60% of staff to be working offsite where possible. Acknowledging the toll to staff wellbeing, SCHS developed a range of measures and activities to support staff. These included:

- Managers and CEO personally checking in/phoning staff
- Weekly social zoom meetings
- 'SCHS Connections' newsletter – health and wellbeing tips
- HR support and regular bulletins





- Development of community newsletters to clients of allied health programs (i.e. child health, adult health).
- Development of a Working from Home Framework
- Staff wellbeing survey
- Participation in community initiatives and events such as the HomeBase fundraiser, the 'Front Door Project'.



Family photo during COVID-19 lockdown. HomeBase fundraiser - 'Front Door Project'

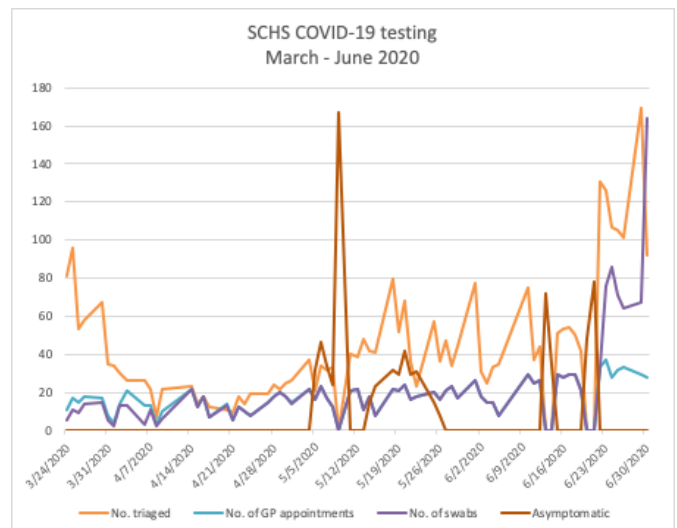
With changes in levels of restrictions across Victoria, SCHS adapted the delivery of services to ensure the safety and wellbeing of our staff, clients and the wider community. In line with both the directions of the Premier of Victoria as well as internal policy, various stages of infection control were implemented at SCHS sites from March 2020 onward. This included the reduction of face-to-face delivery for some non-urgent services - an example being the temporary closure of the Family and Child Hub (for all but phone consultations). Other measures included the implementation of guidelines on social distancing within the clinical and non-clinical work environment; measures put in place to support district nursing and palliative care service delivery; changes to structure and layout of rooms including reception waiting areas; the use of masks/face shields by all staff; hand hygiene measures; development of a working from home framework; restrictions on numbers of staff onsite; directions regarding common use areas in the workplace; and an increased use of telehealth.

## COVID Partnerships



SCHS CEO Simone Heald, Mildura Private Hospital CEO Marcus Guthrie, Dr Alison Walker, Director Intensive Care Mildura Base Hospital, and Dr Phillip Webster, Murray Primary Health Network.

1,528 swabs were conducted by SCHS over a three month period to June 30, 2020.







*"Just did a COVID test and want to tell you that the staff were amazing. Polite, professional and efficient and caring. I was impressed!"  
- COVID test recipient*

## FINANCIAL SUMMARY

2019/20 has SCHS' accounting result show a \$1.88M loss for the year compared to a surplus of \$0.96M last financial year. This was driven from the revaluation of our Thirteenth Street building which saw a decrease of \$2.17M in its value. Total income overall increased from the previous year by \$1M through the establishment of the Commonwealth Respiratory Clinic and income from service provided through the National Disability Insurance Scheme (NDIS). SCHS also received philanthropic funding for the Family Hub and Homebase of which was very much appreciated. SCHS continues to improve efficiencies not only in costs but also in delivery of service. The Client Information Management System was completed at the end of 2019 financial year, which saw an increase in depreciation for 2019/20.

SCHS' cash position improved during the year and has the business in a good financial position. The Board continues to look to reinvest cash reserves to improve services and the organisation's revenue base.

To request full financial statements please contact the Chief Financial Officer on (03) 5022 5444 or [schs@schs.com.au](mailto:schs@schs.com.au)

## STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 JUNE 2020

| REVENUE  | 2020<br>\$         | 2019<br>\$        |
|--|--------------------|-------------------|
| Operating revenue                              | 19,654,040         | 18,748,212        |
| Other revenue                                  | 837,309            | 612,251           |
| Investment revenue                             | 201,974            | 260,712           |
| Profit on sale of non-current assets           | -                  | 10,140            |
| <b>TOTAL REVENUE</b>                           | <b>20,693,323</b>  | <b>19,631,315</b> |
| <b>LESS EXPENSES</b>                           |                    |                   |
| Employee benefits expense                      | 15,774,727         | 13,685,610        |
| Client expense                                 | 2,023,536          | 2,265,566         |
| Depreciation expense                           | 866,588            | 688,835           |
| Occupancy costs                                | 581,448            | 501,353           |
| Transport expense                              | 83,143             | 148,164           |
| Finance Costs                                  | 19,172             | -                 |
| Information technology expense                 | 217,955            | 465,046           |
| Maintenance and cleaning expense               | 251,664            | 357,839           |
| Staff related expense                          | 249,608            | 321,661           |
| Other expenses                                 | 330,407            | 238,128           |
| Loss on revaluation of land & buildings        | 2,172,699          | -                 |
| <b>TOTAL EXPENSES</b>                          | <b>22,570,947</b>  | <b>18,672,202</b> |
| <b>SURPLUS/DEFICIT FOR THE YEAR</b>            | <b>(1,877,624)</b> | <b>959,113</b>    |
| <b>OTHER COMPREHENSIVE INCOME FOR THE YEAR</b> | <b>-</b>           | <b>-</b>          |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b> | <b>(1,877,624)</b> | <b>959,113</b>    |

**STATEMENT OF FINANCIAL POSITION as at 30 JUNE 2020**

| ASSETS                               | 2020<br>\$        | 2019<br>\$        |
|--------------------------------------|-------------------|-------------------|
| <b>CURRENT ASSETS</b>                |                   |                   |
| Cash and cash equivalents            | <b>13,022,808</b> | 12,423,800        |
| Trade and other receivables          | <b>376,823</b>    | 146,409           |
| Other assets                         | <b>504,953</b>    | 360,826           |
| <b>TOTAL CURRENT ASSETS</b>          | <b>13,904,584</b> | <b>12,931,035</b> |
| <b>NON-CURRENT ASSETS</b>            |                   |                   |
| Property, plant and equipment        | <b>15,260,053</b> | 17,812,060        |
| Right-of-use assets                  | <b>393,302</b>    | -                 |
| <b>TOTAL NON-CURRENT ASSETS</b>      | <b>15,653,355</b> | <b>17,812,060</b> |
| <b>TOTAL ASSETS</b>                  | <b>29,557,939</b> | <b>30,743,095</b> |
| <b>LIABILITIES</b>                   |                   |                   |
| <b>CURRENT LIABILITIES</b>           |                   |                   |
| Trade and other payables             | <b>1,497,429</b>  | 1,343,833         |
| Employee benefits                    | <b>2,252,869</b>  | 2,078,301         |
| Lease liabilities                    | <b>109,621</b>    | -                 |
| Other liabilities                    | <b>266,892</b>    | 428,502           |
| <b>TOTAL CURRENT LIABILITIES</b>     | <b>4,126,811</b>  | <b>3,850,636</b>  |
| <b>NON-CURRENT LIABILITIES</b>       |                   |                   |
| Employee benefits                    | <b>311,668</b>    | 187,564           |
| Lease liabilities                    | <b>292,189</b>    | -                 |
| <b>TOTAL NON-CURRENT LIABILITIES</b> | <b>603,857</b>    | <b>187,564</b>    |
| <b>TOTAL LIABILITIES</b>             | <b>4,730,668</b>  | <b>4,038,200</b>  |
| <b>NET ASSETS</b>                    | <b>24,827,271</b> | <b>26,704,895</b> |
| <b>EQUITY</b>                        |                   |                   |
| Accumulated surplus                  | <b>24,827,271</b> | 26,704,895        |
| <b>TOTAL EQUITY</b>                  | <b>24,827,271</b> | <b>26,704,895</b> |

## STATEMENT OF CASH FLOWS for the year ended 30 JUNE 2019

|  | 2020<br>\$        | 2019<br>\$        |
|--|-------------------|-------------------|
| <b>Cash Flows from Operating Activities</b>                |                   |                   |
| Operating grants and receipts from customers               | 21,958,662        | 20,719,471        |
| Payments made to suppliers and employees                   | (21,063,714)      | (19,447,563)      |
| Interest received  | 201,974           | 260,712           |
| Borrowing Costs  | (19,172)          | -                 |
| <b>NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b> | <b>1,077,750</b>  | <b>1,532,620</b>  |
| <b>Cash Flows from Investing Activities</b>                |                   |                   |
| Proceeds from sale of property, plant and equipment        | -                 | 51,994            |
| Payment for property, plant and equipment                  | (389,021)         | (764,667)         |
| <b>NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES</b> | <b>(389,021)</b>  | <b>(712,673)</b>  |
| <b>Cash Flow from Financing Activities</b>                 |                   |                   |
| Repayment of borrowings                                    | (89,721)          | -                 |
| <b>NET CASH PROVIDED BY/(USED IN) FINANCING ACTIVITIES</b> | <b>(89,721)</b>   | <b>-</b>          |
| Net increase/(decrease) in cash and cash equivalents held  | 599,008           | 819,947           |
| Cash and cash equivalents at beginning of year             | 12,423,800        | 11,603,853        |
| <b>CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR</b>  | <b>13,022,808</b> | <b>12,423,800</b> |



# NOTES





PO Box 2803 Mildura Victoria 3502  
Phone 03 5022 5444 Fax 03 5022 5445  
Email [schs@schs.com.au](mailto:schs@schs.com.au)  
Office hours 8.30am to 5:00pm Monday - Friday

**Our Sites**

137 Thirteenth Street, Mildura  
H & L Hecht Adult Day Activity Centre - 5 Johns Street, Mildura  
233 Deakin Avenue, Mildura  
The Family and Child Hub - 41 Pine Avenue, Mildura  
[www.schs.com.au](http://www.schs.com.au)