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About Ballarat Community Health

From its very beginnings Ballarat Community Health (BCH) has been committed to enhancing the health and wellbeing of the local community. BCH provides a wide range of services and programs that support the communities of Ballarat, Golden Plains, Moorabool, Hepburn, Pyrenees Shires and beyond to achieve the best possible health and wellbeing.

BCH was established in 1993 following the amalgamation of Sebastopol Community Health Centre (est. 1979) and Wendouree Community Health Centre (est. 1989).

With sites in Sebastopol, Wendouree, Lucas, Central and East Ballarat and Smythesdale, BCH provides services including general practice, sexual health clinic, community health, pharmacotherapy, alcohol and other drug services, health education and health promotion, allied health, mental health and counselling, migrant and refugee support services, homelessness and youth services.

BCH focuses on high quality, flexible and responsive service delivery. A primary emphasis in all service delivery is health promotion and illness prevention. BCH is fully accredited and strives to continually improve the services provided to our community.
Our Vision
That the people of the communities we support achieve the best possible health and wellbeing.

Our Mission
Working in partnership with the community, to create opportunities and supportive environments which empower people to develop and maintain health and wellbeing.

Our Values
- **Respect**
  valuing other points of view and treating people with respect
- **Integrity**
  acting with sincerity and honesty
- **Responsibility**
  being reliable and accountable to others
- **Optimism**
  focusing on potential and abilities
- **Resilience**
  the ability to be strong in adversity and bounce back with renewed hope
- **Courage**
  strength in the face of challenges
Chair and CEO Report: The Year in Review

2016/17 has without a doubt been a year of continuing and significant change, both internally and in the external environment.

Having adopted a new Service Plan and Model of Care for BCH in 2016 there was a need to review the organisational structure and invest, in order to deliver the intent of the service plan. The Board also developed a new Strategic Plan to guide the organisation in the short term. The Board invested time and energy in their focus on governance, strategy and responding to the challenging policy environment. Changes in Aged and Disability Care in Australia, and the release of a number of important reviews examining clinical governance and the healthcare system all bring new challenges as BCH continues to focus on improving health outcomes for people in our regional communities.

Special thanks are extended to David Lenehan for taking on the role of Acting CEO in July and August.

There have been a number of changes in our Board over this period and we have farewelled Sundram Sivamalai and Sean Duffy, while welcoming new Directors Mat Muldoon, Joanne Gell, Tracey Wilson, and Robert Hook. Sadly Tracey has recently resigned after accepting a new professional role that takes her some distance from Ballarat. The Board is well placed for the year ahead, and is currently undertaking a review and refresh of the BCH Strategic Plan.

A new organisational structure was adopted during the year and General Managers began work late in November 2016, followed by new team
arrangements which commenced in May 2017. During this period BCH also had our external accreditation review, and significant changes with the dismantling of the joint Commonwealth – State Home and Community Care Program, the Central Highlands roll out of the NDIS, further changes to the Alcohol and Drug Treatment sector, and various policy and funding changes. Special thanks are due to all staff who continued to deliver first class services throughout a tumultuous period.

On 1 July 2016 BCH became the lead agency of the headspace Ballarat consortium. The transmission of staff and business from the Western Victoria Primary Health Network to BCH proceeded smoothly and headspace has continued to grow and develop over the year. headspace staff and ZAQUE members made a “Pride of Place” presentation of artwork to BCH on 23 March 2017. The artwork is designed to overtly emphasise that BCH is a safe and welcoming space for LGBTIQ people.

BCH undertook our external accreditation review in February 2017 under the Quality, Improvement, Performance (QIP) program. The standards addressed were the Quality Improvement Council standards for Health Services, Human Services Standards, National Mental Health standards, and Rainbow Tick standards. The previous Community Common Care Standards for aged care have been discontinued, and will be replaced this year by the new Australian Aged Care Quality Assessment Standards. BCH met or exceeded all standards and received commendation from the auditors on the quality and range of our services and programs.

BCH has continued to review, evaluate and expand our services over the year, with new programs including work under the national ICE action plan; Healthy Mothers, Healthy Babies; a new Integrated Health Promotion Plan; and a lead role in Youth Crime Prevention. We also continued to work on addressing youth homelessness and family violence in partnership with other agencies. BCH is pleased to be a member of the Women's Health Grampians CoRE: Communities of Respect and Equality. This partnership is addressing gender discrimination and family violence throughout the region. BCH has also had an active participation in the Central Highlands Regional Partnership consultations regarding needs of communities in the Central Highlands, and looks forward to ongoing participation. Food security, SecondBite food rescue and the Food Action Network, together with signing of an agreement with the Ballarat Foundation to investigate the establishment of a food hub in Ballarat, all merit special mention.

BCH is supported by a team of volunteers with a broad range of skills and expertise and we take this opportunity to thank them for their remarkable achievements.

The official opening of a Ballarat East BCH site at 28 Victoria Street, Ballarat took place late in the year on Friday 2 June, and right at the end of the financial year we were very pleased indeed to learn that the Victorian Government had allocated $3.316 million for the refurbishment of ‘Cooinda’, the Wendouree campus of Ballarat Community Health.

A year of challenges, changes, achievements and priorities in an ever moving fiscal, political, and policy environment in which our greatest challenge of all is to keep local and regional community needs at the forefront of our attention!!

Bring on 2018

Bryan Crebbin (Chair), Robyn Reeves (CEO)
Excellence in Client-Centred and Integrated Health Promotion

- Co-design
- Community engagement
- Integrated and high quality service

Leadership, Advocacy and Positioning

- Workforce
- Culture, processes, supporting people to lead
- Branding and marketing

Culture of Quality, Learning and Innovation

- Evaluation
- Technology
- Research and ideas incubation

Sustainability and Growth

- Extension of service reach and density
- Understanding of strategic environment
- Well informed and flexible response to opportunities
### Our services’ achievements in 2016 and 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GP consultations</strong></td>
<td>of fresh produce rescued and redistributed to 16 early childhood services, schools and community meal programs, through Secondbite</td>
<td>23,000 kg</td>
</tr>
<tr>
<td><strong>School health presentations</strong></td>
<td>presentations were delivered in 31 different schools to 5,696 students</td>
<td>155</td>
</tr>
<tr>
<td><strong>Visits to the Refugee Health Nurse</strong></td>
<td>visits to the Refugee Health Nurse</td>
<td>503</td>
</tr>
<tr>
<td><strong>Flu vaccinations</strong></td>
<td>flu vaccinations at 70 different workplaces</td>
<td>1,530</td>
</tr>
<tr>
<td><strong>Allied Health care appointments</strong></td>
<td></td>
<td>3,681</td>
</tr>
<tr>
<td><strong>Government funded Allied Health hours of service</strong></td>
<td></td>
<td>23,176</td>
</tr>
<tr>
<td><strong>Participants in exercise and fitness programs</strong></td>
<td>participants per week in exercise and fitness programs</td>
<td>580</td>
</tr>
<tr>
<td><strong>Consultations provided by headspace</strong></td>
<td>consultations provided by headspace for young people aged 12 – 25 years</td>
<td>3,546</td>
</tr>
<tr>
<td><strong>Clients seen by Youth Housing team</strong></td>
<td>clients who are homeless, or at risk of homelessness, seen by our Youth Housing team</td>
<td>189</td>
</tr>
<tr>
<td><strong>Episodes of care in alcohol and other drug programs</strong></td>
<td></td>
<td>759</td>
</tr>
<tr>
<td><strong>Hours contributed by volunteers</strong></td>
<td>hours contributed by our volunteers</td>
<td>3,330</td>
</tr>
<tr>
<td><strong>Clients seen by Alcohol and Other Drugs Team</strong></td>
<td>clients seen by Alcohol and Other Drugs Team</td>
<td>991</td>
</tr>
</tbody>
</table>
Our Teams

General Practice Doctors
Sexual Health Clinic
Specialist Clinics
Allied Health
Alcohol and Other Drug Services
headspace
Youth Services
Counselling Services
Mental Health
Health Promotion and Education
Workplace Health
Exercise and Fitness Programs
Pharmacotherapy and Harm Minimisation
Migrant and Refugee Services
School Focused Youth Service
Research
Quality and Governance
Volunteers and Students
Customer Service
Corporate Services
Prevention and System Development

The Prevention and System Development Division takes a lead in the planning and delivery of the organisation's health promotion, health advocacy and community development work. It also drives service system development work that is building the capability of the service sector to respond to identified community health needs.
**Health Promotion Team**

Health promotion is a key pillar of the work at Ballarat Community Health. The Health Promotion Team takes a lead role in planning and delivering primary prevention strategies, projects and initiatives in and with our local communities to improve the health and wellbeing of those communities.

In undertaking our Health Promotion work it is known that there are multiple factors across a range of domains that impact on health and wellbeing and contribute to inequalities in health. These include: access to education, employment, stable housing and nutritious food; level of financial security; the environment and neighbourhoods lived in and the level of social support people have. In undertaking health promotion work we use a variety of strategies; work with a broad range of partners and across a number of settings in order to support improvements in individual and community health and wellbeing.

BCH provides a range of health promotion programs focused on early childhood including:

- **Toddler Better Health**, a program for young families providing information and support to encourage healthy eating and exercise.
- **Smiles 4 Miles**, a partnership program between BCH, Hepburn Health Services, BHS Dental clinic and Dental Health Services Victoria to promote healthy eating and oral health to local families.

With the support of a range of partners involved with Ballarat’s Municipal Early Years Plan Childhood Health subcommittee, BCH has developed a resource that maps and promotes evidence-based health programs targeting young children and their families, which are currently being delivered in health and early childhood services and schools in Ballarat.

BCH activities in schools this year include:

- 155 school health presentations delivered in 31 different schools to 5,696 students
- 907 Year 9 students from 10 schools participated in the SSMART ASSK Program an alcohol and other drugs harm minimisation program that aims to reduce young people’s risk taking behaviour in relation to substance abuse
- 4 schools have been supported to implement the Achievement Program.

BCH has worked with 98 workplaces to provide information, education and support to create healthy places of employment. Workplace presentations have covered a range of topics including nutrition and physical activity, diabetes, smoking cessation, mental health, ergonomic assessments and women’s men’s health. The Workplace Team offer vaccinations and this year, provided 1,530 flu vaccinations at 70 different workplaces as well as 392 health checks in 18 workplaces.

BCH has continued to respond to food insecurity issues in Ballarat through the provision of SecondBite at BCH as well as by progressing partnerships to address food insecurity in Ballarat and surrounds as the lead agency of Food Access Network. The Food Access Network shares information and resources and collectively takes action on food security initiatives. This included holding a Ballarat Food Insecurity Forum where senior leaders from 22 organisations committed to working collectively to address the issue of food insecurity, with 14 organisations explicitly supporting the concept of a Ballarat food hub.

BCH offers a range of physical activity programs. The Lucas Gym is open to the general public and offers a variety of group fitness classes catering to different needs. 37 people also participate in the two community walking groups supported by BCH. The organisation also delivered/supported both the physical activity and group education components of the five Sons of the West programs provided in Ballarat and Golden Plains in 2016-17.

BCH operates a number of community arts programs which enhance social connections and assist in promoting wellbeing. In 2016-17, five different types of arts and drama classes and group programs were offered at BCH, catering for 70 participants from a wide range of abilities and backgrounds including refugee and migrant families and clients from Scope and McCallum, organisations that provide services to people with a disability.

BCH offers several Community Nurse Programs. The Integrated Hepatitis C Community Health Nursing service provides support and education about the treatment and management of Hepatitis C. The Berry Street Community Health Nursing Program was established to identify and address potential gaps in the health care of children and young people in Out-of-Home Care (OoHC).
Migrant and Refugee Services Team
The Migrant and Refugee Services team, consisting of a part-time Refugee Health Nurse and Settlement Worker, provides a range of services and programs for refugees and migrants in the community.

Pharmacotherapy and Harm Minimisation Team
BCH is the lead agency for the Orticare Pharmacotherapy Network whose mission is to reduce opioid-related harm in the community and improve access to treatment services. This year the team expanded activities in alcohol and other drugs harm reduction to include:
- Regular education sessions at local welfare and alcohol and drug services
- The expansion of needle syringe programs to new sites at Clunes, Creswick, Trentham and Smythesdale.
- The establishment of a new Needle Syringe Program peer network program, run by committed volunteers who provide clean equipment to their peers, along with naloxone and information about the new Hep C treatments. This is the first program of its kind in Regional Victoria
- Successful negotiations to have condom vending machines installed within several different sporting facilities across Ballarat.

This year also saw the commencement of the Alcohol and Drugs nurse practitioner clinic at Lucas, the result of over three years’ planning and development. This is a huge value-add to the local service system in Ballarat.

School Focused Youth Service Team (SFYS)
The School Focused Youth Service (SFYS) works with schools and community agencies to support young people aged 10 – 18 years old who are attending school, but are vulnerable to, or showing signs of disengagement, to remain connected to education.

SFYS builds partnerships between schools and community service organisations to support vulnerable students; providing information, knowledge, skills, referral advice and options for staff involved with vulnerable young people and co-ordinating and implementing targeted school interventions, which may include provision of funding.

Research Services
With a commitment to evidence-based solutions and client-centred care, ongoing research and evaluation is a bedrock of the organisation. It has been an exciting year in the area of research and program evaluation at BCH. The growing profile of BCH as a regional leader in health and wellbeing has resulted in rising requests for BCH staff to contribute to local and State media reports. BCH staff have also been in high demand to share their skills and expertise at a range of conferences, forums and workshops.
Case Study

‘Peter’, a user of BCH’s Needle and Syringe Program (NSP), approached our NSP Worker after seeing a flyer for Harm Reduction Victoria’s Peer Network Program (PNP). The program involves voluntary participants distributing clean injecting equipment and providing harm reduction information to their peers.

Peter was already distributing clean injecting equipment to people he knew. He was really excited about the program as he said that there were ‘heaps’ of people he knew who for whatever reason did not wish to access the NSP and would come to him for their equipment.

Initially Peter was having a rough time, feeling depressed and that his life was meaningless. Over the weeks it was fantastic to see the positive change in Peter’s demeanour. Working with his GP he was able to reduce his doses of anti-anxiety and anti-depression medication and he started to address some problems he was having in his relationship, beginning couples counselling and a Men’s Behaviour Change program.

Peter recently reflected that if it were not for the PNP he probably would not be where he is today with his life going in such a positive direction. He reported that being a part of the program gives him a real sense of purpose and meaning, as he is doing something worthwhile for the community and giving back in a way that makes him feel good about himself.
Primary Care Division

The Primary Care Division aims to be a preferred provider of health services by providing the right services at the right time in the right place to individuals, organisations and the community. The Division provides general practice, allied health, primary care, customer service and governance and quality services and functions for BCH and is focused on continuous improvement across all domains.
### General Practice Clinics
General Practice clinics operate from 4 BCH sites: Lucas, Coindra (Wendouree), Sebastopol and Smythesdale. A total of 7 GPs and 6 Practice Nurses deliver a full range of general practice services including: general check-ups, women’s and men’s health, care planning for chronic disease management, vaccinations, minor surgery, skin checks and mental health plans. Opening hours are 9am – 5pm with extended-hours clinics on Wednesday evening to 7pm at Sebastopol and Sunday mornings from 9am – 12pm at Coindra. Dorevitch Pathology also provides pathology collection services at each of the general practice sites.

### Paediatric Specialist Clinics
BCH provides 2 specialist Paediatric clinics in partnership with Ballarat Health Services. The Paediatric Immigrant Health Clinic provides vitamin D deficiency treatment for immigrant or Aboriginal children and their adult families. This clinic is provided by Dr David Tickell, Paediatrician. The Paediatric Neurodevelopment Behavioural Clinic provides Paediatric behaviour treatment with Dr Lakshman Doddamani, Paediatrician and a clinical psychologist one day per fortnight.

### Sexual Health Clinic
The Sexual Health Clinic is the only specialist clinic of its type outside of the Melbourne metropolitan area. Two GP’s and two Practice Nurses provide a range of services including: contraception, family planning advice, pregnancy testing, pap screening, options counselling, STI testing and treatment, sexual health counselling and IUD insertion. These services are provided five days per week. A recent innovations project has seen the introduction of post – exposure prophylaxis (PEP), which is the prescription of one or more anti-retroviral drugs to reduce the risk of the HIV virus following a known or possible exposure to HIV and involvement in a pre-exposure (PREP) trial.

### Allied Health
The Allied Health team provides a range of services, programs and activities supporting people with chronic disease. The Allied Health team operates across all BCH sites and in an outreach capacity in some locations. Clinical disciplines encompassed include: podiatry, dietetics, diabetes education, counselling, nursing, physiotherapy, exercise physiology and allied health assistants.

### Health Services Development
The Primary Care Division has a strong focus on innovation and business development. Health Services Development particularly focuses on improving the client experience and outcomes while continuing to strengthen the sustainability of service delivery. Themes of business development include eHealth, systems development and enhanced business models supported by alternative revenue sources.

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The Allied Health Team developed a formal Diversity Statement and conducted a review of what BCH does to identify and respond to elder abuse. Four Monash University dietetics students completed work on a Ballarat Food Security Project examining access to and cost of fresh foods for people in the region. A survey of HACC clients was undertaken and the findings were used to improve existing services. Outcomes included monitoring the use of care plans for all relevant clients, ensuring individualised care plans were completed, reviewed and that the clients were active participants in the development and review of their own care.

In Allied Health, there were 3,681 MBS funded consultations, an increase from the previous year. Podiatry was the biggest growth area with an additional 212 consultations. Speech Pathology provided consistent consultations across the year to people who otherwise would have no access to speech pathology.

The Health Management team provided social work and counselling services to people living with chronic illness. A second full time physiotherapist was appointed and BCH provided 25 hours per week of physiotherapy services to residents of Nazareth Care Ballarat. An additional Exercise Physiologist was appointed and provided eight exercise physiology assessments per week. The Warrior Program for people living with Parkinson’s Disease was held weekly at Coindra. Remedial Classes were offered at Lucas and twice a week at Nazareth House. A new program aimed at Falls prevention was also introduced.

Dietetics staff assisted in the Western Bulldog’s Sons of the West program. They delivered cooking demonstrations twice per term for high school students. Fortnightly cooking classes were offered at Peplow House for men in transitional and crisis supported accommodation.
Social Support

Social Support provides a suite of enabling, accessible and supportive services, working alongside clients who want to make positive changes in their lives. The division works in partnership with agencies across the region to provide innovative responses to community need. Services include headspace Ballarat, youth services including homelessness support, individual and couples counselling, family violence counselling, alcohol and other drug services, child health as well as care coordination for adults with severe and persistent mental illness.
Alcohol and Other Drugs
BCH provides alcohol and other drug treatment services for youth and adults. This includes non-residential withdrawal, case management, counselling and youth outreach. BCH also provides DrinkDrive and DrugDrive education programs. In partnership with Grampians Community Health, Ballarat and the District Aboriginal Cooperative and the Ballarat Neighbourhood Centre, we deliver an eight week community rehabilitation program for people whose lives have been impacted by alcohol and other drugs. This program called Making a Change (MAC) provides welcoming space for group work, training and individual counselling.

Youth, Family and Community Support
The team provides a range of services to vulnerable youth, including those who are at risk of, or homeless and/or in contact with police. Key workers work alongside young people to identify their strengths and increase their skills to manage and change their circumstances. This team also works with vulnerable families, linking children to appropriate health and wellbeing services. The Counselling Team provides counselling services to individuals and couples and there is high demand for support services for women affected by family violence.

The team includes Grampians Partners in Recovery (GPIR) staff. GPIR is a commonwealth funded program that aims to improve the quality and co-ordination of care and support to people with a severe and persistent mental illness. GPIR is a partnership based initiative covering four sub-catchments in the Grampians: Central Goldfields, Grampians, Wimmera and Central Highlands. A team of facilitators and support staff are employed by agencies across the Grampians Region to provide services to people not only in Ballarat but to the towns and small isolated communities. The challenge in the next financial year will be supporting clients to access the National Disability Insurance Scheme.

headspace Ballarat
headspace Ballarat is a youth-friendly, community-based health service for young people aged 12-25 and their families. It is a place where young people can receive help for health, education, employment, mental health and alcohol and other drug issues. All services are provided free of charge. The work builds the resilience and future potential of young people, by delivering effective and innovative services in partnership with the local community. headspace Ballarat is supported by a Consortium which includes Ballarat Health Services, Centacare, MIND, UnitingCare and St John of God Hospital, and is led by Ballarat Community Health.
Corporate Services

The Corporate Services Division provides a range of support services to BCH staff including Financial Services, Human Resources, Information Communications and Technology, Facilities, Fleet, Volunteers and Student placements.

The year was one of significant change that saw the amalgamation of the previous Financial Services Team, part of the Executive Services Team and Information Services into the new Corporate Services Division. The new role of General Manager Corporate Services was created as part of the new organisational divisional structure. Other new roles that commenced during the year included the Human Resource Manager, Facility and Fleet Coordinator and Payroll Officer. The outcome of the restructure has resulted in a consolidated Corporate Services Team.

BCH acknowledges the contribution by Yvette Gunn (previous Executive Services Manager) and Hennie Oosthuizen (Financial Services Manager). Both played an influential role in setting up many of the Corporate Services processes and left a legacy of a solid culture and high team morale.

Highlights from each corporate area for the year include:

**Human Resources** saw ongoing substantial growth in recruitment and appointment of new staff.

**Volunteers** started a café at the Lucas site on a Wednesday, conducted 3,330 hours of valuable volunteer work including supporting SecondBite, undertook the internal mail run process, gardening, client transport and provided administration support for some projects.

**Students** continued to play an important part in the life of BCH with many placements across a variety of disciplines. The number of student days for the year was 940. Students continue to enjoy exposure to the Community Health sector through BCH.

**Information, Communications and Technology** undertook steps to review the organisations Cyber Security safety and responded to 772 helpdesk tickets with a completion rate over 94% as at 30 June.

**Facilities** moved BCH into an additional location on Victoria Street during the year. While the building was in fair condition the facilities team worked hard with the AOD team to get it up to a functioning standard to allow for the Making a Change program to operate from the site. Further works by the Facility Team followed which has activated more of the site.

**Fleet** created new-look vehicle livery which presents the BCH vehicles in a professional manner when travelling around Ballarat and beyond. A new mobile Health Van was also purchased with internal design in its final stages. It is hoped the van will be out at community events in Spring and Summer.

For 2017/18 a range of systems developments have been identified that will assist the team to deliver more efficient services and to cope with the rising demands of a growing organisation.

**Financial Services** upgraded the finance system, payroll processing returned ‘in-house’ with Ballarat Health Services performing the payroll services for some months before the return; a revised finance reporting pack was developed for the Board; and, a review of Corporate Card processes was undertaken.
Our Services

Alcohol & Other Drug Services
Ballarat Primary Care
Asthma Management
Chronic Illness
Community Nursing
Chronic Disease Management
Wellbeing Forum
Stepping Up
Community Arts and Wellbeing Program
Community Art Class
Community Music Group
Counselling
Branching Out Self Esteem Group
Family Violence Counselling
Trauma & Torture Counselling
Diabetes Education
Getting Started
DAFNE (Dose Adjustment for Normal Eating)
Life! (Diabetes, Heart Disease & Stroke Prevention)
Dietetics
Healthy Lifestyle for Children: MEND 2-4
Healthy Lifestyle for Children: MEND 7-13
Adult Better Health Program
Supermarket Label Reading Tours
General Practice Doctors Clinics
Clinic Information
Integrated Hep C Program
Pharmacotherapy Network and Harm Minimisation
Physical Activity
Exercise Physiology
Heartmoves
Living Longer, Living Stronger
No Falls Program
Parkinson's Exercise Group
Pilates
Remedial Gym
Smart Start
Tai Chi for Beginners
Tai Chi for Health – Part 2
Walking Groups
Yoga
Zumba Gold
Physiotherapy
Podiatry
Self Care Understanding for Feet (SCUFF)
Refugee Services
Paediatric Immigrant Health Clinic
Refugee Health Nurse
Immigrant and Refugee Settlement Services
Sexual Health Clinic
Smoking Cessation
Support Groups:
Ballarat Parkinson’s Support Group
Ballarat Type 2 Diabetes Support Group
Ballarat Stroke Support Group
Transport Assistance
Volunteers
Women’s Health & Pap Clinic
Health & Wellbeing Programs for the Workplace
Ballarat Youth Housing
Creating Connections
Innovative Health Services for Homeless Youth (IHSHY)
School Focused Youth Service (SFYS)
Youth Support Service (YSS)
Healthy Mother, Health Babies
Child Health Program
Left to right: Jane Measday, General Manager, Social Support; David Stevens, General Manager, Corporate Services; Katherine Cape, General Manager Prevention and System Development; Andrew Howard, General Manager Primary Care and Robyn Reeves, CEO

Left to Right: Stephen Bigarelli, Megan Fraumano, Bryan Crebbin (Chairperson), Paul Ryan (Deputy Chairperson), Mathew Muldoon, John Laursen, Joanne Gell, Robert Hook, Lisa Pickering
Our Volunteers

as at 30 June 2017

Tsedale Alagaw
June Andrew
Jessica Bartlett
Maria Bessems
Nihar Bhosale
darcy Boak (yes, lower case d)
Dianne Boult
Belinda Buck
Beverly Bulluss
Robert Burns
Faye Burt
Maria Campbell
Xi Cao
Zoe Cetinich
Rachel Cheah
Sherridan Christie
Norma Coffield
John Cooper
Claire Cummings
Stephanie Cummings
Karyn Davidson
Karl Debney
Bee Denny
Markeeta Duffin
Sharon Dwyer
Jess Franks

Valma Ffrost
Manuel Gaitan
Margaret Gavan
Tania Giles
Karen Gordon
Margaret Harrison
Leigh Harvey
Leanne Holmes
Tania Hughes
Belinda Kellett
Stephen Kung
Janine Lee
Karla Leoncini
Raini Lo
Gavin McGillien
Fiona McPhie
Andrew Measday
Anni O’Neill
Craig O’Neill
Nyalip Pal
Wendy Palmer
Sally Phillips
Madison Pollini
Margaret Primmer
Michael Quarrel
Ellyse Reus
John Rouhan

Heather Russell
Carol Saunders
Tony Saunders
Les Shimmin
Vicki Sher
Leigh Simpson
Irene Sinnott
Kate Skinner
Janet Smith
Lee Smith
Cheralee Smith-Arnold
Rick Tardrew
Courtney Tonkin
Karene Turner
Shannon Wainwright
Monique Watson
Claire Werda
Charles Werner
Silvia Wetzel
Jenny Wills
Christopher Wright
Cheryl Wynen
Eric Yorston
Lili Yuan

Contractors

Jo Burnett
Georgina Chew
Emily Coxall
Andrea Dahlke
Bernie Fensling
Gary Coughlan
Marcia Hatcher

Kate Hearn
Kate Herbertson
Coralie Holding
Julie Jammet
Kim King
Melissa Kissane
Elle Kuchel

Raj Mahasuar
Andrew McDonald
Hamish Molloy
Andrew Sullivan
Stephanie Tan-Kristanto
Beth Tucker
Karina Villa
Our Staff
2016/2017

Rebecca Abbott
Emily Adamczyk
Peir Allen
Wendy Altmann
David Anderson
Karen Ashby
Jasbir Aulakh
Steven Bajcsi
Sarah Barneveld
Clare Bentley
Jennifer Bevelander
Anna Bilbrough
Elizabeth Boland
Hannah Bres
Nathan Broome
Barbara Brown
Fiona Bullen
Barbara Burton
Heather Campbell
Alannah Candy
Katherine Cape
Chris Carmody
Marianne Cashin
Vicky Chettleburgh
Andrea Clarke
Nicole Coates
Brendan Connor
Elaine Costa
Claire Coutts
Sonja Crouch
Catherine Deery
Leanne Den Ouden
Demelza Diacogiorgis
Michelle Dolan
Julie Dortmans
Brendan Eckel
Akua Ed Nignpense
Genevieve Edwards
Kym Ellis
Warren Faneco
Melissa Farrington
Carmel Feder
Louise Feery
Alysha Ferwerda
Robyn Fletcher
Anna Flood
Colleen Foley
Narelle Gaylor
Judith Gersch
Caroline Gibson
Bernadette Gladman
Emma Glisson
Shubha Glisson
Carmen Goldsbrough
Kerry Gordon
Lynda Gracie
Michelle Graffeo
Joseph Graffeo
Ruth Graham
Deborah Greenslade
Kerry Griffin
Jillian Griffiths
Yvette Gunn
Nicole Hallahan
Gemma Hammond
Kaine Hansen
Melanie Hardy
Carynda Harman
Timothy Harris
Aithea Harris
Felicity Harte
Mark Haynes
Kate Helleren
Andrew Howard
Amanda Howlett
Lucy Hughes
Zoe James
Keryn Jenkin
Janelle Johnson
Cody Joy
Elizabeth Joyson
Jacqueline Keevins
Kristen Kelly
Catherine Kennedy
Christine Kennedy
Patrick Kennedy
Arezoo Keshavarz
Sophie Knight
Julien Knuppel
Megan Kraft
Joanna Labbett
Tameaka Lakey
Simone Lebler
Craig Lee
Katrina Leehane
David Lenehan
Melanie Lishman
Christine Lloyd
Jan Low
Douglas Luscombe
Michelle Maher
Rebecca Maher
Pauline Martin
Jackie Mawkes
Michelle McFadyen
Daniel McNamara
Gail McNaull
Jane Measday
Jason Mewett
Joan Miles
Vincent Milesi
Robyn Milroy
Shaun Mohammadsaeedi
Pauline Molloy
Kerryn Morgan
Margaret Morison
Jennifer Morrison
Rachel Muir
Rosemary Mullany
Chandra Munasinghe
Janelle Murphy
Margaret Neale
Timothy Oates
Michelle O’Brien
Johannes Oosthuizen
Michelle Orr
Margaret Paley
Jason Panosh
Jesse Park
Jarrod Parsons
Maria Peck
Ashleigh Peers
Andrew Penny
Angelina Perovic
Sally Philip
Claire Pickett
Rebecca Pilven
Joanne Poon
Joanne Porter
Suzanne Powell
Kym Procaccino
Fran Quigley
Robyn Reeves
Christine Reupert
Megan Riedl
Rachel Riggall
Lisa Ritchie
Felicity Robinson
Caroline Rodgers
Caroline Rodgers
Maxwell Watson
Ashley Webb
Caroline Webster
Fiona Weissenfeld
Roger Wells
Narelle White
Olivia Whykes
Debra Williams
Stephanie Wilson
Jennifer Wilson
Stephanie Wilson
Ramsey Withanage Dona
Cita Wood
Melanie Wortmann
David Stevens
Jessie Strickland
Alisa Tanaka-King
Gail Trembath
Margaret Trommestad
Brett Vallance
Ruth Valpied
Valeska Van Nus
Alba Vila
Penelope Wai
Lauren Wall
Mikaela Wallace
Sumudu Warnakulasuriya
Maxwell Watson
Ashley Webb
Caroline Webster
Fiona Weissenfeld
Roger Wells
Narelle White
Olivia Whykes
Debra Williams
Stephanie Wilson
Jennifer Wilson
Stephanie Wilson
Ramsey Withanage Dona
Cita Wood
Melanie Wortmann
Our Locations

LUCAS
12 Lilburne Street
Lucas, VIC, 3350
Tel: (03) 5338 4500
Fax: (03) 5338 0520

WENDOUREE
10 Learmonth Road
Wendouree, VIC, 3355
Tel: (03) 5338 4500
Fax: (03) 55339 3044

SEBASTOPOL
260 Vickers Street
Sebastopol, VIC, 3356
Tel: (03) 5338 4500
Fax: (03) 5336 1613

SMYTHESDALE
19 Heales Street
Smythesdale, VIC, 3351
Tel: (03) 5338 4500
Fax: (03) 5342 8693

BALLARAT EAST
28 Victoria Street
Bakery Hill, VIC, 3350
Tel: (03) 5338 4500

BALLARAT CBD
headsplace ballarat
28 Camp Street
Ballarat, VIC, 3350
Tel: (03) 5304 4777
Fax: (03) 5304 4700
# Financial Summary

## INCOME STATEMENT

<table>
<thead>
<tr>
<th>Income</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Grants Received</td>
<td>10,332,607</td>
</tr>
<tr>
<td>Client Income</td>
<td>2,993,401</td>
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<tr>
<td>Program Income</td>
<td>268,594</td>
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<tr>
<td>Occupancy Income</td>
<td>120,865</td>
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<tr>
<td>Contributions</td>
<td>13,836</td>
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<tr>
<td>Investment Income</td>
<td>638,470</td>
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<tr>
<td>Other Income</td>
<td>287,837</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>14,655,610</strong></td>
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## EXPENSES

<table>
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<tr>
<th>Expenses</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Employment</td>
<td>10,994,090</td>
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<tr>
<td>Administration</td>
<td>1,351,057</td>
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<td>Community Engagement</td>
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<td>Programs</td>
<td>1,663,304</td>
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<tr>
<td>Motor Vehicles</td>
<td>64,982</td>
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<tr>
<td>Occupancy</td>
<td>432,977</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>14,568,587</strong></td>
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<tr>
<td><strong>NET SURPLUS</strong></td>
<td><strong>87,023</strong></td>
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## BALANCE SHEET

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>Payables</td>
</tr>
<tr>
<td>13,169,891</td>
<td>4,222,959</td>
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<tr>
<td>Receivables</td>
<td>Provisions</td>
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<td>405,762</td>
<td>1,200,859</td>
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<tr>
<td><strong>Current Assets</strong></td>
<td><strong>Current Liabilities</strong></td>
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<tr>
<td><strong>13,575,653</strong></td>
<td><strong>5,423,818</strong></td>
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<tr>
<td>Property, Equipment &amp; Furniture</td>
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<tr>
<td>15,947,630</td>
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<tr>
<td>Capital Improvement Works in Progress</td>
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<td>18,123</td>
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<tr>
<td>323,532</td>
<td>946,212</td>
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<tr>
<td><strong>Non Current Assets</strong></td>
<td><strong>Non Current Liabilities</strong></td>
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<td><strong>16,289,285</strong></td>
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<tr>
<td><strong>Assets</strong></td>
<td><strong>Liabilities</strong></td>
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<tr>
<td><strong>29,864,938</strong></td>
<td><strong>6,370,030</strong></td>
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**NET ASSETS** 23,494,908

<table>
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<th>Equity</th>
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</thead>
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<td>Accumulated Funds</td>
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<td>23,494,908</td>
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<tr>
<td><strong>TOTAL EQUITY</strong></td>
</tr>
<tr>
<td><strong>23,494,908</strong></td>
</tr>
</tbody>
</table>
Targets and Performance

- Refugee Health: 100%
- Family Violence Counselling: 92%
- Counselling: 267%
- Nursing: 92%

267%
Quality Account 2016-2017

The Victorian Quality Account was introduced in 2016 as part of the evolving quality and safety reporting landscape. The purpose of the Quality Account is to provide accessible information to the BCH community about its quality of care and safety. The aim of the Quality Account is provide BCH clients and community with an understanding and engagement with the quality systems, processes and outcomes provided by BCH.

A strategic priority of Ballarat Community Health is a commitment to excellence in client-centred care. We are committed to working with the community to provide the best possible services and outcomes with a high level of transparency and community engagement. We value and encourage community feedback.
There’s Always Room for Improvement

Through consultation, feedback and evaluation we aim for continuous improvement in our services, programs and their delivery. This happens in many ways and focuses on different groups across our community.
**Pride of Place**

The Pride of Place Project was initiated by headspace Ballarat. The aim of the ‘Pride of Place’ project is to raise awareness of LGBTIQ youth issues in the Ballarat community, provide a safe place for young people who may access services at all sites, and also to have same-sex attracted and gender diverse young people join together to create art and increase their social and community connectedness. The project entitled ‘Pride of Place’ consists of five individual canvases with the word ‘SAFE’ in rainbow colours, which have been painted by members of the ZAQUE group at headspace Ballarat.

The canvases have been gifted to four sites of Ballarat Community Health and the headspace Ballarat site, by the ZAQUE members. They were created with the support of the HEY Project Youth Worker Andy Penny and the headspace Ballarat Youth Worker Jesse Park.

**Child Safe Standards**

During the year Ballarat Community Health worked to build upon its child friendly working environment in recognition of the implementation of the Victorian Child Safe Standards and noting that young people represent an especially vulnerable group. We are committed to providing young people with both a voice and an explicit right to be heard.

A number of actions have been implemented to enhance the child-safe culture including;

- A clear Position Statement and mandate from the BCH Board of Directors supporting child safety as a priority.
- The creation of formal Child Safety Officer roles amongst Human Resources staff to address any specific concerns or issues that may arise involving children.
- An emphasis on reporting adverse events to the correct agencies to ensure all relevant matters are being investigated.
- Amending organisational policies and providing training to staff in the correct protocols to follow in child-focused care.
- Revisions to the organisational Code of Conduct.
- A detailed risk management approach to the prevention of abuse of children.
- Protocols and appropriate checks to provide assurance that only suitable people are recruited to provide services.
Working with Clients, Carers and the Community

For culturally diverse clients, engagement often requires interpreters. We are committed to providing interpreter services and our staff undergo training around when and how to use them. BCH offers interpreter services for all programs and services. In striving for continuous improvement, BCH holds bi-annual All Staff Days in which we address opportunities for improvement. At the May 2017 All Staff Day a presentation was delivered to reinforce awareness of when to use such services and to provide or refresh skills to enable them to effectively use interpreters with their clients and patients. An evaluation of the day showed this session was useful with a majority of staff agreeing that the presentation had increased their awareness or knowledge.

Effective communication is multifaceted and requires sensitivity and thought. The Counselling Team has sought Auslan interpreter services and the Refugee and Migrant Team has used both language interpreters and a non-verbal interpreter in the case of a Karen refugee who was deaf and mute.
Working Together

Community participation includes peer support programs such as the Mental Health First Aid training for Migrants.

Keeping the mental health of migrants and refugees in mind, BCH organised a Mental Health First Aid (MHFA) training session designed specifically for members of the CALD community. This training provided MHFA skills to migrants, helped them identify the initial symptoms of a mental illness, understand their mental health in a better way, help spread awareness within their particular CALD community and to get professional help when needed.

The MHFA consisted of training delivered over two days, with seventeen participants from eleven different countries including Russia, Uganda, South Sudan, India, China, Malaysia, Indonesia, South Africa and Togo.

Participants will deliver a number of community education sessions within their social network.

The Migrant Mental Health First Aid program began in 2017. Jim is a South Sudanese refugee and a community leader. Jim took part in the training day and came back for several catch-up sessions afterwards. During these sessions Jim worked with counsellors and headspace staff, learning how to recognise when people are experiencing mental health issues. There was a lot of discussion around the stigma associated with mental health in different cultures. Jim was able to use what he had learnt to talk to his community. Jim said, “In their country, life was much simpler, however in Australia mental health is destroying some of our people. People are not coping and we all need to learn to help them. I will use the information I learnt from the Mental Health First Aid well into the future.”

Improving Our Cultural Competency

To improve our work with culturally diverse communities, BCH is committed to ongoing Cultural Competency training. All staff are required to attend Cultural Competency training by the end of the first financial year of their employment. A course was run in June 2017 and over 25 staff attended. Several more trainings sessions will take place throughout the year.
How We Are Doing

Quality and Safety – Client and Staff Experience
BCH is committed to developing community and staff engagement. A range of processes are available for clients and staff to contribute to quality and safety.
All programs are evaluated through client feedback or other evaluation mechanisms including formal research.

Staff provide feedback on programs through a range of ways including regular team meetings. In particular, staff have been integral in program development through the Staff Innovation Grants and through the Opportunity For Improvement (OFI) system.
Opportunities for Improvement (OFI)

The OFI system allows staff to propose ideas, be they service changes, operational processes or even facilities alterations to enhance client care, outcomes and the fulfilment of the BCH vision and mission. Staff are encouraged to put forward their ideas, with the organisation recognising that all people can bring different and innovative perspectives to enhance outcomes.

A recent example of a successful OFI related to a recommendation that the organisation pursue Breastfeeding Friendly Workplace Accreditation. The OFI addressed the practicalities of creating a workplace where women could breastfeed in a culture of acceptance and in safe and clean ways. While BCH considers itself breastfeeding friendly, a review revealed this was not so across all sites and there were considerable improvements we could make.

Many women return to work when their infant is at an age that breastfeeding is still recommended. BCH recognises that breastfeeding rates in Ballarat are low. Breastfeeding can be an important factor that women consider when returning to work, and breastfeeding-friendly workplaces are likely to have a lower absenteeism rate and higher return-to-work rate than other workplaces. BCH recognises the importance of breastfeeding and is working towards becoming a more Breastfeeding Friendly Workplace, which will include setting up Breastfeeding and Expressing spaces at each site and developing a Breastfeeding Policy to provide time and support for breastfeeding staff.

Accreditation

- Royal Australian College of General Practitioners Standards for General Practice: 3 years to June 2018
- Quality Improvement Council of Australia Health and Community Service Standards: 3 years to February 2020
- National Standards for Mental Health Services: 3 years to February 2020
- Human Services Standards (Victoria): 3 years to February 2020
- Rainbow Tick Standards: 3 years to February 2020
- Review scheduled for October 2017: Australian Aged Care Quality Agency Standards (new)
Weight Management Clinic – Improving our ability to improve your health

Staff at BCH are encouraged to develop innovative programs through the Staff Innovation Award Program. The idea for a Weight Management Clinic came to life through staff gaining insight into the challenges facing many of our clients.

Ballarat has a higher than state average rate of obesity. Relevant risk factors include being in a rural and regional area, socio-economic disadvantage, being Aboriginal or Torres Strait Islander and individual genetics.

The Weight Management Clinic is a program that offers an intensive multi-disciplinary clinic with:
- Dietitian
- Exercise Physiologist
- Chronic disease counsellor
- Working in partnership with the client’s GP

Clinic outcomes after the first year:
- Average client weight loss is 6% (evidence indicates for 5-10% for health benefits such as decreased Cardio Vascular Disease, diabetes etc.)
- All clients are exercising significantly more
- All clients are eating more ‘everyday’ foods and less ‘sometimes foods’
- Clients’ K10 scores either improve or remain unchanged
Continuity of care

GP Management Plan
BCH Practice Nurses play an important role in making sure that our clients have continuity of care. Karen first met with Jane, a 64 year old woman with Type Two Diabetes in May 2016. Karen discussed a management plan to ensure that Jane was in control of all her health issues. Karen discovered that Jane had never had a pap smear. Over time they developed a plan which included visits to the podiatrist every eight weeks, visits with a diabetes educator, hearing tests, mammogram and a pap smear.

Karen says “It’s really satisfying to work with clients in indentifying their health goals and assisting them to work towards those goals. It’s about them being fully informed and taking control of their own health”.

Dental Clinics for Homeless Youth
Seamlessness across services is important to us. The Dental Clinics for Homeless Youth saw BCH collaborate with Ballarat Health Services to offer dental clinics for homeless youth. Homeless youth are at greater risk of poor oral health finding it difficult to afford and access mainstream free dental services which have long waiting lists, and their transient lifestyle can make it difficult for them to keep appointments.

Max is a 19 year old male who accessed Youth Housing at BCH. He is currently couch surfing with friends. His worker identified that he needed further support in relation to his mental health and past trauma and referred him to Generalist Counselling at Ballarat Community Health. He was also finding it difficult to secure employment due to his oral health presentation, which was impacting his self-esteem. The worker referred him to the Youth Outreach Dental Clinic at Ballarat Community Health. Max stated that he had been in pain for a long time and hadn’t seen a dentist since he was a small child. Max was able to receive dental education and a follow up treatment plan at Ballarat Health Services. With Counselling and dental assistance, Max’s self-esteem will continue to grow and his worker has referred him to the Creating Connections Program to work on his employment options. Employment will help Max secure more housing options in future. His Housing Support Worker stated “this young man would never have sought dental work without support. By BCH promoting and facilitating this clinic he has been able to receive adequate dental treatment for someone who has very poor oral health.

In 2016 a dental clinic provided services to 20 clients and 100 % received follow up treatment.

In February 2017 BCH built on that success and ran another clinic. 37 clients attended and 27 needed further treatment. 100 % accessed a second appointment with 81% completing their dental plan.

Further clinics for homeless or at risk young people are planned for 2017.
How Did We Do?

We’d love to hear your thoughts on the information provided in our Quality Account. Please provide feedback via email: info@bchc.org.au or our website: www.bchc.org.au for your chance to win 2 free passes to our Gym at Lucas.
Ballarat Community Health acknowledges the Wadawurrung people as the traditional custodians of the land on which our community lives.

Ballarat Community Health acknowledges the financial support of:

- Commonwealth Home Support Program (CHSP)
- Home and Community Care program (HACC)
- Victorian Department of Health and Human Services
- Victorian Department of Education and Training
- Federal Department of Social Services
- Dental Health Services Victoria
- Medicare Australia
- City of Ballarat
- Heart Foundation Australia
- Australian Multicultural Education Services
- Foundation House

BCH also received donations from individuals and families.

Ballarat Community Health supports Communities of Respect & Equality