

Making a difference

COORDINARE— South Eastern NSW PHN Report Card

2020 - 2021





Heal our COUNTRY, Artist: Rhiannon Chapman

Acknowledgement of Country

COORDINARE acknowledges Aboriginal people as the First Nations people of this country and pays respect to their Elders past, present and emerging and acknowledge their continuing connections to their ancestral lands.

COORDINARE is not qualified to determine nor define the Aboriginal Countries and understands the sophisticated and complex relationships with First Nations people and the land. However, it is our current understanding that within the organisation's 50,000+ km geographic footprint are large areas of the Traditional Lands of:

Yuin Nation – from Kiama down to Eden and out to Braidwood, including the townships of Nowra and Moruya

Dharawal Nation – the area across southern Sydney down to the Illawarra Shoalhaven region and west to Moss Vale, encompassing Bass Point, Helensburgh and Wollongong

Ngunnawal/Ngambri Nations – excluding the ACT and including Queanbeyan, Yass and Bungendore areas

Ngarigo Nation – the Monaro Snowy Mountains region down to the Victorian border, including the NSW towns of Cooma and Delegate

Of note, Goulburn was a common ground and meeting place for many of the neighbouring Nations.

A note about language

Language carries history and creates meaning.

At COORDINARE, the term 'Aboriginal people' is used in preference to 'Aboriginal and Torres Strait Islander,' in recognition of the original inhabitants of South Eastern NSW.

In recent years, the term 'patient' has become less favoured by people using and delivering health services. COORDINARE uses the word 'consumer' throughout this document to recognise the choice, control and power of people now accessing services, and their role in their care, service planning, delivery and evaluation.

Thank you

The commitment of our staff, our region's health practitioners, and the engagement of our local partners and community is central to our impact. We thank all our teams for their passion and commitment to improving health and wellbeing across our region.

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Welcome

In this year's Annual Report, we proudly reflect on COORDINARE'S achievements in a time of continuous change. The past year has delivered significant challenges to our region as we recovered from bushfire and floods, while also locally impacted by the pandemic. Our dedicated staff, local healthcare workers, service partners and communities continue to focus their efforts on making a difference to the health and wellbeing of the people who live and work across our region.

We are a large and diverse region, stretching across 11 local government areas and one territory. Over 25,000 Aboriginal people live in our region. People in our communities speak over 15 languages, and over 55,000 were born overseas. Older people account for more than one-fifth of the population, and in some areas, 1 in 3 people are over 65 years old.

Our partners are as diverse as our communities. COORDINARE works together with government, education, research, general practice and other private healthcare providers, community-based NGOs, and Aboriginal Medical Services. Illawarra Shoalhaven Local Health District (ISLHD) and Southern NSW Local Health District (SNSWLHD) are invaluable partners who collaborate closely with COORDINARE to achieve our shared vision of working with a one-system mindset.

COORDINARE has played a key role in emergency preparedness, by commissioning and coordinating key health services, and delivering targeted communications and resources. We have had an increasing role in the COVID-19 vaccination program and in ensuring primary care providers are supported to immunise the community.

Our commissioned partners have expanded mental health support, drug and alcohol services, and support for older people and their carers, including end-of-life and palliative care services. Our work in digital health enabled a 250-fold increase in the use of telehealth services by providers and GPs. Our commitment to consumer engagement and co-design – listening to the experiences of local people, in particular those who are impacted by mental health issues – will shape how clinical services are designed and delivered across our region in the future. We are excited to embark on our new co-designed 'social prescribing' service, which will help GPs link to community care services.

It has been even more important to continue working to transform health care during the pandemic. Our ability to achieve positive outcomes for South Eastern NSW during this challenging time shows that we can be agile, while still focusing on our priorities. This report ends our previous strategic planning period, where we focused on building our governance, commissioning capability and new ways of working. We launched our new strategic plan, which identified priorities for action ensuring we focus on disaster preparedness and response, Aboriginal health, mental health and suicide prevention, digital health adoption, and social determinants of health.

We would like to acknowledge Richard Spencer, our outgoing Chair, and express our gratitude for his invaluable leadership and governing guidance over the last six years. Richard's commitment to our vision and purpose has benefited our organisation, the PHN network more broadly and ultimately contributed to better health outcomes for our communities.

We look forward to the next chapter under the leadership of our new independent Chair, Julie White, and working with the Board, members of our governance groups and our staff and expect that together we can make a difference to the health and wellbeing of people who live in South Eastern NSW.



Max Alexander
Max Alexander
Deputy Chair of Board



D. Kitcher
Dianne Kitcher
CEO

About us

COORDINARE – South Eastern NSW Primary Health Network (PHN) – is one of 31 PHNs across Australia and one of 10 PHNs in NSW. Our region stretches from Helensburgh in the north, past Eden to the Victorian border in the south, and inland to Cooma/Monaro, Queanbeyan, Yass and Goulburn.

Our vision

One coordinated regional health system that provides exceptional care, promotes healthy choices and supports resilient communities.

Our region



Population **631,901** across major cities, inner and outer regional areas



25,800+ Aboriginal people (4.2%)



55,200+ Culturally and linguistically diverse people (9.3%)



High socio-economic disadvantage: **42%** population



1,353 homes destroyed by Black Summer bushfires



106 commissioned partners providing services to our region



198 general practices
784+ GPs



2 Local Health Districts
22 public hospitals
16 emergency departments
30 community health centres



4 Aboriginal Community Controlled Health Organisations



Our 2020/21 partners



Service providers

- Illawarra Shoalhaven LHD
- Southern NSW LHD
- 200+ local general practices and allied health providers
- 80+ Residential Aged Care Facility (RACF) providers
- Alcohol and Drug Foundation
- Association of Children's Welfare Agency
- Beyond Blue
- CatholicCare Canberra and Goulburn
- Directions Health Services
- Family Services Illawarra
- Flourish Australia
- Grand Pacific Health
- headspace National
- Illawarra Aboriginal Medical Service
- Katungul Aboriginal Corporation Regional Health and Community Services
- Lives Lived Well
- MacKillop Family Services
- Marathon Health
- Marymead Child and Family Centre
- Mission Australia
- Monaro Family Support Services
- NEAMI
- One Door Mental Health
- Optimum Health Solutions
- Palliative Aged Care Consultancy Service
- Palliative Care NSW
- Parkinson's NSW
- Parramatta Mission
- Primary and Community Care Services
- ProCare Mental Health Services
- Relationships Australia Canberra and Region
- Royal Far West
- Save the Children Australia
- Salvation Army
- South Coast Medical Service Aboriginal Corporation
- St Vincent's Hospital
- The Disability Trust
- Waminda South Coast Women's Health & Welfare Aboriginal Corporation
- Wellways Australia



Local community

- 80+ community organisations
- Illawarra Shoalhaven Suicide Prevention Collaborative
- Local consumers and community members



Professional associations

- Australian Association Practice Managers (AAPM)
- Australian Primary Health Care Nurses Association (APNA)
- Mental Health Coordinating Council (MHCC)
- NSW Rural Doctors' Network
- Pharmaceutical Society of Australia (PSA)
- Royal Australian College of General Practitioners (RACGP)



Education and research

- Australian Health and Hospital Association
- Australian Health Services Research Institute
- Australian National University
- Australasian Society for Lifestyle Medicine
- Black Dog Institute
- La Trobe University
- National Centre for Immunisation Research and Surveillance (NCIRS)
- TAFE NSW
- University of New England
- University of Wollongong



Non-profit organisations

- Beyond Empathy
- Cancer Council
- Community Industry Group
- Consumer Health Forum of Australia
- Council of the Ageing
- Multicultural Communities Council of Illawarra
- Network of Alcohol and other Drugs Agencies (NADA)
- National PHN Network (other PHNs)
- Reconciliation Australia



Government

- Australian Digital Health Agency
- Australian Government Department of Health
- Cancer Institute
- National Bushfire Recovery Agency
- ACT Health
- NSW Agency for Clinical Innovation
- NSW Department of Communities and Justice
- NSW Ministry of Health
- Resilience NSW
- Bega Valley Council
- Eurobodalla Shire Council
- Goulburn Mulwaree Council
- Jervis Bay Territory
- Kiama Municipal Council
- Queanbeyan Palerang Regional Council
- Shellharbour City Council
- Shoalhaven City Council
- Snowy Monaro Regional Council
- Upper Lachlan Shire Council
- Wollongong City Council
- Yass Valley Council

Partnering for mental health and suicide prevention

COORDINARE works with our communities, consumers and partner organisations to deliver targeted and integrated mental health care and support across our region.

Our Regional Mental Health and Suicide Prevention Plan provides the collaborative blueprint for action across our region. Launched this year, our recovery-focused Framework for Lived Experience builds on this plan by integrating the voices of people with lived experience into service design, decision-making and delivery, and embedding lived experience (peer) workers in multidisciplinary teams.

Our commissioned mental health services provide services across the lifespan. The region's commissioned partners deliver health-promoting and preventive mental health services, support GP capability, and provide care for people living with mental health issues. In 2020/21, in times of physical distancing, many of the region's services went online, providing mental health support via telehealth as well as face-to-face.



29 contracted mental health providers across the region



\$23M on clinical and non-clinical mental health supports



8,778 clients received **55,799** clinical mental health support services through commissioned providers

Expanding mental health services for young people

In addition to the region's five headspace services, COORDINARE commissioned the new headspace in Batemans Bay, which celebrated its official opening in April 2021. With their focus on early intervention mental health support, physical health, and alcohol and drug services, headspace provides vital support for young people aged 12–25 in our region.

"Headspace offers much needed mental health support to youth in regional areas. Headspace uses social media, its website, competitions, local events and its outreach services to reach youth where they are at and provide comfortable, confidential services to support them."

– Katie, member of headspace Batemans Bay Youth Reference Group

4,178 

young persons aged 12–25 years received services

6 

commissioned headspace services across the region

8.95%

of young people accessing services were Aboriginal 



Peer workers in South Eastern NSW

Supporting responsive care in general practice

Over 80% of GPs in South Eastern NSW have registered for the GP Psychiatry Support Line. The service supports GPs to provide effective, high-quality care to consumers with mental health issues, offering a pool of psychiatrists to support GPs with consumer diagnosis, medication, treatment and safety issues via phone or secure messaging.

Engaging with Aboriginal communities

Funded by COORDINARE, Waminda, the South Coast Women's Health and Welfare Aboriginal Corporation, offers the Strong Yawa service. This Shoalhaven district service provides free after-hours support for Aboriginal people experiencing suicidality, acute mental illness or alcohol and other drug issues. Community mentors link callers to services at Waminda. Mentors provide intensive follow-up, and continually engage with Aboriginal people so they receive the therapeutic and clinical support they need, as well as help with other needs such as home assistance and housing.

Making a difference

New start with mental health coaching

Jenny*, 38, attended our NewAccess program, a free mental health coaching program commissioned by COORDINARE.

Before she started the program, Jenny said she felt anxious most days and was having panic attacks. In the six-session NewAccess program, she worked with her coach to set goals and challenge some of her limiting thoughts.

One month after the program, Jenny was holidaying with her family. "Before the program, I would not have been able to come to a holiday park and have an enjoyable time. The NewAccess program has made this possible."

*not her real name

"South Eastern NSW communities have experienced more than their fair share of hardships over the past decade. Locals recognise the need for a service like NewAccess in their communities, and the response to our callout to train locals to become coaches has been overwhelming."

– Laura Collister, Wellways CEO.

Improving population health

Preventing chronic conditions can make a real difference to the long-term health and wellbeing of our communities.

Chronic conditions are the leading cause of illness, premature mortality, and health system utilisation in our region. Our communities have high rates of health risk factors (e.g., smoking, obesity, emotional distress) compared to the rest of the state. COORDINARE has an essential role in facilitating, linking, and co-designing activities with health and social care partners to improve chronic condition prevention and management.

Enhancing data for population health

Accurate, high quality and accessible data enables Primary Health Networks to understand and plan practice-level and regional population health services, in order to meet a community's current and emerging health and wellbeing needs.

COORDINARE's Sentinel Practices Data Sourcing (SPDS) project uses a structured continuous quality improvement approach to data consistency and accuracy across the region. The Australian Journal of Primary Health published an evaluation of the program in 2021.

The program evaluation highlighted the value of COORDINARE'S data approach, and the small, expert team who work with general practice to build understanding of practice data and identify areas for improvements in care. The program has resulted in significant improvements to patient care and improved data available for population health planning.

"[The program] has achieved positive outcomes in key indicators and has been very well received by participants. It has led to quantifiable improvements in indicators directly related to improving patient care over a relatively short time frame."

– Australian Journal of Primary Health
27(2) 143-151

Co-designing new ways to improve health and wellbeing

Social prescribing enables GPs, nurses and other primary care professionals to refer people to a range of community-based, non-clinical services to improve health and wellbeing outcomes. In 2020/21, COORDINARE, in partnership with health professionals and consumers, co-designed and developed an innovative social prescribing model to improve support for people living with chronic conditions in our region.

Advancing care for chronic pain

COORDINARE supports telehealth access to a specialist chronic pain service provided by St Vincent's Hospital, and commissions allied health-facilitated Chronic Pain Management Programs for people suffering from mild to moderate chronic pain. We also fund educational events for local primary health practitioners. In 2020/21, we commissioned the delivery of the Chronic Pain Management Program across the region.



500+ people received chronic pain care



250+ health professionals received education



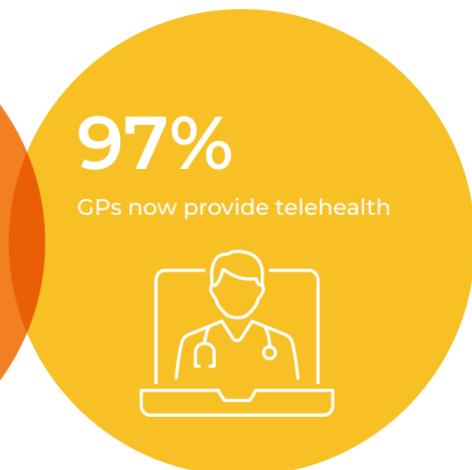
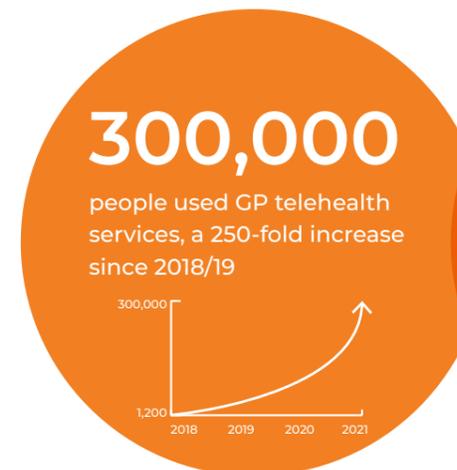
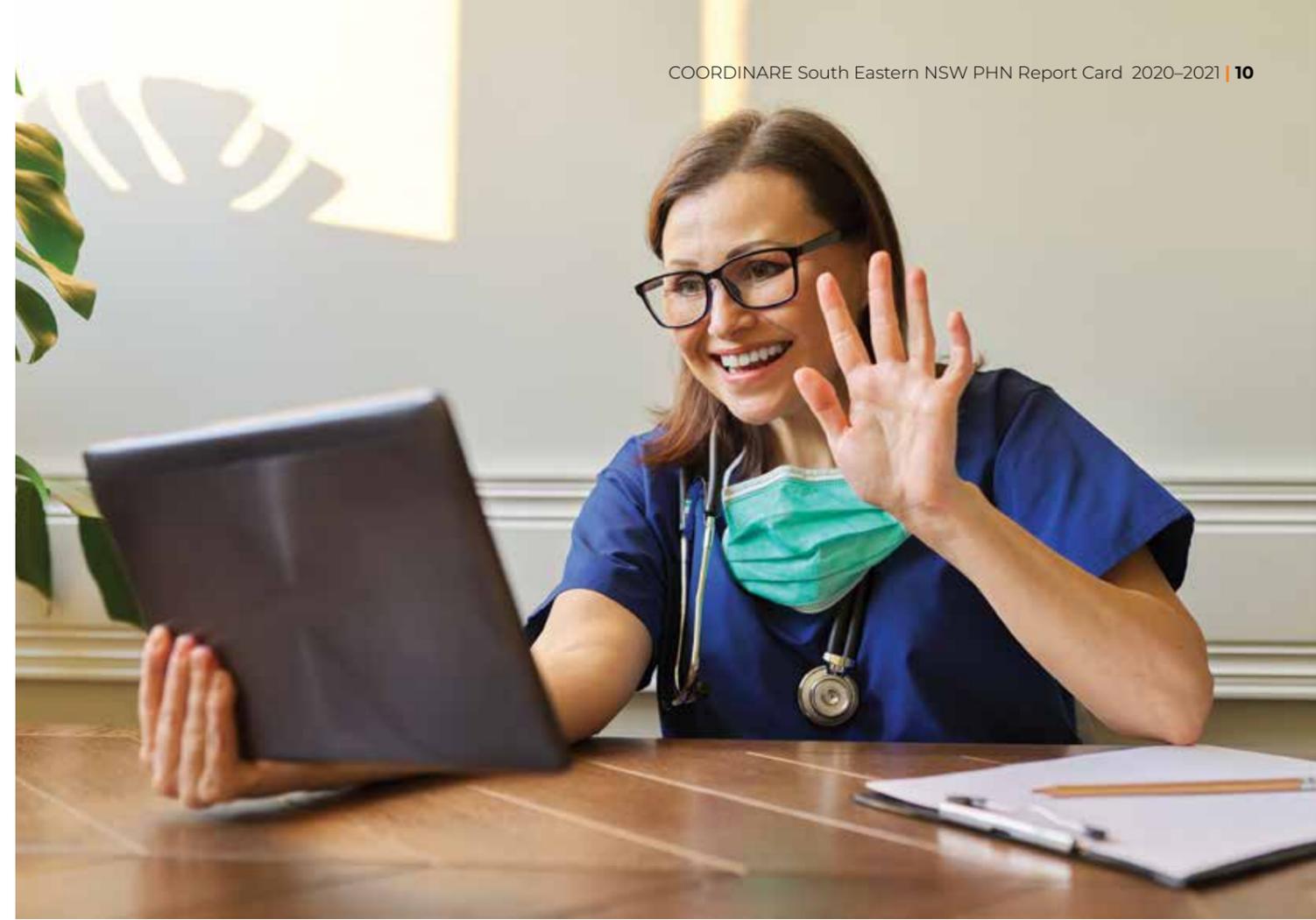
560+ specialist telehealth consultations



50% reduction in opioid use by **50%** of consumers



212,000km and **160 days** of consumer travel saved by telehealth



Adopting digital health

Digital health provides an opportunity to deliver health care closer to a consumer's family and home, reducing consumers' waiting time, travel time, expenses and anxiety. The COVID-19 pandemic accelerated the uptake of telehealth among providers and consumers across South Eastern NSW. While much of this increase was driven by COVID-19 and changes to the MBS, the ability to reach this scale so quickly reflects COORDINARE's work in enabling digital readiness in primary care.

"I feel the benefits of telehealth; convenience and comfort. I will choose it every time!"

– Friend of COORDINARE

Partnering to improve Aboriginal health

COORDINARE is working with local partners to achieve equality in health outcomes for Aboriginal people in the region.

South Eastern NSW is home to more than 25,800 Aboriginal people on the lands of the Yuin, Dharawal, Ngunnawal/Ngambri and Ngarigo Nations. This year, COORDINARE commissioned Aboriginal and Community Controlled Health Organisations (ACCHOs) to deliver mental health services, community-based palliative and end-of-life care, and a drug and alcohol brokerage and community support program. In areas without ACCHOs, we partnered with Aboriginal people to co-design models of care that reinforce cultural safety, from programs to service delivery. COORDINARE repurposed and distributed funds to the four ACCHOs across the region to assist Aboriginal communities plan, respond, and recover from the impact of COVID-19.

COORDINARE encouraged culturally appropriate service provision in mainstream practices by requiring responses to cultural safety criteria in funding opportunities. An Aboriginal cultural adviser provided advice and suggested improvements to funding applicants.

Developing cultural competence with NADA

In collaboration with five other PHNs, COORDINARE commissioned the Network of Alcohol and other Drugs Agencies (NADA) to develop guidelines for working with Aboriginal and Torres Strait Islander people in non-Aboriginal drug and alcohol service settings.

This phase 1 pilot project showed promising results in the improvement of cultural competence, with 83% of participating services reporting an average 81% increase in their baseline audit scores in their top three action areas.

Funding relief for COVID

COORDINARE distributed funds to the four ACCHOs across the region to assist Aboriginal communities plan, respond, and recover from the impact of COVID-19 using these funds. Waminda (South Coast Women's Health and Welfare Aboriginal Corporation) distributed 285 wellbeing packs and 3,790 Nyully food and community packages, and other community bulk food drops occurred twice in 12 communities.

Integrating team care with ACCHOs

The Integrated Team Care (ITC) model offers help for Aboriginal people to manage ongoing chronic conditions, providing eligible people with a dedicated Care Coordinator to work closely with their healthcare team.



5 providers



10 full-time Care Coordinators across the region



1,269 Aboriginal people in South Eastern NSW with chronic conditions received care coordination support



3,400+ supplementary services accessed from ITC program providers



Empowering young people to take the lead in community projects, Photo: Emma Korhonen and Beyond Empathy participants

Making a difference

Brighter future for young people

In 2020, Johnny* got involved in SHIFT (Shaping How I Feel Today), a program giving young people living in public housing estates in the Illawarra the opportunity to use audio, storytelling, multimedia and live performance to tell stories that stimulate conversations about health.

Johnny graduated in 2019. During his first year out of school, he had no job and wasn't doing any training. Living with his parents in community housing, he wasn't getting out much and was in danger of becoming isolated.

When he joined SHIFT, it became obvious he had excellent communication skills and leadership potential – all he needed was an opportunity and a bit of encouragement. Johnny helped make #swabmob videos to encourage young people to get tested for COVID-19 and played a key role in several public presentations and projects by Beyond Empathy.

In the last few months, Johnny has achieved an important milestone, securing employment at a local business. No longer isolated at home, his future is looking much brighter.

*not his real name, and not in photo.

Caring for older people

COORDINARE is committed to improving health experiences and outcomes for older people, and those in palliative care.

This year, we worked with clinicians, care providers and our local communities to deliver person-centred care and support. While COVID-19 presented a significant health risk to older people, physical distancing increased the risk of becoming more socially isolated and vulnerable. COORDINARE commissioned supportive and health-promoting mental health care services while building capability in general practice and other health providers in advance care planning and palliative care.

Improving end-of-life care

Integrated care, a strong consumer focus and a skilled workforce improves end-of-life care and is associated with more positive experiences of respect, control and dignity as well as carer wellbeing.

COORDINARE has been working with our service partners to build capacity across our communities, care providers and pharmacies to improve care and support for people at end of life. We have commissioned training and support for advanced care planning, funded services to expand palliative care and worked with local organisations to support end-of-life planning. COORDINARE's commissioned partnerships increase skill and capability across a range of providers. Multicultural Communities Council Illawarra improves knowledge and skills of culturally and linguistically diverse people in advance care planning and provides accessible resources. The Palliative Aged Care Consultancy Service (PACCS) increases capacity for residential aged care staff to provide quality palliative care for people in their last months of life. Our partnership with the Pharmaceutical Society of Australia strengthens the collaboration of community pharmacists with the multidisciplinary palliative care team and improves confidence to engage with customers about end of life care, in advance of a crisis. Community pharmacies stocking end-of-life medications are listed in ACT & Southern NSW HealthPathways and Illawarra Shoalhaven HealthPathways.

"The program gives me hope for the future, which I didn't have before."
 – C2bMe consumer

Supporting older people affected by COVID

In its first year, the innovative Continuing to be Me (C2bMe) program commissioned by COORDINARE provided mental health services to older people living in residential aged care facilities (RACFs) and at home in the community. It is a comprehensive person-centred model of care designed to reinforce identity and purpose, increase connectedness, develop hope, reduce symptoms, and optimise mobility so older people can continue to live with dignity.

The program has built a strong partnership with the Older Persons Mental Health (OPMH) services in Wollongong, the Shoalhaven, Eurobodalla and Bega. Outcomes from these partnerships include clearly defined referral pathways, opportunities for transfer, coordinated care and joint clinical reviews.



Advanced care planning information is available in **16** community languages



400+ culturally and linguistically diverse service providers and volunteers trained in advance care planning



79 pharmacists from **55** community pharmacies completed palliative care training, significantly improving palliative care knowledge and community access to expert advice



Palliative Aged Care Consultancy Service (PACCS)
 Across **17** RACFs:
538 resident reviews
170 case conferences
21 Advance Care Plans completed
60 masterclasses with **363** attendees



Commissioning drug and alcohol services

COORDINARE works with our commissioned partners, local service providers and communities to prevent drug and alcohol harm and better support people with drug and alcohol issues across our region.

Drug and alcohol treatment services are a priority for COORDINARE, particularly when over a third of our population consumes alcohol at high-risk levels. Drug and alcohol use can significantly impact a person's behaviour and harm their physical and mental health, self-esteem, relationships, home and work life. We have a particular focus on limiting methamphetamine use in the community.

Working together to tailor services to individual needs

The COORDINARE-commissioned Sapphire Health and Wellbeing Service (SHaWS) provides non-judgemental and respectful treatment, alongside integrated primary health, mental health, and Aboriginal health services. SHaWS is delivered by a consortium led by Directions Health Services, collaborating with Grand Pacific Health and Katungul Aboriginal Corporation Regional Health and Community Services, and partner GP practices in the Bega Valley region.

SHaWS offers a wide range of services tailored to individual needs and goals, including assessment, treatment, group programs and withdrawal support, residential rehabilitation services and support to family members. The involvement of Katungul supports cultural safety development across SHaWS programs.

Building local capability

COORDINARE has funded several programs to address drug and alcohol use, prevent harm, and build capability in primary health care and our communities. These programs have improved access to care, reach and expertise across the region.

Education and training packages offered by The Royal Australian College of General Practitioners (RACGP) and the Australian Centre of Rural and Remote Medicine (ACRRM) enable GPs to support their patients with drug and alcohol concerns.

In partnership with Illawarra CALD Local Drug Action team, COORDINARE sponsored teachers to attend evidence-based PreVenture training to help prevent and address increased teen drug and alcohol use because of bushfires and COVID-19.

"Since the day I reached out to the case manager and nurse, I have never looked back. They are both very professional, caring and above all, are willing to listen. I consider myself a very fortunate person to be able to access this extremely important support system, especially, when previously, I did not have one."

– Client of SHaWS



SHaWS launch in Bega

Providing opportunities for withdrawal

Nana Muru is a free drug and alcohol withdrawal management and rehabilitation service open to anyone over 18 years, with a drug or alcohol concern. Nana Muru is commissioned by COORDINARE and delivered by Lives Lived Well, a specialist provider of alcohol and drug treatment and support services in NSW and QLD, in partnership with Watershed, a leading Wollongong-based alcohol and other drugs treatment service.

Making a difference

Recovery and connection changes lives

Michael*, 57, relied on couch surfing to keep a roof over his head. He was referred to the Nana Muru Day Program by Community Corrections due to his methamphetamine use.

When Michael was referred to Nana Muru, he and his partner were new to the area. Michael joined the 6-week day rehabilitation program and accessed Nana Muru's other services, including sexual health outreach and first steps services. He developed strategies for recovery and relapse and connected with a GP to help address his health concerns.

"Coming to the program keeps me grounded... I haven't felt this good in a long time."

Michael now has his learner's permit and is a volunteer for Marine Rescue. He has stable housing and has reconnected with his children.

*not his real name

Preparing for and responding to emergencies

The natural disasters in our region, together with the COVID-19 pandemic, have clarified the vital role Primary Health Networks have in emergency preparedness and response.

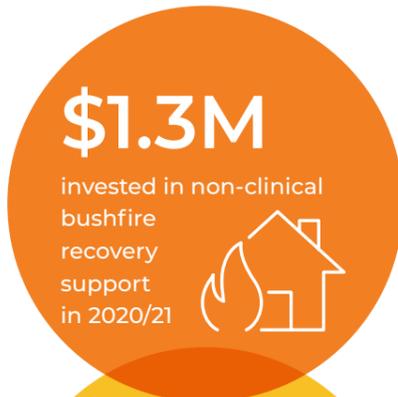
COORDINARE continues to work in partnership to support community-led recovery and resilience with those impacted by the Black Summer bushfires of 2019/20. As the COVID-19 vaccination rollout evolved, the region's health workforce collaborated to provide up-to-date information about vaccines and policy developments, and plan for vaccine access during a time of constant change.

Depending on the emergency, different planning or responses may be necessary, and the role of PHNs as coordinating regional bodies is vital. We can vastly improve outcomes for our community when we prepare and respond to emergencies together. In this context, the reach, breadth, and depth of our PHN's connections and relationships are invaluable.

Bushfire recovery

COORDINARE has played a vital role in bushfire recovery. We have worked closely with bushfire counselling and mental health services to coordinate clinical engagement and stepped care. COORDINARE has engaged farmgate counsellors and bushfire counselling, expanded existing mental health services, and invested in non-clinical supports focusing on young people and those in rural areas. By partnering with ACCHOs, we enhanced access to mental health services for Aboriginal people experiencing distress or trauma due to the bushfires. COORDINARE has invested in regional workforce capability for healthcare staff and focused efforts on our first responders and emergency services personnel.

Community spirit is vital to the resilience and recovery of towns and villages impacted by the recent bushfires and the emotional healing of individual community members. COORDINARE provided grants to affected communities for community projects. These projects aimed to strengthen social connectedness and emotional wellbeing and assist communities in recovering and healing.



Making a difference

Working together for bushfire recovery and resilience

A Community Under Fire is one of many projects supported by COORDINARE's Bushfire Recovery grants program. A locally produced, compelling, and emotional documentary, the film was set in Braidwood and surrounding villages during the peak of the 2019/20 bushfires. The film highlights the importance of community and everyday people doing extraordinary things to help their community survive and recover.

"We place a spotlight on the unsung heroes; the RFS brigades, our community radio station, the mozzies, those feeding our firefighters, the neighbours lending a hand, and we show our recovery. How our town is rebounding from its greatest existential threat, tackling mental health and working together." – *A Community Under Fire* documentary.



170 applications for Bushfire Recovery Grants



115 local projects funded



\$350K+ in grants awarded in 2020/21



Total **\$724K** in grants awarded since 2019

Responding to the pandemic

COORDINARE’s vital Primary Health Network coordination role continued in the rapidly changing and increasingly dangerous pandemic environment across South Eastern NSW.

COVID-19 vaccinations

COORDINARE assisted with the rollout of COVID-19 vaccines through general practices and GP Respiratory Clinics (GPRCs) and continues to support RACFs in administering vaccinations for residents and staff across South Eastern NSW. COORDINARE distributed culturally sensitive resources designed by Aboriginal organisations, Aboriginal Health and Medical Research Council (AH&MRC) or government to promote COVID-19 vaccinations and testing and provided information on what to do following testing and during self-isolation.

“The COVID vaccine is like a light at the end of the tunnel. We are lucky to have a vaccine which will hopefully protect us. Getting the COVID vaccine is a no-brainer as far as I’m concerned. I just want to do my part and protect my family to protect other people and to protect myself.”

– Sue, Illawarra retirement village resident



Vaccinations across **80** RACFs
4,500+ residential aged care residents vaccinated
770+ staff vaccinated



Vaccinations available from:
147 GP Clinics
4 Aboriginal Medical Services
4 GP Respiratory Clinics



Personal Protective Equipment (PPE) distributed to primary care workforce in the region:
141,440 surgical masks
9,220 P2/N95 masks
5,200 gowns



David Green receiving his COVID-19 vaccination

Making a difference

Young people lead the #swabmob

COORDINARE engaged Beyond Empathy, a not-for-profit community, arts and cultural development organisation to encourage more young people to get tested if they have COVID-19 symptoms. Working with a fantastic team of young people, Beyond Empathy developed three short videos encouraging other young people to get tested.

The campaign became a priority as data from NSW Health revealed that young people aged 20 – 29 had the highest number of COVID-19 infections in NSW. The videos show just how quick and easy it is to get tested, and encourage people to join the #swabmob if they have symptoms like a fever, cough, sore throat, difficulty breathing or loss of taste or smell.



Jakub having a COVID-19 test

“Just a quick swoop up the nose and we’re all good!”

– Zane, from #swabmob

The three #swabmob videos reached:



Valuing our people

As our organisation continues to grow, supporting wellbeing and building resilience are key to COORDINARE's success. Our people are our greatest asset.

Our vision incorporates building resilient communities, and our COORDINARE team is part of that community. We consciously and continuously updated policy to ensure staff had current information to support their decision-making during this challenging and uncertain year. This knowledge and confidence provided a solid foundation for resilience as our staff supported our stakeholders and communities.

We continue to build an inclusive and diverse workplace that is proud to be culturally safe and culturally rich. Our Innovate Reconciliation Action Plan provides COORDINARE staff with priorities and guidelines to help us engage more meaningfully with Aboriginal communities, histories and cultures.

Our staff worked together to articulate and agree on our organisational values. We rolled out new communication platforms and held more frequent check in surveys. We prioritised staff learning and development and introduced a new performance development framework based on a continuous conversation between team members and supervisors. COORDINARE has maintained a sharp focus on staff wellbeing and connection while we have been socially distanced.

We take the opportunity to acknowledge the work and the contribution made to our communities by our team, through a year like no other. We are incredibly proud of how rapidly and diligently they have responded to the needs of our stakeholders and communities.

"[COORDINARE] adapts swiftly to the changing COVID-19 requirements and instantly communicates these changes with employees. It means I am always up to date with the key info and know my wellbeing is being looked after."

– Staff member, COORDINARE



91% of our staff say making a difference is a key driver to work with COORDINARE



91% of our team are proud of the organisation's focus on community



100% of our staff feel they have coped 'okay' with changes during the pandemic

In the early stages of lockdown, we completed behavioural science-based productivity training, Thriving at Home, so our staff could stay productive during this new experience and provide an opportunity for a shared learning experience and connection across the organisation.



COORDINARE Team, May 2021

Making a difference through action

We continued our commitment to reconciliation and learning through our Innovate Reconciliation Action Plan. This plan was developed under the guidance of Dr Lynette Riley, and with a working party consisting of Aboriginal and non-Aboriginal team members and First Nations community members.

We recognise that to make a real difference we need action, and each of our staff members are required to commit to contribute to reconciliation in their roles. Each staff member is also strongly encouraged to consider what they can contribute to reconciliation in their personal lives.

Our cultural journey and our Innovate Reconciliation Action Plan were further progressed in an all staff session in May, led by Lynette Riley. Reconciliation Australia conditionally endorsed our Innovate RAP in May 2021.

Our values

While in lockdown, we stayed connected through virtual discussions. These discussions allowed us to articulate our organisational values. Building on the demonstrated behaviours and principles of the past, our Board-endorsed values ensure we have clear guidance for our approaches and behaviours into the future.

COORDINARE Values



Ensuring strong governance

Our governance structure provides strong accountability and oversight for COORDINARE.

The organisation is led by a skills-based Board which sets the strategic direction, oversees the implementation of strategic priorities and remains accountable for our performance.

Our business model is data-driven, using clinical, consumer, partner organisation and community expertise to determine local needs. Through our GP-led Clinical Councils, our Community Advisory Committee and strategic alliances with the Local Health Districts, we identify clear strategies to translate national priorities locally.

Our Board provides a unique blend of both private and public perspectives, and innovative thinking to govern and guide our organisation as we work towards a coordinated health system providing exceptional care and supporting resilient communities.

In addition to the retirement of our Chair Richard Spencer, other Board member movement has included Dr Alison Jones, Member representative for University of Wollongong, retiring from our Board and replaced by Prof Glenn Salkeld.

In line with the Board strategy to continuously strengthen governance of the organisation and diversity of the Board, the Board was very pleased to announce the appointment of Paul Knight as our organisation's first Aboriginal Board Member in June 2021.

Thank you Professor Alison Jones

We would like to acknowledge the significant contribution of Professor Alison Jones as a Founding Member of our Board. Professor Jones' highly regarded research contribution to major health studies, extensive governance experience and deep understanding of the health system and its challenges has been invaluable to COORDINARE. Professor Jones has served on the Governance and Remuneration Committee throughout her tenure and retired from the Board in February 2021. We welcomed Professor Glenn Salkeld as the University of Wollongong representative to the Board from April 2021.



Welcome to Paul Knight

We were delighted to announce the appointment of Paul Knight as the first Aboriginal Board member and inaugural Chair of the soon-to-be established Aboriginal Health Council for the region.

Mr Knight, currently the Chief Executive of the Illawarra Local Aboriginal Land Council, has more than 25 years' experience in senior management, including extensive experience across Indigenous employment, business and economic development as director of several private businesses.

Mr Knight's appointment to our Board and the formation of the Aboriginal Health Council will enable COORDINARE to strengthen our consultation and engagement with Aboriginal communities. Aboriginal input and representation on our governance structures will assist us to ensure that decisions, investments and innovations are culturally relevant and aligned to local care needs and expectations.



Our board directors



Mr Richard Spencer

INDEPENDENT CHAIR
Governance and Remuneration Committee member

Richard Spencer is a Commissioner (Social Policy) with the Australian Government's Productivity Commission. He has had over 25 years' experience in social service delivery, serving in various Chief Executive Officer (CEO) roles in the not-for-profit sector across community services, disability services and cross-cultural education.



Dr Max Alexander

DEPUTY CHAIR
Governance and Remuneration Committee member

Dr Max Alexander was the inaugural Chief Executive of the Southern NSW Local Health District. He has been noted for his development of SNSWLHD which was formed in 2011, into one of the leading Local Health Districts in NSW.

Dr Alexander has worked hard to establish partnerships with the ACT, and Universities which are of vital importance to the organisation's work and the health of the region.



Dr Vicki McCartney

BOARD MEMBER
Clinical Council - Illawarra Shoalhaven Chair

Dr Vicki McCartney has been the principal medical practitioner of a general practice in Nowra since 1998 where she focuses on antenatal care, mental health care, paediatric care and aged care, and preventive care for the diverse needs of her patients.

She also has extensive governance experience and is currently the Chair of the Clinical Council for the Illawarra Shoalhaven.



Dr Amanda Barnard

BOARD DIRECTOR
Clinical Council - Southern NSW Chair

Dr Amanda Barnard is the former Head of the Rural Clinical School and Associate Dean, Rural and Indigenous Health at the Australian National University. She continues her work as a GP in Braidwood as well as a number of other activities, including work for the Australian Medical Council and membership of the National Rural Generalist Taskforce.

Dr Barnard is currently the Chair of the Clinical Council for Southern NSW.



Ms Leanne Wells

BOARD MEMBER

Community Advisory Committee Chair

Ms Leanne Wells is the Chief Executive Officer of the Consumers Health Forum of Australia. She is a health service executive with over 25 years' experience.

Ms Wells has held executive positions within government and in national and state non-government organisations, most recently as CEO of a state-based primary care organisation. Ms Wells is currently the Chair of the COORDINARE Community Advisory Committee.



Mr John Petty

BOARD MEMBER

Finance, Audit and Risk Committee Chair

Mr John Petty is a lecturer in management accounting and small business at the University of Technology, Sydney. Prior to joining the University, Mr Petty held senior positions in accounting and finance at CSR Ltd and also ran his own small business.

Mr Petty has extensive governance experience and is currently the Chair of the Finance, Audit and Risk Committee.



Mr Patrick Reid

BOARD MEMBER

Finance, Audit and Risk Management Committee member

Mr Patrick Reid held the position of Interim IRT Group CEO from October 2017 and was appointed as IRT Group CEO on 1 February 2018. Prior to this, he had been a Non-Executive Director of IRT Group since February 2017.

He is a seasoned industry executive, leader and strategist and is the immediate past CEO of Leading Age Services Australia (LASA). He also has extensive governance experience, sitting on several Committees, Advisory Councils and Boards.



Mr Chris Stolk

BOARD MEMBER

Finance, Audit and Risk Management Committee member

Mr Chris Stolk has more than 25 years' experience in the accounting and finance field, most of which time has been spent working with organisations in the financial services industry.

Currently, Mr Stolk is the Chief Financial Officer and Company Secretary at Peoplecare Health Limited and is responsible for the provision of all financial management functions of the organisation.



Professor Glenn Salkeld

BOARD MEMBER

Governance and Remuneration Committee member

Professor Glenn Salkeld is the Executive Dean of the Faculty of the Arts, Social Sciences and Humanities at the University of Wollongong. He is also a member of the Governance and Remuneration Committee.

Professor Salkeld has been a consultant to the World Health Organisation (WHO) on the Essential Medicines Program, a Member of the NHMRC Public Health Panel, a Member of the Bowel Cancer Implementation Committee and a Director of the Board of the Sax Institute. Professor Salkeld is a member of the HMS Advisory Board at Bond University in Queensland.



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