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SOUTH EASTERN NSW
An Australian Government Initiative



COORDINARE

Annual Report Card 2019-20

Thank you

Thank you to our consumers, community, staff and partners for sharing your stories and images included in this report.

Photos on cover (starting top left-right):

1. Tiny Little Tree, Artist: Otilie Richardson, Fireflies Project Towamba Public School. Source: Bega Valley Regional Gallery.
2. Audience at the 'Find your mojo' drumming circle. Bomaderry Community Inc's 'Community Acts of (not-so-random) Kindness'. Source: Bomaderry Community Inc.
3. Jacklyn Roque, Batemans Bay SES, and Lin Barnes, CABBI. Photographer: Carletta Delac. Postcards from the Fires - Exhibit Mogo.
4. Drummer from 'Find your mojo' drumming circle. Bomaderry Community Inc's 'Community Acts of (not-so-random) Kindness'. Source: Bomaderry Community Inc.
5. The Nerrigundah Agricultural Bureau's Community Support Get-Together. Source: The Nerrigundah Agricultural Bureau.
6. Firefly Forest, Artist: Arlie Richardson. Fireflies Project Towamba Public School. Source: Bega Valley Regional Gallery.
7. New growth sprouting from burnt tree. Source: Getty Images.
8. The first Lunchbox for Learning program. Source: SCARF Refugee Support.
9. Untitled, Photographer: Freda Tee. Postcards from the Fires. Source: Creative Arts Batemans Bay Postcards from the Fires.

Page 2: COORDINARE Staff. Source: COORDINARE

Page 3: Richard Spencer (Chair of Board) and Dianne Kitcher (CEO of COORDINARE). Source: COORDINARE.

Page 6: The first Lunchbox for Learning program. Source: SCARF Refugee Support.

Page 9: Gentleman using technology. Source: Getty Images.

Page 10: Local Peer Worker, Mark Thompson. Source: Grand Pacific Health.

Page 11: Lady using technology as part of Virtual Community Care Centre. Source: Getty Images.

Page 13: 1. We are the Fireflies, Artists: Students from Towamba Public School and Vicki McCredie, Fireflies Project Towamba Public School. Source: Bega Valley Regional Gallery.

2. Eurobodalla's Tree 2020, Artists: Members of the Eurobodalla Shire, Leaf by Leaf art therapy workshop. Source: The Family Place Eurobodalla

Page 14: Farming family. Source: Getty Images.

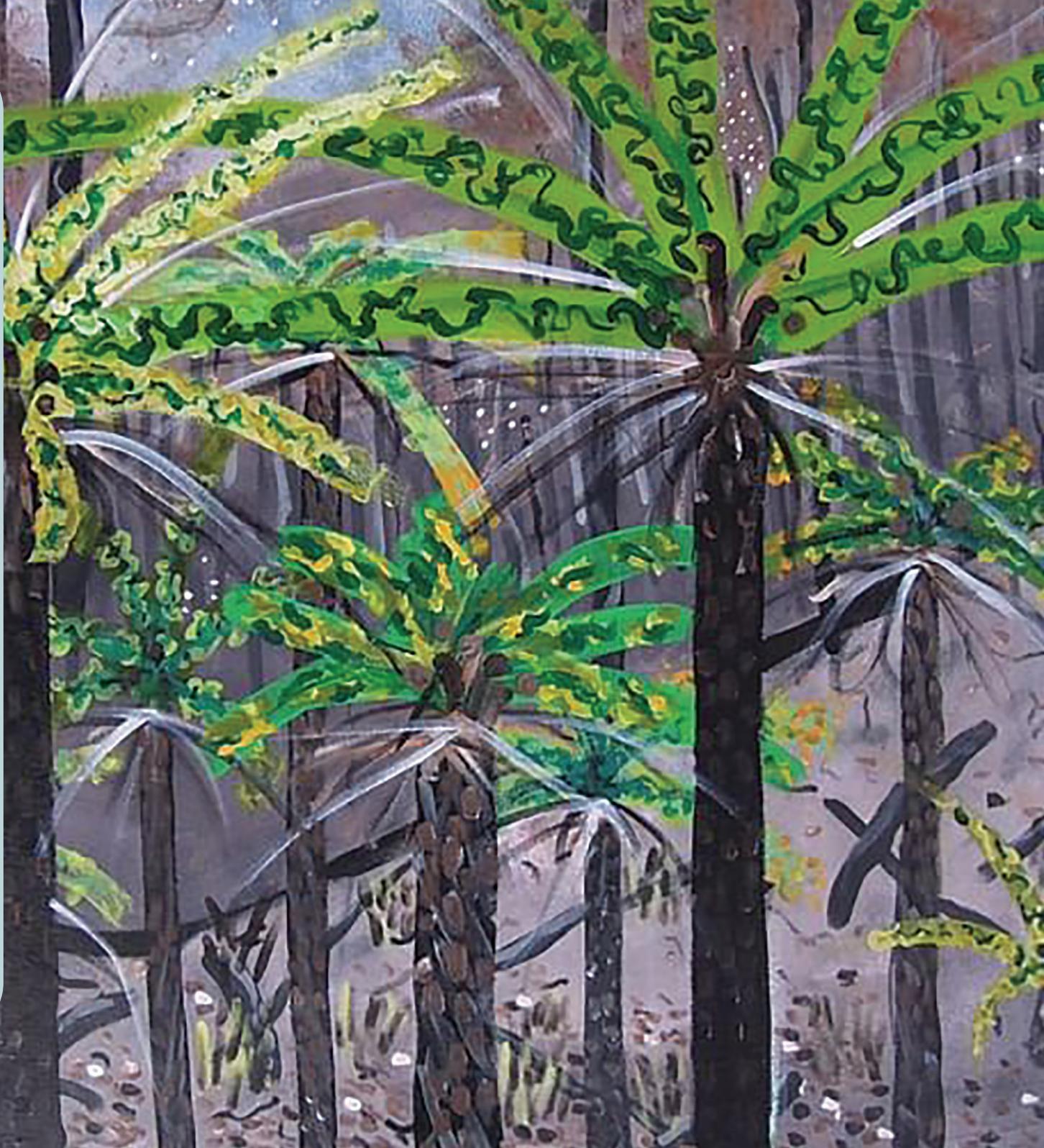
Page 15: Staff member, Paul Lillyman, assisting local general practices to implement StepCare mental health screening program.

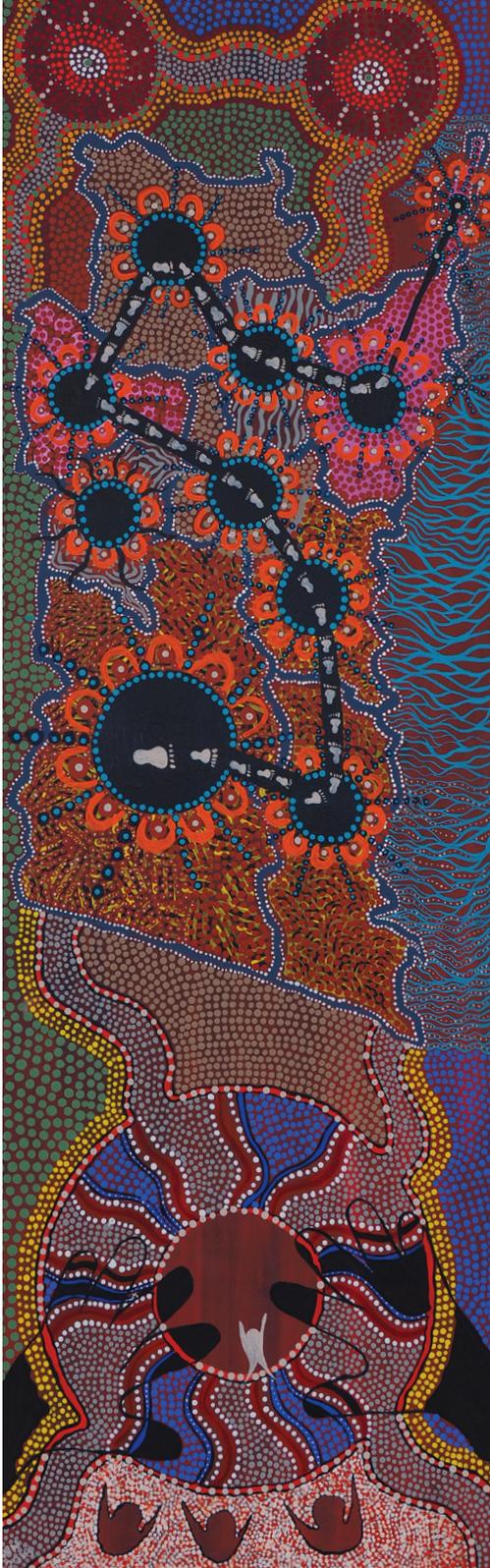
Page 17: Digital Health Agency's visit to Illawarra Aboriginal Medical Service.

Page 20: Geriatric care. Source: Shutterstock Images.

Page 22: Photo of all attendees up the stairwell. Source: COORDINARE. Photo of Michael Bassingthwaighte. Source: COORDINARE.

Page 25: Joy in the struggle, Artists: Arlie Richardson, Moriah Nelson and Monique Sosa, Fireflies Project Towamba Public School. Source: Bega Valley Regional Gallery.





We acknowledge the Traditional Owners and Custodians of the lands we are on.

We honour and pay our respects to their Elders past, present and emerging and implicitly acknowledge their continuing connections to their ancestral lands.

This artwork was painted by Walbunja woman Loretta Parsley. She is a traditional Custodian of Yuin country and has a strong connection to the South East coast of NSW. Loretta paints under the name DAWN, which stands for Doing Art With Nature. The painting is in the form of a cultural map and depicts the South Eastern NSW PHN region.

The areas in the painting are defined by local government territories and include 12 places of significance. They are Wollongong, Shellharbour, Kiama, Shoalhaven, Jervis Bay, Eurobodalla, Bega Valley, Snowy/Monaro, Queanbeyan, Goulburn/Mulwaree, Yass Valley and Upper Lachlan Shire.

“The feet represent services walking to the epicentre of COORDINARE. I have used colours that are easily decoded to unlock the physical, emotional and spiritual mood for services in health... “The main circle in the centre is the beginning of a journey to provide good health for all the community. The single free spirit is a journey that takes us through life! The hands are always helping and healing.”

– Loretta Parsley

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A note about language

Language carries history and creates meaning. In recent years, the term 'patient' has become less favoured by people using and delivering health services. COORDINARE uses the word 'consumer' throughout this report, in recognition of the choice, control and power of people now accessing services, and their role in their own care, service planning, delivery and evaluation.



Welcome

This year COORDINARE celebrated a milestone of five years of serving the south eastern NSW community. In July 2015, the organisation was established as the South Eastern NSW Primary Health Network. Five years on, we have a network of over 3,500 providers, organisations and agencies across our region, and the relationships with this network have never been more valuable. Only by working together across this diverse network of stakeholders, can we create positive change and improve the health and wellbeing of the people who live and work in our region.

This past year has severely tested our communities as they experienced drought, devastating bushfires and the COVID-19 pandemic. In response to these crises, COORDINARE has coordinated bushfire support and recovery services, provided professional support and digital systems to primary care, commissioned targeted services, and supported innovative new service solutions to address local needs. We have also invested in grassroots organisations through our small grants program to strengthen community resilience and wellbeing.

Our achievements this year are a reflection of the strength of our partnerships and our commitment to building a coordinated regional health system. Our *Regional Mental Health and Suicide Prevention Plan* with the region's two Local Health Districts, has continued to provide a critical roadmap for local action in a time when it is most needed. This strategic alliance has allowed us to coordinate, redirect and mobilise services quickly, including the trial of a new virtual care model that allows COVID-19 patients to be treated in their homes. Our work with consumers and people with lived experience has led to the development of a *Peer Workforce Framework*, that enables people with experience of mental health issues to be trained to provide essential care and support to others. Commissioning partnerships have enhanced local resources for youth mental health, improved access to specialist care, and supported local organisations to address the emerging needs from the recent crises.

Our support for the primary care workforce to provide telehealth options has ensured that essential medical care for people can continue through the emergencies. Our data capabilities and local consultation are providing more detailed information about our communities, allowing us to tailor our services and approaches further as we move from the initial emergency response to focus on recovery and rebuilding.

We are grateful to our partners and collaborators: general practices, allied health practitioners, community based NGOs, Aboriginal Medical Services, philanthropic foundations and tertiary education providers who share our vision and work with us to improve health outcomes. Illawarra Shoalhaven Local Health District (ISLHD) and Southern NSW LHD (SNSWLHD) are invaluable partners who are deeply committed to collaboration and the health of our communities.

We thank our Board for their leadership, and members of our Consumer Advisory Committee and Clinical Councils for their continuing support, advice and commitment. Finally, we would like to acknowledge and thank our team of COORDINARE staff, who have again shown their incredible dedication and passion for improving the health and wellbeing of the people of our region.

Together we can achieve our vision of a coordinated regional health system. We look forward to working with you all in 2020/21.



Richard Spencer
Chair of Board



Dianne Kitcher
CEO



About us

Our reach and connections provide a unique opportunity to improve the health, wellbeing and care of one of the largest rural and regional populations in NSW.

COORDINARE – South Eastern NSW Primary Health Network (PHN) is one of 31 PHNs across Australia and one of 10 networks 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. We are a diverse region, with more than 150 languages spoken, and 9.3% of our population born overseas. More than 25,800 Aboriginal and Torres Strait Islander people live in our region.

COORDINARE aligns with two Local Health Districts – Illawarra Shoalhaven (ISLHD) and Southern NSW (SNSWLHD) and together we support, integrate and strengthen general practice and primary health care services for more than 625,180 people. We work with diverse government, non-profit, education and research, and private care organisations to achieve improved health outcomes for our communities.

Our vision

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

COORDINARE collaborates with a diverse range of partners to ensure care is:



Person-centred



Accessible



Safe and
high-quality



Comprehensive



Population-
oriented



Coordinated across
the health system

We create positive health impacts by:

- ✓ engaging consumers in care (at individual care, service and systems-level)
- ✓ supporting general practice as the cornerstone of primary care
- ✓ building strong and successful partnerships to ensure services improve outcomes for at-risk, high needs groups
- ✓ building system enablers and facilitating service improvements and integration
- ✓ commissioning services to address local needs.

Total population
625,186+



19.9%
aged over
65 years



25,800+
people identify as
Aboriginal and/
or Torres Strait
Islander



High socio-economic
disadvantage

42%
of the
population



51.9%
people live in
major cities



38.5%
in inner
regional areas



9.6%
in outer
regional areas



22 public hospitals
16 emergency departments
30 community health centres

79
residential
aged care
facilities

4
Aboriginal
Medical
Services



198 general practices



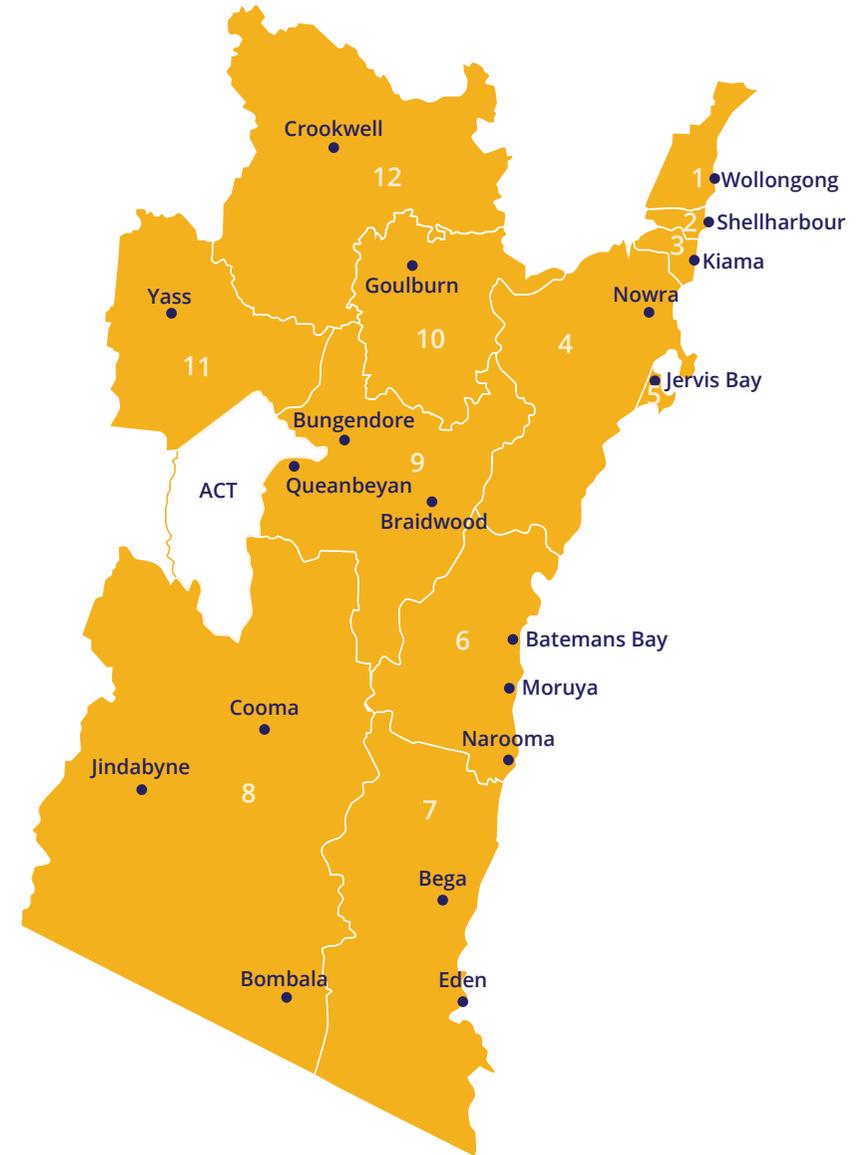
More than **730 GPs**



366 practice nurses

Local government
areas (LGAs) and
territories

1	2	3	4	5	6
Wollongong	Shellharbour	Kiama	Shoalhaven	Jervis Bay	Eurobodalla
7	8	9	10	11	12
Bega Valley	Snowy Monaro	Queanbeyan Palerang	Goulburn Mulwaree	Yass Valley	Upper Lachlan Shire



Partnering for success

Our partnerships and collaborations ensure consumers and communities experience seamless, timely and appropriate care.

We work together to develop shared priorities, plans and initiatives to:

- optimise experiences and outcomes for consumers
- improve population-based approaches to health
- support health providers to deliver more effective and efficient care.

Our partnerships stretch from more traditional primary care support to leading alliances with non-profit organisations, cultural organisations, philanthropic foundations and tertiary education. Our robust, mature and transparent governance models ensure strong representation and leadership by consumers, communities and our partners, providing local people with a voice to actively engage in the co-design of local primary and mental health care. Working together, we have a more significant impact on the health of our local communities.

ISLHD and COORDINARE share a vision for healthy people and resilient communities. We take every opportunity to work together, whether that be for system improvement or crisis response as we strive towards achieving our vision.

Margot Mains, Chief Executive Illawarra Shoalhaven LHD

We work together to deliver



**4 co-funded
GP Liaison Officers**



**Integrated Care
Strategy**



**Connecting Care
in the Community**

Partnership promotes learning and health

Lunchbox for Learning is a partnership between Kiama and Shoalhaven Community Colleges, SCARF Refugee Support and COORDINARE. This initiative aims to improve the health and wellbeing of refugee families by providing access to nutritional information, and increasing capacity for healthy, budget-friendly cooking and food preparation. Program participants learn about healthy meal preparation, growing food and local food literacy. Participants are also awarded five units toward Certificate II in Hospitality, providing a pathway to potential further training and employment.



Our 2019/20 partners

We value the diverse range of our partners as we work together towards a more coordinated health system and better health for those who live and work in our region including;



Service providers

Illawarra Shoalhaven LHD
 Southern NSW LHD
 200+ local general practices and allied health providers
 Barnados Australia
 Beyond Blue
 CatholicCare
 Clevertar
 Coomaditchie United Aboriginal Corporation
 Directions Health Services
 Flourish Australia
 Grand Pacific Health
 headspace National
 Illawarra Aboriginal Medical Service
 Katungul Aboriginal Corporation Regional Health and Community Services
 Lifeline South Coast
 Lives Lived Well
 MacKillop Family Services
 Marathon Health
 NEAMI
 One Door Mental Health
 Palliative Aged Care Consultancy Service Pty Ltd
 Palliative Care NSW
 Parkinson's NSW
 ProCare Mental Health Services
 Relationships Australia
 Royal Far West
 Salvation Army
 SCARF Refugee Support
 South Coast Medical Service Aboriginal Corporation
 The Disability Trust
 Waminda South Coast Women's Health & Welfare Aboriginal Corporation
 Wellways Australia



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)



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
 Goulbourn 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



Education & research

Australian Health and Hospital Association
 Australian Health Services Research Institute
 Australian National University
 Australasian Society for Lifestyle Medicine
 Black Dog Institute
 TAFE NSW
 University of New England
 University of Wollongong



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)

Commissioning for local need

Collaboration is key to our commissioning approach.

We work with consumers, community members and service providers to design, implement and evaluate initiatives and services to deliver quality outcomes. Our commissioning approach delivers improvements, integration and innovation through regional and local planning and alliances. We are in a unique position to create new partnerships, explore new service models and influence change to improve healthcare delivery to our local communities.

Our commissioning framework provides clarity and transparency and is supported by systems, policies and procedures that enable detailed and consistent risk and contract management. Our approach makes the most of the diverse range of skills and expertise held by our stakeholders and providers to design sustainable models that meet local needs.

Our capabilities and experience in commissioning and co-commissioning have established us as a critical partner in south-eastern NSW.



In 2019/20 we have **108** commissioned contracts across **66** local service providers providing services targeted to local needs across our region.

COORDINARE's commissioning cycle



Connecting care in the community

Connecting Care in the Community is a co-commissioned service providing care coordination for people with chronic and complex conditions living in the Illawarra and Shoalhaven. Co-designed and collaboratively governed by COORDINARE and ISLHD, the Program is a central initiative of the *Illawarra Shoalhaven Integrated Care Strategy 2017-2020*. The program helps people with complex health needs due to chronic conditions stay healthy at home, with support from primary care and outpatient services. A strong governance structure oversees the performance, models of care and outcomes of the service.

Over a year, participants experienced:

37% reduction
in Potentially Preventable
Hospitalisations² (PPH)



42% improvement
in overall Patient Activation
Measure score²



35% decline
in Emergency Department visits²



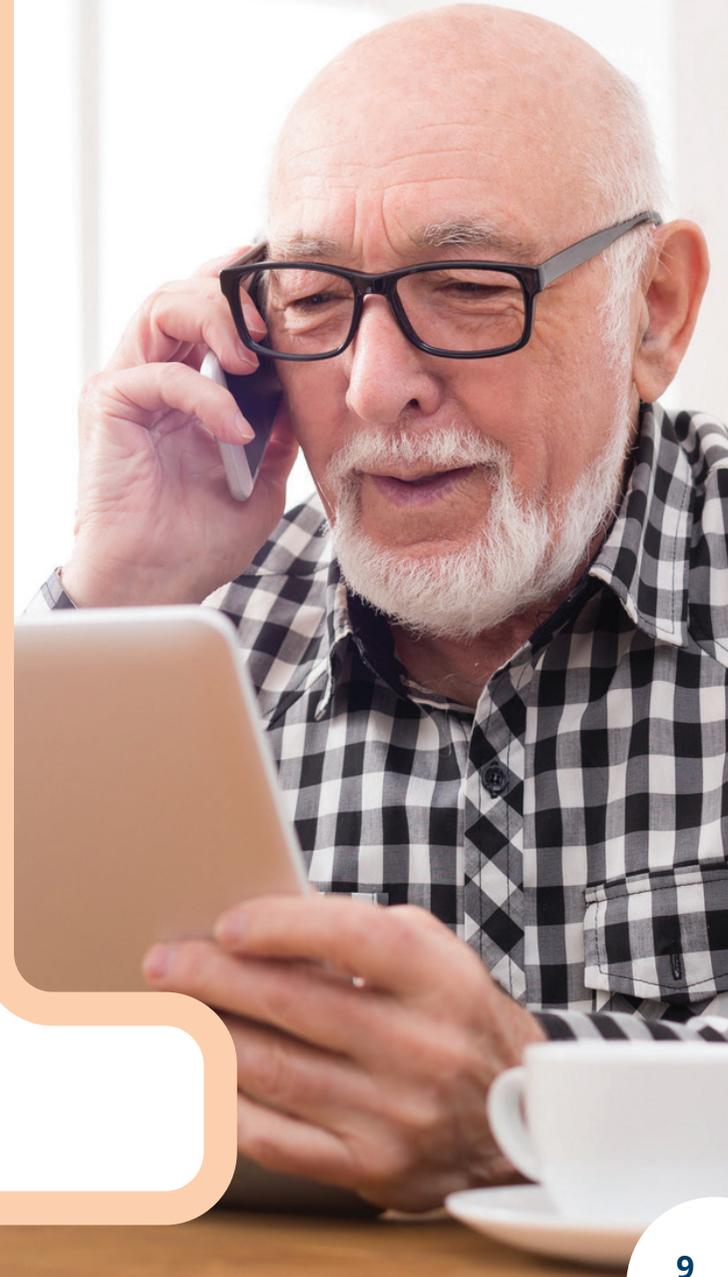
improved integration
across primary care, hospitals
and outpatients³



36% decline
in average length of stay²



**improved consumer and
clinician collaboration**



2. Quantitative evaluation data from the NSW Health Integrated Care Outcomes Data.
3. Qualitative outcomes derived from local evaluation process.

Partnering for mental health and suicide prevention

Our regional partnership approach to mental health provides a framework for planning and reform.

Our Regional Mental Health and Suicide Prevention Plan represents a groundbreaking plan for joint regional action and collaborative service development between our consumers. People with lived experience of mental health issues have been an integral part of the regional mental health project team since its inception.

A first for NSW, the cross-organisational program of work focuses on improving pathways, systems and care for people with lived experience or people at risk of suicide. The plan has a practical focus, with specific actions, roles and responsibilities, to deliver real change in the way services are offered. The critical role of the community (and their families and friends) in promoting connections and improving quality of care, is central to the plan.

The lived experience peer workforce is critical to the mental health and wellbeing of people in our region. Involving peer workers in care improves the quality of life for people living with mental illness, and can positively impact on an organisation's culture and recovery focus⁴. Peer workers are an essential component of high-quality mental health care in south-eastern NSW, drawing on their own lived experience to encourage and support recovery, and their natural and living connections to their communities.

COORDINARE continues to actively support and promote the Suicide Prevention Collaborative that currently has over 40 organisations actively involved.. This support includes the successful application in attracting new funding from a Commonwealth funding source to ensure the continuation of suicide prevention activity across SE NSW.

After many years of funding uncertainty, the approval of three years of funding provides an excellent foundation for continued support in this critical area of work by the Illawarra Shoalhaven Suicide Prevention Collaborative, as well as that of the Southern NSW Suicide Prevention Partnership.

Lifeline South Coast values our ongoing partnership with COORDINARE in suicide prevention throughout the region. Suicide prevention requires a collaborative and coordinated approach across service providers, engaging with community, and listening to the voice of lived experience. Lifeline South Coast was funded by COORDINARE to engage with local communities, identify gatekeepers, and deliver suicide awareness and prevention training. Together we are making our communities safer.

Renee Green, CEO, Lifeline South Coast

4. Department of Health. Peer workforce role in mental health and suicide prevention https://www1.health.gov.au/internet/main/publishing.nsf/Content/PHN-Mental_Tools. Published 2019. Accessed August 2020.



Strategic alliance with Local Health Districts

Our strategic alliance with both Local Health Districts in our region allows us to work together and respond quickly to address local needs and coordinate responses. Our efforts reflect our shared belief that effective management of people's health condition within a primary care setting is a crucial component of service integration. Our alliance enhances service and system integration between primary and acute care, smoothing transitions across services and improving the experiences and outcomes for consumers.

Virtual Community Care Centre supports consumers at home

Our innovative partnerships have enabled the first collaborative, cross-regional virtual care approach in NSW.

The Virtual Community Care Centre provides care to COVID-19 consumers at home via technology-enabled tools to assess and monitor consumers, in partnership with their local GP. The Centre uses virtual technology by Philips to monitor vital signs and recovery, tools for videoconferencing with the Centre for care and support, and alerts to prompt medical care if people deteriorate.

The Virtual Community Care Centre:

- offers rapid and scalable monitoring of consumers in their home following a diagnosis
- enhances the sense of security for consumers while reducing their sense of isolation
- assists people in isolation to access the right level of care at home and reduce the impact on our hospitals
- enables continuity of care provided by GPs, with specialist support as required
- enables earlier identification if a consumer deteriorates.

This program is a direct result of the strategic work of COORDINARE, ISLHD and SNSWLHD to support clinical teams to provide tailored consumer care across a large geographical region. Building capabilities in the system to improve healthcare access via technology has the potential to improve health equity by improving access to people who are in rural areas or hard-to-reach. The approach has the potential to address specialist workforce shortages and could be expanded to a variety of consumer groups, including people with chronic or complex health issues.



Adapting to community needs

We have proven our ability to adapt rapidly to local community needs through engagement with consumers, community members and local service providers.

We collaborate to design initiatives that improve health outcomes, achieve better consumer experiences, enhance provider satisfaction and deliver value for money.

Our organisation elevates the input of those most affected by service design, evaluation and delivery. Our co-design approaches value the contributions of our consumers, service users, service providers and clinical experts to a well-functioning and beneficial local health system. Our agile partnerships have allowed us to collaborate and act early and appropriately – supporting local services to respond in time and deliver services sustainably.

Supporting mental health and wellbeing

We prioritise mental health and wellbeing for recovery across the region, funding counselling and complex mental health services, providing training in mental health first aid and suicide prevention, and *Life doesn't always go according to plan*, a community wellbeing campaign. In partnership with headspace National, we established an interim youth mental health service in Batemans Bay to provide tailored, youth-friendly and responsive support to young people. Support for local youth has been crucial following the bushfires, floods and challenges associated with COVID-19. The Batemans Bay service is one of 6 headspace services funded by COORDINARE, with 3 of these (Nowra, Bega and Queanbeyan) receiving additional bushfire recovery funding in 2019/20.

Rapid response to COVID19

In consultation with our ACCHO and LHD partners we were able to identify increased needs of people in the community as a result of COVID-19.

We provided funding by creating *Short Term Relief Fund* available to the ACCHOs so that much needed support could be delivered where it was needed most.

The funding enabled the provision of;

- practical material resources (e.g. standby medical supplies, fuel cards and transport, home infection control resources)
- improves food security, and
- facilitates safe accommodation (for those living in over-crowded situations).

Our collaboration with COORDINARE has been critical in 2020 as we have responded to waves of crises. Working together, we remain focussed on strengthening the mental health and wellbeing of young people.

Jason Trethowan, CEO headspace National

Bushfire recovery

Community wellbeing is vital to the resilience and recovery of towns and villages impacted by bushfires, as well as the emotional healing of individuals. Our organisation played a support role in the bushfire emergency response and an increasing role as the region moved into recovery and healing. We commissioned services and funded bushfire-affected communities to design and deliver community activities to strengthen social connectedness and emotional wellbeing and assist in their recovery. Community activities included sports, Aboriginal healing and recovery, arts programs, environmental renewal, music and local gatherings.



\$367,000+ community grants funding provided



60+ organisations received grants funding

For current resources supporting recovery, go to: www.bushfiresupport.info

Building a system to support recovery

Recovery and rebuilding require an appropriate mix of services, including short-term high-intensity support, primary care, counselling services, holistic case management services and mental health care. During COVID-19, services used a mix of face-to-face, telehealth, phone and online services.

- We commissioned a new counselling service for bushfire impacted community members, delivered by CatholicCare, to provide general counselling and psychological support services.
- We funded Bushfire Care Navigation Support, delivered in partnership with MacKillop Family Services and Barnados Australia. Care Navigators help people navigate the service system to support their physical and mental wellbeing and provide advice about housing, financial and practical assistance.
- We worked in partnership with ISHD and SNSWLHD on the *Life doesn't always go according to plan* campaign to increase awareness of the support available for mental health, or drug and alcohol concerns in south-eastern NSW.



Towamba Fireflies Project

The Towamba Fireflies Project was one of the first recipients of COORDINARE's Community Recovery Grants. Led by local artist, Vicki McCredie, the project helped children explore the regrowth and renewal of their local area and express themselves through art. It continued to support the children during their period of homeschooling due to COVID-19. The virtual exhibition is open on the Bega Valley Regional Gallery's website.



Leaf by Leaf art therapy workshop

Over 180 participants attended the art therapy workshop held at Batemans Bay Surf Life Saving Club. Workshop participants painted leaves and placed them on a tree painted on a canvas. Over three days, the art installation emerged, with themes ranging from messages to government, fire-fighters, and lost loved ones; as well as landscapes and regeneration. The community presented the final artwork to the Surf Life Saving Club in recognition of their role in keeping the community safe during the bushfires. The workshop was instrumental in connecting with residents, including some who required additional support.

Empowering the local workforce

People are at the heart of what we do. We support and develop capabilities of the local health workforce to ensure a skilled, experienced and high-quality local health system.

Together, every person in our region's health workforce contributes to improving health outcomes for our local communities. Local people understand local needs and have the experience and connections to make change and improvement happen. We work together with our partners to empower local workforces to achieve our collective vision.

We strengthen local workforces by:

- supporting direct training and development to general practices
- partnering with local service providers to develop services appropriate to local needs
- facilitating partnerships between organisations in the region who share commonalities of purpose to reduce duplication of services
- listening to local providers about how we can best support healthcare across the south-east.

Together we create local impact to transform healthcare and health outcomes.



145 staff attended quality improvement training



15 practices in Leadership and Transformation Program

Disaster response and recovery

We work closely with emergency response agencies, community organisations and professionals for response and recovery, link health professionals with support services, and coordinate recovery and rebuilding with local organisations. In 2019/20 we provided \$367,000 in grant funds to support agencies to create local impact.

Supporting farmers through a natural disaster to promote the health and wellbeing of our farming communities, we awarded funding to local organisations, including Landcare, OZ Help, Tablelands Farming Systems and Gunning District Association. These grants focus on providing information, skill development, social connectedness and building resilience in our farming communities.



Data-driven local improvements

The *Sentinel Practices Data Sourcing* (SPDS) project is a well-established, comprehensive and continuous quality improvement program. The SPDS project uses a structured methodology of training, advocacy, support and resourcing to improve general practice data quality. More accurate and complete data at the practice and patient-level enhances the effectiveness of routine primary care consultations and can help to build a comprehensive and precise picture of the health status of our region. In 2019/20, the project provided the mechanism to prepare practices for the Practice Incentive Program Quality Improvement Incentive (PIP QI).

80%+
general practices engaged
in SPDS



80%+
attained PIP QI incentive

quality achievements in:



preventative health



demographic metrics



clinical outcomes

In line with the project's robust and ethics-approved methodology, COORDINARE has access to de-identified data representing over 470,000 individuals (almost 75% of the catchment's residential population). This data provides population-wide information which will help identify regional and area-level prevalence estimates of chronic conditions and health risk factors, allowing local organisations to target resources where they are most needed.

Partners in translational research

The ImpleMentAll project aims to develop strategies that help implement eHealth interventions. The project involves the use of the It-Fits toolkit – a digitally-accessible step-by-step guide – to tailor practice-specific approaches to implementation of internet-based Cognitive Behavioural Therapy (iCBT).

We are partnering with Black Dog Institute on this project through the StepCare mental health screening program in general practice. The multidisciplinary, international ImpleMentall research collaboration brings together clinical practice, innovation, clinical research and innovation science, and has the potential to move valuable eHealth interventions more efficiently into routine care.



Building capability and resilience in general practice

We provided general practices with funding to develop skills, implement new or enhanced models of care and engage in structured practice improvement. Funding has supported:

- a partnership with the University of New England to build capabilities of practice support staff
- the 12-month Leadership and Transformation Program
- the Winter Strategy, a practice improvement project focused on improving care for consumers considered to have complex needs, whose medical conditions were unstable, who were very unwell or admitted to hospital during the 2019 flu season.



NSW Vocational Student of the Year - Health Industry (2019 NSW Training Awards - New England) won by Medical Practice Assistant Trainee Elizabeth Grist from Ulladulla.



Interactive webinar series for receptionists as part of Certificate IV in Medical Practice Assisting



\$170K+ allocated to practice improvement via the *Winter Strategy*

I am grateful... to have been given the opportunity to increase engagement with our Aboriginal and Torres Strait Islander patients... I think we were able to achieve some great individual patient outcomes and certainly bonded our team with a vision to provide the best care and contribute to closing the gap.

Participant, Leadership and Transformation Program

Facilitating change and improvement

We are committed to improving Aboriginal health and commissioning culturally appropriate and sensitive health services for local Aboriginal people. We work closely with the four Aboriginal Medical Services in our region to identify needs and service issues and co design the best service responses.

Reconnecting to country

The *Reconnecting to Country* project aims to improve care coordination and communication for Aboriginal people with chronic conditions from acute care to home. The program is a collaborative project of ISLHD, Grand Pacific Health, COORDINARE, Illawarra Aboriginal Medical Service (AMS) and Waminda. It builds on the complementary strengths of ISLHD's Access and Referral Centre (ARC) as the central point for all referrals in ISLHD, and 48-hour follow-up phone contact and the capabilities and connections of local Aboriginal health and medical services.

Improving our understanding

We work closely with Aboriginal and Torres Strait Islander communities to demonstrate our commitment to the continued development of respectful relationships with local Aboriginal communities. We are culturally sensitive, respectful and meaningful in all that we do. We developed the *Reflect Reconciliation Action Plan (RAP)* in consultation with our Board, Cultural Advisor and other key stakeholders. The RAP defines strategies to foster healing and recognition – providing priorities and guidelines to help us engage more meaningfully with Aboriginal and Torres Strait Islander communities, histories and cultures.

We take the opportunity to thank those in who may worked with us along this journey of improving our own cultural understanding and sensitivity and weaving this into our daily thinking.



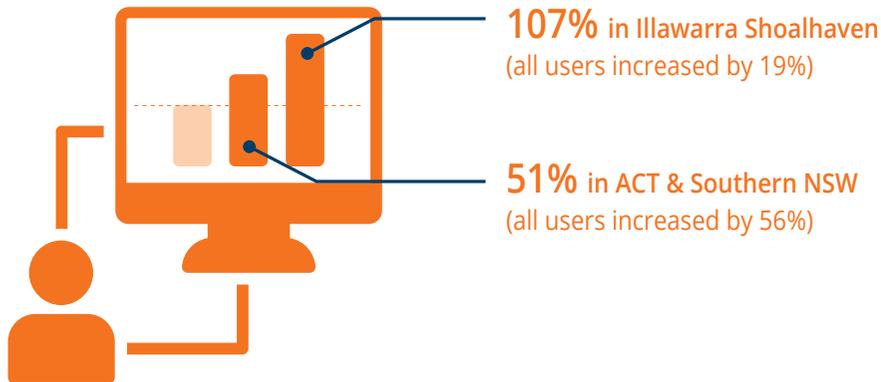
Improving access to information

We are committed to working with general practice to facilitate practice improvement and transformation. We work directly with individual practices to support change, as well as building the capability of practices and partner organisations to undertake transformation locally.

Enhancing clinical decision making

HealthPathways provides clinicians with information about locally agreed pathways and processes, allowing health professionals to make decisions with consumers at the point of care. As part of the recent disaster and public health responses, rapid development of local pathways has been vital to communicate clinical and service information and resources to general practice. A cross-jurisdictional approach from ACT and NSW during the bushfires and COVID-19 has enabled rapid access to local information.

HealthPathways usage increased⁵ by:



Supporting My Health Record usage

We continue to support general practitioners, pharmacists and other health practitioners to use information held in My Health Record to deliver coordinated care to consumers. As a result of this work the usage rates of My Health Record continue to be strong in our region.

My Health Record adoption for 2019/20:



HealthPathways is the clearest place to get everything you want... very clear links and dated updates of changes, links to the Department of Health, college-based guidelines... and localised around regions.

Dr Tanya Robertson, Canberra GP

Improving access to specialist care

Chronic pain management partnership

COORDINARE partnered with SNSWLHD and the NSW Agency for Clinical Innovation (ACI) to implement a quality improvement approach to chronic pain management, including access to a specialist multidisciplinary chronic pain service provided by key partners, St Vincent’s Hospital. In addition to this telehealth model, we funded 6 local group pain management programs, and an online pain management program when COVID-19 impacted on face-to-face services. As a result of this partnership, people in the south-eastern region of NSW now have access to specialised and person-centred pain management services.

Consumers with moderate-severe symptoms made clinically significant improvements in the program⁶.
in the area of:



The empathy and obvious understanding of the therapists of what it is like to live with chronic pain came through, despite not being in the same room but via a computer screen. I really recommend this course to anyone with chronic pain.

Robyn*, online pain management program

⁶ This data is reported through ePPOC – the electronic Persistent Pain Outcomes Collaboration managed by the Australian Health Services Research Institute (AHSRI) at the University of Wollongong Jan-June, 2020

Improving access to specialist geriatric care

The *Geriatrician in the Practice* (GIP) program provides holistic medical consultations by the general practice team, together with the specialist care team. The program offers person-centred dementia assessment and management, improves capabilities of primary care providers, embeds a sustainable and scalable model of care and increases access to timely specialist assessment in a familiar environment (the consumer's usual general practice). The GIP model improves consumer and carer engagement and experience, care coordination and linkages between specialists in ISLHD and local general practices.

The GIP program has involved:



54 general practitioners



39 practice nurses



10 general practices



1 Aboriginal Medical Service



662 consumers

Consumers seen as part of the GIP program in the Shoalhaven:



15% less likely to attend the emergency department



>99% attendance rates



40% less likely to require an emergency admission



require fewer reviews than those seen in hospital clinics

We have been trying to convince my Dad to see someone about his memory. Having this clinic at our local GP made all the difference. As suspected, Dad probably has Alzheimer's, but at least we know, and we have a plan, medication to try and community service referrals. I cannot rate this program highly enough.

GIP program participant



Ensuring strong governance and accountability

Our leadership and governance structures provide strong accountability and oversight for our organisation.

Our skills-based Board guides our strategic direction, oversees our implementation of strategic objectives and is accountable for organisational performance. COORDINARE's 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 approach is underpinned by monitoring and evaluation, ensuring the work we do creates impact and informs planning and future commissioning.

Our collaborations at a national, state and local level help us build regional capability and enable us to effectively and efficiently deliver quality outcomes for the people who live in our region.

Governance Structure



Our governance process includes taking the opportunity for all our governance committees to meet together to discuss and debate a key principle for the purpose of informing future strategy.

We are grateful for the opportunity for our members of our Clinical Councils and the Community Advisory Committee to come together, for the second time since inception in 2015. Focusing the principle of 'creating value through partnerships' participants, together with Board members and the executive discussed and debated six key themes. The discussions were intense and rapid fire demonstrating the passion for our ultimate purpose being better health outcomes across the region. Discussion resulted in many important insights including deep agreement on the role and value of partnerships in progressing change, and the importance of shared clinician and consumer leadership in achieving this.



Thank you Michael Bassingthwaite

The Chair, CEO and Directors would like to take this opportunity to thank and acknowledge the significant contribution of Michael Bassingthwaite as a Founding Member of our Board. Michael's many years of executive experience in the health sector and deep understanding of the challenges of the health system has been invaluable to COORDINARE. Michael has also served on the Finance and Risk Management Committee throughout his tenure and with his business and finance expertise he has made a terrific contribution to the organization. Michael retired from the Board in March 2020 and we welcomed Mr Chris Stolk as the Peoplecare member representative to the Board.



Board of Directors

Our Board provides a unique blend of both private and public perspectives, and innovative thinking to guide our organisation to transform the health of people in our region.



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 Chair

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 provides strategic advice and clinical governance expertise to our Board and organisation.



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.



Professor Alison Jones

BOARD MEMBER

Governance and Remuneration Committee member

Professor Alison Jones is the Pro Vice-Chancellor (Health Strategy) at the University of Wollongong. Prior to this, she was the Executive Dean of the Faculty of Science, Medicine and Health at the University of Wollongong.

Professor Jones has extensive governance experience and more than 25 years of clinical practice, currently working at Blacktown Hospital in Toxicology, and Wollongong Hospital in General Medicine.



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.



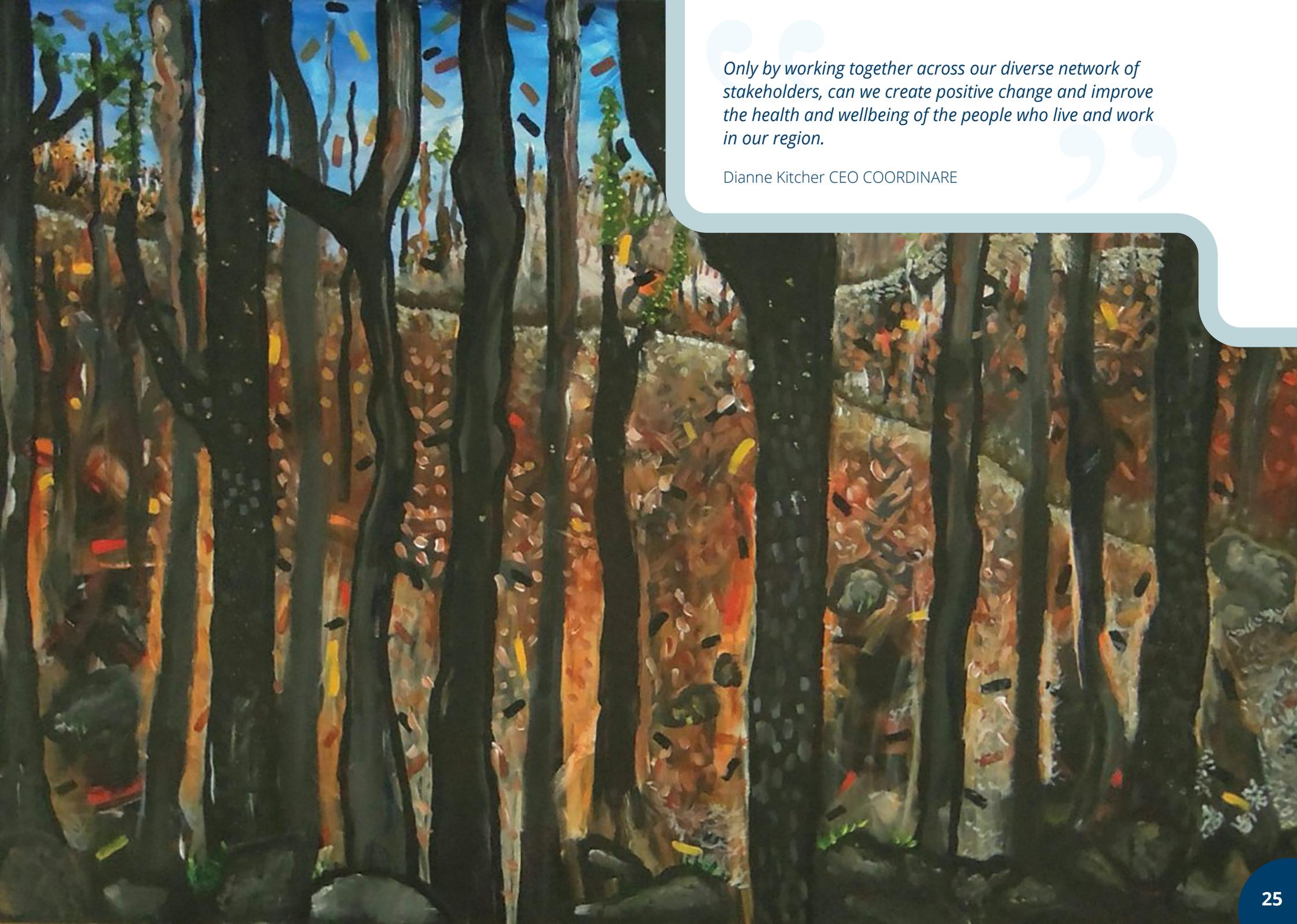
Mr Chris Stolk

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.



Only by working together across our diverse network of stakeholders, can we create positive change and improve the health and wellbeing of the people who live and work in our region.

Dianne Kitcher CEO COORDINARE



phn
SOUTH EASTERN NSW
An Australian Government Initiative

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