



Quality of Care Report 2021-2022



gateway
health

People living well

About this report

The Quality of Care Report provides feedback to the community about our performance against quality indicators and standards in the following areas:

- Consumer, carer and community participation
- Quality and safety
- Comprehensive care

Gateway Health's Quality Framework is based on the principles and effective practice of clinical governance. The framework provides a systematic approach to monitoring and improving service quality.

We work with our staff, healthcare partners, consumer representatives, clients and their carers to ensure our services are safe, effective, equitable, connected and person-centred. We strive to improve quality of care and safety in all aspects of our organisation.

The report includes stories and examples that demonstrate how we put this into practice and how we are working in partnership to respond to the health and wellbeing needs of our communities.

This year the Quality of Care Report is organised under our five core values.



We care: We serve all people and are committed to improving individual and population health outcomes.



We work together: We engage in meaningful partnerships and integrated service planning to contribute to a connected client experience.



We innovate: We provide innovative and sustainable services that can quickly adapt and deliver in an environment of ongoing changes.



We achieve: We strive to continually deliver high-quality services that create a positive client experience and enable people to live well.



We learn: We continuously undertake quality improvement activities to deliver better health outcomes across the region.



Gateway Health acknowledges the Traditional Custodians of this land on which we stand and pay our respect to the Elders, past, present and future, for they hold the memories, the traditions and the culture of all Aboriginal and Torres Strait Islander peoples.



Gateway Health acknowledges and recognises people from different nationalities, cultures and identities. We are committed to providing an inclusive service and work environment where individuals feel safe, accepted, affirmed and celebrated.





Welcome to Gateway Health's 2021-22 Quality of Care Report

Gateway Health's vision of "People living well" means that our staff are committed to helping people to feel safe, informed and supported in setting their health and wellbeing goals and to ensuring they receive the services they need to assist them in achieving those goals.

It also means that Gateway Health works with other health and social service organisations, industry peak bodies, consumer and carer advocates, and all levels of government to inform the design and provision of services, policy and legislation aimed at improving the conditions and environments in which people can be as healthy as possible and thrive.

The Quality of Care Report highlights the work we have done to improve the quality and range of services provided to the individuals and communities we serve. It includes stories about what we are doing to make sure that our services are safe, accessible and effective, and demonstrates the commitment of our staff to providing the best possible care to every client, every time.

Despite the challenges created by the pandemic, our staff continued to deliver quality primary health care and contributed to the development of new or expanded services.

As a leader in community health, Gateway Health played a key role in the regional response to the COVID-19 pandemic, working with the Albury Wodonga and Goulburn Valley Public Health Units to provide testing and vaccination clinics. Our staff also provided care and support for vulnerable clients who were isolating and recovering from COVID-19 at home.

Construction of the long-awaited drug and alcohol residential rehabilitation centre in Wangaratta was completed this year and is now fully staffed and operational. Funded by the Victorian Department of Health, the facility provides a much-needed addition to the suite of drug and alcohol treatment services

available in North East Victoria. Gateway Health operates the service as a Therapeutic Community in partnership with Odyssey House Victoria.

Gateway Health is also a collaborating partner in the Ovens Murray Orange Door which opened in Wangaratta in August 2021. The Orange Door brings key services together in a shared service model and location. It aims to improve the coordination of responses to family violence.

Gateway Health has a long standing and ongoing commitment to making sure we are an LGBTIQ+ inclusive organisation for our staff, clients and the community. For the first time, the organisation undertook accreditation against Rainbow Tick quality standards and successfully met all six standards.

In this report, you can also read about what makes our Wodonga Medical Practice so deserving of both State and National Royal Australian College of General Practice (RACGP) awards for GP Practice of the Year in 2021. This is such a remarkable achievement and a credit to the team of highly professional medical, nursing, allied health, reception and administrative staff who go above and beyond to care for their patients.

These achievements represent the tireless efforts of our staff, volunteers, community reference group members and healthcare partners who work with us to plan, deliver and improve the services we provide. Thank you to each and every one of you.

Leigh Rhode
Chief Executive Officer

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About Gateway Health

Gateway Health is a not-for-profit company limited by guarantee, and a registered Community Health Service under the Health Services Act 1988 (Vic).

We provide health and welfare services to individuals, families and communities across North East Victoria and parts of Southern New South Wales.

Services are provided across the life span - from before birth, through childhood, adulthood and older age. Many of these services provide a link between hospital care, aged care and community care across other health and welfare organisations. We work to ensure connected care between services and providers.

We deliver services from Gateway Health facilities in Wodonga, Wangaratta, Myrtleford and Benalla, and through outreach to rural communities across the region. Service delivery also includes the use of telehealth.

Gateway Health also works in partnership with communities, local government, and a range of public and private agencies and entities. We collaborate at many levels with other sectors, such as justice, education, housing, agriculture and employment. We work together to support individual client goals and needs, and to strengthen the systems and environments that support the health and wellbeing of the individuals and communities we serve.

Gateway Health employs over 390 staff of diverse ages, experiences, disciplines and backgrounds.

Our staff are supported by a network of volunteers, as well as consumer partners and students, who contribute across all parts of the organisation.

Gateway Health recognises that staff and volunteers are the organisation's greatest asset, and are critical in representing and delivering on our values and aspirations. This recognition underpins our commitment to creating a workforce that reflects the diversity of the communities we serve.



Services are provided across the life span - from before birth, through childhood, adulthood and older age.



We deliver services in Wodonga, Wangaratta, Myrtleford and Benalla, and through outreach across the region.



We employ over 390 staff of diverse ages, experiences, disciplines and backgrounds.



Our vision

People living well

Our vision is for people to live well across the lifespan.

Our purpose

To provide care and services that connect the community and strengthen individual and population health and wellbeing.



Key directions

Gateway Health's 10-year Service Plan 2019-2029 provides a roadmap to meet the needs of our community and outlines the future direction of services to be provided across the greater Ovens and Murray region.

Four key priorities were identified in the Service Plan.

1. Build capacity, capability and systems to manage an increased demand for services arising from population growth and change.



2. Lead the development of the Ovens Murray model of integrated service planning and delivery.



3. Work in partnership with others to improve population health.



4. Be recognised as a leader of, and advocate for, community health.



The way we work is underpinned by the following principles.

We ADVOCATE for fair and equitable access to health care and wellbeing services for all.

We RESPECT the strength of individuals and the community, and their capacity to recover from adversity.

We RECOGNISE the importance of adaptability and responsiveness to enable us to deliver on our commitment to the community.

We ACTIVELY LISTEN and work alongside the community and each other to design and deliver better solutions.

We BELIEVE a learning culture is critical to enhancing the wellbeing of staff, clients and the community.

We CONTRIBUTE to creation of a connected and integrated health and community care system to achieve the best outcomes for our clients and community.

The communities we serve



While the region's population is mainly concentrated in the regional cities of Albury, Wodonga and Wangaratta, many people live in smaller townships in the hills and valleys of the surrounding area.

The communities in North East Victoria and Southern NSW are changing. Originally founded on agriculture, manufacturing, and tourism, many parts of the region have been impacted by long-standing drought, and more recently flood, bushfire and pandemic. These events have led to many changes in the economic as well as physical environments.

Populations across Local Government Areas in Gateway Health's catchment are predicted to increase by small numbers in some areas, with Wodonga and Albury projected to grow the most.

The year at a glance



44,473

appointments
booked in our
medical practices



988

young people
supported
through
headspace



82,899

contact hours
across our
programs and
services



22,451

appointments
using telehealth



23

languages spoken
by our clients
from more than
85 countries



34

volunteers

395

Gateway Health staff

86

new staff joined Gateway Health



Gateway Health serves all people and is committed to improving individual and population health outcomes.

With a focus on supporting people at highest risk of poor health outcomes, we aim to deliver services that are safe, equitable, accessible and trusted across the community.

Our models of care are adaptive, responsive, person-centred and place-based. This means we can better respond to the specific needs in our region and support the delivery of better health outcomes for individuals and communities.

We care



Delivering safe services to our communities

Throughout 2021/22 COVID-19 continued to present challenges to the way we work and deliver services across our region.

What we did and continue to do to keep clients and staff safe

We followed the advice of both the Victorian and Commonwealth governments. As required by the Victorian Government, we undertook regular reviews of our Covid-safe plan and made necessary adjustments throughout the year.

Gateway Health's Business Continuity Team (BCT) met weekly throughout 2021/22. The focus was on ensuring the continued delivery of our critical services within public health orders, whilst managing the impact of illness and isolation on our workforce and clients.

A priority area for the BCT was protecting our clients and staff from contracting COVID-19 through exposure at Gateway Health sites and when accessing our services. The introduction of our COVID-19 client screening process was a key part of this.

The screening tool required staff to contact clients before their appointments and run through a series of questions designed to identify if they could be at high risk of having COVID-19. This meant we could make sure that clients who were at high risk did not come into our offices, and that our staff did not go into their homes - except for the provision of critical care.

We reviewed and refined this process as the pandemic and public health orders changed.

How we made a difference

The COVID-19 client screening process proved effective. We had no known cases of transmission of COVID-19 infection from clients to staff throughout the year.

We also ensured that clients who we identified as high-risk got the care they needed. We offered to provide services by phone, telehealth or other means, or to reschedule their appointment to a time when they were feeling better or their quarantine period had ended.

If service delivery was critical, staff wore an appropriate level of personal protective equipment (PPE) and delivered the care in the safest possible way.

Other measures we put in place to deliver safe services included:

- the use of telehealth where appropriate, to reduce the risk associated with face-to-face services
- staff training and resources on infection control and hand hygiene
- a requirement for all staff to wear surgical masks, and eye protection in some cases, when seeing clients
- support and education for staff who were required to wear full personal protective equipment.

We also advised staff to get tested, notify their manager and stay at home if they were symptomatic. If too unwell to work, staff were supported to take the time they needed to recover.

Through the actions we took we were able to continue delivering services to support our communities.



Through the High-Risk Accommodation Response (HRAR) program, Gateway Health worked with the Albury Wodonga and Goulburn Valley Public Health Units to provide outreach vaccination clinics and we supported vulnerable clients who were in isolation due to COVID-19. You can read more about these initiatives on pages 24 and 25 of this report.



Quality and Safety - Reporting and management

Gateway Health monitors, investigates and actions all incident reports we receive. This process is vital to ensure we maintain high-quality services and provide a safe environment for staff and clients. It also helps us identify any areas where we can improve service delivery.

As Chart 1 on page 11 shows, there was a slight increase in the number of clinical incidents reported while the number of Occupational Health and Safety (OH&S) incidents and the number of hazards reported went down from the previous year.

There were 72 clinical incidents reported, up from 60 in 2020/21. The total number of OH&S incidents reported dropped from 60 in 2020/21 to 44 in 2021/22.

The significant decrease in hazards reported since 2019/20 was partly due to a change in the reporting method. We found there had previously been some duplication of reported incidents. After changes to the incident management system we were able to identify duplications and ensure that each incident was only counted once.

Category 1 are very serious incidents - also referred to as adverse or sentinel events. There were no Category 1 incidents in the 2021/22 period.

How we review reported incidents

In 2021 we formed the incident review panel to review all Category 1 and 2 incidents, including those reported under OH&S. The panel also reviews any lower category incidents that are escalated due to risk or concern.

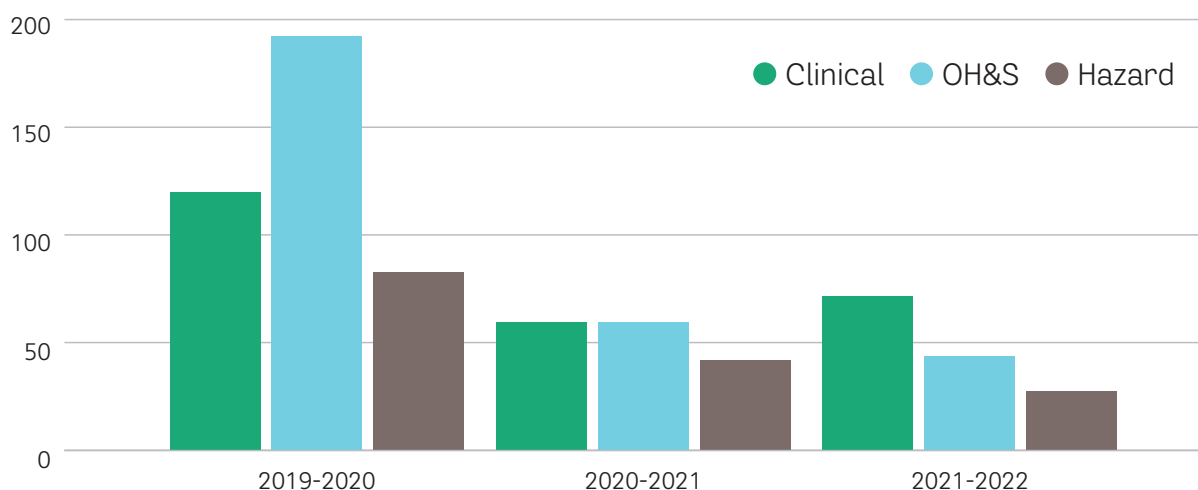
The panel identified an appropriate investigation process for all incidents referred. Any recommendations and improvement actions were implemented and monitored for progress.

Below are some of the organisation-wide improvements arising from clinical incident reviews.

- Development and implementation of client information system audits supporting procedures for staff to improve documentation in client files.
- Review of client risk assessment procedures to better flag clients who are at risk of self-harm.
- Review and updating of emergency procedures and responses.
- Review of privacy and confidentiality procedures and provision for privacy training for all staff.

Program managers review clinical incidents that are not referred to the incident review panel. Any corrective actions are implemented at the program level.

Chart 1: Number of incidents and hazards



How we addressed safety concerns

At Gateway Health we take the provision of a safe environment for clients to access services and a safe workplace for our staff very seriously. We encourage the reporting of all issues and hazards that impact the health and safety of our staff and clients.

The highest number of clinical and OH&S incidents were associated with client behaviours. To address this, we provided de-escalation

training for staff who work with people who may be distressed and/or aggressive.

As an outcome of another incident panel review, we undertook a full review of emergency management, emergency responses, and evacuation processes. This included warden, fire extinguisher and first aid training. Warden training included desk-top drills, walk-throughs, and simulated

emergency responses. We also reviewed all emergency policies and procedures and updated evacuation diagrams.

In response to another incident report, we identified a footpath that was a trip hazard and required upgrading. Facilities and WorkSafe established the corrective actions needed and provided a report to the council. The council then carried out the necessary repairs.

How we supported staff wellbeing

COVID-19 continued to have a significant impact on our workplace and staff through 2021/22. Many staff had to work from home due to contracting the virus themselves or isolating as household contacts. And face-to-face service delivery was not always possible.

To help staff feel connected and reduce the impacts of isolation and loneliness, we implemented a range of strategies across the organisation and within teams. These included:

- monthly virtual all staff meetings
- regular phone check-ins with team members
- the use of Zoom chat messaging
- increased virtual opportunities for both staff and clients – including individual and group Zoom sessions as well as telehealth
- introduction of Gateway Health Virtual Olympics, online quizzes, and one-minute vent sessions for staff
- issuing each staff member their own hand-written thank you card and fun survival kits.

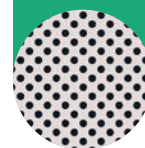
The Victorian Healthcare Experience Survey

The Victorian Healthcare Experience Survey (VHES) collects and analyses the experience of recent users of Victoria's health system. The purpose is to measure, monitor and report on client experience to support quality improvements.

Consumer and client experience

The statistics below highlight the feedback that Gateway Health clients gave about their experience with us.

Please note: The 2021 survey took a different format to previous years, with fewer questions included.



Overall experience	Respondents said that using Gateway Health has been helpful for their health and wellbeing	88.6%	Vic score 86.8%
	Respondents felt they were always treated with respect and dignity	96.8%	Vic score 94.5%
Highlights			
Communicating effectively	Respondents said staff always explained things in a way that was understood	94.8%	Vic score 87%
Staff	Staff always introduced themselves and their role	97.5%	Vic score 90.2%
	Respondents always had trust and confidence in staff	94.8%	Vic score 92.8%
Personalised and holistic	Respondents were always able to discuss questions or concerns with staff	94.3%	Vic score 87%
Environment	Respondents always felt safe while visiting or being visited	94.3%	Vic score 96%
Room for improvement			
Shared decision making	Respondents were definitely involved as much as they wanted to be in making decisions about their care	89.5%	Vic score 82.4%
	Respondents said that family or someone close was definitely involved as much as wanted in decisions about care	80.5%	Vic score 75%
Planning your care	Respondents said staff definitely helped to set health and wellbeing goals for the patient	84.9%	Vic score 75.8%
Feedback	Respondents were given or saw information about how to provide feedback	82.2%	Vic score 68.7%
Working together	Respondents said staff definitely worked as a team to provide care	86.9%	Vic score 82%
Access	Respondents were always able to get an appointment when needed	72.1%	Vic score 65.9%
Priority area			
Equity and inclusion	Respondents said that staff always arranged support to communicate or understand English if they needed it	55.5%	Vic score 60.3%

Priority area

Gateway Health has identified equity when accessing services as a key area for improvement.

- Work is underway to review and update our procedure for staff to work proactively to access interpreters for clients. The new procedure will be in place and trialled over the second half of 2022.
- We are planning to undertake promotional work across the organisation to reinforce the importance of providing appropriate interpreter services to clients.
- An Equity and Participation team has been established to develop resources and support service delivery.
- We are developing new accessible communication guidelines to ensure communication and marketing materials can be accessed and understood by people with English as a second or third language.



Connecting people through a social support group

Active Rural Communities (ARC) provides a range of group-based programs. These programs are designed to enable access and support for participants to enhance social engagement, participation, physical function, independence, and emotional wellbeing.

The easing of COVID-19 restrictions in late 2021 provided an opportunity for the ARC team to review, redesign and restart a range of group programs that were impacted by lockdowns and public health orders.

Feedback from participants highlighted the need for more social connection – so a new social lunch group was created.

The program took place from March to May 2022 and had 80 participants in total.

Covid-safe program delivery

To ensure the safe delivery of this group program, the following measures were implemented:

- There was a cap on attendance numbers.
- Social distancing was in place.
- Participants ate outside if the weather permitted.
- Infection control and cleaning procedures were implemented.
- Catering in single serve packages was sourced where possible, requiring minimal handling by ARC staff.

How we made a difference

Coming together to share food and conversation was a valuable way for participants to connect with a diverse range of people from their local community.

We received positive feedback from participants. Many expressed their happiness at being able to come together to share a meal with others at a reasonable cost. There were a lot of laughs, conversations, and friendships formed around the tables.

Raising overdose awareness in the community

In August 2021 Gateway Health's Alcohol and Other Drugs (AOD) team participated in the international campaign for overdose awareness.

The purpose of the campaign was to:

- increase awareness of the risks of opioid overdose
- inform the community that Gateway Health provides free naloxone to people at risk of opioid overdose
- reduce the stigma of drug-related overdose and death
- acknowledge the grief felt by families and friends as they remember those who have died or had a permanent injury as a result of a drug overdose.

The Rural City of Wangaratta, AlburyCity, and Wodonga Council supported the campaign by lighting up these local landmarks in purple:

- Wangaratta Water Tower
- Wodonga Water Tower
- Murray Art Museum Albury (MAMA)
- The Chandelier Room at Albury Entertainment Centre

This gesture aimed to raise awareness and spread the message that death through overdose is preventable.

How the campaign made a difference

Gateway Health's AOD team received self-referrals from people who had seen the awareness campaign. We provided them with free naloxone and overdose prevention support.

The AOD team also expanded their knowledge and expertise in the prevention of overdose. We now have several "naloxone champions" who can offer education, overdose response training, and overdose prevention interventions, as well as free naloxone doses.

Did you know?

Since 2020 the AOD team has delivered naloxone and overdose prevention support to almost 200 people.

"I always knew I could pop into Gateway Health to see the AOD staff, they gave me naloxone four times and every time I used it, it stopped one of my mates from overdosing. They are so easy to talk to and they always listen."

A local 45-year-old male.





Gateway Health works in partnership with other organisations whose values and objectives align with ours.

Well-developed partnerships with health and other social care services are essential to inform the design and delivery of integrated regional service models that enable better access to services and ensure a seamless transition of care between healthcare providers.

We continue to build on existing regional partnerships, as well as explore new relationships, to enhance collaboration and improve referral and coordination of care for clients and their families.



We work together

Partnering with La Trobe Rural Health School to focus on rural health workforce challenges

In a first for Gateway Health, a conjoint appointment was established with La Trobe University's Rural Health School to address rural health workforce challenges.

Dr Lyndal Sheepway was appointed to the role of Learning and Development Coordinator to support staff to undertake further education, and to increase the number and enhance the quality of student placements.

How this partnership made a difference

Lyndal and the student placement administrators at Gateway Health worked with staff and external education providers to increase the number of confirmed student placements at Gateway Health.

Feedback on the quality of the student experience for those who undertook their placements at Gateway Health has been positive. Evaluation showed that they were satisfied with the variety of client contact, the supportive staff and the welcoming workplace environment.



The number of student placements increased from 12 in 2020 to 24 in 2021.



The majority of students were local to the Wodonga and Wangaratta areas and represented at least 12 disciplines.



Approximately 85% of students agreed that they would consider employment at Gateway Health following their placement.



The three students who undertook a placement in the Gateway Health Alcohol and Other Drugs team in 2021 and 2022 are now employed by Gateway Health.

Launch of The Orange Door

On 24 August 2021 The Orange Door Wangaratta was launched in a partnership between Family Safety Victoria, Gateway Health, Mungabareena Aboriginal Cooperative, Victorian Aboriginal Child Care Agency, Centre Against Violence and Upper Murray Family Care.

The Orange Door is a comprehensive intake and assessment service. It brings providers together so that individuals and families don't have to go to a number of different providers and retell their story multiple times to have their needs met.

The service provides a coordinated response for those who use and experience violence, and has a focus on child wellbeing.

The Orange Door is a visible contact point which was not previously available, making it easier for people to know where to go for support. The premises are designed to be safe and welcoming.

Our integrated teams of practitioners collaborate with their counterparts across Victoria to:

- assess and mitigate the risk of family violence
- provide urgent wrap-around supports
- initiate onward referrals to the services people need to stay safe.

Gateway Health is proud to be part of The Orange Door network and is continuing to deepen its specialist expertise in interventions for men who use violence.



Partnering with Odyssey House Victoria to launch a residential rehabilitation facility

On 15 February 2022 we welcomed our first residents to the Therapeutic Community based in Wangaratta.

What is the Therapeutic Community?

The Therapeutic Community is a 30-bed residential rehabilitation facility for adults experiencing significant problems relating to alcohol and drug use.

The service focuses on helping people with alcohol and drug-related challenges to improve their lives. It aims to support the development of behaviours, attitudes, and values of healthy living.

Residents are also encouraged to assist each other, creating a community that fosters healing through mutual support.

We partnered with Odyssey House to open this facility, making it easier for people in our community to access a service of this kind.

Entry to the facility is voluntary.

In the first five months of operation we had:

A culturally connected environment

Our vision for the Therapeutic Community is to be a respectful and culturally safe environment for clients and staff. We aim to be well connected to our local Aboriginal and Torres Strait Islander community.

On 24 February 2022 we held a smoking ceremony to announce to the ancestors of the lands on which we are working that the Wangaratta Therapeutic Community is open.

Uncle Dozer, a Bangerang Elder, performed the Welcome to Country and smoking ceremony.

Our guests at the ceremony included the Mayor of the Rural City of Wangaratta, Councillor Dean Rees, and Gateway Health Board members. Mungabareena also had a strong presence on the day.

The site will continue to evolve with a solid footprint linking it to the traditional custodians of the lands on which it operates.



72
referrals



28
admissions



20
discharges

“The care and concern showed by the staff and the supportive interaction with residents is a real standout. Everyone is made to feel welcome and that is really important for clients seeking treatment.”

Previous resident
at the community.



The Rainbow Ball – Celebrating and connecting young LGBTIQ+ people

The North East Pride Collective (NEPC) is a group of LGBTIQ+ people aged 12 to 25 years. The group is facilitated by Gateway Health through the WayOut Wodonga program.

The NEPC coordinates LGBTIQ+ events for young people in North East Victoria. One of these events is The Rainbow Ball - the region's biggest LGBTIQ+ youth celebration. It aims to celebrate, connect, empower and affirm LGBTIQ+ young people in regional areas, reducing the impacts of social isolation.

In June 2022 more than 200 young people from across North East Victoria attended the fourth annual Rainbow Ball which was held in Benalla. Free transportation was available from Albury Wodonga, Indigo Shire, Mansfield, Wangaratta, Shepparton and Myrtleford, ensuring young people across the region had the opportunity to attend.

Entertainment included:

- drag artists Deja Drag and Viktoria Valentine
- a DJ and dancefloor where young people danced the night away (they even did the Nutbush!)
- a runway show where young people strutted their stuff, showing off an array of different outfits and styles.

The following organisations partnered with the NEPC to make the Rainbow Ball a success:

- AlburyCity
- Benalla Rural City
- The Diversity Project
- NESAY
- Indigo Shire Council
- Junction Support Services
- Rural City of Wangaratta
- Strathbogie Shire Council
- Mansfield Shire Council
- headspace Albury Wodonga

“This event is SO important for our young LGBTIQ+ population. Living in country Victoria/NSW, young queer people often experience bullying, exclusion, and a lack of community. So this once-a-year event opens a free, accessible, and most importantly, safe space for our region's LGBTIQ+ youth population to have fun, celebrate, and be themselves.”

Jai Butler, North East Pride Collective.



Ovens Murray Mental Health, Alcohol & Drug Alliance

In early 2022 the Ovens Murray Mental Health Alliance expanded to become the Ovens Murray Mental Health, Alcohol & Drug Alliance. This was in recognition that mental health and wellbeing issues are often associated in some way with the use of alcohol and other drugs.

The aim of the Alliance is to respond to the needs of our region in a time of crisis, and to work together to help address complex issues relating to mental health. In particular, the Alliance aims to make sure initiatives are localised, co-designed and co-delivered.

All actions aim to support knowledge, equity of access, and capacity building in local communities to:

- prevent mental illness and psychosocial distress
- prevent harm from substance misuse and addiction
- support recovery from mental illness, psychosocial distress and substance misuse
- integrate alcohol, other drugs and mental health services and planning
- build a sustainable service system for the Ovens Murray region.

The Alliance membership includes 22 health and community organisations across North East Victoria and Southern NSW.

HIPPY formed a community partnership to offer free swimming lessons

The Home Interaction Program for Parents and Youngsters (HIPPY) is a free two-year at-home early learning and parenting program that supports parents to be their child's first teacher.

In May 2022 the HIPPY program worked in collaboration with Swim Tech in Lavington to deliver a four-week swim program.

Participation was offered free of charge and transport was provided for those who needed it.

A new experience for participants

The program provided an opportunity for participants to learn about water safety and gain confidence in and around water.

Of the 16 participants in this program, only two had attended swimming lessons before. And this was the first time many of the children had been to a swimming pool at all.

By the end of week four all participants had gained enough confidence and skill to submerge their bodies in the water.



Feedback on the program has been positive, with families recognising the importance of water safety.



Of the families who participated, 50% enrolled their children in further swimming lessons to continue their learning.



At Gateway Health we are committed to delivering innovative and sustainable services.

We operate in an environment of ongoing changes in health policy, advances in health technology, and the increasing frequency of public health and climate change events. It is crucial that we are responsive and able to adapt our services and service delivery to meet our communities' needs.

Client and consumer feedback are essential in helping us ensure that our services are relevant and accessible. Throughout 2021/22 we worked with our communities to find innovative ways to provide the care and support our clients need.

We innovate



Challenging the stigma relating to mental illness

The Listening to Voices project is a collaboration between Gateway Health, community members with personal experience of the mental health system and creative theatre director, Catherine Simmonds OAM.

The project provides participants with lived experience a unique opportunity for advocacy, creativity, and recovery activities through the sharing of their own narratives.

“We are a theatre family and this work literally keeps me out of hospital.”

Jain, Performer.

“This is a message of hope and recovery and humanity to people who are going to be the healthcare professionals of the future.”

Ben Pearson, Presenter.

This work is recognised for helping to shift stigma and opening up dialogue about experiences such as voice-hearing, suicide, and self-harm.

Throughout 2021/22 the group presented at national and international conferences, including Arts Health UK, The Intervoice Congress in Ireland and rural mental health conferences.

Working with the creative director, the presenters also took their stories from stage to screen. They provided professional development opportunities via Zoom for people working in the NDIS, mental health professionals and organisations.

The impact of the project has been life-changing for the team involved.

The participants’ willingness to share their stories has inspired people to challenge the stigma relating to mental illness, particularly psychosis and the experience of hearing voices.



By 30 June 2022 there were 126 active subscribers for the online Listening to Voices learning resource which enables educators and student groups to hear the insights of the performers.



‘Grow Your Own’ workshop series

Albury Wodonga Local Food Network is a community-led network that works to strengthen and grow our local and regional food systems.

The network is auspiced and coordinated by Gateway Health.

Local workshops that made a difference

As part of the 2021 Albury Wodonga Sustainable Living Festival, we ran a three-part series of workshops focusing on backyard food gardening and market gardening.

The free two-hour workshops were hosted by the Albury Wodonga Local Food Network in partnership with the Felltimber Community Centre.

Local food-growing guru and Wodonga Urban Landcare Network committee member Wendy Smith ran the first two sessions on backyard food growing.

Josh Collings, the co-founder of the Acres & Acres Cooperative, ran the third session. This session highlighted the story of Acres & Acres Cooperative, providing a behind-the-scenes view of how to create an income for the community through working as a collective.

The purpose of the workshops was to:

- link local food systems to sustainability, giving a hands-on experience
- provide capacity-building opportunities for community members
- connect Felltimber Community Centre’s Community Garden to the public
- make the link between backyard growing to market gardening through the Acres & Acres Co-op story.

How we made a difference

The workshops reinvigorated the Felltimber Community Garden and created new members and links to the Community Centre.

We were also able to develop a relationship with the Kitchen in the Hood program. This has led to some broader thinking around the links between culture and food in our local and regional context.



The final workshop with Acres & Acres Co-op targeted key audience members:

- AlburyCity’s library and exhibition team who organise aligned programs in our community
- Tallangatta Health
- Border Trust
- Charles Sturt University’s sustainability department

The workshops were possible thanks to funding from Wodonga Council’s Community Impact Grants, Gateway Health’s Health Promotion team, and Felltimber Community Centre and centre coordinator.

Building capacity for participation in health care through the men's cooking group

The men's cooking group has been running since 2018, building the capacity of older men to develop and improve food management skills – including meal planning and budgeting, understanding and following recipes and learning new cooking methods.

Dietitians and allied health assistants work with clients to develop their individual food-management skills to meet their specific needs.

Impacted by the COVID-19 pandemic and public health restrictions, the men's cooking program required an innovative approach to continue running.

The introduction of an online cooking group

An eight-week online cooking group program was set up in collaboration with a digital literacy program to support participants to attend.

The aim was to replicate the benefits of a hands-on men's cooking program by enabling virtual participation. This required trust in the appetite and potential of older people to extend their capacity for learning.

Each week we introduced a new recipe and facilitated robust discussion to support independent cooking at home. The program had keen engagement among participants and facilitators. There was consistent, active participation in discussions, genuine attempts at cooking recipes, and sharing of cooking experiences.

Due to a greater reliance on cooking independently without hands-on support, participants incorporated trial and error approaches and more peer-led interaction and learning.

This program demonstrated that a virtual service delivery model can be as effective as a traditional face-to-face model. Particularly when we empower older participants to extend their digital literacy skills.



Despite the success of the online program, participants expressed the need for more social engagement. Face-to-face delivery is recommencing as COVID-19 restrictions continue to ease.

Adding educational sessions to the Active Rural Communities program

Through ongoing communication between our Active Rural Communities (ARC) program staff and participants, we identified that there was interest in including an educational component in the existing program.

As part of a planned series of talks, the Allied Health team delivered two interactive presentations - 'Nutrition Matters - Healthy Ageing' and 'Nutrition Matters - Bone Health'.

Over 30 people attended these sessions and the interactive nature of the presentations enabled lively discussion and engagement from participants.

In response to feedback from participants, one of our occupational therapists will deliver our next planned interactive presentation focusing on driver safety.



Gateway Health's Allied Health team is proud to share our knowledge with fellow healthcare professionals and the wider community. During 2021/22 one of our dietitians presented at a national conference and three team members also presented at Hume Regional Allied Health and Nursing Symposium.

The High-Risk Accommodation Response (HRAR) program

The High-Risk Accommodation Response (HRAR) program was developed to prepare for and respond to coronavirus infection to minimise transmission in high-risk accommodation.

The Gateway Health HRAR team engaged with public and community housing residents using an assertive outreach model.

Donning bright green vests, we door-knocked and introduced ourselves, the program, and its purpose.

The Gateway Health HRAR program covered the Ovens Murray catchment, from Corryong down to Bonnie Doon, a total land area of 7,985 square kilometres. In total we knocked on 169,302 doors.

We were responsible for educating the residents of 609 public and community properties, 52 caravan parks, and three rooming houses, equating to approximately 2,500 people.

Boosting vaccination numbers

In 2021 our aim was to empower individuals, families and communities to make informed decisions about vaccination through education and by providing the tools they required.

In our discussions with residents, we developed a good understanding of the barriers to accessing vaccination, including:

- lack of knowledge
- no transport
- lack of technology skills
- child care availability
- mental health issues
- substance misuse
- English as a second language.

Together with residents, we worked to find solutions to these barriers. For example, alternative transport options such as:

- community accessibility services
- funding taxis and public transport
- providing fuel vouchers
- transporting residents to and from state hubs, chemists, and GP clinics.


We developed partnerships with Albury Wodonga Health, North East Health and Goulburn Valley Health to run outreach vaccination clinics in our HRAR communities across the region.

The clinics were 'walk-ins' only, which eliminated the need to schedule an appointment and travel.

We also created a voucher system whereby residents could take a voucher identifying themselves as being part of the HRAR program to a state hub. The voucher entitled the carrier to receive vaccination without a scheduled appointment and to be fast-tracked through the process (i.e. no waiting in line).

The vouchers eliminated the need for pre-booking which is often a barrier due to lack of phone credit, internet, technology skills, language, low literacy, mental health, and the patience to navigate the system.




7,985
kilometres
were covered


169,302
doors were
knocked


2,228
vaccinations
were given from
32 HRAR hubs


189
HRAR vaccination
vouchers were
used

Care for COVID-19 cases in the community

Another component of the HRAR program is to support COVID-positive cases in our region.

What we did

We received cases on a daily basis. We contacted the resident to ensure they were safe to isolate at home, had enough food and medication, and had supports in place. Most importantly we would check on how they were feeling.

On several occasions we went grocery shopping, picking up scripts and medications, and even purchasing toys to keep children occupied.

How we made a difference

We supported over 100 residents and their families in isolation, residing in caravan parks as well as public and community housing.

Of most value from the program is the countless number of referrals we have been able to make for residents.

HRAR program achievements

The HRAR program enabled an opportunity to break new ground and try something that we have never done before, engaging people from a health perspective face-to-face, in their environment.

- 2,500** support packs hand delivered to residents
- 200** education sessions completed by the team
- 250** referrals made to social and health networks - supporting individuals and linking them to services
- 1,200** door knocks to vulnerable community housing residents



We communicated information that was relevant and easy to understand and we listened. We had a vaccination rate of 83% across our property settings. But the true success was the relationships we were able to build and the people we were able to help.

Community Employment Connectors - Supporting CALD jobseekers

The Community Employment Connectors (CEC) program provides culturally responsive and individualised support to jobseekers from culturally and linguistically diverse (CALD) backgrounds.

We help CALD jobseekers to navigate the services and supports available to them from the Commonwealth and Victorian governments and to connect with employment and training services that suit them best.

A positive client outcome

The CEC program provided support to a young refugee who had recently completed Year 12 and wasn't sure what steps to take next.

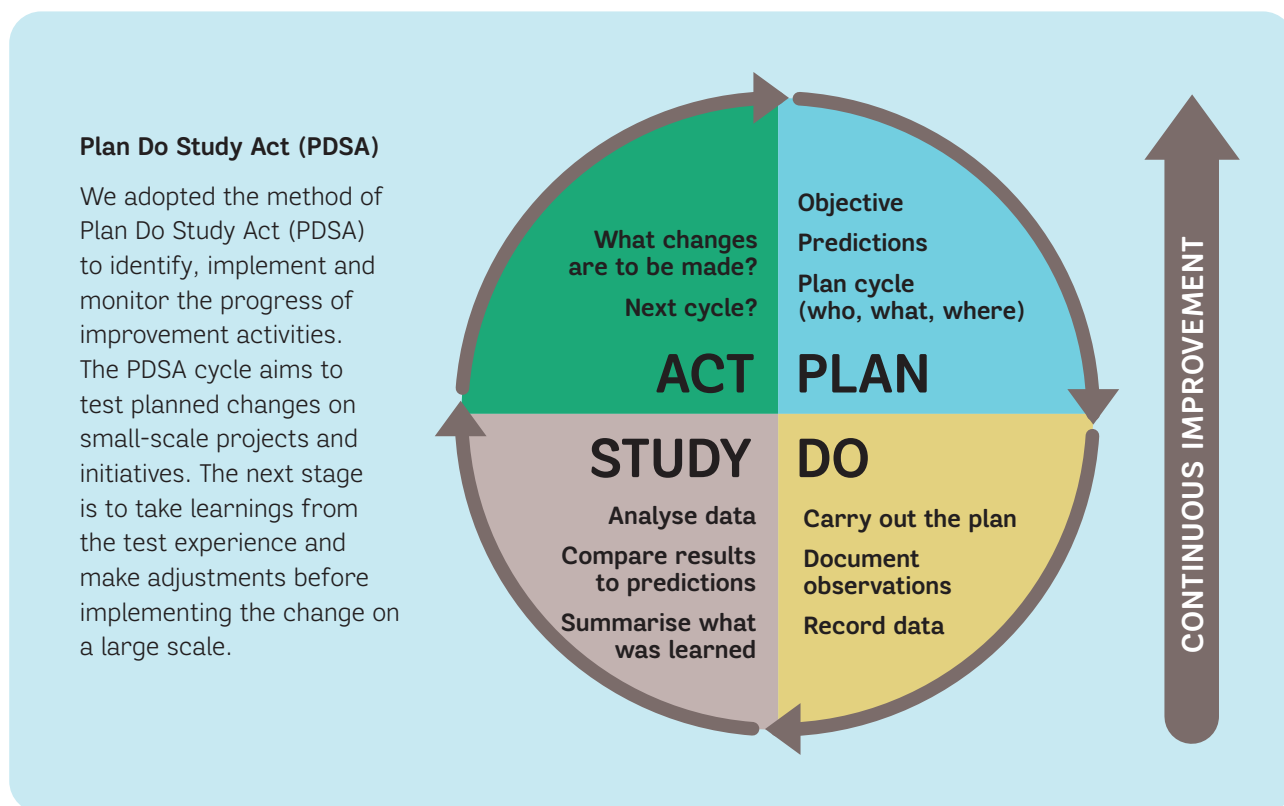
Following an initial intake interview, we identified that the young person was interested in securing employment.

Our local job services provider successfully connected them to a locally-owned fruit and vegetable market. The young person secured casual employment with this business and has since been working three days per week.

The young person was also interested in undertaking further education. With support, they identified a TAFE course which would enable them to gain employment in the aged care sector upon completion. They're currently being supported throughout the enrolment process.

Recognising the efforts of our workforce

In November 2021 we introduced the Gateway Health Quality Improvement and Innovation Awards. These awards provided an opportunity for recognition of important continuous improvement activities, encouraging and empowering our workforce.



There were five categories for the awards that aligned with Gateway Health's Quality Framework:

1. **Safe care**
2. **Effective care**
3. **Equitable care**
4. **Client and community-driven care**
5. **Connected care**

The overall winner

The overall winner of the inaugural Gateway Health Improvement and Innovation Awards was a project titled Understanding & Accepting Myself.

This was a joint activity between headspace and the Allied Health team dietitians. It addressed a need within our local and wider youth community for access to programs and support for eating and dietary issues while encouraging self-acceptance.

We identified that online delivery was not the best format for this activity. As a result we worked with young people and other stakeholders to better understand their individual and community needs. We are about to launch a new program based on this work.



At Gateway Health one of our priorities is to be recognised as a leader of, and advocate for, community health.

We work to strengthen governance, quality and safety around the services we deliver and the environments we deliver services in.

We also aim to improve our evaluation capabilities and demonstrate excellence in leading the provision of community health services.

Improving consumer experience and achieving the best outcomes for our clients and community is central to our service delivery.



We achieve

Gateway Health awarded RACGP 2021 Practice of the Year

In December 2021 the Gateway Health Wodonga Medical Practice was awarded the Royal Australian College of General Practitioners (RACGP) 2021 Practice of the Year!

We attribute winning the national award to the caliber of our people. Our team is made up of dedicated medical and support staff, committed to delivering innovative solutions for complex health needs in our local community.

The Gateway Health Wodonga Medical Practice is well known for the diverse, regionally-inspired services we offer.

These include the gender service, sexual health including HIV clinics (Clinic 35), multicultural and refugee health, chronic disease management and unplanned pregnancy counselling.

We also offer on-site telehealth access for patients who cannot access telehealth from home or require a safe space for health and wellbeing appointments.



Ours is the only local medical practice that operates within a community health service. This means we offer a seamless connection to a broad range of community services through Gateway Health, including:

- alcohol and drug support
- Gambler's Help
- LGBTIQ+ groups
- counselling and mental health programs
- support for family safety
- healthy ageing.

We are also a teaching practice, providing education and training to medical students, nurses and GP registrars.





Here is some of the feedback we received on the Quality Innovation Performance (QIP) accreditation report -

“Gateway Health has a very good lens on diversity. It has a clear and strong commitment to providing safe and culturally appropriate spaces and services. Rarely does an organisation that is going for Rainbow Tick for the first time have embedded LGBTIQ+ inclusive practices to the extent that Gateway Health has.”

We are Rainbow Tick accredited

Years in the making, in September 2021 Gateway Health became a Rainbow Tick accredited organisation.

This means that our organisation met the six quality standards that underpin LGBTIQ+ inclusive practice for our clients, communities and staff:

- Organisational capability
- Workforce development
- Consumer participation
- Welcoming and accessible environment
- Disclosure and documentation
- Culturally safe and acceptable services

Key improvements

There have been many highlights and improvements over the last few years including:

- forming the Rainbow Crew Network in 2019 - made up of staff and management representatives, this group drove the accreditation process and continues to provide advice, education and support to staff, programs and other interested organisations about LGBTIQ+ inclusive practice
- development of the Gateway Health Diversity and Inclusion Policy - a key policy that underpins Gateway Health’s approach to diversity and inclusion



- development of an LGBTIQ+ Inclusive Practice staff training module - developed by the Rainbow Crew Network, the module is available to all new and current employees and volunteers via our online training platform. Of our total workforce, 343 employees (85%) have now completed the LGBTIQ+ Inclusive Practice Training module.

We also:

- reviewed all Gateway Health policies and procedures to ensure they reflected Rainbow Tick Inclusive Practice Standards
- established the Equity and Participation unit as part of Gateway Health’s new organisational structure
- included diversity and inclusion commitments, gender-affirming language, and LGBTIQ+ inclusive photos on our website.



“Ways to deal with emotions but not just for a child – how we can act as parents. Session was great and easy to understand.”

An attendee at one of the sessions.



Supporting parents and carers to raise resilient children

In June 2022 the Gateway Health parenting team partnered with our maternal child health nurses to deliver two educational sessions for parents and carers in Mount Beauty, Bright and Myrtleford.

The aim of these sessions was to provide parents and carers of children aged from two to 12 years with useful advice and tools to raise resilient children.

The sessions provided information on:

- recognising and accepting feelings
- expression of feelings
- building a positive outlook
- developing coping skills
- dealing with negative feelings
- stressful life events.

Participants were also provided with information about the Triple P International program and other resources to support their positive parenting journey.

Thirty two families attended these sessions, which also provided the opportunity to come together, share, discuss and connect with other parents.

Delivery of telehealth services and building digital literacy skills

Telehealth remained an important mode of service delivery at Gateway Health in 2021/22.

How telehealth made a difference

Through the use of telehealth, we were able to provide ongoing access to services throughout the COVID-19 pandemic.

In August 2021 Victoria entered a state-wide lockdown for approximately two months, resulting in an increase in the use of telehealth appointments.

Responses from the client experience survey from April 2021 to March 2022

show a decrease in reported limitations with sound, video connectivity, and knowledge on how to use the required technology.

The survey results also indicated an increase in clients agreeing that they received the same standard of care as they would from face-to-face interactions. There was also an increase in agreement that a video consult was convenient.

We continue to offer telehealth via telephone or video call using the Healthdirect platform. It enables us to provide clients with an alternative to face-to-face appointments.

One-on-one support and group programs are available via telehealth across many service areas, including:

- aged care services
- headspace
- the medical practices
- allied health services
- mental health and wellbeing
- child and family services
- alcohol and other drugs support.



50 minutes
was the average
duration of a telehealth
appointment in
2021/22

Meeting quality of care standards

Gateway Health was assessed for accreditation against the following standards between 19 July and 23 July 2021.

- QIC Health and Community Services Standards
- Human Services Standards
- National Standards for Mental Health Services
- Rainbow Tick Standards

We met accreditation for all four standards with no recommendations.

The accreditation process required the submission of evidence for a total of 25 standards, 143 criteria, and 386 indicators.

The assessors highlighted the following themes:

- Gateway Health's vision, purpose, values and principles are lived and reflected in how the organisation operates. There is a workplace culture that encourages staff at every level of service to model the values and principles of the organisation. In many interviews staff and the Board members referred to the vision – People living well.
- The Board, the CEO, and the Executive Team model excellence in leadership through listening, collaboration, caring, openness, and respect. Leadership is also reflected at all levels of the organisation, in front-line client services and in support services staff and volunteers.
- An 'innovative and learning' organisation always working to be better, with a focus on quality improvements. Passionate about clients and supporting them, with a commitment to recovery, inclusiveness, person-centredness and resilience. This passion is demonstrated not only by client-facing staff but also in support services staff.
- Collaboration and networking are widespread and very effective. There is also a broad range of approaches to getting feedback from clients and the communities and to providing follow-up and responses to this feedback.

Although we met all standards with no recommendations, the assessors identified 22 opportunities for improvement in the following key areas:

- 11 opportunities:**
Client File Documentation
- 5 opportunities:**
Program and Service Delivery
- 3 opportunities:**
Human Resources Documentation
- 2 opportunities:**
Consumer Participation/Information
- 1 opportunity:**
Facilities Planning

In response to the recommendations above we have taken the following actions:

- Gateway Health has implemented a Client File Working Group that has looked at all aspects of the collection and analysis of data. We have made changes to relevant processes to collect, analyse and report data. We implemented client file audits to monitor the accuracy and quality of the data as part of this updated process.
- We have reviewed Models of Care for relevant programs and service delivery to define outcome measures (e.g. goals of care and client wellbeing). These outcomes are now being integrated into the client file and will be part of the client file audit process as described above. We have redesigned clinical supervision processes to ensure that we capture and report this information in a timely and consistent manner.
- We made changes to our website to make it easier to find information about groups and organisations that provide support services for families and carers.

While recognising that Gateway Health has well-defined environmental practices and responsive procedures to minimise our footprint, we were also encouraged to continually evaluate what further environmentally responsive actions and innovations we can make to current facilities, infrastructure and equipment. We are incorporating this in our forward planning.

“This service is unmatched by any mental health service I have been referred to in the past. During my time attending Head to Health I have been made to feel safe, comfortable and heard, and most importantly I have been made to feel like a very important person in this world.”

Head to Health client.



Supporting people to feel mentally healthy with Head to Health

In 2020 the Commonwealth Government commissioned 15 Mental Health Clinics (HeadtoHelp Hubs) in Victoria in response to COVID-19.

The purpose of the HeadtoHelp hubs was to:

- provide high-quality, evidence-based treatment and support to people of all ages who may be experiencing mental ill-health
- support GPs, public and private hospitals, and emergency departments by providing accessible mental health care during a period of increased demand.

Gateway Health Wodonga was selected as a regional site and commenced operation in September 2020 with a plan to operate for a period of 12 months. However, due to the ongoing impact of COVID-19, the hub received two funding extensions and is currently funded until February 2023.

At the end of 2021 HeadtoHelp hubs transitioned to a new brand - Head to Health - the Commonwealth's existing mental health resources website. This transition was part of the Australian Government's national rollout of the Head to Health program.

Head to Health is a free mental health and wellbeing service for anyone who needs support. It's a collaboration between the community, people with lived experience, the mental health sector, and the Australian Government Department of Health and Aged Care.

How we made a difference

Throughout 2021-22 the Head to Health hub at Gateway Health in Wodonga supported 414 people across 10 local government areas.

Clients were asked to answer 10 questions at the start of their engagement with Head to Health, and again at the end, to measure their level of mental distress and outcomes following treatment.

On average, clients experienced a significant reduction in mental distress after treatment. Clients also gained a better understanding of their mental health situation and were better able to use the services they need.



At Gateway Health we understand the importance of service model design and improvement that is evidence-informed and shaped by client experience and input.

We have been establishing state-wide networks and relationships to share learnings, provide staff development opportunities and grow our workforce.

We are also investing in an organisation-wide approach to the collection, analysis and dissemination of data that supports service delivery and planning.

Where possible we aim to provide the opportunity for peer-based connection and shared learning.

Investing in the culture, capability and capacity of the organisation both now and into the future is a key priority.



We learn

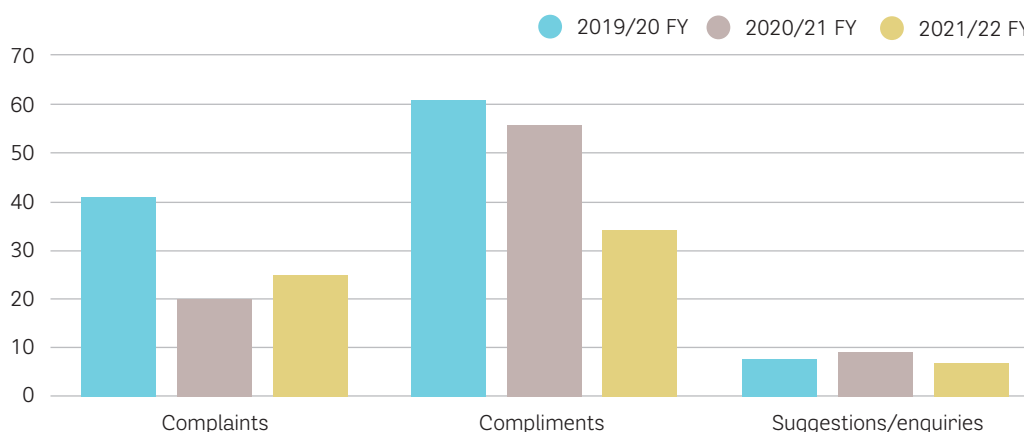
Listening and responding to our clients and community

Gateway Health values feedback about the experiences that our clients and their carers and families have when they connect to our services.

To make it easier to provide feedback or make a complaint, information is available on the Gateway Health website and in print at all sites.

Feedback can be submitted online through our website or by filling in a feedback form and placing it in the feedback boxes. Alternatively, clients can ring Gateway Health to talk to our Quality and Standards Officer.

Chart 2 – Number of complaints, compliments and suggestions received by financial year.

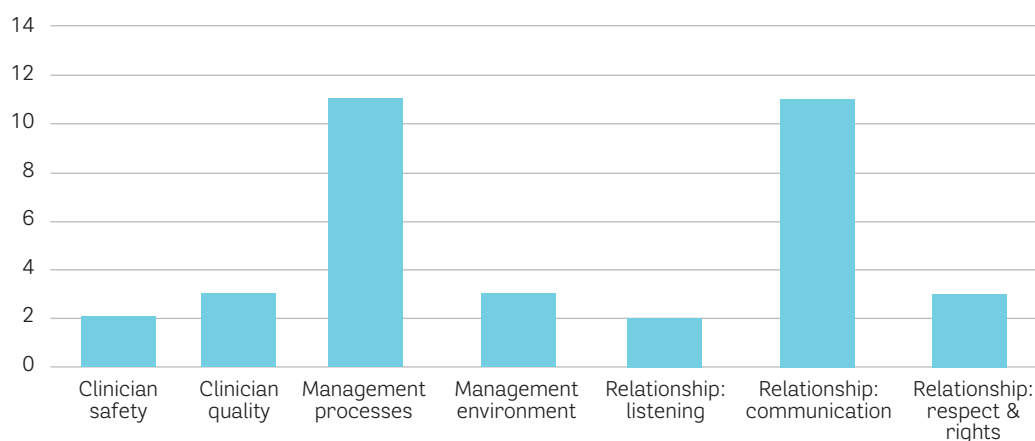


As Chart 2 shows there was an increase in the number of complaints received in 2021/22 compared to 2020/21. There was a decrease in the number of compliments and suggestions/enquiries received in 2021/22 compared to 2020/21.

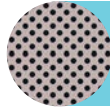
Complaints received by Gateway Health

The chart below summarises the complaints received by Gateway Health in 2021/22.

Chart 3 – Number of complaints by type of issue



Please note that there are 29 complaint issues for 25 complaints. This is because some complaints were associated with more than one issue.



The most common issue identified was about Gateway Health's relationship with consumers. This includes client feedback on whether they were listened to, whether communication was effective and whether respect and rights were clear. These account for 46% of all complaints.

These complaints were across a broad range of programs and services and were not specific to one service group.

Management processes accounted for 25% of complaint issues. These complaints primarily referenced delay issues in access to buildings and services.

Examples of how we addressed client feedback



1. A client accessing the Gateway Health website found it difficult to find information about the medical practice.

What did we do?

We reviewed and changed the placement of the medical practice information on the website to make it easier to find.



2. A client was concerned with the cost of a physiotherapy appointment. They did not expect the cost, and were told they had to have the assessment (they did not seek referral).

What did we do?

We advised Gateway Health staff who book clients in for clinic-based assessments to always inform clients that there is a \$10 fee. An information letter is now sent to clients confirming receipt of referral and the \$10 cost of attendance for assessment.



3. Due to COVID-19, some buildings had restricted access with only a single access point. Some clients were unaware that access had changed and tried to enter the buildings from access points that had been closed and were subsequently late for appointments.

What did we do?

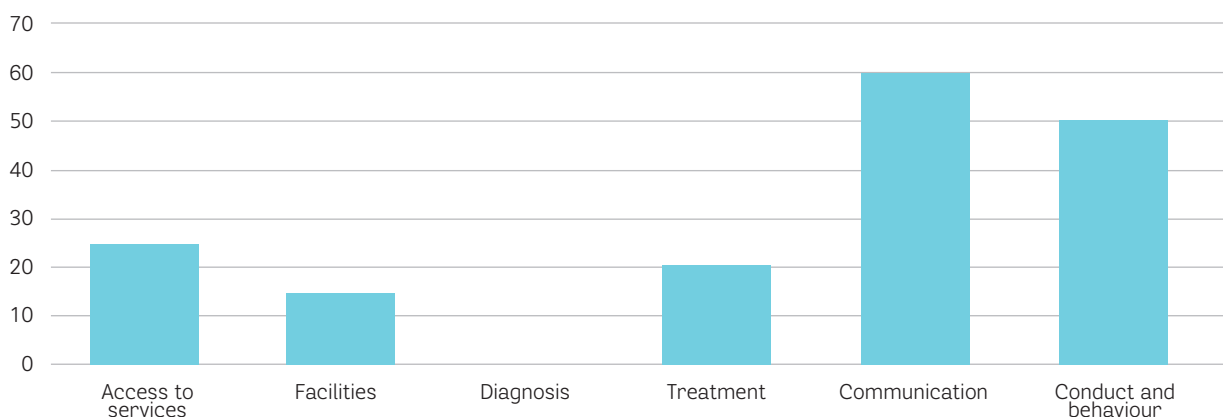
We created new signs to advise clients of closed access points. We also added information on our website and social media channels, advising clients that screening was required to access Gateway Health sites and there were specific entry points for this to occur. Clients were also advised of entry protocols relating to COVID-19 when booking appointments.



Compliments received by Gateway Health

Although there was a slight dip in compliments, the ones we received were glowing in their appreciation of our staff for their compassion, professionalism and the respectful manner in which they communicated with and delivered care to our clients.

Chart 4 – Number of compliments by type



Gateway Health appreciates the time taken by our clients and the community to acknowledge our staff and the way they live the values of our organisation in their daily work.

“Very respectful, kind and calm. Answered my questions thoroughly, explained services available. Asked if any concerns and followed through with options/advice and listened to me.”

“I know a lot of people would say it’s your job but I can tell that you have put extra effort into the report and it shows.”

“I have been treated with respect and dignity from my GP, occupational therapist, and nurses, and staff at the front desk.”

Suggestions and enquiries received by Gateway Health

Gateway Health received seven suggestions and/or enquiries in 2021/22, compared to nine in the previous year.

An example –

A client identified that there was no signage separating headspace from Gateway Health at the Wodonga site. The client felt that this made access to headspace difficult when construction works were being undertaken.

What did we do?

An A-frame sign was supplied with specific signage for headspace clients. A master signage and wayfinding project working group convened throughout the year to come up with strategies to make it easier for clients to find their way around our Gateway Health buildings and to ensure consistent signage across all sites.

How to provide feedback

- Talk to our staff
- Submit the [online feedback form](#)
- Fill in a feedback form at any of our reception areas and put it in the feedback box or give it to our staff
- Phone 02 6022 8888 and ask to speak to the Quality and Standards Officer
- Email feedback@gatewayhealth.org.au
- Write a letter or download a feedback form and post it to: Quality and Standards Officer, Gateway Health, 155 High Street, Wodonga VIC 3690





Empowering our workforce through cultural learning

As part of our Innovate Reconciliation Action Plan (RAP), Gateway Health focused on Reconciliation Week 2022.

To grow recognition and understanding of the Aboriginal and Torres Strait Islander cultures and traditions in our catchment, we organised cultural activities for staff and Board members.

Local Aboriginal leaders ran the activities at the Burraja Cultural Centre in Wodonga and at the Marmungan Rock in Wangaratta.

There was a focus on storytelling, including the impacts of white settlement in the local areas. They also talked about how cultures and tradition link to the environment and demonstrated the creation of tools and items such as baskets and decorations for ceremonies.

How we made a difference

The activities provided a unique experience for staff to learn about the culture, history, and traditions of different Aboriginal and Torres Strait Islander groups.

Raising knowledge in this way generates compassion, curiosity and respect. This promotes a better understanding of how to work with people in different ways to achieve the health outcomes they need and want.

Improving individual cultural awareness helps us to become a more welcoming organisation, moving us all further along the path to reconciliation.

Staff survey results used to improve safety and quality of programs and services

The People Matter Survey is the Victorian public sector's annual employee opinion survey.

The survey is run to support public sector organisations to build positive workplace cultures that live the public sector values.

When we received the results from the 2021/22 People Matter Survey, Gateway Health's People Working Well team worked with teams across the organisation to discuss identified areas of concern.

This was a collaborative process that started the creation of plans for improvement. Two key questions that teams focused on were:

- What makes for a good day?
- What gets in the way of a good day?

Teams discussed their answers to these questions and brainstormed opportunities for improvement.

The outcome was the setting of achievable goals.

One team's progress

In their collaborative session, the Counselling, Wellbeing and Support team identified that a key component of a good day is when clients attend their appointments and have meaningful engagement with the counselling process. When clients don't turn up for their appointments it causes concern and creates extra follow-up work.

To improve the experience for both staff and clients, the team created two working groups to devise the most effective method for client reminders and to develop a client engagement procedure - with the overall aim of increasing client attendance and engagement in counselling sessions.

Both working groups are currently meeting regularly to develop solutions that will improve the quality of their service delivery – and make for a good day as well.

By following the same process with each team, we can feel confident that the results from the People Matter Survey have been well considered and the goals that are set for improvement are directly relevant to the team and the services they provide.

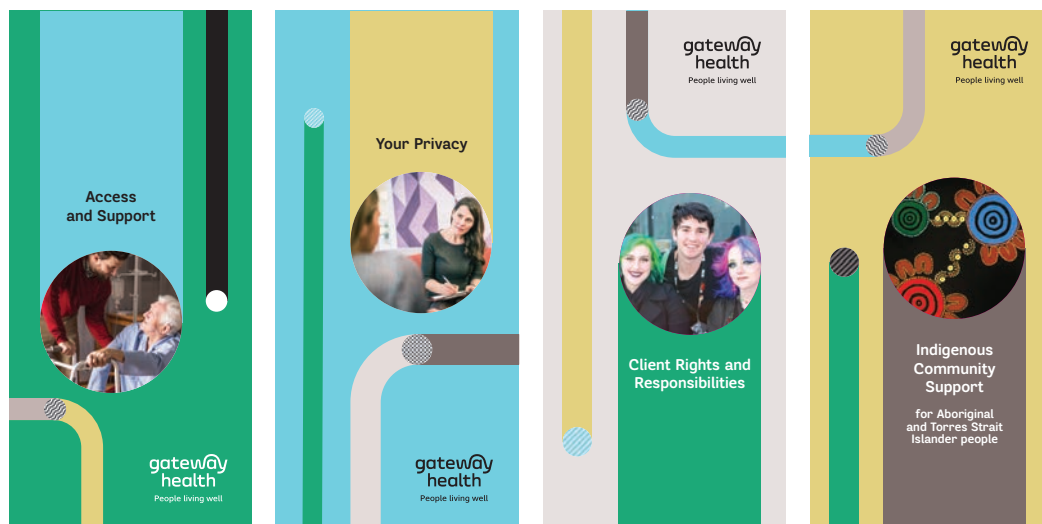
A refreshed Gateway Health brand

In September 2021 Gateway Health launched a refreshed brand.

As a result of audience profiling and a series of workshops, a new logo, colour palette and approach to design was developed.

The new brand was designed to better represent the work we do and our connection to the communities we serve.

This is a move that reinforces our commitment to servicing our regional community – as we continue to adapt and evolve with a commitment to serving people of all ages and backgrounds within our communities for many years to come.



Reaching people online

We recognise that many people in our local communities search for health information online. Gateway Health social media channels are therefore an important communication tool.

Over the last 12 months we have been working to provide more relevant and timely content across our Facebook, Instagram and LinkedIn accounts.

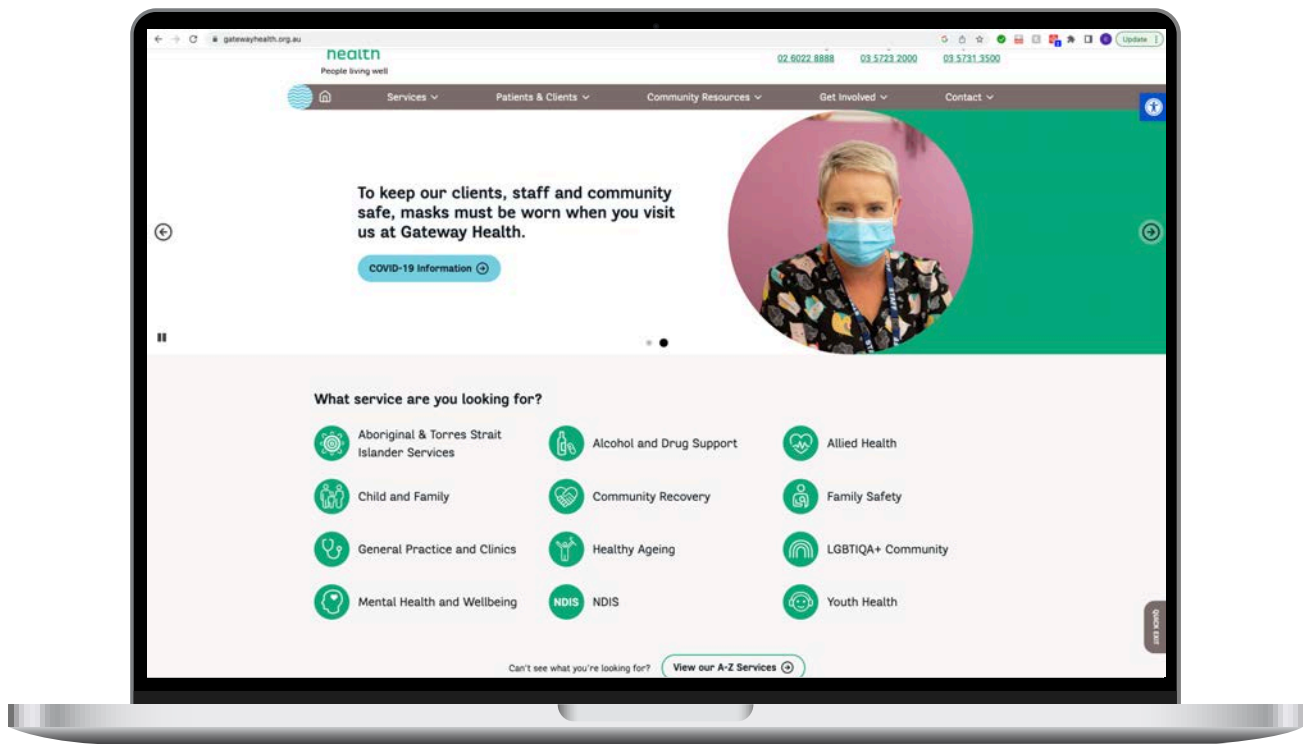
We have seen a significant increase in engagement – meaning we're reaching more people online.

31,682
people reached through social media

f 230 new Facebook followers

@ 81 new Instagram followers

in 224 new LinkedIn followers



Making it easier to find what you need with a new website

Alongside the launch of the brand, Gateway Health also launched a new corporate website in September 2021.

Redesigned from the ground up, the aim of the project was to provide information that is clear and simple, and easier to find.

We added extra features to help people who can find it hard to get all the information and support they need. These included:

- an A to Z service listing
- a new service category listing with the category headings very clear and visible on the home page
- an improved search function
- HotDoc on our medical practice pages, making it easier to check availability and make a booking online
- easier to find information on how to access telehealth and attend an appointment by video call
- links to other reliable sources of health information and advice, including videos.

Consultation informed the final website design

A number of clients across a range of program areas and demographics were identified for user testing of the site. These clients were sent a survey with a list of tasks to check whether they could easily find the information they were looking for.

Clients were asked to provide feedback about each task and also to provide more general feedback about the look and feel and usability of the new website.

Additional design and functionality changes were made to the website as a result of feedback which identified opportunities for improvement.

A prominent example was the addition of the Quick Exit button. This button allows clients to leave the Gateway Health website quickly if they don't want another person to know what information they are reading. This is an important safety feature which supports client privacy and rights.

Overall the feedback from the user testing was positive, with clients expressing that they found the new website to be much clearer and easier to navigate to find the services they were looking for.

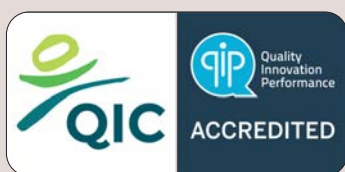
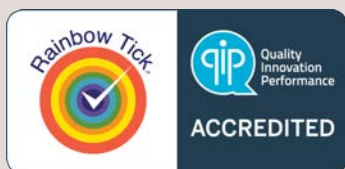


Your feedback

We welcome any comments and feedback regarding the information presented in the Quality of Care Report.

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Accreditation



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