



Quality of Care Report 2022-2023



gateway
health

People living well

About this report

The Quality of Care Report is designed to be an informative, readable document for our community members.

We aim to include important quality and safety information regarding our services, together with stories that highlight the work that is undertaken by our staff, volunteers and consumers.

This year's report does not include results from the Victorian Healthcare Experience Survey. While Gateway Health received positive feedback from consumers through this survey, changes to the collection of information meant that we did not receive enough feedback to generate/report accurate statistics and information. However, Gateway Health has listened and responded to feedback from clients and carers through compliments and complaints, and through a variety of consultation and feedback forums. Quality improvement activities in response to this feedback is highlighted in the stories provided throughout this report.

Feedback

We would like to hear your hear feedback about this year's quality account. Feedback can be emailed to:
communication@gatewayhealth.org.au.



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 2022-23 Quality Account

Achieving Gateway Health's vision of People Living Well means that we work with our staff, healthcare partners, consumer representatives, clients and their carers to ensure our services are efficient, effective and safe.

Gateway Health's Quality Framework recognises that everyone, from volunteers and frontline practitioners to managers and members of the Board, is accountable to clients and the community for assuring the delivery of services that are high quality and continuously improving.

Distribution of the annual Quality of Care report is a key means of demonstrating this accountability. It provides feedback to the community about our performance against quality indicators and standards, and highlights achievements and actions that contribute to continuous improvement in the services we provide.

This year's Quality of Care report has a particular focus on the work our staff undertake to ensure that services are coordinated and integrated to provide connected and seamless care for clients and carers. Thank you to each and every one of our staff for their dedication to excellence in service delivery and for living Gateway Health's values in all that they do every day.

I would also like to recognise the efforts of our partners who have worked with us to plan, deliver and improve the services we provide. Collaboration with our partners is key to streamlining service systems to deliver better individual and population health outcomes across our region.

Thank you to everyone who has informed and supported our improvement and innovation efforts in 2022-2023.

A handwritten signature in black ink, reading "Leigh Rhode".

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 primary healthcare across other health organisations. We work to ensure seamless integration of care between healthcare providers.

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

Gateway Health 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 about 370 staff of diverse ages, experience 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.

At Gateway Health we recognise 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 community we serve.





Our principles

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.

Our strategic priorities

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.



PRIORITY 1

Build capacity, capabilities and system to manage an increased demand for services arising from population growth



PRIORITY 2

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



PRIORITY 3

Work in partnership with others to improve population health



PRIORITY 4

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

2022-23 at a glance



87,245

hours of
services
provided



2,049

telehealth
appointments
in our general
practices



160

new patients
who accessed
our medical
practices



24

languages spoken by our
clients from more than
85 countries



148

new staff joining Gateway Health

78

Internal staff appointments

370

Gateway Health staff
(as at 30 June 2023)



24

volunteers

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 and in the hills and valleys of the surrounding areas.

The communities of North East Victoria and southern New South Wales 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 the covid-19 pandemic. These events have led to many changes in the economic and physical environments.

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





Community, consumer and carer participation

Community, consumer and carer participation is essential in helping us ensure that our services are relevant and accessible. Throughout the year we worked with our communities to find innovative ways to provide the care and support our clients need.

Gateway Health also worked in partnership with other organisations whose values and objectives align with ours. These partnerships help 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.

Consumer engagement at the heart of strategic planning

In October 2022, Gateway Health commenced consultation for its next Strategic Plan, which will cover 2023-2029. The plan, which was developed with consulting firm Rapid Impact, will be reviewed at two-yearly intervals, to reflect the constantly changing operating environment we work in.

The development process commenced with a four-month consultation period, engaging consumer groups from across the Ovens and Murray catchment. Focus group sessions were held with specific cohorts, including youth, new parents, parents of school aged children, older people, and those impacted by recent bushfires and floods. These sessions provided considerable insight into the issues and challenges our communities have faced and continue to face as they emerge from COVID-19 and face ongoing cost of living pressures.

In addition to challenging existing thinking and bringing deep community knowledge into the planning process, the consumer focus groups provided the unique and authentic insights that only those with lived experience can offer.



Simultaneous to consumer engagement, feedback was also sought from key partners and stakeholders of Gateway Health. These interviews provided insight on changes to the external operating environment, state and national policy platforms, and development on rural and regional community health, likely to impact on the future direction and success of the organisation.

Gateway Health would like to thank all those people who participated in these sessions and provided perspective and knowledge for the benefit of improving Gateway Health into the future. The Gateway Health Strategic Plan 2023-2029 is available on our website.

The areas of inquiry for the session were tailored to each group, but broadly focused on five key areas:

1. What is the best thing about Gateway Health?
2. What could Gateway Health do tomorrow that would make a difference to you, your family and the community?
3. What more could Gateway Health do to make it the destination for the community into the future?
4. Why is community health important?
5. What is the one key message you would like to give Gateway Health's CEO and Board?

Quality and safety: reporting and management

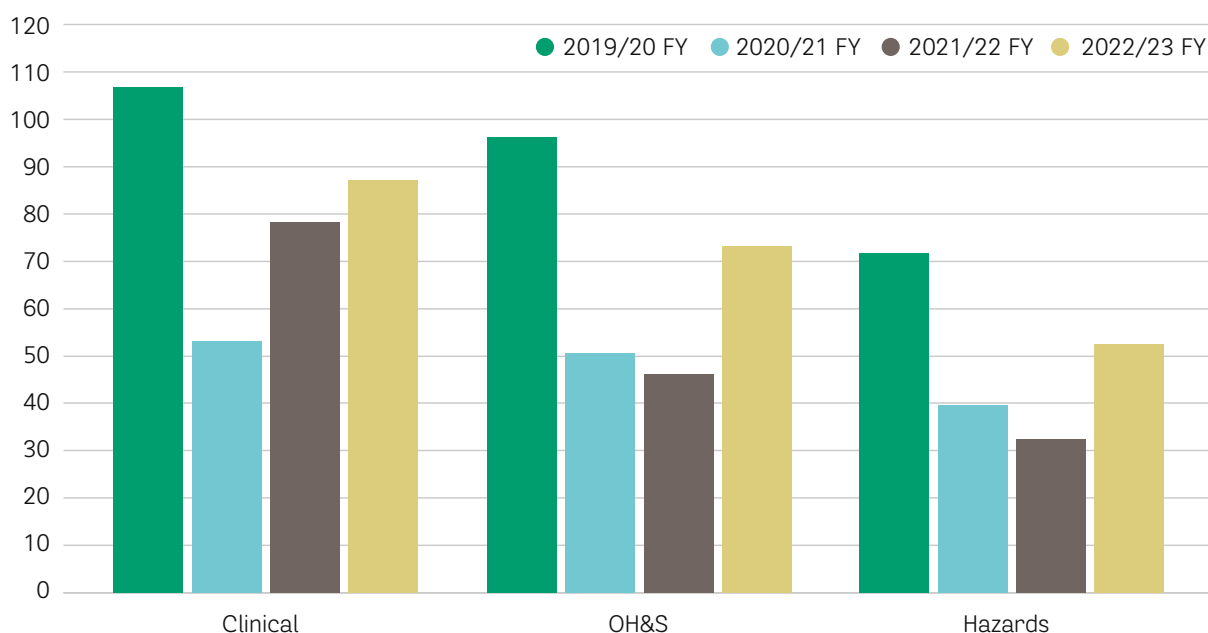
Gateway Health uses robust processes and systems to monitor, investigate and report on all incidents, including hazards. This allows us to improve service delivery, to maintain high-quality services and provide a safe environment for staff and clients.

In 2022/23, there were more total clinical incidents reported over the 12-month period compared to the previous year (see chart one below). There were also more Occupational Health & Safety (OH&S) incidents reported. This reflects an increase in reporting on aggressive and intimidating behaviours from clients and visitors.

This has been supported by educating and training of staff to report these incidents. Key staff have also undertaken response training for occupational violence.

In addition to the increase in clinical incidents, there has also been a significant trend upwards in hazards reported since the previous year. Staff are encouraged to report near misses to help identify issues before an incident occurs.

Chart 1: Number of incidents and hazards



How we review incidents

The incident review panel was formed in 2021. It reviews all Category 1 and 2 incidents, and incidents that require reporting to external bodies. The panel also reviews any lower category incidents that are escalated if there is deemed to be any risk or concern.

Category 1 are very serious incidents - also referred to as critical or sentinel events. There were no Category 1 clinical incidents in the 2022/23 period.

There were six incidents reported as Category 2 (three Clinical and three OH&S) that were referred to the Incident Review Panel for discussion, decision and recommendation. Improvement Actions in response to clinical, OH&S and hazard incidents are outlined on the following page.

What we did

At Gateway Health, staff and client/visitor safety is our part of our core business. We encourage reporting of all incidents as a way to identify opportunities for improvement and to ensure we are providing a safe environment. Below are examples of ways we have improved safety.

Incident	The issue	The improvement
Data Entry standardisation	Data entry into client files was inconsistent across parts of the organisation, which resulted in difficulty locating some client information, when it was required for reviewing risk assessments and consents.	The client information management system (CIMS) was upgraded and dedicated sites within the system were developed for alerts, risks and consent so they were not embedded with the case file notes, but were easy to view in their dedicated site. This ensured information was current and easily identified when any re-evaluations were due.
Easier access to AED defibrillator	A person collapsed in a Gateway Health carpark, but the automated external defibrillator (AED) was only accessible through a security door that required swipe card access.	The AED was moved into the air lock between the front entrance doors and the internal security doors, allowing easier access to the AED in business hours, and the ability to respond to a collapsed person outside of the building. The AED is also secure after hours.
Dealing with aggressive behaviour	There was an increase of aggressive client occupational violence incidents reported across the organisation.	To address this concern, we undertook a number of activities to protect staff, including: <ul style="list-style-type: none">• a way to remotely lockdown and quickly secure external doors• installation of a blue flashing light and siren to indicate when there is a lockdown• signs in public areas to remind clients/visitors to be respectful to staff• internal doors are now only accessible with a swipe card• duress alarms to staff working offsite that notify key Gateway Health senior managers if an alarm is raised• telephones installed in less visible offices• an external provider trained key staff on responding to aggressive behavior• updates to emergency procedures to reflect these changes.

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

The conjoint appointment with the La Trobe Rural Health School has continued, with Dr Carolyn Taylor appointed to the role in August 2022. The conjoint appointment was created to address rural health workforce challenges. The shared focus has been on increasing student placement numbers and research capacity. The number of completed student placements increased from 24 in 2021 to 32 in 2022, with a further increase expected in 2023.

A series of five student supervision workshops were conducted in the first half of 2023. The aim was to increase skill and confidence in supervising students on placement. Twenty-eight student supervisors attended these workshops.

Dr Taylor has supported Gateway Health staff in their preparation for conference presentations, and provided support in the development of ethics and grant applications. As a result, Gateway Health were successful in their application for \$50,000 from the Violet Vines Marshman Centre for Rural Health Research at the La Trobe Rural Health School.

2021

24 placements across eight discipline areas

583 placement days

Partnered with **8** education providers

2022

32 placements across **11** discipline areas

750 placement days

Partnered with **11** education providers



Making our communication easier to understand

Gateway Health aims to provide accessible and inclusive communication material that clients can easily access and understand regardless of their ability or environment.

We undertook several improvement activities to meet this goal.

1. We developed and implemented the Accessible Communication Guidelines. The guidelines support staff to:
 - communicate in different ways for a range of abilities and environments
 - write accessible content that is easy to read and understand
 - use plain language
 - use inclusive language
 - translate communications where possible
 - use accessible design principles
 - create video and audio that can be used and understood.
2. We revised our Privacy Brochures and Rights and Responsibilities Brochures to make them easier to understand. We did this by:
 - making the language simpler and easier to read
 - using updated, more accessible icons and design elements
 - translating the brochures into Nepali, Swahili and Italian.
3. We also provided audio versions of these brochures in English, Nepali, Swahili and Italian. This means people who have difficulty reading can easily access the information and be informed of their rights and responsibilities.



Consultation was valuable to developing our Disability Action Plan

Gateway Health is required to have a Disability Action Plan under the Disability Act. As an organisation, we want to improve how we provide services and supports for groups who experience inequity.

Gateway Health created and launched our Disability Action Plan to support staff to better engage and care for people living with a disability.

The Disability Action Plan was developed following an extensive review of:

- current legislation
- the external policy environment (national, Victoria and NSW)
- current Gateway Health policies and key documents
- best practices for including people with a disability.

The team also consulted with staff, consumers and other service providers with professional or lived experience. Cohorts were chosen to ensure diversity within this group and a solid foundation on which to develop the plan. Three priority areas for action were identified: organisation, advocacy and leadership.

The priorities will be addressed over a three-year period, based on three phases.



Phase One - Discover and dream

This phase focuses on discovering our context, understanding strengths and challenges, and imagining what things could be like. The aim is to ensure that Gateway Health has the knowledge, systems and processes in place to genuinely respond to consultation outcomes.



Phase Two - Design

This phase focuses on two areas: design actions and outcomes with consumers and stakeholders; and test, revise and evaluate ideas and practices based on the learning from phase one. Our engagement will be developed with our community in mind.



Phase Three - Deliver

Phase three focuses on delivering and embedding best and emerging practices for participation and inclusion in Gateway Health's services, activities and workforce. An internal working group will oversee implementing the Disability Action Plan. This will be facilitated by the diversity coordinator as part of the Equity and Participation Program at Gateway Health.

Co-design of the Mental Health and Wellbeing Connect Centres

Gateway Health recognises and values the lived and living experience of people. These perspectives are critical to service design and delivery, as they contribute to consumer satisfaction and ensure the services we deliver meet consumer needs.

In 2022, Gateway Health worked with consumers to co-design the Mental Health and Wellbeing Centres. The centres provide a warm, welcoming space for families, supporters and carers of those with mental health and/or substance use challenges.

A carer advisory group provides insight, input and support in decision-making processes. This was important to provide a lived experience perspective. This group works with Gateway Health staff to provide advice and input into our service delivery framework, while also following guidelines and recommendations from the

Department of Health and Tandem (the peak body for carers).

As we move into the implementation phase, we expect the group's input and engagement will change. The team will work with the advisory group to evaluate the outcomes. The team will also use consumer feedback to adjust the services as needed. The Connect centres are located in Wangaratta, Shepparton and a satellite office in Wodonga.



Reconciliation Action Plan

A key action in Gateway Health's current Reconciliation Action Plan was finalising our Aboriginal Employment Plan which was shared with a number of key community organisations and stakeholders in development. By implementing this plan, Gateway Health is committed to developing a qualified, skilled and recognised Aboriginal workforce with rewarding careers at all levels in our organisation. We will ensure that Aboriginal employees feel culturally valued (more than just safe), and thrive because they actively shape policies and projects that support their wider community.



Moving towards reconciliation means we actively grow our understanding of history, truth and local stories. For Reconciliation Week 2023 a number of Gateway Health teams got out of the office to improve their understanding of local First Nations history and culture across our sites.

These activities included:

- walking the Bullawah Cultural Trail, the Yindymurra Sculpture Walk and the Gateway Island Cultural Trail with stories and information from local Elders
- participation in facilitated reflection and healing sessions
- team conversations about the Uluru Statement From the Heart
- posters were updated at each site, ensuring acknowledgement of country
- Gateway Health also developed and published a Position Statement on the Voice to Parliament referendum, explaining how a Yes vote could have a positive impact on long standing health inequities.



The RESPOND Brains Trust

Gateway Health is a lead partner in the RESPOND initiatives in Albury Wodonga, Alpine and Wangaratta. RESPOND creates a community response for children's health and wellbeing through two key strategies:

- engage with community to identify factors that impact children's health and wellbeing
- empower the community to improve the health and wellbeing of children and the wider community.

The RESPOND initiatives initially used a formal governance structure made up of key local stakeholders. After reflecting on the work so far, it was decided to set up a 'Brains Trust' instead of a formal structure. A Brains Trust is a group of informal community champions that allows the community voice to guide RESPOND Wodonga's work.

The team identified several prospective participants interested in the project and its outcomes. The team selected eight members representing the following sectors: disability, schools, business, community foundation, Aboriginal community-controlled health organisations, council and LGBTIQ+. The first meeting was held in late 2022.

The Brains Trust input led to changes to the RESPOND Wodonga program. These included its design, community engagement, promotional activities and access to new networks. It also helped members better understand each other's work and recognise potential partnerships.

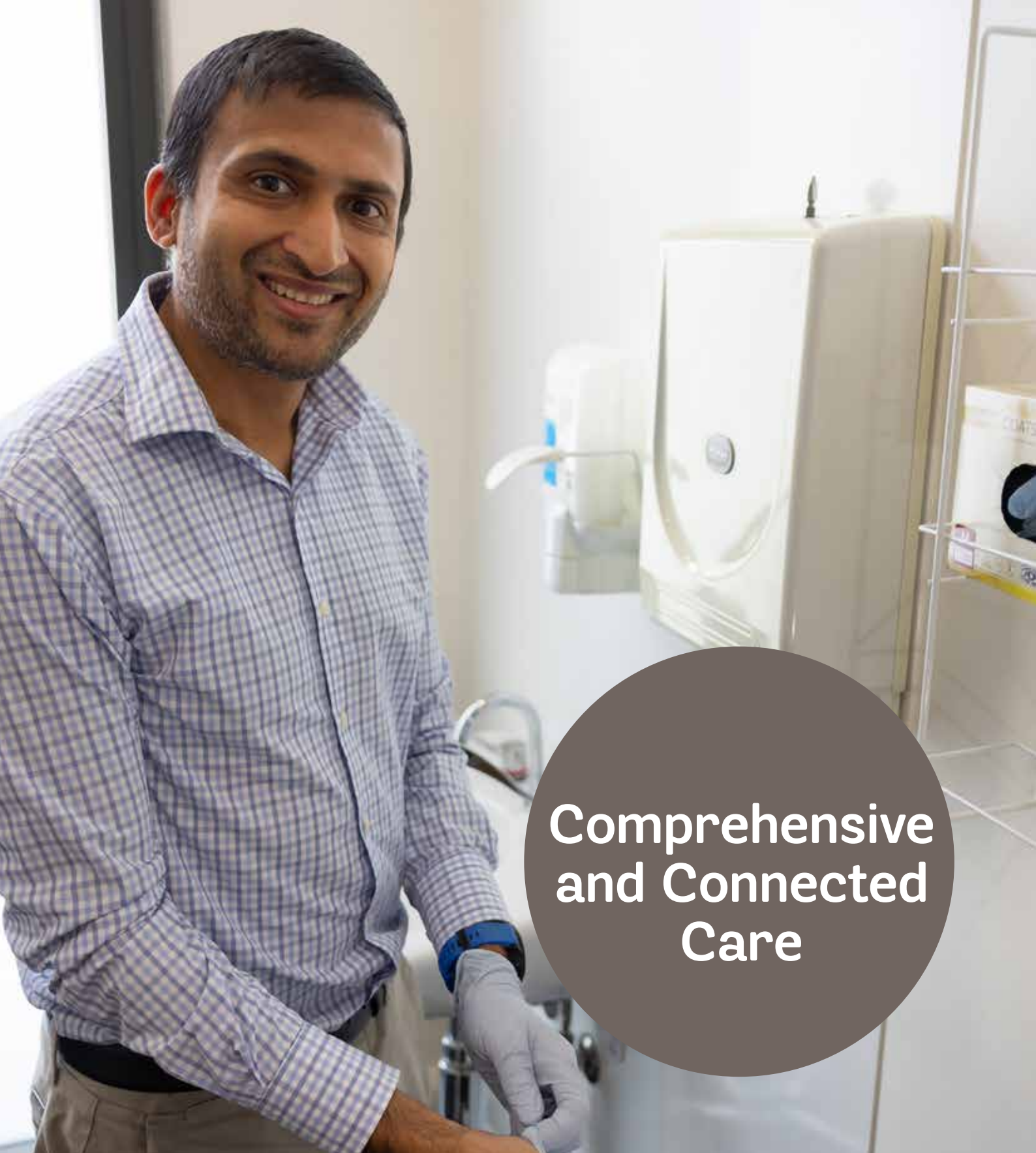
The RESPOND Wodonga Brains Trust input has been invaluable. It has improved activities such as the sleep health events and the community advocacy workshops. The advocacy workshops were run in partnership with the Public Health Advocacy Institute.

The Health Promotion team will continue to seek feedback from the Brains Trust as needed.

The RESPOND Wodonga Brains Trust include representatives from the following organisations:

- Albury City Council
- Albury Wodonga Aboriginal Health Service
- Aspire Support Service
- Belvoir Special Developmental School
- Border Trust
- Gateway Health
- Gateway Health Gender Service
- Hume Bank
- Transcend Australia
- Wodonga Senior Secondary College
- Wodonga Primary School





Comprehensive and Connected Care

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.

Part of this work is about ensuring connected care between services and providers.



Supporting children and parents in the early years

The Child Health Intervention and Parent Support (CHIPS) program is an early intervention service for children aged from zero to 12 with social, emotional, or behavioural challenges, and their families. The CHIPS program identified three opportunities from feedback from schools and families. These included:

- providing support and counselling to local primary schools
- identifying support areas for some age groups based on referral trends
- providing interim support for families on the wait list.

In response to the feedback, the CHIPS program team increased group sessions. CHIPS practitioners and senior school staff identified participants for the group programs. A needs analysis identified that children in grades four to six would benefit from two programs. These were an anger management program for boys, and a friendship and social skills development program for girls.

The CHIPS team partnered with Kiewa Primary School and Bandiana Primary School to run these programs. Lesson plans were developed that used research-based strategies and creative ways to make it engaging. Weekly groups were run within the schools, group work and content was adapted as needed to meet the participants' needs.

The CHIPS program team also identified a need for parents/guardian support. The CHIPS team contacted waitlist families and offered them an opportunity to attend the Raising Resilient Children program. This team held two sessions: one session during the day and one in the evening to allow for flexibility. This parent/guardian program was run by one CHIPS practitioner and one parent educator.

Following the sessions, the CHIPS program team conducted satisfaction surveys and evaluations. Participant feedback showed that the children would have liked the program to be extended.

Afterward, the CHIPS program team held a planning day to discuss offering more school-run groups and how to refine the program. The team will continue to identify other trends and how they might address needs for certain groups (e.g., children from separated families). They are also reviewing ways to support families on the waitlist. The CHIPS program team will continue to offer flexible program options (e.g., parent groups) and help parents to overcome any barriers.



Recognition for delivering care to Aboriginal and Torres Strait Islander people

At Gateway Health, we strive to help all people live well and take a holistic view to their health. One of the ways we do that is by providing care for Aboriginal and Torres Strait Islander people. In 2023, Dr. Olivia Stuart was nominated for a number of health services at the Victorian Rural Health awards.

Dr Stuart was recognised for her involvement with Gateway Health Wangaratta and the First Nations Apex Park Bus initiative and was nominated for 'Outstanding Contribution to Aboriginal and Torres Strait Islander Health' as well as 'Outstanding Contribution by a Rural GP or Rural Generalist'.

Although she didn't win, Dr Stuart said it was an honour to be nominated. Dr Stuart said she enjoys working with the Aboriginal and Torres Strait community as it gives her a way to give back and learn about the land she lives on.



"I want to close the gap and to improve health outcomes for Aboriginal and Torres Strait islander people," she said.

Dr Stuart is the director of medical services at Gateway Health and has worked here for over 14 years.

Wellness pop-ups to help with community recovery and build resilience

Based on stakeholder and client feedback, the team held two Wellness Pop-Ups for disaster impacted communities in Rutherglen and Walwa.

Wellness Pop-Ups are a part of holistic health promotion in talking about things that impact people's wellbeing. Wellbeing has many parts and can include issues such as people's mental and physical health, financial and legal status, what's happening with work, school and in families, as well as overall sense of safety and hope for the future. The Pop-Ups were an opportunity for attendees to talk to financial counsellors, lawyers, and health and other professionals at no cost.

The Community Resilience and Recovery (CRAR) team identified that there can be a reluctance in rural communities to think about mental and general health issues. They recognised that they needed a different

approach, and shifted from asking people "why" or "what would help you to access mental or general health services," to reflecting on the conversations they'd had and the behaviours they had observed over the years.

The CRAR team's focus moved from engaging with services, to promoting the importance of 'taking time' out. The team also spent time talking with clients about the importance of gathering with family and friends to fish, hunt, play sports, and so on, while also continuing to promote and help with access to GPs, mental health practitioners and other professionals.

The team also recognised that many of their clients were already engaging in good mental health and physical health practices – they just didn't know it. For example, many rural clients are hunters. Going 'bush' and hunting with friends alleviated stress for many, provided opportunity to communicate and connect and is an excellent form of physical exercise.

Gambler's Help: A path to recognition and recovery

Gambler's Help is a service provided by a network of community organisations across Victoria, including Gateway Health, to help and support people affected by problem gambling. One of the program's goals is to reach people at high risk of experiencing gambling harm.

The Anrows 2020 research project showed that family violence is three-times more likely to occur in families with gambling problems. That's why the team integrated 'gambling harm' education into Gateway Health's 20-week Men's Behaviour Change (MBC) program.

The Gambler's Help team held a workshop with nine MBC participants to identify participant gambling profiles, the people in their social circles, to engage them in sharing their views on gambling, and to reach an agreement on the three key topics of gambling harm information. Based on outcomes from the workshops, the three areas included understanding how gambling products work, addiction and recovery, and health and wellbeing.

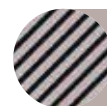
The team conducted similar workshops with service staff. Attendees included Gateway Health counsellors, MBC facilitators and case managers, a Wiradjuri

Elder, a cultural planner at Mungabareena Aboriginal Corporation and Albury Wodonga Ethnic Communities Council staff representatives. A robust conversation was facilitated in the workshops before consensus was reached on the focus areas. Notably, the views of the staff and MBC groups were similar.

These workshops allowed the gambling component of the MBC program to be developed through cross-sector partnership, codesign, and integration. The gambling component addresses sensitive topics such as addiction and recovery with respect, dignity, and trauma-informed approaches, while holding men accountable. The Gambler's Help team also viewed the feedback through a gendered lens, incorporating cross-sector principles and frameworks in a safe manner. The integration of these components is crucial as there are risks involved when it's not executed properly.

The Gambler's Help team will refine and improve the gambling component of the MBC program by gathering feedback from participants and staff. The team will also expand the program's reach by building new partnerships, and advocating for improved screening, responding, referring, prevention, and treatment options for gamblers.

Improving access to dietetics services for people with psychosocial disabilities



Psychosocial disabilities can result in people not taking part in activities because they might have difficulty participating and interacting with others. The Victorian State Government's Home and Community Care Program for Young People (HACC PYP) supports young people with difficulties managing daily activities such as shopping or cooking, when they are not eligible for National Disability Insurance Services (NDIS).

The screening tool the team were using to determine eligibility for HACC PYP services targeted people with functional impairments related to physical disabilities. This means that people with psychosocial disabilities were more likely to be deemed ineligible for HACC PYP services.

With more people experiencing mental health concerns, access to services tailored towards psychosocial disabilities is important.

In 2021, Gateway Health dietitians supported University of Canberra students to develop an alternate screening tool that would identify people eligible for HACC PYP services due to psychosocial disabilities. This decision opened access to HACC PYP services to an under-served target group.

The Rural Health team trialled the new Psychosocial Assessment Summary (PAS) tool for HACC PYP referrals from September 2021 to August 2022.

The PAS tool referral data was compared to the previous twelve months, illustrating a 79 per cent increase on the previous twelve months. Forty-one referrals were received across the entire Rural Health team. Thirty-three of these referrals were for the Dietetics team, equating to 33 people with psychosocial disabilities who would have been deemed ineligible under the previous screening tool.

The Rural Health team continues to use the PAS tool as part of their access and engagement process.

Supporting local people experiencing domestic and family violence

All specialist family violence services across Victoria are now required by government to provide some level of crisis response to victim survivors.

While Gateway Health is not a crisis service, in order to meet this requirement, the Domestic and Family Violence team implemented the Family Violence Crisis Brokerage service, providing family violence victim survivors vouchers or prepaid debit cards.

This includes children who are victims in their own right. Vouchers and prepaid debit cards are supplied by the Albury-Wodonga Regional FoodShare and Australia Post.

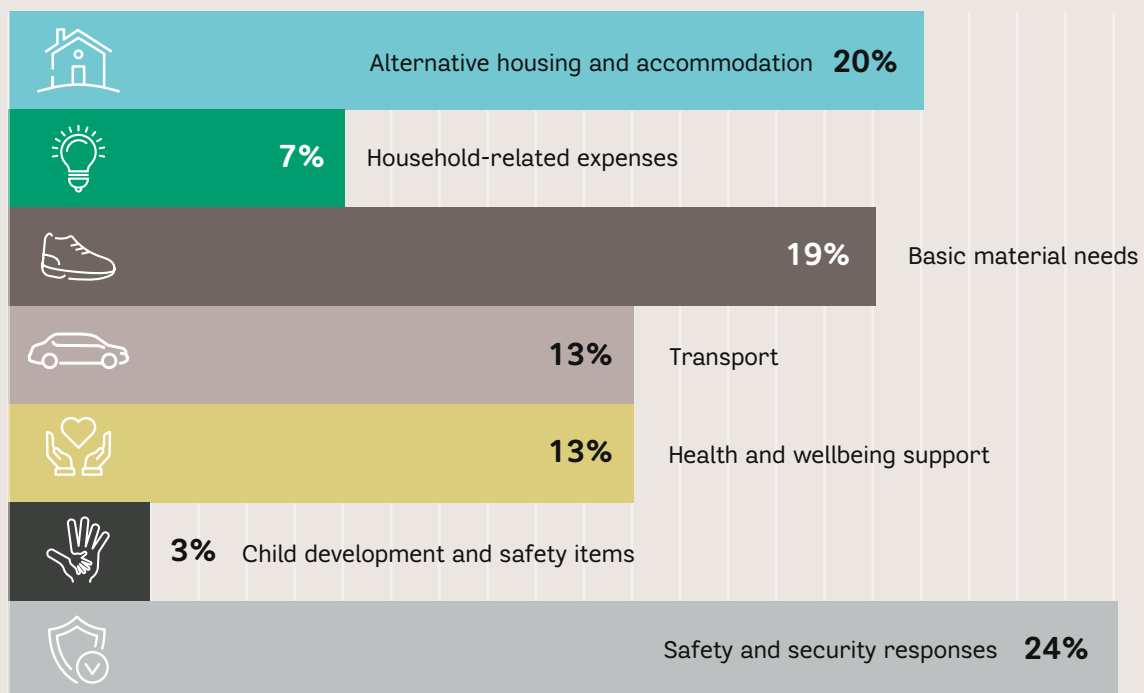
In addition, brokerage funds have been used with commercial suppliers under business as usual arrangements to buy goods and services for clients.

Domestic and Family Violence managers and counsellors also liaise with their crisis response counterparts at the Centre Against Violence (CAV). The CAV provides a similar brokerage service to support victim survivors. This open communication channel ensures client safety, eliminates service duplication, and maximises available resources in the service system.

More than 100 victim survivors – including 36 children – have been supported by the Domestic and Family Violence team through the Family Violence Crisis Brokerage service.

The Domestic and Family Violence team will continue advocating to Department of Families, Fairness and Housing (DFFH) to ensure that the Family Violence Crisis Brokerage service and similar supports receive long-term funding.

Family Violence Crisis Brokerage service main cost categories:



Recipe for success: A psychosocial cooking group

According to the Australian Bureau of Statistics, 4.6 per cent of Australians experience some form of psychosocial disability, a term used to describe the functional impact of living with a mental health condition on daily life.

Not everyone with a mental health condition has a psychosocial disability, but those who do can find it difficult to function and negotiate everyday life tasks.

For example, food management can be difficult for people with a psychosocial disability because it requires the ability to make many decisions on a daily basis such as:

- deciding what to shop for
- how much to spend on food
- navigating a busy supermarket
- following a recipe
- preparing a meal.

If left unmanaged, the nutritional consequences can result in more health problems.

In early 2022, Gateway Health Dietitians and Occupational Therapists (OTs) began discussions with staff from the Alcohol and Other Drugs (AOD) team and MIND Australia about the rising demand for services for people with a psychosocial disability needing support to overcome barriers to eating well.

This led to the development of a cooking program, which was piloted between June and August 2022. There were three participants who were responsible for coming up with the program title 'Recipe for Success'.

Each participant was offered:

- joint appointments with a dietitian and OT for an initial assessment and two reviews
- a virtual group meeting to support introductions and establish rapport
- six fortnightly cooking group sessions at Gateway Health with the Dietitian, OT and an Allied Health Assistant.

Recipes were selected on the basis of their nutritional value, ease of preparation and ability to meet participant goals. The two participants who completed the program improved feelings of self-confidence and performance.

The feedback about the cooking sessions was positive, with comments such as: it was well planned,



the staff were friendly, the meals were practical, and there was a good variety of recipes.

One of the participants reported that the program improved their motivation to cook. They demonstrated pride in their cooking efforts and their family enjoyed their cooking. They also felt that they were able to ease the burden of cooking for their mother by cooking more often.

The other participant stated that one recipe was more than they could eat themselves, so they shared it with their neighbour. They also highlighted their experience trying new and alternative foods they hadn't tried before.

There were lessons learned during the pilot that will inform future groups. These include:

- needing larger group numbers to preserve the group dynamic in the event of participant drop-out
- maintaining the fortnightly group format
- ensuring there is practice at home on alternate weeks with home visits by an Allied Health Assistant
- improving eligibility screening and having targeted promotions for more appropriate participant recruitment. We want to focus on participants who need both nutritional and functional support
- continuing the use of validated pre and post program measures
- developing pictorial recipes that are accessible to all literacy and comprehension levels.

Building connections through the intergenerational cooking project

With an ageing population, creating age-friendly communities is an important global initiative. Age-friendliness helps to reduce ageism and breaks down negative stereotypes, and helps to foster healthy active ageing and a better quality of life for people of all ages.

An important strategy that is growing in momentum is intergenerational practice. This approach brings together different generations to share experiences that are mutually beneficial.

Gateway Health provides services across the lifespan, from childhood to becoming a parent, into adulthood and older age. But these services rarely provide opportunities for people from different generations to mix. The Intergenerational Cooking Project set out to create that opportunity.

Gateway Health, through the Active Rural Communities (ARC) program and in partnership with Wangaratta's GOTAFE Hospitality Course, created the Intergenerational Cooking Project. The aim was to have meaningful interactions between the young hospitality apprentices and older people attending ARC and dietetic services. The project commenced in 2022, supported by Age-Friendly North East Victoria.

The first phase brought together elderly participants and hospitality apprentices for lunches at the GOTAFE community dining space. Apprentices prepared a two-course lunch for ARC participants. After the meal service, the participants discussed the meals. From July to August there were four lunch services attended by 96 ARC participants and six apprentices.

Gateway Health and GOTAFE staff observed and reflected on their experience. The team found that overall the interactions between ARC participants and apprentices were positive.

Over the course of the sessions, there was less need for staff to facilitate discussions. Apprentices became more confident to engage with the ARC participants. And our typically quiet ARC participants were looking forward to talking with the apprentices and supporting them with their education.



We also noted that some participants ate more than they usually would. This finding is consistent with research that suggests eating in a social setting can have a positive impact on nutrition. Most participants were complimentary about the quality of the meals, particularly those with specific dietary requirements.

ARC participants indicated their interest in coming back for more lunch sessions. Several participants even returned for a fifth lunch.

There were also some changes identified to enhance the dining experience, such as:

- plating meals on crockery rather than takeaway containers
- seating participants at smaller tables to better support those with hearing impairments to take part in conversations
- including clearer dietary guidance coding on menus.

The second phase - a multiple-week cooking program - started in April 2023. This phase is bringing together past participants of Gateway Health's Men's Cooking Program and GOTAFE apprentices. The aim is to increase men's cooking skills and support apprentices to improve their coaching skills and meet other course requirements.

Increasing access to mental health services through new psychology clinic



A key gap identified across the Ovens and Murray region is access to mental health services and mental health professionals, including those who work with youth. This gap has been identified by the Murray PHN.

To overcome these service shortages, the Gateway Health Psychology Clinic (GHPC) was created.

The main goal of the clinic is to provide affordable community access to mental health services and education programs. The clinic is serviced by qualified psychology students (referred to as provisional psychologists) from Victorian universities, who are then supervised by licensed and experienced psychologists. The provisional psychologists benefit from professional teaching and training in a rural setting. The evidence suggests that trainees who get experience in a rural community are more likely to return to practice once fully licensed.

Making the clinic a success

A lot of work went into setting up the GHPC to enable the delivery of services to clients while also providing an educational experience for the provisional psychologists. The team created a clinic model of care and a clinical governance framework that aligned with Gateway Health's model of care, as well as the establishment of policies, procedures and documentation. Another important aspect was creating a robust orientation and providing training on key issues, such as rural practice and telehealth, for the provisional psychologists.

Gateway Health received funding for 12 practice placements for the provisional psychologists. The funding is part of a National Health and Medical Research Council research grant. The grant is managed by University of Melbourne (UoM) on behalf of four University Departments of Rural Health - at the University of Melbourne, Monash University, Deakin University and Latrobe University. The two-year research program aims to provide a pipeline

of psychologists into the rural health workforce, and complement the University Department of Rural Health placement program objectives.

The first six provisional psychologists commenced in July 2023; three of the psychologists have local connections to the region, and three are from metropolitan areas.

The program received 39 referrals when it opened in July 2023:

- fifteen referrals received from GPs (half were Gateway Health GPs and half were external GPs)
- six referrals from parents or self-referred (some with a mental healthcare plan)
- thirteen referrals from Gateway Health program workers (i.e., Alcohol and Other Drugs, Head to Health, Children's Counselling and Domestic and Family Violence)
- four referrals from the National Disability Insurance Scheme
- one referral from Wellways.

Next steps and evaluation

The team holds monthly meetings with the University of Melbourne for monitoring and evaluation purposes. In addition, the clinic will participate in an external evaluation completed by the University of Melbourne and Going Rural Health to report on the student's experience and learning, the supervisor experience and client experience.

The team will continue to work with university placement coordinators to recruit provisional psychologists for 2024. Gateway Health is keen to continue the clinic and will explore additional funding streams.

Food in Mind: Providing early intervention to people experiencing disordered eating

Data shows that now more than ever, young people are affected by body image concerns and disordered eating, and there are a lack of suitable services available across our region to support people with symptoms of disordered eating.

To meet this need, Gateway Health partnered with headspace Wangaratta to offer group programs to young people with body image concerns. Following the first few sessions, clinicians determined that the needs of the young people were greater than they were able to support through group programs.

Thus, the Food in Mind program was developed. Food in Mind supports young people aged from 12 to 25 who are experiencing mild to moderate symptoms of disordered eating. The young people who take part in this program undertake an assessment with a mental health clinician (or social worker) and dietitian where they discuss the best

pathway of care. All young people accessing the program will be supported by a care team made up of medical, mental health and nutrition professionals.

The program has supported young people to access a higher level of care and provided referral to local mental health services. The Food In Mind team also works closely with other local services to ensure a continuity of care and to improve access to services for across the community.

The program has experienced strong demand since inception, receiving referrals from and for young people seeking support for disordered eating, and the program currently has a wait list.

Gateway Health and headspace Wangaratta have engaged with local federal MP Helen Haines and have spoken to Assistant Minister Emma McBride to discuss the needs of the community that this program supports.





Quality and Safety Improvements

Gateway Health works 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.

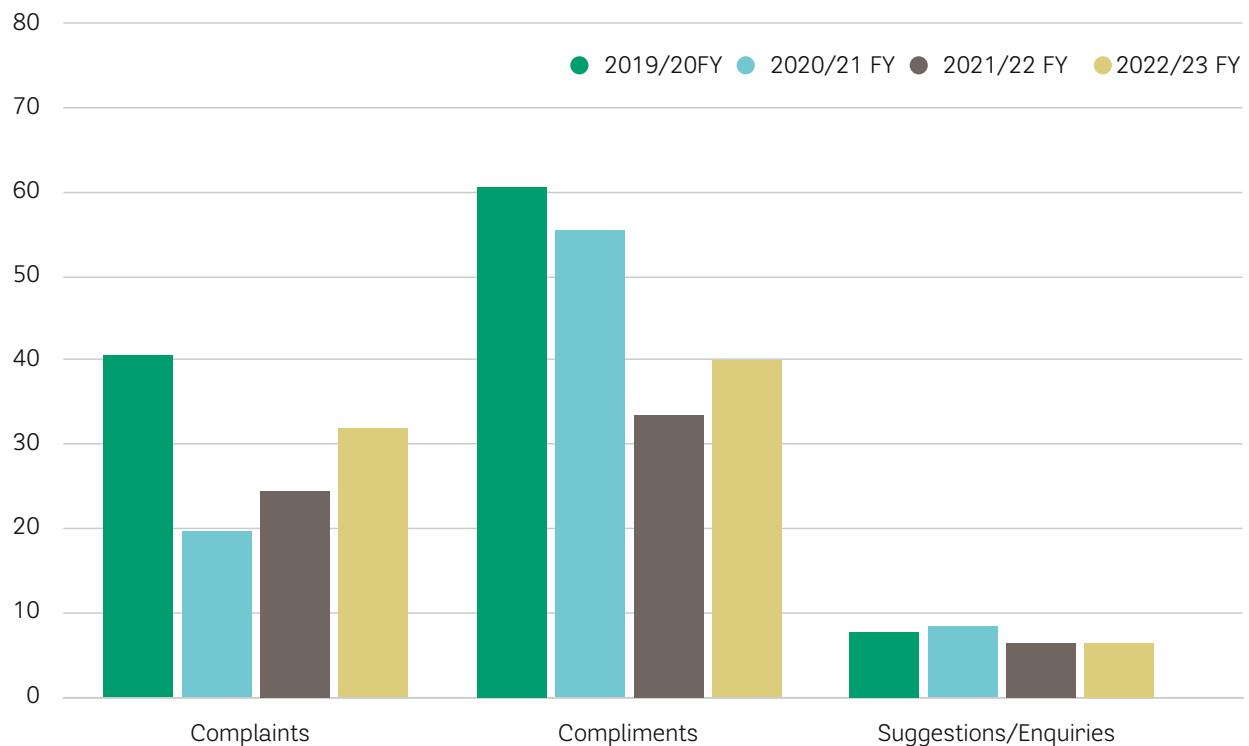
Listening and responding to our clients and community

Gateway Health values feedback about the experiences our clients, their carers and families have when they connect with 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, including headspace.

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 speak with Gateway Health's Quality and Standards officer.

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

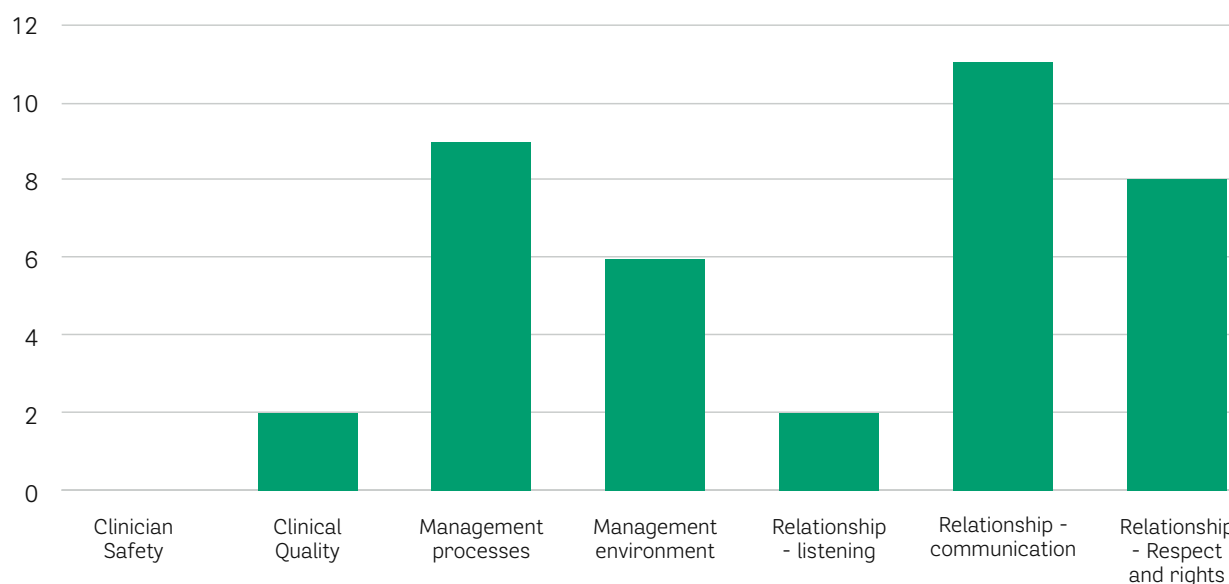


As chart 2 shows, there was an increase in the number of complaints received in 2022/23 compared to 2021/22. There was also an increase in the number of compliments received in 2022/23 compared to 2021/22. The number of suggestions/enquiries remained the same over both time periods.

Complaints received by Gateway Health

Chart 3 summarises the complaints received by Gateway Health in 2022/23.

Chart 3 – Number of complaints by type



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 66 per cent 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 28 per cent of complaint issues. These complaints primarily referenced delay issues in access to buildings and services.

How we addressed client feedback

1. A client with a disability raised a concern about their experience at one of our Medical Practices. They did not feel they were listened to or consulted sufficiently about their treatment.

What did we do? We apologised for their poor experience and identified an opportunity for improvement in our service delivery. We organised a meeting to work together with the client on ways to discuss consent from clients with disabilities.

2. A client was confused about changes billing arrangements at the Medical Practices, with the introduction of mixed billing, and was seeking clarity of how this change would affect them.

What did we do? The client was contacted and provided with the information that was released by Gateway Health to explain the changes and why the decision was

made. They were reassured that further information could be accessed by contacting the Medical Practice directly.

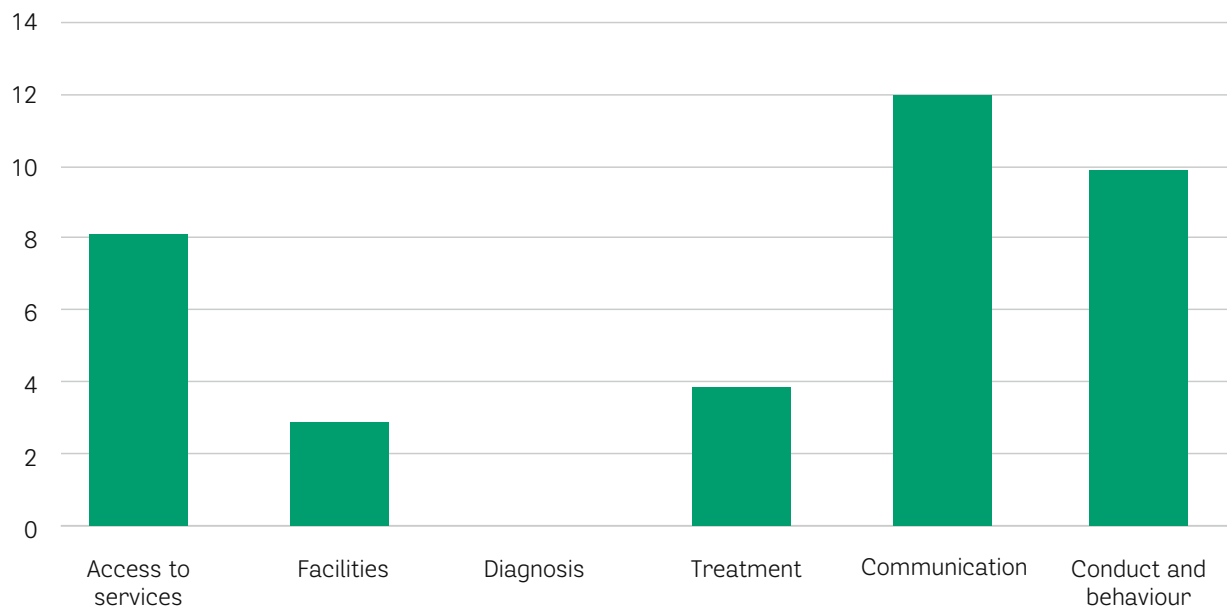
3. A client highlighted the provision of GP telehealth services and how the service was of great value to the community and any change or cessation of the service would impact vulnerable groups. In particular, their concern was “people living regionally already face a multitude of barriers to accessing timely & appropriate healthcare...”

What did we do? Gateway Health’s preference is that patients are seen ‘face to face’. However, under extenuating circumstances, GP telehealth appointments can be booked. This means that access to healthcare is more equitable and those finding it too hard to come into the Medical Practice are encouraged to ask for a medical consultation that suits them best.

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.

"Just want to say a big thank you (Julie). Your professional and caring approach, plus determined follow through, is a really big help".

"headspace are doing such an amazing job with mental health awareness and support for the community members as well as the young people".

"In all the years I have been involved with allied health services, Gateway Health are the best professionals I have ever dealt with. You are, in short, awesome".

"The midwife program was very helpful, the nurse (Vanessa) was lovely and always willing to help".





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

The People Matter Survey is Victorian public sector's annual employee opinion survey. Gateway Health has conducted the survey with staff for over five years. The People Matters Survey is a tool to measure employee satisfaction and overall engagement. The 2022/23 results demonstrated areas of opportunity as well as some positive growth from the previous year.

Response rate and overall engagement

The 2022/23 survey had our highest-ever staff engagement with a 65 per cent survey completion rate. Some other highlights include:

- the overall engagement increased from 72 to 74 per cent. This score is made up of questions relating to: how proud staff are to work for Gateway Health, whether they would recommend Gateway Health as a good place to work, their personal attachment to Gateway Health, and how inspired and motivated they are to help achieve the organisation's objectives
- the overall satisfaction of engagement at work increased from 71 to 74 per cent
- there was a decline in scores relating to workload, time management, and learning and development.

Opportunities for growth based on the 2022 results

The Gateway Health leadership team discussed observation from this year's survey and agreed on the three key areas requiring action are work-related stress, occupational violence and aggression, and role modelling values of the organisation.

Work related stress

- Twenty per cent of staff have reported experiences high to severe stress, this has decreased from last year's result of 26 per cent. However, it should be looked at from the perspective where 94 per cent of our workforce experience some work-related stress, which is a clear area of opportunity to improve.
- Those experiencing high to severe work-related stress reported that it is related to workload and time pressure. Other causes included dealing with clients, patients or stakeholders, competing home and work responsibilities, and unclear job expectations.

Occupational violence and aggression (OVA)

- In looking at both the People Matter Survey results and Victorian Health Incident Management System (VHIMS) reporting there is an increase in OVA resulting in staff feeling unsafe at work
- Forty-one employees reported experiencing violence and aggression in the workplace. This was reported as abusive language, intimidating behavior and threats of violence
- Physical assault was reported by two per cent of staff which decreased from 14 per cent in 2021
- Of the 41 staff who reported experiencing OVA, only 11 completed a formal incident report. The reasons staff didn't report included:
 - I didn't think it was serious enough (43 per cent)
 - I didn't need to because I made the violence or aggression stop (30 per cent)
 - I didn't need to as I no longer had contact with the person (23 per cent)
 - I didn't think it would make a difference (20 per cent).
- Providing regular training to all staff has been identified as a high organisational need
- Hazard reporting training is also needed to ensure we gain a complete picture for the organisation.

Role modelling values of the organisation

- 'Senior leaders model the organisation's values' has also declined from 69 per cent to 64 per cent since last year.
- 'My manager models my organisation's values' scored 89 per cent, where as Senior Managers modelling organisation values scored 64 per cent.
- All of the above identifies the need for a well-managed roll out process of the new strategic plan inclusive of values.

In addition to the work undertaken by Gateway Health's Leadership Team, Program Managers worked with their teams and decided on three actions to improve their team's overall engagement and satisfaction.

With a focus on action at all levels of the organisation, Gateway Health is confident the People Matter Survey results have been well considered.

For every survey completed for the 2022/23 People Matter Survey, Gateway Health donated a tree to our local Landcare. We contributed 231 trees!

How to provide feedback to Gateway Health

- 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

Meet quality of care standards - Accreditation

Gateway Health is required to comply with a number of national and state standards which provide a consistent statement about the level of care consumers can expect from health service organisations.

External accreditation programs commonly occur in three-year cycles often with mid-cycle review processes, and assess the degree to which the service or program area is meeting minimum or mandatory standards.

In 2022/23, Gateway Health undertook mid-cycle assessments against the following standards: National Disability and Insurance Scheme Practice Standards, Human Services Standards, National Standards for Mental Health Services, Health and Community Standards and the Rainbow Tick Standards. For our consumers, this provides assurance that services and supports are being delivered to a high-standard and ensures participants are empowered to achieve their goals and aspirations.

The Gateway Health Medical Practices underwent a full assessment this period and were honoured to receive accreditation to the governing national industry standards set by the Royal Australian College of General Practitioners. This achievement provides independent recognition of our commitment to safety, quality and continuous improvement in our General Practices.

And finally, to round off a big year of accreditation at Gateway Health, our headspace Wodonga and headspace Wangaratta services successfully completed their assessment against the headspace Model Integrity Framework.

Gateway Health has a culture of compassion, where staff ensure vulnerable people receive quality, safe and enjoyable supports, which was confirmed in the evidence provided to the accreditors.



Accreditation



gateway health

People living well

WANGARATTA

45-47 Mackay Street,
Wangaratta, VIC 3677
T: (03) 5723 2000

WODONGA

155 High Street,
Wodonga, VIC 3690
T: (02) 6022 8888 or

MYRTLEFORD

32 Smith Street,
Myrtleford, VIC 3737
T: (03) 5731 3500

freecall 1800 657 573

E: info@gatewayhealth.org.au

W: gatewayhealth.org.au

