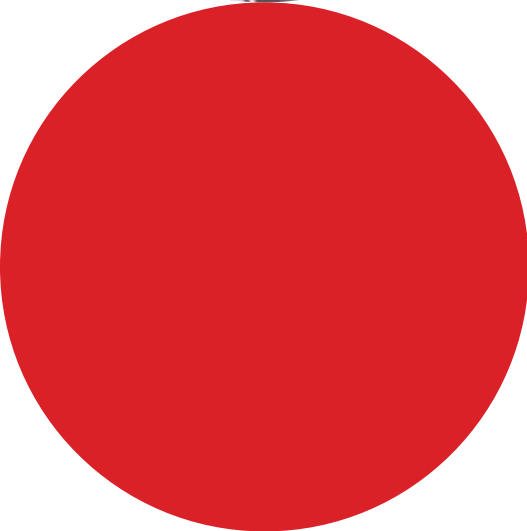


Annual Report 2021



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Introduction

This edition of the IPC Health Annual Report outlines our performance over the 2020-2021 financial year, unless otherwise stated. The details contained within were correct at the time of publication, November 2021. This Annual Report, along with previous editions, can be found on our website at ipchealth.com.au.

You can request a copy by contacting our **Client Services Team** on **03 9219 7142** or email: ipchealth@ipchealth.com.au

Acknowledgements

IPC Health is pleased to acknowledge funding from the Victorian and Commonwealth Governments.



We acknowledge the Traditional Owners of the land on which we work, the people of the Kulin Nation and pay respect to their Elders, past, present and emerging. We value the diversity and strength of our people and communities.



Interpreters available

Message from the Chair and CEO

The 2020–2021 financial year will always be defined by COVID-19 and our agility, resourcefulness and resilience in responding to a global pandemic. Everyone at IPC Health has worked above and beyond to contribute to the year's achievements. We are very proud to be able to present them to you in this year's Annual Report.

IPC Health has continued with its growth and leadership trajectory in the community health sector with our COVID-19 response, working closely with the Commonwealth and State Departments of Health, hospitals and other community health organisations across metro Melbourne to deliver Acute Respiratory Clinics (ARC), Rapid Response COVID-19 Testing, Community Engagement and COVID-19 Vaccinations. Our COVID-19 Response is inclusive of a bicultural workforce that connects with local communities to educate, prevent transmission and encourage vaccinations in an effort to keep our local communities safe.

Our focus has remained on connecting clients with much needed care, providing culturally appropriate access to services for those who do not always feel comfortable approaching mainstream health, and supporting our local communities.

IPC Health staff have continued to deliver services, often in creative and innovative ways given the pandemic restrictions. They are a testament to IPC Health's overall achievements this year. We would like to thank all our staff who have demonstrated passion, commitment and resilience in challenging circumstances to make a difference for those most in need.

IPC Health's Strategy to 2025 focuses on deeply understanding our diverse community, providing exceptional health and wellbeing services, prevention of poor health outcomes, and improving people's quality of life. In 2020–2021 IPC Health expanded much needed mental health services by launching the IPC Health HeadtoHelp Hub in Wyndham in partnership with the North Western

Melbourne Primary Health Network (NWMPHN). The Hub is now being expanded to include Melton in partnership with Melton City Council and demonstrates our commitment to working with the rapidly growing areas of Melbourne's middle and outer West.

During COVID-19 our focus has always been to keep our clients and staff safe while continuing to provide services. IPC Health invested in our Modern Workplace project for staff that has seen an overhaul of our information technology systems, telephony platform, and purchase of new mobile equipment delivering the capability for staff to work offsite in real time, supplying services where they are needed.

IPC Health secured new partnerships in 2020–2021 including working closely with the Murdoch Child Research Institute investigating a Child and Family Hub in Wyndham to engage families, better detect and address adversity, and deliver evidence-based holistic care. IPC Health has also partnered with Movember and Hope Assisted Local Tradies (HALT), securing funding to produce a mental health and wellbeing check-in app for tradies and blue-collar workers. Our positive outcomes and impact with our Social Prescribing program continues to gain media recognition, securing additional funding from the NWMPHN and allowing for the expansion of services from Brimbank to include Wyndham.

IPC Health welcomed Ngaire Anderson as a new Board Director in March 2021. We would like to acknowledge and thank our Board Director Rennis Witham who retired from the IPC Health Board in early July 2021 after more than five years of service. Rennis chaired the IPC Health Clinical Governance and Clinical Risk Committee since its inception and her contribution to IPC Health and more broadly to community health has been greatly valued.



IPC Health has achieved a positive surplus of \$5.18m for 2020–2021 and while we were unable to deliver all our contracted service hours due to COVID-19 restrictions, we were able to offset the shortfall in service delivery by providing our COVID-19 response, including Acute Respiratory Clinics, pop up drive through testing clinics, mobile testing teams, health status stations, and pop up COVID-19 vaccinations services.

Any surplus generated by IPC Health, known by our staff as surplus for purpose, is invested back into our organisation through expansion of much needed services for our local communities, such as asylum seeker medical and resettlement assistance and dental services in Wyndham. Other surplus funds are directed to supporting our staff Innovation Challenges, developing ideas and new services through a co-design framework with clients, community representatives, peak bodies and partners. Current Innovation Challenges include our Power Over Pain partnership with Western Health; exploration of the delivery of safe and inclusive services and support for transgender, gender diverse, and non-binary people; and exploration of the availability of eating disorder services and support across the western region of Melbourne.

We have driven and pursued opportunities for IPC Health to secure additional program funding to the value of \$27.7 million including additional funding for our COVID-19 response such as testing, engagement, High Risk Accommodation Response, Social Prescribing and mental health.

Data from our online Client Feedback Survey show that our clients' overall satisfaction and experience with IPC Health continues to be very positive: a total of 96% of surveyed people told us they were happy or very happy with the service and 90% were likely or extremely likely to recommend us to their friends and family. Data from our online telehealth survey show 97% of surveyed people were happy or very happy with the service they received and 84% were likely or extremely likely to recommend us.

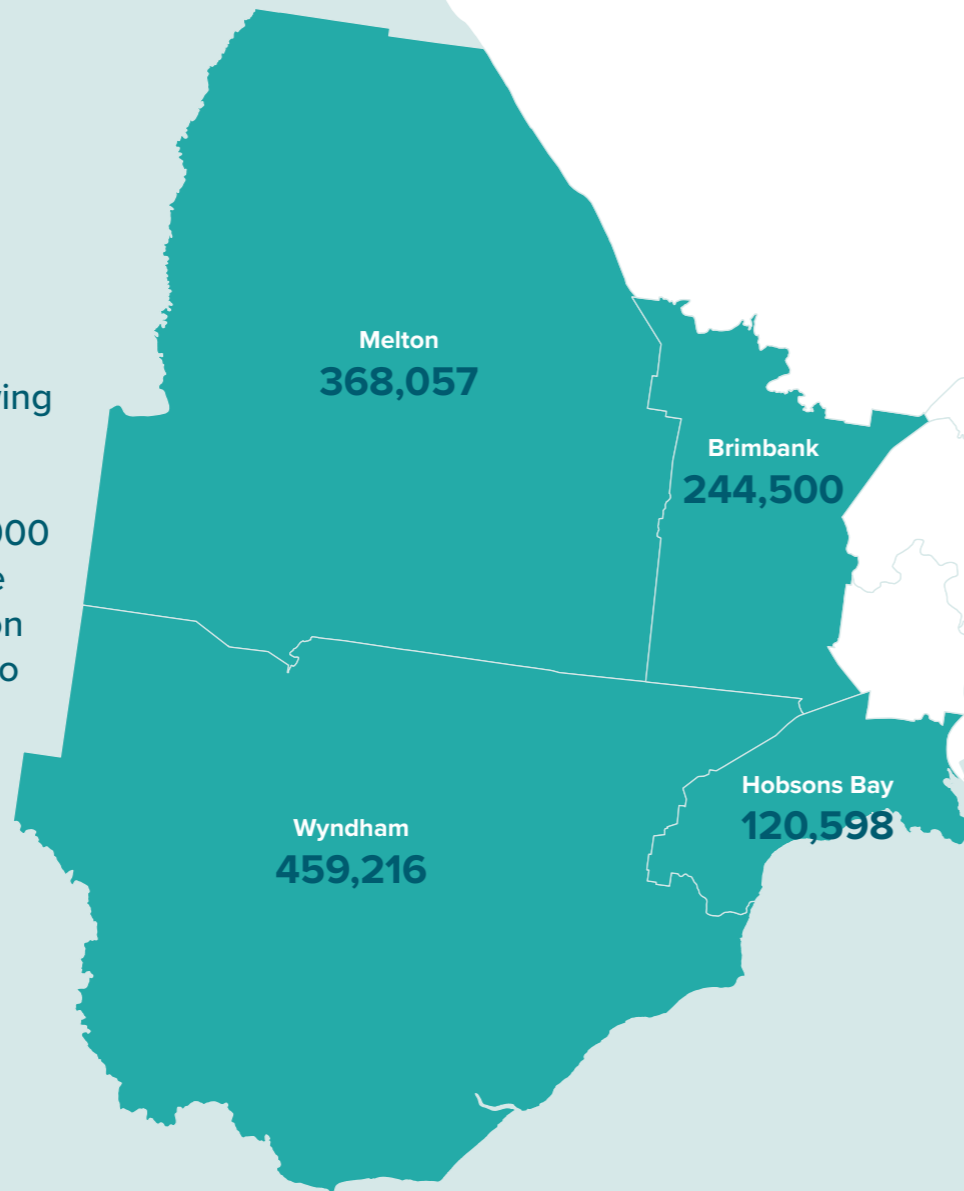
We would like to thank all Board Directors, Executive and Leadership Teams, staff and volunteers for their excellent work in very challenging times. We would not have been able to deliver our achievements without your ongoing support. We are One Team IPC Health, we are passionate, creative and together, we make a difference.

George Kogios
IPC Health Board Chair

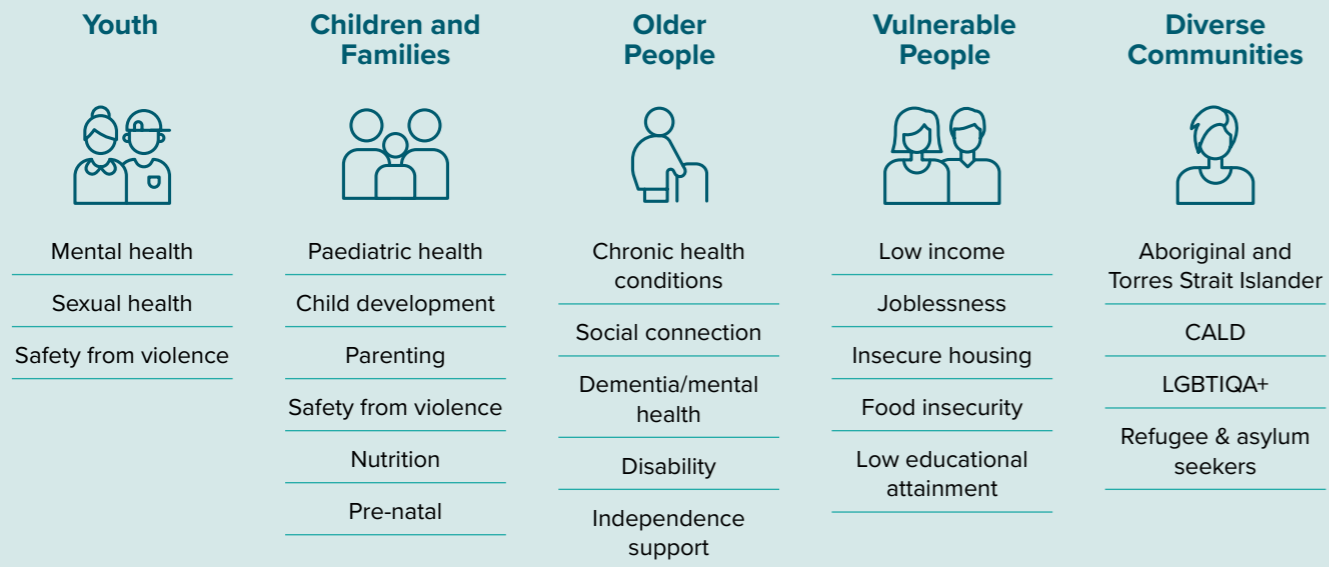
Jayne Nelson
IPC Health CEO

Who we are

IPC Health is committed to working with the rapidly growing areas of Melbourne's middle and outer West, where the population will grow by 400,000 in the coming 15 years. By the year 2035, the total population we serve is forecast to grow to approximately 1.2 million.



Target Audience



Our services

Aged care

- Home Care Packages
- Social work

Allied health

- Nutrition and dietetics
- Occupational therapy
- Physiotherapy
- Exercise physiology
- Podiatry
- Speech pathology
- Audiology

Child, youth and family

- Paediatrician
- Child occupational therapy
- Psychology for children
- Child speech therapy
- Family services
- Healthy Mothers, Healthy Babies
- Cradle to kinder
- Youth health nurse

Chronic conditions

- Cardiac rehabilitation
- Diabetes education
- Living Well
- Needle and syringe program

COVID-19 testing and vaccination

General health

- GP clinic
- Nurse
- Oral health
- Refugee health
- Aboriginal and Torres Strait Islander health
- Women's sexual reproductive health

Wellbeing and counselling

- Alcohol & other drugs
- Dual diagnosis counselling
- Family
- General mental health
- Gambler's Help
- HeadtoHelp
- Social Prescribing



Our impact

Reach

Active clients

33,055

Growth in Home Care Packages clients

↑ 30%

Clients we helped to co-create chronic disease plans

↑ ^{New} 30% ↑ ^{Reviewed} 245%

Vaccination outreach at Melton Community Hall



Bicultural Worker outreach at Quang Minh Temple for Lunar New Year


 More than **75,000** client visits


 **1,955** new clients for our Wyndham Vale and Deer Park GP clinics


Number of clients supported through Social Prescribing


 **164**


Client satisfaction


 Source: IPC Health telehealth surveys July 2020 – December 2020

 **97%** of surveyed telehealth clients told us they were **happy/very happy** with the service received

 **84%** of surveyed telehealth clients were **likely/extremely likely** to recommend IPC Health to family and friends

 Source: IPC Health client surveys November 2020 – June 2021

 **96%** of surveyed telehealth clients told us they were **happy/very happy** with the service received

 **90%** of surveyed telehealth clients were **likely/extremely likely** to recommend IPC Health to family and friends

COVID-19 testing and vaccinations

Number of COVID-19 tests performed

120,411 IPC Health COVID-19 testing clinics

106,680 Rapid Response Testing Teams

Number of COVID-19 vaccinations given

2,907 Vaccinations given by IPC Health through the C-19 Network

684 Vaccinations given through IPC Health through Deer Park and Wyndham Vale GP clinics (May-June 2021)

Vaccination outreach at Salvation Army in Sunshine

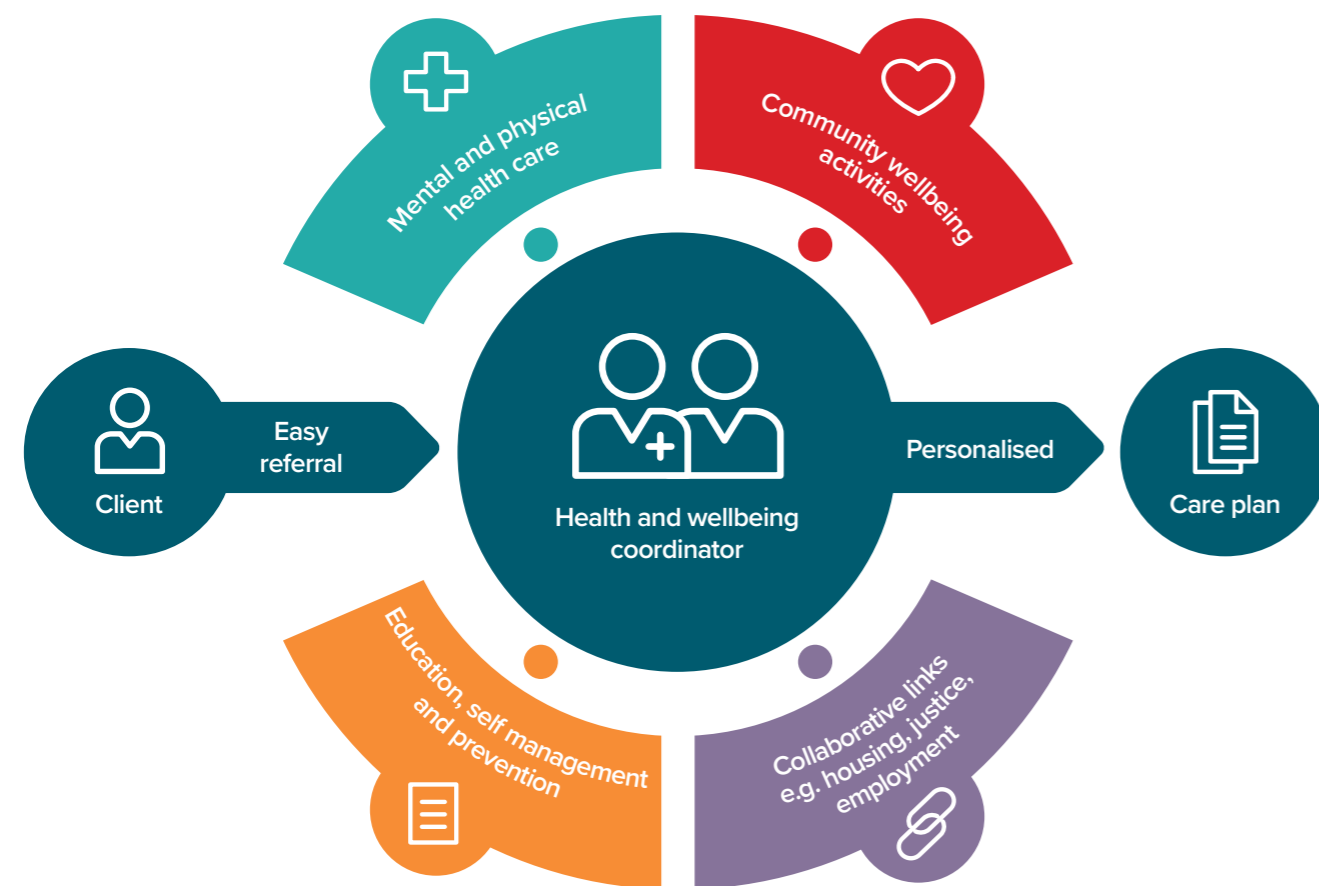


Our Strategy to 2025

IPC Health's strategy to 2025 articulates our aim to become a client-centred, innovative and responsive organisation that improves quality of life for the people and communities we serve.



Our mission is to deliver innovative high-quality services that are client centred, collaborative, coordinated and demonstrate value through measured impact. We are One Team working together with passion and creativity to make a difference to our local communities.



IPC Health Service Model

Our journey involves establishing an integrated service model focused on understanding and meeting the needs of the whole person across the entire clinical, mental health and social spectrum. We provide person-centred care that is valued by all while building on our positive reputation, and continuing to be an effective and viable business. Twelve strategic objectives assist us to determine priority areas of work for the organisation and our teams.

These strategic objectives are:

- Widely known and highly regarded
- Contributor to local system outcomes
- Attracting more active clients
- Improved quality of life
- Exceptional client experience
- Enhanced access and equity of access to services
- Comprehensive coordinated service delivery
- Transition from treatment to prevention
- Financial sustainability
- Operational excellence and quality governance
- Passionate creative staff who make a difference
- A sustainable organisation

Our strategy is one of change and innovation. We've created four key leadership mindsets to embed the capability and culture of innovation within IPC Health, so that our ideas can take root, flourish and grow into solutions that strengthening our services, staff, clients and community.

- **Mindfulness** is represented by the focus and presence of mind to act with integrity, grit, resilience, adaptability and kindness – even in challenging circumstances.
- **Impact** is a mindset that compels you to seize opportunities, to act with self-assurance, to inspire action, and to empower others through active listening and communication.
- **Innovation** is a growth and learning mindset that thrives in ambiguity, senses change, fosters deep curiosity and enables experimentation and creativity to thrive.
- **Diversity** is a mindset that enables the awareness, empathy, collaboration and diplomacy to communicate, engage and work with anyone.

All staff are encouraged to use the leadership mindsets in their day-to-day work to give better outcomes to clients as well as the opportunity to grow personally and professionally.

Objective 1: Widely known and highly regarded

 **108%**
Increase in website visitors

 **45%**
Increase in Facebook followers

 **29%**
Increase in LinkedIn followers

 **120%**
Increase in Twitter followers

Objective 2: Contributor to local system outcomes

9 Number of additional services that have been newly funded or refunded to meet the needs of the community

Including:

- IPC Health HeadtoHelp Hub - North Western Melbourne Primary Health Network (NWMPHN)
- Social Prescribing - NWMPHN
- COVID-19 Vaccination – Commonwealth / Department of Health and Human Services (DHHS)
- Bicultural Workforce - DHHS
- Rapid Community Engagement - DHHS
- High Risk Accommodation Response (HRAR) - DHHS

Objective 3: Attracting more active clients

14,934

Number of active community health clients

Objective 4: Improved quality of life

Embedded quality of life measures into two programs, aiming to report improved outcomes in 2025 using the following measures.

Social Prescribing baseline data

Self rated general health

46%

Good/very good/excellent

54%

Poor/fair

Self rated quality of life

39%

Good/very good/excellent

61%

Poor/fair

HeadtoHelp

100%

Cases with a K10 mental health assessment

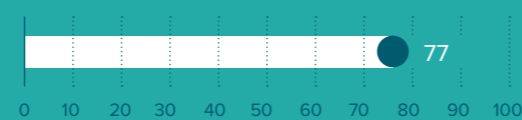
Objective 5: Exceptional client experience

In March 2020, we suspended our tablet based client surveys due to the pandemic and its associated restrictions.

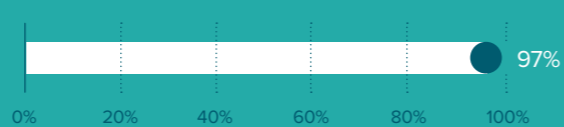


From May 2020, we initiated a temporary online survey regarding our telehealth services, running until the end of December 2020. Telehealth proved to be popular with 95% of respondents telling us they would like it as an ongoing service option.

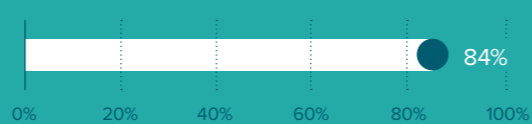
Number of surveys completed



Happy or very happy with the service received



Likely or extremely likely to recommend IPC Health to family and friends



Source: IPC Health telehealth surveys July 2020 – December 2020

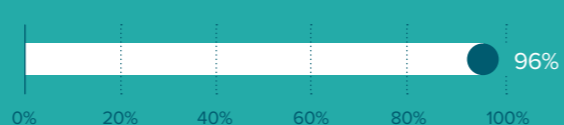


From November 2020, we moved to an online version of the full survey so we could continue to use feedback to improve our services.

Number of surveys completed



Happy or very happy with the service received



Likely or extremely likely to recommend IPC Health to family and friends



Source: IPC Health client surveys November 2020 – June 2021

Objective 6: Enhanced access and equity of access to services

Community health client population served:



Children (0-9)

16%

of clients

(16% of the population in our catchment areas)



Young people (10-19)

4%

of clients

(12% of the population in our catchment areas)



Family

20%

of clients

(28.1% of the population in our catchment areas)



Older persons (65+)

43%

of clients

(10.8% of the population in our catchment areas)



Diverse community

Country of birth (overseas)

56%

of clients

(45% of the population in our catchment areas)

Language other than English

30%

of clients

(65% of the population in our catchment areas)

Aboriginal and/or Torres Strait Islander

1.0%

of clients

(<1% of the population in our catchment areas)

Refugee or asylum seeker

19%

of clients

Objective 7: Comprehensive coordinated service delivery

Referrals received:



• **2,609**
Internal referrals

• **12,051**
Total referrals

Objective 8: Transition from treatment to prevention

In 2021 IPC Health have implemented over 18 primary and secondary prevention programs to support clients and community to promote wellbeing and address better health outcomes. Common themes include improving social connectedness, addressing inequity, building capacity for community and clients to address issues, and early intervention to prevent worsening health conditions.

Objective 9: Financial sustainability

	FY21	Target	Result
Delivery to organisational budget/generation of surplus for purpose	\$5.18m surplus	\$77k surplus	+\$5.1m
Increased revenue	\$74.2m	\$43.8m	+\$30.4m

Objective 10: Operational excellence and quality governance

Performance targets of key funded programs:

Community & Home Support Program



Home and Community Care Program for Younger People



Allied Health & Nursing



Healthy Mums Healthy Bubs



Multidisciplinary Centres Nursing Program



Living Well Program



Refugee Health



Individual Child & Family Support Program



School Readiness Program



Objective 11: Passionate & creative staff who make a difference

From our 2020 People Matters Survey, 83% of respondents reported they were proud of where they worked and would recommend IPC Health to prospective employees. Overall, employee satisfaction increased by 21% from 2019 to 2020.

	FY19-20	FY20-21
Staff engagement	67%	74%
Staff satisfaction	55%	76%

Objective 12: An environmentally sustainable organisation

Reduction in vehicle fleet size	35%
Percentage of new fleet vehicles purchased as Hybrid variant	88%
Campuses converted to solar power	16%
Campuses converted from incandescent to LED lighting	83%



How we care for you



Surplus for purpose to help our big ideas grow

As part of our IPC Health Strategy to 2025, we intend to invest in the expansion of services most needed by our local communities or in innovative solutions to address key service gaps.

We're calling this surplus for purpose, where a portion of generated surplus is allocated to areas nominated by our staff and supported by the Executive Leadership Team and IPC Health Board.

This year our surplus for purpose funding was used to:

- Purchase infrastructure for much needed dental services at our GP Super Clinic in Wyndham Vale
- Boost services for our local communities that are self-funded or co-funded with partners such as medical and resettlement support care for refugees and asylum seekers

- Resource Innovation Challenges that focus on new ways of working to make a difference for our clients and communities
- Design and co-produce services with IPC Health clients and partners
- Invest in the redevelopment of existing sites and creation of new sites including working offsite with our Modern Workplace information and communications technology strategy

Excellence through innovation

Start with IF.

Creativity is one of our core values. Our Innovation Framework (IF.) explores new ways of working using design thinking and lean innovation approaches.

This helps us co-design and test innovations with clients and community, early and often. It's about applying a deep understanding of our clients and communities to find new ways to increase our impact and make a difference.

Our Innovation Challenges

In February 2021, IPC Health conducted its first call out for staff innovation ideas in a shark tank innovation style pitching process. We asked staff to tackle three problems:

1. How might we make more of a difference for one of our priority client groups:
 - Young people aged 12-24 years
 - Young families, ranging from those thinking about having children to those already parenting kids up to 8 years
 - Men, including young men, men in families, fathers, older men, and men in diverse or marginalised groups
2. How might we generate surplus for purpose
3. How might we use technology to deliver on one or more of our strategic objectives

Along with our CEO Jayne Nelson, the panel consisted of leaders from our existing partnerships with the Murdoch Children's Research Institute, Australia Post, Movember, and the Youth Affairs Council of Victoria.



A list of 21 submissions were whittled down to ten ideas to be pitched to the Shark Tank panel. After two intense pitching sessions, five ideas were successful in securing surplus for purpose funding used to form multi-disciplinary teams to undertake their Innovation Challenges.

The successfully funded pitches were:

- A pilot video production promoting one of our services
- User testing to better understand what clients want and need from our website
- To co-design a gender-affirming health and wellbeing clinic in the West for transgender, gender diverse and non-binary people.
- A design sprint on early intervention support for people with disordered eating behaviours:

Eating disorders involve a complex and challenging interaction of psychological risk factors, sociocultural influences, and biological and genetic predispositions. The team of six interviewed sector experts, Eating Disorders Victoria nurses, and people with lived experience to see what gaps in service needed to be filled. They also spoke with IPC Health staff to understand the barriers in our own organisation. A service model framework, training modules for service providers, disordered eating client brochure and screening assessment tools were developed.

- To design a digital health self-management tool:

This team of seven conducted over 70 interviews with current and prospective clients, as well as staff, to understand if a digital health tool could support people to better manage their health condition in partnership with their health provider. A prototype was developed, and user tested demonstrating that this was definitely a desirable health tool on both sides of health care.



Marketing Videos Innovation Challenge



Innovation Challenge staff teams

Each Challenge presented their findings and prototypes to our Executive Leadership Team and was given the opportunity to pitch for further funding in the new financial year.

Child and Family Hub

IPC Health has been working in partnership with the Murdoch Children’s Research Institute (MCRI) on an Australian first Child and Family Hub located at our Wyndham Vale campus.

The goal is to design, test and evaluate a holistic service that can better support families with children aged from birth to 8 years experiencing adversity to prevent mental health problems for their children. Adversity (or life challenges) can include poor social support, job loss, health-related challenges, inequity and discrimination and relationship issues.

The Child and Family Hub model was co-designed through an intensive 10-week workshop series and consultations with over 100 families and 30 service providers from Wyndham Vale. The co-design process focused on the client journey through the Hub. The team of seven was made up of local community members, practitioners from health, family services and social care and education providers, all from the local area.

The team began with a deep dive into the barriers children and families typically face when seeking or engaging with services. They then brainstormed possible solutions, seeking regular feedback through consultation with the broader community. In total, 12 prototyped ideas will now inform the service model that will be implemented as a part of a research trial in 2022.

Three big ideas that came out of this process were:

- A wellbeing coordinator role to support families and provide care coordination
- Creation of an animated video to engage families and promote the Hub on social media
- Regular family drop-in sessions where children can listen to story time while the parents chat with a Wellbeing Coordinator and other health and wellbeing practitioners

Together with MCRI and Wyndham City Council, IPC Health will pilot the Hub as a service from our Wyndham Vale campus throughout 2022. The outcomes will be evaluated to understand whether Hub services can promote mental health and wellbeing as well as facilitate service access for children and families experiencing adversity.



Power Over Pain

IPC Health's very first Innovation Challenge resulted in the establishment of the Power Over Pain program. In partnership with Western Health, a multidisciplinary team of health professionals and people with lived experience of persistent pain designed a holistic service model to improve outcomes for people living with persistent pain.

Twelve months in, and the Power Over Pain program has produced excellent results for clients through coordinated care and pain education led by a wellbeing coordinator; and shared care with GPs, pharmacists and allied health professionals. This multidisciplinary team aims to support clients to learn about their pain experience and increase their ability to self-manage their pain so they can get the most out of life.

Our interest in pain education sparked a partnership with Reality Health to test the use of virtual reality equipment in challenging clients' perspectives of the physical limitations instilled by their pain receptors. Read more about this in Maurice's story.

Maurice's story

IPC Health staff from the Social Prescribing and Counselling programs have been assisting me with the management of chronic pain and I am challenged to find the words that convey my appreciation for their support.

I was invited to participate in virtual reality (VR) technology that was being trialled. The experience was most rewarding and the knowledge that I have gained in regards to the mechanisms of pain and the role our brain plays in the pain/brain connection has changed the way I view and manage my pain. At first I was a little sceptical but my scepticism was soon replaced with enthusiasm by the conclusion of my first VR session. I was able to comprehend the brain/pain connection: in simplistic terminology the brain can be distracted from its focus/connection to a damaged body part. And based on my VR experience I absolutely believe this technology has a valuable role in pain management.

I am now aware that my constant battle against pain was in fact counterproductive. I now acknowledge the pain as something that has come to live with me. I now focus on how to distract the brain/pain connection. I have found being productive is crucial in this quest. Virtual reality technology proves this point: your mind/brain is busy, its focus is on something that requires conscious input, and for me that assists with living with chronic pain. The brain/pain relationship is paramount to our wellbeing, if we allow the brain/pain connection to become overly active, it then has the potential to be detrimental to a healthy and productive life.



Promoting prevention and wellbeing

Moving from treatment to prevention is imperative to ensure we are making improvement to the quality of life for our communities across Melbourne's west.

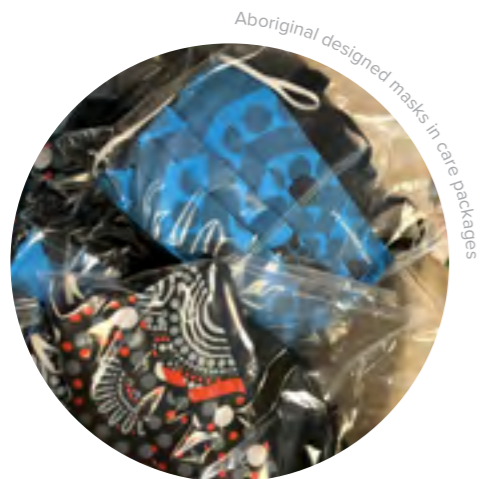
Aboriginal Health team

The Aboriginal Health team helps our First Nations clients navigate the health system. They support, educate, and advocate for our client's care. Due to restrictions, our clients haven't been able to visit the Aboriginal Community Lounge at the Wyndham Vale campus or see the team face to face but they know they're not alone and have felt well connected.

Most services and programs continued to be delivered online and via telehealth ensuring our clients stayed on top of their specialist medical needs. The team focused on the social and emotional wellbeing of their clients, medication and treatment compliance, encouraged safe attendance at medical appointments, and promoted healthy eating and physical activity in lockdown. Thanks to this holistic approach, only one out of 37 clients with complex chronic health conditions attended hospital in the previous six months.

With the Lounge closed, the team conducted phone check-ins with clients and encouraged community members to keep connected. We saw first-hand the impact of social isolation on our clients' mental health with many saying that they felt sad, anxious, lonely and depressed. Financial, housing, food and medically associated hardships were identified in those conversations and quickly responded to with tangible support.

IPC Health put together over 50 COVID-19 care packages that were delivered to our clients, including masks, hand sanitisers, mindful colouring books and journals. One community member said that it really helped during lockdown isolation and another said it was like Christmas again!



Here's a snapshot of some of the collaborative services delivered to our Aboriginal and Torres Strait Islander clients:

Diabetic Nurse Educator and Podiatrist clinics

Evidently clients' eating habits and normal physical activity had changed during lockdown due to boredom, isolation, and fear of leaving the house. As a result, many clients experienced health complications and an influx need for clinical appointments. We arranged urgent consultations with the Diabetic Nurse Educator and Podiatrist who prioritised these clients to help them manage their chronic health conditions.

The Australian College of Optometry clinics

With support from the Australian College of Optometry, we have created strong partnerships with other providers including private optometrists, ophthalmologists, Victorian Aboriginal Health Service, and the Aboriginal Hospital Liaison Officers at The Royal Victorian Eye and Ear Hospital who have advocated on behalf of our clients through COVID-19 service interruptions.

COVID-19 education, vaccine and flu vaccine clinics

It was a priority to educate, inform and assist clients to understand all things related to COVID-19. The team is happy to report that while almost all of our clients had at least one COVID-19 test, none of them tested positive, which is a wonderful outcome for the community. They also ensured our most vulnerable clients had fast access to vaccines. Many decided to get vaccinated at the IPC Health GP clinics with a number saying that's where they felt comfortable and safe.

We can report that 95% of our Aboriginal Health clients have had at least one COVID-19 vaccine. Our clients and community members are also proud of how we and they are keeping each other safe. It is a point of pride that has strengthened us and our community.



The rainbow tree of life

We were honoured to have Uncle Gary Davidson (Taungurung) create a special art piece for our LGBTIQ+ community. We look forward to coming together for an official recognition ceremony once restrictions have eased.



“

My artwork piece represents the colours of the LGBTIQ+ community. It's symbol to me is a tree of life and recognises the struggle that the community are faced with at times. I have family and friends that are proud to be in this LGBTIQ+ community, and for this reason, I have put my mind to making this art piece with great pleasure.

Uncle Gary Davidson (Taungurung)

”

Sex Positivity and Rainbow Youth

Our Sex Positivity and Rainbow Youth initiative uses community engagement and co-design methods to create social connectedness, a sense of belonging and builds capacity of our rainbow young people to become advocates, leaders and change makers in their own communities. Co-design opportunities help our young people to elevate their voice and advocate for themselves and their community. We ensure that at all times the environments and activities are safe, supportive, inclusive, and affirming. We also extend our reach by being active participants in the Q-West network and QYAN (Queer Young Alliance Network).

As a part of this project, our rainbow young people created positive and affirming merchandise reflecting the issues impacting their lives. Pins, stickers, temporary tattoos, tote bags and postcards were designed by and for LGBTIQ+ young people along with a website to showcase details of the project and meaningful acknowledgement of its participants.

“

The project exists to remind young people of what the affirmations themselves mean, but also that they are not alone, there are people who have their backs and who are in their corner, no matter what. Sometimes that may be more powerful than the affirmations themselves.

Pride affirmation project participant

”



We were proud signatories to the Centre for Excellence in Child and Family Welfare International Transgender Day of Visibility statement.

Relaying the Rainbow

The rainbow young people also identified a need to improve inclusive practices within the health system for all LGBTIQ+ young people. Their response was to co-create a video titled *Relaying the Rainbow* showcasing their lived experience in order to increase IPC Health staff member's understanding of how transgender and gender diverse young people have to navigate health and mental health settings. It was launched at our International Day Against Homophobia, Biphobia, Interphobia & Transphobia (IDAHOBIT) event with the rainbow young people conducting a panel discussion after the screening. We're so grateful and sincerely thank the rainbow young people who have worked with us to tell their stories and educate our service providers.



Preventing gambling harm

Gambler's Help Venue Support

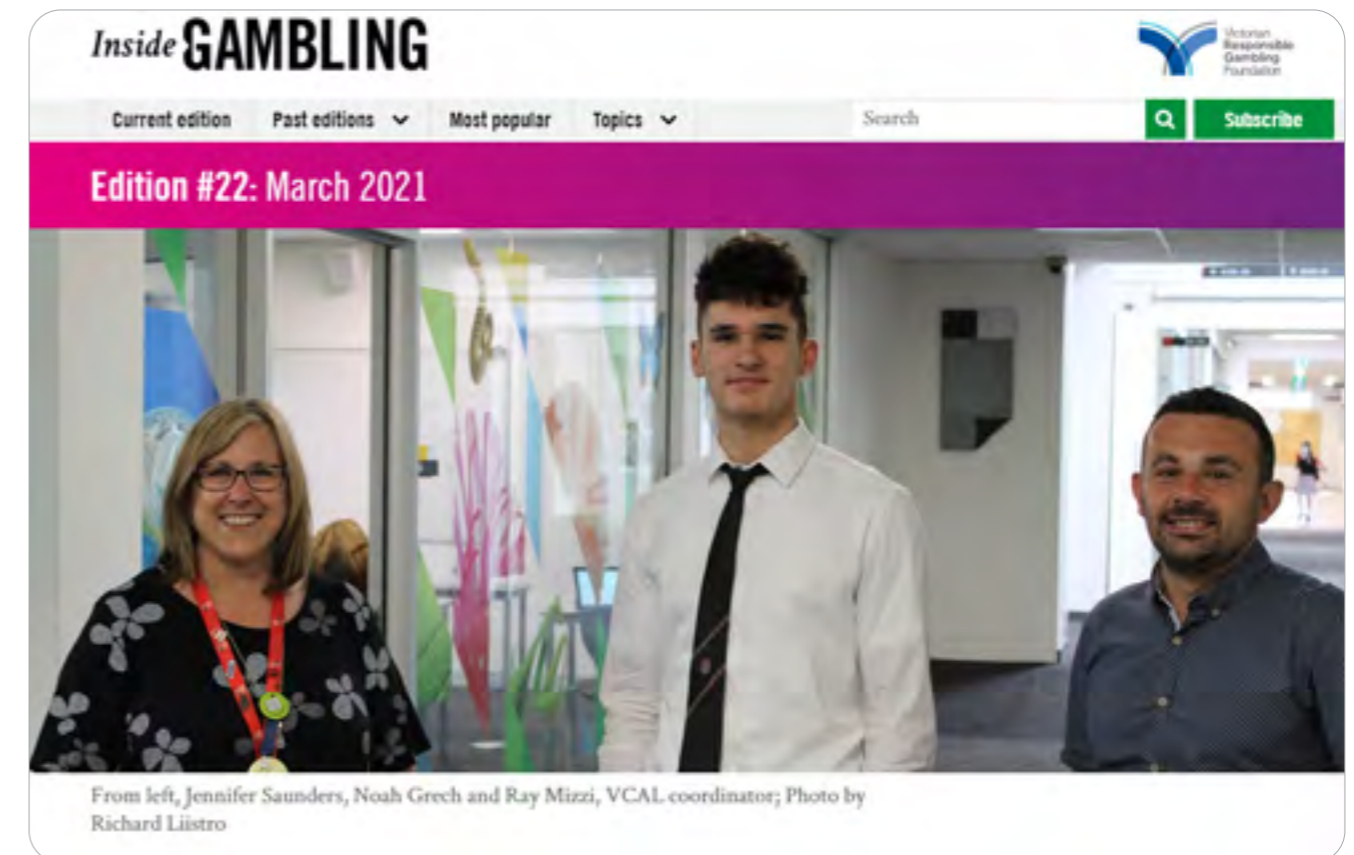
The Gambler's Help team's venue support program celebrated its 10th anniversary in September. The program works together with gaming venue staff and management to support the development and maintenance of responsible gambling environments.

Venue Support plays a key role in training and educating venue staff as well as supporting gaming venues to meet and exceed the requirements of industry Responsible Gambling Codes of Conduct.

Gambler's Help Community Engagement

We love seeing our impact influence meaningful action. One of our Community Engagement Officers delivered a School Education Program to Caroline Chisholm Catholic College about the harms of gambling. For one Year 11 student, that session sparked an interest and resulted in a project investigating the links between gaming and gambling.

Read more in the Inside Gambling article – <https://insidegambling.com.au/editions/22/hero/vcal-lessons-for-life>



Our COVID-19 response in the community

IPC Health was one of the first organisations to establish drive through Acute Respiratory Clinics and mobile pop up testing sites at the beginning of the COVID-19 pandemic. We have continued to lead the way with our creativity and responsiveness to the needs of the community across Victoria.



The C-19 Network

When the Department of Health published a tender for the establishment of COVID-19 Rapid Response Testing Teams (RRTT), a group of likeminded community health organisations banded together to submit a joint submission in the four day timeframe. The successful submission was the beginning of a collaboration between five community health organisations (IPC Health as lead agency, Star Health, DPV Health, cohealth, EACH) forming the C-19 Network to pool resources and expertise as metropolitan and state wide responders to the COVID-19 outbreaks. Between us we have grown to 12 Rapid Response Testing Teams along with a community engagement and bicultural officer workforce who respond 7 days a week to outbreaks anywhere across metropolitan Melbourne.

As lead agency, a central Operational Support Team has been established at IPC Health. The Operational Support Team provides a point of contact for the Department of Health and is the conduit to allocate testing and engagement assignments with our partner organisations.

COVID-19 testing

Rapid Response Testing Teams

The C-19 Network also played a key role in establishing COVID-19 testing services that are able to be rapidly mobilised and establish safe and operations in multiple contexts. From high throughput pop up sites to complex residential and bespoke inhome testing services; from skate parks to shopping centres; ports of entry to airline staff quarantine hotels; large apartment blocks to private households; and workplaces to places of worship, wherever testing has been required, the C-19 Network testing teams have delivered. We have an effective capability to engage with at-risk and vulnerable communities, delivering caring, safe and effective testing services in the most high-risk of settings. As of June 2021, the C-19 Network had collectively tested over 300,000 people across the five partner organisations. The Network achieved this without a single transmission of the virus to staff members.

Some highlights:

The team was called on to work in conjunction with the renowned Peter Doherty Institute and the Victorian Infectious Diseases Reference Laboratory as well as Victoria Police in a COVID-19 saliva test implementation pilot rolled out in large workplace settings.

The C-19 Network was part of the response to the Kings Park complex outbreak, establishing and running a pop-up clinic in Sturt St, Southbank for two weeks. This undertaking was a huge logistical exercise and the C-19 team did an amazing job in delivering high level planning, holding partner briefings, continual liaison with the Department of Health and onsite contacts as well as onsite team support. Almost 200 individuals were tested which was the biggest in-home testing exercise ever requested of a public health unit and it was wholly conducted by C-19 Network's Rapid Response Testing Teams.

Similarly at another Southbank apartment tower, the IPC Health testing teams performed in-home testing for potential and confirmed cases as well as close contacts where they were the only team to include serology (blood testing).

Rapid Response Community Engagement

Our Rapid Response Community Engagement Teams have been fundamental to the success of the C-19 Network's program. Effective engagement is the primary driver of maximising participation in testing and spreading the message on COVID safe behaviours. Their role is one of community engagement, COVID-19 safety education, and community support. They specialise in engaging with culturally and linguistically diverse communities, including in high risk work and accommodation settings, who are experiencing barriers to COVIDSafe messaging. They are also deployed in support response to emerging COVID-19 cases, clusters and outbreaks. You may have seen them at the Boxing Day Test or Australian Open.



Bicultural Officer Workforce

The Bicultural Workers are employed to establish relationships and deepen connections with individuals and communities with whom they share similar cultural experiences and understanding. They share COVIDSafe information and messaging with communities via effective consultation, in relevant languages and culturally appropriate ways. They also provide additional levels of support for individuals, families and households who might need to go into mandatory quarantining after COVID-19 testing. As role models for their local communities, they (and we) are proud of the work they do to help keep Victoria safe.

IPC Health COVID-19 testing clinics

IPC Health Deer Park	36,886
IPC Health Wyndham Vale	15,964
Tarneit Wootten Road Reserve	35,868
Sunshine West Community Centre	9,507
Hoppers Lane, Werribee	13,154
Keilor Community Hub	9,032
Total tests performed	120,411

Number of COVID-19 tests performed

106,680 Rapid Response Testing Teams

91,966 Acute Respiratory Clinic

Our COVID-19 response really has taken a village of people to help keep the community safe. We recruited and seconded around an extra 200 staff to support these efforts. We were proud to offer opportunities to casual agency staff from a range of health and non-health related fields who had been stood down from their normal jobs (such as in the aviation industry) due to lockdowns and border restrictions.

IPC Health Acute Respiratory Clinics staffing

54 Existing IPC Health staff seconded

57 Newly hired staff

100 Agency staff used

10 Agency staff now employed by IPC Health

COVID-19 Vaccinations

As at 30 June 2021, we have delivered more than 2,900 vaccinations to our clients and over 26,000 vaccinations across metropolitan Melbourne collectively through the C-19 Network.

2,907

Vaccinations given by IPC Health through the C-19 Network

26,261

Vaccinations given in total by all C-19 Network partners

IPC Health's Deer Park and Wyndham Vale GP clinics both commenced delivery of AstraZeneca vaccines via a restricted allocation of 50 doses per site per week in May 2021. As at 30 June, the clinics had administered the following:

- IPC Health Deer Park: 480 AstraZeneca doses
- IPC Health Wyndham Vale: 204 AstraZeneca doses



Bicultural Workers Kalyani (above) and Mador receiving their first COVID-19 vaccinations



High Risk Accommodation Response

Our High Risk Accommodation Response team have been providing masks, hand sanitiser, and health information in multiple languages to people living in public and community housing, rooming houses, caravan parks, supported residential services and residential disability settings.

We set up concierge stations to help residents get what they needed to stay safe while isolating or quarantining; we also provide COVID-19 testing onsite.

During these times the team encountered residents experiencing incredible isolation, disconnection and hardships as well as some with challenging and complex needs. Most of the residents hadn't had support from any services for a long time. The Health Concierge was able to link residents with much needed services including housing, health, mental health, tenancy support services, emergency relief and material aid, community programs, and training and employment opportunities.

The Health Concierge team met one person who had been sleeping on the floor for several months as they didn't have a bed or furniture. They didn't know where to go to for support and found it hard to access services because of a broken phone. The team were able to source a bed, linen, pillow and quilt, a reclining lounge chair, and food vouchers through the Salvos Hobsons Bay. The team also helped to get the phone working again.

One of the residents said that through their involvement with IPC Health, they now have hope. Another resident has taken to occasionally cooking lunch for the Health Concierge staff as a way of saying thanks and the team says the food is fabulous.



Testing pop up at the Sunbury Memorial Hall

Nelson Heights Health Concierge July 2020 – April 2021

Engaged with:

 **50** households

 **85** residents

 on **388** occasions

Health Concierge staff provided and/or facilitated pathways for:

- material aid such as furniture, bedding and clothing
- housing including maintenance, replacement keys and door fobs
- emergency relief, food parcels, food vouchers
- medical support including emergency services
- referral to support services and local community organisations
- free fresh fruit, vegetables and bread
- free cat and dog food from Pets of the Homeless to support the many beloved animals living with residents

Rapid Response Community Engagement and Bicultural Workforce

Our Rapid Response Community Engagement Team and Bicultural Workforce have been proudly working to keep the Victoria public informed about COVIDSafe practices. They actively engage culturally and linguistically diverse communities who otherwise find the mainstream information and messages difficult to understand.

Quang Minh Temple

Following our successful community engagement at Quang Minh Temple last December for the New Moon prayer day, the Rapid Response Community Engagement and Bicultural Workforce team were invited by the Temple's Abbot to attend their Lunar New Year Festival. Their presence provided great support to the Vietnamese Buddhist community and particularly the Temple. Disposable and reusable masks were distributed along with flyers in both English and Vietnamese. Hand sanitisers were also placed at different locations around the Temple for easy accessibility. In addition to promoting COVIDSafe practices and the importance of testing, the team also discussed the upcoming rollout of the vaccine with the Temple's committee and members of the Vietnamese community. The Abbot sent us an official email and messages to thank us for our contribution to the Temple's largest annual event.



LOTE Agency filming

A couple of our Bicultural Workers got to be in the vaccine spotlight when the LOTE Agency asked if they could film them receiving their jabs. The LOTE Agency is contracted by the Department of Health to support culturally and linguistically diverse community communications. The footage was used as a resource in the LOTE Agency stakeholder communications pack and shared nationally with community groups.



Community Health Champions

Our Community Health Champions program is proudly community led. It supports members of culturally and linguistically diverse communities to develop and deliver COVID-19 education and awareness raising activities relevant to the needs of their communities.

With funding from the Department of Premier and Cabinet, and in collaboration with the Local Area Partnerships in Brimbank and Wyndham, 39 community members representing 13 language groups hosted over 30 different events reaching more than 7000 community members.

These sessions improved community understanding and awareness around the pandemic and increased their access to support services, provided peer and leadership connections while enabling communities to stay up to date with the latest information in their own languages.

The work continues, and thanks to feedback from our communities, we're pleased to have integrated a Nurse Educator into the program to help deliver information sessions on the vaccine roll out and COVID-19 infection control where requested.

Community Health Champion Indira Mohan (Hindi community)

Indira delivered three sessions to around 200 members of the Point Cook Indian Seniors Group. The message was delivered in Hindi and focused on supports available during lockdown, precautions to take to stay safe, being mindful of symptoms, encouragement to remain connected with group chats, the importance of hygiene, isolation, exercise, and keeping in touch and looking out for one another. Indira also made one to one calls to members who couldn't make the sessions. The Point Cook Indian Seniors Group love to share their thoughts and information with each while remaining active together during isolation via Zoom with yoga and dance classes as well as simple exercises. After the sessions, they were able to share knowledge around COVID-19 such as remaining alert and reminding each other about the precautions and dangers.



Small business engagement in Footscray



Testing pop up at the Sunbury Memorial Hall



Bacchus Marsh testing

Meeting with the Hon. Martin Foley

Our CEO Jayne Nelson met with the Hon. Martin Foley, Victorian Minister for Health, to promote our collaborative approach with the Rapid Response Testing Teams (RRTT) collective; an agile, culturally appropriate and clinically sound response to the pandemic. Together the five organisations (IPC Health as lead agency, Star Health, EACH, DPV Health, and cohealth) conducted COVID-19 tests throughout metropolitan Melbourne and we have achieved zero transmissions to our workforce since March 2020. This is a major achievement for community health and our collaborative.

COVID tests add up

Star Weekly Wyndham, 16 February 2021

Through our testing sites, High Risk Accommodation Testing and Asymptomatic Workplace Testing, we completed over 65,000 tests in 2020.



Tower residents get tested

Star Weekly Maribyrnong & Hobsons Bay, 5 August 2021

We supported the residents of Williamstown's Nelson Heights and Floyd Lodge public housing towers with door to door COVID-19 testing as well as handing out masks and hand .



Successful outcomes for our programs

Social Prescribing

IPC Health has extended our Brimbank based Social Prescribing pilot program into Wyndham with a multidisciplinary team of six wellbeing coordinators. This has been made possible through funding partners at the North West Melbourne Primary Healthcare Network (NWMPHN).

Social Prescribing is a person-centred program that looks to improve a client's overall wellbeing in non-medical ways in conjunction with their GP or healthcare worker. A social prescription can complement traditional forms of healthcare by connecting people with activities and services within their local communities that protect and promote health and wellbeing, such as exercise groups, parenting support, legal and financial advice. Wellbeing coordinators are now working across a number of our other programs, such as HeadtoHelp and Power Over Pain, integrating a holistic approach into clinical service delivery to bolster client outcomes.

Unfortunately, multiple hard lockdowns during the COVID-19 pandemic forced the closure of non-essential services as well as planned activity and social groups which limited options for clients to fulfill their social prescriptions. Despite this, we have supported 164 clients through the 2020–2021 financial year, with a total of 477 referrals from June 2019 to July 2021. Currently, 80% of clients with a wellbeing plan are waiting to commence their social prescriptions.

Together with the NWMPHN, we aim to collect patient reported health outcome and experience measures to improve evidence of the effectiveness of social prescribing services within an Australian context. We continue to share our learnings with others and have been pleased to present on our Social Prescribing program and experiences at multiple forums including Mental Health Australia, Consumers Health Forum of Australia, the University of Melbourne and the Western Melbourne Integrated Care Community of Practice.

Social Prescribing is a holistic non-medical program to help people get back in their communities and make the most out of life!

YOUR REFERRAL
Your GP or healthcare worker refers you in to the program. You can also refer yourself.
A Wellbeing Coordinator will make a time to chat with you about your current wellbeing and goals.

SOCIAL PRESCRIPTION
Your Wellbeing Coordinator creates a social prescription of activities, groups and/or support services for you to get involved with.

ACTIVITIES & SERVICES
Your Wellbeing Coordinator can connect you with community activity sessions and support groups or link you up with legal or financial advice and parenting help. Whatever might help you get back into the community!

SUPPORT
Your Wellbeing Coordinator will stay in touch to make sure the activities and services prescribed are a good fit. They can be adjusted where needed.

A free service, Social Prescribing is provided by IPC Health to promote ongoing good health and wellbeing.

ipcHealth

Addressing mental health impacts on the community

IPC Health's Counselling & Wellbeing team have been supporting a community dealing with new mental health challenges because of the COVID-19 pandemic and over 200 days lockdowns. A large number of these clients are seeking help for the first time. Marginalised community groups, middle class professionals and the self-employed were among those having difficulty adjusting to social isolation, the loss of income, and unpredictable futures.

Using trauma informed counselling practices, the team have also supported:

- Families of all ages not used to being confined together
- Clients waiting for test results
- Nurses working in COVID-19 positive wards
- New parents experiencing a lack of the usual supports due to restrictions
- Parents trying to juggle working from home with home schooling

Sadly, there were also many stories of escalating family violence as well as misuse of drugs and alcohol. For many of our clients, this was the first time they were experiencing this.

However some clients reported that they felt telephone counselling had enabled them to open up more and that they felt less embarrassment. There have also been opportunities to bring family members together into sessions which may have been difficult to organise previously.

HeadtoHelp

To respond directly to the significant impact the pandemic is having on the mental health of individuals and communities, we opened the IPC Health HeadtoHelp Hub based at our Wyndham Vale campus in September 2020. Funded through the North Western Melbourne Primary Health Network, the Hub provides access to a mental health professional who organises access to counselling, information and referrals based on the clients' individual needs. We were able to quickly support a client who wasn't even able to be put on a private psychologist's waitlist due to overwhelming demand.

We're proud to have a No Wrong Door approach meaning that all Victorians of any age who are experiencing emotional distress, mental ill-health and/or addiction can receive immediate help from HeadtoHelp, along with their families and carers. We take a holistic approach to mental health and our HeadtoHelp clinicians use a personalised approach to understand what's going on for each individual client. They draw upon the broad range of services available and identify which ones best suit the needs, whether that's within IPC Health or through our external partners.

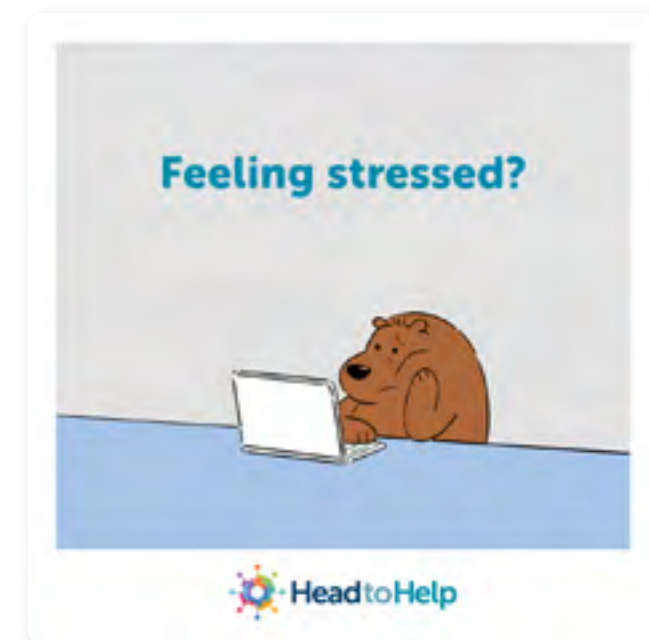
The Hub provided intensive evidence based counselling for a parent who was frightened to leave the house. With no prior history, the client had developed anxiety and obsessive-compulsive disorder since the spread of COVID-19 and was afraid of catching the virus and passing it on to the children.

We're also pleased to be able to provide free counselling to people without a Medicare card such as an international student in their 20s who wouldn't have otherwise had care. The client's mental health had deteriorated due to pandemic isolation and not being able to see their overseas family.

The IPC Health HeadtoHelp Hub model aims to normalise and encourage the treatment of minor mental health issues in the community before they affect clients' day to day lives. By providing immediate and personalised support, we're able to help move the community from intensive intervention to the prevention of mental ill health.

Accepted and have provided support to **352** clients and their families

Average of **35** referrals a month and **8** new referrals a week



School Readiness

School Readiness is a specialised program for early childhood education services that brings together IPC Health practitioners from our child allied health team. Our team works with the child's significant adults, educators and parents/carers to build their knowledge while implementing strategies to develop a child's communication, enhance wellbeing and promote access and inclusion in kindergarten programs.

The impact of the pandemic on early years education and development has been significant. Recognising this, the School Readiness team, in collaboration with the Department of Education, connected with over 500 families through online workshops to help prepare their children for the 2021 school year.

- 97% of participants felt that they gained new knowledge from attending the presentation
- 95% indicated that they gained a degree of confidence in their role in preparing their child for school
- 91% of our participants said the content was comprehensive and well-articulated enough that it left them with no outstanding questions that needed to be followed up

Our Modern Workplace project

IPC Health has invested in a complete refresh to modernise and mobilise the organisation's technology, enabling staff to work in real time while continuing to deliver services to clients offsite.

We've successfully rolled out the majority of the organisation wide Modern Workplace information and communications technology upgrade including new laptops, computers, telephony, software and shared platforms to give staff robust and reliable technology services. This has enabled us to be responsive to the new ways of working introduced by COVID-19 restrictions while exploring innovative ways to use technology for better client outcomes.

Delivering service excellence

Dietetics abstracts published

Our Dietetics team had three abstracts accepted into the Nutrition & Dietetics Journal of Dietitians Australia. Each explores the effectiveness of screening and identifying malnutrition in a community health setting, resulting in an increase of early intervention dietetic referrals:

- Implementation of malnutrition screening in community health using a modified malnutrition screening tool
- Effectiveness of malnutrition screening in community health using the modified malnutrition screening tool
- Evolution of a Karen refugee supermarket tour: A pilot model

Occupational Therapy research

Our Occupational Therapists presented at the Occupational Therapy Australia 29th Conference and the National Allied Health Conference 2021 on their research conducted in partnership with Dr Danielle Hitch (Allied Health Research and Translation Lead, Western Health & Senior Lecturer in Occupational Therapy, Deakin University) and Dr Genevieve Pepin (Associate Professor in Occupational Therapy Deakin University), to explore occupational therapists' perspectives of intra-disciplinary practice. Study findings indicate most occupational therapists perceive intra-disciplinary practice as essential and it's believed to improve clinical skills. The team are now preparing the research for submission to peer reviewed journals for publication.



Smile Squad

Have you seen our big orange vans around? We've partnered with Dental Health Services Victoria to deliver the Smile Squad school dental program. Smile Squad is a Victorian Government initiative that provides free access to dental care to all Victorian public primary and secondary school students. To date, more than 300 schools across Victoria have been invited to participate. We're focussing on schools located within Brimbank and Melton to provide dental examinations, treatment and oral health education.

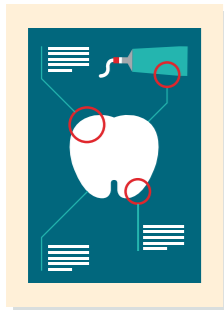


With extra funding from the State Government we could:

Still images from our advocacy campaign video for the Victorian Oral Health Alliance



- provide dental service to an additional 2,240 people in the community per annum.



- provide oral health education pre, during and post care to improve dental outcomes, moving from treatment to prevention.



- employ additional dentists and oral health therapists to deliver services to support current and future demand.



- engage dental students and employ supervisors and sterilisation nurses.



- provide culturally appropriate and sensitive education through cultural workshops with cultural leaders improving treatment outcomes for our culturally and linguistically diverse communities.

Current public dental funding gaps per local government area

	Estimated eligible individuals (based on 40% of total population)	Current public funding (# of chairs)	Required public funding (# of chairs)	Current public funding gap (# of chairs)
Brimbank	83,769	10	17	-7
Hobsons Bay	40,144	4	8	-4
Wyndham	121,060	8	24	-16

Dental services

The Dental team have had a particularly interesting year again. When lockdown restrictions meant that they were only able to provide emergency services, the rest of the team were kept busy helping out in other areas of the organisation where they were needed most. Whether it was screening incoming clients at campus entries or getting hands on in the testing sites, they made a great difference to our community and staff were very grateful for the extra back up.

Of course, closing our non-urgent dental clinics has resulted in significant growth in waiting times for these clients, and as they wait, their oral health is likely to deteriorate. This is an ongoing issue for all public dental services and IPC Health is determined to do something about it. We believe that just because you can't afford to attend private dentistry, that doesn't mean that you should miss out on dental care. We were happy to contribute to the Victorian Oral Health Alliance advocacy campaign that showed the stark reality of public dental waitlists in the West. As the largest public oral health service provider in the Brimbank, Hobsons Bay and Wyndham Council areas, we know, per capita, that there are less than 50% of the public chairs required to support the demand of our growing communities.

Our communities are forecasted to grow by 400,000 in the coming 15 years, one of the fastest growth corridors in metropolitan Melbourne. Our Wyndham Vale Super Clinic campus has a contemporary, purpose built eight-room dental facility that has been unfunded since it was officially opened in April 2014. To address the growing dental needs, IPC Health has invested our own capital in needed infrastructure in preparation to open an additional eight chairs.

Refugee Health

Our Refugee Health Program works solely with people from a refugee background and people seeking asylum who live, work or study in the Brimbank, Hobsons Bay or Wyndham local government areas. For the majority of our clients, English can be a challenge and they prefer to see practitioners face to face. While the team adjusted to working from home, they also made continuity of care a priority working in collaboration with telephone interpreters.

Lola's story

Lola* is a mother of three children in her 50s. As a young child Lola and her family fled their country due to civil war and lived in a refugee camp for 20 years. Lola met and married her husband in the camp where the children were. After her husband died in his village, Lola and the children migrated to Australia as refugees.

Lola was referred to the Refugee Health program soon after her arrival. Since being involved in the program Lola has been referred to other IPC Health services including physiotherapy and dietetics. Lola has also been referred to other organisations such as the Foundation House to help manage the trauma she has suffered throughout her journey.

Our Refugee Health Nurse contacted Lola by phone with an interpreter for a general welfare call. During this conversation, Lola said that she had run out of medication and didn't know how to make a GP appointment. She was also unsure how to make her way to the GP clinic on public transport as she had no private transport or friends or family to help her. The Refugee Health Nurse liaised with the Refugee Access Worker to arrange a GP appointment and for the Refugee Access Worker to meet Lola to support and teach her how to navigate the way to the GP independently.

A week after the GP appointment during another check in phone call, Lola said she was feeling very unwell with shortness of breath and chest pain. The Refugee Health Nurse called the ambulance while providing handover via phone to the paramedics. Lola was transferred to hospital where she remained for over a week. Our Refugee Health Nurse also informed Lola's GP of her ambulance trip and subsequent hospitalisation ensuring they were kept updated.

Lola's health has now improved and she is able to confidently attend her follow up appointments with the GP related to her recent hospital admission as well as other health issues. The services provided by the Refugee Health team not only attended to Lola's urgent physical health needs but has also enabled her to manage her health needs more independently.

**Name changed to protect privacy*

Michael's story

Our client Michael sustained significant injuries after a fall in August 2019 which resulted in a major decline in his ability to walk and complete his usual daily living activities. He commenced physiotherapy treatment with us in June 2020, at which point he was able to walk around 10 metres indoors with the use of a Zimmer frame but he was not confident to walk outdoors. Michael's main goal was to be able to walk to the St Albans wetlands, a 200 metre walk from his house.

Despite the state wide lockdowns, we were able to maintain consistent physiotherapy home visit sessions which was complemented with telehealth exercise sessions with his exercise physiologist. After six months of strengthening exercises, Michael regained his confidence to achieve his goal of walking to and from the wetlands, something which he continues to do today. He is now also linked in with our Social Prescribing program who will work with him to find other suitable community-based activities that may further support his recovery journey.



Michael enjoying the view at the St Albans wetlands

binGO MOVE

binGO MOVE is a new group activity from our Cardiac Rehab team aimed at keeping older people moving. Thanks to funding from the Heart Foundation's 2020 Active Australia Innovation Challenge, the program targets people over 65 who reside in the city of Wyndham as statistics show this age group has low physical activity levels that have been worsened by COVID-19. Essentially a modified version of bingo, binGO MOVE uses popular songs and exercises as well as numbers for gameplay and can be conducted both online in times of lockdown as well as face to face which can decrease social isolation. Health focussed prizes include drink bottles, pedometers and gym passes to encourage further physical activity.



Let's Stay Together

In 2021 we started the Let's Stay Together program in response to the pandemic with the aim of promoting social connections, preventing boredom and increasing the general health of our clients. We've adapted the delivery mode as needed to run face to face, via telephone or on Zoom with three groups a week. Since then we've used the groups to provide health information on topics like social isolation, boredom, sleep, stress management, healthy eating, and exercise. Clients have actively participated in group discussions around these topics sharing their thoughts and tips together while learning how to set goals. Participants have reported enjoying the social connection the group has provided and many have gone on to independently maintain connections outside of the group as well.

Part of the family

It all started with a referral to our cardiac rehab service four years ago after a heart attack and since then, client Mike hasn't looked back. Recently he's joined the binGO MOVE and Let's Stay Together groups after learning about them through our cardiac rehab walking group. With the lockdowns interrupting a lot of things, Mike made sure he didn't miss out when the groups went virtual and ordered a webcam for the first time. While it's not the same as face to face sessions, Mike says he still enjoys catching up with all the mates he's made.

"I absolutely love it," Mike said about binGO MOVE. "At the first session, I couldn't remember when I'd had more fun! And you're getting a bit of exercise as well as getting to talk to the other people during the breaks"

In his younger years, Mike was a lead guitarist in a band and while he likes most forms of music, he'll also tell the facilitators when a song doesn't meet his exacting standards. Although that didn't stop him from busting out of his seat to have a jive with one of the facilitators to Rock Around The Clock; "It's great to be able to make a fool of yourself," he said.

One of the best things for Mike about the Let's Stay Together group is the social aspect. He said there's a good mix of people who have different interests and everyone feels comfortable to participate. From Mike's point of view, the facilitators do a fantastic job and they also organise guests to come in and talk about things like nutrition, boredom and what to do when you're feeling a bit down. But it's not just about listening and learning; when Mike told the group about an old Buddhist colleague who swore by meditation, they all got on Youtube to check out some how to videos and gave it a go themselves.

For Mike, these virtual sessions and Zoom have been "a godsend. Everyone accepts everyone else and you can say what you feel. If you disagree, that's ok, too. The facilitators are all really good people and they keep it light hearted and positive. They're not intimidating at all; I've always felt welcome and sometimes we just talk about our pets." At the end of the day, it's been a great way to help keep Mike connected to his community and have a laugh together.

With you for life

For the Sens, family really is everything. When setting up the interview for this story, interrupted by another lockdown, dad Randhir insisted that his two adult children were involved; daughter Raksha and son Manish because Randhir knew his kids' place in telling the story of the family's changing journey with IPC Health was an important one.

It's been about a year since the family lost their beloved matriarch, wife and mother Vijay to complications of motor neurone disease (MND); you may have heard of it because of the Big Freeze event at the MCG and beanie appeal each year for FightMND, cofounded by AFL legend Neale Daniher. MND is currently incurable and attacks the body's functions of independent movement, talking, swallowing and breathing. According to FightMND, the average life expectancy is just 27 months from diagnosis.

It all started with a sore shoulder and from there it was a difficult journey for Vijay through misdiagnosis and barrages of tests. When the final diagnosis of MND came back, they were shocked. "We'd never heard of MND so we did lots of research," says Raksha. "But my aunt is a nurse so she knew exactly what it was and it was the news she was dreading." It then came down to what could be done to improve Vijay's quality of life.

As a young family, the Sens were forced to leave their home in Fiji due to a military coup. They migrated to New Zealand where Vijay and Randhir worked hard to provide for their kids, even running their own business, but the culture shock wasn't easy. After a decade in New Zealand and wanting to be closer to family in Australia, they made the move to Melbourne.

Unfortunately, Vijay was ineligible for the National Disability Insurance Scheme; eligibility was restricted to permanent residents who had arrived prior to 2001. The Sens had moved in 2010. For this reason, they would rely on local public services from IPC Health, Barwon Health and the city of Wyndham who organised a respite carer to help out at home.

IPC Health was fundamental in supporting Vijay and the whole family. A multidisciplinary team of allied health professional's provided a holistic and seamless continuation of care for Vijay in and out of COVID-19 lockdowns; knowing that while they couldn't stop the progression of MND, they could help with the day to day symptoms and challenges to bring some comfort.

"This really helped to give Mum exposure to other people, not just us," says Raksha. "She loved meeting people, talking to people."

Randhir says that this was important for him as a carer as well.



Randhir and Vijay in Israel prior to her diagnosis

“*All the bits and pieces added up and made life easier. It made her life easier of course but I wouldn't have known how to handle it on my own.*”

In the end, Vijay's form of MND was fast moving and quickly affected her speech and movement. After her passing, Vijay's counsellor from IPC Health provided grief counselling to the family.

"It was much needed after how it all happened," says Raksha. "We didn't have time to grieve as a family because as soon as the funeral happened, it was lockdown again and we couldn't see my aunts or be together." Raksha and Randhir saw the same IPC Health counsellor independently of each other (Manish accessed services in the UK) and they both say they really appreciated the flexibility offered. "Sometimes I, as a mum, couldn't make it on time or had to look after the kids and so quickly rescheduled and they were fine with that," Raksha said. "And she always said, 'I just feel sorry for you not having the time to talk to me. Otherwise don't apologise, it's fine. But if you ever feel down, just email me and we can talk about it later.' Knowing that someone's there who knows the situation but from the outside perspective was comforting."

This was how Randhir's personal tribute to Vijay began. He could record his feelings and memories, songs and prayers as they came to him through emails to his counsellor, Alyson. They would then talk it over in their next session. Alyson's extensive experience in helping palliative clients record their memoirs was a wonderful fit for Randhir as his son Manish describes:

“*He listens to a lot of music in Hindi and in Urdu so there's more expressions that don't exist in English, words that you wouldn't use in everyday language. I think when he speaks, he probably thinks too much about what he's expressing to the point where he just ends up saying nothing. But if he writes it down, he writes it in the most elegant way.*”

But Randhir hasn't been doing it all by himself; he's put the call out to friends and family across the world to contribute their thoughts, memories and pictures of Vijay from their own perspectives. The resulting tribute is a picture of who Vijay was and continues to be to them: a woman beyond any stereotype, someone who would make friends with strangers, funny, no nonsense, well prepared, loving, strong and compassionate, a feeder of the most delicious Indian foods and someone who kept family connections close.

As the counselling sessions are wrapping up, Alyson feels that Randhir is now actively addressing his grief. His labour of love means a lot to the kids as well. "I think it's amazing. I can't wait to read it," says Raksha. "I have no idea what's happening in there but I know it's going to be beautiful." So while grief may never leave us, it does slowly change.

The Sen family: Manish, Raksha, Randhir and Vijay



Dietetics screening tool

The Dietetics team had a big win in developing an appropriate referral and screening tool for paediatric clients that was initiated by a student project. An estimated 20% of typically developing children and 80% of children with developmental disabilities experience feeding difficulties. Nutrition in childhood impacts directly upon health, growth and development, social and family wellbeing and school readiness.

Fussy eaters typically exhibit reduced dietary variety but eat from most food groups and are tolerant of being introduced to new foods. Children with feeding difficulties further reduce their variety to fewer than twenty foods, refuse entire food groups and experience a phobia of new foods. It is important to differentiate between these two groups of children so that children with feeding difficulties are fast tracked for a dietetics appointment as they are at risk of malnutrition and poor growth which adversely affects their development.

A validated screening tool that could differentiate between the two groups in a community dietetics setting didn't exist so the student project focused on improving the referral and triage process for paediatric clients at IPC Health. Stakeholder feedback and focus groups were conducted and a combined referral and screening tool was developed which had 100% accuracy in differentiating fussy eaters from children with feeding difficulties. The tool is now used by internal and external referrers resulting in effective triage as well as more timely assessment and intervention.

Online physiotherapy groups

Since 2018, our Physiotherapy team has been running face to face twice weekly GLA:D (Good Living with osteoArthritis from Denmark) exercise groups for people with knee and hip osteoarthritis. Due to the lockdowns, the team decided to trial the group via Zoom in 2020. While this initially provided challenging for some clients, they grew more confident with the technology as the months went on.

New referrals were sent an information pack in the post with exercise bands to use during the sessions. They were also given a practice one on one Zoom session with staff to make sure they were up to speed.

These sessions gave clients a scheduled time to continue their exercise routines along with physio check-ins to see how they were managing. Participants also began to check in on each other while acknowledging their challenges with the lockdown, providing a much needed social element.



Bicultural Workers Madhvi (left) and Kalyani (right) with Melton Mayor Kathy Majdlik (centre).



The Dental services team were seconded to help test the community

Our staff achievements

Our people

Number of staff	473
Full time equivalent	380
Ongoing	69%
Fixed-term	31%
Full time	46%
Volunteers	23
Contractors	6
Onboarding rate (combined fixed/ongoing)	29%
Offboarding rate (combined fixed/ongoing)	-16%

Top 30 Innovative Human Resource Teams award

IPC Health was thrilled to be recognised in the 2021 top 30 Australian organisations for Innovative Human Resource Teams by the Human Resources Director Australia. It was a year like no other we'd encountered, so to be recognised alongside national companies like Deloitte Australia was a huge achievement. The HRD panel was particularly impressed with the way we continued to instil innovative thinking and leadership mindsets across our workforce while dealing with the extra load that came with being a health organisation in the middle of a medical pandemic.

The key focus areas were on staff empowerment and participation through:

- Instilling a leadership mindset across all levels of the organisation
- Introducing Whole Brain Thinking methodology to harness the cognitive diversity of all teams and to ensure we apply this to business challenges
- Embracing agility and innovation in the way the organisation works
- Adopting a more inclusive consultative approach to decision-making with staff

As a result, the IPC Health One Team culture is thriving with creativity in the workforce. All staff members are encouraged to harness innovation and focus on impact and outcomes to make a positive difference to the community and workforce.



Our employees are passionate and creative, we are One Team that strives to make a difference to the people and communities we serve. Our People Matters Survey highlights the passion we have for our work with 83% of respondents reporting they were proud of where they worked and would recommend IPC Health to prospective employees.

Overall employee satisfaction increased by 21% from 2019 to 2020, an astounding achievement given 79% of employees had shifted to working from home arrangements as many adapted to the COVID-19 pandemic.

MIND. ipc^{Health} leadership

The MOMENTS Recognition Framework recognises the positive contributions of employees to the organisation's success through significant outstanding performance, innovation, and values alignment. Though we weren't able to come together face to face to celebrate our annual MOMENTS staff recognition event, the One Team spirit was still there albeit in the online version we've all become used to.

We were very pleased to recognise the following extraordinary achievements:

We are passionate

Awarded to:

Client Services Team

For working on the front line, maintaining service delivery, assisting with COVID-19 testing reception, results collation and phone triaging guidelines.

Eamonn O'Toole (volunteer)

For outstanding volunteer contributions, a can do attitude, professionalism, high standards of communication, and putting clients at ease while waiting for their COVID-19 tests.

Pat Tancredi

For being an amazing support for the Client Services team through commitment and dedication.

We make a difference

Awarded to:

Dental Services

For demonstrating versatility, resilience and persistence to deliver a service that had so many limitations placed on it as well as supporting the delivery of health screening and Covid-19 testing stations.

Shalini Bombuwala

For helping Family Services families through very high risk family violence situations.

Vera Kotopoulos

For her skills and leadership in the COVID-19 testing and screening stations.

We are creative

Awarded to:

Power over Pain Team

For outstanding work with both clients and Western Health and other partners to create a program making a significant difference.

Child and Family Services Team

For developing YouTube videos and groups during lockdown so that parents and their children could continue to participate in groups.

Cardiac Rehab Team

For creating a fun, entertaining and educational environment for both colleagues and clients in the face of restrictions.

CEO Award

Awarded to:

COVID-19 Incident Response Team

For setting very high clinical standards to keep our staff and clients safe.

Service Recognition

10 Years

Kate Grist	Le Nguyen
Louise Moretti	Awa Peluaungpo
Patrick Canty	Kristy-Lee Riley
Rhondda Shanks	Kelly-Maree Allen
Belinda Opie	Cibby Gauci
Jacquie Payne	Bree Genovese
Daniela Bibovski-Trajkovski	Elizabeth Bojkovski
Rob Wootton	Linda Allen
Vesna Lavcanska	Rochelle Parks
Sophia Jones	Mary Jane Ancheta

15 Years

Jackie Hamilton	Kylie Stacey
Andrea Younger	Lucy Hall
Anh Tran	Melinda Luebker
Melissa Lee	Siew Ang
Nathalie Molina	

20 Years

Rosemary Ivankovic Client Services Officer	Em Novak Allied Health Assistant
Patricia Bunker Social Prescribing Wellbeing Coordinator	Miriam Squarci Client Services Officer

25 Years

Helen Vaxevanis
HeadtoHelp Clinical Lead

30 Years

Melissa Bevan
Paediatric Speech Pathologist



Campus improvements for a healthier world

Working in an environmentally sustainable way is one of IPC Health's strategic goals and one of the things that our staff consistently tell us is important to them. In addition to supporting our COVID-19 response across the organisation and in the community, our Facilities team has been working on the following improvements across our six campuses:

- Increased our fleet utilisation and realised a reduction in fleet vehicles of 35%
- Implemented an electronic carpool booking system to provide improved utilisation statistics and enable better decision making
- 88% of our newly purchased fleet cars are hybrid variants
- Incandescent lights have been replaced with LED lights at five campuses (Wyndham Vale will be converted in the next financial year)
- Our new Modern Workplace desktop computers have been programmed to automatically switch off overnight
- Regular maintenance to ensure the functionality of our dedicated non-drinking water fire tank at Wyndham Vale



We were excited to see the installation of a commercial solar power fit out at our Altona Meadows campus. Clients can't miss the huge array of roof panels when they approach the campus. The team also installed a real-time kilowatt production display in the waiting room that serves as a tangible demonstration of our commitment to environmental sustainability. Plans are in place to replicate the systems across all of our campuses as soon as we can.

We will also be introducing a consistent and universal approach through controlled waste collection areas at all campuses and dedicated bins per waste stream that will increase our recycling capacity by 50%. We look forward to an organisation-wide Environmental Sustainability Plan to be developed in the next financial year.



Financial statement

For the year ended 30 June 2021

IPC Health Ltd

ACN 136 685 151

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IPC Health Ltd Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2021

	Notes	2021 \$	2020 \$
Revenue from contracts with customers	2	71,489,670	40,788,257
Other income	2	2,694,118	3,419,269
Employee benefits expense		(36,452,406)	(32,018,653)
Depreciation and amortisation expense		(3,036,058)	(2,084,065)
Lease expense		(60,157)	(153,931)
Client services expenses		(19,507,469)	(2,839,262)
Medical and paramedical expenses		(2,287,555)	(688,398)
Repairs and maintenance expenses		(621,492)	(1,250,965)
Motor vehicle expenses		(120,905)	(148,690)
Utility expenses		(598,700)	(700,531)
Information technology expenses		(919,573)	(834,034)
Consulting and staff training		(2,318,495)	(1,162,401)
Other expenses		(3,083,177)	(1,111,964)
Surplus before income tax		5,177,801	1,214,632
Income tax	1(c)	-	-
Surplus after income tax		5,177,801	1,214,632
Other comprehensive income			
<i>Items that will not be reclassified to profit or loss:</i>			
Gain on revaluation of land		-	2,870,000
Total other comprehensive income		-	2,870,000
Total comprehensive income for the year		5,177,801	4,084,632

The above Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes.

IPC Health Ltd

Statement of Financial Position

As at 30 June 2021

	Notes	2021 \$	2020 \$
Current assets			
Cash and cash equivalents	3	24,290,333	20,533,226
Trade and other receivables	4	12,748,773	1,919,343
Other assets	5	202,874	317,108
Total current assets		37,241,980	22,769,677
Non-current assets			
Property, plant and equipment	6	30,006,638	30,849,330
Right of use assets	8	1,399,831	1,788,748
Total non-current assets		31,406,469	32,638,078
Total assets		68,648,449	55,407,755
Current liabilities			
Trade and other payables	9	8,176,943	2,464,135
Contract liabilities	10	8,875,812	6,776,548
Lease liabilities	11	989,637	1,486,133
Employee benefits	13	7,000,983	6,490,725
Total current liabilities		25,043,375	17,217,541
Non-current liabilities			
Lease liabilities	11	151,970	151,902
Provisions	12	79,003	76,671
Employee benefits	13	1,374,115	1,139,456
Total non-current liabilities		1,605,088	1,368,029
Total liabilities		26,648,463	18,585,570
Net assets		41,999,986	36,822,185
Members' funds			
Accumulated surplus		39,129,986	33,952,185
Asset revaluation reserve	14	2,870,000	2,870,000
Total member's funds		41,999,986	36,822,185

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

St Albans

1 Andrea Street
St Albans VIC 3021
Phone: 03 9296 1200

Altona Meadows

330 Queen Street
Altona Meadows VIC 3028
Phone: 03 8368 3000

Wyndham Vale

510 Ballan Road
Wyndham Vale VIC 3024
Phone: 03 9216 7777

Sunshine

Level 1, 499 Ballarat Road
Sunshine VIC 3020
Phone: 03 9313 5000
(opening March 2022)

Hoppers Crossing

117-129 Warringa Crescent
Hoppers Crossing VIC 3029
Phone: 03 8734 1400

Deer Park

106 Station Road
Deer Park VIC 3023
Phone: 03 9219 7142