



kambu

Aboriginal and Torres Strait Islander
Corporation for Health

Annual Report 2013/2014



People | Health | Community



AMBASSADORS



KAMBU CLINIC LOCATIONS



Ipswich Clinic

27 Roderick St
IPSWICH
QLD 4305
Ph: 07 3812 3843



Laidley Clinic

2/235 Patrick St
LAIDLEY
QLD 4341
Ph: 07 5465 3541



Goodna Clinic

13 Church St
GOODNA
QLD 4300
Ph: 07 3436 9600

www.kambuhealth.com.au
ABN: 83 155 632 836

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MESSAGE FROM THE CHAIRPERSON

As the Chairperson of Kambu Aboriginal and Torres Strait Islander Corporation for Health I am pleased to present our Annual Report for the 2013/2014 Year. The past year has been an extremely busy one for Kambu Health, delivering significant achievements and continued growth of our services in the community. We continue to see the Ipswich and wider West Moreton Region community growing rapidly, and Kambu Health has responded proactively with the successful opening of another new Clinic located at Goodna. Kambu Goodna Clinic provides a comprehensive primary health care model that reflects the needs of the community. This ongoing expansion of Kambu Health is an exciting time and the Board Members, Chief Executive Officer and staff of Kambu Health have continued to demonstrate their commitment to making Ipswich and the West Moreton Region a healthier place to live.

Kambu Health along with other community services has faced many challenges in the political environment at the federal and state level which have become increasingly turbulent over the past few years. Despite these challenges Kambu Health, The Institute for Urban Indigenous Health and other Aboriginal Medical Service agencies have continued to work closely together in order to deliver excellent outcomes for Aboriginal and Torres Strait Islander peoples in South East Queensland.

Kambu Health is also working towards creating a self-sufficient future by exploring other service delivery opportunities from which Kambu Health can generate its own income. As a result Kambu Health will then be able to invest back into the organisation and work towards becoming less dependent

upon federal and state funding.

Kambu Health continues to work towards the achievement of more effective corporate governance with its maintenance of established protocols and systems to enhance corporate governance at Board level; such as improving Board Member's accountabilities, compliance rates and Board related competencies to enable every Board Member to maximise their contribution.

Kambu Health is proud to have achieved some great results this year including AGPAL Accreditation, ISO 9001:2008 Quality Accreditation and Outstanding Awards at the Deadly Sex Awards (for the provision of sexual health education) in the Ipswich community. We have held Elders morning tea functions, community functions and highly successful promotional days. We continue to promote healthy outcomes with programs such as the Quit Smoking Campaign. While working to expand and enhance delivery of comprehensive primary health care services, Kambu Health has also continued its efforts to empower our communities to make healthy lifestyle choices.

A major factor in Kambu Health's success this past year can be attributed to the involvement and support of our local community. Kambu Health would like to thank the community for their continuing loyalty to our organisation and for helping Kambu Health in the achievement of our successes.

On behalf of the Board, I would like to thank Stella Taylor-Johnson our Chief Executive Officer and her staff, for continuously driving Kambu Health to reach its strategic goals. Stella has been

committed to the Vision and goals of Kambu Health and has worked tirelessly to obtain appropriate accreditation for the organisation, secure vital funding and coordinate the implementation of our capital works initiative.

In closing I would like to acknowledge and extend my personal thanks and appreciation to my colleagues on the Board and the Chief Executive Officer. Their support and guidance throughout the year have been essential for Kambu Health to achieve all that it has to date. The work and commitment of the Board and Chief Executive Officer will continue to ensure a solid foundation for the future development of Kambu Health in meeting the health needs of our community

Veronica Bond
Chairperson



KAMBU HEALTH - BOARD OF DIRECTORS

Chairperson Veronica Bond

Veronica has extensive experience in the Aboriginal Community Controlled Health Services Sector having held Board and Management Committee roles in the past, as well as having worked in a variety of positions within Indigenous organisations and health services. Veronica's experience has included clinical, administration and planning positions and she brings this perspective, together with her Board experience and Community knowledge to provide leadership in her role as Chairperson of the Board of Directors of Kambu.

Vice Chairperson Lee-Ann Joseph

Lee-Ann is an experienced Board and Management Committee member who also has extensive experience working within Indigenous organisations and the Health Services sector. Lee-Ann's experience to date has proven essential for her to take on the Vice Chairperson role of the Board of Directors, providing leadership and insight. Lee-Ann has also held the Acting CEO role in Kambu Health for an interim period, which has provided her with a greater insight into Kambu Health and its strategy and operational challenges.

Director Allan Fisher

Allan has worked extensively in the Indigenous Primary Health Care and Health Services Sectors, having held CEO and senior management positions. Allan also brings significant Board and Management experience to his position as a Director on the Kambu Board of Directors and provides expertise in strategy and policy.

Director Teddy Collins

Teddy has been a long standing member of the Kambu Board of Directors. Along with this significant experience and organisational knowledge, he has previously worked in Health Care and Aboriginal Community Controlled Health Services. Teddy has worked in the local community and indigenous organisations, bringing a strong sense of community through these local interactions.

Director Jill Davidson

Jill has been on the Kambu Board of Directors for some time, contributing significantly to the organisation by sharing her understanding of Aboriginal Community Controlled Health Services through her Board and Management Committee experience as well as her experience working in the sector. Jill's experience in Health Care and Aboriginal Community Controlled Health Services sectors is invaluable and her sense of community is highly valued.

Director Ken Dalton

Ken has extensive experience as a member of different Board and Management Committees. In addition to his position as Director at Kambu, he currently holds the position of Director at the Sunshine Coast University. Ken's experience includes being a Government Advisor on Cultural matters, a CEO for medical and legal services, and a Tutor on Cultural Awareness Programs. Ken holds other Board and Management Committee roles and has worked in local Aboriginal community based organisations for many years.

Director Professor Robert Bush

In addition to his position as a Director on the Kambu Board of Directors, Robert is currently a Director of the Healthy Communities Research Centre at the University of Queensland (UQ) and brings extensive experience to the Kambu Board, having held senior positions within government, in health practice and research. He also sits on the IUIH Board as an Expert Director in the area of community engagement.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I am pleased to present the Annual Report for the Kambu Aboriginal and Torres Strait Islander Corporation for Health (Kambu Health) in the Ipswich and West Moreton Regions for the 2013/2014 year.

As the Chief Executive Officer (CEO) of the Corporation I am honoured to have been a part of such a progressive organisation that has shown that it has the capacity to meet many challenges to ultimately provide the best possible care for clients and their families.

Kambu Health delivers a vast range of Primary, Specialist and Allied Health Services and programs across three geographical sites where there are increasing populations of Aboriginal and Torres Strait Islander Families. In 2010 Kambu Health began planning toward the establishment of a new health clinic in the Goodna/Redbank Plains area, which has become the growth corridor reaching through to the Springfield and Ripley Valley areas.

Through a joint partnership between the Urban Indigenous Health Institute (UIIH) and Kambu Health the new service has commenced at Goodna with a unique approach which includes the UIIH model being implemented from the outset and a wide range of comprehensive client services being the priority. It is very early days, however the new clinics success is already proving to be well needed and well accessed by our community in the area, a recent community day registered over five hundred people.

A major highlight this year has been the completion of the new Children and Family Centre, which fortunately has been built onto the existing Kambu Health premises and compliments well with all other programs the service has to offer across the three sites. Our children and

their families can enjoy a wide range of educational and health programs including specialists services. The Children and Family Centre are leading the way in delivering and supporting the Deadly Mums and Dads, the Valuing our Elders program where Elders are able to assist, and the much needed Outreach Services to communities where families may struggle to attend the Centre.



In February 2013 Kambu Health welcomed its newest program to the Corporation. The Recognised Entity became a valuable team within the Kambu Health structure. The Entity works closely with the Department of Child Safety and also works alongside Kambu Health program staff to deliver information to support clients as required. It is the proposed intention that this program will have a family support element attached in the near future to compliment the team.

In the past year Kambu Health has taken on many challenges with the move to adopt new Governance and Clinical reform processes across all aspects of the Corporation. The outcome of this initiative has seen the increasing sector support with our key partners, UIIH, the Aboriginal and Torres Strait Islander Community Health

Service Brisbane Limited (ATSICHS), Kalwun Development Corporation and Yulu-Burri-Ba Aboriginal Corporation for Community Health to further develop and increase service delivery. This is an ongoing commitment that all services have agreed to, to ensure that the best possible outcomes are achieved and provided for our communities.

A key focus in the past twelve months has been the commitment toward introducing quality improvement



systems and gaining quality accreditation certification that ensures that systems are developed and are in place to minimise risk that affects the operations of the services. A key outcome therefore has been the attainment of the ISO 9001:2008 Accreditation and maintaining our AGPAL Accreditation in our base clinic in Ipswich and AGPAL registration of the Laidley and Goodna clinics due in the coming months.

While working to expand and enhance delivery of comprehensive primary health care services Kambu Health and Deadly Choices has continued its efforts and commitment to support communities in our region to make healthy lifestyle choices. Kambu Health is dedicated to holding community health days and Elders forums where a range of services are delivered such as flu/vax/immunisations, health checks, ears, eyes and dental health checks, not to mention the designated Tobacco Clinics, the exercise programs, the Zumba Classes and all activities from the major sporting codes. Kambu Health's three clinic sites are smoke free spaces and have been since July 2010.

Recognising our Elders is a key priority for Kambu Health with events scheduled on a regular basis and even more so now with the Children and Family Centre. I wish to take this opportunity to say thank you to our Elders and to acknowledge the support and commitment to the ongoing delivery of good health care for our community.

I also wish to acknowledge the schools that work very closely with Kambu Health Services with sporting, mentoring and health and nutrition programs. It is proposed that we work toward expanding our programs with many more schools in the coming year.

We also acknowledge our funding bodies and partner Agencies:

- Department of Health (Commonwealth)
- Queensland Government Departments
- Institute for Urban Indigenous Health
- Office of Early Childhood Education
- Pharmacy Guild of Australia
- West Moreton Oxley Medicare Local
- Ipswich City Council
- Queensland Aboriginal and Islander Health Council

There were many achievements for Kambu Health in the last year, and this Report highlights some of the key messages and good work being undertaken by the service. As the CEO

I am incredibly proud of the progress achieved over the past year but recognise that much more work remains to be done. Clearly the current progress to date demonstrates the progressive leadership and direction coming from the health services sector within the South East Queensland region. Health services are setting the direction in good governance practices, accountability and most importantly the delivery of quality health services and measurable health outcomes.

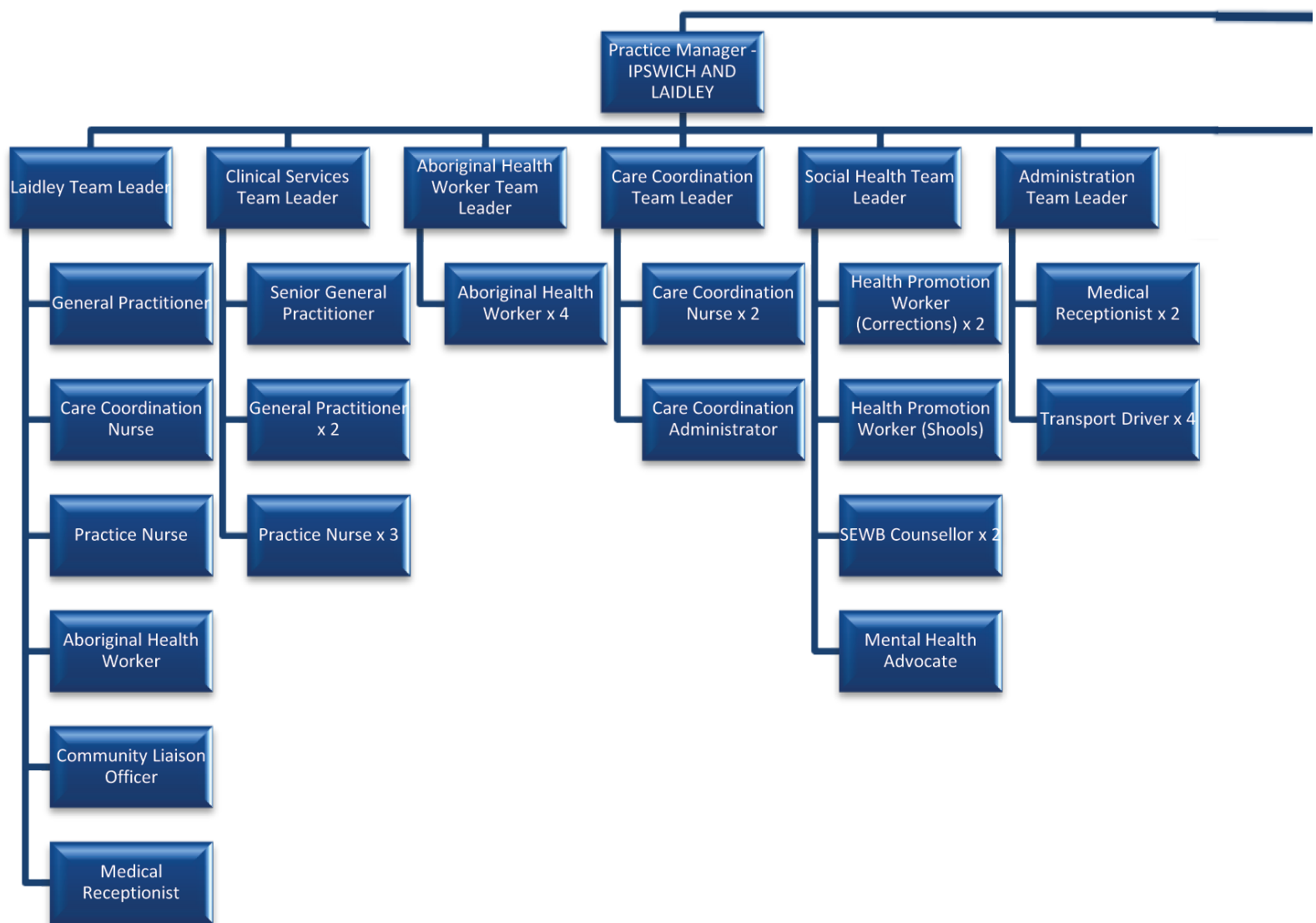
In conclusion I wish to thank all of the staff I have had the honour of working with this year. I thank you for your dedication, hard work and your commitment to your roles and community in what has been a trying and challenging year.

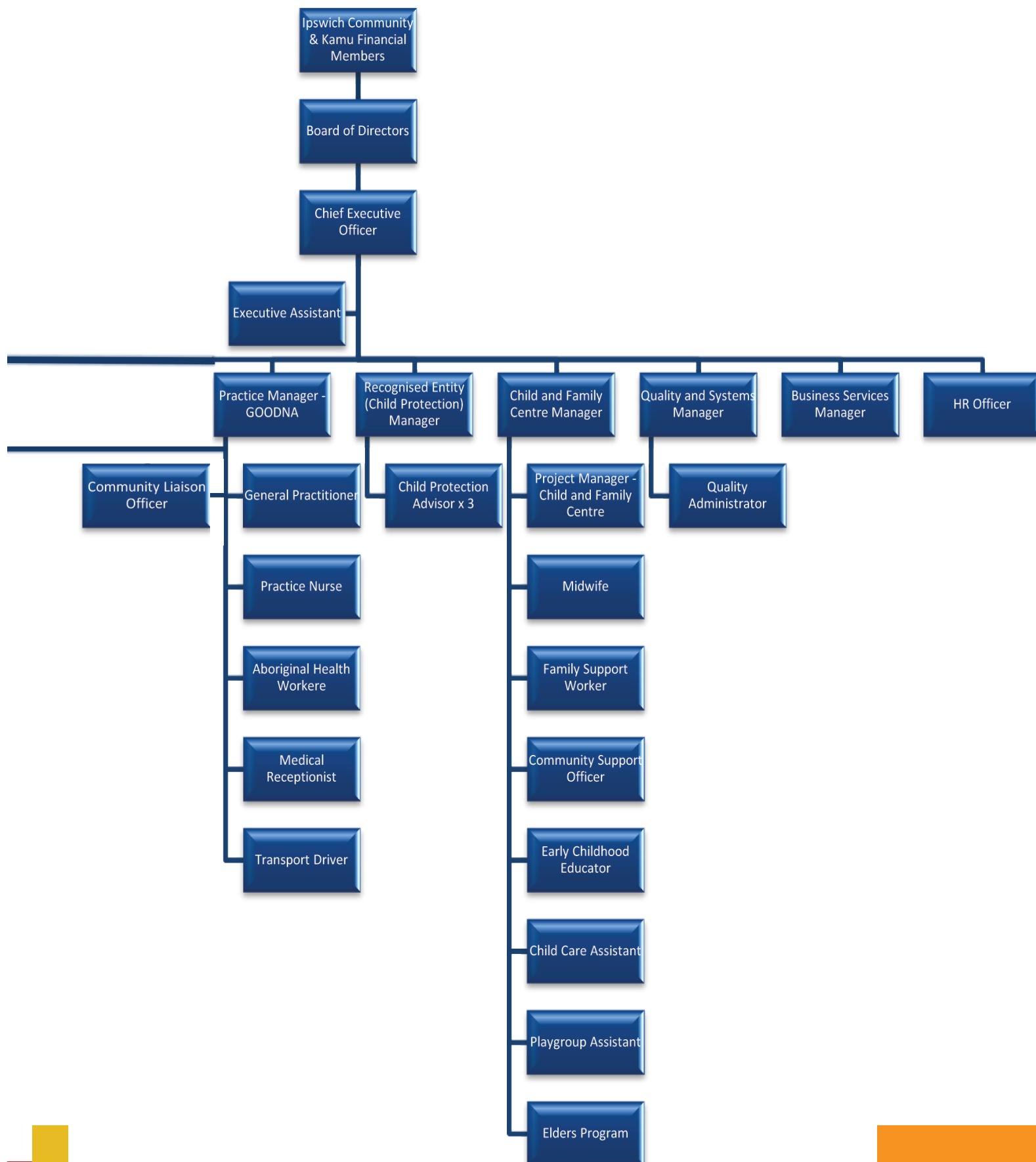
I wish to acknowledge the Kambu Health Board of Directors and to say thank you for the guidance and direction that you have given to me and the staff over the past year. We must ensure this support and guidance continues if we are to take Kambu Health into the future with the growth of our community across the region, expansion of services and programs and in particular the proposed business opportunities for sustained services in the future.

Stella Taylor Johnson
Chief Executive Officer



ORGANISATIONAL STRUCTURE





PARTNERSHIPS AND THE ROLE OF IUIH

Kambu Health work in partnership with a number of government bodies and organisations to ensure comprehensive health care is delivered to our clients and community.

IUIH

The Institute for Urban Indigenous Health (IUIH) was established in July 2009 as a strategic response to the significant growth and geographic dispersion of Aboriginal and Torres Strait Islander people within the South East Queensland Region. IUIH provides support for Aboriginal and Torres Strait Islander health service development and coordination across South East Queensland. IUIH also support the effective implementation of the Council of Australian Government's (COAG) 'Close the Gap' initiatives and other strategic developments in the region and have a major emphasis on promoting partnerships and integration with other mainstream health services in delivering services to clients.

The Kambu Health clinic team has been extremely successful in implementing the IUIH model of care with staff undertaking training to complement this model. There has been significant and ongoing investment in the development of tools, resources, policies and procedures to support the model's implementation. This investment will enhance the patient journey and identify clear pathways for access to health care at Kambu Health.

The following organisations are affiliate partners to Kambu through the IUIH partnership:

- Aboriginal & Torres Strait Islander Community Health Services (ATSICHS)
- Yulu-Burri-Ba Aboriginal Corporation for Community Health
- Aboriginal and Torres Strait Islander Community Health Services (Moreton)
- Kalwun Development Corporation (Gold Coast)

Funding bodies and other partner agencies

The following organisations partner with Kambu Health in contributing funding or service delivery arrangements:

- Department of Health (Commonwealth)
- Queensland Government Departments
- Institute for Urban Indigenous Health (IUIH)
- Office of Early Childhood Education
- Pharmacy Guild of Australia
- West Moreton Oxley Medicare Local
- Ipswich City Council
- Queensland Aboriginal and Islander Health Council (QAIHC)
- Mater Mercy Care Services
- Mission Australia
- Queensland Health
- Brema TAFE

Kambu Health works in conjunction with a number of key staff within Ipswich City Council, Somerset Regional Council and Lockyer Valley Regional Council in the areas of men's health, community development, NAIDOC and other key community events. The local councils also offer support for Kambu Health by supporting events and activities through the use of their facilities.

TAFE Queensland South West has government funding support to provide courses to Kambu Health employees in the following areas: Community Services Certificate IV, Diploma in Community Services Management, Workplace Training and Assessment Certificate IV, Counselling Services Certificate IV and Counselling Services Diploma. TAFE Queensland South West also provides the abovementioned courses to community members who are interested in undertaking this study.



ACHIEVEMENTS AND IMPROVEMENTS

- ✓ Establishment of the Children and Family Centre Programs
- ✓ Completion and certification of the Capital Works for the new Children and Family Centre based at 27 Roderick Street, Ipswich
- ✓ Increase in Clinic and Allied Health services and staff
- ✓ Development of sustainable partnerships with Indigenous and Non-Indigenous Agencies
- ✓ Increase in specialist health care and services
- ✓ Increase in services in the Laidley and Lockyer Valley Regions
- ✓ Accreditation with AGPAL and ISO 9001: 2008 Quality Management System
- ✓ Introduction of new Governance Models
- ✓ Introduction of the new IUIH Clinical Model
- ✓ Transition to new Legislative Body (ORIC) – CATSI
- ✓ Establishment of evening clinics
- ✓ Establishment of children and outreach centres in rural areas
- ✓ Establishment of the Goodna Clinic
- ✓ Increase in health checks
- ✓ Establishment of programs in



- ✓ correction and youth detention centres

FUTURE PROJECTIONS FOR 2014

- Further development of the Goodna / Redbank Plains clinics
- Further development of the Partnership with the Mater and Mercy Care
- Secure long term funding agreements

- with key funding agencies
- Provide the opportunity to build a sustainable Health Workforce which begins within our school systems
 - Re-establishment of Kambu Dental

Services – commences in November 2014

- Establishment of Kambu Birthing Clinic in the new Mater facility at Springfield (Stage 2)



KAMBU HEALTH KEY RESULT AREAS

Kambu Health, through the Board of Directors and our Partner arrangements, has established a number of Key Result Areas where we maintain our focus in the areas of: Services, Access, Collaboration, Consultation, Capacity and Accountability. These Key Result Areas are outlined in detail below:

Services

Provide primary and specialist health care and health support programs that are of the highest quality, and are sustainable and accessible to the community.

Specific Objectives:

- Promote chronic disease management within the government and community sectors with a focus on GP Services, Allied Health and Specialist Health.
- Development of Mums 'n' Bubs and Child Health Programs in partnership with key stakeholders, such as Mater Hospital.
- Increase community awareness through the delivery of programs with a focus on the effects of social health

issues such as alcohol, tobacco and other drugs.

- Enhance the delivery of services to people with diabetes and associated disorders.
- Further development of specialist mental health services.
- Enhance health and social support services to our Elders through the establishment of comprehensive client focused packages.
- Enhance healthy and responsible lifestyle choices for men, women, young people and children in partnership with IUIH through the Deadly Choices Program.
- Provide mobile clinic services to the Lockyer Valley area, including Dental, GP Services, Schools Programs, Children's' Programs and Specialist Health Services and tele-health.

Access

To improve access to comprehensive primary specialist and allied health care services.

Specific Objectives:

- Always maintain a culturally safe

environment to enable our families and community to access appropriate services through all levels of healthcare.

- Promote and participate in initiatives to increase community awareness and understanding of all health care services and programs developed and delivered by Kambu Health.
- Further development of access to the children and family centre programs through mobile services by outreach in the rural areas.
- Develop partnerships with mainstream health services to increase their ability to provide services that are sensitive to the needs of Aboriginal and Torres Strait Islander people.
- Provide incentivised programs to increase accessibility to health services in partnership with IUIH.
- Enhance the pro0motion of Kambu Health's services and programs and maintain a high profile among all stakeholders through social media and partnerships with corporate entities.
- Ensure that promotional and marketing materials are accurate and culturally appropriate.



Collaboration

Develop and maintain strong partnerships and collaborative processes with government and non-government service providers to improve service coordination and health outcomes for the community.

Strategic Objectives:

- Maintain high level collaborative approaches through the promotion of and participation in initiatives that enhance the coordination of care programs.
- Develop strategic partnerships and working agreements with all key stakeholders and community interest groups.
- Establish opportunities for collaborative partnerships with universities and colleges and private sector agencies, towards the establishment of teaching centres and clinics to enhance service delivery, increase workforce development and career opportunities.
- To further enhance the development of partnership of IUIH to deliver good models of service.

Consultation

Establish mechanisms that provide the opportunity for staff, individuals, communities and organisations to have input into the planning, design, development, delivery and evaluation of services.

Strategic Objectives:

- Develop, maintain and sustain mechanisms to objectively evaluate the performance of Kambu Health in relation to the quality of the clinical governance programs.
- To continue reference groups that are representative of our Elders, Children and Family Centre



stakeholder groups that will assist the organisation to provide comprehensive services.

- To ensure that the integrity of our Quality Management System is always upheld and the framework maintained through ongoing training and development in line with all accreditation standards.

Capacity

Build the capacity and resources of the organisation and workforce to undertake effective and sustainable comprehensive primary and specialist health care services.

Strategic Objectives :

- Ensure that the highest level of Governance is maintained.
- Maintain organisational policies,

practices and procedures.

- Attract, recruit and retain suitably qualified and competent staff to maintain Kambu Health's capability.
- Continue to identify and secure opportunities that allow an increase in organisational capacity.

Accountability

To ensure the effective corporate governance and sustainability of the organisation.

Strategic Objectives:

- Ensure the organisation is fully compliant with all requirements of Government and Financial Management processes.
- Maintain all accreditation through Kambu Health's quality management system.



BUSINESS SUPPORT REPORT

The 2013/2014 year was a busy and rewarding one for the Business Support Unit of Kambu Health. We continue to provide quality management and administrative advice and strategy to the CEO, Board of Management and other senior managers across a range of complex issues. The unit also successfully manages all internal business support functions including finance, human resources, information technology, and general business support activities.

Specifically, throughout 2014 the Business Support Unit:

- Worked with the senior management team to manage resources to enable Kambu Health to achieve its objectives and to satisfy the requirements of our various funding bodies. This involved working with the Board to assist with setting priorities, implementing strategies for reducing expenditure and eliminating waste and using our resources (physical and financial) more effectively;
- Worked with the senior management team to manage Kambu Health's exposure to potential liabilities. This was achieved by ensuring risk management was embedded in all Kambu Health practices and business processes (including plans for asset management, audit, business continuity, fraud control, human resources and project management) to ensure they remained relevant, effective and sustained;
- Continued to work with senior management and staff towards maintaining our ISO Accreditation demonstrating to key stakeholders that Kambu Health has a commitment

to quality. The quality management system provides a proven, cost effective framework to execute Kambu Health's business strategy and improve our overall performance;

- Continued to comply with all funding body financial requirements (including the preparation and submission of budgets and financial acquittals);
- Continued to work with the IT provider to ensure IT systems meet the needs of the centre, including the replacement of outdated computer hardware;
- Ensured compliance with relevant legislative requirements; and
- The current financial management information system (MYOB) continued to be used more effectively to ensure the provision of timely and accurate financial and management reports as required by the Board of Management and funding agencies.

Priorities for 2014 / 2015:

- Continue to work with senior management team and staff to further develop the quality management system;
- Continue to review budgets to meet services; and
- Continue to build and enhance productive working relationships with key stakeholders and the wider community through effective representation and negotiation.

Financial Results:

- Total income for the 2013/2014 financial year was \$6.8m. This represents an increase of 17% compared to the previous period. The most significant growth in income during this period was Medicare. In the 2013/2014 financial year

Medicare income increased by 43%. Medicare income is 11% of total income. This represents an increase of 3% from the previous period;

- Total expenditure for the 2013/2014 financial year was \$6m. This represents an increase of 18% compared to the previous period. The most significant growth in expenditure during this period was program and client related costs, which increased by 41% - a clear demonstration of Kambu Health's commitment to improving access to comprehensive primary and specialist health care services to the region; and
- The financial position of Kambu Health strengthened during the year. Total assets increased by 10% and Equity increased by 22% to \$8.9m.

In conclusion the 2014 Financial Reports have found that Kambu Health is operating within its capacity and its financial foundation is sound.



QUALITY & SYSTEMS REPORT

Kambu Aboriginal and Torres Strait Islander Corporation for Health became ISO 9001:2008 certified in the last twelve months. ISO 9001:2008 certification is a useful tool to help demonstrate how Kambu Health services and programs continue to meet client expectations. ISO 9001:2008 is also useful in reducing organisational risk while at the same time increasing client confidence and performance through continual improvement. A Quality Management System (also known as QC) has been established, which includes client feedback, incident register, internal audit schedules, version controlled documents and quality records, staff licensing, and training schedules, and continual improvement suggestions. Kambu Health continue to strive for ISO 9001:2008 certification and are audited through the Institute for Healthy Communities Australian Certification.

The Royal Australian College of General Practitioners (RACGP) standards are one of the leaders in safety and quality within General Practice. The RACGP standards provide a template for quality care and risk management. Each clinic (Ipswich, Laidley and Goodna) are registered and accredited individually. The last year has seen the Ipswich clinic continue with RACGP accreditation, Laidley clinic applied for registration and prepared for accreditation and Goodna clinic applied for registration. The RACGP standards demonstrate that Kambu Health are serious about providing high quality, safe and effective primary health care to standards of excellence determined by the general practice profession. Kambu Health chose to be assessed against the RACGP standards to gain formal accreditation through Australian

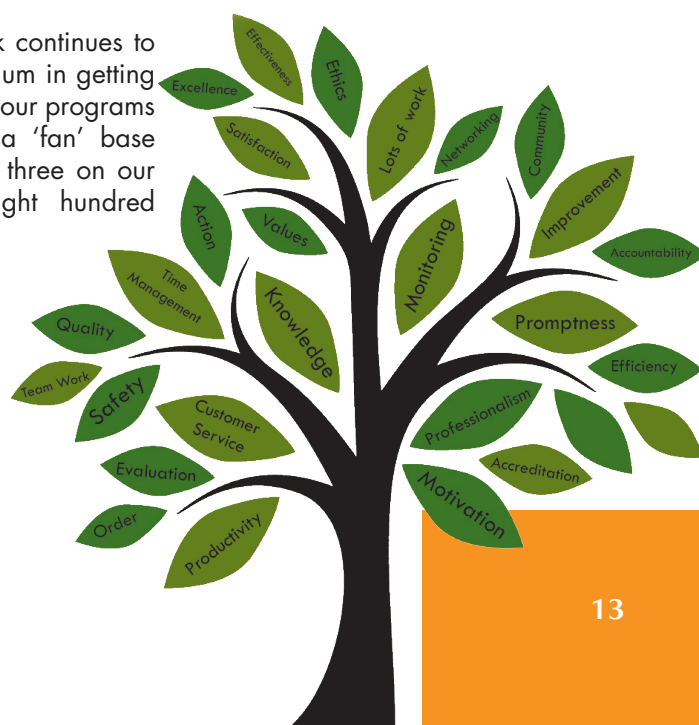
General Practice Accreditation Limited (AGPAL).

Kambu Health social media sites continue to gain momentum and only in the last twelve months have really started to utilise this medium as a way to promote healthy messages and inform the public about Kambu Health programs and services. Kambu Health has recently designed a new website to which the feedback has been positive. The website is constantly updated to ensure staff changes are reflected, and events, programs and services provided are up to date. The Quality and Systems team manage the website which includes an avenue for community members, stakeholders, and students to contact Kambu Health via the 'contact us' page. The website has been set up so all enquiries are sent to the Quality and Systems team and enquiries are acted on immediately. Since launching the new site in June 2014, Kambu Health has received at least five enquiries per week just through our website. Community members also have an opportunity to provide direct feedback, which includes compliments, complaints, and improvement suggestions.

Kambu Health's Facebook continues to be used as a similar medium in getting the message across about our programs and services. We have a 'fan' base of six hundred and thirty three on our Facebook page and eight hundred

and fifty five 'friends'. Our fan base is predominantly (46%) females aged between twenty-five and forty-four, young men and women aged between thirteen and twenty-four (20%) and a surprising 8% aged fifty-five plus. We have seventeen 'followers' on Twitter so there's a lot more focus required with tweets.

With the support of our partners, Kambu Health has undergone a process of reviewing our policies and procedures. This will remain one of the main responsibilities of the Quality and Systems team which is to ensure adherence to not only the ISO 9001:2008 and RACGP standards, but also our internal policies and procedures. This will include annual mandatory training for staff which includes Fire Safety, CPR, and First Aid training and compliance with required licensing. With the support of Kambu Health's Quality Administration Officer, we are able to ensure Kambu Health continues to meet the required standards on time and that these standards are communicated not only throughout Kambu Health, but also with our stakeholders and within our communities.



CLINIC REPORTS

Kambu Health has had a significant growth over the past 12 months. The Ipswich clinic had to be relocated temporarily, as the new extension for the Children and Family Centre was completed, with the team settled back into their new home in October 2013. These extensions have now provided fantastic facilities for our visiting specialists and allied health service providers. Furthermore, it provides a closer integration of the Children and Family Centre activities with the clinic operations.

The Ipswich staff teams were restructured to better meet the service needs of the community. A number of staff were relocated from the previously known 'Programs Team' into the Clinic Team which now consists of:

- 4 GP positions (including a Registrar position);
- 4 Nurses;
- 5 Aboriginal Health Workers (including Hearing Health position);
- 3 Care Coordination staff (Nursing and Admin);
- 4 Reception and Administration Officers;
- 3 Transport Officers, plus a casual pool of staff; and
- 1 Community Liaison Officer.

To accommodate for the growth within the new founded Clinic Team, a key team leadership group was formed. The Clinic Team Leaders have direct responsibilities in regards to the efficiency and productivity of their respective teams in which they manage

day-to-day operations. In addition, the Team Leaders assist the Practice Manager with various units within the Clinic Team. The recent recruitment of the Team Leader, Substance Misuse and Mental Health positions will better consolidate the Social Health and Clinic Team through integrating the work for greater patient outcomes.

The Clinic Team continues to provide both preventative and medical services to our community. This includes child and adult health checks, chronic disease management, referrals to visiting specialists and allied health, wound management, phlebotomy, women's health, general medicine, maternal and child health, antenatal services and immunisations. Our care coordination





team is providing a consistent and reliable service for all of our eligible patients to better manage their chronic conditions. The clinic supports a range of visiting specialists including cardiology, dermatology, general physician, geriatrician, paediatrician and psychiatry. Additionally, we are expanding our use of tele-health services which will tie in indirectly with endocrinology.

Our visiting allied health professionals now include physiotherapy, exercise physiology, podiatry, occupational therapy, speech pathology, pharmacy, and audiology. Kambu Health new services will soon be introduced for optometry, dietetics, and psychology. Moreover, our existing clinics of speech, occupational therapy and podiatry may be expanded in coming years.

The Clinic Team continues to support effective programs such as Walkabout Wonders (cardiac rehabilitation), Sugar Shakers, Breast Screen Queensland, Health Checks and School Health Checks. All Aboriginal Health Workers are

trained in delivering smoking cessation education and support to patients.

Through a recent developmental trial, our clients have been able to book appointments up until 8:30pm on a Monday and a Wednesday as an extended trading hour's experiment. Initial feedback from both staff and patients has been encouraging and we are confident this will enhance the services of Kambu Health. There have been some positive outcomes in relation to some continual quality improvement indicators; including increased birth weight recording and increased patients on established and automated care plans.

Our use of our hardware and software systems has been streamlined greatly with staff reporting greater confidence in utilising our electronic systems, and confidence that our patients receive a safe and quality integrated modern service. We will be implementing an SMS appointment reminder system that should reduce the impact of patient appointment non-attendance.

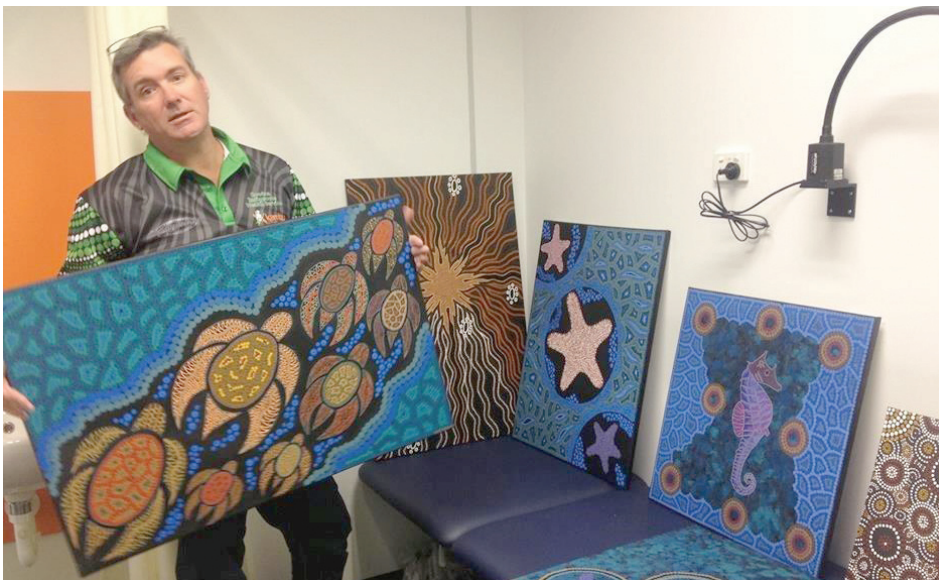
The Clinic Team has been extremely busy in implementing the IUIH model of care and staff receive ongoing training to support the model. There has been significant and ongoing investment in the development of tools, resources, policies and procedures to support the model's implementation. This investment will enhance the patient experience at Kambu Health.

The integration between the Laidley and Ipswich clinics have been enhanced through regular communication and the opportunity for Laidley staff to be involved in training offered on site at Ipswich. Furthermore, both Laidley and Ipswich have formed Clinical Governance teams that meet monthly to assess and monitor any risks in relation to our service quality and safety. Kambu Health has been working with IUIH in rolling out the Clinical Governance Tool Kit and putting in place effective processes for reporting.

The Clinic Team in Laidley now consists of:

- 1 GP position;
- 1 Nurse;
- 1 Aboriginal Health Worker;
- 1 Reception Officer;
- 1 Community Liaison Officer (combined with Transport);
- 1 Team Leader (currently vacant);
- A visiting Care Coordination service from Ipswich.

This year has been productive for the Clinic Team and the team has been commended for their transition through the new changes. Kambu Health has the utmost confidence that the changes implemented and the new services in development will stand Kambu Health in good stead for the future.



SOCIAL HEALTH TEAM REPORT

The Social Health Team have provided support to the Ipswich and West Moreton region through their work with schools, prisons, and provision of counselling and advocacy services over the last twelve months. A recent restructure has seen this team integrate more fully with Clinic and Health promotion, counselling and advocacy services comprising the Social Health team, while welcoming a new Team Leader.

The Social Health Team in collaboration with the UIH and Kambu Clinic staff, has continued to successfully link with a number of schools to conduct health checks and run a variety of well supported Programs.

Throughout the year, we have conducted one hundred and nine health checks with Blair State School, Ipswich State High School, Goodna State School and Riverview State School with plans to expand the program to visit Rosewood High School, Laidley High School and Ipswich High School.

Mentoring programs continue with Ipswich High School, Bundamba State School, Bremer High School and Laidley High School, with more schools scheduled for next year. The mentoring program aims to empower young people with skills to deal with the identified pressures experienced by young people, and referrals are provided through the schools.

The didgeridoo program running at Ipswich and Bremer High Schools is an educational program focussing on leadership, identity and culture, in collaboration with Queensland Health. The Oztag program continues to attract at least thirty regular players from Hymba Yumba, Bremer High

School, Central State School, Ipswich State High School and Brassall State School, and is run weekly with support from Ipswich PCYC.

Students from Ipswich Girls Grammar participated in the 'Body Language' creative workshop facilitated by Boystown. The five week creative workshop series comprised of young women who were provided with instruction and education on colour, art mediums and their application, creative expression, method and application for casting and creating plaster body torsos, and conceptualising a story to then visually express that story or message. During the development of the stories these young women conveyed messages on their cast body torso, containing any issues of concern that emerged or led to further facilitated discussion, education and support for participants. The completed body torsos and accompanying descriptions were showcased at a number of art exhibitions where these young women were able to experience a professional exhibition and have an opportunity to speak about their artwork and also gain exposure to the local arts community.

Kambu Choir

The Kambu Choir have had a busy year with a number of successful performances including NAIDOC, Reconciliation events, Church and community events and functions. Music has long been a part of Aboriginal and Torres Strait Islander culture and Kambu Health understand the real impact singing and performing can have on self-esteem, reducing social isolation and improvements in mental health.

The Calm Waters twelve week program

focuses on healing including social and emotional well-being of Aboriginal and Torres Strait Islander prisoners at Southern Queensland Correctional Centre. Positive feedback continues to be received from participants, including program graduates.

Kambu Health Promoting Prisons Program

Kambu Health Promoting Prisons program continues to gain momentum at several facilities including Brisbane Correctional Centre, Wolston Correctional Centre (Men's and Women's), Arthur Gorrie Correctional Centre, Brisbane Youth Detention Centre and The Park's Forensic Disability Services. With so many correctional facilities within Kambu Health's geographical area, there is an increased need to ensure Kambu Health liaise with prison staff, prisoners, prison families and appropriate community agencies upon release and during rehabilitation. Our focus has been on identifying priority health needs, building relationships with prisoners, prison health staff and facility management with a view of forming more formal partnerships.

Kambu Social and Emotional Well-being staff have provided over three hundred and sixty counselling sessions in the last twelve months, and have been instrumental in running educational workshops and working closely with Prisoners and the community. The team are to be congratulated for providing social connections, emotional support, welfare assistance, professional referrals and valuable guidance to Aboriginal and Torres Strait Islander families who have required additional support.

RECOGNISED ENTITY REPORT

Kambu Health's Recognised Entity (RE) child protection program came under the auspice of Kambu Aboriginal and Torres Strait Islander Corporation for Health (Kambu Health) on 11 February 2013. The program is staffed by four staff, which consists of the Manager and three Child Protection Advisors. The RE has a legislated role under the Queensland Child Protection Act 1999.

The Service works in conjunction with the Department of Communities – Child Safety Services, servicing the Ipswich North, Ipswich South, and Springfield Child Safety Service Centre's.

The RE works in conjunction with Child Safety when intervention is required

with Aboriginal and/or Torres Strait Islander families. The service has seven significant decision making points when working with Child Safety which include:

- Intake;
- Investigation and Assessment;
- Court;
- SCAN Meetings;
- Case Planning;
- Placement decisions; and
- Standards of Care investigations (with Carers).

It is also the role of the RE to provide information to Child Safety about any suitable kinship placements for children in care. Extended family members are

encouraged to care for the children who are part of their extended family. These extended family members would then be required to undergo an assessment process to become approved kinship carers.

There is a high representation of Aboriginal and Torres Strait Islander children in the child Protection system in Queensland so it is important to keep children within families wherever possible.

The Recognised Entity service continues to work to ensure the safety and protection of Aboriginal and Torres Strait Islander children and young people in the region.

SPECIALISTS AND ALLIED HEALTH

Kambu Health provides a wide range of specialists and allied health services which enables Kambu Health to deliver holistic care to our clients and community of Ipswich and West Moreton, including:

- Audiology
- Diabetes Education
- Dietetics
- Podiatry
- Physiotherapy
- Speech Therapy – Paediatrics
- Psychiatry
- Endocrinology
- Geriatrics
- Paediatrics
- Cardiology
- Dermatology



CHILDREN AND FAMILY CENTRE REPORT

The Children and Family Centre (CFC) opened in October 2013. It is a beautiful site for our children and their families who we support for all educational and health needs. The centre also takes on the opportunity to provide programs and knowledge for parents and grandparents. The CFC also works in partnership with many agencies locally and across the state to plan and deliver the best possible outcomes.

There is a firm commitment toward the Children's Health Checks and also allied health and specialist health services. At Kambu Health we are fortunate to have a strong interface with all clinical components of the service particularly the Speech Pathology and Paediatrics and Occupational Therapy to name a few.

The Ipswich Children and Family Centres deliver a range of services for Aboriginal and Torres Strait Islander families with children up to eight years of age. The Centres are part of a joint Australian and Queensland Government commitment to improving outcomes for Aboriginal and Torres Strait Islander children in their early years under the "Closing the Gap" agenda.

Services are provided at the Centre, partner locations in the community or through outreach, mobile and home visiting programs. The Centres offer programs and services, such as early childhood education and care, which includes support to access kindergartens and day-care centres, transition to school, education packs, library and information resources, Kambu kidz playgroup, baby and me, sing and grow, school playgroups, cultural

programs and adjunct care while parents or carers are receiving support on site.

In addition the program offers parenting and family support, which includes parenting workshops, circle of security, parenting education, support and advice, in-centre counselling, linking with employment services and adult education and training programs, referrals to specialist services for family wellbeing, Deadly mums, Deadly dads, and value our Elders project.

The program offers child and maternal health, which includes ante and post natal screening, drop in baby clinic and breastfeeding support, immunisations, referrals to specialist health and disability services, occupational therapist, speech therapy, paediatrician and hearing clinic.

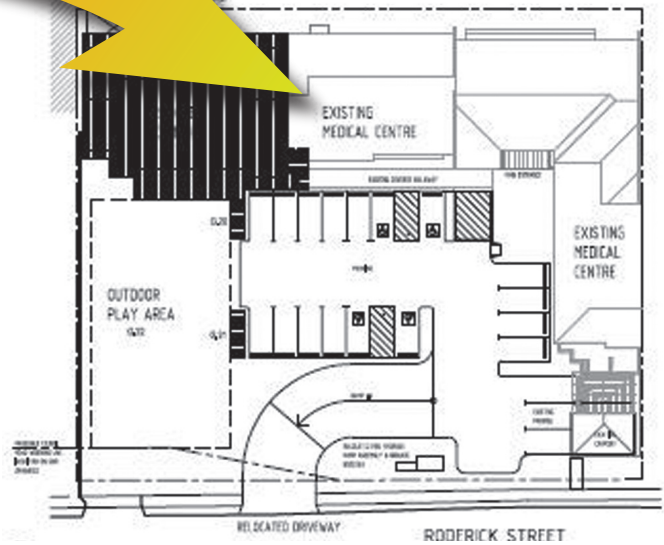
Our magnificent new building



From this.....



To an idea that became
a plan.....



That grew out of the
ground.....



And became a unique
kids area with a very
special koala.



CAPITAL WORKS INITIATIVE

The Kambu Children and Family Centre (CFC) initiative commenced following Kambu Health successfully winning a tender for the Service in July 2011.

Following significant consultation with the local community, Ipswich City Council, Architects, Engineers, Contractors, funding bodies, and staff the Board engaged the building tenderers Kenbar Constructions. Kenbar Constructions had previously completed the Stage two extension of the Kambu Health Centre, and this with their local knowledge and an experienced building team set the project off on a good footing.

Working in conjunction with Kenbar Constructions, Kambu Health provided the direction and short turnaround decisions required to allow construction to be in full swing by May 2012. Kenbar deployed two site foreman and a construction team to achieve

completion of the building project by mid-August.

The major building works completed from July to August 2013 included:

- The roof and awnings in place by the beginning of July.
- The specialist elevator was delivered by the middle of July.
- All internal linings including ceilings and walls.
- Installation of all doors and windows.
- Installation of flooring.
- Painting of internal rooms and outside block walls.
- Installation of signage in each room.
- Delivery of the pad mount transformer to power the development.
- Electrical works completed including Solar Panels.
- External works including landscaping, car park and new driveway. The

building was completed and ready for handover by the end of August 2013. The final documentation was prepared for submission to the Office of Early Childhood Education and Care (OECEC) by the end of August. Minor rectification of the elevator installation was subsequently completed by mid-September 2013.

Kambu Health was able to stage a move back to the Administration area and Medical Centre in early September with the CFC facility handed over by late September. The final building sign off follows a standard twelve month review scheduled for September 2014.

The Kambu Health Capital Works Initiative of 2013 has allowed the Kambu Health Centre to keep pace with the needs of the future and further expand its services for the Kambu Health community.



CLINICAL GOVERNANCE MODEL

Within our model of clinical governance we have addressed five major domains:

1. Governance and leadership
2. Workforce capacity and competence
3. Clinical integration and coordination
4. Clinical monitoring and evaluation
5. Consumer and community involvement

Process for implementation of the Clinical Governance

Routine clinical governance review is conducted quarterly by the local Clinical Governance Committee

against each of these key indicators. This would generally be done as a desktop exercise amongst the senior clinicians, drawing on information from minutes of discussions at monthly CQI meetings with staff, incident reports, review of policies and procedures documentation, accreditation reports, and so on.

This document forms the basis of a Clinical Governance Report, provided to the CEO at least biannually, summary progress and barriers and highlighting recommendations for further action in key areas of

concern. Recommendations requiring more urgent attention are escalated to the CEO outside of routine reporting procedures where required. A copy of the report is also tabled bi-annually at the mid-year and end of year LCG meetings, where common areas of strength are highlighted for discussion, along with key barriers and gaps. A summary report is presented by the regional LCG Chairperson to the IUIH Board.

This document is continually evolving and reviewed if needed, and revised annually by the SEQ CCCHSs LCG.

