



# ANNUAL REPORT 2017-18



*Wuchopperen acknowledges the traditional custodians of the land and pay our respects to Elders past, present and emerging, the holders of our culture, memories, tradition and hopes.*

**DONNELLA MILLS**  
**CHAIRPERSON**



# CHAIRPERSON'S REPORT

**I**n my second year as Chairperson and on behalf of the Wuchopperen Health Service Limited Board of Directors, it is with great pleasure that we deliver the 2017-18 Annual Report. As we end this year, we also move into our final year of our Strategic Plan 2016-19. Early in 2019, we will again focus on setting our priorities in our next Strategic Plan for the following three years in delivering our vision of *Improving the quality of life for Aboriginal and Torres Strait Islander people*.

I would like to thank the Board of Directors personally for their continuing commitment and contribution, acknowledging that we have continued to grow stronger as a leadership team, a strength that will play a greater role in the organisation given my appointment as Deputy Chair of the National Aboriginal Community Controlled Health Organisation (NACCHO). I look forward to continuing to strengthen our representation on our national peak body in pursuing culturally appropriate, community led, holistic Aboriginal and Torres Strait Islander health and wellbeing.

In January this year we welcomed our new CEO, Dania Ahwang. Our multi-site multi-disciplinary service, like all strong legacies, has been established under the leadership of our former CEO, Debra Malthouse, through significant change, considerable challenge and rapid growth, and will continue to grow and thrive under Dania's leadership.

Fundamentally, as an Aboriginal and Torres Strait Islander Community Controlled Health Organisation, community autonomy and stakeholder engagement remain at the forefront of the Board of Directors' priorities moving forward. The further strengthening of the service is integral to ensuring Wuchopperen remains a financially sustainable industry leader.

Through their hard work and commitment, I acknowledge and value the passion and professionalism of each and every one of our staff members who continue to strengthen our community through their daily efforts.

2017-18 has been a year of much needed consolidation following on from several years of rapid and continual change. It has been another year of key achievements including:

- Funding for critical preventative health programs including the federally funded Sexually Transmitted Infection Prevention Program and the state funded My Health for Life Program in partnership with Diabetes Queensland
- Stabilising of the Family Wellbeing Service
- Participation in the Recognised Entity Reform through trialling Family Led Decision Making
- Funding for health promotion through the Deadly Choices Program
- HSQS reaccreditation of the Culturally Appropriate Foster and Kinship Care Service

As we continue to grow from year to year, we always look back at where we have come from as we look forward to next year's 40th anniversary of keeping our generations growing strong.

*I acknowledge and value the passion and professionalism of each and every one of our staff members who continue to strengthen our community*



**DANIA AHWANG**  
CHIEF EXECUTIVE OFFICER

## CEO'S REPORT

Commencing as Chief Executive Officer in January 2018, I am following in the footsteps of very visionary leaders who have grown an innovative organisation that continues to grow. I am humbled by the wealth of knowledge and experience of our Wuchopperen staff, many of whom express their dedication and commitment to the community daily.

Our vision of *Improving quality of life for Aboriginal and Torres Strait Islander People* remains our key focus both now and into the future. As we enter into the final year of our 2016-19 Strategic Plan, our delivery of services will continue to emphasise our six key priorities:

1. Customer focus
2. Connected organisation
3. Performance culture
4. Measure outcomes
5. Evolve and sustain business
6. Evolve with our Aboriginal and Torres Strait Islander cultures

Maintaining strong ties to our Aboriginal and Torres Strait Islander history and culture through our Elders group has highlighted key community issues to our elected representatives, both in person and through our peak body representation. The invaluable wisdom and experience of our Elders is vital to ensuring interconnectedness with our history, with our culture and most importantly, with our community.

Ongoing development of the workforce also continues as a key priority including structured corporate and cultural induction as well as other targeted training

For our elected Board Members, enhanced strategic leadership is a continuing key priority through the strengthening of governance and other executive capabilities as part of scheduled regular development and training activities. Wuchopperen also benefits from our representation at the national and regional levels with our Chairperson, Donnella Mills' appointment as Deputy Chairperson of NACCHO and our Deputy Chairperson, Julianne Boneham's appointment as an Independent Director of the Northern Aboriginal and Torres Strait Islander Health Alliance (NATSIHA).

Ongoing development of the workforce also continues as a key priority including structured corporate and cultural induction as well as other targeted training. Our renegotiation of the Enterprise Agreement is also one of our major deliverables that will see workforce returns both now and into the future.

To remain an agile industry leader, streamlining of our quality framework and empowerment of our staff have been instrumental changes I will continue to lead. Whilst we have already commenced the review of staff recognition programs, a stronger performance framework is also in its early stages of redevelopment and is planned to be implemented in the next year.

In closing, our constant focus on strong engagement with our community and all of our key stakeholders through extending our partnerships, as well as our emerging social media presence, will ensure influential, collaborative and beneficial relationships for our community at the local, regional, state and national levels.

# WUCHOPPEREN IN NUMBERS

# 7210

CLIENTS HAVE RECEIVED A SERVICE

# 43,220

EPIISODES  
OF CARE

# 85%

OF BABIES HAD  
A NORMAL BIRTH  
WEIGHT (2500 - <4500G)



# 477 OUT OF 490 CHILDREN

BETWEEN THE AGES 1 TO  
5 ARE FULLY IMMUNISED  
-94% (above AIHW target of 88%)



# 76%

HAD BIRTH WEIGHT  
RECORDED  
(ABOVE AUSTRALIAN INSTITUTE OF HEALTH  
AND WELFARE (AIHW) TARGET OF 68%)



# 32%

**INCREASE**  
IN REVIEWS OF GPMP & TCA PLANS

580 OUT OF 854  
HAVE A GP MANAGEMENT  
PLAN (GPMP) IN PLACE = 67%

↑ **UP 24%**

579 OUT OF 854  
HAVE A TEAM CARE  
ARRANGEMENT IN PLACE = 67%

↑ **UP 24%**



# 202%

INCREASE IN EXERCISE  
PHYSIOLOGY SERVICES  
**TOTAL: 976 SESSIONS**

# 1

CLIENT HAS  
ATTENDED  
48 SESSIONS

# 50

CLIENTS HAVE  
ATTENDED  
5 OR MORE  
SESSIONS

# ↑ 36%

INCREASE IN **DIABETES**  
EDUCATION SERVICES

# ↑ 33%

INCREASE IN **PODIATRY**  
SERVICES

# ↑ 540%

**INCREASE IN DOMICILIARY  
MEDICATION MANAGEMENT  
REVIEW (DMMR) FROM 10 TO 64**





# WUCHOPPEREN'S

## HOW ARE WE TRACKING AGAINST OUR STRATEGIC PLAN?



### CUSTOMER FOCUS

In 2017-18 we:

#### DEVELOPED

a Customer Service Charter and a Client Rights Charter, displayed in all of our clinics

#### BEGAN

using Communicare across all of our program areas

#### PROVIDED

training on recognising deterioration of health conditions particularly with end stage of life care, and upskilled the team in clinical pathways and procedures



### EVOLVE AND SUSTAIN OUR BUSINESS

In 2017-18 we:

#### REVIEWED

and implemented actions arising from the financial and human resources reviews

#### COMPLETED

a Workforce Mapping exercise for all staff

#### IDENTIFIED

opportunities to generate income through viable business ventures that complement our existing services to our clients. We have successfully applied for funding grants for the Family Wellbeing Service, Commonwealth Home Support Program, and Newpin



### MEASURE OUTCOMES

In 2017-18 we:

#### ACHIEVED

ISO 9001:2015, HSQF and RACGP accreditation and had our license renewed for the Culturally Appropriate Foster and Kinship Care Service until 2021.

#### DEVELOPED

a Capital Project Register, which enables opportunity costs to be measured in terms of projects that will be delayed due to commencement of other projects

#### REVIEWED

our cost coding and supported this process by improving our revenue recording and reporting

### CONNECTED ORGANISATION



#### PARTNERED

with a Youth Employment Program to source suitable candidates from our community to fill current vacancies



# IMPACT

In 2017-18, 7,210 clients accessed Wuchopperen services and received 43,220 episodes of care. There have been 846 clients added to our client data system including new born babies and clients returning to Wuchopperen.



EVOLVE WITH  
OUR ABORIGINAL  
AND TORRES  
STRAIT ISLANDER  
CULTURES

In 2017-18 we:

## APPOINTED

a Cultural Mentor  
in all of our clinics

## COMMENCED

the development of a  
Cultural Framework for  
implementation in the  
next financial year



PERFORMANCE  
CULTURE

In 2017-18 we:

## STRENGTHENED

our employee learning,  
development and  
performance review  
programs

## IMPLEMENTED

Team Plans for all  
program areas

## REVIEWED

the Staff Recognition/  
Awards Scheme as part of  
our All Staff Day agendas



## IMPLEMENTED

a Marketing Strategic Plan and  
Social Media Strategic Plan,  
launched Facebook and Twitter  
accounts, and unveiled a new  
website



## SAW OUR CHAIRPERSON

join the National Aboriginal Community  
Controlled Health Organisation's Board  
and our Deputy Chairperson continue on  
the Northern Aboriginal and Torres Strait  
Islander Health Alliance Board



## POSITIONED

our Aboriginal and Torres  
Strait Islander Health  
Workers front and centre  
in the health care service  
delivery model



# ORGANISATIONAL CHALLENGES

**There have been many challenges over the past twelve months, but like most challenges, they are expected to bring positive change moving forward.**

One of the key changes the organisation is facing is the legislative amendment to the Child Protection Act 1999, enacted on 1 November 2018. The Carmody Inquiry made a number of recommendations relating to the Child Protection system in Queensland and as a result, the Recognised Entity service has been de-funded and will be no longer exist as of 1 November 2018. Under the

new legislation, replacing the cultural and other supports that had been provided by the Recognised Entity program, families will now be able nominate an Independent Entity to provide those supports if they become engaged with the child protection system. The entities are required to be Aboriginal and/or Torres Strait Islander people who are not associated with the department to ensure their independence.



# CLIENT OUTCOMES

Some clients accessing our services may be facing interventions by the Department of Child Safety, Youth and Women for a number of reasons. Over the past year, we have been able to expand on the supports offered for families through the implementation of the Family Wellbeing Service and also connect these families to all of our other services across the organisation.

“We supported a family, who are now regular clients, through potential homelessness and reunification.”

Like many of our clients dealing with multiple chronic and complex health issues, one of our clients with type 2 diabetes was also dealing with anxiety, depression and obesity. By working with our Chronic and Complex clinic and our Allied Health Team’s counsellors, diabetes educator and nutritionist to manage their conditions, weight loss and better control of diabetes have been some of the benefits which have made this client feel much better and enable them to change their lives.

• **The Home Interaction Program for Parents and Youngsters (HIPPY)** has strengthened its ties with community parents with more Aboriginal and Torres Strait Islander parents now enrolling their four and five year old children in the program and the children graduating after participating for the year.

• Our **Commonwealth Home Support** Program commenced at Wuchopperen in the past year. We provide Domestic Assistance, Transport and Allied Health services to people over 55 years who require some support to remain living independently. The program has been very well received with some very positive feedback from clients of the service.

“I really appreciate this service”

“Very thorough and never misses a thing, please pass on my thanks”

• In partnership with Uniting Care, Wuchopperen has run its **Newpin** program based at Freshwater. The program is an intensive parent education program working therapeutically with families under stress to break the cycle of destructive family behaviour and enhance parent-child relationships.

The rapid population growth in the southern corridor of Cairns has had similar impacts on our Edmonton clinic. With limits on the space available to the Edmonton clinic, we have managed to maintain services to meet ever growing client demand through more efficient reallocation of programs and services between our Manoora and Edmonton clinics.

With our heavy reliance on grant funding which makes up 82% of our overall income, decreases and defunding of grant programs as well as lower annual increments compared to yearly cost increases have meant doing more with less. This has required us to be more strategic in sustaining our service delivery both now and into the future.

Being one of the strategic priorities of Wuchopperen, management continually assess effectiveness and efficiency of service delivery given the funding and resource constraints we constantly face.



# OUR PEOPLE

## BOARD OF DIRECTORS



### Donnella Mills

#### CHAIRPERSON

*I joined the board to be given an opportunity to serve and contribute to my community by addressing core systemic issues to improve access to justice for Aboriginal and Torres Strait Islander people*

### Julianne Boneham

#### DEPUTY CHAIRPERSON

*Being on the board is a great way to contribute and provide service to our community*



### Margaret Anderson

#### SECRETARY

*I wanted to be on the board to give back to the community*

### Robyn Moylan

#### TREASURER

*I became a board member because I wanted to continue to support the legacy left by our elders who fought for the funding and the continued growth of our service for our people*

### Merrissa Nona

#### DIRECTOR

*I became a board member to learn how the organisation has grown and to be a part of its ever developing future. I have always been inspired by the organisation's growth and its potential to service the most in need within our community*

### Maureen Mossman

#### DIRECTOR

*I joined the board to be able to help and support my community and families in need*

### Len Watson

#### DIRECTOR

*I became a board member to continue my life long involvement with and passion for Aboriginal and Torres Strait Islander community organisations*

### Alan Worboys

#### DIRECTOR

*I became a board member to continue my involvement in a worthy organisation. I could see the dedication of staff and commitment to improving the health and wellbeing of our community and I wanted to be an active part of that journey*

### John 'Harrison' George

#### DIRECTOR

*I became a board member to continue my work in my community, as an Elder and cultural advisor. I believe the community is part of Wuchopperen and, Wuchopperen is a part of our community*



## MEET Dr Ben

Nothing has had a stronger influence on the type of medicine I practice now and what I aspire to do in the future than Wuchopperen. Concepts such as working in cooperation with a multi-disciplinary team and understanding the delivery of medical care within the broader context of societal and economic influences on a patient's health were abstract concepts taught to us in medical school. Here, these ideas actually guide practical decisions and yield tangible results.



## MEET Leeann Geas

I have been working at Wuchopperen as a Health Worker for five years and I am still as passionate as ever and striving to help our people. I come from a family of eight other siblings, and I am the second youngest. My birthplace is KuKu Yalangi - Mossman, Queensland, which is where I went to school. I grew up in Port Douglas and my parents were possibly the first Aboriginal and Torres Strait Islander people living there, back in 1964.

My father is from Erub. His grandfather, my great grandfather was Chief Dabad who was the first Torres Strait Islander person to encounter English Missionaries in July 1871. As a result, Erub people were the first Torres Strait Islanders to convert to Christianity. These events are known as The Coming of the Light and celebrated throughout the Torres Strait every year.



## MEET Kyoko Molleneaux

I always wanted to be a nurse. I cannot think of any other profession more wonderful than nursing. I get paid for what I really, really love doing. Nursing is my lifelong passion. I just love my role here at Wuchopperen as a clinic nurse because my clients are so adorable and I cannot help but be happy working with them. The staff are lovely to work with too.

I trained as a nurse at James Cook University, Cairns and graduated in 2011 when I was 51, so I am quite a late bloomer.

I worked in Cairns Hospital for about three years; first I was in the gynaecological ward and then peri-operative. I have been with Wuchopperen for just over four years, first working in the First Time Mums program, and then the clinic position came up just over a year ago. I really love what I do here. Best job ever! I would recommend this career to anyone who loves people. To complete a nursing degree is hard, (in my opinion) but absolutely worth it and rewarding.



# OUR STORIES



‘They know vaccination helps prevent serious illness and were very grateful to Wuchopperen for visiting Kuiyam Hostel and providing this service.’

## Outreach Activities

Wuchopperen held four flu outreach sessions across May and June, visiting Kuiyam Aboriginal Hostel, Bill Hollingsworth Elder’s Village, Cape York Land Council and the Anglicare NQ’s Cairns Homelessness Services Hub.

Director of Medical Services Dr Jacki Mein said Wuchopperen was committed to preventing the incidence of the potentially deadly seasonal illness.

‘While free flu vaccinations are available to Aboriginal and Torres Strait Islander people at Wuchopperen’s Manoorra and Edmonton clinics, we recognise not everyone is a client and are happy to come out to community to help people stay well over winter,’ she said.

‘By vaccinating people against flu, we protect them and vulnerable people around them. The more people who receive a flu vaccination, the less likely we will be to experience a significant outbreak this winter.’

Kuiyam Hostel Manager Jacinta Savage, who received her flu shot along with nearly 30 residents, said the event was a success.

‘People were happy to come and get their free flu shot – we had a great turn out,’ she explained.

‘They know vaccination helps prevent serious illness and were very grateful to Wuchopperen for visiting Kuiyam Hostel and providing this service.’



A large photograph of a community NAIDOC celebration. In the foreground, three people are dancing in traditional Torres Strait Islander attire, including white tank tops with red trim and fringed skirts. A young girl in a blue patterned dress is dancing in front of them. In the background, other people are visible, including a man in a red shirt and a woman in a black shirt. The event is taking place on a grassy field with a large mural in the background.

# Community NAIDOC Celebration

The 2017 Community NAIDOC celebration, held at Wuchopperen's Manoora campus, was a great success.

Community Engagement Officer, Nichole Dorante said celebrating Aboriginal and Torres Strait Islander culture was vital for community wellbeing.

'We had traditional dancing throughout the day. The dancers provided entertainment and taught some dances and songs to the children. We celebrated through song, dance and a healthy feast. Community members thoroughly enjoyed themselves. Around 600 people attended our annual NAIDOC celebration here at Wuchopperen Health Service and it showed the importance of culture to our people's health and wellbeing.'

The theme was Our Languages Matter, and the event saw local language workshops focused on bush tucker. Other activities included traditional weavers, an Elders group who sang gospel songs, community stalls, an outside broadcast by Bumma Bipperra Media 98.7FM and a hip hop dance workshop.





# ACKNOWLEDGEMENTS & HIGHLIGHTS

## Acknowledgement and Thanks to Our Previous CEO



**A**boriginal woman Debra Malthouse held the role of Wuchopperen CEO between 2009 and 2017. In her eight years in the role, Wuchopperen expanded to over 200 staff, added an extra three buildings and a carpark to the Manoora site, opened the doors of the Edmonton Clinic, and handed over Midin Clinic to Mulungu Health Service.

Debra has a long association with Aboriginal and Torres Strait Islander affairs, and at her retirement had spent over 35 years working in the sector, including 25 years in community controlled Aboriginal and Torres Strait Islander organisations, and 10 years in state and commonwealth government departments. Debra has worked for the Aboriginal and Torres Strait Islander Commission, the Office

for Aboriginal and Torres Strait Islander Health (Department of Health) and Child Safety Services.

While Debra has spent the majority of her working life in Aboriginal and Torres Strait Islander health, she has also worked in the areas of child protection, legal services, native title, women's crisis services and housing.

Debra was, and remains, a strong advocate of the community controlled health model and throughout her career was passionate about improving the health of Aboriginal and Torres Strait Islander people in the Cairns region.

Wuchopperen would like to acknowledge Debra's leadership, vision and outstanding service to Aboriginal and Torres Strait Islander health.

## We Welcome Dania Ahwang as our New CEO



**D**ania Ahwang took on the role of Wuchopperen CEO in January 2018, following former CEO Debra Malthouse's retirement and will focus on:

- Maintaining Wuchopperen's strong connection with community
- Enhancing and expanding relationships with key stakeholders
- Expanding service delivery
- Building staff capacity.

'Dania will ensure Wuchopperen continues to achieve its vision of improving quality of life for Aboriginal and Torres Strait Islander people through community controlled, culturally appropriate, best practice service delivery,' Chairperson, Donnella Mills said.

*Dr Jacki has made an outstanding contribution to Aboriginal and Torres Strait Islander health*

## Wuchopperen Director Medical Services Dr Jacki Mein Awarded Order of Australia



Our Director Medical Services, Dr Jacki Mein was awarded the Order of Australia in recognition of her dedicated work in Aboriginal and Torres Strait Islander health over many years.

Dr Jacki is a sexual health and public health physician and has worked at Wuchopperen as the Director Medical Services since 2016.

Prior to joining Wuchopperen, Dr Jacki was Senior Medical Officer at Apunipima Cape York Health Council for nine years.

Dr Jacki has also worked across the north of Australia for several decades, caring for rural and remote Aboriginal and Torres Strait Islander people in Broome and Darwin.

Dr Jacki gained her medical degree at Melbourne University in the 1990s.

She now specialises in the areas of women's health and the health of rural and remote Aboriginal and Torres Strait Islanders.

Wuchopperen CEO Dania Ahwang said the award was well deserved and an amazing achievement for Dr Jacki.

'Dr Jacki has made an outstanding contribution to Aboriginal and Torres Strait Islander health and is a deserving recipient of this award. We are very lucky to have someone of Dr Jacki's calibre working here. Congratulations Dr Jacki, you make a difference each and every day,' Dania said.

The Order of Australia is the principal and most prestigious means of recognising outstanding members of the community at a national level.



## Attorney General Launches Cutting Edge Health and Justice Resource



Attorney General Yvette D'ath launched the cutting edge health and justice resource Law Yarn at Wuchopperen in May.

Law Yarn, an initiative of community legal service LawRight, will see specially trained Wuchopperen health staff yarn with clients about legal issues which

might be affecting them, and connect them to the free on-site legal services delivered by LawRight and Queensland Indigenous Family Violence Legal Service. Law Yarn is a unique resource which supports good health outcomes in Aboriginal and Torres Strait Islander communities.





## Our Free Legal Clinic

Wuchopperen provides free weekly legal services to clients who need help in navigating the legal system.

The culturally appropriate, onsite service covers both civil and family law, and is provided by Aboriginal and Torres Strait Islander lawyers from community legal services LawRight and Queensland Indigenous Family Violence Legal Service (QIFVLS).

QIFVLS visits Wuchopperen every second Tuesday and provides legal support and advice on domestic and family violence, family law, child protection, victims assist applications and sexual assault. They also offer victim support and full legal representation in court from the initial stages of proceedings up to and including hearings.

LawRight lawyer and Wuchopperen Chairperson Donnella Mills, said justice and health were intimately linked.

‘Health cannot be viewed in isolation, and at Wuchopperen we are trying to address the complex factors which impact on people’s health. By providing a legal service in a trusted, community controlled health service setting, by recognising that health and justice are intimately linked, we have an opportunity to turn these problems around.’

The health staff will use the highly visual, culturally appropriate Law Yarn tool to help clients feel at ease, and identify and discuss legal problems.

‘Legal problems with money, housing, court and families will lead to poor health if they are not resolved. Poor health impacts on your capacity to make good decisions and care for your children, for example resulting in engagement with the courts or child protection system.’

‘It is no coincidence Aboriginal and Torres Strait Islanders - among the most incarcerated people in the world – also have some of the poorest health outcomes in the world,’ said Donnella.

## Marketing & Communications



2017-18 has been a productive year for Marketing and Communications. Achievements include finalising the content for the new website which went live in November 2017, launching our Facebook and other social media accounts, delivering a fresh new look for the First Time Mums newsletter, commissioning advertising, plenty of media engagement and photography, and reviving the quarterly Wuchopperen newsletter, Which Way?. We have loved taking photos this year – here are some highlights.







Achievements include finalising the content for the new website which went live in November 2017, launching our Facebook and other social media accounts







# OUR PROGRAMS

Our diverse program teams consist of medical administration staff, Aboriginal and Torres Strait Islander Health Workers who are at the forefront of our clinical services, Social and Emotional Wellbeing Workers, Indigenous Liaison Officers, Doctors, Nurses, and visiting specialists who maintain strong connections with our Allied Health team and specialist services to continue our solid history of delivering culturally safe and appropriate holistic care to our clients.







## Chronic and Complex Health

2017-18 has been incredibly busy and rewarding for the Chronic and Complex Health team. The team has seen 2,832 clients and provided 13,504 episodes of care.

The team have also worked closely with our Integrated Team Care program this year to ensure our chronic disease clients get the support they need to manage their health. This service has proven vital to our clients; they can now access important medical devices and specialist support they need, and transport services reducing the likelihood clients will miss essential appointments.

In 2017-18 our specialist services have grown to include a cardiologist and an endocrinologist who visit Wuchopperen in both Edmonton and Manóora on a monthly basis.

## Our Impact

A long serving doctor has taken a keen interest in paediatric obesity which is becoming quite a concern in the Aboriginal and Torres Strait Islander community. It is well documented obesity in children carries through to their older years in life and increases health concerns which can lead to a variety of chronic diseases. Early intervention is essential if we are going to curtail the level of chronic disease in Aboriginal and Torres Strait Islander people in the future.

The program is looking to undertake a longitudinal study with families and their children to track their weight whilst providing wrap around supports such as dieticians, exercise physiologists and when needed, counselling.

The program has five participants so far and the wrap around team has been tracking their progress to date. During the first three months of the program, engaging with the doctor and the wrap around service, results have shown sustained and ongoing weight loss. This is a very promising start for a worthwhile project for the Chronic and Complex Health Team.





## WOMEN'S, CHILD AND MATERNAL HEALTH

The Women's, Child and Maternal Health program aims to improve the overall health outcomes of Aboriginal and Torres Strait Islander women and children in the Cairns region through ongoing education and health promotion activities. The multi-disciplinary team work tirelessly to ensure clients attend the clinic, and specialist appointments, whilst getting the best outcomes to support their needs.

In 2017-18 the Women's, Child and Maternal Health team provided 10,820 episodes of care and had 19,780 contacts with our clients.

### Our Impact

Two of our clients who have been accessing a number of our services, including our wrap around supports have been successful in gaining both employment and housing in 2017-18. We were able to work with these clients to improve their mental and physical health over the past twelve months, hence improving their overall confidence in applying for employment and housing opportunities. These clients love cooking and entertaining and are looking forward to preparing meals in their own kitchen.







## EDMONTON CLINIC

The Edmonton Clinic continues to go from strength to strength since our opening in 2015. The 2017-18 year has been a huge year for our team, with a rapidly growing population in southern Cairns, including many Aboriginal and Torres Strait Islander families, along with a rapidly growing clinic to meet the needs of the community.

During 2017-18, we were able to increase our allied health service offerings by including a wellbeing worker, counsellor and hearing health services. We also introduced optometry services for one day per week for the first time since the opening. Offering these wrap around services ensures we are meeting the needs of our growing client base. We have also increased the number of women and pregnant women attending our clinic following the employment of our regular female GP.

In the last year alone we delivered 10,997 episodes of care to our Edmonton clients.

## Our Impact

Our support team based at the Edmonton Clinic have been working with a client for a period of three months. The client suffers with a number of health issues and has experienced homelessness a number of times. Through the support of our wrap around services, the client has gone on to find housing, enrol in study and establish their own business on country to benefit the community.



## Men and Male Youth Health Service

The Men and Male Youth program has had a strong year. Since its inception in 2015, the program has gathered momentum as the community is learning about the culturally appropriate nature of our service and the welcoming atmosphere. In 2017-18, along with delivering clinical services, the Men and Male Youth Health program also hosted the Healthy Happy Families (Domestic Violence) program, the Housing and Support Program Team, and the new Legal Health Clinic. Providing these additional services is one of the key elements which separate Wuchopperen from other health services. Providing holistic services under one roof ensures the clients get the culturally appropriate and holistic health care they need.

This year the Men and Male Youth Health team have provided 6,345 episodes of care and had 19,780 contacts with our clients.

## Our Impact

The team has been working with a client who suffers from physical and mental disabilities for the past twelve months. We have been able to provide ongoing wrap around services including in home and community engagement support. With the assistance from the team, he has found full-time employment and applied for a learners driver's licence. Since working with us he has become a very productive member at his employment and has now obtained his provisional licence. He is becoming an active and self-sufficient member of society, achieving his personal goals.

## Family Wellbeing Service

The Family Wellbeing Service offers services to Aboriginal and Torres Strait Islander families to keep their family happy, healthy and strong. The Family Wellbeing Workers are also Aboriginal and Torres Strait Islander people who live and work in the community, are culturally sensitive to the needs of the family, and work with the family to help achieve the goals identified by each family.

In 2017-18 we have seen the program grow and the community become more aware of our services, along with a significant increase in self-referral of clients. Self-referral clients now equal the number of referrals from The Department of Child Safety, Youth and Women.

In addition to direct support to families, in 2017-18 the team have been able to develop and provide education sessions to schools to support the management of children who are exhibiting difficult behaviours due to the trauma they have experienced. This engagement with schools ensures the service takes into account the many interactions families have outside the home.

We are now working in partnership with Mamu Health Service Limited and Gurriny Yealamucka Health Service, to further extend this service for people living in Yarrabah, Babinda, Tully and Innisfail.

In 2017-18 the Family Wellbeing Service put a huge emphasis on training, with all staff having the opportunity to identify and complete training. We have developed a comprehensive training package for staff, which will continue to develop our team throughout 2018-19 also.

The Family Wellbeing Service is working toward accreditation to the Human Services Quality Standards.



## Our Impact

One of our clients was raising children as a single parent and was referred to our Family Wellbeing service program for some additional support. We worked with the parent on setting goals, learning new skills and developing a support network. Our team were able to engage with the whole family to develop a family budget, support the children in attending school and implementing a routine. The children are happy, healthy and strong and the parent is moving toward independence from our Family Wellbeing service.





## Child Wellbeing

**I**N 2017-2018 the Child Wellbeing Team has continued to provide high quality service delivery to families across the region, keeping children safe, healthy, happy and thriving. This year has been a very successful and rewarding time for the Child Wellbeing Team in particular with the Culturally Appropriate Foster and Kinship Care Service. In 2017-18 we have seen a significant increase in the number of expressions of interest from people in the community to become carers, following a targeted marketing and advertising campaign.

The program has been re-licensed until February 2021, following our success with our community.

## Our Impact

Aboriginal and Torres Strait Islander children are 8.5 times more likely to be placed in out of home care than non-Indigenous children, and 43.5 % of our children are not placed with kin or other Indigenous carers when placed in out of home care. Our Recognised Entity team has continued to work towards ensuring our children are placed with kin immediately or as soon as practical when our families are subject to departmental involvement. In 2017-18, our Recognised Entity was able to link in with the newly established Legal Health Check Clinic on site to engage clients involved with child safety matters, as many families are not represented or supported through this process from a legal perspective.



## Shared Services

The Shared Services team provides our Aboriginal and Torres Strait Islander community with holistic wrap around services of Allied Health, Dental, Transport, Commonwealth Home Support and Integrated Team Care. In 2017-18 we have increased the number of services supplied to our clients by introducing male and female exercise groups. These groups have been well-attended so far and we continue to receive great feedback from clients.

This financial year we were also able to establish the Commonwealth Home Support Program (CHSP). This service delivers timely, high quality

entry-level support services, taking into account each person's individual goals, preferences and choices, and is underpinned by a strong emphasis on wellness and re-ablement. The CHSP also assists frail older people to stay living in their own homes for as long as they can and wish to do so.

Our Dental Services team have also spent the year providing high quality dental care to our community. In 2017-18 the team has focused on health promotion, prevention, early intervention and treatment. The team started providing information sessions for clients on a range of topics including oral health sessions provided by our Dental Coordinator.

## Our Impact

One of our clients, who has been coming to Wuchopperen for 18 months has been seeing both our Allied Health and Reef Medical teams to manage health issues. The client has been suffering with persistent depression, social anxiety, diabetes, amputations and dental issues. This year, the client reached a turning point - through the provision of Integrated Team Care funding the client acquired new specialist shoes, had regular counselling appointments, uses dietary supplements to improve weight and wellbeing, and their mood and behaviour has changed. We also arranged for new dentures for this client which have improved their self-confidence, independence and quality of life.





## Cultural Appreciation Program



Our Cultural Appreciation Program provides a one day mandatory Cultural Induction Workshop and a series of annual cultural activities which aim to create a journey of cultural learning for our team. This program works to improve staff attitudes, knowledge, skills and behaviours in relation to interaction and communication with local Aboriginal and Torres Strait Islander people, particularly those who come to access Wuchopperen services.

The design of the Cultural Appreciation Program offers a local cultural and historical context of the lives of Aboriginal and Torres Strait Islander people, which is a critical component in the effective delivery of health services.

Since its inception three years ago over 200 staff from Wuchopperen, the Queensland Government and a number of mainstream community organisations have participated in Cultural Induction and a number of discrete cultural activities. These popular activities are a prominent feature in the James Cook University Generalist Medical Training promotional video, focused on engaging GP registrars to the Aboriginal Community Controlled Health Organisation sector. The Cultural Appreciation Program forms part of an overarching organisational Cultural Framework currently being developed to incorporate cultural practices, beliefs and values into Wuchopperen's service model as a way of contributing to the community's health and wellbeing.



## Children and Family Centre

The Children and Family Centre aims to provide a holistic service to support and engage Aboriginal and Torres Strait Islander families with children from birth to 8 years of age. During 2017-18, we had such a huge interest in our services from Aboriginal and Torres Strait Islander families, we were able to establish an additional playgroup to meet the demand of over 30 families regularly attending these playgroups. We continue to receive excellent feedback from our families, noting their children are more confident and engaged, and parents continue

to request information on activities they can provide at home. We also had 29 parents graduate from our parenting programs in 2017-18. The programs encourage positive parenting practices and strengthening parent and child relationships. Our centre provides a welcoming and safe learning environment for both parent and child. Our team consists of Early Childhood Educators, Family Support Workers and a Child Health Worker who deliver programs, home visiting and individual support to children and families.

## Our Impact

A family who was regularly attending our playgroup spoke with some of our team and was identified as needing additional support by doctors and a specialist for the child. We were able to support them to access our medical services at Wuchopperen, whilst linking the family with other support agencies to further help with behaviour management and support of the child. The Family Support Worker was also able to support the parent to gain a driver's license, access community services such as housing, and support the parent to attend our parenting program.



# Australian Nurse-Family Partnership Program

The Australian Nurse-Family Partnership Program (ANFPP) is a voluntary, sustained home visiting program that supports women pregnant with an Aboriginal or Torres Strait Islander child, from early pregnancy up until the child turns two years of age. This is achieved through regular home visits from a Nurse Home Visitor (NHVP) and an Aboriginal or Torres Strait Islander Family Partnership Worker (FPW).

Known locally as the First Time Mums Program, Wuchopperen's ANFPP has successfully implemented a culturally comprehensive and unique program to Aboriginal and Torres Strait Islander families in the Cairns Region for almost a decade, with the program due to celebrate its 10th Anniversary in 2019. The program promotes opportunities for women to create positive and long lasting changes in their own lives and that of their children and families.

In 2017-18, the team continued to grow and strengthen the program, with our nurse supervisor asked to support the national centre in their training programs in recognition of her experience and skills. The team were also all invited to run various sessions during the National Australian Nurse – Family Partnership Program Conference and were selected as panel members on numerous panels relating to their practice.



## NEWPIN Program

We have partnered with Uniting Care Queensland to deliver the Newpin program in Far North Queensland. Newpin Queensland was established under the Queensland Government Indigenous Disadvantage, Social Benefit Bond Pilot Program seeking to break the cycle of over representation of Aboriginal and Torres Strait Islander children in out of home care. The program is focused on working with parents on developing the core skills which underpin a strength-based approach to building strong, healthy, happy families coupled with safely

reunifying mothers and children.

Newpin launched in January this year, and is already working with mothers in the Cairns region. The program runs for 18 months, with nine months focused on strengthening parenting skills prior to reunification, and a further nine months afterward to ensure long term sustainability for the reunified mother and child.

Wuchopperen is proud to be partnering with Uniting Care Queensland to deliver the Newpin program and provide pathways for families to heal, learn and progress.

# OUR BUSINESS

## Research & evaluation

This year, with the input of the Board, we have refined our Research Strategy and developed a list of research priorities in order to assist with the project approval process and further support the development of internal research projects.

Wuchopperen's research priorities were determined through extensive consultation including with the community, our Elders, our staff, Executives and the Board, as well as an analysis of existing information on the burden of disease, service use patterns at Wuchopperen and hospitalisations for Aboriginal and Torres Strait Islander people living in the area.

**Some of the large scale projects that Wuchopperen has supported this year include:**

- Older Person's Enablement and Rehabilitation for Complex Health Conditions: Open Arch Study
- Screening Matters: Aboriginal and Torres Strait Islander Women's attitudes and perspectives on participation
- TTANGO2- Point of care testing for STIs

**Wuchopperen is also continuing to support:**

- The impact of IMPACT: the validation of an accelerated diagnostic protocol for Aboriginal and Torres Strait Islander patients with suspected acute coronary syndrome with Queensland Health
- Supporting Indigenous primary care services to reduce the harms from alcohol with the University of Sydney





# Quality & Compliance

The key strategic priority to improve safety and quality in healthcare by monitoring clinical performance and identifying continuous quality improvements is supported by Wuchopperen's Quality Management System. Achievement of accreditation and certification of standards is a testament to the high quality and safe health care and services provided to clients.

**The Edmonton Clinic remains accredited to the RACGP 4th edition standards until April 2019**

**Wuchopperen holds accreditation with Generalist Medical Training (James Cook University) to provide training and support to GP Registrars**

**Wuchopperen's Family Wellbeing Service is working towards accreditation to the Human Services Quality Standards**

**Wuchopperen's clinics at Manoora were audited against the RACGP 4th edition standards. No non-conformances were identified and accreditation has been granted until February 2021**

**Wuchopperen's Culturally Appropriate Foster and Kinship Care Service (CAFAKCS) is accredited to the Human Services Quality Framework standards until December 2020. CAFAKCS is licensed until February 2021**

**The annual surveillance audit against the ISO 9001:2015 Quality Management System standards was conducted with certification continuing until June 2020**

## Risk Management

Management of risk is essential to the safe delivery of clinical practice and service. A risk strategy is in place which was reviewed and endorsed by the Finance, Audit and Risk Sub-Committee of the Board at their meeting in May 2018. The risk strategy ensures control measures are in place to mitigate risk for activities, service, practice and events conducted onsite at Wuchopperen and also for activities conducted offsite.

IN 2017-18 WE HAD

**110**  
INCIDENTS AND 12  
HAZARDS REPORTED

**113**  
SERVICE  
IMPROVEMENT  
REPORTS, 65 OF  
WHICH WERE  
FINALISED

**Compliance** In 2017-18, Wuchopperen remained appropriately insured at all levels of the organisation and continued to meet its program and financial reporting obligations to funding bodies and other agencies such as ASIC, Australian Taxation Office, Workplace Gender Equality Agency and the Australian Charities and Not-for-profit Commission.

# Human Resources

## 2017/18

## 2016/17

Full time 134	↓	Full time 141
Part time 47	↑	Part time 37
Casual 9	—	Casual 9
Employees to leave Wuchopperen 43	↓	Employees to leave Wuchopperen 55
Four positions remained vacant	—	
65% of staff identify as Aboriginal and/or of Torres Strait Islander descent	↓	68% of staff identify as Aboriginal and/or of Torres Strait Islander descent
74% of our team are female	↑	72% of staff are female
26% of our team are male	↓	28% of staff are male
68 new appointments were made	↓	70 new appointments were made
13 staff changed positions	↓	17 staff changed positions



The percentage of positions classified as Identified at 30 June 2018 was 31% the same as at 30 June 2017.

This reflects that many Non-Identified positions are continuing to be filled by applicants identifying as Aboriginal and/or of Torres Strait Islander descent.

### TRAINING AND DEVELOPMENT

Qualifications attained by staff in the 2017/18 year are:

- Certificate IV in Primary Health Care
- Certificate III in Health Administration

## WORK PLACEMENTS

Wuchopperen values our relationship with the community and the opportunity for students to gain experience in the workplace is important for us in honoring this ongoing and essential relationship. During the financial year, Wuchopperen supported 27 students to participate in a work placement in a variety of disciplines, including Health Workers, Medical students, Registered Nurse and Enrolled Nurses. This is a significant increase from last year of which there were only 8 placements. A great outcome of the Enrolled Nurse placement is employment of a previous student into our Men and Male Youth Health Clinic as a full-time Enrolled Nurse.



# 65%

OF OUR STAFF IDENTIFY AS  
ABORIGINAL AND/OR OF  
TORRES STRAIT ISLANDER  
DESCENT

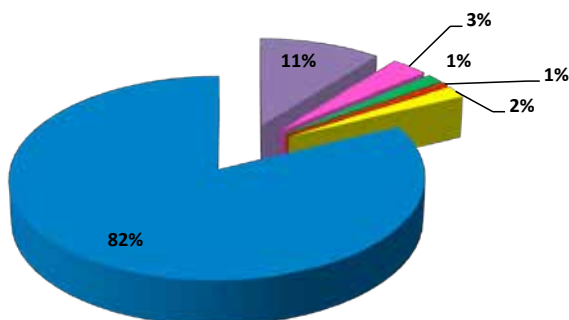


# Chief Financial Officer's Report

During 2017-18, Wuchopperen's revenue increased by \$420,335 to \$20,887,274. Expenditure increased this financial year by \$922,002 to \$21,992,288. The increase in expenditure was due primarily to an increase in employment costs of \$944,459. There was a subsequent deficit of \$972,511 during the financial year, which included depreciation of \$709,303.

## Revenue Breakdown 17/18

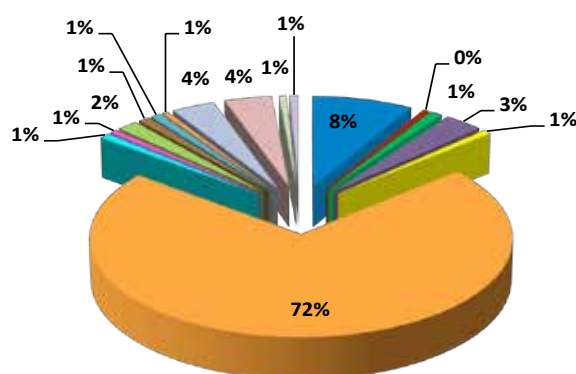
■ Grant Funding (including movement)  
■ Medicare ■ PIP, PNIP, SIP, ACIR  
■ Registrar Subsidies ■ Dental & Clinic receipts  
■ Other income



As shown in the Revenue Chart, government funding comprised 82% of the annual revenue this year, similar to the previous financial year. Medicare and Practice Incentive payments formed 14%, the same as the previous year. Of the grant funding, 42% was received from the Commonwealth Department of Health, and 28% from the Qld Department of Communities, Child Safety and Disability Services. The Expenditure Chart for 2017-18 shows that 72% of expenditure relates to Employment. Administration costs comprised 8% of total expenditure for the year.

## Expenditure by type 17/18

■ Administration Expenses ■ Catering and functions  
■ Client related expenses ■ Depreciation and amortisation expenses  
■ Education and training ■ Employee expenses  
■ Grants repaid ■ Insurance  
■ Motor Vehicle expenses ■ Professional fees  
■ Promotional expenses ■ Property expenses  
■ Sub-contractor expenses ■ Travelling and conference expenses  
■ Other expenses ■ Pharmaceutical and medical supplies



We had a total equity of \$13,307,485 at 30th June 2018. Property, plant and equipment comprised \$10,845,392 of this equity. The total cash available after payment of all liabilities totalled \$1,960,260. Wuchopperen is budgeted to continue with an operating deficit during the 2018-19 financial year, during which time the Board of Directors and Executive Staff will implement financial management strategies to work towards bringing the organisation back into an operational surplus.

## FINANCIAL MANAGEMENT STRATEGY

The long term viability and sustainability of Wuchopperen is a key strategic priority of the organisation and of great importance to all stakeholders. As a non-profit organisation, all income generated by Wuchopperen is invested back into the community through employment and provision of health and community services.

Medicare income has decreased significantly from 2015, a key focus in the coming year will be to maximise Medicare through improved billing practices and increased service provision. Generation of Medicare income allows Wuchopperen

to deliver important and vital unfunded services such as our dental clinic and optometry clinic. Additionally, future growth of the organisation will be pursued through grant applications for sustainable and relevant funding, aligning with the strategic direction of the organisation.

In 2017-18, general administration expenditure was decreased following a review of expenditure. All major supplier contracts have been, or are in the process of being reviewed, to ensure the organisation is getting the best value.

In 2017-18 and onward to the next

financial year, we will focus on ensuring Wuchopperen fully expends all government funding through provision of services. This will benefit the organisation through eliminating the return of unspent funding, and will benefit the community in terms of increased provision of services to clients.

These financial management strategies have been developed to enhance the longer term sustainability of the organisation, and it is expected to take a minimum of 12 months for these initiatives to show a real impact on the financial position of the organisation.



# Independent auditor's report

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## Independent auditor's report to the members of Wuchopperen Health Service Limited

### Opinion

We have audited the financial report of Wuchopperen Health Service Limited (the "Company"), which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of Wuchopperen Health Service Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- a giving a true and fair view of the Company's financial position as at 30 June 2018 and of its financial performance for the year then ended; and
- b complying with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-Profits Commission Regulation 2013*.

### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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### **Other information**

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2018, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of the directors for the financial report**

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Company's financial reporting process.

### **Auditor's responsibilities for the audit of the financial report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of our auditor's report.

*Grant Thornton*

GRANT THORNTON AUDIT PTY LTD  
Chartered Accountants

*Helen Wilkes*

H A Wilkes  
Principal – Audit & Assurance

Cairns, 25 September 2018









Wuchopperen

HEALTH SERVICE LTD

[wuchopperen.org.au](http://wuchopperen.org.au)

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