



# A Line in the Sand

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Themes and Responses

October 2021



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# Staff development, support and wellbeing

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- Employee Assistance Program implemented
- New CEO selection ensured the ability to create a healthy culture was a demonstrated competency
- Functional meetings (eg reception, nursing) implemented to provide a forum for discussion of issues and future planning. Meetings occur regularly with agendas and minutes
- Ongoing communication and training to enhance the skill of staff in undertaking their role
- Mission, vision and values have been defined and will be reflected in PDs and selection criteria for recruitment
- Ongoing commitment to open, honest, constructive feedback within an environment that is 'safe'.
- Strategies to support effective workplace communication developed and implemented by new CEO
- 'Wins' acknowledged and celebrated.

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# Member engagement

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- Strategic planning will continue to include a community engagement element
- Seasonal newsletters commenced to keep members informed
- Specific communication from the CEO for relevant issues (eg Covid vaccinations)
- Applications for grants for community forums are ongoing
- On-line education sessions with allied health team implemented
- Feedback is received via the website and emails are responded to in a timely manner. An initial acknowledgement is usually provided within 24-48 hrs.
- CEO typically has direct interaction with members who have an issue.

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# Engagement of clinical staff

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- Doctors meetings are held regularly, with agenda and minutes
- Nurses meetings are held regularly, with agenda and minutes
- The Board continues to seek clinical input where appropriate
- Board Members continue to be accessible and intentional in the building of relationships with doctors and all staff.
- All staff are aware of names and emails of Board members and can contact them directly.
- Nurse coordinator appointed to provide support and direction to the nursing team

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# Governance, Finance and Coop rules

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- Implemented a Governance Sub Committee with oversight responsibility for activities including director and CEO recruitment and succession, Board and CEO performance, annual governance and financial reporting requirements and role descriptions.
- Coop Rules were reviewed with updates being proposed at 2021 AGM
- Information pack developed for prospective Board members, including a role description
- Board induction process developed and implemented for all new Board members
- Board Code of Practice developed
- Board attended workshops on Governance and the role of a not-for-profit Board
- Board members provided with Australian Institute of Company Directors governance principles
- Each Board member provides feedback on the effectiveness of each Board meeting to encourage continual improvement
- Annual Board and individual director review and evaluation implemented
- Financial performance is reported on at each board meeting by the Treasurer with actions agreed and implemented to ensure responsible financial management.

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# Strategic Planning

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- Vision, Mission and Values defined
- Strategic plan has been drafted and will be located on website when complete
- Action Plan for the implementation of the Strategic Plan developed and implemented by the CEO. Action against this to be recorded to ensure actions are completed.
- Extensive investigation and analysis of alternative income streams is being undertaken
- Guidelines for the use of the Charitable fund have been developed. Consideration to be given to using some funds for further development of the Co-op.

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# Internal systems and process

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- Xero (Financial Management) software implemented successfully. Financial management systems streamlined and modernised and compliant with legislative requirements
- Employment Hero (HR Management System) implemented successfully to support compliance with employment related legislation
- IT/phone systems updated to VoIP
- Partnership with IT provider for ongoing IT support and improvement
- Improvements to IT security
- Greater usage of social media to communicate with members
- Video Health implemented for non face-to-face consultations
- Ongoing review and improvement of policies and procedures in line with accreditation and other compliance requirements

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# Facilities

- Facilities reviewed and any upgrades/changes have been included in planning and budgeting activities
  - Investigation of upgrade to dental facilities is ongoing
  - Facility utilisation is monitored and actions implemented to improve utilisation
  - Vaccine fridge purchased to ensure appropriate storage of vaccines
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# Clinical Practice

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- Involvement in North West Melbourne Primary Health Network projects to provide data for research and identify areas for clinical improvement.
- Relationships and referral pathways being developed between Allied Health, specialists and doctors.
- Implementation of processes to ensure compliance for Accreditation with a commitment to these continuing, to ensure best practice.

