



OTWAY HEALTH
ANNUAL REPORT
\2017-18



This year's Annual Report
features photography by
local Apollo Bay photographer,
Fabiana Guerreiro from
FABIPHOTOGRAPHY.

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OTWAY HEALTH ANNUAL REPORT 2017-18



Apollo Bay from Marriner's Lookout.

Responsible Bodies Declaration

I Nicholas Salkeld, on behalf of the Responsible Body, certify that Otway Health has complied with the applicable Standing Directions of the Minister for Finance under the Financial Management Act 1994 and Instructions for year ending 30 June, 2018.

A handwritten signature in black ink, appearing to be 'N. Salkeld', written over a white background.

Nicholas Salkeld
Otway Health Board Chair
Apollo Bay, 24 August 2018

About

Otway Health is located in Apollo Bay – a small coastal town in the South-west region of Victoria, Australia, nestled among the serene Otway Ranges and the spectacular Great Ocean Road.

We provide a wide range of health and community services to the 2,815 residents that live in our catchment area – stretching from Lavers Hill to Wye River, and during peak periods of tourism we service over 20,000 clients.

Established on 1 January 1995, Otway Health's Multi Purpose Service (MPS) structure operates with combined funding arrangements consisting of Commonwealth and State Aged Care, as well as Victorian Department of Health and Human Services funding.



Through our Board, Otway Health is accountable to the Commonwealth Government and the Victorian State Government for the efficiency and integrity of operations and the quality of services provided.

At a local level, these funding arrangements facilitate a greater degree of flexibility to an MPS, allowing a range of services that respond to the needs of our community including, 24/7 Urgent Care, Allied Health and Community Services, Residential Care, In-Home Support and Neighbourhood House programs.

Responsible State Ministers

The Hon Jill Hennessy MP

Minister for Health
Minister for Ambulance Services

The Hon Jenny Mikakos MP

Minister for Families and Children
Minister for Youth Affairs

The Hon Martin Foley MP

Minister for Housing, Disability and Ageing
Minister for Mental Health

The Hon Fiona Richardson MP

Minister for Women

Responsible Commonwealth Ministers

The Hon Greg Hunt MP

Minister for Health

The Hon Dr John McVeigh MP

Minister for Regional Development, Territories and Local Government

The Hon Bridget McKenzie

Minister for Rural Health
Minister for Regional Communications

The Hon Christian Porter MP

Minister for Social Service

Board of Governance

Nicholas Salkeld

Chair
31 December 2016 - 30 June 2019

Joy Humphreys

Vice Chair
1 July 2016 - 30 June 2019

Denise McLachlan

Board Director
1 July 2012 - 30 June 2018

Rob Knowles

Board Director
10 July 2016 - 30 June 2019

Nina Brooks

Board Director
1 July 2009 - 30 June 2019

Paul Shannon

Board Director
1 July 2017 - 30 June 2019

Janet Byers

Board Director
31 December 2016 - 30 June 2018

Board Committees

Board Executive Committee

Nicholas Salkeld

Chair

Joy Humphreys

1st Vice Chair

Nina Brooks

2nd Vice Chair

Kate Gillan

CEO

Finance Audit and Risk Committee

Paul Shannon

Chairperson

Denise McLachlan

Board Director

Joy Humphreys

Board Director

Rob Knowles

Board Director

Janet Byers

Board Director

Nick Salkeld

Board Chair (ex-officio)

Bryan James

Community Member

Kate Gillan

CEO

Board Selection Panel

Nicholas Salkeld

Chairperson

Rob Knowles

Board Director

Paul Shannon

Board Director

Joy Humphreys

Board Director

Safety and Clinical Governance Committee

Denise McLachlan

Chairperson

Janet Byers

Board Director

Alison Rodda

Director Clinical and Nursing Services (Executive Sponsor)

CEO Management Committee

Nina Brooks

Chairperson

Janet Byers

Board Director

Nicholas Salkeld

Board Chair

Kate Gillan

CEO

Otway Health Auxiliary

Treasurer

Chris Marriner

Secretary

Lynne Hall

People and Culture Committee

Joy Humphreys

Chairperson

Nina Brooks

Board Director

Rob Knowles

Board Director

Janet Byers

Board Director

Kate Gillan

CEO

Otway Health Community Advisory Committee

Joy Humphreys

Chairperson

Janet Byers

Board Director

Anne Rout

Community Services Manager (Executive Sponsor)

Executive Staff

Kate Gillan

Chief Executive Officer

Alison Rodda

Director Clinical and Nursing Services

Carissa Brock

Director Corporate Services

Anne Rout

Community Services Manager

**OTWAY HEALTH IS AN INNOVATIVE,
RESPONSIVE AND HIGHLY PROFESSIONAL
ORGANISATION THAT ADAPTS TO THE
DIVERSE AND CHANGING HEALTH NEEDS
OF THE COMMUNITY.**

- THIS IS OUR VISION



STRATEGIC DIRECTION OUR VALUES

Strategic Plan 2017-2021

Otway Health is committed to achieving a flexible, adaptable health service that brings together and addresses the health priorities of a range national, state, regional and local stakeholders.



Healthy Community

We will actively connect with all sectors of the community to enable people to make the best decisions about their health and well-being needs.



Service Excellence

Person centred services that are constantly reviewed and subject to continuous improvement and evidence based practice and quality improvement processes.



Sustainability

The development of the necessary resources to enable the continuous delivery of high quality services to the community.



Good Governance

The provision of strong, transparent and accountable governance and leadership.



Collaborative Partnerships

Provide a rich service mix to the community through strong service networks.

A full version of the Strategic Plan 2017 - 2021 is available via our website

otwayhealth.org.au



Values and Behaviours

We stand by our values - not only for the benefit of us as a quality organisation, but for the benefit of our community, who trust us with their health care needs.



Professional

We deliver excellent, confidential, reliable and safe services with integrity to the community.



Responsive

We are dynamic, innovative and adaptable in responding to changing health and social environments.



Compassionate

We deliver person centred care and are welcoming and equitable to all people engaging with the service.



Accountable

Our actions are trustworthy, principled and transparent.



Respectful

We are consultative; providing a non-judgmental, accepting environment where needs are acknowledged and considered.

OUR SERVICES

CLINICAL \ COMMUNITY \ CORPORATE

Otway Health has a range of health services that span across Urgent Care, Short Term Care, Residential Care and Community Care.

All residents within the Otway Health catchment area, as well as visitors to the region are eligible to access services provided by Otway Health.

Clinical Services

Acute Care
Aids and Equipment Hire
Aged Care
Chronic Disease Management
Day Respite Care
Immunisation
Infant Welfare
Needle Exchange Program
Nurse Clinic
Otway Health Central Records, incorporating medical records & FOI
Palliative Care
Residential Aged Care
Residential Respite Care
Urgent Care 24/7

Community Services

Auspice for Marrar Woon
Neighbourhood House
Community Nursing
Community Welfare
Customer Service and Reception
Delivered Meals
Domestic Assistance
Exercise Classes
Exercise Physiology
Falls Prevention Program
Health Coaching
In Home and Social Support Services (HACC/PYP, CHSP, NDIS, TAC, WorkCover)
In Home Respite
Independent Living Units
Medical GP Services
Occupational Therapy
Personal Care
Physiotherapy
Quality Improvement
Risk Management
Social Support Individual

Social Support Group
Volunteer Support
Visiting Services

Corporate Services

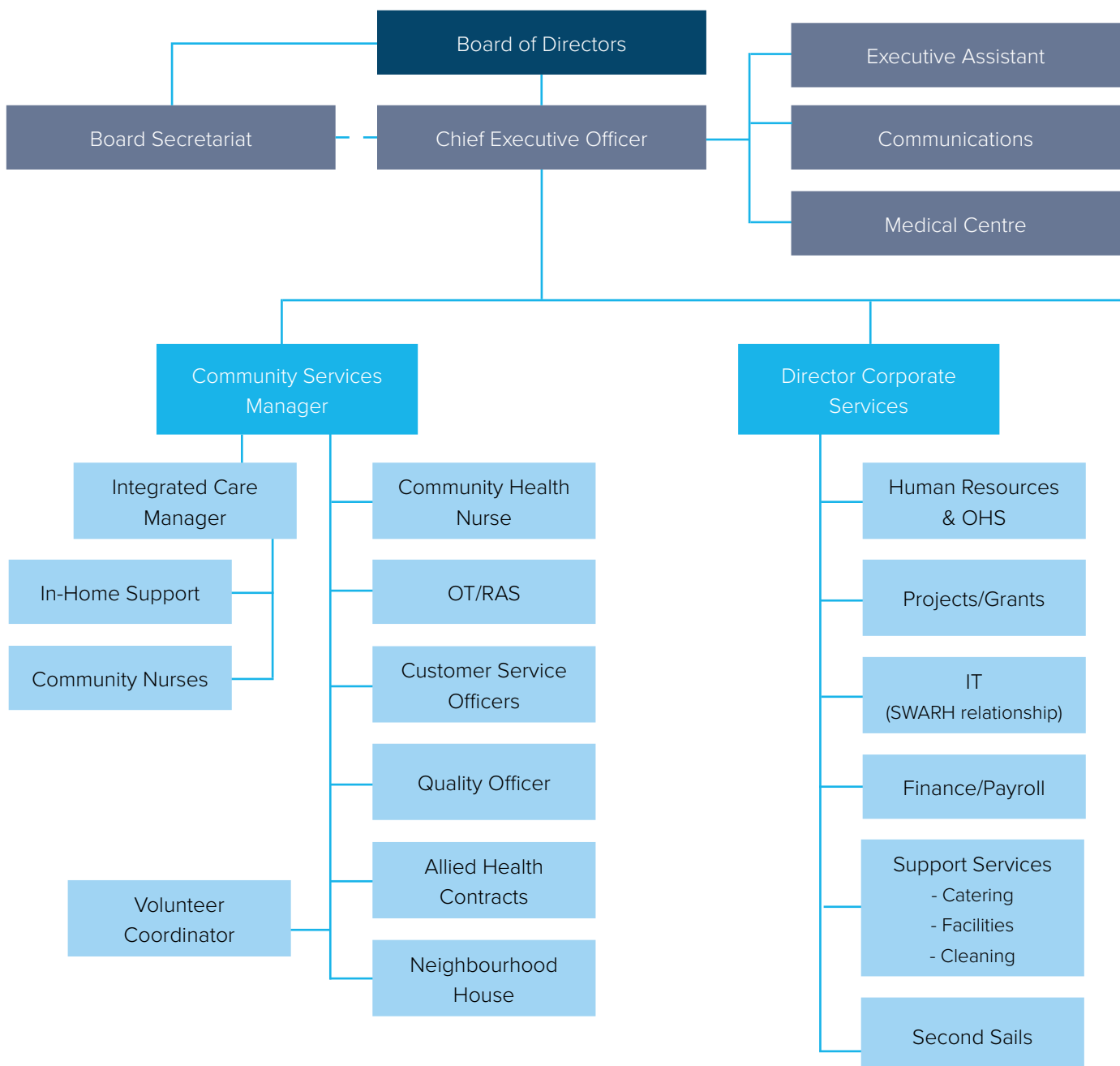
Administration
Asset Management
Board Secretariat
Buildings and Grounds
Cleaning
Communications
Executive Assistant to CEO
Financial Management
Food Services
Governance Support
Grants and Submissions
Human Resources Management
Information Technology
Information Management
Infrastructure Maintenance
Occupational Health and Safety
Management of Second Sails
Opportunity Shop

**OTWAY HEALTH WORKS WITH THE
COMMUNITY AND ALL LEVELS OF
GOVERNMENT TO PROVIDE A RANGE OF
HEALTH, COMMUNITY, INFORMATION AND
WELL-BEING SERVICES THAT ENABLE
INDIVIDUALS, FAMILIES AND THE WIDER
COMMUNITY TO ACHIEVE THEIR OPTIMUM
HEALTH AND WELL-BEING GOALS.**

- THIS IS OUR PURPOSE



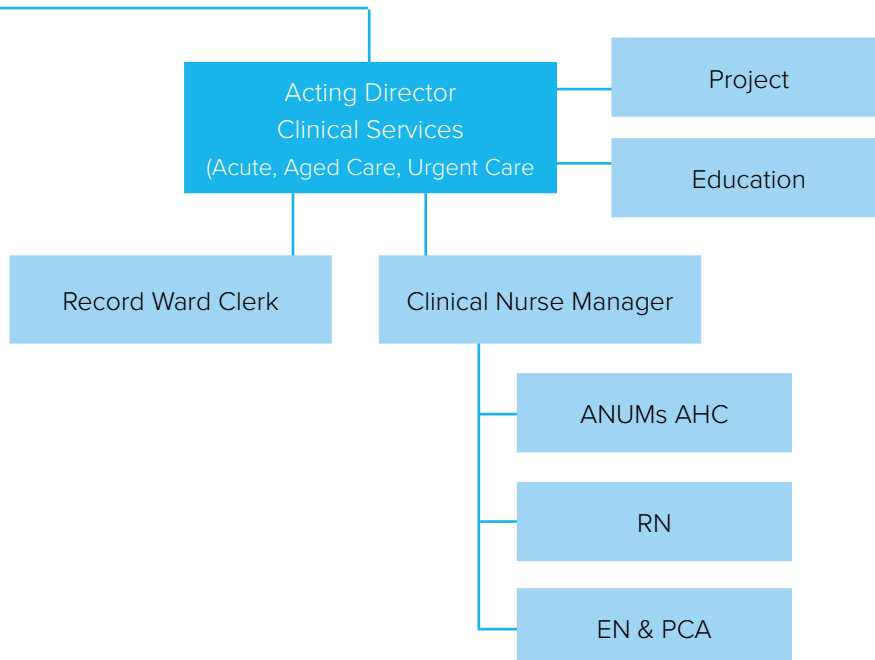
ORGANISATIONAL STRUCTURE



Otway Health is committed to the principles of merit and equity in the workplace with respect to employment, promotion and opportunity.

Selection processes reflect equal opportunity and diversity principles.

The organisation recognises the Public Sector Code of Conduct and actively promotes a positive working environment and values based culture, which includes a code of conduct for staff and volunteers.



BOARD REPORT

NICHOLAS SALKELD \CHAIR



Nicholas Salkeld, Board Chair

On behalf of the Board of Otway Health, it is my pleasure to report on the productive activities of the 2017-18 financial year.

Otway Health continues to deliver an innovative and sustainable health service to meet the needs of the community and we as Board Directors are committed to ensuring the services provided by Otway Health are sustainable. Our priorities include maintaining access to 24/7 care through innovative approaches including Telehealth, supporting primary care and GP services, and continuing to provide a homely environment for our permanent aged care residents.

A strong primary care service is the backbone of safe and effective health care. This is particularly important in rural communities, where health outcomes are historically poorer and access to wider health services more difficult. We have taken many actions throughout the year in pursuit of Otway Health's vision of a sustainable and enviable primary health care service. We implemented an independent review seeking to develop an integrated model of healthcare, and with support from the Apollo Bay and District Health Foundation, Otway Health officially acquired the Apollo Bay General Practice in March 2018. This enables us to build and strengthen services currently available to the community, and continue to attract general practitioners, to ensure continued integrated primary healthcare for our region.



Our partnerships and connectedness throughout the region continues to grow. The innovative Telehealth model of care has proved valuable with many presentations since the introduction of the service in August last year. Additionally, the recruitment of a permanent Nurse Practitioner to the Urgent Care Unit, enhances local service offerings.

Deliberations between the Boards of Management of Otway Health and Lorne Community Hospital have been effective and productive as we look to maintain sustainable health services in both communities.

Otway Health is fortunate to employ staff with compassion, empathy and respect, and this is evident in the service we offer our clients and community. The Board greatly appreciates and thanks the staff of Otway Health for displaying consistent enthusiasm and professionalism in their approach to addressing the health care needs of local people and visitors to the region. Commitment to a sense of ownership of Otway Health within the community is commendable,

and valued. We acknowledge our Volunteers for all that they do to ensure patients receive care of the highest standard. Contributions from Second Sails Auxiliary and the Apollo Bay and District Health Foundation continue to support Otway Health to improve service delivery. We thank retiring Board Directors, Denise McLachlan and Janet Byers, for substantial contributions made to Otway Health and the health outcomes of the community.

Otway Health remains committed to working with the community to provide services that enable people to achieve their optimal health goals. The Otway Health Community Advisory Committee provides a link between community voices and governance decisions, and advocates on behalf of consumers, to measure experiences and expectations of Otway Health. Clear communication from the Board to the community, is key to linking you to our organisation and it is our intention to keep you informed of our activities. We welcome your ideas to help shape your health service.

As we continue to plan and build for the future, I am confident we are making progress on our vision to attract suitably trained health professionals, to maintain a thriving and sustainable health service to meet the needs of our growing community.

Nicholas Salkeld
Otway Health Board Chair

EXECUTIVE REPORT

KATE GILLAN \ CEO



Kate Gillan, Chief Executive Officer

It gives me great pleasure to present the Executive Report for the 2017-18 financial year.

Vision and Purpose

This has been a year of great challenges and opportunities. We have worked hard toward our vision of 'achieving a healthy, safe and secure community' by being innovative, responsive and highly professional, and by being an organisation that adapts to the changing needs of the community.

With increased demands and industry complexity, it is more important than ever to ensure we are able to sustain and grow our services while maintaining full compliance administratively. Since May 2017, when the CEO role became a shared role across both Lorne Community Hospital and Otway Health, the Board of Directors has been undertaking a diligence process about what type of partnership would provide the best support structure into the future.

This deliberation continues through 2018 and involves a great deal of community consultation.

Clinical and Other Services

Clinical Services, especially Urgent Care experienced significant operational difficulties in 2017, primarily due to the availability of the health professional workforce impacting our ability to provide a 24 hour, seven day per week service. A strong team effort and the utilisation of innovative approaches including Telehealth



and use of the Nurse Practitioner workforce has enabled us to continue to provide 24/7 Urgent Care services to our community.

In October, we welcomed Brad Pickering, a highly skilled and capable Nurse Practitioner to lead our Urgent Care model. Without exception all those who have utilised the Urgent Care service have been highly complimentary of the quality of care and service. Numbers of presentations are solid and have surged to greater numbers than seen previously indicating a high level of community confidence.

Our partnership with Barwon Health Emergency Department in the use of emergency Telehealth has proved to be valuable to the community, ensuring we are able to access highly skilled Emergency care physician support.

A strong focus on education support to build and renew the clinical confidence and capability of our nursing team has been successful and we continue to invest significantly in clinical education

resources. Our Xray service compliments the Urgent Care service and we are undertaking significant improvements in upgrading equipment and training additional clinical staff to be able to take xrays.

A partnership with the Apollo Bay and District Health Foundation to work toward developing a sustainable integrated primary care service has seen Otway Health take over the full operational ownership of Apollo Bay General Practice. This has been an important step in our long term vision to grow and sustain a quality service to meet the needs of our community.

A new and highly successful service has been the Health Coaching Program - supporting our community members who have or are at risk of developing a chronic disease such as diabetes, respiratory or cardiac disease, to remain in the best possible health. This program is being run in collaboration with Lorne Community Hospital and Colac Area Health.

Our Community Care services which provide all types of care and services in the home, was extended and strengthened this year. There has been a combined effort to work closely with Lorne Community Hospital to grow and expand, setting the structure to provide enhanced in-home services to communities right along the Great Ocean Road coastal region.

Quality Care

With each of our service areas being required to undertake an external accreditation process, quality review stays at the forefront of our mind. This year the National Safety and Quality Service Standards Survey was conducted in August 2017 with all standards fully met.

We were also assessed against the Community Care Common Standards in December 2017 and successfully achieved full compliance in this area.

Financial Performance

This financial year has proved more difficult as industry changes and reforms impact. Key pressures on the budget were particularly experienced with the costs of after hours on call costs. A focus on rectification of the financial pressures has assisted in minimising the deficit overall. The focus on financial management continues this year with the aim of having good controls to ensure we maintain business sustainability.

Otway Health is very fortunate to have the support of so many individuals, groups and organisations who assist through fundraising donations to ensure the health service can provide for community need in areas where we are not otherwise funded.

Thank you to all contributors - your support is greatly appreciated and used wisely.

Major Projects

Over recent years, major capital projects have included:

- upgrading the Urgent Care centre with heating, security, equipment and infrastructure;
- refurbishment of the Laura Pengilley Wing in aged care underway;
- alterations to the front reception to accommodate the Medical Centre on site.

Our building infrastructure does require further work and there is a focus on quantifying and costing the total project in order to be able to explore ways in which we can ensure this work is prioritized.

Community Partnership

Community partnership is very important in meeting the health needs of our community and we continue to grow strong partnerships that include our local schools, shires, health services, community services and many more. The Otway Health Community Advisory Committee leads our thinking on ensuring our planning and service provision meets the needs of our communities.

Thank you for your ongoing commitment and involvement.

This year has seen a stronger partnership with Lorne Community Hospital, our neighbouring health service at Lorne, just 45 minutes down the Great Ocean Road. Over the past few years we have partnered with a number of projects including the Drug and Alcohol Telehealth program, funded through Better Care Victoria, Bushfire recovery efforts at Wye River and various shared employment roles. It is exciting to be continuing a discussion about enhancing that partnership into the future.

Staff

Over recent years there has been considerable focus on addressing workplace culture to ensure our staff have the best possible work environment. In 2016-17 Otway Health took part in an independent review into workplace culture, under the guidance of DHHS and conducted by Consultant, Chris Hicks. The Otway Health Board and Executive Team welcomed the review and have diligently led a response to the recommendations.

A Staff Consultative Council (SCC) was established, reporting directly to the Board and they worked collaboratively through the recommendations. Further work was commenced in 2017-18 with the appointment of myself as CEO in developing and delivering the 'Cultural Strengthening Program' to foster working together to achieve positive outcomes for staff in leadership, equality, engagement, teamwork and accountability. A key measure of success will be monitored through the 'People Matter Survey' - a benchmarked, external staff survey that is conducted right across the public sector.

Our staff are truly the backbone of our service and their dedication, commitment and experience is greatly valued and recognised. Ensuring they have strong support and a safe and enjoyable work environment is a continual focus for the Board and the Executive Team.

Thank you to all of our staff in all areas of work and particularly to those who provide frontline care, making a difference to the lives of those in our community.

Volunteers

We are very fortunate to have over 80 dedicated volunteers who contribute more than 6,000 hours per year to the organisation. Volunteers enable Otway Health to run many vital programs including Meals on Wheels, Friend in Hand Massage, Pet Therapy, Assisted Activities, Mobile Book Delivery, Music, Lunch Outings, and Community Bus Run.



Our biggest contributor is Second Sails Opportunity Shop, of which all sales profits are donated to Otway Health to help fund essential health services for local community members and beyond.

The Otway Health grounds are also maintained by the organisations volunteers, who dedicate more than 500 hours per year of their time to keep them looking beautiful all year round.

This year saw the introduction of the Community Bus Run program, which operates weekly and enables community members to get out and about around town - shopping, attending appointments, collecting medication, visiting friends and attending social outings - helping to maintain their independence and connect with the community.

Thank you to all Otway Health volunteers who selflessly devote their time to supporting the organisation and members of the community. We sincerely appreciate your efforts.

Future Directions

With an exciting future mapped out in the 2017-21 Strategic Plan and the active discussions about greater partnership, the organisation has a contemporary vision to work toward. The focus is on achieving a healthy, safe and secure community through sustainable service excellence, supported by good governance and collaborative partnerships. We are inspired by the privilege we have to work with the community to ensure this transpires.

Kate Gillan
Otway Health CEO

KEY FINANCIAL AND SERVICE PERFORMANCE REPORTING

YEAR ENDING 30 JUNE 2018

Quality and Safety

Key Performance Indicator	Target	Result
Health service accreditation	Full Compliance	Full Compliance
Compliance with cleaning standards	Full Compliance	Full Compliance
Compliance with the Hand Hygiene Australia Program	80%	81%
Percentage of healthcare workers immunized for influenza	75%	79%
Victorian Healthcare Experience Survey - patient experience	95% positive experience	Full Compliance*
Victorian Healthcare Experience Survey - discharge care	75% very positive response	Full Compliance*

*Less than 42 responses were received for the period due to the relative size of the Health Service.

Governance and Leadership

Key Performance Indicator	Target	Result
People Matter Survey - percentage of staff with a positive response to safety culture questions	80%	78%

Financial Sustainability

Key Performance Indicator	Target	Result
Operating result (\$m)	-0.25	-0.2
Trade creditors	60 days	36 days
Patient free debtors	60 days	30 days
Adjusted current asset ratio	0.7	1.79
Number of days available cash	14 days	166.3 days

Funded Flexible Aged Care Places

Campus	Number
Flexible high care	8
Flexible low care	13
Flexible home care	3

Utilisation of Flexible Aged Care Places

Campus	Number	Occupancy Level %
Flexible high care	857	29.35%
Flexible low care	2403	50.36%
Respite	2260	*
Total (excludes Respite)	3260	42.48%

*Respite beds used are flexible and not connected to occupancy.

Acute Care

Service	Campus	Type of Activity	Actual Activity 2017-18
Medical Inpatients	Clinical	Bed days	247 days 45 episodes
Urgent Care	Clinical	Presentations	1651
Radiology	Clinical	Number of clients	79
Palliative Care	Clinical	Number of clients	10
District Nursing	Community	Occasions of service	653

Primary Health Care

Service	Occasions of Care	Hours
Community Health Nursing	189	216
Community Nursing	454	377
Dietetics*	17	22
Podiatry*	400	160
Physiotherapy	654	1089
Occupational Therapy	135	121
Allied Health Assistant	1312	1720
Social Worker (extrapolated figures as employed 8 months only)	255	240
Exercise Physiologist	154	176

*Services which are not funded or only partly funded through the MPS Tripartite Agreement.

WORKFORCE DATA



Employment Conduct Principles

Public Sector Values and Employment Principles have been incorporated in Otway Health's intensive Employee Orientation Program.

Otway Health is an Equal Opportunity Employer and our employment decisions are founded on merit and equity.

Statement of Occupational Health and Safety

Otway Health is committed to ensuring a safe and healthy work environment and improving the health, safety and welfare of all employees, volunteers, contractors and visitors.

Otway Health's Occupational Health and Safety (OHS) Policy outlines this commitment which is supported by our OHS Management Framework. Otway Health demonstrates this commitment to constantly improving OHS by:

- developing, implementing and monitoring work systems to ensure safe practices;
- developing and maintaining an OHS policy framework;
- providing written procedures and guidelines to ensure safe work systems;
- monitoring, measuring and comparing OHS performance;
- Training and educating of all staff, OHS representatives and volunteers.

Key areas of focus during 2017-18 included:

- completion and close off of all recommendations received from external cultural review;
- Strengthening the Staff Consultative Council (SCC) to oversee recommendations and the development of Stage 2 'Cultural Strengthening Program';
- Delivery of 'Cultural Strengthening Program' with key outcomes measured through the 'People Matter Survey 2018'.

Workforce Information

Hospitals Labour Category	June current month FTE		June YTD FTE	
	2017	2018	2017	2018
Nursing	16.54	18.38	17.67	17.4
Administration and Clerical	14.91	8.42	15.76	9.84
Medical Support	10.91	3.83	6.47	3.7
Hotel and Allied Services	11.14	10.5	12.02	11.58
Medical Officers	N/A	N/A	N/A	N/A
Hospital Medical Officers	N/A	N/A	N/A	N/A
Sessional Clinicians	N/A	N/A	N/A	N/A
Ancillary Staff (Allied Health)	1.82	5.48	2.91	4.94
TOTAL	55.32	46.61	54.83	47.46

Occupational Violence

Otway Health is committed to addressing occupational violence incidences. During the 2017-18 reporting period, there were 7 incidents registered.

Occupational Violence Statistics	2017-18
Workcover accepted claims with an occupational violence cause per 100 FTE	0
Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked.	0
Number of occupational violence incidents reported	7
Number of occupational violence incidents reported per 100 FTE	14.9
Percentage of occupational violence incidents resulting in a staff injury, illness or condition	0

ATTESTATIONS DISCLOSURE OTHER EXPENDITURE



Conflict of Interest

I, Kate Gillan, certify that Otway Health has put in place appropriate internal controls and processes to ensure that it has complied with the requirements of hospital circular 07/2017 Compliance reporting in health portfolio entities (Revised) and has implemented a 'Conflict of Interest' policy consistent with the minimum accountabilities required by the VPSC.

Declaration of private interest forms have been completed by all executive staff within Otway Health and members of the board, and all declared conflicts have been addressed and are being managed. Conflict of interest is a standard agenda item for declaration and documenting at each executive board meeting.

Kate Gillan
Chief Executive Officer
Otway Health, 24 August 2018

Data Integrity

I, Kate Gillan, certify that Otway Health has put in place appropriate internal controls and processes to ensure that reported data accurately reflects actual performance. Otway Health has critically reviewed these controls and processes during the year.



Kate Gillan
Chief Executive Officer
Otway Health, 24 August 2018

Compliance with Health Purchasing Victoria (HPV) Health Purchasing Policies

I, Carissa Brock certify that Otway Health has put in place appropriate internal controls and processes to ensure that it has complied with all requirements set out in the HPV Health Purchasing Policies including mandatory HPV collective agreements as required by the Health Services Act 1988 (Vic) and has critically reviewed these controls and processes during the year.



Carissa Brock
Director Corporate Services
Otway Health, 24 August 2018

Details of Consultancies (under \$10,000)

In 2017-18, there were 7 consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurring during 2017-18 in relation to these consultancies is \$32,830.70 (exclusive of GST).

Details of Consultancies (over \$10,000)

In 2017-18, there were 7 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurring during 2017-18 in relation to these consultancies is \$153,911.42 (exclusive of GST).

Detailed disclosure is available online via our website - otwayhealth.org.au

Information and Communications Technology (ICT) Expenditure

The total ICT expenditure incurred during 2017-18 is \$318,021 (excluding GST) with the details shown below:

Business As Usual (BAU) ICT Expenditure	Non-Business As Usual (Non BAU) ICT Expenditure		
	Total = Operational Expenditure and Capital Expenditure (excluding GST) (a) + (b)	Operational Expenditure (excluding GST) (a)	Capital Expenditure (excluding GST) (b)
Total (excluding GST)			
318,021	7,486	7,096	390

National Competition Policy

During 2017-18 Otway Health complied with the degree applicable with the National Competition Policy including the Competitive Neutrality Policy Victoria and subsequent reforms. Payroll, accountancy, and cleaning services have been externally contracted. These contracts have continued in the 2017-18 financial year.

Summary of Environmental Performance

Otway Health continues to be active in the area of environmental sustainability and has continued to implement the Environmental Sustainability Action Plan. This plan sets out a range of goals, objectives and evaluation measures that assists our organisation in becoming a more sustainable health service. With an effective and efficient use of resources, the intention is to see a reduction in our environmental impact to promote a healthier and more sustainable present and future. By actively thinking about the environmental impact we make, our aim was to develop a culture of caring for the environment that is supported by the actions and initiatives of both the organisation and people. Otway Health will continue to uphold our environmental performance responsibilities as we carry on providing an outstanding health care service for our rural community. We aim to continue to work towards strengthening our focus and response to minimising our environmental impact in the future, working together to meet our vision to achieve a healthy, safe and secure community.

Victorian Industry Participation Policy Act 2003

In accordance with the Victorian Industry Participation Policy Act 2003, Otway Health is required to report on the implementation of the Victorian Industry Participation Policy (VIPPP). During 2017-18 there have been nil tenders let or completed with a value greater than \$1 million.

Freedom of Information Act 1982

The Freedom of Information Act 1982 provides the right for members of the public to obtain information held by Otway Health. These requests under the Act are made in writing to the Principal Officer who is the Director Clinical and Nursing Services. The Clinical Nurse Unit Manager is the Authorised Officer. 4 requests were processed under the Act during 2017-18 and 3 of these were granted in full.

Protected Disclosure Act 2012

The Protected Disclosure Act ensures transparency and accountability and provides an environment that guarantees disclosures can be made safely without the fear of reprisal. Throughout the year no disclosures have been made under the Act.

Carers Recognition Act 2012

The Carers Recognition Act formally recognises and values the role of carers and the importance of care relationships in the Victorian community. It includes a set of principles about the significance of care relationships, and specifies obligations for state government agencies, local councils, and other organisations that interact with people in care relationships. Throughout the reporting period no disclosures have been made under the Act.

Building Act 1993

In accordance with “Good Building Principles and Practices”, Agencies are required to regularly carry out assessments and reports on the condition of built assets. Otway Health has complied with all government requirements to ensure that all built assets are maintained and protected.

Safe Patient Care Act 2015

In accordance with Safe Patient Care Act 2015, Otway Health has complied with all government requirements in the 2017-18 reporting period. This ensures that Otway Health provides the correct staffing levels in caring for its patients. Otway Health has nil matters to report in relation to its obligations under section 40 of the Safe Patient Care Act 2015.

FINANCIAL RESULTS



Carissa Brock, Director Corporate Services

Summary

The budget for the financial year 2017-18 was forecasted as a deficit due to project expenses falling over the previous 2016-17 financial year end when funding was received. The ongoing commitment to 24/7 Urgent Care along with the full acquisition and co-location of the Apollo Bay General Practice resulted in increased costs in 2017-18 with a financial management improvement plan implemented to offset.

As a multi-purpose service, a model implemented in Apollo Bay more than 20 years ago, Otway Health is funded by both Commonwealth and State Governments and involves complex and comprehensive policy and funding guidelines for reporting. Management continue to undertake reviews of required services, associated budgets and highlight opportunities.

The end of year current asset ratio was 1.79. Management of creditors and debtors continue to be fully compliant in all forms of financial management.

A handwritten signature in black ink, appearing to be 'CB' or similar initials.

Carissa Brock
Director Corporate Services

Financial Review	2018	2017	2016	2015	2014
Total Revenue	7,114,975	8,283,004	7,134,346	7,024,129	6,342,934
Total Expenses	7,737,426	7,935,419	7,643,520	7,331,185	6,898,840
Other operating flows included in the net result for the year	-4,146	25,742	3,103	0	1,894,196
Net Result for the Year	-626,596	373,327	-506,071	-307,056	1,338,290
* Operating Result	-198,944	375,848	-111,401	198,547	26,292
Total Assets	15,292,179	16,376,148	16,038,018	15,799,604	16,118,646
Total Liabilities	2,437,585	3,800,095	3,835,293	3,090,807	3,102,791
Net Assets	12,854,594	12,576,053	12,202,726	12,708,798	13,015,855
Total Equity	12,854,594	12,576,053	12,202,726	12,708,798	13,015,855

* The operating result is the result for which the health service is monitored in its Statement of Priorities also referred to as the *Net result before capital and specific items*.

Additional Information Available on Request

Consistent with FRD 22H (Section 6.19) the Report of Operations confirms that details in respect of the items listed below have been retained by Otway Health and are available to the relevant Ministers, Members of Parliament and the public on request (subject to the freedom of information requirements, if applicable):

- (a) declarations of pecuniary interests have been duly completed by all relevant officers;
- (b) details of shares held by senior officers as nominee or held beneficially;
- (c) details of publications produced by the entity about itself, and how these can be obtained;
- (d) details of changes in prices, fees, charges, rates and levies charged by the Health Service;
- (e) details of any major external reviews carried out on the Health Service;
- (f) details of major research and development activities undertaken by the Health Service that are not otherwise covered either in the report of operations or in a document that contains the financial statements and report of operations;
- (g) details of overseas visits undertaken including a summary of the objectives and outcomes of each visit;
- (h) details of major promotional, public relations and marketing activities undertaken by the Health Service to develop community awareness of the Health Service and its services;
- (i) details of assessments and measures undertaken to improve the occupational health and safety of employees;
- (j) general statement on industrial relations within the Health Service and details of time lost through industrial accidents and disputes, which is not otherwise detailed in the report of operations;
- (k) a list of major committees sponsored by the Health Service, the purposes of each committee and the extent to which those purposes have been achieved;
- (l) details of all consultancies and contractors including consultants/contractors engaged, services provided, and expenditure committed for each engagement.

Disclosure Index

The Otway Health Annual Report is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the Department's compliance with statutory disclosure requirements.

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OTWAY HEALTH

PO Box 84
75 McLachlan Street
Apollo Bay, Victoria 3233

Phone: (03) 5237 8500

Email: otwayhealth@swarh.vic.gov.au

Web: www.otwayhealth.org.au

Follow: [@otwayhealthcomms](https://twitter.com/otwayhealthcomms)