

CENTRAL HIGHLANDS HEALTHCARE LTD

ANNUAL REPORT



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1. Who we Are

Central Highlands Healthcare LTD (CHH) was established on the 18th December 2012 and following the build on a Greenfield development site, the Emerald Medical Village incorporating the Emerald Medical Clinic opened in October 2015. The emerald Medical Clinic received funding from the commonwealth Department of Health under the GP Superclinic program and in 2019 the Bean Waitin' Coffee shop and Emerald Employment Medicals were added to the Superclinic site. CHH is a public company; social enterprise foundation and is managed by a volunteer skills-based board.

VISION: Better Healthcare Together

MISSION: To provide coordinated, quality local healthcare to the Central Highlands community to improve health outcomes.

OBJECTS: The organisation's Constitution Objects are to benefit the health and welfare of the community in the Central Highlands Region who have a need for health and associated services by reason of youth, infirmity or disablement, poverty or social or economic circumstances or sickness through the following:

- Being a centre of high quality and accessible health care: Providing patients with coordinated, flexible, multidisciplinary patient-centred health services in the Central Highlands region through:
 - Encouraging and facilitating integration across primary health care organisations, tertiary healthcare and the community.
 - Creating pathways between existing and future public and private sector health-related services.
 - Creating an environment for the efficient and effective use of information technology to facilitate better health outcomes .
- Supporting the current and future primary care workforce to provide health care preventing and controlling disease and improving the quality of life for Central Highlands communities which encompasses amongst other things:
 - Providing a working environment and conditions which attract and retain a strong workforce particularly General Practitioners to increase the amenity of the Central Highlands Region;
 - Provide training and;
 - Providing other opportunities to increase the number of General Practitioners, Nurses and Allied Health Professionals within the Central Highlands Region.
- Responding to local community needs and priorities, including the needs of Aboriginal Torres Strait Islander and other cultural and linguistically diverse people.
- Providing accessible, culturally appropriate and affordable care to patients.
- Providing support for preventative care and control of diseases which encompasses;
 - diagnoses and treatment;
 - integrating programs and initiatives for the benefit of the community;
 - providing affordable care via bulk billing and similar practices; and
 - seeking donations and funding from the public and all levels of government to fund the activities of the Company

2. Board of Directors



PAUL BELL AM
Chairman

Paul was elected Chairman in 2014 and has been a director since 2012.

Paul was a local government Councillor from 1985- 2020 and has a strong history of board leadership including the health, energy, rail, superannuation and community service sectors.

Paul is Chair of the Central Queensland Hospital and Health Service, Commissioner and Chair of the Queensland Local Government Grants Commission and recently retired from his position as a Councillor at Central Highlands Regional council.

Paul was awarded the Order of Australia, General Division in 2005. He has a Bachelor of Business Administration and is a Member of the Australian institute of Company directors.



GREG MCDONNELL
Deputy Chair, Finance
Committee Chair

Greg was appointed a Director in 2015.

Greg has been a partner in the accounting practice McDonnell Hume Partners since 1992, which provides advice to individuals and businesses of the Central Highlands, including the agricultural, coal mining and retail industries.

Greg qualified as a chartered accountant in 1990 with Ernst & Young in Sydney and has a Bachelor of Economics with majors in Accounting and finance. He has a Diploma in Financial Planning and is a fellow of the Institute of Chartered Accountants.



WENDY MCPHEE
Secretary

Wendy was appointed a Director in 2015.

Wendy has 23 years of experience running a medical practice, having worked as Practice Manager of Emerald Medical Group from 1992 to 2015.

Wendy is an active member of the local community, volunteering her time in various roles (P&C, Red Cross, Eisteddfod etc). She is currently Volunteer Finance officer/ Front of House for Emerald Academy of Dance.

Wendy has a Bachelor of Science (Medical Laboratory Technology). Wendy has a current appointment as a training officer with James Cook University GP Training.

2. Board of Directors Cont'd



CLINTON ADAMS Business Development Committee Chair

Clinton was appointed a Director in 2013.

Clinton has lived in Emerald for over 35 years. Originally an Electrical Fitter & Mechanic, Clinton spent over 30 years in the Real Estate industry in Emerald. He successfully started and operated a Real Estate business for over 25 years and is a fully qualified Auctioneer and Real Estate Developer. Clinton has also developed and built numerous buildings such as Emerald Post Office and Rabo Bank, several Motels and many sub-divisions. Clinton spent 2 years on the committee for Central Highlands Sporting Game Plan Initiative (to take sport to the next level in Central Queensland). Clinton is on the committee for the Bush Children's Health Scheme.



PAT LYONS Governance Committee Chair

Pat was appointed a Director in 2014.

Pat has lived in Emerald since 1991 with roles in Public Administration and Management in the Queensland Public Service prior to entering private enterprise in 2002, opening a Branch office of Taylor Byrne Valuers in Emerald at that time.

Pat has extensive involvement in local business and community organisations in the Central Highlands over many years. He currently serves as a director of Central Highlands (QLD) Housing Company Limited and is president of the Emerald Sunrise Rotary Club. He is a past president of the Emerald Jockey Club.



GAIL GODWIN-SMITH Director

Gail was appointed a Director in 2016.

Gail has spent the last 26 years on the family owned and operated cattle and grain property south of Rolleston, she has a strong interest in agriculture, natural resource management, infrastructure investment and community liveability.

Gail has previous experience both as a Local Government Councillor and Deputy Mayor. A graduate of the Australian Institute of Company Directors, Gail is a Local Government Women's Association Old Executive, Fitzroy Basin Association Board and a Ministerial Appointment to the board of the Rockhampton Girls Grammar School and Queensland Great Artesian Basin Advisory Council. Gail has been a volunteer First Responder for the QLD Ambulance Service for more than 15 years.

CENTRAL HIGHLANDS HEALTHCARE
2020-2021
IN NUMBERS

APPOINTMENTS

11,502



NURSES'
APPOINTMENTS

40,920



DOCTORS'
APPOINTMENTS

2,620



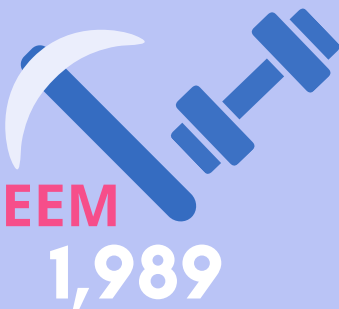
RESP' CLINIC
APPOINTMENTS

2,365



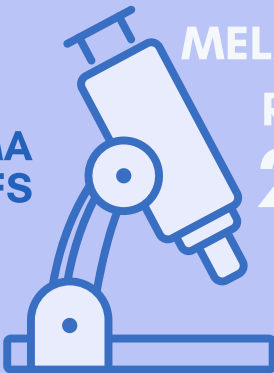
TELEHEALTH
CONSULTATIONS

EMPLOYMENT
MEDICALS



EEM
1,989

1,017 AMA
SIGN OFFS



MELANOMAS
REMOVED
21



479
SKIN LESIONS
REMOVED

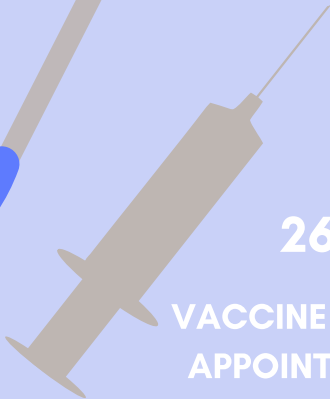


ANTENATAL
VISITS
178

47
STAFF
EMPLOYED

15,008
ACTIVE
PATIENTS

(Individuals seen
in the last year)



2659
VACCINE CLINIC
APPOINTMENTS

4. Chairman Report

The reporting period for this AGM highlights that it doesn't matter what the external environment imposes on Central Highlands Healthcare Ltd our structure and organisational agility has empowered us to respond. As a social enterprise we can partner with others easily and engage the community in a way that is based on trust.

Reporting on a full twelve months of Covid-19 or any pandemic is something very foreign to us all and the challenge of being able to provide medical services during such a time has also been challenging. Our partnership with the Australian Government to provide a respiratory clinic for the region and a vaccination service for Covid -19 required an extra 5,279 appointments to be provided for our community. This service has played its part in keeping Queensland safe and protected.

Our 15,000 active patients required a total of 52,422 appointments or clinical contact over this busy period. Such is the care given seven days a week through the wonderful EMG doctors, nurses and administration teams. As well as this, the not often seen support given through Telehealth has grown to new heights this year as our doctors delivered 2,365 occasions of consultations via Telehealth. EMG's specialist services such as our Skin Clinic delivered 1,100 formal skin checks, 479 skin lesions and 21 melanomas removed. This is a vital service for our community and saves lives.

CHH Ltd continues to invite specialist services into the practice and these services complement the support given through wound care for those of us who have had to travel for specialist treatment. The team at EMG and CHH continue to look at ways to expand the comprehensive and broad range of services provided at the Emerald Medical Clinic such as antenatal visits to vasectomies.

Emerald Employment Medicals has been a welcome addition to the CHH business family. This service is a close partnership with the mining community that is a major contributor to our local economy. EEM has undertaken employment medicals for more than 1,900 employees and their employers and delivered a profit to CHH in its first full year of operation.



Photos: (Left) Australia's biggest morning tea in our staff kitchen to raise funds for Cancer Council.

(Right) CEO Renee with Stuart from Ensham Mine as he delivers some donated masks to our respiratory clinic



4. Chairman Report Cont'd



Photo Emerald Medical Group celebrates it's 5th birthday with a week of events and celebrations.

This year has been exhausting, to say the least, as the demands of Covid, a growing patient base, new services and the continuing engagement in medical training made for very busy times. As medical training is a key objective of CHH the continued focus on supporting GP registrar training with RACGP or ACRRM has been a major focus. EMG continued to host Interns and medical students along with nursing and paramedic students ensuring Covid didn't disrupt their learning pathway during the pandemic.

This has been our biggest year so far and certainly has seen the team at CHH live out our vision of Better Healthcare Together. The Board thanks CE Renee Barlow for guiding us through many tight situations and great opportunities this year. Our successes are of your making. Dr McPhee our Sentinel GP, again you and the team you lead have been the protectors of our patient health, the delivery of general practice at its best and advocacy for the regions that ensures we are never forgotten. Supporting our doctors are our amazing nurses, front desk team and admin staff, all focused on better healthcare together.

The Board, Greg McDonnell, Wendy McPhee, Clinton Adams, Gail Godwin-Smith and Pat Lyons your tireless efforts in preserving through this difficult year reflects the energy and capacity you bring to the table. On behalf of our community thank you for your commitment.

Paul Bell - Chairman, Central Highlands Healthcare

5. CEO Report

I would like to begin by acknowledging the hard work and dedication of every member of my team. Our Doctors, Nurses and Admin have faced significant changes and challenges, but despite this we have provided over 40,000 doctors appointments, 11,000 nurses appointments and 1900 Employment medicals. My team has been amazing!

Covid-19 continues to create challenges for us. Our GP Respiratory Clinic contract was extended through to June 2021 and expanded to include both AstraZeneca and Pfizer vaccinations. We have opened our Respiratory clinic nearly every week day and have been driven by need and demand scaling our appointment numbers as required. Our vaccination clinic started doing 200 doses each week and has expanded to doing close to 600. During this time, the eligibility has changed regularly and we continue to be dynamic in how we support the community.

Our workforce continues to be a challenge with our doctors providing service under the GPRC and vaccination clinic, we have had reduced general appointments. Our doctors are working at full capacity and we have adapted and are providing out of consult scripts, but still face waiting times for all our doctors. We continue to recruit and are excited to have a number of new doctors joining us in the coming year.

Despite these challenges we have had many successes this year. From a governance perspective, we have passed our General Practice Audit, our Health Services Qld Audit, our Spirometry Audit and have met the criteria for the second year of our ISO 9001:2015 Quality management certification. We have also conducted numerous quality improvement activities and continue to improve our ways of working. From a financial perspective we have finished the year with a surplus and have significantly reduced our business loan. From a community engagement perspective, we have attended the local career's fair, run health and fitness workshops for our patients, and continue to provide our palliative care equipment to the community. We have also provided room rentals for key specialists and allied health to provide services to the community.



Photos: Members of the CHH team accepting the Health and Lifestyle award at the Central Highlands Business Excellence awards.

5. CEO Report

A significant project this year was the upgrade of our IT infrastructure. We have moved from hosting our IT Servers onsite to a cloud-based system. While a significant cost to the organisation it positions us in the best possible place to future infrastructure improvements and reduces the risk of IT disruptions leading to work outages. We are working to replace our current IT hardware to prepare us for the next 5 years of operation. This project has opened the way for upgrading of our phone system due for completion in late 2021, and positioning us for further improvements to our IT infrastructure. I would like to acknowledge the hard work Wendy McPhee and New Era Technology (previously AusIT) have done on this project.

Developing our local workforce continues to be a key priority for us. We have had Interns, Medical and Nursing students complete their standard placements with us. And this year we have also had placements with Bio Medical and Paramedic Students. We have also expanded our education and commitment to building the local workforce to include our Administration team, with a number of staff working to complete their Certificate IV in Medical Practice Assisting. We continue to look at all areas of the organisation to build our local workforce.

Finally, I would like to thank The CHH Board Members for their commitment and the guidance they have provided over the year. To my management team, thank you, your ability to be flexible and respond to the unexpected has been key. And to the team, again, you are amazing!

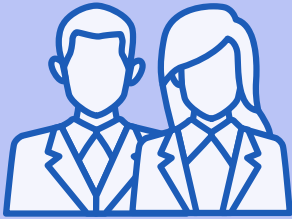
Renee Barlow - Chief Executive Officer



Photos: Dr Hill getting his second COVID-19 vaccination and a photo of our vaccination clinic all set up and ready for patients.

6. Education and Training in Numbers

CHH plays a significant role in supporting developing doctors and also takes medical and nursing students. The feedback from students and Universities has been extremely positive reflecting both the range and skills of the clinicians as teachers.



Placements this year ranged from a few days to six weeks.

12 Medical Student Placements

So many amazing people to learn so much from



Interning Doctors

Hosted interns from Rockhampton Base Hospital for 10-12 weeks. Thanks to our supervising doctors: Dr McPhee, Dr Nordland, Dr Pagel & Dr Tait who support these Jr Doctors.

Medical Student Orientations

We continued to be a host for medical students despite disruption due to COVID-19.

Honorary & real University Appointments

Ewen McPhee, Associate Professor University of Queensland and Senior Clinical Lecturer James Cook University.
Gramae Pagel, Senior Clinical Lecturer James Cook University.
Amanda Tait, Senior Clinical Lecturer James Cook University.
Wendy McPhee, Training Support Officer James Cook University

2 Paramedic Students



A valuable experience and I was surprised at the large range of services at the practice.

A brilliant orientation week- I thoroughly enjoyed it!



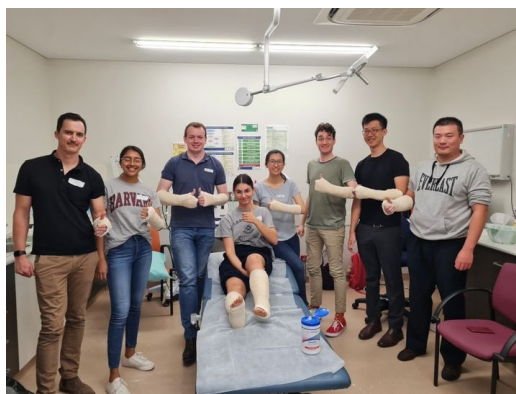
7 Nursing Students

From JCU & CQU

7. Education and Training Report

Annual Report on Education and Training from Wendy McPhee, Clinical Education Coordinator, Central Highlands Healthcare Ltd

2020-2021 saw Teaching and Training continue to be a focus despite the disruption of the pandemic continuing. Since travel for education was largely not possible for any of our team it was important to make the most of in house and online training to keep up to date and continue career progressions. Our local medical educators (Dr Gramae Pagel & Dr Amanda Tait) and senior fellow (Dr Ewen McPhee) via James Cook University General Practice Training continued offering the JCU Half Day Release Educational program from the rooms at Emerald Medical Centre throughout the year for the registrars working in Emerald and surrounds. They also offered a weekly in house training session for all the doctors in training and students.



Photos: Our medical students here for their orientation week.

GP Registrar training continued with multiple registrars working towards fellowships with RACGP or ACRRM. We welcomed 1 new registrar Dr Siew Goh, and had continuing registrars of Dr Nikki Harch, Dr Edward Barlow, Dr Jackie Holloway, Dr Racheal McDermott, Dr Tracey Bodetti and Dr Sivajini Rudra. All of the registrars sat some of their Fellowship exams during 2020/2021 embracing the opportunity to sit via zoom without the need to travel.

CHH has continued to host Interns under the Rural Junior Doctor Training & Innovation Fund grant. We host Interns from Rockhampton Base Hospital for a period of 10-12 weeks at a time. Interns are supported by the senior clinicians in the practice to experience medicine in a General Practice setting. Each patient seeing the Intern is reviewed by a supervisor before leaving the practice giving the Intern a 1 on 1 learning experience with each and every patient seen. These appointments are bulk billed so offer a bulk billing option for patients with no concession cards but who may wish to access bulk billed health services. Feedback from the Interns is overwhelmingly positive. A huge thanks must go to our GP Supervisors Dr Tore Nordland, Dr Gramae Pagel, Dr Amanda Tait and Dr Ewen McPhee who support these junior doctors.

7. Education and Training cont'd

The practice continued to host Medical students both for orientation and placement throughout the 2020/2021 year. Hosting the students for rural orientation week was disrupted by COVID outbreaks in the state and associated travel restrictions but the June cohort did manage to join us for their orientation week. Our GP's took them through a range of skills such as plastering, suturing, Basic Life support, Canulation, ECG's. There were also social events including a pizza and Trivia night. They certainly boosted our trivia teams for that week!

Throughout the year we have had 12 medical students complete their placements with us. Placements ranged from a few days to 6 weeks. All the students found it a valuable experience and were surprised at the large range of services on offer from the practice.

Nursing and other placements were also disrupted with COVID-19 pandemic but we did host 7 nursing students from multiple different universities as well as 2 paramedic students. Students enjoyed learning across all the many skills on offer in our practice including our GP Respiratory Clinic and Vaccination centre. A Big thanks to our nurses for supporting these students to get the most out of their community nursing placements.

Wendy McPhee - Clinical Education coordinator



Photo: One of our intern Doctors, Jackie, made the local paper!

8. Sentinel GP Report

2021 has just been plain hard work, and recognition must be given to everyone on the team, in making a significant contribution to the public health response to COVID 19. The GP respiratory clinic has continued to offer clinical consultations face to face for people with respiratory illness this year. The Doctors, Nurses and Administrative staff have daily donned PPE to work outside in rain and shine. The emergence of COVID vaccines that have been shown to be safe and effective has created another significant body of work for the practice. In the Central Highlands Emerald Medical Group has delivered a significant proportion of first and second doses of both Vaxzeria and Comirnaty vaccinations.

The commitment to the public health response has increased pressures on the practice to continue to deliver our usual services and I want to acknowledge the efforts of clinicians, nurses, and staff in ensuring that access is afforded to those in need. Education and training, too, remains a key role for the practice.



Photo: Our respiratory clinic, which has continued to run every morning to treat patients presenting with cold and flu symptoms and testing for COVID-19

The delivery of supervision to students, interns, registrars, and independent clinicians is critical to ensuring ongoing quality medical workforce in Emerald. I acknowledge the work of Medical Educators for James Cook University Dr Amanda Tait and Dr Gramae Pagel, with support from Dr Tore Nordland in these roles.

In the 20/21 year we farewelled Dr Aamer Sultan who returned to Gladstone and welcomed Dr Siew Goh and Dr Livia Sipetean to the practice.

We celebrated Dr Nikki Harch being awarded her FACRRM

We had Dr David Molhoek and Dr Nipuna Wickremaratne resuming working at the practice 1 day a week each and Dr Brendan Hill recommenced offering skin checks each Friday.

Visiting Practitioner services continued where possible with the COVID restrictions. Retirement of Dr Karen Phillips saw a new cardiologist Dr Anders Taylor start visiting joining Dr Gerard Connors. Dr David Campbell, plastic surgeon, continued visiting fortnightly from Brisbane with a few extra days to meet demand. Dr Kunawarjit Sangla continued monthly visits from Townsville for endocrinology. General Surgeon visiting services were commenced with Dr Raj Kapadia visiting every 3 weeks from Rockhampton.

8. Sentinel GP Report Cont'd

Intern placements continued with 5 interns rotating through the practice for their GP term of 10-12 weeks. Feedback from the Intern program continues to be very positive with the interns enjoying the chance to get to know their patients and experience the diversity of rural general practice presentations. Emerald Employment Medicals settled into the Pilot Farm Road site and offered employment medical services through out with some modification due to COVID restrictions.

Recognition must be given to Renee Barlow who has worked long and hard as our CEO during the pandemic keeping abreast of the myriad of changes that kept rolling through. Acknowledgment also must go to the whole team for continuously embracing the changes needed to adapt to COVID 'normal'



Photo: Our new vaccination fridge stocked with both Pfizer and Astra Zeneca vaccinations.

8. Sentinel GP Report Cont'd

Visiting Practitioners

- The cardiology team from Genesis care (previously Heartcare partners) led by Dr Karen Phillips and Dr Gerard Connors continued to visit twice a month
- Dr David Campbell continued his plastic surgery lists at the clinic on a fortnightly basis followed by telehealth appointments.
- Dr Dr Kunwarjit Sangla, Endocrinologist, continued his visits from Townsville
- Lindsay McDonald continued to provide a visiting Psychology service
- Tracy Taylor, Physiotherapist, continued to support CHH by seeing vocational assessment patients
- CQ Audiology, Howard and Darcy Walmsley increased their service to Emerald by visiting weekly
- Dietitians from CQ Nutrition visited twice each month.
- Elite Injectables continued to provide services from the Emerald Medical Clinic rooms
- Gryphon Psychology began offering services from our rooms
- Emerald Diagnostic Ultrasound relocated to our specialist suites and expanded the services on offer

Ewen McPhee
Sentinel Medical Officer



Photos: The end of two big days of vaccination clinics.

9. Committee Chair Reports.

Better Healthcare Foundation & Community Engagement

With the huge impact of the COVID-19 pandemic this past year, the Better Healthcare Foundation has continued to focus on how it can best be used to improve the health of the community in this new normal. This has included improving access to our facilities, health promotion and health prevention activities.

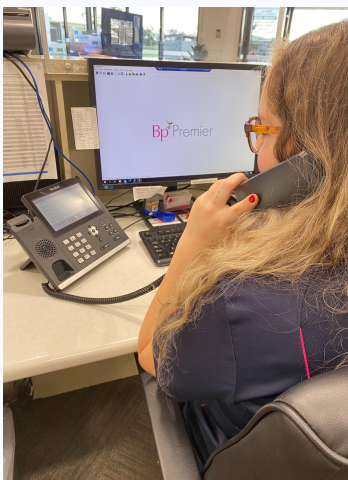
In October 2020 The Better Healthcare Foundation funded the 'Boost Your Health' program, a six week workshop led by Rene Thompson, a holistic health practitioner, and Nancy Leach, a qualified personal trainer and staff member of CHH. They took a group of people from the community, ranging in ages between 16 and 72, through a program to improve their health, wellbeing and overall lifestyle. This program boasted huge success with many participants making positive and lasting lifestyle changes.

This led to a new partnership between Central Highlands Healthcare and Vivid Movement & Performance, a local health and fitness facility in Emerald. This partnership hopes to continue to use funds from the Better Healthcare Foundation to subsidise memberships for patients who are referred by their GPs.

Central Highlands Healthcare celebrated its 5th Birthday in September 2020 with a week of community-focussed events including a Sausage Sizzle, men's and women's health evenings and talks led by CQ nutrition. The women's health evening, led by Dr Gramae Pagel, was a success and participants from different age groups attended to ask questions and meet new people.

Community engagement activities continued to run to the best of our ability despite some challenges due to the pandemic. CHH attended both the careers fair at CQU and the Emerald Show Day this year. Through this we were able to create more awareness around who we are and what we offer to members of our community. Additionally, the coffee shop 'Bean Waitin' ran throughout the pandemic, offering much needed caffeine hits to all staff members and patients as well as supporting the Better Healthcare Foundation.

The foundation also continued to support our patient pick-up service and subsidised health appointments for certain groups, as well as an ongoing development of a community palliative care program which includes the loaning out of palliative care equipment.



One of our receptionists making use of the new phone system that was installed throughout the company.



One family who participated in the "Boost your Health" six week workshop led by Rene and Nancy and have continued to live a healthy lifestyle.



Our staff members dressed in yellow, decorations in yellow and eating yellow food for R U OK day.



The EMG stand set up and ready to go for Show Day.

9. Committee Chair Reports.

Business Development Report

With the difficulties that the whole world has experienced with COVID 19 over the last 11 months, any direct Business Development at the Clinic has been challenging and has encouraged us to think outside of the box. We have maintained consistent in building relationships with local businesses and business development within the community throughout the past year and plans for future expansion are now in the works.

Ongoing leases with local allied health services both within the main clinic and the location on Ruby Street means that our patients have close access to these services and also allows us to build better business networks within the industry. We lease out a number of rooms to services including psychologists, exercise physiologists, dieticians and an ultrasound service.

Early in 2021, the Fairbairn Bakery began to lease the space for the coffee shop allowing patients, staff members and passers by to indulge in a coffee and a pie. And after their own successful expansion elsewhere in town, we were able to offer this space to another small business and support them in their own new journey, you can now visit The Velvet Cafe who are with us on site.

Emerald Employment Medicals has continued to build rapport with local businesses and mines throughout the year with visits from staff members to local mine sites to better understand employer and employee requirements. Ensham also kindly donated around 3000 masks for use in our practice.

Our vaccination and respiratory clinic has also supported a number of businesses in town this year through helping their staff members to meet their vaccination and COVID-19 testing requirements.

Clinton Adams
Business Development Committee Chair



Photos: Dr Haidi and Sean from Emerald Employment Medicals on their visit to Ensham underground mine to understand what kinds of things miners require for their Coal Board Medicals.

9. Committee Chair Reports.

Governance Report

2020/2021 has been a busy one for the Governance committee with a number of external audits occurring throughout the year.

Firstly, we had our Health Services QLD Audit, this allows us to continue to provide QLD Coal Board Medicals services to the community. Secondly, we had our Spirometry audit, ensuring all our internal processes and staff are meeting international standards. Thirdly, we have met the standards for ISO 9001:2015 Quality management certification for the second year. Finally, we have maintained our General practice registration for a further three years. These external audits are essential for our operation and have also given us the opportunity to assess and improve our internal processes.

COVID-19 has also brought unexpected challenges to the year. We have continued to provide a GP lead respiratory clinic, with over 2500 appointments supporting the community. We have now expanded our COVID-19 response to provide vaccination appointments with both AstraZeneca and Pfizer on offer. This has introduced a new way of working, new processes and new policies. Giving us some logistical challenges with delivery, expiry, scheduling and resourcing. However, we are proud to have provided over 2600 vaccinations providing an essential health service to the community.

From a workforce perspective this had been a difficult year. COVID-19 has restricted our recruitment avenues and we are aware this is having an impact on our ability to provide appointments. We are continually looking at new ways to address this concern including Telehealth appointments, providing out of consult prescription options and building partnerships with locum doctors to return.

This year has delivered a number of challenges, but the Governance committee have faced each one with optimism, and a determination to provide the Central Highlands with the best possible health outcome. I want to thank the Governance committee for their approach.

**Pat Lyons,
Governance Committee Chair**

Governance Committee: Pat Lyons (Chair), Paul Bell, Wendy McPhee, Gail Godwin-Smith, Renee Barlow

9. Committee Chair Reports.

Finance Report

2020 was a year of change and unforeseen events, 2021 continued this trend with Covid continuing to affect our daily operations. As a finance team, we have worked closely and tirelessly to navigate the change and position ourselves strongly.

The biggest challenge Emerald Medical Group faced has been meeting the demands and expectations of the community as the pandemic has loomed large around us. Our doctor numbers have remained consistent, but the number of standard appointments we offer has been limited by our commitment to provide service to the GP lead respiratory clinic (GPRC). Our doctors have responded to the demand for appointments by continuing to provide face to face appointments and have expanded their consultations to include tele-health and out of consult script and referral options. Our GP lead respiratory clinic (GPRC) funding has continued to be extended. Under the GPRC we have provided respiratory consultations and, when appropriate Covid testing to the community. In March we expanded the GPRC to include providing much needed Covid Vaccinations to the community. We commenced providing AstraZeneca vaccines with Pfizer following soon after. We are running daily, doctor lead, vaccination clinics. After an uncertain year, Emerald Medical Group has ended with a profit of \$226,596.

Emerald Employment Medicals (EEM) has had its first full year of operation under Central Highlands Healthcare. On a month-by-month basis we have had both ups and down's due to doctor availability with Dr Haidi Messiah having time off this year, however we have been fortunate to back fill EEM with Dr's Sidari, Tait and Zakirova. We have had a strong focus on streamlining our processes and have allocated additional nursing resources to the team to ensure we are running at full capacity. Overall, EEM has ended the year with a profit of \$231,108.

The coffee shop continued to run at a loss to the organisation and after much consideration, we transitioned the coffee shop to an external operator. In March Fairbairn bakery began renting the coffee shop space for an initial trial period of 3 months. Unfortunately, this did not continue and after a short tender period we have found another external operator. We are optimistic that this will continue to provide rental income for the coming year.

This year has been a challenging one for the finance team. Overall, Central Highlands has ended the year with a profit of \$431,881, This profit was largely supported by the government initiatives of job keeper and cash flow boost that certainly supported the operations as the requirements of the pandemic twisted and turned our operating and financial models. The profit has been applied to improve the company's balance sheet position with the funds reducing the company's long-term debt from \$758,000 to \$400,000. Finally, I would like to say thank you to Renee, Wendy, and the administration team for their hard work in managing the business finances during this challenging time.

Greg McDonnell
Finance Chair

Finance Committee: Greg McDonnell (Chair), Paul Bell, Wendy McPhee, Renee Barlow

