



# yackandandah health

## Annual Report

2019 - 2020



Yackandandah  
Health



Residential  
Care



Retirement  
Living



Home  
Services



Medical  
Centre



CARE  
Sanctuary



Little Yacks  
Childcare

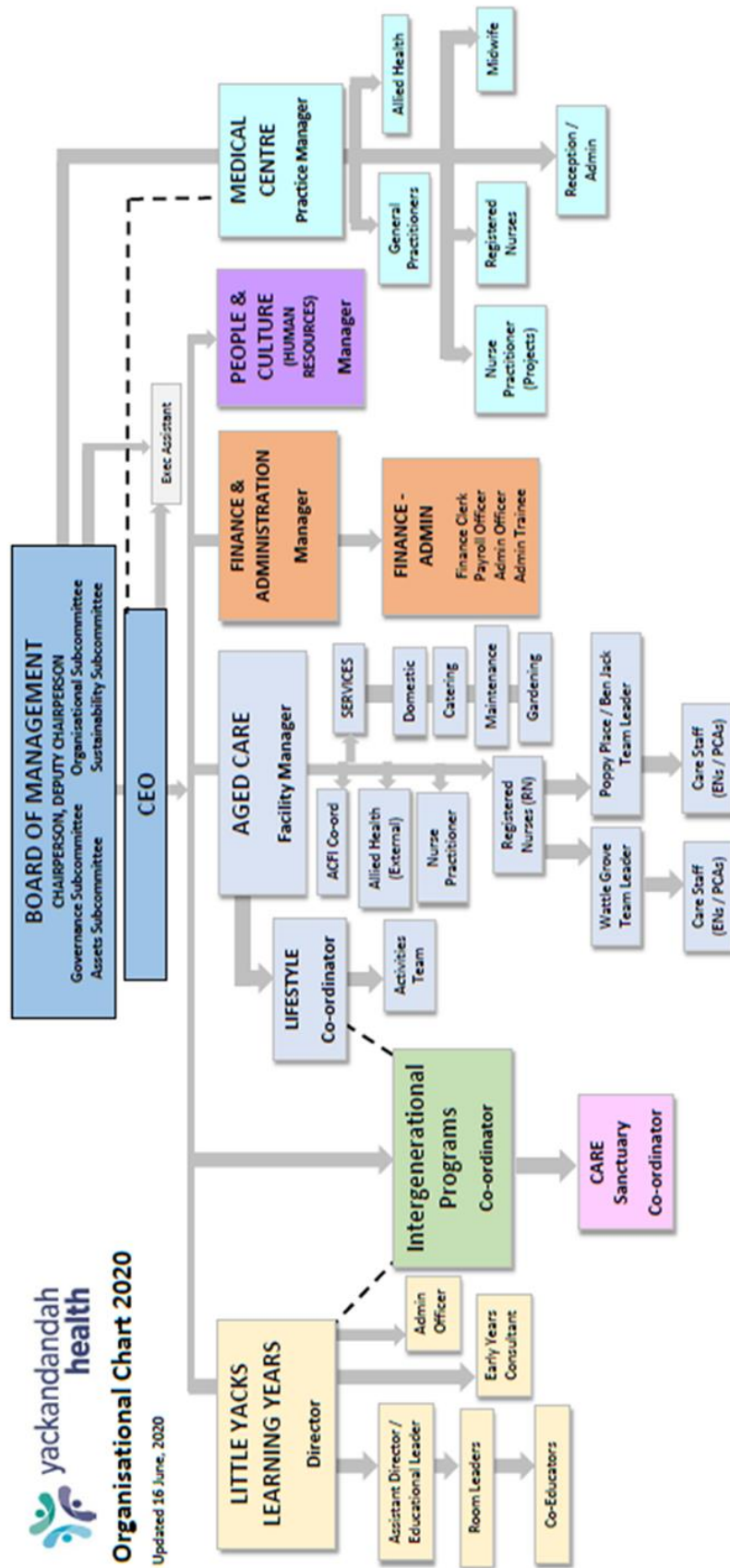


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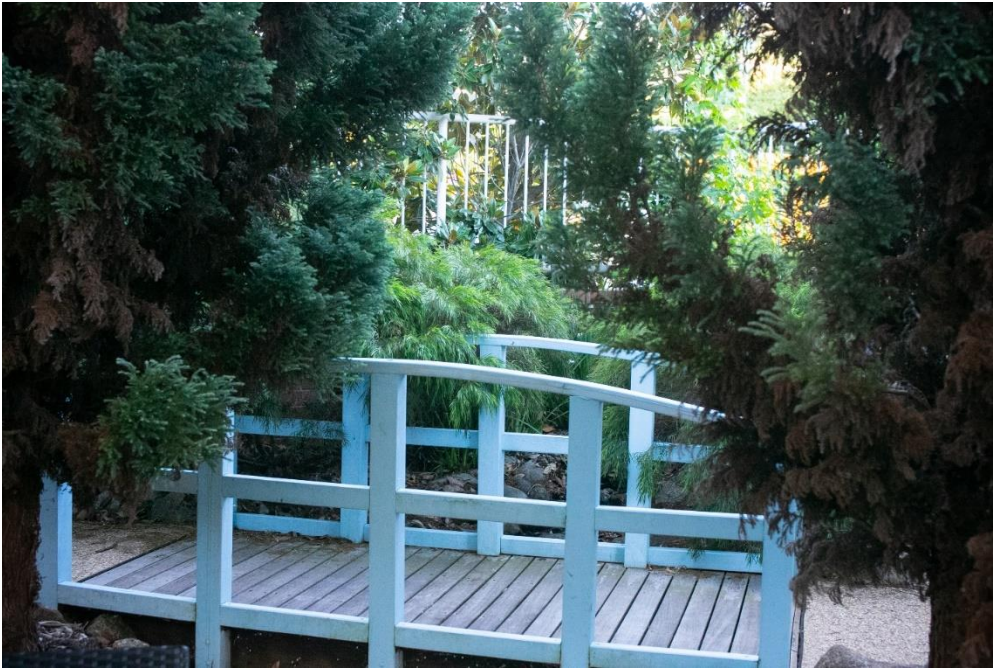
# Organisational Chart



## Acknowledgement of Country

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We begin by acknowledging the Traditional Owners of the land on which we meet today, and recognise their continuing connection to land, water and community. We pay our respects to Elders past, present and emerging.



## Vision & Mission Statement

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As part of our Strategic Review, an updated Vision and Mission Statement has been developed.

### *VISION*

*We are an integral part of the Yackandandah Community;*

*We operate with integrity, social, clinical, environmental and financial responsibility for our residents, our staff and our partners;*

*We are clinical and social care services of the highest quality.*

### *MISSION*

*We provide intergenerational care and services that respond to the needs of our community:*

*Residential Aged Care*

*Medical Centre*

*Allied Health Services*

*Little Yacks Learning Years*

*CARE Sanctuary- Animal & Garden Therapy*

*Accommodation Services.*



## Board of Management



Tricia Glass  
President

*"Yackandandah has been home since 1970. I am passionate about all things 'Yackandandah' and have recently devoted time to 'The Yackandandah Model' being developed by Yack Health."*



Trish Parkinson  
Vice President

*"The current services and future projects for Yackandandah Health are very exciting and I'm keen to work with the Committee to facilitate this progress."*



Marg Hewson  
Secretary

*"I am passionate about quality of care and the enhancement of life as we age. It is wonderful to see the vision of embracing the community come to life."*



Ben Gilbert  
Committee

*"I am a Director of a small sculpture company in Yackandandah. I am a maker of things and interested in the experience of space, and that leads to a quality sense of being."*



Don Crosthwaite  
Committee

*"I have been involved with Yack Health for many years (as an observer) while my wife Pam was Director of Nursing. I have been keen to see the "business" grow and diversify."*



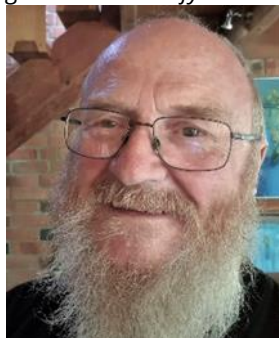
Karen Keegan  
Committee

*"I want to contribute by representing and advocating on the Yack Health Board, for our residents, their families and the community."*



Matt Grogan  
Committee

*"I am a solicitor at Hallidays in Beechworth and Yackandandah. I am a family member and current Chair of TRY (Totally Renewable Yack)."*



Doug Westland  
Committee

*"I'm looking to Yackandandah Health to continue to strengthen every aspect of our whole community's health and well-being."*



Fabian Burder  
Committee

*"I welcomed the opportunity to join the board of Yackandandah Health and I am enjoying the challenges that it provides and the connection with community."*

# Strategic Plan Executive Summary

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In 2019, the Board of Management together with the Executive Management team, developed a two-year strategic plan based on a framework of ten perspectives.

The perspectives are:

1. Vision & mission
2. Shaping the system in which we sit
3. Breadth and scale of services
4. User experience
5. Stability, resilience and adaptability
6. Strategic information
7. Digital information technology
8. Physical environment
9. Organisational governance & structure
10. Raising additional revenue.

These perspectives are embedded and prioritised within our ongoing action plan.

The Board of Management has continued to be supported by committees:

- Governance
- Sustainability
- Organisation
- Assets.

This year saw these committees developing terms of reference that support the governance of the three perspectives: shaping the system in which we sit, breadth and scale of services, and stability, resilience, and adaptability. Through providing key focus and perspective, looking to the year 2020 – 2021 these committees will move forward towards the perspectives of user experience, organisational governance and structure and a further consolidation of financial sustainability.

**'If the sheer joy of striving, planning and achieving evaporates,  
the standard of living and the quality of life deteriorates.**

**That is why a caring community is so necessary for the wellbeing and happiness of all.'**

*My Journey through Time: 1930-2020,  
Judy Brindley, currently residing at Yackandandah Health.*

Judy's words resonate well, when reflecting on the past year. The journey through 2019-2020 has continued to present challenges for Yackandandah Health.

Throughout this period, Yackandandah Health's caring community of staff and volunteers have strived to maintain the health, safety and wellbeing needs of its community.

Under the leadership of Annette Nuck, Yackandandah Health Medical Centre and Little Yacks Learning Years were added to the services offered. The addition of 16 rooms increased the Residential Aged Care places to 77, together with 10 independent units being completed during this growth phase. The CARE sanctuary structure was also developed in 2019.

Yackandandah Health has evolved from its origins as a 'cottage hospital' into a substantial and complex operation needing to meet challenging and changing regulatory and commercial obligations across heavily compliant driven industries - Health, Aged Care, Education, and Medical Practice.

'Growth and change' have therefore been part of our daily life. Change is inherently unsettling for everyone.

Negotiating the everchanging circumstances has at times been tough, but Judy's words have been a constant inspiration as we strive to meet our vision and mission of safe and loving support and service; physically, clinically, socially, emotionally, intellectually and spiritually.

## RESIDENTIAL AGED CARE

- The formal introduction on 1 July 2019 of the 8 new Aged Care Quality Standards required a substantial rearrangement of the operation of our Aged Care service. Full compliance with the new framework has been and continues to be a substantial task in addition to the daily care of our Residents. Meeting these mandatory standards requirements has called for help from a number of specialist consultants.
- Efficiently adapting operational care requirements to the new standards with an older and established workforce has brought about many challenges and significant changes.
- A high proportion of our care staff are at or approaching retirement.



- The introduction of a Nurse Practitioner Module has enhanced our service in the past 12 months.
- The Royal Commission into Aged Care Quality and Safety has kept our industry constantly in the media with its deliberations, investigations and intense scrutiny. In 2019, the Aged Care Royal Commission described the 'Aged Care System' as being "In crisis" . Independent reports have shown that the financial viability of residential services has worsened in 2020, especially with the pandemic.

**'Aged Care providers are being squeezed and must choose between financial viability and providing the level of care that is the minimum standard required to support their residents - an impossible situation. No more 'band aid' solutions!'**

Yackandandah Health's hopes align with LASA (Leading Age Care Services Australia) that the Royal Commission results in the government supporting 'a new aged care system that meets the needs and expectations of older Australians; a system that is sustainable and enables individuals and organisations to deliver it with quality and compassion'.

The Royal Commission final report is due in February 2021.

#### LITTLE YACKS LEARNING YEARS (LYLY)

LYLY offers a long day care service (7.30am to 6pm) within the confines of a hospital building. The unique community, size and education of this service has attracted many local families. We currently support 68 families. Embedding the full requirements of national and state standards continues, as the service responds to needs of the community. (Report page 13)

#### YACKANDANDAH HEALTH MEDICAL CENTRE

The governance and operation of this service has evolved and grown in a short space of time. This includes a doctor's service, a niche women's service under the guidance of a specialized nurse practitioner and a midwifery service. (Report page 11)

Over these 'business as usual' management and governance challenges, our community has been confronted by unprecedented circumstances. The end of 2019 saw a Bushfire Emergency and a need to position each of the Yackandandah Health's services in line with regional emergency plan arrangements. This required establishing safe protocols and procedures. We worked with the community and the region to ensure emergency plans and procedures were in place and understood.

This impacted significantly on staff wellbeing, as they continued to make daily decisions to attend work or to protect their family and property.

The extent and unpredictability of the Bushfire Emergency and then the emerging Pandemic in early 2020 made the planning of normal operations impossible. During this time Yackandandah Health has continued to build leadership to promote a culture of caring for our community according to its needs, whether that be families at LYLY, or medical services at YHMC, or supporting those growing older in Residential Aged Care.

The year in question has ended with Yackandandah Health being greatly strengthened in negotiating the challenges just described.

- It has stress-tested our working arrangements resulting in very substantial improvement.
- It has stress-tested our staff, resulting in some renewal.
- It has stress-tested financial sustainability, resulting in new and enhanced accounting processes.
- It has stress-tested our voluntary Board of Management, resulting in improved governance, organisational systems and processes across all of Yackandandah Health's Services.

**Judy Brindley helps us with another aphorism.**

***'Life has not always been a bitumen road, although the few potholes and muddy patches which I encountered during my journey have been speedily and easily repaired.'***



The rapidly developing pandemic of COVID-19 has preoccupied our operations throughout the rest of the year, requiring new 'COVID safe' operating arrangements in all of our services. These have been subject to constant change, often daily as the pandemic evolved, resulting in:

- Significantly enhanced infection control measures throughout our operations,
- Severe restrictions on movement of staff and residents,
- Border closure, limiting available staff pool,
- Establishment of breakout ward (Old Hospital),
- Curtailment of the CARE and Intergenerational programs,
- Severe restriction on family and friends' access to the services
- Curtailment of all volunteering and associated activities
- Disruption to resident lifestyle and programs,
- Essential extra staff education and training, donning and doffing PPE gear,
- Increase in staff on floor for infection control,
- Limited access to staff areas for all centres,
- Limited sharing of resources across services,
- Increased financial cost,
- Staff living with increased work requirements, and
- Introduction of isolation and breakout rooms.

Over this period however, we have successfully:

- Maintained Yackandandah Health COVID-19 free,
- Been audited for COVID-19 safe practice and rated 5 stars!
- Introduction of new lifestyle programs including the donation funded "Tovertafel",
- Continued to provide a happy and safe living and learning environment,
- Maintained all services with a constantly changing workforce, and
- Maintained and grown our gerontologist/nurse practitioner model to include a new doctor and a specialist gerontologist doctor service via telehealth.

## Aged Care Services

Nicole Anstis – Care Manager

What a very busy year 2019 to 2020 has been for Yackandandah Health, in relation to Aged Care, and also Yackandandah Health as a whole. Unfortunately, we have had changes in management and CEO roles at the same time COVID-19 became part of our lives. We rode through those rough patches due to the teamwork we have within the facility and have undertaken some improvements along the way.



We were able to purchase some much required equipment, including slide sheets so all residents had their own reducing the risk to residents skin when repositioning them, new air mattresses to also assist with pressure care, new slings for the lifters so that residents have their own individual slings stopping the need for sharing, and new linen skips with lids to reduce risk of infection spreading.

We implemented improved systems including new wound charting and new medication management practices. This is focused especially on the medication trolleys, by providing individual containers for each residents non-packed items, so as not to mix with other residents items, therefore reducing infection risk and medication incidents.

Then COVID-19 hit in early 2020. What a big change for everyone worldwide. We put into action a working group to oversee this very difficult time. Mask, shields, gowns and gloves became part of our daily lives.





Isolation rooms were developed, restrictions were put into place for visitors and families. Doors were locked around the facility to reduce traffic throughout the building, ensuring all visitors and staff entered via the front door to be screened appropriately. This was difficult for all involved, but mostly for our residents, who had long periods without seeing family, friends or community. To combat their isolation, we had tele calls available using phones and iPads, so they could see who they were talking to, not just hear them. We increased staff one on one time with residents and our continuing lifestyle program became a valuable part of daily life.



The year 2019 – 2020 did not begin as unusual as it was to become for the Medical Centre, thanks to COVID-19.

Brentnalls Health conducted a Practice Assessment on behalf of Yackandandah Health of the Medical Centre. From this many achievable outcomes have been realised, in particular:

- the investment of a dedicated Practice Manager to provide leadership and direction for the practice,
- implementation of strategy to retain, recruit and appropriately contract GP resources,
- focussed utilisation of the skills and abilities of current nursing staff to enable them to work at the top of their scope of practice,
- improved chronic disease management processes,
- structured and timely financial and operational reporting to the Board from the Board Sub-Committee.



Our Women's Health Clinic started in August, led every Tuesday, by our Nurse Practitioner Vanessa Page and this service has been well received. Even with all the difficulties that COVID-19 presented, Vanessa was able to run a successful Women's Health Webinar and information session.



Due to increased demand, our Midwife Care program, led by Midwife Louise Thornton and GP Obstetrician Dr Tess Goodwin, increased to a weekly clinic. Louise also developed the Yackandandah Pregnancy Journey Map to help our parents-to-be better understand exactly what is recommended during their pregnancy journey and when.



With the onset of COVID-19, the staff at the Medical Centre undertook many changes in response to the rapidly changing situation. This was apparent by having to limit the number of face-to-face appointments and encouraging telehealth consults, adapting to masks and face shields, gowns and surgical scrubs. We thank our patients and community for all their support and understanding during this difficult and unprecedented year.

We have had some wonderful new staff join the team since July 2019 and sadly, said farewell to others. In June we welcomed our new Practice Manager, Emma Atkin, who has been instrumental in updating and improving our systems and services for the community.

Claire Pyper, our new Practice Nurse, also joined the team in June, and works closely with our GPs developing Care Plans and Health Assessments and is our Wound Care Specialist.

## Little Yacks Learning Years

Sarah Ganeo - Director

Over this 12-month period, the LYLY service has been enhanced and developed to provide a sustainable learning environment that aligns with National and State Early Years Learning Frameworks. In achieving this, the staff have critically reflected on the mission, vision, goals, and objectives of Little Yacks Learning Years.



LYLY 2019-2020 achievements are detailed below.

NAME CHANGE - 'Little Yacks Childcare' has been renamed 'Little Yacks Learning Years (LYLY)', aligning our service with the Early Years Learning Framework (EYLF) and the National Quality Framework (NQF). This educational service provides more than care for children. LYLY builds responsive and respectful relationships with children and their families to promote children's sense of security and belonging. The service creates educational programs that are child-centred, stimulates and maximises opportunities for enhancing and extending each child's learning and development (NQF).



**NEW PHILOSOPHY** - A new philosophy was created to guide and influence educators' pedagogical practices. This philosophy ensures all educators at LYLY provide a welcoming space for children and families, focusing on inclusion, belonging and sustainability. Further, LYLY and YH will collaborate through the Intergenerational Program and connect through early intervention services.

**INTERGENERATIONAL PROGRAM** - Due to COVID-19 LYLY and YH were faced with challenges in conducting intergenerational experiences. YH's priority is keeping children and residents safe during these taxing times. LYLY aims to introduce a COVID-19 friendly Intergenerational Program that aligns with the State and National Guidelines.

**EDUCATIONAL TEAM** - In the last 12 months, LYLY has built a stable, skilled, and professional team of educators whose pedagogical practices are consistent and align with the Early Years Learning Frameworks.

**COMMUNICATION TOOL** - LYLY introduced Storypark as part of their documentation and communication process. A private online service that helps teachers, parents and families work together to record, share, and extend children's learning. This program captures a child's learning through photos, videos, stories, moments, notes and responses.

**UNIFORMS** - Comfortable t-shirts are available for children enrolled at LYLY. LYLY introduced uniform for all educators. This uniform creates familiarity for children, positive identity for our service, and advertises LYLY's name and logo in the community.



**EXTERNAL AND INTERNAL REFURBISHMENT** - A staged redevelopment of outdoor spaces has begun to provide natural play spaces that promote social interaction, independence, and autonomy.

## Yackandandah CARE Sanctuary

The Board of Management again congratulates Tijana Simic on her dreaming, researching, and development of the CARE Sanctuary concept and business plan. Congratulations also to Chris Gilbert and his team, for their design in repurposing the water tanks on the grounds of Yackandandah Health to provide animal housing and education spaces in the back yard of the Residential Aged Care home.



Also, special thanks to Ben Gilbert of Agency of Sculpture, for successfully managing and bringing the building project to completion. We also recognise and thank the wonderful volunteers who have made many and varied contributions, and in particular, Paul Scannell, for his time and expertise in the garden spaces.

The proposal was framed around the 'Pick My Project', a \$30M Victorian State Government initiative "to help make local communities an even better place to live in". The project grant was formally acquitted in April 2020.



*Looking splendid with the Garden Club's plantings.*



Yackandandah CARE Sanctuary's vision is animal and gardens for all, and its mission is to build community cohesion and improve wellbeing through positive engagements with animals, gardens and education. Yackandandah Health further extended this vision to offer an Intergenerational Care environment.



*Jane Donaldson, Tijana Simic, Rose Crook and Janne Oborn planting a Walnut tree outside Mt Jack.*

***We look forward to sharing this wonderful community asset when we can officially celebrate.***

To all of our very special volunteers, gardeners, singers, crafters, cooks, pet visitors, guest speakers, entertainers, pastoral care visitors, chaplain, clergy, drivers, and friends, we have missed you.



*Volunteer Christmas Gathering 2019*

Yackandandah Health has around 40 regular volunteers who play an integral role in providing support, companionship, entertainment and community connectedness for our residents and their families. Working closely with our lifestyle team and our care staff, our volunteers are an important component of the fabric of our day to day lives.



Despite the last 6 months of this year in question, our volunteers were front and centre of daily life at Yack Health. In November and December, the Ladies Fitness group were joined by the Garden Club, who had raised over \$1000.00 prior towards the tree planting, creating a new community area behind the Hospital.



# Yackandandah Men's Shed

Frank Burfitt

In spite of COVID-19, our accomplishments this year have included improving health and wellbeing. We have had presentations from Dr. Rebecca McGowan on mental health, Phil Cleary on domestic violence, working on the Ageing Well project with Indigo Council, along with working bees where members worked together collecting firewood and gardening.

We improved our Shed facilities by installing a security camera system, purchasing a newer, modern computer system, introduced a risk management system and we built an outdoor work area.

We have continued to provide a sense of belonging with activities designed to get guys chatting to each other. This has been through dedicated gatherings over a "cuppa", for an hour, each meeting day. Amongst our schedule, we conducted the "How's your Mate" program in which we learnt to check on the wellbeing of members and others in the community through members external working bees e.g. wood collection and projects, lunches at The Yack Shack on meeting days and the implementation of monogrammed shirts.

We have continued to improve our facilities, constructing a temporary outdoor working area, a verandah on the south side of the shed, and the kitchen floor tiled. The Men's Shed membership stands at 42, of which we regularly get 25 members on a Tuesday, with attendance at our working bees of more than 10 members on a given day.



This year we have supported our various community organisations:

Yackandandah Kindergarten, Little Yacks Learning Years, Yackandandah Health, Osborne's Flat Primary, Yack Community Development, Anglican Op Shop, Yack Lions, Yackandandah Golf Club, IGA Supermarket, Yack Arts, Indigo Valley Primary School, Albury Pony Club, Catholic Church and the Bee-Keepers group.

## Apartment Living

The first six Apartment owners have settled well into their new homes and are enjoying the benefits of the facilities and grounds of Yackandandah Health.

The Community Garden Day was a great success in November 2019. The members of both the Garden Club and the Ladies Fitness Group, along with other volunteers and children from Little Yacks Learning Years, came to plant trees around the back of the facility and the area of the future Care Sanctuary, which they had donated.

The Wicking Vegetable garden beds were established with the children's' help, supervised by Hannah and Cecilia. 2020 brought restrictions to access both through bushfire smoke and COVID-19, but the residents of the apartments have derived much support and companionship amongst themselves, secure in their own little bubble within the community of Yackandandah Health.



*Volunteers and children from the Yackandandah Kindergarten, with Cecilia Glass and Hanna Lora Trembl*

The remaining 4 units were occupied at various times by senior management personal as they commenced their roles in Yackandandah Health. The Community Unit has housed GP locums, people requiring respite or visitors spending time with families. Future plans include further development of the grounds around the units.

### **“Yackandandah! It seemed like the back of beyond.”**

This was the thought Patricia Beatty had when she was sponsored by the Bush Nursing Association of Victoria at 17 years of age. She came from St Vincent’s Hospital, Dublin with 1000 beds, to a Bush Hospital, which accommodated 25 people in NE Victoria. Pat stayed and went on to be elected to the Committee of Management of the Yackandandah Bush Nursing Hospital in 1977.

Yackandandah went onto become home to Pat and her family of seven children. To this day, she is known by many locals as Dr Pat from the time when there was no Dr or GP available at the Hospital. She was a volunteer for many years, with the attitude, “No matter how uneducated or handicapped one might be, everybody has a talent which should be explored.”



Pat further offered her services in welfare to the Kiewa and Ovens Valley Health Services Association. The concept of a district nursing service in the Yackandandah area was put to the Wodonga District Hospital, and this started with a day care centre and a home help service.

**As a Nurse we have the opportunity to heal the mind, soul, heart and body of our patients, their families and ourselves. They may forget your name but they will never forget how you made them feel.”**

*Karen Hyde, Enrolled Nurse, Poppy Place*



Judy Brindley, who trained as a nurse at Albury Base Hospital in 1948 was asked, 'What is the biggest change that you have seen in nursing?'

"All training was done in the hospital, and you were overseen by the Teaching Sister for the initial 6 weeks. You had to live in, with your board, meals, and uniform cost all deducted from your wage. If you married, you had to leave. I was in a group of 6, and we developed lifelong friendships. Our accommodation was a single room, about 2.5m wide by 3m. You slept on a narrow bed, with bedside drawers and two small wardrobes in the room. There was no heating or cooling, and the communal bathrooms and toilet were down the hall."

"Your level of knowledge was identified by the number of stripes on your cap, none to two stripes. Once you graduated, the coveted veil was worn. Matron was the ultimate authority,



*Judy Brindley, Resident*

they were generally fair, but tough and expected high standards of care for patients. Woe betide you if the bed corners were not crisp or the charts not up to date. Juniors had to stand back and allow senior staff to go through doors ahead of them."

Yamaroo is home to both Judy and Cate Rodda, certainly our figureheads as we Celebrate "2020, The Year of the Nurse and Midwife." Throughout the year there have been multiple celebrations including YBNH Badges of Service presentation, morning teas and celebrations of Service.

**"It is wonderful to be involved in a community that cares."**

*Maggie Sinnott, Registered Nurse, Wattle Grove*



*Sister Pat Beatty, known to Yackandandah as 'Dr Pat'.*