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## ANNUAL REPORT 2020/2021

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Marking the extraordinary times facing our community, forcing a reshaping of service delivery, during the **COVID-19 PANDEMIC 2021**

# BALMORAL BUSH NURSING CENTRE



**Front cover: BBNC Health Service Manager Lisa Hutchins, Administration Officer Nicole Lease and Balmoral Community College Principal Joanne Amott were thrilled by the community involvement and contributions to the annual Share the Dignity initiative. The success of this project highlights the importance of our strong community partnerships such as the one we share with BCC, working together to support our community during the uncertain times of the COVID-19 Pandemic. Friends, members and staff of the Centre along with students, teachers and friends of the College teamed up for the benefit of others experiencing greater challenges and adversity.**

**Acknowledgements:**

**Layout & Design: BBNC Staff / A Quinsey, K McElgunn**

**Printers: SpecPrint, Hamilton**



**The Balmoral Bush Nursing Centre respectfully acknowledges the traditional owners of the land on which we work and live and recognise the continuing connection to land, water and community.**

**We pay our respects to Elders past, present and emerging.**

Connecting people  
 through quality, safe care locally

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# OUR BOARD



**Neville Trotman**  
PRESIDENT

Bachelor of Commerce,  
Diploma of Education,  
former Principal  
Elected: 2011  
Board Meetings Attended: 7/7



**Mardi Johns**  
VICE PRESIDENT

Principal Solicitor, Johns Legal  
Bachelor of Laws & Legal  
Practice (Hons)  
Bachelor of Behavioural  
Science  
Graduate Diploma Military Law  
Nationally Accredited  
Mediator – Pending  
Elected: 2020  
Board Meetings Attended: 5/7



**Ryan Lloyd-Jones**  
TREASURER

Teacher: Bachelor of Mgt.  
(Info & H.R.) Graduate  
Certificate Supply Chain Mgt  
Graduate Dip Education  
Elected: 2015  
Board Meetings Attended: 7/7



**Megan McLeish**  
BOARD MEMBER

Diabetes Educator /  
Registered Nurse  
Diploma Applied Science  
(Nursing), Bachelor of  
Nursing, Graduate Diploma  
Acute Cardiovascular  
Nursing, Diploma of  
Management, Graduate  
Certificate in Diabetes  
Education & Healthcare  
Elected: 2018  
Board Meetings Attended: 7/7



**Brent Read**  
BOARD MEMBER

Leading Senior Constable,  
Victoria Police  
Elected: 2018  
Board Meetings Attended: 7/7



**Aira Kemister**  
BOARD MEMBER

Former Registered Nurse &  
Farmer  
Certificate in Small  
Business Management  
Elected: 2019  
Board Meetings Attended: 6/7



**Martin Rowe**  
BOARD MEMBER

Retired businessman  
Hobby farmer  
Former logistician  
Elected: 2020  
Board Meetings Attended: 1/3

*We are grateful to our community volunteers who serve on our sub committees:*

- Rosey Leeming (Volunteer)*
- Clare Ryan (Balmoral Development Association)*
- Jo Amott (Balmoral Community College)*
- Phil Benbow & Jim Falla (Ambulance Victoria)*
- Tim Fry (SES)*
- Ann Vaughan (Harrow Bush Nursing Centre)*
- Cherie Hobbs (Uniting)*
- Beth Smith, Robyn Blake, Carol Ellis & Nancye Merryfull (Balmoral Opportunity Shop)*
- Tom Simons (Balmoral Bowling Club)*

> **Board members representing BBNC at the Balmoral Easter Market, promoting the service and raising funds.**



# PRESIDENT'S REPORT



It has been a year of immense challenges and huge achievements.

The Coronavirus (COVID-19) Pandemic has impacted strongly on our organisation with the Board and operational staff adjusting their respective activities and workloads, significantly, to ensure continued service provision. Our Centres active COVID-19 education and support of individuals, business and community organisations is an aspect of operations that once again highlights the importance of this Centre to its isolated rural community.

In the Capital works area, and after more than six years work, the colocation of Ambulance Victoria to our site has finally been achieved. At a cost of around \$700,000 this cooperative project, the first of its type in Victoria, greatly enhances the partnership we have with Ambulance Victoria and our ability to continue our work with them in the provision of emergency response services to this isolated rural area. This is a significant achievement in improved Health Service facilities for our community. We thank the Victorian Government for their contributions through Ambulance Victoria, \$450,000, and DHHS, \$209,000, and Don and Jill Cant for their wonderful support.

By the time this report is presented, a \$170,000 refurbishment of the rest of our Centre, to achieve National Health standards in Safety and Security, will also be completed. In addition a technology upgrade of some \$40,000 and Landscaping project of around \$25,000 complete a very busy year in assuring that our facilities meet standards and the service provision needs of our community.

We thank the Victorian Government (DHHS), Bendigo Bank, Balmoral Opportunity Shop and the King Beard Project (Craig King) for their contributions to these projects.

These are high-end projects and achievements of which we can be proud, but members should also be aware that these are also extremely high risk activities to our small organisation. They expose us to extreme risk in the financial and staff workload areas. To this end, I wish to thank staff, partnership organisations, contractors and community individuals and organisations who have generously contributed in a variety of ways to ensure the successful completion of these projects.

During the year a workforce plan was also undertaken in preparation for a future directions consultancy. It assessed our current staffing profile and appropriateness in the context of delivery of core services into the future. An understanding of our current staffing capacity and scope of practice is of vital importance to our Board. It allows us to consider risk to the organisation in supporting and providing opportunities for our most important asset - our staff.

Our Board has also been involved in an extensive project to review governance and management operations. This project resulted from risk management considerations relating to future viability in these areas and has been conducted jointly with the Harrow and Dartmoor Bush Nursing Centres. It was instigated at our request and supported with funding, for consultancy services, from the Department of Health.

Considerations have included in depth analysis of current operations and possible future directions. Options looked at have included: opportunities for co-operation, shared management and/or Board structures, a merger and working with or under other Health or Private organisations.

By the time you read this report, the Joint BNC Project Group will have completed their final report for Board consideration. Members should be aware that this is a due diligence study prior to engaging in community consultation regarding any future changes, should individual Boards decide that such change is necessary.

Although no report is yet to hand, it seems clear that our communities cannot expect current management and governance arrangements to meet their needs into the future. I expect to be in a position to report more fully on this at our AGM.

Members should also be aware that whilst we as a Board work to address the above risks within our current financial and funding arrangements, the greatest threat to future sustainability continues to be inadequate operational funding to meet the clinical, management and governance expectations of our Department of Health Service Agreement.

Clearly we are very grateful for the Government and Department funding support of the above capital works and research projects. On the other hand in the area of operational funding we once again face, and are frustrated by, a funding indexation figure of two per cent that is well below actual enterprise bargain and other operational cost increases associated with our service agreement delivery.

The Staff and Board are currently developing the 2021-2024 strategic plan which will reflect the work and concerns discussed above.

My thanks to all Board members for their valuable contribution. Their role is at times complex and demanding but highly valued by staff and the community. In particular my thanks are extended to Martin Rowe who retired from his role this year.

In closing, and without mentioning individuals, I would like to acknowledge and thank staff for their outstanding contributions throughout what has been a very challenging year. Their work as a team to maintain our services and achieve so much extra, in a single year, whilst working within COVID-19 regulations, under constant capital works situations, covering significant sick leave and staff shortages has been simply extraordinary – we thank you.

A handwritten signature in black ink, appearing to read 'Neville Trotman'.

**Neville Trotman**

**President, Balmoral Bush Nursing Centre**

# BBNC COMMUNICATION/STRUCTURE



## BALMORAL BUSH NURSING CENTRE BOARD



**Jodie Russell**  
EXECUTIVE ADMINISTRATOR



**Lisa Hutchins**  
HEALTH SERVICE MANAGER

BOARD  
SUB-COMMITTEES

EFFECTIVE  
RESOURCING

COMMUNITY  
ENGAGEMENT

SERVICE  
QUALITY



**Anita Weaver**  
QUALITY & RISK  
ENVIRONMENTAL  
SERVICES  
COORDINATOR

ENVIRONMENTAL  
SERVICES STAFF

CAPITAL WORKS  
AND PROJECT  
MANAGEMENT



**Jodie Russell**  
ADMINISTRATION  
COORDINATOR

ADMINISTRATION  
STAFF



**Kim Dufty**  
CLINICAL NURSING  
COORDINATOR

NURSING  
STAFF



**Rebecca Kearns**  
COMMUNITY  
SERVICES  
COORDINATOR

RESPIRE &  
COMMUNITY  
SERVICES STAFF

DISABILITY  
SERVICES STAFF

CASE  
MANAGEMENT

VOLUNTEERS

MEN'S SHED

# HEALTH SERVICE MANAGER'S REPORT

As we faced another year of challenge impacted by the COVID-19 pandemic, we are proud of delivering ongoing safe healthcare service to our rural remote community.

Personally, it has been one of challenge as I unfortunately faced a period of extended sick leave. I am very thankful to Kim Dufty and Lisa McClure for stepping forward into the Acting Health Service Manager role and all staff for supporting them during this time.

This year has tested our succession plan and organisational structure capacity. I am very proud of the organisations achievements over the past twelve months.

I thank the Board for their support and exceptional performance with several high-risk projects and activities undertaken and completed.

One of the most significant bodies of work undertaken is our Future Sustainability Project in partnership with Harrow and Dartmoor BNCs. This work is brave, forward thinking and will provide the Board with the information they need to make very important decisions moving forward. Rest assured all Board members carry the weight of the importance of any future decision making and seek to ensure the best possible outcome for our community.

We have completed our shared management arrangement with Dartmoor Bush Nursing Centre as at the 30th June. Carmen Smith has been appointed Manager at Dartmoor and we wish Carmen all the best in the role moving forward. This strong ongoing relationship continues to deliver operational efficiencies at both sites and significant resource savings for the health sector in our catchments.

Harrow Bush Nursing Centre also continue to work collaboratively with us. Their capital project is one example of transferring learnings (design, public information, project support documentation, contractor) from our completed project to value add and reduce duplication. We wish them well with their project and it will be fantastic to have both health services developed to best practice standards, benefiting both communities.

Capital works aside, our staff continue to be our most important asset. What an amazing performance by the team this year. Administration staff have multi tasked to maximum capacity, everyone has played a role in COVID-19 risk assessment, screening and implementation of our frequently revised COVID-19 plan. Three nursing staff have completed additional training to administer COVID-19 vaccinations and have assisted WDHS and Coleraine Casterton medical staff with vaccination clinics. Community Services have gone above and beyond to ensure meal delivery and support visits during periods of lockdown and program continuity wherever possible. Our staff expose themselves to risk every day, which in turn impacts the choices they must make outside of work with regard to social distancing. I thank all of our families for the role they play in supporting this risk management and acknowledge the toll it can take.

I would also like to acknowledge the work of our Administration Coordinator Jodie Russell who has unfortunately resigned after 11 years of service. Jodie has been instrumental in transitioning our administration area into a well-structured efficient environment, always striving for the highest professional standards. Thank you Jodie, for your significant contribution over many years and for being such an important and valued member of our BNC family.

The COVID-19 pandemic will continue to challenge us moving forward. Rest assured we will place the highest priority on keeping our community safe and will continue to partner with our community to achieve this. The key to keeping our community safe into the future is herd immunity via vaccination. I cannot stress and promote this enough. Please, if not for yourself, for your family, your elderly neighbour, for the friend undergoing cancer treatment, for the child yet to be eligible for vaccination. Step forward. GET VACCINATED.

**Lisa Hutchins**

**Health Service Manager, Balmoral Bush Nursing Centre**



“COVID-19 is the greatest public health challenge we have faced as a generation to date. Protecting our community is our primary focus and we will work with all partners at a local, regional, state and national level to achieve this.”

“Rural remote communities have no less entitlement to best practice care than our metropolitan counterparts.”

“Quality and safety is achieved in partnership with the client. If you're not happy, we are not happy. We must work together to achieve continuous improvement in all levels of the organisations.”

“Tell us what you think, in person, via email, in writing. We are listening.”

# Our Vision Our Values

Connecting people through quality, safe care locally

## BBNC OPENS

July 4, 1925

Mrs Ethel Wood and Lady Smyth were the inaugural executives and faced many challenges establishing the service. Throughout the first year the Bush Nursing Centre provided 447 visits, 81 days in residence, 10 all night sittings and 11 maternity cases.

1925

1928

Volunteers built the original Centre in 1928 on land donated by Mr A J Walter.

## BBNC BUILT

TEAMWORK



## BBNC PROGRESSES

The current site, 26 Bell Street, was purchased in December 1970, and opened in 1972. As the service expanded, the residence was converted to make way for increased services.



1970

1990



1994

Commonwealth funded Respite Program commenced.

## BBNC FUNDED

## BBNC DEVELOPS

A capital redevelopment resulted in a function room, which provided the physical capacity for modern service delivery.

RESPECT

1997

2006

As the Centre grew, governance needs changed. The Committee of Management became a Board. Community members from all walks of life gave their time as volunteers to better the service. In 2006 a major facility redevelopment was completed.

## BBNC GROWTH

ADAPTABILITY

## BBNC TECHNOLOGY

In 2012 technological advancement allowed the BBNC Board to try something new. Melbourne-based Dan Pekin was the first board member to serve remotely and attend meetings via video link.



The initiative enabled the BBNC to utilise technology and attract Board members with specialised skills to our governance group.

2012

2015

90 years of Bush Nursing in Balmoral was recognised with a community celebration and the unveiling of an honour board recognising nurses who worked as sole Bush Nurses or Centre Managers.

## BBNC CELEBRATES

COMMUNITY



## BBNC EXPANDS

The neighbouring residential block was purchased in strategic pursuit of future sustainability and advancement of our ever developing service.

ADVOCACY

2017

2021

Completion of construction of the BBNC/AV colocation facility, the first in Victoria, enhancing emergency response in the community.

## BBNC PARTNERSHIPS



# BBNC Strategic Plan

# BBNC Board

## Strategic Themes Service Quality

### Delivering safe quality services

- ✓ Implementation of a revised Clinical Governance Plan based on DHS Victoria Clinical Governance Framework, National Clinical Governance Framework and NSQHS V2 Standards
- ✓ Ongoing Memorandum of Understanding (MOU) with Western District Health Service to support clinical governance, case review and quality and safety
- ✓ Further development of board reporting that supports effective decision making and risk management
- ✓ Completion of "Workforce Plan" and "Future Sustainability" consultancies to assist board decision making
- ✓ COVID-19 risk management across all levels of the organisation
- ✓ Ongoing education (both compliance and developmental) to support staff in safe, best practice service delivery
- ✓ Review and monitoring of credentialing process and scope of practice process for staff and visiting service providers
- ✓ Completion of capital works and commencement of operational planning of the Ambulance Victoria colocation project to enhance a timely, high quality response to medical emergencies
- ✓ Completion of "Safety and Security" project and IT and phone upgrade projects
- ✓ Awarded three year accreditation under the NDIS and Home Care Standards National standards

## Strategic Themes Community Engagement

### Linking with and knowing our community

- ✓ Engagement with our consumers and broader community to strengthen required supports, responsive to the COVID-19 pandemic
- ✓ Community Engagement Meetings delivered providing opportunity for input from consumers, community groups and clubs and the broader community
- ✓ Partnering to promote Chameleon Arts and local government programs and projects
- ✓ Balmoral Opportunity Shop partnership to deliver support to our communities most vulnerable and promote the wonderful volunteer work delivered by the "Op Shop" team
- ✓ Facilitation of the Balmoral Men's Shed program supporting a range of initiatives in beautification and maintenance of community projects
- ✓ Active collaboration with Dartmoor and Harrow Bush Nursing Centres to collectively promote small rural health service delivery in supporting good health in rural isolated areas

## Strategic Themes Effective Resourcing

### Enabling service quality and development

- ✓ Implementation of "Best Practice" client management software
- ✓ Additional RHIF (Rural Health Infrastructure Fund) funding successfully accessed from DHS to assist with capital projects, enhancing quality and safety and enabling project completion
- ✓ Continue to actively negotiate with DHS a fair and appropriate resource allocation for all staffing EBAs and future service sustainability
- ✓ Continued review of staffing base and role integration to maximise employee capacity
- ✓ Accessed Rural Lap (Commonwealth funded nursing relief fund) to support nursing staff leave replacement in partnership with Harrow BNC
- ✓ Fundraising and donations promoted mindful of broader community project completion and community capacity
- ✓ Opportunity Shop donations received with thanks
- ✓ Preferred supplier list tendered with successful allocation of all subcontractors to ensure high quality, timely service delivery
- ✓ Effective budget performance in a climate of extreme challenge impacted significantly by a required COVID-19 response
- ✓ Strengthening of Bendigo Bank partnership seeing investment in our service and our community



1

Clinical Governance



2

Partnering with Consumers



3

Preventing & Controlling Healthcare-Associated Infection



4

Medication Safety



5

Comprehensive Care



6

Communicating for Safety



7

Blood Management  
Not applicable



8

Recognising and Responding to Acute Deterioration

# BBNC Quality, safe care locally

# FINANCIAL PERFORMANCE OVERVIEW 2020-2021

The past financial year has been a unique one, largely due to the continued impact of COVID-19 and undertaking major capital works. Astute financial management has been vital in resourcing the ongoing regular health needs, as well as finally seeing the fruition of the Capital Works Projects (Ambulance Victoria Colocation project and Safety and Security project.) Finances in relation to the **Capital Projects** are accounted for separately on page 11.

This year, Victorian Department of Health and Human Services funding contributed 71.11% of our revenue (from 72.26% last year (2019/20) and 66% the previous year (18/19). There have been significant cashflow movements in the financial reports, largely associated with ensuring continuity of the capital works projects, as well as staff entitlement payments. Grants through the **RHIF (Rural Health and Infrastructure Fund)** were significant in enabling capital works to be undertaken in order to meet minimum national standards for workplace safety. **Ambulance Victoria** were also a significant contributor, working in partnership with BBNC for the Colocation project.

Although the Board had anticipated that it would be funding an operating deficit from reserves, we are in fact reporting a **Net Operating Surplus of \$70,358** (in line with the Auditors Report). This abnormal result is due to a number of factors relating to the COVID-19 Pandemic. Key savings occurred where some normal services could not be offered under lockdown and where replacement staff could not be sourced to back leave and higher duty situations. These unexpected savings combined with the \$37,500 Commonwealth COVID-19 payment explain the surplus.

(Depreciation of \$71,434 is considered for auditing purposes and doesn't provide a true reflection of our position from an operational perspective.)

We acknowledge the generous donations (totalling \$14,361) from many supporters of the BBNC (please refer page 26). Special thanks to the **King Beard Project 2019/20 (\$11,857)** and donations from **Bendigo Bank (\$20,000)**. We also express gratitude to long term supporters, Don & Jill Cant, who (back in 2017) contributed **\$25,000** towards the AV project. Community Support

(membership and donations) continue to be a major contributor in financing our services.

Throughout 2020/21 we have continued to maintain our vital partnership with Bendigo Bank and the Balmoral Opportunity Shop.

We must acknowledge the costs, both tangible and intangible, of the staff administering COVID-19 safe protocols to meet regulations and ensure the safety of the community.

With limited revenue, it is an ongoing challenge to meet the costs associated with running the Centre (payroll, backpay, legislated compliance costs, meeting EBA requirements). Moving forward, a push for funding levels and alternative revenue streams will be a priority and a challenge.

The board acknowledges the work of staff in providing transparent, timely and accurate financial reporting from which well informed, resourcing decisions can be made.

Detailed financial statements are provided by our auditor, Crowe, which are attached to this report.

**Ryan Lloyd-Jones**

*Treasurer, Balmoral Bush Nursing Centre*

## FINANCIAL OPERATING PERFORMANCE - for the year ended 30 . 06 . 2021

OPERATING REVENUE	Clinical Services	\$ 674,894.00
	Community Services	\$ 222,995.00
	COVID-19 Cashflow Boost	\$ 37,500.00
	<b>TOTAL OPERATING REVENUE</b>	<b>\$ 935,389.00</b>
LESS OPERATING EXPENDITURE	Total Payroll	\$ 718,500.00
	Other Expenditure	\$ 146,531.00
	<b>TOTAL OPERATING EXPENDITURE</b>	<b>\$ 865,031.00</b>

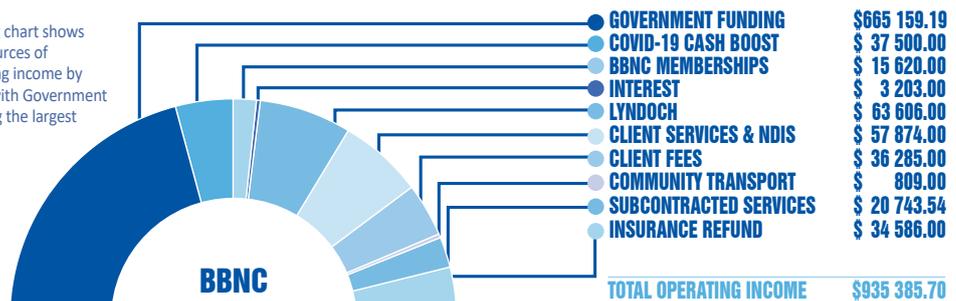
**NET OPERATING PROFIT PRIOR TO DEPRECIATION AND CAPITAL WORKS PROJECTS\* \$ 70,358.00**

LESS ESTIMATED DEPRECIATION \$ 71,434.00

\*The Centres normal operating performance is best measured on the basis of its Net Result Prior to Depreciation & Capital Projects. This is for the following reasons:

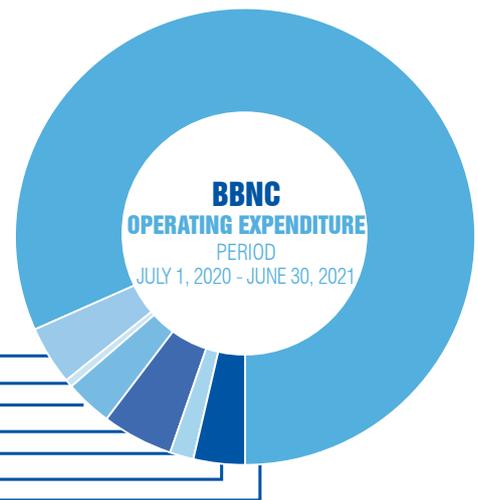
1. Depreciation is included in our books for corporate audit purposes. In practice though, when we replace a significant depreciable asset it is usually funded by a one-off capital grant or donation. As the funds to replace the asset do not come from our normal operating revenue we would be overstating our losses if we charged the depreciation cost against our normal operating revenue.
2. Capital works projects are also funded by single one-off grants. By considering these one-off activities as separate from our normal operations we are better placed to assess our financial performance in terms of everyday operations.

The following chart shows the major sources of total operating income by percentage with Government funding being the largest provider.



Employee related costs make up the service's largest category of operating expenditure

TOTAL EXPENDITURE	Amount
ADMINISTRATION	\$ 33 204.00
ACCOUNTANT	\$ 4 400.00
SERVICE COSTS	\$ 27 819.00
INFORMATION TECHNOLOGY	\$ 39 304.00
MOTOR VEHICLE COSTS	\$ 12 730.00
BUILDING/OCCUPANCY	\$ 29 074.00
PAYROLL/ONCOSTS	\$718 500.00



# FINANCIAL PERFORMANCE OVERVIEW 2020-2021

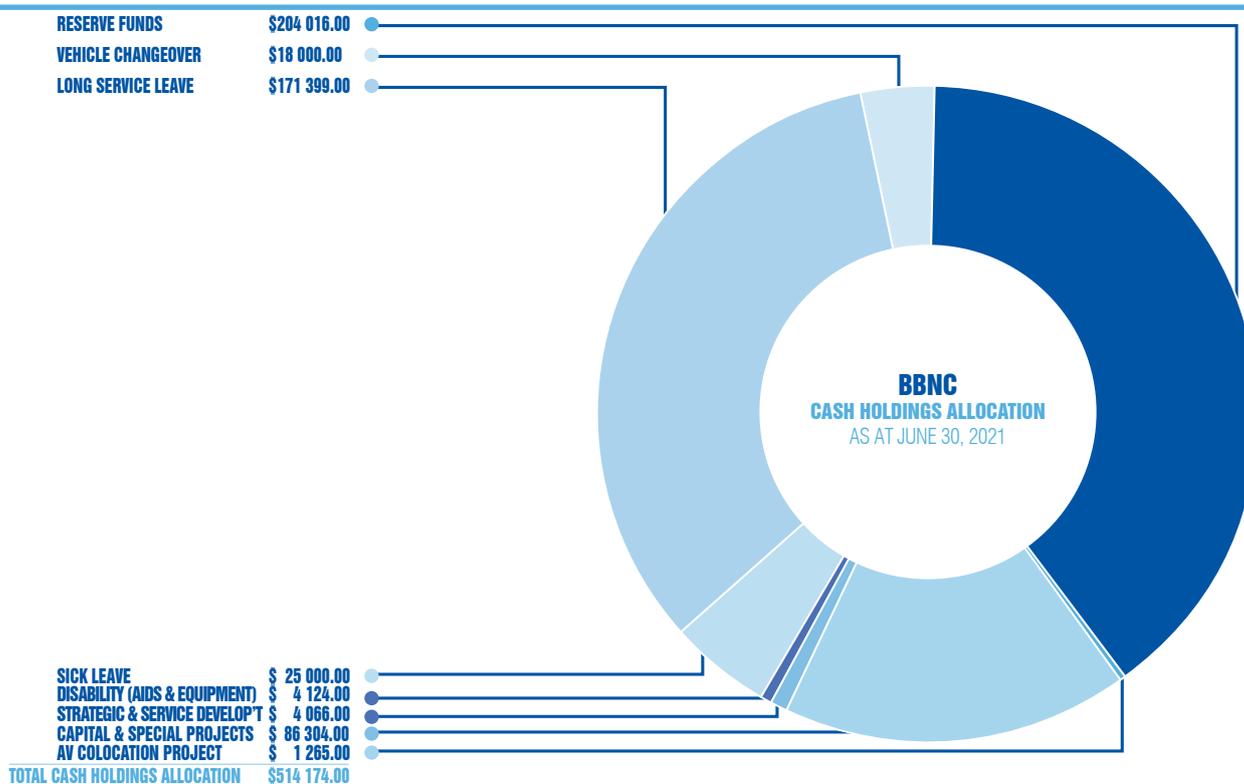
## FINANCIAL PERFORMANCE FOR CAPITAL WORKS, PROJECTS & RESERVES

- for the year ended 30 . 06 . 2021

REVENUE	Reserves & Provisions	\$ 422,539.70
	Accrued Capital Works	\$ 91,636.18
	Current Year Capital Works Grants	\$ 443,853.40
LESS EXPENDITURE TO DATE		\$ 694,618.30
SURPLUS		\$ 263,411.00

### CASH AND INVESTMENTS

	2017	2018	2019	2020	2021
Total Assets	\$ 1,632,687.00	\$ 1,732,943.00	\$ 1,767,521.00	\$ 1,775,877.00	\$ 2,230,185.00
Cash & Investments	\$ 588,220.00	\$ 575,467.00	\$ 691,887.00	\$ 637,091.00	\$ 517,135.00



### BALANCE SHEET SUMMARY - The table below shows the Centre's major Balance Sheet categories in the past five years.

	2017	2018	2019	2020	2021
Current Assets	\$ 638,586.00	\$ 612,179.00	\$ 715,091.00	\$ 664,848.00	\$ 548,791.00
Fixed Assets	\$ 994,805.00	\$ 1,120,764.00	\$ 1,052,430.00	\$ 1,111,029.00	\$ 1,639,507.00
Current Liabilities	\$ -376,293.00	\$ -390,025.00	\$ -565,889.00	\$ -594,500.00	\$ -335,320.00
Non Current Liabilities	\$ -3,963.00	\$ -34,250.00	\$ -29,032.00	\$ -29,027.00	\$ -28,952.00
<b>Net Assets / Equity</b>	<b>\$ 1,253,135.00</b>	<b>\$ 1,308,668.00</b>	<b>\$ 1,172,600.00</b>	<b>\$ 1,152,350.00</b>	<b>\$ 1,824,026.00</b>

**Neville Trotman**  
President, Balmoral Bush Nursing Centre

**Ryan Lloyd-Jones**  
Treasurer, Balmoral Bush Nursing Centre

# QUALITY & RISK REPORT

## PROJECTS

### Capital Projects Update

A huge thank you to the community for your patience while we have been undergoing capital works with big physical changes at BBNC. Here is an overview of each active project over 2020-21.

The completion of the BBNC/Ambulance Victoria Colocation project in May was a major achievement. BBNC are pleased to have partnered with Ambulance Victoria on this wonderful facility that is already reaping the rewards for our community. This project supports recruitment of additional local Ambulance Community Officers (ACO's) and provides opportunities for shared resources and training that will directly benefit emergency response in the district.

BBNC would like to acknowledge and thank the financial contributors to this project:

- Ambulance Victoria \$450,000
- Victorian Government Bush Nursing Support Fund 2013/14 \$209,000
- Don and Jill Cant \$25,000

An official opening will follow.

The Safety and Security project is currently in the final stages of construction and is expected to be fully completed by the end of July. With initial funding provided by the Victorian Health Building Authority, Regional Health Infrastructure Fund 2018-2019, this project will deliver significant upgrades at BBNC including:

- Redesign of the front entrance and clinical treatment area to simplify client access to services and improve workflow efficiencies
- Creation of a dedicated print room and installation of a commercial exhaust to address identified risk to staff well-being
- Phone system uplift to replace existing aged and redundant ISDN system
- Installation of CCTV and access control systems
- Installation of an automated evacuation alert system
- Replacement of an aged and inefficient air conditioner

Better flow of people around the facility, increased client privacy and safer, more efficient work spaces for staff and visiting clinicians will improve health outcomes and support BBNC to meet the current and future needs of the community.



^ Jim Falla Ambulance Victoria PCSC with his team of local ACO's Brent Reed, Barbara Andrews, Samantha Cumerford, Bev Cumerford, Hamish Griffiths, Justin Weaver and Karen Clarke.



^ Installation of bollards and line marking ensure safer access for pedestrians, and clearer definition of vehicular access areas.



Safety and Security project will bring better patient flow and improvements to safety and privacy.

# QUALITY & RISK REPORT

In 2018 the Board identified, in order to match the service needs of the community, that it would be essential for the organisation's technological capacity to grow and that the existing IT infrastructure would not allow for such growth. Further funding was received from the Regional Health Infrastructure Fund in 2019-2020 to complete an Information Technology upgrade project at BBNC which will vastly improve capacity and put the organisation in a great position to increase or modify services as demand and best practice dictates. Completion is scheduled for December 2021.

BBNC have recently commenced a landscaping project with assistance from the Bendigo Bank Community Enterprise Foundation and we thank the Coleraine and District Community Bendigo Bank branch for putting forward our small project which will enhance the building works. Firstly a pedestrian path will be added to the front entrance area to improve safe access to the Centre and the tired front garden given a makeover. Secondly, and the most exciting part of the project, is the semi enclosed garden which will incorporate seating, paved areas, an arbour, picking garden and lawn. Directly accessed via our existing function room this garden will provide

an outdoor space to complement BBNC's NDIS disability program, Social Support Program and LiveActive exercise program plus can be utilised as an outdoor training and meeting space for BBNC and the wider community. As well as enabling BBNC to appropriately meet CovidSafe guidelines for small gatherings, the outdoor landscaped area will also provide benefits to those within the building. It is well documented that health outcomes are greatly improved when people can both see and access a garden space. We look forward to being able to use this outdoor space from Spring 2021.



## Listening and responding to feedback

- We seek feedback from the community in a variety of ways. Feedback is an opportunity for us to find out what matters to you and this is then used to improve services and ultimately the experiences of consumers. There are several ways consumers can share their experiences:
- Feedback box in the waiting room
- Complete individual program surveys
- Participate in the BBNC Annual survey – look out for a new look survey in December
- Talking to a staff member or a volunteer
- Joining one of our committees as a Consumer Representative
- Connect with us on social media

Anita Weaver

Quality and Risk Coordinator





**910 CLINICAL PRESENTATIONS**

**338 PHARMACY SUPPLY**

**225 IMMUNISATIONS**

**32 EMERGENCY PRESENTATIONS**

MEAL PROVISION  
(1435)

PATHOLOGY (300)

TELEHEALTH CONSULTATIONS (46)  
MATERNAL & CHILD HEALTH NURSE (0)  
HEALTH PROMOTION (0)  
SOUTH WEST DENTAL SERVICE (0)

**BBNC SERVICE  
CLICAL 2020/2021**

DIABETES EDUCATOR (60)  
REMEDIAL MASSEUR (86)  
EMERGENCY AND URGENT CARE (42)  
SOCIAL SUPPORT (99)

MEN'S  
SHED  
(124)

LIVE  
ACTIVE  
(159)

# CONNECTING PEOPLE THROUGH

# 42 TELEHEALTH



**CHILDCARE**



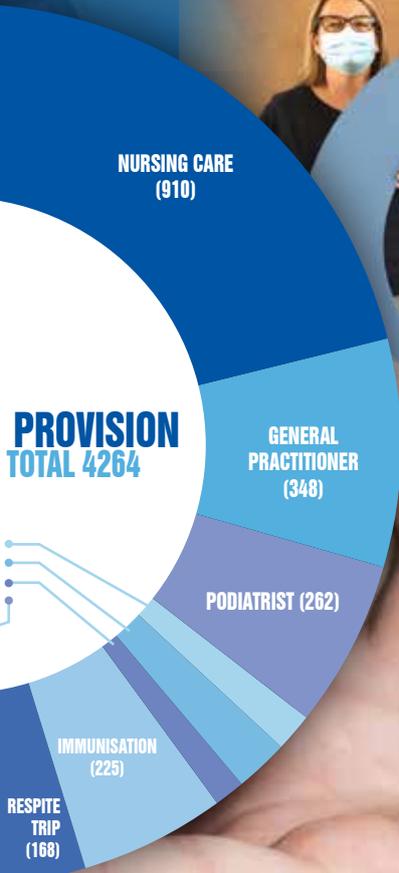
**802 VISITING SERVICES**



**COMMUNITY EDUCATION**



**300 PATHOLOGY**



# QUALITY, SAFE CARE LOCALLY

# QUALITY & RISK REPORT

## QUALITY AND SAFETY

### Quality and Risk Report 2021

I would like to begin by commending the Environmental Services team for their commitment and attention to detail over the past year. In times where the 'normal' routine is very different to ever before, and despite performing other important roles in the organisation, the team has stepped up to complete extra cleaning to meet the additional pandemic requirements - sometimes many times per day depending on the number of clients visiting the clinic. Support services such as these are essential behind the scenes roles completing task such as cleaning and maintenance but also undertaking various facility and equipment checks and audits so BBNC can meet compliance requirements.

### A culture of safety

The Victorian Health Incident Management System helps us to record, investigate and review incidents that occur at BBNC and easily report this information so that emerging trends can be identified early. Every staff member has access to the system to, in their own words, record events that occurred giving real time notification to other staff members of a potential issue. In the past 12 months 34 incidents (including near misses) were reported at BBNC.

#### Incident types:

**Hazard** – other non-clinical incident that has the potential to cause harm such as faulty equipment or carpet lifting

**Clinical** – an event where unintended or unnecessary harm happens, or could have happened, to a person receiving care including near misses.

**OHS** – an incident that involved staff or other non-patient such as volunteers or visitors.

#### The incident severity rating:

A score of 1, 2, 3 or 4 measures the severity of the impact caused to either a person or organisation following an incident.

**ISR 1** = Severe (death)

**ISR 2** = Moderate

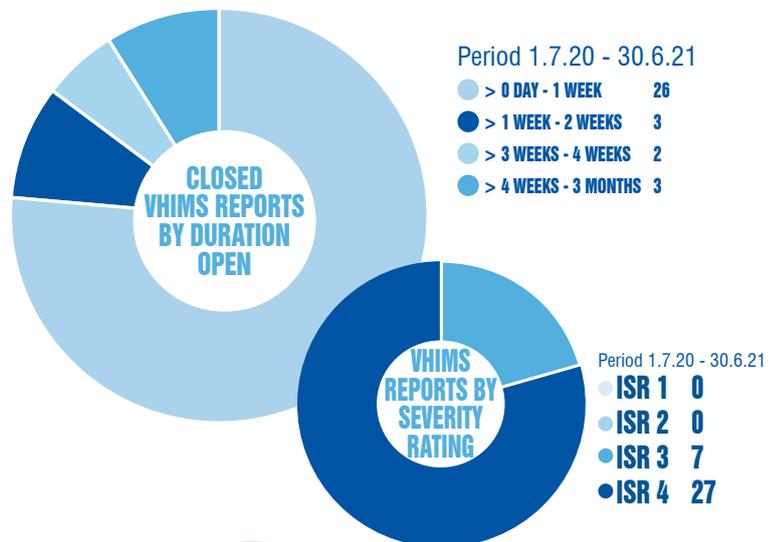
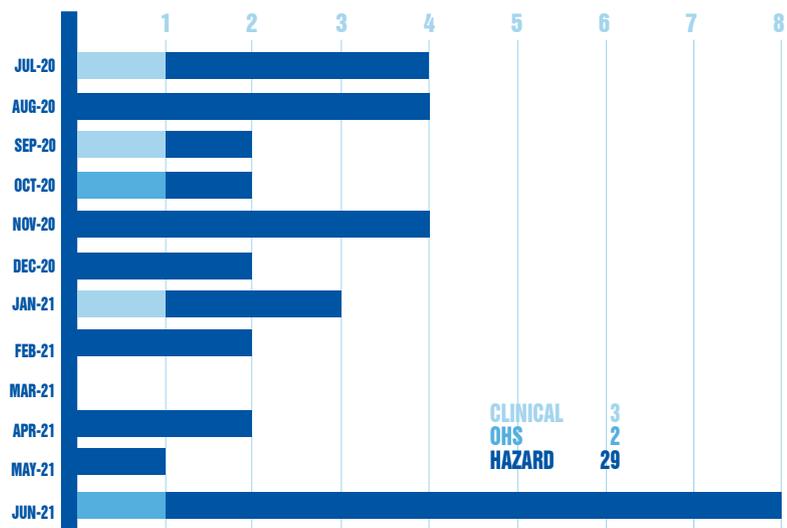
**ISR 3** = Mild

**ISR 4** = No harm (near miss)

### Training

It has been challenging to access any face-to-face training over the past year so BBNC have instead pursued other alternatives for professional development. Online learning opportunities have been provided through the Grampians Learning Hub and, as can be seen in the graph, training completions are increasing every year demonstrating how committed our workforce is to upskilling. Fortunately staff were able to participate and achieve their annual Level 2 First Aid, CPR and Remote Area Nurse training working within the pandemic guidelines at the time.

### VICTORIAN HEALTH INCIDENT MANAGEMENT SYSTEM VHIMS REPORTS BY TYPE



# SERVICES PROVIDED



^ Patient James Russell undergoing eye examination with Optometrist Glenn Howell.

## Allied Health Services:

- Maternal & Child Health Nurse
- Podiatry Service
- Optometrist
- Diabetes Educator
- Community Health Days
- Fitness Programs (Yoga & Pilates)
- Virtual Services
- Masseur
- Hearing Screening

## Referral Services:

- A wide range of referral services



^ WDHS allied health providers, Podiatrist Phuong Huynh and Diabetes Educator Megan McLeish.

## Community Services:

- Respite Program
- Social Support Group
- Case Management
- Community and Youth Transport Services
- Volunteer Program
- Health Promotion
- Disability Services
- Men's Shed
- Live Active
- Meal home delivery
- Childcare
- National Disability Insurance Scheme (NDIS)



^ WDHS Women's Health Nurse, Sue Watt, administers COVID-19 vaccine to Jean Whitten.

## Clinical Services:

- District Nursing
- Accident & Emergency Nursing
- Palliative Care
- Post Acute Care
- Hospital in the Home
- Collection of Pathology Specimens
- Continence Care & Advice
- Access to Medications & Pharmacy Services
- Wound Care
- Domiciliary Midwifery
- Community Nursing
- Immunisation
- Women's Health Nurse

## Doctors

### Dr Brian S Coulson MBBS Dip RACOG FACRRM

Practices with Coleraine/Casterton Medical Clinic and visits Balmoral every second Tuesday. Dr Coulson has been with the practice since 1982. He graduated from Adelaide in 1978. His special interests are dermatology, psychiatry and infectious diseases.



^ Dr Brian Coulson, Bernard Mutch and Deakin medical student Bailey.

### Dr Jan Slabbert MB ChB FRACGP

Practices with Hamilton Medical Group and in the past has consulted at the Balmoral Bush Nursing Centre. While obstetric commitments in Hamilton have required him to discontinue his visits to Balmoral, the BBNC offers video consultations between Dr Slabbert and his Balmoral patients to ensure continuity of care.



^ Dr Jan Slabbert telehealth link up with Sheila Rickards.

# CLINICAL NURSING REPORT



^ Remote Area Nurses Lisa McClure and Kim Duffy.



^ Lisa McClure, Sue Lowe, Nicole Lease and Kim Duffy running the drive-through fluvax clinic.

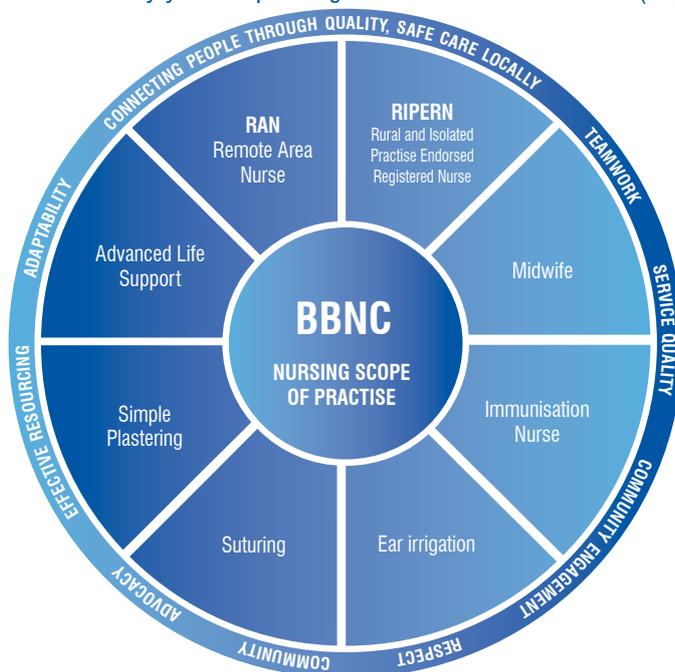


^ Ambulance Victoria continue to support our nurses through education days as pictured Wayne Howlett, Anna Lyons, Lisa McClure, Kim Duffy, Sarah Roberts and Jim Falla.

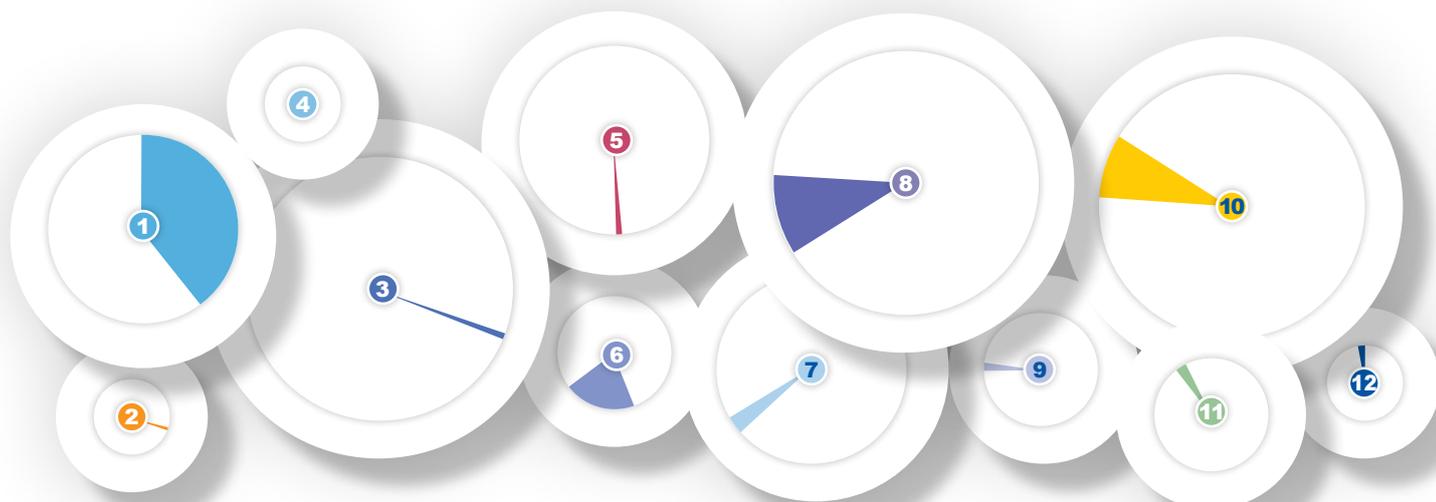
“Challenges” and “adaptation” have been the key words to describe the running of the clinic over the last 12 months at the BBNC. COVID-19 has placed an enforced extra layer of necessity to keep our staff and community safe. Constant monitoring and screening have continued at the BBNC over the last year, as COVID-19 has appeared to ebb and flow. At times it may have appeared we were “over reacting” but there has now been plenty of examples when communities have been caught out by this complex pandemic. These are extraordinary times, and part of our duty of care, is to assess and manage risk to continue to deliver quality, safe care locally. We cannot under estimate the severity of this pandemic and the devastation it has caused.

“Let us never consider ourselves finished nurses... we must be learning all of our lives” (Florence Nightingale). 2020 was the International Year of the Nurse and Midwife, to celebrate the 200th anniversary of the birth of Florence Nightingale. Our nurses continue to study and upskill to provide best practice methods of health care relevant for our rural community. Once again all of our nurses have successfully completed the Remote Area Nurse (RAN) training delivered by Ambulance Victoria. This training is comprised of practical and theory assessments to deliver timely emergency procedures and medications to improve health outcomes when a medical practitioner cannot be contacted. Three of our immunisation nurses completed COVID-19 immunisation training and assisted with delivery of COVID-19 vaccines provided by WDHS and Coleraine Medical Clinic at the BBNC. We now have two nurses who have completed the Rural and Isolated Practice Endorsed Registered Nurse (RIPERN) course. This qualification authorises the RIPERN to administer and supply certain medications. All Victorian Bush Nursing Centres are gazetted by the state government to permit RIPERNS to practice. The BBNC is currently adopting the policy framework to implement this model of care. The dedication of our nurses to go above and beyond and commitment to quality in care is an asset that benefits our whole organisation and community.

The building projects at the BBNC over the last year and the COVID-19 Pandemic have provided some practical challenges for our staff to continue to deliver services to our community. Whilst the clinic had fewer opening hours, the staff continued to deliver care locally and triage by phone to ensure assistance was available to all. We are pleased after many years of planning to have Ambulance Victoria (AV)



# CLINICAL NURSING REPORT



CLINICAL ACTIVITY					
ACTIVITY TYPE	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	TOTAL
1 Clinical presentations	209	220	233	248	910
2 Emergency presentations	15	3	9	5	32
3 Urgent Care	3	2	4	1	10
4 Health promotion	0	0	0	0	0
5 Post hospital care	0	1	8	8	17
6 Pathology	64	63	87	86	300

CLINICAL ACTIVITY					
ACTIVITY TYPE	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	TOTAL
7 Pharmacy supply	18	15	17	33	83
8 Pharmacy collection	82	77	63	33	255
9 Practice Nurse support	14	18	12	7	51
10 Immunisation	5	5	1	214	225
11 Advocacy & support	12	4	18	9	43
12 Telehealth	10	10	12	10	42

on site to improve emergency care and strengthen our partnership with Ambulance Victoria. We would like to welcome Jim Falla to the position of Paramedic Community Support Officer and thank Phil Benbow for his contribution in this role. This support to our local Ambulance Community Officers (ACO's), our nurses, staff and the community by training and extra capacity will deliver better health outcomes to the rural area.

Partnering with other health organisations is vital to delivering high quality services to our local community. We are fortunate to have strong working relationships with the Coleraine Medical Clinic, Western District Health Service, Ambulance Victoria, and Southern Grampians Shire. The Dartmoor and Harrow Bush Nursing Centres have provided important partnerships to strengthen relationships and improve efficiencies in rural health.



I had the opportunity to step up to the position of Acting Health Service Manager while Lisa Hutchins was on leave. This has been a valuable learning experience and I thank the staff for their support and teamwork to ensure the BBNC continues to respond and meet the needs of the community. Thank you to Lisa McClure for taking on the role of Clinical Nursing Coordinator to manage the clinic and nursing operations. Sue Lowe completed a secondment with us for three months. Sue is a very experienced registered nurse who grew up in the Balmoral area. We were very fortunate to have her on our team and we hope she can return in the future for another stint. We have benefited from obtaining very experienced nurses from Rural LAP, a federal government initiative to provide health professionals to rural and remote areas of Australia to cover staff leave entitlements. This is a great opportunity for our staff to learn from other nurses about their experiences in other rural and remote communities.

Finally, thank you to the staff and Board of the BBNC for your support and generosity during this challenging time.

*Kim Duffy*  
**Kim Duffy**  
 Clinical Nurse Coordinator



**“Let us never consider ourselves finished nurses...we must be learning all of our lives”**

*Florence Nightingale*

< Kim Duffy and Lisa McClure try out their PPE supplied by Ambulance Victoria.

# COMMUNITY SERVICES

The BBNC Community Services team have skillfully adapted to the range of complex settings affecting our role and our community over the last twelve months. Playing an integral role in the implementation of system enhancements to meet the National Standards has helped in streamlining our reporting and recording of services.

As the impacts of COVID-19 reached our community, our team adapted and adjusted to ensure we executed our

core role in keeping people connected and in their own home for longer. Our Social Support Group activities, Men's Shed, Live Active, Community Transport and Case Management programs continue to support our clients via a team of efficient and skilled workers.

*Rebecca Kearns*

Rebecca Kearns  
Community Services Coordinator

## Balmoral Social Support Group

The goal of our Community Services team is to continue to work towards better mental and physical health and wellbeing for our service users. Creating opportunities for socialisation, **Connecting People**, enabling group members to become involved in a broad range of **Quality** activities, provided in a **Safe** and well managed program. Group members enjoy a meal once a week with companions in the **Local** environs of the Bush Nursing Centre and further afield.

With restrictions imposed due to COVID-19, we ceased to run our Social Support Group program in the usual way. Adapting to the unavoidable circumstances, we sent activity packs, phoned clients for a chat to break up isolation and set up a weekly meal delivery program. Supporting local businesses home cooked meals were provided by the Balmoral Café and the Western Hotel.

This year the Social Support Group has had 84 in Centre interactions with clients who enjoyed 11 external trips. In the past year, Balmoral Social Support Group provided 44 individual meals at the Bush Nursing Centre and 367 home meal deliveries during the COVID-19 pandemic.

In an isolated aging community these outings give group members the confidence to get out of their houses for the day and engage with the community and surrounds.

### SOCIAL SUPPORT GROUP PROGRAM PARTICIPATION NUMBERS

JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
0	0	0	0	0	1	0	3	4	3	3	3
0	0	0	0	0	12	0	20	27	26	20	26
SESSIONS											
PARTICIPANTS											



- JUL-20 269
- AUG-20 197
- SEP-20 228
- OCT-20 257
- NOV-20 126
- DEC-20 77
- JAN-21 60
- FEB-21 102
- MAR-21 73
- APR-21 35
- MAY-21 0
- JUN-21 11

### JUL



• Men's Shed BBQ

### AUG



• Meals home delivered

### SEP



• Meals home delivered

### OCT



• Share the Dignity project

### NOV



• Men's Shed afternoon tea

### DEC



• Christmas Break Up

### JAN



• Balmoral Cafe afternoon tea

### FEB



• Swimming exercises

### MAR



• Lunch at BBNC

### APR



• Warrock Homestead

### MAY



• Dimboola Print Museum

### JUN



• Horsham Nursery

# COMMUNITY SERVICES

## Respite/Disability/NDIS

The Respite Program offers support to carers, provides transport to medical appointments and assists frail aged clients and people of any age with a disability to remain living independently in their own home, or with family, for as long as possible.

The Active Service Model (ASM) assists people to live in the community as independently and autonomously as possible. Person-centred care planning is a key feature to our services and programs. The National Disability Insurance Scheme (NDIS) provides ongoing financial support for Australians with significant and permanent disability. It is designed to empower people with a disability to work towards their personal goals, to identify the disability related support they need and to choose where they would like to buy this support.

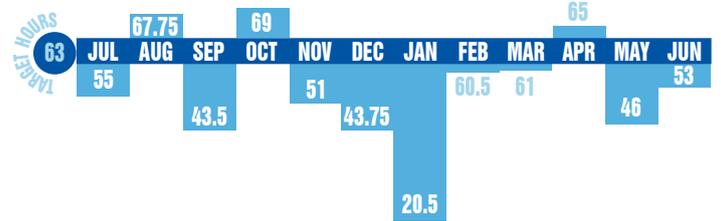
Our clients have remained our prime focus as we have been forced into restricted service delivery. Our team remain actively connecting with clients in the respite, disability and NDIS program.

> **Matt Brody enjoyed a day out at Riding for the Disabled in Horsham.**

> **Matthew Carr shows his talent in the kitchen.**



### COMMONWEALTH HOME SUPPORT PROGRAM RESPITE HOURS (FORMERLY NRCP) TOTAL 636



## Transport

Due to Covid Safe Protocols, our Community Bus Transport program was severely restricted, providing three safe journeys to five clients this year. This service allows community members to access services available in the larger centres of Hamilton and Horsham. A team of volunteers and staff support travellers in attending to personal business not accessible locally.

Unfortunately there were less trips during the reporting period due to

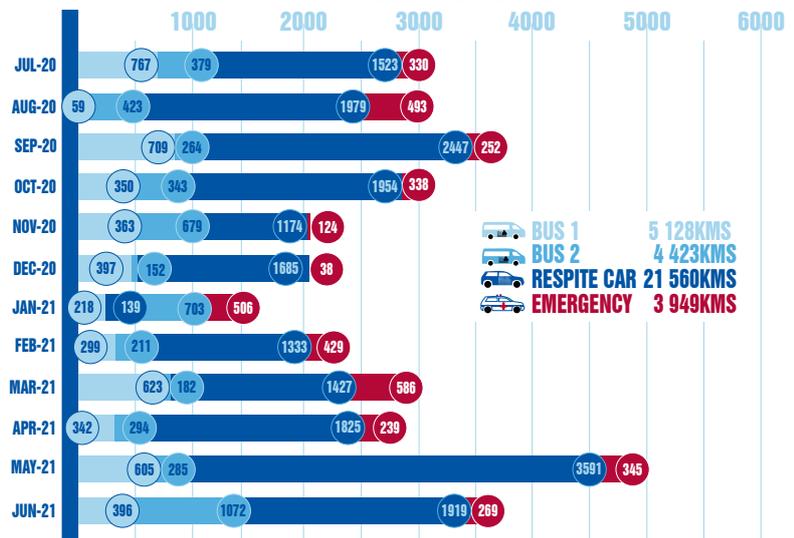
COVID-19. Social distancing restrictions meant we could not provide trips out of town from March onwards. We have continued to find creative ways of ensuring our community members have access to essential services out of town during this period of service interruption.

BBNC continue to offer our 12 seater bus for private hire. Through this service we ensure people remain connected to the wider community with safe transport and quality care.



^ **Aileen Cantwell, Nancy Merryfull and Karen Gaskell enjoy a day out.**

### COMMUNITY TRANSPORT KMS TRAVELLED PER VEHICLE



# COMMUNITY SERVICES

## Men's Shed

Men's Shed is a weekly program where men and women in the district gather, socialise, build, upholster, paint and repair. The Balmoral Men's Shed is an important community hub providing local men and women the chance to get together, work on valuable community projects, learn new skills, about health and wellbeing issues and importantly, providing a sense of community involvement.

This service suffered interruption to regular activities in March due to COVID-19. Our group returned to restricted activities in June and enjoyed a BBQ and planned for projects to undertake during the weeks ahead. The social side of this activity is invaluable to our community.

The program is self-funded by donations from community members, with the exception of coordinator wages. Our Men's Shed team played a vital role assisting with the demolition of sheds and fencing in preparation for construction of the AV Colocation project. We thank them for their support.



▲ Men's Shed participants enjoying afternoon tea as restrictions ease and the program resumes.



**MEN'S SHED** PROGRAM PARTICIPATION NUMBERS

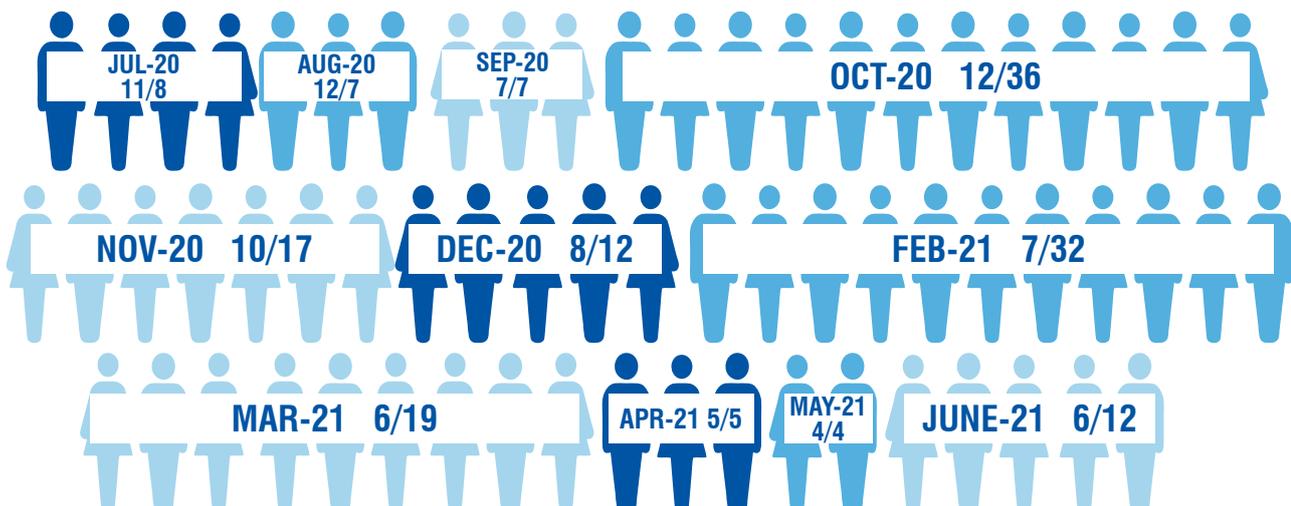
## Live Active



The Live Active program provides community members access to a wide range of fitness activities delivered by our qualified fitness instructor. BBNC Live Active program provides classes in strength and balance, step aerobics and water aerobics. Physical activity can improve your health and reduce your risk of many diseases and most importantly regular activity can improve your quality of life.

This year the BBNC Live Active Program has run 88 individual sessions with 105 interactions. Our program was halted due to social distancing restrictions. We were able to adapt and offer an online program via our Facebook page. Nette Tinning presented modified sessions to the community to keep active during isolation. We also provided some private one on one exercise and movement programs to prearranged clients.

**LIVE ACTIVE** PROGRAM PARTICIPATION NUMBERS  
(session no./participants) No Live Active sessions held in January.



# COMMUNITY SERVICES

## Case Management Report



Case Management provides care coordination and advocacy. We assist clients to access funding to support their healthcare and social support needs. It is about connecting people with the right care and service to enable them to stay in their own home and local community for as long as possible.

Staff at BBNC are able to provide targeted **Quality, Safe Care** to support individual needs. The local knowledge staff have can ensure each individual can access the support for which they are eligible.

Backed by our qualified nurses and respite carers, the Case Management program provides great peace of mind to clients and their families, particularly those who are more isolated.

### ***The services provided to clients include:***

- Home Care
- Personal Care
- Advocacy
- Home and Garden Maintenance
- Meals on Wheels
- Assessments and Referrals
- Respite Services i.e. transport
- Personal Alert Alarms
- Personal Health and Equipment Supplies

## Volunteers



^ **Betty Weaver and Nancye Merryfull.**

> **BBNC car displaying the community support of the Share the Dignity project.**



### ***Balmoral Social Support Group and Men's Shed***

Volunteers are an integral part of our Social Support Program. Without their help and support we would be unable to offer such a broad range of activities and experiences for our clients to enjoy. Our volunteers provide help with serving of meals and afternoon teas, provide support to clients and staff, share new ideas and skills and most importantly lots of laughs and companionship to our clients.

During the year our Social Support clients and the wider community got behind the Share the Dignity project. Nicole Lease coordinated the project for the Centre, welcoming people to drop off a bag they no longer need, to fill with other donated feminine hygiene products to be delivered to women in the wider community experiencing poverty, spousal abuse or homelessness. The community was so eager to get behind this project we were able to fill the boot of our respite car with packages of support.

### ***Drivers***

Volunteers continue to drive the Community Bus on regular trips to Hamilton and Horsham. This helps to make the Community Bus a far more cost effective program.

### ***Thank you to our Volunteers***

The amazing support of our many volunteers is greatly appreciated by the Balmoral Bush Nursing Centre. To show our gratitude the Bush Nursing Centre holds an annual Christmas party for staff, volunteers and community members who have been involved with the Centre throughout the year. This important occasion gets the community together to celebrate and say thank you for the myriad of contributions that go towards making the Balmoral Bush Nursing Centre the amazing place it is.

# OUR STAFF



*Connecting people through quality, safe care locally*

## **Health Service Manager**

### **Lisa Hutchins:**

RN Div 1 Dip App Sc (Nsg), VRAN, RIPERN  
Dip. Business (Human Resources),  
Nurse Immuniser

## **Clinical Nursing Coordinator/Acting Health Service Manager**

**Kim Dufty:** RN Div 1, RM, BN, VRAN, Nurse Immuniser, RIPERN

## **Nursing Staff**

**Lisa McClure:** RN Div 1, BN, VRAN, Nurse Immuniser

**Sarah Roberts:** RN Div 1, BN, VRAN

**Anna Lyons:** RN Div 1, BN, Dip Paramedicine, VRAN

**Sue Lowe:** RN Div 1, BN, VRAN, Nurse Immuniser. Under contract to HBNC

## **Community Service Coordinator**

**Rebecca Kearns:** Cert III in Home & Community Care, Level II First Aid

## **Respite Staff**

**Barbara Andrews:** Cert III in Individual Support, Level II First Aid

**Trish Brody:** Level II First Aid

## **Live Active & Respite**

**Jannette Tinning:** Cert III in Fitness, Level II First Aid

## **Administration Coordinator & Executive Administration Officer**

**Jodie Russell:** Associate Dip App Sci (Farm Management), Associate Dip App Sci (Wool & Fibre Marketing), Level II First Aid

## **Administration Staff**

**Fiona Jagger:** Worksafe approved Health and Safety Representative OHS training course, Level II First Aid

**Nicole Lease:** Cert III in Business, Cert III in Hospitality, Level II First Aid, Worksafe approved Health and Safety Representative OHS training course

## **Quality and Risk Coordinator**

**Anita Weaver:** Cert III in Retail Pharmacy, Worksafe approved Health and Safety Representative OHS training course, Level II First Aid

## **Environmental Services Staff**

**Jannette Tinning:** Cert III in Fitness, Level II First Aid

**Nicole Lease:** Cert III in Business, Cert III in Hospitality, Level II First Aid, Worksafe approved Health and Safety Representative OHS training course



^ Staff continue to upskill and renew credentials each year. Non nursing staff complete competencies for Level II First Aid and CPR with Narelle Webb from Safe T Training.

We acknowledge and thank Jannette Tinning and Fiona Jagger, each for their 10 years of service and Sarah Roberts for 15 years of service to the Centre.



^ Our BBNC family grew when RAN Anna Lyons and husband Tom welcomed baby Isabelle, pictured here with and her big brothers Fletcher and Jimmy (James).

# STORY OF OUR SERVICE



## MICK CONLON, SAMANTHA AND BEV CUMERFORD

When Samantha, Bev and Mick first moved to Balmoral, buying the Balmoral Café, they felt this small regional town had so much to offer in available services. Add BBNC to this picture and they can find very few reasons to need to leave town, stating it is “pretty amazing” such a small town has access to a health service, so convenient and accessible as BBNC.

Once settled into their business, partnership was created with BBNC to provide meals for the Social Support Group. Fortnightly, Samantha and Bev would provide Social Support Group participants a quality, home cooked meal meeting criteria set by Commonwealth Aged Care Standards. Recognising an opportunity to provide something special, Samantha and Bev would spend many hours planning and shopping to provide an experience to meet the theme set for the day. “We really love what we do, and wanted to provide something special for participants, things they wouldn’t generally make for themselves or be able to access due to being unable to travel.” This is a full team effort, “Mick takes off his ‘Maintenance Person’ hat and puts on his ‘Customer Service’ hat, to allow us the time to be creative and put the meals together.”

Then COVID-19 hit bringing big changes to their service, including an end to Social Support activities, forcing a review of their business and how they could continue to operate given the restrictions in force. They were “scary” times and they were challenged by how to remain viable in a small rural community. The partnership with BBNC expanded to provide meals for home delivery. “This meant a lot to us, it helped to assure us that our business would survive, knowing that we

would have a recurring and steady source of income to rely on. It was one of the positive things that happened for our business, in a period of uncertainty. The whole community threw their support behind us, we really felt cared about and that is something I will never forget.” Samantha said.

Financial viability through lockdown was one thing, but the other concern was how to continue providing a service to the community and keep everyone safe including their family and staff. “BBNC were a great support helping to set up a hand sanitiser station, signage, providing advice and improved our confidence in what we were doing. This enabled us to keep everyone who came through the doors safe, as well as ourselves. We have a better understanding of what our responsibilities are as a business in a COVID-19 environment because Bush Nursing Centre staff were so happy to assist us with any concerns we had,” explained Bev.

Samantha and Bev are looking forward to better times when COVID-19 restrictions and renovations at the Centre are finished and exercise classes can resume “not just to get back to exercise but also for the social side, of the classes, as well.”



# DONATIONS

Balmoral Excavation & Construction  
 Balmoral Lap Club  
 Balmoral Opportunity Shop  
 Coleraine and District Bendigo Bank



A Duffy and J Dundon



- |                   |                   |
|-------------------|-------------------|
| Anonymous         | L LeNay & D Black |
| W & B Bath        | K & J Lyons       |
| M Brody           | T & A Lyons       |
| E Brown           | R & J MacFarlane  |
| A Burne           | B Mason           |
| A Cantwell        | S McClure         |
| Close Family      | G Mutch           |
| G & P Coates      | I Mutch           |
| M & M Cox         | B Mutch           |
| K Crotty          | P & F Mutch       |
| B Cumerford &     | C Rawalli         |
| M Conlon          | B Reed & T Takis  |
| K Dixon           | S Rickards        |
| G & E Graham      | V Rogers          |
| C & J Grant       | A Rogers          |
| I & A Grey        | N Rowse           |
| P & C Grey        | J Salter          |
| A & G Hole        | R Smith           |
| J & L Howman      | I Stansfield      |
| M & H Howman      | J & E Staudé      |
| A & L Hutchins    | N & C Trotman     |
| R & S Jenner      | M & M Waddington  |
| N & M Johns       | D & A Watt        |
| T & S Jones       | G & S Watt        |
| G & A Kemister    | J & A Weaver      |
| P Koenders        | J Whitten         |
| N Lease & N Mutch | S Wilson          |
| M & R Leeming     | A Wilson          |
| W Leishman        |                   |

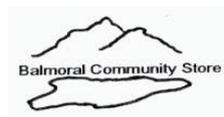
The Balmoral Bush Nursing Centre recognises the financial donations provided by our community. The Centre is grateful to each person or business who has contributed.



**Thank you to the many people who contribute via the donation tins at the Western Hotel, Balmoral Café, Balmoral Community Store, Balmoral Opportunity Shop and the Balmoral Bush Nursing Centre, every dollar counts.**

# KEY PARTNERS

The Balmoral Bush Nursing Centre continues to formalise and integrate planning with key partners.



**CONNECTING PEOPLE THROUGH QUALITY, SAFE CARE **LOCALLY****

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