

WESTERN QUEENSLAND PRIMARY CARE COLLABORATIVE LTD

ABN: 86 604 686 660

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2022

Your directors present this report together with the financial report on Western Queensland Primary Care Collaborative Ltd ("WQPHN" or "the Company") for the financial year ended 30 June 2022.

Directors

The names of each person who has been a director during the year and to the date of this report are:

- Dr Christopher Appleby (retired 2 October 2021)
- Dr David Rimmer (retired 2 October 2021)
- Mrs Vicki Murphy
- Mr Jason Warnock
- Prof Sabina Knight
- Mr Dallas Leon - Chair
- Ms Sheryl Lawton
- Ms Karen Tully
- Dr Clare Walker (appointed 28 September 2021)
- Ms Elizabeth Fraser (appointed 2 October 2021)

Directors have held office during the entire reporting period unless otherwise stated above.

Company Secretary

- Ms Rachel Portelli

Principal Activities

The Company's principal activities during the year were;

- consolidation of the WQPHN corporate, financial and program Governance, systems and services
- accreditation of the Company's management systems to the ISO 9001:2015 AU/NZ Standards
- development of the commissioning capability, health intelligence and population data management systems
- building collaborative partnerships with key government and non government primary care provider networks
- commissioning of services in accordance with the Commonwealth's National PHN program
- comprehensive Assessment of Health Needs, development of plans and general practice support
- supporting local innovation through regional Clinical Chapters, and the WQPHN Clinical Council Advisory Council
- continuous quality improvement activities in primary care and general practice networks
- satisfactory implementation of the PHN Programs within required guidelines and performance measures
- influenced by the impacts of COVID-19 and the resulting changes in government legislation relating to matters such as limited physical contact between staff and with clients, temporary closure of some businesses that WQPHN would otherwise have traded with, changes to the welfare system and various stimulus payments
- further to the COVID-19 pandemic, additional funding was received to assist the Federal Government to formulate a response in primary care and general practice networks.

Operating Results

The entity recorded a deficit of \$36,091 (2021: Surplus of \$144,530).

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Short-term and Long-term Objectives

(a) Short-term Objectives are:

- supporting health professionals to improve the health of local residents through assisting multi-disciplinary team based care outcomes, provision of infrastructure support, health workforce development and clinical leadership
- support the development and adoption of good corporate governance policies & procedures to effectively support the company's establishment and operations
- improving engagement with other key stakeholders
- development of a robust commissioning model to inform future program and primary health care system design and performance
- supporting greater clinical input and leadership in the design and evaluation of primary care services through the WQPHN Clinical Council and related structures
- supporting greater consumer engagement and input in the design and evaluation of primary care services through the WQPHN Consumer Advisory Council and related structures
- building strong primary care partnerships to support joint planning and co-commissioning activities
- integrating effective communication strategies to ensure clear understanding of the role and function of the PHN
- close the gap in the health and life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous
- improve the health and wellbeing of all residents of the WQPHN catchment
- remaining financially viable

(b) Long-term Objectives are:

- supporting the development and adoption of GP lead multidisciplinary models of primary health care
- supporting greater health intelligence to guide integrated planning and evaluation of primary care services and program performance
- building the capacity and sustainability of general practice and general practice related primary health care systems, workforce and infrastructure
- supporting greater organisational and financial integration of primary health care services provided in the WQPHN catchment
- collaborate with key stakeholders and support innovation and quality improvement activities
- building Strategic Alliances between stakeholders to provide full integrated primary care models as close to the local community as possible
- close the gap in the health and life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous
- improve the health and wellbeing of all residents of the WQPHN catchment
- remaining financially viable

Strategy for Achieving Objectives

The company's strategies for achieving these objectives are:

- supporting good corporate, program and clinical governance
- supporting general practice as a cornerstone to quality primary health care systems of care
- ensuring continued effective engagement with key stakeholders and organisational partners
- develop a comprehensive health intelligence capability through which to plan, measure and evaluate the effectiveness of WQPHN programs and the wider primary health care system
- maintaining and enhancing operational and financial capacity and compliance
- development and implementation of the WQPHN 5 year strategic plan
- support for partnership development and strategic engagement with key health stakeholder organisations

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How Activities Assist in Achieving Objectives

These activities assisted in achieving the objectives in the following manner:

- identifying, quantifying and prioritising local population health needs
- ensuring a consistent and seamless transition of clinical and program support services within the region
- supporting an evidence-based approach to the commissioning and evaluation of health services
- alignment of programs, resources and stakeholder engagement with identified health priorities and opportunities for system improvement
- assisting the capacity of service provider organisations and individuals to provide better connected and higher quality health services
- support advocacy action to State and Federal Governments
- improving patient health outcomes through developing better health planning and service delivery structures and relationships
- creating a collegiate environment where local GPs and other health professionals work together for better patient outcomes
- supporting dissemination of information regarding health priorities and system improvement priorities for populations of the WQPHN catchment
- creating opportunities for system change, adoption and innovation through joint planning and collaboration with stakeholders, including consumer networks

Key Performance Measures

Performance is measured and reported on to key stakeholders in the following manner:

(a) in relation to delivery of PHN programmes:

- Commonwealth government funding goals and objectives are reported to funding bodies and compared to benchmarks and National Health Standards
- PHN 6 and 12 monthly reporting mechanisms
- financial acquittal reports are prepared for each Commonwealth government funding program and submitted for review and approval by the funding body
- Commonwealth government funding contracts specify performance standards and other criteria that need to be achieved to secure continued funding and meet compliance

(b) in relation to operations, and financial sustainability:

- compliance with WQPHN Board corporate governance and reporting requirements
- annual operational and financial report to Members and Funding Body
- maintain accreditation against the AS/NZS ISO 9001:2015 Quality Management Standards
- peer group benchmarking
- full compliance under the Corporations Act 2001 and other relevant statutory obligations including the ACNC.

Information on Officers

Name	Position
Dr Christopher (Chris) Appleby	Director

- Qualifications: Chris has a Bachelor of Science (Honours), Masters of Business Administration and a Doctor of Philosophy. He is a Senior Lecturer and Practice Support Advisor at James Cook University and a Graduate of the Australian Institute of Company Directors. Chris served as a Director on the Board of North West Hospital and Health Service for eight years, where he also chaired the NWHHS Financial, Audit and Risk Management Committee. Chris owned and operated remote and regional General Practices in Queensland for over 20 years and continues to provide consultancy services in the Aboriginal Community Controlled Health Sector.

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Dr David Rimmer Director

- Qualifications: David is a Fellow of the Royal Australian College of General Practitioners, a Fellow of the Australian College of Rural and Remote Medicine, is an Associate Fellow of the Royal College of Medical Administrators and holds a Diploma of the Royal Australian College of Obstetrics and Gynaecology. He has over 35 years' experience in General Practice and Emergency Medicine, with a lifetime interest in teaching and workforce development. He works as a Senior Medical Officer at Longreach, with a particular interest in mentoring the next generation of rural doctors. David is a Senior Fellow with James Cook University GP Training Program, a member of the Queensland Health Clinical Senate Executive, and sits on the Rural and Remote Health Advisory Committee.

Mrs Vicki Murphy Director and Chair, Finance, Audit and Risk Management Committee

- Qualifications: Vicki has a degree in Applied Sciences (Occupational Therapy) and post graduate qualifications in Health Economics. She has 35 years' experience in the Health, Rehabilitation, Aged Care and Disability Services sectors within the private, state and federal arenas. She has worked at the Assistant Secretary level for the Federal Department of Health, and as a Senior Policy Advisor, Healthdirect Australia Ltd.

Mr Jason Warnock Director and Chair, Governance and Nominations Committee (until 7 December 2021)

- Qualifications: For more than 30 years Jason worked in his private podiatry practice in Townsville, which included regular visits to rural townships. He was the first podiatrist to deliver services to the Gulf of Carpentaria communities and for 20 years attended a monthly clinic on Palm Island. During 2003-2005 he developed the Indigenous Diabetic Foot Program. Resources from this Program are still utilised today. Jason was the inaugural chair of the Podiatry Board of Australia from 2009 - 2012 and awarded a Churchill Fellowship in 2008 to investigate diabetic foot care services in the Indigenous communities of USA and Canada. In 2015, Jason moved to Brisbane to take on the role of Director of Podiatry for Metro Health North and in August 2019 joined the Emergency Operations Centre at Metro North to support the COVID-19 pandemic response.

Prof Sabina Knight AM Director and Chair Nominations Committee (from 7 December 2021)

- Qualifications: Sabina is the Director of the Mount Isa Centre for Rural and Remote Health (MICRRH), James Cook University. She comes from an extensive background in remote and Indigenous primary health care, public health education and workforce. Originally a Remote Area Nurse (RAN), she gained her Master of Tropical Health from the University of Queensland and has held various clinical and leadership roles in remote health and education.

Mr Dallas Leon Chair

- Qualifications: Dallas is a Kalkadoon and Waanyi man that has worked in the Aboriginal and Torres Strait Islander field for over 20 years, holding a number of roles across Government and non-Government. Dallas previously held the role of CEO for Gidgee Healing, the Aboriginal Community Controlled Health Service in Mount Isa, where he was instrumental in leading the reform of primary health care services for Aboriginal and Torres Strait Islander people across North West Queensland and the Lower Gulf. He is currently the Director of Commercial Operations and the Institute of Urban Indigenous Health (IUIH).

Ms Sheryl Lawton Director

- Qualifications: Sheryl has been the CEO of Charleville Western Areas Aboriginal Torres Strait Islander Health Services (CWAATSICH) for the past 20 years. Previous to her becoming CEO, she was employed in many positions of influence within Aboriginal affairs and Aboriginal Community Controlled Services, spanning Legal Services, Social Housing, Land Council and Childcare. Sheryl has been an avid representative of Aboriginal Affairs at Regional, State and National levels and through her ongoing dedication, commitment and hard work has seen CWAATSICH expand service delivery and become the lead service provider of comprehensive primary health care within the Far South West region.

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**DIRECTORS' REPORT
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Ms Karen Tully Director

- Qualifications: Karen lives in Charleville in South West Queensland and has lived experience in understanding the wonderful liveability and unique lifestyle which rural communities offer. She currently serves as Board Chair of the South West Hospital and Health Service and is Chair of the Rural Financial Counselling Service Southern Queensland. She is also a Director with Southern Queensland Landscapes as well as serving as an Ambassador for the Queensland Plan Ambassador Council. Karen holds a Master of Education, Bachelor of Education, Graduate Diploma of Financial Markets and is a Justice of the Peace. She is a graduate of the Queensland Leadership Program and has completed governance courses with the Australian Institute of Company Directors.

Dr Clare Walker Director

- Qualifications: Dr Clare Walker is a medical practitioner practicing in Longreach providing a combination of private General Practice and Senior Medical Officer work at the local hospital. Having lived, raised a family and practiced in the Central West Region for over ten years, Clare has developed an in depth understanding of the community needs of rural and remote Queenslanders. Clare has a dual Fellowship in General Practice with both the Australian College of Rural and Remote Medicine (FACCRM 2009) and the Royal Australian College of General Practitioners (FRACGP 2009) plus an Advanced Diploma of Obstetrics and qualifications in Anaesthesia through the Joint Consultative Committee. She is also a committee member of the Rural Doctors Association of Queensland.

Ms Elizabeth (Liz) Fraser Director and Chair People Engagement and Culture Committee (from 7 December 2021)

- Qualifications: Previous work in the delivery of human and educational services has provided Liz with a wealth of experience in shaping and assessing the benefits of government programs and leading organisational change in pursuit of better outcomes. Liz's time as Queensland Commissioner for Children and Young People and in social work advocating actively for the rights, safety and wellbeing of people as well as her senior leadership roles in government have enhanced her capabilities to provide strong strategic oversight and development through her role as Board Director. Liz is currently the Chair of the CWHHS Board's Safety and Quality Committee and draws on her experience including as a practising and senior level social worker in child and family welfare; hospital and outreach mental health, emergency and rehabilitation services to inform this role. Liz has a Bachelor of Arts/Social Studies, Graduate diploma in Multicultural Studies, a Royal Society of Arts Certificate in Teaching English as a Second Language and is an Executive Fellow of the Australian New Zealand School of Government.

Ms Rachel Portelli Company Secretary

- Qualifications: Rachel is a graduate and Fellow of the Governance Institute of Australia and Fellow of the UK Institute of Chartered Secretaries and Administrators and a Graduate of the Australian Institute of Company Directors. For over 10 years she has specialised in providing corporate governance advice to not for profit entities.

WESTERN QUEENSLAND PRIMARY CARE COLLABORATIVE LTD**ABN: 86 604 686 660****DIRECTORS' REPORT
FOR THE YEAR ENDED 30 JUNE 2022****Meetings**

Director	Directors' Board Meetings*		Finance Audit & Risk Management Committee		Governance & Nominations Committee*		People, Engagement and Culture Committee***	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
	Mr Dallas Leon	6	6	N/A	N/A	N/A	N/A	N/A
Dr Christopher Appleby	2	2	2	2	N/A	N/A	N/A	N/A
Ms Elizabeth Fraser	4	4	N/A	N/A	N/A	N/A	3	3
Prof Sabina Knight	6	6	N/A	N/A	1	1	N/A	N/A
Ms Sheryl Lawton	6	6	N/A	N/A	1	1	N/A	N/A
Ms Vicki Murphy	6	6	6	6	N/A	N/A	N/A	N/A
Ms Karen Riethmuller Tully	6	6	6	6	N/A	N/A	3	3
Dr David Rimmer	2	2	N/A	N/A	1	0	N/A	N/A
Dr Clare Walker	4	3	N/A	N/A	N/A	N/A	N/A	N/A
Mr Jason Warnock	6	6	N/A	N/A	1	1	3	2

*In addition there were 3 Board Circular Resolutions during the Reporting Period.

** The Governance and Nominations Committee was disbanded by resolution on 7 December 2021

*** The People, Engagement and Culture Committee was created by resolution on 7 December 2021

Member Contribution on Windup

The amount that each Member or past Member is liable to contribute on winding up is limited to \$10.

Total Contribution on Windup

The total amount that members of the Company are liable to contribute if the Company wound up is \$150 (2021: \$150).

Signed in accordance with a resolution of the Board of Directors.

Director

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Dallas Leon
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Director

DocuSigned by:
Jason Warnock
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Dated this 27th day of September 2022

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DIRECTORS' DECLARATION
FOR THE YEAR ENDED 30 JUNE 2022

The Directors of the company declare that:-

The financial statements and the notes set out in the attached are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:

In the opinion of the Directors:

- (a) The financial statements and notes of the Company are in accordance with the Australian Charities and Not-for-Profits Commission Act 2012, including:
 - i. Giving a true and fair view of its financial position as at 30 June 2022 and of its performance and cash flows for the financial year ended on that date; and
 - ii. Complying with Australian Accounting Standards - Simplified Disclosures (including the Australian Accounting Interpretations) and the Australian Charities and Not-for-profits Commission Regulation 2013;
- (b) There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and
- (c) Commonwealth government funding monies expended by the Company during the financial year have been applied for the purposes specified in the relevant Letters of Offer and the Company has complied with the terms and conditions relating to Commonwealth government funding received.

This declaration is made in accordance with a resolution of the Board of Directors.

Director

DocuSigned by:
dallas leon
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Director

DocuSigned by:
V R King
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Dated this 27th day of September 2022