


—
THE
HOBART
CLINIC
—

Excellence in Mental Health

2020

Annual report



In recognition of the deep history
and culture of this Island, we would like
to acknowledge and pay respects to
all Tasmanian Aboriginal people;
the past and present Custodians of the Land.

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Board of Directors

The Hobart Clinic staff and Board would like to acknowledge the contribution and support of Dr Sue Cherry and Craig French, who both resigned from the Board in 2019-20.

We are grateful for the time they dedicated to The Hobart Clinic over the years and wish them well in their future endeavours.



Gayle Johnston
- Board Chair

Board member since 2017



Wendy Quinn
- Vice Chair

Chair - Corporate
Governance Committee
Board member since 2016



David Day
- Treasurer

Chair - Finance, Audit
and Risk Committee
Board member since 2017



Allison Clark
Chair - Consumer
Advisory Group

Chair - Strategy Committee
Board member since 2016



Dr Ian Sale
Chair - Clinical
Governance Committee
Board member since 2018



Dr Annette Barratt
- Board member since 2020



David Nelan
- Board member since 2020



Chairperson's Report

Gayle Johnston

The past year has been marked by significant change and challenges for The Hobart Clinic, not least of which has been COVID-19.

In the first half of the reporting period there were several changes to our executive leadership team consequent to organisational growth. In December 2019, after nearly 12 years as CEO, Ms Amanda Quealy resigned from the Clinic. During her long term as CEO she had shepherded the Clinic through a significant period of growth and consequent change. On behalf of the Board and the Clinic I would like to thank Amanda for her contribution and commitment to the mental health landscape in Tasmania and wish her well in her future endeavours.

In the New Year the Board engaged a national recruitment agency for an extensive and rigorous search for a new Chief Executive Officer. In the interim the Board was fortunately able to engage Mr Simon Barker, initially as Acting Chief Operating Officer.

During the extended recruitment process, made more lengthy and difficult by COVID-19, Simon's contract was extended and he was appointed Acting CEO. The Board was delighted to finally announce the appointment of Simon as our permanent CEO on 10 June 2020. We consider we are very fortunate to be able to secure the services of such a highly experienced executive and one who has an extensive track record working in the healthcare industry in Tasmania.

Simon joined the Clinic at a critical juncture with respect to the Boards stated goal of creating a centre for excellence as a provider of private inpatient and day-patient mental health services in Tasmania. He has already had a significant positive impact on both our internal culture and the organisational structural changes that are required to put the Clinic on the path to a centre for excellence. At the date of this report our planned redevelopment is well on its way to commencing. We have tendered the project and are now only

awaiting final sign off of the tripartite contract with the successful Tasmanian builder, our financial provider and with State Growth. This is a very exciting milestone for the Clinic and it has been the Board's focus for a significant period of time. We anticipate delivering a much needed 48 bed private mental health hospital with associated allied health services within the next 2 years. Although there is still a long way to go in the building process, the Board would like to acknowledge the strong support it has received from the state government through State Growth to help the Clinic realise its vision.

COVID-19 has of course had a significant impact on the Clinic. We take the health of our staff, patients and the wider community seriously. As soon as the seriousness of COVID-19 was realised, Simon and his leadership team were able to implement and update our pandemic plan and contingencies immediately. In the early stages there were sudden changes to our processes and our staff, patients, and their families were very

flexible and adaptable to the circumstances. That we were able to continue to operate as a hospital is a testament to everyone's hard work and commitment to our community. Those staff that could, worked remotely. In addition the Board commenced virtual Board and committee meetings and continues to do so to help reduce the risk and promote a COVID safe environment.

This year has also been marked by a number of changes at Board level. At the 2019 AGM we farewelled Dr Sue Cherry who has completed 6 years on the Board. Sue had brought great insight to the Board and we sincerely thank her for her invaluable contribution.

In February 2020 the Board was pleased to welcome Dr Annette Barratt to fill our primary health vacancy. Annette brings to the Board her background of more than 30 years as a practicing general practitioner in Southern Tasmania and in her current role as General Practice Liaison Officer, significant insight into system improvement in all aspects of health care.

We were also sorry to see the departure of Craig French, consequent to a career change, who had most recently occupied the role of Treasurer. However, we have been able to start the new reporting period with David Nelan, a chartered accountant who brings with him extensive experience in business and financial management.

I would like to extend my personal thanks to my fellow Directors who have given their time generously and voluntarily over and above our normal meeting schedule. The Board have formed a strong network and been a source of strength throughout the challenges we have faced.

This includes taking on a more operational role with the leadership team and the change in CEO until Simon was in place. Just when we thought everything was back in control we were presented with the issues surrounding running a complex mental health business in the time of COVID-19. I would especially like to thank Wendy Quinn, Vice-Chair and David Day who stepped into the role of Treasurer at short notice, both of whom have acted unstintingly as a sounding board for me. Dr Ian Sale and Allison Clark have also been extremely supportive. Together we have been able to progress the redevelopment, adjust to the realities of a COVID-19 work place and continue to ensure our patients and the wider Clinic community are at the forefront of everything we do.

Our Clinical Director, Dr Michael Davie has given the Clinic notice of his decision to step down as Clinical Director at the end of January 2021 so that he can pursue other interests.

Dr Davie has been with the Clinic for over 10 years and his contribution and achievements over that time leaves us very well positioned for our redevelopment. He leaves us with a dedicated team of psychiatrists, a wonderful nursing team and a terrific psychology team. He has been one of the Clinic's strongest supporters and a leader in the delivery of mental health services in Tasmania. He will be greatly missed in the Clinical Director role but will continue his support and association albeit in a more limited way. We know that he will be watching the development of our new hospital with great interest. Our vision as a centre for excellence is as much the vision of Dr Davie.





CEO Report

Simon Barker

It's exciting to be penning my first annual report with The Hobart Clinic. Having joined the Clinic in December, I was excited to hear the Boards vision for the Clinic to become a centre of excellence in mental health and its enthusiasm to explore new services and research opportunities.

Coming from a large ASX listed health company this has been my first experience with a not-for-profit and the experience has been both enlightening and rewarding beyond my expectations. To be able to put your skills and experience to work in an environment where you know all profits are being reinvested back into helping the community leaves you with a level of satisfaction hard to describe. This combined with knowing that you are contributing to helping the many people in the community with mental health issues provides a rare sense of satisfaction.

One of the biggest pleasures in joining the Clinic has been the staff. It is rare to encounter an organisation where every person is so absolutely committed to the care and well-being of the patients in every way possible. The can-do approach of all staff and default response where nothing is a problem makes coming to work each day an absolute pleasure. Alas, 2020 will no doubt be remembered by many people for the pandemic. The impact on the Clinic has been significant, either in the form of increased demand but also the impact it had on how we provide our services. I am grateful to all staff and doctors for how they have remained focussed on our consumers and continuing to provide the best possible care during this very difficult time.

Work continues in planning the redevelopment of our facility with building works to commence shortly. This will be an enormous milestone for us as we open brand new consulting rooms as well as increasing our inpatient capacity to 48 beds.

There will be more group rooms for the conduct of programs, and these will be bigger to accommodate social distancing while also having state of the art video conferencing to accommodate broader participation for those unable to physically attend groups. This enormous undertaking will take us well into the future and position it as Tasmania's market leader for the provision of acute private mental health services.

Another significant milestone for the Clinic will be the execution of our digital transformation strategy. Like many small Clinics our systems have now become dated and it's time for an update. This project has been carefully planned with input from all areas of the business and I am excited about the opportunities it will create in relation to patient care and research opportunities.

Since my very first discussions with the Board there has been a real focus on developing a centre of excellence.

This aspiration has been integrated into the many changes we are currently making from digitising our systems to support a best practice approach, to the construction of the new facility that will provide a vastly improved environment for patient care and well-being. Work has recently begun on progressing our relationship with the University of Tasmania and the Menzies Centre. This work will dovetail into our digitisation project allowing us to participate in research and collaborate seamlessly with other service providers.

It's rare to have the opportunity where you can be part of the creation of something so very special. In the years ahead I'm very much looking forward to working with all of our team to navigate the many challenges that will open up so many exciting opportunities for the Clinic.





Impact of Covid **Our assessment**

- CEO and Chairperson

2020 has clearly been and continues to be a very challenging year as the COVID-19 pandemic impacts everyone. For the Clinic the most critical thing was to protect our staff and patients. In particular our inpatient community, as exposure would risk the Clinic potentially needing to discharge our patients and close our doors for a period of time.

Given the importance of avoiding inpatient exposure the Clinic quickly implemented numerous measures to reduce the number of people attending the Clinic. This included migrating almost all our outpatient appointments to video consulting, ceasing onsite outpatient group sessions, and closing our doors to visitors.

Other measures included point of entry screening, touch point cleaning, securing adequate PPE stock, and adjusting operations to accommodate social distancing requirements. Many of these measures were able to be removed as the public health guidelines relaxed, although the Clinic remains ready to reintroduce them if circumstances warrant.

Whilst the impact on operations was clear for all to see, the pandemic also impacted the Clinic financially. By prioritising safety over profit in all our decisions, the deferring of day programs combined with the reluctance of the community to visit their family doctor led to a drop in revenue as patient attendance declined.

This impact was mitigated by the government's Financial Viability Payments which ensured all private hospitals had sufficient cash flow to pay creditors. In return, the hospitals were required to maintain their workforce and be available to support the public health system if it was needed.

Having now upgraded our IT systems, undertaken renovations and developed extensive pandemic management protocols, we are now able to quickly implement a range of safety measures as the situation warrants.

Strategic Review and performance

Key Strategic Goals for the 2020/21 Financial Year

Grow and diversify the business through new services, capability and infrastructure in order to best meet the needs of our patients.

- Redevelopment of the Rokeby site
- Digitisation of the business
- Expand Mind Hub day programs at the Collins St Clinic
- Expand clinic services to cater for patient demand, including commissioning of a new TMS service
- Preparation for accreditation/National Safety and Quality in Health Service Standards (NSQHSS) survey – Scheduled for 2021.
- Expand the Clinics nursing and clinician workforce
- Continue to support workforce training programs including psychiatric registrars, medical students, and nursing students



Clinical Report



Dr Michael Davie
- Clinical Director

Well another year has passed and what an interesting one it has been! It started off with the COVID outbreak causing major disruption across the world and The Hobart Clinic (THC) was not excluded.

Many patients were reluctant to come to the hospital for fear of catching the virus, and day and out-patient psychiatric services had to be provided remotely to those who could manage a screen. This was a difficult time for both patients and staff. One benefit has been that many of us have become proficient in providing remote consults. We love to Zoom! We've also been through a major upgrade of our administrative software and communications hardware. Thanks to Sam and his admin team, aided by Patrick our IT guru, we now have significant time-saving with the handling of patient records, appointments and better internet access. Through all of the above we have provided high quality treatment for the most important people; our patients.

Patient satisfaction ratings are regularly above 92%. Of course we continue to train medical, psychology and nursing students and this year have been allocated two psychiatry registrars for the first time, in recognition of the experience they have at THC.

Most recently we have also purchased our first transcranial magnetic stimulation (TMS) chair which should be up and running soon. This will provide another helpful treatment option for those suffering from depression.

Sadly however this will be my last annual report. At the end of January 2021, I've decided to step down from the position of Clinical Director to have time to pursue other interests. I hope to continue my association with THC in a more limited way. Over the last ten years, I'm proud of the achievements of the dedicated team of in-patient psychiatrists I work with; Drs Bakas, Kenyon, Lake, Lane, Walker, Graham, Ait Khelifa, Sadiq and Dr Rob Walters, our medical officer.

A psychiatric team complimented by fantastic nursing team, led by Kim Barnes, allied health team, led by Maureen Eadie and ancillary staff, all of whom have worked hard to put the THC in the position it's in now; on the cusp of embarking on a major redevelopment of this unique, secular, not-for profit hospital from 27 and 48 beds. Unlike any other psychiatric hospital in Australia, THC puts all profits back into its wholistic psychiatric service. We are run by, and give back to, our community. We have no shareholders and no managed care. This means that the whole treatment team can provide the service that they were trained for - without compromise.

Happy psychiatrists, nurses and allied health means happy patients. I'm very confident that our CEO, Simon Barker, and the THC Board of Directors, led by Gayle Johnston, have the energy and skills to negotiate this next very exciting phase, cementing THC as a centre for excellence in psychiatric care.





Clinical Report

Kim Barnes
- Director of Nursing

The 2019-20 year has seen challenges and opportunities arise out of the rapidly changing environment that we have all found ourselves living and working in.

Our response to the COVID-19 pandemic was formulated quickly with staff, consumers and visitors all working together to comply with restrictions whilst maintaining high levels of screening and infection control prevention practices for the best possible safe outcome for everyone. Out of these changes have come innovations and flexibility in the way in which we deliver care and approach individual consumers needs, which we will carry forward into the coming year. Our quick response was only possible because we have such a committed team with a diverse skillset who worked together to keep our services going whilst having consumers remain at the forefront of everything we do.

Our focus in nursing over the past and coming year is to:

- develop and enhance skills
- ensure we have succession plans to counter an ageing workforce, and
- respond to anticipated bed expansion

We recognise the need to grow our nursing workforce and to actively participate in contributing to the development of mental health nurses across the state. We recently sponsored three of our nurses to undertake postgraduate nursing studies in Mental Health with a view to further sponsorship.

We continue to offer placements of Enrolled and Registered nursing students by providing a supportive learning environment. We hope to encourage more nurses to enter the rewarding field of mental health, and we will be supporting the transition to practice of

newly qualified nurses in the coming year. With this comes the development of a new Nurse Educator role to support existing and future nurses and develop educational supports. All our permanent nursing staff have undertaken Trauma-Informed Care training this year with the aim of having a better understanding and ability to respond to our consumers' needs. Follow-up group clinical supervision will be provided to support our nurses in integrating theory into practice. Mandatory training was brought in line with the 2nd edition NSQHS standards and our nurses now have access to a national continuing professional development site to access a wide variety of learnings online. This change to online learning offset the difficulties in accessing training that arose during the COVID-19 restrictions.

With the development of new treatments such as TMS, we will train our nurses to deliver these new treatments while also supporting our psychiatrists to set up these services, collect data and measure outcomes to ensure best practice and enable contribution to national research organisations.

Work has begun in the nursing space on implementing a more consumer-driven recovery focus to nursing care planning and delivery driven by consumer feedback to date and with future consumer consultation planned.





GM Programs Report

Maureen Eadie

- General Manager Programs (Mind Hub)

During the last year, we expanded the Programs team both in numbers and in the professions we employ.

Primarily, we have a large number of psychologists and this year, we hired two new graduates. These graduates excelled in their placements at the Clinic, and we recognised their excellent performance by offering them an opportunity to join our team. Other additions to our team this year include a social worker, a mentalhealth occupational therapist and two nurses. We offer flexible working arrangements, so most of our team work part-time, with everyone bringing a variety of complementary skills to the group programs we offer to our consumers.

We have several new programs, one of which is the Creative Writing program facilitated by our Occupational Therapist. Consumers have said this new way of expressing and processing emotions through writing is a valuable adjunct to their therapy.

We have also introduced ceramics into our Art program and consumers are enjoying the soothing and creative qualities of working with clay. We are excited to see the end results!

Of course, like everyone else, the biggest challenge this year was the COVID-19 pandemic. To keep our staff and consumers safe, we stopped our face-to-face group programs. I am proud of the adaptability and agility of our Programs team who, in a short amount of time, began offering many of our groups via telehealth. For nine weeks, our consumers could access a mental health group from the comfort and safety of their own home. Many of our staff transitioned to working from home, and through the marvels of technology, we were able to stay connected and support consumers. Consumers from the north of Tasmania were able to join a group to continue their recovery post-admission; this is something we have not been able to do before.

This pandemic has shown us a new and valuable way of providing group therapy that has merit for continuing.

For the coming year, we are hoping to be able to offer a Trauma Recovery program for veterans and emergency service workers suffering from post-traumatic stress disorder. There is no program offered in Tasmania, and currently, individuals need to fly interstate to access such a program.

We have gradually offered more programs at our Collins Street rooms in the city, including an Art program, a popular Women's group called Thrive and a range of treatment groups. By the next annual report, it is hoped we may have new group rooms on the way at our Rokeby campus.

It has been a challenging yet rewarding year in Programs, and it is thanks to the wonderful clinic staff and that we have continued to provide a quality service.

I'd like to take this time to thank my colleagues for another wonderful year.





GM People and Culture Report

Kate Beven

- General Manager People & Culture

The last 12 months have been both challenging and exciting. Amongst the unprecedented times shared with the rest of the world, we have mobilised efficiencies at an incredibly fast pace.

We have learnt the true extent of our agility and adaptability with many employees – including clinical staff – working from home for a large portion of the first half of 2020. We have demonstrated the depth and strength of our team as we have faced and conquered challenge after challenge while continuing to deliver high-quality care for our consumers.

The period of change has seen us welcome new faces to key roles including a Chief Executive Officer, General Manager Corporate Services, Administration Manager as well as many valued employees into services, catering, nursing, administration and programs. These new team members ensure we continue to provide high-quality engagement across the consumer journey.

We are particularly delighted to see a number of our nurses step up into more senior roles over the past 12 months. We are passionate about creating internal opportunities wherever possible and relish the chance to see this through to fruition.

2020 has seen our workforce settle after some uncertainty towards the end of 2019. We are pleased that our staff turnover has reduced to 3% for the last six months after spiking to 20% in the six months prior. As of 30 June 2020 the Clinic employed 64 permanent employees and 35 casual employees. Every one of those employees is critical in the delivery of our service and driving satisfactory consumer outcomes.

In the early part of 2020, we began to look at our workforce requirements for a 48-bed facility. The result solidifies a structure of leadership around our four pillars of growth; Nursing, Program, Corporate Support and People. We are confident that this foundation will see us

through the new build and growth period beyond. This process has also documented the challenge we have in front of us in recruiting adequate numbers of clinical staff into our nursing, program and medical teams over the coming years to ensure we can meet the increasing demand for our services. Our workforce plan highlights opportunities to grow our workforce through support in obtaining post-graduate qualifications, recruitment of new graduates and experienced clinicians from varying specialities to increase our diversity and strength of multidisciplinary teams. We acknowledge the immense value of our ageing workforce. We are working towards strategies to ensure that we can keep all members of staff actively engaged and contributing for as long as possible.

To attract critical staff members, we recognise the need for progressive and equitable people policies, procedures and processes. Accordingly, in the last

year, we have updated a number of these. We are delighted to now be able to offer generous leave provisions across the organisation, ensuring we can support our people when they need it most. There is more work to be done in this space, but already our progress has made a positive impact and will set us up to become an Employer of Choice in the future.

In the last six months, we reached an agreement with both our nursing and hospital employees for a 4 and 3-year Enterprise Bargaining Agreement, respectively. We remain thankful to all those who participated in the process for coming to the table ready to contribute and allowing us to reach an amicable resolution.





GM Corporate Services Report

Patrick Lilwall

- General Manager, Corporate Services

The role of Corporate Services is to provide a range of services supporting frontline clinical staff who offer care; and to provide a clean, comfortable and welcoming environment for our consumers.

Whether they are attending our day programs or appointments in the city location, or at our Rokeby facility, our team ensure the genuine service with a smile. Starting with our Administration team welcoming them as they arrive and help with that sometimes challenging paperwork, then to the rooms and surrounding gardens that are well prepared and maintained by our Domestic Services and Property Maintenance teams. Then finally experiencing our nourishing meals prepared by our Hospitality team.

A key focus for our year ahead is the digital transformation; this will position us to expand into our new facility and deliver a range of efficiencies that support our

responsibilities of financial stewardship and sustainability. In line with the Digital Strategy, we will focus on designing and delivering capabilities allowing us to extend the new services in line with our strategic direction. The core element of the service design is the focus on the continuum of care and ensuring the consumer experience is considered in all interactions.

Over the coming year, the following represent the core of those key capabilities:

Visitor Management:

With a concierge-style approach, we will have a modern system that allows a range of methods to check-in and out of our services. The ability to use smartphones will reduce unnecessary paperwork and friction in that process.

Practice Patient Management System:

This central system will offer a single patient record that recognises that people may need to engage with a range of our services over time and that we will have all of the necessary details in one place. This will negate the need for paper-based systems and process and support our Out, In and Day programs.

Corporate System Refresh:

The Back-of-House systems will also be reviewed and incorporated in a planned refresh covering our HR, Finance, and other document management systems.

Streamlined efficiencies:

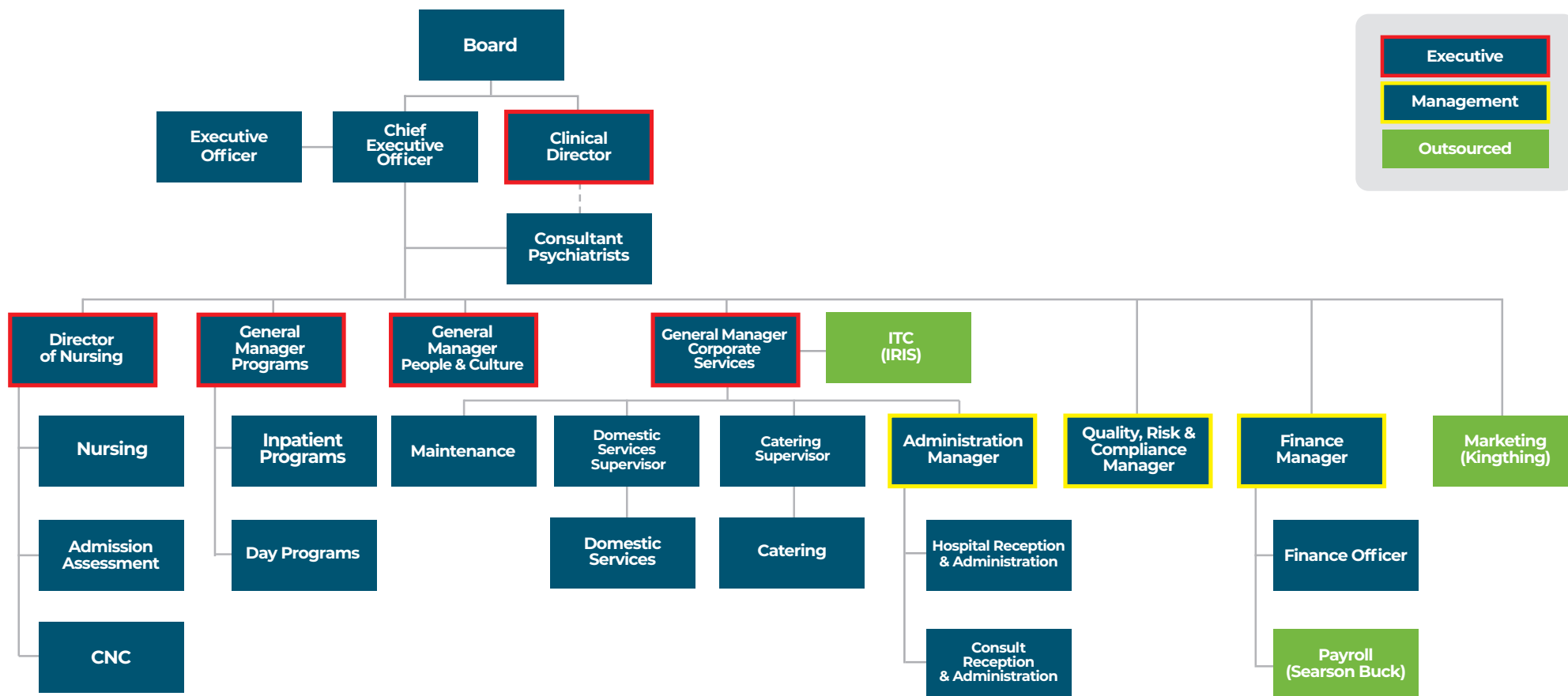
The Administration team has worked to deliver service optimisation initiatives over the last six months which have made a tangible difference to our outpatient Doctors and services. This will be continued into the future.

Underpinning all the above is a strong focus on the quality, privacy, and security of personal and clinical information. This is paramount in a world where cybersecurity is now a part of everyone's focus as we expand our services wider into the mobile and cloud-based area. This focus on delivering a contemporary working environment - where IT doesn't get in the way of working - helps our organisation to attract and retain great workers. This is possible due to the excellent culture that allows us to be more agile and responsive.

Underpinning this is a focus on safety and wellbeing of our workforce and consumers. We will also focus on ensuring Systems and Processes that support worker and consumer safety.



Organisational Structure



Leadership Team



Simon Barker -
Chief Executive Officer

What do you enjoy about working at The Hobart Clinic/your role?

After working in a large publicly listed healthcare company I really enjoy the size of the Clinic and the way you can roll up your sleeves and contribute to almost any aspect of its operations. I also find the fact that it's a community owned not-for-profit is also very rewarding, knowing that all profits go back to the community by investing in new technology and services that can help more people.

What do you enjoy doing in your spare time?

I enjoy running and bush walking. Recently I've also taken up sea kayaking and I'm really hoping I'll become much more stable as I spend more time on the water.

What role were you in before THC?

I was the Managing Director for Tasmania and a member of the Senior Executive at Virtus Health, a fertility service provider operating fertility clinics, diagnostic laboratories and day hospitals in Australia, Asia and Europe.



Dr Michael Davie -
Clinical Director

What do you enjoy about working at The Hobart Clinic/your role?

I really enjoy the challenge of elucidating the underlying issues that have led a person to be admitted to THC, then developing a therapeutic relationship with them to facilitate a treatment plan with recovery. Since almost all patients have been previously treated by a series of other health professionals without success, this process often a great but rewarding challenge. The other aspect which I really enjoy is teaching medical students and psychiatry registrars.

What do you enjoy doing in your spare time?

When I'm not at THC I enjoy reading and bushwalking.

What role were you in before THC?

Prior to THC I was working as a psychiatrist in a private practice in Melbourne.



Kate Beven -
General Manager, People & Culture

What do you enjoy about working at The Hobart Clinic/your role?

I feel privileged and grateful to be able to contribute to an organisation that works in a space of such high need throughout the community. Our team are so extremely committed and skilled at what they do, everyday I have the opportunity to learn from them and witness the vast positive impact they have on our consumers. It gives me great pleasure to be able to support them through the management of sound people practices and in any other way that is identified at a given time.

What do you enjoy doing in your spare time?

My spare time is consumed with family, particularly supporting children's endeavours. I steal what other time I can to keep fit and generally just be outdoors.

What role were you in before THC?

I was at the University of Tasmania managing a \$5m government and industry funded research project aimed at utilizing sensing technology to enhance decision making within supply chains from paddock to plate across a range of industries.



Kim Barnes -
Director of Nursing

What do you enjoy about working at The Hobart Clinic/your role?

I am fortunate to work with a skilled, dedicated and very caring group of nurses. My role allows me to make positive changes together with the nursing team to improve the care that we provide.

What do you enjoy doing in your spare time?

I live on a rural property where we have horses. I also enjoy going to the gym, gardening and reading, and when I have the time I really enjoy the creative and technical process of printmaking.

What role were you in before THC?

Nurse Unit Manager – Wilfred Lopes Centre (the Forensic Mental Health Hospital), although I was on secondment for the last year to implement the Safewards nursing model of practice in the inpatient units around the state.



Maureen Eadie -
General Manager Programs

What do you enjoy about working at The Hobart Clinic/your role?

I get great satisfaction from seeing the difference we make to the clients that come through the door. A few weeks at the Clinic or in a group can turn some people's lives around. I love working with a great team of people who are dedicated to the cause.

What do you enjoy doing in your spare time?

I love to play tennis, walk my dog, travel, and enjoy spending time with my family when they are around.

What role were you in before THC?

I was the Program Coordinator at the Veterans' and Veterans' Families Counselling Services – Department of Veterans Affairs, working with Veterans and their families.



Patrick Lilwall -
General Manager, Corporate Services

What do you enjoy about working at The Hobart Clinic/your role?

I am passionate about the opportunity to contribute to the healthcare sector, and especially now in the Mental Health arena. The team here is fantastic and there is a genuine culture of teamwork and wanting to make a difference. There is something special about working in the NFP sector that offers a sense of personal reward.

What do you enjoy doing in your spare time?

My wife and I have purchased around 22 hectares of land locally and are enjoying a rural life learning about permaculture and a more sustainable lifestyle in this beautiful state. With a focus on fitness, we are also enjoying the local landscape with bushwalking and mountain bikes.

What role were you in before THC?

I have a career centred around business transformation with executive roles as well as running my own consulting practice in the commercial and NFP sectors. The last ten years have centred around the healthcare sector in large scale Aged Care (residential and community), Disability Services, Hospitals, Palliative Care, Therapeutic Family and Community Services.



Louise D'Amico -
Finance Manager

What do you enjoy about working at The Hobart Clinic/your role?

I enjoy working in the not-for-profit sector because I feel like I am giving something back to the community. I work with a great team at the Clinic, so coming to work is enjoyable.

What do you enjoy doing in your spare time?

I enjoy swimming in the pool and the ocean, spending time with my young family and walking my dog.

What role were you in before THC?

I previously worked at the Department of Communities as a Business Analyst.



Alison Millar -
Quality, Risk & Compliance Manager

What do you enjoy about working at The Hobart Clinic/your role?

The staff at the Clinic are lovely, so it's a pleasure to come to work each day. I enjoy the challenges that this role brings in supporting the service and staff, to ensure that the Clinic is always striving to provide high-quality and safe care for consumers every day.

What do you enjoy doing in your spare time?

Reading, cooking for my family on the weekend and trying out new recipes, I have discovered I need more practice with my sourdough breadmaking. Throughout 2020, I have discovered a passion for gardening.

What role were you in before THC?

I was a Registered Nurse for 20 years and moved to Tasmania to work for the Tasmanian Health Service in 2006. I have worked broadly in a range of specialities and services across Australia since I became a nurse, from rural and remote health care, immigration, correctional, forensic mental health, adult mental health and alcohol and drug services. I have a Bachelor of Nursing and Masters of Health Management.



Patient Experience Survey

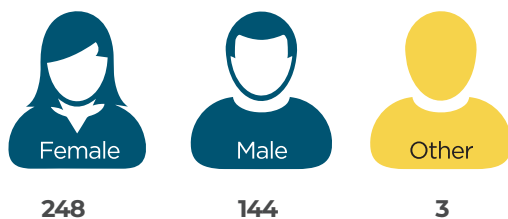
Below are what some of our patients have to say about The Hobart Clinic

“Staff were very caring and the services were excellent, at every step of the way, actions by staff always made me feel safe”

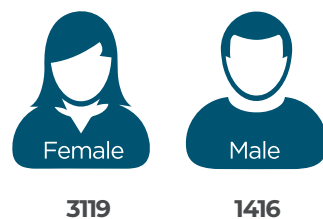
“Housekeeping and kitchen staff went above and beyond to meet my needs; nursing staff were excellent, and my treating Psychiatrist and the Registrar were very understanding, personable and caring. I felt very comfortable and cared for during my admission”

Demographics

Overnight admissions:



Day Patients:



5 out of 395 admissions were from areas other than Tasmanian postcodes

Service Delivery

Average Length of Stay:
Mind Hub Attendance:
Inpatient Bed Days:
Inpatient Admissions:

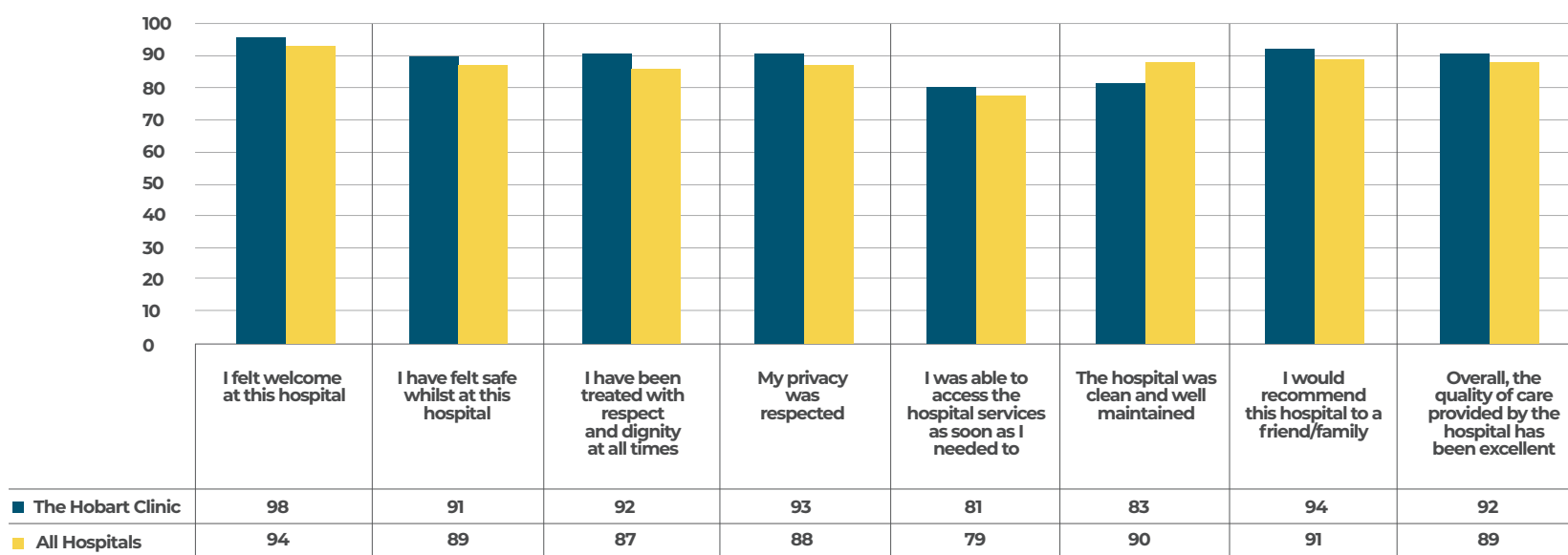
	2020	2019
Average Length of Stay:	19.10 Days	21 Days
Mind Hub Attendance:	4469	4941
Inpatient Bed Days:	7773	8597
Inpatient Admissions:	391	419



Patient Experience Survey

The Hobart Clinic is a member of the Private Psychiatric Hospitals Association and provides data on the Patient Experience, for the Private Psychiatric Hospital Data Reporting and Analysis Service. The graph below shows our results in comparison to the All Hospitals data. Our data speaks for itself; we regularly perform above comparative hospitals and our patients tell us that the Clinic consistently provides excellent care and their mental health outcomes are very good when they have used and are discharged from our services.

Patient Experience Data 1 April 2019 - 31 March 2020



We take our consumer feedback seriously and are always looking for opportunities to improve the way we do things. As a result of our Patient Experience Survey, we have:

- Increased our cleaning hours
- Provided information to consumers about our cleaning program
- Introduced a 'courtesy card' on patients' doors to let them know their room has been cleaned and allow them the opportunity to tell us if they are dissatisfied
- Reviewed and updated the infection control cleaning program to align with the National Health and Medical Research Council's Infection Control Guidelines (February 2020)

Our values

At the heart of The Hobart Clinic are our four core values, which guide everything we do and direct us towards our mission to:

“provide mental health services for consumers, families and the community, in recognition that mental health is something that affects us all”

Our Values

Inspired

We're passionate about inspiring the best in everyone we connect with.

Teamwork

We build open, honest and purposeful relationships.

Growth Mindset

We collaborate with the intent to learn, develop and enable the learning journey for all.

Brave

We commit to finding solutions for our clients and colleagues regardless of the difficulty.



History

We pride ourselves on living our philosophy of reducing the stigma around mental health, and our actions and involvement with the community reflect this.

From humble beginnings in 1984 known then as St Michael's Priory, the Clinic began to accommodate patients from the Royal Derwent Hospital. In the early days, there was a focus on the treatment of Vietnam Veterans and programs were developed specifically to support veterans to overcome their war trauma. As the Clinic grew and evolved over the years, many changes have occurred; such as the creation of an independent Board in 2008. This Board recognised the need for services to be readily accessible to all in the heart of Hobart, increasing awareness of mental health and our role, and normalising the experience of caring for mental health and wellbeing.

More recently, we've created the **'We're all mental'** campaign, which aims to take a word (mental) that is virtually a cultural taboo or insult, and turn it into a sentiment that can be better understood, embraced and celebrated. We developed a television commercial for Mental Health Week, which was a key piece of media designed to resonate with the community and reduce the stigma. It was designed to be 'matter of fact' about mental health issues, putting these concerns at the forefront of people's minds to 'get the conversation started'.

Today, our programs offer support services for the families of our patients to enable them to cope with experiencing a loved one struggling with their mental health. We continually refine how we respond to this need, ensuring our services cater for all types of situations. Our commitment to mental health

extends to being a teaching service for tertiary education. We have a collaborative relationship with the University of Tasmania and many medical, social work, nursing and psychology students complete their work placements with us, many of whom return after graduating.

As we look towards the future, we are excited about beginning the redevelopment of our 21 bed facility to a modern 48-bed hospital on our grounds in Rokeby.



To view 'We're all mental' go to:
www.thehobartclinic.com.au

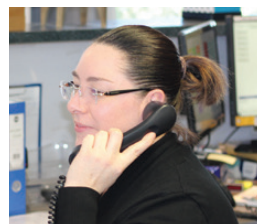


Employees of the Year

The Board, Management and Staff of The Hobart Clinic would like to congratulate Patricia VERNYK and Stuart GAUGHAN on their Employee of the Year awards.

We thank them for their continued hard work - It is appreciated by all and they are valued members of The Hobart Clinic team. We also acknowledge Harriet Duggan, our runner up.

Proudly sponsored by Hesta



Patricia VERNYK

Trish only commenced with the Clinic in mid-December of 2019, yet her impact has been felt across the breadth of the organisation. Trish's wide-ranging nominations for this award highlighted her commitment to ensuring a great experience for the patients, as well as to deliver exceptional service for our doctors. Trish is always positive, has a can-do attitude, is willing to do whatever it takes to get the job done and delivers nothing but the highest of quality standards. Trish thinks outside of the box to find the best outcome, and a number of her nominations described her as 'unfailingly' helpful and exceptional.

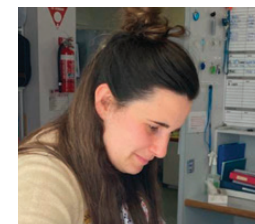
It is clear that we are very lucky to have brought Trish onboard and we hope that she loves working with us as much as we love having her.



Stuart GAUGHAN

Stuart has been with the Clinic for 3.5 years and has proven himself as a quiet achiever. He is always happy, friendly, caring and welcoming – nothing is ever a bother. Stuart is described as having a 'beautiful do anything attitude and remarkable empathy' and is quietly recognised by patients, their families and doctors alike for the wonderful care he provides for patients.

Stuart's level of knowledge and the skillset he has are beyond his years and the level he is currently employed at. The evidence of Stuart's commitment to his role, but more importantly the impact he has on our patients exists across the whole of his 3.5 years and we are just so grateful to have such a dedicated, talented and compassionate member of our nursing team.

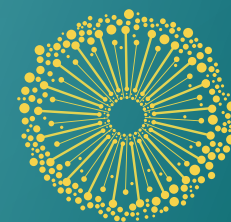


Harriet DUGGAN

Harriet commenced with the Clinic as a relatively new graduate in 2013. Over the last 7 years Harriet has consistently demonstrated natural leadership ability and excellent clinical judgement.

Since taking on the role of CNC Harriet has continued to demonstrate refined leadership and communication skills. She is clear, measured and concise, providing a steady hand to the team whenever it is needed. Harriet is always learning and never shies away from a challenge. She is well respected by her peers, the management team and the Doctors, enabling her to work amicably towards positive outcomes regardless of the challenge.

Congratulations Harriet on the fabulous job you have been doing leading the nursing team in your CNC role, the Clinic is lucky to have had your services for all of these years.



THE
HOBART
CLINIC

Excellence in Mental Health