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THE
HOBART
CLINIC
—

Excellence in Mental Health

2021 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.



Contents

Board of Directors	4
Chairperson's Report	5
CEO Report	7
Impact of Covid	8
Strategic Review & Performance	9
Employee of the Year	10
Organisational Structure	11
 Clinical Reports	 12
 People and Culture Report	 15
Demographics	17
Patient Experience Survey	18
Our Values	19
History	20

Board of Directors

The Hobart Clinic staff and Board would like to acknowledge the contribution and support of Gayle Johnston, David Day, David Nelan, Dr Ian Sale and Dr Annette Barratt who resigned from the Board in 2020-21.

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



Wendy Quinn
- Board Chair
Chair – Clinical Governance
Committee
Chair - Building Integration Group
Commenced in 2016



Allison Clark
- Vice-Chair
Chair – Consumer Advisory
Group
Chair – Corporate
Governance Committee
Commenced in 2016



Debbie Dunn
Commenced in 2021



Dr Ian Sale
Commenced in 2018
Resigned in 2021



Dr Annette Barratt
Commenced in 2020
Resigned in 2021



David Nelan
Treasurer
Chair – Finance Committee
Commenced in 2020
Resigned in 2021



Gayle Johnston
Commenced in 2017
Board Chair 2019 – 2021
Resigned in 2021



David Day
Treasurer from 2020 – 2020
Commenced in 2017
Resigned in 2020



Chairperson's Report

Wendy Quinn

As the new Chair for The Hobart Clinic, I want to firstly acknowledge how proud of the organisation I am to have been part of the process that saw the organisation achieve Accreditation for a three-year period with no unmet quality standards. This is a significant achievement that is testament to the high quality, client focussed mental health services that The Hobart Clinic continues to provide in Southern Tasmania supported by our employees at every level and function throughout the organisation. I would particularly like to acknowledge the hard work and contribution made in the weeks prior to the accreditation visit which supported this achievement through the focus of Dr Hannah Lake, Kim Barnes, Alison Millar, Michelle Stirling, Harriet Duggan, Collette Stell, Leah, Ludbey, Sarah Spencer, Sharlie Russon Rebecca Hope, and Patrick Lilwall.

Despite this achievement, the Clinic has experienced many challenges and changes. Many, but not all these challenges, are directly related to COVID-19. The Hobart Clinic, like many

other mental health services across Australia, has experienced significant workforce shortages in both medical and nursing positions. Strategies to successfully overcome or mitigate our considerable risks in key areas have been developed and implemented with the support of our members, non-executive Board Directors, Executive team, and staff.

In this context, the Board are navigating a difficult decision-making environment. We have not been able to find a clear pathway through some of the issues which continue to impact on the Clinic's business model. The Clinic's reserves continued to be impacted from COVID-19 and workforce shortages (impacting on inpatient and day program numbers), with the Board unable to gain traction on our improvement strategies. The audited financial statements will highlight the impact to our reserves, whilst also noting that the Clinic at all times remained operational and solvent. Sadly, at this time, in response to the

rapidly changing internal and external circumstances, and non-containable risks, the Board has reluctantly made the very difficult decision that it should not proceed with the proposed development and has suspended the project for 12 months. This will allow time to undertake appropriate business analysis, work through key strategic decisions and support the core business to be stabilised and return to a more sustainable financial situation. This will enable the redevelopment project to be reconsidered next year when there is a better understanding of the longer-term impacts to our sector. To support our critical decision making at this time, the Board chose to bring Deloitte into our space in an advisory role. This difficult decision making and challenging period for the Clinic has resulted in significant changes in our Board and Executive team.

I would like to recognise the achievements and commitment of Gayle Johnston, our previous Chair. Gayle joined the Board in 2017 and was elected Chair

in December 2018. Since that time, Gayle worked tirelessly to build the capability and capacity we need to achieve our strategic objectives. We valued Gayle's contribution and leadership. During her time working with the Clinic, and particularly over the past 18 months in the role of Chair of the Board, she has supported the Clinic's transition to a new Constitution (early 2021) and set the scene for significant initiatives which will ensure that the Clinic remains at the forefront of best practice mental health services in Tasmania.

I'm thankful for the opportunity to serve as Board Chair, and for the support of our Vice-Chair, Allison Clark and my fellow Directors. Both Allison and I joined the Board in 2016. I have served as the Board's Vice-Chair since 2019 and contribute a strong background in mental health services and governance to the role. Allison brings a consumer's perspective to the Board, working across multiple organisations to integrate the consumer into policies and procedures and has done so using her experience

in caring for the mental health of several individuals in her family circle.

Over the last 12 months the Board saw the departure of four non-executive Directors, including David Day, David Nelan, Dr Ian Sale and Dr Annette Barratt. We thank each of these Directors for the valuable gift of their time and expertise in supporting the governance of The Hobart Clinic. Although I would like to expand on their individual contributions to the Clinic, the available space in this Annual Report would not do justice to the calibre of their work and excellence of their contribution. Each has been acknowledged through personal letters of thanks. Our recruitment process to replace departing Directors brought Debbie Dunn into our Board, strengthening our financial and mediation skill sets. A period of additional Board renewal is currently underway.

In March 2021, Simon Barker (CEO) resigned as CEO to take up a new position interstate. Simon came to the Clinic at a time when we were looking to stabilise the Clinic's administrative environment and build the strategies we needed for the next phase of our evolution. The Board thanks Simon for the stability he brought to the Clinic during 2020, as well as his vision in guiding and progressing the Clinic's digital transformation and major redevelopment.

Appointment of a CEO is one of the most important functions of a Board and for The Hobart Clinic at this most

intensive time in our history. The Board invited Patrick Lilwall to act as CEO due to his skill set, leadership with project management, and cultural fit, while the organisation undertook necessary structural changes. The Board would like to acknowledge the excellent work that Patrick has undertaken in the acting CEO position to date and will welcome Patrick's eventual application for permanent appointment to the position once the recruitment process is activated. A key support for Patrick and the Board has been Rebecca Hope who was appointed to the role of Company Secretary. We thank Rebecca for her diligence and ongoing support.

We acknowledge the important work over many years of the previous Clinical Director Dr Michael Davie. Dr Davie passed the baton of Clinical Director to Dr Hannah Lake in February this year. Dr Lake has demonstrated her clinical leadership, whole of Clinic thinking and sound clinical oversight since beginning as Clinical Director. In consideration of the many changes our Clinic has undergone, it is critical that the incoming Clinical Director is adept at change management, prepared to engage with the Clinic Executive to place a clinical lens over all strategic decisions and can make sound business decisions as well as clinical ones. Although new to this role we are confident that Dr Lake will grow into this important role. We look forward to working with Dr Lake to fulfill the Board's vision for creating a centre for excellence as a provider of private inpatient and

day-patient mental health services in Tasmania as well as diversifying our service provision in new directions.

Our stakeholder's contribution to The Hobart Clinic is deeply valued and we understand that the decision to pause the redevelopment project is a significant disappointment to many of you who have been on this journey for so long. This decision has not been undertaken lightly, only occurring after extensive risk analysis, external review, and consultation with internal and external stakeholders. On behalf of the Board, I would particularly like to thank our Members for their support and contribution to our strategic decision making.

To reach the future state that The Hobart Clinic is capable of, the Board continues to believe that changing elements of our service model and enhancing our internal culture across all levels of the organisation will be fundamental to success. Despite the year behind us, the Board strongly believes that the Clinic will find its way forward and provide a growing contribution to the mental health sector in Tasmania. We remain committed to the future of The Hobart Clinic and the vision of improved mental health for the Tasmanian community.





CEO Report

Patrick Lilwall, Acting CEO

I first want to acknowledge our First Nations people as the continuing custodians of our land and their elders past, present and emerging. We provide our services on naniyilipata country on the Eastern Shore where our hospital operates, and nipaluna country in Hobart.

The global pandemic of 2020 has changed and challenged so much for so many and has continued into 2021. In the presence of these challenges has come many changes to our organisation. The greatest challenge for our community is both an economic - and now more importantly - a mental health and wellbeing challenge. More than any time before, the need for our services has increased. Our greatest challenge today remains our workforce. The ability to retain and attract the right people with the right values and skills is our priority. The impact of COVID has dramatically changed the workforce landscape and is being felt across the mental health and wider healthcare sector. It was this and other challenges that have caused us to suspend the development of a new 48-bed facility as we consider the risk of the

COVID landscape and will revisit in 2022. We remain committed to the sector and will find a way to adapt and continue to evolve and support the sector.

Whilst there have been challenges - and no doubt some will remain - we also have many positives to recognise and celebrate as a strength and opportunity. This year, The Hobart Clinic went through its regular three-year accreditation audit to meet the National Safety and Quality Healthcare Service Standards. We passed with flying colours. We were recognised as a well-run organisation that is committed to both strong clinical and corporate governance. Our clinical governance is effective and strives to ensure that our patients receive contemporary and safe care through cooperative oversight and regular review and uptake of best practice. We continue to seek our consumers input through a range of measures including through our Consumer Advisory Group, with a dedicated and appreciated group of volunteers. Over the past year, our previous CEO resigned to pursue other opportunities interstate that better

align with his family priorities. While the Board are conducting a national search for a CEO, I have the pleasure to step in as Acting CEO and lead a great team. We are focussed on renewal and exploring new strategies that will see our organisation be resilient, adaptable, and contemporary.

Our previous Director of Nursing, Ms Kim Barnes, has left a strong legacy and provided the blueprint for our Accreditation Standards and a strong nursing workforce. We have been able to attract Ms Dianne Hawkrigge as our new Director of Nursing and Dianne brings a wealth of experience from across the wider healthcare sector. We also saw the Clinical Director role transitioned from Dr Michael Davie to Dr Hannah Lake. Dr Davie steered the Clinical leadership for many years and it is now in the capable hands of Dr Lake.

The organisation has now embarked on a digital transformation journey with the delivery of an Electronic Medical Record (EMR) system that will support the organisation to become a modern and innovative practice.

In support of our care delivery services, we have a Services team that support the patient experience. They do this through our Medical Administration team warmly greeting our patients as they are welcomed into a relaxed environment, the Housekeeping team who look after our patients rooms, our Facilities team who ensure our grounds are well groomed and presented, and our Catering team who serve the nourishing

meals offering a home-like ambience. All these elements work together in support of the patient.

In enabling a sound business practice, we are also supported by a dedicated team of other corporate services team in the areas of Executive Support, Finance, People & Culture, and Quality Risk & Compliance.

As part of Reconciliation Week and our planned action this year, we made a commitment to developing a Reconciliation Action Plan. We will listen to the voices of our Aboriginal and Torres Strait Islander community members to continue to ensure we provide a culturally safe workplace and hospital.

The Hobart Clinic is also now a registered Charity, and we will explore a path of fundraising and philanthropy where we can continue to deliver on the legacy of our 35 years of history and ensure the organisations future.

We are a significant part of the mental health sector and are supported by a volunteer Board who contribute their valuable time and energy to govern our organisation. We are also supported by our Member organisations who continue to guide The Hobart Clinic in our vision to provide mental health services to support our wider community. While we face challenges, I am proud to be a part of a significant service that offers value to many people in the community and remain forward focussed.



Impact of Covid **Our assessment**

- CEO and Chairperson

2020 was a year that we all saw the onset of the global pandemic and this challenge has well and truly continued into 2021. Our business performance has been impacted predominantly in our workforce and capital works projects. The impact to attract and retain our clinical workforce is still a significant challenge. The ongoing risk of COVID infection and lockdowns across Australia is significantly impacting the clinical workforce and resulting in a situation that is unlikely to be resolved in the immediate short-term. The Hobart Clinic has been planning a major capital works redevelopment to upgrade our 27-bed hospital to 48-beds. Over the past year, we have seen extensive escalation of the pricing of building materials in the face of stimulation spending and increased housing demand in Tasmania. This combined with the workforce challenges

has caused us to reconsider our capacity to take on a significant development in the presence of this risk. We will reassess the project in 2022 when we can better understand the landscape.

We have become more resilient in the face of these challenges. Through ongoing operational reviews, we have improved our business continuity planning and COVID response plans. We are better prepared for a lockdown in Tasmania and we are agile in working in a hybrid environment either on-site or remotely, without comprising patient care.

We continue to prioritise the safety of our patients over profit. This is the basis of our response plans and we are prepared to act quickly and responsibly. This impact was mitigated by the

Tasmanian governments Financial Viability Payments which ensured all private hospitals had sufficient cash flow to pay creditors. In return, hospitals were required to maintain their workforce and be available to support the public health system if it was needed. The impact from COVID in 2020 continued through into 2021, particularly with our day program services. We are continuing to work with Private Health Funds to explore new models of delivery to offer flexibility to our patients, particularly those patients in rural or remote areas.

The delivery of an Electronic Medical Record (EMR) system will offer improved flexibility to remote access and telehealth. It is this level of innovation that will improve our ability to be more resilient in the future.



Strategic Review and performance

Strategy and Goals for Financial Year 21/22

Our Strategy

To be able to continue to attract and successfully treat patients will require the positioning of the clinic as an industry leader. Effective consumer engagement will be critical to guiding those areas of differentiation.

As such, four strategic project streams have been proposed to deliver on the strategy:

1. Thought leadership – to take leadership positions in our clinical areas of focus and selectively add new services in areas of future focus in order to attract great talent to the organisation
2. Optimise the consumer journey – based on the patients journey through end-to-end service stages, from referrals to discharge; and establish operating practices that ensure business sustainability.
3. Refine the service delivery model – to increase the capacity of the Clinic and the range of services we offer based on consumer engagement and clinical best practice
4. Develop partnerships and new market facing capabilities – to pursue new opportunities and establish alternative sources of income for a range of diversified services

Key Strategic Goals for the 2021/22 Financial Year

Four strategic project streams have been proposed to deliver on the strategy:

- Thought Leadership
 - Position the Clinic as a specialist mood disorder clinic leveraging existing research
 - Develop new programs
- Optimise the consumer journey
 - Establish Consumer Advocate roles
 - Service design based on patient journey
- Refine the service delivery model
 - Deliver new Electronic Medical Record (EMR) digital platform
 - Optimise current service delivery
- Develop partnerships & new market facing capabilities
 - Explore new service lines that leverage strategic synergies
 - Increase collaboration across the sector

Employees of the Year

The Board, Management and Staff of The Hobart Clinic would like to congratulate Karen Leed and Rebecca Hope 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.



Karen Reed

Karen has one of the hardest roles in the clinic, in the Triage team. Our Clinic is often at capacity and we are limited in how many new patients we can admit.

Karen does an amazing job in managing patient and family expectations, referring people in need elsewhere if possible and providing crisis intervention advice for those in greater need. Her support to our patients and their families is valued by everyone.



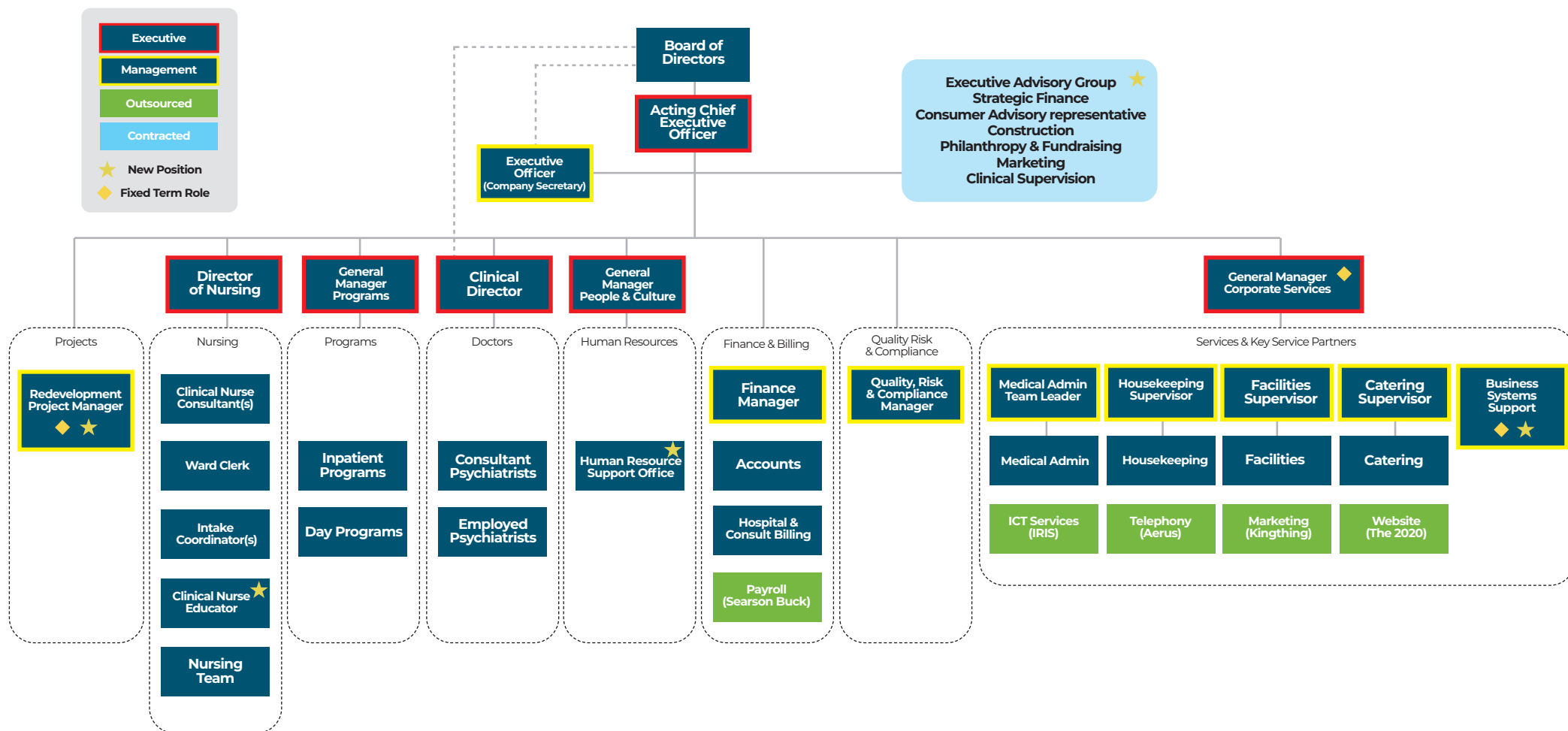
Rebecca Hope

Rebecca is an incredibly efficient and quiet achiever who has been working extraordinarily in her role as company secretary and all the other roles she does. She is so thorough and never forgets to do what is asked.

We have had so many changes to policy and procedures with accreditation and she did an amazing job keeping abreast of that and more.

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Clinical Report



Dr Hannah Lake
- Clinical Director

I would like to extend my thanks to The Hobart Clinic community for their welcoming support during my first year as Clinical Director. It's been a pleasure to work with the Executive for the Clinic. I welcome new Executive members Patrick Lilwall as Acting CEO, and Dianne Hawkridge as Director of Nursing. The Clinic continues to be a centre of excellence, serving the Tasmanian community with evidence-based multi-disciplinary psychiatric care. We successfully achieved hospital accreditation in June 2021, under the new accreditation standards, and the glowing report from the accreditors spoke to our culture of safety and patient-centred care. The COVID-19 pandemic has required us to be flexible in care delivery, and the Clinic has risen to these challenges swiftly. Over the last 12 months, the Clinic has continued to implement improvements and changes. The transcranial magnetic stimulation (TMS) service has been in operation since October 2020. We have

participated in multi-centre research through our collaboration with the Black Dog Institute CARE network, and one of our registrars has had research undertaken while at the Clinic published in *Australasian Psychiatry*. The electronic medical record system is only months away and will allow us to move to a paperless hospital. We continue to provide placements for UTAS medical students and also Psychiatry Registrars. Over the last 12 months we have been very lucky to have Registrars Dr Michelle Adams, Dr Rebecca Grant, Dr Reagan O'Neill, Dr Charles Paveley and Dr Suling Tan, who have contributed enormously to the care of patients. The Doctors working at the Clinic in service of the community continue to provide excellent care. My thanks to Dr Nicolle Ait Khelifa, Dr Joanna Bakas, Dr Michael Davie, Dr Rebecca Graham, Dr Mike Jordan, Dr Will Kenyon, Dr Jon Lane, Dr David Lang, Dr Alvin Loh, Dr Daya Sadiq, Dr Zoe Walker and Dr Rob Walters.

Finally, I would like to share this comment that was provided to the Clinic by a patient, because it speaks more clearly to the work we do than anything I could say:

"To all staff at The Hobart Clinic, thank you all so much for your care, support and understanding. I appreciate everything you have all done for me, more than you will ever know. I came here broken and in a very dark place. Each and everyone of you have played a part in putting me back together again and for that I thank you from the bottom of my heart. While I still have a few cracks in me, I can now see the light at the end of the tunnel and feel ready to face the world again. I am so thankful that I reached out for help and that I had you all here to help me."

As we move through the next year, no doubt full of known and yet unknown challenges, The Hobart Clinic remains a unique and very important place for Tasmanians.





Clinical Report

Dianne HawkrIDGE
- Director of Nursing

It's a pleasure to be contributing to the annual report for the first time having joined the Clinic in June this year. Preparing this has served as an opportunity to reflect on both my first few months in the Director of Nursing (DoN) role and the past 12 months with colleagues who have been here throughout that period. I am very grateful for the warm welcome to the Clinic and the time I have been able to spend with the nursing team and patients. It's heartening to hear the voice of lived experience from those who choose to use our service. They speak of the quality of care they receive from our diverse team of nurses, doctors and service support staff and the positive impact on their wellbeing. Our response to the COVID-19 pandemic in its early phases set us in good stead to continue living and working in a very changed environment. Tasmania has seen very little presence of COVID-19 since the latter part of 2020 however our pandemic plans are robust, allowing us to

respond to restrictions and public health directives with seamless implementation to ensure everyone is safe. We remain confident in our ability to maintain business continuity in the ongoing ever changing COVID-19 world. In early 2021 the Clinic farewelled the previous Director of Nursing, Kim Barnes, after three years of service and leadership in the executive and nursing teams. Whilst the Clinic moved through the recruitment phase and my commencement, Harriet Wilcox and Michelle Stirling (Clinical Nurse Consultants) took on some additional duties to support the Director of Nursing function and I wish to acknowledge their commitment to the Clinic during this time and thank them both for assisting with my induction.

The Clinic underwent the Quality Improvement Performance audit process in June 2021 with a very successful outcome. Accreditation was awarded for an additional three years.

Many people contributed to the preparatory process and the audit itself and we are very proud of the outcome. We acknowledge and thank everyone for their efforts in the process and seek to continue to review our systems and process through a quality improvement cycle.

We continue to have a focus on growing the nursing workforce and ongoing recruitment has been successful in the past few months. The global and local workforce shortages remain an issue, with the pandemic also influencing the situation with limits on travel. We are not alone in this challenge and we hope to participate in discussions and innovations being considered by the wider sector.

Student placements for Enrolled and Registered nurses are prioritised and we proudly offer a supportive learning environment. We are about to commence recruitment for a Clinical Nurse Educator role, and we hope to have an education framework in place by the end of 2021 for new graduate nurses, general nurses and mental health nurses. In addition, we will seek to introduce other support roles to the team as we add to the services we offer in the future as a non-government health provider. The planning and introduction of transcranial magnetic stimulation (TMS) to our Neurostimulation Unit (TMS and ECT) in September last year has been very successful.

There has been data collection since the onset of this service to support research and we are excited about the future results and our contribution to the evidence base. I wish to acknowledge the contribution of Sarah Spencer (RN) in the development and delivery of this service. We now have two other nurses trained to work alongside Sarah and plan to offer other nurses the opportunity for training in the next year. We expect that our Neurostimulation Unit will continue to grow and develop over the coming year. I would like to finish with the voice of people who have offered feedback about their time at The Hobart Clinic.

"It's been a long journey so far and I still have a long way to go before I reach my goals and where I'd like to be. I'll never give up on myself, I'm so determined to achieve my goals one day at a time, I thank all the staff, in particular the nurses who cared for me, for helping me with this inpatient stay. I'm feeling confident I can do this."

"I am so impressed with my stay so far. Nurses are caring, attentive and observant. Many of the staff knew my name by my second day. Such a welcoming feel. My Psychiatrist is kind, observant and a good listener and I know I'm in good hands. Lovely Food. Thank you so much."





GM Programs Report

Maureen Eadie
- General Manager Programs (Mind Hub)



2021 has proven to be a year of being able to consolidate in delivering programs after the 2020 COVID lockdowns and need for telehealth.

Staffing in Programs has remained stable and we have been able to expand our offerings. Patients that come to the Clinic for a stay are often surprised to find the variety and quality of groups they participate in to assist their recovery. Offerings include important psychoeducation groups but also art therapy, regular exercise, weekly yoga, and diversional activities that create laughter and camaraderie. The weekly Croquet challenge in the warmer months has proven to be a popular activity.

Our art program has expanded in the last year with the introduction of ceramics offered by Nik Azon-Jacometti a nurse and wonderful ceramist who has clients “throwing” pots on a wheel and moulding amazing items. Some participants who have never considered themselves artistic are producing amazing works and their wellbeing

flourishes with this. In addition, we offered an afterhours Drawing group in our Collins Street group room with Adrian Harris Art Therapist where participants honed their drawing craft. Jenny Kyng our first art teacher continues to offer a weekly group in our city rooms.

Our Creative Writing program facilitated by Susan Austin has proven to be an amazing complementary therapy for people with mental health challenges. Other new groups offered in the last year include an 8-week Pain management group designed by Hannah Smith Clinical Psychology registrar who also works at the Federal Street Pain Clinic. Clinicians from there were guest speakers in the program bringing expertise in a combined approach.

We have had an expansion in the groups we offered in the Alcohol and Drug area where with COVID we saw an increase in these presentations. In addition to the weekly Recovery program run by Dave Willans and till recently Dr Nicole Ait Khelifa who has taken up a role as State-wide Speciality Director for the

Alcohol and Drug Service Tasmania, we have had two afterhours programs at our city rooms of a different approach using Mindfulness based relapse prevention facilitated by Anna Dimsey.

We have continued to have three Dialectical Behaviour Therapy (DBT) groups however will be reducing this to two in the coming months and bringing in an introduction to DBT as well as a graduation program for the many graduates we have. Erin Bell Clinical Psychologist has played a pivotal role in coordinating and facilitating this program. Our two youngest psychologists Oliver and Jess have continued to develop and expand their craft across many groups.

In the coming year we hope to finally get a state-based Trauma Recovery Program operational for veterans and first responders.

We also are keen to be able to offer telehealth as a normal option as a day program, not just because of COVID restrictions. We see this as a way of supporting people that live a distance from Hobart and to reduce any barriers to gaining valuable support. I want to thank the entire work force at the Clinic who are the most dedicated group of people I have had the pleasure to work with for their care in wanting to improve the lives of others.





People and Culture Report

Kate Beven

- General Manager People & Culture

In 2020, we saw the strength of our staff in the way they stepped up and put the patients first. We also saw amazing compassion as the team pulled together and supported each other. 2021 has continued to show the strength of our staff and the support we provide to our patients and each other.

As we look across the wider mental health sector, we have seen common challenges in attracting and retaining a strong workforce. The challenge to attract a clinical workforce was impacted in the ability for potential new staff to travel across state and territory borders, and if they were able to, they were faced with escalated accommodation prices both in the rental and purchasing markets. Then there were the ongoing restrictions that make it harder for them to visit family and friends from home easily. If COVID has made anything clear to us, it's the importance of our support networks and family and friends. The combination of this scenario is reduced recruitment and loss of existing staff who come from

interstate as they return to their home states to be closer to family.

While it could be easy to focus on the challenges, The Hobart Clinic is at its heart, a people business. We have an amazing team of people who work well together. With the natural changeover of staff, we have seen staff step up and support the organisation. Feedback from visitors and patients is that it is clear we pride ourselves on a culture where we have staff who genuinely care about our patients.

To attract critical staff members, we recognised 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.

We also continue to be a learning environment and have ongoing participation of students through our hospital. We believe in the importance of growing our own, not only in nurturing students and registrars who train at our Clinic, but by offering further educational opportunities to our staff. In a continued commitment to supporting learning, we are recruiting a Clinical Nurse Educator who will help us develop new capability within the mental health workforce.

Our future is still founded on a strong culture that we remain resolute in our focus to improve and set high standards. We remain thankful for the great work our team does and look forward to a stronger 2022.



The Patient Experience

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

"I've had a tricky admission this time, but want to thank the nursing team who looked after me, they provided me with beautiful care which had a great impact."

"The courtyard is looking lovely, such a peaceful place to sit. The gardens look beautiful, keep it up."

"Being able to express myself in writing with the aid of the Creative Writing program has been so helpful, I feel like I have made life-long friends with other patients who attend this group."

"Thank you to the catering team, who has provided me with delicious and nourishing gluten free food over the last six weeks."

"I just want the Clinic to know what a fabulous service and place The Hobart Clinic is, from the staff to the food and housekeeping"

Patient story

The Hobart Clinic submits a de-identified patient experience story to our Consumer Advisory Group. Our Consumer Advisory Group meets four times a year. The Patient Story is shared with staff, other Committees and the Board. The Patient story can provide a real insight into the patient experience for our staff. It provides an opportunity for our staff to reflect, learn and continually improve the care provide for our Consumers. All patient stories are de-identified and names are changed.

Rhonda is a 36-year-old woman with a complex mental health history and has felt that mental health services in Tasmania and on the mainland have continued to let her down over the last 10 years. It was not until a very recent inpatient admission at The Hobart Clinic that Rhonda felt as though her life was starting to turn around. Finally, after many years of being labelled with different diagnosis, Rhonda had a psychiatrist who listened, did a thorough family and personal history and wanted to hear the 'patients' story and her experiences'. A full review of medication and a different style of therapeutic treatment was finally working.

Rhonda said the difference this time was 'talking therapy', consistency, good boundary setting, feeling supported and empowered and knowing she wasn't a failure or just a diagnosis. Rhonda even stated that when her treating Psychiatrist told her that she was going to have a rough few weeks as she was gradually weaned off medication, even that information made her feel that she was in control because she knew what she was going to face and how to deal with those bad days.

During Rhonda's time with The Hobart Clinic, she has learnt new skills, knows how to deal with crisis as and when they arise and has learned to laugh and enjoy life again. Rhonda knows that The Hobart Clinic is not perfect, no health service is, but she knows the staff try very hard, always make her feel safe and 'I'm not labelled' when at the Clinic. Rhonda says – "I have learnt to recognise that I do have a future, I am learning more about myself every day, I have learnt to dream and be inspired by a future I did not think I would ever have. The Hobart Clinic has saved my life."

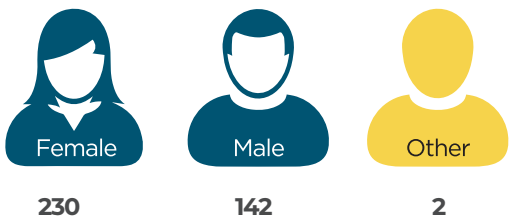
Rhonda provided one piece of advice for health care professionals –

"Don't forget to ask is there anything I can do to make your life better today?"

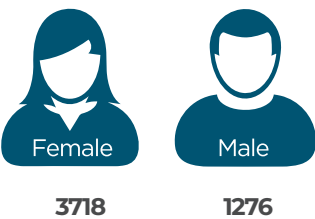


Demographics

Overnight admissions:



Day Patients:



0 out of 374 admissions were from areas other than Tasmanian postcodes

Service Delivery

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

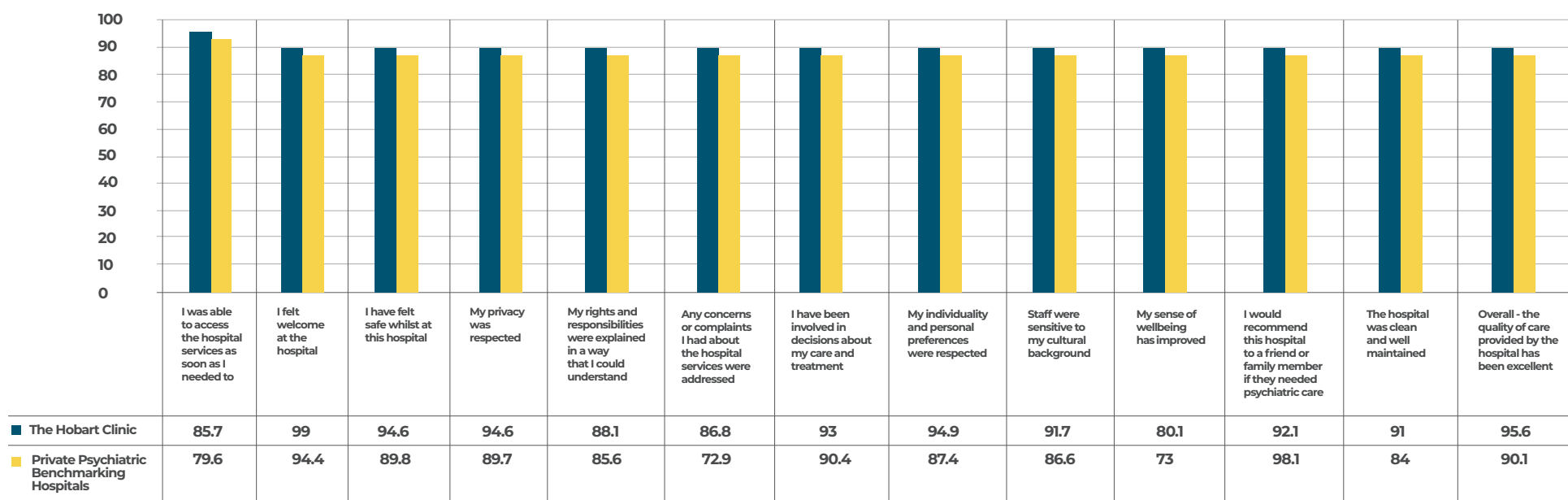
	2021	2020
Average Length of Stay:	20.84 Days	19.10 Days
Mind Hub Attendance:	4891	4469
Inpatient Bed Days:	7834	7773
Inpatient Admissions:	371	391



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 - 12 month period April 2020 - March 2021



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.

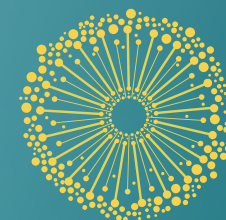
As the Clinic grew and evolved over the years, many changes have occurred; such as the creation of an independent Board in 2008. This Board recognised the need for services to be readily accessible to all in the heart of Hobart, increasing awareness of mental health and our role, and normalising the experience of caring for mental health and wellbeing.

More recently, we've created the 'We're all mental' campaign [embed link to video on website], 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.





THE
HOBART
CLINIC

Excellence in Mental Health