



THE HOBART CLINIC  
annual report



2011

Looking after the mental health  
of Tasmanians for over 30 years

# The Hobart Clinic Association

Looking after the mental health of Tasmanians for over 30 years.

## The Hobart Clinic

31 Chipmans Road  
Rokeby Tasmania 7019

**Phone:** (03) 6247 9960

**Fax:** (03) 6247 6439

### Email

info@thehobartclinic.com.au

### Website

www.thehobartclinic.com.au

## Board Directors

Harry Wilsdon  
**Chairman**

Keith Bailey  
**Vice Chairman**

Dean Johnson  
**Treasurer**

Debra Rigby

Anna Housego

Patrick Carlisle

Dr Michael Davie

Dr Douglas Carter

Paddy Burges Watson

## Management

Amanda Quealy  
**Chief Executive Officer**

Dr Julian Davis  
**Clinical Director**

Alison Garrett  
**Finance & Admin Manager**

Kathy Gregory  
**Clinical Nurse Manager**

Kate Savage  
**Therapy Program Co-ordinator**

Karen Wheeler  
**Quality & Safety Co-ordinator**

Jane Wood  
**Strategic Projects Officer**

## The Hobart Clinic Staff

Aitken, Karen  
Ambler, Susan  
Amicosante, Rosemary  
Anderson, Paul  
Armstrong, Tracy  
Aston, Matthew  
Barnes, Shirley  
Batt, Gaye  
Bell, Debra  
Bird, Geraldine  
Broadby, Leeanne  
Brown, Paul  
Burles, Lee-anne  
Burton, Timothy  
Cannell, Glenn  
Cannell, Irene  
Cassidy, Moya  
Clark, Kelly-Anne  
Clifford, Geoff  
Collins, Helen  
Coutts, Joy

Daley, Rachel  
Davey, Merryl  
Davies, Ceridwen  
Davies, Karen  
Decambra, Barbara  
Dillon, Leeanne  
Dillon, Tae  
Dobson, Jennifer  
Freeman, Cheryl  
Goodman, Ann  
Gorrie, Roslyn  
Goss, Roslyn  
Grantham, Neradeen  
Griffiths, Marilyn  
Grubb, Della  
Haas, Michael  
Halley, Jan  
Harriss, Delina  
Hillier, Jenny  
Killeen, Catherine  
Kingston, Lesa

Kirrane, Carly  
Knight, James  
Leed, Karen  
Little, Russell  
MacDonald, Jillian  
Maddock, Cheryl  
Magoci, Marilyn  
Markham, Rabia  
Marley, Pamela  
Meier, Walter  
Mollineaux, Carolyn  
Mollross, Delus  
Monash, Lin  
Moore, Sharon  
Morrisby, Denise  
Mudge, Alice  
Murphy, Theresa  
Murray, Linda  
Nelson, Tania  
Norton, Gaille  
Perkins, Margaret

Price, Annette  
Pyett, Elizabeth  
Rees, Celia  
Rhodes, Leslie  
Royer, Lesley  
Russon, Charlotte  
Sauvage, Daniel  
Shilo, Shira  
Stacey, Meredith  
Stewart, Nicole  
Stonehouse, Margaret  
Strudwick, Cathy  
Tapp, Selina  
Treacy, Dana  
Turnbull, Kirstie  
Vargas, Emma  
Williams, Cheryl  
Wright, Suzanne  
Yong, Sau Chan



# contents

A Year in Review 2011 - The Hobart Clinic Association	2
The Hobart Clinic Association Treasurer's Report	4
Clinical Executive Report	5
Mental Health Week 2011	8
Our Goals	9
Therapy Programs	9

# A Year in Review 2011

## The Hobart Clinic Association



It gives us great pleasure to present a report on the activities of the Association over the past year.

2011 saw the conclusion of our previous three year strategic planning period with the Board undertaking a major review of our position and performance over that time. We engaged an external consultant to inform the development of the vision for the next three years 2011-2014.

When we look back on our work over the past three years we have focussed our resources on developing our in house policy and procedure framework, quality assurance systems and implementing best practice standards of care. This means that we know our practices are those of a contemporary mental health

service and our performance can be benchmarked against industry standards across Australia.

---

Having a solid foundation now positions us to develop new services in the mental health arena and of particular note is our strategy is to build upon current service levels to be able to offer specialised treatment and therapy programs.

---

New programs need to be driven by community demand and will include eating disorders, peri-natal mental health and women's mental health more generally. We already know that no such programs currently exist within Tasmania. A further consideration for the

Board during the strategic planning process was the building infrastructure and our need to upgrade and develop areas of the building to meet specialist care needs. We commissioned a State of the Building Report internally and Ken Blair Architects have developed a master plan for the site. We plan is to implement a building redevelopment program over the coming three years.

Following on from our organisation wide survey with Australian Council on Healthcare Standards (ACHS) in May 2010, the team have been working towards implementing new quality assurance systems. Karen Wheeler, Quality & Safety Co-ordinator has worked tirelessly over the year to oversee this process as well as mapping our service to the new National Mental Health Standards. The next cycle of accreditation will be periodic review in June 2012.

The Board and management recognised the need to review our governance models both operationally and at a corporate governance level. We undertook an independent review of our clinical governance and risk management, and as a result implemented a direct employment model for the Clinical Director role. Earlier this year we were delighted to engage Dr Julian Davis to the position and he has already made a big impact upon our clinical service delivery and organisational culture.

Dr Davis is a highly regarded Psychiatrist with his peers and in addition to his extensive experience in clinical governance, he has brought his much needed

expertise in the management of eating disorders.

At the corporate governance level the Board sought to increase the level of independence of directors and changes were made to the Constitution in September 2010. These changes also incorporated limiting the number of years a director can sit on the Board, to ensure turnover, and the opportunity to recruit contemporary skills.

In a year in which we have undertaken a number of reviews and changed our delivery approach, it was only fitting that we looked at our committee structure to see that meetings and forums were both meaningful and worthwhile. Do we have the right channels of communication? Have we adequately covered all aspects of our business? Do we have the balance right between clinical and administration?

Our risk management functions have been separated from the finance committee to be able to look at all aspects of risk organisation wide. Governance has become a prominent feature and the new Governance Advisory Committee was set up to look at all aspects of governance including the constitution, by-laws and the association membership model. There will be extensive consultation with the membership in the coming year to review contemporary member based organisations.

Over the year we have actively participated in community development work. Our Chief Executive Officer as a member of the Tasmanian Suicide Prevention Committee played an active role in the development of Tasmania's first Suicide Prevention Strategy. Tasmania has the second highest overall suicide rates in Australia. The strategy was released in December 2010 and takes a



community action approach, which means community recognition of an issue and community ownership of a solution.

Continuing our commitment to health promotion and the achievement of our mission *Improving the Mental Health of Tasmanians*, we successfully won the tender for a fourth year in a row to lead mental health week. The event at Hobart City Hall focussed on reducing the stigma of mental illness, raising public awareness of mental health and providing information.

Administration and Services staff have again continued to provide a high level of quality support to staff and patients and we thank them for their on-going commitment.

At the end of the year we restructured the Services department to achieve efficiency and absorbed the functions of the Hospital Services Co-ordinator into administration. The Board thanks Leanne Broadby for her years of service to the organisation and commitment to patients and staff.

There were a number of milestones for some of our staff during the year. Rose Amicosante, Barbara De Cambera and Daniel Sauvage were recognised for 10 years, 15 years and 15 years of service

respectively. Denise Morrisby and Jeune O'Keefe retired following many years of service to the organisation.

Management administered a staff engagement survey during the year, which was a follow up to the original survey in 2009. Bearing in mind we have been in a change management process for the past three years it was pleasing to note that there was a marked increase in staff engagement in 2011. Staff reported feeling that they make a valuable contribution to the organisational outcomes. They also told us they better understood the organisations purpose and goals.

We are indebted to our dedicated Board. They give their time and wisdom voluntarily and their leadership has been forward thinking and strategic. Retiring Director Paddy Burges Watson deserves particular commendation. His contribution over many years in different roles is indeed legendary.

We look forward to another year of working to deliver the highest quality of best mental health services in the State.

**Harry Wilsdon**  
Chairman

**Amanda Quealy**  
Chief Executive Officer

# The Hobart Clinic Association Treasurer's Report



Dean Johnson

It is with pleasure I present to the members of The Hobart Clinic Association the Treasurer's Report for the twelve month period ending on the 30th June 2011.

I have examined the audited financial statements as presented by Deloitte Touche Tohmatsu and agree that they represent the financial performance for the period, and financial position of the Association at the end of that period.

Furthermore, I and the Board recommend that the members of the Association accept the financial statements as presented.

In summary, the Financial Report reveals that as a result of operations for the period there was a deficit of \$294 888 against a total revenue of \$4,491,540 resulting in a decrease in retained members' equity to a position of \$4,579,261 at the end of the period.

Our deficit has largely been due to a significant decrease in inpatient occupancy in the second half of the year. Occupancy from July to December was 21.15, the highest occupancy for that period in the history of The Hobart Clinic, however from January to June this reduced to 16.19 due to a decrease in the number and availability of accredited Psychiatrists to take referrals. This resulted in an average occupancy for the year of 18.67, compared to 20.85 in 2009/10. In real terms the decrease in occupancy equates to 1265 bed days or \$632,500 when compared to the previous year. Revenue remained consistent in the day program.

In general, expenses remained consistent with the previous year, except in the areas of employee benefits (including salaries and superannuation) and legal fees. During the year there were two significant redundancies. One as a result of an external review of organisation management of clinical risk management and governance and the second as a result of productivity and efficiency gains in the delivery of support services.

Finally, there has been significant movement in legal fees, which were above budget by \$35,000 due to support provided for the coronial inquest and operational advice.

---

The Board have spent considerable time throughout the year reviewing the monthly financials, budgets and capital expenditure and as outlined by the Chairman, the Board are committed to the strategic plan that will ensure a surplus is consistently returned in the coming financial years.

---

The Board is well aware of the need for the organisation to make a surplus to continue to fund capital upgrades and new service developments and our strategy has set these targets for management to achieve.

**Dean Johnson**  
Treasurer

# Clinical Executive Report



Dr Julian Davis  
Clinical Director

Over the last twelve months there have been significant changes and developments in our delivery, scope and standard of clinical care. In addition, new service initiatives are currently under development which will broaden the range of services that The Hobart Clinic can offer to the Tasmanian community.

## Clinical Governance

During the year the Board undertook a major review of our clinical governance structure and I was delighted to take up the Clinical Director role to work in a new way with the Board and Clinic staff to oversee treatment and therapy services.

Our new model of clinical governance has extended to a review of our committee and meeting structures to ensure that we are making the best use of our time. As a result of the review we are in the process of establishing a new Medical Advisory Committee which will enable a streamlined and more productive input from the Consultant Private Psychiatrists to the delivery of psychiatric care. All of the committees have set targets and task for the year ahead to enable the monitoring of our clinical performance.

## Inpatient Unit

The most significant change in the Inpatient Unit has been the appointment of a Clinic Consultant Psychiatrist and a Clinic Medical Officer. These appointments will ensure better continuity and availability of psychiatric care and an enhanced ability to accept referrals from the community. The Clinic is also now able to respond more rapidly and more effectively to any emergency situation that may arise in the Inpatient Unit. Dr Yvonne Turnier-Shea has been appointed as the Clinic Consultant Psychiatrist and Dr David Jackson the Clinic Medical Officer. Both

Dr Turnier-Shea and Dr Jackson will also take part in the activities of the Day Program.

A review of the model of care offered at the Clinic has resulted in the development of a clinical pathway which sets out in detail the progress of a patient from initial referral to discharge. The clinical pathway will enable staff, patients and others to readily understand how a proposed inpatient enters, progresses and is discharged from the Clinic. It will also help ensure that appropriate comprehensive, consistent and timely care and consultation will characterise each inpatient admission.

Allied with the clinical pathway, extensive further training and quality initiatives have been undertaken by the nursing staff with a focus on communication, effective handover between shifts and comprehensive documentation. Policy and procedure development and review and strategies to more formally engage carers and families in the treatment process are continuing processes. Nursing staff have also undergone training on management and leadership, Mindfulness therapy, Acceptance and Commitment therapy and National Medication management during the year.



The Clinic also developed formal links with the Department of Psychology at the University of Tasmania and advanced trainees for the Doctoral degree are gaining valuable experience and assisting clinical staff at the Clinic.

### Therapy Program

The Clinic decided to radically revise the delivery of psychological therapies to our inpatients and day patients during the year. We have recruited a number of Clinical Psychologists lead by the new Therapy Program Co-ordinator Ms Kate Savage, a very experienced Clinical Psychologist whom many people will know has extensive experience and expertise in mental health. Ms Savage is overseeing the therapies and programs available to inpatients and also

with her new staff develop therapy streams for various disorders in the Day Program. All therapies offered are evidence based and the Day Program will focus on providing disorder specific interventions rather than generic activities. It is hoped that for many inpatients, a seamless transition from therapy in the Inpatient Unit to therapy as a Day Patient will be facilitated by these changes. The Therapy Program Co-ordinator is currently planning and developing the model for an Eating Disorders Program. The first Eating Disorder Program in the State of Tasmania will be available as part of The Hobart Clinic's Day Program in early 2012.

### The Hobart Clinic Case Conference

In conjunction with the Mental Health Professional Providers Network, the Clinic has developed a case conference program to which any mental health professional or general practitioner with an interest in mental health is invited. The program will provide stimulating discussion on clinical problems and review of developments in the understanding and management of mental disorders. The inaugural conference was held in October 2011 and was very well attended and commended. It is expected that during 2012 that the case conferences will be held every two months and the venue will be in central Hobart to enable as many health professionals as possible to be able to attend.



Kate Savage  
Therapy Program Co-ordinator



Kathy Gregory  
Clinical Nurse Manager



## Clinical Service Developments

The 2011-2014 strategic plan sets out the framework for clinical services to develop more specialist treatment and therapy programs (such as the Eating Disorders Program) as well as expanding our scope to develop new initiatives such as a feasibility study on conducting its own electroconvulsive therapy services rather than relying on the Royal Hobart Hospital for this form of treatment.

The Clinic welcomed Professor Fiona Judd as an accredited Psychiatrist and is also exploring the possibility of a perinatal program under her supervision. Professor Fiona Judd is the Director of Mental Health at The Royal Women's Hospital in Melbourne, an alliance that will be of great benefit to both patients of the Clinic and the Tasmanian community in general.

---

We have renewed our relationship with the University of Tasmania to offer clinical placements for Psychology interns. This now adds to our nursing student placements and medical students who have spent time with us over the year.

---



# Mental Health Week 2011



For the fourth year in a row, The Hobart Clinic has been awarded the lead agency to manage Southern Mental Health Week, with CEO Amanda Quealy fulfilling the role of committee chair.



The key event for Mental Health Week 2011, was the Mental Health Expo, held at the Hobart City Hall on 13th October.

Mental Health Week aims to engage and educate Tasmanians about the importance of good mental health through a program of events including an official launch, expo, and seminars. We were delighted to have His Excellency the Governor of Tasmania, Peter Underwood to officially open the event.

---

From its beginnings in 1985, Mental Health Week has grown to encompass many events and a multitude of individuals, community groups and service providers throughout Tasmania and it remains the major mental health promotion activity.

---



Mental Health Week 2011 was all about facilitating Tasmanians understanding about keeping good mental health, and this being as important as keeping good physical health. Helping people keeping their lives in balance through investing in their minds and bodies.

In the busy lives we all lead, it's very easy to lose the balance. We need to find ways of looking after our mental health. The Mental Health Expo had a range of activities and over 50 information stalls for children, families, youth and adults. There was the added attraction of a DJ, free pizza and Zumba Dancing for high school students which was well received. A special thank you has to go to Leon Compton for making the time to undertake an outside broadcast on his ABC mornings show to help promote the event.



## Our Goals:

1. Support and empower our patients in their recovery journey
2. Improve psychological wellbeing
3. Educate patients about illness and the management
4. Teach preventative and early intervention skills and relapse prevention
5. Facilitate patients to set and achieve their own goals

## Therapy Programs:

1. Eating Disorders
2. Women's Mental Health
3. Stress Management
4. Managing Depression
5. Dealing with anxiety
6. SMART Recovery Program
7. Relapse Prevention Tools and Strategies
8. Older Persons Mental Health Program
9. Living Well Support and Life Skills Program
10. Mindfulness Skills Group
11. Acceptance & Commitment Therapy
12. Trauma Recovery
13. Bipolar Support Group
14. Art Therapy, Gym, Tai Chi

The Hobart Clinic  
31 Chipmans Road  
Rokeby Tasmania 7019  
Phone: (03) 6247 9960  
Fax: (03) 6247 6439  
[info@thehobartclinic.com.au](mailto:info@thehobartclinic.com.au)  
[www.thehobartclinic.com.au](http://www.thehobartclinic.com.au)

