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THE
HOBART
CLINIC
—
Excellence in Mental Health

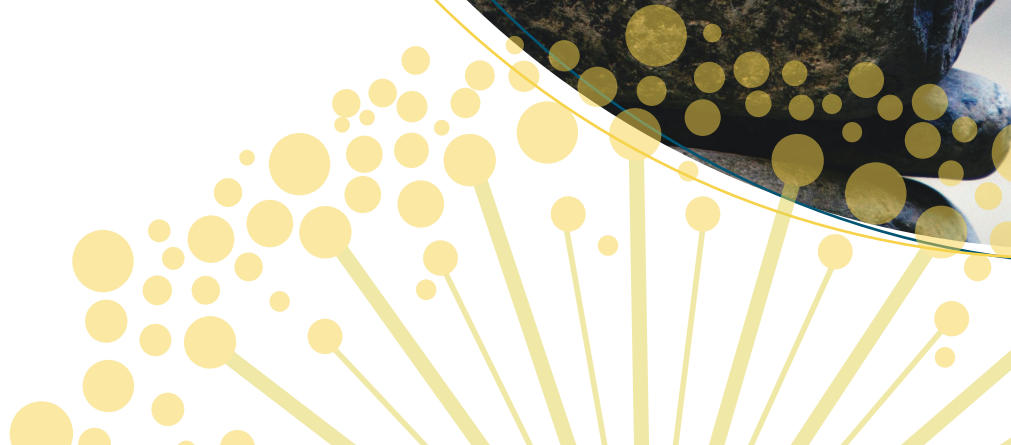
Annual Review 2022

We acknowledge the ancient history of the Tasmanian Aboriginal people as the First People of lutruwita/ Tasmania. For over 2,000 generations, Tasmanian Aboriginal people's health and wellbeing has been, and continues to be based on a deep and continuous connection to family, community and the land, sea and waterways.



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Board of Directors

The Hobart Clinic staff and Board would like to acknowledge the contribution and support of David Nelan, Dr Ian Sale and Dr Annette Barratt who also retired from the Board in July/August 2021.

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



Graeme Lynch AM

Board Chair
Board member since October 2021
Chair - Governance Committee
Chair - Clinical Governance Committee

Graeme is currently the Chair of the Premier's Health and Wellbeing Advisory Council, Chair of Primary Health Tasmania the Tasmanian Primary Health Network, President of the Tasmanian Governing Council of the Australian Institute of Company Directors and serves as a member of a number of health-related networks, coalitions, and government advisory councils in the Tasmanian health and business sector. He brings strong government networks, a passion for the health sector, and deep commercial experience.



Hugh McKenzie

Vice-Chair
Board member since October 2021
Chair - Finance Committee

With a background as a Chartered Accountant and 24 years as a partner of KPMG, Hugh is the current Chair of Launceston Airport, a Councillor of the Launceston City Council, previous Chair of Cornerstone Youth Services (inc. headspace), a previous Chair of Primary Health Tasmania, previous Chair and Councillor of the Tasmanian Regional Council of the Chartered Accountants Australia and NZ, and previous Chair of the Board of Management for Scotch Oakburn College in Launceston. Hugh has also held a number of Director and Committee roles in the community sector in Northern Tasmania. He also brings a strong passion for the mental health sector and its value in our community.



David Nicholson

Board member since October 2021
Chair - Audit Risk, and
Compliance Committee

David has a wealth of public service experience in both Tasmania and Victoria. His career has covered a range of roles, including; Deputy Director General of large government departments, Director of Government Relations and Strategic Policy; chief of staff to a Deputy Premier, Attorney General and Health Minister, and an adviser and media adviser in ministerial offices. He also brings strong government connections and proven experience in overseeing and driving performance improvement in health services, including mental health alcohol and drug services. David currently works as a partner in Tek-V, an international digital healthcare consulting business, and as a management consultant to governments and health services across Australia.



Wendy Quinn

Board Chair
Chair - Clinical Governance Committee
Chair - Building Integration Group
Commenced in 2016
Retired October 2021



Allison Clark

Vice-Chair
Chair - Consumer Advisory Group
Chair - Corporate Governance Committee
Commenced in 2016
Retired October 2021



Debbie Dunn

Commenced in 2021
Retired October 2021



Chairperson's report

Graeme Lynch AM

The importance of mental health has never been stronger and more fundamentally felt in our community. The impacts of COVID-19 are still working their way through our communities and has placed even greater strain on the Tasmanian healthcare systems.

As the new Chair of The Hobart Clinic, it is a privilege to lead the Board appointed by the members from October 2021. I want to acknowledge the previous Board Directors who, over many years, made a significant contribution of time and energy.

The Board has outlined a turnaround and transformation roadmap that has immediately prioritised foundational work to review and strengthen our systems and processes, contract management, engagement with Members of the company and external stakeholders. This formative work is laying the foundations for stage two of the transformation. Detailed planning for this second stage is now underway, where we are entering a new strategic planning process to investigate a more sustainable

operating model. This will be developed in consultation/partnership with mental health stakeholders and aligned to the Tasmanian Rethink Mental Health Strategy. This process will also explore diversification of services, additional funding streams and innovations and partnerships. This strategy will also look at how we can utilise the significant land holding at the Rokeby site for introduction of new service delivery models across a continuum of care integrated back into the community (See also page 17 of this Review).

The Hobart Clinic has operated at a substantial deficit over the past year due to significant changes in our operating environment and challenges to the sustainability of our current operating model. It is anticipated that we will continue to report a deficit in the coming financial year. However, the Board is carefully monitoring cash flows and funding sources to enable the completion of the turnaround and transformation. The focus on our people and organisational culture is a key tenet for all current and future focus. This

remains a priority as we work with the Executive team to frame all the other elements of sound governance, risk management and ensuring compliance to a broad range of legislation and other regulatory requirements.

The Board are confident in the quality of the service offered by The Hobart Clinic given the outstanding results of the Accreditation Audit in 2021 and the way the Executive have steered through the COVID-19 impacts on our operations, and the wider economic and community challenges such as workforce and supply chain.

The efforts of the Executive, lead by Acting CEO Patrick Lilwall, during a very difficult year has been exemplary. Dr Hannah Lake has provided strong clinical leadership along with the outstanding work of the nursing team, including hospital and triage staff under Director of Nursing Di Hawkrigde. We have also seen stronger linkages between inpatient care with day and outpatient services and programs that have been led by Maureen Eadie.

Clinical operations have been ably supported by our Quality and Clinical Risk Manager Alison Millar. A major challenge in the coming year will be the maintenance and refurbishment of the buildings at Rokeby in conjunction with any further development of the site.

It is a credit to the housekeeping, medical administration, facilities, and catering teams that our feedback from patients is very positive and appreciative of the relaxing, friendly, caring and recuperative environment that is created at Rokeby and also at the Mind Hub our central Hobart clinic. This dedication to service is reflected in Patient Experience Survey (refer page 12 of this Review).

The Board will continue to prioritise the strong stakeholder engagement and ensure we listen and engage.

I look forward to the expansion of our service offerings and continuing contribution of The Hobart Clinic to the health and wellbeing of Tasmanians over future years.



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.

I continue to have the privilege to lead The Hobart Clinic as the Acting CEO. The past year has seen significant challenges in the landscape in which we operate. For the last six years, the clinic has pursued a strategy to expand the hospital at Rokeby through a capital works project that would have seen the 27-bed facility replaced with a 48-bed facility. Like so many other organisations over the past few years, we had to step up our understanding of risk and our planned approach.

The Hobart Clinic has faced a number of workforce challenges over the past 18 months, partly due to COVID-19. These workforce challenges have meant that

it has been difficult to recruit staff in key areas and resource our hospital adequately with sufficient Doctors and Nurses to support delivery of services from all of our available beds. These matters have impacted on the organisation's resilience. This led to the Board making the very difficult decision not to proceed at this time with major capital works project.

Since this decision in late 2021, the Board reflected and decided that it was time for new leadership to steer the organisation through the next chapter in its history. In Oct 2021, we saw a full change of Board membership, and we are now being led by a new Board.

We have valued and appreciated the contribution of the previous volunteer Board, and now look forward to the next chapter with fresh leadership steered by strong industry experience.

The Hobart Clinic has a proud history of resilience, and we now operate in a very new context in this COVID-19 era. The new Board is very aware of the priorities to remediate the current building and look forward to our ideas and input. They also are very interested to contribute to the strong future of our organisation.

The past year has also continued to see strong innovation with the implementation of the new Electronic Medical Record (EMR) which provides a strong foundation for new digital business models. We have also replaced the finance systems. This level of change is significant and provides the business with strong foundations.

Whilst the systems and processes are key to enabling our business, the core of our business are our staff. We are a people business and I continue to be humbled

by the passion and commitment of our staff who put the patients first. This is across all cohorts of our team from Doctors, Nursing, Allied Health, Admin, Housekeeping, Catering, Grounds and Corporate.

As I write this report, the Board and Executive are commencing an exciting stage of strategy development which will inform our future. We know the importance of mental health in our community, and we look forward to continuing the legacy of Dr Paddy Watson and all the other professionals who make up The Hobart Clinic.



Impact of Covid - Our assessment

Acting CEO

Our society is now moving into the phase of 'living with' COVID-19. This journey has seen a significant impact to many members of our community at both individual and organisation levels. Following on from the dramatic emergence of COVID-19 in 2020 and into 2021, we have all learnt more about this virus and how to plan and respond. We continue to prioritise the safety of our patients. This is the basis of our response plans, and we are prepared to act quickly and responsibly.

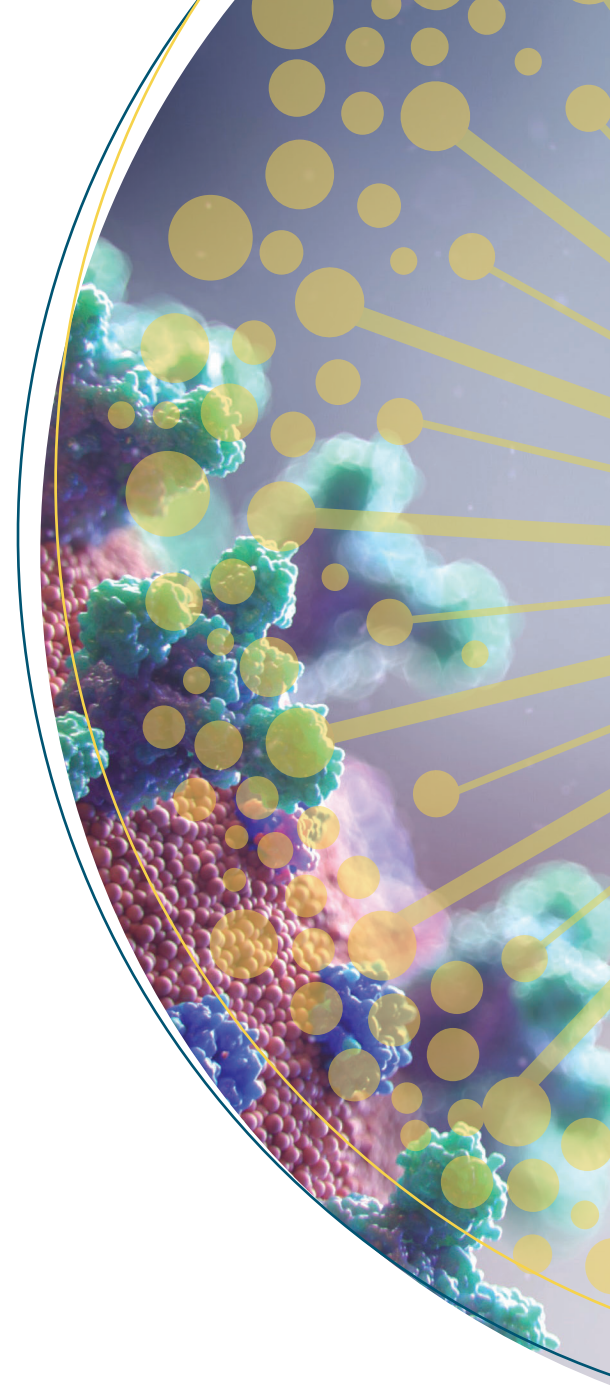
The Hobart Clinic from the outset developed a series of robust plans to prevent and respond as part of the business continuity planning activities. This involved regular monitoring of the active cases and enacting various stages of our response protocols. The true impact of these responses was felt by our patients, their families and our staff.

Over the past year, we have had to put in place restrictions and even relocate our Day Programs in order to manage the risk. This also meant financial impacts to our operations in order to manage the risk.

The continued strain on the supply chain meant increased pressure on the costs for PPE and other materials required to protect and test patients and staff throughout this period.

We wish to thank the patients for their understanding and cooperation. We also thank our staff for their resilience and commitment to ensure the safety of the patient's wellbeing and ensure a safer outcome for all.

We continue to refine our plans, strengthen the consultation and review systems and processes in order to remain prepared. Our Board, Executive and wider leadership team remain on alert to the risks our business and community face. It is this resilience and resolve that stands us in good stead.





Clinical Director's report

Dr Hannah Lake - Clinical Director

The Hobart Clinic continues to provide the Tasmanian community with excellent mental health services. Thanks to the Executive team for working cohesively to support Clinical staff to fulfil the vision of the organisation.

I offer thanks to Psychiatrist colleagues Drs Ait Khelifa, Bakas, Davie, Jordan, Kenyon, Lane, Lang, Loh, Sadiq, Smith, Walker and Walker, together with our GP Dr Walters, for their commitment to the Clinic and tireless work for our patients.

We continue to strengthen our collaboration with the RANZCP training program, and have been fortunate to recently attract excellent registrars, Drs O'Neill, Grant, Pridmore, Stubbs and Elbelassi. We also enjoy welcoming UTAS medical students to participate in clinical learning.

This year has seen the development of our first care pathway, with the launch of the Integrated Mood Management Program. This pathway supports tailored multimodal treatment of mood disorders including pharmacotherapy, talking therapy, neurostimulation including ECT and TMS, light box, exercise, and inpatient and outpatient group programs. We look forward to developing further care pathways.

Looking forward and looking back, preparation for the upcoming development of the hospital's strategic pathway for the future has been influenced by the passing of Dr "Paddy" Burgess Watson.

The Hobart Clinic celebrates the life of Dr I. P. "Paddy" Burges Watson, who passed away peacefully 4th August 2022, aged 89. Paddy founded The Hobart Clinic in 1977.

Paddy's philosophy, that remains central to the Clinic's practice, was that patients deserved to be recognised as unique individuals with inherent value and strengths, and that the Hobart community deserved access to holistic care. Paddy was deeply committed to and realised his vision of mental health care that has since become a vital part of the Hobart landscape.

The upcoming development of the hospital's strategic pathway for the future is an incredibly exciting opportunity to engage more collaboratively with key stakeholders as we develop innovative and helpful services in and for the community, grounded in the philosophy of the clinic's founders.





Director of Nursing report

Dianne Hawkrige - Director of Nursing

It is a pleasure to be contributing to this report and reflecting on the past year in my role as Director of Nursing and the privilege of leading a professional and committed team including the excellent administrative support from our Ward Clerk.

This reporting period has seen the completion of my first year in the role which has offered a busy and diverse set of challenges, changes and celebrations. Most importantly, I have had the opportunity to talk with many people who choose to stay at the clinic, all of whom have generously shared their stories and experience of The Hobart Clinic.

Overall, the nursing team has continued to enjoy strong retention with minimal movement in our permanent workforce and continued growth in our casual team. We have welcomed new team members across the year with people often approaching The Hobart Clinic

about employment opportunities having been referred by existing staff or general word of mouth. We strive to be an employer of choice in the Tasmanian health sector and hope to continue building on engagement with existing and potential employees to consider initiatives to achieve this status.

The nursing workforce at The Hobart Clinic provides services and support in the inpatient setting, the Neurostimulation Unit and the Hospital flow function of the organisation. The team works cohesively with colleagues in all teams with a view to optimising outcomes for clients, often going the extra mile in their daily work. I would like to take the opportunity to acknowledge and thank the nursing team and our ward clerk for their ongoing service and the support they offer to me in my role.

In the latter part of 2021, we welcomed a new Board of Directors and this saw the beginning of the first phase of transformational change at the clinic. Part of this process has included the formation of the Strategy and Innovation Steering Group (SISG) which offers a mechanism for the Executive to have a specific focus on clinical matters and innovation regarding service provision.

It has been a privilege to chair this group and share in the gains made to date. Thanks to my executive team colleagues for the collegial support in the development of the SISG, the significant contribution and the shared vision of an exciting future as we move into phase two of our transformation through a planned strategy process.

The Hobart Clinic is committed to building on relationships with the Tasmanian Aboriginal community and reconciliation actions that are courageous and authentic. We recognise that this work is in its infancy with plans to build on the small steps made so far. With a passion for culture and observing the privilege to work and live on country, I am grateful to be able to participate in the dedicated reconciliation group with others in the organisation.

We look forward to exciting clinical service developments in the coming year and the opportunity to continue to support the mental health and wellbeing of Tasmanians.





GM Programs report

Maureen Eadie - General Manager Programs (Mind Hub)

This past year has once again proven to provide many challenges for providing therapeutic groups with COVID-19 still lurking. The wearing of masks has been an inconvenience that has kept us safe but has highlighted how much as humans we rely on reading lips and expressions. Despite this we have been able to provide a range of therapeutic programs for both inpatients and outpatients.

Five years ago, we opened our Mind Hub in the City which contains two large group rooms and doctors' offices. With COVID-19 this has proven to be a valuable investment. For the first five months of this year, we held all our Day Programs at Collins St to reduce the foot traffic in the hospital and increased chance of infection.

We continue to offer a range of different day programs with up to 16 groups a week. This includes two older persons groups that are very popular. Gaining support from others going through the same issues such as memory changes, grief, and anxiety is very comforting in

a shared environment. The programs that continue to provide significant therapeutic outcomes for clients include our two Dialectical Behaviour Therapy programs. These are a big commitment for clients to do as they involve 3 x 9 week modules, often repeated for consolidation of learning. Those that practice the skills certainly report improvement in their wellbeing and functioning.

Our Women's group called "Thrive" provides a forum for women to share issues and gain support. They also engage in a craft activity and this year produced an amazing wall hanging that has individual patches all with the symbol of our logo which is the local eucalypt seed found in nanilyipata country where the clinic resides. We continue to provide groups in the Arts area with three Creative Art groups and a Creative Writing program. Expressing oneself though the arts can be a most therapeutic outlet. Last year during Mental Health Week we offered a Creative Writing workshop open to the public which was well received.

This year in October we are celebrating the power of music in assisting with coping with mental health challenges. A free concert for the public will be held in partnership with the Moonah Arts Centre where artists will be able to perform and share their stories of recovery with music. Looking to the future we are reviewing where else we can provide groups to the community apart from through the clinic. Group therapy is a most powerful force that can effect change where people do not feel alone and with like-minded support affect change they need to move forward.

The program team at the Hobart clinic is a very skilled and dedicated group of practitioners. It has been a privilege to lead this diverse and amazing group of professionals. This will be my final report as their manager as I will be retiring at the end of 2022. The clinic is very proud of the therapeutic care we provide in all aspects of care in the clinic from the inpatient stays, group programs to outpatient appointments with our terrific doctors. The future is very bright for this amazing service.



The Patient Experience

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

"I've had the best care, service, and friendliness I could have wished for. I feel so much better from my stay and I would like to thank all staff."

"Thank you to all the kind and caring staff, across all areas of The Hobart Clinic. It really is so impressive, everyone looks you in the eye, says hello, smiles and many staff will know your name. This makes all the difference."

"I always enjoy coming to The Hobart Clinic. I always feel welcome, and they give me hope to continue. The Hobart Clinic staff do an amazing job at making me feel better and safe, thank you."

"I have received incredible support at The Hobart Clinic. My care team was amazing, I feel grateful to be here and I feel secure in the knowledge that should I need help in the future I am able to come back."

Patient story (de-identified name/age/gender)

Patricia is a 38-year-old woman who has a diagnosis of Major Depressive Disorder. Patricia has been using the services of The Hobart Clinic for 8 years. Patricia has had many inpatient admissions over the years. Over the last few years, Patricia has been attending a variety of Day Programs and the Art Therapy Program is one of her favourites. These therapeutic psycho education programs have provided Patricia the tools she needs in managing her depression, it has now been just over 12 months since Patricia's last inpatient admission and the longest period of time without the need for an admission.

For the first time in a long time, Patricia stated that she feels confident, that she can see a brighter future for herself and contributes her improvements to her caring and supportive psychiatrist "my doctor really understands me and is very patient", attending the right Day Programs that has taught her many skills, which Patricia continues to use and being on the right medication that is working for her. Patricia, spoke about how she no longer feels as though she is a burden on her husband and she is looking forward to the future, especially to travelling again, especially overseas and has started planning. Patricia stated that she recognises that it has been a long journey and at times, very hard and very scary, she knows that she will always have this diagnosis, but Patricia no longer feels like she is bearing the weight of the world, she has better insight into her own behaviours and patterns and when she is not doing ok and lets people know that she is not okay.

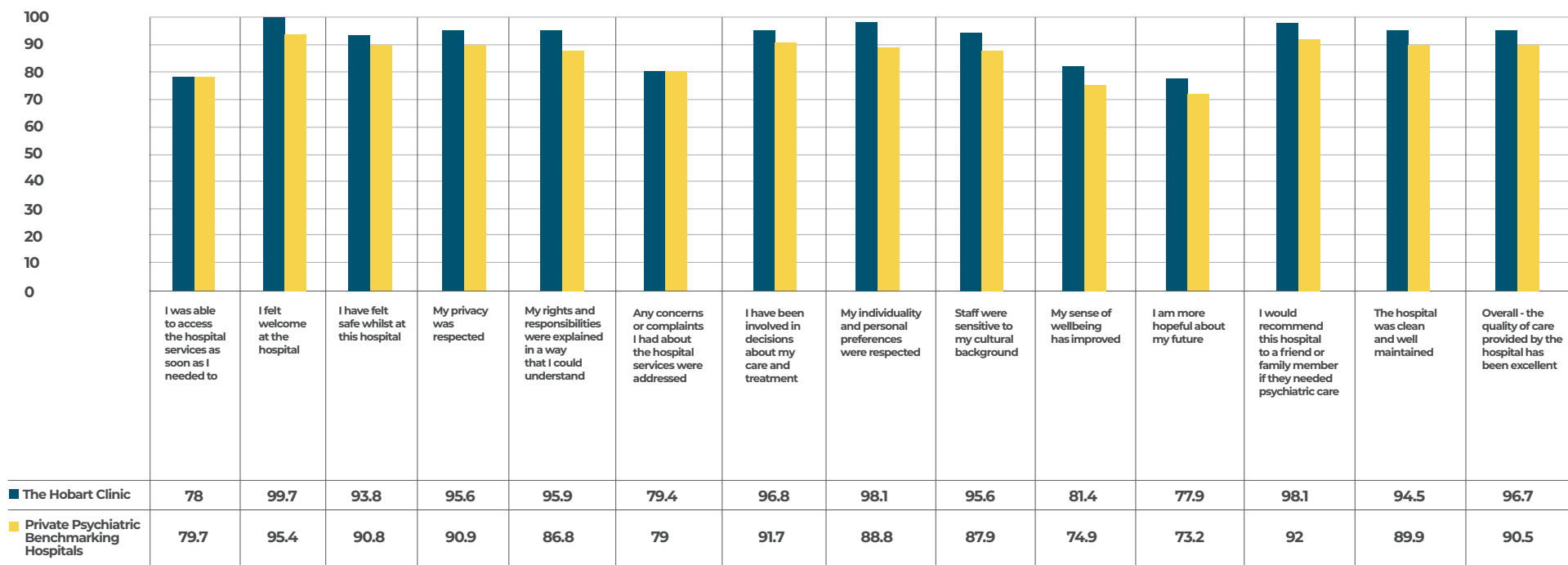
Patricia's focus is to keep well, keep using the tools that The Hobart Clinic has provided her, keep up with attending Day Programs and seeing her Psychiatrist, as all these things keep me well and keep me out of hospital.



Patient Experience Survey

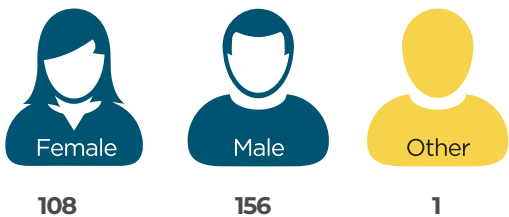
The Hobart Clinic is a member of the Private Psychiatric Hospitals Association and provides data on the Patient Experience, for the Private Psychiatric Hospital Data Reporting and Analysis Service. The graph below shows our results in comparison to the All Hospitals data. Our data speaks for itself; 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 **1 April 2021 - 31 March 2022**

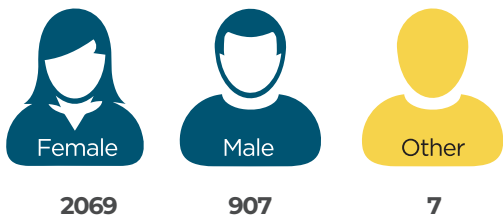


Demographics

Overnight admissions:



Day Patients:



Service Delivery

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

| | 2022 | 2021 |
|-------------------------|------------|------------|
| Average Length of Stay: | 23.35 Days | 20.84 Days |
| Mind Hub Attendance: | 4495 | 4891 |
| Inpatient Bed Days: | 6162 | 7834 |
| Inpatient Admissions: | 347 | 371 |



Our 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. Previously 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.



A note from the Chair:

At the time of writing this report, I wish to also acknowledge the death of Dr 'Paddy' Burges Watson on 4th August 2022 and note his significant contribution to the founding of what is now The Hobart Clinic Association. Paddy was one of the original directors of the company formed to purchase the "Priory" in 1977 which is the site where today's clinic at Rokeby now stands. This is a legacy that the new Board will respect and champion into the future.



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.

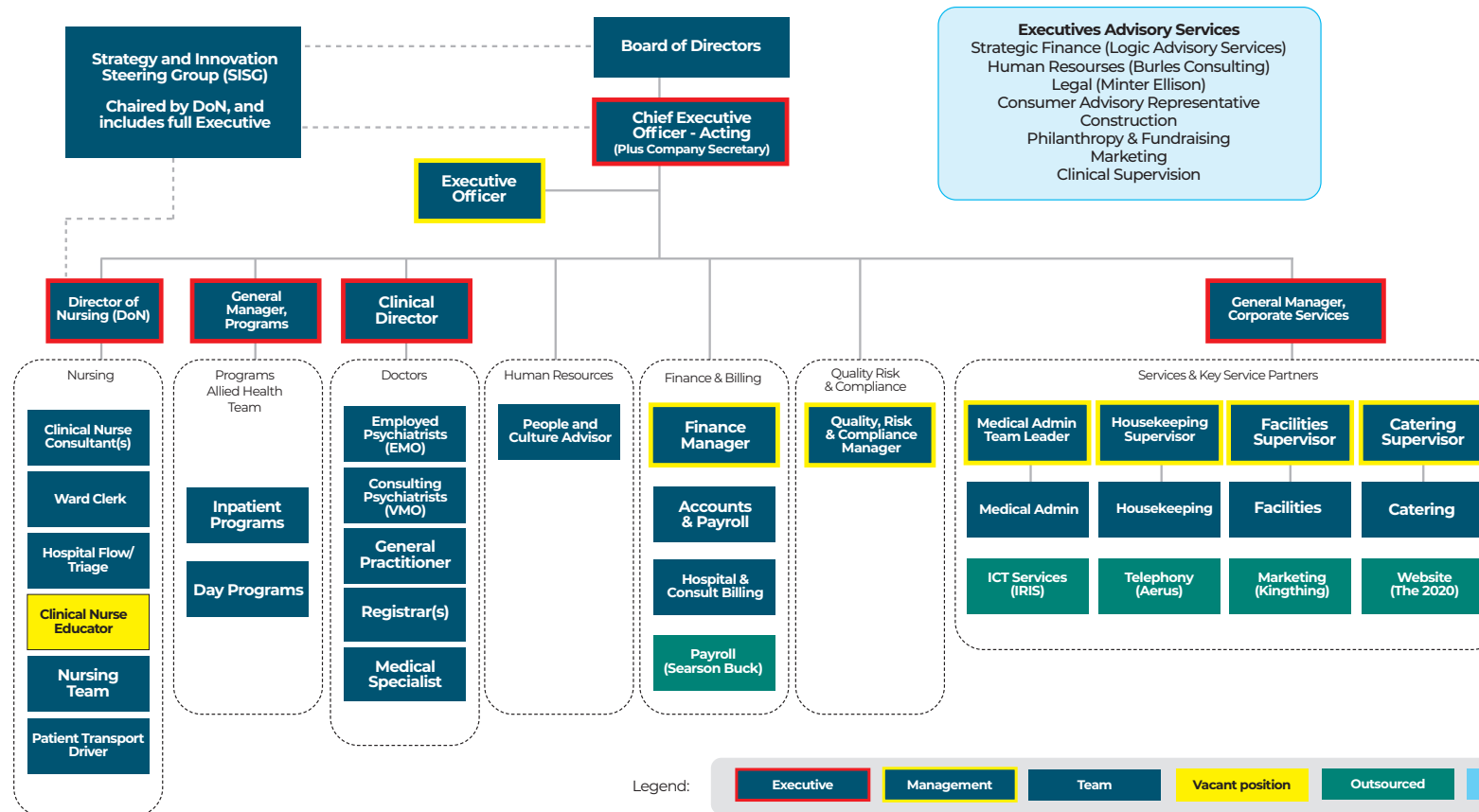
Brave

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

Our Structure

As we prepare to commence the strategic renewal of the organisation, the Board have approved the interim organisational structure to ensure stability during the next period of time.

Interim Organisational Chart (Ratified at Board meeting Aug 29 2022)



Strategic Direction

Over the past year, the Board has worked through critical decisions for the organisation with the decision to suspend the proposed capital works project in the light of wider economic and other factors. This resulted in a decision to refresh the Board and now presents a time of strategic renewal. The new Board have outlined the following stages of transformation which will frame the overall approach.

Phase One: November 2021 to June 2022

The first steps in the organisational transformation were the appointment of the new board in October 2021 and included:

- exiting the re-development contracts
- liaison with the Member group and the Tasmanian Government
- re-establishing relationships with internal stakeholders
- establishing a Strategy and Innovation Working Group (SISG) for additional focus on clinical matters, referral pathways and optimisation of hospital flow
- reviewing financial and administrative systems.

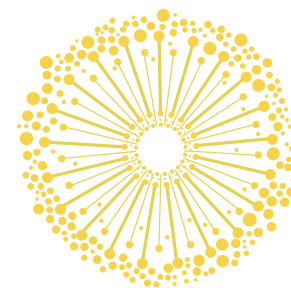
The Board has also monitored progress against the external governance review recommendations (after a commissioned review in 2021) throughout this phase.

Phase Two: July 2022 to October 2023

Work is in the early stage of development and will include:

- review of our operating staffing model with the initial focus on a business-as-usual
- implementing the clinical stage of the Electronic Medical Record (EMR) system
- prioritisation of repairs and maintenance issues at the Rokeby Facility (mindful of potential for future builds on the site)
- strategic planning process to investigate a more sustainable operating model in consultation/partnership with mental health stakeholders and aligned to the Tasmanian Rethink Mental Health Strategy. This process will also explore diversification of services, additional funding streams and innovations/partnerships.

Where do we want to be, how do we get there and who do we need to make it happen.



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