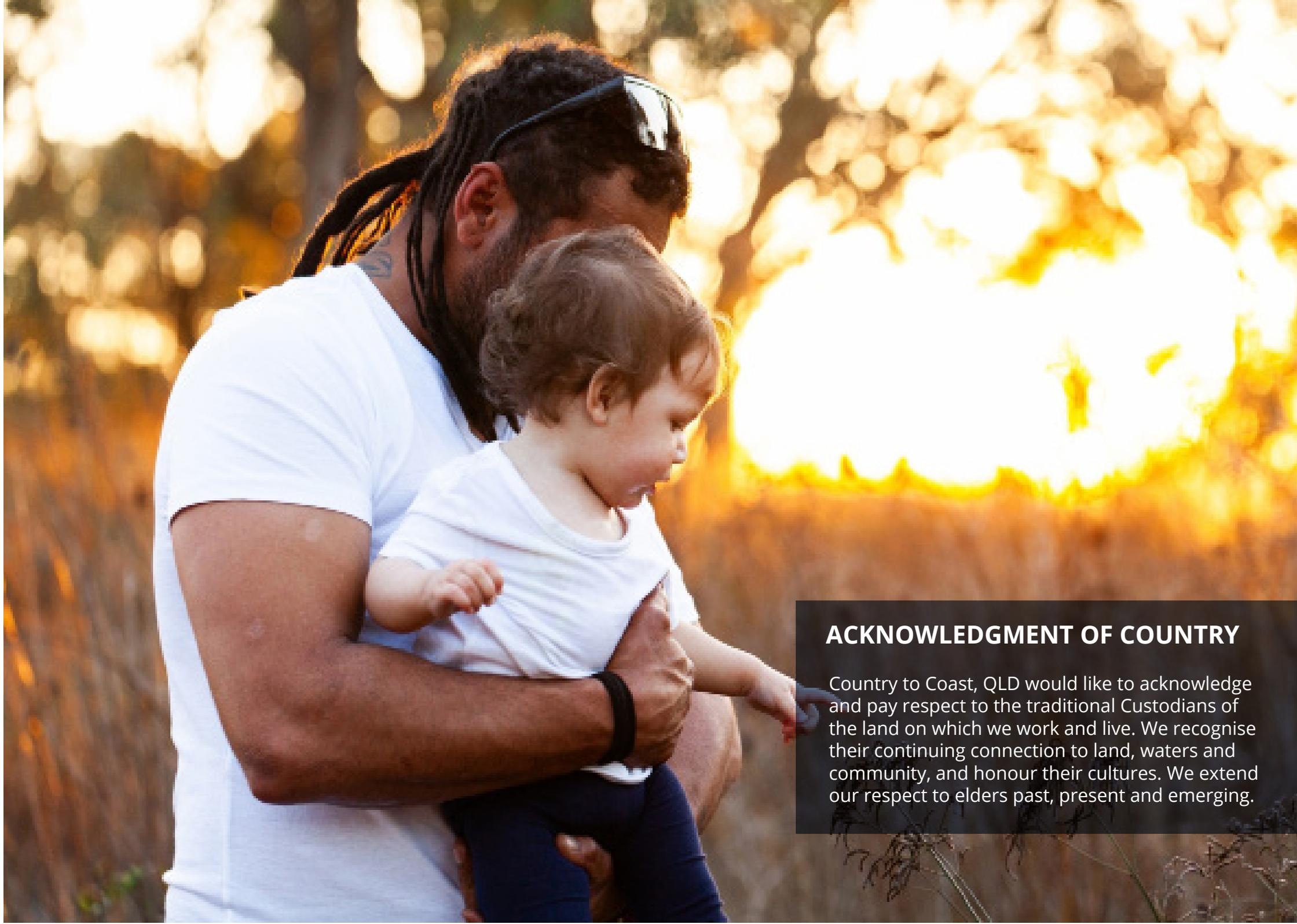


# Annual Report

2022 | 2023

[c2coast.org.au](http://c2coast.org.au)



## **ACKNOWLEDGMENT OF COUNTRY**

Country to Coast, QLD would like to acknowledge and pay respect to the traditional Custodians of the land on which we work and live. We recognise their continuing connection to land, waters and community, and honour their cultures. We extend our respect to elders past, present and emerging.

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A vibrant photograph of four children running joyfully through a grassy park. They are surrounded by numerous large, shimmering soap bubbles that catch the sunlight. The children are dressed in casual summer clothing, and their hair is blowing in the breeze, conveying a sense of carefree happiness and outdoor activity.

# OUR STRATEGIC VISION

Supporting our region to live their healthiest lives.

## Our Strategic Mission

Work with our community to deliver leading primary health.

# MESSAGE FROM THE CHAIR

I am delighted to share the remarkable strides and exciting transformations witnessed in our journey toward ensuring our community lead their healthiest lives. With great enthusiasm, I present the 2022/2023 Annual Company Report for Country to Coast, QLD (CCQ), previously known as Central Queensland, Wide Bay, Sunshine Coast Primary Health Network.

## **Our New Name and Identity**

Earlier this year, we unveiled our new brand and visual identity, marking a significant milestone in our organisation's journey and the beginning of several strategic changes. With the name 'Country to Coast, QLD,' we aimed to capture the essence of the regions we serve, reflecting our unique and diverse geography and connecting even more with the communities we serve.

CCQ is an independent, not-for-profit organisation that proudly delivers the Primary Health Network program on

behalf of the Commonwealth Department of Health and Aged Care.

## **Our Purpose**

To begin, I'd like to share my view on why our organisation exists. Your Board is grateful to have the opportunity to serve our community and vision for improving health and wellbeing across our community. Our purpose is simple – we connect our communities to health, and through doing so, aim to support the region to live their healthiest lives. Our region is as diverse geographically as it is in terms of health needs, with some of the most disadvantaged and high-need communities falling within our remit.

CCQ commission and co-design services and programs that help improve the health and wellbeing of communities across the region. It gives all employees of CCQ an immense sense of pride in fulfilling this purpose.

It matters deeply to the Board and Employees of CCQ that we create value for our stakeholders and community at every touchpoint an individual may have with our organisation.

## **The Role of Primary Health**

Primary health care plays a critical role in meeting individuals' health needs, and a collective effort is vital. CCQ continue to work closely with our valued partners - our hospital and health services, our dedicated and passionate GP leaders and pharmacy staff, our Aboriginal Medical Services, and a diverse range of trusted allied health professionals – to put our residents' health and wellbeing at the heart of everything we do.

These partnerships clearly define the role of primary health care and underpin a more strategic and regional approach to commissioning.



Our joint efforts with other local hospital and health services as well as government agencies in the region will yield an improved return on investment in health outcomes and address a range of socio-economic disadvantages across the CCQ footprint.

### **Leadership Transition**

In October 2022, the Board was thrilled to appoint Julie Sturgess, new CEO for CCQ. With over 35 years of extensive experience in healthcare, Julie brings a wealth of expertise as a clinician and senior management executive. Her hands-on approach resonates profoundly with the values and needs of those reliant on primary healthcare services.

With Julie's appointment and leadership change in direction, CCQ has been embarking on an accelerated journey of transition to re-connect, re-build and re-invigorate our approach

to primary health, working tirelessly to ensure our programs and services are both fit-for-purpose and meet the needs of our communities.

I extend heartfelt thanks to our former CEO, Pattie Hudson, for her remarkable 10-year tenure and leadership. Her passion and dedicated service to primary care have established a solid foundation for CCQ's next chapter.

### **Focus on Improving Service Delivery**

The Board wishes to recognise to Julie, her leadership team, and the entire CCQ staff for their unwavering dedication during such a transitional time. Wide-spread improvements in technology, people and processes have been at the helm of changes implemented, underpinned by our mission to advance health equity across regional and remote areas.

### **Board Diversity and Renewal**

In terms of the Board's composition, in

2022-23, we were pleased to welcome a new member Paul White. Paul brings extensive and diverse experience to the Board and most recently he held the CEO position at Brisbane Broncos.

I express my gratitude to the Board for their continued collaboration.

I eagerly anticipate our continued partnership with CCQ, our Strategic Partners, Clinical Council, Health Professionals, and Service Providers. Together, we are steadfastly committed to supporting our region in leading their healthiest lives.

Warm regards,

**Dr Peter Dobson**  
**Board Chair**  
**Country to Coast, QLD**





# MESSAGE FROM THE CEO

I am honoured to be writing to you as Chief Executive Officer of Country to Coast, QLD, a role in which I began in October 2022.

Since joining CCQ as CEO, I have been accountable for optimising the operations as well as appointing a Senior Leadership team with the skills and diversity of experience needed to continue to evolve and adapt to the ever-changing primary healthcare landscape.

I am proud to lead a highly motivated, values-based team with a relentless focus on continuing our purpose-driven journey to connect our community to health, through delivering leading primary health services in the region.

Our aim is to be recognised as leaders in delivering efficient health care solutions, and for our agility in getting these services to the communities where they are needed most.

Throughout the course of the year, we have undertaken a comprehensive review and realignment of how we are structured. Our changes represent significant investment in technology, people and processes.

As we have outlined, earlier this year in February, we unveiled our new brand and visual identity, marking a significant milestone in our organisation's journey and the beginning of several strategic changes.

Along with the current executive team, I have been directly involved in developing CCQ's Operational Strategy – from development to execution. On page 20 you can read about the CCQ Strategy. CCQ will continue to follow this strategy under my leadership, but as I look forward over the medium term, I see the following key priorities:

1. Investing in our people
2. Investing in technology

3. Achieving better health outcomes through leadership and collaboration
4. Strengthening the Primary Care Workforce
5. Working more closely with service providers

## 1. Investing in our People

Our recent organisational re-design is underpinned by the necessity to exponentially improve health outcomes in our region – and deliver on our commitments. The new structure reflects our dedication to continuous improvement, adaptability, and innovation. Investing in our people is occurring via significant training commitments across customer service and primary care improvement, as well as other areas to support our customer facing teams.

## 2. Investing in Technology

As part of our ongoing efforts to leverage technology and digital solutions to improve access to services in our communities, alongside improving our day-to-day



operations, we have made significant investments in state-of-the-art systems and tools, including a new CRM and Learning Management System. These advancements will significantly streamline how we interact, engage and bring services to the community in innovative ways.

### 3. Achieving better health outcomes through leadership and collaboration

By realigning our systems, refining our workforce, and adopting a co-design approach, we strive to enhance the quality and effectiveness of the services we provide to our communities. An example of how we like to collaborate is through our adopting a co-design approach to commissioned services.

We are committed to fostering meaningful partnerships and ensuring that the services we commission truly address the needs of our communities. Examples include the establishment of Urgent Care Centres, the expansion of Headspace facilities, the promotion

of Head to Health resources, and the development of CCQ Connects – Virtual Front Door.

A key part of CCQ’s innovation agenda is forming strategic collaborations with others. At times, this means disrupting ourselves and doing things differently and adopting novel approaches and partnerships.

### 4. Strengthening the Primary Care Workforce

We recognise that effective healthcare provision requires active engagement and input from various stakeholders, including service providers, community representatives, and individuals with lived experience. To this end, in consultation with stakeholders, CCQ will be implementing nine (9) clinical societies across our region.

Clinical societies are aimed at driving networking, education and problem solving locally. These clinical societies will be based on a multidisciplinary

approach encouraging the recognition of all disciplines in achieving optimal health outcomes.

Through these initiatives, we aim to collectively identify and mobilise around issues to access of essential healthcare services, particularly in areas where they are most needed.

### 5. Working more closely with service providers

Above all, CCQ recognise that our relationships with service providers across the diversity of the health and social care system, are at the heart of achieving successful outcomes.

Please feel free to reach out to myself or the Executive team at any time.

**Julie Sturgess**  
**Chief Executive Officer**  
**Country to Coast, QLD**



# YEAR IN REVIEW

The many achievements Country to Coast, QLD contributed to this year, to support our region to live their healthiest lives.



**\$45 million**

in funding for local programs and services



**325**

face-to-face general practice support visits



**116,929**

page views



**56**

health workforce learning and development initiatives held



**37,662**

visitors to CCQ website



**146**

local service contracts being managed



**7722**

Users of the SC, WB, CQ HealthPathways website. 148 average each week



**106,840**

people reached through Facebook campaigns (3.2% increase on 2021-22)

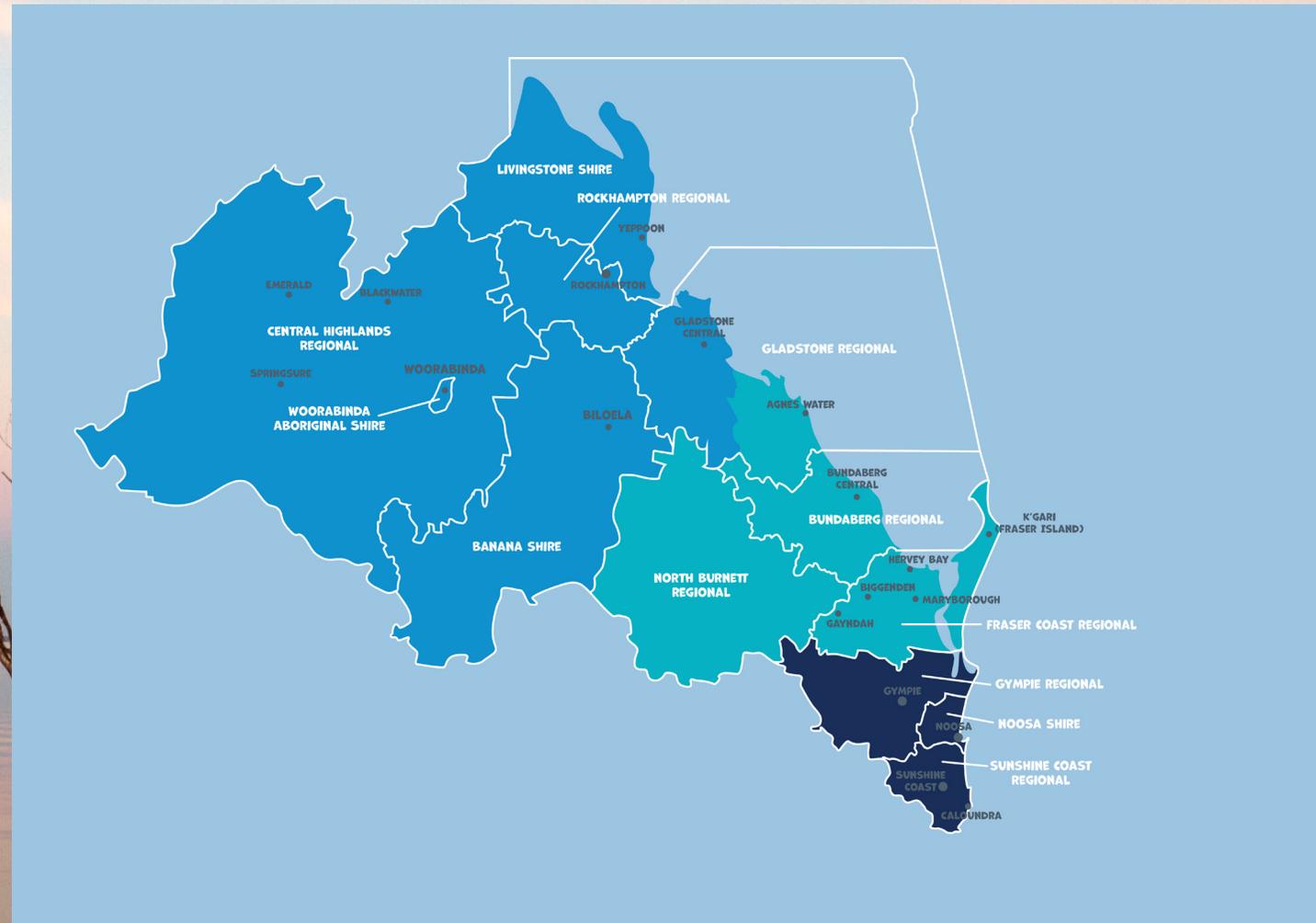
# OUR REGION

We are proud to be living and working in the beautiful and diverse region of Central Queensland, Wide Bay and the Sunshine Coast and are honoured to support our community's health and wellbeing.

Country to Coast, QLD is an independent not-for-profit commissioning organisation. CCQ proudly delivers the Commonwealth Department of Health and Aged Care's primary health network (PHN) program, to improve the health outcomes of our communities. We commission organisations to provide services that meet primary and preventive healthcare needs.

We identify where there are areas of need, such as lack of healthcare services, difficulty in accessing these services, or regions with particularly high health needs.

We work closely with GPs, allied healthcare providers, hospitals and the broader community to ensure people can receive the right care, at the right time.



**161,108 KM<sup>2</sup> | 902,687 PEOPLE | 12 LOCAL GOVERNMENT AREAS**  
**| 3 LOCAL HEALTH DISTRICTS**

# OUR REGION

We work with, and deliver programs, through our network of dedicated primary health care professionals, who also live and work in the region, serving and supporting their community. A snapshot of the region's service providers and health professionals:

- 270 general practices
- 1,108 general practitioners
- 6 Aboriginal medical services
- 749 nurses in general practice
- 2,664 primary care nurses and midwives
- 6,372 allied health professionals

With around 1 million residents, our region is rapidly growing, though many of our communities face considerable challenges due to social disadvantage, ageing, geographic isolation and cultural background.

203,451 residents are over 65 years, while around 438,186 Aboriginal and Torres Strait Islander people call this region home.



17.7%

Population aged under 15 years



22.5%

Population aged 65 years and over



4.4%

Identify as Aboriginal and/or Torres Strait Islander (QLD 4.6%)



7.4%

Need assistance with self-care, mobility and communication (QLD 5.8%)



16.2%

Born overseas (QLD 24.1%)

# OUR ORGANISATION

Country to Coast, QLD is fortunate to employ people who contribute both to the vision and goals of the organisation, as well as making a positive impact on our internal culture through a commitment to our organisational values.

Our organisational culture is founded upon our region's diverse natural landscape from Country to Coast, enviable lifestyle and active and vibrant community spirit. Our staff bring passion, commitment, integrity and expertise to their roles, with a strong core of health care professionals in our ranks.



**81 people employed as at June 30, 2023**



**47 full-time**



**25 part-time**

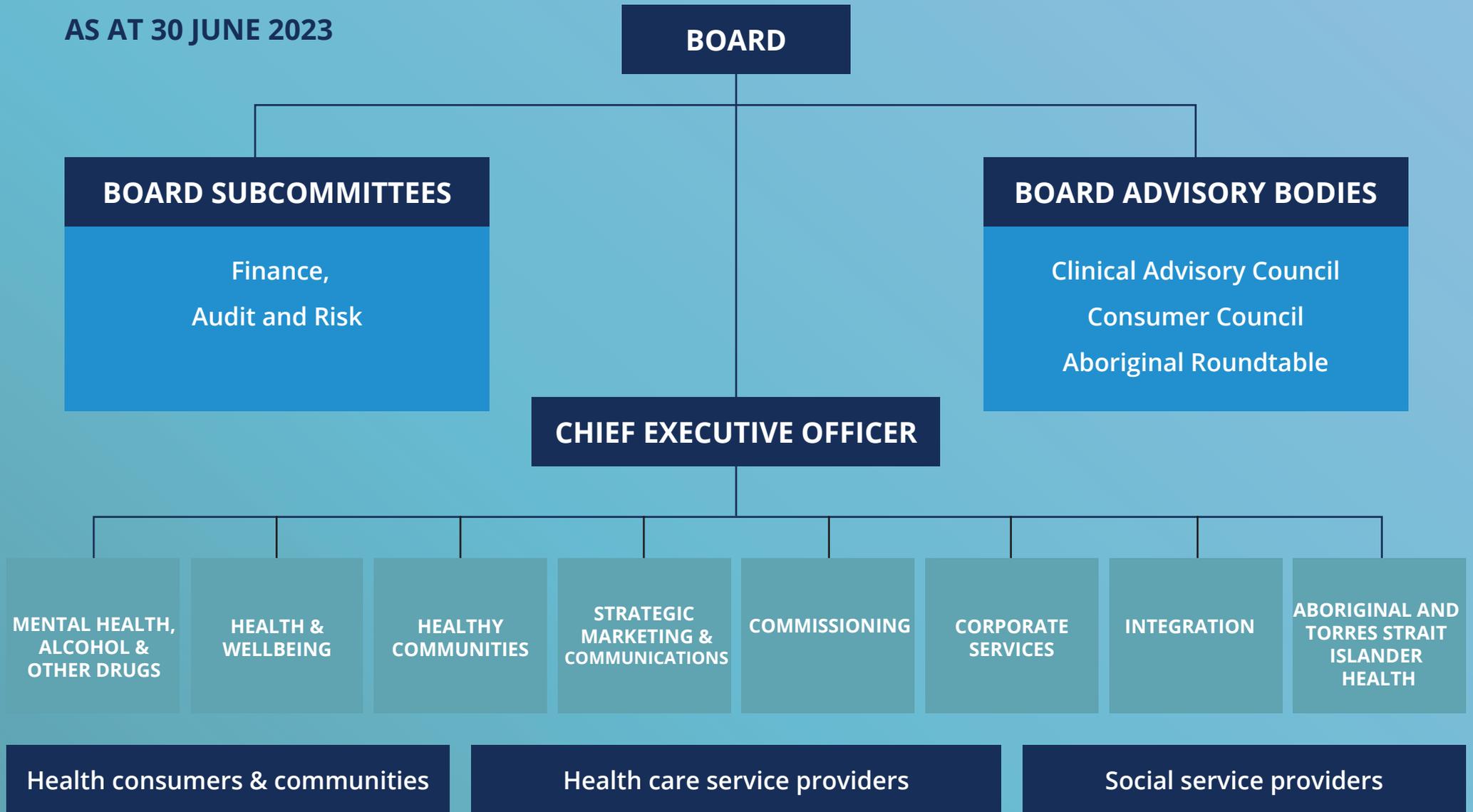


**9 Board Directors**



# GOVERNANCE

AS AT 30 JUNE 2023



# DIRECTORATES

**CCQ has 6 directorates that play a key role in fulfilling our strategic goals.**

These directorates operate under the guidance of the Chief Executive's Office, which is responsible for steering and supervising the organisation's strategic aims and execution of our strategic and operational plans.

## **Mental Health, Alcohol and Other Drugs**

Delivering on a shared vision, purpose and action for significant reform in mental health and services planning by working with key partners and developing effective relationships and subject matter expertise.

## **Integration**

Delivering comprehensive stakeholder engagement and implementation support to ensure local context, needs and opportunities are integrated to improve health outcomes.

## **Corporate Services**

Providing high-level quality support service to enable CCQ to deliver on strategic and operational objectives. A key focus is on automating processes to support roles.

## **Health and Wellbeing**

Works to improve health outcomes through strategic commissioning and health improvement in key areas such as Aboriginal health, chronic disease, healthy living and ageing and population health.

## **Commissioning**

Streamlining and connecting commissioning in procurement, contracts, planning, project management, data analytics and workforce development to develop and implement health services to meet community needs.

## **Strategic Marketing and Communications**

Providing in-house cross-functional services across brand, communications, public relations, and digital health to promote the organisation's vision, work and services to the wider community, health care professionals and stakeholders.

# CCQ VALUES



**Respect**



**Diversity**



**Collaboration**



**Courage**



**Excellence**



**We are CCQ, a diverse team of dedicated people who work collaboratively with each other, our stakeholders and the community.**

**We're motivated to achieve one shared goal: improve health outcomes, from Country to Coast.**

**- Julie Sturgess, CEO**



# DELIVERING THE PHN PROGRAM

**for Central QLD, Wide Bay and the Sunshine Coast.**

Country to Coast, QLD is one of 31 local, independent organisations delivering the Primary Health Network programs across Australia designed to support our region to live their healthiest lives, and work with our community to deliver leading primary health.

PHNs are funded by the Australian Government and use a commissioning approach to procure medical and healthcare service based on local needs and priorities.

## **Our key objectives include:**

- Improved quality of care and population outcomes
- Enhanced patient experience of care
- Sustainable Cost
- Improved Provider Experience
- Advancing Health Equity



# OUR JOURNEY, NEXT CHAPTER

## AN ENERGETIC NEW APPROACH TO PRIMARY HEALTHCARE

In February 2023, we embarked on a significant milestone in our organisation's history, unveiling our newly rebranded name: Country to Coast QLD (CCQ).

We are still proudly delivering the PHN program on behalf of the Commonwealth Department of Health, which is why you'll see our logo side by side.

Our objective is to empower our region to live their healthiest lives, and we are committed to collaborating with our community to provide exceptional primary healthcare services.

Our updated visual identity symbolises a new, energetic phase in our journey. Through our distinctive brand, we aim to foster closer relationships with our stakeholders and community members.

CCQ values the contributions made through the consultation process and

gratefully acknowledges the valuable feedback received, which helped shape our new brand identity.

We work closely with public, private and non-government organisations in the primary health care sector and across the acute care sector to improve the health and well-being of the Central QLD, Wide Bay and Sunshine Coast communities.

Our diverse region covers 161,108 km<sup>2</sup> from Sunshine Coast to Rockhampton and across to Emerald. Through needs-assessment of our community, we commission health services and coordinate care for our region.



# IN DEPTH

## DISASTER MANAGEMENT

### READY & OPEN INITIATIVE

**Our region is prone to natural disasters, from flood, to bushfire, drought, and pandemics.**

The Country to Coast Queensland Disaster Management Framework guides our preparation, response and recovery activities and how we support health professionals when disasters impact our region.

CCQ is invested in our support of the community to ensure preparedness, response, and recovery from emergencies and disasters.

This initiative will enable us to respond efficiently and collaboratively to emergencies and natural disasters.

As QLD experiences a sub-tropical and tropical climate, it is the most susceptible state in Australia, and the encounters of its residents are distinct

from other regions of the country.

Over the last decade, natural disasters have caused damages exceeding \$16 billion in QLD alone.

In early 2023 CCQ hosted information evenings in disaster-prone regions to bring together various health professionals to discuss and devise strategies to facilitate proactive community disaster preparedness.

Additionally, in 2023, a Director of Healthy Communities was appointed to oversee the Disaster Management program for CCQ.

Resources are available for Health Professional across our region: <https://c2coast.org.au/health-professionals>.

More information for the Community is available on the CCQ website: <https://c2coast.org.au/community-members/>

### preparing for disasters



- Valuable resources and tips to help you prepare. [Learn more.](#)
- **Health professionals** can make a difference by volunteering at evacuation centres. [Register your interest here.](#)



READY & OPEN

Disaster Management Framework

March 2023



## READY & OPEN

### DISASTER MANAGEMENT SUPPORT FOR HEALTH PROFESSIONALS

Our region is prone to natural disasters, from flood, bushfire, drought and pandemics.

The Country to Coast Queensland Disaster Management Framework guides our preparation, response and recovery activities and how we support health professionals when disasters impact our region.



#### PREPARE

Be prepared so that when disasters happen, you and your staff are ready to respond.



#### RESPOND

Respond to the health and wellbeing needs of the community during an emergency or disaster.



#### RECOVER

Support community recovery efforts after an emergency or disaster.

# IN DEPTH

## ENSURING ACCESSIBLE AND QUALITY PRIMARY CARE

### STRENGTHENING MEDICARE GRANTS



The Department of Health and Aged Care in March 2023 announced the Medicare Grants Program.

Country to Coast QLD extended invitations to eligible practices in Central Queensland, Wide Bay, and Sunshine Coast to participate in the Strengthening Medicare – General Practice Grants Program, which constituted part of a \$220 million investment aimed at enhancing practices, broadening patient access, and delivering high-quality care.

CCQ took pride in introducing a fully automated process that simplified the grants application procedure, showcasing

the capabilities of our organisation and our dedication to leveraging technology for healthcare advancement. By streamlining the process, significant reductions in administrative burden were achieved for very busy practices, allowing more time to be devoted to what truly matters: tending to our communities' needs.

More than \$6 million in one-off grants were disbursed across the region, offering up to \$50,000 for initiatives encompassing innovation, training, equipment acquisition, and minor capital improvements to support the attainment of the following objectives:

1. Enhancing digital health capability
2. Upgrading infection prevention and control arrangements
3. Achieving/maintaining accreditation against the RACGP Standards for General Practices (5th Edn).

The program aims to enhance access to care, improve health outcomes, and increase workforce efficiency for general practices and eligible.



# STRATEGIC GOAL#1

## ENHANCED INTERNAL CAPABILITIES

**Strategic Outcome:**  
CCQ services deliver high quality outcomes in an efficient way

CCQ shows improved efficiency in operations, attracting stakeholder engagement for our valuable expertise. Our systems and processes ensure quality program delivery, while our dedicated staff embody our organisational values.

## NEW BOARD MEMBER APPOINTMENT

In June 2023, The Country to Coast, Queensland Board welcomed its new Director, Paul White. Comprised of skilled health professionals, business experts, legal minds, and representatives from the not-for-profit sector, the CCQ Board is dedicated to steering the organisation's strategic vision and ensuring compliance and reporting standards.

Paul White joins the Board with a wealth of experience, having previously served as the Chief Executive Officer of ASX-listed company Brisbane Broncos Ltd.



## CORPORATE SERVICES INITIATIVES

In the latest chapter of our journey, CCQ has embarked on a transformative path towards enhanced internal capabilities, ensuring that our organisation is well-equipped to meet the evolving needs of our community.

We've taken significant strides forward, starting with the launch of CCQ Sharepoint, a centralised platform that serves as the heart of our internal communications.

With Sharepoint, our staff now have a unified space for accessing news, directories, and updates, fostering seamless collaboration and information sharing across all levels of the organisation.

Recognising the importance of effective communication, we've also implemented a state-of-the-art digital cloud phone system, 3CX.

This cutting-edge technology not only facilitates better engagement among our staff but also strengthens connections with primary care providers, laying the groundwork for even more impactful partnerships in the future.

Moreover, we've harnessed the power of Salesforce to enhance the customer experience throughout the region, ensuring that every interaction with CCQ leaves a lasting and positive impression.

Looking ahead, we're committed to sustainability and efficiency, with investments in CCQ staff vehicle fleet for cost savings and effectiveness. Prioritising energy-efficient transport options reduces our environmental footprint.

We're also planning facilities to support hybrid working, optimising workspaces for flexibility, productivity, and well-being, strengthening CCQ's internal capabilities for continued growth.



## STRATEGIC GOAL#2

### INVEST FOR OUTCOMES AND IMPACT

**Strategic Outcome:**  
CCQ demonstrate improvement in regional health outcomes as a result of commissioned services.

Ensure outcome-driven commissioning enhances cost-effectiveness across the portfolio. Priorities are established through collaborative design, with data and decision support tools guiding strategic investments. Staff and teams possess the necessary skills, technology, and infrastructure for ongoing performance improvement.

## MEDICARE URGENT CARE CLINICS



Over the past decade, emergency department (ED) presentations across Australia have continued to increase.

COVID-19 and limited healthcare workforce have caused major problems for Queensland's healthcare system.

In response, during the release of the 2023-24 May Budget, the Australian Government announced \$358.5 million over five years from 2022-23 to establish 58 Medicare Urgent Care Clinics (Medicare UCCs), to relieve pressure on EDs & enhance access to immediate care for the community.

As per the Department of Health's recommendations, PHNs were directed to prioritise the establishment of UCCs in GP practices, where possible.

PHNs also played a key role in the co-design and implementation of the UCCs.

Across Queensland, eleven new Medicare UCCs were subsequently established, including 2 locations in the Central Queensland region. These locations are Rockhampton and Bundaberg.

In February 2023, CCQ announced a Registration of Interest process and formally gathered interest from potential applicants to participate in this region's Medicare Urgent Care Clinics in Bundaberg and Rockhampton.

## MOVING MOMENTS IMMANUEL GARDENS



On April 18th, 2023, a Moving Moments representative attended a workshop at Immanuel Gardens Living and Aged Care. Caregivers shared impactful stories of participants' improved mental health, showcasing our commitment to investing for outcomes and impact in the region.

Notably, one participant, previously housebound, reengaged with the community under the gentle encouragement of our coordinator. These narratives highlight our dedication to reducing social isolation and preventing mental health issues like depression and anxiety.



## STRATEGIC GOAL#3

### REGIONAL LEADERSHIP & COLLABORATION

**Strategic Outcome:**  
CCQ provides national leadership in working collectively to achieve the best outcomes

Strong partnerships harness collective resources for enhanced financial accountability. CCQ sets the standard by forging regional partnerships across program delivery areas. Our branding is robust, and our staff consistently demonstrate our commitment to partnership in all endeavours.

# MENTAL HEALTH SUPPORT

On 1 July 2022, CCQ launched its Head to Health information and referral phone service, in support of the Central QLD, Wide Bay and Sunshine Coast regions.

Head to Health is a national initiative funded by the Department of Health and Aged Care to improve awareness and access to mental health services.

The Head to Health model is based on a 'no wrong door' approach and provides an information and referral pathway for people in the Central Queensland, Wide Bay and Sunshine Coast community in need of mental health support.

Anyone can contact the Head to Health information and referral service.

This includes self-referrals from patients as well as GPs, psychiatrists, and other health professionals who may use the Head to Health phone service to find care options for their patients.

Alternatively, friends, family members or work colleagues can also utilise the



service on behalf of another person who may require access to mental health services and supports.

Through the national Head to Health phone number (1800 595 212), callers from anywhere in Australia are linked to their nearest Head to Health service for mental health assessment and/or local referral information. The service provides a welcoming and accessible entry point for people requiring mental health support and aims to assist people to receive the right support, in the right place, at the right time for both their immediate needs and in establishing connections for ongoing support.

A member of the Head to Health team will work with those referred to the service to understand their needs and ensure they are connected to or provided information about the most suitable support options available in their region.

Depending on the assistance required, support options provided may include referral to a GP or other health service, online support options, existing mental health support services or other community supports.

The launch of the Head to Health information and referral phone service builds on CCQs commitment to continue to deliver mental health services and provide access to appropriate services to those most in need in our region.

Further information about the Head to Health information and referral phone service:

<https://www.headtohealth.gov.au/>

<https://c2coast.org.au/head-to-health/>



## CCQ CONSUMER COUNCIL

In June 2023, CCQ actively recruited members for the new CCQ Consumer Council, aiming to involve residents of Central Queensland, Wide Bay, or the Sunshine Coast interested in improving local health and well-being.

The CCQ Board announced its plan to form a Country to Coast, Queensland (CCQ) Consumer Council and invited expressions of interest from eligible community members.

This Council represented the interests of Central Queensland, Wide Bay, and the Sunshine Coast, seeking diverse representation across these areas.

Julie Sturgess, CEO of Country to Coast, Queensland, emphasised the Board's desire for diverse representation, stating, "We sought individuals of all ages and backgrounds with a passion for health from Central Queensland, Wide Bay and Burnett, Gympie, and the Sunshine Coast to join this new Council."

## CCQ CLINICAL COUNCIL

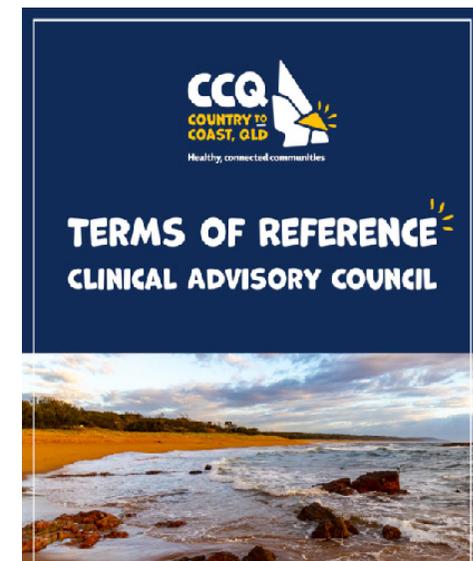
Through a formal Expression of Interest process conducted in June, a Clinical Council was also established. Its purpose is to enable the CCQ Board to make person-centered decisions, relevant to communities and aligned with consumer care expectations.

The Clinical Council, comprising a multidisciplinary group of 17 clinicians and allied health professionals, provides strategic advice on clinical issues to the CCQ Board. It serves as a vital link between the CCQ health practitioner community, local Clinical Societies, and the CCQ Board.



As an advisory sub-committee of the CCQ Board, the Clinical Council is held accountable for the organisation's performance. The Board ensures the implementation of appropriate clinical, financial, risk management, planning, legal, and business management systems to support CCQ's objectives.

The clinical and consumer councils are presented in our Governance framework.





## STRATEGIC GOAL#4

### BUILD THE CAPABILITY OF THE PRIMARY CARE HEALTH SYSTEM

**Strategic Outcome:**  
CCQ's primary health outcomes are on par with the best Nationally

Our program offerings will meet the unique needs of our region, delivering best practices in primary care. CCQ will support primary care development through education and sustainable care models, ensuring alignment with regional requirements for effective primary care delivery. We will strengthen our ability to assess and enhance primary care performance, promoting a culture of ongoing quality improvement. CCQ will foster expertise to innovate and overcome existing system limitations.

# BUILDING PRIMARY HEALTH CAPACITY VIA NETWORKING EVENTS: CLINICAL SOCIETIES

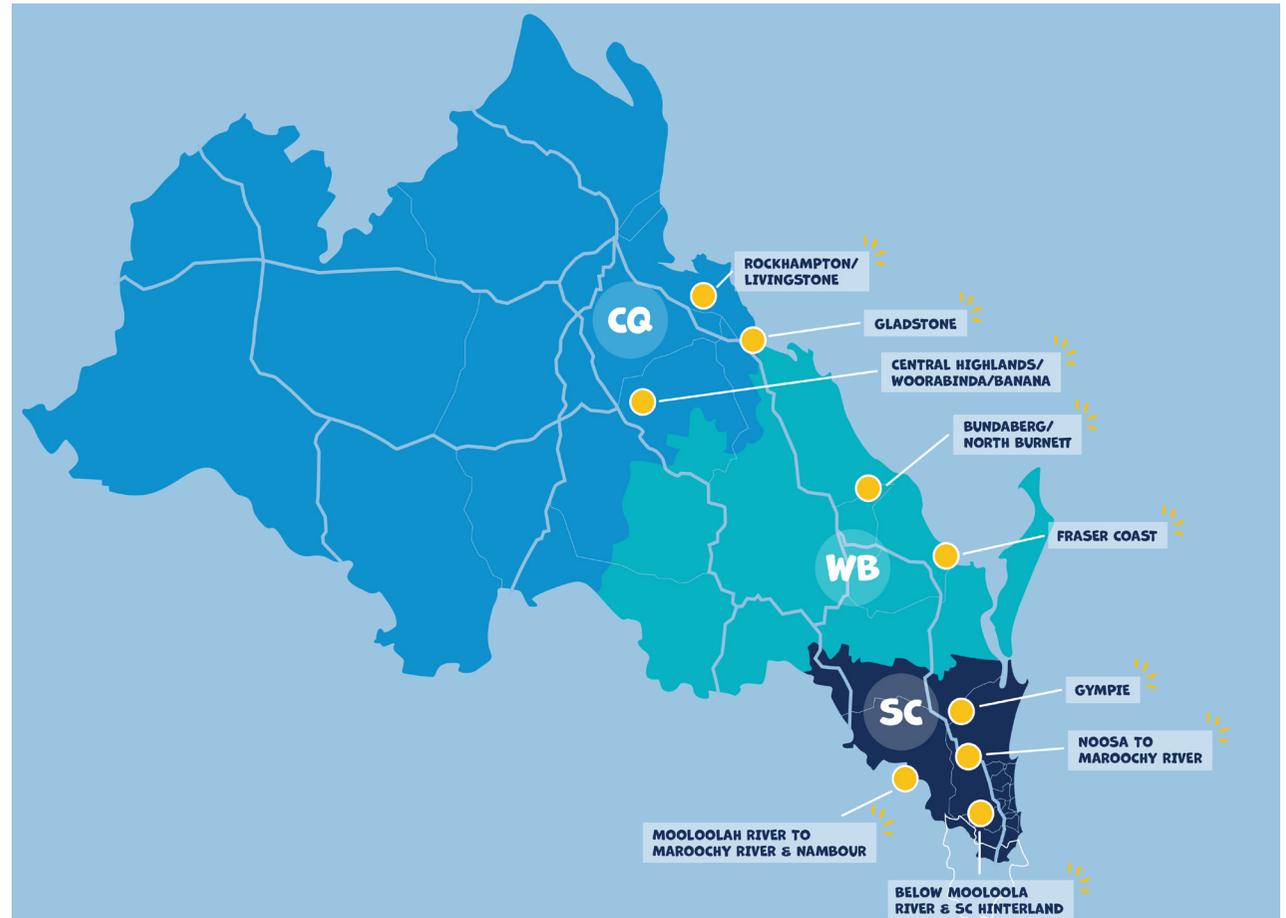
In March 2023, CCQ worked with consultants SVA Partners to develop a framework that seeks to achieve outcomes that will advance CCQ's strategic objectives, specifically in relation to the desired impact in communities.

CCQ's role in the education events serves as a facilitator promoting multidisciplinary collaboration.

CCQ is central in bringing all disciplines together through face-to-face / virtual meetings (i.e., as a facilitator).

Additionally, creating the forum for networking between disciplines, between regions, between systems to occur, and resulting in people-centred solutions in addressing primary healthcare concerns and issues for the region.

Nine regions were defined as a result of the consultation, with Clinical Societies subsequently held across these locations.



These locations have been presented in the corresponding map for reference.

As a result of this process, education themes from consultations were identified based on identified needs, CCQ's unique role, and key barriers.

Four engagement principles were also developed from the consultation and research findings: transparency, psychologically safe, local voices for local needs and fit for purpose.

-   
 Transparency & accountability
-   
 Psychologically safe
-   
 Local voices for local needs
-   
 Fit-for-purpose

# ADVANCED CARE PLANNING

## Conversations growing across the CCQ Community

A low uptake of Advanced Care Planning (ACP) is a common issue across Australia, often attributed to a lack of understanding of the concept.

In response, Country to Coast QLD (CCQ) partnered with Metro South Hospital and Health Service to boost ACP activity in communities throughout the Central Queensland, Wide Bay, Sunshine Coast region.

The Office of Advance Care Planning, part of Metro South Hospital and Health Service, brings expertise in ACP and community education to the project.

Their primary goal was to raise awareness, understanding, and confidence in ACP among community-dwelling Australians.

Jo Sanders, Clinical Nurse Consultant for the Supporting Advance Care Planning (ACP) Activity in Community Project funded by CCQ, actively engaged with 42 community groups, 475 individuals, 83 ACP Community Champions, and 94 health clinicians across the CCQ region, facilitating discussions and education on ACP.

At the Seniors Lifestyle and Care Expo 2023, hosted by the Bundaberg and District Neighbourhood Centre, ACP took centre stage.

Jo Sanders, representing the project, seized the opportunity to converse with community members about the significance of ACP and the relevant documents in Queensland.



Corrie McColl, Manager of the Bundaberg Neighbourhood Centre, has been instrumental in supporting the project, advocating for early engagement with ACP among community members and fostering collaboration among local groups in the Wide-Bay area.

Through initiatives like these, awareness and understanding of ACP are steadily growing, empowering individuals to make informed decisions about their healthcare preferences.

## SUPPORTING NURSES, TO SUPPORT PRIMARY CARE

CCQ is committed to fostering excellence in primary care within our region, tailoring program offerings to meet the unique needs of our communities while upholding best practices.

Through our concerted efforts, we have supported 19 nurses in graduating from the Nursing in Primary Health Care programs in collaboration with the Australian Practice Nurse Association (APNA) since 2019.

Notably, six of these graduates have successfully completed the first APNA Transition to Practice Program this year, marking a significant milestone in their professional journey.

Among these accomplished graduates is Tania Webber, a Practice Nurse at Landsborough and Mooloolah Medical Centre.

Having obtained her Bachelor of Nursing in 2016 and relocated to the Sunshine Coast from North Brisbane in 2020, Tania acknowledges the invaluable support

received from CCQ in pursuing further education. She credits the Transition to Practice Program for laying a solid foundation for her role in Primary Care nursing, enabling her to provide comprehensive care alongside GPs with confidence and competence.

Reflecting on her experiences, Tania emphasises the privilege of caring for patients and families within her clinic, where the continuity of care fosters meaningful connections and rapport.

Each day brings new challenges and rewards, affirming Tania's belief in the promising future of nurses in Primary Care.

CCQ remains committed to supporting the education and professional development of Primary Health Care Professionals across the region, ensuring alignment with regional requirements for effective care delivery.

For more information about the Transition to Practice Program and other training opportunities in primary care, please contact:  
workforcedevelopment@c2coast.org.au  
or visit:  
<https://www.apna.asn.au/education/TransitiontoPracticeProgram>



## SERVICES KEEPING SENIORS ON THEIR FEET!

A groundbreaking café-based healthcare initiative, aimed at supporting Hervey Bay seniors vulnerable to falls, joyously marked its inaugural anniversary at The Tree House Urangan Community Wellness Centre.

Launched under the auspices of the Fraser Coast Falls Prevention Service in October 2021, the Lifestyle Café extends its services to seniors aged over 65 and First Nations individuals over 50, acknowledging the significant demographic of older adults within the region.

Participants, like Jan Morton and Edna Down, whose referrals stemmed from falls at home, have found solace and empowerment within the program.

Jan, after six weeks of attendance, cherishes the camaraderie forged during strength and balance exercises and the enriching educational presentations. Meanwhile, Edna, celebrating her 86th



birthday this year, has experienced a resurgence of confidence and independence after just eight weeks of participating in the program.

The collaboration between Bolton Clarke and the Nurse Navigator Service has been pivotal in delivering in-home assessments and seamlessly coordinating the activities of the Lifestyle Café.

Paige Martinez, CCQ's Manager for Older Person's Health, underscores the critical role of this initiative in curtailing falls, a primary cause of injuries and hospitalisations among seniors. By

intertwining social interaction with tailored wellness activities like strength and balance exercises, the Lifestyle Café champions a holistic approach to well-being.

Supported by CCQ, the program embodies a multifaceted strategy towards healthy ageing, addressing diverse health needs through comprehensive educational sessions and support services.

# STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
<b>Revenue</b>		
Revenue from continuing operations	57,455,470	55,597,833
Interest received	1,371,802	99,467
<b>Total revenue and other income</b>	<b>58,827,272</b>	<b>55,697,300</b>
<b>Expenses</b>		
Contracts for primary health service delivery	44,892,296	38,126,251
Employee benefits	9,200,728	10,218,673
IT and telecommunications	1,234,912	1,504,010
Depreciation and amortisation	520,069	206,255
Property	306,319	257,775
Travel, conference attending & hosting	291,395	346,533
Advertising promotions	216,664	183,874
Insurances	215,198	179,167
Interest expense on lease liability	33,961	67,204
Loss or disposal of property, plant & equipment	0	563,420
Other expenses	891,075	978,419
<b>Total expenditure</b>	<b>57,802,617</b>	<b>52,631,581</b>
<b>Net surplus for the year</b>	<b>1,024,655</b>	<b>3,065,719</b>
Income tax expenses	0	0
Other comprehensive income	0	0
<b>Total comprehensive income for the year</b>	<b>1,024,655</b>	<b>3,065,719</b>

# STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2023

	2023	2022
	\$	\$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	39,898,652	28,518,433
Trade and other receivables	2,973,223	136,424
Other assets		2,435,210
<b>TOTAL CURRENT ASSETS</b>	<b>42,871,875</b>	<b>31,090,067</b>
<b>NON CURRENT ASSETS</b>		
Property, plant and equipment	216,927	346,099
Intangible assets		1,179
Right-of-use assets	624,268	1,015,121
<b>TOTAL NON CURRENT ASSETS</b>	<b>841,195</b>	<b>1,362,399</b>
<b>TOTAL ASSETS</b>	<b>43,713,070</b>	<b>32,452,466</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	2,537,413	3,344,804
Contract liabilities	34,756,226	21,900,515
Lease liabilities	245,618	524,394
Employee liabilities		460,200
Employee benefits	668,592	1,237,255
<b>TOTAL CURRENT LIABILITIES</b>	<b>38,207,849</b>	<b>27,467,138</b>

FOR THE YEAR ENDED  
30 JUNE 2023

	2023	2022
	\$	\$
<b>NON-CURRENT LIABILITIES</b>		
Lease liabilities	411,807	632,017
Employee benefits	345,379	629,931
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>757,186</b>	<b>1,261,948</b>
<b>TOTAL LIABILITIES</b>	<b>38,965,035</b>	<b>28,729,086</b>
<b>NET ASSETS</b>	<b>4,748,035</b>	<b>3,723,380</b>
<b>EQUITY</b>		
Retained surplus	4,748,035	3,723,380
<b>TOTAL EQUITY</b>	<b>4,748,035</b>	<b>3,723,380</b>

# INDEPENDENT AUDITOR'S REPORT

## REPORT ON THE AUDIT OF THE FINANCIAL REPORT

### Opinion

We have audited the accompanying financial report of Sunshine Coast Health Network Limited which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

In our opinion the financial report of Sunshine Coast Health Network Limited has been prepared in accordance with Div 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) giving a true and fair view of the registered entity's financial position as at 30 June 2023 and of its performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Regulations 2013*.

Signature valid

Digitally signed by Christine  
Perren   
Date: 2023.10.20 15:00:54 EAS

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**Christine Perren**

Registered Company Auditor

SDE Audit & Corporate  
Level 1, 9 - 15 Mill Street, Nambour

Dated this 20th day of October 2023

# WHO WE ARE

## BOARD

**Dr Peter Dobson**

Board Chair

**Dr Shea Spierings**

Deputy Chair

**Grant Dearlove**

Director

**Dr Fiona McGrath**

Director

**Dr John Menzies**

Director

**Rebecca Bell**

Director

**David Conroy AM**

Director

**John Woodward**

Director

**Paul White**

Director

**Amanda Boland**

Company Secretary

## EXECUTIVE

**Julie Sturgess**

Chief Executive Officer

**Anthony Elliott**

Executive Director Health and Wellbeing

**Matthew Schull**

Director Integration

**Laura Remy**

Director Strategic Marketing and Communications

**Marie Kelly**

Director Mental Health Alcohol and Other Drugs

**Sara Rossi**

A/Director Corporate Services

## MEMBER ORGANISATIONS

1. The Corporation of the Synod of the Diocese of Brisbane T/A Anglicare Southern Queensland
2. General Practice Queensland Ltd T/A CheckUP
3. Lutheran Church of Australia Queensland District T/A Lutheran Services
4. North Coast Aboriginal Corporation for Community Health (NCACCH)
5. Pharmaceutical Society of Australia
6. Queensland Alliance for Mental Health
7. Queensland Network of Alcohol and Other Drug Agencies (QNADA)
8. Sundale Ltd



**CCQ**  
COUNTRY TO  
COAST, QLD



Healthy, connected communities

**phn**  
CENTRAL QUEENSLAND,  
WIDE BAY, SUNSHINE COAST

An Australian Government Initiative

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