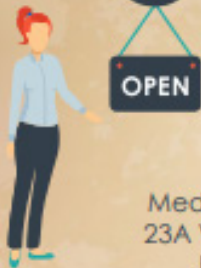


**Empowered People • Co-operative Effort
Healthy Communities • Excellence Together**

Annual Report

2020/2021

OUR STORY



OPENING OUR DOORS

September 8th, 1980

Medical clinic registered and 23A Vernon Street opened for business December 1980.



DENTAL SERVICE

Our dental service was established.



NAME CHANGE

Change of name to **Westgate Health Co-operative.**



RENOVATION

Vernon Street refurbished.

REJUVENATION

Review undertaken providing a renewed focus on Westgate Health philosophy based on co-operation principles.



ACHIEVEMENT

Successful accreditation for a further three years (31/1/20 – 31/1/23).

1978

THE IDEA

The Western Region Council for Social Development recognised there was a need for medical care in the area. We were established by Westgate Baptist Community with seed funding from the Baptist Union of Victoria.



1980

NEW PLACE TO CALL HOME

September 26th, 1986

South Kingsville Health Services evolved to 19 Vernon Street.



1991

EXPANSION

Commenced practicing at second location: Home Road, Newport.



1993

ACHIEVEMENT

Become an Accredited General Practice with the Australian General Practice Accreditation Limited (AGPAL).



2000

2002

FURTHER EXPANSION

Expanded Vernon Street Clinic.



2014

2015

2019



2020

TODAY

Successfully navigating Covid-19 and looking forward to a strong, healthy future



ABOUT US

Westgate Health is a not-for-profit co-operative of approximately 10,000 members with an ethos of service to the local community. We provide bulk billing to our members and affordable access to high-quality health care across two clinics (South Kingsville and Newport). We offer medical, dental and a range of allied health services. Our staff include General Practitioners, Nurses, Administration personnel and Allied Health Professionals



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Chair Report

Jenny Morris

I am pleased to share our 2021 Annual Report with you. Our lives continue to be shaped in ways that we wouldn't previously have imagined. In response to these challenging times and changing restrictions, the Board reluctantly decided that the responsible decision was to move our October 28 AGM to Zoom. The Directors and I look forward to sharing our AGM utilising this technology, which will be a first for WHC.

I want to acknowledge and thank our amazing team led by CEO Liz Hunter, who together continue to pivot and respond to these ever-changing challenges with energy, resilience and commitment to the health and wellbeing of our members.

For those that we have farewelled this year, we sincerely thank and acknowledge their contribution to Westgate Health and wish them all the very best in their future endeavours. For those who have joined our team, welcome, we are delighted that you have identified a synergy with WHC and a wish to journey with us.

The Board continue to feel both privileged and humbled that you have entrusted us to lead the organisation through these unprecedented times. At the same time, we are challenged by the complexities of healthcare and take very seriously our responsibilities for the well-being of this organisation. In June, the news that the National Health Co-operative (NHC), founded in 2006 with 30,000 members, had gone into voluntary administration was a stark reminder of the challenges facing a co-operative bulk-billing health service; NHC based their model on that of WHC. The challenges that they faced are the challenges that we face, and there are lessons to be learned but we are confident that our situation differs given the financial management and resulting 'buffer' provided by previous Boards. As a Board, we will continue to grapple with these challenges to ensure the ongoing viability of WHC.

Our commitment to responsible governance has seen the implementation of a Governance Sub Committee and Working Parties. This has seen us focus on strategy and the very real revenue challenges whilst continuing to operate through a global pandemic and resultant lockdowns, demonstrating the strong cohesion of the Board and CEO. Our 'Strategic Plan - Horizon I and II' is a living document that will continue to respond to our reality, and seek out opportunities that will shape the next Horizon of our future. Our 'Themes and Responses' to our 2019 organisational review and refreshed Values that are aligned to our founding ethos, underpin who we are, the wonderful, complex organisation that is Westgate Health. The Board undertook an independent Board and Director Review... 'the Governance Survey indicates that the governance in Westgate Health is in a good place on a continuing journey towards high effectiveness.' We will continue to communicate the initiatives that we embrace as a means of attaining these goals.

'The Rules' underpin the legal framework that we as an organisation function within. As a commitment to the governance of WHC, the Board has reviewed and amended this document to ensure that it is 'fit for purpose' whilst compliant with legislation. We have provided a marked version of 'The Rules' on our website for member consultation, with an accompanying summary document showing amendments and the rationale behind changes. Please take the opportunity to review these documents and provide email feedback during consultation period before the AGM.

The words of Barack Obama at Nelson Mandela's memorial service are a fitting reminder for us:

"...we achieve ourselves by sharing ourselves with others and caring for those around us."

Again, thank you, to you our members, who have continued to journey with us through these challenging times – your patience, support and trust continues to be greatly appreciated!



Chief Executive Officer Report

Liz Hunter

It has been my privilege to serve in the CEO role at Westgate Health since November 2020, in a fabulous and tumultuous year.

Working closely with the Board, our highest priority is to continue to provide affordable health care in line with our values of Healthy Community, Excellence Together, Cooperative and Empowered People. I have been able to get good insights into the strengths and opportunities for the Cooperative this year, and in conjunction with the Board, implemented the following set of strategic priorities.

Stabilise – Provide members and staff with stability in the midst of a pandemic;

Systemetise – Improve processes to make things easier for members and staff;

Professionalise – Put in place best practice approaches so that we can meet changing member and staff expectations;

Modernise – Use contemporary ways of working – a key factor in attracting and retaining staff;

Energise – Find ways to mitigate fatigue and lift our collective spirits.

Examples of initiatives arising from the strategic priorities include:

- Providing free online member sessions with Physiotherapist and Dietician;
- Upgrading our membership renewal process, making renewal easier for members and staff;
- Communicating directly with members via email when changes occur;
- Recruitment improvements to attract and retain excellent staff;
- Restructuring to reduce overheads and allocate resources where needed;

- Feedback process to respond to member's feedback professionally and in a timely manner;
- Reviewing our IT platforms and developing an IT strategy;
- Appointment of a Clinical Coordinator to strengthen clinical practices and Nursing services;
- Building relationships with key partners to help us deliver our services, including local Mental Health professionals;
- A light hearted "survival pack" given to all staff in the midst of the lockdown – including snacks, drinks and jokes – all necessary for survival at this time.

These initiatives occurred in the midst of the pandemic, which has created uncertainty and instability. We work and live in a context of frequent and sudden changes that directly impact all of us. Whether it be shifting to QR codes, alterations to vaccination eligibility, or an outbreak in our immediate vicinity, the phones start ringing, we are again asking patients to use Videohealth and to wait outside, and there are the resulting delays in appointment availability. The heightened anxiety for staff and members can create frustration and fatigue.

My sincere thanks to staff for their resilience this year, and to members for your patience as together, we continue to navigate uncharted waters. A special thankyou to the many members who have expressed their gratitude through cards, compliments, cakes, coffees and care. Your kindness is greatly appreciated and has helped to sustain us. I would also like to extend my thanks to the Board, who provide strength, guidance and unity to the Cooperative in these challenging times. They are generous people who should be recognised for the enormous contribution they make, quietly and with little recognition.

What will happen next year? The likelihood is we will still be working in an environment of uncertainty. Nevertheless we will continue to focus on these and other priorities, to ensure the Cooperative's future is strong and sustainable.

Our Strategic Focus

Westgate Health Cooperative has drafted a new Strategic Plan. This plan has been developed with considerable input from the Board of Directors and Staff and we are looking at opportunities for feedback from members.

The draft Strategic Plan 2021-2023 defines the Westgate Health Cooperative Vision, Mission and Values and explains our directions and priorities. The plan has been developed with two horizons: July 2021- June 2022 and from July 2022- July 2023.

Several key principles underpin the draft Strategic Plan of Westgate Health Cooperative:

- Our communities are changing rapidly, and Westgate Health needs to be responsive;
- To be financially sustainable Westgate Health needs to address the changing nature of the environment we operate in e.g., changes to government funding, the challenges of recruiting general practitioners to a non-fee for service practice where the provision of high quality is required;
- Access and social equality are vital to improving personal and community health outcomes;
- Westgate Health is committed to building effective communication and collaboration with the wider health care system in the delivery of quality health care to our community.

Values & Behaviours

The four values and behaviours, underpin our actions to achieve our strategic goals:



Healthy Communities

We understand and actively respond to the health needs of our community. Our workplace demonstrates our values and people want to work with us.



Excellence Together

We provide excellent, accessible, relevant, caring and compassionate affordable healthcare to all in our community.

We value all people irrespective of difference and embrace the strength of diversity.



Cooperative Effort

We are committed to the spirit of cooperation with active engagement between members, staff and board. We are accountable to each other to be ethical, professional, and financially responsible and respectful to one another. We partner with other agencies, health professionals and community organisations.



Empowered People

We empower people to take control of their own health and wellbeing. We are committed to continuous learning to deliver best practice health outcomes.

Our Strategic Focus

The Horizon I Strategic Priorities have several key focus areas that can be summarised as follows:

- Sustaining and securing our foundations
- Systematise
- Professionalise
- Modernise
- Energise

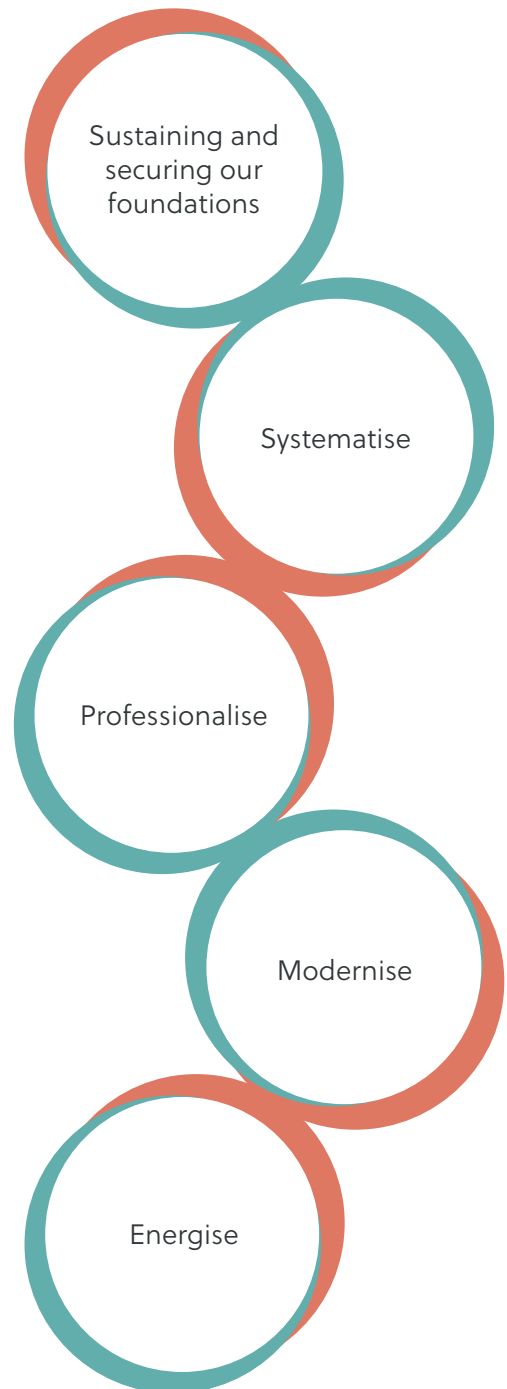
These areas will provide the stable foundations and will help us build our future.

The Horizon II Strategic Priorities sees our attention building on the foundation that has been achieved in Horizon I.

- Sustainability is a key driver in Horizon II and we must explore additional profitable revenue streams consistent with our ethos, to ensure financial sustainability that supports the ongoing provision of high quality, affordable health care to our members.
- Our plan is to identify and develop new service offerings with a holistic approach to affect positive change with attention to mental health and wellbeing.
- Throughout this period of exploration, we will ensure a collaborative approach with stakeholders as we plan ahead.

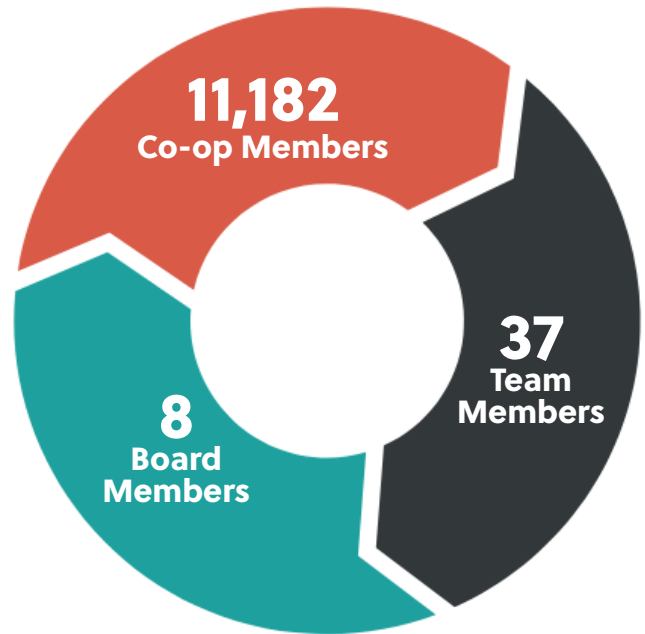
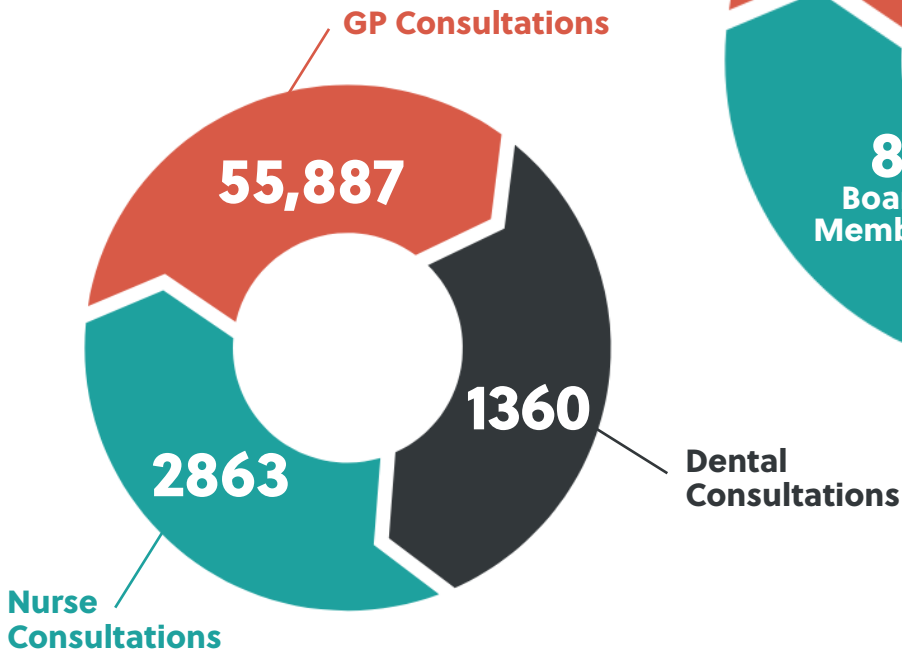
Summary

The strategic focus has been developed with the ongoing viability being front of mind and we are committed to continue to serve the community and staff now and into an exciting future.



Our Year at a Glance

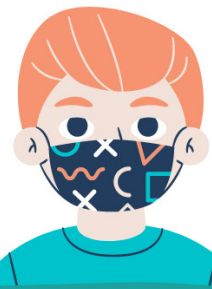
2020/2021



193
Flu
Vaccinations










420
COVID
Vaccinations




19,270
Telehealth
Consultations











Our Team

Board of Directors










-  Jenny Morris
Chair
-  Allison Crunden
Deputy Chair
-  Jason Faranda
Treasurer
-  Yolande Powrie
Chair Governance
Sub Committee
-  Clare Rocznio
Director
-  Ross Williamson
Director
-  Bev Kennedy
Secretary

 Liz Hunter
Chief Executive Officer

Doctors

-  Dr Kay Whitfield
Doctor SK
-  Dr Shankar Srinivasan
Doctor SK
-  Dr Simone Stanton Castillo
Doctor SK
-  Dr Jessie Rafeld
Registrar SK
-  Dr Sunil Bhojwani
Doctor SK & NP
-  Dr Stephen O'Shea
Clinical Lead NP
-  Dr Dervila Holmes
Doctor NP
-  Dr Magdalena Matthews
Doctor NP
-  Dr Richard Sloman
Doctor NP
-  Dr Bernice Molony
Doctor NP

Reception







-  Kelly-Anne Camillo
Senior Team Leader SK
-  Lucia Coco
Team Leader NP
-  Alesha Madden
Receptionist
-  Rachael Trevethan
Receptionist
-  Loredana Arrigo
Receptionist
-  Sue Wright
Receptionist
-  Karen Amore
Receptionist
-  Karlene Coulter
Receptionist
-  Kristen Talbot
Receptionist

Receptionists may work across both clinics




Administration

-  Tracey Sproull
Payroll & Finance Officer





Nursing

-  Michelle Jones
Clinical Co-ordinator (RN)
-  Trudi White
Lead Nurse (RN)
-  Phuong Vo
Nurse (EN)
-  Fran Mills
Nurse (RN)
-  Robyn Stone
Nurse (RN)
-  Melanie Coca
Nurse (EN)

Dental

-  Dr Gabriella Hanciu
Dentist
-  Bron Keating
Dental Assistant
-  Sharona Martin
Dental Assistant

Allied Health Service Providers

-  Gael Meadowcroft
Psychologist SK
-  Albert Yeap
Diabetes Educator SK & NP
-  Alice Jin
Dietician/Nutritionist SK & NP
-  Jair Butler
Podiatrist SK
-  Leki Sisifa
Physiotherapist SK & NP
-  Jackie Ayad
Mental Health Nurse SK & NP
-  Mike Abdel Malek
Physiotherapist NP & SK



Treasurer Report

Jason Faranda

As Treasurer on the Westgate Health Co-operative Board, I am pleased to share the abridged financials for Financial Year 2020-21.

Despite showing a profitable position at year end, this financial year has been challenging with continued COVID-19 lockdowns and the flow-on impacts to GP recruitment amid pandemic demand for doctors. Despite our hopes that 2020 was an 'outlier', COVID-19 challenges will be ongoing for the foreseeable future, particularly now that Government assistance payments have ceased.

These factors along with stagnated fees from Medicare have made it challenging for the Co-Op to maintain its revenue levels. This financial year saw a drop in patient visits of 12.2% and as a result medical income dropped by 14%; lockdowns have also impacted Allied Health staffing and therefore Allied Health income has dropped by 30% compared to last year. Due to these COVID-19 impacts the Co-Op qualified for Job-Keeper payments from the Federal Government, which assisted in covering the above-mentioned falls in revenue, until ceasing in April this year.

Expenses for the 2021 year remained stable with careful management, and the relative fall in employment costs directly linked to drop in revenue with percentage of income-based wages. Also included in this year's expenses are \$104,500 of donations; The Asylum Seeker Research Centre received \$2,500 as reported at last AGM, with \$102,000 accrued for the Co-Op's Charitable Fund, which was paid in July 2021. The Charitable Fund balance as of June is \$504,000.

Our Charitable Fund was established in 2016 as an off-balance sheet avenue to increase income on excess cash. Since its beginning, the Co-Op has donated \$405,000 into the fund. At 30th June 2021 the fund was worth \$504,021, representing a 24.5% investment return.

Our Balance Sheet has strong reserves, providing good grounding for Westgate Health given challenges in today's environment.

Assets and Equity have remained consistent throughout the financial year. The major changes with Intangibles and Lease liability are linked to reporting standards that require us to report our Newport lease as both an Asset and Liability, representing the terms of the current lease. Trade and Other Payables have increased by \$180k due to the accrual of our Charitable Fund donation, and recognition of a potential refund of Medicare fees still in dispute.

Our partnerships this year have continued with our accountants and auditors to ensure our reports are in line with financial management practices and governance. Our financial accounts have been reviewed and endorsed by our independent auditors and will be submitted to our governing bodies without delay.

Financial Overview

Profit and Loss

	FY2021	FY2020
Income		
Service Income	\$1,906,725	\$2,749,410
Total Income	\$1,906,725	\$2,749,410
Other Income		
Net Rent	\$233,703	\$238,488
Other Investment Income	\$2,655	\$12,474
Other Income	\$1,432,365	\$794,628
Total Other Income	\$1,668,724	\$1,045,590
Total Income	\$3,575,449	\$3,795,000
Expenses		
Depreciation & Amortisation	\$96,225	\$73,803
Employment Expenses	\$2,659,621	\$2,894,731
Entertainment	\$780	-
Interest & Finance	\$713	-
Motor Vehicle	-	\$2,546
Occupancy Expenses	\$97,397	\$95,954
Travel & Accommodation	\$27	\$8
Other Expenses	\$619,410	\$658,739
Total Expenses	\$3,474,173	\$3,725,781
Profit / (Loss)	\$101,276	\$69,220

Financial Overview

Balance Sheet

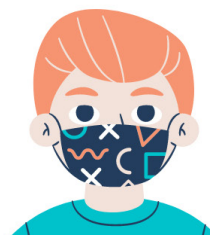
	FY2021	FY2020
Assets		
Cash	\$1,030,128	\$790,188
Trade and Other Receivables	\$94,764	\$71,347
Plant and Equipment and Vehicles	\$2,429,565	\$2,471,457
Intangibles	\$190,483	-
Total Assets	\$3,744,940	\$3,332,992
Liabilities		
Trade and Other Payables	\$242,946	\$59,690
GST Payable	\$5,796	-
Provisions	\$55,478	\$64,040
Employee Entitlements	\$141,143	\$208,531
Lease Liability	\$197,572	-
Total Liabilities	\$642,935	\$332,261
Net Assets	\$3,102,005	\$3,000,731
Member's Funds		
Capital Reserve	\$2,601,964	\$2,500,689
Reserves	\$500,042	\$500,042
Total Member's Fund	\$3,102,006	\$3,000,731

Financial Overview

Charitable Fund

	FY2021	FY2020	FY2019
Beginning Balance	\$433,012.54	\$456,102.83	\$400,248.99
Investments			
Investment Gains/(losses)	\$78,182.03	(\$19,694.99)	\$62,730.36
Contributions	-		
Investment Management Fee	(\$1,960.89)	(\$778.61)	(\$1,580.68)
Total Investments	\$76,221.14	(\$20,473.60)	\$61,149.68
Disbursements			
Donor Admin & Support Fee	(\$5,212.85)	(\$2,616.69)	(\$5,295.84)
Total Disbursements	(\$5,212.85)	(\$2,616.69)	(\$5,295.84)
Ending Balance	\$504,020.83	\$433,012.54	\$456,102.83





CLINICS

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19 Vernon St
South Kingsville, VIC, 3015


P: (03) 9391 6777

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 PO Box 11, Altona North, VIC 3025

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 Westgate Health Co-op

 Westgate Health Co-operative Ltd

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