

BNC
Bush Nursing Centre

ELMHURST BUSH NURSING CENTRE



Annual General Meeting '08

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Centre Manager's Welcome

The 2007/2008 year that has been a very exciting and productive one for the Centre. The success we had at achieving full accreditation status for the next 3 years is a credit to staff, volunteers and Board members alike. Each of the 17 core standards under the headings of Building Quality organizations, providing quality services and programs, and sustaining external quality relationships were fully met. All the hard work and effort has certainly paid off.

The increase in our community health programs has also recognized that our health message is reaching out to more people than we ever expected. Our strong commitment to health promotion and population based approaches to service provision and addressing the changing needs of our community has been highly regarded, which has seen a greater number of community members accessing the Centre.

With this in mind, our next challenge is to ensure our practices are continually reviewed with the view of making the programs and services already in place more exciting and accessible. To achieve this, I believe our Strategic directions require dedicated thought and planning, with the aims of:

- Increasing the capacity of the Centre to deliver high quality, strategically directed primary health care services to our community members
- Contributing to the reduction of morbidity and mortality of community members in our catchment area through education, resourcing and increased service delivery
- Establishing and maintaining health promotion and chronic disease management programs in line with the Centre's strategic directions, adding value to catchment health promotion priorities.

Overall, we have had a very successful year, and I would like to thank those who have supported myself and the Centre during this time.

Sue Young

Centre Manager 2007-2008.

ABOUT US

Elmhurst Bush Nursing Centre is a non-profit organisation governed by a voluntary Board of Management. The management and daily organisation of the Centre is co-ordinated via a Centre Manager who reports on a monthly basis to the Board of Management. A team of nurses, administration staff, a planned activity co-ordinator, environmental staff and volunteers support the Centre Manager in delivering services to the community.

The Centre services an area of approximately 1200 people which incorporates the townships of Warrak, Amphitheatre, Landsborough, Crowlands and surrounds.

OUR MISSION

To provide holistic and allied services to the people of Elmhurst and district for the maintenance of optimal health and independence.

OUR VALUES

- Inclusion of all stakeholders to define service direction and development.
- Communication and transparency of policies and procedures.
- Adoption of new methods and techniques to meet the changing healthcare needs of our clients.
- Integrity, honesty and respect in all relationships.
- Environmental safety for clients, staff and volunteers.

OUR OBJECTIVES

The Elmhurst Bush Nursing Centre (EBNC) will provide primary care, health promotion and community based care that:

- Provides healthcare services that are relevant and responsive to our community needs.
- Ensures the provision of high quality care through continuation of effective clinical governance systems and processes.
- Keeps the community of EBNC informed of the direction and key decisions of the Board of Management.
- Develops innovative approaches that improve productivity and efficiency to better meet emerging service delivery challenges.
- Ensures facilities and buildings remain sustainable to better deliver services into the future.
- Ensures partnerships with regional health providers remain strong and community access to regional inpatient facilities remains seamless and accessible.
- Develops a strong culture of teamwork and common purpose between staff, Board of Management and key stakeholders.

OUR SERVICE PROFILE

The Elmhurst Bush Nursing Centre provides the following services to its catchment area

- Primary Health care and assessment
- Emergency/Trauma stabilization & referral
- District Nursing
- Palliative Care
- Monitoring of Chronic illness
- Health Promotion and education
- Post hospital discharge care
- Diabetes education
- Immunisation clinics
- Medical equipment supply
- Medications and dressings for sale
- Pathology collection
- Planned Activity Group Program
- Doctor Visit
- Maternal & Child Health Nurse
- Dietetic Service—by appointment
- Podiatry Service
- Social Worker—by appointment
- Stronger Bones group
- Walking group
- Ongoing community health sessions provided in centre
- “Gallop and Gourmet” group
- “Cooking for one” program

OUR PARTNERSHIPS AND ALLIANCES

- Department of Human Services (DHS)
- Aged and Community Care Victoria (ACCV)
- East Grampians Health Service
- Grampians Pyrenees Primary Care Partnership (GPPCP)
- Ararat Rural City and Pyrenees Shire offices
- Grampians Post Acute Care
- Quality Improvement Council (QIC)
- Ambulance Victoria
- Australian Nursing Federation (ANF)
- Service Industry Advisory Group (SIAG)
- GRAHNet
- Ararat Medical Centre

OUR COMMUNITY

Elmhurst is nestled at the foot of the Pyrenees Ranges in the south west of Victoria with a population of approximately 150 people. However, the Bush Nursing Centre caters for the needs of a rural community of approximately 1200 people. The farming community predominantly specialises in wool, sheep and cattle. It is a rural community that exists without the support of infrastructures such as an acute hospital, ambulance, resident medical officers and public transport.



LIFE MEMBERS

John Cocking

John Greene

OUR HISTORY

Bush Nursing Centres were introduced in Victoria from 1911 to provide essential nursing care in country areas that were isolated from regular medical services and support. There are currently 14 Bush Nursing Centres in operation in Victoria today, existing as incorporated community based non-profit associations, governed by Boards/Committees of Management.

The Elmhurst Bush Nursing Centre was established in 1916 and began operation on November 30th (location unknown). In 1923 John Wise, a local storekeeper, presented a block of land situated on the corner of Green and High Streets, and a small cottage (formerly a tailor's house). In 1924, the cottage was moved to its present site and two rooms and a verandah were added to the cottage, which provided accommodation for the Sister as well as a surgery.

In 1928, the Centre purchased a car, but sold it again in 1930 because it proved too costly to run. In 1940, the Centre had a membership of 110. A horse vehicle was also purchased for 8 pounds so the Sister could visit members in their homes.

1981 saw a milestone, when a new brick centre was built on the block next to the cottage, and the cottage became a residence for the Sister. Larger grants became available to the Committee, enabling the purchase of more equipment and a motor vehicle. The services covered by the Centre were also extended to Warrak and Landsborough.

1990 to 1999 saw the development of three independent living units established for the older disabled, or single parent tenant. One of these units was erected on land given to the Centre by the Church congregation. In 1997 an activities room was built onto the side of the centre to be used by various local groups. These premises remained unchanged until April 2007, when a refurbished purpose built building was completed for the growing and changing needs of the community.

The Centre is something in which the Elmhurst community is justifiably proud. Offering up to date medical facilities and services, it is far beyond a place for the ill to be treated, but

acts as a community centre, adding to the quality of life to the people of Elmhurst and district, from newborn to the elderly. It is viewed as a community centre by the local population and not just a provider of health care.

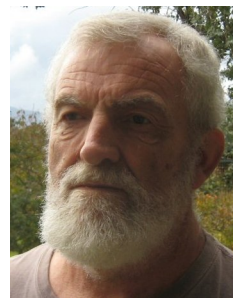


OUR BOARD MEMBERS

PRESIDENT—Paul Bayley

Term on EBNC Board of Management - 2 years

Professional Background—Retired after working in Architecture for 45 years, which included extensive experience in design and documentation of commercial, industrial and institutional buildings, project management of medium and large retail developments, site and construction management of commercial buildings.



Interests— Strong interest in music, particularly Renaissance, Baroque and Classical. Plays the cello and has an interest in musical instrument making. Other interests include woodturning and hobby woodwork and computer programming.

Goals for EBNC—"In the following five years I envisage targeting the expansion of the Bush Nursing Centre in terms of building, facilities and staff resources to support a strong focus on health prevention measures for all ages of the Elmhurst and District community. The current excellent level of health care to the community would continue to be provided and enhanced where appropriate".

MEMBERS

Ken Macdonald—Treasurer- term on EBNC Board of Management—15 years, 2 periods as President in current membership period

Professional Background—Currently farming but formerly worked for Commonwealth in Agricultural surveys and then 20 years as Finance Director for Ararat Hospital. I have a Diploma of Agricultural Science from Longerenong College and a BA Accounting.

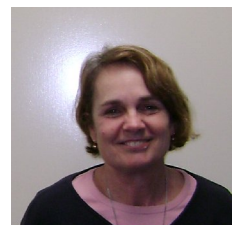


Interests—A keen cyclist

Goals for EBNC—"I would like to see the Centre cement its position as a health service provider, secure more or new services but just as importantly be part of the glue of our local social fabric. Although we have just upgraded our premises we will need to once again expand to support the above ideals within the next 5 years".

Alison Greene—term on EBNC Board of Management—Joined October 2007

Professional Background—I have lived in the Elmhurst District for approximately 30 years, and have been employed for the past 24 years in the field of early childhood education. I am currently employed by the Department of Education and Early Childhood Development as an Educational Advisor in Early Childhood Intervention. This involves working with children and their families who have developmental delays and additional needs.



Interests—I have a strong interest in promoting the importance of the "early years", and in advocating for better services and funding for young children and their families—an area which, sadly, is often overlooked.

Goals for EBNC—"I hope to see the EBNC continue to provide excellent care and support to the community of Elmhurst and District. I would hope to see it remain flexible and proactive in meeting the needs of all sectors of the community".

Kathryn Schuurin -

Term on EBNC Board of Management - 12 months.

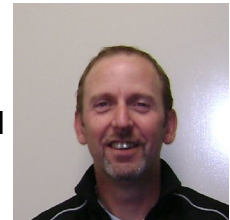
It is with regret that due to other commitments I will not be seeking re election. I have enjoyed my time on the board and it has proved to have been a very valuable learning experience. I wish to thank the staff and my fellow board members for their patience and help during the past 12 months.



Andrew Smith - Junior Vice President—term on EBNC Board of Management—5 years

Professional Background—Lecturer School of Nursing, University of Ballarat, Registered Nurse, Master of Primary Health Care

Interests—Nursing Practice, community nursing & risk management. I have a special interest in the area of health promoting practices, primary health care and the expanding role of nurses in the delivery of non clinical care.



Goals for EBNC—"I am committed to the complex scope of nurses in rural settings and see that core business of small rural health services such as Elmhurst is more than just home nursing care. My vision for the direction of the centre would be to see more of a focus on integrated service delivery, partnerships and direct community engagement. As a result of this my vision would be to see EBNC as the hub for many varied services and programs that correctly reflect the needs of the whole community."

Helen Wright - Senior Vice President—term on EBNC Board of Management 9 years.

Professional Background—Whilst the Health Industry was a totally new area of interest, I was experienced in management and administration within the sheep and wool industry, having served in many roles on breed societies, professional, educational and promotional bodies. I have served as President and, during the last three years, as Health and Safety Officer for the Centre.

Goals for EBNC—"To continue success, we need Board Members of many different skill levels committed to growing the foresight of our early residents in establishing a Bush Nursing Centre to serve the residents of our remote rural district. I hope the Centre continues to grow as the heart of the District to provide a holistic service ensuring optimal health and independence is available to all, at the best service delivery standards achievable." (Not seeking re-election to Board of Management August 2008).

Ben Greene—term on EBNC Board of Management—8 years.

(Resigned from Board of Management July 2008)

Ben Baker—term on EBNC Board of Management—4 years and ongoing.

PRESIDENT'S REPORT—Paul Bayley

Comparatively this past year has been less eventful measured in terms of the previous two years at the Centre. Over that period of time the Centre was extended and refurbished culminating in the official opening in April 2007 by Paul Zanatta from Aged & Community Care Victoria. The last twelve months has been more settled, but some significant events have occurred and progress has been made in the areas of Health Promotion and Community Support Programs. This is all detailed in the Centre Manager's Annual Report.

An achievement worthy of particular note was the successful accreditation of the Centre by Quality Improvement and Community Services Accreditation, QICSA. A QIC accredited organisation has been assessed as having met all the standards in the Health & Community Services Core Module and demonstrated ongoing continuous quality improvement. The review process for accreditation placed additional demands on the Centre staff and they are all to be congratulated on gaining this success.

At the beginning of this year Bart Rutley retired from his position as Finance Officer at the Centre and I would like to express on behalf of the Board of Management sincere thanks for the valuable contribution Bart made to the Centre over a number of years and wish him well in his retirement. Mandy Preston has enthusiastically expanded her role as Administration Assistant to encompass the duties previously performed by Bart.

There have been some changes to the composition of the Board of Management since the last Annual General Meeting. There has been an addition of two new members and three have resigned at the end of this term. It will be a priority for this coming year to actively engage in a recruitment drive to increase Board membership.

A number of Board members have recently taken part in the Victorian Health Boards Governance Program workshops. The foundation workshops, one held in Ballarat last December and another in Hamilton in April this year consisted of a two day course with the objectives to clarify the roles and accountabilities of Board directors and members, strengthen the capacity of Boards to operate as high performing teams and improve how Boards work with management teams. I attended the course in Hamilton and found it to be an invaluable enlightenment on Clinical Governance framework and principles. An additional benefit gained from these workshops is the opportunity to meet with many of the Board or Committee members of the Bush Nursing Centres in this part of Victoria and exchange thoughts and ideas in the operation of individual Bush Nursing Centres. A further one day Team Building workshop was held recently in Ararat which was attended by fifty per cent of Board members. This workshop's stated objective was to strengthen the capacity of board directors and members to individually and collectively act as members of their Board. Once again, the subject matter was of good value but unfortunately due to a rescheduling of the workshop date it was poorly attended, thus the opportunity for networking on this occasion was limited.

It has become increasingly apparent that given the current demands on the finances of the Centre and the limited flow of capital from Government sources that funding of any future expansion of the Centre and the growth of its Health Promotion programs are restricted. There is an extensive network of philanthropic foundations in existence throughout Australia which offer funding and resources for a whole variety of causes and non-profit organisations. The Centre would clearly qualify for many of these grants on offer and therefore, as a Board we need to focus on researching for potential grants and undertaking the groundwork in preparation of grant applications. Initially it will require some effort to establish the necessary profiles and templates to support grant seeking, but the rewards for successful applications will make it worthwhile. The coming year will need to see the Board members, with the staff of the Centre, applying themselves to the task of sourcing funds. In a small way, we have already commenced on the journey by establishing a web site on the Internet, www.ebnc.org.au to support the promotion of our profile and registering the Centre with Donortec, an organisation that provides donated software and hardware from companies such as Microsoft and Cisco to eligible Australian non profit groups.

The community of Elmhurst and District is indeed fortunate to have a facility such as the Elmhurst Bush Nursing Centre as one of its fundamental and vital assets. Equally the Centre is absolutely reliant on the community members for their continued membership and support.

OUR ADMINISTRATIVE STAFF

Mandy Preston - Administration / Finance

Employed as administration assistant, March, 2007, and assumed the role of Finance after the retirement of Mr. Bart Rutley.

I would at this point like to acknowledge firstly the assistance from Bart when taking on the finance position, and also to Ken Macdonald for the support and assistance he provides to this position on a continuing basis in his role as Treasurer.



OUR ENVIRONMENTAL STAFF

Carol Murray - Cleaner / Gardener

Carol has been employed as Cleaner / Gardener at the Centre for around 6 years.



OUR NURSING STAFF



Sue Young—Centre Manager, RN Division 1, BN Applied Science (Post Registration), Advanced Dip. Business Management, VRAN



Janine Curtis— RN Division 1, BN (Post registration),
Grad. Dip. Community Health, Dip. Management, VRAN



Gail Maywood—RN Division 1, RM, VRAN

OUR REMOTE AREA NURSING PROGRAM

The permanent nursing staff at the Elmhurst Bush Nursing Centre undergo the Remote Area Nurse (RAN) training on an annual basis to ensure the community of Elmhurst is provided with the most up to date skills.

RAN's are employed by Bush Nursing Centres to provide multiple functions and services to their community, by enabling small rural and remote individuals to access essential primary health and nursing services. Due to remoteness of their communities, RAN's may be the only available health care professional to provide first line emergency care and stabilization in the event of a medical or traumatic emergency.

To enable RAN's to continue to work independently in such environments, they must pass an annual competency based assessment on care procedures and administration of pharmacological agents in emergency situations. RAN's follow strict emergency guidelines and protocols when dealing with emergencies.

Rural Ambulance Victoria, now known as Ambulance Victoria (AV), has been contracted to undertake this training since 2005. This comprehensive program combines distance learning with a 2 day workshop focusing on practice and assessment of emergency skills. AV also provides access to ongoing education and support throughout the year, which has seen our partnership with our Rural and Regional Paramedics grow from strength to strength.

OUR ACHIEVEMENTS DURING 2007-2008

- Successful Accreditation status until 2010
- Successful completion of RAN training for nursing staff
- New format introduced for the Centre newsletter
- New Committee members inducted
- Community Survey completed and posted out to members
- Successful Grant application from Foundation of Rural and Regional Renewal to continue our very successful “Galloping Gourmets” program
- An increase in Visiting General Practitioner services from monthly to fortnightly
- Introduction of a “Chronic Disease Management” framework for our “over 75’s”
- Introduction of a “Cooking for One” program
- The delivery of a “new” second hand car kindly donated by Grampians Pyrenees Primary Care Partnership, ensuring extra support for our isolated community

Our Members

Historically, Bush Nursing Centres have held a unique status within the Community, with most locals being members of their association. The Elmhurst Bush Nursing Centre membership base supports the ongoing provision of services to the community and continues to remain steady.

Membership for 2007/2008 is 281 members.

Membership categories consist of Family, Pensioner Family, Single and Single Pensioner.

We thank all our members for their continued support of our services.

OUR HEALTH PROMOTION AND COMMUNITY HEALTH PROGRAM

Health Promotion has continued to be an area of tremendous growth within the centre throughout this year. It has been very pleasing to see not only the continuing support and growth of existing programs but also the enthusiastic support for new programs and services and the increasing numbers of clients accessing the centre.

We have endeavored to provide a more structured approach to our Health Promotion Program this year by concentrating on 3 main priorities. These are : To encourage healthy eating, to increase physical activity and to nurture social connectedness. These priorities align closely with the priorities of the Ararat Rural City's "Healthy Community Plan" and the PANG OF WELLNESS (The Grampians Pyrenees Primary Care Partnership Community Health Plan). East Grampians Health Service Community Health Centre in Ararat has also recently adopted similar priorities. By having similar priorities and objectives with our major local fund providers and health professional resources we are able to source programs, information and activities which are relevant and accessible to our community members and which understand the challenges faced by those living in an isolated rural community.

The Galloping Gourmets program has continued to be a highly successful and enjoyable one. The monthly outings are eagerly anticipated by all those who attend. The program has been greatly assisted by the funding provided by FRRR Foundation for Rural & Regional Renewal. The Wicking Trust who provided \$5000 for both this program and the Meals For One Program. This new program brings together a small number of elderly residents to prepare and share a meal together, providing companionship, a nutritious meal and plenty of leftovers to take home.



Members and volunteers of the very popular 'Galloping Gourmets' Group.



Throughout the year we have endeavoured to provide programs and information sessions that involve as many different groups in the community as we can. The Elmhurst Playgroup participated in an orientation session for both the children and the parents with the aim of making the service more familiar to the children should they need to access it when they were ill. We have been involved in the school's activities including active participation in Jump Rope for Heart Day and providing a nutritious breakfast for students, teachers, parents and grandparents following a brisk walk on Walk to School Day. A Men's Health Evening held in May provided an opportunity for the local men to share a meal with their friends in a relaxed atmosphere, whilst gaining some valuable health information from our guest speaker and the health screening attended to on the night. The ladies of the district have been given the opportunity to attend a Women's Health Screening Day at the centre, which was very well received. General community information sessions have included a Home and Personal Safety Session and a Fire Awareness Day. There has been a wide variety of programs offered by the centre which reflects the diverse range of needs and expectations of our community members in relation to health promotion and health education.



Men's Health Breakfast.



As our community ages the area of health promotion and health education will continue to grow in importance as we strive to prevent or slow the rate of chronic illness and disease which so greatly impacts on our quality of life. Education about healthy lifestyles and the inspiration and support to strive to achieve them are fundamental functions of the centre and an exciting and rapid area of growth within the health sector. It is heartening to see the enthusiasm displayed by the local community members in their support of the centre and its programs, and provides the inspiration for us to continue striving forward in our quest for the healthiest community that we can achieve.

Janine Curtis

Registered Nurse Division One

Community Health Nurse

OUR PLANNED ACTIVITY GROUP- 'SATURDAY CENTRE'

The Planned Activity Group (PAG) program at the Elmhurst Bush Nursing Centre has been running for 9 years. It was initially co-ordinate by Vision Australia, but for the past two years EBNC has taken over this program. PAG's helps to maintain an individual's ability to live at home and in the community, by providing a planned program of activities directed at enhancing the skills required for daily living. These activities also provide support and social interaction. Unfortunately, the Centre is only funded by Home and Community Care Victoria to provide a limited fortnightly program for our participants. We are hoping there may be potential to see this program expand in the future.



Planned Activity Groups provide the opportunity for participation in small friendly groups, activities and outings. For example, picnics, craft, bus trips, music and cooking to name a few. The planned Activity Program is run by one part time coordinator, Sue Mahony, and a small loyal band of volunteers. Sue has recently been on sick leave, and for three months the volunteers kept the program going, which was a wonderful commitment to this very important program.

PAG EVENTS during 2007-2008

- Theme days, such as St. Andrews day with a Scottish quiz, stories and jokes
- Dutch Auctions
- Word games and puzzles
- "Old and quirky" days
- Poetry
- School days
- Bus trip to Wardlin Gallery at Brewster
- Lyle Greenwood and his music
- Bingo
- A day in the kitchen

"Our new Bush Nursing Centre is warm in winter and cool in summer. It is an ideal venue for our small group. Thank you to Sue Young and all the staff for their support"

(Sue Mahony).

OUR VOLUNTEERS

The group of volunteers we now have helping out at the Centre are an amazing group of people. They have made a wonderful contribution on a regular basis. A volunteer "is someone who performs or offers to perform a service out of their own free will, often without payment". The act of volunteering benefits the community and the volunteer and is always a matter of choice and not compulsory. Some of the ways our volunteers have helped us at the Centre are—providing food for functions or meetings, helping our Saturday Centre Coordinator each fortnight, driving buses or cars on our monthly outings, and providing many hours of "kitchen hand" duties. We could not have achieved what we have without their unselfish support. So, a BIG THANKYOU to our small volunteer group, and we hope that our partnership continues to develop and grow.

OUR FUTURE

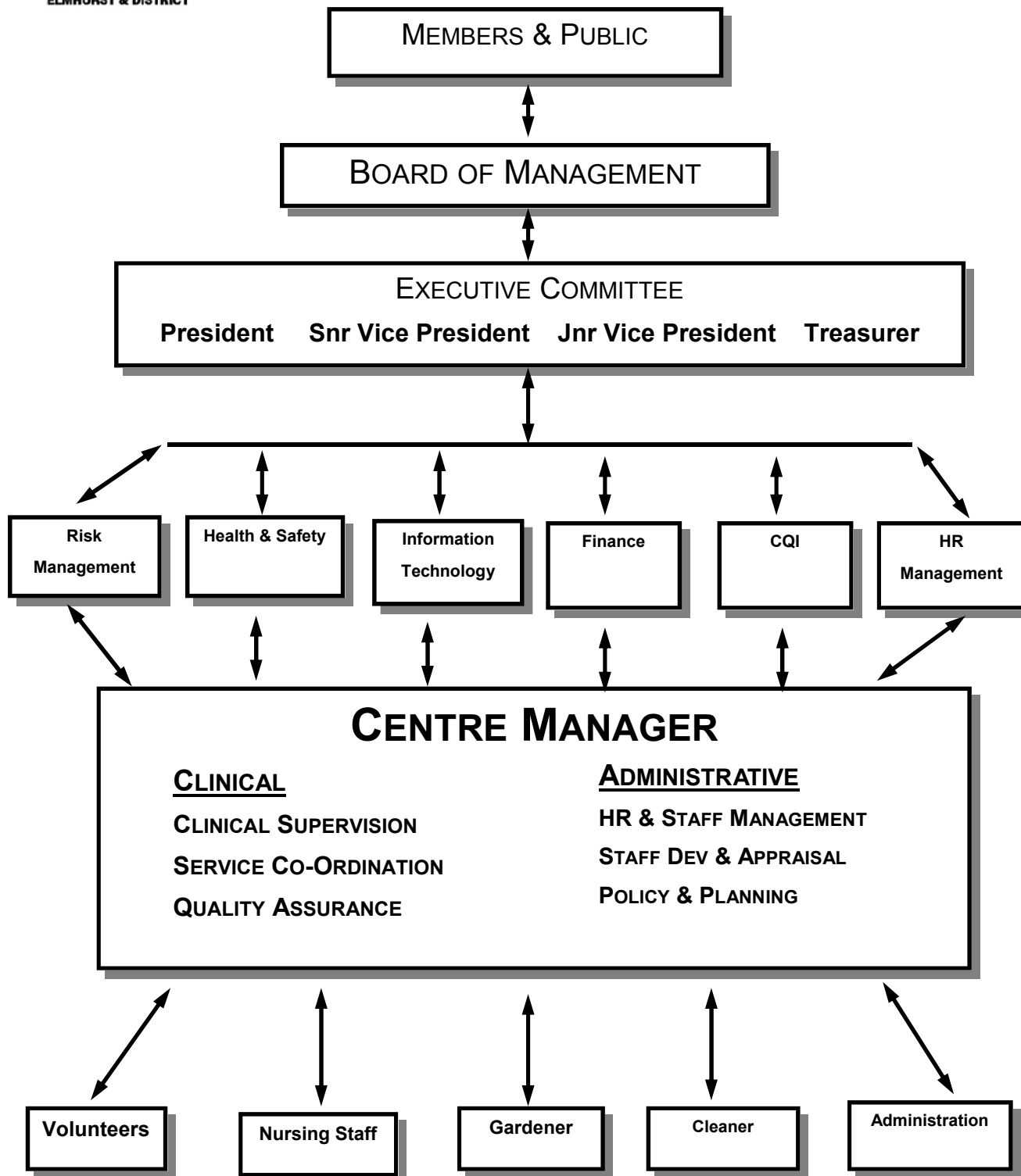
The Board of Management and staff are committed to developing and planning new Strategic Directions and goals for the next 5 years. Our current Strategic Plan expires in 2010 but has already served its purpose, and due to the rapid growth of the Centre and its activities, our number one priority for the new year is planning for our future. Our new Strategic Plan will provide us with objectives to further enhance the delivery of primary and community health services to Elmhurst and District.

The aims and objectives over the next twelve months will be the commencement of a new Strategic Plan, with priorities in the following:

- Expanding our current building to meet the growing needs of our population base, and being able to cater for all ages and abilities.
- Promoting the Centre as a Primary Health Care facility, with the emphasis on health promotion and illness prevention.
- Continue to pursue funding opportunities for the Centre.
- Increasing the focus on Health Promotion activities and developing Health Promotion links.
- Continuing to develop initiatives to ensure local availability of services.
- Identify and increase our capacity on Chronic Disease Management illness and prevention strategies within our catchment area.
- Provide ongoing professional development for the Board of Management and staff at the Centre.
- Succession Planning for our Board of Management.
- Increasing the capacity of community based services to cater for higher dependency at home, according to demand.
- Continuing to work closely with Grampians Pyrenees Primary Care Partnership to further enhance relationships and establish opportunities for our community.
- Continuing to network with our key stakeholders and partners to ensure service provision of our community members is optimum.

ELMHURST BUSH NURSING CENTRE INC.

ORGANISATIONAL CHART



Our Auditors

The auditors of the Elmhurst Bush Nursing Centre Inc. for the 2007/2008 financial year were Sally Hinchliffe & Associates, Ararat.

SALLY HINCHLIFFE & ASSOCIATES

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210 BARKLY STREET
ARARAT, VICTORIA 3377
TELEPHONE: (03) 5352 5144
FACSIMILE: (03) 5352 5151
Email: office@sharat.com.au

Our Accreditation



The Centre is a fully Accredited Health Care facility. Continuous Improvement is valued in our daily work practices as part of providing quality healthcare services to our consumers. The Organisation partakes in a triennial assessment process with QICSA. Annual Quality work plans are developed to ensure continuous quality improvement.

Aged and Community Care Victoria



Our subscription to Aged & Community Care Victoria ensures representation on behalf of all 14 Bush Nursing Centres across the State. Staff members have the opportunity to attend seminars, workshops and training courses throughout the year. These meetings are a vital source of information and skill enhancement, necessary for the efficient running of the Centre and delivery of health services to our community.

OUR FUNDING

Bush Nursing Centre's (BNC's) rely on Home and Community Care (HACC) as their funding source. Recurrent annual funding is received via a monthly grant from the Department of Human Services (DHS). This funding is used to operate the Centre, maintain and update equipment and provide ongoing health care services. One-off grants are also made available for capital works. Each BNC also receives an income from its member base through annual subscriptions and donations.

Department of Human Services

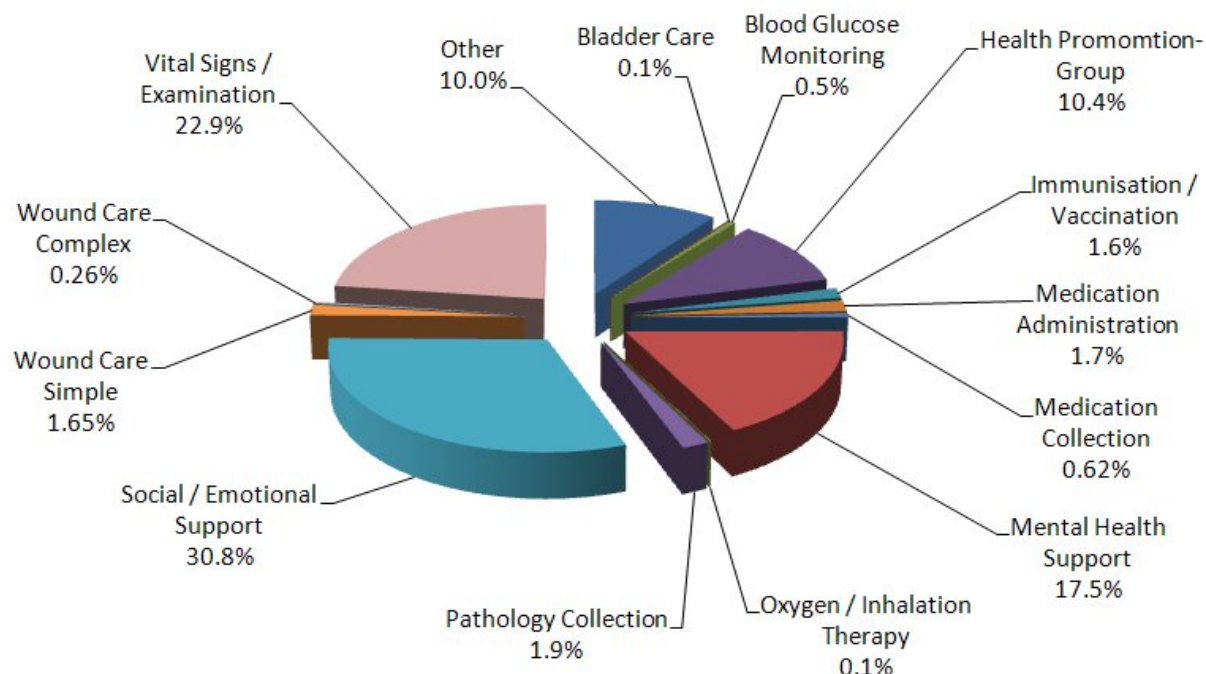


GRAMPIANS PYRENESS PRIMARY CARE PARTNERSHIP

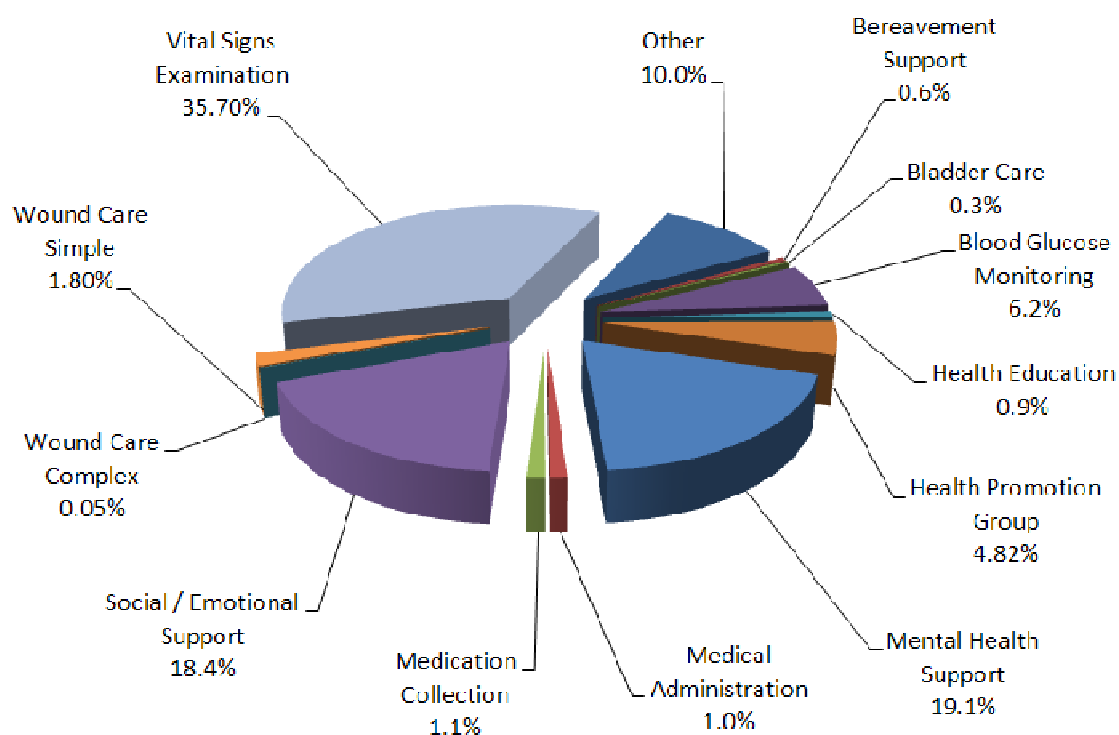
The Centre continues to have a strong partnership with its local PCP, having input into planning, service co ordination and activities. PCP funding this year has enabled us to obtain another car to provide essential services to our community members. The Centre Manager is also a representative of the PCP Executive Committee.



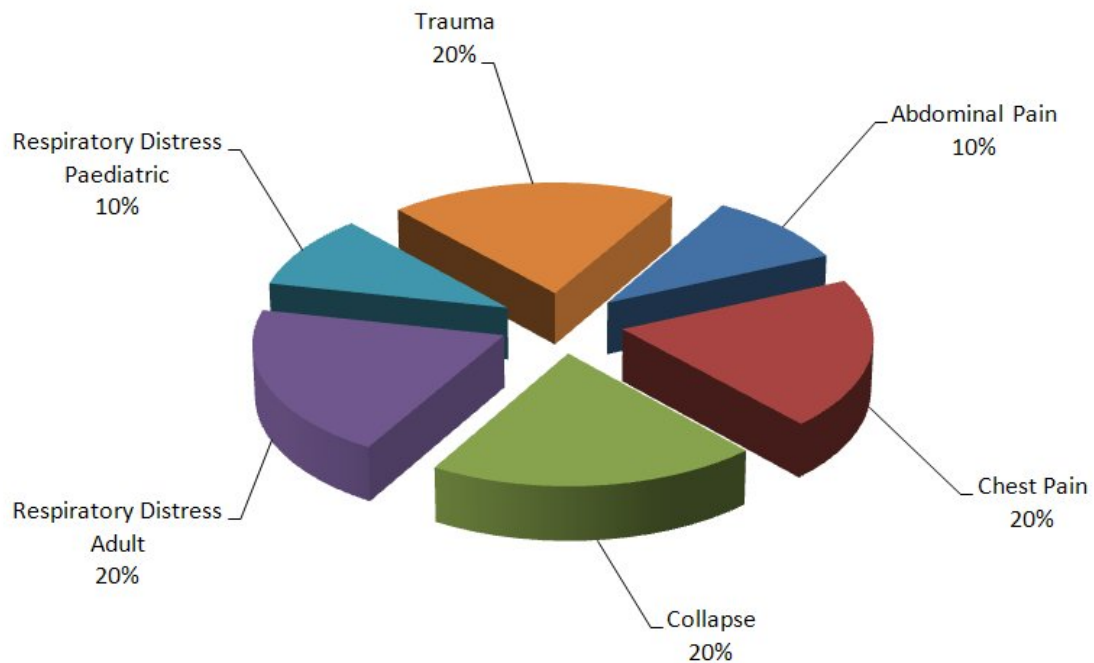
Top 90% of Elmhurst BNC's Primary Health Contacts July 2007 - June 2008



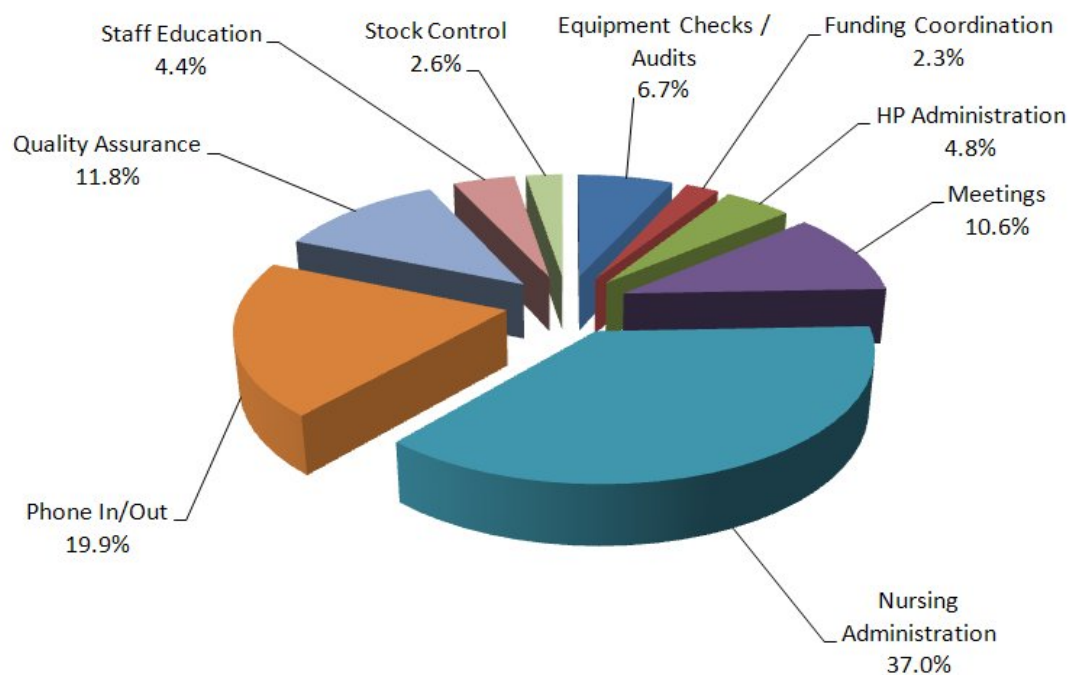
Top 90% of Elmhurst BNC's District Nursing Contacts July 2007 - June 2008



Elmhurst Bush Nursing Centre's RANEG Contacts July 2007 - June 2008



Elmhurst Bush Nursing Centre Administration July 2007 - June 2008



Elmhurst Bush Nursing Centre Age Breakdown 2008

