



# THIS IS OUR COMMUNITY

Link Health and Community is pleased to present its 2018 Annual Report to the community. We are a not-for-profit organisation that provides medical, health and support services to improve the health and wellbeing of all people. We are a Partner in the Community delivering Early Childhood Early Intervention (ECEI) services for children 0-6 years for the National Disability Insurance Scheme (NDIS). We provide our services in the East and South-East of Melbourne and Eastern Victoria.



Link Health and Community  
acknowledges the support  
of the Victorian State  
Government



1300 552 509  
[www.linkhc.org.au](http://www.linkhc.org.au)



## MESSAGE FROM THE CEO & CHAIR

### PHILIP MORAN | CHIEF EXECUTIVE OFFICER

The last year has seen unprecedented growth within our service. Our annual revenue has grown by 54%, our workforce has expanded and diversified and our programs have been tailored to the community we serve.

A highlight of this year was being selected by the National Disability Insurance Agency (NDIA), to expand our National Disability Insurance Scheme (NDIS) Early Childhood Early Intervention (ECEI) services into the southern region and Outer Gippsland, making us one of the largest NDIS ECEI partners in Victoria.

We have established the Sandringham Ambulatory Care Centre at Sandringham Hospital to reduce waiting times for patients in the emergency department.

We have also taken on the operational responsibilities of Avocare, an emergency relief and training agency in Dandenong.

Our mobile dental program – Keeping Kids Smiling – surpassed previous records by reaching out to over a third of the eligible children in our area providing early identification, treatment, prevention and education in oral health.

Our Health and Wellbeing team has concentrated on increasing our programs for clients with chronic disease providing tailored

### RAFF CICCONE | BOARD CHAIR

diabetes, arthritis, anxiety and depression programs over the past year.

Our Three Sides of the Coin project delivered more than 17 professional developments and four conference sessions to more than 2000 people to raise awareness of gambling harm and our Opening Doors program celebrated 10 years of providing leadership training to the community.

We purchased a new software system to support our Workforce Wellbeing team, providing seamless document control and employment records. We have also invested in our ageing information technology infrastructure which has increased our cyber security and server capacity to allow staff to access their work faster and whilst offsite.

As the marketing landscape is constantly evolving, so is our approach to sharing our stories. We've created blogs and vlogs on our website, engaged more than 600 subscribers on our direct mailing list and shared everything on our social media platforms more than doubling our followers.

Our staff and volunteer workforce continue to grow and excel in all aspects of their service provision and we would like to extend our thanks to all of them for their passion and commitment to Link HC.

## ABOUT US

Link Health and Community is a not-for-profit organisation that provides medical, health and support services to improve the health and wellbeing of people in the east and south-east of Melbourne and eastern Victoria.

Our services include dental, doctors, allied health, NDIS Early Childhood Early Intervention (ECEI) and counselling.

## VISION

Healthier people participating in their communities.

## VALUES

We **care** for the people who use our services.  
We **listen** to people and advocate for our community.  
We **provide accessible**, innovative and high quality services and programs.  
We **partner** with other organisations for better services.  
We are a **sustainable** organisation, financially, socially and environmentally.

## MISSION

To provide integrated health and community services in the east and south-east of Melbourne and eastern Victoria.

# OUR LOCAL COMMUNITY



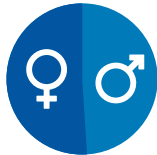
**196,856**

population  
in the City  
of Monash



**214,649**

forecast to grow  
to by 2036



**51/49**

% female/male  
residents in Monash



**49%**

residents born  
overseas



**105**

different countries  
that Monash  
residents come from



**24.1%**

residents identify  
as having Chinese  
ancestry



**8.4%**

residents speak  
another language or  
reported difficulty  
speaking English



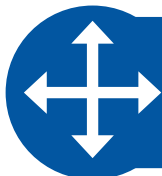
**12.7%**

residents over  
the age of 70



**13.3%**

residents aged  
18-24 years



Link Health and Community's head office is located in the City of Monash and we have served the area for more than 40 years. Over the recent year, we have expanded and now provide services to Melbourne's Outer East, South East and Gippsland regions.

**The top ten countries of birth for overseas-born residents:**

**CHINA • INDIA • SRI LANKA • MALAYSIA • GREECE • VIETNAM  
UNITED KINGDOM • ITALY • HONG KONG • NEW ZEALAND**

# OUR STAFF



**262**

total number  
of staff



**39.6**

average age  
of staff



**15-71**

age range  
of staff



**25%**

of staff surveyed  
have a disability or  
care for someone  
with a disability



**75%**

of staff surveyed  
believe that we are  
a flexible workplace  
where work-life  
balance is important



**21**

languages other  
than English are  
spoken by  
our staff



**24**

cultural  
backgrounds  
that our staff  
come from



## Brian Hegarty - Volunteer Driver

It is that magic word 'THANKS' that is present at all times and in all aspects of volunteering.

The people I help always thank me for being with them and then when I wish them goodbye. When I finish my duties the staff always thank me for everything.

If you want to volunteer you will always be appreciated and thanked warmly and sincerely. It is great fun! THANKS.

# OUR VOLUNTEERS



**243**

total number of volunteers



**44**

average age of volunteers



**20-90**

age range of volunteers



**2.5 YEARS**

average years of service



**36**

languages other than English are spoken

### Our volunteers provide support with:

**ADMINISTRATION • COMMUNITY DEVELOPMENT  
COMMUNITY EVENTS • COMMUNITY VISITORS SCHEME  
DRIVING CLIENTS • HEALTH PROMOTION • LINKPETS  
PROGRAM • MARKETING • PROGRAM ASSISTANCE**

## Volunteer brings joy to isolated resident

Holly has always been passionate about volunteering and helping others, she is studying social work and recently joined the Community Visitors Scheme (CVS). Holly speaks Mandarin and Russian and was linked to Joan, a local nursing home resident.

Due to Joan's worsening dementia, she has lost the ability to understand English and has reverted to her native Russian tongue. Joan was feeling isolated and lonely as she was no longer able to communicate with her friends.

When Joan first heard Holly speak in Russian, her whole face lit up! Not only could Holly understand and speak in her native tongue, but she was also going to regularly visit her, and they have now become friends.

Joan and Holly both look forward to their weekly catch ups, knowing that these visits mean a great deal to both of them.



# OUR HEALTH AND WELLBEING



MOVE & CHAT - SOCIAL SUPPORT GROUP | ST JOHN'S UNITING CHURCH, MOUNT WAVERLEY



**61/39**

% female/male  
clients were seen



**60,577**

total number  
of appointments



**7**

highest number  
of services used  
by one client



**100**

**YEARS**  
oldest person



**32 DAYS**

youngest person



**58.6%**

were born  
overseas



**6.7%**

chose to use  
an interpreter



**70-79**

**YEARS**  
average client  
age range

# OUR HEALTH AND WELLBEING

The Health and Wellbeing Team consists of allied health, counselling and addiction recovery working together across disciplines to ensure we meet the needs of our clients. Many of our clients have complex and chronic health issues and this approach allows multiple clinicians to support clients in a linked-up way.

Our support to the community this year has seen us develop programs in many different locations, with new partners across all age groups.

Our child hearing checks saw our audiologist visit numerous Monash kindergartens to screen more than 200 four-year-olds for undetected hearing loss, while our addiction recovery team played a pivotal role in the establishment of the Medication Support and Recovery Service (MSRS) helping people who misuse prescription medication or over the counter medication.

Our physical activity team mastered the transition of many of our exercise services into the My Aged Care system whilst still providing a vast array of tailored “reablement” and “inclusion” programs.

We also continued to provide community education and information at a number of service clubs and community agencies.



## Amanda Sunderland - Occupational Therapist

As an occupational therapist, I assist patients with daily living, safety and mobility.

I work at Link HC because I love helping clients to enable them to participate in meaningful activities.

Link HC offers great support to their staff and the community. Their organisational values align with my own - I recently received the Health and Wellbeing award for my commitment to our values.

## Strength from working together

Natalie had constant hip pain that was preventing her from carrying out everyday tasks, affecting her work and quality of sleep.

After seeing one of our doctors, Natalie was provided with an integrated healthcare program to help her physical pain as well as her mental health and wellbeing.

Our psychologist offered support to improve mood and resilience, and our physiotherapist and exercise physiologist created a Prescribed Exercise Program (PEP) for her through intensive one-on-one sessions. Natalie later transitioned to self-directed exercise at Oakleigh Recreation Centre.

Although feeling a little nervous about attending the PEP gym program, Natalie immediately felt safe and found the group setting encouraging.

Now she can squat with a 15kg barbell, has lost weight and is passionate about exercise. Her mind and outlook on life is strong too.



# OUR DENTAL

Our Oral Wellbeing team sees on average over 100 clients every day. Our 11-chair clinic in Clayton is always a busy and vibrant place.

Over the last year, the team has increased our specialist services and outreach capability to include more child dental screenings in our specially fitted out van as well as specialist endodontic care and a new cancer care clinic in partnership with Monash Health.

The cancer care clinic supports the dental health of patients who are either about to begin their cancer journey or for those currently receiving treatment.

Unfortunately, our waiting list continues to grow and this trend is expected to continue. We are actively lobbying the state and federal governments to recognise oral health as a priority. We hope that the future will provide much needed funds for our service, especially for those who are the most vulnerable in our community.



“  
**Keeping Kids Smiling has been hugely successful in identifying oral health needs in young children**  
”

## **Nattaya Khamphouk - Oral Health Therapist**

I assist with improving client oral health and focus strongly on prevention. I have been lucky to be a part of many oral health programs at Link HC, including Keeping Kids Smiling.

Our dental van attends primary schools and kindergartens to offer free dental screenings for children. It has been hugely successful in identifying oral health needs in young children.

Working at Link HC has provided me with invaluable opportunities to engage with the community and make a difference to their oral health.



## A reason to smile

Irene lives in a retirement village in Wheelers Hill. Her life story includes tragedy and heartache. Forty years ago she was in a serious car accident, which left her with chronic back and neck problems. She also lost a daughter in the tragic Queen Street shootings in 1987.

Irene is a long-term client of Link HC's public dental clinic, a service which she has always been very happy with.

Earlier this year, Irene suffered from an unbearable toothache which led her to emergency. From there, she was referred for emergency dental care. This incident led to Irene seeing specialist dentist, Dr Vivian Liu at Link HC.

Dr Vivian Liu, an endodontist (specialist in root canal treatments), offers care to public and private dental clients. This service means public dental clients no longer need to be referred to the dental hospital, with long waiting lists, for endodontic care.

Irene is filled with praise for the enthusiastic, helpful and gentle care offered by Vivian, saying "she was so sympathetic to what I'd been through". Over two visits, Vivian was successfully able to save Irene's tooth.

## OUR DENTAL



“  
I have always  
been very  
happy with  
Link HC's  
dental services  
”



**13,821**  
clients  
were seen



**9,640**  
children  
were seen



**71%**  
of those seen  
were vulnerable  
clients



**19.2**  
**MONTHS**  
average wait time  
for general dental



### Maree Hazledine - Access and Coordination Leader

I lead the client services team to provide our consumers with the best possible experience at our Clayton site.

I love relating to the diverse range of clients and opening the door to the services they need.

I enjoy using my knowledge and skills developed over many years working in the dental industry to support my team's professional growth.

# OUR COMMUNITY WELLBEING

The Community Wellbeing area of Link HC is where we see innovation, exploration and inspiration from our community come to life.

Our Community Wellbeing team works in partnership with diverse communities to empower and build their knowledge and capacity so that they can fully activate and motivate their communities.

Over the past year, we have developed partnerships with the Rohingya Asylum Seeker and Refugee community to develop better understanding and access to health and support services.

We have worked with the South Sudanese Australian community to develop pathways for young people to become leaders in their community and access health and community services.

We have partnered with the Melbourne Racing Club Foundation (MRCF) to support trainers, stable staff and track riders to engage with better health and we continue to strengthen our prevention of gambling harm through Three Sides of the Coin and and social inclusion with the Opening Doors leadership programs.

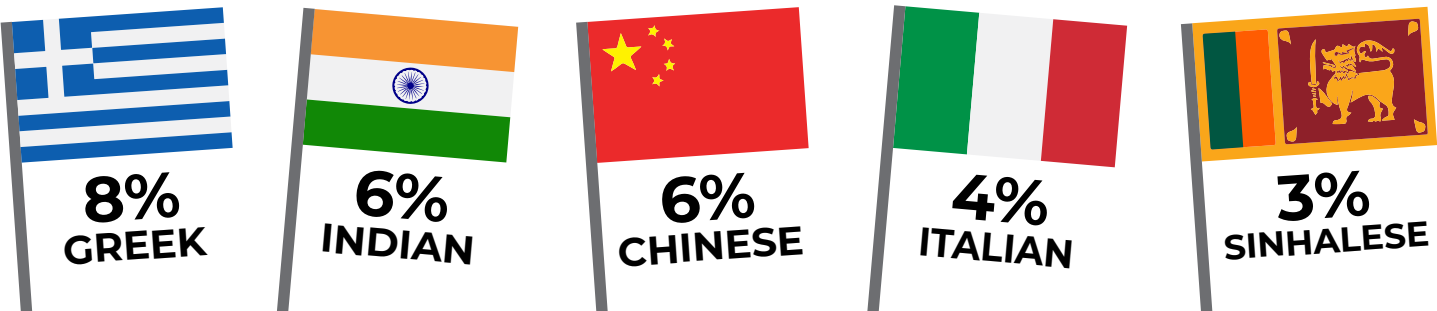


## Kate Jeffery - Senior Strategy, Research and Inclusion Officer

The work I do with Link HC provides me with the opportunity to connect with agencies and communities, to better understand community perspectives and ways we can work together to meet community needs.

I love the cultural diversity of Monash and the south east. I also gain satisfaction in keeping Link HC staff up to date about the latest research on health and social issues and trends in community needs.

## Nationalities of our clients



“

The whole system was seamless and I couldn't be happier

”

# OUR NDIS ECEI



## Much needed support for a family

Nola and Harry are the full-time carers for their two grandsons Liam and Wezlee-Erik. Liam is 11 and Wezlee-Erik is four. Both boys have autism.

Recently Wezlee-Erik was visited by our Early Childhood Early Intervention (ECEI) Coordinator, Chloe. Chloe assessed Wezlee-Erik and worked with Nola and Harry to develop a plan for him and his kindergarten.

Liam is also supported by the National Disability Insurance Scheme (NDIS) and he and Wezlee-Erik are using their NDIS supports to access services which assist them to achieve their goals and participate in their community. These services also work alongside Nola and Harry to build their capacity as carers and provide some much-needed support.

Nola says, “the whole system was seamless, and I couldn't be happier. Both boys require additional supports and Chloe was so supportive and persistent in making sure our needs would be met. Wezlee-Erik is seeing a speech pathologist every week to help him with his language skills, while an occupational therapist is working with Liam to improve his hand writing and spelling and he is also learning to type.”

**To find out more about our NDIS ECEI services, please call us on 1800 546 532.**



**Kaitlyn Wilson -  
ECEI Coordinator**

My discipline is occupational therapy and I have thoroughly enjoyed putting my skills to good use assisting local families to access the support they require.

We work in a small team, however we make up for our size with our great work ethic. We always find time to help each other out, no matter how busy we are.

I love seeing the positive impact our team has in our community. Without us, many children and their families would go unsupported.

In just 18 months of operation, our NDIS ECEI program has built a highly skilled team who deliver high quality service and support and build the capacity of families and community.

We work in an environment that is rapidly changing and pride ourselves on being flexible whilst ensuring the support we provide families remains consistent.

We were successful in a second tender this year and we now work with children, families and communities in Inner East, Outer East and Southern Melbourne and Inner and Outer Gippsland making us one of the largest ECEI Community Partners for the National Disability Insurance Scheme (NDIA).

We are continuing to recruit highly skilled staff and hope to open new offices across the south east soon.

# OUR PRIVATE PRACTICE

Link Private Practice provides general practitioners, allied health and specialist dental services that aim to compliment and financially support our public programs.

Over the last year, we have seen our general practices flourish in Brighton, The Glen Shopping Centre and Oakleigh.

Our practices have a diverse range of practitioners who have built up a strong and loyal patient base both on and offsite.

We have been fortunate that our staff have also supported the public programs by providing immunisation services to our community program area as well as all our staff.

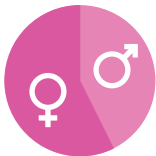
We have also been able to offer onsite pathology as well as online bookings through our Link Health app.



**5,573**  
clients were seen



**24,630**  
appointments



**58/42**  
% female/male  
clients



**20-50**  
**YEARS**  
average age range



## Kate Oakley - Registered Practice Nurse

I have a Masters Degree in Primary Care and I am a qualified nurse immuniser with 10 years experience in both emergency and practice nursing.

I am skilled in wound management and vaccinations. I help patients manage diabetes, chronic disease and offer health assessments for patients including those over 75.

I am very proud to be part of a fantastic team that offers a variety of services to our diverse community.

# OUR SUPPORT TEAM

## Financial report

View our financial report in full at:  
[www.linkhc.org.au/about/annual-report/](http://www.linkhc.org.au/about/annual-report/)

The financial result this year, shows a 54% increase in revenue over the previous year.

This revenue increase was derived from the roll out of NDIS Early Childhood Early Intervention services throughout Inner and Eastern Melbourne and Inner Gippsland along with the continued expansion of Private Practice services.

A small deficit of \$140,831 was achieved despite the major investment required to establish and roll-out services on such a scale.

Link HC cannot offer its first-class services to the community unless it has the support from a great back of house team.

Our back of house team consists of finance, business services, information technology, facility management, communications, information management, human resources, learning and development, quality management and occupational health and safety.

Working together these various teams provide our practitioners and clinicians with the operational support they require so they can get on with their jobs and ensure we can achieve our vision of – **healthier people participating in their communities.**

## Sandringham Ambulatory Care Centre

Sandringham Ambulatory Care Centre (SACC) opened 1 October 2017 to reduce waiting times for patients in the Emergency Department.

SACC is a Link General Practice set up inside the Emergency Department at Sandringham Hospital and treats patients who come in with minor issues. This alleviates long waiting times and allows the hospital to focus on more complex illnesses and injuries.



### LINK HEALTH AND COMMUNITY

Total revenue:  
**\$23,678,543**  
Total expenditure:  
**\$23,819,374**



### LINK PRIVATE PRACTICE

Total revenue:  
**\$1,689,598**  
Total expenditure:  
**\$1,773,042**

## Allan Smith - IT Support and Courier Services

I have worked at Link HC for seven years, time flies!

I deliver items to all Link HC's sites, provide IT support and perform minor handyman tasks.

I love the way that fellow staff members are so helpful and always have a smile and laugh.

It's a great feeling being able to assist in any way so that Link HC can provide a caring and expert service to our many clients, who without us may struggle to get the assistance they require.



## Improve service quality and design

We have undertaken an internal review of our access and coordination functions to further improve referral pathways and access to our services.

The Health and Wellbeing team has undergone a restructure whereby teams are now comprised of mixed clinical disciplines. These teams are now located at specific sites to encourage a multidisciplinary approach to ensure patient centred care and continuity of care.

We continue to partner with a range of stakeholders to ensure our services are relevant to those who need them most.

Our Community Wellbeing team engaged those most vulnerable in our community to develop resources and supports that help them improve their access and understanding of health services.

## Diversify client base

We continue to outreach to preschools, schools, post-secondary education institutions and community groups with a range of our services.

Our audiology program visited 14 kindergartens and 3 primary schools screening more than 200 children for hearing issues. Our dental team screened 6,965 kindergarten and primary school children through our Keeping Kids Smiling program.

Our counselling team are co-located at Headspace in Knox with Monash Youth services and most recently at Monash University.

Our Community Wellbeing team work together with our clinical staff and community to co-design processes that reduce barriers to use local services and ensure our clients represent the diversity within our community.

Our research team supports a range of programs throughout the service to ensure our ongoing understanding of the community as it changes.

“  
**Our workforce  
continues  
to grow and  
excel in  
all aspects**  
”





## Increase revenue

Our total revenue grew this year to \$23,819,374. The growth is due to the continued support of our general practices in Oakleigh, Brighton and Glen Waverley, which together have increased our budget by 7.5%.

Sandringham Ambulatory Care Centre together with our general practices will represent 15% of our forecast budget.

We are also continuing to build our private practice sector with more allied health services being offered.

Along with our core funding, our National Disability Insurance Scheme (NDIS) contract have provided us with additional funds and reach with Link HC now being one of the largest National Disability Insurance Agency (NDIA) Partners in the Community.

The acquisition of Avocare has also opened a new funding source through training and education programs for vulnerable community groups.

## Stengthen internal capability










We continue to build on our internal infrastructure to be a place people want to work. Over the last year, we have restructured our corporate teams to better support our service delivery, increasing our Workforce Wellbeing department from 1.8 to 7.7 staff, including new roles for a Learning and Development Officer and Occupational Health and Safety Officer.

We have also brought on board a Chief Operating Officer who will oversee our planning and direction into the future.

We have improved our information technology (IT) system to ensure better cyber security, upgraded our hardware and software and improved our support processes for staff to access IT across multiple platforms and sites.

We have introduced a new incident and hazard reporting system and created a new position for a Facility Manager now that we have more sites in new locations.

## CONTACT US

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 <a href="http://www.linkhc.org.au">www.linkhc.org.au</a>	 PO Box 3394, Wheelers Hill VIC 3150	 LinkHealthCom
 Link HC: 1300 552 509 NDIS ECEI: 1800 546 532	 /LinkHealthCom	 Check our website for locations details

## OUR SERVICES

 <b>AUDIOLOGY</b>  Hearing tests and advice on managing hearing loss	 <b>ADDICTION RECOVERY</b>  Specialised alcohol and other drugs counselling for young people, families and adults	 <b>COMMUNITY PROGRAMS</b>  Programs and partnerships to engage community members and enhance lives	 <b>COUNSELLING</b>  Counselling services, including family violence groups to help navigate life's challenges
 <b>DENTAL</b>  Public, private, children's, outreach dental services orthodontics and more	 <b>DIABETES EDUCATION</b>  Assistance with prevention and self management, insulin administration and support	 <b>DIETETICS &amp; NUTRITION</b>  Support and advice for diabetes, weight management and cholesterol and more	 <b>DOCTORS (GPs)</b>  GP services, check ups, travel vaccines and general health
 <b>EARLY CHILDHOOD EARLY INTERVENTION (ECEI)</b>  We are a Partner in the Community delivering ECEI services for children aged 0-6 years for the National Disability Insurance Scheme (NDIS)	 <b>EXERCISE PHYSIOLOGY</b>  Exercise for management and prevention of chronic diseases and injuries	 <b>OCCUPATIONAL THERAPY</b>  Assistance with daily living, safety, mobility, equipment and home modifications	 <b>PET PROGRAM</b>  LinkPETS provides social support and practical assistance for pet owners over 65
 <b>PHYSIOTHERAPY</b>  Assessment and treatment of posture, injuries, balance and coordination	 <b>PODIATRY</b>  Assessment and treatment of foot, ankle and lower limb issues	 <b>SPEECH PATHOLOGY</b>  Support for communication, swallowing and cognitive problems	 <b>VOLUNTEER</b>  Help play a vital role in the delivery of services to our community

## LOCATIONS

Brighton • Chadstone • Clayton • Drouin • Glen Waverley  
The Glen Shopping Centre • Mooroolbark • Mulgrave (Head Office) • Oakleigh  
Outer Gippsland • Southern Melbourne • Traralgon • Vermont

Link HC acknowledges the traditional owners and custodians of the lands in which we work, including the Wurundjeri, the Bunurong, and the Gurnai Kurnai nations and clans.

Link HC is committed to working with the 414 people in Monash who identify as Aboriginal or Torres Strait Islander, in addition to approximately 11,600 Aboriginal people across the broader catchment area in which we work.

