



Workforce  
Planning

Retention

Outcomes

Sustainability

Community  
Consultations

Community  
Needs

Building Practice  
Capacity

Healthy  
Communities

Informing  
Workforce

Career Pathways

Making a  
Difference

Workforce



Workforce Planning

Retention



Outcomes



Sustainability



Community Consultations

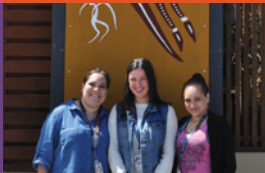


Community Needs

Building Practice Capacity

Healthy Communities

Informing Workforce



Career Pathways



Access to Better Health



Workforce



2014-2015 **Annual Report**



## Chair's Report



This year presented a challenging environment for primary care, with changes to general practice training and Primary Healthcare Networks, but with any change there is opportunity.

RWAV continues to support rural communities' healthcare needs by providing access to healthcare professionals. This year we placed 159 GPs and supported 82 allied health professionals through the Rural Health Professionals Program.

Retention of our rural workforce continues to be a focus for RWAV. Practices have had access to locum support through RWAV with 458 weeks of cover provided predominantly to small rural communities. Specialist outreach services continue to be delivered across the state, and telehealth is also a focus for the future. As chair of RWAV's board, and a practicing GP anaesthetist, I am proud that RWAV has collaborated with a tertiary hospital to provide an update for local proceduralists.



The tsunami of health graduates is rolling in and the RWAV Board views engagement with our young Australian trained graduates as the next strategic challenge, and opportunity, for the rural workforce. We hope to work closely with student clubs and the new Regional Training Organisations to assist these young health professionals to become the core of our future workforce.

The Board welcomes our new CEO, Megan Cahill, who brings a fresh perspective to the organisation.

Megan is ably supported by the RWAV team, especially our managers, Anthony Webb and Heidi De Paoli, who have a wealth of corporate experience to complement Megan's innovation.

I would also like to thank my fellow Board members for the wealth of support and advice which has assisted me during my first year as Chair.

Dr Suzanne Harrison



# Board

RWAV Board members as at 30 June 2015

- Dr. Yousuf Ahmad
- Dr. Wendy Bissinger
- Mr. Anthony Graham
- Dr. Suzanne Harrison
- Mr. Bruce McDonald
- Dr. Julie Thompson
- Dr. Philip Webster
- Ms. Fiona Mercer

Explore  
RWAV

## Our Vision

Improve health for all in rural, regional and Aboriginal communities.

## Our Mission

Develop and deliver solutions to enhance rural, regional and Aboriginal communities' access to health workforce.

## Our Values

Communication  
Equality  
Integrity  
Community  
Making a Difference  
Accountability

## Our Footprint

RWAV delivers services throughout rural and regional Victoria home to approximately 2.3 million people. There are 425 primary care centres including 356 GP practices, 47 Community Health Centres and 22 Aboriginal Health Services.

Community



Informing  
Workforce



Workforce  
Planning

Outcomes

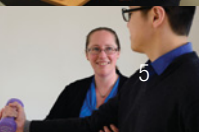


Career  
Pathways

Focus



Commitment





## Informing Workforce Planning

### Shaping and Improving the Rural Workforce

Workforce planning occurs across the entire organisation. We have built extensive workforce planning capabilities to assist our program development and implementation.

A number of activities inform our planning:

- Community consultations provide valuable input into the needs and health services required by individual communities. In February 2015, the RWAV Board and Executive held round table discussions in Bendigo with local health providers which informed RWAV’s future plans for the region.
- Consultations with outreach services and health professionals is ongoing and imperative in the

delivery of a relevant, efficient and effective program. Regular regional visits are scheduled to keep abreast of local issues and changes to community needs.

- Data collected from RWAV programs shapes future workforce programs, identifying gaps and areas of service need.
- The Annual GP Workforce & Skills Update and Medical Practice Update publications provide a snapshot on existing service delivery of all rural and regional Victorian general practitioners and medical practices.
- Ongoing feedback from candidates, practices, and grant recipients is welcomed and listened to. This information is invaluable as it frames the plans for supporting health professionals and practices.



## Strategic Planning

In 2012 RWAV's 20 year strategic plan was developed and this year it was revisited in order to refine our more immediate priorities and key performance indicators.

Key focus areas:

- Future Workforce
- Workforce Planning
- Recruitment and Retention
- Practice Capacity and Capability
- Innovative Connections

In delivering this plan we intend to strengthen our commitment to improving health for all those in rural, regional and Aboriginal communities.

The updated plan will be shared and distributed to all stakeholders in the second half of 2015.







## Recruitment

### Rural Opportunities

Attracting health professionals to work in rural and regional communities is vital in supporting our goal of improved health for those communities. We recruit doctors, nurses and allied health professionals for a range of rural career opportunities. We assess candidates’ skills, experience and personal preferences with current position vacancies and support each candidate on their chosen career pathway.

### Promoting Health Careers

RWAV’s marketing approach includes national and state activities reaching out to health professionals to promote Victoria as an attractive career option. From students participating in the Commonwealth

funded “Go Rural” experience, to junior doctors and the “VicNet” AGPT marketing program, to doctors and allied health professionals at career expos, conferences and industry events, RWAV continues to promote rural healthcare in Victoria for every career stage.

### Assessment

Assessing a doctor’s “safety for practice” is an important part of the medical registration process to ensure the quality and competence of candidates. Pre-employment Structured Clinical Interviews (PESCI) are administered independently through Health Workforce Assessment Victoria (HWAV). This year 325 face-to-face assessments were completed on behalf of employers, general practices and other recruitment agencies.



### **Recruiting Health Professionals**

RWAV works to provide sustainable health workforce solutions for disadvantaged communities, particularly rural and Aboriginal communities. Our goal is to attract quality candidates with the right skills and support them through placement and commencement into their new workplace and rural community.

### **Managing Vacancies**

RWAV utilises a case management approach to support candidates and practices navigating the recruitment processes. There are dedicated recruitment officers handling enquiries, screening candidates, organising migration services, arranging interviews and handling paperwork – ensuring the process is as smooth as possible for both parties.





Retention



Rural Life



Capacity



Professional Development



Sustainability



Access to Better Health



Achievements



Exam Preparation



### Health Professional Support

Supporting health professionals in the workplace and other areas of their life can be the difference between them staying or going. The Rural Local Relief Program (RLRP) and the Five Year Scheme are administered by RWAV and this year 359 placed doctors were case managed on their journey to Fellowship. RWAV provides tailored services to suit individual health professionals which includes support such as career advice and exam preparation assistance and personal and family support.

This year RWAV supported 82 nursing and allied health professionals successfully placed under the Rural Health Professionals Program (RHPP). And, through the Dental Relocation and Infrastructure Support Scheme (DRISS) four dentists have relocated to Echuca, Moe, St Arnaud and Yarram.

### Professional Development

Professional development is an important factor in a health professional's career. We provide ongoing support including sourcing and promoting courses, providing access to various funded grants and keeping doctors up to date with opportunities available.



### **Practice Support**

In early 2015, RWAV responded to the need for greater support to practices with the development of the Practice Retention program. The program is designed to ensure GPs, practice staff, nurses and allied health professionals have access to comprehensive occupational support and are able to develop viable workplace structures.

### **Grants**

RWAV administers a range of grants through the General Practice Rural Incentive Program, the Continuing Professional Development (CPD) program and the Victorian Rural Continuing Medical Education (CME) program. This year 223 CPD and 75 CME grants were processed.

### **Locums**

RWAV locum program supports retention of doctors by providing locum relief for holiday, sickness and CPD. We work with solo and group practices, Aboriginal Community Controlled Health Services and community health services within rural and regional Victoria. Our service is highly regarded by both locums and practices and experiences increased demand year on year.

### **Acknowledging the Contribution**

The Victorian Rural Health Awards are an opportunity for individuals to thank the health professionals that serve their communities. This year 59 awards were presented in a number of categories including 34 doctors recognised for 35+ years of service, five doctors who received Outstanding Contribution Awards and three medical students awarded for their exceptional work.



## Outreach

VicOutreach programs significantly improve the range of health services available to people in rural and regional Victoria. It enables access to health professionals in areas where they cannot attract, or it is not viable to sustain, a local service provider. This includes the support provided to enable culturally appropriate specialist services for Aboriginal and Torres Strait Islander Communities in partnership with Aboriginal Community Controlled Health Organisations and community health services.

In most cases, local people would need to travel, sometimes hours, to access services. This presents both a financial and social burden to the individual and their family, as well as further congesting waiting lists in urban centres.

Rural and regional communities are experiencing an ageing population which poses further challenges and increases the importance of improving access locally to a range of health services.



VicOutreach programs include:

- Rural Health Outreach Fund, known as VicOutreach Rural Health
- Medical Outreach Indigenous Chronic Disease Program, known as VicOutreach Aboriginal Health
- Healthy Ears, Better Hearing, Better Listening Program, known as VicOutreach Healthy Ears

In June 2015, RWAV signed a 12 month contract for the Visiting Optometrist Scheme and the Ear and Eye, Eye Surgery Program for delivery from 1 July 2015.

Angela Jacob, Manager, West Gippsland Healthcare Group's Physiotherapy Department

*"The Be Deadly, Be Healthy program wouldn't have started without VicOutreach Aboriginal Health funding. It's enabled people to access services such as the local gym that they wouldn't otherwise experience."*





## Financial Statements

### Rural Workforce Agency, Victoria Limited Statement of comprehensive income For the year ended 30 June 2015

	2015 \$	2014 \$
<b>Revenue from continuing operations</b>	<b>10,541,414</b>	9,972,511
Projects and grants expense	<b>(6,276,290)</b>	(5,860,022)
Employee benefits expense	<b>(2,381,847)</b>	(2,853,308)
Depreciation and amortisation expense	<b>(87,027)</b>	(69,373)
Other expenses	<b>(1,005,636)</b>	(1,516,636)
<b>Profit/(loss) for the year</b>	<b>790,614</b>	(326,828)
<b>Other comprehensive income for the year, net of tax</b>	<b>-</b>	-
<b>Total comprehensive income/(loss) for the year</b>	<b>790,614</b>	(326,828)

**Rural Workforce Agency, Victoria Limited**  
**Statement of financial position**  
**As at 30 June 2015**

	2015	2014
	\$	\$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	4,498,615	3,072,381
Trade and other receivables	131,223	122,188
<b>Total current assets</b>	<b>4,629,838</b>	<b>3,194,569</b>
<b>Non-current assets</b>		
Receivables	131,482	131,482
Property, plant and equipment	285,517	367,551
<b>Total non-current assets</b>	<b>416,999</b>	<b>499,033</b>
<b>Total assets</b>	<b>5,046,837</b>	<b>3,693,602</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	997,004	746,855
Deferred revenue	286,519	-
Provisions	224,237	186,651
<b>Total current liabilities</b>	<b>1,507,760</b>	<b>933,506</b>
<b>Non-current liabilities</b>		
Provisions	41,665	53,298
<b>Total non-current liabilities</b>	<b>41,665</b>	<b>53,298</b>
<b>Total liabilities</b>	<b>1,549,425</b>	<b>986,804</b>
<b>Net assets</b>	<b>3,497,412</b>	<b>2,706,798</b>
<b>EQUITY</b>		
Retained earnings	3,497,412	2,706,798
<b>Total equity</b>	<b>3,497,412</b>	<b>2,706,798</b>



Financial  
Statements





## Independent auditor's report to the members of Rural Workforce Agency, Victoria Limited

### *Report on the financial report*

We have audited the accompanying financial report of Rural Workforce Agency, Victoria Limited (the Company), which comprises the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the directors' declaration.

### *Directors' responsibility for the financial report*

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Act (ACNC) 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

### *Auditor's responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion

Financial  
Statements



## Opinion

In our opinion, the financial report of Rural Workforce Agency, Victoria Limited is in accordance with the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012*, including:

- a. giving a true and fair view of the Company's financial position as at 30 June 2015 and of its performance for the year ended on that date; and
- b. complying with Australian Accounting Standards – Reduced Disclosure Requirements to the extent described in note 1.

*PricewaterhouseCoopers*

PricewaterhouseCoopers

*Amanda Campbell*

Amanda Campbell  
Partner

Melbourne  
13 October 2015

**PricewaterhouseCoopers, ABN 52 780 433 757**

Freshwater Place, 2 Southbank Boulevard, **SOUTHBANK VIC 3006**, GPO Box 1331, **MELBOURNE VIC 3001**  
T: 61 3 8603 1000, F: 61 3 8603 1999, [www.pwc.com.au](http://www.pwc.com.au)

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Financial  
Statements



## Feedback

**Dr Rushani Menikpura, GP, Hopetoun**

*"RWAV offered me support and guidance throughout the whole process of securing the job and offered me further assistance with the fellowship exam which I highly appreciate."*

**Sue Ward, Manager, Wimmera Hearing Society, Horsham**

*"RWAV entrusted us to deliver a program that would improve the hearing health and support services to Aboriginal students. It is a great challenge to provide this service and the rewards are great. RWAV have been very supportive and are wonderful to work with. It is evident that they also have a genuine interest in hearing health."*

**Amy Burrowes, Dietitian, Echuca Moama.**

*"The multidisciplinary environment at the practice makes for an environment that leads to positive health choices. The more I learn about the opportunities in Echuca, the more I love the career I chose. I am thankful for RWAV and the support they have given me through all aspects of my recruitment."*

**Dr Lynne Davies, GP Locum, Various Locations**

*"I have the opportunity to practice a wide range of skills and can provide the continuum of care from presentation in the surgery, to hospital and home again. I have the opportunity to travel to interesting places where I am welcomed by the community and meet a wide variety of people."*

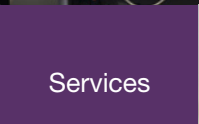
Commitment



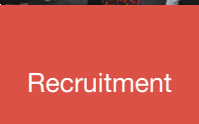
Practice Support



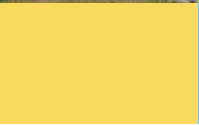
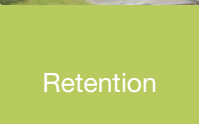
Services



Recruitment



Retention



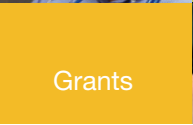
Professional Development



Career Pathways



Grants



We wish to thank the 2015 Victorian Rural Health Award Recipients and general practices for the use of their images throughout this report.

With Thanks



Pocket

