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THE
HOBART
CLINIC
—

Life Changing Care

Annual Review 2023



We acknowledge the ancient history of the Tasmanian Aboriginal people as the First People of lutruwita/Tasmania. For over 2,000 generations, Tasmanian Aboriginal people's health and wellbeing has been, and continues to be based on a deep and continuous connection to family, community and the land, sea and waterways.

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Board of Directors

The Hobart Clinic Association Limited is fortunate to have a skills-based Board with highly qualified and experienced Non-Executive Directors.



Graeme B Lynch AM

Chair
BComm, GradDip LegSt, LLB (Hons),
PIA (Hon Fellow), FAICD

Graeme is currently the Chair of the Premier's Health and Wellbeing Advisory Council, Chair of Primary Health Tasmania the Tasmanian Primary Health Network, President of the Tasmanian Governing Council of the Australian Institute of Company Directors, National Board Member of the Australian Institute of Company Directors and serves as a member of a number of health-related networks, coalitions, and government advisory councils in the Tasmanian health and business sector. He brings strong government networks, a passion for the health sector, and deep commercial experience.



D Hugh McKenzie

Treasurer
BBus(Acc), FCA

With a background as a Chartered Accountant and 24 years as a partner with KPMG, Hugh is the current Chair of Launceston Airport, Deputy Mayor of the Launceston City Council, Non-Executive Director with Tasmanian Irrigation, previous Chair of Cornerstone Youth Services (inc. Headspace), a previous Chair of Primary Health Tasmania, previous Chair and Councillor of the Tasmanian Regional Council of the Chartered Accountants Australia and NZ, and previous Chair of the Board of Management for Scotch Oakburn College in Launceston. Hugh has also held a number of Director and Committee roles in the community sector in Northern Tasmania. He also brings a strong passion for the mental health sector and its value in our community.



David J Nicholson

Board member
BA, GradDip PR, EMPA

David has a wealth of public service experience in both Tasmania and Victoria. His career has covered a range of roles, including; Deputy Director General of large government departments, Director of Government Relations and Strategic Policy; chief of staff to a Deputy Premier, Attorney General and Health Minister, and an adviser and media adviser in ministerial offices. He also brings strong government connections and proven experience in overseeing and driving performance improvement in health services, including mental health alcohol and drug services. David currently works as a partner in Tek-V, an international digital healthcare consulting business, and as a management consultant to governments and health services across Australia.

Chair's report

It is my pleasure to present this Chairperson's Report for 2022/23.

The relief of the COVID-19 pandemic officially concluding was tempered in the most recent year of operations by challenges much closer to home. The Hobart Clinic has continued to respond admirably to changes in its external and internal operating environments which have required, at times, tenacity, dedication, and courage.

The environment in which The Hobart Clinic provides high-quality mental health services to the Tasmanian population continues to be challenging due to workforce capacity, national trends in reduction of Visiting Medical Officer admissions, rising costs of living and private mental health fund funding. As a result, the Hobart Clinic operated at a deficit again this year.

Emerging treatments in mental health treatment options such as Trans Magnetic Stimulation (TMS), together with established treatments such as Electroconvulsive Therapy (ECT) are not yet adequately supported though the medical benefits scheme, which impacts adversely

on the financial performance of The Hobart Clinic. Similarly, a new tendency in psychology workforce of moving towards self-employment, contracting, and servicing NDIS clients has placed stress on our day and outpatient programs at both Rokeby and The Mind Hub. Cognisant that private health fund payments are not keeping pace with rising costs of service provision, the past year has been one of multiple and sustained financial challenges.

The closure of the Healthscope St Helens Hospital presented both opportunities and challenges for The Hobart Clinic. One such opportunity was the acquisition of the additional chair for TMS which has allowed us to expand our TMS service delivery.

The Board has invested considerable effort in implementing turnaround and transformation plans as outlined in my report last year. Our Strategic Plan consultation is complete, and the final plan was accepted by the Board at its August 2023 meeting. The Plan will be a foundation document for

the future of The Hobart Clinic and will guide both the Board and our Operational Management teams in developing strategies and directions for the future.

The Tasmanian Government continues to support our business in several ways, recognising the importance of private sector for-purpose provision of mental health in-patient and day-patient services. We are excited by the prospect of our partnership with Tasmanian Department of Health's Older Persons Mental Health service, based in Hobart, for a new model of care.

Board Committees (including the Governance, Audit Risk and Compliance, Finance, and Clinical Governance Advisory Committee) along with our Medical Advisory Committee ensure the Board is well informed to continue to make considered decisions based on the quality information provided by those committees and members of the leadership team. On behalf of the Board, I extend my thanks to

Graeme Lynch AM



members and other contributors to each Committee.

The Hobart Clinic continued its practice of regular patient engagement regarding the quality of our services, and I am delighted that once again, we have received consistently positive feedback from our clients and communities. We have continued to ensure our clinical delivery remains at the highest standard of person-centred care, which has again been recognised in our feedback surveys and discussion groups, for which The Hobart Clinic is renowned.

I acknowledge the leadership of Patrick Lilwall (Executive Manager Corporate Services and Acting CEO [April 2022 to January 2023]); Dianne Hawkrige (Director of Nursing and Acting CEO [January 2023 to June 2023]); Dr Hannah Lake (Clinical Director); Alison Millar (Quality, Risk and Compliance Manager) and Maureen Eadie (General Manager of Programs) throughout the year. The Board extends special

Chair's report (continued)

acknowledgment to Maureen who retired in December 2022 after almost a decade of service to The Hobart Clinic. The clinical and programs executive has been very capably supported by our dedicated and professional Clinical Administration and Nursing Teams.

The Hobart Clinic operational management leadership team has experienced rapid and significant change during the year, and it is testimony to the hard work and dedication of the two Acting Chief Executive Officers that we continued successful operations during the search for a new Chief Executive Officer. To that end, the Board formally thanks Patrick Lilwall and Di Hawkridge for their terms as Acting CEO, whilst also carrying out their substantive roles. Following an extensive search during the last quarter of the financial year 2022-2023, the Board was delighted to welcome Kath Skinner to the role of Chief Executive Officer in July 2023. We look forward to The Hobart Clinic's continued growth and success under Kath's leadership.

As the most important asset of the organisation, the Board acknowledges the continued commitment and passion of our people. The nursing team, the corporate services team comprising people and culture, clinical administration, finance and business systems, hospital billing, housekeeping and catering, and facilities maintenance, play a very significant role in patient experience and quality service delivery and I thank them for another excellent year's contribution to our Vision of *"Life changing care"*.

To my fellow directors Hugh McKenzie and David Nicholson, I extend sincere thanks for your support and important contributions during the year.

We look forward to welcoming new Non-Executive Directors to the Board in the year ahead and to the continued provision of important mental health and well-being services to the people of Tasmania.



Acting CEO's report

Patrick Lilwall,
Acting CEO



During the period April 2021 to January 2023, Patrick Lilwall (Executive Manager Corporate Services) filled the role of Acting Chief Executive Officer. Dianne Hawkrigge (Director of Nursing) then filled the Acting CEO role during January 2023 to June 2023. The Board extends its sincere thanks to Patrick and Dianne for their tenures as Acting CEO, during which they each continued to fulfill the requirements of their respective substantive positions.

I first would like to recognise the inclusive nature of the organisation and the recognition that we are a strong part of this Tasmanian community. We still hold authentically the respect for our First Nations people and acknowledge them as the continuing custodians of our land and their elders past, present and emerging.

The Hobart Clinic Management Team has continued to work closely with the Board to embed the foundational changes resolved in previous years that position us for the future. Whilst the quality of clinical services remained high, significant progress was made over this financial year in strengthening the governance, commercial and business services of the organisation, and its ability to manage and report on its financial performance and sustainability. The financial performance of the organisation

continued to be challenged and hence remained at the forefront of the decision making. The Board and Management Team continued to work with the Tasmanian Government to explore the opportunities that made sense and aligned with the *ReThink 2020* – A state plan for mental health in Tasmania 2020 – 2025, and related strategies.

The continued focus of person-centred care resonated in our feedback surveys. The difficult but necessary move to a smoke-free facility was navigated carefully by all staff involved and The Hobart Clinic is grateful for the care and cooperation of our teams in this important change. Whilst the Healthcare mandates around COVID-19 were relaxed, the Management Team remained vigilant to the risk and ensured that patient and staff safety and wellbeing was considered in

operations and planning and that response plans were in place.

With the foundations in place, focus on the new Strategic Plan commenced with the benefit of strong external and internal consultation. We know that there are significant pressures on the healthcare system, and especially on The Hobart Clinic as a not-for-profit private hospital. For these reasons, it was essential that we consider how The Hobart Clinic operates within a wider, complex healthcare system and how it supports the state and national strategies. The importance of a clear operating model was confirmed as critical to the future of the business.

As the Acting CEO, the long-term needs of the organisation continued to be my first priority in a list of particularly important and sometimes challenging key matters. It has been

my privilege to lead the Management Team through this period of transition. Moving forward, it is important that the CEO should hold more clinical expertise for a small organisation like ours, a factor which contributed to my decision not to apply for the role in a continuing capacity. I genuinely feel privileged to be a part of this great team and as I have continued to highlight, it takes all parts of the team to create the person-centred experience that we offer – the doctors, nurses, housekeeping, catering, clinical administration and corporate services teams all play a role. I am grateful to the Board for its leadership and stewardship, and I expect The Hobart Clinic will continue to be a strong and vital provider of service in the integrated Tasmanian healthcare system.

Clinical Director's report

I extend my sincere gratitude to my colleagues Dr Nicolle Ait Khelifa, Dr Joanna Bakas, Dr Anca Corbu, Dr Ed Elcock, Dr Mike Jordan, Dr Jon Lane, Dr David Lang, Dr Alvin Loh, Dr Milford McArthur, Dr Phil Reid, Dr Liz Walker, Dr Kipling Walker, Dr Zoe Walker and Dr Rob Walters.

These doctors are all excellent clinicians and excellent human beings with whom I'm proud to work. We have enjoyed sharing our work with RANZCP Registrars and University of Tasmania medical students.

It has again been a busy year. Important changes included the commencement of the Public in Private arrangement with Older Persons Mental Health Services (Tasmanian Health Services), which has been overwhelmingly positive. The closure of St Helen's Private Psychiatric Hospital was a significant challenge to patients, colleagues and the sector, and the Clinic has worked to accommodate the resultant needs as we have been able. There has been a precipitous increase in referrals

which has posed service and ethical challenges relating to model of care, as the demand for psychiatric care in the community has outstripped our ability to provide it.

Despite challenges, The Hobart Clinic remains an important institution offering life-changing care to the community.



Dr Hannah Lake,
Clinical Director

The Hobart Clinic provides life-changing mental health care to the community



Patient experience

The Hobart Clinic prides itself on providing high calibre care in an environment intentionally designed to help patients feel safe, appropriately cared for and close to nature. As in previous years, patient feedback has again attested to the success of our efforts to support patients in their healing and recovery journey.

“I was admitted to The Hobart Clinic in June. I had been suffering my whole life. The single most positive thing that has ever happened to me has been my stay with The Hobart Clinic, and my luck in having my Doctor as my psychiatrist. Since July, I have had many moments where I feel so ‘normal’ that I cry for joy and relief. The nursing staff and the facilities are incredible. I owe my good quality of life to this incredible hospital and to the expertise and kindness of my Doctor and in a world where positive feedback seems so hard to find, please know that on a community level as well, there is only good things said about this clinic. Thank you for this life I get to have now.”

“We see how employees and teams interact with each other. We see positive interactions with each other, we notice how they care for their colleagues, this is then reflected in their care for us.”

“Thank you for this life I get to have now.”

Patient experience

"I have absolutely loved every bit of attending the Dialectical Behaviour Therapy (DBT) group and have learned so much. I am confident I will continue to improve and benefit from what I have learned. I am so completely grateful for what DBT has done for me. The course has given me so much insight into myself and changed my entire approach to interacting with people. I've slowed down, I think more, I am far less judgemental (of myself and others). It's the only thing in 30 years that has ever really helped me get a handle on why I have struggled to cope with stress and conflict more than others...it's been everything! Thank you from the bottom of my heart."

"Great supportive staff from nurses through to kitchen and cleaning staff. Everyone going above and beyond. Especially the cleaning and kitchen team. I feel indebted to The Hobart Clinic, I arrived undiagnosed and desperate, I leave medicated and optimistic. The nursing team embody compassion and patient-centred care. The Clinic went over and above to address my complex physical issues. I am so, so grateful to have stayed here. Also, the food was so incredible, and had the power to turn around a bad day. All staff were friendly, knowledgeable, and positive. Having people to talk to and help me through a difficult time."

"My return to good health has been facilitated by the excellent care and services which I have received here. The food is excellent, and the superb gardens have really helped to lift my mood..."

*"it's been everything!
Thank you from the
bottom of my heart"*

Patient experience survey

The Hobart Clinic is a member of the Private Psychiatric Hospitals Association and provides data on the Patient Experience, for the Private Psychiatric Hospital Data Reporting and Analysis Service. The summary graph below represents excerpts from The Hobart Clinic's survey results compared to the All Hospitals data. Our performance is testimony to our continuing commitment to inspiring the best in everyone we connect with and once again, The Hobart Clinic Patient Experience data speaks of excellence and success.

THE HOBART CLINIC
**PRIVATE PSYCHIATRIC
BENCHMARKING HOSPITAL**

Excellence
in mental
health care

PATIENT EXPERIENCE DATA FOR THE PERIOD 1 JULY 2022 — 30 JUNE 2023



Service delivery

Day programs attendance



2023	2022	2021
4,737	4,495	4,891

Inpatient bed days



2023	2022	2021
7,581	6,162	7,834

Inpatient admissions



2023	2022	2021
397	347	371



Financial overview

The Hobart Clinic Association Limited presents the following overview of finances for the Financial Year 2022 – 2023

Operating Result

Total comprehensive income from ordinary activities amounted to deficit -\$1,321,674, a decrease of 54% from 2022 (-\$2,848,172).

Operating income totalled \$7,788,067, a decrease of 3% from 2022 (\$7,538,449).

Total expenses for the year were \$9,109,704, a decrease of 12% from 2022 (\$10,386,621).

Current assets at year-end were \$3,845,032, a reduction of 24% from 2022 (\$5,047,698) primarily due to draw down of term deposits of \$1,175,000 to fund the deficit from operations during the year.

Non-current assets at year-end were \$3,891,546, a decrease of 3% from 2022 (\$3,993,472).

Statement of Changes in Equity

For the year ended 30 June 2023	Accumulated Surpluses	Reserves	Total
Balance at 1 July 2022	4,822,690	2,000,000	6,822,690
Net surplus/deficit for the year	-1,321,674		-1,321,674
Balance at 30 June 2023	3,501,016	2,000,000	5,501,016

For the year ended 30 June 2022	Accumulated Surpluses	Reserves	Total
Balance at 1 July 2021	7,670,862	2,000,000	9,670,862
Net surplus/deficit for the year	-2,848,172		-2,848,172
Balance at 30 June 2022	4,822,690	2,000,000	6,822,690

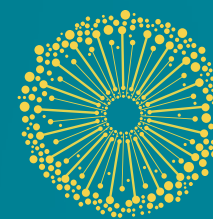
The Hobart Clinic Association Limited is a not-for-profit company limited by guarantee. The financial report covers The Hobart Clinic Association Limited as an individual entity, incorporated and domiciled in Australia.

An independent external audit was completed by Crowe Audit Australia who provided an unqualified audit opinion.

The Hobart Clinic Association Limited formally acknowledges and thanks Logic Advisory Services Pty Ltd for financial subject matter expertise and advice.

Please visit [The Hobart Clinic Website](#) to access the full Financial Statements.

*“The Hobart Clinic has saved me and possibly
many other people in my situation.”*



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