

Annual Report

20

*Connecting, empowering and
advocating for women
in a safe place*



REPORT BY REBEKAH WORTHINGTON



A WORD FROM THE CHAIRPERSON

It has been a milestone year for HWWC with the celebration of our 30th Birthday marked by several events through the year. It is a testament to the sustained level of engagement we have with our community which has enabled us to grow and prosper over three decades.

I would like to thank our current Board Members, Annalee Le Roux our Treasurer, Secretary Tricia Hebbard, Sarah Bedell, Leaine Cornell, Janine Cox, Sandra Gibson and Amanda Sweet, thank you for the time and effort you put into the Centre this year, you are appreciated. Thank you also to Deenie Gumina, Trish Littlewood, Cynthia Dornelles and Christina Askew who left the Board during the term.

Being a volunteer Board Member is a challenging but rewarding role. Often the time commitment is significant for people who already have fulltime roles. It is also a great responsibility to oversee the operations of an organisation and ensure obligations are being fulfilled and risk are being mitigated. This is why it is passionate and dedicated people we see at our helm. It is great to see some consistency in the Board with the renomination of many existing Board members, and our sincere thanks to Sandra who leaves us this year and also Leaine who leaves us having served on the Board for many years. Thank you ladies for your contributions.

The focus of the Board under my leadership this year was on establishing greater governance standards across all levels of the organisation. During the year the Board and CEO spent time with a facilitator to workshop the current strategic plan and delve further into outcomes, risk management, future KPI's and a long term vision for the Centre and its services.

We will farewell Rebekah Worthington from the CEO position after 5 years at the helm in December. We thank her for her service and acknowledge the achievements she has overseen during her tenure. The Board has begun the process of seeking a replacement.

To all our staff, you are a community of strong and resourceful women who our service is both grateful to have and enriched by your presence. Your passion is inspiring and I hope you see the difference you are making every day.

Next year the Board will continue to oversee the implementation of the strategic plan and the development of new partnerships and programs to ensure our organisation is sustainable into the future and always meeting the specific needs of our community. There are challenges ahead but also opportunities.

ROBYN ZADOW
CHAIRPERSON

ORGANISATION OVERVIEW

Hedland Well Womens Centre (HWWC) is a unique service in the North West of WA providing women with a health service based on a social model of health. A space that is non-judgemental, non-discriminatory, accessible and affordable to women.

In the 1970s a very active group of Hedland women lobbied successfully for federal funding to establish a Women's Health Service in Port Hedland. A grant of \$53,000 was awarded in 1976 which was International Women's Year. The grant was used to establish the Gwen Ellery Women's Centre, located in the South Hedland Library building.

Over the years the HWWC has continued to grow and prosper in response to community needs. HWWC success is due to committed staff and board, secure funding, a supportive community resulting in an unchallenged reputation.

In 2015 the current building was extended thanks to a BHP community partnership. Although this was a welcomed upgrade, the size of this building increasingly struggles to cater for the current level of activity at the Centre.

FUNDING

Core organisational funding for the Hedland Well Women's Centre is provided under contract from the Western Australian Department of Health Women & Newborn Health Network.

The network aims to improve the quality, safety, accessibility and continuity of care and services for all women and newborns in Western Australia. This funding works in alignment with the State Women's Health Policy and shares the vision to provide a strategic, coordinated approach by the WA health system. It ensures that appropriate services are accessible to optimise the health, safety and wellbeing of women and girls in WA.

"HWWC sits in a unique and opportune position with a mix of private and public funding thanks to the ongoing and successful partnership with BHP."





*"Connecting,
empowering and
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CEO REPORT

REBEKAH WORTHINGTON

The past financial year has been a historical one for the Hedland Well Women's Centre (HWWC) as we celebrate a 30 year history of connecting, empowering and advocating for women in a safe place. After five years of holding the CEO position with absolute honour, this will be my last.

HWWC has provided me with the best years of my working life. I am and will be forever be grateful for the opportunities, the growth, the support and the love that I have experienced through such a unique and special organisation.

This past financial year has certainly been a challenge and the next CEO will have some important and large tasks ahead. However, with support of the board and staff the organisation is in a great position for this transition to happen.

The past 5 years have seen a large focus on service delivery. Improving services and programs in scope while increasing service variety and quality care. This was made possible thanks to secure and substantial funding and large community support. A mix of private and public funding has meant the organisation is positioned well to address and respond quickly to community need. This has been the focus and successfully achieved thanks to a professional team.

*"The organisation is
in a great position
for transition "*

As a result, we have seen the development of new support services in the areas of cancer, improved mental health services, increased health education, and dietetic services. In addition, the introduction of specialised advocacy support to assist women on pathways to improve health and well-being as well as offering more within the women's clinic.

2021 has seen us in the third year of a three year BHP partnership to the sum of \$2,355,384. This was an increase on previous partnerships enabling the scope of HWWC services to reach the community further. This has enabled the service to address many of the unique issues faced by families in the North West.

With such substantial growth within a short period of time, the organisation now has a lot of internal work to be carried out to ensure quality of service continues and continuous improvement strategies can be implemented.

The current BHP partnership was due to end in June 2022, however, with huge impacts such as COVID 19, there are underspent funds allocated within the partnership. Therefore, thanks to a variation this has now been extended until Dec 2022.

Plans are well underway to looking to the next partnership. The ongoing and successful relationship with the HWWC and BHP partnership has meant the Hedland community has had such a positive impact and we are optimistic that this will continue.

Funding through women and newborn services will also come to contract end in June 2022. We are currently waiting to hear on the next steps into the contract review and the preferred service provider process.

The team is currently working towards building the business cases for each service and program. This will place us in a position to source future funding for already successful programs that are achieving positive health outcomes.

"The organisation will shift towards continuous improvement."



Operations overview

The impacts of COVID have meant there has been a shift to our services. There has been a large increase in our online and virtual engagements. We have been able to diversify the way in which we engage. Providing telehealth and online support has been a welcomed approach.

Additionally it's so great to see that over 85% of our clientele is repeated. This is a testament to the environment and level of service provided to our clients.

The last year has seen a drop in our clinical services such as cervical screening as this service was identified as a nonessential service through COVID time. Recognising also that there is a lack of trained nurses who can conduct this service within the Pilbara region. We are now working to improve this by upskilling and professionally developing nurses in the Region.

Counselling remains our most utilised service as the importance and complexity of mental health continues.

This financial year was also used to identify areas for improvement in efficiency and effectiveness of how the centre runs. Through the lens of a learning organisation perspective, a number of areas were analysed. This included internal systems, the quality of service and our people. Three key findings were found in this process.

Firstly,

It was identified that a number of steps could be taken using digital strategies to improve systems.

Driving forces are impacting HWWC operations particularly in reporting performance back to funders, as specifications and expectations change.

A mixed model of financing that includes state government and the private sector, means the organisation is governed and accountable to a range of funding bodies. Each with different expectations of social outcomes achieved by the organisation.

The not-for-profit and health sectors are under continuous pressure to reform as like many industries, are pressed for greater efficiency, productivity, and better consumer outcomes for investment.

There is a definitive shift in the presentation of output data to outcome data. Funding bodies are not only wanting to understand the output of funds and how they have been utilised but the social impacts they are having.

For this reason much work has been done internally to improve systems and processes using digital approaches. A great example of this is the recent introduction of digital memberships.



Secondly,

being located remotely means the organisation struggles with low staff retention and high turnover of positions. This impacts the transfer of organisation knowledge during the onboarding processes. It was identified there is a lack of knowledge storage of explicit knowledge within the organisation. Thus, also making knowledge retrieval difficult especially as it was also identified that tacit knowledge is the main source of capital that exists in the organisation.

Being the hardest knowledge to formalise and transfer, this has also impacted the onboarding process of new staff and increases the length of time staff take to become effective in their roles. This can be addressed with knowledge management strategies such as mentoring to transfer tacit knowledge and knowledge technologies and protocols to improve the storage and retrieval of organisation knowledge.

"We are proud to hold a high level of intellectual capital made up of a team of professionals with strong knowledge and skills."

Lastly,

we looked at our people and the level of, skills and knowledge, organisation citizenship behaviour's and employee satisfaction.

We are proud to boast that the organisation has created a desired workplace and satisfaction among the team this is indicated in the employee satisfaction survey. Analysis also showed the level of professionalism and intellectual capital that exists among the team adding value to the organisation.

It was identified that there is a significant importance in capturing and nurturing this asset and this can be continued through smart human resource strategies.

As I sign off for the last time, this will be my proudest achievement at the centre. The time invested into creating a workplace culture that recognises and invests in its people is one I want to be a part of. It is one I will miss.

Rebekah xx



HEDLAND WELL WOMENS CENTRE

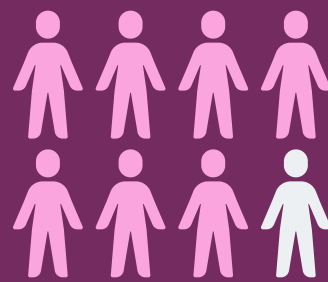
EMPLOYEE SATISFACTION SURVEY



All employees are moderately to extremely satisfied with company culture.

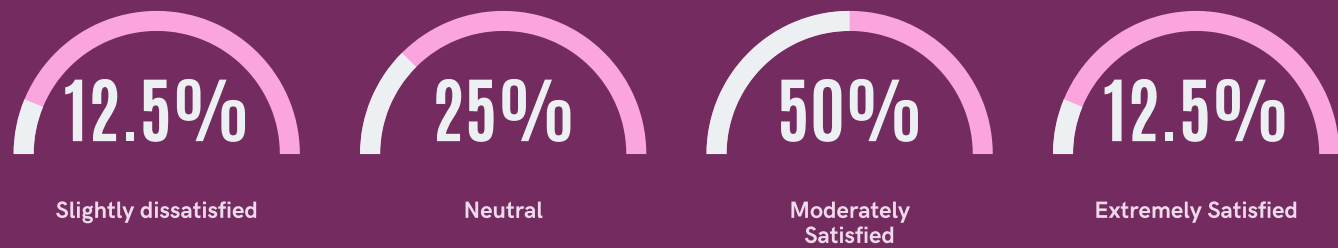


5 in 8 employees are extremely satisfied with the relationship with their Manager.



7 in 8 employees are extremely satisfied with the Hedland Well Womens Centre as an employer.

EMPLOYEE FEELINGS TOWARDS OPPORTUNITY FOR CAREER PROGRESSION



EMPLOYEE COMMENTS

"We have a culture that is based on honesty, where we are encouraged to take responsibility for our own selfcare"

"I have learned alot about my own leadership style by the role modelling of our CEO. Transformational, inspiring and always willing to get in and help out"

"We have a unique workplace where as employees we embody the values of self care, supportive environment towards our colleagues and excellent mediation when disagreements occur"



50% of Employees are extremely satisfied with their ability to do interesting work



75% of Employees are moderately to extremely satisfied with their workload



All employees are Satisfied with their work environment



All employees are satisfied with their ability to apply their skills in their roles

THE WELL WOMENS CENTRE SCORED AN OVERALL
400 OUT OF 512 FOR EMPLOYEE SATISFACTON



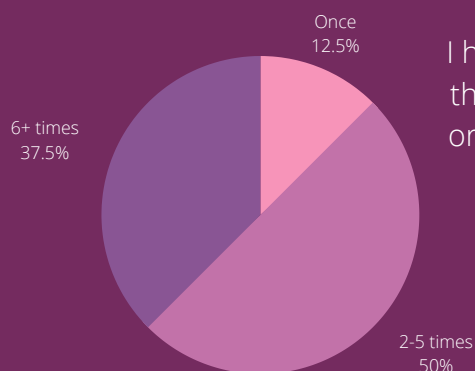
The HWWC shows respect, empathy, provides laughter and are trustful in their ambition to strengthen our community

I struggled terribly in the first weeks of being a mum but the warmth and support from the well women's is something that I will cherish forever. Walking in with a newborn, in teas, having no idea what I was doing and yet I was welcomed in and given time to breathe.

I am so grateful for this amazing place. I came in at my worst, I couldn't dig myself out. With the support of the staff I have pushed through borderline depression, made healthier choices for my mental and physical health.

HEDLAND WELL WOMENS CENTRE CONSUMER SURVEY

I have accessed the Centre and or its programs in 2020



58%

Women expressed they had made healthier choices which had improved their overall health in the last 12 months

62%

Reported their relationship with the Hedland Well Women's Centre increased knowledge and skills to address their health challenges.

77.8%

Feel more connected with support services

This data was collected across multiple mediums, multiple program for the 2020 calendar year

FINANCIAL HIGHLIGHTS

ANNALEE LE ROUX TREASURER

Cash Balance O/B: \$2.1M

Cash Balance C/B: \$2.4M

Movement: + \$301K

Significant Expenses

The most significant expense remains employment-related costs at \$761K and office & other expenses which is \$239K. This is as expected and in line with the service delivery nature of HWWC.

Significant Income

BHP Grant Funding: \$1.6M for FY 20/21 an additional unexpended grant funding from prior periods of \$496K was brought forward and approx. \$1.3M remains unspent for FY20/21 and will be brought forward to next year with a one-year extension to the current grant agreement approved by BHP.

Government Funding from Dept of Health: \$319K

ATO Cash Flow Boost and Job Keeper: \$208K (to be reviewed with most appropriate use to be determined by the board in this financial year)

Add Adjustment for previous unspent grant funding

- During the audit process, the auditor noted there was a variance between the unspent grant funding reported to BHP and the amount being reported in the financial statements.
- This was a timing issue as the spending amounts provided to the auditors were not finalised prior to producing the financial reports and subsequently finalised once reported to BHP.
- Restatement to the 2019/20 Financial report was made up of the below amounts:
2016: \$100k
2017: \$100K
2018: \$50K
2019: \$50k
Total: Approx. \$300K

Significant Achievement for FY20/21

Rebekah has worked hard with Hedland Accounting and Finance during the year to allocate expenses to grant funding and to develop a Profit and Loss report where income and expenses are allocated to the relevant programs run by HWWC. This has significantly improved clarity and given the board a better picture of the spending undertaken by each individual program run by the center.





Three to five years

HWWC will continue to focus on some large strategic priorities. This will include preparing a five-year funding plan to continue the exploration of the fee for service and revenue diversity strategies. We will explore the funding environment to identify sources for future funding stability.

Our focus will shift to succession planning for the future and cementing the quality of services provided. The aim will also be to implement continuous improvement strategies in turn improving client care. Our people will remain one of our proudest assets as we also work to improve the management of the organisation knowledge. Effectively capturing and effectively storing the knowledge and capital that is held within the 30-year history of the organisation.

We also will prepare a succession plan for key leadership roles and an organisational workforce development plan that actively up skills and recruits local women.

With this development we will also continue to explore appropriate quality accreditation frameworks to help guide centre operations adding to a strong foundational framework.

It is an exciting time within women's health and within the Hedland Well Women's Centre organisation. We are committed to aligning and working towards improvements in health for women as identified within our own community and those within the WA Women's Health Strategy and Women's Health Policy.

"We are committed to working towards improvements in health and well-being for women"

CELEBRATING 30 YEARS

*“There is no force
equal to a woman
determined to rise”
(W.E.B DUBOIS)*

Gender is a powerful social determinant of health and well-being, economic and housing security, life choices and chances. This is especially the case in higher risk women such as those living in regional areas. Facing barriers to accessing health and support services places a higher risk on women for negative health outcomes, greater risk of poverty, family and domestic violence and exclusion from economic and social participation.

The Well Women's Centre has been addressing such inequities and supporting women in Hedland for the past 30 years and beyond.

In 2021, we celebrated this major milestone and recognised the important history and legacy that led this amazing organisation to where it is today.

The Well Women's Centre would not be in existence if it were not for the grit and determination of so many women with the drive to see change. It is a powerful force and women have the potential to change the world one piece and one day at a time when they come together in unity. This is what the Well Womens's Centre has done over its time. Every woman that has come in to contact with the organisation has contributed to the movement.

This is the heart of the organisation; it is the reason why it has lasted through the years and continues to grow in strength.



30TH BIRTHDAY CELEBRATIONS

In June 2021, the Well Women's Centre celebrated its 30th Birthday, showcasing the amazing history and legacy of the Well Women's Centre with two community Open Days and a special commemorative 30th Birthday video.

A special evening event was also held and attended by valued stakeholders, financial members, board and life members, along with past and current staff. It was a wonderful gathering of so many familiar faces that have been an integral part of the history of the organisation and who have contributed to the success of where the Well Women's Centre is today.

WOW FACTOR

'Women with the WoW Factor' was introduced in 2020 and has now become a Well Women's tradition with it continuing into 2021.

We saw the need to recognise and celebrate the unsung women in our community that go above and beyond to empower other women.

We recognised that these women were often working in the background with no expectation to be seen. Women who just operate out of compassion, kindness, resilience and authenticity.

We wanted to celebrate these special women in a unique way.



One that was not necessary to put them in the spotlight but just so they knew that we see them and appreciate the amazing work they do across the community... enter the WoW Factor.

An opportunity for anyone in the community to nominate these selfless women to be recognised for their efforts.

WOW WEEK

2021 saw a new and exciting change to the format of our annual WoW Week. Instead of trying to fit 40+ amazing events and workshops into one week - we decided to trial four 'themed' weeks throughout the year instead. The themes that have occurred so far in 2021 being Women on Physical Health and Women on Leadership with future plans to host Women on Mental Health and Creative Women.

WoW Week continues to be one of the most popular and well attended events on the Well Women's calendar.



STATISTICS

550

Clients accessed health professional consults

462

New clients to services

1428

Appointments

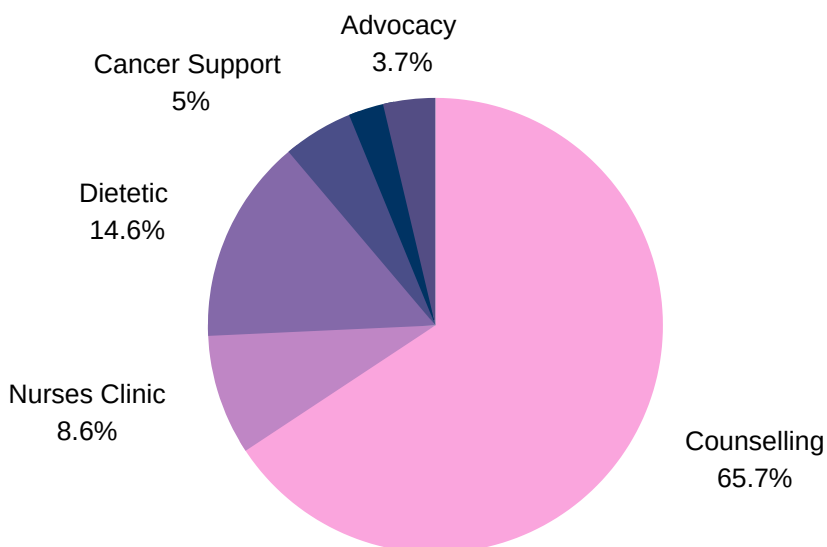
2881

Women attended programs or events

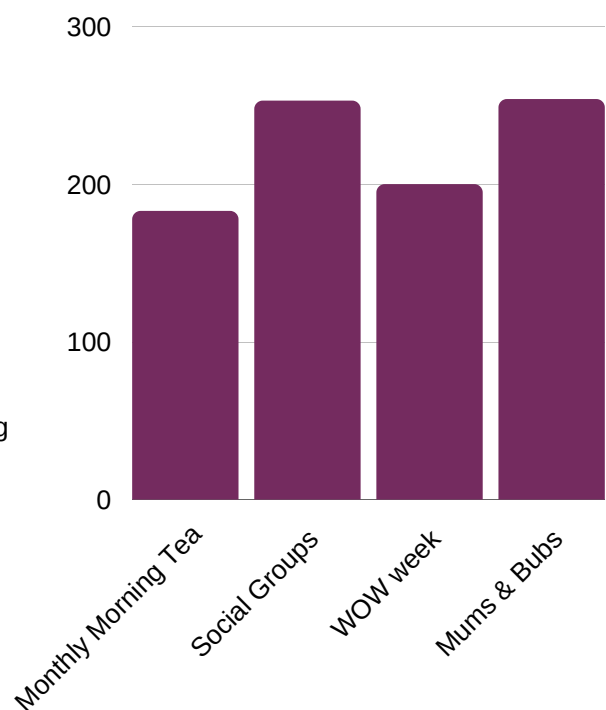
17%

of clients received wrap around care by accessing more than 1 practitioner

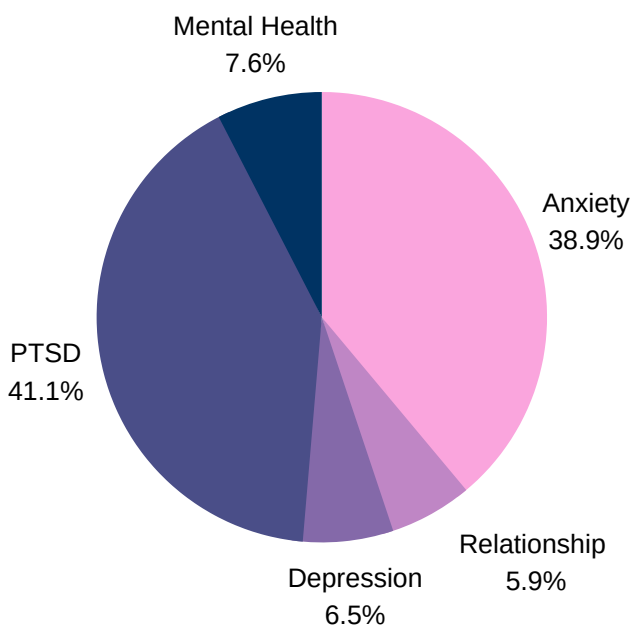
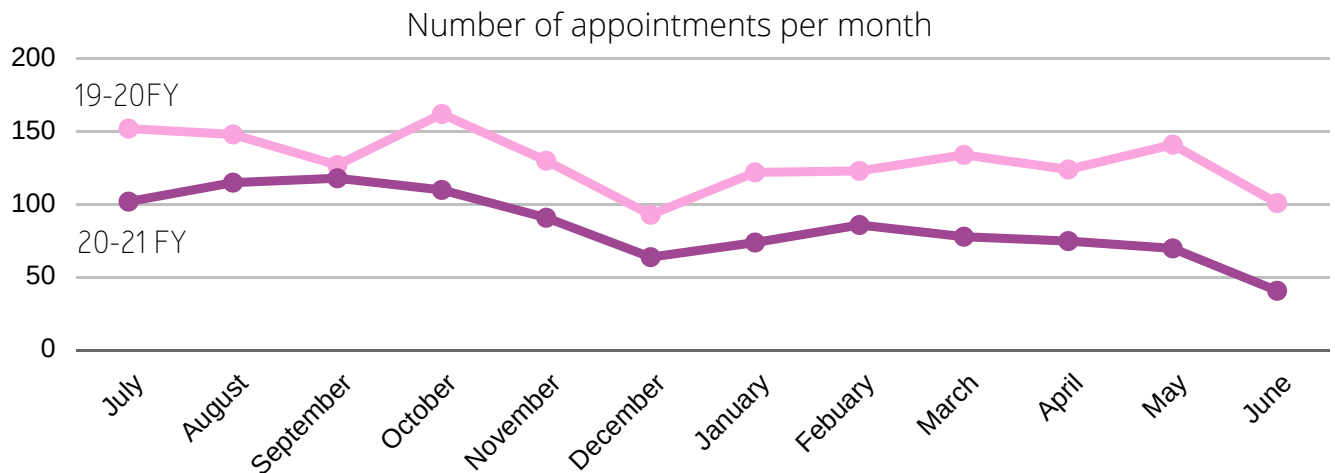
Distribution of services



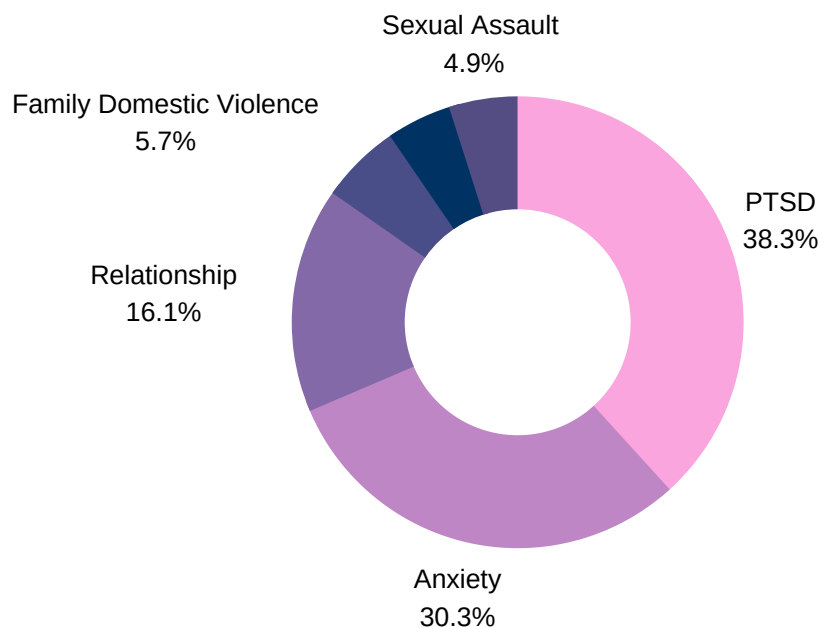
Most popular programs



COUNSELLING DRILL DOWN

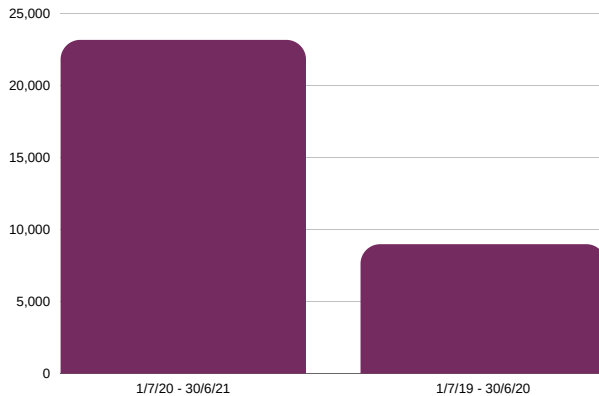


June - December 2019
Presenting problems

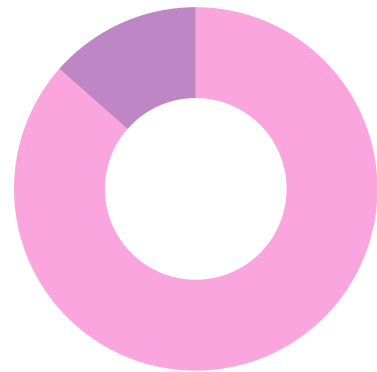


ONLINE ENGAGEMENT

Website Statistics

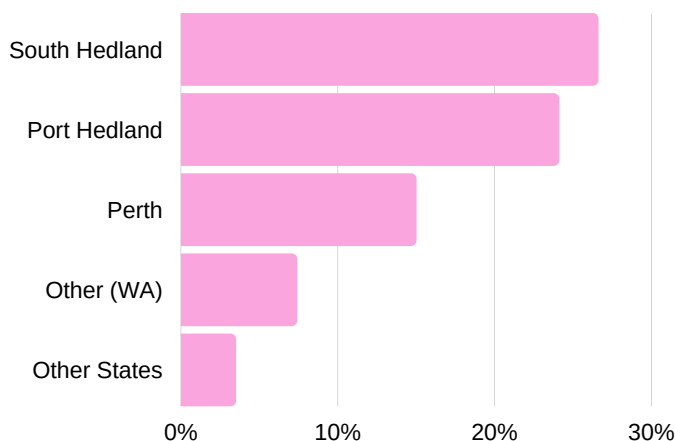


We have been successful in reaching and attracting new people to town with 86.5% of visitors to our website being "new" visitors.



There has been a 158% growth with our website page views this financial year compared to last financial year.

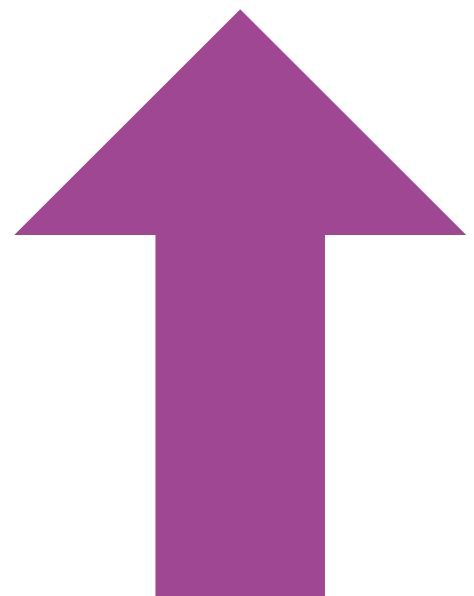
Virtual Communities



Our greatest traction on social media happens when we are celebrating our community.

Events such as WOW week and Women with the WOW factor are consistently top performing content.

With over 50% of our facebook audience located in Port & South Hedland facebook remains the best way to connect virtually with our local community. The next significant portion of our audience is in Perth which leads us to understand people are remaining connected even after they leave town should that be when returning home due to a FIFO roster or relocating.



2999

*People Follow our
Facebook page*

251%

*Increase in people
accessing our website*

33,484

*Engagements/Reach with
our Facebook page*

7985


People visited our website

\$77K

*Raised at our third
Pink Pilbara Breakfast with
funds staying local and services
provided through Cancer
Support*




STRATEGIC OBJECTIVES



Services are professional, appropriate and tailored to meet the needs of women.



Women can connect in a safe and welcoming environment .



Services are delivered in a physical environment that balances the need for privacy and common areas.



The centre is well governed by members and the diversity of the Hedland community is reflected in decision making.