



Annual Report 2018-19

Delivering Reconciliation in Action

ABN: 96 356 361 867



MESSAGE FROM THE BOARD

Delivering Reconciliation in Action every day



Auntie Averill
Eggmolesse



Auntie Lurlene
Henderson



Stirling
Eggmolesse



Auntie Cheri Yingaa
Yavu-Kama-Harathunian



Ara
Harathunian



Scott
Webb

The 2018-19 Financial Year has seen a continuation of the trajectory of growth that has marked our journey to date.

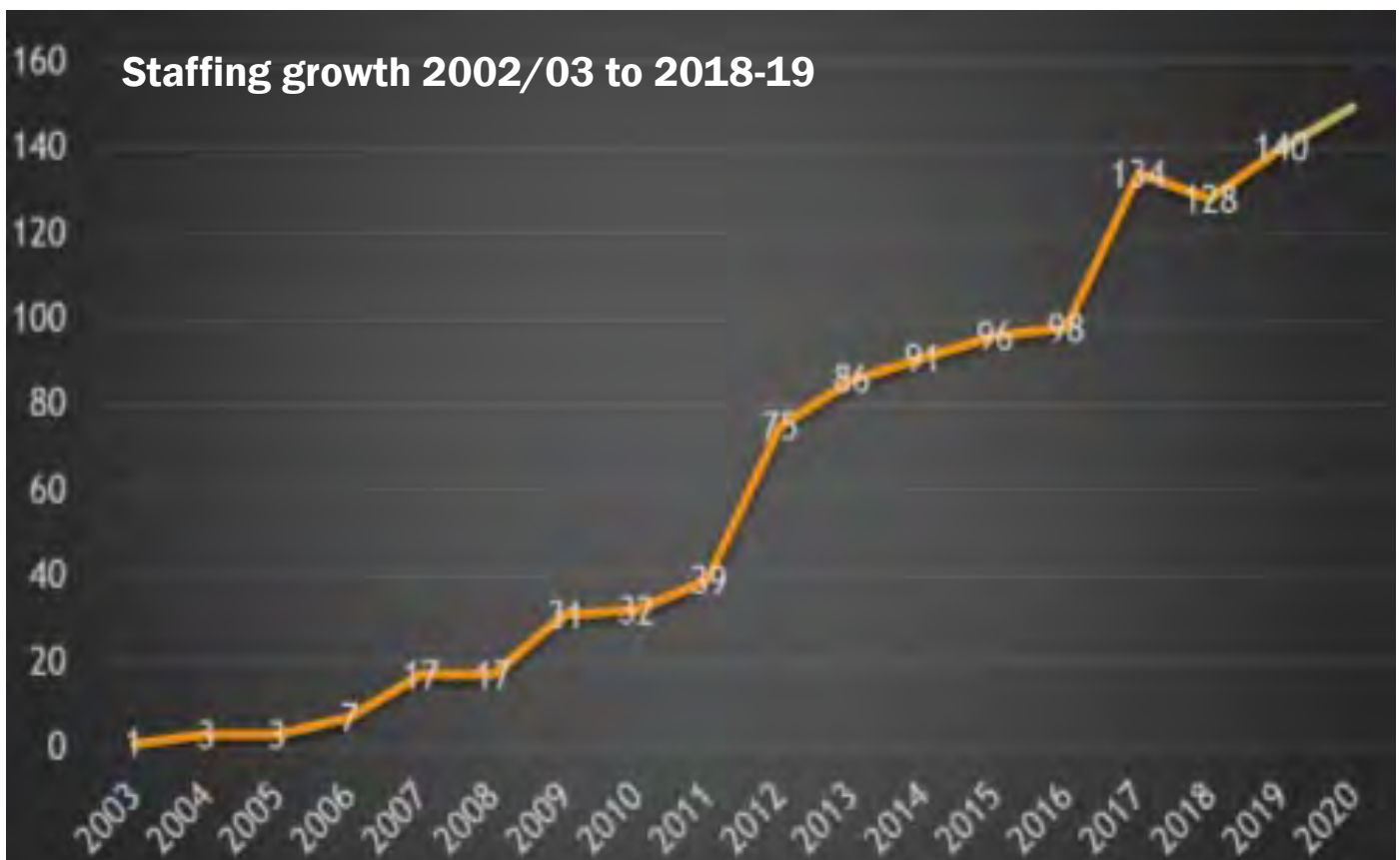
From small beginnings as Bundaberg Burnett Community Development Employment Program (BBCDEP) in 2002-03 before moving to become Indigenous Wellbeing Centre Ltd in 2006/07, we have grown from one staff member to 146 and growing.

During this 16-year journey, we have seen average staffing growth of 26.75% a year, and today IWC is Employer of Choice for Aboriginal and Torres Strait Islander peoples in our regions.

That staffing growth will continue into 2019-20 as IWC opens Stage 2 of our IWC Health & Wellbeing Complex in Bundaberg, Queensland. This \$19.8 million expansion has more than doubled the size of the complex, which is IWC's

national headquarters. It also is enabling IWC to build our Medical & Health, Family and Community services, in direct response to the grassroots needs of our region.

During 2018-19, there also has been significant growth in our Cultural Healing services. These have been developed in consultation with Traditional Owners and Elders across Australia, and include Cultural Responsiveness Training, Healing Circle Work (HCW), and Gentle Footprints (for youth, and also adults as a pathway to HCW). These are not only being delivered face-to-face as we move forward because IWC has invested in developing online training tools that will enable us to deliver these transformational processes across Australia and into the global environment. Using modern technological platforms to share ancient Aboriginal wisdoms is another way IWC is delivering Reconciliation in Action every day.



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STAKEHOLDER RELATIONSHIPS

IWC has extensive networks including, but not limited to, the following:

IWC National Council of Elders
 Kultchafi Services Ltd
 Yorgum Aboriginal Corporation
 Kinchela Boys Home Aboriginal Corporation
 Yokai
 Bunya Peoples' Aboriginal Corporation
 Larrakia Nation Aboriginal Corporation
 Lonweigh Aboriginal Corporation
 AARLI
 Yamatji Marlpa Aboriginal Corporation
 Wungening Aboriginal Corporation
 Babbingur Mia South Coastal Aboriginal Health Services
 Bidyadanga Community Clinic
 Nyoongar Patrol Outreach Services
 Paperbark Women
 Lateral Love Australia
 Aboriginal and Torres Strait Islander Legal Service
 Yoorana Women's Domestic Violence Service

Academic

UQ Rural Clinical School
 Remote Vocational Training Scheme
 Queensland University of Technology
 Curtin University

Government, agency and community

Australian Hearing
 Child Safety
 Centacare
 Department of Education
 Domestic Violence Hotline
 Edon Place Women's DV Service
 Family and Child Connect
 Gidarjil Development Corporation
 Insight AOD Education Service
 Probation & Parole
 Primary Health Network
 Regional Housing Ltd
 Regional Intake Services
 Salvation Army
 St Vincent de Paul
 Uniting Care
 Wide Bay Hospital and Health Service
 Wide Bay TAFE
 Wide Bay Women's Health Service



OUR VALUES

Embrace culture and spirituality - Transform and Empower every day
Integrity and respect - Quality for the Highest Good

IWC's Strategic Direction

Focus Area: Expansion and Growth

Strategic Goal 1: Expand Services

Strategic Goal 2: Increase use of services

Strategic Goal 3: Increase self-sustainability

Focus Area: Operational Excellence

Strategic Goal 4: Deliver Quality Assurance and continuous improvements

Strategic Goal 5: Provide systems and processes to support expansion and Quality Assurance

Strategic Goal 6: Ensure quality staff recruitment and retention

Strategic Goal 7: Maintain focus on organisational Cultural Responsiveness

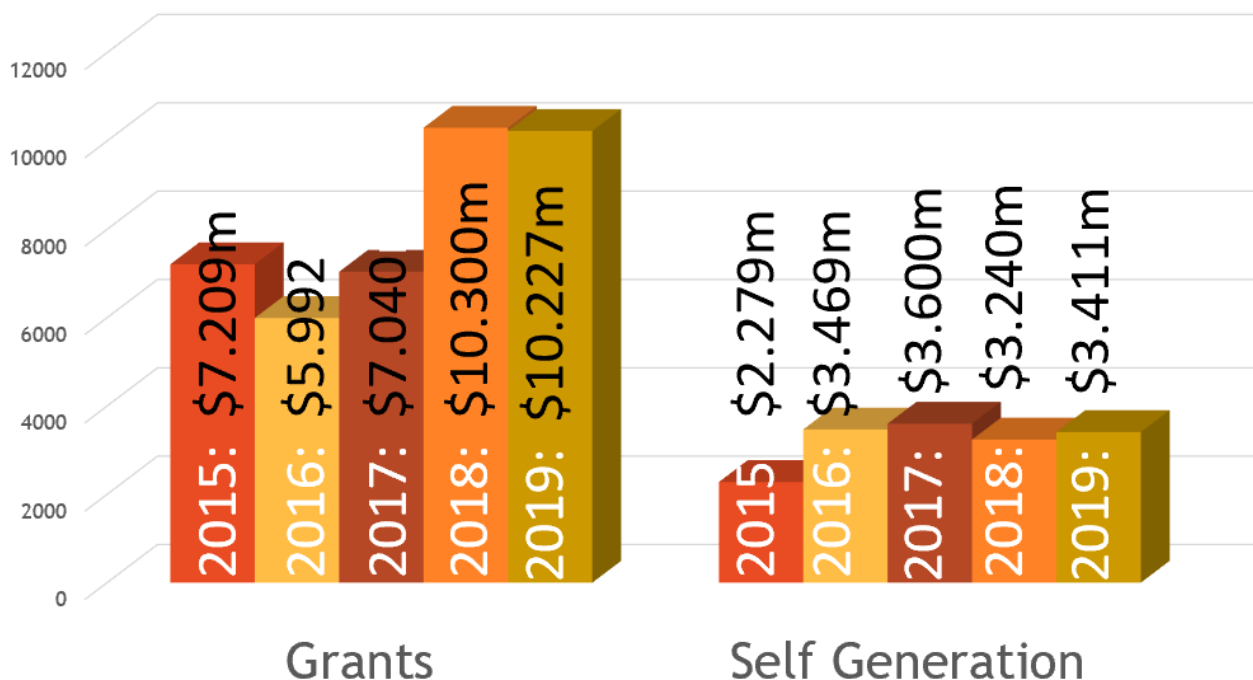
Focus Area: Build Sustainability and Capacity

Strategic Goal 8: Ensure all Regulatory and Statutory requirements are met

Strategic Goal 9: Develop partnerships and stakeholder relationships

Strategic Goal 10: Develop strategies to support current and future services

Total generated revenue 2018-19



IWC'S HOLISTIC MODEL OF CARE

Health & Wellbeing, Family & Community, and Cultural services

Medical and Health

Acupuncture
Audiology
Cardiology
Child Health Workers
Chronic Disease Education and Management
Cryosurgery
Dental Practice
Diabetes Education
Dietetics
Endocrinology
Enrolled Nurses
Exercise Physiology
GPs
Health Assessments (MBS 715)
Indigenous Health Practitioners
Kidney Health Screening
Mental Health Consults
Men's Health Clinic
Midwifery
Ophthalmology
Occupational Therapy
Pathology
Pharmacy
Physiotherapy
Podiatry
Psychology
Registered Nurses
Skin Checks
Spirometry
Telehealth
Vaccinations
Young Mum Support



Family and Community

Alcohol & Other Drugs Program

Families' Wellbeing

Home Care

NDIS Local Area Coordination

Youth Program

Cultural Services and Training

Cultural Responsiveness Training

Gentle Footprints

Healing Circle Work

Healing Circle Work Facilitator Training

Pastoral Care / Chaplaincy

Traditional Owner / Elders Groups

Meditation: two models

***I feel like I'm a
completely new
person. I have so
much energy and zest
for life that
sometimes I feel like
I just want to run – I
feel like Forrest Gump***

- IWC client Grant Appo



IWC delivers a holistic model that provides whole-of-person care without discrimination. This includes the underpinning social determinants that impact heavily on the health and wellbeing of individuals and families in our communities. Under our nationally recognised model, IWC offers medical and health services including GPs, Specialists, Practice Nurses, Indigenous Health Practitioners, Specialists and Allied Health Professionals, and a Dental Practice. IWC has a Multidisciplinary Care Team which reaches into remote and rural areas, working within schools and providing advocacy to support

patients' access to culturally responsive health and medical services. Within the holistic model of care, IWC operates Community & Family Services including an Alcohol & Other Drugs (AOD) program, Youth Program, and Early Learning Development (Families' Wellbeing). service The Elders' and Men's' groups sit within this area. Advocacy is provided around areas including housing, Centrelink, schools, Child Safety, and Probation & Parole. IWC's operations sit within an Aboriginal Terms of Reference framework and include Cultural Services and Training, including online e-learning options.

Grant's journey of transformation within the IWC holistic model of care

"I FEEL like I'm a completely new person. I have so much energy and zest for life that sometimes I feel like I just want to run – I feel like Forrest Gump. What's happening for me on the inside of my body is almost like a miracle." These are the words of Grant Appo after transforming his life and, in the process, reversing his type 2 diabetes. Mr Appo is a Bundjalung Minjungbal man from Tweed Heads now living in Bundaberg, "Exercise, good diet, connecting back into spirituality, the land, the

sea - all these things coming together found my whole body being transformed into this new person that I am today" he said. These days, you can find him just before dawn on the beach at Bargara – where he has found a spiritual connection to the land and a renewed vigour and love of life. The transformation has taken place over months and years, through IWC'S a holistic whole-of-person model of care which includes physical, emotional, spiritual and cultural wellbeing.

But the turning point came after losing two relatives to the chronic disease Type 2 Diabetes. Mr Appo decided he wanted to be there for his six children, and took real ownership of his GP Care Plan. It had been put in place by his doctor to support his challenges around chronic disease and complex conditions, but he admits he only half committed to the recommendations until he took ownership of the plan. As part of his commitment to trans his health and

wellbeing, Mr Appo started going for morning walks before dawn at Bargara beach. Through this, he found a spiritual connection to country. This connection was deepened through his involvement with the IWC Men's Group, which sits within the IWC Health & Wellbeing Centre's Communities programs.

Mr Appo now engages with the group every week. As part of his journey to personal health and well-being, Mr Appo also sought nutrition advice from an Accredited Practising Dietitian. He switched from fast foods to healthy smoothies, lean meat and plenty of salads.

He says his energy levels rose, and his morning walks became longer as a result.

Mr Appo's hard work paid off for him when a health check by his GP confirmed his blood sugars were sitting steady at around 4.2 – the normal range – and that his diabetes was in remission.

For the first time in decades, he was free to stop taking medication and manage his own health in his own way.

Mr Appo said: "I'm extremely proud not just of myself, but of the people down at the IWC who continued to stick by me and encourage me all the way through this journey to where I am today.

"A bit of steel in your backbone goes a long way but the thing is that IWC has been a wonderful support

We can all choose a pathway to Spiritual, physical and emotional wellbeing

- IWC Director Cheri Yingaa Yavu-Kama-Harathunian

base for me, constantly encouraging me and wanting to see me get better."

Mr Appo said: "Words are quite hard to put together to express how I feel overall with my personal, mental and spiritual health ... I actually feel like I'm a completely new person."

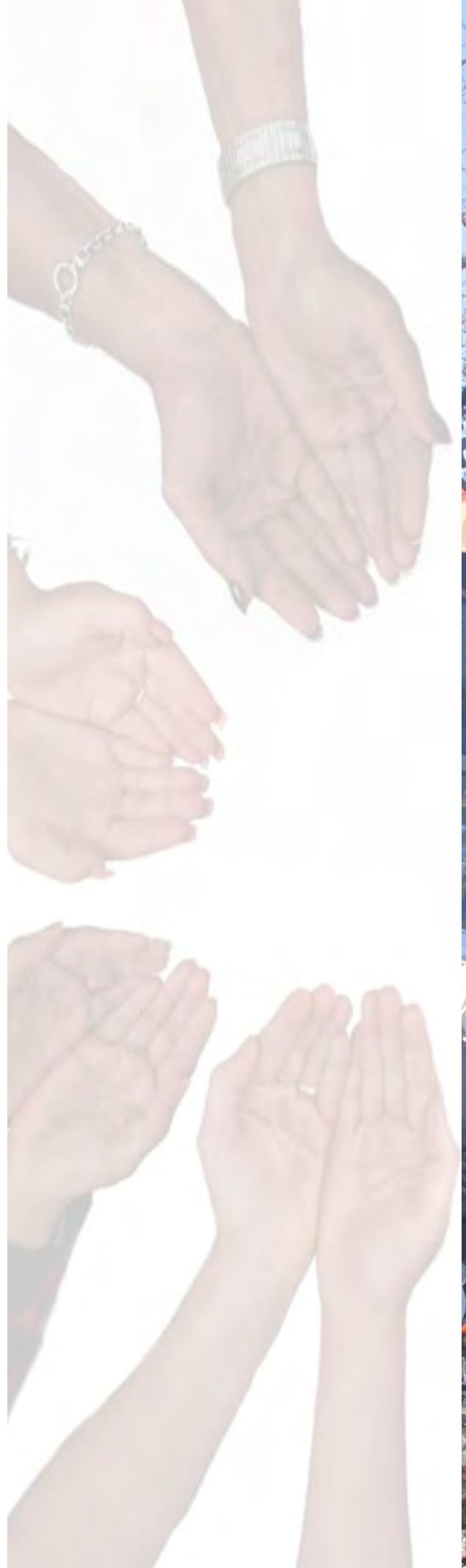
He is encouraging others struggling to embrace a healthy lifestyle to seek assistance from their GP, their community and family, and to focus on the positive.

"Because at the end of the day we can fight this Type 2 diabetes disease, to be there for our children and pass on a legacy of a happy, healthy life," he said.

IWC Director Aunty Cheri Yingaa Yavu-Kama-Harathunian commended Mr Appo on his efforts to connect with health and wellbeing for the right reasons.

"Grant's commitment to taking personal responsibility for his health management, development of his spirituality and showing his love for his family is wonderful to see," Aunty Cheri said.

"By doing this we can all choose a pathway to Spiritual, physical and emotional wellbeing that is for our highest good, and that of others around us."



Bringing people together to share cultural knowledge, provide peer support and build Connection to Country is part of the IWC holistic model of care. The IWC Men's Group also supports the outcomes of the IWC Youth Program by delivering mentoring and traditional activities.



WELLBEING PATHWAYS CONTINUE TO GROW

Within its holistic model of care, IWC operates an award-winning Medical Centre.

With the impending opening of IWC Stage 2, IWC is on track to bring the number of GPs within the Medical Centre to 12 by 2020.

All services delivered by IWC are culturally responsive, but the IWC Medical Centre also is the Aboriginal Medical Service for Bundaberg region. In 2016, it was named national Aboriginal Medical Centre of the Year by AGPAL (Australian General Practice Accreditation Ltd).

IWC offers smooth referrals and takes a "no wrong door" approach to accessing services.

IWC Medical Centre offers GPs, Registered Nurses, Enrolled Nurses, Indigenous Health Practitioners / Workers, and access to Specialist / Allied Health Services including Endocrinology, Ophthalmology, Cardiology, Acupuncture, Midwifery, Psychology, Dietetics, Diabetes Education, Audiology, Podiatry, Exercise Physiology and Physiotherapy. The Stage 2 extension will expand



services further, including the addition of a health and wellbeing lifestyle gymnasium incorporating Turkish Baths, the benefits of which are recognised. Occupational Therapy also is being added to the holistic model of care. Dovetailing into the Medical Centre operations is the IWC Communities team, which offers an Alcohol & Other Drugs, Youth, and Families' Wellbeing programs, and provides advocacy to patients / clients around access to social services.

Within the IWC Complex there are pathology services, and an onsite pharmacy.

***In 2018-19, IWC
delivered 113,667
Episodes of Care to
around 13,000
clients***

The long-awaited IWC Pharmacy has opened at the IWC Health & Wellbeing Complex in Bundaberg. It provides a valuable component of whole-of-person care and enables patients / clients to visit GPs, Specialists or Allied Health Professionals and go directly to a pharmacy on the same site. It also means no-fuss delivery of targeted education and information for our clients around prescriptions and medication reviews. The pharmacy is open to everyone in the community and was part of the plan for the IWC Bundaberg complex from the start. Pharmacist Tim Spargo previously ran Gin Gin Pharmacy for 14 years.

IWC plays regular host to the Indigenous Cardiac Outreach Program (ICOP), which travels the state delivering services that otherwise would not be accessed by many in the regions covered by IWC Medical and Health services.

ICOP is a specialist cardiac outreach service delivering point-of-care, diagnostic and cardiovascular disease screening to Aboriginal and Torres Strait Islander people and non-Indigenous people in Queensland. Services include chronic disease screening, tertiary-level cardiac consultations, echo-cardiography and stress testing. ICOP operates across 30+ sites, covering more than half of Queensland's area mass, and is based at the Prince Charles Hospital in Brisbane. IWC has been running ICOP sessions since November 2016, and has a full complement of 20 appointments each time.



The IDEAS Van started visiting the IWC Health & Wellbeing Complex in Bundaberg in early 2016, and since then more than 280 at-risk Indigenous people with diabetes in Bundaberg and Wide Bay / Burnett region have undergone free retinal photography screening by IWC. Of those, more than 180 patients have been identified as requiring surgical or clinical treatment which led to a referral to the IDEAS Van service. In the 2018-19 Financial Year, around 120 patients were receiving a course of free specialist eye clinical or surgical treatment through the IDEAS Van. Statewide, around 2500 at-risk Indigenous people were receiving free treatment from the IDEAS Van during the 2018-19 FY.

IDEAS stands for Indigenous Diabetes Eyes and Screening. IWC is the Aboriginal Medical Service for Bundaberg, and the only Indigenous Primary Health Care service in North Burnett region.



Indigenous staff unveil findings of diabetes trial at global forum

In August 2018 IWC co-hosted the 2018 International Indigenous Chronic Disease Conference, and took the opportunity to deliver findings from a ground-breaking trial around diabetes among Aboriginal and Torres Strait Islander peoples.

The trial was undertaken by health professionals within the IWC Medical Centre and an IWC Credentialed Diabetes Educator. The aim was to pave the way for improvements in the way Indigenous patients with diabetes can monitor their glucose, and better manage this chronic disease.

The trial was to identify whether there could be an alternative for patients with diabetes to the finger pricker “lancet” that is commonly used to self-monitor glucose levels. IWC trialled a new device that “reads” glu-

cose present between the cells, not glucose in the blood,

The findings were significant. The trial of the new device included participants both male and female aged between 36 and 76 years, and saw an average reduction in Haemoglobin A1c (HbA1c) levels of 1.7%. HbA1c is a form of haemoglobin (a blood pigment that carries oxygen) that is bound to glucose. The blood test for HbA1c level is routinely performed in people with type 1 and type 2 diabetes mellitus.

Blood HbA1c levels are reflective of how well diabetes is controlled.

IWC Medical Centre Coordinator for Health Initiatives Kirsty Hart and Indigenous Health Practitioner Lisa McGrady (pictured left to right) delivered the diabetes findings.



BUILDING CAPACITY THROUGH OUTREACH SERVICES

IT'S just before noon on a summer's day and IWC Midwife Klare Craven-Hughes has been on the move since early that morning, travelling hours from her home to reach the North Burnett for her monthly sessions with rural and remote area mums-to-be. Klare has been providing Midwife services within the IWC holistic model of care since 2014.

The regular bulk-billed sessions are held in both Bundaberg and North Burnett, with the support of Indigenous Health Practitioners.

The services sit within the IWC's whole-of-person model of care, which includes health & medical, family & community, and cultural programs.

Today, a warm breeze just shifts around the hot air in the corridor of the IWC Health & Wellbeing Clinic in Gayndah. But the heat isn't slowing the IWC Maternal Health team - it's all action, with Klare and Cynthia George heading for the car to go to the home of a mum-to-be who is their next appointment.

"I'm happy to do home visits. Whatever's easiest for the client," says Klare. "There are enormous benefits in having a service like this in regional, rural and remote areas where mums-to-be might otherwise not see a Midwife. "There is documented evidence that women have shorter labours, they use less pain relief in labour, have less intervention, and more continuity of care from knowing your Midwife."

There are five North Burnett appointments today, and the service has a solid reputation in the community. Cynthia lives and works in North Burnett, and is a vital point of community contact for the service, and

for Klare, the success of the service is down to the trusted and respected community connections provided by the North Burnett IWC team.

Cynthia coordinates the Midwife visits in North Burnett, and is a direct contact point for both new and existing clients. As well as being an Indigenous Health Practitioner, and a long-time community and organisational support for Klare, Cynthia also is the IWC North Burnett Assistant Manager. "It's amazing," says Klare of the IWC service model around Midwife services, "because out here Cynthia is more likely

to be a known face, so the mums-to-be are always happier to come in. In Bundaberg. Once the women come in, they are fine then and they keep coming back. But without that community contact we wouldn't get the same number of clients."

Arriving at the home of Kristy Gilby, Klare and Cynthia are welcomed by a bubbly toddler, Layla. Klare and Cynthia are friendly and chatty, and it's easy to see Kristy is relaxed and happy, stretching out on her sofa for examination after going through the preliminary paperwork. Laughter fills the room as Layla examines her mum's paperwork and then asks to try Klare's stethoscope. But the biggest excitement for the toddler is when she hears the baby's heartbeat. "Come and listen," says Klare,

smiling at Layla. "Come and see."

Kristy praises the IWC Midwife service, saying: "If you want them to come out, they just come. It helps a lot."

So much so that Kristy recommended the service to a workmate expecting her first baby – who is the next client back at the Gayndah clinic. So Klare and Cynthia head back to the car, and are off to the next appointment.

Women have shorter labours, they use less pain relief in labour, have less intervention, and more continuity of care from knowing your Midwife

- Midwife Klare Craven-Hughes

Taking the next steps to support mums and bubs across our rural communities

November 2018 saw the next step of IWC's support for parents in our regions come to fruition.

The IWC North Burnett team launched a new initiative for mums and their babies or toddlers which would provide health and medical support, and create a fun and empowering group.

Led by IWC North Burnett Assistant Manager Cynthia

George, the monthly group sessions deliver seamless flow-on support and education from the IWC midwife services, which conclude six weeks after a baby's birth. The sessions include weighing and monitoring the growth of new babies. The sessions are free, culturally responsive and open to everyone, Indigenous and non-Indigenous. They will continue into 2020.



DENTAL PRACTICE GAINS A NEW LEVEL OF EXCELLENCE



IWC has achieved a new milestone within its Dental Practice –Quality Innovation Performance (QIP) Dental Practice Accreditation. QIP is Australia's most comprehensive not-for-profit accreditation agency, and IWC Senior Dentist Dr Imran Habib said the new accreditation was a testament to the skills and professionalism of the IWC staff.

"Achieving this involves ticking many boxes, ensuring that the practice meets the standard guidelines of the Australian Dental Association (ADA), which are ranked highest in the world in terms of safety," he said.

"Each box requires you to prove something. It's not just a sticker you can slap on documents or on our doors. It says a lot about this practice in that it meets the standards of the ADA, and not every practice – or not many, in Australia – is accredited."

Dr Imran is a Member of the ADA.

The practice sits within the IWC's holistic model of whole-of-person care, and delivers services without discrimination to all people, Indigenous and non-Indigenous. Services are affordable and welcoming.

The QIP joins IWC's list of existing accreditations, which include

AGPAL (Australian General Practice Accreditation Limited) and ISO:9001. IWC was the first Aboriginal community-controlled organisation in Queensland to achieve the ISO Quality Assurance accreditation almost a decade ago, and has maintained it since.

The ethos of the IWC Dental Practice reflects the organisation's charitable status. A primary expectation on IWC Dental Practice is to provide affordable, client-centric dental care that offers patients choice and ownership of treatment. As with all IWC services, our Dental Practice is culturally responsive. Core goals of IWC Dental Practice are based on affordability, accessibility and compassionate care. This means a focus on relief of pain, treatment within an acceptable timeframe and achievement of a "dentally fit" state.

This incorporates planning of treatment to match patients' financial capacity, provision of competent, courteous service, and an empathetic consultation to identify patients' desired outcomes. We work to support patients in understanding that care choices belong to them. This is an important part of empowerment.





IWC Dietitians Chloe and Jessica Bauer

HEALTHY APPROACH FEEDS A COMMUNITY NEED

It all started with a question: how to eat healthily without busting your budget?

In late 2018, IWC's Accredited Practising Dietitians started to provide the answers in regular free public sessions called "Healthy Eating on a Budget".

Since then, on every third Friday of each month, members of the public have arrived at the IWC Health & Wellbeing Complex armed with their questions.

It's just another way that IWC is working to empower individuals and families around their health and wellbeing. IWC's dietitians also get involved in the Veterans' Health Week annual events, providing free interactive sessions for ex-servicemen and women in our communities.

IWC dietitian Chloe Bauer also makes regular outreach

visits to the North Burnett, where she has a packed schedule of appointments every time.

It is a way of taking useful information and advice into the most rural and remote of our communities, with a friendly and familiar face.

The emphasis is on the fact that healthy eating is not a one size fits all – you can personalise it to suit yourself.

The IWC Dietitians' general advice for everyone in our communities is:

- Make sure you're eating your vegetables.
- Don't get sucked in by expensive organic foods and superfoods.
- Stay away from soft drink.

BUILDING RESILIENCE AND RECONCILIATION



Above: Yarning circles involving Elders are held by the Communities team.
Left: The Communities team at a school Under 8's event.



All year round, IWC's Communities team advocates for individuals and families, and passes on donated gifts of food, blankets, clothing and toiletries. We put an emphasis on education, providing school supplies for primary and high school students (pictured above right) and also running a "Little Library" (inset above), sharing donated books.



Above: IWC's Home Care services provide regular social activity days and events as well as providing essential supports that help frail and elderly people continue to live in their own home.



At important events, a traditional Aboriginal Smoking ceremony may be held. It is an ancient custom that involves burning various native plants to produce smoke which has cleansing properties for people and the land, and helps to create a pathway to a bright and strong future.

CELEBRATING WITH OUR COMMUNITIES



IWC delivers Reconciliation in Action every day, and every year we celebrate Reconciliation Week. Indigenous and non-Indigenous peoples are invited to join us in cultural activities including music, art, language and yarning. At the annual event held at the IWC Health & Wellbeing Complex in Bundaberg in May 2019, IWC Director Aunty Cheri Yingaa Yavu-Kama-Harathunian provided a Welcome to Country and then a Smoking Ceremony was performed by the Taribelang Cultural Aboriginal Corporation's Byron Broome. Community members were invited to step through the smoke. IWC Home Care and our North Burnett team also held inclusive Reconciliation Week activities. Pictured top left are Aunty Cheri and Byron Broome, and (left) IWC NDIS team member Liza English reads stories.

KEY ACHIEVEMENTS

26.75%

Since 2004, our organisation has seen an average staff growth rate of 26.75%, and we now have 146 employees within our operations. Of those, 38% are Aboriginal and Torres Strait Islander peoples, and we are the Indigenous Employer of Choice in our region.

\$19.8m

Stage 2 of the IWC Health & Wellbeing Complex is a \$19.8 million project of which \$7.4 million has been provided by the Australian Government's Building Better Regions Fund with the remainder funded by IWC. This project is creating more than 400 jobs during and post-construction.

94%

In 2017, IWC signed a multi-million-dollar contract to be the NDIS Local Area Coordinator for the Bundaberg region. IWC remains the only Aboriginal Community-Controlled Organisation in Australia to have won an LAC role. In 2017, less than 30% of the local population knew anything about the NDIS, or considered it an improvement to the lives of people with disability. Today, 94% embrace the NDIS in our region.

5206

In 2018-19, IWC delivered 5206 hours of training to our staff. IWC employs direct from our communities, and team members may join with little or no formal qualifications but a wealth of community and / or cultural connection. All IWC staff hold, or are studying for, formal qualifications in line with their role.



**What do you have in your hands?
How can you contribute or share with us to
bring about positive transformation ...**

KEY ACHIEVEMENTS



113,667

In 2018-19, IWC delivered 113,667 Episodes of Care across our services to around 13,000 clients, up from 71,542 Episodes in 2016. This is set to escalate as Stage 2 of the IWC Health & Wellbeing Complex opens, and the IWC North Burnett Health & Wellbeing Centre is built to open in 2020/21.

\$40m

In 2018-19, IWC self-generated \$3.41 million in income, and won \$10.2 million in funding and grants. After small beginnings, with one staff member, the total net worth of IWC today is approximately \$40 million.

96%

IWC's Cultural Services are offered across Australia, and include Cultural Responsiveness Training and Healing Circles. CRT is now online and being delivered to individuals and organisations in a self-paced model. IWC Healing Circle Work has been rolled out since 2015, and has had a 96% success rate.

... in our precious peoples where our highest good is for all of us to have health, wellbeing and happiness?

FROM LOW ENGAGEMENT, NDIS NOW HAS A HIGH PROFILE WITHIN OUR COMMUNITIES

IWC took on the role of Local Area Coordinator (LAC) for the National Disability Insurance Scheme (NDIS) in the Bundaberg region at the start of 2017, and the first community engagement activities started on 5 April.

IWC worked alongside the National Disability Insurance Agency (NDIA) to prepare the community and key stakeholders for the sweeping change the NDIS would soon bring.

Two years on, and the outcomes have been substantial.

As the Partner in the Community with the National Disability Insurance Agency (NDIA), IWC took a baseline survey back in 2017. We needed to know what our community as a whole knew about the NDIS.

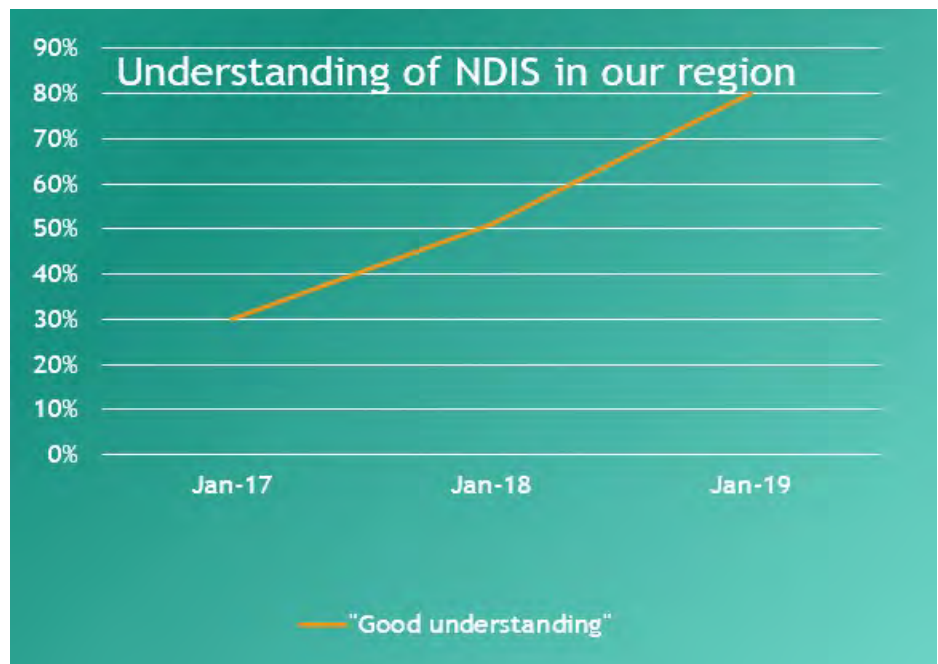
It turned out that less than 30% of respondents knew anything about the NDIS, or considered it an improvement to the lives of people with disability.

Working hard across the communities of Bundaberg region, by 2018 that figure had risen to 70%. Today, it is sitting at 94%.

The Bundaberg region was fortunate to have an LAC that began preparation for first plans three months in advance, which gave local participants the opportunity to be part of one of the smoother rollouts of the national scheme.

IWC used a range of strategies, including setting up regular engagement centres in Gin Gin, Childers, Woodgate, Bargara and Bundaberg itself. These would later be focused on hubs at Childers, Gin Gin and Bundaberg, each open to enquiries from the public twice per week.

What this meant for the community was there were opportunities to engage with an IWC LAC throughout the working week. This ongoing engagement was



94%

of survey respondents believe the NDIS is improving the lives of people with disability

- NDIS in Bundaberg Survey, January 2019

supported by IWC involvement at community events across the region, with IWC stepping up to support existing events and organisations as they brought the NDIS message to their respective communities.

A variety of stakeholders have played their part during this time, showing support for inclusive programs and messages. This is clear to see from the overt support and messaging that is visible in the community, whether in the form of business fronts, events, or mainstream language around the topic of disability.

Since the start of 2017, the Bundaberg region community's understanding of the NDIS has increased dramatically, and IWC has been at the forefront of that change.

By making staff available freely and consistently, IWC gave people a safe place to learn about the scheme at their own pace.

For some, a brief conversation in the community was enough to get them started on their journey. For others, multiple meetings with IWC's LAC team were the catalyst for a successful application for access to the NDIS, or connection with mainstream supports.

As the only Aboriginal community-controlled organisation in Australia to have won an LAC contract, IWC also took a strong approach to engaging Indigenous peoples in our region. The result: 7.6% of the participants in our region are Aboriginal or Torres Strait Islander.

ACTIONS TO IMPROVE ENGAGEMENT OF INDIGENOUS PEOPLES WITH THE SCHEME

- Recognise there cannot be a “one size fit all” approach
- Employ Indigenous staff who can provide cultural linkages
- Practise Cultural Responsiveness including following appropriate protocols
- Be proactive
- Be prepared to spend time to “yarn” so as to build rapport and understanding
- Understand that outsourcing programs or initiatives will not resolve engagement issues
- Involve Aboriginal and Torres Strait Islander representatives in the design of programs and initiatives to be deployed within Indigenous communities
- Educate children and communities around Indigenous history, and current practices and protocols



BUILDING A SUSTAINABLE FUTURE FOR ALL

The 2018-19 Financial Year was a time of growth and building for the future - quite literally. Massive strides were made on the expansion of the IWC Health & Wellbeing Complex in Bundaberg, Queensland. The architect-designed 4816 sqm expansion comprises two storeys of facilities with some surface and underground car parks.

Stage 2 is directly connected to Stage 1 of the complex, which opened in 2014 and has quickly become a landmark in the region, winning awards for both design and construction. Stage 1 of the complex has 2787 sq m of space, excluding car parks and gardens, so Stage 2 more than doubles its size. As a result, Stage 2 of the IWC complex means the continued growth of holistic services for all in our communities. Additions to the services at the IWC complex will include:

- An accessible health and wellbeing lifestyle gymnasium including steam rooms (Turkish baths) and massage chairs.
- Expansion of Allied Health services including:
 - ◊ Exercise Physiology
 - ◊ Physiotherapy
 - ◊ Occupational Therapy
 - ◊ Speech Pathology
- Onsite parking for staff and clients (161 vehicle

spaces)

- Stunning public areas including a colonnade with seating, public toilets, exhibition area and café
- State-of-the-art security
- WiFi and smart technology

***Lives are being
transformed through the
IWC model of care, and
we thank our
communities for their
respect and trust as we
work for the
highest good of all***



IWC General Manager Wayne Mulvany with the emergency generator built into the Stage 2 expansion.

IN OUR COMMUNITIES

Stage 1 of the IWC Health & Wellbeing Complex in Bundaberg was multi award-winning, but Stage 2 could be a lifesaver in the event of another major natural disaster or contagious outbreak.

Because nestled within its solid walls, set in a flood-free zone, sits two major innovations.

One is a 350kva generator with a six-cylinder diesel engine with a price tag of more than a quarter of a million dollars that will keep the purpose-built health and wellbeing facility expansion going when the power goes off.

The second is a pair of Isolation Suites, which can be put into action in the event of a major contagion hitting the region requiring patients to be separated from the mainstream medical and health operations.

The generator is powerful enough to ensure that, once the Stage 2 expansion of the complex is completed, we

IWC takes its community obligations very seriously

can keep going in a disaster situation.

In the past two major floods, in 2010/11 and 2013, and during other cyclonic episodes including tornadoes and storms, medical facilities across Bundaberg region were forced to close their doors.

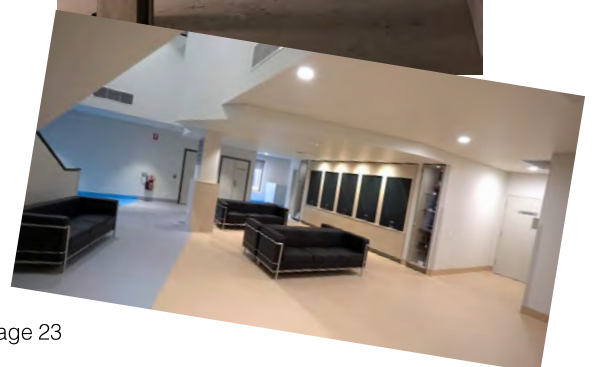
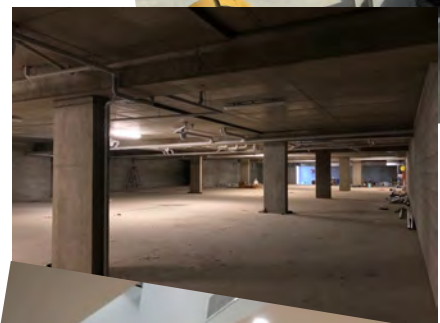
With this generator, the IWC Health & Wellbeing Complex will be able to provide a facility that can maintain primary health care services to our community during a disaster.

IWC takes its community obligations very seriously and has initiated this key piece of infrastructure that will significantly value add to disaster management. We see this as a major boon for our community. As well as being able to continue operations ourselves, we would invite other medical / health professionals into the facility during an emergency so the people in Bundaberg can have the health supports they need. Since the 2013 floods, Bundaberg region now has the Multiplex facility to provide shelter for people in the event of forced evacuation from their homes. IWC is proud to be able to offer this facility as an ancillary to that evacuation centre – this can be the community care and medical hub that will be needed in a time of emergency.

The Isolation Suites in Stage 2 will be another important addition to the region, and support containment of managing contagious situations. When the community needs this, the Isolation Suites will be ready to go. In other times, they can be used within normal operations.



Step by step,
the Stage 2
construction
has progressed
from concept
drawings to
completion



TAKING THE NEXT STEPS IN NORTH BURNETT

IWC is working on a project to build a brand new \$2.43 million health & wellbeing and community facility on the former YMCA site in Fielding St, Gayndah. The project will create a culturally responsive, purpose-built health & wellbeing, and community facility incorporating:

- A holistic approach to the health and wellbeing of the community
- Allied Health / Specialist services that support early intervention and prevention, and management of chronic disease and complex conditions
- Community services, with an emphasis on building capacity
- Disability services
- Sporting activities, utilising the indoor basketball stadium already on the site (refurbished), with additional gym facility
- Community events

Importantly, it will mean many of the current services and treatments that require a five-hour round trip to Bundaberg can be delivered on the ground in Gayndah.

This project supports IWC's commitment to build capacity in rural and remote North Burnett.



Through the \$2.43m project, the run-down building formerly used for YMCA activities (below) will be demolished to make way for a culturally responsive, purpose-built health & wellbeing and community facility, as shown in the artist's impression above.



The sports stadium, built in the 1990s, will be refurbished and additional toilet facilities will be constructed before it is reopened to the public.



From top: IWC and Eidsvold State School hold an Elders' visit for students; a Home Care bowls day; Mums & Bubs' Group; Hearing and health checks are delivered to North Burnett schools; IWC delivers NAIDOC displays of artefacts; Reconciliation Week 2019 Charity Golf Day.



Despite the limited physical scale of the Gayndah clinic, the operations sit within IWC's holistic model of care and provides access to medical and health services including:

- Support to attend general GP appointments
- Support to attend Allied Health / Specialist appointments
- Support to undergo the MBS 715 annual health check with their GP
- Family planning, antenatal care and postnatal follow-ups
- Health checks (age 0-elderly)
- Hearing checks for children and adults
- Cardiology
- Retinal eye scanning
- Ophthalmology
- Biomedical checks; Blood pressure, BMI, waist / hip ratio
- Dental
- Musculoskeletal conditions; pain, injuries
- Diabetes education
- Foot checks (podiatry)
- Blood sugar checks
- Dietetics
- ECG
- Endoscopy
- Colonoscopy
- Spirometry

We also deliver social and emotional wellbeing services:

- Home Care
- Advocacy with agencies
- Cultural supports and activities
- Healing Circle Work
- Mental Health supports - depression, anxiety
- Access to Alcohol & Other Drug supports
- Nursing home visits
- Mums & Bubs' Group
- Healthy eating and living education

We deliver information through the 18 schools in the region to children and adults, and offer hearing and health checks to both students and their parents.

In addition, we provide transport to and from appointments and activities. IWC delivers many thousands of transport journeys a year across its operations because we know the access barriers that exist because of transport issues. This is very much the case in North Burnett, which does not even have a regular public / government / council bus service in the region, or into major cities in the region such as Bundaberg.



ANCIENT WISDOMS CAN NOW BE SHARED THROUGH 21st CENTURY TECHNOLOGIES

The delivery of Cultural Healing services by IWC has taken a big step forward, with e-learning options being added to the portfolio.

Using the well-known Moodle platform, used by many academic institutions, IWC has developed a delivery method that can take cultural education across the nation, and the globe.

In this way, the ancient Aboriginal wisdoms that sit within the Cultural Healing education and training can be shared widely using modern technology.

It is accessed through the IWC website www.iwc.org.au, and through a dedicated e-learning site which is at www.culturalhealing.com.au. The training is being delivered in partnership with Kultchafi Services.

IWC Cultural Healing services include:

- Cultural Responsiveness Training (CRT)
- Healing Circle Work (HCW)
- Healing Circle Work Facilitator Training
- Gentle Footprints
- Gentle Footprints Facilitator Training
- Meditation
- Cultural Education in schools and at events
- Permanent display of Indigenous artefacts at IWC complex

Gentle Footprints build understanding around identity

Gentle Footprints offers a pathway in understanding personal and cultural identity in today's world. It is for:

- Youth who face confusion and uncertainty around their gender, culture, identity and heritage
- Adults who want to nurture bonds of communication with, and build the capacity of, youth in their communities
- Adults who want to take the first steps towards Healing Circle Work

Find out more at www.iwc.org.au

CULTURAL RESPONSIVENESS TRAINING DELIVERS RECONCILIATION IN ACTION INTO WORKPLACES

IWC Cultural Responsiveness Training (CRT) delivers a contextualised learning environment that provides participants with real-life scenarios, or vignettes.

Participants acquire practical knowledge and understanding of how to apply their learnings directly into their work environment.

Cultural Responsiveness Training evolves from ancient Aboriginal experiential learning processes.

It is a humbling transformational approach to sharing wisdoms and knowledges of how to best approach work practice across different cultures.

CRT exposes the cultural nuances of different World Views often overlooked by pre-conceived ideas of what is important and valuable to know and understand. It articulates an individual's practice whereby their skills and abilities are the focus of how to and why a certain process is implemented when engaging with others who are not of the same culture.

CRT ensures that the interchange is respectful, equal and compassionate so that dialogue that honours the cultures maintains participants' integrity.

It creates a safe space whereby

Sign up for CRT training online through the web booking form at:

www.iwc.org.au/culturalhealing

You can sign up a group, or as an individual.

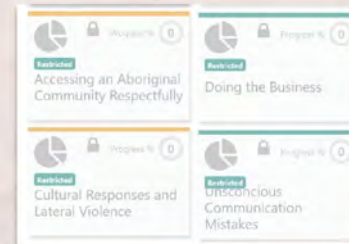
Step 2:

Create your user name and login. You will have access to the training for six weeks. A baseline survey will mark the start of your training.



Step 3:

Go through the modules at your own pace. There are videos, short quizzes, voiced real-life vignettes and opportunities to reflect. There also are a range of resources available with supporting information.



Small sample only of topics only

Step 4:

Complete the modules.

Step 5:

Certificate of Completion is provided.

a participant learns how to self-reflect meditatively about their practices in a positive manner that highlights any deficit requiring adjustment or adaptation.

CRT is not static. It shifts paradigms

to deeper levels of understanding whereby participants translate information and knowledge into wisdoms that are innovative, practice-oriented and based within further development of their skills and abilities.

Healing Circle Work is intensive, and therapeutic outcomes manifest

Healing Circle Work (HCW) is intensive work. It is not a therapy but therapeutic outcomes manifest. It demonstrates Aboriginal Cultural ways of doing business. Participants are motivated to deal with trauma and life challenges with honesty, integrity, trustworthiness, respectfulness, decency and fairness to themselves and others.

Entering a Healing Circle is suitable for addressing:

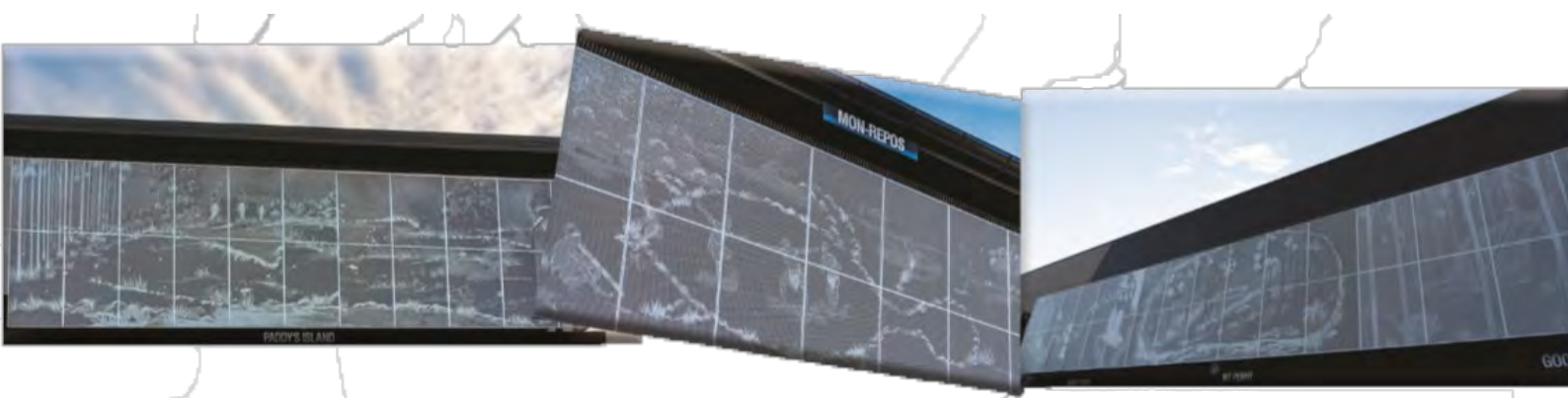
- Stolen Generation trauma
- Displacement
- Abuse

- Isolation
- Alcohol and other substance abuse and addiction
- Domestic and Family Violence
- Gender issues

On completing a Healing Circle, some participants may be eligible to go on to become a Healing Circle Work facilitator.

Additional training is available through IWC and Kultchafi Services to do so.

SHARING AN ABORIGINAL HISTORY OF REGION



THE region of Bundaberg, central Queensland, was the scene of bloody massacres of First Nation peoples in the 19th century. After the slaughter by mounted soldiers at Burra-ya-Bung (Many Dead), now known as Paddy's Island along the Burnett River ran red for days, and bodies floated to its mouth.

But for the generations after, acknowledgement and even discussion around the massacres was taboo. Even into the 20th centuries, many Traditional Owner peoples who spoke of it, or practiced their language and culture, were taken from their families, often never to see them again. Now, through IWC which works to deliver Reconciliation in Action every day, an Australian first has come to reality. Around our massive health and wellbeing complex, the history of Bundaberg as handed down by the region's Ancestors is being told.

The oral histories are told through 11 pictorial story panels which in all measure 80m long by 3m high.

The display wraps the building's streetscape.

The work has been undertaken with Traditional Owner / Elders Uncle Raymond (Willy) Broome, Uncle Wayne Mothe, Uncle David Broome, Uncle Jason Brown, Auntie Cheri Yingaa Yavu-Kama-Harathunian and the Taribelang Cultural Aboriginal Corporation's (TCAC) Byron Broome and Nicole Tiger.

IWC General Manager Wayne Mulvany said: "This entire process and opportunity has been one in which much emotion and tears have come to the fore, with an outpouring of long-suppressed pain and suffering carried by Traditional Owners / Elders. During the consultations, it has been very evident that a great weight has been lifted from the First Nations custodians of this region".

Uncle Willy Broome said: "For the first time in my lifetime,

the Taribelang Bunda have a Voice about our true history, and are able to honour our Ancestors for everybody to see. How can we have Reconciliation without truth? There has never been recognition of the blood that has been shed. When we talk about the massacres, it was women, children and babies who were slaughtered. That is the truth and it is time to recognise this."

Each of the stories is told inside the building, on plaques created by IWC in consultation with Elders. "We believe this is a first for Australia – a pictorial and written history of the stories of this region as told by the Elders. For hundreds of years, the history of this region has been from the perspective of Europeans.

But we are now providing the true history, from knowledge passed down by our Ancestors," said Auntie Cheri, who is an IWC Director. IWC CEO Ara Harathunian said: "IWC works to deliver Reconciliation in Action every day, and this is a vital step forward for our communities."

The Elders involved in the historical project said the display honoured

This process has been one in which much emotion and tears have come to the fore, with an outpouring of long-suppressed pain and suffering by Traditional Owners / Elders. It has been very evident that a great weight has been lifted from the First Nations custodians of this region.

- IWC General Manager Wayne Mulvany

their people.

Uncle Jason Brown said: "This is an opportunity to reconcile to Creator Spirit and to family, past, present and future.

"The Ancestors will be looking down and proud. What IWC is doing is such a blessing to families and our communities."

Uncle Wayne Mothe said: "This is the telling of the truth by Traditional Owners, and that is its real value. Finally, the Elders are being listened to. It is time the

THROUGH AN 80M-LONG PICTORIAL DISPLAY



The artworks by Jacky Poulter, which were used to create the screens, from top left: Areas today known as Mt Perry; Goodnight Scrub; Kolan; Bingera Weir; Mon Repos; Burnett Heads. More images overleaf.

How the screens were created

The Elders identified the key locations and incidents captured in the pictorial screens, with a double screen being dedicated to Paddy's Island. Initially, the Elders came up with 20 or more potential pictorial topics, but those had to be narrowed down to fit with the scope of the Stage 2 streetscape. From there, IWC commissioned local artist Jacky Poulter to develop the artworks that captured the oral histories passed down to the Traditional Owners through their Ancestors. High-tech processes were then used to create the laser-cut aluminium panels designed to stand up to all weathers.

message is heard so we don't lose our real history." Uncle David Broome said: "I feel very pleased that the reality about the Traditional Peoples is being recognised in the community. IWC has taken it onto themselves to involve us in what is happening here and presenting the truth about the area and its history. It's a visual recognition as well. It's here for everyone to see." Plaques and the original artworks from which the screens were created are on public display within the complex. The TCAC delivers Bundaberg culture tours that include the IWC complex, which also houses the largest permanent collection of Indigenous artefacts in the region. The TCAC is incorporating the historical display into those tours.

"I am very proud to be a part of this, and thank IWC for letting the truth out in such a different, honest and high-profile way," said Mr Broome. "It is going to change a lot of perceptions in the community for the better. It's good to see community working with community to get such an outstanding result. This information and education going up now is going to see us through the next generations, and showcases the true stories of this region." Auntie Cheri said: "To be able to sit with my Elders and talk about the history of our people is very humbling. To see it depicted in the way it has been done is very moving. I am emotional about it. have learned so much on this journey about myself and my family, and for that

ABORIGINAL TERMS OF REFERENCE

IWC's service is unique in that our organisational values are culturally defined because they are based on Aboriginal Terms of Reference (ATR). The principles espouse:

- Appreciation of Aboriginal diversity
- Reaffirmation of Aboriginal culture
- Confirmation of identity in the context of own Aboriginal environment
- Recognition of historical, cultural, political and economic realities
- Validation by group for assessment of achieving a negotiated standard
- Developing individual and collective options

ATR Definition

Aboriginal Terms of Reference (ATR) encompass the cultural knowledge, understanding and experiences that are associated with a commitment to Aboriginal ways of thinking, working and reflecting. ATR incorporates specific and implicit cultural values, beliefs and priorities from which Aboriginal standards

are derived, validated and practised. These standards vary according to the diverse range of cultural values, beliefs and priorities from within local settings and specific context ... (and) will be able to place terms and conditions on transactions in order to retain that which is important to their own lives"

(NRM 1997, p20: Cited in Yavu-Kama-Harathunian & Tomlin: 2007)

Cultural Philosophical Ethos

Underpinning the IWC ATR framework is a Cultural Philosophical Ethos (CPE) theory. CPE is that essential spiritual sense of knowing that underpins all that evolves from an individual's layers of understanding, histories, life experiences, knowledge, learning processes, beliefs, values, attitudes, motivations, awareness and sense of self as a human being who belongs to a particular cultural group. It is the storehouse housing their experiences, everything that gives them recognition for their sense of belonging and being part of a cultural group. It connects internal and external human experiences to their spiritual and cultural identity.

- Cheri Yingaa Yavu-Kama-Harathunian (1998)



From previous page

I am grateful to Creator Spirit just to be alive at this time because I know we've left a legacy for our next generation. There is so much hope now for a better future."

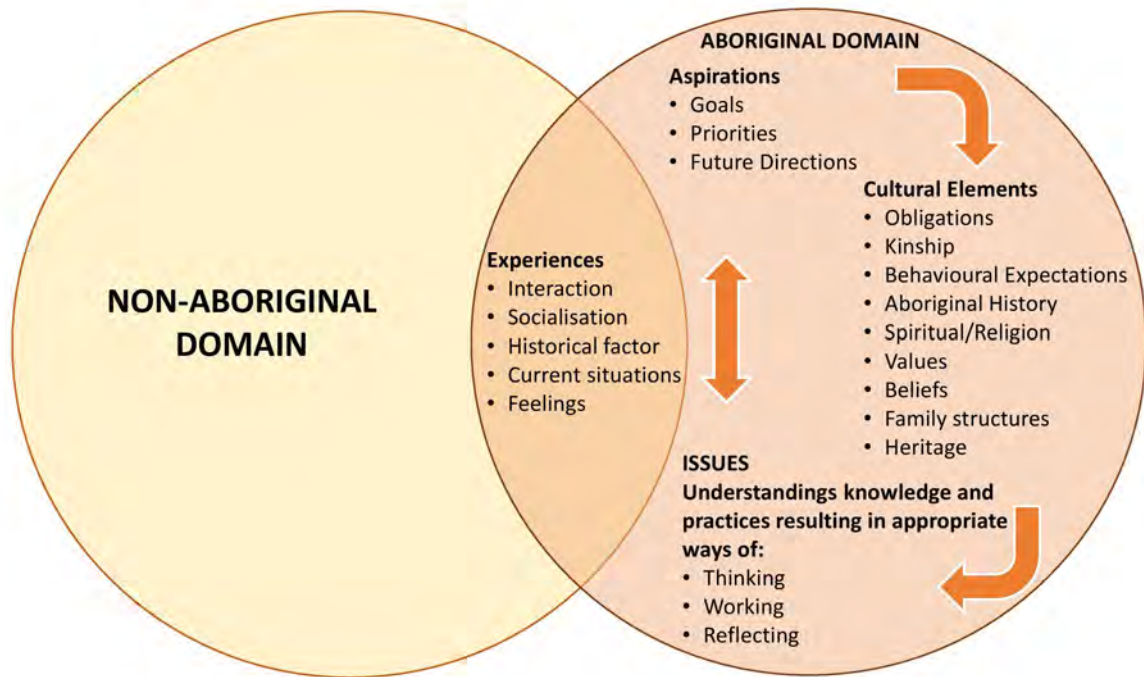
Mr Mulvany said: "It's humbling for me. I see the outpouring of information and ancient knowledge, and it is building a positive future for our Traditional Owners.

"Since being with IWC and spending time with the Elders, I've gained some insight into their lives and

what has happened to the Indigenous people over the years. The one thing that was always missing in this region was knowledge of stories from Traditional Owners, and when we were starting the Stage 2 building it became apparent there was an opportunity to utilise a piece of infrastructure to display this information that cannot be removed.

"It was a great opportunity for IWC to play an important role to provide information and education to the wider community – based on their stories and legacies."

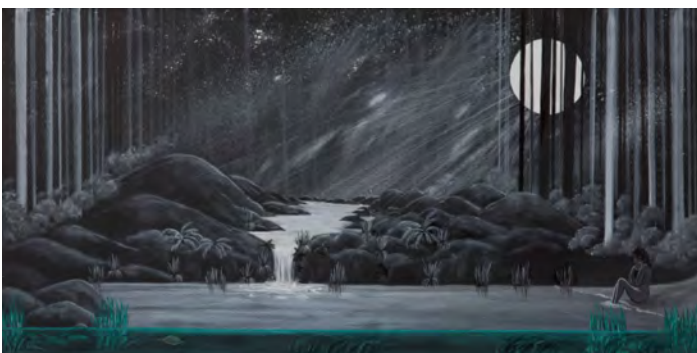
Aboriginal Terms of Reference Conceptual Framework



Replicated from Aboriginal Community Management and Development Workbook, Workshop 2: Aboriginal Ways of 1, 1996, p.28.



Left and above: Two paintings showing Paddy's Island, the scene of one of the bloody massacres in the region. Below, areas today known as Kepnock East and The Hummock. Artworks by Jacky Poulter.



VOICE OF RECONCILIATION HEARD LOUD AND CLEAR

Every year, IWC is sought out to provide keynotes at national and international forums, and to provide opinion in media channels



In May 2019, IWC was once again recognised in the region's Power 50. After being introduced into the Power List in 2018, with IWC GM Wayne Mulvaney being in the top 10, IWC achieved two of the 50 spots in 2019, with IWC Director Aunty Cheri Yingaa Yavu-Kama-Harathunian joining Wayne in the list.

Left: In June 2019, IWC was part of a delegation from Bundaberg invited to Parliament House in Brisbane to showcase the region's success stories.
Right: IWC Co-hosted the International Indigenous Chronic Diseases and Conditions Conference in Cairns in August





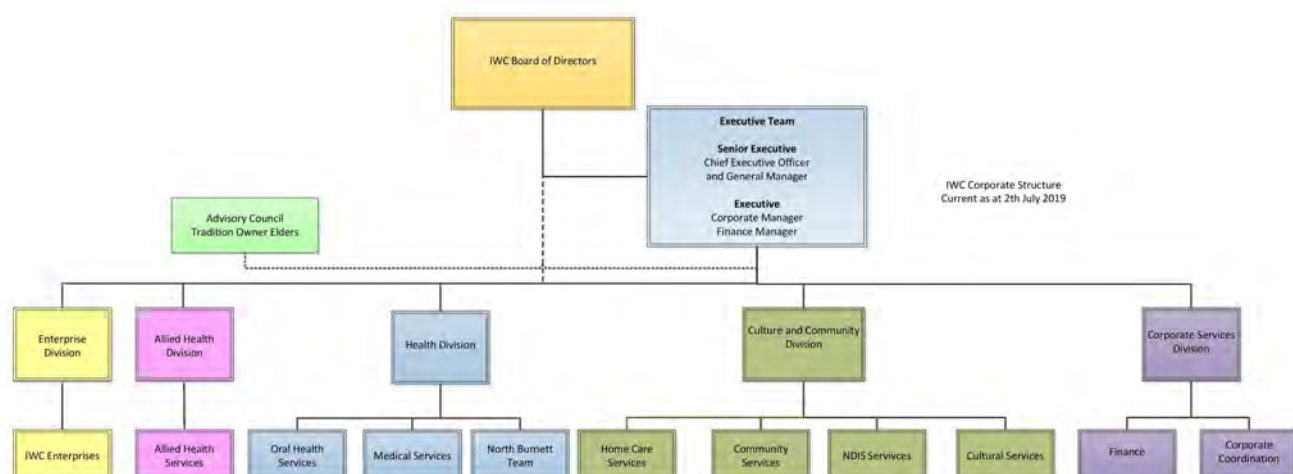
\$292,000

During the 2018-19 Financial Year, IWC received \$292,000 worth of media coverage: TV, print, online and radio.



Coral Coast Radio
94.7FM

ORGANISATIONAL PROFILE



Accreditations and exemptions

- ISO 9001:2015 (since 2010)
- AGPAL 2016-19 (since 2012)
- QIP (Quality Innovation Performance)
- Human Quality Services HSQ Standards for Community services
- Human Quality Services HSQ Standards for Disability services
- Registered with the Australian Securities and Investment Commission.
- Registered with the Australian Charities and Not-for-profit Commission
- Disability Service Standards CSTDA NMDS Codes
- Home Care, Aged Care Provider
- Radiation Apparatus/X-Ray approvals (and others)
- Home Care Quality Standards, receiving an 18/18 met rating by external DSS auditors
- Queensland Health Quality Framework Exemption
- Approved family counselling organisation under Family Law Amendment (Shared Parental Responsibility) Act 2008

Registered business names

Indigenous Wellbeing Centre

IWC Australia

Integrated Wellbeing Care

First Nation Business Institute

Voice of Reconciliation

IWC Dental Practice

IWC Campfires

Guava Café

Pivot21

LifeAware

Healing Circle Work

Aboriginal Terms of Reference

Murri Care

ORGANISATIONAL PROFILE

Senior Executive

CEO Ara Harathunian

General Manager Wayne Mulvany

Executive

Corporate Manager Leanne Connors

Finance Manager April Pattinson

Registered offices

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15 McLean St, Bundaberg, Qld, 4670

Cnr Gordon and Pineapple Sts, Gayndah, Qld 4670



April Pattinson



Wayne Mulvany



Ara Harathunian



Leanne Connors

Cultural Advisors

Senior Cultural Advisor Aunty Cheri Yingaa Yavu-Kama Harathunian

Cultural Advisor Stirling Eggmolesse

Stakeholder information

Auditors: DGZ Chartered Accountants

Bankers: Westpac Bank

Solicitors: Baker O'Brien Toll - Property Settlements; Paxton Hall - Corporate; Webb & Co – Human Resources

Corporate: ASIC



Stirling Eggmolesse and Aunty Cheri

IWC would like to acknowledge its stakeholder funding departments:

Department of Prime Minister & Cabinet

Department of Health

Department of Infrastructure and Regional Development

Queensland Health

IWC programs, services and initiatives also are supported by funding from:



Australian Government



Queensland

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Cultural Services

**184 Barolin St
Bundaberg, Qld 4670**

Home Care Services, Bundaberg

**15 McLean St
Bundaberg, Qld 4670**

Multidisciplinary Care Team and Home Care, North Burnett

**Cnr Gordon and Pineapple sts, Gayndah,
Qld 4625**



IWC is a non-government, Aboriginal Community-Controlled organisation dedicated to delivering Reconciliation in Action across Australia.

IWC provides services for all without discrimination, with a focus on Indigenous, disadvantaged, at-risk, vulnerable and frail peoples.

IWC is a registered charity under the Australian Charities and Not-for-Profits Commission (ACNC). We welcome the support of our friends and partners.

Donations over \$2 are tax deductible

ABN: 96 356 361 867

Make a direct donation to the IWC:

Bank: Westpac

BSB: 034 122

Account Name: Indigenous Wellbeing Centre Limited

Account No: 606719



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IWCLtd

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