



## quality of care report

2012 - 2013

### Statement of Purpose

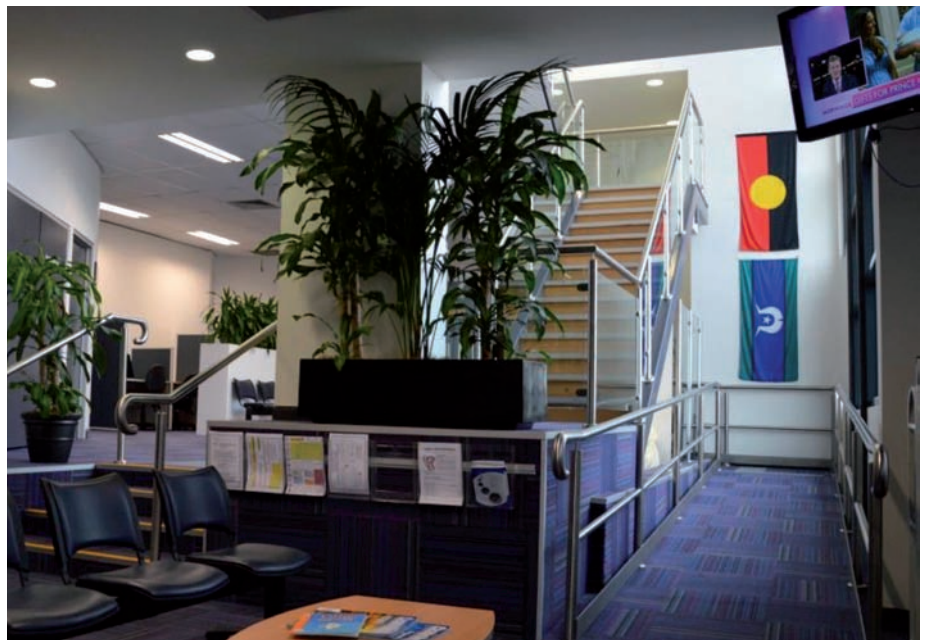
*"We are driven through our commitment and passion to provide high quality services that embrace diversity and empower choice"*



PRIMARY CARE  
**CONNECT**

# Works Completed **Stage 2**

In May 2011 PCC received funding from the Commonwealth Government of close to \$4.2M for the construction and fit out of a second storey, expanding the current integrated primary care facility, on the property commonly known as 393 – 399 Wyndham Street, Shepparton. An official opening will be scheduled for October 2013.





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# Report from Board Chair 2012 –2013

On behalf of the Board of Directors I present the 2012 – 2013 Quality of Care Report.

Primary Care Connect has completed an extraordinary year and I believe it has clarity of direction, is stronger and better prepared to take advantage of future opportunities. The enthusiasm and motivation to make the necessary changes to maintain our role as a quality and responsive service can be felt throughout the organisation– from the Board, Leadership and Management team and staff team. We have a lot to celebrate including the completion of the new building, a new management and leadership team, a loyal and committed staff team and a growing number of partnerships. And, of course, challenges will continue.

Jill Hutchison, CEO left to take up a position in South Australia at the beginning of 2013. We thank her for her contribution to PCC and wish her well in her new position.

Hamish Fletcher, Deputy CEO appointed as interim CEO led the organisation through the accreditation and strategic planning processes. His expertise in community health, vision for the future and commitment to building and maintaining strong networks in the region has driven changes in line with the new Strategic Plan and recently revised PCC mission and values. The results are impressive and it was with full confidence of the Board Hamish was formally appointed CEO on 1st July 2013. Rebecca Lorains has since been appointed to the Deputy CEO position.

There was also very challenging and difficult period which tested us all. Along with continued uncertainty around government changes in the health sector there was a growing belief that the government was looking to streamline funding processes and deal with a smaller number of funded bodies capable of delivering services over wider areas. What did this mean for Primary Care Connect? Where did

Primary Care Connect fit? What would be in the best interests of the community and the clients we serve?

The Board considered various options, held discussions with Goulburn Valley Health and concluded that community interests would be best served by remaining as a stand alone organisation. It did so recognising that the flexibility and proactive solutions that PCC offers would best suit client needs. But it also meant change and renewal across the organisation in governance, management and strategy. That the staff continued to work through this difficult time with dedication is testament to the strength of the leadership team and to the commitment of the staff members. Thank you for your loyalty over this time.

Following the decision to remain as a stand-alone organisation a sense of energy has re-invigorated the company. New CEO Hamish Fletcher, and a new Leadership and Management Team have captured this energy to work creatively with staff to transform services, systems and processes improving quality and better serving the needs of our community.

As a service provider across the width and breadth of the community PCC is committed to providing services that clients from any background feel confident and safe in attending. Training in cultural awareness in indigenous culture was provided for all staff to increase knowledge and understanding. The development of academic partnerships to identify suitable research projects to evaluate programs and outcomes is another gauge of service quality and we look forward to research projects commencing in the near future.

Planning for the year included a comprehensive examination of the company's mission, values and strategic direction utilising surveys and feedback from staff and externally from the community and local services. Many helpful suggestions helped inform the development of the strategic plan and management strategies.



Quality Innovation Performance (QIP, which was formerly known as QICSA), regularly reviews organisations in the health sector. It provides an external benchmark for PCC to measure the quality of its standards, systems and processes against industry practice. QICSA conducted the Accreditation Review during the year and the implementation of recommendations for improvements is proceeding.

The renovation and refurbishment at 399 Wyndham Street will be formally opened in early October. It provides modern and comfortable facilities for staff and clients and additional spaces for special programs and community activities. The Board acknowledges the fortitude of staff during the building period and their commitment to maintaining service to clients with as little disruption as possible.

As the winds of change continue to sweep through the community health sector PCC is forging new partnerships and strengthening existing partnerships. Closer alignments are developing across the region as government changes in funding develop in the next few years.

#### **The Board:**

In this uncertain environment the Board recognised value in meeting with other Boards especially those with which we had service partnerships. The Board has met with partner organisations at whole of board meetings and in addition the Chair has met individually with local Chairs of partner organisations. These meetings have been productive and I believe will be a useful support to the work of the management teams.

The Board continues to improve governance practices and the year's program will include a Board Assessment and regular reviews of strategy and outcomes.

#### **Directors:**

During 2012 we lost the services of Gloria Kilmartin. We thank Gloria for her commitment and contribution to the board and her leadership of the Clinical Governance subcommittee. Long standing Director Don Kilgour will retire at the 2013 AGM. Don's passion for the community made an enormous contribution to PCC along with his skills in the marketing and public relations area. Danielle Cricelli and Michelle Luscombe complete their terms in 2013. Each has new commitments in other areas and the Board will miss their fresh ideas and enthusiasm.

Thank you all for your contributions to PCC. The appointment of new Directors at the AGM meets the Board's commitment to adopt board succession strategies and renewal of Directors over

As I said at the beginning it has been an extraordinary year but a fitting conclusion to my term as Chair of Primary Care Connect. I believe we enter the coming years confidently and with enthusiasm. With a new leadership team and a focus on continuous quality, PCC is in a strong position to take advantage of funding opportunities and to respond positively to the challenges ahead.

My sincere thanks to each of my fellow Directors for their support and wisdom this year and over the previous five years. Finally I thank you all for the privilege and opportunity to serve as Chair of Primary Care Connect.



**Barbara Brown**  
Board Chairperson



# Chief Executive Officer's Report

Along with the huge amount of change that is happening in the health and community sectors at all levels of Government at the moment, Primary Care Connect (PCC) has undergone a large amount of change within its own walls recently. We have just come to the end of a two year building project that brings to the organisation great opportunity for innovation and growth. PCC can now offer a range of meeting spaces and professional facilities that change the way we interact with the community and with other services in our area. The building project also updated all of the existing consultation spaces and added three new family rooms. We have upgraded all of the existing clinical treatment spaces and added five new clinical rooms to the list, along with a wonderful new reception area, gym space and entrance facade. This re-development now presents the organisation with the challenge of growth and ensuring that as we look to fully utilise this resource, we are continuing to grow in accordance with the needs of the community we service.

For Primary Care Connect our immediate future involves building our relationship with the General Practitioner Community in our catchment areas. We want to be able to provide high level professional care to their patients across a broad range of service areas. This can be in the areas of Allied Health like Dietetics, Physiotherapy, Occupational Therapy or Community Health Nursing. Or with many of our other Community Services like Gamblers Help, Alcohol and Drug support, help with Family Violence issues or Financial Counselling. Along with the GP Community there are many other services that we seek to work closer with, whether that be through formal working partnerships or building better relationships between our staff. The commitment to partnerships is seen as a key platform for our organisation to ensure we put the needs of our community first.

Other areas of change have been the departure of former CEO Jill Hutchison and my appointment to the CEO position from my role as Deputy CEO for the last three years. Along with this change has come the need to take a fresh look at the management structure of the organisation and to make a number of difficult decisions to ensure that the most appropriate team was in place, relevant to our size and the need to be as financially responsible as possible.

I feel that PCC is well placed to take on the challenges of the changing health landscape. I feel that there is new enthusiasm across all areas of the organisation that will drive the changes needed and work with all to provide high quality, easily accessible, integrated Primary Health Care.

I want to take this opportunity to thank the staff for their dedication and commitment and to also thank the Board of Directors for their vision, willingness to grasp new ideas and their support. Their voluntary contribution to the organisation is in the spirit of true community leadership.

**Hamish Fletcher**  
Chief Executive Officer

# Leadership & Management Team



## **Leadership & Management Team**

*Back L to R: Kim Scott (Manager Counselling), Hamish Fletcher (Chief Executive Officer), Ian Woolstencroft (Manager Information Communications and Technology) and Rebecca Lorains (Deputy CEO/Clinical Director)*

*Front L to R: Tim Andrews (Manager Refugee Services), Trudie Reister (Director Corporate Services), Lynne Macdougall (Manager Alcohol Tobacco Other Drugs) and Peter Lavryssen (Manager Integrated Health/Systems, Quality & Risk)*

## Quality, Risk and Safety

### **Governance:**

The Board of Directors are responsible for the governance and strategic planning of the organisation. The Board meet monthly at PCC and has the responsibility of overseeing four subcommittees being; Finance Audit and Risk and Clinical Governance Subcommittee, Building Committee as well as the Remuneration, Performance, Nomination Committee.

### **Accreditation:**

Primary Care Connect underwent its seventh accreditation cycle with QIP (Quality Innovation Performance) earlier this year in March with the next review to occur in 2016. The review is an assessment against the Department of Human Services (DHS) and the QIP Standards and occurs on a three year basis. The outcomes and recommendations from the review were received in May 2013 which has



*Quality, Risk  
& Safety  
Chairperson  
– Paris  
MacDougall*

given Primary Care Connect an opportunity now to implement a new Quality Work Plan which will see many new and exciting initiatives transpire over the next three years.

#### **Staff Work Health Checks**

In 2012, staff at Primary Care Connect were given the opportunity to undergo free health checks from La Trobe Community Health Service (LCHS) to identify any potential risks for the development of diabetes and cardiovascular disease. The WorkHealth check was conducted by a qualified nurse from LCHS and involved:

- Lifestyle questionnaire
- Check blood pressure
- Take waist measurement
- Check blood sugar and cholesterol (by taking a small sample of blood from the finger)

Staff will be encouraged to participate in these health checks annual to ensure a healthy and happy workplace.

The purpose of the Primary Care Connect (PCC) Quality, Safety & Risk Committee (QSR) is to:

- Ensure PCC meets all statutory obligations relating to occupational health and safety;
- Ensure that the philosophy and practice of continuous quality improvement is integrated into the policies, procedures and practices;
- Promote a culture which supports and values these activities in relation to Quality, Safety and Risk;
- Facilitate cooperation and consultation between PCC employees, management and Board of Directors (BoD) in the maintenance of a quality and safe workplace which limits risk and promotes health and wellbeing.

The QSR Committee has been very active in the contribution and dedication to continuous quality improvement within the organisation.

This is some of the great work and insightful new projects that staff have helped implement at PCC:

- Project Implementation Template
- Client Welcome Kit
- Youth Health Card
- Improvement of Needle Syringe Program response times
- New Duress Alarms installed in counselling rooms
- Streamline Intake procedures

#### **Have Your Say**

As part of PCC's commitment to continuous quality improvement, clients, community members and stakeholders are encouraged to complete a "Have Your Say Form" which provides the agency feedback about the service that has been received.

Primary Care Connect values client feedback and has Have Your Say Forms available online as well as in each counselling room.





Trish with her  
adorable dog Muffy.

# "Behind the White Picket Fence"

*Client Story about domestic violence and the healing process.*

We all have the dream of the perfect happy home, the white picket fence, the lovely cottage garden with the tree swing and sweet innocent children running through a sprinkler on the lawn on a hot summer's day. Yes, I am sure that sounds a familiar almost fairy tale scenario for a lot of us; however we must seriously be careful what we wish for.

Being born into a family and into a home with the proverbial white picket fence, the Australian dream with the security of Mum & Dad owning their own home, the four children, one car plus having maybe a pet or two, you would be considered pretty lucky.

Well I had all that as a child. But if I minus the pets, minus the loving mother, (she only loved my 2 older and 1 younger brothers) and minus the fact that there was certainly no security where I was concerned as both my Mother and one older brother abused me every day either physically, mentally and emotionally in every way possible.

Now, minus the fact that when they could no longer keep physically assaulting me due to being unable to explain all the bruising and scrapes on my little body and the missing patches of my hair.

Now minus the fact that the mental and emotional abuse kicked up a notch when they could no longer be as physically violent with me and minus the fact that at the tender age of 8 years old the well trained and eager abusive brother took on a new role for himself as sexual abuser which resulted in over 400 individual sexual assaults.

Sadly, also minus the fact that my beautiful loving and caring father died suddenly when I was 16.

I escaped my mother and brother by leaving school which I loved at a very young age to get a job so that I could afford to pay my way and get out of the hell hole which was my family home hidden behind the white picket fence.

Then add to all those painful damaging experiences, a new 'white picket fence', a new home, now my own where love, peace, safety

and security would surely dwell, add my being married and having 3 beautiful children, then whilst loving this man, our children and our home, then add to that 15 years of being physically, mentally and emotionally tortured whilst trying to raise, teach, protect and love my 3 very precious children.

Then add another white picket fence scenario and take away all my joy that my children and I had thrived on for 6 months in a new relationship with a man that had been my rescuer and sanctuary. As all fairy tales tell us there is sure to be a 'Wolf in Sheep's Clothing' hiding in every closet. Add another 15 years of premeditated, coordinated and articulated mental and emotional abuse.

Now if you minus the enormous number of tears that rolled silently down my cheeks, the number of pills I take each day just for my nerve and the number of days my body ached as my spirit withered, you will most likely end up with a big fat zero.

Zero is a great number as that is how many abusers I have at present.

Number 3 is a great number too as my children are all grown up and I enjoy every moment I can with them.

Number 1 is my favourite number right now as I have 1 beautiful new Grandson, 1 man who cares for me and 1 Domestic Violence worker who is doing a really great job and I thank her for the opportunity to write this overview of my life.

Finally for my whole life I have looked up to sky to pray for help or strength or death to come and save me from the hell in which I lived, because living behind the "white picket fence" means that bad things don't happen to you. Your white picket fence should be the holy grail of living happily ever after.

Yesterday I looked up to the sky and I saw the tops of trees, beautiful, graceful branches with lacy leaves waving at me and I said "Thank you".

# "Yorta Yorta Dreamtime"

Mr Adam Cooper-James is a member of the Cooper Family and is a proud Yorta Yorta Man.

Adam came to PCC to gain support to better deal with issues relating to grief and loss.

Adam has continued to engage with PCC through a variety of programs and remains well on his road in recovery.

During his engagement with PCC, Adam asked that he be able to paint a painting for PCC, as a show of gratitude for the support he has received.

Adam stated that he commenced painting in 2006 and the inspiration for this painting came by the way of a dream. Adam stated he woke one day with the image of the painting in his mind and set down to recreate that vision. It took Adam about 2 months to complete.



Artist Adam Cooper-James with his painting "Yorta Yorta Dreamtime"

## Television Ads

In early 2012 PCC launched into a new way of reaching out to our community, television commercials!

The staff happily participated in these ads which are screened daily on local television channels.

# Integrated Health Team **Dietitian**

You are what you eat – not literally of course. However it is true that what you eat will have a great impact on your physical and mental health and wellbeing and the energy you have to get through your day. If you eat high fat, sugary foods and skip meals, you are more likely to feel flat and moody, gain extra weight and develop chronic disease in the long term, such as diabetes, heart disease and cancer. If you eat a balanced and varied diet, you are more likely to look and feel great and have better health, now and in the future.

Dietitians are health professionals trained to talk to you about healthy food choices and to show you that healthy eating is not a bore – it can actually be fun, enjoyable and delicious! A Dietitian can help if you are trying to manage a medical condition, control your weight, feed your family, demystify food labels and much more.



*Chair-based exercise group meets every week at PCC.*



*Nordic walking group is a brilliant form of exercise that builds core strength and is low impact suitable for anyone needing to improve overall fitness.*





#### **Counselling Team**

*L to R: Jill Evans (Clinician), Heather Turnbull (Gambler's Help Counselling/Community Educator), Aurelia Spencer (Financial Wellbeing Worker), Janine Norris (Generalist Counsellor), Meredith Plunkett (Parent Education Co-ordinator), Khloe Brown (Gamblers Help Counsellor and Community Educator), Judi Brooks (Financial Wellbeing Worker), Kim Scott (Manager), Jenny Morgan (Clinical Support Officer), Mark O'Sullivan (Financial Counsellor), Debbie MacDonald, John Hebbard (Financial Counsellor) and Grant Rowe (Financial Wellbeing Worker)*  
*Absent: Claire Walsh, Ian Murray, Gerard Parsons, Vicki Rowland, Lawrie Waldron and Narelle.*

## Gambler's Help Youth Creative Design Competition

Primary Care Connect undertook a youth focused Creative Design Competition for young people aged between 16-25 years old who reside in the Greater Shepparton, Strathbogie and Moira Shires. The two top entries for the visual based creative design category received iPads as prizes and the winner for the merchandise design and the event design category received an iPod. All events were delivered in partnership with the Goulburn Valley Primary Care Partnership and Word and Mouth and involved consultation with young people at key points during implementation. The entrants in the competition increased their awareness of Gambler's Help services and responsible gambling practices. Speeches delivered to event attendees included a focus on why gambling awareness is important in young people and information on Gambler's Help services and responsible gambling practices. The two winning posters were also displayed at the movie event. In addition the survey increased awareness of Gambler's Help services.



*Venue Support Worker - Lawrie*

## Gamblers Help Program

*"I have found that generally venue management and staff are very supportive of this program and are open to strategies that can help their patrons in the areas of responsible gaming. The training and development of venue staff to better handle situations and challenges that arise for them is one of these strategies. I look forward to continue to work with venues to ensure a fun, entertaining and safe environment for our community."*



# Gambler's Help Venue Support Program

The Gambler's Help Venue Support Program was launched in September 2010 to support Victorian gaming venues in building and maintaining responsible gambling environments. Twenty-four Venue Support staff are currently employed by Gambler's Help agencies throughout Victoria to provide training and support to these venues, and to help them develop responsible gambling policies.

This support helps gaming venues to:

- identify and respond to patrons displaying signs of problem gambling
- raise awareness among venue staff about, and encourage referrals to Gambler's Help services, self-exclusion programs and other community support services
- meet the requirements of their Responsible Gambling Codes of Conduct
- create and maintain responsible gambling environments.

The Gambler's Help Venue Support Program provides training and support in responsible gambling practices and environments for gaming venue staff and management.

Venue Support Workers do not assess compliance – that remains the role of the VCGLR.

Venue Support Workers have been recruited for their interpersonal skills and their ability to work in partnership with gaming venue managers to successfully train and provide assistance to venue staff. They come from diverse backgrounds and work experiences. Some have worked in gaming venues while others have a training background or have worked in the community sector.

Building strong relationships with venue managers and gaming staff are paramount to be able to achieve the most from this role for both the venue and the VSW. Without these relationships it is nearly impossible to build rapport with the venues.

# Financial Management Program

The launch of the Place Based Financial Management Program occurred in July 2012 with a visit by Hon Jenny Macklin MP, Minister for Families, Community Services and Indigenous Affairs and was a great success thanks to the efforts of those people involved.



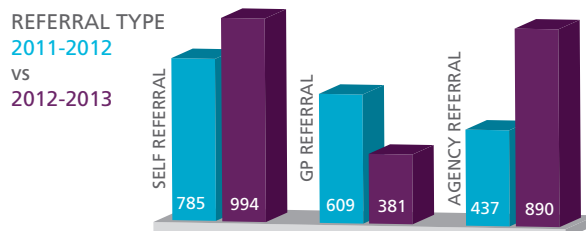
*Previous CEO, Jill Hutchison, Minister Jenny Macklin and Board Chair Barbara Brown for FMP launch July 2012*

# Our Consumers

Primary Care Connect (PCC) provides services and information to anyone who needs a helping hand in the geographical areas of City of Greater Shepparton, Moira and Strathbogie Shires.

Consumers that access PCC come from a wide range of diverse backgrounds including Refugee and Aboriginal Communities. A majority of our consumers access our services themselves followed by being referred by another agency and then their GP.

Below is a chart that shows the number of referrals by type for the Financial year 2012/2013 compared to the previous Financial year 2011/2012.



## Refugee Services Team



**Refugee Services Team**

L to R: Jawad Shah (Bilingual Worker), Tessa Spiller (Refugee Health Nurse), Sean Renehan (Torture & Trauma Counsellor/Advocate) and Tim Andrews (Manager/Torture & Trauma Counsellor/Advocate)

# Student Services

*"I have really enjoyed my placement at Primary Care Connect. I have had the opportunity to work with staff from a wide range of professional backgrounds in a diverse range of programs. I have received fantastic support from my supervisors and manager. They have encouraged me to challenge myself and make the most of my time on placement." - Jemma*



Nasha Liew – VCAL Student



Rabia & Fazella – VCAL Students



Jemma and Jack – Social Work Students

For the period dated July 2011 up to the date this report was written Primary Care Connect (PCC) has been host to the following students.

Discipline	Number of Students	University/TAFE	Length of Student Placement
Nursing	3	Charles Sturt	2 weeks
Medical	7	Melbourne University	2 weeks
Counselling	4	Victoria University TAFE La Trobe University	2 weeks
ATOD	1	TAFE	2 weeks
Social Work	1	Melbourne University	15 weeks

# Alcohol, Tobacco and Other Drugs



## ***Alcohol Tobacco and Other Drugs Team***

*Back L to R: Tony Colmer (4 C's Clinician), Cara Myers (Rural Outreach Diversion Worker), Kerri Brown (ABI Clinician), Jill Evans (4 C's Clinician), Madden (Clinical Support Officer) Garry Semmens (4 C's Clinician) and Georgia Wagner (4 C's Clinician).*

*Front L to R: Barb Forrester (Supported Accommodation Worker), Lynne Macdougall (Manager) and Suzanne Jacobs (Youth Outreach Worker).*

*Absent: Broni Paine and Kirsten Atkinson*



# Acquired Brain Impairment/Alcohol, Tobacco and Other Drugs Clinician

My name is Kerri Brown and I am the Acquired Brain Impairment/ Alcohol Tobacco and Other Drugs (ABI/ ATOD) Clinician at Primary Care Connect.

As the ABI clinician my role is to provide clients with specialist alcohol and other drug assessment, treatment and monitoring to ensure that the client receives the appropriate treatment and therapeutic interventions.

To be involved in the ABI/ATOD program clients need to have a current ATOD history or have an ABI or suspect that they may have one.

My position covers the entire Hume region and I have been fortunate enough to develop a wonderful working relationship with Nexus Primary Health in the Southern region of this area. This relationship has seen the expansion of ABI /ATOD services to the Seymour, Wallan, and Broadford areas.

I have also worked hard to expand the number of Neuropsychologists that are available and willing to work with our client group. This group of available Neuropsychologists have grown from one to eight, which has made a vast improvement to the time lines in gaining an assessment for my client group.



## Case Study:

Susie is a 43 year old woman with an extensive forensic history, Acquired Brain Injury, Domestic Violence and a 17 year substance abuse history.

I have been working with Susie for 6 months to help her understand her ABI, adjust to the process that Susie needs to best function with her ABI and her daily living skills. Susie has successfully completed a general computer course and purchased a computer since learning new skills with the added support of her ABI worker.

I received the referral for Susie from her Drug & Alcohol counsellor from another Community Health Service in the Hume area. (Part of the role of the ABI/ATOD clinician is to cover the whole of Hume area) Together we worked collaboratively with Susie's other workers, DHS Case Manager and Office of Corrections, by doing this it has been a coordinated team approach, where Susie felt supported and any new information was consistent.



# SAP Drug and Alcohol Women's Supported Accommodation Program

The Supported Accommodation Program has been offered by PCC for a number of years. The program was developed to support women who have recently withdrawn from alcohol or other drugs, and are accessing the support of the alcohol and other drugs team. The program traditionally supports women through the provision of short term housing, which offers a stable environment that does not actively encourage consumption of drugs, but does encourage positive change.

The past year has seen a growth in the program to meet the growing demand for accommodation in the community. Due to the limited number of

transitional properties available, the program has expanded to include advocacy and support to women and their children, and to families in the community to access private rental properties in the region.

The criteria for access to the program are that the client must be in receipt of support from an ATOD counsellor at PCC.

The outcome of the expansion of the program has been positive, and has seen motivated individuals who have been homeless, successfully access permanent private and public rental accommodation.

## Staff Day March 2013 mini-golf

During the past 18 months our building has been extended and renovated throughout. The wonderful crew at Crow Constructions went out of their way to ensure the disruptions have been as little as possible.

As thanks to all staff for their incredible patience and understanding during this time we took an afternoon off work in March to enjoy a BBQ lunch and a round of mini-golf at Riverside Gardens.

It was a beautiful sunny afternoon and there was lots of laughs to be had as some unorthodox shots were made!

Competition was fierce but there can only be one winner. Congratulations to Garry Semmons our inaugural mini-golf champion.



Special thanks went out to Doug for all his hard work in making our new building so spectacular.

The event also provided staff with the opportunity to mingle with

those they may not normally see much of during work hours.

All in all it was a lovely way to celebrate the end of a challenging period of time.

# Corporate Services



## **Corporate Services Team**

*L-R: Ian Woolstencroft (Manager), Ebony Atkinson (Corporate Services Officer), Simone Wilson (Finance Officer), Shannon Richards (Receptionist), Madden (Receptionist) and Paris MacDougall (Executive Assistant)*

*Absent: Jenny Fahey (Receptionist), Teagan Hickey (Executive Assistant)*

*"I have been employed at Primary Care Connect for almost 12 months now. What I enjoy most about my workplace is being a part of a strong and committed team. The work carried out at PCC is amazing and covers so many areas.*

*I love being given a chance to work so closely to aid a community that I live in and feel so strongly about."* Shannon – Receptionist



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