# **Bundaberg Community Centred Solutions**



#### **Funded By**



#### **Delivery Partners**







## **Acknowledgement**

We respectfully acknowledge the Aboriginal and Torres Strait Islander people's the First peoples of Australia and pay our respects to elders past and present.

The Wide Bay Region in Queensland is located on the country of the Taribelang Bunda, Gooreng Gooeng, Gurang, and Bailai Peoples (recognised custodians of the Bundaberg Region); the Butchulla people (recognised custodians of the Fraser Coast Region); the Gubbi Gubbi (or Kabi Kabi) people (recognised custodians north of Brisbane to the Gregory and Isaac Rivers South of Bundaberg); and Wakka Wakka people (recognised custodians Nanango north to Mount Perry behind the Coast Range; west to Boyne River, upper Burnett River, and Mundubbera; at Kingaroy, Murgon and Gayndah).

## Thank you

This report has been developed by Wide Bay Kids Community Inc. for Bundaberg Neighbourhood Centre as a community development project funded by The Department of Social Services via Social Shift funding 2023 -2024. Updated January 2025.

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## **Project Purpose**

- Identify all relevant support services and agencies in the Bundaberg Region that can collectively, help to provide more timely and appropriate support to people in need.
- Map existing service gaps and identify the areas where wait lists exist.
- Initiate discussion forums with like minded services to understand how existing silos can be broken down to service all our community needs.
- Design a model for sharing and collaborating professional staff and a strategy for attracting more allied health practitioners to our region.

## **Quality Outcomes Framework**

PRIORITY	КРІ	IMPLEMENTATION
Data	A list of collaborating services and agencies	Ecosystem Map
Collaboration	A decrease in service waitlists for all service agencies.	Working together commitment
Alcohol & other drugs and mental health, Family and domestic violence and Employment.	A longer term decrease in the statistical data regarding people with complex needs.	Partnerships formed that remove client eligibility barriers. Person centred approach.
Wide Bay Burnett Regional Plan	Solutions on region-specific challenges and opportunities.	This project aims to see agencies working together
Bundaberg Community Development Strategy	Connecting services & people to focus on solutions.	On going facilitated group

## Methodology



## **Theory Of Change**





#### Community

Continue to support needs across the sector. with a leadership group, a peer group, and continuous improvement events.



#### Conversation

Bring people together to workshop strategies and frameworks to find solutions to the common barriers of Attraction and Retention.



#### Collaboration

Bring people together to share the ideas and solutions as a result of conversations. Introduce a Working Together Commitment model adapted to sector needs.



#### Connection

Build trusting and meaningful relationships across the sector within private and public services. Create a more welcoming community culture.



### **Six Phases**

#### **Practice**

Continue to work together and actively participate in a best practice approach.



#### **Explore**

Gather data to identify gaps in the sector by mapping existing allied health services available and their waitlists in the Bundaberg region

#### Reflect

Review and reflect on project and identify recommendations for improvement using a quality outcomes framework.



#### Discover

Engaging stakeholders in community conversations to identify barriers to recruiting and retaining staff.

#### Change

Support a positive change movement in the region. Implement actions of a collaborative pilot or test models.

#### Design

Bring people together by hosting strategic conversations use the evidence collected to develop a more collaborative helath system in Bundaberg.

### **COMMUNITY CENTRED SOLUTIONS**

#### THE STORY ON ONE PAGE



#### **PROBLEM**

**Long Waitlists** Service Gaps **Workforce Shortages** 







To work better together A whole of community approach A collaborative model of practice

**ANALYSIS** 

#### **ENGAGEMENT**

36 **Community Leaders** 

161

11

45

Community Members [12]

**Community Organisations** 

Allied Health Providers 45

**Community Networks** 

**Online Survey** 

Peak Bodies, Ed and Gov

National Data Sources

Average wait time is 13 Months

- Health Care and Social Assistance largest growing sector
- Workforce shortages causing service gaps
- 45.9% population have no tertiary qualification
- Challenges Attraction, Retention & Housing
- Six collaborative frameworks identified
- · One Working together commitment

WATCH NOW

**Community Conversations hosted** 



"How can we leverage our collective expertise and resources to create a more collaborative health system in Bundaberg?"

14th May 2024

Connection

5

16

Best practice model

Collaborative framework

Shared values & clear purpose

Bravery to share new ideas

#### **COMMUNITY CONVERSATION #2**

"What would it take to establish a more collaborative health system in Bundaberg?"

21st June 2024

How can we support Promote positive stories un-funded groups Continue to refine and

Talk more about transport and geographical constraints

Shared goals and data

Commitment to regular

First Nations perspectives

## **COMMUNITY CENTRED SOLUTIONS**

**LEARNINGS ON ONE PAGE** 

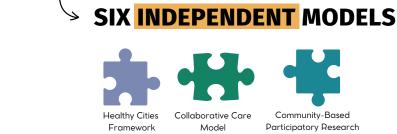
#### PROBLEM EXPLORATION

Behaviours to change Influencing Drivers

## **IDENTIFIED ISSUES**

Lack of Integrated Approach Service Provider Collaboration Address Waitlists, Gaps, Workforce Barriers: Workforce, Attraction, Retention, Housing

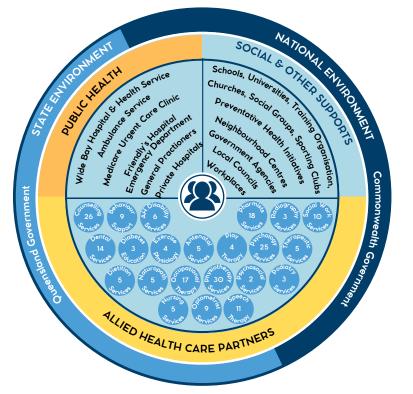
## **BUNDABERG HEALTH ECOSYSTEM MAP**





Collective Impact The Hub Model Framework

Asset Based Community Development Framework





**ALLIED HEALTH CARE PARTNERS** 

## **SOLUTION FOCUS**

Working Together Commitment Framework (Created in Bundaberg, 2021)

Components: Leadership, Peer Group, Continuous Improvement



## COMMUNITY CENTRED SOLUTIONS OUTCOMES ACHIEVED

Ecosystem created - living document including the whole of the community system and 219+ Allied Health Professionals identified in Bundaberg.

#### We spoke to:

- 36 Community Leaders
- 121 Community Members
- 161 Community Organisations
- 45 Allied Health Providers
- 11 Community Networks
- 5 Peak Bodies, Government and Education
- 45 online surveys completed
- 16 National Data Sources
- Hosted 1 community conversation with 29 attendees
- Hosted 1 community forum with 35 attendees and 6 guest speakers

#### This is what they told us:

- Average wait time is 13 Months across public and private
- Health Care and Social Assistance largest growing sector
- · Workforce shortages causing service gaps
- 45.9% population have no tertiary qualification
- Challenges Attraction, Retention & Housing
- · Six collaborative frameworks identified
- One Working together commitment

It was identified that the key factors in the Bundaberg community which are acting as barriers against the implementation of a place-based initiative include lack of coordination and collaboration between providers.

Community conversations and forums were used as a tool to bring stakeholders together and build awareness of and engagement with the sector. A platform for collaboration, capacity building, communication, and most of all change.

**Step One -This contract:** We explored the Problem. Identified the specific behaviours that need to change at a community level of the system. During this step we gained an understanding of the influencing drivers - enablers and barriers of engagement with place-based initiatives in Bundaberg.

## COMMUNITY CENTRED SOLUTIONS OUTCOMES ACHIEVED

#### **Furthermore**

- 1. Community Collaboration A lack of integrated approach between public and private sectors. At a community level, services and organisations from both public and private sectors would benefit from the implementation of an integrated approach to collaboration.
- 2. Collaboration and synchronisation of service providers. A Community strategy for a place-based initiative in Bundaberg is necessary. How the sector at a community level comes together to improve.
- 3. Key Stakeholders working independently 6 models identified across the sector. A strategic model to integrate the 6 independent models identified in this project with key stakeholders for better communication and collaboration for the whole of community approach.

#### Six Frameworks identified:

- Healthy Cities Framework
- Collaborative Care Model
- Community-Based Participatory Research Model
- Collective Impact Framework
- The Hub Model
- Asset Based Community Development Framework
- 4. Barriers in Bundaberg for a more collaborative health system. Workforce shortages create service gaps, Attraction, Retention and Housing. Whole clinical journey support for workforce.
- 5. Solution focus highlighted Working Together Commitment Framework created by Community Development Workers at Bundaberg services providers in the Domestic & Family Violence Sector in 2021. This group now continues to support needs across their sector with a leadership group, a peer group, and continuous improvement events.

### **COMMUNITY CENTRED SOLUTIONS**

#### WHAT'S NEXT ON ONE PAGE

STEP 1 SEEK FUTH

**SEEK FUTHER FUNDING APPROVAL** 



## UNDERSTANDING THE BROADER SYSTEM

Understand how the broader system influences the adoption of place-based initiatives and pilots in Bundaberg

#### **CURRENT SITUATION**

#### **KEY COMPONENTS**

#### **Agents in Bundaberg Health System:**

Different perspectives on workforce shortages and solutions.

#### Importance:

Engage diverse stakeholders to build a holistic view.

#### **Identify Behavioural Forces:**

Driving Forces: Factors promoting successful implementation.

Restraining Forces: Barriers hindering implementation.

#### **Collaborative Efforts:**

Goal: Bring people together to enhance collaboration and overcome barriers.



#### **THEORY OF CHANGE**

Develop a multi-levelled theory of change to guide the successful implementation of place-based initiatives and pilots

#### **KEY PRINCIPLES**

- 1. Local Ownership and Leadership: Created with and for the community to address local health needs.
- 2. Empowerment: Empower consumers, local providers, and the region to enable small, effective changes to daily business.
- 3. Grass-Roots Involvement: Collaborate, build local capacity, and tailor services to build a positive community identity and drive behavioural change.
- 4. Consultation Phase to coordinate key collaborative pilots
- 5. Host Capacity building workshops with industry experts for a whole of community approach and showcase existing and evolving pilots

## COMMUNITY CENTRED SOLUTIONS FUTURE PROJECT RECOMMENDATIONS

Thoughts on Future Projects: with funding approval

**Step Two: Understand the Broader System** 

Understanding how the broader system influences the adoption of whole of community initiatives in Bundaberg. There are many different agents in the Bundaberg health system - all of which hold a unique perspective on workforce shortages of Allied Health Services and how it can be reduced through place based initiatives. Engaging a diverse mix of stakeholder groups is crucial for building a holistic, population-level picture of the factors which may influence the implementation of a place-based health initiative.

Identify the 'driving and restraining' behavioural forces influencing the successful implementation of a place-based initiative within the Bundaberg community. Bring people together to work more collaboratively using the working together commitment.

#### Step 3: Theory of Change - Development place-based initiatives and pilots

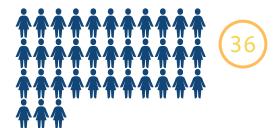
Develop a multi-levelled theory of change to guide the successful implementation of place-based initiatives and pilots.

- 1. Local Ownership and Leadership: Created with and for the community to address local health needs.
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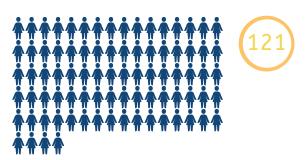
For an initiative to be successfully implemented in a community, it needs to be owned and led locally. It needs to be designed with the community, for the community to ensure that the initiative is truly responsive to local health needs and priorities. We all want an initiative that works for Bundaberg and providers want the freedom to deliver their services in the most effective way possible. Empower Consumers, local providers and the region. To make small changes in everyday life that works for them and their families. Grass-roots community groups collaborate, build local capacity, and tailor services to best serve the needs of the community. To build a positive community identity that can drive behavioural change and better coordinate services.

## **Stakeholder Engagement**

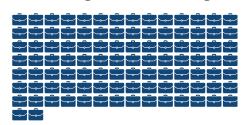
**Bundaberg Community Leaders** 



**Bundaberg Community Members** 



**Bundaberg Businesses/Organisations** 





#### **Allied Health Providers**





#### **Peak Bodies, Education & Government**





#### **Online Survey Responses**





#### **National Data Sources Reviewed**



Sources: Bundaberg Regional Council and Queensland Government Statistician's Office, Bundaberg LGA AHP Workforce - PHN, Regional QLD Jobs data: Anticipating Future Skills. National Medicial Workforce Strategy 21-31. National Rural Health Alliance, HealthWork AHP Workforce,QLD Small Business Commissioner, Health & Wellbeing Qld. Attract Connect Stay, ABS Census, APHRA,

## **Analysis Snapshot**

#### **National**



#### **Career Pathway**

- Lack of levers on whole clinical journey - from secondary school to university, to post graduate training and the broader policy environment.
- Recruitment of rural students into healthcare with end-to-end training.



#### **Connectivity**

- Digital health and connectivity are important enablers to access the health system.
- Equitable access to digital health and connectivity is crucial to supporting improved health outcomes



#### **Maldistribution**

- The maldistribution of health workforce to regional, rual or remote communities contributes significantly to access of healthcare and health services
- More support for International health graduates & the locations they live and work in.

#### Local



#### Attraction

- The pool of local qualified workforce is low.
- Attracting qualified candidates to the region is expensive and competitive.
- Lack of shared resources and collaboration in across private & public sector.



#### Housing

- Competitive housing market and lack of rental properties available increases pressure of attracting new people to the region.
- Homelessness is high and increasing.



#### Retention

- Losing workers to other agencies or into private practice is a high risk
- Lack of unique value proposition and positive workforce culture is lacking.
- Adjusting to change workforce challenges considering career & life stages

Sources: Bundaberg Regional Council and Queensland Government Statistician's Office, Bundaberg LGA AHP Workforce - PHN, Regional QLD Jobs data: Anticipating Future Skills. National Medicial Workforce Strategy 21-31. National Rural Health Alliance, HealthWork AHP Workforce, QLD Small Business Commissioner, Health & Wellbeing Qld. Attract Connect Stay, ABS Census, APHRA,

## **Analysis Snapshot**

#### **Bundaberg Overview**

- Average wait time is 13 Months
- Health Care and Social Assistance largest growing sector and employer
- Workforce shortages causing service gaps
- 45.9% population have no tertiary qualification
- Challenges Attraction, Retention & Housing
- Work together better best practice model

#### **Bundaberg Workforce Data**

- 50.8% of population are women
- 16% of the population is aged between 35-49 years
- 25-54 y/o highest workforce with only 5.3% unemployment rate
- 13% are migrants
- 45.9% have no qualifications

#### **Bundaberg Industries**

- Health Care and Social Assistance
- Retail
- Agriculture, Forestry and Fishing
- Education and training
- Construction

Sources: Bundaberg Regional Council and Queensland Government Statistician's Office, Bundaberg LGA AHP Workforce - PHN, Regional QLD Jobs data: Anticipating Future Skills. National Medicial Workforce Strategy 21-31. National Rural Health Alliance, HealthWork AHP Workforce, QLD Small Business Commissioner, Health & Wellbeing Qld. Attract Connect Stay, ABS Census, APHRA,

## Analysis <mark>Snapshot</mark>

#### **Barriers to Watch**

- Staff retention
- Complexity of accessing support
- · Cash flow
- · Economic uncertainty
- Shrinking margins
- Policy Chnages

#### **Attraction & Retention**

- Adjusting to change
- Personal v's Professional satification
- Workforce challenges considering career & life stages
- Welcoming community culture
- Whole family approach
- Social connection
- · Successful attraction and retention strategy needs to be owned and led locally

Sources: Bundaberg Regional Council and Queensland Government Statistician's Office, Bundaberg LGA AHP Workforce - PHN, Regional QLD Jobs data: Anticipating Future Skills. National Medicial Workforce Strategy 21-31. National Rural Health Alliance, HealthWork AHP Workforce,QLD Small Business Commissioner, Health & Wellbeing Qld. Attract Connect Stay, ABS Census, APHRA,

# How can we leverage our ollective expertise and resources to create a more collaborative health system in Bundaberg?

Bundaberg Neighbourhood Centre, together with Wide Bay Kids Community Inc and Welcome to Bundaberg invite you to contribute to a conversation about health workforce retention, client access and the healthcare ecosystem in Bundaberg.



**Tuesday 14th May 2024** 

9am for 9:30 start - 12:30pm

H2O Function Room 7 Quay St, Bundaberg

Bookings Essential: trybooking.com/CQXYE

#### Agenda

- 9am: Arrival Networking
- Welcome. The data. What the evidence tells us
- Discover & identify barriers & enablers to recruiting & retaining staff in Bundaberg
- Exploring the gaps
- Community focused solutions
- Recommendations for improvement

**Partners:** 

VEIGHBOURHOOD CENTRE

#### **Funded:**





# What would it take to establish a more collaborative health system in Bundaberg?

Bundaberg Neighbourhood Centre, together with Wide Bay Kids Community Inc and Welcome to Bundaberg invite you to explore solutions and share your expertise

Friday, 21st June 2024, 12pm - 3pm

Bundaberg Multiplex, 1 Civic Ave, Bundaberg

Hear from a panel of Industry leaders, service providers and community influencers who have successfully partnered to make a difference.

Hear inspiring stories about collaborative projects, the challenges raced, and the outcomes achieved. Together, we'll explore innovative and alternative approaches to service provision and how these efforts are effectively addressing community needs through collaboration.

You will have the opportunity to share your thoughts, ideas and suggestions, creating a dynamic platform for community involvement and feedback

**Bookings Essential:** <u>www.trybooking.com/CSHCP</u>

Free catered working lunch provided



**Partners:** 

wide bay kids







# Bundaberg Community Centred Solutions Forum

## **Guest Speakers and Q & A PANEL**

#### **REUBEN WHARERAU**

Physiotherapist & Director Coral Coast Physiotherapy & Allied Health Clinic

#### **KATE GILES**

Do Your Thing Bundaberg Regional Council

#### **GAYLE REYNOLDS**

Co-Founder Wide Bay Kids and Welcome to Bundaberg

#### **CRAIG LEAR**

**Piersons Services** 

#### **SARAH JAMES**

Social Worker, Behaviour Practitioner and General Manager Specialist Services Community Lifestyle Support

#### **DANNI STRAINERI**

Arts in Health
Wide Bay Hospital & Health Service

#### **STACIE RAE**

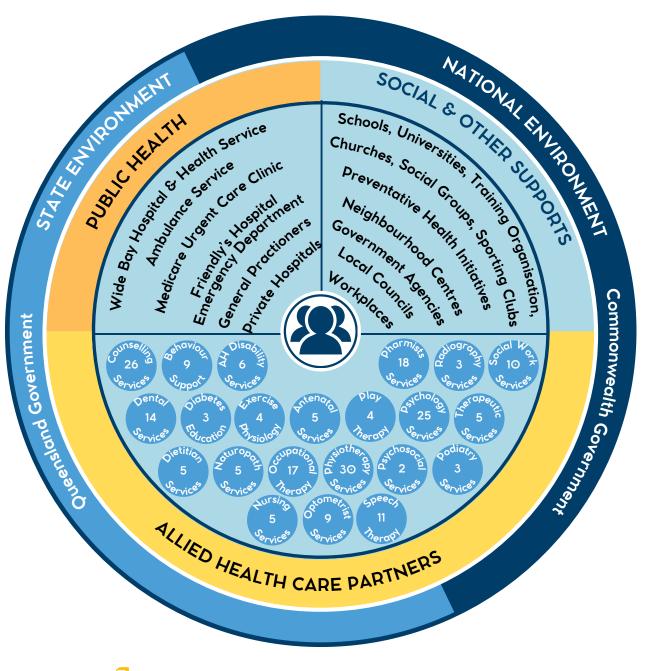
**Impact Community Services** 

#### **ANGELA TWYFORD**

Co-Founder Wide Bay Kids and Welcome to Bundaberg

## **Bundaberg Health Care Ecosystem**

Page 1





**ALLIED HEALTH CARE PARTNERS** 

# PILIED HEALTH CARE PARTHERS



**Applied Techniques Training** Community Solutions - Bundaberg Horizon & Beyond Support Services Open Minds Australia Phoenix House Studio 2 Forty-Two Pty Ltd Thyme Psychological Services Serenity Now Psychology - Sandra Moonie Wide Bay Social Work Services



IMPACT Community Services Connected Midwifery Wide Bay Wide Bay Doula Services Joyful Birthing Doula Services IWC



Phoenix House Rivendell Equine Assisted Therapy Play & Creative Therapy Bundaberg **IMPACT Community Services** Actum Counselling Alcoholics Anonymous **Beyond Horizons Brave Brothers** Bundabera Family Relationship Centre Bundaberg Mobile Counselling Service

CatholicCare DrugArm Finding the Light **Functional Family Solutions Grace Living Ministries** Headspace Horses In Lives Joan Lane Counsellor Lives Lived Well **Lutheran Community Care** Open Door Pro Motive Bundaberg Rodney Nembach The Relationship Mechanic



UnitingCare Community

Blue Care, Masters Lodge LiveBetter **Next Nurse** Nurse Next Door Ozcare



1300Smiles Acclaim Dental **Barolin Dental Brett Phillips** Bundaberg Denture Clinic Coral Coast Dental Eastside Dental Greg Whalley Dental Harris Dental Boutique **IWC Dental** Prestige Denture Clinic **Active Orthodontics** Steven Cook Van Der Walt Dental



Foot Motion Advanced Foot Care Bundaberg Hinkler Podiatry



All Bases Covered

Allison Foster Occupational Therapy **B-Transformed** Bridges Health & Community Care **Bundaberg Occupational Therapy BUSHkids** CatholicCare **Choices Occupational Therapy** Community Allied Health Therapy Services Coral Coast Physiotherapy Erin Pratt Occupational Therapy Friendly's Allied Health Services

Ozcare Community Care

Phoenix House

Therapy Care Group

Therapy Connect



Amanda Devillers **B-Transformed BUSHkids** Clarity Speech Pathology Coral Coast Physiotherapy Choice, Passion, Life, Bundaberg Flourish Speech Pathology Pivot 21 Allied Health Services Jennifer White Stacy Slean Speech Pathology Therapy Connect - Online Therapy



A'Bell Planning and Support Services **IMPACT Community Services** Pivot 21 Allied Health Services



**B Transformed Ptv Ltd** Health First Group, Bundaberg **Pivot 21 Allied Health Services** Knight Allied Health Care Ann-Maree Block



Horizon & Beyond Support Services Positive Steps Mentoring Thyme Psychological Services Wide Bay Social Work Services



Connections Play Therapy



Horizon & Beyond Support Services Little Life Warriors Play Therapy **IMPACT Community Services** 



**Beyond Horizons** Central Old Indigenous Development Edon Place Alberto Imbrogno Psychologist  $B\text{-}\mathsf{Transformed}$ Branyan GP Super Clinic Branyan Street Allied Health Services Bridges Health & Community Care Carol Gazzard CathlicCare Chi Cheng Counselling of the Deep **Gretta Waters** Headspace Coastal Life Therapies Jeanne Ferguson Psychology Oceanview Psychology Phoenix House Serenity Now Psychology - Sandra Moonie Studio 2 Forty-Two Terrina Mitchell

Tessa Hall

Therapy Connect - Online Therapy

Thyme Psychological Services

Replenish Psychology



Community Lifestyle Support Southern Cross Support Services **AEIOU** Local Area Coordinator (IWC & BushKids)



Bargara Beach Holistic Health Centre Gordon Ferguson Nurtura Health Rod Kemps Naturopathic Centre Therapeia Health



**B Transformed Pty Ltd** Coral Coast Physiotherapy Ozcare Community Care Pivot 21 Allied Health Services



Play & Creative Therapy Bundaberg



Bargara Pharmacy **Burnett Heads Parmacies Burrum Street Pharmacy** Chemist Warehouse Coral Coast Pharmacies Crofton Street Pharmacy Eastside Pharmacy Friendlies Chemist Friendly Society Pharmacy Olsens Corner Pharmacy **Pharmacy Central** Priceline Pharmacy Ramsay Pharmacies Terry White Chemists West Bundaberg Pharmacy



Christensen Harbison Optometrists Clear Optometry Geoff Blackwell Hinkler Eyewear **OPSM Outlook Optical** Specsavers Opticial Superstore Wilson Eye Centre



**Bundaberg Radiology** Coral Coast Radiology IMED



A'Bell Planning and Support Services CathlicCare Choice, Passion, Life Bundaberg Central Old Indigenous Development Edon Place IMPACT Community Services

Regather Therapeutic Support Wide Bay Social Work Services



Active Physiotherapy Solutions

467@Physio

Active Physiotherapy Solutions Amos Cody Andrew McKay Axion Biomedical **Barolin Physiotherapy Services** Barry Czitan Ben Heidenreich Bourong Street Physiotherapy Centre Branyan GP Super Clinic Bundabera Allied Health Services Bundaberg Physiotherapy Centre & Sports Coral Coast Physiotherapy Cory Jensen Elizabeth Hawe Friendly's Allied Health Services Giles Martin Health First Group Pivot 21 Allied Health Services Jai Schofield Julie-Anne Zahn Kate Baldry Laura Greenhalgh Neil Petersen **Quay Street Physiotherapy** Rachael Donoghue Shaun Lynch Therapy Connect - Online Therapy Trudy Harbourne

## **Bundaberg Community Centred Solutions**

This report has been developed by Wide Bay Kids Community Inc. for the Bundaberg Community centred Solutions project, managed by Bundaberg Neighbourhood Centre, as a community development project funded by The Department of Social Services via Social Shift funding 2023 -2024.

#### About the delivery partners:

Wide Bay Kids Community Inc is a community led non government not-for-profit organisation committed to connecting people living in the region with each other and services and business. We look at complex social issues affecting the Wide Bay and help solve them at a community level. We use an asset strengths based community development approach in everything we do. Connecting with community at all levels to create real system change to benefit everyone living in the Bundaberg region.

**Welcome to Bundaberg** aims to improve the health, wellbeing, work and lifestyle outcomes of people living in the Wide Bay region by activating and implementing various community-led strategies across a range of services for a more connected cohesive community.

**Bundaberg Neighbourhood Centre**, as a Not-for-Profit Charity is a place where community connects, providing connections to support services and agencies. It supports community based organisations and cultural groups to become self-reliant.

For enquiries: Gayle Reynolds

Phone: 0427 523 289

email: admin@widebaykids.com.au Visit: 184 Bourbong Street, Bundaberg



Watch Gayle Reynolds from Wide Bay Kids and Corrie McColl from Bundaberg Neighbourhood Centre discuss this project.

#### **Funded By**



#### **Delivery Partners**





