

The background of the entire page is a scenic landscape photograph. It shows a body of water, possibly a lake or a wide river, reflecting the sky. In the foreground, there are dark, silhouetted hills or mountains. The sky is filled with large, white and grey clouds, with a warm, golden light suggesting a sunrise or sunset. The overall color palette is dominated by blues, greys, and warm oranges/yellows from the sky.

mouth, Port Hedland, Narrogin, Shark Bay, Gnowangerup,  
gnet, Halls Creek, Fitzroy Crossing, Christmas Island,  
a, Toowoomba, Longreach, Rockhampton, Cloncurry, Tambo,  
sland, Blackbutt, Thargomindah, Miles, Bowen, Cooktown,  
Nothern Territory → Nhulunbuy, Alice Springs, Darwin,  
Ali Curung, Haasts Bluff, Titjikala, Dhalinbuy, Nauiyu  
e, Bendigo, Colac, Heywood, Healesville, Omeo, Edenhope  
ount Gambier, Coober Pedy, Ceduna | New South Wales →  
omealla, Lennox Head | Tasmania → Hobart, Cape Barren  
folk Island, Rosebery, Queenstown, St Marys, St Helens

# ANNUAL REPORT 2018-2019

THE PEAK PROFESSIONAL  
BODY FOR THE REMOTE AND  
ISOLATED HEALTH WORKFORCE

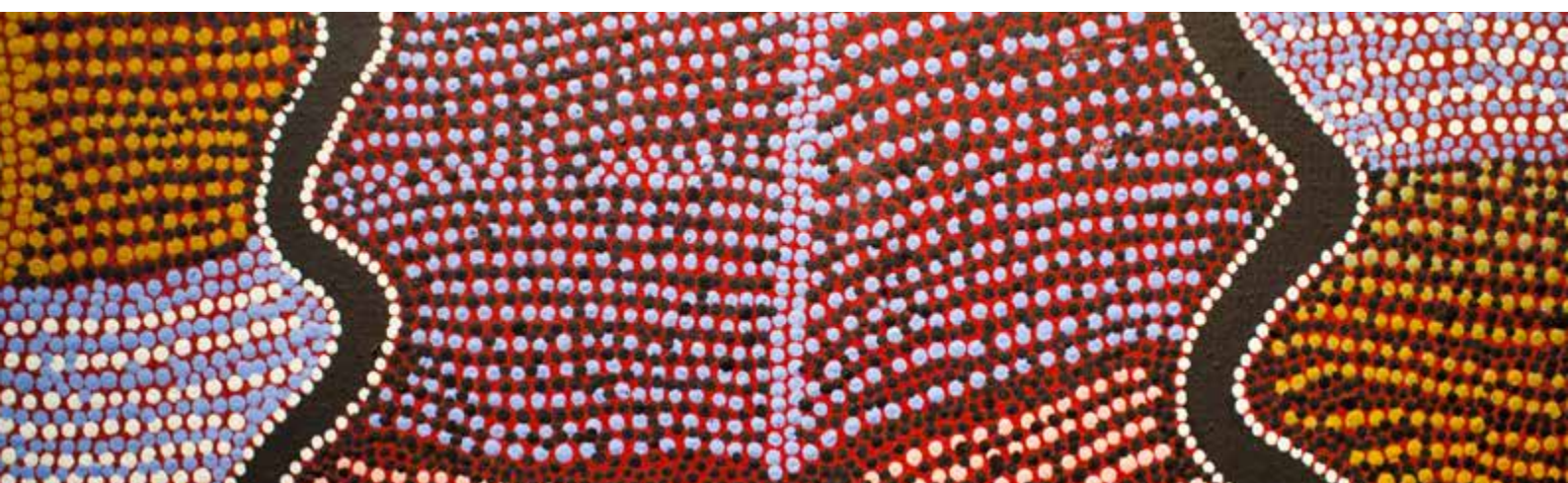
[www.crana.org.au](http://www.crana.org.au)





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CRANAplus acknowledges the Aboriginal and Torres Strait Islander peoples as the traditional custodians of Australia, many of whom live in remote areas, and pays its respect to their Elders both past and present. CRANAplus contributes significantly to improving the health of Aboriginal and Torres Strait Islander peoples by building the strength of the remote and isolated health workforce.







## FROM OUR PATRON

Photo: Marcus Mok



I offer good wishes to all of the members of CRANAPlus for the outstanding work they have undertaken over the past year.

I am proud to be Patron of CRANAPlus. I honour the marvellous work the members perform especially in the sometimes challenging circumstances of healthcare in remote, regional and rural Australia. You bring reality to the equality of citizenship and the universality of human rights. I honour you and express appreciation to you.

During the past 12 months, we have seen the resignation of the long-time Chief Executive Officer, Christopher Cliffe. I acknowledge his outstanding work. He has regularly kept me updated concerning the achievements and challenges of CRANAPlus. I am sure that I speak for the membership in expressing thanks to him for his service. We also convey to him good wishes for his future, wherever it may take him.

I congratulate Katherine Isbister on her appointment as the incoming Chief Executive Officer of CRANAPlus. I also congratulate Amelia Druhan on her appointment as Chief Operations Officer. I hope that each of them has a fulfilling term of office, strengthened by the knowledge of the importance and high moral quality of CRANAPlus.

Amongst the many significant changes that have occurred in the year past are the following:

- The obligation of the CRANAPlus Social Return on Investment evaluation. This provided compelling evidence of the reach of CRANAPlus and a strong endorsement of the work that it performs;
- Purchase by CRANAPlus of an Adelaide property to accommodate officers, training and a warehouse area for storage and dispatch of education kits for clinical courses run by CRANAPlus;
- The setting up of a permanent CRANAPlus presence in Canberra, the national capital; and
- The success of the *CRANAPlus Supporting the Carers - Response to the NSW Drought project*, funded by the

## CRANAPlus is thinking globally and acting locally, providing leadership and example on healthcare issues

Commonwealth's Department of Health. Workshops were held across drought affected communities throughout New South Wales. The aims were for health professionals to identify, manage and refer those who are at increased mental health risk due to the negative impacts of the drought, and put them in touch with mental health services. These actions improve the retention rates of existing health professionals by equipping them with skills to manage better their own occupational stress and to reduce burnout. I applaud and honour these initiatives.


The coming year, 2020, will be one decade out from 2030. This is the year that the United Nations has designated for the achievement of the Sustainable Development Goals. Those goals, agreed in 2015, include 17 objectives that, across its agencies, the United Nations will be pursuing over the next decade. Amongst the 17 goals, many are relevant to the aspirations and work of CRANAPlus. The most important of them is SDG 3. It deals specifically with health. It sets as a goal for the entire global community the achievement of access to essential healthcare for all persons by 2030.

Of course, what is essential will sometimes be a matter of debate. What can be achieved will sometimes be a matter of local resources and priorities. What we can do will often be a matter for political initiatives and professional priorities. All of these considerations present challenges. But CRANAPlus is an organisation of people committed to a Can-Do philosophy of life. I commend to you all a growing awareness of the Sustainable Development Goals. They constitute once again a reminder of the obligation of human beings everywhere to act locally, but to work together globally.

I send a message of felicitations and appreciation to the members of CRANAPlus. I am proud to be the Patron.

A handwritten signature in black ink, reading 'Michael Kirby'.

**The Hon. Michael Kirby** AC CMG  
Retired Justice of the High Court of Australia  
Patron of CRANAPlus

A woman with blonde hair tied back, wearing a grey t-shirt, a red skirt, and black sandals, stands in the open rear door of a white utility vehicle. She is smiling and has her hands on the door frame. The vehicle has a black metal roll-over protection structure on its roof and a spare tire mounted on the back. The background shows a dry, red dirt landscape under a clear blue sky with a few clouds.

Ensuring that people everywhere  
have access to essential healthcare,  
whatever their birthplace, nationality,  
age or ethnicity



## CEO'S REPORT



Over this financial year, CRANaplus redesigned its advocacy strategy to make sure that issues and key priorities facing the remote health industry were front and centre to those in influence at the Federal & State elections. It was important for us to remind ourselves that advocacy is about influence, and therefore shouting about our issues is lost as background noise. Our methods included building respectful relationships with everyone so that our regular briefings allowed the remote health workforces issues to be heard, understood and remembered.

The activities of CRANaplus are numerous and each reflects our attempt to address an unmet need of our diverse remote health workforce. One of the emerging areas for which we are proud, is the work we are doing to establish and embed Remote Area Nurse Certification. Not only is this a way of our RAN workforce identifying the enormous preparation that we do to keep current and safe, but it also improves industry transparency and transferability. RAN certification is about systematizing a key part of remote clinical governance, resulting in a well-prepared clinical workforce.

As a member-based, not-for-profit organisation it's always been the highest priority for CRANaplus to ensure that everything is reinvested back into the remote health workforce. Given the multitude of conflicting complex issues, along with some deeply entrenched wicked problems, evaluation and monitoring are a significant part of the way we do our business.

As we edge closer and closer to our 40th birthday, it's important for us to be progressive in the way we view our impact. In 2018/19 we began to measure our 'Social Return on Investment'. An external independent evaluation has shown that, on average, for every dollar CRANaplus expends our industry receives nearly \$8 worth of social value in return.

**We're facilitating and promoting the development and delivery of safe, high-quality healthcare to remote and isolated areas of Australia.**

More specifically, for every dollar you spend you get over \$16.00 of value for your membership! CRANaplus looks forward to embedding this SROI methodology into our routine monitoring, evaluation and reporting; just another tool to help us ensure we are doing the best we can with our limited resources.

Part of our passion for CRANaplus has always been to not only ensure that it has a voice that is heard and understood where it's needed, but also that it is sustainable and can look forward to a bright future. Investing in active assets has been part of that strategy and the purchase of our Adelaide property to accommodate our offices and warehouse, to join the offices we already own in Cairns has been a big step to ensure CRANaplus is going to be around for the future generations of the remote health workforce.

As my long affiliation with CRANaplus comes to an end, I often reflect on the amazing advancements of this organisation and our industry as we continued to mature. It has been my greatest pleasure to work with some truly outstanding people, both staff, members, volunteers, consultants, stakeholders, beurocrates, politicians and board directors. Some remain and some have since moved to new or different opportunities. However, without these individuals there is no way I could have succeeded in my role as CEO.

Specifically, I'd like to thank Paul Stephenson for his wise council over so many years as our Board Chair and welcome Katherine Isbister as the incoming CEO, who along with the executive team will take CRANaplus on its next journey. CRANaplus will always succeed when the same passion, grit, professionalism and dogged determination that is the key to the remote health workforce, runs through its organisational veins.

A handwritten signature in black ink, which appears to read 'C Cliffe'.

**Christopher Cliffe**  
Chief Executive Officer  
CRANaplus

## CHAIR'S REPORT



CRANApplus has had many successes over the last 12 months including being involved in drought relief, climate change advocacy, safety & security in the workplace, addressing bullying in the workplace, holding the inaugural Rural Nursing Symposium, measuring your social return on investment, and getting global with GRIN. One of our great successes this year was to secure ongoing funding for our activities. I am delighted and appreciative of the Australian Government Department of Health continuing with their investment in CRANApplus for the next three years. This allows us to continue providing services that are relevant and appropriate to health professionals working in remote areas.

Our membership continued to grow with a steady increase since our last report, highlighting the continued passion from our members to support CRANApplus in the delivery of safe, high quality primary healthcare to remote and isolated areas of Australia. 2018 saw the engagement of a dedicated Policy & Stakeholder position joining the CRANApplus team based in our new Canberra office. This is our eyes and ears for advocacy and development in our nation's capital.

I would like to convey my sincere thanks to our Directors and team of highly skilled and dedicated staff who collectively, with the help of our very valued volunteers, continue to strive for excellence in supporting remote and isolated health care delivery. I would like to acknowledge Christopher Cliffe, for his strong and sound leadership, and dedication during his 5 years as CEO. Also I acknowledge Steven Dangaard our Chief Finance Officer for the skilful management of the corporate and business functions, and thank Katherine Isbister our new Chief Executive Officer for taking forward the lead of a very successful organisation.

CRANApplus is continuing to deliver high quality education programs, support services, and representation to Australia's remote and isolated health workforce.

I would like to thank all fellow hard working Board members who volunteer their time and expertise. This year we welcomed Vanessa De Landelles to the position of Identified Aboriginal &/or Torres Strait Islander Board Director. This is my eighth and final year on the Board of Directors and I want to thank the CRANApplus membership, my fellow Board members and our strong management team for all the support and their contribution to the many successes over that period.

A handwritten signature in black ink, which appears to read 'P. Stephenson'. The signature is fluid and cursive, with a horizontal line underneath the main part of the name.

**Paul Stephenson**

Chair  
CRANApplus



A photograph of a field of tall, thin grasses or reeds. The sun is low on the horizon, creating a strong orange and yellow glow that filters through the plants. The scene is backlit, giving the grasses a golden, ethereal appearance. The text is overlaid in the lower right quadrant.

Actively providing education,  
support and advocacy to ensure safe  
and secure environments for remote  
and isolated health workers

## BOARD OF DIRECTORS



**Paul Stephenson**

Chair



**Fiona Wake**

Deputy Chair



**Dr Nicholas Williams**

Secretary



**John Ryan**

Board Appointed Member  
Treasurer



**John Wright**

Board Member



**Lynette Byers**

Board Member



**Claire Boardman**

Board Member



**Belinda Gibb**

Board Appointed Member



**Vanessa De Landelles**

Identified Aboriginal  
and/or Torres Strait  
Islander Board Member



**Christopher Cliffe**

Outgoing Chief Executive  
Officer



**Katherine Isbister**

Incoming Chief Executive  
Officer



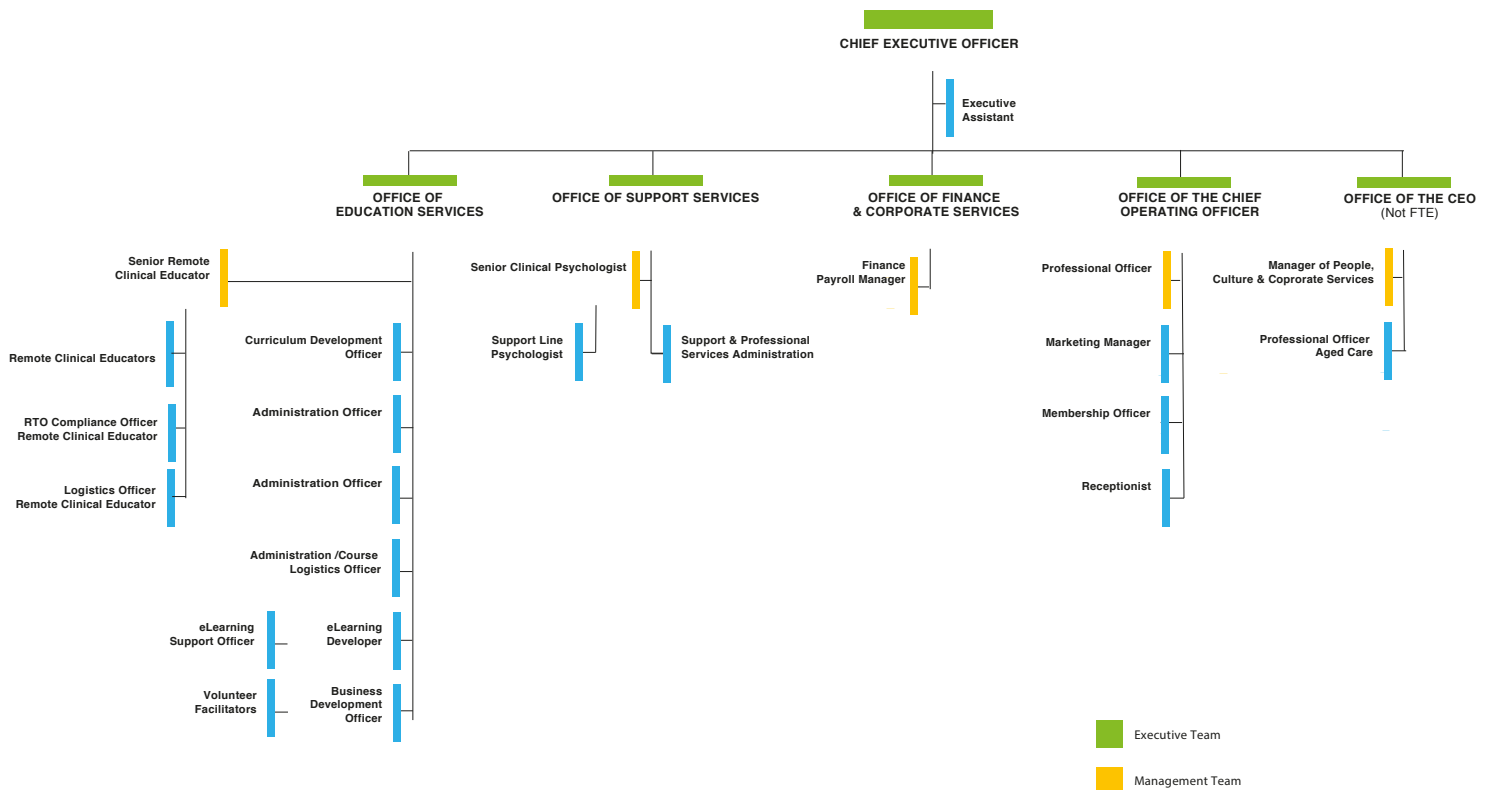
**Steven Dangaard**

Chief Finance Officer



# ABOUT US

## Current Organisational Structure



## Strategic Directions

### OUR VISION

To be the leading experts in remote and isolated health.

### OUR MISSION

To promote the development and delivery of safe, high quality healthcare to remote and isolated areas of Australia, by representing, supporting and educating the remote and isolated health workforce.

### OUR VALUES

Integrity •  
Social Justice •  
Excellence in all we do •  
Respect •  
Inclusiveness •

Memberships  
Short Courses  
Conferences  
Online Learning  
Bush Support  
Scholarships  
Website  
Professional  
Marketing  
Advocacy  
Magazines  
Cultural Respect  
Research  
Consultancies  
Advertising  
Position Statements  
Registered Training  
Organisation  
RAN Certification  
Clinical Governance  
Aurora Award  
Professional Coaching  
Fellowships

## OUR STRATEGIC PRIORITIES

1

#### To execute our purpose and vision

- Evaluate and monitor our impact
- Future proof the remote health industry
- Create opportunities for revenue diversification

2

#### To bolster our impact, influence and partnerships

- Strengthen the evidence for remote practice
- Confront racism and discrimination
- Spread our international reach and impact

3

#### To contribute to reducing remote and isolated health disparity

- Focus attention on the social determinants of health
- Tackle the impact of climate change on remote Australians
- Highlight disease burdens in a targeted way

4

#### To strengthen the remote and isolated health workforce

- Embed workforce safety and security
- Improve the clinical governance in remote practice
- Heighten the standards of remote clinical practice
- Ensure access to quality education and support

5

#### Through targeted support, workforce readiness and in everything that we do, we contribute to improving the health and wellbeing of Aboriginal and Torres Strait Islander people who live in remote and rural Australia.

Using evidence and a quality improvement framework we ensure our limited resources best meet the needs of the remote health workforce. Aspiring to be culturally safe helps us eradicate discrimination and seek greater empowerment of Aboriginal and Torres Strait Islander people. Applying our resources, expertise and voice, continues to drive advancements in accessible, affordable and appropriate remote and isolated healthcare.

CRANaplus is playing its part in the fight to eradicate the unacceptable health disparity between remote and urban Australians.







## REPRESENTATION ON EXTERNAL COMMITTEES



### **Chief Executive Officer**

- Australian Council of Social Service - Climate Policy Network
- Australian College of Rural and Remote Medicine - Climate Policy Network, Health Policy Network, Rural and Remote Digital Innovation Group
- Central Queensland University - Systematic review and Delphi study on early career specialisation and rapid career specialisation in nursing
- Coalition of National Nursing and Midwifery Organisations
- Department of Health Queensland - Nursing and Midwifery Strategic Reference Group
- National Rural Health Alliance
- Queensland Government - RIPEN Transition Advisory Group
- Rural Locum Assistance Program - Rural LAP Steering Committee
- Nursing and Midwifery Strategic Reference Group

### **Chief Operating Officer**

- Australian Council of Social Service - ACOSS Meetings and Caucuses
- Australian Health Protection Principle Committee - Syphilis Enhancement Response Working Group
- Australian Nursing and Midwifery Accreditation Council - Midwifery Advisory Committee
- Climate and Health Alliance Coalition
- Close the Gap Campaign - Steering Committee
- Department of Health - National Strategic Approach to Maternity Services
- NT PHN Administrator's Medals in Primary Health Care Panel Awards
- NT PHN Health Workforce Stakeholder Group
- Stillbirth Centre of Research Excellence - Clinical Practice Guideline for Respectful and Supportive Perinatal Bereavement Care

### **Chief Finance Officer**

- Remote Primary Health Care Manuals – Governance Committee





Working remotely with a passion to teach, support and advocate

#### **Director Education Services**

- Health Workforce Queensland - Health Workforce Stakeholder Group
- Rural Doctors Association of Australia (RDDA) Coedine Project Steering Committee

#### **Director Support Services**

- Mental Health Central Australia – Life Support Network

#### **Senior Remote Clinical Educator**

- Australian College of Midwives National Council, Rural and Remote Advisory Committee, Birthing on Country National Steering Committee
- Australian Council of Social Service - Climate Policy Network

#### **Professional Officer**

- Australian Council of Social Service - Health Policy Network
- Central Australian Academic Health Science Centre - Steering Group

#### **Remote Safety and Security Educator**

- Standards Australia - Standards Australia review of AS 4485
- Australian Commission on Safety and Quality in Healthcare - Primary Care Committee

#### **Remote Clinical Educator**

- Rheumatic Heart Disease (RHD) - Menzies School Of Research

#### **Chair Board of Directors**

- DVA Coordinated Veterans Care Program
- Federal Ministers Rural Health Roundtable

#### **Deputy Chair Board of Directors**

- NT PHN Health Workforce Stakeholder Group

#### **CRANaplus Fellow**

- Independent Hospital Pricing Authority - Small Rural Hospitals Working Group

# MEMBERSHIP



Members are part of the large CRANApplus family that enjoy the expertise of the only health organisation that has remote health as its sole focus. Our aim is to ensure that those who choose to work in this often demanding sector, are as prepared as they can be for the challenges they will face.

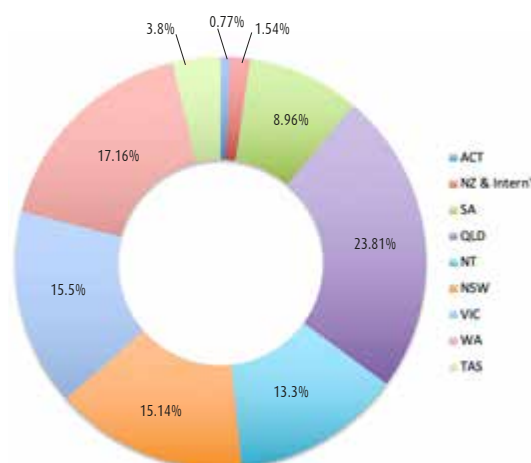
CRANApplus welcomes as members, all remote health professionals, students and all those who have an interest in the remote health sector. For individuals there is access to professional support, advice, representation and relevant publications. For organisations there is access to a niche group of remote health professionals and stakeholders and new opportunities for recruitment and communication via Corporate membership. CRANApplus Partners (formerly 'Mates') recognises a relationship of mutual benefit for organisations that support the behaviours, values and activities of the other.

We provide expert advice on key issues involving remote health and facilitate networks of interest in key areas, fostering communication between all parties. We provide a platform for connection and sharing our expertise. We communicate and connect with our members and supporters through our widely read weekly e-newsletter and quarterly magazine, as well as social media.

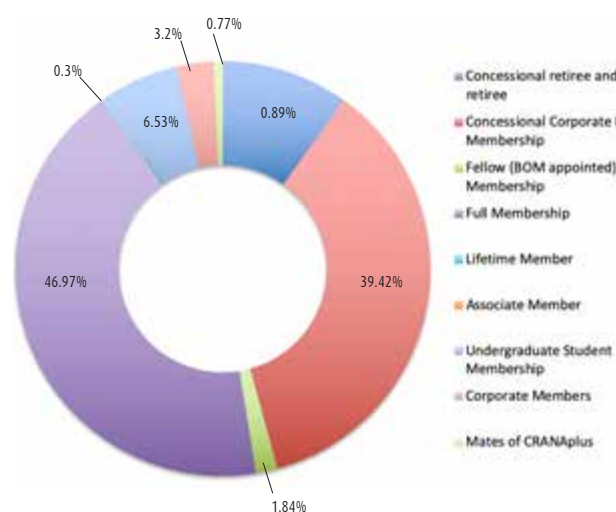
The CRANApplus website provides access to a wealth of information, and a gateway to our many services and resources.

The CRANApplus annual national conference brings together speakers and delegates from all over Australia. Our awards and fellowships recognise excellence in remote health practice and our scholarships and sponsorships encourage health students to experience remote practice. In many ways, CRANApplus is working to bond and unite the remote and isolated health workforce. The Aurora Award is the highest possible accolade within the remote and isolated health profession. Nominated by their peers, the recipient of this award is a leader in their field, who shows a commitment to quality, safety, and professionalism.

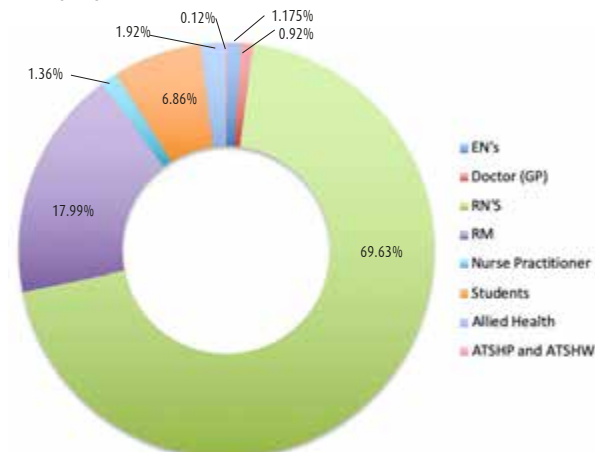
Membership



Membership by Type



Membership by Profession





## Corporate Members and Partners



# RECONCILIATION ACTION PLAN



CRANApplus' continued vision for reconciliation of self-determination, equality and equity for Aboriginal and Torres Strait Islander peoples through the building of trust, strong relationships, respect of culture and creation of meaningful and sustainable opportunities continues as we progress our second Innovate RAP, launched in 2018, that will take us through to 2020.

The past year has seen CRANApplus further build cultural understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements, through participation in events and activities, which has strengthened our engagement with Aboriginal and Torres Strait Islander peoples. CRANApplus has provided more opportunities to support the building, sustainability and empowerment of the Aboriginal and Torres Strait Islander health workforce through the provision of scholarships and consultation and collaboration in projects and workshops.

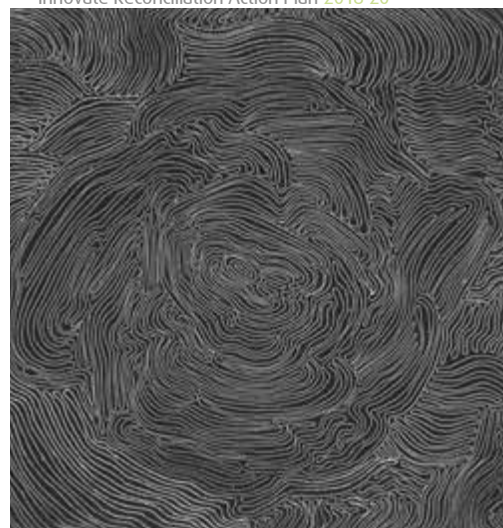
Some of the events, activities, representations and workshops CRANApplus has supported/attended in 2018/19 include:

- Engagement with NACCHO's in development of self-care/wellness workshop to ensure content and delivery is culturally safe and respectful. Aboriginal consultants joined in both workshops
- Attendance at the inaugural national RAP Conference, December 2018 held by the Moondani Toombadool Centre, Swinburne University, Reconciliation Australia, and the Korin Gamadji Institute
- National Birthing on Country Strategic Planning Committee undertaking research translation into clinical practice
- Medical Benefits Scheme Review Taskforce – Report from the Aboriginal & Torres Strait Islander Health Reference Group
- National Close the Gap Day – Campaign Report launch
- Introduction to Culturally Safe and Inclusive Practice eRemote module. Consultation with Indigenous Psychologist & CATSINaM in the development of the module.
- National Reconciliation week – Grounded in Truth: Walk Together with Courage
- NSW drought workshops, "Supporting the Carers."

CRANApplus Bush Support Services consulted with many Aboriginal organisations and two senior Aboriginal Health Workers co-facilitated with Bush Support Services in the delivery

- NAIDOC week – Voice. Treaty. Truth. Let's work together for a shared future. Staff attended a march on the foreshore in Cairns, while others attended local events in their town/state such as art exhibitions and musical celebrations.
- Sponsorship for an Aboriginal or Torres Strait Islander person to attend a Conference: Lowitja Institute Conference, CATSINaM Conference and NATSIWHA 10th Anniversary Conference, with follow up stories, profiling each person in the CRANApplus magazine.

Innovate Reconciliation Action Plan 2018-20



CRANApplus  
Supporting remote health





## MEDIA AND PUBLICATIONS

CRANApplus utilises many forms of media and publications to stay in touch and help build that feeling of connectedness.

- Our weekly newsletter is emailed to over 9,000 contacts worldwide each week.
- Our quarterly magazine shares stories, information, and photos and has a national readership of 60,000
- Follow us on Facebook and Twitter for up-to-date news and information.
- As always, you can get the year in review through our Annual Reports.

**Keeping our members up-to-date and connected throughout the year with our various publications.**





## POLICY AND STAKEHOLDER RELATIONS



**Amelia Druhan**

Policy and Stakeholder  
Coordinator

CRANApplus is committed to providing information to members and the broader remote health sector on issues that impact our workforce. This includes informing individuals, Governments, NGOs and agencies. Through this work we advance a better understanding of the unique context of remote and isolated practice and the impacts on consumers and workforce.

### SR0I Evaluation

CRANApplus engaged independent contractors, Freestone Associates, to undertake a Social Return on Investment (SR0I) evaluation of some of our core activities. SR0I measures social change occurring as a result of activities undertaken and blends the value of these changes with economic investment.

Presented as a ratio, the social return on investment provides for every dollar spent, how much value that activity represents.

Area analysed in evaluation	SR0I ratio (\$)
CRANApplus Membership and Magazine	1 : 16.51
Remote Emergency Care (REC) course	1 : 6.81
Aboriginal and Torres Strait Islander REC course	1 : 11.60
Remote Placement Scholarship	1 : 4.60
Collaborating, Engaging and Connected Workplaces (CECW) Symposium and Workshops	1 : 1.43
Remote Area Nurse (RAN) Certification	1 : 4.60

The evaluation provided a strong endorsement of the value of CRANApplus activities and demonstrated our significant impact and reach into the remote health sector. Recommendations from the report are being implemented via an action plan that seeks to embed SR0I data collection and analysis into our usual business practices.

### Rural Nursing Symposium

CRANApplus hosted the inaugural Rural Nursing Symposium in Canberra (February 2019) with over 60 rural nurses, leaders and academics in attendance. Every state and territory was represented among participants.

The purpose of the Symposium was to identify and prioritise key issues, along with actions, that are unique to rural nurses now and into the future. Participants considered what existing and new forums and opportunities are required to amplify the voice of the rural nurse collective.

In identifying the current and emerging issues facing rural nurses four broad themes emerged.

1. There is no curated, structured and supported pipeline into rural nursing
2. There is an urgent need for workforce renewal due to an aging workforce
3. There are barriers to utilising the full potential of the rural nursing workforce
4. There is constant pressure to 'do more with less'



# POLICY AND STAKEHOLDER RELATIONS



The symposium was dedicated to identifying solutions to these challenges and prioritising the need for action. An enduring plan for ongoing activity and advocacy has been developed in the Rural Nursing Symposium Outcome and Directions paper, which is available on our website.

## Position Statements

To guide the development of new position statements, a formal guideline has been developed and approved by the Executive team. The guidelines include provisions for the involvement of the Board of Directors and convening expert member groups where required. The guidelines are available on our website.

## Submissions

- Health Practitioner Regulation National Law (South Australia) (Remote Area Attendance) Amendment Act 2017—Response to the Discussion Paper for the purposes of drafting Regulations under the Act
- Health Practitioner Regulation National Law (South Australia) (Remote Area Attendance) Amendment Act 2017—Response to Draft Regulations
- Royal Commission into Aged Care Quality and Safety
- Educating the Nurse of the Future – Independent Review of Nursing Education
- National Rural Health Commissioner – Rural Health Allied Health Options Discussion Paper

## Stakeholder Engagement

CRANaplus was represented at 51 sector events, including workshops, symposia, consultations and working groups. We maintain representation on 34 ongoing committees related to rural and remote health.

In the lead up to the 2019 Federal election CRANaplus met with MPs and Senators from the major and minor political parties and some of the key crossbenchers. We advocated for the sector and helped elected representatives better understand some of the challenges of delivering health services in remote and isolated Australia. Our work in this regard is ongoing and following the May ballot we continue to meet with those MPs who now have portfolios related to rural and remote health.

To support our members to engage the elected representatives in their own electorates we developed and published *Getting Remote and Isolated Health on the Agenda in your Electorate: A step-by-step guide for remote health workers*. This resource is available on our website.

# EDUCATION SERVICES



**Sue Crocker**

Director  
Education Services

During 2018/19 we delivered a total of 110 courses with the following breakdown:

Course	Number delivered
Aboriginal and Torres Strait Islander REC	4
Aboriginal and Torres Strait Islander Communication, Consultation & Competency in Clinical Skills	1
Maternity Emergency Care	18
Remote Emergency Care	24
Advanced Remote Emergency Care	5
Midwifery Upskilling	6
Paediatric Emergency Care	4
Advanced Life Support	15
Triage Emergency Care	7
Practical Skills	4
First Line Triage	6
Stay Safe and Secure	10
Mental Health Emergencies	5
Advanced Clinical Skills	1

We have a team of 5.5 full time equivalent remote clinical educators that travel the length and breadth of Australia every year, ensuring our courses are accessible and delivered to the highest standard. Our 140 valued volunteer facilitators play a pivotal role in ensuring participants on our courses are exposed to highly skilled clinicians who are currently working in the field.

The team also has 4 full time equivalent administration staff who are based in Cairns and Adelaide offices who provide exceptional customer, facilitator and staff

support. Everything from enrolling participants in courses, booking travel and accommodation for staff and facilitators and ensuring equipment and course material arrive on site on time. 2018/19 has seen some significant IT builds to support both facilitators and the administration team to ensure efficiency of financial re-imbursements and travel bookings.

The curriculum development and eLearning members of our team have been working closely with the clinical educators to update our courses to ensure a contemporary approach to learning both pre and on course. REC has undergone a substantial review and the delivery of the pre-course material will be a new look and experience for CRANApplus and I am really excited to receive feedback from the participants of the new course in late 2019. Basic Life Support eRemote course was released early 2019 with very positive feedback. The Core Mandatories, Physical Assessment and Clinical Upskilling eRemote modules are planned for update and review into a new online program "Articulate Rise" with a planned release late 2019.

CRANApplus was part of a working group with Australasian Society for HIV Medicine (ASHM) to develop an eLearning module on stigma and discrimination titled *Removing Barriers: It's everyone's business* which was released free of charge on the ASHM website.

CRANApplus courses continue to be popular with the remote workforce and those preparing for working remote. Evaluations reflect the clinical hands on experience with skilled educators and clinicians is valued above all else, to enhance this we are exploring the use of augmented and visual reality modes of simulation for inclusion on our courses into the future.



## EDUCATION SERVICES



I am very proud to lead this amazing team of committed people in an organisation as wonderful and supportive as CRANApplus. We will continue to strive to ensure we remain the leaders in remote and isolated health professional education.

### Aged Care Project

The CRANApplus After-Hours Aged-Care Project has been successful in facilitating educational opportunities, with the aim to increase the knowledge and skills of Residential Aged Care Facility (RACF) staff. This collaborative project has strengthened existing relationships and referral pathways, facilitated new partnerships and improved links between the RACF and their local hospital, GPs, pharmacists, palliative care groups and after-hours services to assist in the management of after-hours service needs. The project has also enhanced information sharing and continuity of care for older persons accessing community care.

Funded by the Northern Queensland Primary Health Network, the project is now in its third year of implementation targeting four RACF's located in the Tablelands and Douglas Shire and two new sites located in Gordonvale and the Aboriginal Shire of Yarrabah.

### Remote Workforce Safety Training Project

In response to an identified need, the CRANApplus Remote Workforce Safety Training Project has successfully overcome barriers and supported access to inclusive training on safety and security for people providing healthcare in rural and remote areas across Australia.

In May 2018, CRANApplus, with the support of Commonwealth funding, launched the Stay Safe and Secure course which aims to build capability and confidence to better assess workforce health and safety risk, develop strategies to address safety and security concerns including the transition of Safety and Security Guidelines and Tools into everyday work. The course was fully designed to meet industry and legislative standards in each state and Territory with a focus on the prevention, management of and response to aggression and violence.

To date, data shows that there is significant uptake of knowledge generated from the project as evident by adoption of CRANApplus Safety and Security Guidelines for Remote & Isolated Health, downloads of resources and enrolments in training programs. A further mixed method evaluation of the Stay Safe and Security (SSS) training program has indicated overwhelming support and favourable attitudes towards the SSS course (including its perceived cultural safety), and considerable uptake of the Safety and Security resources. Reported changes to workplace safety practices, as well as the introduction and development of new workplace safety guidelines and policies were purportedly the result of exposure to, and participation in the SSS training. Many also reported that their ability to respond to workplace aggression or violence had improved due to participating in the Safety Safe and Secure Training.

# PROFESSIONAL SERVICES



CRANApplus, Professional Services is committed to the delivery of high quality, practical and relevant programs and services with the aim to build the capacity of the remote health workforce in the provision of competent, safe and quality health care.

## 2018-19 HIGHLIGHTS

### RAN Certification

RAN Certification program is in its second year of pathing the way for professional recognition of Remote Area Nurses. A steady stream of nurses who are undertaking assessment against the nine Professional Standards of Remote Practice. It is with interest, that nearly 70% of Certified Remote Area Nurses have post graduate qualifications, with the majority holding a Graduate Certificate, in either: remote health; emergency; and/or advanced nursing practice.

### Remote Management Program

CRANApplus continued its partnership with Australasian College of Health Service Management to provide a tailored course for remote and isolated clinical managers. Course workshops were held in Cairns and Katherine.



### Research

A research collaborative between CRANApplus, Australasian College of Health Service Management and James Cook University funded by Centre of Research Excellence in Integrated Quality Improvement undertook a feasibility study for the upscaling and the diversifying of the remote management program. This resulted in an literature review and an evaluation using a Continuous Quality Improvement for two international publications.

Onnis, L., Hakendorf, M., Diamond, M., and Tsey, K.: CQI approaches to evaluating management development programs: A case study with health service managers from geographically remote settings: *Evaluation and Program Planning* 74: 2019 Pp91-101

Onnis, L., Hakendorf, M. and Tsey K. How are continuous quality improvement (CQI) approaches used in evaluating management development programs?: A literature review. *Asia Pacific Journal of Health Management* 2018: 13(2).

### Networks of Interest Groups

CRANApplus' Facebook page hosts a number of Network of Interest (NOI) groups that support the diverse professional and clinical interests for the remote workforce. NOIs serve as an avenue for networking, sharing information and topical issues, and raising concerns. We have had a successful uptake of NOI groups covering Rural Nursing, End of Life, Aged Care, LGBTIQ, Students and Remote Managers.

### Fellows of CRANApplus

Fellows are recognised for their outstanding professional leadership and contribution to remote and isolated health, CRANApplus and the broader community. Fellows are invited to provide their expert advice on the work undertaken by CRANApplus. During the year, CRANApplus welcomed new Fellows, Dr Sandy Campbell and Dr Lynore Geia, both appointed at James Cook University.



# PROFESSIONAL SERVICES



## LINKS Mentoring Program

As an attraction and retention strategy for our current and future remote workforce, the mentoring program is actively promoted through student forums, conferences and workshops. Capturing interest from undergraduate students, newly graduated or those new to rural and remote sectors.

## Scholarships

CRANaplus continues to provide a range of Scholarship and Grant Schemes for members and non-members, to access funds to support Continuous Professional Development activities and clinical placements.

CRANaplus continuously seeks more external sponsorships for these valuable scholarships to provide undergraduate students the opportunity to undertake a remote or rural clinical placement.

## Gayle Woodford Scholarship

This annual Scholarship is jointly sponsored by CRANaplus and the Centre for Remote Health. 2018 attracted a high calibre of applicants seeking sponsorship to undertake Graduate Certificate in Remote Health Practice. The recipient of 2018 Gayle Woodford Scholarship was Ms Irene Schmutz who will be awarded at the 2019 CRANaplus Conference.

## Undergraduate Scholarships

In 2018-19 this Scholarship remained popular with 60 applications received, 10 were awarded. The student recipients were from the nursing, midwifery, nutrition and dietetics, and medicine disciplines.

## Nurses Memorial Foundation of South Australia Grant

This Grant provided funding for members of CRANaplus to be subsidised to undertake CRANaplus Continuous Professional Course and /or attendance at 2018 CRANaplus' Conference.

In 2018-19 there were 17 scholarship recipients awarded the South Australian Nurses Memorial Grant.

## CWA Nursing and Midwifery Professional Development Grant

A collaborative partnership between CRANaplus and the National Rural Health Alliance (the Alliance) and the Country Women's Association of Australia (CWAA) to support the release of CWAA Grant monies for rural and remote Registered Nurses, Enrolled Nurses and Midwives to undertake Continuing Professional Development activities.

In 2018-19 this grant remained outstandingly popular amongst rural and remote nurses, and midwives as evidenced by 87 Applicants, which resulted in 6 successful Grant recipients.

## 2018 CRANaplus Awards

Excellence in Remote Health Practice Award was awarded to Natalie Thaiday who is an endorsed enrolled nurse employed by Torres and Cape Hospital and Health Service as an Indigenous Nurse Navigator Support Officer. Sponsored by Mount Isa Centre for Rural & Remote Health

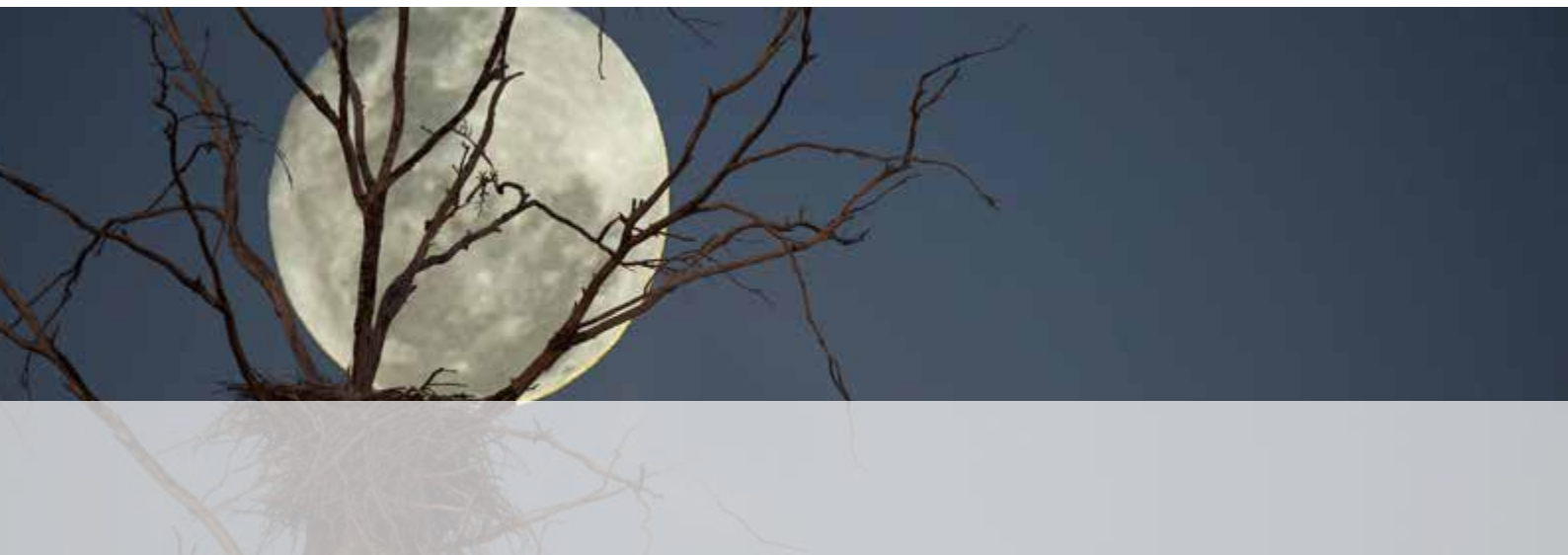
Excellence in Education or Research in Remote Health Award was awarded to the Torres and Cape Nursing and Midwifery Education Team. Sponsored by Centre for Remote Health

Excellence in Mentoring Award was awarded to Josh Stafford, Director of Nursing employed at Lockhart River and Coen Primary Health Care Centre. Sponsored by Remote Area Health Corps.

Outstanding Novice/Encouragement Award was awarded to Desi Aji, remote area nurse employed at Billiluna Health Clinic, East Kimberley Aboriginal Medical Services. Sponsored by Aussiewide Economy Transport.

Collaborative Team Award was awarded to Nurse Navigator Team located at Cairns, Thursday Island, Weipa and Cooktown which comprises of nurses, midwives, and Indigenous support officers. Sponsored by Bellette Web Design.

# SUPPORT SERVICES



**Colleen Niedermeyer**

Director  
Support Services

Bush Support Services had another busy year with over a thousand calls received from health workers and their families who live and work in rural and remote areas across Australia. The team of 11 dedicated psychologists provided specialised counselling support services to callers in need via the Toll Free Support Line 1800 805 391 and also via the Internet.

The most frequent calls were related to high levels of day to day stress. Other common reasons for contacting the service included professional issues, conflict in the workplace and relationship issues. Many callers had a combination of reasons for calling, reflecting the difficulties sometimes faced by the isolated workforce.

CRANaplus recognises the challenges of working remotely and offers unique resources that draw on our network of specialised knowledge. Resources were distributed by electronic and printed methods. A substantial number of digital downloads were registered on the website and over 50,000 printed resources were mailed or freighted to the rural and remote health workforce, including universities and recruitment agencies.

The launch of the Bush Support Services 'Mindful Photography Competition' for rural and remote health service providers and their families, was favourably received with well over 100 entries. The winning entry is above.

There was an increased demand for our 'Mindfulness Monday' email message. These messages are free and delivered to your inbox each Monday morning. A regular mindful practice builds emotional and psychological resilience and also enhances overall satisfaction with home and work life.

Comments from current subscribers include:

- 'Once again, a wise and helpful offering in Mindfulness Monday'
- 'Very insightful. Loved it'
- 'Beautifully written'

Additionally, in response to the needs of the rural and remote health workforce, Bush Support Services portfolio of workshops has expanded to include:

- 'Supervision and Reflective Practice'. This builds on a previous workshop and has been designed to specifically address the needs of the Aboriginal and Torres Strait Islander health workforce by addressing the issue of supervision in a culturally appropriate setting.
- 'Supporting the Carers'. This was developed in response to the New South Wales drought (Federally funded by Department of Health). It covers the areas of secondary traumatisation, self-care and helpful conversations for referral to mental health services. The material is easily adaptable to address all natural and other disasters.

The Supporting the Carers Project visited 67 towns in drought-affected NSW. Health Professionals were able to access roadshows, face to face mental health interventions and workshops. A 'Reflective Practice' Journal was developed to support health practitioners with the aim to promote positive mental health and resilience. The professional development workshops adopted a best-practice/mindful/strengths-based approach to raise professional and personal self-awareness. Participants were able to build their skills in resilience to help cope with the stress and burn-out associated with working in drought-affected rural and remote health contexts. This in turn better prepared them to help others through referral to mental health services.





# FINANCIAL REPORT 2018-2019



**Steven Dangaard**  
Chief Finance Officer

It has been another busy year for the CRANApus finance team, working with the Board of Directors, CEO and the Executive Team towards achieving program goals and strategic plan objectives.

The 2019 financial year welcomed the completion of a number of key and significant investments. These investments included improvements to our IT infrastructure, upgrades to our telecommunication systems, and a substantial property purchase to service a growing expansion in our Adelaide operations.

The Annual Financial Statements were again prepared without qualification with very few issues raised in the management letter. This year CRANApus incurred a total comprehensive loss of \$94,423, which was a result of the planned infrastructure upgrades.

The 2020 financial year will see CRANApus return to a forecasted surplus, with a consolidation of resources and cost savings introduced as a direct outcome from of the previous year's infrastructure investments.



# FINANCIAL REPORT 2018-2019

## Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2019

	2018 \$	2019 \$
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<b>Revenue and Other Income</b>		
Grant Revenue	4,706,292	4,613,214
Other Income	2,027,483	2,213,669
	<b>6,733,775</b>	<b>6,826,883</b>

<b>Expenditure</b>		
Cost of Goods Sold	-	-
Employee Costs	3,565,263	3,456,972
Depreciation	85,318	120,966
Amortisation	215,004	226,446
Conference Costs	125,189	337,530
Consultants and Subcontractors Fees	423,537	434,643
Course Costs, Catering and Facilitators	246,331	230,834
Donations	39,767	42,044
Interest Expense	11,488	44,573
IT Costs	331,247	401,540
Postage, Printing and Stationery	339,659	372,969
Rent and Utilities	166,107	115,063
Travel and Accommodation	652,284	694,148
Obsolete Stock Write Off	-	-
Loss on Disposal of Assets	6,999	16,397
Other Expenses	507,035	543,675
	<b>6,715,228</b>	<b>7,037,800</b>

<b>PROFIT BEFORE INCOME TAX EXPENSE</b>	<b>18,547</b>	<b>210,917</b>
Income Tax Expense	-	-
<b>PROFIT AFTER INCOME TAX EXPENSE</b>	<b>18,547</b>	<b>210,917</b>

<b>Other Comprehensive Income</b>		
<i>Items that will not be reclassified to profit or loss</i>		
Increase in Asset Revaluation Reserve	-	116,680
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>18,547</b>	<b>94,237</b>

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 [Flickr.com/CRANApplus](https://www.flickr.com/photos/CRANApplus/)







Western Australia → Newman, Broome, Esperance, Port Hedland, Carnarvon, Kununurra, Karratha, Northam, Mount Marshall  
Cocos Keeling Islands | Queensland → Cairns, Mount Lindley, Blackall, Pormpuraaw, Thursday Island, Charters Towers, Hughenden, Dysart, Barcaldine, Tennant Creek, Katherine, Warakurna,  
Victoria → Melbourne, Harrow, Longford  
South Australia → Adelaide, Port Augusta, Berri, Renmark, Tamworth, Dubbo, Byron Bay, Broken Hill, Bathurst, Coober Pedy, Island, No

[www.crana.org.au](http://www.crana.org.au)