



Annual Report
2023



Acknowledgement of country

PAMS acknowledges and pays respect to the Nyiyaparli (Newman) and Martu (Western Desert) people, as the Traditional Owners of the lands we service. We pay our respects to their Elders past, present and emerging.

We recognise the significant importance of Nyiyaparli and Martu cultural heritage, values, beliefs and their contribution to positive health and wellbeing outcomes.





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Our Cultural Commitment

We strive, in our engagements and services, to be culturally responsive and appropriate

Our Vision

Our vision is to be the most effective provider of Aboriginal and Torres Strait Islander people's health care and wellbeing through:
Supporting and promoting holistic healing of the community, by the community, for the community, for present and future generations

Our Mission

To provide innovative and culturally responsive holistic health care to all in the region

Our Workplace

We are collaborative, accountable and respectful

Our Values

We are Community Focused
We are Community Controlled
We are Transparent
We are Inclusive
We are Leaders



Board of Directors

Jigalong Directors



JASON CRUSOE



JANELLE BOOTH

Newman Directors



STANLEY WATSON
(Deputy Chair Person)



SUSAN MAY-BUNG

Parnngurr Directors



BILLY (BUTLER) LANDY
(Chair Person)



CAROL WILLIAMS



Punmu Directors



GAVIN NANUDIE



GLENYS STEWART

Kunawarritji Directors



**LAWRENCE
WHYOULTER**



DESRAY WILBERFORCE

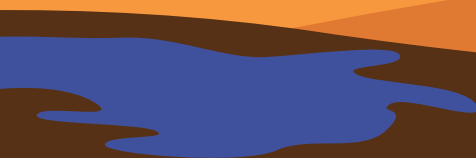
Independent Directors



STEPHEN KLOMP



DR BRET HART



Message from the Chairperson

This year has seen a lot of changes in Puntukurnu Aboriginal Medical Service Aboriginal Corporation's (PAMS) Board. Which welcomed Mr Billy (Butler) Landy as Chairperson and Mr Stanley Watson as the Deputy Chairperson.

PAMS accomplished a number of achievements this year, with the Upstream Health continuing to be the focus over the last year. We are excited to have begun recruitment in this project, where Mums and Bubs will be well supported in their journey from pregnancy through to birth.

I would like to extend my gratitude to the Directors, who directly support and guide the operations of PAMS. With the formation of PAHA, and representing at a number of key meetings in the State, our Directors are required to be away from family for longer periods of time.

A special thanks also goes to PAMS Members, CEO, Management and Staff for their active contribution to ensuring a high level of culturally appropriate primary health care to the Martu and Nyiyaparli.

I'm proud to be part of PAMS and look forward to another successful year.

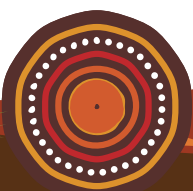
Warmest Regards
Billy Landy
Chairperson



Mr Billy (Butler) Landy



Mr Stanley Watson







Office of the CEO

I am proud of advancements made by PAMS over the past year. Our team has worked tirelessly to achieve better health outcomes for First Nations people of East Pilbara.

We faced challenges that come with new ways of working post the Covid-19 pandemic that required more flexibility in workforce management. We continued to achieve positive results in every program or service we provide.



Mr Robby Chibawe

Notable achievements of the past year are:

Finalising the Five (5) Year Strategic Plan

The PAMS Board, staff and community worked together to formulate a strategic plan that reflected vision, goals and values we want to be driven and identified with. This process brought together all staff from the clinical, Community health and wellbeing and Corporate teams to map out what they wanted to achieve in the next five years. The consultations involved the community through the Board to reflect the very ethos of community controlled and self-determination. The process resulted in the following main domains as guiding pillars:

I. The Health and Wellbeing of the Community We Serve

To provide effective, equitable, quality services that improve health outcomes.

II. Leadership and Governance

To be recognised as demonstrating effective and culturally appropriate leadership and governance systems.

III. Our Sustainability and Growth

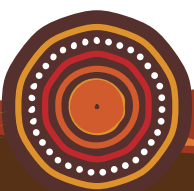
We have the workforce, infrastructure and resources to achieve our mission.

Completion of six staff Housing Units at Jigalong Community

The State Government provided \$3.5 million to PAMS to construct the new staff housing, delivering on a 2017 election commitment. The six two-bedroom houses feature a modern design tailored to conditions in Jigalong. The modular buildings replace four aging houses previously used by healthcare workers at PAMS.

Not only are the new houses more modern and functional than those that were there before, but PAMS now also has an extra two houses at its disposal for healthcare workers.

We are sincerely thankful to the State Government for the funding support to build the six (6) staff housing Units at Jigalong community. This support has created increased capacity to provide comprehensive primary health care to the community. The new housing units will inspire our staff to continue provision of culturally appropriate and comprehensive primary Health services to the community thus accelerating closing the gap efforts.







Office of the CEO (cont.)

Workforce Stabilisation

Management worked to review workforce retention across the organisation to improve productivity and retention. This review is in recognition of the need to accept post-Covid workforce dynamics around how people work. Shortage of key workforce especially Doctors and RANS has been a key driver in constantly reviewing our workforce strategies. Due to the new measures put in place, PAMS has managed to fill all RANS positions in the four desert communities of Jigalong, Punmu, Parnngurr and Kunawarritji despite the shortage of RANS at a national level. Having better accommodation facilities helps in attracting and retaining experienced staff. Shortage of Doctors is mitigated by employment of locum Doctors especially in Newman while we work to recruit permanent ones. Use of longer-term locum Doctors is helping in maintaining some level of therapeutic relationships with patients.

Renal Dialysis

It has been over a year now since commencing the Nurse – Assisted Dialysis unit in Newman. The Unit has four (4) chairs with an extra chair as a spare. This project has been a success with over 1000 sessions done so far. Purple House manages the dialysis unit under the new Medicare rebate introduced by the Commonwealth Government. The collaborative approach between PAMS, Purple House, Fiona Stanley renal specialists and Commonwealth (MBS) is a potential model for the region. May I thank everyone involved for making this a reality and allowing our clients to dialyse on Country. I want to thank BHP for providing the capital funds to establish the Unit.

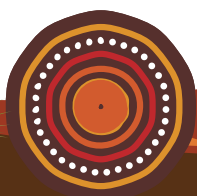
Commencement of the Upstream Health Project

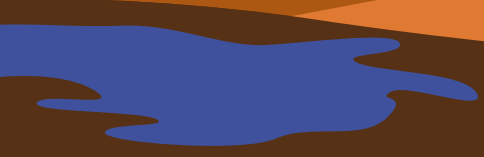
Finally, the PAMS Upstream Health Project has begun with recruitment of an Endorsed Midwife to support the birthing journey for pregnant mothers in East Pilbara. This is a program funded by Telethon Kids Institute and the Ramsay Foundation. Pregnant mothers face significant challenges during their birthing journey without adequate support. This project is aimed at supporting pregnant mothers within their communities as long as possible. They Endorsed midwife works with family support workers to create better beginnings for the family. Stronger beginnings, stronger and healthier communities.

On behalf of the PAMS Board and staff, I would like to thank the Government Agencies, NACCHO, AHCWA, BHP, Shire of East Pilbara, Creating Communities, PAHA and all stakeholders for the support to PAMS.

Warmest Regards

Robby Chibawe
Chief Executive Officer





Meet our Executive Management Team

Nicholas Haney Chief Operating Officer

Nicholas Haney has managed programs and services for over 20 years across not-for-profit community welfare sectors in the United States and Australia. Since arriving in Australia in 2004, he has managed NGO staff and services in some of the most culturally diverse Western Australia, Sydney and regional Victoria communities. Nicholas holds a Master of Social Work, Bachelor of English, Graduate Diploma in Family Dispute Resolution, Restorative Group Conference Convenor and Results Based Accountability Trainer.



Dr Cara Sheppard Senior Medical Officer

Dr Cara Sheppard our Senior Medical Officer, worked in PAMS remote clinics between 2017 and 2020 before taking a break for maternity leave. Cara is an Australian graduated and trained GP with interests in primary care, population health, women's and children's health. Dr Cara has been involved in the WA Syphilis Outbreak Response Group and fostered a strong collegiate relationship with our local Public Health department. She's contributed to the WAPHA GP Advisory Group (Initial Assessment and Referral, Mental Health). In 2019 she completed the RACGP Future Leaders program to help gain additional skill in project and people management.



Christina Hunn Clinical Manager – Remote Services

After raising 5 children, Christina Hunn began her nursing journey in 2008 and graduated with honours in bachelor of nursing. Christina has worked managing a large primary health clinic in Brisbane before travelling Australia in 2019 working in QLD, NT and WA as a RAN and manager in many remote indigenous communities before arriving in Newman and have been working at PAMS since July 2022 to provide better health outcomes for the Aboriginal people in the Pilbara.



Simone Maitland

Finance Manager

As a member of the Institute of Chartered Accountants of Australia and New Zealand, Simone brings over 25 years' experience in accounting to PAMS. She has a varied background having worked as an auditor, and with experience in private companies with investments in agriculture, real estate development, technology, mining and oil and gas industries. In 2020, Simone started working with Aboriginal Corporations based in the Kimberley in order to seek value in her employment. She joined PAMS in 2022 and appointed Finance Manager in March 2023.



Sarah Murthy

Upstream Health Project Coordinator

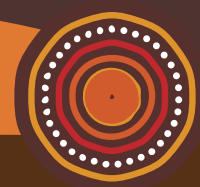
Sarah Murthy joined PAMS in 2022 as the Project Coordinator for PAMS Upstream Health project. Her eclectic career includes significant experience in academia and research, Commonwealth government and the not for profit and Aboriginal sectors as well as more than a decade on various not for profit Boards including as Board Chair for the last four years.

She has postgraduate studies in Social Impact, Perinatal and Infant Mental Health, Business and International Relations and is an Adjunct Senior Research Officer at the University of Notre Dame in Australia's Institute of Health Research.



The PAMS Board, staff and community worked together to formulate a strategic plan that reflected vision, goals and values we want to be driven and identified with.

- Robbie Chibawe





Clinical Services



Sexual Health

In the last 12 months 71% of our target cohort of 15-35 year olds had received STI screening in one of our clinics, we would like to see this rise to 80% and above. We continue an incentive based screening initiative to encourage those not screened in the last 12 months to have screening completed.

Rates of Sexually Transmitted Infections and Blood Borne Viruses amongst PAMS clients and the wider Pilbara region continue to be a significant health concern and addressing the many issues surrounding Sexual Health care remains challenging.

Dental

PAMS continues to have the RFDS Dental team provide services in Newman and an MOU with Pilbara Dental now ensures our patients can access dental care on a more regular basis.

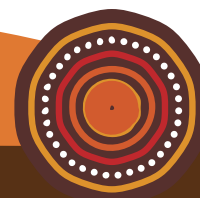
- Pilbara Dental Group who undertake at least four emergency presentations daily and provide ongoing care to the wider community at charge to non PAMS patients.

- Royal Flying Doctors who provide full care but aim to undertake some health promotion work both at the clinic and the schools. We ran a very successful service delivery, with a school group from Punmu in the school holidays. This was in conjunction with programme team
- The EDU registrar training programme is establishing and opening up learning and hopefully recruitment for future dental teams. This group will also work with the pregnant women to “lift the lip” and undertake preventive work especially related to RHD.

Child Health

The period from pre-conception and conception through the early years of a child's life are crucial. PAMS regional Child Health program model provides comprehensive and holistic assessments while ensuring collaboration and integration of service delivery.

As the potion and role have consolidated we are simultaneously seeing rises in vaccination rates for eg RHD follow up and FASD awareness. Routine services such as hearing and sight are being achieved.





Newman clinic has a full time child health nurse and a new remote child health nurse is commencing employment in September 2023. This will provide comprehensive care for all children in Newman and the Western Desert communities.

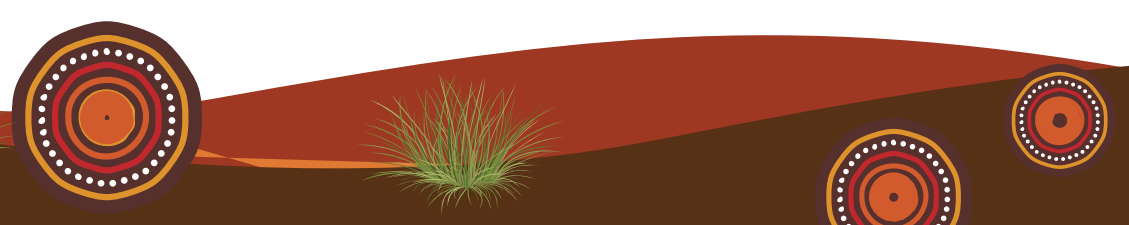
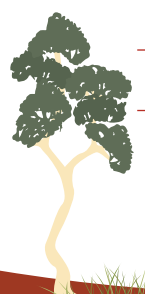
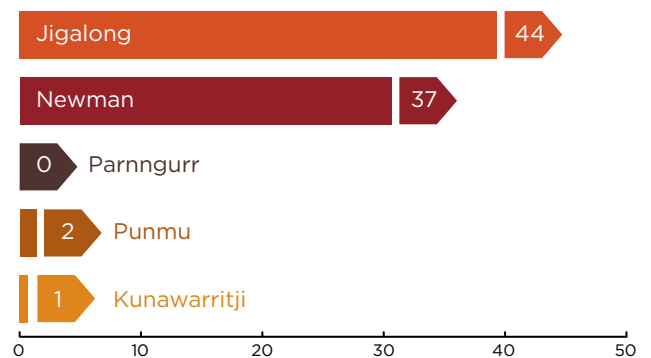
Based at the Newman clinic we have an Aboriginal Health Practitioner (AHP) and an outreach worker to provide care and co-ordination of services to ensure our chronic disease clients can access appropriate health care and medical aids that ensure better health outcomes across the lifespan.

Integrated Team Care-(ITC)

PAMS Integrated Team Care (ITC) Program is a service that contributes to improving health outcomes for Aboriginal and Torres Strait Islander people with chronic health conditions.

Enrolled clients from June 2022 – July 2023

Newman	94
Jigalong	37
Parnngurr	6
Punmu	11
Kunawarritji	8



Pharmacy

PAMS and Newman Pharma continues our mutual agreement to provide professional pharmacy services at our Newman Clinic. The service falls under the PBS 100 schedule medications that allows our Aboriginal and Torres Strait Islander clients to access. Our agreement includes weekly medication deliveries to the four remote clinics allowing for clinics to prescribe medications at no cost.

Telehealth

Building on from the 2020 BHP supported Telehealth initiative. PAMS continues to utilise Telehealth services allowing clients to consult a healthcare provider by phone or a video call.

Services provided at PAMS clinics

- Comprehensive Primary Health Care
- Chronic Disease Management
- Regular screening for early diagnosis of chronic diseases in both children and adults
- Child Health developmental checks
- Immunisations-childhood and adult vaccines including Covid-19, Japanese Encephalitis and Influenza
- Pharmacy-onsite at Newman and weekly delivery to remote clinics
- Sexual Health screening and treatment
- Integrated Team care for our patients with chronic disease to help them access services for better health outcomes
- Health promotion
- 24 hour emergency care in Jigalong, Punmu, Parnngurr and Kunawarriti
- Telehealth





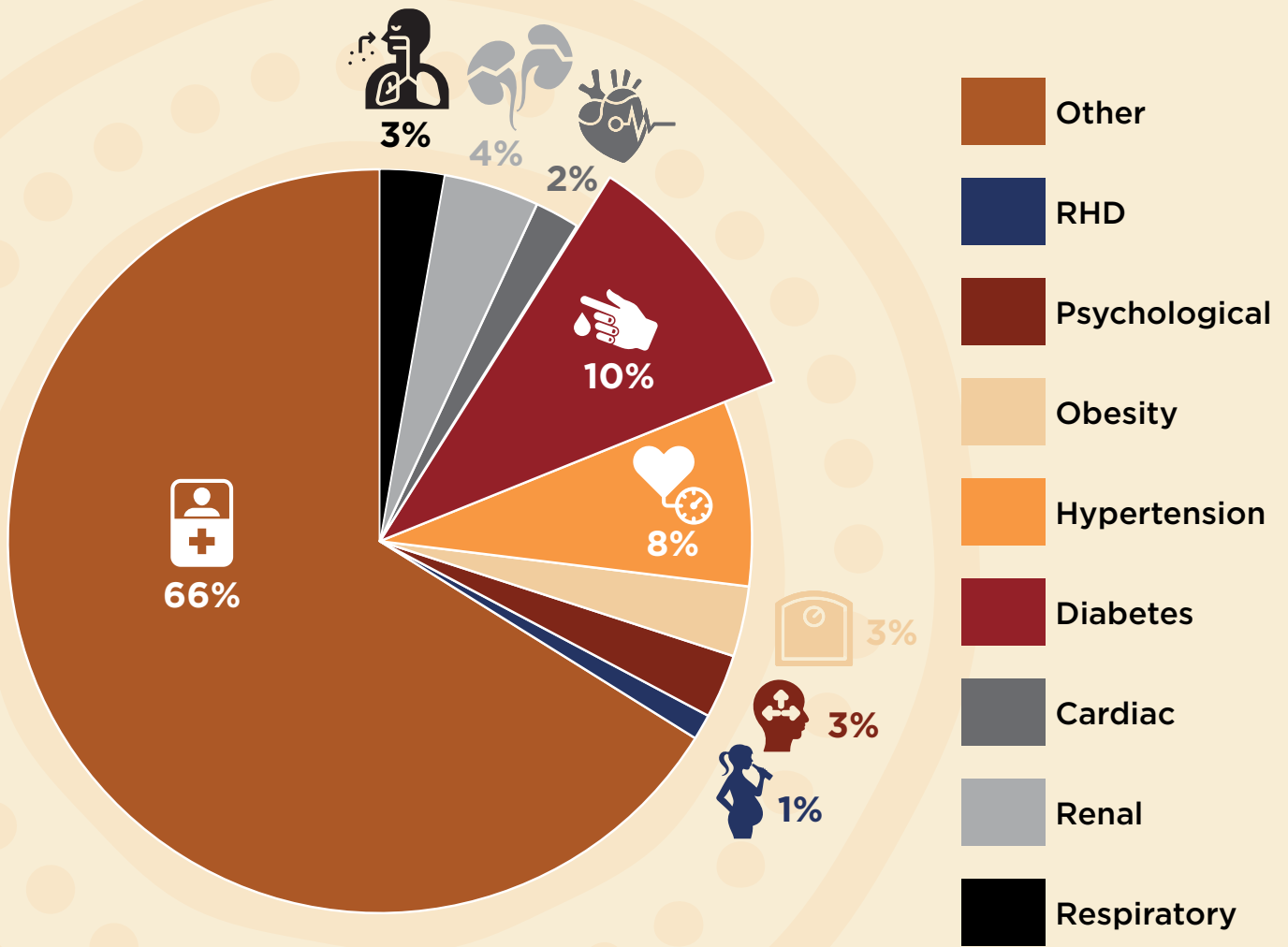
Patient Access



Clinic	Total	Male/puntu	Female/wanti
Newman	15,918	6,876	9,042
Jigalong	7,671	3,240	4,431
Parnngurr	1,014	470	544
Punmu	2,107	924	1,183
Kunawarritji	1,323	650	673
Total patient access numbers	28,033	12,160	15,873
After hours call outs at remote clinics	1,819		



Chronic Disease Overview





Yarralnayajuya Nyawa

PAMS continues to have an extensive range of visiting specialists to Newman and the four remote communities.



Women's Health GP



Eye Health



Allied Health (podiatrist, diabetes educator, nutritionist)



Visiting palliative care team



Renal Physician



Patches



Dental services by RFDS and Pilbara Dental

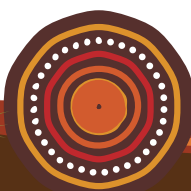


Paediatrician



Ear Health

These services are well received in all communities and the access to these services support ongoing optimal health outcomes for the Martu and Nyiyaparli people.



Senior Medical Officer

Clinical Service Delivery

The 2022 – 2023 period brought several challenges related to impacts of workforce shortages across our practice. PAMS is a multidisciplinary unit including GPs, practice nurses, remote area nurses, visiting allied health services, visiting specialists and administrative staff.

As an organisation, we measure ourselves against the National Key Performance Indicators (nKPIs). Our team continued monitoring progress and achievements in line with our continuous quality improvement framework.

Despite challenges, we are pleased to note positive patient outcomes and inter-agency collaboration. We look forward to using data from our audits and internal reviews, to guide systematic improvements over the next year.

Continuous Quality Improvement

Continuous quality improvement is a key component of primary care. It is necessary to foster safe and effective health service delivery, and recognised through inclusion in the AGPAL accreditation standards. Up until 2023, this had been part of the duties assigned to the CQI and HS Officer (with oversight and high-level advice from the Senior Medical Officer). Organisational restructure however has left this position currently unoccupied.

Our yearly student audit with Notre Dame University medical students this year focussed on microvascular complications of type 2 diabetes. They audited approximately one third of our type 2 diabetic patients and measured our performance against the “Management of type 2 diabetes: A handbook for general practice” national guidelines from the RACGP over the year 2022.

The specific outcomes we measured against were completion of eye checks, foot checks and screening for kidney disease. A highlight from the audit found 80% compliance rate screening for kidney disease. The findings will guide our Plan-Do-Study-Act cycle over the next 12 months to improve completion rates.

We also examined rates of Antenatal Syphilis testing in line with the current WA Health guidelines, and implemented key changes including:

- Software modifications with pre-filled pathology forms to reduce human error.
- Close collaboration with WACHS visiting GP Obstetricians and midwives in a shared care model to support on the ground staff including regular multidisciplinary team meetings.
- Extensive Communicare training video content was created to assist staff in using the software.

Clinical Governance and Leadership

The Clinical Governance Committee has met a number of times in the past 12 months. In particular, the committee focused on responding to identified risks through reported incidents, near misses and feedback from staff and patients. “To err is human” and therefore we are prioritising a “no-blame” reporting culture. This ensure staff and patients feel safe to voice concerns and have confidence to know they will be actioned.

We maintained representation in clinical leadership groups across the Pilbara. These include Rural Health West Aboriginal Health Conference, AHCWA Clinical Leadership Group, the RACGP WA, PAHA Clinical Leadership Group Council, WACHS Pilbara Inland Clinical Governance and several forums for sexual health.





Health Promotion Activities

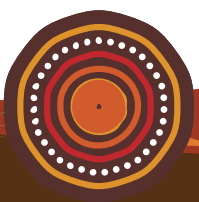


PAMS has seen a positive change in health assessments amongst the Martu and Niyaparli people over the last 12 months, which promote positive healthy lifestyle changes that benefit the person across their lifespan. Health promotion leads to decreased prevalence of chronic disease.

PAMS staff have commenced regular health promotion days which give our community members greater insight into the health benefits of positive health behaviours.



“
Health promotion leads to decreased prevalence of chronic disease
”



Dialysis



The 2022 to 2023 saw our first full year of delivering dialysis services. The Purple House dialysis team worked hard and has provided over 1100 treatments, operating at an impressive 89% capacity.

This important collaboration has provided 25 individuals the opportunity to come back closer to home, to be on country with family, for many the first time in years. The significance and impact of this service recognised by the State Government through a visit by the Health Minister Amber-Jade Sanderson.

It takes a team of healthcare professionals, support workers and family to provide holistic care to our dialysis clients, the unit turning one was a milestone and an occasion for all of us to celebrate.

**We are a family, and it takes a team to keep us all strong.
- Purple House team member**

There have been clients who have had the opportunity to come home to visit family, that have now passed away; although sad it has been a privilege to have been able to offer them time on country.

There have been other impacts of providing dialysis services in Newman. Visits to the dialysis unit by community and local staff increases awareness of the reality of dialysis, it has been an educational tool to highlight the importance of prevention and early detection of chronic kidney disease

Newman is not home for many of our clients, often needing supports that are not currently available. PAMS looks to strengthen service provision through:

- Developing accommodation support in Newman
- Advocating for and developing further nurse led dialysis services where they are needed, such as in Jigalong
- Identifying and supporting local workforce options to meet future service demands





Capacity in 1st full year 2022-2023:
89%



Number of dialysis treatments:
1114



Number of patients who have received services:
25





Upstream Health Project



In early 2022 the Board of Puntukurnu Aboriginal Medical Service (PAMS) agreed to self-fund the establishment of a new ‘Upstream Health’ Project.

The Board’s intention was to re-orient PAMS towards a greater focus on health promotion, prevention and early intervention, commencing with maternal and child health. A Project Coordinator was appointed in April 2022 two days a week to scope the project, secure funding, and to oversee project implementation.

This first phase of the Upstream Health Project seeks to implement an enhanced model of care for Aboriginal women living in the East Pilbara (Newman, Jigalong, Punmu, Parngurr and Kunawarritji) and their children up to age 5 years. The model of care will be documented and include clinical care (including co-morbidities), PATS coordination, transport and accommodation and practical and emotional support across PAMS, WA Country Health Service, hospitals, other Aboriginal Medical Services and external support services.

As there are no maternity facilities in the East Pilbara, all women are required to relocate to give birth with approximately half choosing to go to the Hedland Health Campus run by the WA Country Health Service (WACHS) and the remainder to King Edward Memorial Hospital in Perth run by the Women’s and Newborns’ Health Service.

Consequently, the Project is taking a systems approach as care is provided by both PAMS and multiple external organisations.

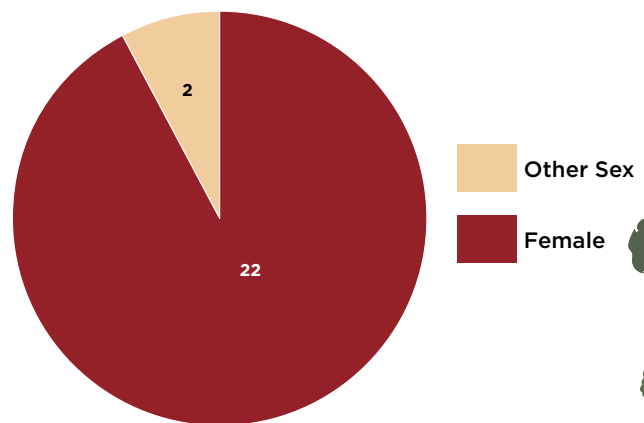
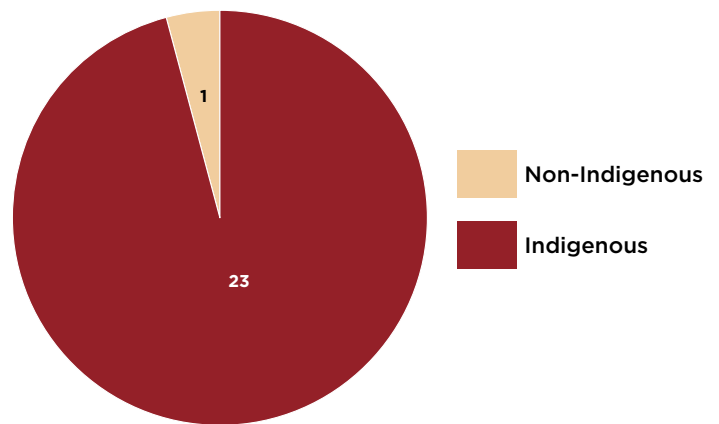
An explicit intention of the Project is to share learnings with other remote communities and foster health system reform at regional, state and national levels.

The Upstream Health Project’s maternal health initiative is now funded by Telethon Kids Institute, Paul Ramsay Foundation and the Australian Family Partnership Project via the Commonwealth Department of Health.

The Pilbara Aboriginal Health Alliance (PAHA) has secured Commonwealth funding to introduce the Australian Family Partnership Program (AFPP) across the three Pilbara Aboriginal Medical Services, including PAMS.

Additional Output Metrics

Project Year: January 2023 – June 2023





Community Health Programs



PAMS Community Health Programs worked to consolidate and operationalise learning gained over the last few years.

The reporting year can be summarised in Martu wangka as “Kujungkalu” or working as one. This required a willingness to promote ways of working that focus on learning. Martu culture has its own rich cultural concepts related to wellness, reciprocal caring and support. The Community Health Programs team worked build understanding and appreciation for the nuance and inter-connectedness of identity and culture.

The Community Health Programs team works to protect the health of neighbourhoods, public health is concerned with protecting the health of entire populations. Most factors influencing holistic wellbeing are outside of health and care services. To deliver effective services, the team considers the wide range of determinants of health and wellbeing. The Programs Team made the intersections of culture and outcomes the focus the operational plan.

Having a shared understanding of holistic perspectives of health specific to our community stakeholders is essential. This resulted in several Community Health Program team initiatives that will positively impact future service delivery across the organisation.

Operational Area 1 Connection to Clinics

PAMS Community Programs Initiatives Recognised and Implemented

Operational Area 2

Consistent Remote Community Presence

Operational Area 3

Inter-program knowledge (sustainability and capacity)

Operational Area 4

Program and Practice Innovation

Operational Area 5

The team advanced established relationships with stakeholders such as KJ, RSAS, Newman futures and creating communities, Newman women’s shelter, Newman neighborhood center, headspace, save the children, Clontarf, Polyfarmer foundation, Martumilli, school psychologists. Progress against the operational plan resulted in continued integrated approach acknowledges there is no one ‘program’ that facilitates change or supports individuals, families and communities.



Tackling Indigenous Smoking (TIS)

Tackling Indigenous Smoking (TIS) aims to improve the health of Aboriginal and Torres Strait Islander people by reducing the prevalence of tobacco use through population health promotion activities.

During this reporting period, the Puyu Paki team's prevention and early intervention efforts in the across the community became more prevalent. The Puyu Paki team regularly facilitated education sessions in partnership with Jigalong, Newman, Parnngurr, Punmu RCS and Kunawarritji RCS.

School based TIS education sessions consisted of Follow the Path to a Healthy Body, Puyu Paki Bingo and showing the chemicals in a cigarette. Sessions cover a range of information specific to:

- Health effects of smoking,
- Vaping,
- Chemicals in a cigarette, and
- Smoking during pregnancy

Jiji

The Jiji program occupational therapist worked in partnership with families, schools and other organisations supporting remote community families. Jiji program has completed two-way learning and co-design in Jigalong, Parnngurr, Punmu and Kunawarritji. Project approach utilises narrative stories, to gather insight and clarification on Martu tools to regulate and understand what and if there are concerns or issues with children's behaviours, thinking, growing and healing.

The culturally appropriate and responsive program facilitated:

- Professional development workshops,
- Occupational clinical program,
- On country women's circles.

Building the capacity of families and school staff is a central component of the Jiji model. Advancement of the project naturally resulted in an evolution of the approach. Martu expressed an overwhelming desire to work with families to engage communities in their own healthcare. As Martu understanding of occupational therapy concepts increased, community ownership of teaching and therapeutic support increased. In short, Martu understand self-regulation develops and is learned from co-regulated adults. Consequently, there has been a shift to developing Martu Jiji support roles. These roles enable two-way learning with women and families about regulation, triggers and tools.

Learning from mum and dad on how to be in desert and how to be calm... Martu people can teach their own child how to behave our parents used to learn us out in the desert.

- Nola Taylor, Parnngurr



Social Emotional Wellbeing (SEWB) – Program Team

The SEWB program is becoming increasingly recognised by community and service providers. The program has seen an increase in requests for supports across the service catchment. There is improved awareness of parameters of the program resulting in more requests for partnerships for individual and family services ranging from AOD, VSU and general family support.

- Time on country 153 days on country
- Number of Sessions 95 individual/family
- Over 200 individuals and families supported

Youth Wellbeing Program

Youth Wellbeing works to provide clinical awareness and program supports to the Families and Young people who are engaging or are at risk of engaging in the use of Volatile Substances to ensure that the Martu and Niyiyaparli people live healthy lives at any age.

The Youth Wellbeing project directly supported 33 Aboriginal youth in Newman with flexible engagement with a further 20 Martu youth from remote communities. Indirect support provided to families include parents, grandparent, siblings and extended relatives.

Act Belong Commit

PAMS Act Belong Commit is part of Western Australia's longest running mental health promotion campaign. The campaign encourages everyone to keep active, connect with others and do something meaningful for good mental health and wellbeing. As part of the SEWB Team, the project ran information sessions were held across the Pilbara

Community Liaison Officer

PAMS Community Liaison Officer (CLO) provides support across the Pilbara promoting wellbeing and suicide prevention. The CLO works to implement the Pilbara Suicide Prevention Plan to enhance integration into and across funded programs aimed at promoting wellbeing.

The Pilbara Suicide Prevention Plan is based on premise, that local community drive selection and implementation of activities in conjunction with wider SEWB and health related programs. The Pilbara Plan informs work with local communities, through the respective Aboriginal Medical Service to identify activities and allocate seed funding priorities. Communities may choose to select several smaller 'pilot' projects, a combined regional project, and a larger local project or add value to an existing initiative.

Achievements over the reporting period include:

Suicide Awareness Campaign (Wellbeing)

A coordinated communication and marketing exercise across the Pilbara. Specific activities include but not limited to social media, marketing, contests, stalls and other population awareness strategies.

Prevention/Early Intervention for men

Initial investment to community services that develop and facilitate on-country programs. On country camps for men led by facilitating agencies to supplement costs for equipment hire and upgrades.

Suicide Prevention & Support Resource

Activities that enhance local capacity and awareness for key community leaders. Community and family leaders were supported to represent the Pilbara in subject matter forums and conferences.

Family centred in-home assistance – Communities across the Pilbara identified need for more in home supports

Activities centred on home based environmental health supports to under resourced programs to provide education, information and support.



Environmental Health Program

The Environmental Health program works to provide a holistic scope of services addressing matters related to communicable illnesses and community welfare. The program operated across Newman, and remote communities. Advancing positive relationships on the ground with community staff led to improved long term and self-sustaining environmental health solutions.

Over the reporting period the program has

- Continued advocacy efforts through the Pilbara Aboriginal Health Alliance and related planning and research committee groups.
- Enhanced streamlined approach to environmental health referrals from Jigalong, Parnngurr, Punmu and Kunawarritji communities.

- Assisted in JEV vaccine and vector management rollout, as well as actively engaged in activities aimed at mitigating the risks associated with mosquito borne illnesses in remote Western Desert communities. (Eg. Distribution of mosquito nets and repellents, chemical treatment of high risk areas).
- Development of youth education campaign and resources on ways to combat communicable illness.



Disability Services

PAMS Disability Support Services continued providing significant assistance support people with disabilities during this reporting period. The EACP and RCC programs Program works to identify and connect people to the NDIS scheme.

Recognising the limitations in the Aboriginal and Torres Strait Islander Engagement Strategy NDIS 2017. The team worked with community to develop a cultural framework. The framework was designed for use by organisations aiming to enhance NDIS service and business sustainability to remote Aboriginal and Torres Strait Islander communities.

The project formed a cross-cultural reference group comprising six Martu cross-cultural experts and one non-Martu cross-cultural consultant who is a fluent Martu Wangka speaker and has strong relationships with the community.

Across the consults combined, we mapped 1,786 correlations between of qualitative data collected and key emergent themes. While analysing the data in these different question areas, 17 key themes emerged.

Into the future PAMS will be working to

- Practically embed culture into everyday business considerations,
- Define community driven KPI's across health and disability services,
- Promote aims of reciprocity and two-way learning that are culturally safe and evidence informed.

The framework signifies an organisational commitment to creating a culturally responsive environment.

Nicholas Haney
Chief Operating Officer





Corporate Services



PAMS Corporate Service units experienced a year of growth, consolidation and introspection. The Corporate Team worked diligently toward creating long-term value creation by considering implications and articulating impacts across the organisation.

As our internal finance capacity increased through the reporting year, we worked to enhance human resources, asset management, quality and compliance organisational policies, systems and processes.

Corporate Services plays a key role in facilitating operations across PAMS service catchment responsible. Despite being less visible or outwardly recognised, our efforts ensure complex remote initiatives are successful. The team is responsible for ensuring efficient logistical, administrative,

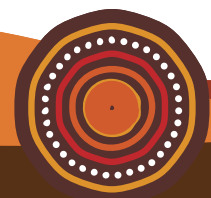
assets and people support, we are working to the shared vision of being leaders in corporate services.

To achieve this, we began work to develop creative ways to operationalise the strategic plan by:

- Sharing the team identity and dream,
- Defining key milestones,
- Taking time to celebrate advancements and share learnings.

“A journey of a thousand miles begins with a single step”

- Lao Tzu





Quality and Compliance

Quality improvement and assurance underpins all aspects of the organisation.

This is achieved by working with all stakeholders to oversee and ensure organisational accountability.

The Quality and Compliance team works to promote process dependency, interlinked systems and enhanced service sustainability. Quality and compliance advanced operational gains made last year improving organisational systems and process.

More specifically, Deeyana Feldman Quality and Compliance Officer alongside the team, were recognised by the Office of the Registrar of Indigenous Corporations (ORIC) for leading changes designed to ensure PAMS's structure and operations exceed standards.

Recognition of the Quality and Compliance team lifted the team from obscurity to prominence.

The team finished the 2022-23 reporting year with achievements that include:

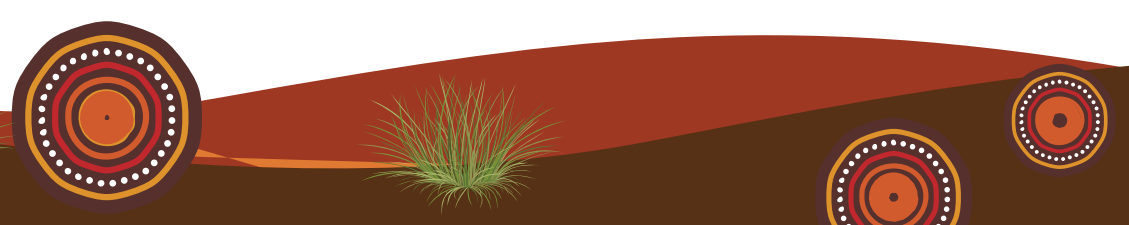
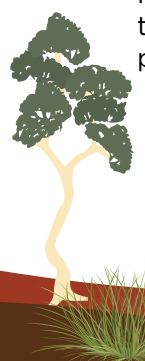
1. Development of Quality Reporting Framework - This central document is designed to outline collection, analysis and reporting of decision-making data. Information is tracked across:

- Service Planning
- Service Delivery
- Community
- Policy and Procedures
- Human Resources
- Risk and Compliance

2. Quantifiable brand awareness through professional marketing and communications.

3. Administration and maintenance of LOGIQC supporting:

- Quality Improvement and Compliance
- Accreditation and Licensing
- Business Continuity and Risk
- Training and implementation



Property and Assets

Management of remote property and assets has inherent challenges and the 2022-23 period was no exception. PAMS has experienced steady growth in people and assets over the reporting period and the Property and Assets team is integral to tracking and monitoring the financial value of assets. The PAMS Property and Assets team is responsible for operations including construction, management, preventative and reactive maintenance activities, workspace management, security management, and cleaning.

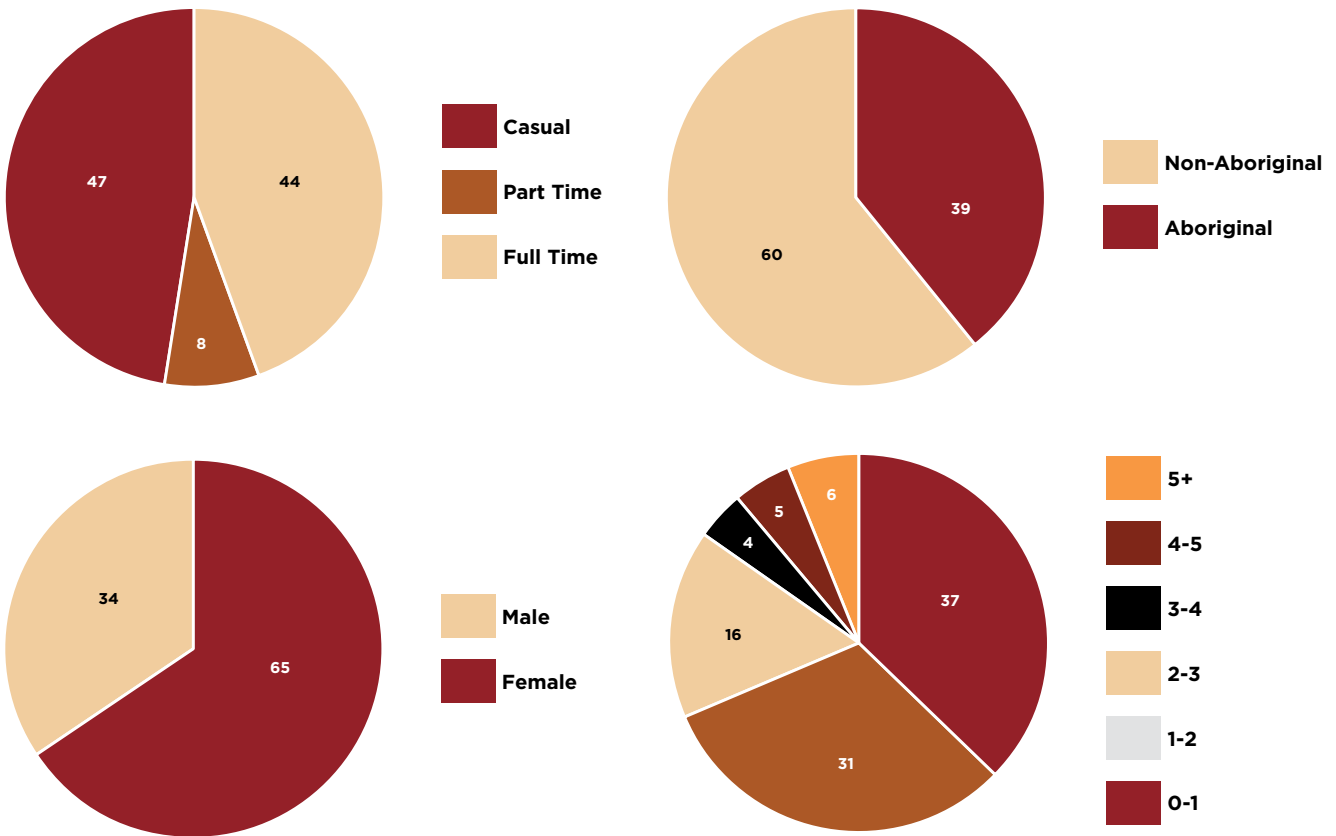
The Property and Assets team, in coordination with Quality and Compliance, made significant strides to automate operations aimed at reducing turnaround time from reporting to resolution of issues.

The team worked over the year to enhance operations by working to:

1. Liaise and facilitate negotiations to inform the development and implementation of capital works grants
2. Improved asset access and coordination across all PAMS operational units
3. Enhanced property and asset administrative and logistical organisational support
4. Standardised procedures and processes that support preventative and reactive reporting and response
5. Timely and linear recordkeeping of improvements and outcomes
6. Completion of \$3m new staff accommodations in Jigalong
7. Over 900 hours managed across 14 trade and service contractors



Human Resources

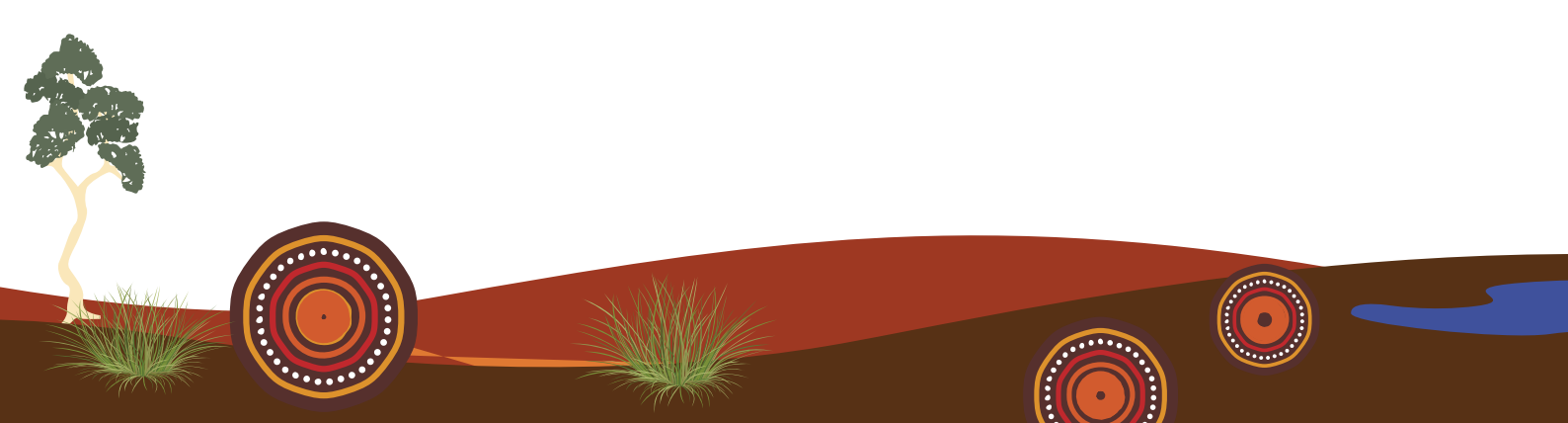


Human resources (HR) are the final Corporate Services team unit. The team worked diligently to support our most valuable asset, our employees. Our Human Resource team works across the organisation to facilitate careful selection and effective management. Post Covid remote health services have struggled to recruit a permanent clinical workforce. Shortages of remote area nurses and remote doctors underpin the recruitment challenge. The PAMS Human Resource team repeatedly met challenges to fill clinical personnel gaps through creative and energetic recruitment efforts.

Milestones for the year include:

1. **Refined policy and procedure administration enhancing recruitment strategies**
2. **Senior management of training and development matrix to enhancements to;**
 - ✓ Evaluate the effectiveness of training,
 - ✓ Track employee training and mandatory course requirements,
 - ✓ Define and improve employee professional development pathways.

Nicholas Haney
Chief Operating Officer

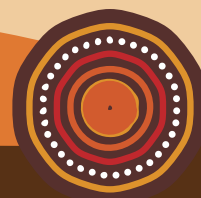


Finance

March 2023, Simone Maitland commenced as Finance Manager with PAMS. Simone began quickly setting the goal of implementing best practices that reflect sound accounting principles with asset, risk, and technology management.

The new Finance team completed its first full year located in Newman, with a new Finance Manager commencing late in the year. Management, staff and suppliers have benefited from the accessibility of having the team based in Newman. Highlights of the year include successfully meeting the financial aspects of the ORIC audit and implementing an online purchase order system which allows for greater efficiencies and transparency. It is anticipated the team will grow in the coming year and continue to implement improvements to support the operations of PAMS.

Simone Maitland
Finance Manager





People and Culture



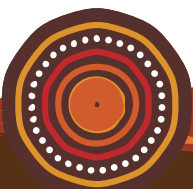
Organisational Structure and Recruitment

Since the last Annual General Meeting, a number of new positions have been introduced to the PAMS team, with the creation of two work units namely Office of the CEO and Financial Services.

Established to manage the increased workload, streamline function management and maximise efficiencies; these work units will better support the ongoing expansion of PAMS service areas, employee base and asset composition. The following positions have also been established within these work units:

Improvements

- **Automation** – We have successfully implemented our onboarding software (Scout Onboard) which connects directly with our existing recruitment system and makes the selection, appointment and pre-onboarding process fully automated.
- **Onboarding** – In the spirit of continuous improvement, we are working closely with the management team to improve our onboarding and orientation process, with increased and shared accountability for managers and employees.
- **Wellbeing Framework** – With release of the applications of the Psychosocial Codes of Practice and extended establishment of positive duty of care, we are working with the leadership team to draft a Wellbeing Framework. This framework aims to embed pillars of wellbeing – physical, social, emotional and cultural wellbeing across the organisation, and will be a part of PAMS Health and Safety guidelines.



Rewards and Recognitions

Our end of year celebrations provided an opportunity to celebrate our staff's contributions. PAMS team members anonymously voted for our four recognition categories (winners as below):

Impact on Community



Tanya Christie

Remote Area Nurse

Above and Beyond



Damian Bastick

Senior Property Assets and Maintenance Officer



Emerging Leader



Keilani Mill

Registered Nurse

Dedication to their field



Tia Brand

Enrolled Nurse





Staff Years of Service

Since the AGM 2022, we also celebrated significant milestones for years of service (5 years and beyond) for:



Deeyana Feldman
Quality Assurance Officer

Rex Booth
Environmental Health
Worker

Stephen Gann
General Practitioner



Louise Titus
Executive Assistant

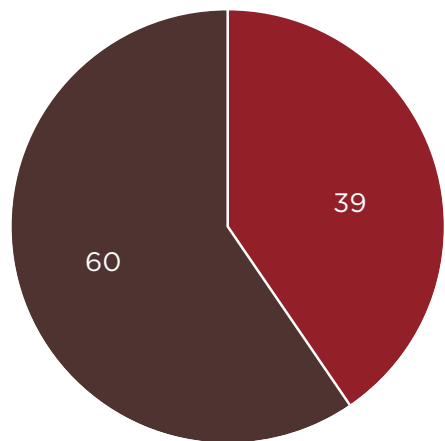


Robby Chibawe
Chief Executive Officer





Aboriginality	2022	2023	
Aboriginal	29	39	↑ Increase
Non-Aboriginal	54	60	↑ Increase



Focuses for 2023 – 2024

Formulation of Annual operational plans

Based on the three Domains/pillars of the Five Strategic Plan for each Unit of the organisation.

The Operational plans will have Key Performance Indicators (KPIs) that will be used to measure performance annually. This measure will create a formal way staff participates in self-performance evaluation at the end of each year.

Construction of Additional staff Houses in Parnngurr and Kunawarritji

Under the Capital works funding from the Commonwealth Department of Health through NACCHO, PAMS has been successful in getting funding for two extra houses for staff in Parnngurr and Kunawarritji.

This investment will assist us in ensuring that staff have separate dwellings after abolishing of single nurse posts structure for these communities.

Short Stay Accommodation to Support Dialysis Patients

PAMS is working with Government and stakeholders to scope the possibility of constructing a 12-bedroom Renal Short Stay accommodation in Newman. Newman is a transit point for First Nations people of East Pilbara travelling for various reasons. People transiting through Newman for cultural reasons has no transit short stay accommodation to support them, forcing them to spend nights in overcrowded family homes.

Having established the Dialysis unit in Newman that is well utilised either by transit clients or permanent residents, it is very important that a culturally appropriate renal Short stay accommodation is established in Newman. Without a Short stay accommodation, significant challenges associated with ensuring people maintain connection to culture and country will remain.





PAMS is working to facilitate partnerships between Government, Stakeholders like Native title organisations and Industry to advocate, construct and run the Short stay accommodation in Newman. This much needed investment will go a long way in mitigating challenges faced by Nyarparli and Martu people of East Pilbara in accessing Dialysis services.

Advocating for better Community Houses in Punmu, Parnngurr and Kunawarritji Desert Communities

It can be argued that without proper housing, it is impossible to achieve better health outcomes. This is the reason why PAMS is working with JYAC, Pilbara Aboriginal Health Alliance (PAHA) and Aboriginal Health Council of Western Australia (AHCWA) to advocate for better community housing in Parnngurr, Punmu and Kunawarritji. Improving housing would directly improve health outcomes by reducing preventable communicable diseases.

I would like to sincerely thank the community support through the PAMS Board. May I also thank the hard working and dedicated PAMS staff who go above and beyond to achieve better health outcomes for our members and clients.

Audit of PAMS properties with view to installing solar micro-grids

PAMS have engaged Powerhouse to install Monitors at mains boards of PAM'S assets and inspect all existing equipment. From collection of this data, Powerhouse will develop an Audit Report and recommendations including:

- Energy efficiency recommendations
- Engineered renewable solutions for assets
- Cost/benefit analysis
- Quoted solution for each site.

In addition, Powerhouse have indicated they will assist PAMS with potential Grant applications to achieve funding.



Acknowledgements

PAMS has continued to identify and strengthen partnerships across the western desert and the Pilbara and aims to contribute to the function of the communities and other organisations providing services into these communities including:

Funders

Commonwealth

NACCHO

Lotterywest

Western Australian Country Health Service (WACHS)

Western Australian Primary Health Alliance (WAPHA)

BHP

Roy Hill

Collaborators

BHP

EPIS

KJ

Martumilli

Mission Australia

Newman Women's Shelter

Newman Police

Shire of East Pilbara

WACHS

WAPHA

Curtin University

Telethon Kids Institute

Wirraka Maya Health Service Aboriginal Corporation

Mawarnkarra Health Service

Rural Health West

Pilbara Aboriginal Health Forum (PAHPF)

Pilbara Aboriginal Health Alliance (PAHA)

Aboriginal Health Council of WA (AHCWA)

NACCHO





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