



NWRH

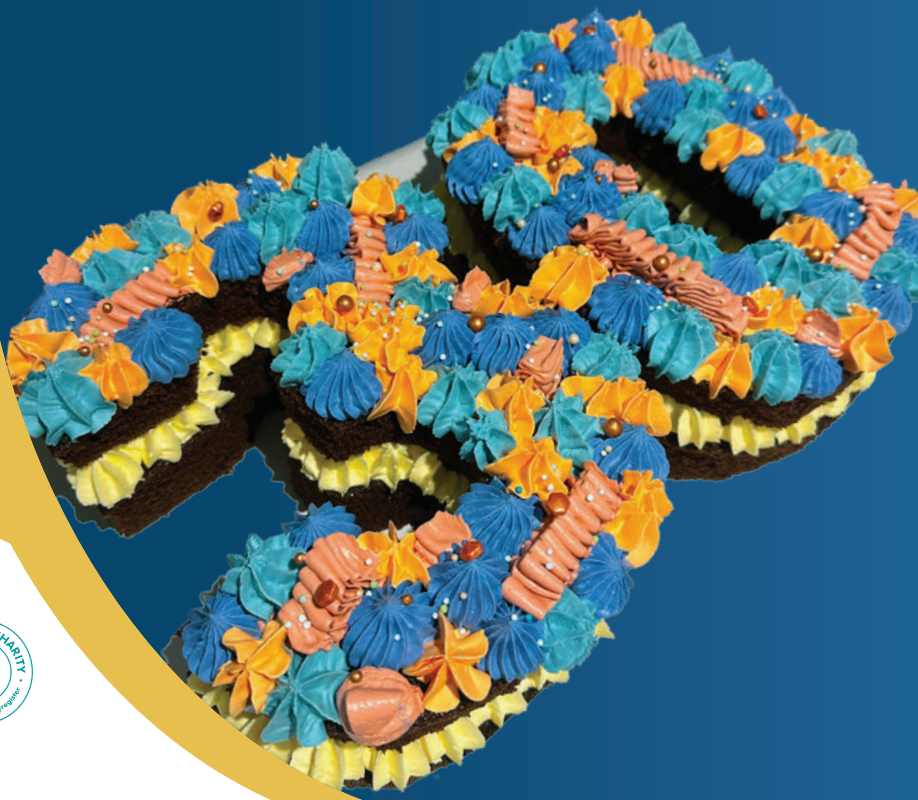


1993
2023

Dedicated to the Future

A REFLECTION AND CELEBRATION OF 30 YEARS

2023 - 2024
ANNUAL REPORT





MESSAGE FROM OUR CHAIR

The 2023-2024 year has been a productive and valuable year in responding to the evident health needs across the North, North West and Western regions of Queensland. In executing our service mandates for NWRH we continue to be available for and to encourage communities and residents to access the health system and gain full benefit of our rural, regional and remote primary health care framework.

The strategic direction of the organisation throughout the year and in recent years has yielded very strong results in service delivery and in organisational strengthening. The Executive team and the Board remain very motivated and enthusiastic about the years ahead.

The Executive team including Chief Executive Officer John Cain, Executive Managers Rahni Cotterill and Phil Ihme, have been the drivers of high-quality services delivered by NWRH, producing the achievements and the extensive data set of service results shown in this annual report.

Our stakeholders are recognised as fundamental to our services, including general practice and their networks and the North Queensland and Western Queensland Primary Health Networks. I would sincerely like to thank these very valuable organisations for their continued support in assisting us to ensure our health services reach the people who most need them.

Also fundamental to the high-quality service delivery that we have been able to achieve are our broad professional group of staff, from our allied health and mental health teams, to our home and community service teams and our engine room of hard-working corporate staff. NWRH have been recognised formally as a leading

employer of choice as recipients of a nationally recognised award to this end and we are pleased to see the spectrum of our management staff, our quality staff and our human resources staff, heavily involved in making NWRH a great place to work. This is no easy achievement in these times and on behalf of the Board I pass on our compliments to all those team members making this happen.

The Board has many collegiate organisations and funding bodies to thank that assist our operations and provide much motivation to work on the health needs through our geography. We give sincere thanks to the Federal Department of Health, the National Disability Insurance Agency and the National Indigenous Australians Agency as well as the many other mental health, allied health and Indigenous health organisations we work so closely with for their ongoing support.

I acknowledge the members of the Board for their dedication and sharing of their expertise throughout this year, every year and I am very comforted by the professionalism and thoroughness with which the Directors apply their skills to ensure a well-planned strategic organisation and to provide strong leadership support.

I hope you enjoy reading our 2023-2024 annual report and I close by heralding our 30th year of operating across Northern Queensland and servicing the health needs of residents and communities highlighted in our service delivery map.

Phil Barwick
Chair

MESSAGE FROM OUR CEO

NWRH has once again gone from strength to strength over the 2023-2024 year with additional communities and services adding to our service delivery footprint. The additional activities are a credit to the great work of our staff and what we do day in, day out and the confidence of our funders in the quality and consistency of our work. Without NWRH services and our staff's dedication along with the support of our funders, it would be fair to say that health outcomes would be worse off for many of our communities in the regions we serve. Being present and accountable in community underpins the work we do so well. Thank you to all our staff across our vast service footprint for a year of success and growth.

30-years ago, NWRH came to life and despite many changes and challenges over this time, we have continued to provide valuable services and remain true to our purpose of supporting healthier people in regional, rural and remote communities.

Throughout the year it was a pleasure to share our 30-year celebrations with staff and many key stakeholders from our communities; joining us for events in Longreach and then Mount Isa with Townsville to round out the celebrations in November this year. A special thanks to our organising team, with NWRH Marketing, Media and Communications Officer and Team Leaders supporting the functions and providing a time to reflect and look forward to the next 30 years in health services. A special thank you also to our community partners and funders who shared some time with us in each location, without your support over the many years our services and communities would not be so well supported.

In addition to our anniversary and growth in our services, we are also preparing for the relocation of our headspace Mackay services. Over the past 12-months we have worked towards a relocation from Victoria Street, and after great consultation with our youth reference group, families, friends and community, along with a lot of project planning with the Northern Queensland Primary Health Network and headspace National we are almost ready to undertake the final move to our new Canelands site. Congratulations goes out to our headspace

Services Centre Manager Carmen Davey and her team for their dedication and commitment to the move over this timeline. All relocations come with a great deal of uncertainty, additional time pressures and an extra layer of work required in the day to achieve a successful outcome. Carmen has done a great job, and I truly believe that the new location will serve the Mackay community well in supporting our youth.

Finally, and acknowledging our Chairs report, all the work we do would not be possible without the dedication and support of our Directors, Executive, Senior Management team and our staff. Working with the NWRH team is quite special and to see our organisation move to new heights, by means of progressive yet sustainable growth, and receiving National Recognition such as the Rural Remote Health Employer of the Year, and commendation in the Queensland Reconciliation Awards highlights our commitment to quality, safety and culturally competent service delivery. I share with you this annual report and hope you enjoy reading and reflecting on yet another great year for NWRH.

John Cain
CEO



GOVERNANCE

NWRH is overseen by a Board of seven highly qualified non - executive directors who have experience in all aspects of corporate governance and health. The Board and Board Committees together ensure strong governance and oversight of all elements of operations.

NWRH Directors and their respective committee representations are as follows:



PHIL BARWICK

GDipMan, GCertIE,
GAICD.
NWRH Chair.



ANNIE CLARKE

NWRH Deputy Chair.
Member of Audit and Risk Committee.
Member of Cultural Competency and
Stakeholder Engagement Committee.



EDWARD FEWINGS

ADip Community Welfare, Cert Gov
Not-for-profits, MAICD.
NWRH Director.
Co-Chair Cultural Competency and
Stakeholder Engagement Committee.



HON. MIKE REYNOLDS

CBE, AM, BSW, MAICD.
NWRH Director.
Co-Chair Cultural Competency
and Stakeholder Engagement
Committee.
Member of the Audit and Risk
Committee.



**EMERITUS PROFESSOR
ROBERT STABLE**

AM, MBBS (Qld), D Univ
(QUT), MHP (NSW),
FRACGP, FCHSM, FAICD.
NWRH Director.
Member of the Clinical
Governance Committee.



SANDRA GLAISTER

RN, MBA - Master Dispute Resolution,
BEd (Nursing), GCert Research
Methods, GCert Rural Leadership, Cert
Clinical Teaching, Cert IV Training and
Assessment, JP (Qual), GAICD.
NWRH Director.
Chair of the Clinical Governance
Committee.



KYLIE DOYLE

BCom, FCPA, GAICD.
NWRH Director.
Chair of the Audit and Risk
Committee.
Member Cultural Competency and
Stakeholder Engagement Committee.

NWRH PRINCIPLES

1.

People own their own health.

2.

Communities control their own health services.

3.

Staff are employed locally and assisted to build their skills and capabilities.

4.

Flexibility and responsiveness are possible because staff live where they work.

5.

We have firm connections with communities based on ongoing relationships and genuine understanding of needs and cultural sensitivities.



NWRH PURPOSE

Healthier people in remote, rural and regional communities.



NWRH ROLE

Deliver comprehensive, high quality and cost-effective packages of primary health care and support that enables healthy living in remote, rural and regional areas of Australia.



ABOUT US

A provider of community based and outreach health care services since 1993; NWRH is a vibrant not-for-profit organisation servicing over 50 communities throughout rural, regional and remote Queensland.

With a large team of multidisciplinary health professionals, NWRH boasts strong community connections and a passion for supporting 'healthier people'.

At NWRH, we provide allied health, home, carer and community supports, mental health and wellbeing and headspace services, with a goal to assist in improving the physical, social and emotional wellbeing of the clients we work with.



OUR COMMITMENT TO QUALITY, SAFETY AND RISK

NWRH strives to deliver an excellent standard of service and recognises that this is only possible through continuous review, improvement and innovation.

At NWRH we have a multi-faceted approach to quality improvement, risk and compliance. This is supported by:

- Accreditation against the requirements of AS/NZS ISO 9001:2015 Quality Management System.
- Accreditation against the requirements of the NDIS Practice Standards.
- Accreditation against the requirements of Community Home Support and Home Care Packages.
- Recognition of Alternative Accreditation for Human Services Quality Framework.
- Compliant with AS ISO 31000:2018—Risk Management.

During the 2023-2024 financial year, NWRH focused on the following:



- Supporting the overall mental wellbeing of our staff by developing the NWRH Mental Health and Wellbeing Framework.

Upgrading the NWRH Fleet Teletrac NAVMAN system from 3G to 4G.



- Practices and processes to align with recommendations from the Aged Care Reform.
- Completing a surveillance audit against ISO 9001:2015 (Quality Management System) Standards – NWRH are in our third cycle of accreditation against these standards.
- Completing a recertification audit against the NDIS Practice Standards as a NDIS Registered Provider – this is NWRH's fifth year as an accredited NDIS provider.
- Progressing with compliance against the headspace Model Integrity Framework for our headspace Centres.



NATIONAL RURAL/REMOTE HEALTH EMPLOYER OF THE YEAR

November of 2023 saw NWRH honoured for our commitment to accessible, holistic and most importantly, face to face service delivery, to remote and isolated communities in Australia and a supportive working culture where flexibility, innovation and staff wellbeing are core values.

Acutely aware that rural and remote health is a difficult yet rewarding area to work within, especially with the national shortage of health professionals; NWRH have worked hard on creating a positive workplace culture where retention and becoming an employer of choice has been our focus.

Creating an environment where our staff have autonomy, supportive structures and a strong purpose of providing health care services to those experiencing health disparities, encourages our health professionals to stay longer.

With flow on effects for rapport building, continuity of care, retention of community and corporate knowledge and less gaps in service delivery; being recognised as “Employer of the Year” was a great acknowledgement of the dedication that we have shown to this area of our business over the past few years.



NATIONAL RURAL/REMOTE HEALTH EMPLOYER OF THE YEAR

To be recognised as the National Rural/Remote Health 'Employer of the Year' celebrates the hard work that the NWRH team continues to put forward.

It recognises and celebrates our:



1. Human Resources team who work tirelessly to create innovative recruitment and retention strategies.



2. Quality and Clinical Governance team who create and maintain frameworks to ensure evidence-based practice and a quality improvement culture.



3. Cultural Engagement team and Reconciliation Action Plan Working Group, ensuring that we are creating a culturally responsive service model and culturally safe workplace.



4. Corporate team who ensure financial transparency and accountability across the organisation and improvements in business efficiencies.



5. Team of 100+ clinicians and care support workers who travel weekly to some of the most remote locations, in extreme weather conditions to provide health care services to a clientele group that are some of the most disadvantaged with the greatest health disparities.



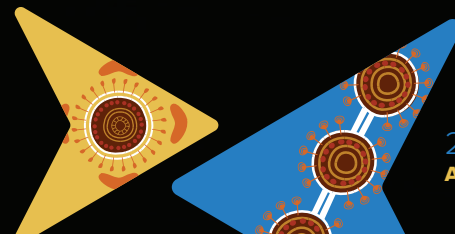
CULTURAL COMPETENCY AND COMMUNITY RELATIONS

As a new season dawns, the sun rises in the east, over the ocean and its reef and all the rivers freshwater flows from the mountains and beneath the earth through to the oceans. The corals tell us many stories like our trees that age in the red dust over the western plains through to the Big Red and the desert bores as the sun sets in the gulf over the magical islands of the Carpentaria. We acknowledge our original nations of Aboriginal and Torres Strait Islanders from north, south, east and west of this Great South Land, we call Australia.

NWRH acknowledges and pays respects to the ancestors, elders, past and present and to their future generations who must continue their stories, experiences and knowledge of their descendants.

The 2023-2024 year began with acknowledging one of our significant cultural calendar events; the National Aboriginal and Torres Strait Islander Children's Day; celebrations setting the scene for twelve months of involvement and support of many local and national events across our vast service footprint.

Supporting the many actions set out in our Reconciliation Action Plan (RAP) and paving the way forward towards our Stretch RAP planning the following events have been just a few of the highlights for NWRH cultural and community-based celebration activities:



Supporting the Garbutt Magpies

This year NWRH proudly once again supported Townsville based sporting league the Garbutt Magpies, who in addition to their many community-based activities held their ninth annual youth-based event. A widely supported and attended event that has seen continued growth in participation, NWRH was proud to play a part in supporting the event celebrating the National Aboriginal and Torres Strait Islander Children's Day for Townsville and surrounding areas. Next year will see the Club host its tenth anniversary celebration, and with more schools set to participate we look forward to once again helping to celebrate this special anniversary.

NAIDOC Week Activities

During the year NWRH worked towards supporting, and participating in NAIDOC week activities highlighting the theme 'For Our Elders'. A theme focused on understanding the significance of Elders to First Nations peoples. In addition to staff from right across our service footprint participating in community-based activities throughout the week, NWRH also advocated their NAIDOC message by displaying the 2023 National NAIDOC Week poster by Bobbi Lockyer in all office spaces and encouraged team members to learn about the Traditional Owners in all serviced communities. Aboriginal and Torres Strait Islander team members were encouraged to share information about their Elders and communities through all staff meetings and special themed shared lunches.

NWRH Reconciliation Journey

Lastly, our next RAP in our cultural competency journey, the NWRH Stretch RAP will be launched in the new reporting period. The third such step in our organisation wide reconciliation journey, it highlights the dedication and commitment by the NWRH Board, Cultural and

Community Stakeholder Engagement Committee and staff to work in collaboration and continue to develop partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations to progress towards a place of mutually respected and celebrated cultures.

The NWRH Stretch RAP will present new objectives and goals and enhance our foundations that have been established from the former Reflect and Innovation RAP's. The next three years will separate NWRH as a progressive organisation on the reconciliation pathway whilst also supporting other organisations who are at the early stages of their respective journey.



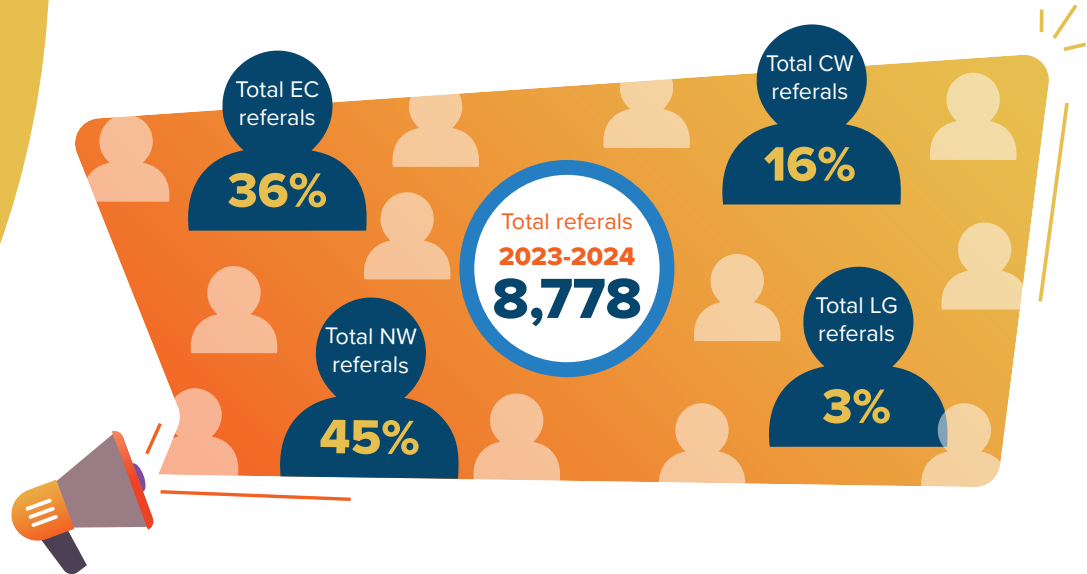


CENTRAL INTAKE

Central Intake plays a crucial role at NWRH, serving as the primary contact point for clients referred for various services such as allied health, mental health and wellbeing, home and community aged care and disability services. The main focus of the Central Intake team is to manage referrals and waitlists across all regions where we provide services. Additionally, they coordinate initial appointments for new clients and support the clinical team in maximising client care time.

Throughout the 2023-2024 financial year, Central Intake maintained consistency in referral processing. The numbers of referrals remained stable as certain high demand disciplines were closed, aligning with our new waitlist management project.

Over the 2023-2024 financial year, Central Intake processed a total of 8,778 referrals, with 45% of those from the North West, 36% from the East Coast, 16% from the Central West and 3% from the Lower Gulf regions. Notably, our Central Intake team successfully converted 73% of these processed referrals into occasions of service.



CENTRAL INTAKE

Some key discipline growths for the 2023-2024 year have included:

- With a fully recruited Continence team across all locations, Continence referrals have increased by 150% across the organisation.
- Exercise Physiology referrals have increased by 22%, primarily owing to the increased delivery of the different groups in both hydrotherapy and gym across the different regions.
- With two full time Allied Health Assistant's now based in Townsville our Allied Health Assistance referrals have increased by 216%.

Looking ahead for the new financial year Central Intake's strategic focus is on maintaining outstanding service, the implementation and transition to our new Client Management System 'Profile' and expansion in new mental health contracts.

Having a cohesive and efficient team in place is a key asset in driving progress. The prospect for 2024-2025 appears highly promising.





MENTAL HEALTH AND WELLBEING

The Mental Health and Wellbeing team had a challenging, yet hugely successful 2023-2024. The NWRH Mental Health and Wellbeing portfolio stretches across a huge geographical footprint and is made up of a diverse team of professionals. Throughout the year the team provided vital mental health and wellbeing supports to all age groups and diverse communities through counselling and psychological therapies, alcohol and other drugs interventions, social and emotional wellbeing programs, early intervention and prevention for children and their families, as well as practical support with housing, finance, education and activities of daily living.

Delivery
of **14,692**

Occasions of Service to



The NWRH Mental Health and Wellbeing portfolio can be proud of its achievements. Collectively, delivering 14,692 occasions of service to 1,796 individuals across the Lower Gulf, North West and East Coast.

MENTAL HEALTH AND WELLBEING

Other achievements include:

- Compliance with all contractual requirements and targets.
- Renewal of expiring contracts including vital programs such as the National Indigenous Australians Agency funded Recidivism Program.
- National Disability Insurance Agency Remote Community Connector expanded to include Mount Isa.
- Restructure of the management team to account for significant growth in the last two years: the Wellbeing and Carer Gateway teams have their own portfolios, allowing for continued growth and quality improvements.
- Acceptance to present at the 17th National Rural Health Conference in Perth on the Carer Gateway program.

This year saw continued growth across the portfolio. We successfully tendered for the Northern Queensland Primary Health Network (NQPHN) Stepped Care Model and commenced planning for the second Carer Gateway Pilot Project in the Torres Strait and Cape York region. The former will see NWRH expand Mental Health and Wellbeing services into Cairns for the first time. NWRH will provide NQPHN funded Front Door, Journey Coordinator, Psychological Therapies and Clinical Care Coordination Services across the Greater Cairns, Townsville and Mackay region.





MENTAL HEALTH AND WELLBEING

headspace SERVICES

headspace Mackay, Sarina and Whitsundays provide vital services to the young people, their family and friends. Whilst headspace services only transitioned to NWRH in 2022, headspace Mackay has been a part of the community since 2013 and celebrated their 10-year anniversary in October 2023. It was an opportunity for the headspace team to reflect on and celebrate its achievements, connect with past and present staff, stakeholders and partners.

SERVICE REACH: **784**
Over **784**
Young People supported

- In the 2023-2024 financial year, headspace Mackay, Sarina and Whitsundays provided services to 784 young people.

Increased Engagement with Priority Groups

- We have seen a significant increase in our engagement with priority groups, including First Nations Young People, Culturally and Linguistically Diverse Young People and Young People who identify as LGBTQIA+. Our services are designed to be inclusive and culturally sensitive, ensuring that all young people feel safe, respected and supported.

Relocation to New Premises in September 2024

- We are excited that headspace Mackay will be relocating to new premises in September 2024. This move will allow us to expand our services and provide a more welcoming and supportive environment for young people in our community. The new facility will offer enhanced spaces for group activities, one-on-one consultations, and community events, ensuring that we continue to meet the growing needs of the youth in our region.

Enhancement Funds: Expanding Outreach and Case Management

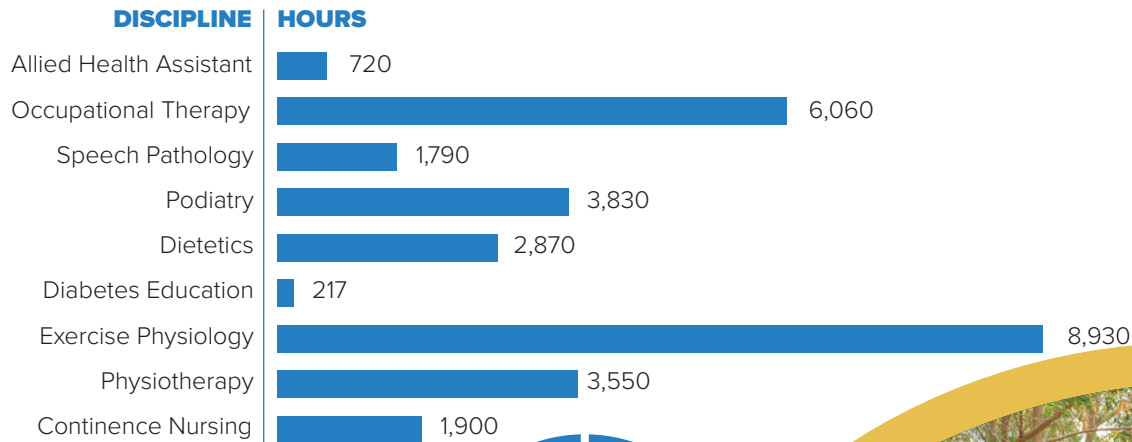
- Through recent Enhancement Funds, we are proud to extend our outreach and case management services to rural areas across the Mackay, Sarina and Whitsundays regions. These funds have enabled us to increase our presence in these communities, providing much-needed support to young people who may otherwise face barriers to accessing mental health services.

Continuation of Youth Mental Health First Aid

- We are pleased to continue offering Youth Mental Health First Aid training across our three sites. This program is vital in empowering young people, their families and community members with the skills to support those experiencing mental health challenges. By equipping our community with these tools, we are fostering a supportive network that can make a real difference in the lives of young people.

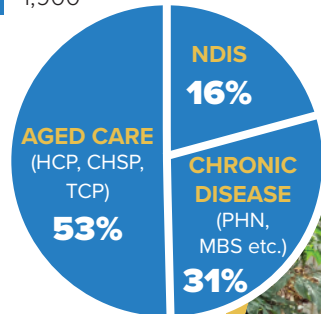
ALLIED HEALTH

The 2023-2024 financial year proved to be a productive year for the Allied Health team. Our clinicians drove over 343,000kms, caught 120 flights and 10 ferry rides to deliver 30,580 occasions of service to 4,593 people in the most rural and remote areas of Queensland.



SECTOR PERFORMANCE

- OCCASION OF SERVICE





ALLIED HEALTH

Strengthening our Allied Health workforce during 2023-2024:

- Rural Immersion Placement Program-Allied Health (RIPPAH): NWRH are a collaborative partner in RIPPAH which aims to immerse students into the community.
- North West Allied Health Workforce Collaborative: NWRH work with other key stakeholders to create a sustainable allied health workforce in North West Queensland.
- Implemented and embedded the NWRH Adventurous Start Graduate Transition Guide.
- Multiple student placements.
- Attended many career expos.
- Employed two Rural Generalist Allied Health clinicians with quarantined study time each week.
- Supported two Team Leaders through the Services for Australian Rural and Remote Allied Health (SARRAH) Leadership Program.
- ‘Grow your Own’ strategy: NWRH hired a 2023 Mount Isa based high school graduate as an Allied Health Assistant during their gap year before starting their Bachelor of Occupational Therapy at Townsville JCU in 2025.

The Allied Health team became a top three finalist in the category of “Dedication to Health in a Remote Location” at the 2023 National Rural and Remote Health Awards.

Growth areas for Allied Health in 2023-2024:

- Transition Care Program (TCP) contract expansion to now include Occupational Therapy, Allied Health Assistant, Dietetics, Speech Pathology, Continence and Mental Health services.
- Geographical expansion to our Commonwealth Home Support Programme (CHSP), to provide Allied Health services into the Mackay Aged Care Planning Region.
- Stronger presence on Palm Island through a range of different Allied Health disciplines.
- Growth in our private contract activities to provide quality Allied Health services to a range of Home Care Package (HCP) and National Injury Insurance Scheme clients.



CLIENT FEEDBACK:

“Your Speech Pathologist has been amazing for our client and her family. We are very grateful for the support she has provided and look forward to hearing from the team again.”

“I would like to take this opportunity to thank you and your team for the excellent and professional way they have cared for my husband and by association, me. In this very emotional journey NWRH have demonstrated the most caring approach to helping him. You should be proud of them. Under your Physiotherapist’s outstanding leadership, we wanted for nothing. Thank you.”

“The staff who come here to Dajarra are one of the best bunch that I have worked with. Always willing to assist us, very knowledgeable, as per patients’ feedback and flexible.”



COMMITMENT TO CARING FOR THE WELLBEING AND PROFESSIONAL DEVELOPMENT OF OUR STAFF

At NWRH, we aim to create a sustainable, evolving workplace health and safety culture that everyone can own and protect. Demonstrating a commitment to the wellbeing of our staff and continuous improvement to the overall culture of our business are integral to our daily operations.

During 2023-2024, we created a multitude of resources to support the new psychosocial workplace health and safety regulations that came into place 1 April 2023.

- In July 2023, NWRH conducted a **Psychosocial Staff Survey**, to help identify and gauge the staffing viewpoint of key workplace health and safety risks and management needs.
- In September 2023 the responses from the survey were incorporated in the **Mentally Healthy Workplaces Psychosocial Risk Assessment Tool** and presented to our Audit and Risk Committee. Risks were identified, stratified and controls were put in place to help mitigate the concerns raised.
- The **NWRH Mental Health and Wellbeing Framework** was then created in September 2023 and was formally launched on 23 February 2024. The framework elaborates on key themes of promotion, support and protection.

- In June 2024, NWRH conducted an **Employee Engagement Survey**. The survey results were circulated organisationally and discussed at our Human Resources Operational Management Group meeting with key actions to work towards for the 2024-2025 year.



COMMUNITY SERVICES

During 2023-2024 the Community Services team continued to provide a high level of support across the North West and Central West regions.

This included provision of services and supports across Mount Isa, Cloncurry, Dajarra, Karumba, Normanton, Doomadgee, Mornington Island, Camooweal, Boulia and Birdsville. Our team of care managers, community care drivers and care support workers have worked to enable regular support and services to over 580 people living with a disability or accessing aged care services to continue to meet their goals.



COMMUNITY SERVICES

A key priority for Community Services has been on strengthening our provider governance for Aged Care Reform. During 2023–2024 we led significant initiatives with the formation of a Consumer Advisory Body and a Quality Care Advisory Body.

The Consumer Advisory Body supports older persons accessing aged care services through NWRH to provide feedback, insights and support the ongoing development and design of these services. The Quality Care Advisory Body has been developed to review and monitor the quality of the aged care services that are delivered by allied health professionals and community services staff in the North West, Central West, Northern and Mackay aged care planning regions. Together, these bodies report to the NWRH Board and have already generated valuable insights and improvements in service delivery based on client feedback.

The Community Services team have focused on staff qualifications, training, skills and development, with several highlights including:



2 team leaders completing a three-month Rural and Remote Aged Care Leadership Program in Cairns and online.



6 staff enrolled and supported to complete their Diploma of Community Services; several other staff completed their Certificate III and Certificate IV in Individual Support.



14 workshops and training sessions delivered including: manual handling workshop, home visit risks, elders abuse prevention training, palliative care and working with challenging and aggressive behaviours.

What do our clients think....

“I want to express my appreciation to the team who came to visit after I had lost my daughter. I never got around to thanking them but it meant a lot for me and I will always remember them.”

“My heart is singing. I have had a lovely visit from two of your Care Support Workers. I am happy; they are lovely people who are both full of laughter and energy.”

“I wanted to compliment your Care Support Worker on her care. She is absolutely amazing to watch her care and compassion not only for the client need extra support but everyone in the group. She is always smiling and checking on us all.”

“I just want to say a massive THANK YOU to all who assisted evacuees during their time in Mount Isa. Thank you to North and West Remote Health for assisting in the transport of evacuees to and from appointments.”

“I would just like to say thank you for all the help, work and assistance that you all provided. It has made it easier for us, and allowed us to be more independent. Thank you all for all the great work and support you do.”

ENVIRONMENTAL, SOCIAL AND GOVERNANCE



Throughout 2023-2024, the continued progress towards enhancing our Environmental, Social, and Governance (ESG) practices remained an important role in our success. We have continued our sustainability approach and recognise the significance of ESG responsibilities in building a sustainable and active healthcare system in our regional, rural and remote areas of Queensland.



Last year we worked towards a paper free and eco-friendly practice, and extended our paper free system by completing destruction of all our paper based archived documents. This was a significant undertaking in collaboration with our archiving company, to not only destroy all off site paper-based records but to also transfer over to electronic form those records that must be retained. We have now progressed to fully automated workflow

practices finalising our investment strategy in technologies that are actively promoting environmental practices and fostering a culture of sustainability.

In this reporting period we have also commenced replacing our East Coast fleet of petrol and diesel motor vehicles with hybrid vehicles. As a regional, rural and remote service provider, a move to electric engines right across the service footprint is considered premature as the support for battery recharging is not mature in our remote operating regions; however East Coast fleet is an initial step.

NWRH continues to ensure robust governance frameworks exist, ensuring transparency, accountability and ethical decision-making. By adhering to best practices and engaging in regular audits, NWRH has maintained a high standard of corporate governance and is committed to maintaining excellence that not only safeguards the organisation's reputation but has also increased stakeholder trust and confidence in NWRH service provision. During this year we welcomed the opportunity to expand our operations into new locations across our diverse footprint through the support of our funders. This increase in service demonstrates our commitment to a high standard of service delivery and increased consumer access to our services offering choice. Through our determination and dedication, we continue to positively impact the health and wellbeing of individuals.

Overall, NWRH's implementation of ESG practices have supported our success as a not-for-profit primary healthcare provider. We balance our social and governance responsibilities effectively while also being mindful of the environment. Through our determination and dedication, we continue to positively impact the health and wellbeing of individuals in the communities we work.



ACKNOWLEDGEMENT

NWRH would like to acknowledge the following funders and stakeholders for their support and partnership:

- Aboriginal Community Controlled Health Services
- Australian Government Department of Health and Aged Care
- Australian Government Department of Social Services
- Carpentaria Shire Council
- Central West Hospital and Health Service
- General Practice Queensland Ltd Trading as CHECKUP
- Gidgee Healing
- headspace National
- Health Workforce Queensland
- Mackay Regional Council
- Doomadgee Aboriginal Shire Council
- Mornington Island Health Council
- Mornington Island Shire Council
- Mount Isa Medical Centre
- Murtupuni Centre for Rural and Remote Health
- National Disability Insurance Agency
- National Indigenous Australians Agency
- National Rural Health Alliance
- Neami National
- North West Hospital and Health Service
- Northern Queensland Primary Health Network
- Queensland Government Department of Communities, Child Safety and Disability Services
- Queensland Government Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
- Queensland Police Service
- RHealth Limited
- Townsville Hospital and Health Service
- Wellways
- Western Queensland Primary Health Network



CONTACT

North West (Mount Isa)

53 Enid Street
Mount Isa QLD 4825
Tel: 07 4744 7600

Central West (Longreach)

19 Duck Street
Longreach QLD 4730
Tel: 07 4652 7100

Lower Gulf (Normanton)

38 Dutton Street
Normanton QLD 4890
Tel: 07 4747 8800

Corporate Office (Townsville)

261-263 Ross River Road,
Aitkenvale QLD 4814
Tel: 07 4781 9300

headspace Mackay

2514-2516 Canelands Central
Mangrove Road
Mackay QLD 4740
Tel: 07 4898 2200

headspace Sarina

1/71 Broad Street
Sarina QLD 4737
Tel: 07 4842 6750

headspace Whitsundays

41 Main Street
Proserpine QLD 4800
Tel: 07 4842 6760

Cloncurry Health Precinct

19-21 Scarr Street
Cloncurry QLD 4824
Tel: 07 4744 7600

Doomadgee Wellbeing Centre

Lot 6, Gungalunja Drive
Doomadgee QLD 4830
Tel: 07 4742 9400

Mornington Island Wellbeing Centre

Tel: 07 4747 9700

Cairns Mental Health and Wellbeing Centre

1/214 Musgrave Road
Westcourt QLD 4870



Dedicated to the Future

A REFLECTION AND CELEBRATION OF 30 YEARS

www.nwrh.com.au

Free call: 1800 799 244

NDIS Organisation ID- 4050002432



NWRH respectfully acknowledge the Traditional Owners, Elders and Leaders past, present and emerging as Custodians of the lands across which we deliver Health Services.