



DPV
Health®

Your Healthcare
Your Way



2019-20
Annual Report and
Quality Account



Your Healthcare
Your Way



2019-20
Annual Report and
Quality Account



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Quality Account



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Our Year in Review

Growing through change



Report From the Chair & CEO

Welcome to the 2019–20 Annual Report and Quality Account Report for DPV Health Ltd.

2019–20 has been a year of transformation and growth for DPV Health. As one of Victoria's largest community health organisations, we were presented with enormous opportunities and challenges over the last 12 months, the most significant being the extraordinary impact of the COVID-19 pandemic. We're proud to have supported our community in the face of the biggest health crisis of our generation — and of the stellar growth, performance, and high-quality clinical care we have delivered through this exceptional year.

COVID-19 response

DPV Health has been swift and agile in its response, providing extensive support to the community and the broader health sector, including:

- › testing over 20,000 people for COVID-19 through our mobile and drive-through respiratory clinics. The clinics operated seven days a week across diverse settings including social housing, community centres, factories, and schools

- › introducing innovative social support services such as our Vulnerable Screening Program and the Community Activation and Social Isolation (CASI) initiative. These programs have supported over 2000 people to receive health services and stay connected with their community
- › building local capacity through initiatives like our Community Watch Partnership Program. The program helped 35 community organisations support their clients through the pandemic
- › supporting the acute sector with space to establish hospital-operated COVID-19 respiratory clinics in Epping and Broadmeadows.

Growth in care

In 2019–20, DPV Health delivered 217,469 care sessions across Allied Health and community programs, an increase of 12,000 on the previous year. In doing so, we exceeded most activity targets and achieved substantial growth:

- › 16% growth in primary health services
- › 32% growth in refugee health
- › 41% growth in family violence support.



Ms Margaret Douglas
Board Chair





Don Tidbury
CEO, DPV Health

Enhancing care services

Technological enhancements, service redesigns, and innovative projects were a hallmark of 2019–20 and included a range of key initiatives.

- › Establishing Telehealth across all major services — delivering nearly 8000 sessions from March to June 2020.
- › Partnering with the Department of Education and Training to implement the School Readiness Program — providing early intervention services to support preschool children.
- › Expanding our GP workforce and introducing weekend trading at our medical centres.
- › Delivering the Right Care = Better Health Project. Funded by the Eastern Melbourne Primary Health Network (PHN), this program supports clients with complex and chronic conditions to receive person-centred care and reduce avoidable hospital admissions.
- › Streamlining client intake and reception processes to reduce wait lists and enhance the client experience

Clinical governance excellence

Our consistent delivery of high-quality services reflects DPV Health's increased investment in clinical governance. Enhanced focus on shared accountability, planning, and delivery ensured our clients' and employees' safety and wellbeing remained the highest priority. Key 2019–20 outcomes include:

- › zero COVID-19 outbreaks across DPV Health facilities or programs

- › zero client-related behaviour and occupational violence incidents resulting in serious harm to a client, employee, or other person
- › Zero medication-management related incidents resulting in serious harm to clients
- › 100% of Code Blue incidents satisfied all emergency response processes.

Community participation soars

We continually strive to better connect with our community members and understand and respond to their needs.

Over 330 people completed the annual Victorian Healthcare Experience Survey, an increase of 400% on the previous year.

Expanding our Consumer Participation Committee by 40% to reflect our community's evolving diversity has been a crucial focus.

Our team of almost 100 volunteers continues to make a tremendous contribution. During the pandemic, they assembled and delivered nearly 3000 food and essential supplies hampers to vulnerable households.

The DPV Health Way

DPV Health continued to invest in our people as our most important asset.

In November 2019, we implemented 'The DPV Health Way,' our innovative cultural values and growth program, based on the internationally renowned Studer Hardwiring

Excellence Program. Close on its heels, we launched the DPV Health Excellence Awards. So far, we have recognised and rewarded over 30 people for their outstanding contribution to client care and organisational objectives.

The DPV Health Leadership Development program supported our leaders by enhancing their change management skills, business acumen, and capacity to engage and inspire their teams.

Favourable employee engagement increased to an industry-leading 75% — an all-time high for DPV Health.

During the pandemic, employee health and wellbeing has remained a priority. Initiatives included:

- › workforce flexibility solutions
- › daily COVID-19 updates
- › weekly employee forums
- › webinars on wellness and healthy living.

We are grateful to our employees and volunteers for their unrelenting and compassionate support to our clients and community in 2020.

Surplus & sustainability

2019–20 has seen a remarkable financial turnaround for DPV Health.

Total revenue exceeded \$49 million, with a financial surplus of \$362,000 — an improvement of over \$1.7 million on the previous year.

The redesign of service models, new revenue initiatives, and effective cost-reduction strategies generated significant improvements in productivity and financial

performance. During a tough year for the sector, DPV Health's robust balance sheet and healthy cash reserves remained stable, reflecting its ongoing capacity to meet financial commitments.

Data-driven decisions

A heightened focus on technology has strengthened DPV Health's ICT and data management capabilities.

Consolidation of client management systems across programs and the establishment of an internal ICT help desk have enhanced service delivery. An investment in skills and reporting software has led to the automation of many corporate and client services reports. Not only has this saved hours of data collation time but it has led to greater flexibility in reporting and ease of interpreting report layouts.

Partnering for success

Partnerships are key to DPV Health's success. We are proud to work closely with outstanding industry partners to ensure better health and wellbeing outcomes for our community. Our key partners include:

- › Department of Health and Human Services
- › Department of Education and Training
- › Eastern Melbourne PHN
- › North Western Melbourne PHN
- › Northern Health
- › Hume City Council
- › City of Whittlesea Council
- › Banksia Gardens Community Services

- › Foodbank
- › Northlink
- › NDIS
- › Orange Door
- › Other community health providers.

The year ahead

Despite the ongoing challenges of the COVID-19 pandemic, we are optimistic about the future.

DPV Health continues to seek opportunities to respond to urgent community needs. New service opportunities underway include:

- › mental health
- › family violence
- › early childhood intervention services
- › vulnerable people programs.

Thank you to our diverse and supportive community, visionary board, committed leaders and employees, and devoted volunteers.

Ms Margaret Douglas
Board Chair

Don Tidbury
CEO, DPV Health



Acknowledgement of Traditional Custodians and Country

DPV Health acknowledge the Kulin Nations as First Peoples, and Aboriginal traditional owners and custodians of the lands and waters on which we are meeting today and pay respects to their Elders and communities.

Child Safety Statement

DPV Health is committed to providing a child safe and child friendly environment, where children and young people with whom we have contact are safe, feel safe, and are able to actively participate in decisions that affect their lives. We take a zero-tolerance approach to child abuse.

Diversity Statement

DPV Health is an inclusive organisation that celebrates the diversity of all people within our communities. We are passionate about enabling people to lead happy healthy lives. We are dedicated to working with the Aboriginal and Torres Strait Islander, Disability, Lesbian, Gay, Bisexual, Transgender, Intersex and Queer/ Questioning (LGBTIQ) and Newly Arrived Communities.

Funding Acknowledgment

DPV Health acknowledges the financial support received from the Australian Government, Department of Health, Victorian Government, Department of Health and Human Services and Victorian Department of Education.

About Us

Who we are

DPV Health is a not-for-profit organisation that offers exceptional health care services to people of all ages. We are the largest community health provider in Melbourne's North, operating across five Local Government Areas (LGAs): Whittlesea, Hume, Mitchell, Melton, and Banyule.

Our vision

Our vision is ensuring the health and wellbeing of our community.

Our values

Individually and together, we bring our values to life.



Inclusion

We create an equal and more respectful world by making space and standing with people of all backgrounds.



Integrity

Our ethics, fairness and transparency drive actions and outcomes that we can all feel proud of.



Excellence

We believe in extraordinary service and we achieve it by going the extra mile to help others.



Innovation

We look to a better and brighter tomorrow to shape the potential today.



Collaboration

We work together to nurture the ideal conditions for our community to thrive.

Diversity & growth

DPV Health supports one of the fastest growing and most diverse regions in Victoria. Approximately 36% of the community we serve was born overseas and 45% speak a language other than English at home. We also have the second-highest settlement of refugees in the state.

In this region, unemployment is higher, average weekly income is lower, levels of health literacy vary, and the rates of physical activity and consumption of healthy

food are below state averages. Our clients experience high levels of psychological distress and financial strain. They often feel a lack of safety and low self-worth. This is compounded by the highest rate of family violence in the north-western metropolitan region.

Collaborations & partnerships

Over the next 20 years, the population of Melbourne's northern corridor is projected to expand by 65% across Hume and Whittlesea alone. Building a fully integrated

healthcare model that can meet the needs of our diverse community is paramount. Strong partnerships with government, other healthcare providers, and the community will be instrumental to support this outcome.

Through State-funded development projects and co-designed partnership opportunities, we look forward to extending our services across more locations in 2020–21.

Services & support

To support our community, we deliver services from 17 sites across the Local Government Areas (LGAs) of Whittlesea, Hume, Mitchell, Melton, and Banyule.

Our professional and qualified team delivers a range of clinical, allied health and community services across our sites, including:

Medical Services

General practitioner and specialist medical services at two medical centres.

Dental Services

General and emergency dental services at four sites.

Mental Health

Mental health services from psychologists, social workers, and mental health nurses, including advocacy and support for refugees and asylum-seekers.

Physical Health

Physical health services including audiology, physiotherapy, physiology, speech therapy, occupational therapy, podiatry, and nutrition and dietetics.

Disability Services

NDIS and disability services at home and in the community.

65+ Health

Tailored services for seniors and elders over 65 years to support social connection and independence, and address chronic disease.

Child & Youth

Specialist child and youth services to support their health and wellbeing.

Community Support

Community support programs to improve access to primary healthcare for our most vulnerable community members.

DPV Health sites

- | | |
|--|--|
| 1 Aintree Early Childhood Development Service | 9 Epping Support Office |
| 2 Broadmeadows Audiology Service | 10 Farm Vigano Community Cultural Centre |
| 3 Broadmeadows Medical & Dental Centre | 11 Heidelberg – The Orange Door |
| 4 Broadmeadows Early Childhood Development Service | 12 Meadow Heights Allied Health Services |
| 5 Craigieburn Dental & Allied Health Services | 13 Mill Park Disability Services |
| 6 Craigieburn Disability Services | 14 Mill Park Medical Centre |
| 7 Epping Dental & Allied Health Services | 15 Roxburgh Park Early Childhood Development Service |
| 8 Epping Residential Supported Living | 16 Thomastown Residential Supported Living |
| | 17 Whittlesea Township Dental & Health Services |



About the communities we support

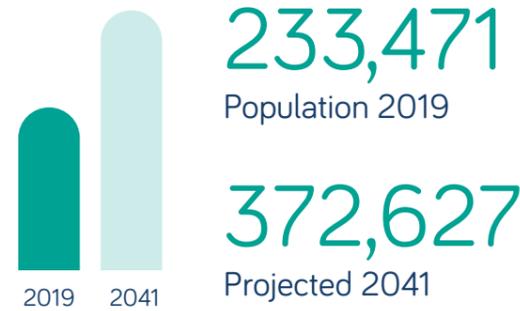
The following graphs show the population snapshot of our communities across Hume and Whittlesea catchments.

The data also illustrates the incidence of family violence, lack of safety, obesity, and absence of physical activity compared to the broader population.

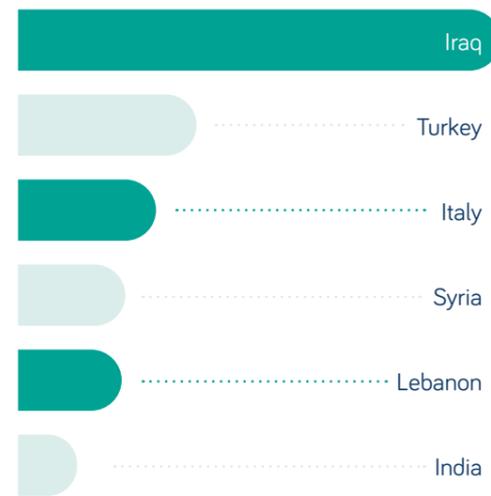
(State average for Victoria shown in brackets.)

Hume

Population profile



6 most common countries of client origin



45%

(26%)
Language other than English

1.7%

1703/100,000
(1281/100,000)
Population family violence rate

41%

(55%)
Feeling safe to walk alone at night

71.5%

(80.2%)
Life being worthwhile rated high or very high

22.4%

(15.4%)
High levels of psychological stress

58%

(50%)
Overweight and obesity

31%

(19%)
No physical activity

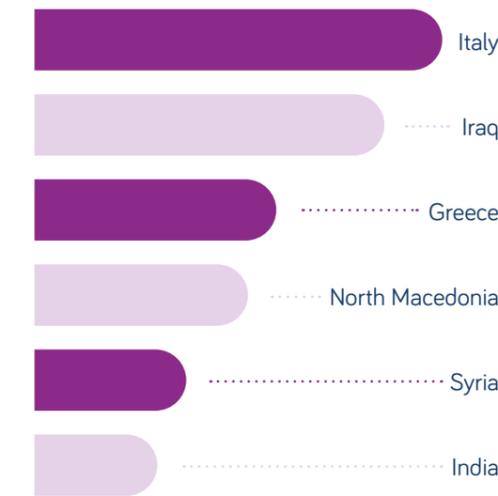


Whittlesea

Population profile



6 most common countries of client origin



44%

(26%)
Language other than English

1.4%

1362/100,000
(1281/100,000)
Population family violence rate

33%

(55%)
Feeling safe to walk alone at night

81.7%

(80.2%)
Life being worthwhile rated high or very high

16.5%

(15.4%)
High levels of psychological stress

58%

(50%)
Overweight and obesity

24%

(19%)
No physical activity

Governance

During 2019-20, we completed a review of the DPV Health board and management committees. Board committees correspond with director responsibilities and act as advisory bodies. Management committees inform the implementation of strategic direction from the Board.

Strategy, accountability & support

The review ensured:

- > director responsibilities under the Corporations Act 2001 are being satisfied by the structure and conduct of committee meetings
- > the committee framework is properly aligned to each decision-making authority.

The committee framework

Five committees support the Board of Directors. The committees do not have delegated authority, though they may be given that authority to finalise a matter on the Board's behalf. The committees

are: Finance, Risk and Audit; Clinical Governance; Governance; Community Engagement; and Information Communication and Technology.

Our management committees

Management committees support the CEO and inform the implementation of strategy. They review, investigate, and advise and do not usually have delegated authority. They may include sub-committees.

Executive leadership team

The executive leadership team directly supports the CEO. They meet regularly to consider strategic and operational matters, and are supported by three standing committees:

- > Clinical Care and Quality
- > Infrastructure
- > People, Culture and Engagement.

These are further supported by subject- and issue-specific sub-committees.

Processes and support

All committees and sub-committees have approved Terms of Reference that set out the arrangements for their structure and conduct.

The DPV Health executive support team provides the Board, CEO, and committees with administrative support.

DPV Health Executive Structure 2020

Board of Directors



Mr Emmanuel Tsakis
Director



Mr Gary Henry
Director



Mr Mark Sullivan
Director



Mr Robert Burnham
Director



Mr Vincent Cain
Director



Ms Gloria Sleaby
Director



Ms Julie Busch
Director



Ms Margaret Douglas
Director



Don Tidbury
Chief Executive Officer

Executive Assistant

Executive Leadership Team



Noel Toal
Chief Information Officer



Anthony Palmieri
Chief Financial Officer
(Company Secretary)



Roxanne Strauss
General Manager People,
Culture & Transformation



Shawn Lee
General Manager Health
& Community



Debbie Mitchell
General Manager
Children's, Youth, Disability
& Social Support



Sophie Gilmour
General Manager
Clinical Governance



Rick Jackson
Executive Manager Client
Experience & Community
Engagement



Sachidanand Raju
Director Dental
Services

Our Partners

These pages provide a snapshot of some of the exemplary partners DPV Health works with. Not all partnerships have been mentioned here.

Department of Health and Human Services

DPV Health has worked closely with the Department of Health and Human Services, our largest funder, to deliver a range of public health initiatives including but not limited to:

- > Mobile and fixed COVID testing centers
- > Allied Health
- > Refugee Health
- > Chronic Disease Management
- > Home and Community Care



City of Whittlesea

Key collaborative projects in 2019–20

- > Contribution towards establishment of the DPV Health Mernda COVID-19 testing site.
- > Ensuring service access during restrictions through Work for Victoria resourcing opportunities and the Community Watch Partnership Project.
- > Partnering to increase inclusive sports opportunities for women and girls through the Whittlesea Female Sports Inclusion Grant Program
- > Engaging with teams at Whittlesea Community Futures, Crossroads Network, and the Whittlesea Child and Family Services Network.



Hume City Council

Key collaborative projects in 2019–20

- > Community wellbeing support during restrictions through the Community Activation and Social Inclusion (CASI) and Community Watch Partnership projects.
- > Deliveries of food and essential supplies to vulnerable households during the COVID-19 pandemic.
- > Widening the reach of our services through networking with Hume Multicultural Advisory Group, Hume Whittlesea Local Learning and Employment Network, and Early Years Partnerships Network.



Banksia Gardens Community Services

DPV Health works closely with Banksia Gardens Community Services to support better health and wellbeing outcomes for vulnerable people in Broadmeadows and the Hume region.

Through this collaboration, both organisations help fast track vulnerable clients through essential health and social support programs. The benefits of this partnership include, but are not limited to, shared spaces for youth engagement programs and COVID-19 testing clinics.



Dental Health Services Victoria

The Dental Program at DPV Health is funded by Dental Health Services Victoria. With their support, we are able to deliver clinical dental services for eligible Victorians in our community. The services we provide include:

- > Public Dental Services
- > Affordable Private Dental
- > Oral Health Program (Smiles 4 Miles)



Northern Health

Northern Health and DPV Health signed a Memorandum of Understanding (MOU) to support innovation and boost shared service planning and delivery to benefit our growing communities.

The MOU provides a framework to collaborate on addressing priority health and wellbeing issues across outer northern Melbourne. A range of significant projects is underway.



NORTH Link

NORTH Link is a business network and regional economic development advocacy group representing Melbourne's northern region.

NORTH Link connects our community with industry, education, health, and government to support a thriving economy.

DPV Health and NORTH Link have worked together on a range of projects including joint research projects and fast-tracked access to personal protective equipment during COVID-19.



Eastern Melbourne Primary Health Network

DPV Health has partnered with the Eastern Melbourne Primary Health Network to deliver the 'Right Care = Better Health' Program.

The program provides individually tailored, person-centred care for patients with complex and chronic conditions — enhancing collaboration and integration across the primary health system.



North Western Melbourne Primary Health Network — HeadtoHelp support line

The North Western Melbourne Primary Health Network and DPV Health established the new HeadtoHelp mental health service for the Hume Region.

Based in Broadmeadows, the service will further boost the mental health support available to Victorians during the COVID-19 pandemic. HeadtoHelp will be part of a more connected mental health system — ensuring everyone has access to help when they need it.





COVID-19

Impact & response





Courage, Dedication & Resilience

This year, through the greatest health emergency of the century, our people worked side-by-side to protect and support the community.

As COVID Warriors, we stood as the first line of defence against the scourge of the COVID-19 pandemic, and the safety of our clients and employees was our highest priority. We tested over 20,000 people in our COVID-19 respiratory programs, and proudly kept all DPV Health sites and facilities free of outbreaks.

Every one of our nearly 550 employees rose to the challenge. In the true spirit of collaboration, they worked tirelessly to deliver innovative and culturally appropriate support programs and services, both face-to-face and online. Together, we made it possible for thousands of vulnerable people to stay connected and continue accessing the health and wellbeing services they need, even under lockdown conditions.

Our people and their families have themselves been affected by the pandemic in many ways. Despite these personal challenges, they continue to demonstrate tremendous courage, compassion, and resilience. DPV Health and our community are fortunate to have access

to the generous character, expertise and experience of such a wonderful team as they develop and deliver critical services in response to the threat of COVID-19.

Supporting the vulnerable

We knew from the outset that the pandemic would have a critical impact on the most vulnerable members of our community. The Vulnerable Community Screening Project that began in April 2020 was one of our first responses to this challenge. Under the program, Allied Health Assistants contacted identified vulnerable community members by telephone, checking on their wellbeing and facilitating referrals to services. This not only supported their health but also helped reduce the impact of isolation during strict restrictions and lockdowns.

The project was supported by the Department of Health and Human Services. It reached out to over 2,000 community members between April and June 2020

and will continue to provide support to the community throughout the pandemic.

Clients have welcomed the telephone calls and benefited from the social connection with our people. They appreciate us checking on their wellbeing and providing information about services they can access. Clients also have a better understanding of what we offer and are open to using telehealth to stay connected to services.

Employees redeployed to the Vulnerable Community Screening Project gained a deeper understanding and knowledge of the community health services we provide. They found it rewarding to have the opportunity to learn and develop a variety of skills in connecting clients to DPV Health services.

This project has empowered our people to make a difference in the lives of DPV Health clients, many of whom had not engaged with us for some years.



Building local capacity

COVID-19 created many obstacles for organisations across the health and community sector, especially in relation to staying engaged with clients and community members.

Community Watch Partnership Project

The Community Watch Partnership Project (CWPP) was developed during the lockdown to enable and build capacity in local community organisations that had been forced to move face-to-face services online to support their clients and to assist in providing referral pathways to community partners who could help.

Partnering with Hume Whittlesea Primary Care Partnership (HWPCP), Banksia Gardens, and other key partners, we identified:

- > an approach to identify the most vulnerable community cohorts and organisations that are already working with relevant groups
- > what has already been done by these organisations to reach out and support their clients
- > the strong base of the current programs and the opportunities to expand on their services and tools to help engagement and network referrals
- > key issues and support required to help local organisations to continue to support vulnerable members of the community into recovery.

Two critical resources emerged from this work:

- > **Guidelines & tools**
For setting up community contact and support services over the phone for local organisations: These guidelines provide a starting point for organisations contacting clients over the phone to deliver services and conduct wellbeing checks.
- > **Health & Wellbeing Directory**
HWPCP led the development of this directory of services in Hume and Whittlesea. This online directory, available to organisations in the program, is a searchable database of a range of health and non-clinical support services, and community-based programs that enable referrals and connections between the healthcare network across Hume and Whittlesea.

We also provided community organisations with a range of resources and information on where to find:



Food and essentials relief



Rent and other financial assistance



Mental health support



Online activities for children to do at home



Access to our DPV Health volunteer program

Addressing Social Isolation

The CASI Initiative

Social isolation as a result of COVID-19 lockdowns caused a significant increase in feelings of disconnection and loneliness in our community, particularly its most vulnerable members.

The impact of these feelings on an individual's physical and mental wellbeing, personal relationships, and the ability to connect with the wider community can be devastating. The Community Activation and Social Isolation Initiative (CASI) was set up to reduce the dangers of isolation by better connecting help seekers with friends, family and communities and providing critical resources and support.

Leading the way

CASI is accessible to the community via the Victorian COVID-19 support hotline (1800 675 398) and is led by the Department of Health and Human Services. People in the community can call the COVID-19 hotline and be connected to community services and social activities through Local Service Networks (LSN). Local Service Network is a network of local community organisations and volunteer groups that can provide the supports required by the local community.





During 2019–20 we willingly stepped into the role of Lead Organisation and Community Connector under CASI for the Hume Local Government Area (LGA), supported by Sunbury Community Health as our partner in the Sunbury area.

In addition to implementing the Community Connector function in Hume, it was our purpose to:

- > support LSN organisations to draw appropriately on volunteer efforts
- > identify opportunities to develop initiatives to maintain social connections or make new social connections
- > support existing partnerships between LSN organisations and create new partnerships as needed.

Real world impact

Our people have been deeply committed to this critical initiative since its launch in June 2020 and are eager to continue extending our support. Under CASI, we've received 111 referrals from people facing hardship for reasons such as quarantine or isolation due to COVID-19 diagnosis, job losses, and lack of access to social support.

In most of these cases, the primary need was for food relief. We were also supported by our DPV Health volunteer program and local food relief and welfare pack providers to offer baby formula, face masks, and hand sanitiser.

Our remarkable employees and volunteers gladly went above and beyond to help as many people as they could. A few instances are:

- > connecting with the Hume library to provide books and games for a client's three young children during lockdown
- > providing food relief, and buying and delivering a blanket to an elderly client and her husband who are both battling cancer
- > arranging food delivery for a client in a shared house after other occupants had taken her food.

In each of these and many other cases, DPV Health was often the only contact these clients had with the outside world. It was an emotional experience for both our clients and our dedicated teams.

Social support services

Employees in our DPV Health social support program were greatly affected by the increased suffering experienced, particularly by our Culturally and Linguistically Diverse (CALD) and elderly clients, and families. We were already providing transport assistance to many clients experiencing barriers to accessing the community, to help them engage and connect socially. The introduction of further restrictions led to escalating anxiety and the need for help to access bare necessities like food and toilet paper.



Social support services

Our employees and volunteers responded by preparing and delivering hampers of food and essentials to housebound clients, who were deeply grateful.

The hampers and the opportunity for social connection with our people delivered joy and eased the burden of many, and were rewarding for our caring and compassionate teams.



Extended COVID-19 Testing

Since the emergence of COVID-19 in Victoria, we have supported our community through unprecedented social change, multiple lockdowns, and significant challenges. COVID-19 testing services have been an essential part of our response.

We extended COVID-19 testing operations beyond existing services at the Mill Park and Broadmeadows Medical Centres by offering a range of mobile, fixed-site, and rapid-response operations in metropolitan Melbourne.

locations, including public housing residents, culturally and linguistically diverse communities, and youth. Locations have included Broadmeadows, Craigieburn, Roxburgh Park, Meadow Heights, Mill Park, and the township of Whittlesea.

Since March 2020, more than 20,000 tests have been conducted across these sites.

The COVID-19 bus

This was our first COVID-19 testing service and has supported vulnerable communities across Hume and Whittlesea. The testing team has travelled the region to reach those who have difficulty accessing fixed testing

Mernda drive-through site

DPV Health established a fixed COVID testing service at Mernda. We stepped up at short notice to run this busy service, which has a large capacity and operates seven days a week.

It has since supported more than 12,000 community members.

Rapid response testing

In partnership with IPC Health and other community health providers, DPV Health offers rapid testing and support services in outbreak and hotspot locations across metropolitan Melbourne.

The rapid-response service started with meat processing factories and has since assisted housing, residential support services, and pop-up drive-through services in south-eastern Melbourne.

Since its inception, the service has supported more than 6,000 tests.



Keeping Everyone Safe

COVID safety and infection prevention has been our highest priority throughout 2019–20.

Understanding that infection prevention was our best defence against COVID-19, we established a zero-tolerance approach to workplace transmission from day one. Our COVID-19 Pandemic Response Plan was in effect from early February 2020, and its core elements continue to protect our people and our clients.

Governance & planning

Our COVID-19 Pandemic Response Plan sets the framework for infection prevention, workforce management, service continuity, and community engagement. Daily practices are guided by supporting COVID-19 safety plans and program-level infection prevention plans. Each plan is regularly updated to reflect changes in COVID-19 local transmission risk and practice requirements. Regular briefings on all COVID-19 plans and updates are delivered at all management and governance meetings.

Infection-prevention awareness

Our people attend mandatory infection-prevention training modules, including COVID-19 awareness, hand hygiene, and safe use of personal protective equipment (PPE), such as respirator masks.



We introduced the DPV Health COVID Warrior campaign to engage our employees with key safety messages and help clients understand the measures that keep us safe. The COVID Warrior symbol is used in on-site signage, floor markings, and social media to remind people of the four core safety practices.

ZERO outbreaks on-site in 2019–20

The COVID Warrior has become a call to arms, uniting all of us at DPV Health in the fight against our invisible enemy in COVID-19. In a time that brings moments of profound despair as we see our community struggle, it's a powerful symbol of courage and optimism.

Investing in protection

As a priority, we have invested in high-quality personal protective equipment (PPE) and disinfectant supplies to ensure every employee has ready access to the equipment they need to keep them safe.

Our shared responsibility

At DPV Health, we are all accountable for keeping our worksites clean and hygienic. Regular disinfectant cleaning of all surfaces throughout each day has become normal practice across every single site we operate, including the cars our people use to attend a home visit. There are no exceptions. Our efforts are further supported by upgraded daily cleaning routines performed by professional cleaners.

Together, in every part of DPV Health, our employees and volunteers are taking up the fight against COVID-19 with strength and endurance. Our community can rely on us to be there for them as the pandemic crisis continues to unfold, and we will support them through recovery to a healthy and connected future.



WEAR PPE

Wear the appropriate Mask, Gloves, Glasses, Gown as required. Wash your hands before and after you put on your protective items.



WIPE Surfaces

Wipe down your workstation (desktops, phones, keyboard, etc.), equipment, meeting rooms, kitchen tables and chairs using disinfectant sprayed onto a cloth. Don't spray directly onto these items.



WASH Your Hands

Wash your hands thoroughly with soap and water for at least 20 seconds to prevent passing on germs. Dry your hands. Wash your hands regularly. Use hand sanitizer if soap and water not available.



WATCH Distancing

Watch for physical distancing, this means do not shake hands, exchange physical greetings, and ensure there is at least 1.5 metres distance between people and follow the 1 person per 4sq/m rule in all rooms.





Community Connection

Engaging diverse communities





VHES Survey

Monitoring community healthcare

Services funded by the Department of Health and Human Services (DHHS) are required to participate in an annual survey — the Victorian Health Experience Survey (VHES).

We used the VHES as our major client survey across most services. The purpose of the VHES Community Health questionnaire is to monitor the experience of community health clients across every aspect of the client journey and to identify areas for improvement. The survey was conducted between October and December 2019 via our on-site and outreach programs.

From the 1,560 surveys sent by DHHS, we achieved a 21% response rate with 333 surveys completed. This was a 400% improvement on the 2018 result of 73.

Number of surveys completed in 2018 and 2019



Of the clients surveyed, the majority had accessed the 'Dental' services of DPV Health (69%) with a further 26% accessing 'Medical' services and another 31% 'Other' services.

Implementing service recommendations

As part of the findings, areas for improvement identified included signage presence, the information provided to clients, access to appointments, and reducing wait times.

These recommendations have informed our 2019–20 operations plan, and priority activities in Q1 to address them include:

- > development of client information packs for new clients across all services
- > upgrading the DPV Health website to improve useability, content, and online booking services
- > rolling out an inclusion strategy to build our capacity to serve our diverse community — includes a Cultural and Linguistically Diverse Action Plan, LGBTIQ Rainbow Tick accreditation, and a Reconciliation Action Plan
- > introduction of a new waitlist management program to reduce wait times for clients seeking services from high-demand service areas
- > increasing communications with clients to monitor their condition and provide ongoing advice and information to manage their condition
- > introduction of a new Community Connectors program to establish a cohort of community leaders to support improved communications and empower culturally diverse, vulnerable, isolated and disadvantaged communities to access health services.



Community Engagement

Meaningful connection & collaboration

Community engagement at DPV Health facilitates access to high-quality services. By offering opportunities for meaningful participation and collaboration, we continually evolve and improve our services to meet the changing needs of the community.

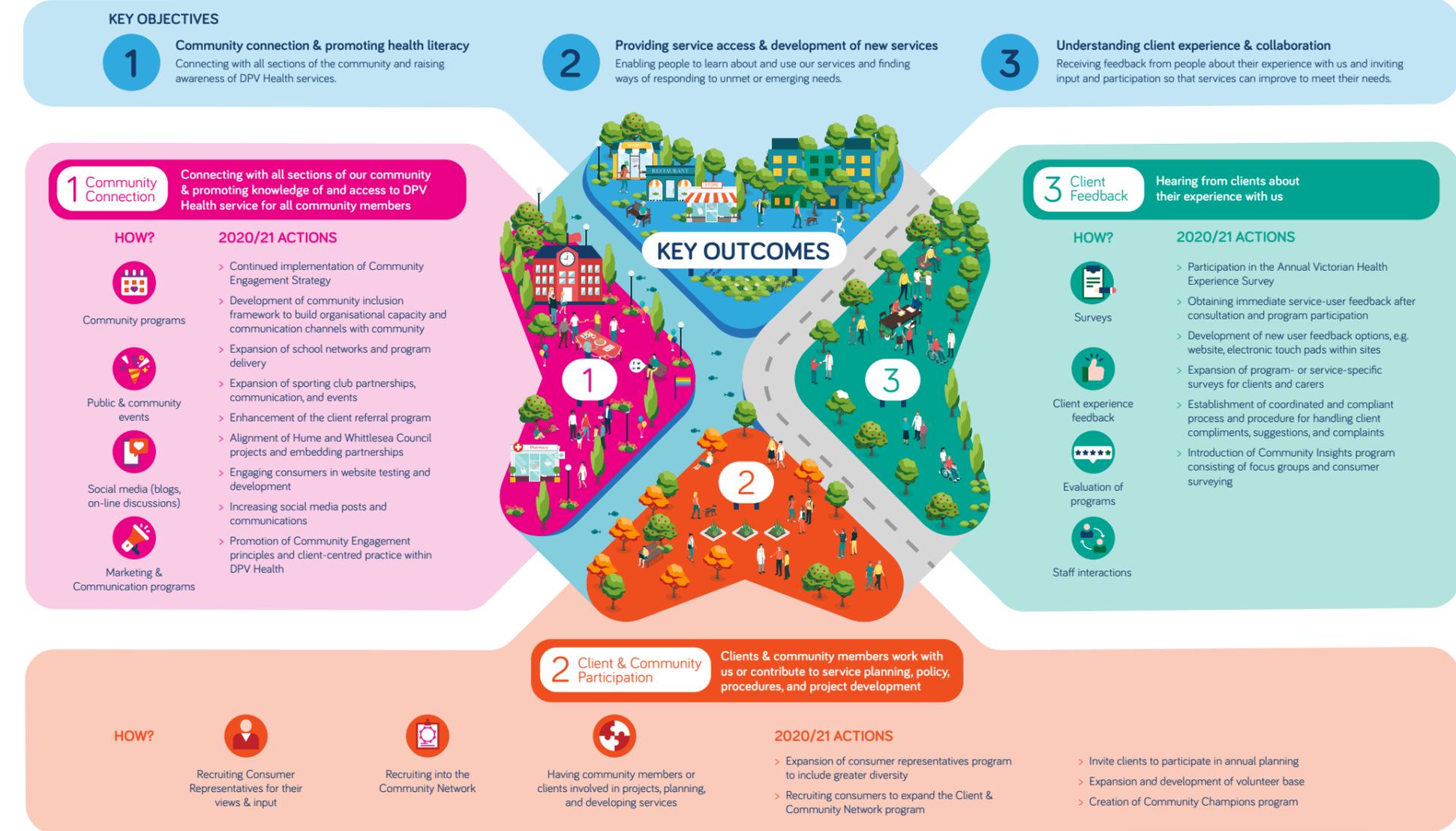
Our community engagement framework rests on the interaction of three primary pillars:

- 1 Community Connection**
 Promoting community wellbeing by improving health literacy, boosting access to DPV Health services, and building partnerships to respond to health concerns in our communities.
- 2 Consumer Participation**
 Inviting clients and the community to have an active voice in planning and delivering inclusive, responsive and focussed DPV Health services, projects, and activities.
- 3 Client Feedback**
 Having multiple strategies in place to hear client perspectives, to understand their needs and the impact of services we provide.



COMMUNITY ENGAGEMENT PLAN 2020/21

Connect & Collaborate for good health & well being



We welcome your feedback on this plan: For more information and/or to provide feedback on the DPV Health Community Engagement plan, contact: DPV Health Community Engagement Officer on 1300 234 263 or email feedback@dpvhealth.org.au

Population health initiatives

Community engagement and partnerships are critical to delivering health promotion and prevention initiatives in the community.

Over the past year, our key partnerships have included:

- > Hume and Whittlesea Councils — in particular with their Child, Youth and Family Services, Multicultural and Aboriginal teams
- > community groups and ethnic community organisations
- > over 50 early childhood services
- > more than 70 schools as part of the Healthy Schools Initiative
- > community service providers, including 18 neighbourhood houses and 15 school hubs
- > the Department of Education and their networks, including Hume's School Nurses Network.

Smiles 4 Miles

DPV Health delivers the Smiles 4 Miles program, a Department of Health Services Victoria initiative, to 50 early childhood services reaching 5,500 local children and their families in the community. The program aims to improve the oral health of preschool-aged children, their families, and early childhood educators.

We worked through seven award criteria to be recognised as a Smiles 4 Miles Service. These include educating children through fun learning experiences based on the Smiles 4 Miles key messages — 'Drink Well, Eat Well and Clean Well', informing families about the importance of oral health, and training sessions for educators.

Participating educators report increased confidence and knowledge of healthy eating, oral health, and how to improve these areas within their services.

Supporting young families

Research shows that adults in the Hume and Whittlesea local government areas have higher rates of obesity and hypertension than the Victorian averages. Poor nutrition and lack of physical activity in families have been identified as key contributors.

To help school-aged children and their families thrive, our Health Promotion Officers engaged with 18 community groups and several local healthcare professionals, educational leaders, and peak bodies. With their help, we developed a series of short videos and resources for families with children starting school, covering healthy eating, physical activity, and healthy routines.

The videos feature local families and have been translated from English to Arabic and Punjabi, while the support material is available in English, Arabic, and Hindi.

The resources have been very well received.

- > Forty-two schools have so far requested support packs for their Prep 2021 families.
- > Initial evaluation indicates that the resources are 'very likely' to elicit a positive behaviour change in families.

Partner organisations have indicated interest in adapting the resources for Aboriginal and Torres Strait Islander communities. We will explore this in the next financial year, along with opportunities to reach out to other community groups.

Your Story, Your Lens

Studies indicate that people aged 12–24 years have a misconception that women and men perpetrate violence equally, and believe gender inequality does not exist¹.

To address these alarming perceptions, the Population Health Team implemented a youth-targeted initiative called Your Story, Your Lens to engage young people in a discussion on gender, gender stereotypes, and gender equality.

The workshops were delivered online and gave participants the skills to use media as a communication platform. They were then able to create short films portraying gender and gender-equality messages using just their phone.

Supporting respectful relationships

Violence against women is prevalent and preventable. Hume and Whittlesea Local Government Areas (LGAs) are among the top three LGAs for family violence² incidents in the north-western metropolitan area.

With a firm commitment to addressing this issue, we partnered with the Department of Education and Training (DET), to support the implementation of the Respectful Relationships Initiative across schools in Hume and Whittlesea.

Using a whole-of-school approach, DPV Health provided supporting resources and materials to upskill the school community on how to model equal and respectful relationships and contribute to attitudinal, cognitive and behavioural change in the school setting.



The Gowrie Victoria Broadmeadows Valley Children's Service socially distance while celebrating the Smiles 4 Miles Award.



We were able to reach more of our community with the translations provided as well as engage with events such as International Women's Day much better.”

School Representative



It's a good platform to use to be able to tell a story to a wide audience in any form of comedy, seriousness, impact, and drama, documentary.”

Your Story, Your Lens participant



A flexibility in response, a great relationship.”

DET



¹(NCAS, 2017)

²Crime Statistics Agency, 2020

Healthy Schools Initiative

The places in which people live, learn, work, and play are the settings for change. The key objectives of the Healthy Schools Initiative are to:

- > work in school settings to raise awareness of healthy eating and active living
- > link children in underprivileged areas to DPV Health services.

In 2019–20 DPV Health engaged with 30 schools through the Healthy Schools Initiative, using a whole-of-school approach to include principals, teachers, students, and parents in the work we do. Engagement was through community gardens, physical activity, and parent-teacher resources.



Roxburgh Rise Primary School planting lesson

Produce from the community gardens is used by school community hubs for cooking classes and classroom lessons. The garden is maintained by the school's garden committee, which includes teachers, parents, and students.

Our physical activity sub-project launched in partnership with Deakin University has seen a decrease in sedentary behaviours at school and at home — that means less sitting and more movement for good health.



It has been a pleasure to work with the DPV Health Promotion Team. Their ideas and support perfectly match our school's efforts to increase our students' ability to self-regulate. The equipment, activities and programs provide engaging brain-breaks as well as improve physical activity levels."

Student Wellbeing Coordinator,
Roxburgh Rise Primary School

Consumer Representatives as community voices

Our Consumer Representatives are part of the Consumer Representative Committee and play an essential role in representing the diverse interests and needs of our communities. Through focus groups, project meetings, and other forums, they provide formal and informal feedback on policy documents and communication materials developed by DPV Health and offer inputs on the type of health services the community needs.

The DPV Health 2020/21 Annual Plan includes insights and suggestions made by the Consumer Representatives after a presentation by the CEO on programs and services that DPV Health will offer in 2020–21. The Consumer Representatives provided their insights into community health concerns, and gaps to address as COVID-19 and higher dependence on technology change how we communicate and interact. Their suggestions included:

- > supporting clients to negotiate and access My Aged Care and senior services
- > enabling community capability with technology
- > providing concise information that helps people to access DPV Health
- > focusing on health and wellbeing in single member households
- > launching a work experience program for people who experience employment barriers

The Consumer Representatives participated in a number of consultations and project planning workshops, including:

- > the DPV Health tagline — 'Your Health, Your Way', including how easily it translates into other languages so people from diverse communities can relate to our mission
- > issues faced by isolated community members and ways to overcome them
- > establishment of a Chronic Pain clinic
- > concept designs for the DPV Health support office
- > testing the client pathway to services using the centralised 1300 number.

We thank all of our committed, hard-working Consumer Representatives and look forward to continuing to learn from our clients and communities.

Volunteer programs

At DPV Health, we are fortunate and thankful that so many people in our communities want to help us deliver health and wellbeing for all.

We have almost 90 dedicated volunteers working in our social support programs, providing help and outings to vulnerable people in our community, including the elderly

and people with disabilities. Without volunteer support, many clients would be at risk of complete physical and social isolation.

The theme of National Volunteers Week in May 2020 was 'Changing Communities, Changing Lives'. Our volunteers do change lives, and, this year, it was more important than ever to recognise and thank them. We held a Zoom online event in place of our usual face-to-face function, and CEO Don Tidbury delivered a heartfelt speech of thanks to our gracious volunteers who help others live a better life.

Recognition for service

In December 2019, we hosted a recognition lunch for our volunteers, attended by community representatives and supporters. We also welcomed special guests CEO Scott Miller from Volunteering Victoria and Ros Spence MP, Member for Yuroke.

Our CEO presented volunteers with service recognition and lifetime achievement pins for up to 30 years of service.





We get fantastic feedback from people and the calls we make help them feel connected, especially through these challenging times.”

Jean, Volunteer

Community Phone Connect Program

Since 2006 a group of dedicated volunteers has supported the Community Phone Connect Program for vulnerable members of the community. It is a joint initiative between DPV Health, Broadmeadows Police Department, Hume City Council, and Whittlesea City Council.

The program provides a wellbeing check-in service and a chance for a friendly chat for the elderly and people living with a disability. Many are without family nearby and are experiencing loneliness and isolation.

Volunteers made over 500 calls per month this year, compared to 100 per month before the onset of COVID-19.

Foodlink Program

COVID-19 has seen a huge increase in demand for food and essential items. Through grants and support from the volunteers — we have provided over 4800 hampers compared to 500 hampers in previous years.

The Foodlink Program has been a lifeline for the community during COVID-19. This period saw a surge in unemployment and restrictions for vulnerable people leaving their homes for food and essential items leading to high levels of stress.

The program also supports the Community Activation and Social Isolation (CASI) initiative with contactless door-to-door deliveries to Hume and Whittlesea for existing clients and local community organisations such as Homelessness in Whittlesea, Turkish Seniors Group, North West Mental

Health, Launch Housing Broadmeadows, Broadmeadows Polytechnic, and Broadmeadows Kangan and Tafe.

Our volunteers are experiencing the joy of giving to those who are unable to make ends meet or can't get to the shops themselves.



Prior to COVID-19, I would spend hours at the local shopping centre talking and socialising with people but now with all the limitations and restrictions, I feel isolated. I am so thankful to DPV Health Volunteers on the Phone Connect Program. They have filled a huge void in my life. We have a chat about anything and everything and it helps with my loneliness.”

Anthony, Client



Client receiving a hamper through the Foodlink program.



My work is rewarding to know that a food hamper can bring so much relief to a family that is struggling.”

Serdar, volunteer



I rely on my disability scooter to get around and with no internet service I am unable to do online shopping. I am so grateful to the volunteers of the DPV Health Foodlink Program for the supply of food hampers. It's helped with my stress levels during these challenging times, both financially and accessibility wise."

Susan B., community member

Keeping fit to help others

The DPV Health Walking Group, supported by the Heart Foundation, recently celebrated its 10th anniversary. To commemorate the occasion, the team organised a day out with family and friends to Rosebud and Rye.

Formed by Volunteer Leaders Ayse Buvan and Adil Koksuz, the group provides a healthy platform for volunteers to get together, socialise, and support each other.

Laura-Jane supports a positive future

"Hi, I'm Laura-Jane and I have been working with the Population Health Team since February 2020. I feel extremely privileged to be able to continue to volunteer remotely working from home — the team has consistently engaged and supported me.



I have assisted in planning for events like International Women's Day and the Social Inclusion Strategy workshop. I'm also developing project briefs for future programs and events. This experience has given me skills for my future career and personal development including confidence, independence and using oral and written communication skills in the workplace."

Educational website content

DPV Health is moving towards providing educational resources on the website to educate its users on how to maintain a healthy lifestyle at any stage of their lives.

Our website strategy is focussed on providing user-friendly content to support clients with their healthcare treatment and access to appropriate services.

By providing information on current events, resources and health education messages via ongoing website content, we aim to become an educational hub for the community, offering health information as well as internal and external supports to guide them through their healthcare journey.

The website refresh is due to go live in Q2 of 2020-21. The update will improve search functionality, create clear navigation, enhance user experience, and provide more relevant information on services offered. The new website will also offer useful resources and educational material to provide users with extra tools to help them better understand and manage their health concerns and provide external links to services not available within DPV Health.



↑46%

Website users



↑47%

Website — new users



↑56%

Website sessions

Our social media content strategy has boosted brand visibility, engagement, and website traffic.

f ↑ 36%
Facebook followers

f ↑ 1,092%
Website visits via Facebook

in ↑ 620%
Website visits via LinkedIn

Social media

Social media has been a critical communication tool for providing updates on the COVID-19 pandemic and alerts on DPV Health testing sites.

Coinciding with the launch of telehealth services, we created engaging ads to stay connected with our communities and remind them about keeping up with health checks via telehealth or face-to-face appointments

‘Hello, DPV Health’

As we listened to our clients, an issue we heard repeatedly was their frustration at not being able to speak with the right person, the first time.

To improve client access to our services, we remodelled the 1300 number to provide a single point of entry for clients to the entire DPV Health network and greater direct access to our people.

The project involved months of work and collaboration between the ICT Team and internal stakeholder groups to integrate two legacy systems, and finally delivered:

- > a leaner Interactive Voice Response (IVR) structure (options reduced from nine to five)
- > a simpler script to help employees direct call traffic efficiently
- > enhanced client experience.

The ‘Hello, DPV Health’ campaign launched our centralised 1300 number and user choices to the community. The word ‘Hello’ was used in the headline to personalise the message and is easily translated into key languages for relatable and inclusive information. The campaign took a 360-degree approach with online and offline elements like posters, flyers, banners, web and social media posts, emails, and SMS messages to clients.



Diversity & Inclusion

DPV Health is committed to providing people-centred, culturally appropriate and inclusive services to everyone in our communities.

Celebrating & welcoming diversity

Studies show that disadvantaged groups with an array of diversity characteristics have poorer health outcomes due to their experience of trauma, isolation, and discrimination.

At DPV Health, we aim to create an equal and respectful environment by holding space and walking alongside people of all backgrounds. DPV Health celebrates and welcomes all forms of diversity and strives to embrace each other’s differences as strengths.

Understanding the diversity of our community

DPV Health serves a large and culturally diverse population:

- > approximately half the population in Hume (45%) and Whittlesea (44%) speaks a language other than English at home
- > Hume is ranked 11th and Whittlesea 12th in the list of the most culturally diverse municipalities in Victoria
- > significant populations³ include people born in Iraq, India, Turkey, Lebanon, Italy, the former Yugoslav Republic of Macedonia, Greece, and China.

Hume has the most refugees and asylum seeker arrivals in the state, while Whittlesea has the third-highest number of skilled migrants.

Both catchment areas have high unemployment rates and above-average Socio-Economic Index for Area (SEIFA) scores which indicate relative social and economic disadvantage⁴.

Religious affiliations

Hume has the highest rates of religious affiliation in the state, with Catholic and Islam the most common.

Catholic
31.0%
(23.2% state average)

Muslim
16.5%
(3.3% state average)

Religious affiliation is also strong within Whittlesea, with an above state average percentage of people identifying as Catholic and as Muslim⁵.

Catholic
28.0%
(23.2% state average)

Muslim
7.4%
(3.3% state average)

³Australian Bureau of Statistics, 2016 and Victoria’s diverse population: 2016 Census. The State of Victoria. Department of Premier and Cabinet 2017

⁴Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2016

⁵Australian Bureau of Statistics, 2016

Aboriginal population

The Aboriginal population in Hume and Whittlesea is constantly growing. It has increased:

	2006	2011	2016
Hume	893	1,050	1,456
Whittlesea	844	1,123	1,635

The Aboriginal people are statistically less likely to access preventive healthcare and screening⁶.

LGBTIQ+ population

Health outcomes for the Lesbian, Gay, Trans, Intersex and Queer (LGBTIQ+) community are generally poorer than other members of the community, especially when it comes to mental health and wellbeing. LGBTIQ+ young people aged 16–27 are five times more likely than other Australian youth to attempt suicide in their lifetime⁷. Transgender people aged 18 years and over are nearly eleven times more likely, and people with an Intersex variation aged over 16 are almost six times more likely to attempt suicide in their lifetime.

⁶Koolin Balit Implementation Plan 2015-2016, North West Metro Health

⁷National LGBTIQ+ Health Alliance's report, Snapshot of Mental Health and Suicide Prevention Statistics for LGBTI People 2016

Community participation & events

Preventing violence against women

An integral part of addressing ongoing issues of family violence in our communities is to advocate and promote the importance of gender equality in everyday settings. DPV Health hosted several campaigns to encourage conversations on the topic of family violence: Week without Violence, 16 Days of Activism, and International Women's Day.

The Population Health Team implemented several initiatives across the whole organisation with a focus on attitudinal and cognitive change. Employees were provided with resources to get involved in creative ways while reinforcing the serious campaign messages.



Celebrating 16 Days of Activism



Celebrating International Women's Day



Celebrating Week without Violence

Midsumma Pride March

The Midsumma Festival is the event of the year in Melbourne's Queer calendar. DPV Health partnered with Northern Health, Nexus Primary Health, and Hume Whittlesea Primary Care to march together as 'Pride in the North' for the first time in history.

We are an inclusive organisation that celebrates the diversity of all people within our communities. Showing support for LGBTIQ+ communities in the northern metropolitan region is an important part of living the DPV Health values and building trust in the brand — over 30 employees marched under the Pride in the North banner.

DPV Health organised the rainbow-themed merchandise for all participants of the march, and the event was promoted on Joy FM to raise awareness of LGBTIQ support in Northern Melbourne Metropolitan area.

The Pride in the North collaboration of local health organisations aims to make health services in the North safe and friendly for LGBTIQ+ users and employees. The partnership will continue to explore how we can communicate the role of an ally.

"I agree — a great day and a great day forward ... it gives me some more opportunities to start some conversations and initiatives. I am looking forward to next year."

"It was a great day of celebration and marvellous display of unity across our health services!"



“

Thank you everyone for a wonderful day yesterday. It was a big leap forward for our organisations and I feel this is only the beginning! It has really set the tone of 2020; we will move mountains, one bucket of dirt at a time! Keep up the amazing work everybody!"

Midsumma Pride participant

“

I really enjoyed the day — it had such a warm vibe all over and it was great to be a part of it. The organisation was very good and well done!"

Midsumma Pride participant

Inclusion strategy

Inclusion is a way of working that ensures all people, regardless of their individual characteristics, enjoy the same set of rights. The DPV Health Inclusion Strategy guides us to provide inclusive services to our very diverse community and to improve health, wellbeing, and participation.

The first stage of the Inclusion Strategy focuses on five priority groups — Culturally and Linguistically Diverse people, Aboriginal and Torres Strait Islanders, LGBTIQ+ community members, people with a disability, and women.

The Inclusion Strategy was developed in partnership with community stakeholders and sets out the framework to support future plans and implementation. Our priorities will stay flexible to meet community needs and be guided by the principles outlined below.

Capacity building	Community engagement	Partnerships	Building systems that ensure fairness & equity
Outcome: Strengthened skills, knowledge, networks and capabilities of staff, communities & partner organisations increases equity in access and equality of services	Outcome: Working with communities to ensure they have a voice in decisions that affect their lives, have networks of support and feel connected	Outcome: Working collaboratively with communities, organisations and government and other stakeholders increases inclusion through empowerment, respect and valuing diversity	Outcome: Developing systems that are inclusive, fair and transparent minimises barriers to participation
Objective 1. Workforce development initiatives enhance inclusion	Objective 1. Create spaces for community voices	Objective 1. Develop community informed action plans	Objective 1. Build supportive systems
Objective 2. Strengthen community leadership	Objective 2. Increase social support	Objective 2. Develop community partnerships	Objective 2. Provide tailored information
Objective 3. Increase opportunities for volunteering	Objective 3. Provide welcoming spaces	Objective 3. Create integrated services	Objective 3. Develop tailored service responses
Objective 4. Apply a strength based approach	Objective 4. Undertake community informed advocacy	Objective 4. Support community initiatives	Objective 4. Ensure a holistic approach

LGBTIQ+ survey

LGBTIQ+ communities experience a range of physical and mental health and wellbeing disparities. We are committed to addressing those gaps by providing appropriate, high-quality, targeted services to the LGBTIQ+ community in the Hume, Whittlesea and broader catchment area.

DPV Health also acknowledges the likelihood of additional challenges for the local LGBTIQ+ community; Hume was one of only two areas across Greater Melbourne that voted 'no' in the Marriage Equality Postal Survey.

Our survey heard from 151 participants — 111 who identified as LGBTIQ+ and 40 as allies.

We attribute these encouraging participation rates to our valuable partnerships with Hume and Whittlesea Youth Services and the Pride in the North network, alongside endorsement for project promotion from Sunbury Community Health, Thorne Harbour Health and Joy FM.

What you told us

Figure 1 — Sexual Orientation of participants

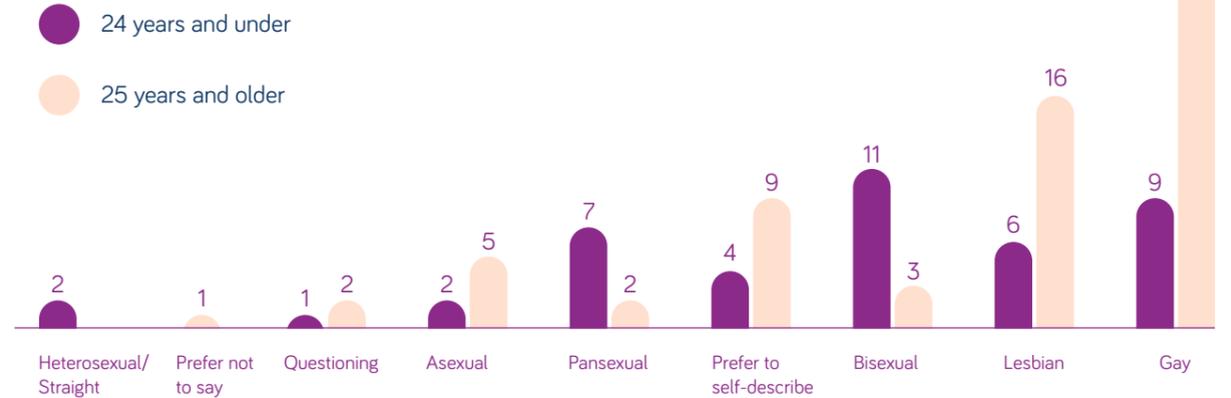


Figure 2 — Gender Identity of participants





One of the most consistent messages from the survey results was a desire for LGBTIQ+ people to define themselves and to be accepted and respected for who they are. They expressed the need for people to recognise their right to define themselves in relation to their gender identity and sexual orientation.



A positive experience is when people ask, 'What's your name?' or 'What's your pronoun?' and I'd tell them, and they'd gender me correctly."

Focus Group participant

LGBTIQ+ adults expressed that they did not feel a connection to the broader LGBTIQ+ community in their communities and workplaces. Visibility in the form of recognisable symbols, public support and celebration of key events, and LGBTIQ+ spaces and venues are considered fundamental to creating cultural safety.



Services aren't really there. There are no social groups. There are not many spaces for queer people."

Focus Group participant

The 'You Are Who You Say You Are: DPV Health LGBTIQ+ Needs Analysis' report provided 23 recommendations across four key categories:

- > broad cultural change
- > education
- > awareness and training
- > support and services

Rainbow Tick Accreditation

In 2020, the DPV Health Executive Team supported participation in a Rainbow Tick Accreditation, scheduled in December 2020. The DPV Health Board

of Governance and Executives recognise this as an important step to being recognised and accepted as an inclusive organisation within diverse communities.

By undertaking the accreditation process, we can understand and improve the health, wellbeing and service access for the LGBTIQ+ communities in Hume and Whittlesea.

Key accreditation steps

- > Refreshed the DPV Health inclusion and diversity statement for consistency.
- > Updated the Recruitment and Selection Procedure to ensure a merit-based, diverse, and inclusive workplace.
- > Added LGBTIQ+ data-collection requirements to a new Customer Relationship Management system.
- > Displayed LGBTIQ+ signage at sites to ensure clients know we're an inclusive organisation.
- > Included LGBTIQ+ representation in the Consumer Engagement Model.
- > Included LGBTIQ+ specific questions on the DPV Health feedback form and Medical Centre admission form.
- > Identified and developed Inclusion Champions.
- > Launched the new DPV Health values.
- > Created a LGBTIQ+ Employee Reference Group to drive improvement initiatives.
- > Recruited LGBTIQ+ consumer representatives from community groups.
- > Created the DPV Health Inclusion Strategy to guide consistent implementation across the organisation.

Inclusion upskilling

DPV Health aims to create an inclusive organisational practice and a culturally safe, respectful, and welcoming workplace by providing inclusion training to upskill DPV Health employees and volunteers.

The online training rolled out to all employees is designed to provide all our people core skills and knowledge around inclusion in general and also specifically around different diversity dimensions: gender, age, disability, LGBTIQ+, Aboriginal and Torres Strait Islander, and cultural diversity.

Aligning with our Inclusion Strategy, three of seven training modules were rolled out in June 2020, and 86% of employees have completed: Indigenous, LGBTIQ+, and Core Inclusion.



I loved learning about Aboriginal and Torres Strait Islander people — I learnt so much. I also appreciated learning more about how to respect transgender people and their own personal challenges."

Employee after training



Listening to personal experiences of people who may have experienced discrimination was quite powerful and reinforced the importance of promoting equality."

Employee after training



Listening to personal experiences of people who may have experienced discrimination was quite powerful and reinforced the importance of promoting equality.”

Employee after training

Our Services

Challenges, opportunities & outcomes





Medical Services

The year of change

DPV Health Medical Services experienced a year best described as ‘incredible, exhausting, and uplifting’.

The year began with an increase in service access and major improvements to the way we interact with our clients, and ended with a pandemic that no-one predicted. It was inspiring to witness the energy, dedication, and commitment of the DPV Health family in responding to this unparalleled challenge.

The impact of COVID-19

The COVID-19 outbreak and lockdown created a challenge for our services. The Minister for Health introduced Medicare Item numbers in March 2020. This was the first time in the history of Medicare that telehealth services were available across Australia. Our GPs quickly introduced telehealth services with the support of our ICT staff. Within 2 weeks, we had established telehealth consulting rooms operational at both Broadmeadows and Mill Park Medical Centres.

Our GPs continued to provide face-to-face services wherever appropriate. They are supported with infection control processes to protect employees and clients at our COVID-safe medical centres.

Our experienced practice nursing staff supported all our COVID-19 Testing Services. Throughout the outbreak, our Medical Centres:

- > continued to provide comprehensive healthcare to our clients through face-to-face and telehealth medical services
- > tested thousands of people for COVID-19 at local, accessible testing services — a major contribution to the public health response
- > conducted mobile, rapid response and drive-through testing clinics in Mernda, and other COVID-19 hotspots
- > called, counselled and supported hundreds of clients who tested positive to COVID-19.

DPV Health is grateful for the dedication of our clinical and non-clinical employees. They maintained the continuity of care to clients in our communities in the face of this confronting challenge. We consider all of them our health heroes.

Expansion & improvements of medical services

Alongside managing COVID-19, we have expanded our services to meet demand and provide the best possible care for our clients. Over the past year, this expansion has implemented and supported:

- > Increased access to general practitioners and nurses. This was achieved by the introduction of Saturday trading at the Mill Park and Broadmeadows medical centres. Both services have a General Practitioner supported by a practice nurse and reception staff.

Other achievements included:

- > Changing our medical software and combining our client list into Best Practice
- > Introduction of Director of Medical Services position
- > Approval to participate in the Registrar Training Program (since delayed with the onset of COVID-19)
- > Introduction of Travel Vaccines at Broadmeadows
- > Commencement of Asthma and Respiratory Clinic
- > Introduction of Right Care = Better Health at Mill Park



Better access to our services and communications with our clients was a priority. This saw the introduction of:



A centralised 1300 number with access to reception at both medical centres



SMS appointment reminders to clients



Online appointment booking through the DPV Health website



Dental Services

Quality general & emergency care for all

Our dental program was hit hard by the impacts of COVID-19 as shutdowns and restrictions led to a 10% reduction in overall client numbers.

Despite these impacts, we treated more than 17,000 clients — 12,000 adults and 5,000 children — across our clinics in Epping, Whittlesea, Broadmeadows and Craigieburn.

As Dental Health Services of Victoria rolled out guidelines for enhanced infection control and personal protective equipment (PPE), we made every necessary resource available to our highly skilled dental teams.

DPV Health performed well against clinical performance measures, ensured priority access for vulnerable and disadvantaged clients, and delivered emergency care under tight restrictions to those who needed it.

Strong clinical performance

Each year we measure how well our dental program is performing and identify opportunities to improve. This year we performed particularly well against four key criteria.

Measure	DPV Health average %	State average %
Retreatment of teeth within 6 months of initial placement of fillings (adult)	6.1	6.4
Emergency retreatment of teeth within 6 months of initial placement (child)	7.7	8.7
Dental chair utilisation	75	74 (Northern Metropolitan Melbourne)
Denture remakes within 12 months	1.0	2.3

Supporting vulnerable clients

At DPV Health, we offer priority access to the most vulnerable and disadvantaged people in our community, including children and pregnant women, Aboriginal and Torres Strait Islander peoples, people who are homeless or at risk of homelessness, refugee and asylum seekers, young people in residential care, and people with mental illness and disability.

In 2019–20, vulnerable clients formed 39% of the clients treated across our dental services.

We provide interpreters for clients who need language support. This year the most common languages were Arabic, Farsi, Persian, and Turkish.





Thank you for the service. I am very happy with the dental team and they are wonderful.”

Dental client — May 2020

Critical emergency hubs

Under the most severe COVID-19 restrictions, dental services were limited to urgent and emergency treatment. Our team established two hubs, in Whittlesea and Broadmeadows, to offer safe and effective emergency dental care.

Our people adapted quickly to new locations, new work arrangements, and new operating guidelines, including:

- > enhanced infection control and cleaning procedures
- > increased personal protective equipment protocol.

The community applauded the support from our Dental Services at both centres.



I would like to thank the dental team for professional presentation and advice as to what to do when I have painful tooth. Until I need to revisit for any future dental procedure I would like thank you in appreciation.”

Dental client — May 2020



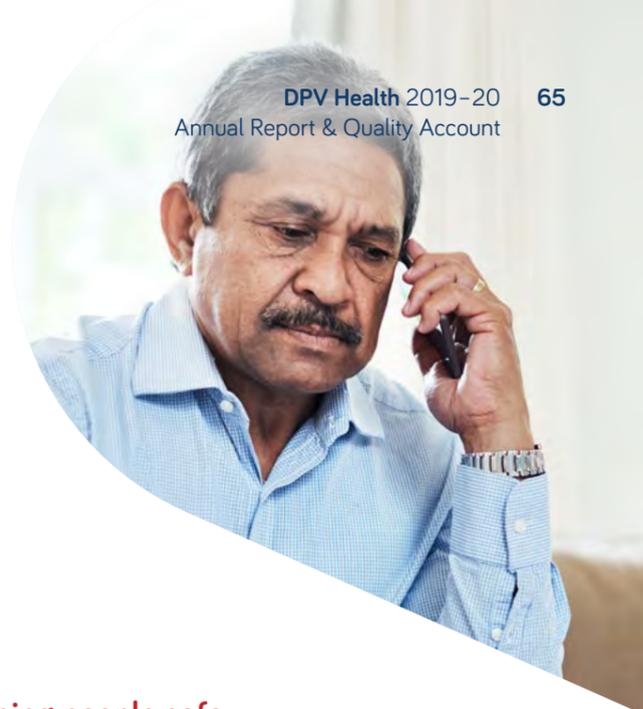
This was my best experience as I suffer from anxiety (bad experience) and thank you for being patient with me to get my tooth fixed.”

Dental client — May 2020



Very pleased with dental team, and they were awesome when having my tooth fixed. All staff in admin and on the phone were terrific.”

Dental client — March 2020



Allied Health

Key outcomes in 2019–20

- > Conducted over 2000 calls to clients who live alone or were at risk of isolation during COVID-19 restrictions.
- > Provided administration and operational leadership for COVID-19 testing services.
- > Delivered 18,883 hours of clinical service, achieving activity targets for most funding streams despite restrictions.
- > Implemented the Staying Well with Diabetes in the North Project, in partnership with Northern Health.
- > Evaluated our Goal Directed Care Planning processes and established a quality improvement project.
- > Introduced COVID-safe protocols to protect our employees and clients — including site cleaning, home visit protocols, and personal protective equipment (PPE).

In a post-COVID-19 world, our experience with telehealth will help us tailor future services to meet the needs of our clients.

Overcoming barriers with connected care

Our Allied Health services acted quickly to manage the challenges presented by COVID-19. Some sites closed as face-to-face appointments were restricted, and from April, most clinical employees began working from home. Supported by our ICT Services Team, they remained connected with clients over the phone and online using telehealth technology. Our clients responded well, participating in virtual clinical sessions and even online groups.

Family violence

The risk and incidence of family violence among our clients increased with the impact of COVID-19. Over half lost their jobs and/or were confined to their homes. We saw higher levels of alcohol and drug abuse, and more severe mental health symptoms in pre-existing and new conditions. There was also a dramatic increase in self-harm and suicidal ideation across the client base.

To help keep women, children and men safe during this period, the Family Violence Team had to change the way they delivered services.

Keeping people safe

The Men’s Behaviour Change Program (MBCP) paused its face-to-face groups under COVID-19 restrictions. Removing group support for men in the program at a time of increasing stress presented a risk, and the sessions were taken online. Participant assessments were also moved to telehealth instead of in-person — a unique challenge given the often complex and sensitive circumstances.

We supported Financial Services Council (FSC) workers to increase the frequency and length of contact with women who may be at risk of violence, offering more flexibility with work hours and sharing of role functions. Additional case-management support was provided when necessary for families at risk of violence.

Our partnerships with Family Safety Victoria, Berry St, Kids First and No to Violence were vital in adapting our practices in the COVID-19 environment.

Homelessness

The impact of the COVID-19 pandemic on our clients was significant. Depression and anxiety escalated, leading some clients to withdraw completely. Many struggled with isolation and reduced face-to-face support, and felt they lacked the skills to home school their children.

The team developed creative ways to support their clients through these challenges. The transition to delivering services while working from home was managed smoothly, and we continued to help people in crisis.

Connection & compassion

Our homelessness team kept in touch with clients with 'check-in' text messages and delivered hampers, face masks and donations when possible. When restrictions eased, we met clients in driveways, public places, and for walking meetings. All case management, including referrals and advocacy, was managed using telehealth technology.

The Homelessness Emergency Accommodation Response Team (HEART) continued to accept new clients with multiple and complex needs.

Keeping clients up-to-date with COVID-19 information and answering their questions helped keep them engaged with the program. Indeed, many of our clients were less isolated and felt more resilient as a result of our support.



Case Studies

Cross-program support for refugee mother

DPV Health provided support across multiple services to a newly-arrived, non-English speaking refugee who was expecting her third baby.

She required mental health support for unresolved adolescent trauma and help to address the challenging behaviours of her two young sons. She wanted help but was fearful of COVID-19 as well as reluctant to engage with online and remote support. She was also worried about giving birth in the hospital as it meant being away from her sons and husband.

After a Refugee Health Nursing assessment, she was referred internally to Healthy Mothers, Healthy Babies (HMHB) and managed by the same clinician to provide certainty and continuity of care. The client engaged with a GP and was given a Mental Health Care Plan. She began counselling but withdrew when it moved online. The program clinician maintained contact with the client to ensure she received ante-natal education and support in lead-up to the birth. Support was also provided to her husband and sons.

With the ongoing support of her primary clinician, the client remained engaged with both programs despite her reluctance to engage remotely. She gave birth in hospital and was then supported to engage with the Maternal Child Health Team on an ongoing basis.

New Mill Park Audiology clinic supports local families

The Audiology Team at DPV Health Broadmeadows has been a leading provider of audiology services for many years. This year, we opened a new audiology service at the Mill Park Medical Centre to help meet the growing demand for services in Melbourne's northern corridor. Our audiologists assess children who may be experiencing speech or developmental delays to identify any hearing loss and its possible causes.

Once a child's hearing levels have been established, DPV Health helps families access speech therapy and any other services they may need. Children with permanent hearing loss can be referred to specialist services for further management.

Neha Chaudhary's son Viraj was referred to the Mill Park clinic by his paediatrician, who was concerned about his excessive speech delay. Neha was pleased that Viraj was able to have his hearing assessed by an audiologist before his review appointment with the paediatrician. Viraj is now receiving the services and support he needs.

Good News Stories

Telehealth exercise group lifts spirits

The Exercise Physiology (EP) Team started an online telehealth exercise group in April 2020 to make care easier to access under COVID-19 restrictions. Participants included clients who had already been assessed by EP and were interested in group exercise. Many participants were over 65, living alone, and had spent limited time outside since COVID-19 restrictions were introduced.

The team started with two sessions per week, then increased to five sessions as demand grew. The program was refined as participants provided valuable feedback. The group sessions not only removed barriers to exercise for these clients but also reduced feelings of social isolation. As one client said:

"The group has really increased my motivation to participate in a structured program. I have noticed that the intensity is gradually increasing, which is great. It is very convenient as I'm able to attend whilst working. Congratulations to your team on this great initiative."

A participant survey highlighted the EP Team's success.



92%

of participants said the group has met their expectations.



83%

said the group has improved their physical activity levels during the week.



83%

felt the group has helped to manage their underlying health needs and concerns.



92%

said the group has helped with their social connectedness and overall mental health.



92%

of clients said they were willing to continue telehealth exercise groups post COVID-19 restrictions.

New program improves health for people living with type 2 diabetes

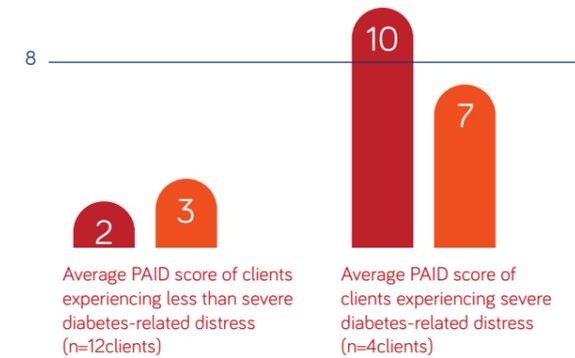
DPV Health launched the Staying Well with Diabetes in the North program (SWWDiN) in October 2019. Delivered in partnership with Northern Health and funded by Eastern Melbourne PHN, the program provides support for people with type 2 diabetes. The program is based at the Mill Park Medical Centre and delivered by a specialist team that includes an endocrinologist, diabetes educator, dietitian, and health psychologist.

They work closely with GPs and practice nurses to deliver all client needs under one roof.

The SWWDiN team helped people with diabetes achieve their health goals, increase quality of life, and stay well and healthy in the community. Fifty people participated in the program, and experienced significant improvements in their health.

- > A reduction in average HbA1c (blood glucose level) from 8.52% to an average of 7.0% over six months.
- > Fewer hospital admissions
- > A reduction in diabetes distress, measured on the Problem Areas in Diabetes (PAID) scale (see figure 3)
- > 100% of participants rated the support of professionals in the SWWDiN team as very good or excellent.

Figure 3 — Diabetes distress reduction



*scores above the line indicate severe diabetes-related distress

Hand therapy goes virtual

In the middle of the COVID-19 pandemic and our cold Melbourne winter, a large number of clients presented with chronic hand pain from osteoarthritis. The Occupational Therapy (OT) Team redesigned the Hand Therapy Program so it could be offered via telehealth, overcoming the restrictions to face-to-face services.

One client believed nothing could ease her arthritic pain and had resigned herself to pushing through it each day. Though she had some strategies in place to help her cope, she entered the Hand Therapy Program in the hope of extra support. She found the online program easy to access and was surprised by the wide range of strategies she was able to trial with the help of her OT. She also learned about and bought small aids to take the pressure off her joints when doing daily tasks like cooking.

Instead of being resigned to her pain, she now has ways to reduce arthritis symptoms in her daily life and to manage pain flares. During a time when many people thought they had to put their health conditions on hold, the program gave our client a sense of hope.



I am really happy with the support and care I have received. It has given me peace of mind as I learn more about diabetes and how to manage it.”

DPV Health client



Disability Services

Listening to engage & empower

The DPV Health Disability Services Team supports clients to build independence, increase social and economic participation, and engage actively with the community. The COVID-19 pandemic had a particularly significant impact on our service delivery in the disability area. Our people rose to the challenge and achieved remarkable success.

As well as maintaining the activities of existing services, we created virtual programs and supported residential clients through COVID-19 restrictions. We also worked with clients, families, and community representatives to redesign our adult service model to reflect sustainability.

Client responses to our disability engagement survey show that we are on the right path:

- > 90% say we communicate just enough
- > 83% say we listen when they want to tell us something
- > 82% say the information they receive from us is clear and transparent.

We are incredibly proud of these results. The feedback shows 100% of our clients acknowledge their rights and responsibilities are explained to them, feel empowered, and know how to provide a complaint or a compliment.

Key outcomes in 2019–20

- > Our Disability Engagement Survey results showed that 96% of our clients would recommend our service to another person.
- > Successful redesign of the adult disability service model aimed at enhancing the client experience with a new suite of programs and expanding trading hours for client convenience.
- > Consistent support and service delivery to 76 clients across six days per week, before COVID-19.
- > Provided 2200–2500 hours of support each week from our Farm Vigano Community and Cultural Centre for 45 clients living at home, and 31 in supported independent living.
- > The Family Violence Team, with help from the The NDIS Engagement Officers Team (NEO) and clients’ Support Coordinators, supported 73 clients through new NDIS plans.



The resilience of the people we support

Shannon is a long-term adult Farm Vigano client who fell critically ill with Influenza A. He was placed in a medically induced coma and subsequently put on the ventilator for four long weeks until he began to regain consciousness in the arms of his loving family.

Shannon moved to the Royal Talbot Rehabilitation Centre, where he began the long road to recovery with started intense physiotherapy rehabilitation. With his mother's tireless support, encouragement from family and regular visits from members of the DPV Health Disability Team, he continued to improve.

After five months of rehabilitation, Shannon was welcomed back to day support at Farm Vigano by his friends and the Disability Team with great joy. Our team continue to facilitate his daily physiotherapy and support him to advance his communication skills, maintain social interaction skills, and stay engaged with his friendship group.



Shannon with the DPV Health Disability Team

Taking programs online

Since May 2020 the Disability Services Team has facilitated quality, individualised and engaging online experiences for community members with a disability, including those with high support needs. The journey to virtual service delivery involved intensive planning, employee training, and tech guidance for families and carers.

Our thorough approach ensured all virtual programs were professionally delivered with a client-centred approach. With the support of our highly skilled Disability Instructors, we introduced several now in-demand programs such as — Numeracy and Literacy, Keeping Connected, Music and Fitness.

Developing and implementing these online programs has given the team the confidence and new skills required to build individualised programs. We are now delivering virtual group programs as well as mixed-mode programs that connect virtual program participants with participants receiving face-to-face services at Farm Vigano.

Activities during lockdown

The employees and residents at our Supported Independent Living services in Epping and Thomastown have experienced the COVID-19 lockdown like every other member of the community.

In March 2020, we made the difficult decision to restrict visitors and the movement of residents at both sites. We are grateful that our employees and the families of residents supported these moves to keep our clients safe.

Our team increased weekly individual and small group activities to keep clients engaged, active and safe. Planning home-based activities while maintaining a routine for the residents was the key strategy to ensure everyone responded well to the changes. Activities included cognitive and mind activities, morning and afternoon tea outside in the garden, group art, painting and craft, gardening, wheelchair walks around the block, listening to podcasts and audiobooks, online shopping, physical activity, virtual face-to-face programs, and online family catch-ups via Zoom or Microsoft Teams.

Residents also had access to our Mill Park Centre to take part in skills-based programs.

International Day of People with Disability

DPV Health celebrated International Day of People with Disability on 3 December 2019.

We were joined by clients along with their families and friends at Farm Vigano to celebrate, support and elevate the voices of people with disability. The day included a BBQ lunch catered by our talented clients, a petting zoo, a photo booth, and a display from local emergency services.

We are proud to play our part in breaking down barriers and celebrating disability as a part of our human diversity.



Child & Youth Services

Finding the right support tools

While COVID-19 has posed many challenges, it has encouraged our Paediatric Allied Health Team to reflect, adapt, and innovate to support the needs of our diverse communities.

The team felt constantly challenged to explore new ideas and seek solutions. This approach saw us collaborating with colleagues on a deeper level through regular meetings on Microsoft Teams, where we shared learnings, therapy ideas, free online resources, and just listened to each other.

Online support & education

In collaboration with the City of Whittlesea local council, the Paediatric Allied Health Team recently presented online support and education sessions covering a range of topics which included:

- > Supporting Children to be School Ready
- > Children and hearing loss
- > Communication development for children aged 0–3 years.

Over 100 people participated in the sessions, including early childhood workers, parents, community workers, and health professionals. Feedback on the sessions was extremely positive.

“Lots of practical ideas to incorporate into our routines and activities and good advice for parents.”

Session participant

“All the useful information, supported with video and slides with notes and important points. Very informative, gained some fresh ideas and strategies.”

Session participant



Supporting pandemic parenting

The COVID-19 pandemic and restrictions have affected the social, emotional, and mental wellbeing of many children and families in our communities.

To support the people most affected during these challenging times, our Child and Adolescent Psychology Team offered two free online parenting group programs. Tuning into Kids and Tuning into Teens focus on supporting the emotional connection between parents and their children through building parenting skills and understanding how to manage your (and their) emotions.

School Readiness Funding

DPV Health received funding from the Victorian Government to deliver the 2020 inaugural School Readiness Program (SRP) in the Hume Region. The funding is part of \$160 million in extra support to improve outcomes for kindergarten-aged children across the state. It aims to address educational disadvantage by building the capability of educators and families of children in kindergarten.

Our School Readiness Team includes speech pathologists, occupational therapists, and psychologists, who deliver priority support in communication, language development, social and emotional wellbeing, and access and inclusion skills such as focus, attention,

play, and interaction. The team has played a critical role in supporting families to keep children enrolled in and attending kindergarten programs while supporting cultural awareness and inclusion.

When COVID-19 restrictions were introduced, the team shifted its focus to delivering educational programs for educators and parents online. Capacity-building programs included the development of pre-writing skills, sensory regulation, building language skills in non-English speaking backgrounds, emotional regulation, and social emotional development.

We are pleased to continue our strong partnership with the Department of Education and Training, and the Hume community has welcomed the support.



Thank you so much, Maria, I really enjoyed doing this learning with you. I can see how I can use all of this in everyday practice and how it will improve my relationships with children as well. I think all early childcare educators should have to do this learning.”

Program participant



Thank you for all the effort and time you put in to make this session a success. As always, you delivered the content in a very effective manner and I am quite confident that the families will benefit a lot from the knowledge and information they have gained today from you.”

Program participant



Having a language focus this time around has given more momentum and purpose to our program. Made the activities and experiences accessible and meaningful to all and really developed our skills as teachers and educators. Thank you for all your support in helping us develop.”

Program participant

Remodelling Early Childhood Intervention

The Early Childhood Intervention Service (ECIS) has experienced significant growth and expansion over the past five years amidst the funding transition from the Department of Education and Training (DET) to NDIS.

The expansion of service provision to clients surpassed our expectations, therefore requiring detailed planning to ensure it remained responsive, coordinated, replicable and sustainable under the new NDIS framework.

The transformation team completed a review of the ECIS service early this year. The review led to the significant remodelling of the service — aligned with client and family needs and meeting the requirements of the NDIS scheme. Our service and transformation teams collaborated to develop and implement the new model in July 2020.

The new model provides clear information (for client and employee use) on localised and geographic service provision, to help utilise NDIS funding with capacity building supports. The framework reflects the updated key worker best-practice model and supports clinicians to build a cohesive team around the child and family.





Our Business

People & performance





Our Business
People and performance

People & Culture

Engaging our people

DPV Health is one of the largest employers in Melbourne's north. We recognise people as our most important asset and are proud to be home to more than 600 employees and volunteers in 50 different professions, across 19 sites, speaking over 15 languages.

We aim to create a more equal and respectful world by making space and standing with people of all backgrounds. The diversity of our team helps us support our growing local community.

The unprecedented nature of 2020 has made the quality of our employee experience more important than ever. We've supported our people to adapt, respond quickly, and stay resilient through these challenging times.

The DPV Health Way

At DPV Health, the focus is on aligning our employee and client experience. We define the employee experience as the moments that people encounter and observe throughout their time with us. It's these moments that shape the workplace and reflect our new approach, which is steeped in our values and associated behaviours. This is the DPV Health Way.

All employee initiatives under the DPV Health Way are guided by our core values of Inclusion, Integrity, Excellence, Innovation, and Collaboration.

We value everyone's contribution and treat our people as human beings first, employees second. Our leadership team connects with each employee as an individual, celebrating their unique contribution to our organisation and our community.



People-centred culture

The DPV Health Way saw the introduction of a values-based employee engagement and leadership framework.

The Executive team led the introduction of the DPV Health Way, a cultural growth program based on the internationally renowned Studer Group's Hardwiring Excellence Program. The cultural growth program focused on leadership, performance, recognition, and communication as key strategic initiatives.

The DPV Health Way Leadership Program centres on enhancing the way that leaders communicate and engage with their team members. We introduced the DPV Health Excellence Awards to recognise our people for delivering exceptional client outcomes.

In October 2019, we consulted with our people through a series of workshops to refresh the DPV Health values and align them with our strategic objectives. Approximately 96% of our employees participated in these workshops.

Responding to crisis

Chaos comes before most great changes, and 2020 has been a striking example of this. When the pandemic hit in March, we began delivering essential outreach services across COVID-19 'hotspots' in Hume and Whittlesea. We had to innovate and adapt quickly to respond to the community's changing needs. Within three weeks of the start of the pandemic, approximately 70% of the DPV Health workforce was working from home. The other 30% remained on-site to deliver essential services.

Employee engagement

As the pandemic grew, we supported our people through:

- > daily communications
- > regular CEO/Executive listening sessions
- > agile working from home arrangements
- > a focus on technology and telehealth
- > the new DPV Health wellness program with a focus on mental health.

In April 2020, we ran an all-employee survey to measure employee engagement and wellness in the new challenging environment. The results indicated that 75% of our people felt engaged at this time, reassuring us our efforts were effective.

The world of work has changed forever as a result of COVID-19, and we continue to adapt to the 'new normal'. The introduction of new technology, including telehealth, has enabled different ways of working, greater flexibility, and enhanced employee experience, as we've continued to achieve our strategic and operational objectives.

 **75%**
Employee Engagement,
April 2020

Our success lies in our ability to attract, motivate, and retain highly skilled people ready to lead, adapt, and innovate. An engaged workforce is essential to delivering on our promise to our clients, who are at the heart of everything we do.

Through our six strategic pillars, the DPV Health Way will be brought to life to enable our people to unlock their potential and deliver extraordinary service to our clients and community.

Awarding excellence

The DPV Health Way Excellence Awards were introduced late in 2019 to recognise and reward our people for outstanding achievement. The awards are peer-nominated and offer employees the opportunity to highlight the excellent work of their colleagues.

Monthly winners are in the running for the Employee of the Year Award, announced at an awards ceremony at the end of each calendar year.

A focus on mental health & wellbeing

The health and wellbeing of our people are fundamental to our ability to deliver the care and support our community needs.

In addition to the health and wellness initiatives that are already part of the DPV Health Way, we introduced extra programs to support our people during the pandemic.

- > A paid day off for all permanent employees to rest and recharge.

- > Weekly online chair yoga, hatha yoga, and yoga nidra classes.
- > Health and wellbeing webinars, resources, and check-ins.
- > Workplace flexibility solutions.
- > Daily COVID-19 communication updates with complete transparency on decisions.
- > Weekly virtual 'town hall' meetings to answer employee questions.

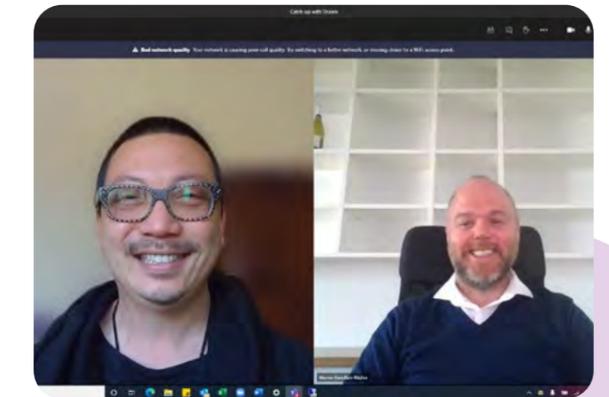
The DPV Health Way wellbeing program draws on our values and the tenets of positive psychology. We focus on people's strengths to promote self-care, mindfulness, deliberate rest, and flexibility. This approach is key to our people remaining resilient during challenging times.



Amy Owens — Excellence Award winner



Lorie Ciorra — Excellence Award winner



Warren Hamilton-Ritchie — Excellence Award winner



I love working for DPV Health as I find great professional and personal joy in my career here. Daily, we have the opportunity to improve the health and wellbeing of our community. It's exciting to be a part of such a great team and organisation."

Brad Camerlengo
Manager, Disability Services Manager



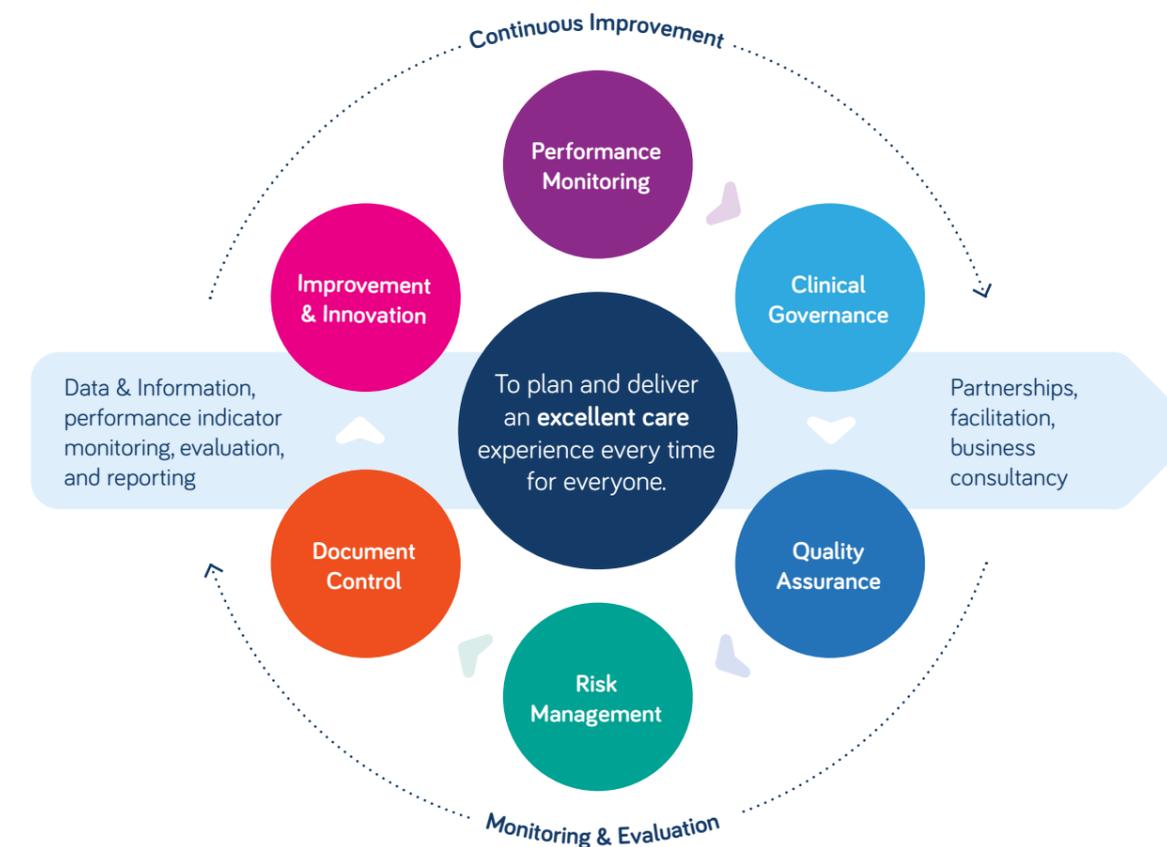
It's been a great experience working at DPV Health because it's a very rewarding and inclusive workplace, I love how we are encouraged to work collaboratively with all employees, managers, partner organisations and most of all community!"

Neela Konara
Team Leader, Population Health



Clinical Governance — Quality & Safety

DPV Health Quality Management Systems



DPV Health reenergised its focus on strengthening the quality and safety of services throughout 2019/20.

This was led by the appointment of a dedicated executive position, General Manager Clinical Governance, and the establishment of a new Quality and Clinical Governance directorate.

The Quality and Clinical Governance Team drives the implementation of the DPV Health quality-management systems. This supports achieving our quality-governance goal 'to plan and deliver an excellent care experience every time for everyone.'

The DPV Health quality-governance goal is supported by a commitment to improvement and an ongoing focus on monitoring and evaluating service performance across the organisation.

Our clinical and corporate governance systems ensure service quality, safety, and client experience are monitored, reviewed, and reported and of the highest standard.

The Board Clinical Governance Committee meets bi-monthly to oversee key strategies and performance reports on clinical governance, quality, and clinical risk. At an operational level, management level quality and clinical care committees monitor and oversee quality and risk.

Key quality management system outcomes

In 2019–20, we made significant strides in our quality management systems and processes.

Reporting & administration

- > Introduced new incident and feedback registration and reporting systems.
- > Introduced a new organisational controlled document-management system.
- > Introduced new clinical indicator reporting for management and governance evaluation.
- > Established monthly organisational reporting systems and processes to help leadership better understand organisational and program level-performance.

Learning & growth

- > Supported organisational commitment to seek learnings when things don't go to plan. Our refreshed approach to incident and complaint investigations includes Root Cause Analysis.
- > Encouraged employees to share improvement opportunities with their line manager through the DPV Health Way sounding-board process.

Quality

- > Supported all business areas with ongoing improvement action plans to support accreditation requirements and best practice priorities
- > Added quality-focussed key performance indicators for feedback management and clinical incidents.

Our commitment to client safety

Planning and delivering high-quality healthcare and community service support requires a single-minded focus on client safety. At DPV Health, we understand the complexities and risks involved in every aspect of what we do and work together to respond quickly to potential or real threats. We strive to continually improve by sharing knowledge, monitoring our performance, and learning from experience.

Our Board receives a monthly report on clinical incidents across our services. They review trends and patterns and direct and lead any necessary response. This year, our efforts led to a significant reduction in the number of clinical safety incidents resulting in moderate or severe harm.

Clinical incidents are registered in response to events such as:

- > errors in medication management
- > client behaviours resulting in harm to self or others
- > client/s becoming unwell or experiencing a fall while attending a service.

All incidents are measured on the Incident Severity Rating Scale (ISR).



Incident Severity Rating	ISR 1	ISR 2	ISR 3	ISR 4
Description of harm to client	Serious harm incl. death	Moderate harm	Mild harm	No harm/near miss

This year we particularly focused on our disability services and achieved strong results.

- > Zero ISR 1 clinical incidents resulted from avoidable harm.
- > Zero ISR 1 or 2 medication-related errors in disability services through:
 - review of medication-management procedures and workflows
 - audits
 - employee training.
- > Zero ISR 1 or 2 behaviour-related incidents across disability services following review of the DPV Health positive behaviour support framework, particularly employee practice confidence.
- > Introduction of a new falls clinical indicator following a data trend analysis. Falls are a safety risk, particularly for people over 65 years, those experiencing mobility and balance issues and people who have recently experienced a decline in health.

Quality & accreditation

DPV Health participates in a range of three-yearly accreditation programs in line with our funding and service agreements. This is supported by Quality Innovation Performance (QIP) — our contracted audit body.

DPV Health also elects to participate in accreditation programs which extend our commitment to best practice and inclusion. These include Rainbow Tick and the Breast Feeding Friendly Workplace accreditations.

In June 2020, DPV Health participated in a mid-cycle review of our accreditation under the Victorian Human Services Standards and QIP Health and Community Standards to review our continuous improvement plan for the coming 18 months.

The QIP audit team acknowledged the huge organisational transformation DPV Health experienced in 2019–20 as a result of system and process enhancements. Areas of improvement noted by the audit team include:

- > The DPV Health Way — workforce training in the DPV Health cultural and performance expectations. This program will include new ways to engage workforce feedback, focus on improvement, and monitor workforce performance.
- > the bi-annual cultural audit — results show workforce engagement and alignment at its highest point since pre-merger with the satisfaction percentage continuing to grow.
- > COVID-19 pandemic response — 70% of employees are working from home and continuing to provide services through telehealth. This is an outstanding achievement given telehealth was not used before COVID-19.
- > updated consumer feedback systems are making it easier for clients to provide feedback and allow for improved organisational performance monitoring.
- > recognition of the importance DPV Health has placed on clinical governance and reporting — confirming our commitment to delivering high-quality and safe client experiences.





	Accreditation Program	Current status	Next Review
Funding & Service Requirement compliance	QIC Health & Community Service Standards (7th Ed)	Accredited	Dec 2021
	RACGP Standards of General Practice (5th Ed)	Accredited	July 2021
	National Safety & Quality Health Service Standards – Dental (2nd Ed)	Accredited	Dec 2021
	National Disability Insurance Scheme Practice Standards	Registered	Dec 2020
	Victorian Human Service Standards (2015)	Accredited	Dec 2021
	Aged Care Quality Standards (2019)	Accredited	2020 — deferred as a result of COVID-19 impact
Elective	Rainbow Tick	Planning accreditation	Dec 2020
	Breastfeeding Friendly Workplace	Planning accreditation	Dec 2021

IT Solutions

The COVID-19 pandemic had a profound impact on the way we deliver our health services.

During the initial uncertainty, we focussed on strengthening our communication channels with our people to keep them up to date with changes. As tighter restrictions were imposed in Victoria, we had to radically change our approach to service delivery.

The Information, Communication and Technology (ICT) Team supported our organisation through every challenge.

Key outcomes in 2019–20

- > Seamless rollout of telehealth services.
- > Support for our people working from home.
- > High ranking for cybersecurity controls and compliance in a Department of Health and Human Services audit.

Working from home

Around 70% of our workforce was successfully working from home within two weeks of the introduction of high-level restrictions. We achieved this by rolling Microsoft Outlook, Microsoft Teams, and Microsoft Yammer apps on all employee mobiles to provide access to email, video conferencing, chat, and whole-of-organisation messaging.

Workflows were set up to make sure people working from home had the technology and remote access necessary to deliver services.

Telehealth service delivery

Telehealth technology, particularly video conferencing, was critical to service delivery for our GP, Allied Health, and Disability Services. Clinical consultations, appointments, and group sessions with remote clients could be conducted on mobile devices or PCs.

Up until 30 June 2020, DPV Health delivered 21% of all Allied Health consultations and 19% of GP consultations via telehealth.

Security & availability

In a recent Department of Health and Human Services audit, DPV Health was one of the highest-ranked in the sector for cybersecurity controls and compliance.

The rapid move to home-based work and telehealth service delivery further highlighted the importance of cybersecurity and system availability. We are now pursuing a cloud first strategy to capitalise on its strengths in both areas.

The protection of client data is paramount, and 2020 has seen a sharp increase globally in the number of security attacks as hackers seek to take advantage of the pandemic. The move to the Microsoft cloud-based security platform involved several cybersecurity improvements, including two vulnerability assessment scanners, new email and internet filtering, and a next-generation anti-malware system.

Work to implement additional security controls and protocols, such as multi-factor authentication, conditional access, improved identity controls, and an artificial intelligence-driven automated breach investigation and mitigation tool is well underway.

Learning from results

2019–20 has been a year of considerable change and pressure on our services. Efficient use of technological tools and services such as Microsoft PowerBi and Amazon Web Services has helped us to assimilate, analyse, and report on data from across DPV Health and gain valuable insights into clinical service delivery.

Over the next 12 months, we will strengthen the capacity of our data warehouse to integrate and expand our analytics and reporting capability. Through quality information, we will continue to build on our success.



Our Financials

2019-20 Financial Summary



Board Chair & CEO Financial Report

The 2019-20 financial year saw DPV Health achieve major improvements in financial sustainability, achieving a net surplus of \$362,152.

In its second full financial year of operation, DPV Health led a remarkable financial turn-around, improving overall profitability by \$1,789,466 on the previous year. Total equity increased to \$37,961,484, representing growth of \$3,683,732 on the previous year.

DPV Health was able to adapt and diversify during the challenging coronavirus pandemic. Through innovative new services and adeptly seizing opportunities, the organisation created new income streams from COVID-19 testing clinics, community engagement initiatives and the Federal Government's JobKeeper Program.

Improvements in activity management saw DPV Health deliver 217,469 episodes of care across allied health and community programs, 16% more than the previous year. The successful implementation of new telehealth and virtual services was integral to this result.

Service redesign projects were conducted on DPV Health's NDIS programs, which have generated major improvements in financial viability and client engagement.

During the year, DPV Health made significant investments in clinical governance, employee engagement, facilities, and technology to enhance service delivery, support cultural alignment, and improve organisational performance.

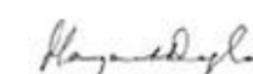
In the second half of 2019-20, DPV Health implemented "Project Sustainability" which enabled over \$1,400,000 in operating costs to be removed from the organisation.

In addition to the COVID-19 pandemic, the year was not without its challenges. The organisation incurred a \$990,167 impairment charge following DPV Health's departure from an industry-led software project.

This year Knight Frank revalued our land and buildings, with an uplift of \$4,144,580 or 18%

With strong cash reserves and investments, the organisation goes into the next financial year with a robust balance sheet and a sound financial position.

We would like to extend our warmest thanks to our clients, staff, volunteers, industry partners, and Board for their outstanding contribution as together we strive towards ensuring the health and wellbeing of our community.



Ms Margaret Douglas
Board Chair



Don Tidbury
CEO, DPV Health



Directors' Report Supplement

Attendance at Board Committee Meetings

Clinical Governance		
	Clinical Governance Committee	
	Number eligible to attend	Number attended
Ms. Robert Burnham	5	5
Ms. Margaret Douglas (Ex Officio)	5	3
Mr. Mark Sullivan	5	3
Mr. Vincent Cain (from Nov 2019)	3	2

Community Engagement		
	Community Engagement Committee	
	Number eligible to attend	Number attended
Ms. Gloria Sleaby	6	6
Ms. Margaret Douglas (Ex Officio)	6	6
Ms. Julie Busch	6	5
Mr. Gary Henry	6	6

Information, Communication & Technology		
	Information Technology Committee	
	Number eligible to attend	Number attended
Ms. Gary Henry	1	1
Mr. Margaret Douglas (Ex Officio)	2	1
Mr. Robert Burnham	2	2

Finance, Risk & Audit		
	Finance, Risk & Audit Committee	
	Number eligible to attend	Number attended
Mr. Vincent Cain	7	7
Ms. Margaret Douglas (Ex Officio)	7	6
Ms. Gloria Sleaby	7	7
Mr. Emmanuel Tsakis	7	4

Governance		
	Governance Committee	
	Number eligible to attend	Number attended
Ms. Julie Busch	6	5
Ms. Margaret Douglas	6	6
Mr. Emmanuel Tsakis	6	6
Mr. Vincent Cain (to Nov 2019)	4	4
Mr. Mark Sullivan	6	5 (Plus 1 x LOA)

Directors		
	Total Committee Meetings Attended	
	Number eligible to attend	Number attended
Ms. Julie Busch	12	10
Ms. Margaret Douglas	26	22
Mr. Gary Henry	7	7
Mr. Emmanuel Tsakis	13	10
Mr. Robert Burnham	7	7
Mr. Vincent Cain	14	13
Ms. Gloria Sleaby	13	13
Mr. Mark Sullivan	11	8 (Plus 1 x LOA)

Board Committees Summary

Clinical Governance

The purpose of the Clinical Governance Committee is to inform, recommend, and advise the Board on matters related to effective and accountable clinical governance systems to monitor and improve service quality and safety. This includes clinical governance frameworks, clinical systems and risks, clinical performance indicators, and clinical incidents.

Community Engagement

The purpose of the Community Engagement Committee is to inform, recommend, and advise the Board on matters related to consumer and community engagement, promotion of DPV Health, and the fostering of partnerships in the community. This includes opportunities to engage with and support the diverse communities we serve, including those most vulnerable, and opportunities to engage with new consumers and partners to ensure services are available to meet community needs.

Finance, Risk & Audit

The purpose of the Finance Risk & Audit Committee is to inform, recommend, and advise the Board on matters related to the effective and efficient use of all resources to ensure strategic and operational objectives are met. This includes effective strategic and annual planning for both capital and operational expenditure, and effective monitoring of performance against defined financial and other organisational performance measures.

Governance

The purpose of the Governance Committee is to inform, recommend, and advise the Board on matters related to fulfilling its legal, ethical and functional responsibilities through adequate governance policy development, recruitment strategies and remuneration policy, monitoring of Board activities, and evaluation of Board performance.

Information, Communication & Technology

The purpose of Information, Communication & Technology is to inform, recommend, and advise the Board on matters related to information, communication, and technology. This includes future-proofing our technology, information transparency, integrity and accountability, ICT Strategic Plan, and associated risks.

Directors' qualifications & experience



Margaret Douglas

BSc (Physics & Maths), MBA, Diploma of Journalism, AMusA, GAICD

Non-Executive Director

Appointed as director 2013

Board Chair since 2018. Member of Governance Committee.

Extensive management experience including 16 years as CEO. Experience is across service industries, including state and local government and private enterprises including law, travel, and mining.

Key strengths are strategic and business planning, commercialisation, driving and implementing organisational change, and customer-driven operations.



Julie Busch

BA (Psychology & Journalism), Grad Cert Business, Grad Cert Shopping Centre Management, GAICD

Non-Executive Director

Appointed as director 2013

Chair Governance Committee since 2018 and member of Community Engagement Committee.

Executive experience in corporate retail property, government and not-for-profit sectors.

Chair and non-executive director of a number of local and state enterprises and not-for-profit organisations. Appointed by the Minister for Energy, Climate Change and Suburban Development to the Caulfield Racecourse Reserve Trust in 2018.

Key strengths are business strategy, stakeholder and change management, consumer marketing, and infrastructure development.



Vincent Cain

BCom, FCA

Non-Executive Director

Appointed as director 2014

Chair Finance, Risk & Audit Committee since 2018 and member of Clinical Governance Committee.

Extensive commercial experience in finance and management acquired through executive experience including in the university and primary healthcare sectors. Previously Chair and a member of various audit, risk and compliance committees.

Key strengths include leadership, financial analysis, financial modelling, and strategic planning.



Robert Burnham

BAppSc (Health Administration), GradDip (Health Administration), MHA, GAICD

Non-Executive Director

Appointed as director 2016

Chair Clinical Governance Committee since 2018 and member of Information Communication Technology Committee.

Over 40 years' acute health sector experience, including capital projects, strategic planning, and service development. Commencing as a clinical nurse, he progressed through senior administrative, executive management, and CEO roles.

Previously health sector representative on various Department of Health and Human Services (DHHS) advisory committees.

Key strengths include clinical governance, health governance, and continuous improvement.



Gloria Sleaby

BEC (Accounting), AGIA, AIMM, GAICD

Non-Executive Director

Appointed as director 2018

Chair Community Engagement Committee since 2018 and member of Finance, Risk & Audit Committee.

Experienced director and advisory committee member, with comprehensive business, financial, and management skills in the primary and community healthcare areas. Director at Sleaby Health & Rochess Enterprises P/L. Member of Advisory Council for the Mental Health Complaints Commissioner, Eastern Health, and CPA Australia.

Key strengths include strategy and business planning, primary and community healthcare services financial management, and consumer engagement.



Gary Henry

BHlth Admin, Health Executives Development Program (Cornell), FACHSM, GAICD

Non-Executive Director

Appointed as director 2013

Chair Information, Communication & Technology Committee since 2018 and member of Community Engagement Committee.

Experienced health service CEO with experience in strategy and planning, management consulting, health service governance, policy development, and organisational change management.

Former director at Council on the Ageing, and director of Australasian College of Health Service Management, New Zealand Institute of Health Management, and Victorian Healthcare Association.

Key strengths include strategy, governance, policy development, and change management.



Mark Sullivan

MHA, GradDip (Health Administration), Cert. Purchasing & Planning, AFACHSE

Non-Executive Director

Appointed as director 2016

Member of Clinical Governance and Governance Committees.

Considerable experience in the health sector at executive level in regional and specialist hospitals. Currently Acting CEO at Dental Health Services Victoria

Key strengths include health governance, project management, financial management, continuous improvement, and customer service.



Emmanuel Tsakis

MBA, CPA, BBus (Accounting), GAICD

Non-Executive Director

Appointed as director 2015

Member of Finance, Risk & Audit and Governance Committees.

Over 25 years' financial and senior management experience in local and international not-for-profit sector. Executive roles include Chief Financial Officer, business development, and divisional management. Currently Finance and Operations Director at Amnesty International Australia and an independent committee member for a domestic violence charity.

Key strengths include financial analysis, financial modelling, and strategic and business planning.



Don Tidbury

BBus (Accountancy), Certificate of Health Systems
CPA, GAICD

Chief Executive Officer and Company Secretary

Appointed as CEO and Company Secretary January 2019

Health care executive with experience in the not-for-profit, public and private sectors. Extensive involvement across community health, NDIS, hospitals, and residential aged care. Key strengths include leading major improvements in culture, clinical governance, financial performance, and stakeholder engagement.

Voluntary appointments include Healthcare Financial Management Association, Court Network, and various Primary Care Partnerships



Anthony Palmieri

B.Com, CPA

Chief Financial Officer & Company Secretary

Appointed as CFO July 2016

Health and aged-care executive with experience across the not-for-profit and private sectors. Extensive involvement across community health, retirement villages, and residential aged care. Key strengths include financial management and compliance, stakeholder engagement, development projects, and mergers & acquisitions.

Skills Matrix

In accordance with clause 9.1 of the Constitution, the current director skills matrix is below:

Ratings legend

- 1 No experience or knowledge
- 2 Little experience or knowledge
- 3 Reasonable experience or knowledge
- 4 Considerable experience or knowledge
- 5 Expert experience or knowledge

Indicate rating for knowledge, skills and/or experience for each Director									
Skills & experience	DPV Health Board								
	Margaret Douglas	Julie Busch	Vincent Cain	Robert Burnham	Gloria Sleaby	Gary Henry	Mark Sullivan	Emmanuel Tsakis	Total
Finance, audit & risk	3	4	5	4	4	3	4	4	31
Building & property	2	5	2	3	4	3	3	4	26
Governance & policy development	4	5	4	4	4	4	4	4	33
HR, IR & WHS	3	4	2	4	4	3	4	3	27
Health Industry Experience	2	3	5	5	4	4	5	3	29
ICT & digital	2	3	1	4	2	2	3	3	20
Legal & compliance	2	3	3	2	3	3	3	3	22
CEO/senior management leadership experience	5	5	5	5	5	5	5	5	40
Marketing	5	5	1	2	3	2	2	3	23
PR & communications	4	5	1	3	3	3	3	2	24
Strategy & planning	5	5	3	4	4	5	4	4	34

Financial Information

Statement of comprehensive income for the year ended 30 June 2020

	2020	2019
Operating grants	31,130,840	32,552,496
NDIS income	8,827,191	6,429,092
Client fees	4,864,253	5,178,525
Net gain on disposal of property, plant, and equipment	—	28,294
Interest received	159,277	286,131
Other income	4,917,979	974,839
Total revenue	49,899,540	45,449,377
Employee benefits expense	37,216,474	34,533,754
Depreciation, amortisation, and impairment expense	2,060,137	1,600,676
Impairment of intangibles	990,167	—
Contracted services	1,568,495	1,657,207
Medical supplies	1,378,193	1,666,269
Computer and office expenses	1,680,250	1,591,259
Rental expense	271,101	517,617
Finance costs	62,874	103,725
Other expenses	4,309,697	5,206,184
Total expenses	49,537,388	46,876,691
Total operating surplus for the year	362,152	(1,427,314)
Gain on revaluation of land and buildings	4,144,580	—
Total comprehensive income for the year	4,506,732	(1,427,314)

Statement of financial position as at 30 June 2020

Current assets	2020	2019
Cash and cash equivalents	9,952,219	12,952,140
Trade and other receivables	3,555,405	2,896,718
Inventories	171,628	71,628
Total current assets	13,679,252	15,920,486

Non-current assets	2020	2019
Property, plant, and equipment	33,057,151	30,636,573
Right-of-use assets	1,389,620	—
Intangible assets	761,024	81,667
Total non-current assets	35,207,795	30,718,240
Total assets	48,887,047	46,638,726

Current liabilities	2020	2019
Trade and other payables	2,223,625	5,127,471
Contract liabilities	1,137,867	1,921,553
Lease liabilities	236,363	—
Employee benefit obligations	5,031,829	4,328,209
Total current liabilities	8,629,684	11,377,233

Non-current liabilities	2020	2019
Lease liabilities	1,220,982	—
Employee benefit obligations	1,074,897	983,741
Total non-current liabilities	2,295,879	983,741
Total liabilities	10,925,563	12,360,974
Net assets	37,961,484	34,277,752

Equity	2020	2019
Reserves	10,285,703	6,141,123
Retained earnings	27,675,781	28,136,629
Total equity	37,961,484	34,277,752

Statement of cash flows for the year ended 30 June 2020

	2020	2019
Receipts from customers and grants funding	52,448,917	52,610,382
Payments to suppliers and employees	(53,513,839)	(47,371,356)
Net cash (outflow)/inflow from operating activities	(1,064,922)	5,239,026
Payments for property, plant, and equipment	(1,795,038)	(1,324,435)
Proceeds from sale of property, plant, and equipment	—	28,294
Interest received	159,277	286,131
Net cash outflow from investing activities	(1,635,761)	(1,010,010)
Repayment of borrowings	—	(2,328,276)
Interest paid	(62,874)	(103,725)
Principal elements of lease payments	(236,364)	—
Net cash outflow from financing activities	(299,238)	(2,432,001)
Net (decrease)/increase in cash and cash equivalents	(2,999,921)	1,797,015
Cash and cash equivalents at the beginning of the financial year	12,952,140	11,155,125
Cash and cash equivalents at the end of the financial year	9,952,219	12,952,140

Statement of changes in equity for the year ended 30 June 2020

	Reserves	Retained earnings	Total
Balance as at 1 July 2019	6,141,123	28,136,629	34,277,752
Adjustment on adoption of AASB 15	—	(823,000)	(823,000)
Restated total equity at 1 July 2019	6,141,123	27,313,629	33,454,752
Surplus for the year	—	362,152	362,152
Other comprehensive income	4,144,580	—	4,144,580
Total comprehensive income for the year	4,144,580	362,152	4,506,732
Balance at 30 June 2020	10,285,703	27,675,781	37,961,484

Services/Programs

Medical Services

- > Doctor / GP Services
- > Chronic Disease Management
- > Family Planning
- > Immunisation & Vaccination
- > Skin Checks
- > All Other Medical Services

Dental Services

- > Public Dental Services
- > Affordable Private Dental
- > Oral Health Program

Physical Health

- > Audiology
- > Physiotherapy
- > Speech Pathology
- > Exercise Physiology
- > Nutrition and Dietetics
- > Occupational Therapy
- > Podiatry
- > Diabetes Nurse Education

Mental Health

- > Counselling, Psychology & Social Work
- > Child & Youth Psychology
- > Health Psychology
- > Newbold Mental Health Program
- > Men's Behaviour Change Program
- > HeadtoHelp

Disability Services

- > NDIS & Disability Services
- > Understanding NDIS
- > Autism Assessment Clinic
- > Adult Community Options
- > Support Coordination
- > Teen & Young Support
- > Social Support Programs

65+ Health

- > 65+ Medical Services
- > Health Assessment
- > Community Phone Connect Program
- > Social Support Programs
- > Hospital Admission Risk Program



Child & Youth

- > Early Childhood Intervention
- > Paediatric Health
- > Child & Youth Psychology
- > Child Autism Assessment
- > Little Big Talk Program
- > School Readiness Program
- > Pathways to Good Health
- > Tuning in to Teens Program
- > Tuning in to Kids Program

Community Support

- > Aboriginal & Torres Strait Islander
- > Asthma Program
- > Health Nursing
- > Refugee Asylum Seeker
- > LGBTIQ Community Services
- > Homelessness Service
- > Healthy Mothers, Healthy Babies
- > Pathways to Good Health
- > School Focused Youth Service



We welcome your feedback on the 2019–20 Annual Report and Quality Account.
Please write to us at feedback@dpvhealth.org.au

 dpvhealth.org.au

 1300 234 263





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