



DPV  
Health®

Your Healthcare  
Your Way

Excellent Care is part of our DNA

2020-21  
Annual Report and  
Quality Account



Our goal is to plan, deliver and experience Excellent Care for every person, every time.



At DPV Health, supporting the health and wellbeing of our communities through excellent care is part of our DNA.

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# Our Year in Review

## Report from the Board Chair & CEO

### Leading the defence against COVID-19

Welcome to the 2020-21 Annual report & quality account for DPV Health. We hope the report provides an insight into our organisation's many achievements and challenges navigated over the last 12 months.

Consolidating its position as Northern Melbourne's largest community health organisation, DPV Health has played an integral role in the state's response to the coronavirus. Since the pandemic began, our people have delivered over 100,000 COVID tests and 70,000 COVID vaccinations. They have played a central role in containing COVID outbreaks across the Northern suburbs, metropolitan Melbourne and within regional Victoria.

Our COVID response teams have often worked 12 hour days, 7 days a week to provide essential services to people who need them most. Despite the challenging circumstances of the pandemic, DPV Health has proven its expertise in planning and delivering safe and inclusive COVID programs to help protect our community.

### Meeting community needs

In line with DPV Health's vision to ensure the health and wellbeing of our community, our highest priority continues to be responding to community needs. During the year, we commenced a range of new services to support people most in need of community services, including the:

- > Head to Help service — supporting mental health
- > High Risk Accommodation Response (HRAR) — COVID and social supports for public housing
- > School Readiness — pre-school learning support program for the Whittlesea LGA.

DPV Health's family violence programs also saw a major expansion with over \$2 million in growth funding and a 95% increase in services provided.

### A framework for excellence

September 2020 saw the launch of DPV Health's new organisational values: Inclusion, Integrity, Innovation, Excellence and Collaboration. Our people and clients helped develop the values that have been well received by all.

“In line with DPV Health’s vision to support the health and wellbeing of our community, our highest priority continues to be responding to community needs.”

Our daily commitment to deliver excellent care has been cemented with the production of DPV Health's clinical and quality governance framework; The Excellent Care Framework.

We understand the achievement of Excellent Care takes an organisation-wide commitment. In 2021 we launched the DPV Health Excellent Care goal: To plan, deliver and experience excellent care for every person, every time. Our Excellent Care goal recognises the unique experience of every client and sets a performance target for every DPV Health team member to support every person's involvement with DPV Health to be consistently excellent. The Excellent Care framework details the core organisational roles and systems which work together to achieve the Excellent Care goal. To explore the Excellent Care Framework, please visit the DPV Health website at <https://bit.ly/DPVHExcellentCare>

DPV Health's investment in high quality, effective clinical governance has ensured the continued safety of our clients and people. Our robust infection prevention program has succeeded during 2020/21 with no instances of work-place COVID transmission.



**Ms Margaret Douglas**  
Board Chair

“Despite the challenges of the COVID pandemic, the future looks bright for DPV Health.”



### Celebrating diversity

As an inclusive organisation that celebrates the diversity of all people within our community, DPV Health was proud to achieve the Rainbow Tick Accreditation in January 2021. The certification signifies LGBTIQ service users, employees and visitors can expect to feel safe, respected, welcome and well-supported during all stages of support.

DPV Health has also made good progress on a draft Reconciliation Action Plan — we look forward to meeting with the Aboriginal community later this year, to obtain their feedback, input and guidance.

The Cultural Diversity Action Plan was released in 2021 mapping out the key actions DPV Health will undertake to ensure our services are inclusive for local culturally diverse community members. SBS's Inclusion training program was implemented for all employees, to assist DPV Health harness the benefits of diversity.

### Asking the people who matter

An increased focus on engaging with our community has seen new ways for community members to be involved in service planning and evaluation. The expansion of DPV Health's Community Network to 33 members better reflects the diversity of our service community. The members provide valuable insights into local health and social challenges.

Over the year, DPV Health delivered a series of virtual community engagement forums, several with over 250 people in attendance. We also oversaw the Community Watch Program, a partnership involving 65 local groups and community-based organisations to support the health and wellbeing of vulnerable people during COVID.

**Don Tidbury**  
CEO, DPV Health

### A growing workforce

Our workforce has grown in line with the expansion of COVID responses, mental health, early childhood and family violence programs. By June 30th, DPV Health's workforce grew to 651 — an increase of more than 100 on 2019-20.

We continue to go to significant lengths to maintain high employee engagement and morale. It was pleasing to achieve a high 72% favourable engagement in our October employee survey, well in excess of industry benchmarks.

In early 2021, DPV Health partnered with the internationally renowned Studer Group to launch “Elevate”, our new leadership development program. We are delighted to say, numerous people were promoted to leadership roles across the organisation over the last 12 months.

In between lockdowns, we were thrilled to celebrate the wonderful contribution of our volunteers with a lovely community style lunch event in May.

DPV Health has collaborated with a broad range of industry partners to secure great outcomes for our community. A key highlight was the finalisation of an MOU with the Kangan Institute to leverage the capabilities of both organisations as they support the future training needs of the health and community sectors.

### Financial performance

Total revenue grew to \$60.8 million, nearly 22% up on the previous year. Net profit increased to \$5.4 million, driven by the receipt of Job Keeper subsidies (for three months), COVID vaccination income and enhanced expense management.

The organisation continues to invest in facilities and infrastructure to enhance our client's experience. Over \$2 million has been invested in new sites and existing site refurbishments. Key projects include the opening of the new Community Services site at 230 Cooper St, Epping and the major renovation of our Craigieburn and Broadmeadows sites. The organisation also invested nearly \$1.5 million in technology to support telehealth programs, cyber security, mobile devices and the integration of client management systems.

### Together into a bright future

Despite the challenges of the COVID pandemic, the future looks bright for DPV Health. With strong service growth and new sites opening, high employee engagement and the valued support of our community, we are optimistic about the way forward.

In closing, we would like to sincerely thank our people who worked for DPV Health throughout the year. They have delivered high-quality healthcare and demonstrated remarkable resilience, flexibility and commitment. Thank you too, to the communities we serve, and are part of. And finally, thank you to our dedicated & selfless volunteers, our visionary & courageous board and our esteemed industry partners.

**Ms Margaret Douglas**  
Board Chair

**Don Tidbury**  
Chief Executive Officer

# About Us

## Our purpose

Our purpose is to support you to live a happy and healthy life through the provision of inclusive, locally based health and wellbeing services.

This statement of purpose demonstrates the meaning and value of our work at DPV Health. We believe it will inspire people to join us — as clients, employees, or partners — as we strengthen our care for and connection to the diverse communities of Melbourne’s Northern Suburbs.

The statement unites the DPV Health workforce by reinforcing why we exist and how we serve the community. Our clients and community members supported us in developing the four key themes that guide our purpose.

- 1 **Health and wellbeing services**  
DPV Health’s health and wellbeing services are resourced to care for and support clients with different levels of need.

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- 2 **Inclusive**  
Every member of the community is made to feel welcome, safe, respected and properly supported when engaging with DPV Health.

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- 3 **Outcomes focussed**  
DPV Health services focus on making a meaningful difference for our clients and the local community.

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- 4 **Excellent care**  
DPV Health provides excellent care at all stages of a client’s healthcare journey — for every person, every time.

## Who we are

DPV Health is one of Victoria’s largest and most comprehensive not-for-profit community health organisations. We operate in communities across Melbourne’s northern growth corridor.

## What we do

DPV Health offers a wide range of clinical, support and community services that focus on integrated health promotion, treatment and prevention of illness and injury. We partner with local communities to plan and deliver comprehensive health, community and disability services. We focus on designing accessible services that meet individual needs and are available to everyone.

**Our team is dedicated to providing an excellent care experience to every person, every time.**

## Our values

We are an inclusive, compassionate, and innovative healthcare organisation that strives to make a difference to the lives of people in Melbourne’s northern suburbs.

Our values make every day better, more promising, and allow us to deliver extraordinary service to our clients and community, every time.

## Our vision

To support the health and wellbeing of our community.



### 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.

## Our locations



**1. Broadmeadows Medical and Dental Centre**  
42-48 Coleraine Street,  
Broadmeadows VIC 3047



**2. Broadmeadows Early Childhood Development Services**  
1 Sorrento Street,  
Broadmeadows VIC 3047



**3. Craigieburn Dental and Allied Health Services**  
55 Craigieburn Rd,  
Craigieburn VIC 3064



**4. Craigieburn Disability Services**  
6 Newbold Avenue,  
Craigieburn VIC 3064



**5. Epping Allied Health and Specialist Family Services**  
Epping Private Hospital,  
230 Cooper Street,  
Epping VIC 3076



**6. Epping Dental and Allied Health Services**  
187 Cooper St,  
Epping VIC 3076



**7. Epping Residential Supported Living Services**  
57 Davisson Street,  
Epping VIC 3076



**8. DPV Health Support Office**  
2 Graystone Ct,  
Epping VIC 3076



**9. The Orange Door & DPV Health Mental Health Services**  
Level 1, Quest Building,  
Epping VIC 3076



**10. South Morang Disability Services**  
10 Bushmans Way,  
South Morang VIC 3752



**11. Heidelberg The Orange Door**  
56 Burgundy Street,  
Heidelberg VIC 3084



**12. Meadow Heights Allied Health Services**  
21-27 Hudson Circuit,  
Meadow Heights  
VIC 3048



**13. Mill Park Disability Services**  
31A Morang Drive,  
Mill Park VIC 3082



**14. Mill Park Medical Centre**  
20 Civic Drive,  
Mill Park VIC 3082



**15. Thomastown Residential Supported Living Services**  
15 Newton Street,  
Thomastown VIC 3074



**16. Whittlesea Township Dental and Health Services**  
40-42 Walnut Street,  
Whittlesea VIC 3757



## Our services

### Medical Services

- > General Practice
- > Chronic Disease Management
- > Family Planning
- > Immunisation & Vaccination
- > Skin Clinic
- > Specialist Medical
- > Women's Health
- > Men's Health
- > Health Assessments

### Mental Health

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

### 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

### Dental Services

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

### Disability Services

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

### 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

### Physical Health

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

### 65+ Health

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

## How to contact us

 1300 234 263

### One number for all your healthcare needs

DPV Health is committed to making it easy for every member of the community to access quality healthcare. Our friendly, experienced team will help you find the service and support you need.

#### Press 1 for Medical Services

Including General Practice and Family Planning

#### Press 4 for All Other Healthcare Services

Physiotherapy, Podiatry, Speech Pathology, Psychology, Audiology, Children's services and Special Programs such as Community Asthma, Healthy Mothers-Healthy Babies and Men's Behaviour Program

#### Press 2 for Dental Services

Community Dental, Low Cost Dental and Emergency Dental

#### Press 5 for General Enquiries

Including site contact details, opening hours, billing & invoicing and partner enquiries

#### Press 3 for NDIS Services

Early Childhood Programs, Adult Disability Services and NDIS Support Coordination

 [dpvhealth.org.au](http://dpvhealth.org.au)

 [info@dpvhealth.org.au](mailto:info@dpvhealth.org.au)

 [dpvhealth\\_au](https://www.instagram.com/dpvhealth_au)

   DPVHealth



# Our Governance

## Board profile

### DPV Health Directors



**Ms Margaret Douglas**  
Board Chair



**Mr Robert Burnham**  
Director, Chair Clinical  
Governance Committee



**Ms Gloria Sleaby**  
Director, Chair Community  
Engagement Committee



**Mr Vincent Cain**  
Director, Chair Finance,  
Audit & Risk Committee



**Ms Julie Busch**  
Director, Chair Governance  
Committee



**Mr Gary Henry**  
Director, Chair  
Information, Technology &  
Communication Committee



**Emmanuel Tsakis**  
Director



**Mark Sullivan**  
Director

### DPV Health Board Committees

#### 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 reputation, consumer and community engagement, promotion and fostering community partnerships

#### Financial, Risk & Audit

The purpose of the Finance Risk and Audit Committee is to inform, recommend and advise the Board on matters related to financial compliance and effective and efficient use of all resources towards meeting strategic and operational objectives.

#### Governance

The purpose of the Governance Committee is to inform, recommend and advise the Board on matters related to corporate governance, board effectiveness and requirements to meet legal, ethical, and functional responsibilities. This includes the board functioning independently of management. This Committee acts as the Nominations Committee as per the Constitution Clause 9.

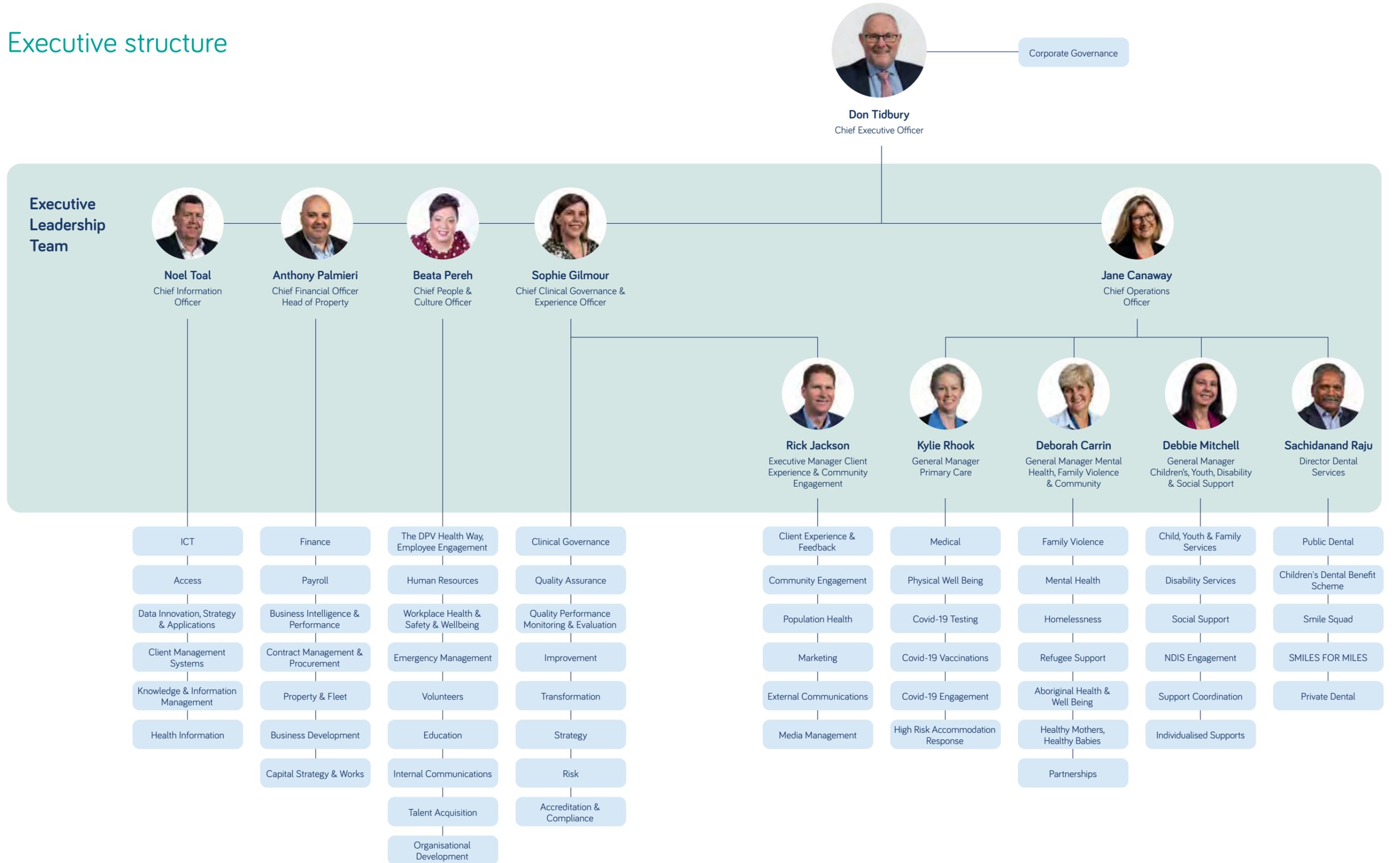
#### Information, Communication & Technology

The purpose of the Information, Communication & Technology Committee is to inform, recommend and advise the Board on matters related to Information, Communication & Technology (ICT).

### DPV Health Directors Skills Matrix 2021

DPV Health Directors Skills & Experience	Margaret Douglas (Chair)	Robert Burnham	Gloria Sleaby	Vince Cain	Julie Busch	Gary Henry	Mark Sullivan	Emmanuel Tsakis	Total Directors
Finance, Audit & Risk	3	4	5	5	4	4	4	4	27
Building & Property	2	4	4	2	5	3	4	4	28
Governance & Policy Development	4	4	4	4	5	4	4	4	33
HR, IR & WHS	4	3	4	2	4	3	4	3	27
Health Industry Experience	2	5	4	3	4	5	5	3	31
ICT & Digital	3	3	2	1	3	3	3	3	21
Legal & Compliance	3	3	3	3	4	4	3	3	26
CEO/Senior Management Leadership Experience	5	5	4	5	5	5	5	5	39
Marketing	5	2	3	1	5	3	3	3	25
PR & Communications	5	3	3	1	5	4	4	3	28
Strategy & Planning	5	4	5	3	5	5	4	4	35

# Executive structure

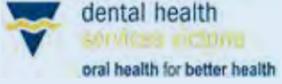


# Our Partners

## Partnering to improve health outcomes

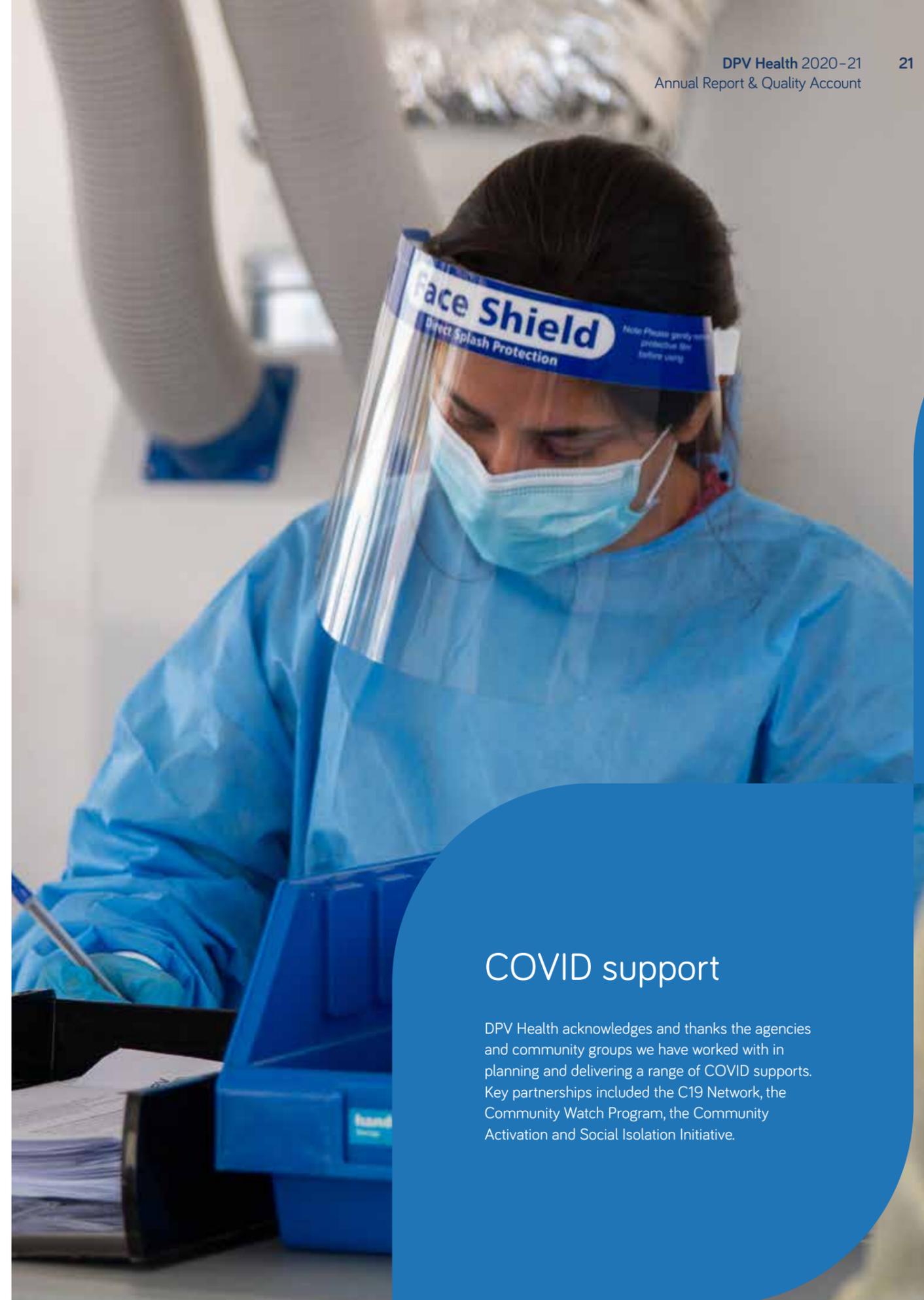
DPV Health partners with a wide range of government, industry and community groups. These important collaborations enable DPV Health to achieve exceptional outcomes and deliver public health initiatives and support services across our diverse community. We acknowledge their support — through expertise, resources and funding — and commitment to improve the health outcomes in our region.

### Government and funding partners

### Industry partners



## COVID support

DPV Health acknowledges and thanks the agencies and community groups we have worked with in planning and delivering a range of COVID supports. Key partnerships included the C19 Network, the Community Watch Program, the Community Activation and Social Isolation Initiative.

# Our People & Culture

## A committed workforce

DPV Health has over 650 employees — up 16% from last year. With consistently high employee engagement, we continue to focus on building a culturally responsive and effective workforce with a reputation for excellent care.

### Tackling COVID-19 together

During 2020-21, DPV Health strengthened its position as a leading COVID-19 response organisation in Victoria's Community Health Sector. We quickly grew our workforce to ensure an agile response to COVID outbreaks, engaging with diverse communities and providing testing and vaccination services.

DPV Health was able to ensure the continuity of services and support programs through the utilisation of telehealth, resulting in many of our people working from home.

Every day during the multiple lockdown periods, DPV Health leaders and key stakeholders met to discuss government announcements, determine appropriate actions and engage with our people to keep them informed. Employees received a 'Daily Download' and 'Weekly Upload' update about:

- > infection prevention practice requirements
- > COVID-19 developments
- > mental health support options
- > regular health and wellbeing tips.

### A creative workforce partnership

Investing in our people supports employee engagement. This is one of DPV Health's strategic priorities.

In 2020-21 we formed a creative workforce partnership with the Kangan Institute, a Victorian TAFE provider. A Memorandum of Understanding details the partnership, which includes:

- > access to Kangan courses for DPV Health employee skills development
- > leadership training for first-time supervisors/managers
- > Kangan student placements with DPV Health
- > DPV Health becoming a founding member of the Advisory Committee for the Kangan Institute's Broadmeadows Centre of Excellence — planned for 2024
- > DPV Health use of Kangan facilities for events.

### Making a difference

The contribution of our volunteers to DPV Health and our clients and community cannot be overstated. Volunteers get involved by:

- > driving buses for social support programs
- > assisting employees at medical centres
- > collecting, packing or delivering food donations and hampers in our Foodlink program
- > meeting and greeting clients
- > helping clients enjoy activities like chair-based exercise, Tai Chi, or walking groups
- > supporting our office teams with mail-outs or events.

All our volunteers complete an induction program, including compulsory online training in COVID-safe practices, and receive a copy of the DPV Health Volunteers' handbook.

We recently surveyed our existing registered volunteers to better understand their needs. The results will help inform a volunteer recruitment drive planned for January 2022.

### Supporting our volunteers

We have continued to provide weekly telephone support and online social events for our volunteers through 2020-21. Games and other activities provided a chance for face-to-face connection and mastering a new online skill.

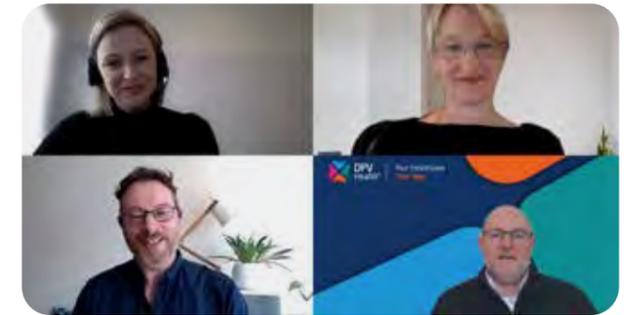
Our volunteers in the Phone Connect Program had access to learn new ways of supporting clients in these challenging times. 'The Accidental Counsellor' training sessions were led by Elite Counselling and Consulting.

### Elevate leadership development

In February 2021, DPV Health partnered with The Huron Studer Group to launch a new Leadership Development Program — Elevate. The program is based on the Studer Leadership Framework and nine principles of individual and organisational excellence.

More than 40 leaders from across all areas of DPV Health are taking part in an eleven-month program built on three key pillars:

- > Elevate yourself
- > Elevate your team
- > Elevate your business.



Elevate empowers DPV Health leaders to build teams with a strong sense of purpose, in worthwhile work, that makes a difference. Elevate has been successfully delivered online via monthly interactive workshops. Everyone who attends can access session recordings and resources.

Highlights of the modules so far include:

- > creating a culture of accountability
- > feedback and coaching
- > motivating and engaging the team.



## Respecting our diversity

We celebrate and learn from the diversity in our workplace, teams and individuals every day. At DPV Health, inclusion means creating a workplace where everyone feels free and safe to express their diversity.

In June 2020, we launched the first four of seven online learning modules under the DPV Health Inclusion Strategy:

- > Core Inclusion
- > Cultural Awareness
- > Aboriginal and Torres Strait Islander Cultural Awareness
- > LGBTIQ Inclusion.

The last three modules were launched in August 2021:

- > Gender
- > Age
- > Disability.

Designed and led by SBS, the program provides our people with the tools, knowledge and understanding to apply inclusive practices in their work. By June 2022, our goal is for 90% of DPV Health employees to have completed the program.



## Recognising our people

### Living our values

The focus of “The DPV Health Way” program this year was to embed our organisational values and engage with all our people. Activities included regular CEO listening sessions, Employee Excellence Awards, and the launch of our Respectful Workplace Framework. The 2020-21 employee engagement survey indicated that engagement remains high at 72%.

### The DPV Health Excellence Awards

Every day our people demonstrate their commitment to living our values. Since 2019, the DPV Health Excellence Awards have acknowledged employee excellence, outstanding contributions and inspiring leadership. Employees nominate peers and colleagues each month to recognise exceptional achievement in any of the following areas:

1. **Living our values** — consistently expresses the DPV Health values of Inclusion, Integrity, Excellence, Innovation, and Collaboration
2. **Outstanding contribution** — goes above and beyond their usual role
3. **Inspirational leadership** — models our values and delivers exceptional results for clients, colleagues and the organisation
4. **Outstanding outcomes** — makes an exceptional difference to clients

In 2021, an Excellence Award Winner badge was introduced to recognise 70+ award recipients. Winners, past and present, were awarded their badges at the inaugural DPV Health Excellence Awards Celebration Breakfast. Held in May at the Kangan Institute in Broadmeadows, the event featured former Antarctic expedition leader and renowned speaker Rachael Robertson. Her inspiring story as an ordinary person doing extraordinary things reflects the spirit of our extraordinary DPV Health workforce.



Excellence Award Winner Badge

# Excellent Care

## The DPV Health Excellent Care framework

Our goal is to plan and deliver an Excellent Care experience for every person, every time.

The Excellent Care framework reflects our commitment to safe and high-quality health service delivery. A client's care experience starts when they access DPV Health and continues through service planning and delivery. Clients may use our services directly, be part of a consultation, or have an advisory or representative role. Knowing how clients feel about their experience is part of what defines quality and safety in our services.

### Listening to feedback

At the heart of how we do things at DPV Health is our strong emphasis on the client voice. DPV Health seeks out, listens and responds to all client feedback. We understand that the client's experience is the best indicator of the quality and safety of our care.

To consistently provide Excellent Care, we listen to feedback from our clients and employees, and analyse results from service evaluations and process audits. We have an ongoing program of improvements across the organisation.

### Pillars of excellence

The Excellent Care framework is built on four focus areas. To deliver an Excellent Care experience for every person, every time, care must be planned and delivered:

- > The Safest Way
- > The Right Way
- > Your Way (person-centred)
- > Together (in partnership with you).



### The Safest Way



### Your Way



### The Right Way



### Together

The quality and safety of care is influenced by people's values, behaviours and experiences — we all have a role to play. Our clients, workforce, leaders, and Board of Directors help bring Excellent Care to life to make better decisions and improve our services.



### The Safest Way

Safety always comes first at DPV Health. We want people using our services to feel welcome, safe, respected, and supported. All DPV Health employees are trained in the safe planning and delivery of every aspect of care across our services. We work to protect against preventable harm and take a zero-tolerance approach to any form of violence or abuse.



### Your Way

We take a person-centred approach to service planning and delivery. Every client has different values, beliefs, circumstances and goals. We respect our clients as experts in their own lives and protect their right to have options, make informed decisions, and access information that's easy to understand.



### The Right Way

At DPV Health, we believe that the right way to deliver excellent care takes an evidence-based approach to services and complies with laws and regulations in our sector. We continually monitor and improve our performance to deliver the service safety and quality our partners and communities deserve.



### Together

Excellent care can only be delivered in partnership. At DPV Health, we engage and work inclusively in ways that are meaningful to our diverse clients. We listen carefully as we design, plan, deliver and evaluate their services. We work across our teams, with families and carers, and other services and agencies supporting our clients and communities.



DPV Health commits to protecting people's safety through disciplined and proactive risk scanning, risk assessment and risk management.

# The Safest Way

## The frontline of COVID-19 testing

At the end of June 2020, DPV Health was asked to support the pandemic response with community-based COVID-19 testing services.

It started with a single COVID-testing bus moving between high-risk exposure sites in Melbourne's northern suburbs — and later expanded to include a fixed site at Mernda Train Station, one of Victoria's busiest community based testing sites.

DPV Health has also protected our community through the Rapid Response Testing Program as part of a consortium that includes IPC Health, Star Health, EACH and CoHealth. Our role in this program put us on the frontline of COVID testing across Victoria, delivering agile mobile testing programs across a range of locations including social housing, manufacturing locations, airports and people's homes. Sometimes with only 2 hours' notice, our Rapid Response testing team has been a key contributor to the control of outbreaks across metro Melbourne and regional locations such as Mildura and Shepparton.

Engaging with the community has been key to our Rapid Response approach. The Community Engagement Team works alongside the Rapid Testing Team to provide information and answer questions about COVID testing and vaccination for our diverse communities.

Across all COVID testing programs, our teams have worked hard to keep the community safe. They provide ongoing access to testing services over weekends and holidays, connecting the community with up-to-date information and testing support. During the June 2021 outbreak, one local community returned to the testing site to show their appreciation for the GP and clinical team that supported them.

Since commencing COVID testing in 2020, DPV Health has conducted over 100,000 tests across Victoria.



### COVID-19 total tested

 114,682 in total



### High-risk response

The High-Risk Accommodation Response (HRAR) team supports residents in public and community housing and rooming houses across Hume, Whittlesea, and Nillumbik.

As part of the initiative, we distributed over 3,000 information and care packages this year and connected personally with more than 1,300 residents and accommodation owners. We offered much needed supports during COVID outbreaks, especially to community members who were required to self-isolate, making sure they still had access to life's necessities.

## Case Studies

### Food relief and social connection

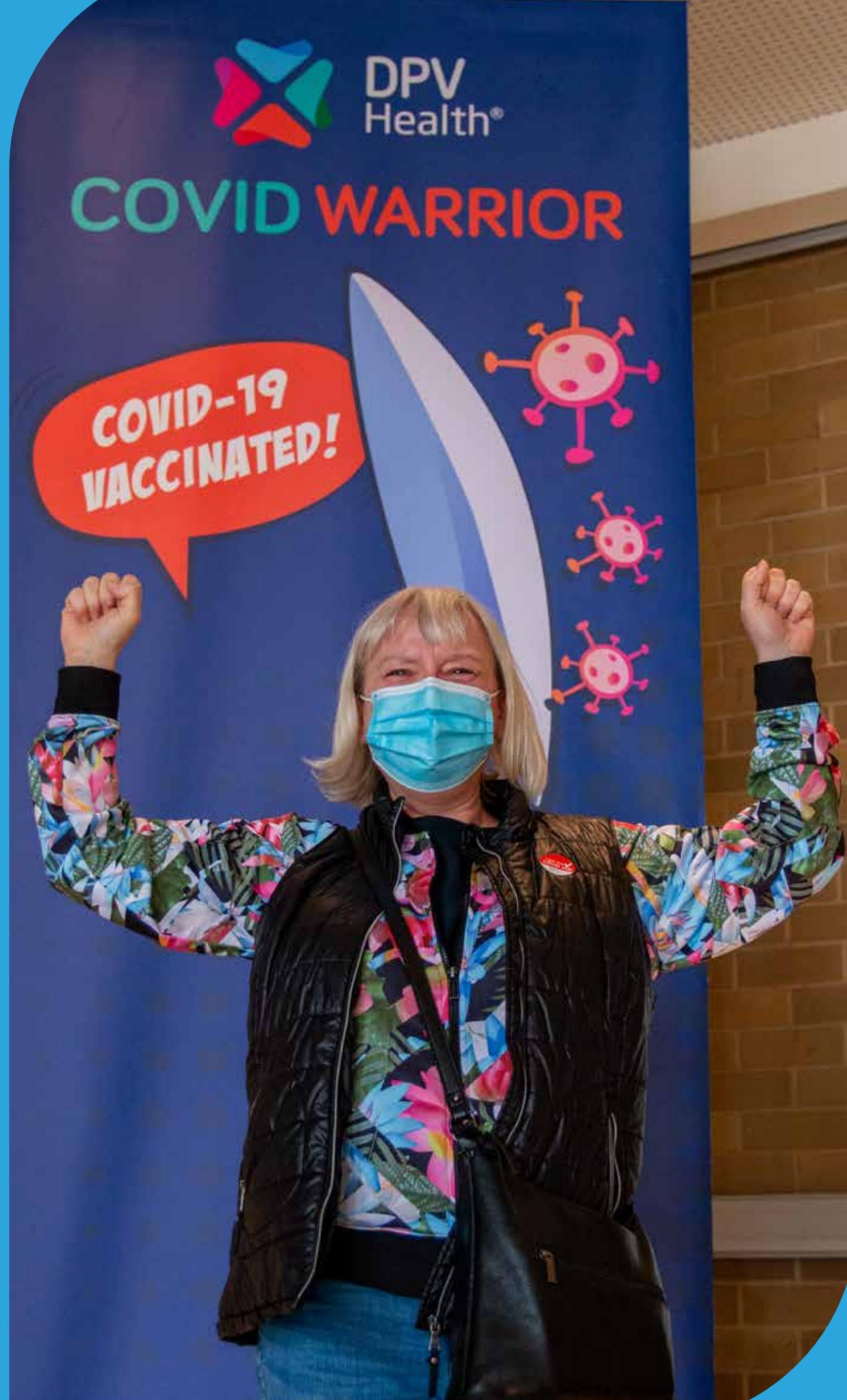
One resident asked for help to get an essential household appliance they couldn't afford. We put them in touch with a provider who offered an interest-free loan to buy what they needed. Working with our Hume community partner organisation, Banksia Gardens Community Services, we provided weekly food relief, a My Aged Care referral to healthcare services, and links to local recreational groups.

### Supplies for quarantined families



During a COVID outbreak, one of our HRAR families was moved into hotel quarantine. Our teams worked to test 100 residents of that accommodation facility who had to self-isolate. Working with our partner organisations, local government and the DHHS, we ensured all residents received essential supplies — including culturally appropriate food and hygiene kits during isolation.

We kept the lines of communication open, with regular online sessions for residents to provide updates, listen to concerns, and answer questions.



## COVID vaccination services

### Nurturing community relationships

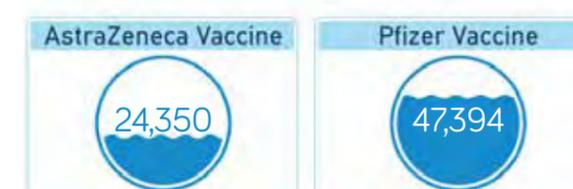
DPV Health is Northern Melbourne’s largest community based vaccine provider, delivering over 70,000 vaccines since the beginning of the vaccination rollout. During 2020-21, DPV Health delivered AstraZeneca and Pfizer vaccinations across more than 30 locations in Hume, Whittlesea and other local government areas.

The success of our COVID vaccination services stems from our partnerships with the communities we serve. By working with local community leaders, we were able to understand how vaccination services could be tailored to suit different community groups.

DPV Health’s vaccination programs operate within a comprehensive clinical governance framework. Detailed operating procedures, daily clinical supervision, regular safety team huddles, and weekly clinical governance meetings are all part of a safety-first approach.

Some groups preferred the large vaccination sites near shopping centres and railway stations, while others wanted weekend vaccination options at local temples and churches. Many were more comfortable attending the smaller pop-up vaccination sites close to home in low-density residential and public housing.

At DPV Health vaccination sites, we have made people feel safe and well-informed with in-language printed resources and interpreter support. Our team of multicultural engagement officers were supported by volunteer medical professionals with close connections to the local community. On one day, a DPV Health pop-up vaccination site supported people from 22 language groups. Around 48% of those who came to the site preferred a language other than English.



## Learning from feedback

DPV Health seeks out, listens and responds to all client feedback. We understand that the client's experience is the best indicator of quality and safety of our care.

Feedback can be provided in any format, at any time, to anyone. All our people welcome feedback and understand how it is best managed and recorded.

Analysing feedback helps us understand themes and trends in client experiences, and target improvements. The evaluation of our feedback supported the development of a new client service model within our client services team and also affected a respectful workplace behaviour training. Feedback also highlighted the importance of making our phone and appointment booking systems easy to navigate. In addition to introducing an organisation-wide service menu for callers, and introducing new accessibility features to our website, we are investing in new infrastructure to make it easy for clients and the community to connect with the services they need.

Feedback on individual programs helps support improvements. When someone takes the time to submit a complaint about a DPV Health experience, our program leaders respond within 3 days and aim to resolve all identified issues within 30 days. These performance targets are closely monitored by management and at a board level.

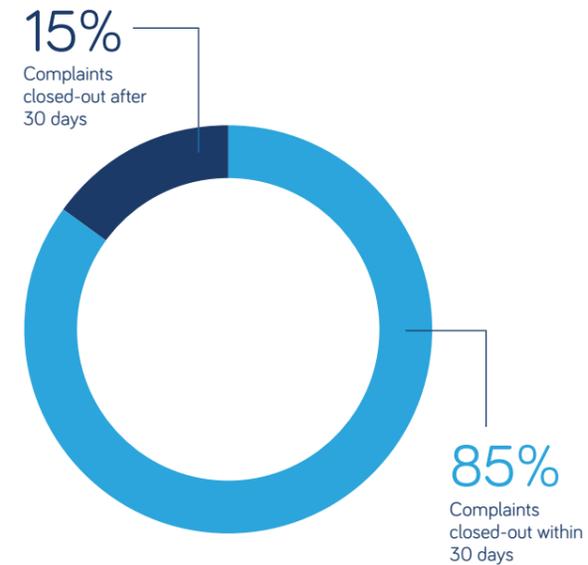
### Source of feedback



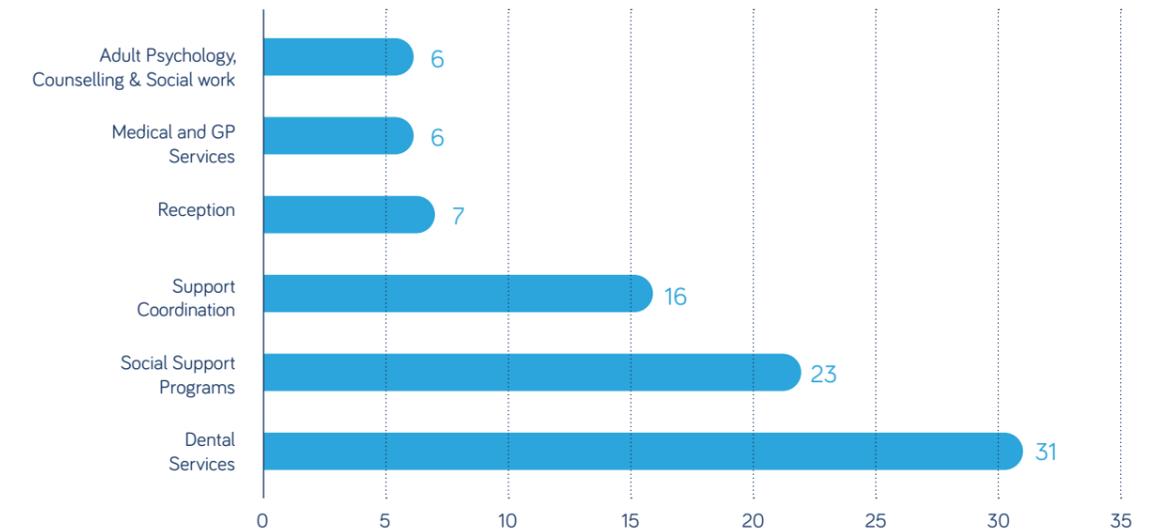
### Complaint classification



### Complaint closeout within 30 days



### Top 5 Areas for compliments



### Feedback at vaccination

At our COVID vaccination centres, we use a QR code to link clients to an online survey about their vaccination experience.

We ask clients:

- > to rate their overall experience
- > if they would or wouldn't recommend our services
- > to provide comments in an open text response (if they choose).



“

I was surprised at how quick it was, expected to wait but we were in and out within the hour. And it's in a convenient location too.”

“

The whole process was very well organised, with lovely staff and all the information required given clearly.”

“

Everyone was lovely — very well organised and the cleanliness was second to none.”

“

The staff were so friendly, accommodating and helpful. It was plain to see that every possible safety measure was in place. Thank you so much!”

“

Polite, friendly, professional staff — felt like I was checking into a nice hotel, not just lining up for a vax. All questions promptly answered, efficient process, painless procedure.”

Number of responses

445 348 promoters 57 neutral 40 detractors

Overall service rating (4.6 out of 5)



To date, the response has been positive with a 4.6 service rating.

The comments received from clients in the survey are a great testament to the expertise and hard work of DPV Health's vaccination teams.

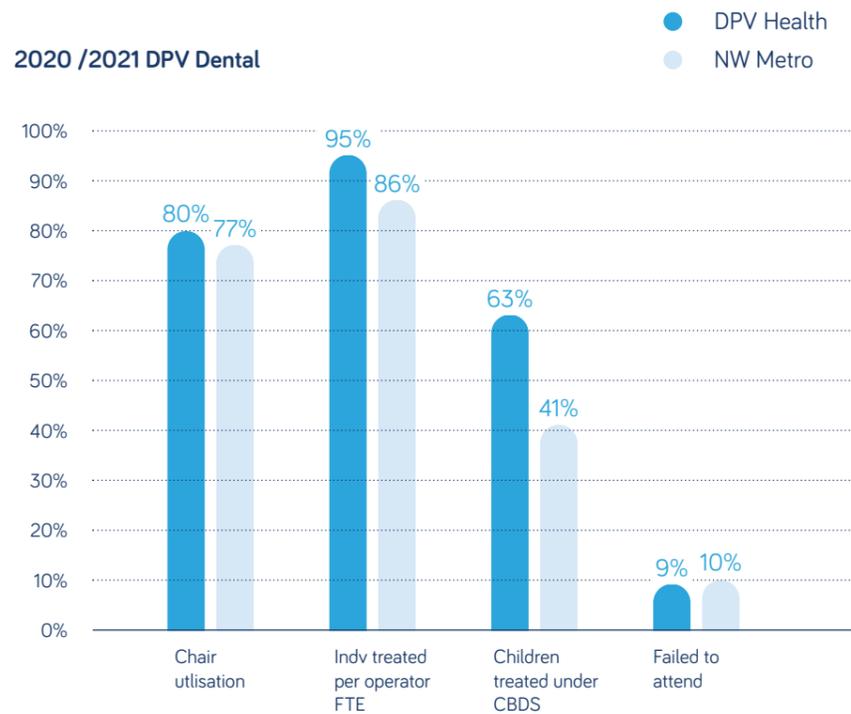


## Ensuring clinical safety

### Keeping smiles bright

Despite COVID challenges, the DPV Health dental program provided continued access to essential dental services to those most in need during the multiple lockdowns. DPV Health achieved a higher rate of dental chair utilization than other Northwest Metro region public dental service providers and treated more children under the Child Dental Benefits Scheme.

The Quality Clinical Indicators data monitors the quality and safety of clinical services provided. It compares DPV Health information about re-treatments and unplanned returns for different services with regional and state information. In 2020-21 the strong results achieved demonstrated DPV Health's dental services performed well under challenging conditions.



## Clinician stories

### This is why I became a dentist

I treated a client who was suffering from terrible pain in an upper front tooth. She had lost her job and was worried about getting proper care in the public health system. When she came to see me, her wedding was only a few weeks away. She was terrified she would be missing a tooth in her wedding photos.

After a thorough examination, I explained that the tooth needed to come out or be treated with a root canal. She chose the root canal, and as a result got to keep the tooth, ease her pain, and have a wedding album full of smiling photos.



We did the treatment in line with all COVID safety protocols, and the client was thrilled with the result. She was thankful to be leaving the clinic pain-free and with her smile intact. Helping clients is so rewarding and one of the main reasons I became a dentist.”

### Overcoming fear of the dentist chair

A mother brought her 7-year-old daughter to our clinic after hearing about our reputation for excellent care. The little girl was in a lot of pain and very frightened after a difficult experience with another dentist.

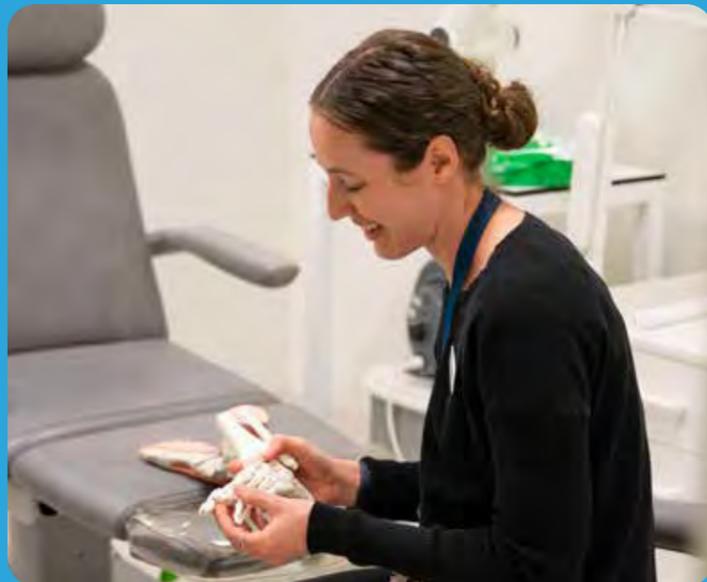
With care and patience, we comforted the child and helped her overcome her fear. We finished treating her painful tooth — and she was even happy to come back for a review. The little girl's mother was so grateful for our help. She hadn't known that a service like ours existed, and she recommended DPV Health to her family and friends. Experiences like this remind us we're making a difference.

## Client story

### Education saves lives

The podiatry service had supported Mr M with information on how to identify potential infections which need attention. When Mr M contacted intake seeking a podiatry review he was able to provide information about the condition of his feet and highlight the concerns which required urgent attention. The podiatry team saw Mr M straight away and discovered a badly infected wound between his toes.

Mr M was referred to his GP for antibiotics and sent for an x-ray. The infection was so advanced that Mr M was admitted to the Royal Melbourne Hospital.



We are thrilled to say Mr M has now made a full recovery. The exceptional communication between reception, the podiatry team, and the GP protected Mr M from a life-threatening infection, and demonstrated our multidisciplinary approach to excellent care.

### Speak Up for safety

At DPV Health, we foster a Speak-Up culture. We encourage our people to speak up if they see something that could cause harm to themselves or others. When someone does Speak Up, we support them without judgement or blame, and focus on taking action to avoid harm.

This culture has become part of our daily practice during the pandemic. Everyone at DPV Health is a Covid Warrior who commits to working in a COVID Safe way. We support each other to maintain COVID Safe practices in simple ways, like reminding someone how to wear their mask correctly for the best protection. Our team's absolute commitment to COVID safety practices ensure there were no outbreaks at any DPV Health sites in 2020-21.



### No Lift campaign

During 2020-21 we implemented a No Lift campaign across our disability services. All team members were part of brainstorming new ways to manage manual handling. We called upon every team member to minimise manual handling risks, reduce loads and eliminate strain from repetitive physical movements by using:

- > lifting aids and equipment
- > slide boards
- > transfer mats
- > better team communication.

The team worked together to review risks of daily tasks needed to meet the unique needs of each participant safely, consistently and respectfully.

### Supporting every step

During COVID restrictions, DPV Health's podiatry clinics continued to provide much needed supports to clients with urgent needs. By helping clients learn how to identify wounds and recognise infections, we were able to build their capacity to achieve better health outcomes during lockdown.



## Learning everyday

At DPV Health, we believe every challenging situation is a chance to improve our service quality and safety. When an incident occurs, we seek to understand what led to the incident and to learn from it. We talk with the client, their significant others and our employees ensuring we follow open disclosure principles. We know that our clients and employees with direct experience often have the best ideas for improvements to prevent future incidents.

## Client story

### Analysing the causes

A physiotherapy client with a neurological condition fell to the floor during a treatment session. The physiotherapist eased the client's fall and prevented serious injury. However, the client needed extra support to stand up, so the physiotherapist contacted the nurses' station for help with a hoist.

There was a 10-minute delay before help arrived. Despite this incident being managed to a successful outcome, we knew things could have been better and the 10 minute delay could have been avoided.

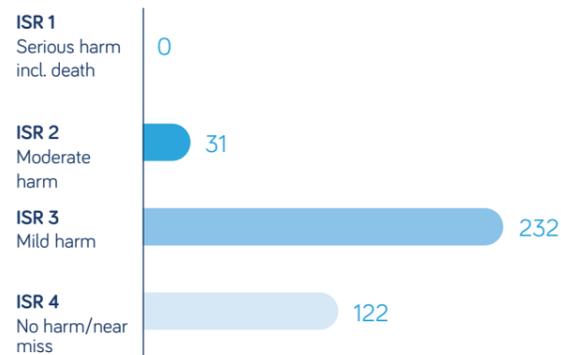
Using 'Root Cause Analysis', we investigated what led to the delay in providing support to the client. Our investigation highlighted things we could improve to achieve better communication and better management of emergency supports. As a result, we have reviewed our local emergency response procedures, phone systems, asset management, and staff training from this single event.

## Clinical incident monitoring and evaluation

All clinical safety incidents are monitored through the Clinical Governance committees at management and board level.

During 2020-21 there were 386 incidents registered across a range of services and different clinical incident types. Significantly, there were zero clinical incidents registered which resulted in severe harm or death (Incident Severity Rating = 1).

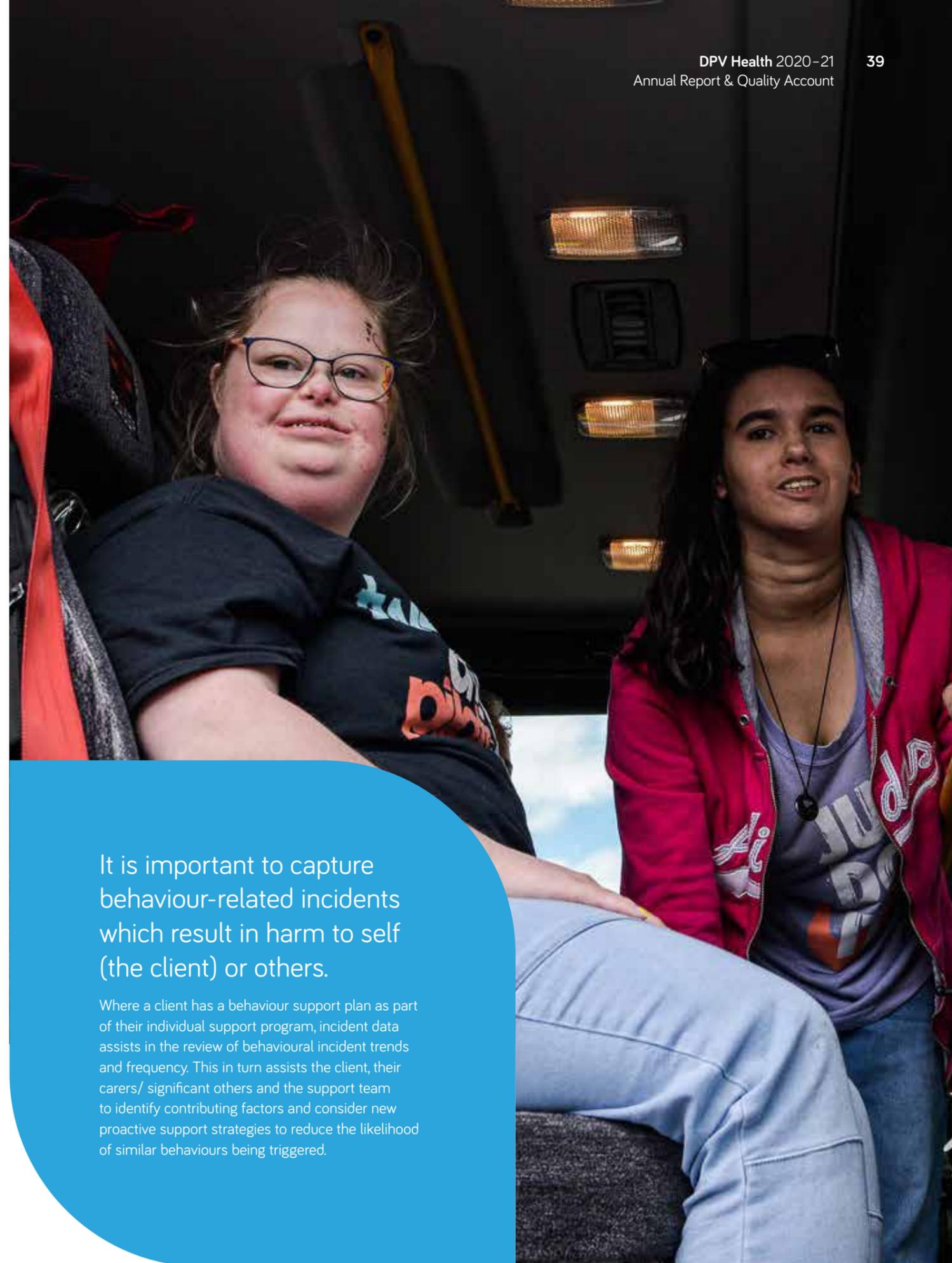
### Incident severity



Monitoring clinical indicators helps us to target clinical practice improvements, risk prevention strategies and workforce training. Clinical incident analysis supported the review of medication administration and management practice with disability services, and the design of a new medication auditing system.

Through monitoring, we identified a time-limited spike in clinical privacy incidents. A new privacy training module now complements improved Client Rights & Responsibility resources which together have contributed to zero clinical privacy incidents being registered for 6 months.

Clinical incident by type	
Access	8
Behaviour related	134
Clinical practice	29
Slips, trips and falls	25
Health related/code blue	86
Infection	15
Medication related	39
Other	40
Privacy	11



It is important to capture behaviour-related incidents which result in harm to self (the client) or others.

Where a client has a behaviour support plan as part of their individual support program, incident data assists in the review of behavioural incident trends and frequency. This in turn assists the client, their carers/ significant others and the support team to identify contributing factors and consider new proactive support strategies to reduce the likelihood of similar behaviours being triggered.

# Your Way

DPV Health places the client at the centre of all choices and decisions involved in care planning and delivery.



## Creating an exceptional client experience

### Listening and learning

Our person-centred approach reflects an understanding that every client has unique healthcare needs. We plan and deliver services around the client's requirements rather than the needs of the service. This involves:

- > discussing the client's needs and confirming what support they are seeking
- > planning treatment and support goals together
- > regularly checking in and discussing if changes are required

### Our survey strategy

Asking for feedback at every step of the client journey helps us improve services and boost satisfaction. In 2021, our survey strategy was to ask the right questions at the right time to uncover client insights across the entire DPV Health experience. The window into the clients' world helps us improve services and outcomes for the community.

### Acting on feedback

In 2020–21 we responded to 212 pieces of client feedback. Across 16 locations and 28 service areas, feedback was made up of:

57%

Compliments — led by dental, social support and support coordination

36%

Complaints

7%

Suggestions

Client Experience Survey

At DPV Health it's our mission to deliver *Your Healthcare, Your Way.*

We're always seeking ways to improve our services to better meet your needs and would love to hear about your experience with DPV Health over the last 6 months.

The survey will only take 5 minutes and your response will remain confidential. As a thank you for completing the survey you can go into the draw to win 1 of 10 \$50 Woolworths vouchers.

We look forward to hearing about your experiences with DPV Health!

Our privacy policy can be viewed here: <https://bit.ly/DPVprivacy>

**Overall Experience Evaluation**

In this section we'd like to hear about your overall experience of the care you've received through DPV Health over the last 6 months.

1 How would you rate your overall experience with DPV Health services over the last 6 months?

0 1 2 3 4 5 6 7 8 9 10

Very dissatisfied Very satisfied

2 How likely are you to recommend DPV Health services to a friend and/or family?

0 1 2 3 4 5 6 7 8 9 10

Not at all likely Extremely likely

3 Is there anything you'd like to add? (optional)

\_\_\_\_\_

\_\_\_\_\_

**DPV Health Services**

4 How many DPV Health services have you accessed over the last 6 months?

1  2  3 or more  Not sure  I do not understand the question

Page 1 of 4

“

The dentist and the nurse were amazing. I'm scared of dentists, especially the needles. The DPV Health dentist was very supportive and made me feel really calm. This made my experience much more positive and less nervous for my next appointment. Thank you.”

Client — Dental team

## Case study

### Understanding the barriers to keeping an appointment

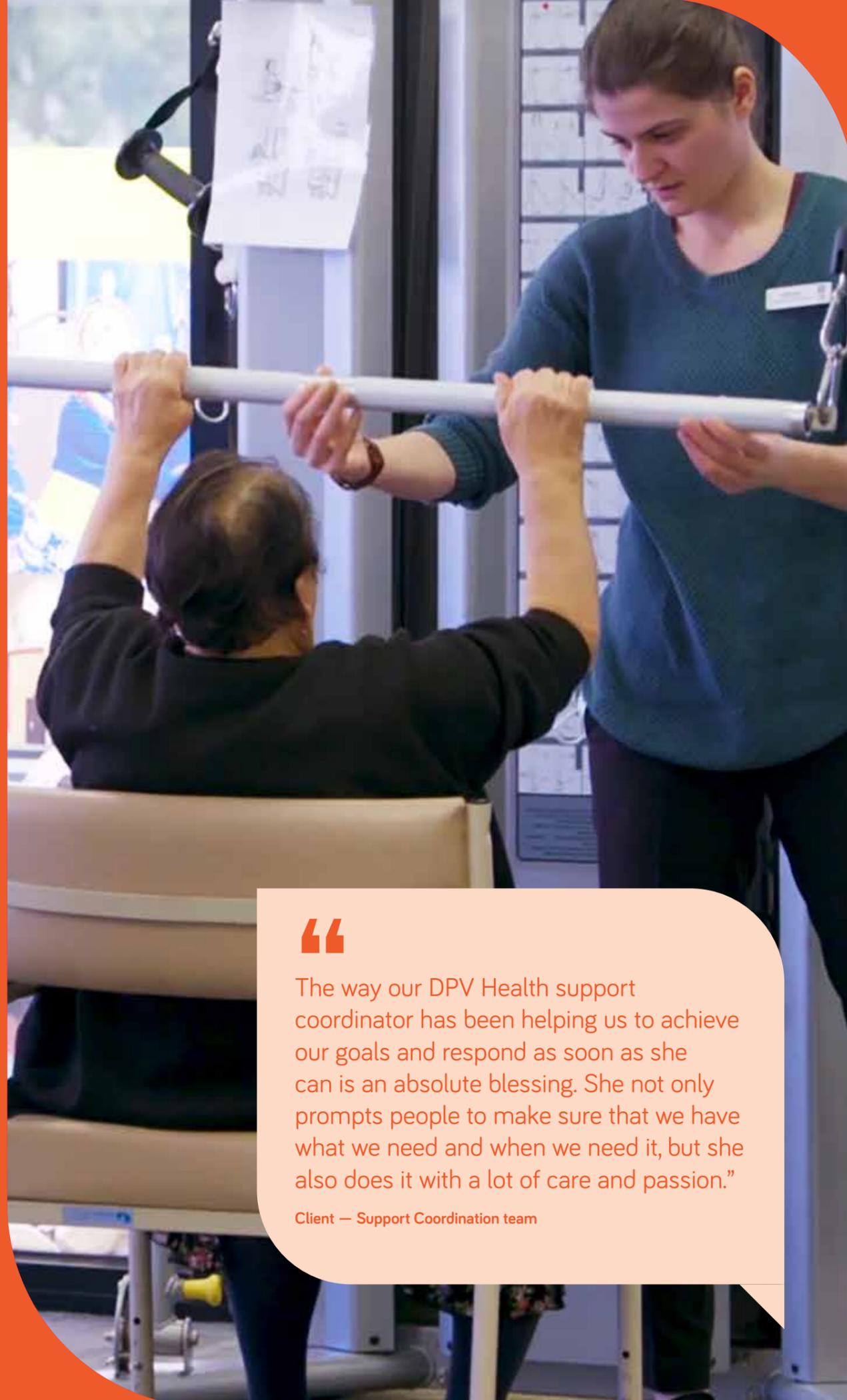
In 2020–21, the number of clients who failed to show up for their first allied health appointment rose, and we wanted to know why. DPV Health initiated a project to understand what drives client attendance and surveyed 35 clients across services and locations. It soon became clear that there are a huge range of experiences navigating DPV Health services and that every client has unique challenges to attending appointments.



We used the feedback to create 3 client and 2 carer personas. We used journey maps to show the steps for each persona that resulted in a missed appointment. We found out more about:

- > how clients want to be reminded about appointments
- > support their need during the referral process
- > communicating how these appointments can help improve health outcomes.

We focus on understanding every client as an individual — personas and journey maps are useful tools that can help us break down client attendance barriers.



The way our DPV Health support coordinator has been helping us to achieve our goals and respond as soon as she can is an absolute blessing. She not only prompts people to make sure that we have what we need and when we need it, but she also does it with a lot of care and passion.”

Client — Support Coordination team

### People and pathways

No two clients are the same — but understanding their experiences of using our services can help plan improvements. In 2020-21, we used client personas and journey maps to better understand the people who use our services and what they need and expect from us.

#### > Personas

Foster empathy and align decision-making by grouping clients based on similar characteristics, experiences and backgrounds

#### > Journey maps

Illustrate the steps and key decisions clients make in accessing our services, highlighting the support they seek at each stage

	 Identify a healthcare need	 Find a provider	 Book an appointment	 Day of the appointment	 Rebook appointment
 <b>Leon's Journey</b>	<i>I went to the doc because I hurt my back and I thought they could give me something to help.</i>	<i>The doc said I should see a physio and told me to go to you guys.</i>	<i>I just rang up and made the appointment. I had to wait a bit but I got through eventually.</i>	<i>Look I just forgot. I didn't get a reminder or nothing. But it's no big deal my back isn't as bad anymore.</i>	<i>Well now the docs helped me with my back pain so I don't think I need to see a physio, do I?</i>
 <b>Joe's Journey</b>	<i>My OT told me I should have a physio appointment but I don't really know why.</i>	<i>I'm already seeing an OT at DPV Health so I just booked into the physio at the same clinic I go to.</i>	<i>The OT helped me book in at reception. They really wanted to make sure I made the appointment.</i>	<i>I knew it was coming up but I didn't get any info about what a physio is for so I didn't go. Why did my OT want me to go?</i>	<i>I still don't really know what the appointment was for or why my OT wanted me to have it. So what's the point of rebooking it?</i>
 <b>Mila's Journey</b>	<i>I was at the Northern and they told me to see your dietitian I'm not sure why.</i>	<i>I think they must've told me to call or something. It's all a blur to be honest.</i>	<i>I don't even remember making the appointment to be honest there are so many of them. Maybe my case manager did.</i>	<i>I got re-admitted to hospital so the appt was the last thing on my mind. I totally forgot about it.</i>	<i>I'm still in hospital now — is the appt important? I don't really know how a dietitian would help me.</i>
 <b>Amira's Journey</b>	<i>I've got 5 kids so there are always so many appointments happening! I think my son's pediatrician told us to have this one.</i>	<i>I wanted to find somewhere close to school and you guys are close so that works.</i>	<i>I made an appointment over the phone. It was a while ago. There was a bit of a wait to get in.</i>	<i>To be honest I totally forgot. With 5 kids there are appointments all the time and I didn't know this one was coming up.</i>	<i>As soon as I realised we missed it I called up and made another time. Forgetting the appointment was an honest mistake.</i>
 <b>Nicole's Journey</b>	<i>My dad was in hospital recently, he's getting older. While he was in there they referred us to a few services. It's all a bit confusing.</i>	<i>I don't really know where to go for these appointments or what dad actually needs. The hospital gave me the number of DPV Health.</i>	<i>I just called and booked the appointment that the hospital said we needed but I don't know what it's for. Dad doesn't want it really.</i>	<i>I didn't even know the appointment was today. I didn't get a text. I live far away so I need to come to Melbourne to pick up dad.</i>	<i>I'll have to talk to dad and see if he still wants the appointment. It's up to him but he's been fine without it so far, so maybe not...</i>

## Your healthcare — your way

Our clients are unique, and so are their healthcare needs. The DPV Health tagline reflects our commitment to delivering *Your Healthcare, Your Way*.



### Inclusive & respectful

We support members of all cultures, including vulnerable people like newly arrived refugees who do not speak English. We listen to our community and offer access to interpreters in over 180 languages including Auslan.



### Accessible & convenient

Offering telehealth appointments via phone or video helps clients overcome distance, transport, and pandemic barriers to healthcare. Based on assessed client needs, we deliver individual and group programs from DPV Health sites, at home, in the workplace, and in educational or community settings.



### Based on feedback

Client and community feedback helps us design tailored programs and keep improving the quality of our services. Our clients can share feedback through our dedicated feedback portal, the DPV Health website, email, on-site forms, or in-person at any of our sites.

## Mental health support

### Case Study

#### Letizia embraces the future

I grew up in a Latin American country. Spanish was my first language, and I learnt English overseas. In my late twenties, I came to Australia, then bought my parents a house and supported them to migrate to Melbourne.

My partner and I are trying to start a family using IVF. The process is stressful, but we are trying to stay positive as we prepare for pregnancy and parenting.

When I went on leave because workplace stress affected my mental health, my Alcohol and Other Drugs counsellor suggested general counselling with DPV Health to help me with underlying issues related to past alcohol abuse.

I was ready to see myself differently and wanted to learn to:

- > manage my depression and anxiety symptoms
- > address workplace issues and learn to speak up for myself
- > stay sober.



I contacted the DPV Health counselling team in August 2020. I liked the psychologist straight away. I felt understood and more in charge of my life."

Since then, I have had one relapse into alcohol abuse, but I stay focused on my dreams, strengths and achievements.

I see the counselling sessions as a way of meeting myself. I maintain a sense of dignity and personal responsibility and value my relationships. I am now managing the lifelong desire to please my parents, preparing for the next round of IVF treatment and working on finding a more fulfilling job. My future feels promising.



## Client stories

### Health support creates opportunities for Danielle

I have problems with my eye health, weight, and swelling in my feet that makes walking very painful. COVID and the lockdowns have been really hard, but I've tried to stay motivated every day by staying on top of housework.

An Aboriginal Access Worker (AAW) gave me information about DPV Health's Aboriginal health clinics. DPV Health helped me with my eye health, and food hampers from the AAW and the Homelessness program helped me through the pandemic. I've seen a local doctor at the Victorian Aboriginal Health Service (VAHS), and I also want to have a dental check-up.



The support has meant I can now look for work. I'm excited about getting a new job and the opportunity to make life better for myself and my husband.

### A new start for Rose



I was born in Syria. I was referred to the DPV Health Homelessness Service after escaping family violence, with my younger brother. My brother has Down's Syndrome. He has many medical appointments and is supported by the NDIS.

All I wanted was a safe and stable roof over our heads and to live free from violence. My DPV Health case manager was a great advocate for my brother and me. In the middle of the COVID lockdown in May 2020, we were offered a two-bedroom transitional property.

My DPV Health case manager helped us apply for a Family Violence Support Package. We were given new furniture, sensory/educational toys for my brother, and other things to help us make a home.

My case manager and an immigration lawyer helped me travel to Iraq to visit my fiancé. During my visit, I fell pregnant. On my return, I was referred to the Healthy Mothers, Healthy Babies program at DPV Health and given practical advice and support to manage my pregnancy.

I spend my days looking after my baby and my young brother. I'm excited about being a united and happy family when my fiancé comes to Australia and one day furthering my education.

## Culturally sensitive practice

### Caring for refugees

#### Improving processes

DPV Health provides much needed refugee health support across the northern suburbs. The refugee health team at DPV Health is committed to improving access for new clients by developing:

- > new screening tools
- > assessment processes
- > a triage system to allocate clients based on mild, moderate or complex needs.

In addition to refugee assessments, clients are connected to GP's and provided information and/or referrals to services provided by DPV Health and other health providers.

DPV Health's bilingual employees, health access workers and Language Services Team play a critical role in supporting clients through this process.

#### Health education sessions

DPV Health's refugee health team worked with the Broadmeadows Leisure Centre to deliver health promotion sessions to refugee clients taking Adult Migrant English Program (AMEP) language classes. Youth and adults online sessions were attended by nearly 100 people. Participants found the sessions very helpful, and the team was asked to run further sessions in Epping.



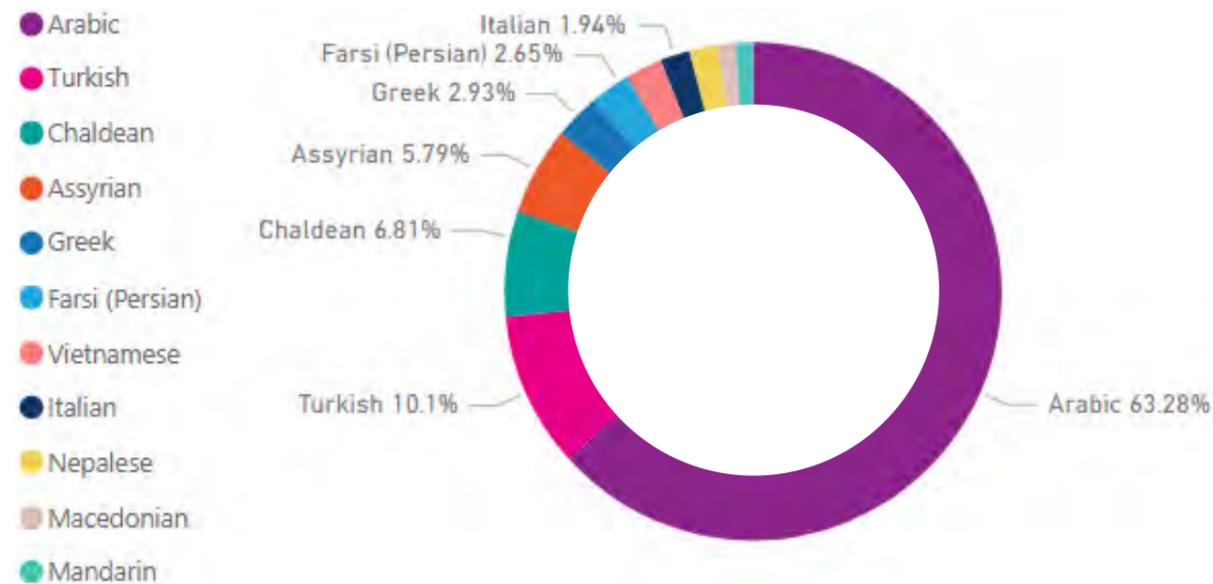
## Language services

Delivering *Your Healthcare, Your Way* means actively looking for ways to provide every client with equal access to quality healthcare, regardless of race, ethnicity or language.

### Speaking your language

In early 2021 we introduced a text-to-speech translation app for our non-English speaking background (NESB) clients. The app supports our existing interpreter program and makes it easier for clients to talk to us and access our services. It translates 30 languages, including the most common among our clients — Arabic, Chaldean, Assyrian, Turkish and 11 Indian languages. Smoother communication and being understood helps clients feel respected, welcome and safe. They can also convey their specific healthcare needs and participate in discussions about the service they are receiving.

#### Top 10 languages



**COVID-19 ਕਮਿਊਨਿਟੀ ਫੋਰਮ**  
ਔਨਲਾਈਨ ਪ੍ਰੋਗਰਾਮ

ਵਿਕਟੋਰੀਆਈ ਸਿਹਤ ਵਿਭਾਗ ਨਾਲ ਸਾਂਝੇਦਾਰੀ ਵਿੱਚ, DPV ਹੈਲਥ ਤੁਹਾਨੂੰ ਮੈਟਰੋਪੋਲੀਟਨ ਮੈਲਬਰਨ ਵਿੱਚ ਨਵੇਂ ਹੋਏ ਕੇਸਾਂ ਦੀ ਸੂਚਨਾ ਦੇ ਜਵਾਬ ਵਿੱਚ ਇੱਕ ਜਨਤਕ ਕਮਿਊਨਿਟੀ ਫੋਰਮ ਵਿੱਚ ਸੱਦਾ ਦਿੰਦਾ ਹੈ।

**ਕਦੋਂ:** ਸ਼ੁੱਕਰਵਾਰ 28 ਮਈ 2021

**ਸਮਾਂ:** ਸ਼ਾਮ 7:00 ਵਜੇ - 8:00 ਵਜੇ

**ਕਿਵੇਂ ਸ਼ਾਮਲ ਹੋਵੋ:**  
ਜ਼ੂਮ ਲਿੰਕ:  
zoom.us/j/93222151535

**ਮਹਿਮਾਨ ਬੁਲਾਰਿਆਂ ਨਾਲ:**  
ਸੀਨੀਅਰ ਜਨਤਕ ਸਿਹਤ ਮਾਰਗ ਦੇ ਨਾਲ ਕੋਟ ਮੈਟਸਨ (ਇੰਟੈਲੀਜੈਂਸ, ਕੇਸ ਸੰਪਰਕ ਅਤੇ ਆਉਟਬ੍ਰੇਕ ਪ੍ਰਬੰਧਨ ਦੇ ਡਿਪਟੀ ਸੈਕਟਰੀ) ਅਤੇ ਡਾ. ਫੁੰਗ ਫਾਮ (ਸਿਹਤ ਸਕੱਤਰ ਸਿਹਤ ਵਿਭਾਗ ਦੇ ਕੋਵਿਡ -19 ਜਵਾਬੀ ਕਾਰਵਾਈ ਵਿਭਾਗ ਤੋਂ ਇੰਗੋਜ਼ਮੈਂਟ ਐਂਡ ਡਿਲਿਵਰੀ ਦੇ ਡਿਪਟੀ ਸੈਕਟਰੀ)।

**ਬੁਲਾਰੇ ਦੇਣਗੇ:**  
> ਮੈਲਬਰਨ ਦੇ ਉੱਤਰੀ ਉਪਨਗਰ (ਸਬਰਕ) ਵਿੱਚ ਮੌਜੂਦਾ ਆਉਟਬ੍ਰੇਕ ਫੈਲਣ 'ਤੇ ਅਪਡੇਟ  
> ਭਾਰੀਚਾਰੇ ਦੀਆਂ ਹਿੱਤਾਂ ਨੂੰ ਸੁਣਾਓ  
> ਭਾਰੀਚਾਰੇ ਦੇ ਮੈਂਬਰਾਂ ਨੂੰ ਸਹਾਇਤਾ ਦੇਣ ਲਈ ਜਾਣਕਾਰੀ ਦੇਣਗੇ

**VICTORIA**  
[www.dpvhealth.org.au](http://www.dpvhealth.org.au)

### Access for everyone

Throughout the pandemic, we've provided translated communication to our CALD communities to help them protect themselves, their families and the community.

Information included:

- > factsheets and information brochures
- > forums on COVID and community issues
- > vaccination hub posters
- > client newsletters.

We provided Auslan interpreters at our community forums to ensure access for members of the deaf community and those with hearing difficulties.

## Early Childhood Intervention Services & Paediatric Programs

### Client stories

#### A parent's thanks

Over several years Ethan has gone from being non-verbal to gradually using 1-2 words; now he can ask for the things he needs.

I'm so grateful to all the DPV Health therapists and managers who've worked with us to help Ethan recognise and remember words and help us support him.



#### Part of the family

Our twins Alessia and Xavier have been with DPV Health for as long as we can remember. They're now attending primary school — Alessia is in Grade 1 and Xavier is in Prep.

The ECIS workers were by our side when the twins were diagnosed. They've been with us every step of the way to help us recognise and support Alessia and Xavier's extensive developmental needs. With their help, we're now able to support the twins with the right tools and resources. We think of our fantastic key workers as part of our family and are grateful to them for making a tough journey a little easier.



### Case studies

#### Community Asthma Team

For one child, our Community Asthma Program was like a second home. I'll never forget the fear I saw in his mother's eyes when I first visited the family. They were under extreme emotional and financial stress, and the young boy was missing school and other activities because of fear he would get sick.

We gave the family a special plan that included management methods rarely used in a home setting. I supported them with phone calls, home visits and by attending their hospital appointments. I communicated with doctors and his health team and, over time, became their advocate and source of emotional support as well as their asthma nurse. They treated me as part of their family.

The child's asthma management is working, and he's stayed out of hospital for a whole year. He started school, made new friends, and has excellent support from teachers and doctors.

#### Small steps to a healthy relationship with food

After trying several dieticians, a mother brought her son to DPV Health for help with his 'fussy eating'. His diet was limited to two favourite foods. He didn't want to eat anything new, which often made mealtimes stressful. During COVID restrictions, our dietitian worked with the family using a 'food interaction' approach via video consultation. The dietitian asked the child to have their two favourite foods with them (olives and camembert cheese) and some foods they don't usually eat. Mum brought along apples, pears, strawberries and cucumbers.

The dietitian asked the client's mother and sister to cut up the food and make food characters. At first, he didn't want to touch the new foods. After a short while, he started picking up pieces of cucumber and pear to help add arms and feet to a food character. He was excited and decided he would like to try making dinosaurs in the next session. Mum was so happy to see this positive interaction as a first step towards accepting new foods.



## Goal-directed care

### Client stories



### Reducing client falls

The DPV Health physiotherapy team worked with a young NDIS participant with a knee injury. The client's rare genetic disorder and associated intellectual and physical disability kept him at home. His condition was getting worse; he'd had 13 falls in just two months.

We had to overcome some challenges to assess, diagnose and manage the client's needs during lockdowns. Our team visited his home, but his behaviour was impulsive, and he often didn't want to work with his physiotherapist. During these visits, we identified and managed risks in the home that may have been contributing to his falls. DPV Health provided rehabilitation support, including training the client's family and carers in safe transfer methods and fall prevention.

At every stage, we stayed in touch with the client's GP and Occupational Therapist. We recommended an orthopaedic review of his injured knee and argued for extra NDIS funding to better support his needs. Over three months, our client's mobility improved. With his family's support and new transfer equipment, he is able to participate in the activities he enjoys.



### Smoothing the way in early speech development

Jack's family brought him to the speech pathology team at DPV Health when he developed a stutter after his third birthday. When we first met him for an assessment in February 2021, Jack had been stuttering for almost 12 months.

Jack's speech pathologist recommended the Lidcombe Program of Early Stuttering Intervention. The therapist worked with Jack face-to-face at the clinic and via telehealth and modelled the therapy for his mother to apply at home.

Jack is now in Lidcombe Stage 2. He's speaking more fluently, and his parents say he's much more confident when talking to other people. The speech pathology team will work closely with the family over the next 12 months to monitor Jack's progress.



# The Right Way

The consistent achievement of excellent care is dependent on care being deemed appropriate, effective and timely.

## Supporting ability

### Client stories

### Keeping dreams alive

Hello! I'm Elias. I started at DPV Health's Centre Based Services in May 2021 because I wanted a safe place to make new friends and try lots of new things. I like to sing, and I watch the news every night because my big dream is to be a reporter.

I love meeting new people and hearing their stories, but sometimes I need help to focus on one thing at a time. My support workers help me practice my writing, and it helps my concentration. Now I write letters to them and my friends, and I love thinking about questions to ask. I've even built my own post box so they can write back to me.

My support workers said I can help them with a newsletter for day placement at DPV Health. I can have a special section for my own interviews with my friends. I can't wait to start!



### Building independence



Hi, I'm Grant. I live with my Mum and Dad, and have a sister and a brother. Mum and Dad help me with lots of things at home, and I go to centre-based services 5 days a week.

My support workers have helped me learn to do more things on my own. I've learned to make my coffee, keep my hands clean, and look after the PPE equipment for the program. But my favourite thing is caring for animals. I get help from my support workers to volunteer at Bundoora Farm, and I love it!

I enjoy working with my friends in the Work Skills program. I've learned to take care of a garden and use gardening tools. My support workers showed me how to read a job list, so I know what I need to do. I want to be more independent at home to help Mum and Dad.

## Responding to need

### Case study

### Fall prevention blitz

COVID restrictions and a national shortage of skilled allied health workers have put more pressure on access to allied health services. To improve the timeliness of service access we looked for new evidence-based approaches to addressing growing waiting lists.

The Adult Occupational Therapy team referenced the Specific Timely Appointments for Triage (STAT) Handbook for strategies to help.<sup>1</sup> An audit of the waiting list identified a number of clients requiring falls management support.

A new Blitz clinic was designed for falls prevention providing a multidisciplinary team comprising an Allied Health Assistant, Physiotherapist and Occupational Therapist. After two successful trials, it has grown to include Podiatry education.

A fall risk screen is completed with each participant to understand their experiences of falls. This is followed by consultations with the allied health professionals to provide support and strategies including:

- > information on risk of falls at home and in the community
- > ways to manage their physical energy
- > aids and equipment
- > assessment of the client's overall physical health and recommended ways to improve their strength and balance
- > referral to other services where required including the DPV Health Falls Prevention Program
- > most importantly, the trial of the new Blitz clinic approach has contributed to reducing the number of people on the program's waitlist.

<sup>1</sup> K. E. Harding, A. K. Lewis, D. A. Snowdon, N. F. Taylor and the STAT Research Group. (2018) Specific and Timely Appointments for Triage (STAT) Handbook Melbourne, Victoria: Eastern Health and La Trobe University



## A resilient workforce

To plan and deliver Excellent Care at DPV Health, we need an engaged and effective workforce.

Infection prevention practices have been particularly important in supporting the wellbeing and resilience of our employees during the pandemic. By caring for our people, we've made sure our communities get the healthcare support they need.

### Supporting our COVID Warriors

DPV Health's COVID Warrior Campaign helped ensure the safety of our clients and employees. Set up during the first wave of the pandemic, the campaign engages employees as champions of infection prevention. The DPV Health team attends compulsory online COVID Safe training, practical PPE safety sessions, and regular team huddles about practice standards.

Our dedicated client services team has been trained in COVID Risk Screening, to reduce the chances of the virus being spread by visitors to our sites.

Our COVID wellbeing campaign urges all our people to take a break during busy days, check in on one another and think about what we're grateful for. Through the year, wellbeing reminders, activities and conversations have been shared by leaders and in team meetings.



## Keeping standards high

### DPV Health accreditation

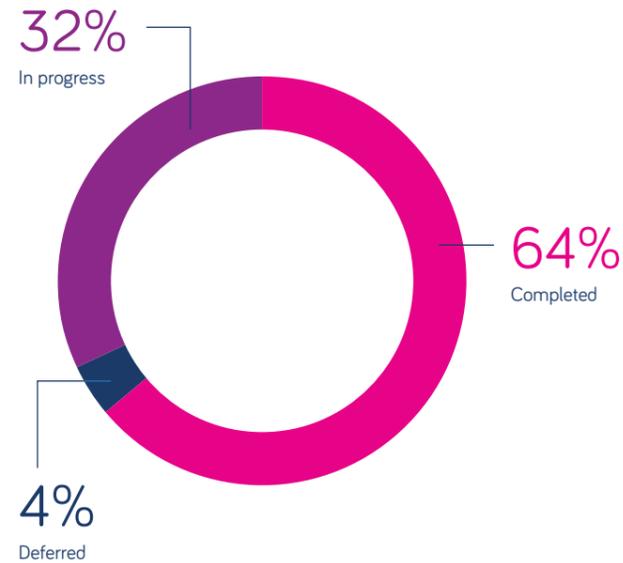
DPV Health maintains a number of accreditations as a registered provider of:

- > NDIS services
- > aged care
- > state-funded health and community services
- > dental services
- > medical services.

Our mental health services have seen significant growth this year, and we are planning for accreditation under the National Standards for Mental Health in 2022.

The DPV Health continuous improvement program keeps us accreditation-ready. The program involves a cycle of self-assessment, improvement and measuring progress. Each activity has an executive sponsor and team-based working group to encourage employees to engage with improvement goals.

### 2020 – 2021 accreditation-readiness improvement snapshot



Accreditation	Status	Next review
QIC Health & community Service Standards (7th Ed)	Accredited	September 2021 — Completed
RACGP Standards of General Practice (5th Ed)	Accredited	July 2022
National Safety & Quality Health Service Standards — Dental (2nd Ed)	Accredited	July 2022
National Disability Insurance Scheme Practice Standards	Registered	Dec 2023
Victorian Human Service Standards (2015)	Accredited	September 2021 — Completed
Aged Care Quality Standards (2019)	Accredited	2021 — this has been deferred by audit body because of COVID-19 impact



### Earning the Rainbow Tick

DPV Health's commitment to Excellent Care pushes us to meet the highest standards of practice in health and community services.

In late 2020, we earned the Rainbow Tick accreditation, which recognises DPV Health's commitment to the LGBTIQ+ community. It reflects our inclusive systems and practices that support our LGBTIQ+ clients in a welcoming, respectful and safe way.



## Ongoing improvement & innovation

Reflecting our value of innovation, all DPV Health teams are engaged in identifying new and improved ways of doing things. Some of the opportunities identified include:



Self-assessment of our practice and system against external best practice standards



Seeking ideas and suggestions from clients and employees



Auditing practice against standards



Management review following incidents and during complaint resolution



Research and exposure to new an innovative approaches

Improvement truly is continuous; we celebrate the positive changes we've accomplished to date and are inspired to pursue innovation.

## Understanding our performance

In 2020 we launched a new program to help us better measure and understand how our services meet community needs. Service evaluations and a close look at performance can help us find areas for improvement

### Partnering in diabetes support

Staying Well With Diabetes in the North (SWWDIN) is a partnership between DPV Health and Northern Health. The program gives clients access to a coordinated multidisciplinary care team to help them better manage their diabetes — and aims to reduce hospital admissions.

A service evaluation of our SWWDIN program tested whether clients participating in the program would have lower HbA1c scores as a measure of better diabetes management, and thus have lower hospital admissions. This was proven to be true, with average HbA1c scores dropping from 8.5 (outside of normal range) to 7.1 (inside normal range) with none of the clients requiring admission to Northern Health's Emergency Department within the 6 months of the program.

This demonstrates that the SWWDIN program was highly effective at achieving its primary objective of helping community members better manage their diabetes and avoid complications resulting in hospital admission.

The Service Evaluation also reported positive overall client experience of the SWWDIN program.

Table: client survey responses with aggregate score

	Question	Aggregate
1	The waiting time before consultation	77.5%
2	The duration of the consultations	80%
3	The time I have to wait between appointments	75%
4	The clarity of information I receive	87.5%
5	The amount of information I receive	92.5%
6	The usefulness of the information I receive	85%
7	The opportunity to ask questions during the consultations	92.5%
8	The extent to which I feel supported by the healthcare professionals	95%
9	The competence of the healthcare professionals in helping me achieve good diabetes outcomes	92.5%
10	The extent to which the healthcare professionals remember what has been discussed during previous visits	90%
11	The extent to which the advice and care I receive is consistent across healthcare professionals at this service	87.5%
12	The opportunity for me to be involved in decisions about the treatment of my diabetes	82.5%
13	The ease of making new appointments	87.5%
14	The overall quality of my diabetes care	87.5%

## Planning for growth

### Committed to the future

DPV Health delivers services in the diverse local government areas of Hume, Whittlesea and beyond. With these regions experiencing some of the highest population growth rates in Victoria, well considered service and site planning will be essential to meeting community needs and expectations.

DPV Health is working closely with Manning Consulting Australia to provide a clear picture of:

- > current service demand
- > community service preferences
- > forecast changes in community health and wellbeing needs.

The research will inform the DPV Health Clinical and Community Services Plan. The plan for the design and delivery of health and wellbeing services over the next 5-15 years will define our model of care, strategies and priorities for meeting community health and wellbeing needs.

We are creating a 10-year infrastructure master plan with the support of the state government's \$200M Metro Health Infrastructure fund. The plan will set out how we will invest in and develop modern, accessible, and community-informed sites to cater for community growth.



By working together we  
achieve excellent care.

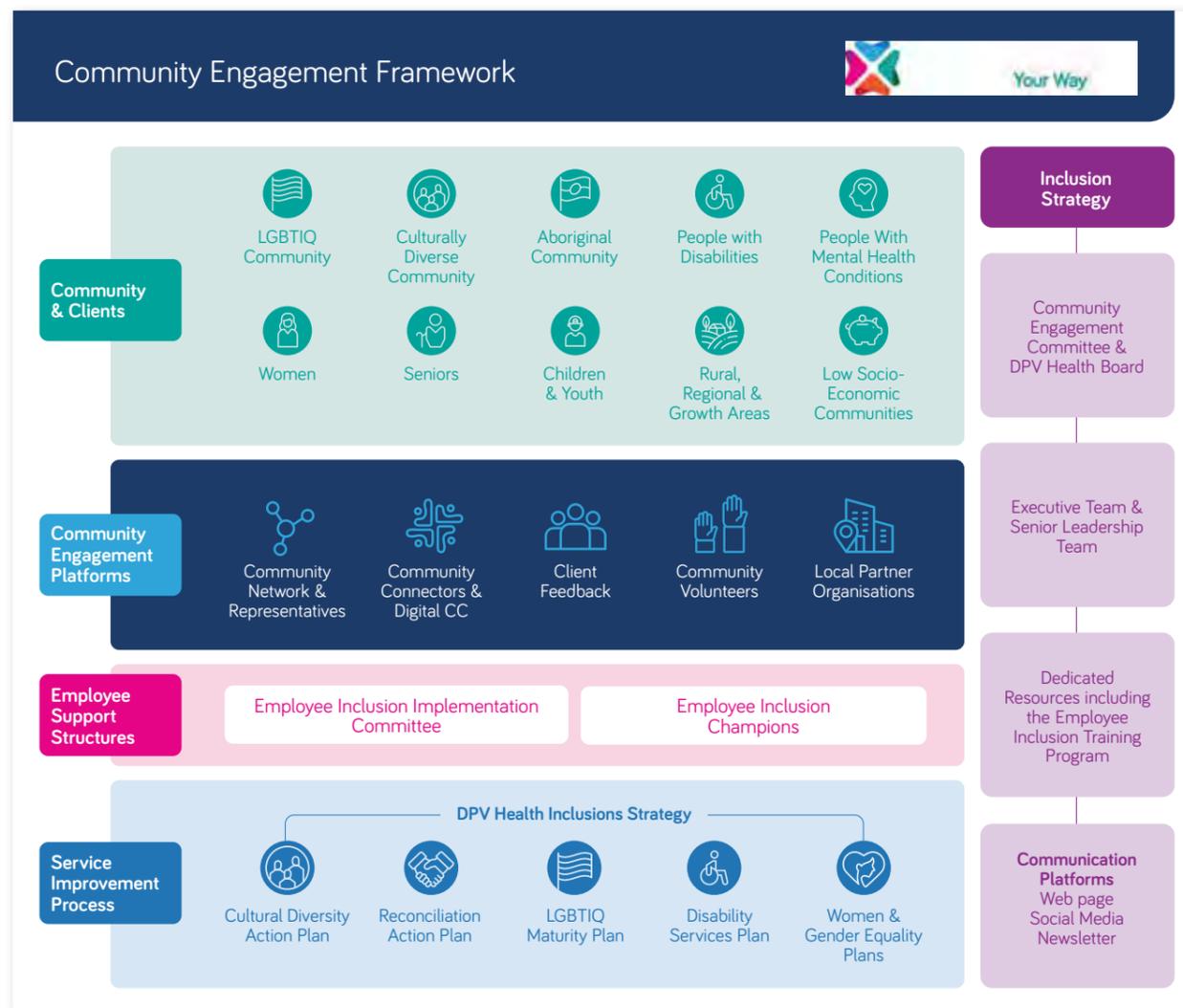


# Together

## Diverse community voices

We're creating opportunities for people in our diverse communities to have a say in how we work. We need their views to help us plan, design and deliver the right services.

Our Community Engagement Framework sets out ways to connect with and listen to different community voices.



## Networks of support

Building on our Community Representatives Group, we've launched the Community Network Groups and a Community Connectors program.

DPV Health Community Network Groups are online communities comprising people from all walks of life. The members lend their voices to help us plan services or engage with their local communities. Our first Community Network Group helped us plan and achieve the Rainbow Tick accreditation in 2020.

## Community Connectors Program

We are committed to providing inclusive services that respond to choice, culture, identity, circumstances and goals. Under the Community Connectors (CCs) program, community leaders work with us to improve health outcomes for the people they represent. We recruit, train and support them to be confident in sharing their views and making decisions.

We have trained 14 Community Connectors who represent:

- > people with disability
- > the LGBTIQ+ and student communities
- > communities from Pakistan, Egypt, India, Afghanistan, Sri Lanka, Bengal, Nepal and Turkey.

People in this group range from 18-64 years of age and speak 11 languages other than English. They are young mothers, students, carers, and parents from different backgrounds, including asylum seekers and refugees. They are also members of 20 other groups and organisations, including community hubs, mothers' support groups, sporting clubs, and a support group for survivors of child abuse.

## Community Connectors training

The Community Connectors leadership training equips participants to be health and safety advocates for their communities. We recruited 20 community members for the first 8-week course led by DPV Health employees and other providers, including:

- > Foundation House
- > Hume City Council
- > City of Whittlesea Council
- > Bank Of I.D.E.A.S.

Community Connectors (CCs) help us promote services and reach their communities with general health messages and COVID information. They support the planning and design of DPV Health projects, programs and other activities, including:

- > Wellbeing Workshops in partnership with Dallas Neighbourhood House for:
  - people with disability and their carers
  - refugees and asylum seekers
- > Say Yes to Breastfeeding working group
- > Co-design and reference group for Ethnic Media Campaign.

CCs help us understand how their communities get the information they need and provide feedback on community needs. They help DPV Health respond to the lack of inclusive health services and low health literacy in our most disadvantaged communities.

## Digital Community Connectors

The success of Community Connectors has led to the extension of the program to also include Digital Community Connectors. These connectors will leverage their access to online and digital media audiences to gather feedback and share important health information.



## Community forums

### Rainbow Tick celebration

Victorian Commissioner of LGBTIQ+ Communities, Ro Allan, and Thorne and Harbour CEO, Simon Ruth, joined DPV Health to celebrate our Rainbow Tick accreditation. Over 80 employees from across our services attended the event in person and online. We launched an internal video and all our employees received a rainbow pin.

We are proud to be recognised as an accessible and safe health service provider for the LGBTIQ+ community. Rainbow Tick accreditation is the first step in our journey to improving health services for LGBTIQ+ clients. More improvements are planned over the next four years, and we will keep track of our progress with the support of the LGBTIQ community.

## Days to remember

The DPV Health events calendar notes the important and culturally significant days for our community. Marking these days and celebrating them with our employees and communities is one way we show solidarity with the diverse groups we serve.

We overcame the challenges of COVID-19 restrictions to commemorate significant days, raise awareness about important health issues, and start meaningful conversations to support change.

### Refugee Week

To mark Refugee Week, the DPV Health refugee team shared a powerful client story on social media and on the DPV Health website. The story raised awareness of the strengths of refugees and asylum seekers and the contribution they make to the Australian community.

### Harmony Day

During Harmony Week, 150 people from the community attended art workshops run in partnership with the Hume City Council. Artwork from the project will be used in art projections and shows during the 2022 Hume Winter Festival.

### NAIDOC Week/Reconciliation Week

The DPV Health Reconciliation Action Plan (RAP) group celebrated Reconciliation Week and NAIDOC Week together.

The event officially launched Aboriginal and Torres Strait Islander flags across our sites. Flags are now proudly displayed in all reception spaces, marking the coming together of three cultures both ancient and new, looking to forge an understanding, a connection, and a respectful appreciation of each other.

## Client story

### Meet Hala, a Refugee Health Services client at DPV Health.

Hala was born in Iraq. After war broke out, she left her job teaching at the University in Iraq. After passing through Syria and Lebanon, her visa was approved, and she arrived in Australia in 2016.

Settling in and building a life in a new country wasn't easy.

"Not being able to communicate and speak English made it very hard to navigate services and appointments. Being a single mother and the big responsibilities that came with that did not help my mental health."

When Hala was offered an appointment with a refugee health nurse at DPV Health, things started to improve.

"The nurse was a godsend, and she has helped me tremendously. My children and I were referred to DPV Health dental where we all received free treatments. I was also referred to the women's health nurse, who helped me book a much-needed surgery and to better understand the Australian health system."

Hala was then introduced to a bi-cultural worker to support her transition and was referred to a Refugee Women's Social Group she still attends 4 years later.

Things have since been looking up for Hala and her daughters, and they have now decided to make Australia their home.





## Partnering with pride

### Building on progress

DPV Health built on the work we started in 2019 to better support LGBTIQ+ members of our community. Achieving the Rainbow Tick accreditation in 2020 was an important milestone. Since then, we've put together an LDBTIQ+ Maturity Plan that includes recommendations from the DPV Health *You Are Who You Say You Are* report.<sup>2</sup>

The report was based on feedback from LGBTIQ+ focus group discussions, phone interviews, an online survey, and a short literature review. DPV Health is using the findings to promote the needs of LGBTIQ+ people within our communities.

We have led two forums with Hume and Whittlesea Councils and LGBTIQ+ residents to share the report and start meaningful conversations. These partnerships are making a difference:

- > The City of Whittlesea Council has started its Rainbow Tick journey
- > Hume City Council joined LGBTIQ celebrations for the first time
- > Uniting Care has also invested in a Rainbow Playgroup for local LGBTIQ parents.

### Side by side

During the year, we promoted and celebrated the Transgender Day of Visibility and the International Day Against Homophobia, Biphobia and Transphobia (IDOHOBIT). We also joined 47 people as part of the Pride in the North group at the MidSumma Pride March 2021. Supporting these important days helps us create awareness and promote LGBTIQ+ access to health services across Hume and Whittlesea.

We've worked with over 212 people and formed genuine partnerships with local services to ensure more people from LGBTIQ+ communities feel welcome, respected and safe to access our services.



<sup>2</sup> DPV Health (2020) *You Are Who You Say You Are: DPV Health LGBTIQ Needs Analysis Improving the Health and Wellbeing of LGBTIQ People in the DPV Health Catchment Area*



## A roadmap for better services for culturally diverse communities

The Cultural Diversity Action Plan (CDAP) was endorsed by the DPV Health Community Engagement Committee and Board in 2021.

The Plan is part of our Inclusion Strategy. It provides a roadmap for improving services for people from culturally diverse backgrounds — about half of our catchment communities.

Before developing the Plan, we asked for feedback from more than 1,211 people, from 18 different language groups and 15 countries. This helped create a clear picture of our strengths, gaps, capacity, and service limitations. It helped us understand how to work more inclusively with our culturally and linguistically diverse clients and communities.

The DPV Health Cultural Diversity Action Plan will support us to:

- > build our capacity
- > involve diverse community voices in planning and delivering inclusive health services
- > partner with community groups and organisations to share knowledge
- > develop policies and systems that empower fair and equal access to services.

“

We like when we go to any doctor, if they listen, understand our concern and talk to us with patience and politely answer our questions and try to feel what we are going through.”

Client

“

WeChat app is extremely popular in Chinese and other Asian populations. It is our Facebook Messenger or What's App.”

Client

“

I prefer the calls in Arabic because I don't know a lot of words in English in regard to health/medical.”

Client

## Our Reconciliation journey

### Reconciliation Action Plan

Our aim is to always provide the Aboriginal and Torres Strait Islander community with culturally safe services that meet their needs.

After partnering with Aboriginal workers and community members for many years, we're excited to announce that we are progressing with the DPV Health Reconciliation Action Plan (RAP). The RAP will guide and support our efforts to improve programs and service delivery for Aboriginal and Torres Strait Islander people in our catchment areas.

We're fortunate to have Karen Milward — a Yorta Yorta woman and consultant — guiding the development of our RAP. We will also be inviting our partners and the Aboriginal community to contribute to the RAP, and to support us on our continued reconciliation journey.

### Honouring culture

Throughout the year, DPV Health's employees and the community came together to mark Aboriginal days of significance, which included National Apology Day, National Sorry Day, Reconciliation Week, NAIDOC Week, and National Aboriginal and Torres Strait Islander Children's Day.

Acting CEO, Noel Toal led the NAIDOC Week launch of the Australian, Aboriginal, and Torres Strait Islander flags across all major DPV Health sites.



## Population health

### Easing COVID isolation

Many people and families in our communities were isolated by ongoing COVID lockdowns and restrictions. As one of Victoria's leading community connector organisations, DPV Health's Community Watch Partnership brought other local organisations together to provide support. The Community Watch Project also helped set a strong foundation for the Community Activation and Social Inclusion (CASI) Project.

#### Services and connection

Through the CASI project, we helped 120 people in the Hume Council area who were experiencing isolation or loneliness during lockdown. We offered them practical support and helped them connect with local community services.

Requests for assistance ranged from emergency food items, baby formula, nappies, and other household essential items, to emotional support and financial counselling. Our teams worked together to respond to the requests, with fast delivery of emergency items including food parcels, a baby pram, pet food etc. Hume City Council and other local organisations also pitched in to provide emergency food relief.

DPV Health and local organisations involved in offering this support have also formed a Community of Practice group to ensure a unified approach.

### Smiles 4 Miles

Smiles 4 Miles is an oral health program funded by Dental Health Services Victoria and delivered in the early years. It aims to improve healthy eating and oral health in young children and families by encouraging them to eat well, drink well and clean well.

Early Years services can achieve a Smiles 4 Miles award by meeting different criteria:

- > Early Years survey
- > training participation
- > menu assessment/lunchbox survey
- > providing learning experiences
- > family engagement strategies
- > providing information on how to access local dental services

We offer outreach dental screenings to all services in the Smiles 4 Miles program.

To date, 48 Early Years services have registered in the program, 21 are pursuing an award, and 12 have received their Smiles 4 Miles certificate. Dental screenings weren't possible because of COVID restrictions, but 14 services have booked a visit from the screening team when restrictions ease.

### Case study

## Emergency food relief

During the stage-4 lockdown in June 2021, a 69-year-old woman was referred to the CASI team. She was recovering from knee surgery, didn't have support nearby, and needed food for herself and her pets. Stage 4 lockdown restrictions meant few services were delivering food parcels, placing the client's health and wellbeing at significant risk.



After contacting several agencies, we arranged a food parcel for the client from Sri Guru Singh Sabha, the Sikh Cultural Society of Victoria. When we followed up to see how she was coping, she expressed her gratitude to the CASI team.

### 16 Days of Activism against gender-based violence

In December 2020, DPV Health joined forces with Hume City Council to support 16 Days of Activism, a national campaign against gender-based violence. In support of the Respect Victoria — “Respect Women, Call it Out” campaign, a series of respect messaging was created around the themes of respect, equality and celebrating differences. Activities included:

- > banners, signs, stickers and flyers explaining how to challenge harmful attitudes and behaviours and how to get help
- > flyers sent to 21,000 homes in the Hume local government area; translated into three community languages — Arabic, Turkish, and Punjabi
- > online resources for victim-survivors of gender-based violence.

### Online Cookbook — Good Food for Good Health

Food is an important part of every culture. We partnered with DPV Health dietitians, local schools and community groups to launch **Good Food for Good Health** ([www.goodfoodforgoodhealth.com.au](http://www.goodfoodforgoodhealth.com.au)), an online cookbook with costed and nutritionally analysed recipes that are healthy, simple, tasty and cost effective.

Recipes in the cookbook are reflective of our diverse communities, with recipes from Middle Eastern, Indian, Sri Lankan, Italian, Vietnamese origins and lots more. The cookbook also offers a wealth of healthy eating tips and ingredient swaps, to help families prepare balanced meals that the whole family will love. New healthy cooking advice, tips and recipes are added regularly to keep users coming back.

### School Transition Project

Research suggests that healthy children learn better and have more energy outside the classroom too. In consultation with 70+ stakeholders from across the community, DPV Health developed a series of short educational videos and supporting resources for families across Hume and Whittlesea, to provide them practical, evidence-based tips on a range of health topics such as eating healthy, staying active, dental hygiene and healthy behaviours. Resources were developed in English, Arabic and Punjabi languages.

2,500 packs were delivered to families at 39 schools across the catchments during their first week of Prep. The 12-month follow-up survey with the schools indicated that positive changes of at least ‘a moderate extent’ were seen by 50-60% of survey respondents (educators), regarding healthy lunchboxes, children being better rested and more active. 94% of educators who received the packs shared either the videos and/or the handouts with their colleagues.



# Financial Summary

## Financial report from the Board Chair & CEO

We are pleased to present the financial summary for the year ended 30th June 2021. The financial year had a surplus of \$5,369,315.

The result was influenced by the impact of the COVID pandemic, including COVID vaccination & testing income and the receipt of the Federal Government's JobKeeper subsidies for three months, as well as improved activity management and close monitoring of expenses. It is pleasing to note that DPV Health generated monthly operating surpluses across the entire year, reflecting the diligent management and viability of the organisation's service models.

The organisation's total income for the year was \$60,766,829, which represented an increase of 22% on 2019/20 total income. In addition to COVID vaccination and testing revenues (\$11.0M), significant growth funding was received in Family Violence Prevention Services (\$3.0M) and Mental Health (\$1.0 M).

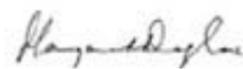
Expenditure for the year increased to \$55,397,514. The result was influenced by increased wages and COVID-related expenses to assist with both vaccination and testing clinics. As a result, expenses increased by 12% from the prior year.

The organisation continues to invest in facilities and infrastructure to meet community needs and enhance our clients' experience. Over \$2 million was invested in new sites and existing site refurbishments. Key projects included the opening of our new Community Services site in Epping and major renovations of our Craigieburn and Broadmeadows sites. The organisation also invested nearly \$1.5 million in technology to support telehealth programs, cyber security, integration of client management systems and roll-out of over 600 mobile devices.

With strong cash reserves and investments, the organisation goes into the next financial year with a robust balance sheet and a sound financial position. The end of year cash balance grew to \$13.9 million and DPV Health's net equity increased to \$43.3 million representing an increase of 14% on the previous year.

With COVID services expected to continue in 2021/22, strong growth forecasted across other areas of the organisation and continued diligence in financial management, DPV Health anticipates the next 12 months will generate a positive financial result for the organisation.

We would like to extend our warmest thanks to our clients, employees, volunteers, industry partners, and Board for their wonderful support 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

The directors present their report of DPV Health Ltd (herein referred to as DPV Health) for the year ended 30 June 2021.

### Directors

The names of the directors in office at any time during, or since the end of the year are:

<b>Margaret Douglas</b> Board Chair	<b>Robert Burnham</b> Director
<b>Julie Busch</b> Director	<b>Vincent Cain</b> Director
<b>Gary Henry</b> Director	<b>Gloria Sleaby</b> Director
<b>Emmanuel Tsakis</b> Director	<b>Mark Sullivan</b> Director

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

### Principal Activities

The company's principal continuing activity during the year was community health and enhanced primary care services.

There was no significant change in the nature of the activity of the company during the year.

### Review of Operations

The surplus for the year was:

30 June 2021

**\$5,369,315**

30 June 2020

**\$362,152**

### Company Secretary

Mr. Don Tidbury and Mr. Anthony Palmieri held company secretary responsibilities at the end of the financial year.



#### Don Tidbury

##### Qualifications

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

##### Special Responsibilities

Chief Executive Officer and Company Secretary

##### Experience

Healthcare 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

##### Qualifications

B.Com, CPA

##### Special Responsibilities

Chief Financial Officer and Company Secretary

##### Experience

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.

### Significant Changes

In the previous financial year, a global pandemic caused by the COVID-19 Coronavirus (COVID-19) was declared. To contain the spread of COVID-19 and prioritise the health and safety of our community, DPV Health was required to comply with various restrictions announced by the Commonwealth and State Governments, which in turn, has continued to impact the way in which DPV Health operates.

DPV Health introduced a range of measures in both the prior and current year, including:

- > greater utilisation of telehealth services
- > performing COVID-19 testing
- > providing COVID-19 vaccination clinics
- > implementing work from home arrangements where appropriate.

As restrictions eased towards the end of the financial year DPV Health were able to revise some measures where appropriate. Subsequent to year end however the Victorian Government issued further lockdown restrictions for Metropolitan Melbourne from 5 August 2021 which continue to impact DPV Health's day-to-day operations.

No further significant changes in the company's state of affairs occurred during the financial year.

### Members Guarantee

DPV Health is incorporated under the Corporations Act 2001, and is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or associate who ceased to be a member in the year prior to the winding up, is limited to \$1 for each member, subject to the provisions of DPV Health's constitution.

At 30 June 2021 the collective liability of members was \$52 (2020: \$50).

### After Balance Date Events

The COVID-19 pandemic has created unprecedented economic uncertainty. Actual economic events and conditions in the future may be materially different from those estimated by DPV Health at the reporting date. Management recognises that it is difficult to reliably estimate with any degree of certainty the potential impact of the pandemic after the reporting date on DPV Health, its operations, its future results and financial position. The state of emergency in Victoria was extended on 23 September 2021 until 21 October 2021.

No other matters or circumstances have arisen since the end of the financial year which significantly affect or may significantly affect the operations of DPV Health, the results of those operations or the state of affairs of DPV Health in future financial years.

### Environmental Issues

The company is not subject to any significant environmental regulation.

### Directors' Benefits

No director has received or become entitled to receive, during or since the financial year, a benefit because of a contract made by the company, controlled entity or related body corporate with a director, a firm which a director is a member or an entity in which a director has a substantial financial interest. This statement excludes a benefit included in the aggregate amount of emoluments received or due and receivable by directors shown in the company's accounts, or the fixed salary of a full-time employee of the company, controlled entity or related body corporate.

### Indemnification and Insurance of Directors and Officers

The company has indemnified all directors and the Chief Executive Officer in respect of liabilities to other persons (other than the company or related body corporate) that may arise from their position as directors or Chief Executive Officer of the company except where the liability arises out of conduct involving a lack of good faith.

Disclosure of the nature of the liability and the amount of the premium is prohibited by the confidentiality clause of the contract of insurance. The company has not provided any insurance for an auditor of the company or a related body corporate.

### Proceedings on Behalf of the Company

No person has applied for leave of court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings. The company was not a party to any such proceedings during the year.

## Information on Directors



### Margaret Douglas, Chairperson

#### Qualifications

BSc(Physics & pure maths), MBA, Associate of Music (piano), Dip Ed Melbourne University, Certificate of Superannuation Management ( Macquarie University), Diploma of Journalism and GAICD

#### Special Responsibilities

Board Chair, Member of Governance Committee and ex-officio of all board committees.

#### Experience

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

#### Qualifications

BA (Psychology & Journalism), GAICD, GradCertBus, GradCertShopCntrMgmt

#### Special Responsibilities

Director, Chair of the Governance Committee, member of the Community Engagement Committee.

#### Experience

Over 30 years experience in corporate retail property, government and not-for-profit sectors including as CEO and in national development roles.

Chair and non-executive director of a number of local and state enterprises, not-for-profit and commercially driven for purpose organisations. Key strengths are business strategy, stakeholder engagement and change management, consumer driven marketing and infrastructure development.



### Gary Henry

#### Qualifications

BHA(UNSW); FCHSM; GAICD; Health Executives Development Program (Cornell University)

#### Special Responsibilities

Director, Chair of the ICT Committee, member of the Community Engagement Committee.

#### Experience

Extensive experience in health services management in Australia and New Zealand at operational and governance levels. A management consultant providing strategic and operational advice to not-for-profit organisations including health services, research teams and institutes, universities and aged care services since 2001.



### Emmanuel Tsakis

#### Qualifications

MBusAdmin, CPA, BBus (Accounting), GAICD

#### Special Responsibilities

Director, Member of the Finance, Risk and Audit Committee, member of the Governance Committee.

#### Experience

Over 25 years' experience with the not-for-profit sector, acquired through executive roles ranging from Chief Financial Officer, business development and divisional management. Key strengths include, financial analysis, financial modelling, strategic and business planning.



### Robert Burnham

#### Qualifications

BAppSci (Health Administration), GradDipHealthAdmin, MHA, GAICD

#### Special Responsibilities

Director, Chair of the Clinical Governance Committee, member of the ICT Committee.

#### Experience

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



### Vincent Cain

#### Qualifications

BCom, FCA

#### Special Responsibilities

Director, Chair of the Finance, Risk and Audit Committee, member of the Clinical Governance Committee.

#### Experience

As a senior finance executive, over 20 years' experience in an ASX listed company, followed by 15 years' experience in the not-for-profit sector comprising both acute healthcare and tertiary education. In addition, over 10 years tenure as Chair and a member of the audit, risk and compliance committees of a major charity. Key strengths include, financial analysis, financial modelling, strategic and business planning.



### Gloria Sleaby

#### Qualifications

BEC (Accounting) FCPA

#### Special Responsibilities

Director, Chair of the Community Engagement Committee, member of the Finance, Risk and Audit Committee.

#### Experience

A senior finance professional with comprehensive business management, accounting and community engagement skills in the primary healthcare, mental health and not-for-profit sectors. An active community member with the Mental Health Complaints Commissioner, Eastern Health and CPA Australia.



### Mark Sullivan

#### Qualifications

MHealthAdmin, GradDipHealthAdmin, Cert.Purch&Plan, AFCHSM, CHM

#### Special Responsibilities

Director, member of the Governance Committee, member of the Clinical Governance Committee.

#### Experience

Considerable experience in the health sector at executive level in regional and specialist hospitals. Key strengths in health governance, project management, financial management, continuous improvement and customer service. Chief Operating Officer at Dental Health Services Victoria.

## Meetings of Directors

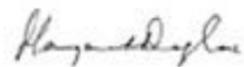
During the financial year, 12 meetings of directors were held. Attendances by each director were as follows:

	Board of Directors		Governance Committee		Information Technology Committee		Clinical Governance Committee		Community Engagement Committee		Finance, Risk & Audit Committee	
	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
Margaret Douglas	12	12	6	6	5	3	6	6	6	5	7	6
Julie Busch	12	11	6	6	-	-	-	-	6	6	-	-
Gary Henry	12	10	-	-	5	5	-	-	6	5	-	-
Emmanuel Tsakis	12	11	6	6	-	-	-	-	-	-	7	7
Robert Burnham	12	12	-	-	5	5	6	6	-	-	-	-
Vincent Cain	12	11	-	-	-	-	6	5	-	-	7	7
Gloria Sleaby	12	12	-	-	-	-	-	-	6	6	7	6
Mark Sullivan	12	10	6	6	-	-	6	6	-	-	-	-

## Auditors' Independence Declaration

The lead auditor's independence declaration for the year ended 30 June 2021 has been received and can be found on page 6 of the financial reports.

The directors' report is signed in accordance with a resolution of the board of directors.



**Margaret Douglas**  
Chair, Board of Directors



**Vincent Cain**  
Chair, Finance, Risk & Audit Committee

Dated this 26th day of October 2021



## Financial reports

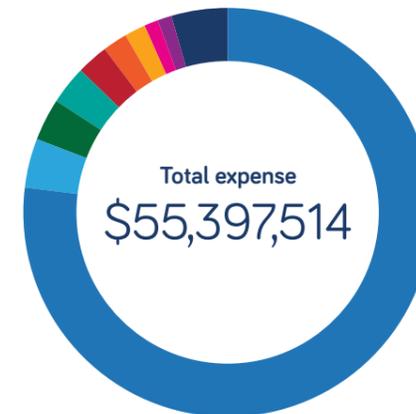
### Statement of comprehensive income for the year ended 30 June 2021

	2021	2020
Operating grants	\$42,555,143	\$31,130,840
NDIS income	\$8,492,483	\$8,827,191
Client fees	\$4,345,890	\$4,864,253
Interest received	\$54,588	\$159,277
Other income	\$5,318,725	\$4,917,979
<b>Total revenue</b>	<b>\$60,766,829</b>	<b>\$49,899,540</b>
Employee benefits expense	\$42,657,963	\$37,216,474
Depreciation, amortisation & impairment expense	\$2,193,186	\$2,060,137
Impairment of intangibles	\$488,899	\$990,167
Contracted services	\$1,410,650	\$1,568,495
Medical supplies	\$1,169,909	\$1,378,193
Computer and office expenses	\$1,781,560	\$1,680,250
Rental expense	\$76,249	\$271,101
Finance costs	\$64,752	\$62,874
Other expenses	\$5,554,346	\$4,309,697
<b>Total expenses</b>	<b>\$55,397,514</b>	<b>\$49,537,388</b>
<b>Total operating surplus for the year</b>	<b>\$5,369,315</b>	<b>\$362,152</b>
Gain on revaluation of land and buildings	\$0	\$4,144,580
<b>Other comprehensive income for the year</b>	<b>\$0</b>	<b>\$4,144,580</b>
<b>Total comprehensive income for the year</b>	<b>\$5,369,315</b>	<b>\$4,506,732</b>

### Statement of comprehensive income for the year ended 30 June 2021



Revenue	2021	%
DH Grant Income	\$29,094,346	48%
DHSV Grant Income	\$7,684,397	13%
DoH Grant Income	\$4,014,089	7%
Other Grant Income	\$1,758,742	3%
NDIS Income	\$8,492,483	14%
MBS Income	\$3,340,563	5%
Client Fees	\$1,005,326	2%
JobKeeper Subsidy	\$4,989,320	8%
Other income	\$383,993	1%
<b>Total revenue</b>	<b>\$60,766,829</b>	<b>100%</b>



Expenses	2021	%
Employee Benefits Expense	\$42,657,963	77%
Depreciation & Amortisation	\$2,193,186	4%
Computer & Office Expenses	\$1,781,560	3%
Infrastructure & Fleet Expenses	\$1,654,123	3%
Contracted Services	\$1,410,650	3%
Medical Supplies	\$1,169,909	2%
Staff Wellbeing & Training	\$948,595	1%
Consultancy Expenses	\$603,513	1%
Clients Program Expenses	\$520,829	1%
Other expenses	\$2,457,186	4%
<b>Total expenses</b>	<b>\$55,397,514</b>	<b>100%</b>



### Statement of financial position as at 30 June 2021

Current assets	2021	2020
Cash and cash equivalents	\$13,897,368	\$9,952,219
Trade and other receivables	\$5,663,610	\$3,555,405
Inventories	\$41,046	\$171,628
Financial assets	\$4,139,576	\$0
<b>Total current assets</b>	<b>\$23,741,600</b>	<b>\$13,679,252</b>
Non-current assets	2021	2020
Property, plant and equipment	\$34,669,795	\$33,057,151
Right-of-use assets	\$1,536,724	\$1,389,620
Intangible assets	\$681,650	\$761,024
Total non-current assets	\$36,888,169	\$35,207,795
<b>Total assets</b>	<b>\$60,629,769</b>	<b>\$48,887,047</b>
Current liabilities	2021	2020
Trade and other payables	\$4,252,758	\$2,223,625
Contract liabilities	\$4,045,720	\$1,137,867
Lease liabilities	\$330,815	\$236,363
Employee benefit obligations	\$6,325,214	\$5,031,829
<b>Total current liabilities</b>	<b>\$14,954,507</b>	<b>\$8,629,684</b>
Non-current liabilities	2021	2020
Lease liabilities	\$1,315,364	\$1,220,982
Employee benefit obligations	\$1,029,099	\$1,074,897
Total non-current liabilities	\$2,344,463	\$2,295,879
Total liabilities	\$17,298,970	\$10,925,563
<b>Net assets</b>	<b>\$43,330,799</b>	<b>\$37,961,484</b>
Equity	2021	2020
Reserves	\$10,285,703	\$10,285,703
Retained earnings	\$33,045,096	\$27,675,781
<b>Total equity</b>	<b>\$43,330,799</b>	<b>\$37,961,484</b>

### Statement of cash flows for the year ended 30 June 2021

	2021	2020
Receipts from customers and grants funding	\$64,549,445	\$52,448,917
Payments to suppliers and employees	(\$52,407,818)	(\$53,513,839)
Interest received	\$54,588	\$159,277
Interest paid	(\$64,752)	(\$62,874)
<b>Net cash (outflow)/inflow from operating activities</b>	<b>\$12,131,463</b>	<b>(\$968,519)</b>
Payments for property, plant and equipment	(\$3,780,675)	(\$1,795,038)
<b>Net cash outflow from investing activities</b>	<b>(\$3,780,675)</b>	<b>(\$1,795,038)</b>
Purchase of financial assets	(\$4,139,576)	\$0
Principal elements of lease payments	(\$266,063)	(\$236,364)
<b>Net cash outflow from financing activities</b>	<b>(\$4,405,639)</b>	<b>(\$236,364)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>\$3,945,149</b>	<b>(\$2,999,921)</b>
Cash and cash equivalents at the beginning of the financial year	\$9,952,219	\$12,952,140
<b>Cash and cash equivalents at the end of the financial year</b>	<b>\$13,897,368</b>	<b>\$9,952,219</b>

### Statement of changes in equity for the year ended 30 June 2021

	Reserves	Retained earnings	Total equity
Balance at 1 July 2020	\$10,285,703	\$27,675,781	\$37,961,484
Surplus for the year	\$0	\$5,369,315	\$5,369,315
Other comprehensive income	\$0	\$0	\$0
<b>Total comprehensive income for the year</b>	<b>\$0</b>	<b>\$5,369,315</b>	<b>\$5,369,315</b>
<b>Balance as at 30 June 2021</b>	<b>\$10,285,703</b>	<b>\$33,045,096</b>	<b>\$43,330,799</b>



We welcome your feedback on the 2020-21 Annual Report & Quality Account. Please write to us at [feedback@dpvhealth.org.au](mailto:feedback@dpvhealth.org.au)



### Acknowledgement statements



#### Acknowledgement of Traditional Custodians and Country

DPV Health acknowledges the Kulin Nations as Aboriginal traditional owners and custodians of the lands and waters on which DPV Health is located. We pay our respects to their Elders past, present and emerging, and acknowledge the continued contribution of Aboriginal and Torres Strait Islander peoples to DPV Health and the communities in which we work.

#### 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, Commonwealth Department of Social Services as well as the Victorian Government's Department of Health, Department of Families, Fairness and Housing and Department of Education and Training.



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