



A healthier  
and connected  
community, with  
excellent care  
for all

2022–27  
Strategic Plan

## Acknowledgement Statements



DPV Health acknowledges the traditional custodians of the lands on which our sites and services are located. We pay our respects to Elders past and present and extend our respect to all Aboriginal and Torres Strait Islander peoples.

We acknowledge the trauma of the Stolen Generations and the impacts of colonisation on Aboriginal and Torres Strait Islander peoples. We also recognise the resilience, strength and pride of the Aboriginal and Torres Strait Islander communities.

### 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.

### 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.

### 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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# Message From the Board Chair and Chief Executive Officer

We are delighted to present the DPV Health Strategic Plan 2022–2027. It is founded on Our Vision of a healthier and connected community, with excellent care for all.

Building on the successes and significant growth achieved since DPV Health commenced in 2018 (following the merger of Dianella Health and Plenty Valley Community Health), the Strategic Plan 2022–27 presents an exciting way forward, that will consolidate our position as an industry leader in the provision of impactful, innovative, person-centred health and community services across Melbourne’s North.

Consultation with our people, clients, community advisors, partners and other stakeholders has been an integral part of the strategy design process. DPV Health has invested in understanding our community’s health and wellbeing needs and the types of services and sites our community requires. In creating the plan, our analysis and consultation has validated the following themes:

- > Community Health services play a significant role in reducing presentations to Emergency departments and focussing on early intervention, preventative health and timely chronic disease management.
- > As a trusted and inclusive community health service we are committed to improving social and health equity for our communities. We will focus on prioritising access to care to those with the most urgent needs and continue to provide evidence-based best practice health and wellbeing supports for people of all ages.
- > We have a significant role to play in enhancing our community’s health literacy and will foster and support community participation in health service planning, design, delivery, evaluation and governance.
- > Our local communities have experienced some of the most severe impacts of COVID. We will continue to step-up and provide local, culturally safe and responsive services to help our communities through unprecedented times such as the COVID pandemic.

- > We know that to achieve our Excellent Care goal for every person, every time, we need to pursue innovative care models and design for service efficiency and optimum quality. We will continue to invest in research and improvement to provide our community with Excellent Care always.

Most importantly, the plan places our clients and their participation in their care at the centre of everything we do. It also recognizes our people continue to be our greatest asset, acknowledging their engagement, contribution and wellbeing are essential to our shared success. Finally, the plan prioritises collaboration to leverage the strengths and capabilities of our wonderful partners and the tremendous outcomes we will create together.

Thank you to everyone who has contributed to DPV Health’s Strategic Plan 2022–2027. We look forward to sharing our progress against its strategic objectives with you.



*Margaret Douglas*

**Ms Margaret Douglas**  
Board Chair



*Don Tidbury*

**Don Tidbury**  
Chief Executive Officer

# About Us

DPV Health is one of Victoria’s largest and most comprehensive not for profit community-based organisations, providing an extensive range of health and human services, with a focus on people in greatest need.

## Our Vision

A healthier and connected community, with excellent care for all.

## 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.

## Our Values

As an inclusive organisation, we work collaboratively with integrity, always striving to achieve an excellent care experience underpinned by our commitment to innovation.



Our values unite us, reflect what we stand for and inform our everyday actions.

Supporting Melbourne’s North and employing over 700 people, DPV Health partners with local communities to provide positive health and wellbeing outcomes for all and prioritise services to reduce health and social inequities.

We employ people who are passionate about providing an excellent care experience for every person, every time.

# Our Community

DPV Health supports the growing communities of Melbourne's North, particularly residents of the Hume and Whittlesea local government areas.

DPV Health is committed to understanding our diverse community profile and forecasting health and wellbeing needs through robust data analysis and consultation with our community, our workforce and our key stakeholders. Our focus on current and future community health and wellbeing requirements has informed our strategic planning processes and documents.

DPV Health's Clinical and Community Services Plan, 2022–2037 and DPV Health's Master Plan, 2022–2037 set the path for considered service and site expansion to ensure DPV Health can be best placed to support the community's future health and wellbeing needs.

## Hume Population demographics

**Population forecast**  
 ↑ 53%  
 2021: 257,921 2041: 394,760

**Aboriginal & Torres Strait Islanders**  
 0.7% (VIC 0.8%)

<b>Median age</b> 33 (VIC 37)	<b>Household with children</b> 57% (VIC 42%)	<b>Unemployment rate</b> 9% (VIC 7%)	<b>Born Overseas</b> 36% (VIC 28%)
<b>Low income individuals</b> 17% (VIC 18%)	<b>Language other than English</b> 45% (VIC 26%)	<b>Languages</b> Arabic, Turkish, Assyrian, Chaldean	<b>SEIFA index of disadvantage</b> 947

## Whittlesea Population demographics

**Population forecast**  
 ↑ 53%  
 2021: 249,117 2041: 388,417

**Aboriginal & Torres Strait Islanders**  
 0.8% (VIC 0.8%)

<b>Median age</b> 34 (VIC 37)	<b>Household with children</b> 55% (VIC 42%)	<b>Unemployment rate</b> 7% (VIC 7%)	<b>Born Overseas</b> 35% (VIC 28%)
<b>Low income individuals</b> 15% (VIC 18%)	<b>Language other than English</b> 44% (VIC 26%)	<b>Languages</b> Macedonian, Arabic, Italian	<b>SEIFA index of disadvantage</b> 991



# Prioritising Community Needs

DPV Health is committed to providing inclusive services to the diverse communities across Melbourne's North, supporting our vision of a healthier and connected community.

DPV Health recognises the many different community demographics that influence an individual's priority of need for health and wellbeing services. Our multi-dimensional strategy focusses on ensuring timely and prioritised access to service, responsive to intersectionality, whilst promoting and progressing inclusion and connection at the organisation and community level.



## Service Priorities Addressing Community Needs

The communities we serve are growing rapidly, with many community members experiencing social and health inequalities. As one of the largest community health providers servicing Melbourne's North, DPV Health provides a comprehensive range of services supporting people through all life stages. DPV Health prioritises service access for those who experience social and health disadvantages including:

- > people with complex care needs
- > people experiencing poorer overall health outcomes
- > people facing barriers to accessing adequate healthcare
- > people living with economic or social disadvantage

DPV Health is committed to helping all community members to access the right services, at the right time, and supporting an excellent care experience.

### Primary Care

- > Allied health therapies and group-based supports
- > Medical services
- > Immunisation services
- > Nursing
- > Chronic disease management

### Aged Care

- > In home support
- > Case management
- > Allied health therapy
- > Group based supports (allied health and social support)
- > Respite support

### Dental Care

- > Public and private dental care
- > Oral health therapy
- > Denture services
- > Smile Squad
- > Child dental benefit scheme

### Mental Health & Wellbeing Supports

- > Assessment
- > Therapy
- > Group based wellbeing supports
- > Social support

### Disability Supports

- > Centre based activity and lifestyle support
- > Supported independent living
- > Allied health therapy and group-based support
- > Social support

### Child & Youth Supports

- > Assessment
- > Therapy
- > Group based therapy and wellbeing supports
- > Youth support programs
- > School based supports

### Community Supports

- > Family violence
- > Perpetrator support
- > Refugee and asylum seeker support
- > Housing and homelessness services
- > Aboriginal health services
- > Health Mothers Health Babies



## Strategic Plan Evolution

In the development of the Strategic Plan 2022–2027, we undertook a deliberate strategic review across key organisational functions and priority areas.

### Data Strategy

2021–2024

The Data Strategy presents the roadmap for organisational data integration and data quality enhancement. A key feature of the Data Strategy is the continued development of internal data analysis capability, moving from descriptive analysis through to predictive and prescriptive analysis.

### Together Framework

The Together framework confirms DPV Health's approach to community engagement and participation. The framework informs how DPV Health will continue to seek and engage our diverse community voice and support active participation of community members across service design, planning, delivery, evaluation and governance functions.

### Master Plan

2022–2037

The Master Plan strategy presents the key capital planning and design principles for DPV Health and a regional hub-based site model supported by outreach and mobile services. It ensures our community and workforce needs are inherent to capital planning, in addition to environmental sustainability, resilience and flexibility in design.

### People & Culture Strategy

2022–2027

The People & Culture Strategy affirms our commitment to sustaining a thriving organisational culture and outlines the key organisational priorities and actions to optimise talent acquisition, workforce retention and development, wellbeing and flexible working arrangements.

### The Clinical and Community Services Plan

2022–2037

The Service Plan bridges organisational capability, service design and planning, service delivery and partnerships to guide the strategic and sustainable growth of DPV Health services, positioning the organisation as ready to meet the future community health and wellbeing needs.

### Inclusion Strategy

2021–2024

Our Inclusion Strategy responds to the very diverse communities within our local catchment. It reinforces our commitment, principles and approaches to inclusive services which provide a safe, welcoming, respectful and well supported service experience for all community members. The Inclusion Strategy is brought to life through annual Action Plans including LGBTIQ, Cultural & Linguistic Diversity, Reconciliation Action Plan, Gender Equity and Disability.

### Excellent Care Framework

The Excellent Care Framework defines the meaning of high quality, safe, effective, connected and person-centred services for DPV Health by introducing the 4 Pillars of Excellent Care: The Safest Way, Your Way, The Right Way, and Together. The Excellent Care Framework intentionally confirms all roles within DPV Health as responsible for planning and delivering an Excellent Care experience for every person, every time.

Strategic Plan  
2022–27

# Strategic Objective

DPV Health's 2022–2027 Strategic Plan sets the 5-year strategic objective for:

DPV Health to be an industry leader in the planning and delivery of innovative, person-centred health care across the diverse communities of Melbourne's North, recognised for achieving a significant positive impact on community health and wellbeing.



# Strategic Principles

DPV Health's strategic principles guide the focus of this Strategic Plan.

DPV Health is committed to planning and delivering an excellent care experience for every person, every time, understanding the systems of excellent care are brought to life by the people that plan, lead, govern, work within, and experience those systems of care.

DPV Health will leverage organisational sustainability with a focus on reducing environmental impact and optimising the sustainability of services, workforce, and infrastructure.

DPV Health prioritises capability growth in community connection and engagement to strengthen diverse community representation and participation in design, planning, delivery, evaluation, and governance of DPV Health services.



# Strategic Focus

DPV Health's Strategic Plan is set against 4 strategic pillars and confirms the strategic focus for each Pillar.



## Pillar 1 Clients, Families & Community

### Excellent Care — Clients and Families

DPV Health services will plan and deliver Excellent Care always.

### Excellent Care — Community

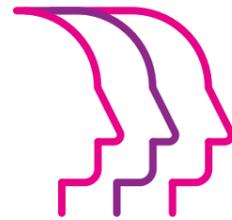
DPV Health services will positively impact social and health inequalities through a shared focus on preventative health, health literacy and a commitment to prioritising care to those with highest needs.

### Community Engagement & Participation

DPV Health will embrace the expertise of our clients, families, and community through active participation in organisational design, planning, delivery, evaluation and governance.

### Service Models & Service Design

DPV Health will establish a sector leadership position through the design and delivery of integrated, best practice supports aligned to Royal Commission recommendations and sector policy.



## Pillar 2 People, Capability & Culture

### Employer of Choice

DPV Health will be a recognised employer of choice within the health sector and Melbourne's North.

### Wellbeing

DPV Health supports employee wellbeing in everything we do, at all levels and by all functions.

### Workforce Capability & Development

DPV Health will invest in workforce capability and career development to strengthen our Excellent Care standards and build our future workforce.

### Thriving Culture

DPV Health will maintain strong employee engagement with a thriving workplace culture where DPV Health's values are celebrated and enacted.



## Pillar 3 Excellence, Systems & Infrastructure

### Operational Excellence

DPV Health will invest in system capability and data integration, providing the platforms to achieve excellent care, always.

### Performance & Accountability

DPV Health drives performance and strategy through dynamic systems and the smart use of performance data.

### Fit for Purpose Infrastructure

DPV Health service locations provide our community and employees with safe, accessible, inclusive, and functional healthcare infrastructure.



## Pillar 4 Growth, Sustainability & Partnerships

### Growth for Future Community Needs

DPV Health will adopt a judicious approach to organisational growth, with chosen market segments being prioritised according to community need, organisational fit, and internal capability.

### Organisational Sustainability

DPV Health will prioritise and invest in organisational sustainability with a focus on reducing environmental impacts and optimising sustainability of our services, workforce, and operations.

### Working Together in Partnership

DPV Health will foster collaborative partnerships across the northern region to maximise opportunities to reduce social and health inequalities.



## Pillar 1 Clients, Families & Community

Our goal is to provide excellent health and community care responding to community needs, and prioritising those in highest need. DPV Health will improve health and social equality standards for the diverse communities, families, and individuals within Melbourne's North.

### ▶ Excellent Care — Clients and Families

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| <ul style="list-style-type: none"> <li>1.1 Empower clients to lead their care experience</li> <li>1.2 Engage clients in preventative health, early intervention, and health literacy initiatives to strengthen individual agency and health status</li> <li>1.3 Utilise evidence-based practice to achieve Excellent Care</li> </ul> | <ul style="list-style-type: none"> <li>1.4 Achieve equitable, timely and safe access to the right service at the right place, responsive to community's preferences</li> <li>1.5 Excellent Care outcomes are defined and measured for clients and families, driving service improvement</li> </ul> |
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### ▶ Excellent Care — Community

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| <ul style="list-style-type: none"> <li>2.1 Integrate preventative health approaches within all service delivery and community engagement activities</li> <li>2.2 Grow our advocacy role, responding to systemic social and health inequity issues within our community</li> <li>2.3 Measure and evidence organisational impact on community health and wellbeing</li> </ul> | <ul style="list-style-type: none"> <li>2.4 Contribute to the regional community sector's population health evidence base through sharing of service outcome data</li> <li>2.5 Progress DPV Health's Inclusion Strategy in partnership with our community, partners and workforce</li> </ul> |
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### ▶ Community Engagement & Participation

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| <ul style="list-style-type: none"> <li>3.1 Elevate community voices, especially those experiencing health and social inequality, through innovative community engagement &amp; participation initiatives</li> <li>3.2 Seek the expertise of clients and the community in designing, planning, delivering, and evaluating services</li> </ul> | <ul style="list-style-type: none"> <li>3.3 Collaborate with our community in the design of person-centred, inclusive services that reflect the varied and diverse needs of Melbourne's North</li> <li>3.4 Empower and engage the community's voice in decision making and service governance forums</li> <li>3.5 Evaluate and innovate community engagement and participation</li> </ul> |
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### ▶ Service Model & Service Design

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| <ul style="list-style-type: none"> <li>4.1 Design and implement service strategies to strengthen our role as a lead contributor to system service planning, delivery and governance</li> <li>4.2 Progress the integration of multidisciplinary services to provide wrap-around support for clients with complex needs</li> <li>4.3 Ensure individual support models promote service integration and sustainability</li> </ul> | <ul style="list-style-type: none"> <li>4.4 Design innovative and sustainable service models to enhance access, reduce the burden on the acute hospital system and/or respond to community need</li> <li>4.5 Expand provision of outreach and community-based services to bring services closer to home</li> </ul> |
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#### We will evaluate success through:

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| <ul style="list-style-type: none"> <li>&gt; Client Experience &amp; Client Feedback evaluations</li> <li>&gt; Client satisfaction ratings</li> <li>&gt; Excellent Care outcome analysis</li> <li>&gt; Community Engagement &amp; Participation evaluation</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Clinical indicator performance against targets</li> <li>&gt; Service and program evaluations</li> <li>&gt; Service access performance against targets</li> <li>&gt; Clinical &amp; Community Service Plan, 1st 5-year implementation evaluation</li> </ul> |
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## Pillar 2 People, Capability & Culture

Our goal is to grow a highly engaged and thriving workplace culture, shared by a capable and effective workforce. DPV Health will be a sector employer of choice known for excellent care by a skilled and highly engaged team.

### Employer of Choice

- 1.1 Cement DPV Health's industry leading employee value proposition with a measurable impact on attraction and retention
- 1.2 Deliver an industry leading talent acquisition strategy ensuring a multidisciplinary workforce
- 1.3 Enhance DPV Health's workforce diversity, reflecting our community diversity and promoting gender equity and inclusion
- 1.4 Strengthen workforce capability by strategically leveraging training and employment pathways with industry partners

### Wellbeing

- 2.1 Empower our workforce by safeguarding psychological and physical risks with industry leading Health, Safety and Wellbeing programs focused on workforce resilience and individual health
- 2.2 Enable employee choice and productivity through flexible working arrangements responsive to client needs and varied work settings
- 2.3 Engage all workforce members to champion Excellent Care in the Safest Way
- 2.4 Build our volunteering network to enhance service delivery, community connections and wellbeing

### Workforce Capability & Development

- 3.1 Invest in industry-leading career development and growth opportunities
- 3.2 Enhance client experience through expansion of a Lived Experience and Peer Support workforce
- 3.3 Embed dedicated leadership development and coaching programs to further strengthen clinical and operational leadership
- 3.4 Support our workforce to achieve culturally sensitive and culturally safe practice competency
- 3.5 Collaborate with partners to pursue shared workforce opportunities

### Thriving Culture

- 4.1 Grow a high performing culture that is underpinned by DPV Health's values
- 4.2 Enhance employee recognition programs and performance systems
- 4.3 Foster transparent and proactive communication across the organisation
- 4.4 Co-produce key strategic and operational initiatives with our workforce
- 4.5 Focus on employee engagement, development, and support to optimise performance

**We will evaluate success through:**

- > Employee engagement and experience surveys
- > Recruitment and retention performance against targets
- > Workforce learning and development growth analysis
- > Health, Safety & Wellbeing indicator performance against targets
- > People & Culture Strategy, 3-year implementation evaluation



## Pillar 3 Excellence, Systems & Infrastructure

Our goal is to provide a seamless healthcare environment through innovation and investment in operational design, capability, and performance. DPV Health will achieve excellent organisational performance quality and accountability, enhancing client and employee experience.

### ▶ Operational Excellence

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| <ul style="list-style-type: none"> <li>1.1 Embed an improvement focussed culture, as a foundation to Excellent Care, supported by leading improvement systems and practices</li> <li>1.2 Strengthen organisational data integration and enhance data aggregation, analysis, and reporting capability</li> <li>1.3 Utilise enhanced organisational predictive and prescriptive analysis capability to assist with forecasting community and service-level performance and designing targeted operational strategies</li> </ul> | <ul style="list-style-type: none"> <li>1.4 Establish a practice related research program with education/industry partners</li> <li>1.5 Provide digital in-language content and interactive platforms that support service navigation and engagement</li> </ul> |
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### ▶ Performance & accountability

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| <ul style="list-style-type: none"> <li>2.1 Measure internal performance against key organisational performance indicators of operational excellence</li> <li>2.2 Enable leaders to make well informed and timely decisions through dynamic performance reporting systems</li> <li>2.3 Empower frontline team members to deliver Excellent Care through live performance information and connected record management systems</li> </ul> | <ul style="list-style-type: none"> <li>2.4 Establish dynamic systems to support public accountability and health outcomes reporting</li> <li>2.5 Enhance risk assurance application by frontline leadership through smart systems and data reporting</li> </ul> |
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### ▶ Fit for Purpose Infrastructure

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| <ul style="list-style-type: none"> <li>3.1 Achieve Master Plan strategy through a considered approach to infrastructure planning and investment</li> <li>3.2 Facilitate local community access to fit-for-purpose sites and outreach services whilst ensuring physical and cultural safety</li> </ul> | <ul style="list-style-type: none"> <li>3.3 Create integrated service hubs with key regional partners</li> <li>3.4 Invest in workforce environments, including outreach and mobile sites, as an employer of choice</li> <li>3.5 Capitalise on technology to improve employee and client experience and improve efficiency</li> </ul> |
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#### We will evaluate success through:

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| <ul style="list-style-type: none"> <li>&gt; Self-assessment of Excellent Care maturity uplift</li> <li>&gt; Improvement &amp; Innovation performance against targets</li> <li>&gt; Industry awards received</li> <li>&gt; Client and employee experience and feedback evaluations</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Research activity impact analysis</li> <li>&gt; Master Plan, 1st 5-year implementation evaluation</li> <li>&gt; Data Strategy, 3-year implementation evaluation</li> </ul> |
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## Pillar 4 Growth, Sustainability & Partnerships

Our goal is to ensure organisational sustainability through a focus on collaborative partnerships and considered growth. DPV Health, as a leader in health and wellbeing services, will significantly address the growing needs of our community through prudent service growth enhanced by productive partnerships and collaborations.

### ► Growth for future community needs

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| <ul style="list-style-type: none"> <li>1.1 Service growth will be responsive to Service Plan and Master Plan priorities and strategies</li> <li>1.2 Consider workforce capability and capacity when planning service growth</li> <li>1.3 Grow existing services across the Northern growth corridor to better support newly established and growing communities</li> </ul> | <ul style="list-style-type: none"> <li>1.4 Expand existing services through optimisation of non-government revenue streams and diversification of service activities within existing service portfolios</li> <li>1.5 Expand existing services through pursuit of government funding growth to respond to areas of evidenced unmet need</li> </ul> |
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### ► Organisational Sustainability

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| <ul style="list-style-type: none"> <li>2.1 Embed a robust financial governance framework which supports strategic objectives</li> <li>2.2 Plan and deliver sustainable services</li> <li>2.3 Bring sustainability strategy to life with regular workforce engagement, systems, processes, and evaluation of impact</li> </ul> | <ul style="list-style-type: none"> <li>2.4 Implement strategies to reduce waste and carbon footprint</li> <li>2.5 Demonstrate public accountability through external reporting of sustainability performance</li> </ul> |
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### ► Working together in partnership

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| <ul style="list-style-type: none"> <li>3.1 Prioritize and invest in partnerships &amp; alliances to meet community needs and strategic objectives</li> <li>3.2 Utilise our expertise in consortia-based service delivery to seek system leadership roles in new initiatives that align with DPV Health strategic requirements</li> <li>3.3 Partner with the acute health sector, public health units and other agencies to build a connected health care system that provides stepped care and strengthens referral pathways</li> </ul> | <ul style="list-style-type: none"> <li>3.4 Foster collaborative, local corporate partnerships recognising our position as an industry-leading organisation within our region</li> <li>3.5 Strengthen partnerships with other community service organisations to enhance community connections, focus on preventative health and grow local service capacity and relationships</li> </ul> |
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#### We will evaluate success through:

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| <ul style="list-style-type: none"> <li>&gt; Clinical &amp; Community Service Plan, 1st 5-year implementation evaluation</li> <li>&gt; Master Plan, 1st 5-year implementation evaluation</li> <li>&gt; Partner &amp; Stakeholder feedback analysis</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Partnership major outcomes achieved</li> <li>&gt; Organisational sustainability performance against targets</li> <li>&gt; Financial and capital investment performance against targets</li> </ul> |
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Our purpose is to support you to live a happy and healthy life through the provision of inclusive, locally based health and wellbeing services.



We welcome your feedback.  
Please write to us at [feedback@dpvhealth.org.au](mailto:feedback@dpvhealth.org.au)



DPV  
Health®

Your Healthcare  
Your Way

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

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