



DPV  
Health®

Your Healthcare  
Your Way

2021-22  
Annual Report and  
Quality Account





Working towards  
a healthier  
and connected  
community, with  
**excellent care  
for all**



## Acknowledgement statements



### Acknowledgement of Traditional Custodians and Country

DPV Health acknowledges the Traditional Custodians of the lands on which our services and sites are located. We pay our respects to Elders past, present and extend our deepest regards 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.

### 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, North-western and Eastern Melbourne PHN and Department of Education and Training.



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# Our Year in Review

## Report from Board Chair and CEO

Welcome to the 2021–22 Annual Report and Quality Account for DPV Health. It has been another year of significant achievement for DPV Health and we look forward to sharing the many highlights with you.



**Margaret Douglas**  
Board Chair

**Don Tidbury**  
CEO, DPV Health



Scan/click to view a video from our Board Chair and CEO reviewing the highlights of 2021–22



Scan/click to read the report in Arabic and Turkish

### New strategic plan launched

In June 2022, we launched the DPV Health Strategic Plan 2022–2027. 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 2022–2027 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.

The new strategic plan is founded on our Vision of **a healthier and connected community, with excellent care for all**. The plan is also underpinned by our purpose: **to support you to live a happy and healthy life through the provision of inclusive, locally based health and wellbeing services**.

Key inputs into the new strategic plan included the DPV Health Clinical & Community Service Plan 2022–2037 and DPV Health Master Plan 2022–2037, the development of the latter being funded by the Victorian State Government.

The new strategic plan was launched across a range of well attended client, community, industry and employee events and we have been delighted with the positive feedback. This year’s Annual Report showcases the strategic planning initiatives undertaken throughout 2021/22 to support the development of our new Strategic Plan.

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DPV Health’s Strategic Plan 2022–2027 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.”

**Ms Margaret Douglas**  
Board Chair



### Northern Melbourne’s largest community-led COVID response

As Northern Melbourne’s largest community based COVID Response organisation, DPV Health continues to help keep our community safe. Through testing and vaccinating hundreds of thousands of people, delivering two GP respiratory clinics and supporting over 500 COVID positive patients per day (in partnership with Northern Health & North East Public Health Unit) our people have been at the front line of the state’s COVID response.

The positive impact of DPV Health’s efforts were celebrated when Hume was identified as the fastest vaccinating metro Local Government Area in October 2021. It was also pleasing to see DPV Health’s COVID efforts recognized in both the Federal and State Parliaments during the year.

### A healthier & connected community

Addressing urgent health and community needs for Hume and Whittlesea continues to be our greatest priority. DPV Health launched new services and/or led major expansions of existing ones in Family Violence, Mental Health, COVID Response, Children’s Programs and the state Government’s Smile Squad (school dental program).

The demand for DPV Health’s diverse range of services continues to grow but client feedback has highlighted the need for greater efficiency in waitlist management. Enhancing timely client access to services, improving client experience, reducing waitlists and waiting times has been the key focus for DPV Health. Through improved systems, effective recruitment, and stronger client engagement, DPV Health’s total waitlist reduced by 23% during this year. A special project targeting selected allied health services, saw total waiting times in this area reduce by 44%.

During the year, DPV Health has expanded its Community Engagement & Participation program to include 73 Community Advisors. This formidable team is reflective of the diversity of the communities we serve and has played an integral role in supporting the:

- > Co-design of new services, sites and materials
- > Providing a voice for their communities
- > Disseminating urgent health promotion messages.

As one of DPV Health’s core values, inclusion continues to focus our actions. DPV Health’s Innovate Reconciliation Action Plan 2022–2024 was finalised during the year and has since been approved by Reconciliation Australia. Other key inclusion initiatives underway include the production of organisational Gender Equity and Disability Action Plans.



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We are proud to say we have maintained a high-level engagement with our people (and well in excess of industry benchmarks) over the last three years.”

Don Tidbury  
CEO, DPV Health

### Excellent care for all

The prioritisation of, and ongoing investment in, sector leading Clinical Governance, Quality & Client Experience systems is one of DPV Health’s core strengths. When planning and delivering our care and services, the focus remains on clinical safety, client experience and pursuing improvement. Demonstrating our commitment to clinical safety, collectively our leadership team has achieved 99% close-out of clinical incidents within 30 days over the last quarter of 2021–22.

DPV Health has grown its capacity to understand and measure our client’s experience. Informed by DPV Health’s pillars of Excellent Care, our Client Experience survey has been conducted twice during the 2021–22 year, with favourable client experiences of 88% and 85% reported from over 1000 survey respondents. These results were reinforced by the State Government’s VHES Survey which reported total favourable client experience of 95.7%.

In March 2021 DPV Health held its inaugural Excellent Care Symposium. With inspirational keynote speakers, showcase presentations and case studies, this event connected over 250 employees to our Excellent Care goal, **to plan, deliver and experience Excellent Care for every person every time**, and shared many examples of Excellent Care in everyday practice.

### A vibrant workforce

DPV Health continues to lead the sector in employee engagement, achieving 72% high favourable engagement in our October 2021 Annual Employee Engagement Survey. We are proud to say we have maintained a high engagement with our people (and well in excess of industry benchmarks) over the last three years.

In what has been a very challenging time for the health sector, caring for our employee’s health and wellbeing has been a high priority. We are delighted to report that in our annual engagement survey, 92% of employees indicated they were happy with how DPV Health has supported their wellbeing during the pandemic. This is also reflected in DPV Health’s annual employee turn-over rate of 3.8% which is less than half the health industry average.

A key focus for our people has been leadership development. 34 of our people graduated from DPV Health’s “Elevate Leadership Program”. Delivered in partnership with the Studer Group’s Hard Wiring Excellence Cultural Change Program the program has received amazing feedback from our leaders.

### Investing in innovation

Over the year, DPV Health opened four new sites dedicated to Community Health, Mental Health and/or Family Violence programs in Epping, Coburg and Sunbury. DPV Health also oversaw a major refurbishment of its Broadmeadows Medical & Dental Centre, creating 12 new consulting rooms and improved client facilities. Over the next 12 months, DPV Health looks forward to opening new sites in Craigieburn and Mickleham.

The organisation has made significant investments in ICT and business intelligence systems to optimize our employees’ and clients’ experience. In the last quarter of 2021–22, the organisation launched “ELMO”, a new Human Resources Information System, and CareLink, a new disability and home care client management system.

DPV Health has also invested over \$600,000 in its clinical grade network (ICT infrastructure) to strengthen cyber security and connectivity.

### Strong financial performance

Our organisation continues to be an effective steward of financial resources, achieving a net surplus result of \$3,368,123 for the 2021–22 year. DPV Health’s Total Equity grew to \$46,698,922, being an increase of 8% on the previous year.

### To the future

Over the past 12 months and often under challenging circumstances, our people have shown extraordinary commitment to our values of Inclusion, Integrity, Innovation, Collaboration & Excellence. We thank each of our employees and volunteers for their work and thank our community and industry partners for their ongoing support in this extraordinary year.

With an engaged community, visionary Board, a capable workforce, strong financial resources and innovative industry partnerships, we are optimistic about the way forward.

Ms Margaret Douglas  
Board Chair

Don Tidbury  
Chief Executive Officer



Scan to watch the “Margaret’s Sign off” video

### Farewell to our Board Chair

In September 2022, Margaret Douglas Board Chair DPV Health announced she will be stepping down from the role of Board Chair (whilst remaining on the Board). Through her 4 years as Board Chair of DPV Health (and prior to that, 2 years as Chair of Dianella Health), Margaret has made an outstanding contribution to DPV Health. Our organisation would not be where it is today, without her exemplary leadership and commitment.

# Listening to Our Community and Employees

## Working towards a healthier and connected community with Excellent Care for all

The 2021–22 Annual Report and Quality Account showcases DPV Health's operational performance and strategic focus throughout the financial year. It celebrates how the DPV Health team has effectively worked together, supporting our clients and our broader community to be healthier and better connected for their health and wellbeing needs.

Importantly, this year's report also shares insights on the ongoing development of DPV Health's new Strategic Plan 2022–2027. Each chapter presents a different focus of our strategic planning process which informed our five-year strategic priorities and focus areas. Our strategic planning informs the future direction of DPV Health, and ensures we continue progressing towards our vision of a healthier and connected community with Excellent Care for all.

To support our strategic planning processes we undertook surveys, focus groups, CEO listening sessions and workshops with clients, community representatives and employees.

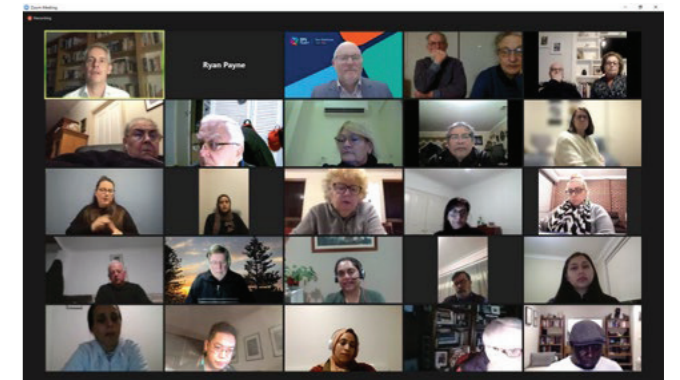
Grow DPV Health's commitment to supporting the health and wellbeing of local priority groups including first Nations people, LGBTIQ+ community members, people from cultural and linguistically diverse backgrounds	<b>64%</b> voted high priority	Partner with acute health services and other community services agencies to build a connected health care system that provides stepped care and strengthens referral pathways	<b>70%</b> voted high priority
Integrate preventive health philosophies within all service activities	<b>61%</b> voted high priority	Pursue opportunities to integrate data systems (e.g. client records) to enhance continuity of care and operational efficiency	<b>56%</b> voted high priority
Safeguard risks to employees through industry leading Health, Safety and Wellbeing programs focussed on harm prevention and employee empowerment	<b>54%</b> voted high priority	Fit-for-purpose sites support access for local communities through optimal location and accessibility	<b>57%</b> voted high priority
Invest in industry-leading professional development opportunities supporting professional growth and emerging leaders	<b>56%</b> voted high priority	Commit to sustainable design, planning and delivery to minimise environmental impact and optimise resource, system, and infrastructure longevity	<b>52%</b> voted high priority

Through 2021–22, our Board and Executive undertook a detailed analysis of strategy and priority setting across our key organisational functions, in order to produce key strategic instruments:

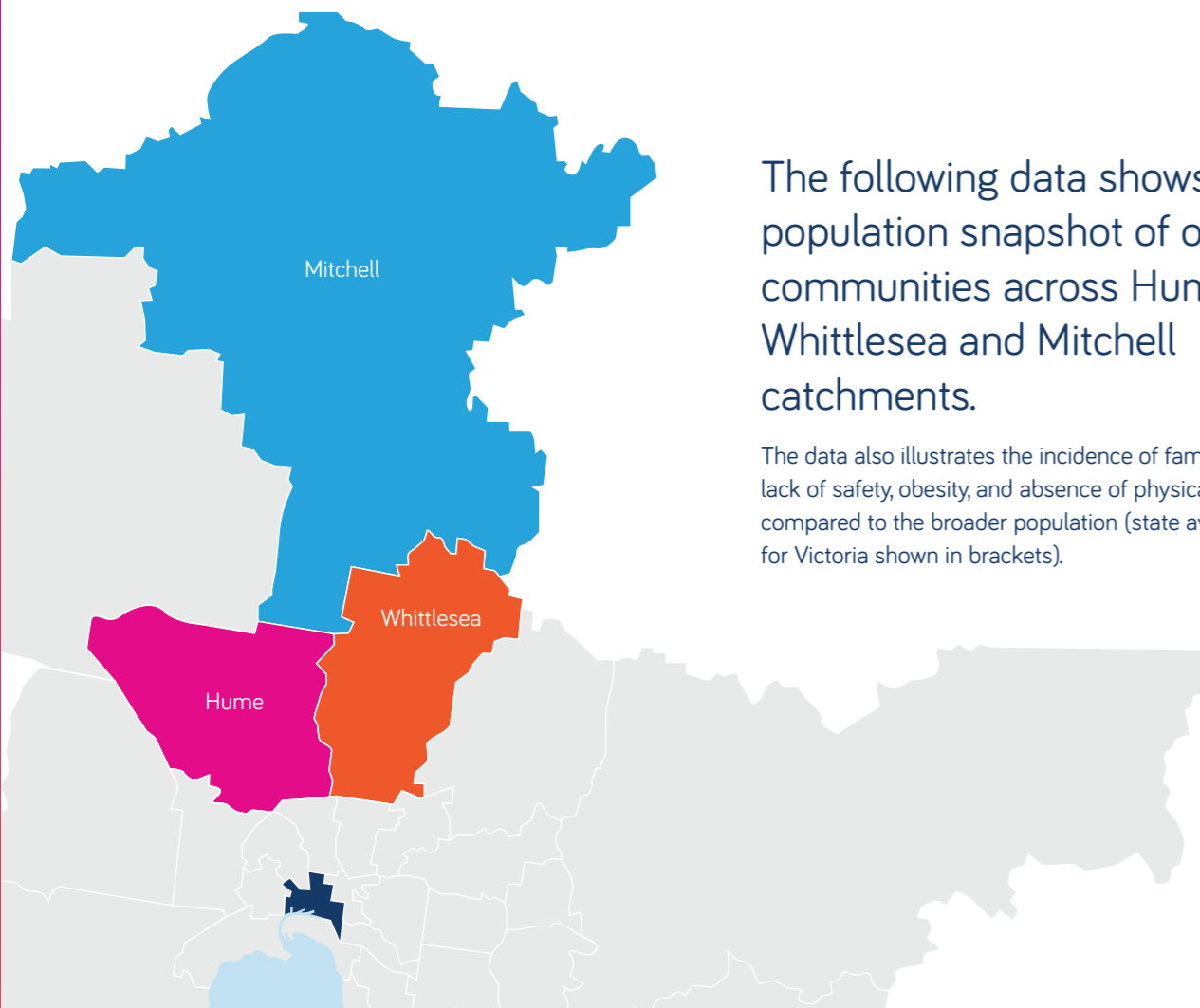


A key component across DPV Health's strategic planning projects is the connection and collaboration with our employees, clients, and broader community. We seek their views, service preferences and experiences to inform our own directions and priorities.

DPV Health provides services across the Cities of Hume and Whittlesea, providing us with the opportunity to engage a diverse range of community voices and perspectives. Through our community advisor program, DPV Health has involved people from different cultural backgrounds, community groups, and industries to guide our strategic planning. We celebrate the rich diversity within our community, acknowledge their many and varied health and wellbeing needs and recognise that it improves our capacity to provide Excellent Care.



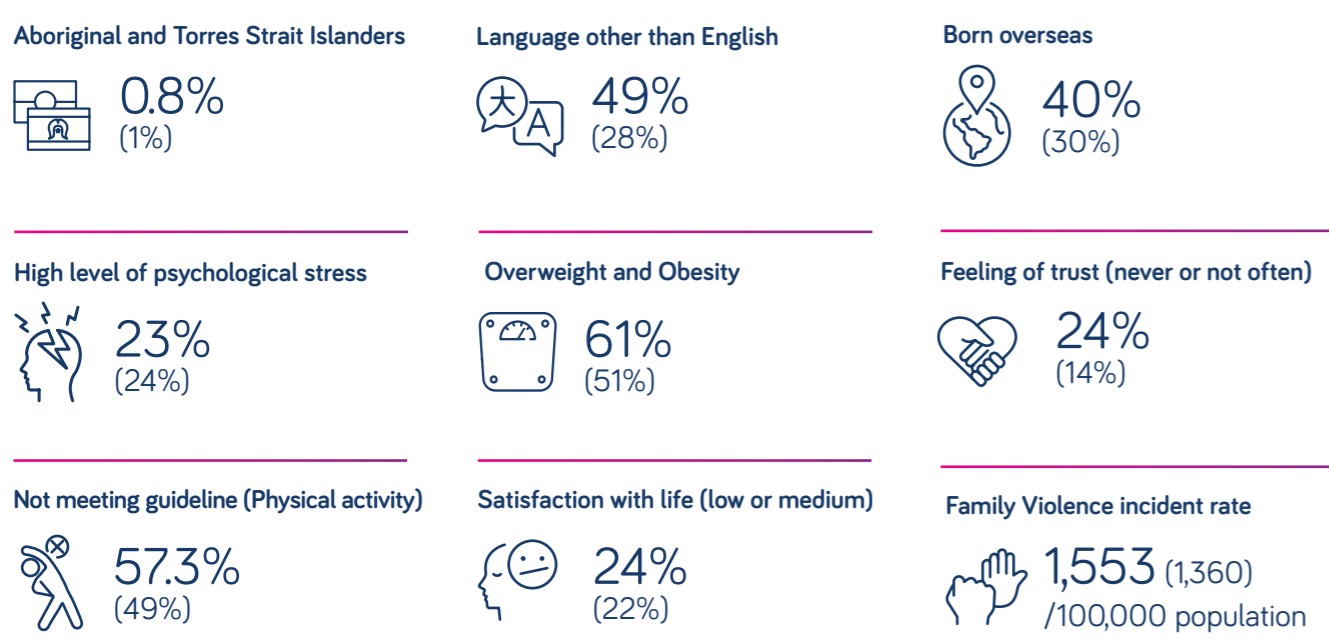
For more information on how to be involved in DPV Health's community advisor program: [dpvhealth.org.au/get-involved/](https://dpvhealth.org.au/get-involved/)



The following data shows the population snapshot of our communities across Hume, Whittlesea and Mitchell catchments.

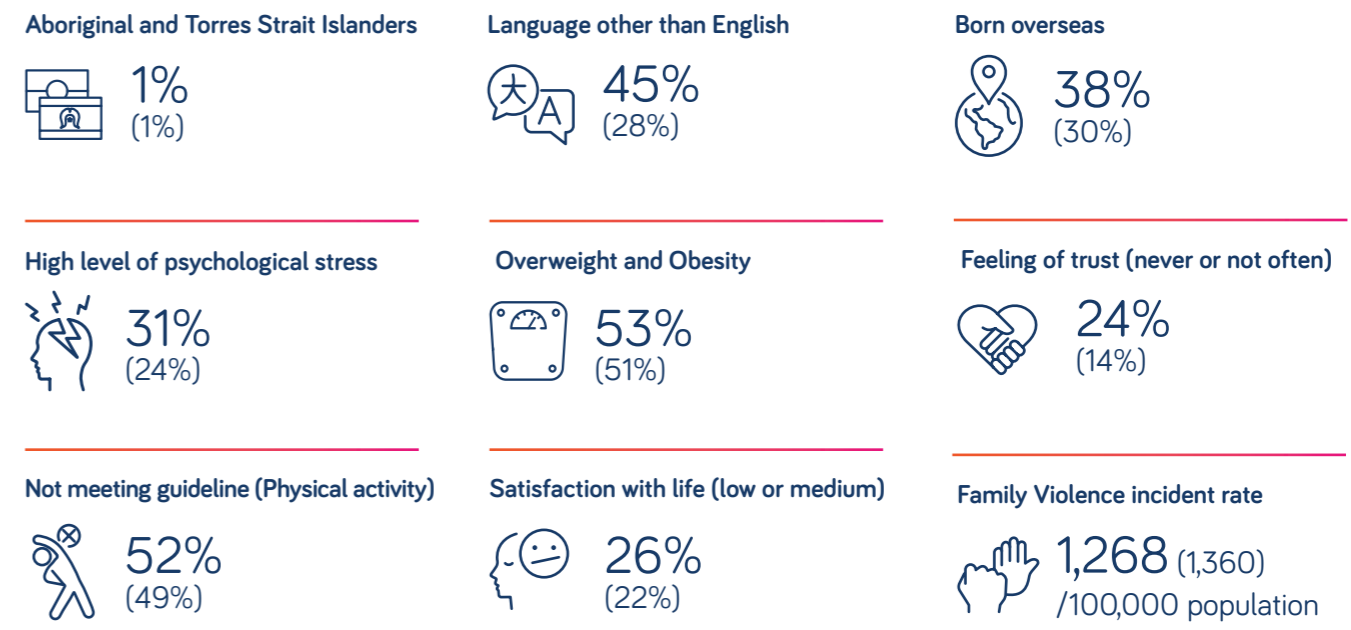
The data also illustrates the incidence of family violence, lack of safety, obesity, and absence of physical activity compared to the broader population (state average for Victoria shown in brackets).

## Hume Population Snapshot

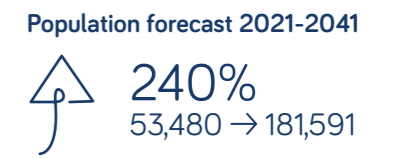
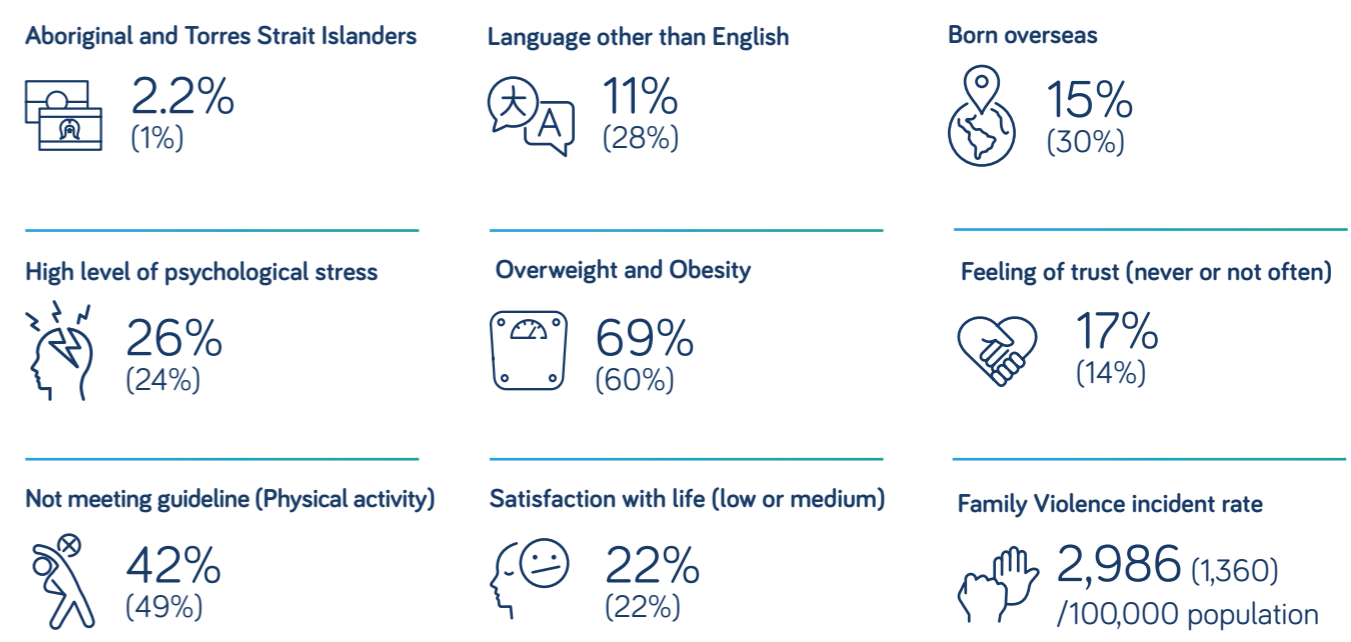


Source: ABS, Victorian Population Health Survey 2020, PHIDU database 2020, Victorian/Hume/Whittlesea/Mitchell Community Indicator Survey 2017. Crime Statistics Agency 2021. Figures given within brackets are State findings.

## Whittlesea Population Snapshot

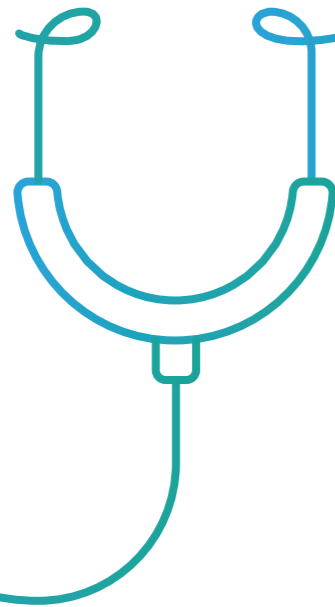


## Mitchell Population Snapshot



Source: ABS, Victorian Population Health Survey 2020, PHIDU database 2020, Victorian/Hume/Whittlesea/Mitchell Community Indicator Survey 2017. Crime Statistics Agency 2021. Figures given within brackets are State findings.

# Clinical & Community Services Plan



Beginning in June 2021, DPV Health initiated data analysis and a series of consultations to support the development of our 15 year Clinical and Community Services Plan.



**Jane Canaway**  
Chief Operations Officer



Scan/click to  
watch the video





Through a series of surveys, interviews, focus groups, and forums, we were able to engage a broad cross-section of key stakeholders including clients, community members, employees, our local and regional service partners and representatives from local council, peak bodies, and funding bodies.

Engaging with our communities enabled us to understand their health and wellbeing needs and the types of services they will be seeking over the coming 15 years.

The foundational principles which underpin DPV Health's model of care include:

- 1 Reduce health and wellbeing inequalities**  
We advocate for an equal share of resources and opportunities for our community and for fair and equitable access to DPV Health services. We build the capacity of the community to provide for the health and wellbeing of its members.
- 2 Support self-determination**  
We support our clients to lead the planning of their care to achieve their health and wellbeing goals. We are committed to engaging the voice of our diverse communities to fully understand their needs.
- 3 Excellent Care**  
We are committed to planning and delivering an excellent care experience for every person, every time. We focus on providing evidence-based, individualised support while striving to accurately measure client outcomes and community impact.
- 4 Inclusion**  
We embrace the diversity of our communities and aim to provide a safe, welcoming, respectful, and well-supported experience for DPV Health clients.

The Service Plan presents 36 priority recommendations and a phased 15-year service development plan to assist DPV Health to be well-positioned to meet the community's future health and wellbeing needs.

“DPV Health will develop a multidisciplinary integrated service model which leverages links between allied health, medical, mental health and other services to provide a wrap-around service for clients with complex needs.”

**Recommendation # 16: Clinical & Community Services Plan, 2022-2037**

“DPV Health will undertake a coordinated strategy to become an employer of choice, leveraging training pathways, reinforcing internal career development opportunities, and investing in workforce amenities and facilities.”

**Recommendation #2: Clinical & Community Services Plan, 2022-2037**

“DPV Health will advocate on behalf of its community to secure funding growth (State & Federal), recognising the unique health and wellbeing needs of the rapidly expanding, diverse northern region communities.”

**Recommendation #3: Clinical & Community Services Plan, 2022-2037**

## Co-designing Our Mental Health Services

DPV Health is currently redesigning its counselling and mental health services. This work will be underpinned by a strong partnership between people with lived experience, clinicians, and leadership.

Our initial co-design process began through our clinical staff reaching out to their current and recently discharged clients, asking them to participate in a series of meetings to evaluate a menu of therapy choices. It was envisioned that people would use one or more choices to support their recovery from issues surrounding their mental health.

Facilitated by a local lived experience leader, nine people attended three meetings. They shared their experience, their struggles and critically examined each proposed

evidence-based therapy, including its potential benefits to the community. This led to changes to the content, including the introduction of dialectical behaviour therapy, and resulted in the accelerated recruitment of a senior peer worker within our Mental Health and Wellbeing team.

We are currently recruiting for an ongoing co-design group. The opportunity to participate is open to anyone who has been a client and/or a family member of someone who has used our counselling or mental health services.



### Social Support



“I feel so good mentally to be out of my home, visiting places I have never been to in my life, and I just really feel free and the best I have felt in 20 years.”

Client — Overnight respite program

**At the end of 2021, the DPV Health social support team conducted client assessment and goal reviews across all our Social Support programs.**

During this time, we found a common trend: clients wanted to attend overnight trips. One client in particular expressed feeling lonely and socially isolated as she has been a widow for several years. The client migrated to Australia over 35 years ago, however, had never left Melbourne for a holiday as she was committed to caring for her husband. Over time, her social circle had gradually become smaller, especially as she recently relocated. Some of her friends had also recently passed away, which added to her feeling of loneliness and isolation, and a growing desire to actively participate in community activities.

Our new and improved overnight respite program was offered to the client once a month and, as a result, she has so far been on three trips outside of Melbourne. The client recently provided feedback to the program team leaders, expressing her gratitude and appreciation of the level of care and support provided to her and other clients on the overnight trips.

## GP Respiratory Clinics

Our GP Respiratory Clinics provide acute respiratory assessment and care for patients within the community. These clinics began operating in January 2022 and have since seen over 5,500 clients within the Hume and Whittlesea local government areas.

DPV Health worked closely with local councils, Eastern Melbourne Primary Health Network, North-Western Melbourne Primary Health Network, the Department of Health, and industry experts to deliver this crucial service to our community.

Despite only being recently introduced into the community, the benefits of the GP Respiratory Clinics (GPRCs) are already clear. With many patients suffering COVID-like respiratory illnesses, it has become increasingly difficult for them to get an appointment with their regular GPs. The Respiratory Clinics have onsite GPs who assess anyone who presents with respiratory symptoms and make them feel welcome in situations where patients feel there is nowhere else to go.

Working safely and as a team is an integral part of providing excellent care to our community. To quote an industry expert, “DPV Health is easily the best and most professionally operated GP Respiratory Clinics in the sector.” Our aim is to always operate our services with the highest levels of integrity, empathy and safety while ensuring all members of the community are aware of the benefits of the GP Respiratory Clinics — and we hope to service our community well into the future.



### Respiratory clinic helps mother in need

**A young mother attended the GPRC with her three-year-old daughter who had respiratory symptoms.**

The mother conducted a Rapid Antigen Test at home which was negative, but her GP refused to assess the child until she received a negative PCR test. Without anywhere else to go, the mother attended a GPRC, where her child was assessed by a GP and provided with the required clinical care. The mother was very happy with the outcome and appreciated the care and help provided by our dedicated team.



## New ECIS Model to Meet Client Needs

In 2021, we piloted a new model for our Early Childhood Intervention Service (ECIS) — bundled packages. The aim of the bundled packages is to make it easier for families to understand and access the range of services ECIS has to offer and to create a clear vision of the child's therapy journey for families throughout the year.

Families can make informed decisions around the supports they want to access and the frequency of their appointments. Families can choose the bundle that best meets their child's needs while still considering the NDIS funding available to them through their plan. The bundles have been classified as weekly, fortnightly and monthly, with the option for families to choose add-on services such as consultations with an additional therapist, and group sessions. Families can also choose to access non-NDIS add-on services such as podiatry, audiology, immunisation/vaccinations, the Community Asthma Program, dental services, Healthy Mothers Healthy Babies and dietetics, as well as support coordination, if that is available as part of their child's NDIS plan.



### HEARTOON is at the heart of digital education

**The HEARTOON project, developed in-house by our cardiac rehabilitation team, is a comprehensive heart health e-learning resource.**

Using VideoScribe animation software and voiceover, HEARTOON provides cardiac rehabilitation clients and their families and carers with health information in an interesting, engaging and accessible format.

Seven education topics, aligned with existing face-to-face education sessions, were developed into short (4-10 minutes), evidence-based, easy-to-understand animated videos. The topics included footwear and foot care, label reading, your heart, risk factors, exercise, medications, and healthy eating.

The innovative use of technology ensured that clients did not miss out on important information when unable to attend face to face education sessions during COVID-19 restrictions or were unable to complete the program for any other reason.



Scan/click to watch  
National Heart Week —  
Heartoon Project videos

# Excellent Care Framework



Launched in 2020, DPV Health's Excellent Care framework defines the core pillars, shared roles and organisational systems fundamental to the achievement of excellent care.



**Sophie Gilmour**  
Chief Clinical Governance  
& Experience Officer



Scan/click to  
watch the video



# Excellent Care Symposium

## Excellent Care is part of our DNA



In March 2022, DPV Health held our inaugural Excellent Care Symposium, with the theme of *Excellent Care is part of our DNA*.

Individual teams contributed more than 50 case studies showcasing how their focus on Excellent Care supports the best possible experience for every person, every time.

More than 250 DPV Health employees joined the online symposium, enjoying presentations from teams sharing innovative projects and service approaches. Our keynote speaker, Cathy Balding, delivered an inspiring presentation, encouraging every team member to be part of our Excellent Care commitment and sharing her lessons for success.

### This is what employees said they do in everyday work that contributes to Excellent Care:

Listening to client, Care, Engage and empathise, Keep safe, Engage, Advocate for client, Client Choice, Support all teams, Empowering the clients, Respect and care, Clear communication, Evidence-based, Collaboration, Evaluate, Quality care, Your Way, Work together, Person centered, Clinical care, Learning and listening, Client's needs, Journey with client

Preparations are already underway for our next Excellent Care Symposium in March 2023.

Scan/click to view our "Excellent Care" Booklet



# Waitlist Reductions to Meet Demand

Reducing waitlists (and wait times) was identified as a key requirement for DPV Health to meet the growing demand in Melbourne's northern growth corridor for community healthcare services. It was also considered a strategic imperative for DPV Health to implement the STAT Model (Specific and Timely Assessment & Triage), a model aimed at reducing clinician triage time and moving clients off waitlists with greater efficiency.

We developed robust data analysis tools to gain greater insight into waitlist drivers and identify solutions to manage them. A Client Access Manager was appointed to develop a waitlist reduction strategy and improve communication between the Access/Intake and Clinical Service teams. A consultative approach was taken between these teams to develop supply and demand calculators to align clinical resources with referral demand.

As a result of these interventions, focus services (identified as services with wait list issues in allied health) saw a 46% waitlist reduction. This has been despite a rise in referral rates by 163% since January 2022.

46% reduction in total waitlist numbers (Allied Health focus services)

69% reduction in Priority 1 waitlist numbers (Allied Health focus services)

47% reduction in total wait times (Allied Health focus services)

71% reduction in Priority 1 wait times (Allied Health focus services)



## FTA Reduction in Audiology

To address the ongoing and unacceptably high rates of FTA (failure to attend) in Audiology, a five-week trial was conducted between March and April 2022.



We sent clients an automated SMS 72 hours prior to their initial assessment appointment, giving them a timely reminder and allowing them to prepare for their appointment. It also allowed our Intake team adequate time to replace the "NO/WILL NOT ATTEND" responses with other clients on the waitlist. Clients who did not respond to this SMS were identified, and an outbound call was made to confirm their intention to attend.

The 5-week trial saw the Audiology FTA rate come down from 32% to 9% — a significant reduction.

This is a clear indication that increasing the level of client engagement prior to their initial appointment can yield positive results.

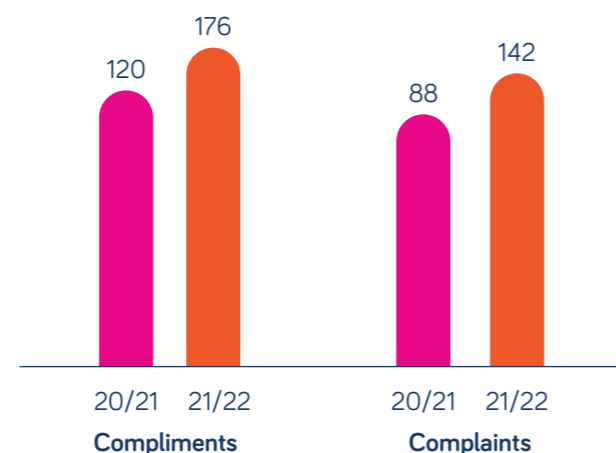
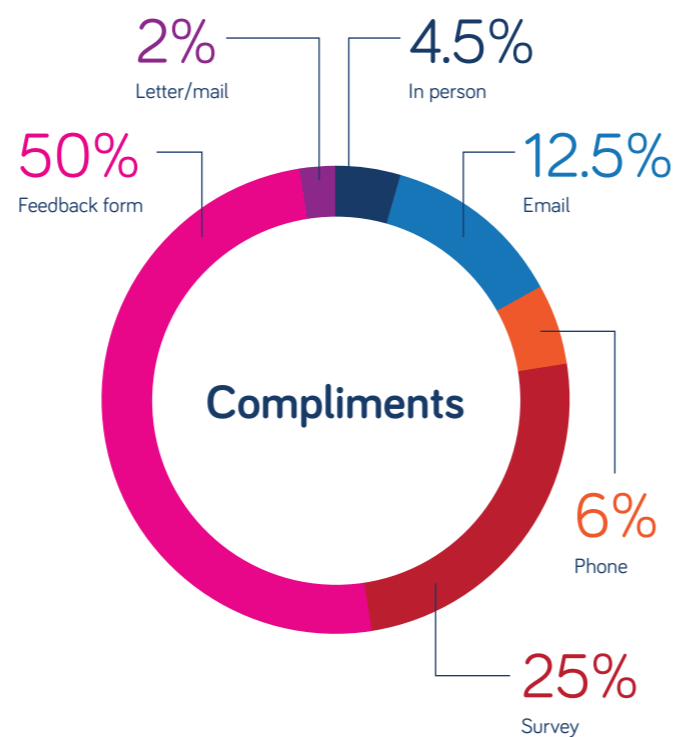
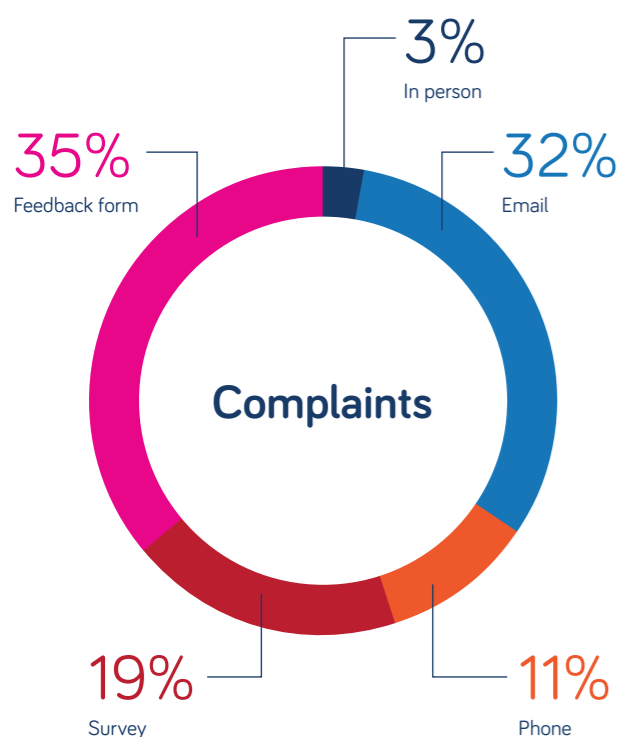


## Client Feedback Informs Improvement

Seeking, listening and acting on client feedback is fundamental to achieving Excellent Care for every person, every time.

Feedback is acted on as a priority to ensure that matters are investigated in a timely and accurate manner. Across 2021-22, the DPV Health leadership team collectively resolved 142 complaints, working to the shared performance target of resolving complaints within 30 days.

We are committed to supporting our clients to provide feedback in the easiest way possible and provide interpreter support at no cost to assist where required.



DPV Health's total feedback registered across 2021-22 exceeded 2020-21 by 110 items, which is a 31% increase overall. We continue to improve how we promote our feedback systems and provide training to all team members on how to encourage client feedback at the point of service.

Client feedback can assist our teams to identify and prioritise opportunities for improvement or innovation.

In addition to engaging with our clients and communities to seek their input into annual planning and strategic planning processes, several improvements have arisen from client feedback, including:

You said	We did
"I found it difficult to access the GP Respiratory Clinic as someone that uses a wheelchair."	✓ Installed a ramp at GP Respiratory Clinic for enhanced access for people using wheelchairs, walkers, or other mobility aids.
"I'm finding it difficult to know what services are in my area."	✓ Updated the DPV Health website with all current service locations, and enhanced web-based translation options, to make information about where services are located more accessible.
"I didn't feel very welcome when I accessed DPV Health."	✓ Increased signage and renovated locations to feel more welcoming and accessible, and trained frontline staff with inclusive and respectful behaviour workshops.
"I wasn't able to attend my appointment and then had to wait a while for a new appointment."	✓ Undertook significant work to reduce overall waitlist size and average wait times through supporting people to book the right appointment time for them.

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I visited the Mill Park GP Respiratory Clinic over the weekend when my five-year-old became unwell. I was able to get a weekend appointment so he could be seen and given a script for medication which was incredible, especially given the demand on medical services now. The doctor was thorough, kind and we were thankful to see him. Thank you for providing this service, we've definitely avoided an Emergency Department visit this weekend."  
GP Respiratory Clinic Client

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The clinician was so kind and had a wonderful way of talking to my young girl and took off her tooth very smoothly. Thank you so much for turning this bad moment into a good experience for my daughter."  
Dental Services Client

66  
My support coordinator is an understanding, caring and beautiful person."  
Support Coordination Client



## Our Commitment to Accreditation

DPV Health maintains accreditation against six national standards and is committed to ongoing evaluation and continuous improvement.

Accreditation provides assurance regarding the quality and performance of our organisational systems, processes, governance and management, and provides our clients, staff, community and funding bodies with certainty and confidence.

DPV Health's accreditation programs involve an ongoing focus on performance evaluation and progressing improvement action plans. These cycles are embedded and support all teams to be ready for accreditation at any time, acknowledging accreditation standards as the baseline for optimum performance.

Our Medical Services and Dental Services teams successfully completed full re-accreditation in 2022. In addition, DPV Health undertook a mid-cycle review of our LGBTIQ+ Maturity Action Plan as part of our three-year Rainbow Tick accreditation cycle.

**It is pleasing for all involved to hear the assessors positively report back about DPV Health during accreditation events.**

Medication management — well done, very safe and high-quality standards.

Magical to observe inclusive practice.

Thank you for your hard work leading up to and during the assessment, your preparation and quick responses were very much appreciated.

Dental discharge processes are the most extensive, best practice, excellent work, very impressive.

Fantastic work on infection prevention and control standards, great systems.

It's amazing to see the many projects and notions set in place for LGBTIQ+ inclusivity and I'm incredibly pleased to work with an organisation that is doing such an amazing job in this field.

The continuing governance and senior staff level support and engagement with the LGBTIQ Maturity Plan and Rainbow Tick related initiatives generally, is a standout achievement for DPV Health.

Accreditation Program	21/22 activity	What's next?
NDIS Quality & Safety Practice Standards	<b>Certified</b> Focus on improvement and innovation plan	Mid-cycle review in late 2022
Aged Care Quality & Safety Standards	<b>Accredited</b> Focus on improvement and innovation plan	Re-accreditation for all commonwealth aged care funded services
Quality Improvement Council Health & Community Services Standards	<b>Accredited</b> Focus on improvement and innovation plan	Mid-cycle review in 2023
Rainbow Tick Accreditation	<b>Accredited</b> Mid-cycle review completed in June 2022 with assessor commending DPV Health for improvement outcomes	Full re-accreditation in 2023
National Safety and Quality Health Service Standards	<b>Dental Services — Full re-accreditation achieved in 2022</b>	Dental Services — Mid-cycle review in early 2024 Mental Health Services — full accreditation in early 2023
Royal Australian College of General Practitioners — Standards	<b>Full re-accreditation achieved in 2022</b>	Focus on improvement and innovation plan

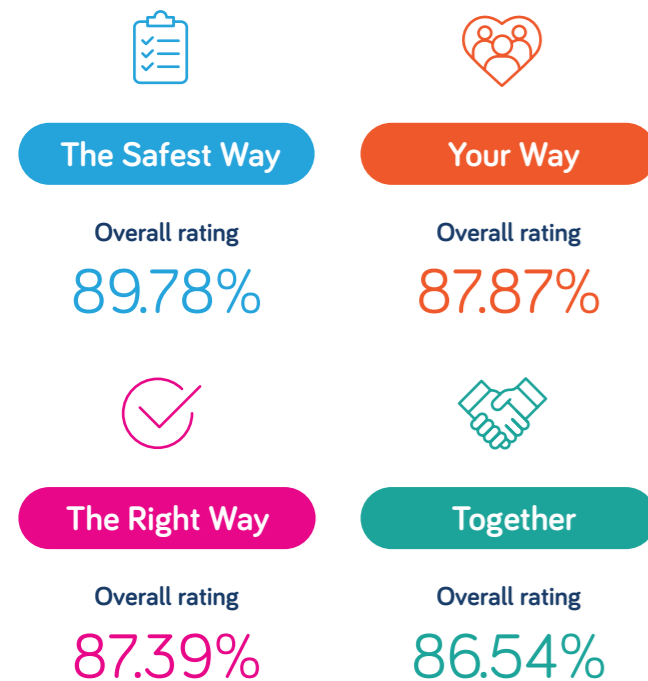
# Client Experience Survey

DPV Health introduced our first client experience survey in October 2021 with outstanding results.

With 20 concise and client-friendly questions, the digital survey was designed to measure client satisfaction and experience across different areas of our service delivery, as well as to rate the performance of our services on the four Excellent Care pillars (Safest Way, Right Way, Your Way and Together). The survey and supporting communications were developed in English, Arabic, Assyrian, Greek, Turkish, and Italian to encourage participation from our diverse community groups.

The survey link was sent via SMS to nearly 8,000 clients who had engaged with our Medical, Dental and Allied Health services, with almost 600 clients responding to the survey. A bespoke dashboard was created to help collate and present the survey findings.

## Excellent Care pillars rating



## Key findings based on responses from over 600 DPV Health clients

An overall client satisfaction rating of 88.4% and all service areas recording a satisfaction score of over 80%.

Clients from diverse ethnic backgrounds and those speaking a language other than English being extremely happy with the overall service and level of care they receive from DPV Health.

An overall rating of above 85% on all the Excellent Care pillars.

A Net Promoter Score of 66.8%, with over 75% of our clients classified as promoters of DPV Health.

# Clinical Safety

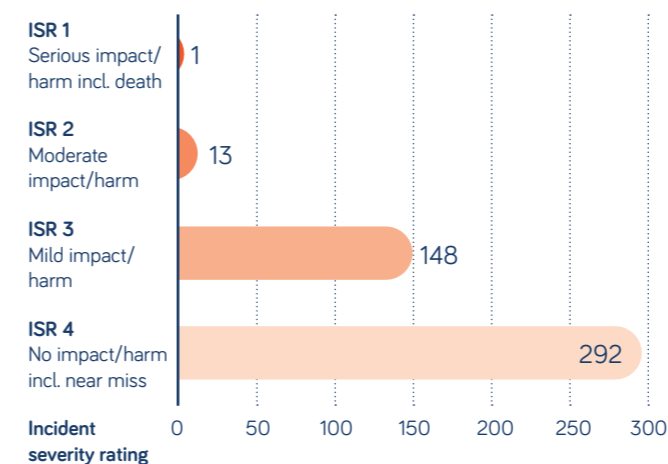
DPV Health delivers a diverse range of clinical and care supports with a shared commitment to planning and delivering Excellent Care for every person, every time.

We acknowledge when things don't go as well as they should and always strive to respond with open, transparent explanations and seek to understand how we can improve.

Our clinical indicators assist us to monitor the clinical processes which hold the highest potential risk of harm for our clients if not managed well. Our continued focus on best practice clinical procedures, clinical supervision and clinical risk management has contributed to strong clinical indicator performance during 2021-22, with no ISR 1 or 2 rated events related to medication management, sharps-related incidents or client fall/slip/trip.

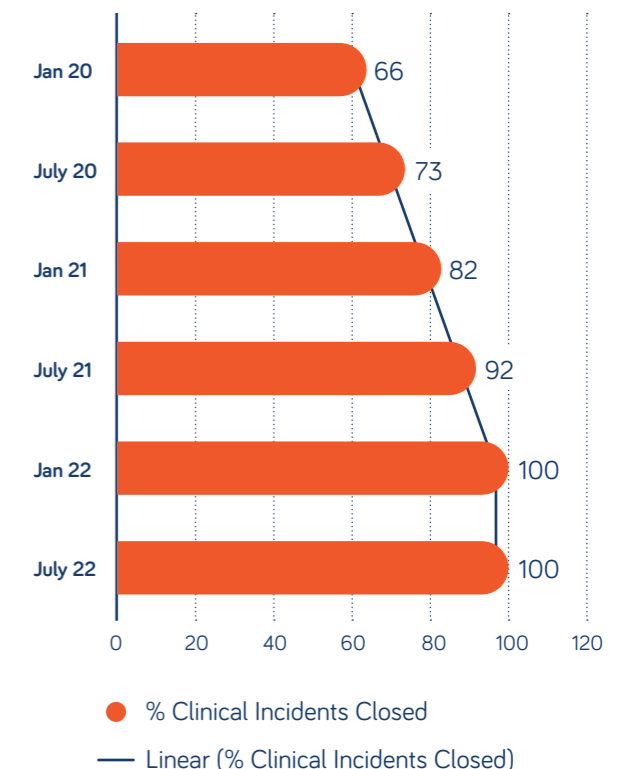
The majority of ISR 2 incidents registered during 2021-22 involved the deterioration in client health during program involvement which warranted transfer of care to ambulance or the Emergency Department.

## Total incidents registered 2021-22



## Clinical incidents — ensuring a timely response

DPV Health's leadership is committed to responding and investigating all clinical incidents in a timely manner and works with the client, their representatives and the care delivery teams to investigate incident causes and outcomes. Our shared performance target is to investigate and resolve 90% of clinical incidents within 30 days. We are proud of our clinical incident close-out performance, this demonstrates our shared commitment to clinical safety and a focus on taking actions to avoid similar incidents occurring again.



## Safety Culture — a focus on learning and improvement

Our service teams work collaboratively with our Clinical Governance and Quality team to undertake incident case reviews. Through systematic incident analysis processes, we can identify factors which contributed to the incident occurring. These may be administrative or communication processes, system, environment or equipment issues, or a range of human factors (such as human error, training, skills, etc). By considering contributing factors, the team can then identify areas for improvement.

DPV Health promotes a just culture, a team environment that promotes transparent and accurate analysis of clinical incidents, avoids personal blame and always seeks to learn and improve, all in support of our ultimate goal of protecting our clients and enhancing their experience of care.

Here are some of the improvements that have been identified through clinical incident reviews:

- > Review of program-specific induction checklist to incorporate PPE and hand hygiene guidance
- > Review of PPE/Rapid Antigen Test supply management procedures to ensure stock continuity over weekend periods and during identified COVID-19 infection clusters
- > Design of suicidal risk identification and response guidance for Administration team members
- > Review of medication administration and management procedures within Disability Services to strengthen “missed medication” management resulting from medication not being supplied to centre-based program
- > Display of “splash and spills” management posters within dental services
- > Design of fall risk screening questionnaire ready for testing within intake services.



## The PEMAC Clinic

### P-Participate, E-Educate M-Motivate and C-Celebrate

DPV Medical Services developed the PEMAC project to reduce Body Mass Index (BMI) and associated issues in patients. Funded by the Eastern Melbourne PHN, the nurse led clinic, focused on patient-centred, goal directed care to deliver a holistic and personalised program.



Patients with a BMI over 30 were identified and invited to participate in the project, and 20 people were recruited for the 12-month period.

The initial assessment was complemented by initiating a goal-directed care plan with each patient, for the 12-month period. A health-coaching approach was adopted, and patients were provided with the GOSHARE app which enabled the nurses to send messages of encouragement, fact sheets, animations, and helpful links. The initial assessment questionnaire was completed quarterly to track the effectiveness of the project and the implemented goals for each individual.

75% of participants completed the project and each of them celebrated positive changes in their lifestyle habits, in addition to a host of the other benefits, including:

- > Improvements in HbA1c (blood sugar test)
- > Improvement in HDL/LDL (Cholesterol test)
- > Improvement in overall wellbeing
- > Increased Chronic Disease management bookings
- > Increase in service requests for Nurses
- > Increase patient satisfaction in care and decision making.



## Bringing a Smile to the Community

### As part of the state government’s Smile Squad Program, DPV Health are engaging with local primary, secondary and special schools across Hume and Whittlesea to deliver Free dental check-ups.

The two-van mobile dental program provides students with oral examinations and dental treatments as well as information packs to educate students and families on teeth brushing and healthy eating.

Since commencement in March 2021/22, DPV Health delivered the Smile Squad Program to 5 schools with 3,376 treatments.

The free program complements the Smiles 4 Miles program delivered into kindergartens across the community to ensure children have access to free dental care early in life.

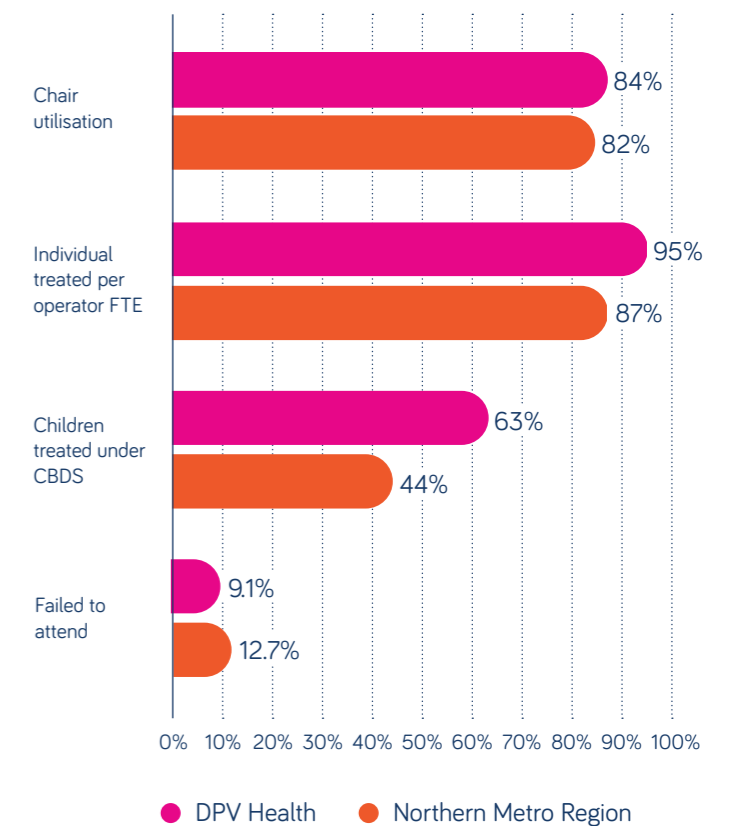


### Excellent care shines through

Despite COVID challenges, the DPV Health dental program provided continued access to essential dental services to those most in need and rapidly expanded after Melbourne’s lockdowns to manage the growing waitlist.

DPV Health continued to achieve a higher dental chair utilisation rate, treated more children under the Child Dental Benefits Scheme and were more efficient in treating more clients per clinician in comparison to the average performance across the Northern Metro region. Our drive for Excellence care continues to see our performance improve and provide increased dental service access for more of our community.

### 2021–22 DPV Health dental performance





# Inclusion Strategy & Together Framework



**Inclusion Strategy**  
**Sophie Gilmour**  
Chief Clinical Governance & Experience Officer



Scan/click to watch the video




**Together Framework**  
**Rick Jackson**  
Executive Manager — Client Experience & Community Engagement




Scan/click to watch the video

Our Inclusion Strategy, published in 2021, guides our organisation further down the path of providing inclusive services that improve the health, wellbeing and participation of the diverse communities we serve.


Promoting inclusion is how we ensure that all people enjoy the same rights, regardless of their individual characteristics or circumstances. In this first reiteration of the Inclusion Strategy, DPV Health focuses on five priority groups:


-  **Culturally and Linguistically Diverse people**

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-  **Aboriginal and Torres Strait Islander people**

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-  **Women**

-  **LGBTIQ people**

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-  **People with a disability**

Our Inclusion Strategy prioritises capacity building, community engagement, partnership and building systems that promote fairness and equity.

#### Culturally & Linguistically Diverse Action Plan



#### Reconciliation Action Plan



#### LGBTIQ Maturity Action Plan



#### Gender Inequality Action Plan



## LGBTIQ Maturity Action Plan

Since first achieving the Rainbow Tick accreditation in 2020, we've been on a journey to implement our LGBTIQ Maturity Action Plan.

DPV Health shared key findings from the 'You Are Who You Say You Are' report at community forums in Hume and Whittlesea. The community forums called for a unified, culturally safe and inclusive response to LGBTIQ health needs across our service area. Our collaboration over the past year has encouraged City of Whittlesea Council to commence their own Rainbow Tick journey, Hume City Council to engage in LGBTIQ celebrations for the first time, and Uniting Care to introduce inclusive playgroups in Hume. The work established meaningful community engagement and local partnerships with LGBTIQ service providers.

To support the LGBTIQ Maturity Action Plan, we have recruited our first LGBTIQ Mental Health project worker to manage the DPV Health LGBTIQ Facebook page, including facilitating live sessions with the community.

As part of our commitment to improvement, we updated our client registration and feedback collection process, including gender, sex, sexuality, and preferred pronouns as data fields on all our forms.

DPV Health is part of the Pride in the North network, which comprises local health organisations in Melbourne's North, including Northern Health, Nexus Primary Health, and Hume Whittlesea Primary Care Partnerships. Staff and their family and friends, including from DPV Health, have participated in the Midsumma Pride march under the Pride in the North banner year-on-year.



# Let's Bring Change Together

*Let's Bring Change Together* is a co-designed, community-led project to make the City of Whittlesea a safe, inclusive, and respectful community where women and girls can live a life free from violence.

DPV Health provided opportunities for community members to use their voice and lived experience to shape the work undertaken to prevent gender-based violence within our service area.

27 community members from diverse backgrounds came together to form a co-design project group. Members directly informed, designed, and developed culturally appropriate and effective resources, including the project title, key messages, imagery, language, tone, and style. The result was a video in three languages, English, Hindi, and Punjabi that addressed key audiences in a familiar language, without subtitles or captions.

Supporting resources were developed to educate and motivate members from the South Asian community to have conversations about the importance of feeling safe at home and in the community, and where and how to seek support if they or their family and friends are experiencing family violence. All resources were extensively promoted online, on culturally and linguistically diverse media and via local area marketing in neighbourhood houses, community centres, South Asian community gatherings and local shopping centres.

Apart from the co-design group, this project had active involvement and support from the South Asian community in Whittlesea, City of Whittlesea Brotherhood of St Laurence, Banksia Gardens, Whittlesea Community Connections, and Eastern Melbourne Public Health Network.



Scan/click to watch the "Let's Bring Change Together" video



## Promoting Gender Equity in Sport

Since 2020, DPV Health, together with the City of Whittlesea has successfully delivered the *Female Inclusion in Sport Grant Program*.

Grants of up to \$3,000 support local sporting clubs to undertake projects that are accessible and safe for women, girls, and gender-diverse people from diverse backgrounds and enable them to take up leadership and mentoring opportunities within clubs.

We are currently financially supporting seven clubs in the City of Whittlesea that are increasing female and gender diverse people's involvement in all aspects of sport. The success of this program demonstrates the difference these initiatives can make.

DPV Health will continue to promote gender equity in sport as an integral part of our Prevention of Violence Against Women priority area.



66

This project has enabled three young women to attend Leadership Training. As a result, they are now coaching and are role models for the younger girls. These girls are now members of the Club Committee and are organising tournaments."

Lalor Tennis Club



66

We welcomed 20 women and girls into our club, and we could not have asked for a better outcome, the women aged from 13 to over 50s are now playing on our women's team. Only three women who had ever played cricket before on the team, all the others were new to the game!"

South Morang Cricket Club



## Building Respectful Relationships in Schools

**Respectful Relationships (RR) is a Victorian Government initiative which supports schools, leaders, educators, and school communities to promote and model respect and equality. The program also teaches children how to build healthy relationships, resilience, and confidence.**

66

Because the decals are nice and bright, we noticed them straight away when we walk into the school. They are a nice prompt to read them to your child and have a little conversation about respect/being kind before starting the day. Very important!"

Community member

66

Very pleased to see 'treat everyone as an equal' — such an important message to learn from a young age. And a good reminder for us adults as well."

Community member

66

The working relationship was supportive and made the purpose clear, great. Contactable and responsive staff at DVP Health. Thank you."

School staff member

DPV Health partnered with three schools — Mernda Park Primary School, Mernda Primary School, Ashley Park Primary School — and the Victorian Department of Education and Training to embed messages of equality and respect within schools in the City of Whittlesea. This project provided schools with the opportunity to design a visual campaign kit that would accelerate the uptake of key messages and enable the school community to improve on existing behaviours and attitudes.

**Over 450 members of the school community provided feedback on the campaign.** 91% of the school staff and over 80% of the parents reported that the messages were effective in promoting respect and kindness.



## Reconciliation Action Plan Launch

On 13 September 2022, the anniversary of the UN Declaration on the Rights of Indigenous People, DPV Health launched our first Reconciliation Action Plan (RAP). Encouraged by our First Nations Access worker and consultant, our first RAP is an Innovate RAP.

Reconciliation can only happen when it's based on a recognition of the truth of the history which has gone before and acknowledging the harm done to people who have lost their land, culture, customs, and language.

Our first RAP focuses on real changes that make a sustainable difference in the lives of First Nations Peoples. In line with the commitments outlined in our RAP, we have already changed our procurement practices to preference First Nations suppliers and are currently recruiting for two First Nations staff members — with many more positions set to follow.



Members of the Reconciliation Action Plan Working Group collaborated over the course of two years to transform ideas into the actions, deliverables and timelines which will drive the reconciliation journey we are taking with our community.

DPV Health acknowledges and extends our thanks to the Elders who contributed their wisdom, time, and experiences to the development of our RAP, at a particularly difficult time of mourning and loss for the community.



## Thorne Harbour Training Builds Clinician Capacity

**The Thorne Harbour Trans and Gender Diverse (TGD) affirmative practice training for mental health clinicians was developed as a response to TGD people's reported reluctance to seek help (Australian Research Centre in Sex, Health, and Society, 2021). There was a perceived lack of knowledge of TGD identities and ways of life, as well as reported discriminatory behaviours by healthcare professionals.**

The training consisted of two parts: a one-hour introductory workshop delivered by a DPV Health employee, and a subsequent two-hour training delivered by Thorne Harbour trainers. Both sessions were delivered online and attended by 14 participants across our own Mental Health services team and The Orange Door teams.

The introductory workshop guided participants through TGD identities with an intersectional approach, helping them to understand proper pronoun use and TGD relevant

language, using TGD voices to demonstrate TGD experiences of healthcare. It provided a reflective practice space for participants to explore unconscious biases and examine their professional clinical experiences of working with TGD clients (using clinical group supervision models).

The second part of the training focused on TGD peoples' mental health clinical needs and presentations. This included a detailed examination of the four spheres of gender affirmation: personal, social, medical, and legal, with focus on how TGD-affirming practice can be embedded into participants' professional clinical practice.

Evaluation found that 11 out of 14 participants reported an increase in confidence in asking for and using correct pronouns and reported an increase in their knowledge of and confidence in working with TGD people.

A similar training was offered to and attended by two DPV Health GPs. This training was delivered by lived experience TGD GPs.

# Digital Community Connectors Share Their Voice

The DPV Health Digital Community Connectors Project was introduced in 2021 as an innovative pilot aimed to increase our community reach and participation.

We invited applications from diverse communities including migrants, refugees and asylum seekers, LGBTIQ+ people, Aboriginal and Torres Strait Islander people, and people with disabilities to become part of our project.

Connectors were recruited based on their skills and experience working with innovative online communication and engagement platforms. They were supported to develop digital outreach to their networks to share information about health and wellbeing services, healthy behaviours, and opportunities to engage with DPV Health and the communities we serve.

26 Digital Community Connectors, representing 11 ethnic groups and speaking 17 different languages, graduated from the program.

The program offers participants the opportunity to partner with local community health services and share knowledge of their community to ensure a better standard of service and care. They can increase their knowledge on topics related to health and wellbeing and connect with people who have similar interests and who live or work in the Hume and Whittlesea local government areas.

To enquire about becoming a Community Advisor, go to [www.dpvhealth.org.au/get-involved/](http://www.dpvhealth.org.au/get-involved/)

The Digital Community Connectors will increase our capacity to engage our communities by incorporating the community voice in all stages of service: planning, design, delivery, evaluation, and governance. DPV Health is invested in building a sustainable relationship with our connectors through ongoing engagement and we are looking forward to growing this network in the coming years.



## Helping Families Transition to School

DPV Health partnered with schools, kindergartens, and healthcare professionals to develop a series of accessible videos and other resources to support families to address health issues for their school-aged children.

These resources, collectively known as Transition Resource Packs, were first introduced in 2020. In 2021-22, DPV Health provided 5,000 Transition Resource packs to assist children transition into their first year of primary school. The resources were made available in English, Arabic, Punjabi and Hindi.

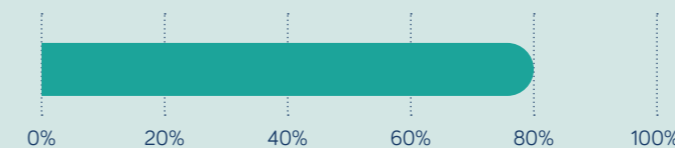
Early evidence suggests that families have adopted positive behaviour change in the areas of healthy eating and oral health. Key outcomes from teacher evaluations found a 50% increase in students bringing water to school and more fruit and vegetables being packed in lunchboxes. Families have also reported positive changes.

The resources will continue to be used and further developed as an educational engagement tool for families with children starting school in Hume and Whittlesea.

66

It was a great source of information for families. We also got feedback that the children were brushing their teeth more than they did previously. One family explained that they can now brush their son's teeth easily, where they struggled before."

Kindergarten teacher



80% of educators who completed the evaluation cited children are more active and appear to have better oral hygiene after being exposed to the resources.



Scan/click to view the School Transition resources

### Healthy Routines for a Healthy Child

#### Limit screen time and no screens 1 hour before bed

This will help the body prepare for a restful night. If your child does not get enough sleep, their body can't rest and repair for the next day. **Limit your child's recreational screen time to no more than 2 hours**, including watching TV, playing video games or looking at a computer or phone.

- > Adults can be a positive role model. The whole family can turn off screens together and do an activity as a family
- > If the young people in your home still struggle with turning off all screens 1 hour before sleep on 1 night of the week and slowly increasing
- > Remove screens from bedrooms so adults in the home can monitor usage and additional lights do not disturb sleep quality
- > Swap screens for books and other games or activities for children under 2 years. This will support their language development
- > Encourage video chatting to help learn social skills. [www.schn.health.nsw.gov.au/fact-sheets/screen-time-and-children](http://www.schn.health.nsw.gov.au/fact-sheets/screen-time-and-children)

#### Encourage dental hygiene in children from a young age

- > Make brushing twice a day part of their daily routine
- > Help your children brush their teeth until they can brush by themselves, using small circular motions. Once they learn to brush without help, continue to check their teeth regularly to make sure they are clean with your child
- > You can be a positive role model by brushing your teeth with your child
- > Children need help to brush teeth up to at least 8 years of age
- > As your child's teeth start to fit closely together (usually between two and six years old), they should also be taught to floss their teeth daily.

**Tip:** Encourage children to reduce screen time and brush their teeth twice a day by playing a song about brushing teeth while doing it together, by playing outside together or by using a sticker chart or bean/pebble jar. Once the jar is full, they can turn it in for a new toy or fun activity. Avoid using food as a reward.

DPV Health

## Our Together — Community Engagement & Participation Framework reflects DPV Health’s commitment to engaging with our diverse community and supporting more active community member participation in how we design, plan, deliver, evaluate and oversee our services.

The ‘Together’ Framework, developed in March 2022, celebrates the many benefits of seeking our community’s views, experience and preferences when considering how our services can be provided — with the aim of delivering an Excellent Care experience for every person, every time.

The ‘Together’ framework has three foundation principles: Connection, Inclusion and Participation. These three principles are reflected in all activities and influence our policies, both internal and external.

### Connection



Through establishing connections with members of our community we can improve the way DPV Health:

- > **Extend** DPV Health’s reach into diverse communities, building and nurturing relationships
- > **Improve** our service delivery using insights and understanding of community and client needs, preferences, and views
- > **Empower** our clients and communities to actively participate in the planning, design, delivery, evaluation, and governance of DPV Health services.

### Inclusion



DPV Health is an organisation committed to inclusion, celebrating the value of inclusion, and working to improve community and employee inclusion at all levels of the organisation. Inclusion in the ‘Together’ Framework means:

- > **Listen** to the voices of our clients and communities
- > **Identify** and respond to the diverse needs of our clients and communities
- > Ensure our sites and services are **safe, respectful, and welcoming** and tailored to diverse community needs
- > **Engaging** people with Lived and Living Experience.

### Participation



Participation in the ‘Together’ Framework means:

- > **Collaborate** with our clients in the co-production of services
- > **Recruit, train, and support** community members to actively participate across all levels of service provision
- > **Systems and practices** enable and support effective community participation.

DPV Health adopts the International Association for Public Participation, IAP2 Spectrum (Figure 1) to define organisational community engagement and participation maturity. The ‘Together’ Framework intends to guide our work from the common practices of ‘Inform’ to the ‘Empower’ level.



Scan/click to read the “Together — Our Community Engagement & Participation Framework”



The ‘Together’ Framework comprises innovative, flexible, and varied options for community participation, with people’s participation varying depending on their situation, interests, and desires. We aim to engage with all people with lived and living experience including the most hardly reached voices.

Our platforms include our Community Advisors which are made up of:



#### Community Network

A virtual network providing community voice to inclusive practice and service provision improvements at DPV Health.



#### Community Connectors

Trained in community leadership, connectors share health information and healthy lifestyle messages with their diverse communities and inform DPV Health service planning, design, delivery, and evaluation.



#### Community Representatives

Have a strong awareness of DPV Health services, local needs, and trends. The group provides valuable input to service quality and improvement initiatives through regular communication and meetings.

## DPV Health Community Advisor Growth

At the end of the 2021–22 financial year, there were 73 registered DPV Health Community Advisors, including consumer representatives, community connectors, and digital community connectors. Our advisors are from diverse backgrounds:



63% women



72.6% members of Culturally and Linguistically Diverse communities



5.5% LGBTIQ people

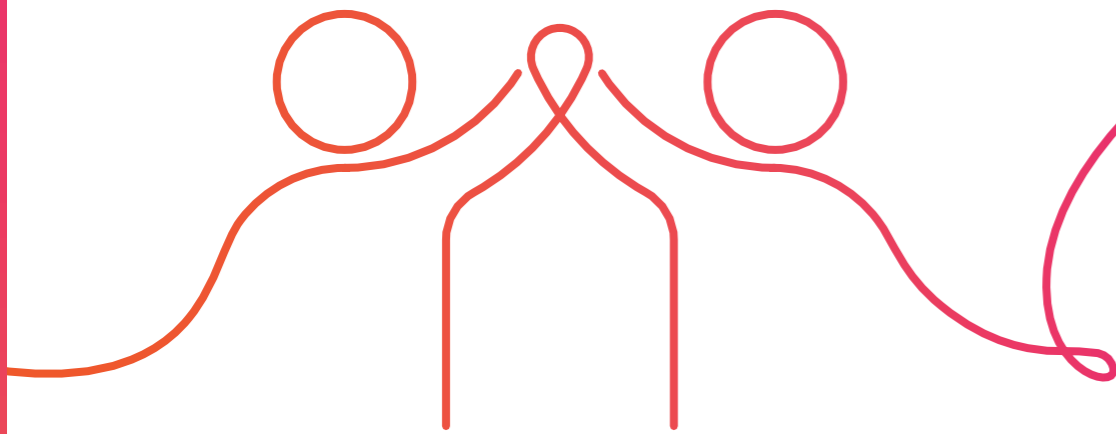


2.7% people with disability

The successful implementation of the Digital Community Connectors (DCC) project introduced 26 new community advisors to DPV Health. Further growth occurred through referrals from the DCC and partnership projects with the Whittlesea University of the Third Age (U3A). Re-engaging the community representatives group and formally establishing flexible options for community members to become DPV Health advisors has increased community participation. So far, 56 people (76% of the total) have actively participated in at least one community engagement activity.

Participation has been in the form of supporting DPV Health events, consultations on planning and service development programs, reviewing publications and capacity building training.

# Our People Our Culture



DPV Health's People & Culture Strategy affirms our commitment to a thriving organisational culture and outlines the key organisational priorities and actions to optimise our recruitment, workforce retention and development, wellbeing and flexible working arrangements.



Tess O'Connor  
Employee Experience Lead



Scan/click to  
watch the video

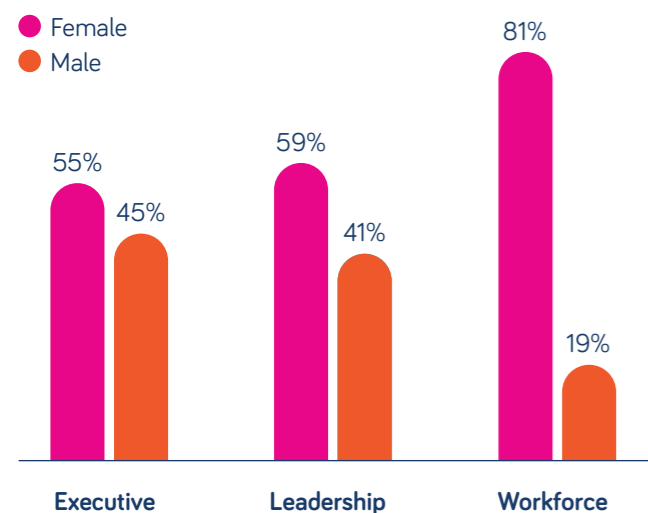


At its heart, our People & Culture Strategy aims to support our people to thrive and deliver Excellent Care to our communities. It values the role our leaders play in driving positive workplace culture, employee engagement and better outcomes for clients, and commits us to supporting them in this endeavour.

**The People & Culture Strategy includes four strategic pillars:**

- 1 Creating Outstanding Leaders
- 2 Workforce Planning, Talent Acquisition and Systems
- 3 Capability and Performance
- 4 Culture, Diversity and Engagement

The Strategy also emphasises the need to develop better systems, processes and structures to enable our staff to focus their efforts and to support their physical, social and emotional wellbeing at work. It also provides a framework to support the desired outcomes and details the actions required to achieve them.



**Our diverse workforce**



**Elevate Leadership Development Program**

In December 2021, DPV Health in partnership with the Studer Group completed Elevate — an 11-part monthly leadership development series for 34 of our leaders.

The series was delivered with three core focus areas: *Elevate Yourself*, *Elevate Your Team*, and *Elevate Your Business*.

Continuing our virtual series in late 2021, leaders discussed the topics of Motivating and Engaging, Accountability, Feedback and Coaching, Managing and Developing Teams, Change Management, Safety Culture, Recruiting Right, and High-Performance Teams.

In March 2022, DPV Health offered nine new leaders the opportunity to participate in an Leadership Excellence Workshop hosted by the Studer Group. The workshop was designed to provide these new leaders with the tools they need within healthcare organisations, to transform culture and drive performance, while also creating great places to work and great places to receive care.

The Studer Group's Evidence-Based Leadership Framework enables leaders to respond and adapt to rapid and continuous changes, including proven approaches used to:

- > create alignment within the team and organisation
- > increase engagement
- > build a culture of accountability and performance
- > deliver on the commitment to provide high quality care.

From April to July 2022, 20 leaders from the combined programs continued their leadership development journey with Studer Group in the Elevate Extension Program, with four in-person workshops exploring engagement, difficult conversations, change implementation planning and lean thinking.





## Recognising Excellence

We ended 2021 on a note of celebration, recognising some of DPV Health's highest achievers at our Annual Excellence Awards on December 16<sup>th</sup>.

Every month, our employees nominate their colleagues who've made an outstanding contribution to clients and to DPV Health through our monthly Excellence Awards Program. To select the Employee of the Year, Leader of the Year and Team of the Year category winners for our Excellence Awards, we selected from a list of more than 30 monthly winners throughout the year. We'd like to thank every employee and team who participated in this process.

Regularly celebrating and recognising our people who go above and beyond is a key component of our cultural growth strategy, *The DPV Health Way*, which has been integral to our success over the last twelve months.



## Life-cycling Careers

Here at DPV Health, we continue to promote accountability, respect and integrity.

This year we committed to adopting a 'life-cycle' model which represents our goal of attracting, recruiting, developing, retaining and moving employees through the organisation, throughout their career. Within the organisation, we encourage a flexible model to facilitate a motivated, responsive and agile workforce through effective leadership, mentoring, coaching, and succession planning which emphasises an individual's strengths and career development potential.

This approach enables DPV Health staff to continue to develop the skills that will contribute to our future growth and development — meaning a healthy organisation and a healthy community.

We focus on a promote-from-within culture, acknowledging that there are both intrinsic and extrinsic motivational factors that drive employees. DPV Health encourages a celebratory and motivational culture, creating the perfect fit between job design and our staff members' skills and interests. This creates environments where employees, equipped with the right resources and information, feel empowered to perform their jobs effectively with power.





## Excellent Care Starts with Self-care

At DPV Health, Excellent Care really does start with our people. Our people’s wellbeing and self-care are core ingredients to providing Excellent Care to the communities we serve.

Between raging bushfires and an unprecedented global pandemic, frontline workers — first responders and health care professionals — have been heavily impacted over the past few years. Appropriately, the topic of self-care for health care workers has grown in popularity, but over the last few years, many health care workers simply did not have any time to put themselves first.

DPV Health recognises that the wellbeing and emotional resilience of our people are key components of continuing excellence in care, we are all united in our goal: to plan, deliver and experience Excellent Care for every person, every time.



As an added initiative to several others held throughout the year including rejuvenation days, gift vouchers and gift hampers, this year, as part of our Inaugural Excellent Care Symposium, DPV Health circulated care packages to all our employees. This initiative was very well received and welcomed. Our work in this space is ongoing, but we have made a positive start.

**Excellent Care begins with Self-Care**

- Drink water
- Read a book
- Breathe deeply
- Disconnect from the internet
- Write down 5 things you are grateful for
- Plant a garden
- Sit in nature
- Go for solo walks
- Get lots of sleep



## National Volunteer Week

On 16 May 2022, we celebrated and thanked our DPV Health volunteers for the vital role they play within the community. The theme for National Volunteer Week 2022 was “Better Together” — a recognition of the power of volunteering to bring people together, build our communities, and create a better society for everyone.

Our communities have experienced difficult times in recent years. Despite this, volunteers are always there when we need them the most. Our volunteers have stepped up to help our communities through bushfires, floods, and the COVID-19 pandemic in an inspiring demonstration of Australian community spirit.

Without our volunteers’ ongoing tireless devotion, expertise, hard work and goodwill, DPV Health could not have delivered the broad range of services to the community that we did throughout the pandemic, including contacting people in the community to check on their wellbeing and providing food and essential supplies parcels to at-risk households. Our volunteers are invaluable members of the DPV Health family. We are grateful for their efforts and are committed to grow our volunteering program over the coming years.



# Working in Partnership



DPV Health recognises the importance of collaborative partnerships in extending the regional service sector's capacity to meet the community's health and wellbeing needs.



**Jane Canaway**  
Chief Operations Officer



Scan/click to  
watch the video



We enjoy a diverse range of partnerships and value the different perspectives and expertise our partners bring to meeting our shared goals.

From preventative health and early intervention, through to supporting healthcare needs and chronic disease management, DPV Health is constantly seeking opportunities to partner with other community focussed organisations. We connect with other local health, wellbeing and community services, education providers, councils and other service providers to extend service reach and ensure an Excellent Care experience for every person, every time.

### Government and funding partners


### Industry partners


## Celebrating Harmony Day With the Community

In June 2022, DPV Health partnered with Hume City Council to launch the *Parts Moving in Harmony* project.

A light projection, featuring harmony-based messaging, was installed at Broadmeadows Town Hall as part of the Hume City Council Winter Lights Festival. This projection reached an estimated crowd of **7,000 people**.

*Parts Moving in Harmony* was a community-engaged art project which coincided with Harmony Week, promoting multicultural inclusion and offering community members an opportunity to express their identity and narrate their own stories. Of the 68 participants surveyed at the event, 82% correctly identified the meaning and messaging behind the art.

The project raised awareness of harmony messages across the community, promoting inclusion and discouraging discrimination. It created a platform for our diverse community to contribute to art and start conversations about inclusion, while at the same time raising awareness of DPV Health's services.



Scan/click to watch the "Harmony Day" video



## COVID Positive Pathways

The COVID Positive Pathways Program (CPP) supports people living at home with COVID-19. It provides clinical monitoring and other supports that allow people to remain in isolation while still receiving required medical support and guidance.

Experienced clinicians provide phone support to people who are very unwell but able to remain in their home with ongoing monitoring. Our Clinical team has access to medical support, emergency supplies, pulse oximetry and medications that may be required to support clients.

In late 2021, DPV Health was contacted by Northern Health to provide support for their CPP by supplying staff to meet rapidly increasing demand during the COVID-19 wave. These staff returned to DPV Health in January 2022 with the skills and knowledge to set up a CPP Program at DPV Health, funded by the Northeast Public Health Unit (NEPHU) and working in close partnership with Northern Health. The group met weekly to discuss issues, ways to improve systems, and resolve clinical concerns. This work has seen DPV Health provide phone support to almost 200 people a day during peak periods, assisting them to remain in their homes with clinical monitoring, with the ability to escalate to acute services promptly if required.

DPV Health has worked closely with NEPHU, Northern Health, Cohealth, EACH, Your Community Health and Banyule Community Health, meeting weekly with Communities of Practice, reviewing processes and adapting as required to maintain a model that meets the needs of the community and supports people to remain at home where they feel most comfortable, reducing pressure on the acute health system while still ensuring they are looked after.



## Partnerships With Educational Institutions to Build Local Career Opportunities



This year, DPV Health has continued our collaboration with key education sector partners focused on training and employment pathways for high-priority roles including:

- > Medical: Registrar training program and academic appointments with University of Melbourne
- > Dental: School of Excellence with Dental Health Services Victoria and Bendigo Kangan Institute
- > Allied Health: Undergraduate and graduate training programs with Latrobe University
- > Mental Health: Facilitating on-the-job completion of the Certificate IV in Mental Health Peer Work with lived experience providers
- > Business Analysts: Recruitment and shared research programs with NorthLink.

Our focus is on successful talent acquisition supported by a range of student placement opportunities, internships and training programs.

To ensure future skill requirements are met, we work closely with our regional partners including Hume and Whittlesea Councils, Banksia Gardens Community Services, Kangan Centre of Excellence, Hume Jobs and Skills Taskforce, The SEED program, Hume Multiversity Initiative, and Dental Health Services Victoria.

We have increased our engagement with local secondary schools through work experience placements and VCE career expos, whilst also growing our volunteer program and creating more opportunities for lived experience roles.

Through continued growth, our aim is for our workforce to reflect the diversity of our community. Working together with local migrant and refugee agencies we have welcomed new team members to DPV Health.

## Expanding Partnership With Banksia Gardens Community Services

### DPV Health and Banksia Gardens Community Services (BGCS) renewed our Memorandum of Understanding in 2021–22, cementing our successful and longstanding partnership.

BGCS has been working with their local community for 40 years, providing a home for over 30 different community groups with programs that focus on early childhood, education and training, gender equity, young people, environmental sustainability, and community participation and advocacy.

The MOU outlines how we will work together and includes an action plan which sets out agreed priorities for the next two years. The action plan addresses health and wellbeing service delivery challenges for priority community groups, with actions such as seeking opportunities to provide information about health and wellbeing, health screening and advice on topics of interest to communities.

Together, our organisations have committed to fast-tracking access to health, wellbeing, and other support services for vulnerable people, with actions such as prioritised referrals to DPV Health services for eligible residents and improving BGCS staff's knowledge of our services and how to help people access them.

We are committed to using each organisation's expertise and capabilities, which will see us jointly run a range of health promotion activities such as 16 days of activism against family violence and partnering with the Northern Centre for Excellence to work with local schools. Finally, we are looking to improve employment outcomes for young people through establishing a cafe at our Broadmeadows site and other training and employment opportunities at DPV Health.



### Supporting Digital Literacy for Our Seniors

#### DPV Health, in partnership with the University of the Third Age (U3A) Whittlesea, offers a Digital Literacy pop-up support program for seniors.

This peer-to-peer teaching program provides an opportunity for seniors to learn how to navigate digital platforms to access health-related service support and information, using their own devices.

The topics are based on participant needs and include subjects such as accessing the internet to search for health services, making telehealth and online bookings, scanning QR codes, uploading vaccination passports and navigating the MyGov and Medicare websites and apps.

The relaxed, small group learning environment helps participants learn at their own pace without stress, builds confidence and independence, and empowers them to solve specific digital challenges.

The program also strengthens our capacity to provide opportunities for diverse communities to actively participate in the design and delivery of DPV Health programs, projects, and services.

## IDAHOBIT Art Showcase

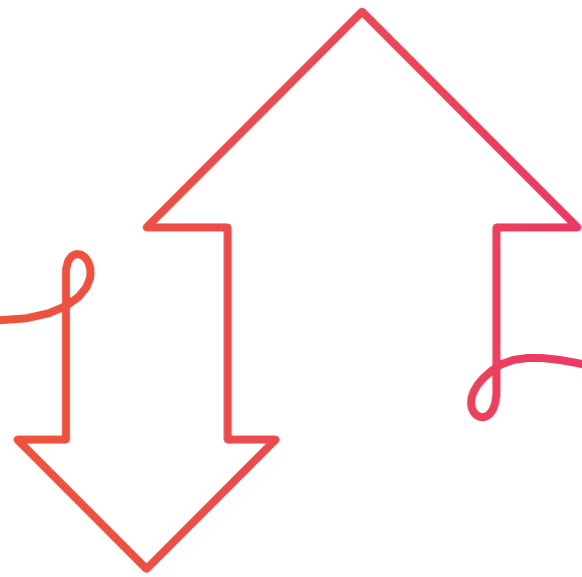
To mark the occasion of International Day Against Homophobia, Transphobia and Biphobia (IDAHOBIT) 2022, DPV Health — in collaboration with the City of Whittlesea and Hume City Council — developed a community art display. We invited all LGBTIQ people and allies who live, work, or play in the cities of Whittlesea and Hume to share a drawing, painting, poem, or sculpture on the subject of 'What does LGBTIQ+ mean for you?'

LGBTIQ community members and allies generously contributed their time and skills to create artworks which celebrated the strengths and creativity of LGBTIQ communities and contributed to LGBTIQ history in Hume and Whittlesea.

The art showcase was launched at the Rainbow Flag Raising Ceremony, an event attended by 120 LGBTIQ community members and allies, and is now proudly displayed at City of Whittlesea Grant Hall, South Morang, and other locations in Hume and Whittlesea.



# Performance Evaluation & Data



Our Data Strategy is a roadmap for organisational data integration and data quality improvement. As a community health and wellbeing service provider, DPV Health uses many different software platforms to handle our client records, workforce records and management systems, finance, quality, and risk management procedures.



**Noel Toal**  
Chief Information Officer

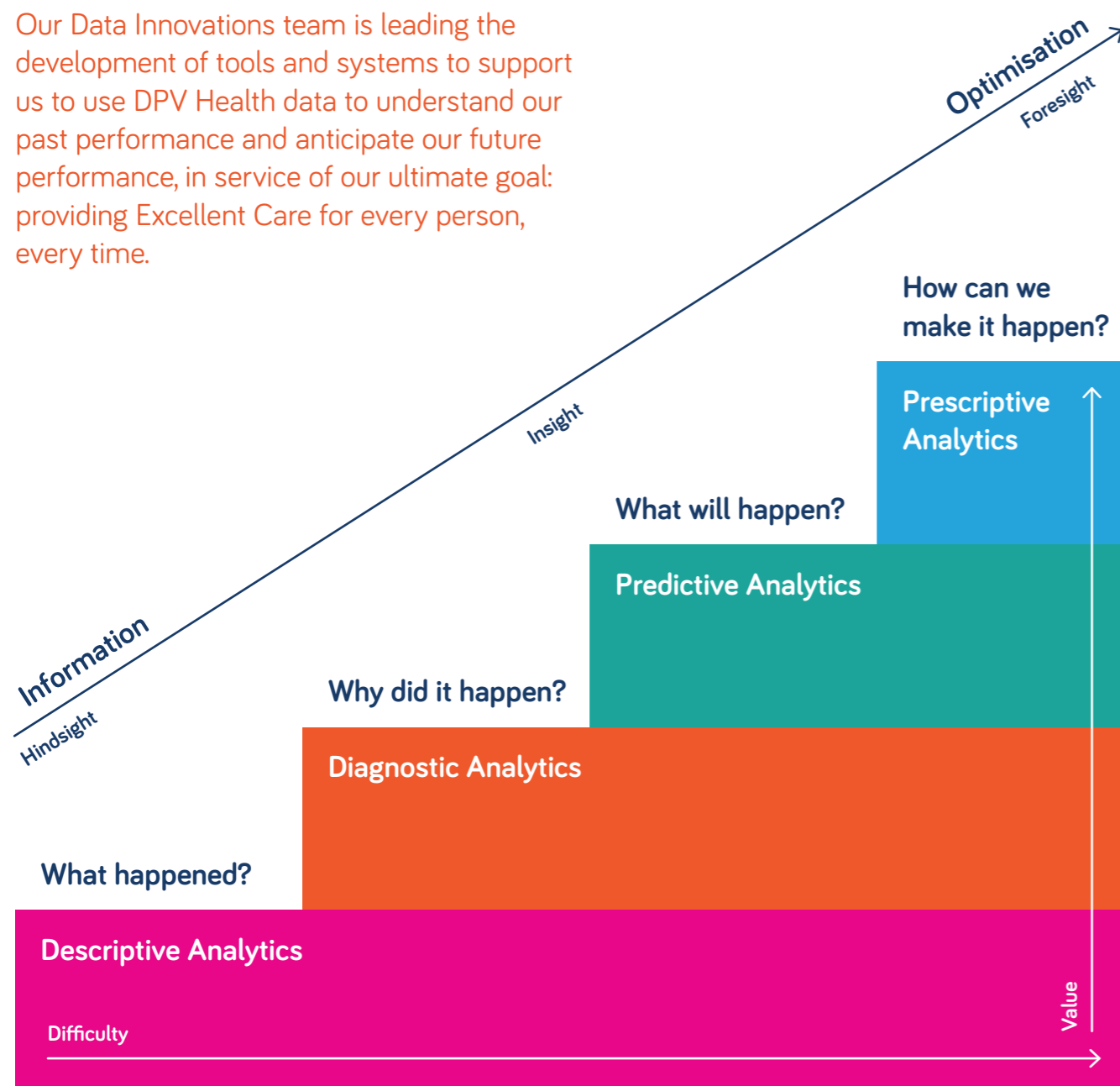


Scan/click to watch the video



Our daily use of data informs our business and care decisions. We are committed to ensuring our data and information is 100% secure while also being efficiently accessible by those that need to use it.

Our Data Innovations team is leading the development of tools and systems to support us to use DPV Health data to understand our past performance and anticipate our future performance, in service of our ultimate goal: providing Excellent Care for every person, every time.



Source: Gartner

## A New People Management System Launched

As part of our continuous improvement initiative to invest in our people and enhance employee experiences, in June 2022, DPV Health successfully transitioned to ELMO, our new end-to-end Human Resources Integrated system (HRIS) providing payroll, recruitment, training and performance planning as well as an organisation-wide dashboard for communication.

Along with the ELMO team, our People and Culture, Payroll and ICT teams worked together through a detailed design phase, user testing and an implementation project to deliver the exciting new ELMO platform to DPV Health.

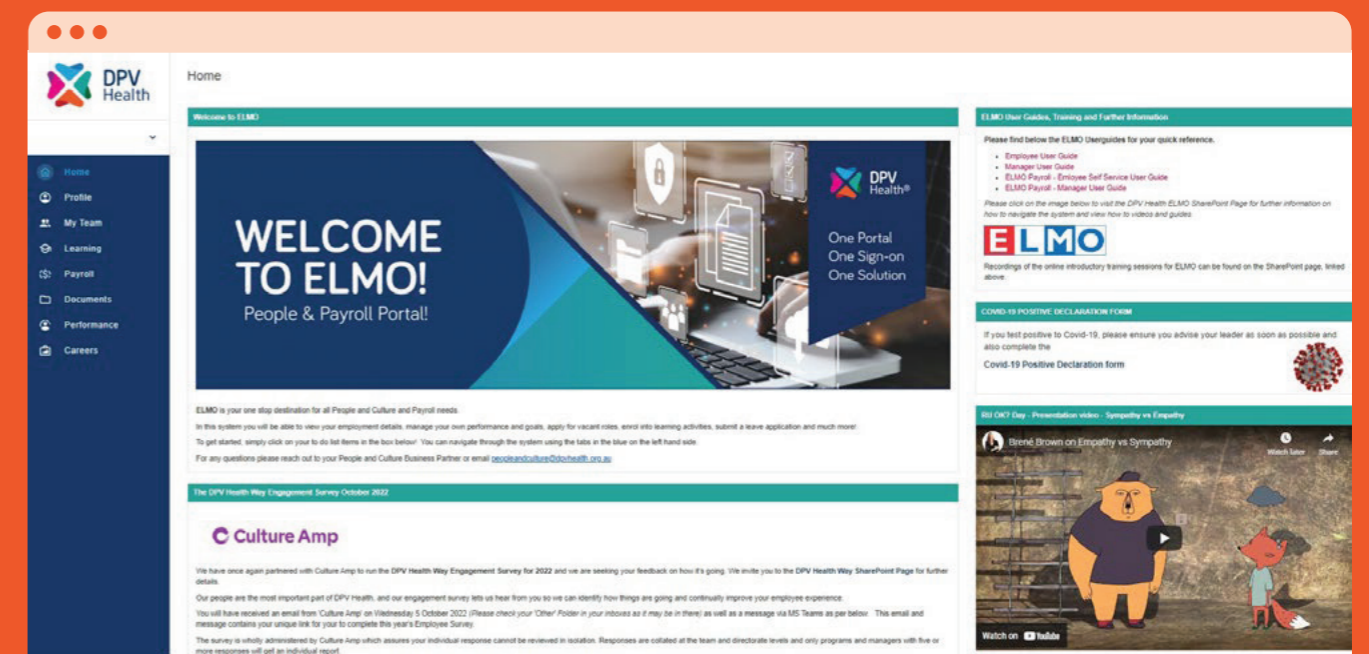
ELMO has had a positive impact across many HR-related systems, bringing multiple functions together in a one-stop-shop.

The introduction of ELMO supported DPV Health's organisation-wide 2021/22 performance review and planning cycle with all team members using the new platform to record their 2022 workplan objectives and training goals.

All team members have a personalised dashboard making it easier to see the training they've completed, training coming up and follow-up task reminders ready for supervision sessions.



The new system and its functionalities have been well received by DPV Health employees.





# Dashboards, Data Integration and Cybersecurity

The new DPV Health Data Strategy aims to improve how we handle data by integrating siloed client data, improving data quality, developing advanced analytics, and implementing sector-leading cybersecurity controls.

We have taken big steps in data analytics maturity that supports Excellent Care through performance and evaluation reporting. Several real time reporting dashboards have been co-designed and developed — including the much-awaited Team Leader dashboard.

Another 13 dashboards were developed, including service team-specific reporting, waitlist management, and client experience and post consult survey results.

Work commenced on the integration of data from different Electronic Health Record systems and the development of a single client record view through a new Client Relationship Management system. This system will deliver improved client engagement and care while also delivering enhanced data for analysis and reporting.

The 2021–22 financial year was a watershed moment as DPV Health developed its first Artificial Intelligence predictive model for Fail to Attends (FTA). This moved the organisation from reporting on what FTAs had occurred to being able to model the FTA rate for the upcoming week. This provided the information needed to proactively work on reducing the FTA rates so that more clients were seen.

The significant improvements in cybersecurity protections for client data led to Microsoft writing a **feature story** about DPV Health on its blog. Regular projects are undertaken in response to the threat landscape and to ensure that the highest security levels are maintained — protecting our staff and our clients.



Scan/click to read “DPV Health takes security first approach to accelerated transformation”

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The Team Leaders’ dashboard for Service Performance reporting has greatly improved our data access and transparency on service delivery. Our understanding of clients’ profiles, appointment tracking, along with team performance has led to the development of data driven improvement strategies. Having access to this dashboard is not only time saving, but it supports regular monitoring for qualitative and quantitative review.”

**Luke Dale-Kummer**  
Team Leader — Occupational Therapy

PowerBi dashboards help us bring different data sets together for easier analysis. We focus on measuring the important things, and use data to understand performance and inform areas for improvement.



## Client profile

Number/percentage of clients by gender, age groups, country of birth, cultural background and preferred language.

## Referrals

Referrals by funding stream, referral source/organisation, GP/Clinic, care provider, team, month and referral status.

## Service hours

Number of hours delivered by funding stream, care provider, team and month.

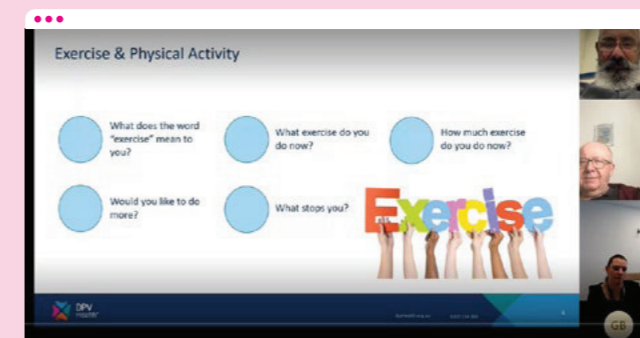
## Appointments

Number/percentage of booked, cancelled, arrived and FTA appts by funding, initial or review, face to face or telehealth, care provider & team/site.



## Group Telehealth to Support Cardiac Rehab participants during lockdowns

During Melbourne’s 2021 COVID-19 lockdown, our Exercise Physiology and Cardiac Rehabilitation team used Health Direct to conduct weekly Telehealth Exercise groups.



This innovation allowed the Cardiac Rehabilitation group to continue in lockdown and reduced the barriers for clients to attend the group. It also provided DPV Health clients with a sense of connection during their recoveries.

Since then, telehealth has been extended, with Cardiac Rehabilitation participants from Whittlesea, Epping and Broadmeadows now participating as a group via Microsoft Teams. This has meant that all participants receive the same high quality of service in the comfort of their own homes. These sessions are recorded and saved so that in the absence of a clinician or if a client has technical issues, we have a video back-up of the session recording we can send to them to watch at a time that is convenient for them.

# Master Planning



DPV Health initiated a master planning process to consider how the location of our services could be improved to maximise community access and integration with other health and wellbeing services.



**Anthony Palmieri**  
Chief Financial Officer



Scan/click to watch the video



Our local government area (LGA) population is forecast to grow more than 70% by 2041. As the largest community health provider in Melbourne's northern region, it is therefore essential for DPV Health to have a well-informed plan to guide where and how we offer our services over the next 15 years.

Our Master Plan was designed through consultation with our community, partners, funders, employees and clients, and sets out our key infrastructure development principles and priorities with a 15-year staging of capital development activities.



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DPV Health will develop and maintain fit-for-purpose sites which facilitate access for local communities through optimal location, including colocation with other health and community services.”

Clinical & Community Services Plan 2022–2037

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The largest growth in the primary catchment will occur in the northern parts of Hume and Whittlesea which contrasts with the current demand patterns, the current distribution of services, and the current social and health infrastructure.”

Clinical & Community Services Plan 2022–2037



## Master Plan Principles

### Design principles

Five key design principles underpin our Master Plan and will guide our future decision-making around site and building design. These principles support DPV Health's vision, values and our Clinical & Community Services Plan 2022–2037.

The five key design principles are:



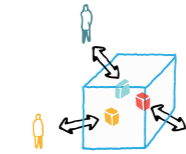
#### High Quality

Ensure high quality, fit for purpose health care spaces



#### Accessible

Provide integrated, accessible and flexible services within a "hub" model



#### Inclusive

Inspire community pride in a welcoming and safe setting



#### Natural

Connect people with nature



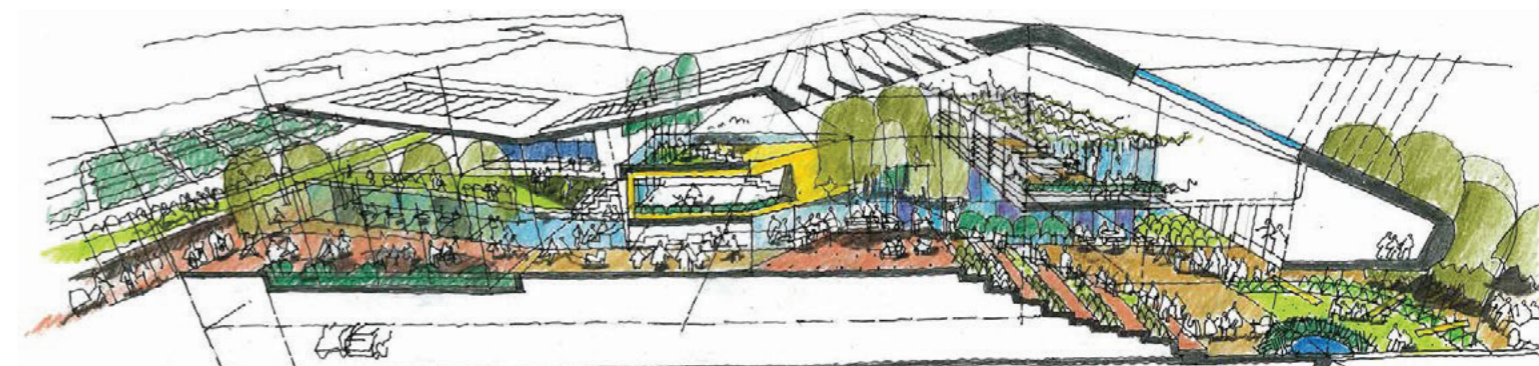
#### Resilient

Design for resilience and partnering opportunities

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DPV Health will develop a multidisciplinary integrated service model which leverages links between allied health, medical, mental health and other services to provide a wrap-around service for clients with complex needs.”

Clinical & Community Services Plan 2022–2037



## Hub model and partnerships

A strategic model is proposed that focuses our future growth and development around community hubs. This model supports an integrated model of care that is place based and client centred.

Two types of hubs are proposed:

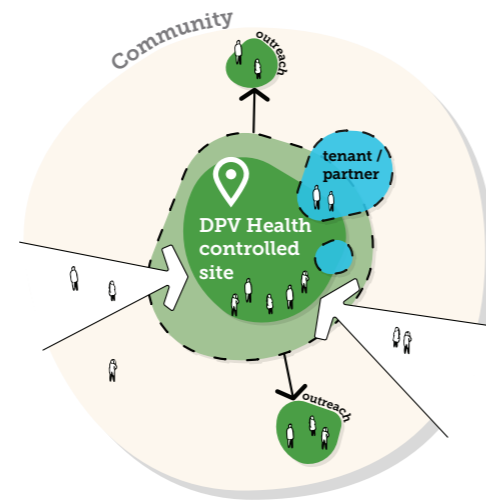
- 1 Primary Hubs, where sites are DPV Health controlled
- 2 Partnership Hubs, where DPV Health are co-located with a partner-controlled site.

In both models, co-location with other community services and spaces is desirable.

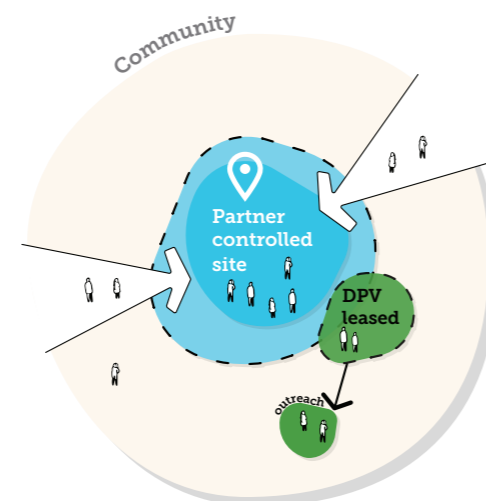
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DPV Health will develop an integrated model of care that is place based and client centred. It will integrate its own services around identified client needs and will partner with other providers to ensure service integration and continuity of care.”

Clinical & Community Services Plan 2022-2037



1. Primary Hub



2. Partnership Hub

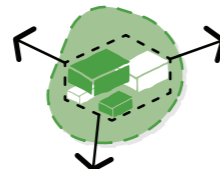
## Why hubs?



Greater Accessibility



Economies of Scale



Integrated Service



Community Benefits

## Outreach strategy

Service outreach and DPV Health outposts are a key support strategy to Melbourne's growing north. This outreach will help meet these communities' needs before the population is ready to support a community hub. Outreach involves staff travelling to clients' homes or sites closer to clients' homes for service delivery. Out-posting is where DPV Health deliver specific services through sessions at partner organisations.

Hand-in-hand with the strategic hub model, an outreach strategy will be developed to deliver care that bridges the physical gap for hard-to-reach groups and communities.

This could include “pop-up” services, satellite models and mobile services such as the DPV Health bus.

## Site Renovations

With many legacy sites within the DPV Health property portfolio, several of our key sites required renovation and an internal facelift to create a more fit-for-purpose space for services and revive ambience. Other sites, which were running at maximum capacity, have been expanded with additional consulting rooms and reception areas to cater for growing service demand.

Our much-loved Craigieburn allied health services site has been refurbished to provide the community with a new social support room, complete with a fully serviced kitchen, and fit-for-purpose early childhood intervention services (ECIS) and children's services consulting spaces. To welcome clients, the site's reception and waiting areas have also been fully refurbished.

Sorrento Street, our specialist ECIS site in Broadmeadows, was another key renovation project throughout 2021. The renovations provided additional consulting rooms, new workstations, an administration area, and overall cosmetic improvements.

Our flagship Broadmeadows Medical and Dental Centre has been running at full capacity for some time. DPV Health invested in 14 new consulting rooms, a new, more inviting reception area, and the reconfiguration of allied health services to ensure we can continue providing timely support to our growing community.



Craigieburn site renovation



Sorrento Street, Broadmeadows site renovation



Craigieburn site renovation



Epping Quest site renovation

## The Orange Door Partnership

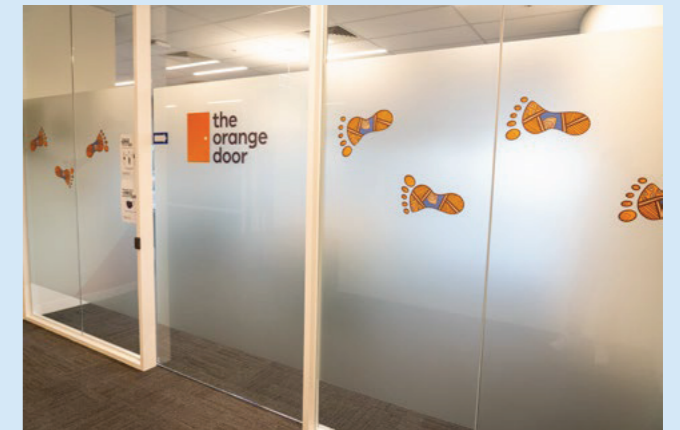
DPV Health works closely with Family Safety Victoria at five Orange Door locations across north-east Melbourne, to provide support to people affected by family violence.

Across the Orange Door sites, DPV Health delivers coordinated services with our partners: Kids First, Berry Street, Victorian Aboriginal Child Care Agency (VACCA) and the Victorian Department of Families, Fairness and Housing.

DPV Health led the development of three new purpose-built satellite sites for the Orange Door in Epping, Coburg and Sunbury and is now working on a new site in Craigieburn, providing our communities with much-needed support. Partnership between services is key to make sure that individuals and families can find help whenever they need it.



## Using Practise Knowledge and Collaboration to Support Families Affected by Family Violence



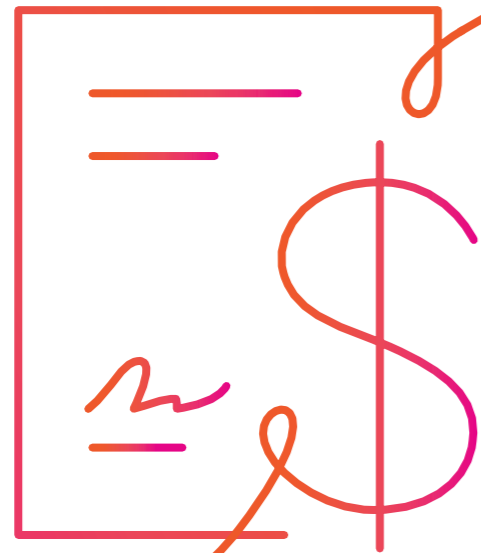
"A client presented at the Sunbury Orange Door as a male victim survivor. The incident involved a physical altercation between 2 male adults in front of a child. Upon investigating, it was identified that the client had several police registered family violence incidents with the child's mother, where he was listed as a respondent. The Orange Door practitioner collaborated with a child wellbeing (CWB) practitioner and integrated practice lead (IPL) to assess the child's wellbeing and understand their experience of violence, while exploring the best service system response to offer a wraparound support for the child.

As a person using violence (PUV) practitioner, my focus was to apply a person-centre approach when engaging with my client, while addressing concerns around the wellbeing of the child who had been a witness to altercations between their father and uncle and exposed to family violence between their parents. With support from the IPL and the CWB practitioner, I completed the CWB assessment of the child.

Remaining curious with the case rather than accepting the narrative of the referral invites us to explore and collect information to identify the needs and experiences of the child and to gain insights into the dynamics of the family, with the child at the centre. We were able to identify mum's protective factors and dad's historical use of violence. This experience is a great example of evolving practise, enhancing our practise knowledge, and working collaboratively with our colleagues to leverage their specialisation in the interest of supporting the families affected by family violence."

### PUV Practitioner, The Orange Door

# Financial Summary



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



# Financial Summary

## Financial report from the Board Chair & CEO

The Directors are pleased to present a summary of DPV Health's Financial Statements for the financial year 2021-22. The financial year generated a surplus of \$3,368,123.



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DPV Health generated quarterly operating surpluses across the entire year, which was a result of strong management across multiple interrupted services and continued growth into COVID response programs.”

DPV Health's annual turnover increased to \$74,318,452 as this was mostly due to COVID response services across the Northern suburbs of Melbourne. Services included COVID vaccination & testing, respiratory clinics, and pathway related services. DPV Health generated quarterly operating surpluses across the entire year, which was a result of strong management across multiple interrupted services and continued growth into COVID response programs.

The organisation's total income represented an increase of 22% on prior year total income. The growth of income come from COVID response services, mental health services and returned growth to our core services including medical, dental, allied health and disability services.

Expenditure for the year increased by 28% to \$70,950,129. The result was influenced by increased wages and COVID related expenses to assist with both vaccination and testing clinics. Other noticeable increases included further investment into information technology services, consultancy expenses in relation to several key strategic documents and medical supplies with increased returned services.

DPV Health continues to invest in facilities and infrastructure to meet community needs and enhance our clients' experience as \$3.2 million was invested during the year. Key projects included the refurbishment of the Broadmeadows Medical and Dental Centre, which resulted in an extra eleven clinical rooms, new Orange Door site at Sunbury and general upgrade of security, fleet vehicles and allied health equipment. The organisation completed significant investment into information technology which covered key strategic projects including hardware upgrade, clinical grade network upgrade and the cloud migration.

A noticeable increase in information technology included multiple application upgrades covering disability, human resource and finance solutions. Implementing the Cyber Security strategy was a key focus. Projects included the implementation of a Security Operations Centre (SOC) to provide twenty-four-hour, seven days a week monitoring. A range of new security tools were implemented, including automated response, multi-factor authentication, conditional based access, DNS filtering and improved endpoint protection.

At year end, the financial position of the organisation has improved, with cash and cash equivalents of \$24,766,202, property assets totalling \$68,102,050 and net assets of \$46,698,922, with net assets representing an increase of 8% on the previous year.

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

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

**Ms Margaret Douglas**  
Board Chair

**Don Tidbury**  
Chief Executive Officer

# Excerpts from Directors' Report

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2022.

## 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>Julie Busch</b>	Director
<b>Vincent Cain</b>	Director
<b>Robert Burnham</b>	Director
<b>Gloria Sleaby</b>	Director
<b>Gary Henry</b>	Director
<b>Mark Sullivan</b>	Director
<b>Emmanuel Tsakis</b>	Director

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

## Company secretary

Mrs. Carolyn Searle and Mr. Anthony Palmieri held company secretary responsibilities at the end of the financial year.



**Carolyn Searle,  
Company Secretary**

### Qualifications

BA (Legal Studies & Sociology), Advanced Dip Business Management, FAICD, Corporate Governance Officer

### Experience and expertise

Experienced CEO and executive in the not-for-profit sector, with a focus on general practice and primary health. Key strengths include governance, mergers & integration, legal compliance, consumer engagement, service models, privacy and project management.



**Anthony Palmieri,  
Company Secretary**

### Qualifications

B.Com, CPA, Chief Financial Officer

### Experience and expertise

Health and aged care executive with experience across 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.

## Short and long term objectives

### Long term objectives

The Long-term Objective is 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.

### Short term objectives

Short term objectives are set across the following four pillars:

#### Clients, Families & Community

to provide excellent health and community care responding to community needs, and prioritising those in highest need.

#### People, Capability & Culture

to grow a highly engaged and thriving workplace culture, shared by a capable and effective workforce.

#### Excellence, Systems & Infrastructure

to provide a seamless healthcare environment through innovation and investment in operational design, capability, and performance.

#### Growth, Sustainability & Partnerships

to ensure organisational sustainability through a focus on collaborative partnerships and considered growth.

## Strategy to achieve objectives

The 35 strategies to achieve objectives across the 4 Pillars are documented in the DPV Health Strategic Plan 2022-27. Annual Plans break down the strategies into achievable actions to be completed in the annual plan year.

## Principal activities

The company's principal continuing activity during the year was the provision of community health, public dental services and enhanced primary care services.

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

## How activities achieve objectives

### Clients, Families & Community

activities, underpinned by the DPV Health Strategic Plan 2022-2027, Clinical & Community Service Plan 2022-2037, Together Framework; Community Engagement & Participation, and the Master Plan 2022-2037, ensure client participation in service design, planning, delivery, evaluation and governance and services deliver Excellent Care always.

### People, Capability & Culture

activities, underpinned by the People & Culture Strategic Plan 2022-2027, ensure workforce capability: registrations, qualifications, and experience necessary to strengthen Excellent Care standards and a thriving workplace culture.

### Excellence, Systems & Infrastructure

activities, underpinned by the Performance & Accountability Framework, Master Plan, IT Cyber Security & Data plans ensure excellent organisational performance quality and accountability, enhancing client and employee experience with fit-for-purpose infrastructure, data integrity, analysis and reporting capability.

### Growth, Sustainability & Partnerships

activities, underpinned by Clinical & Community Service Plan, Master Plan ensure organisational sustainability through a focus on collaborative partnerships and considered growth.

## Measuring performance

All Annual Plan activities have clear KPIs, reported on quarterly, clinical indicators monitor performance against targets, and client experience and feedback evaluation are regular features of the overall performance framework. Detailed Business Intelligence reports are used to aid management oversight of performance. Financial and capital investment performance is measured against targets.



## Review of operations

The surplus for the year was:

30 June 2022

**\$3,368,123**

30 June 2021

**\$5,369,315**

## Significant changes

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

## Member's 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 2022 the collective liability of members was \$53 (2021: \$52).

## After balance date events

No 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, a firm which a director is a member or an entity in which a director has a substantial financial interest except as disclosed in Note 25 to the financial statements. 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.

## 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) 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.

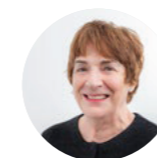
Disclosure of the nature of the liability and the amount of the premium is prohibited by the confidentiality clause of the contract of insurance. The company has not provided any insurance for an auditor of the company or a related body corporate.

## 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, Chair**

### Qualifications

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

### Special responsibilities

Chair, Member of Governance Committee.

### Experience and expertise

Extensive management experience including 16 years as CEO. Experience is across sectors including government, for profit and not-for-profit. Service industries include law, management, media, travel and mining. Key strengths include strategic and business planning, commercialisation, driving and implementing organisational change, and customer driven operations.



**Vincent Cain, Director**

### Qualifications

BCom, FCA

### Special responsibilities

Chair Finance, Risk & Audit Committee.

### Experience and expertise

Extensive commercial experience in finance and management acquired through executive experience including in the University and Primary Healthcare sectors. Previously Chair and a member of various audit, risk and compliance committees. Key strengths include leadership, financial analysis, financial modelling and strategic planning.



**Julie Busch, Director**

### Qualifications

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

### Special responsibilities

Chair Governance Committee.

### Experience and expertise

Executive experience in corporate retail property, government and not-for-profit sectors. Chair and non-executive director of a number of local and state enterprises and not-for-profit organisations. Appointed by the Minister for Energy, Climate Change and Suburban Development to the Caulfield Racecourse Reserve Trust in 2018. Key strengths include business strategy, stakeholder and change management, consumer marketing and infrastructure development Other Directorships – Peninsula Leisure Pty Ltd, Caulfield Racecourse Reserve Trust, Southern Metropolitan Cemeteries, Intowork Australia & subsidiaries, Interact Australia, Caulfield South Community House Inc. and Gippsland Group Training (AGA).



**Robert Burnham**

### Qualifications

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

### Special responsibilities

Chair Clinical Governance Committee.

### Experience and expertise

Over 40 years' acute health sector experience, including capital projects, strategic planning and service development. Commencing as a clinical nurse, he progressed through senior administrative, executive management and CEO roles. Previously health sector representative on various Department of Health and Human Services (DHHS) advisory committees. Key strengths include clinical governance, health governance and continuous improvement.



**Gloria Sleaby, Director**

**Qualifications**

B.Ec. (Accounting), GAICD, FCPA, AGIA

**Special responsibilities**

Chair Community Engagement & Population Health, member of Governance Committee.

**Experience and expertise**

Experienced director and advisory committee member, with comprehensive business, financial and management skills in the primary and community healthcare areas. Member of Advisory Council for the Mental Health Complaints Commissioner, Community Advisory Committee for Eastern Health and Healthcare Leaders Forum for CPA Australia. Key strengths include strategy and business planning, primary and community healthcare services, financial management and consumer engagement.



**Mark Sullivan, Director**

**Qualifications**

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

**Special responsibilities**

Member of Community Engagement & Population Health and Clinical Governance Committees.

**Experience and expertise**

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



**Gary Henry, Director**

**Qualifications**

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

**Special responsibilities**

Member of Community Engagement & Population Health and Clinical Governance Committees.

**Experience and expertise**

Experienced health service CEO with experience in strategy and planning, management consulting, health service governance, policy development and organisational change management. Former director at Council on the Ageing, and director of Australasian College of Health Service Management, New Zealand Institute of Health Management, and Victorian Healthcare Association. Key strengths include strategy, governance, policy development and change management.



**Emmanuel Tsakis**

**Qualifications**

MBA, CPA, BBus (Accounting), GAICD

**Special responsibilities**

Member of Finance, Risk & Audit and Clinical Governance Committees.

**Experience and expertise**

Over 25 years' financial and senior management experience in local and international not-for-profit sector. Executive roles include Chief Financial Officer, business development and divisional management. Currently Finance and Operations Director — Amnesty International Australia and currently an independent committee member for a domestic violence charity. Key strengths include financial analysis, financial modelling, strategic and business planning. Other Directorships — Housing First.

**Meetings of directors**

There were 12 meetings of directors in addition to the meetings of various board committees. Attendance for each director was as follows:

	Board		Governance		Clinical Governance		Community Engagement & Population Health		Finance, Risk & Audit		ICT	
	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
<b>Margaret Douglas</b>	12	12	7	7	3	3	5	5	6	6	-	-
<b>Julie Busch</b>	12	11	7	7	-	-	3	3	-	-	-	-
<b>Gary Henry</b>	11	11	-	-	3	3	6	4	-	-	2	2
<b>Emmanuel Tsakis</b>	12	12	4	3	3	3	-	-	6	5	-	-
<b>Robert Burnham</b>	12	12	-	-	6	6	-	-	-	-	2	2
<b>Vincent Cain</b>	12	12	-	-	3	3	-	-	6	6	-	-
<b>Gloria Sleaby</b>	12	12	3	3	-	-	6	6	3	3	-	-
<b>Mark Sullivan</b>	12	12	4	3	3	2	3	2	3	2	-	-

## Statement of comprehensive income for the year ended 30 June 2022

	2022	2021
Operating grants	\$60,970,559	\$42,555,143
NDIS income	\$8,450,837	\$8,492,483
Client fees	\$4,301,625	\$4,345,890
Interest received	\$76,211	\$54,588
Other income	\$519,220	\$5,318,725
<b>Total revenue</b>	<b>\$74,318,452</b>	<b>\$60,766,829</b>
Employee benefits expense	\$55,311,568	\$42,657,963
Depreciation, amortisation & impairment expense	\$2,892,763	\$2,193,186
Impairment of intangibles	-	\$488,899
Contracted services	\$1,448,207	\$1,410,650
Client expenses	\$1,846,790	\$499,435
Consultancy expense	\$967,152	\$537,383
Rental expense	\$138,858	\$76,249
Medical supplies	\$1,166,932	\$1,169,909
Computer and office expenses	\$2,898,805	\$1,781,560
Other expenses	\$4,177,179	\$4,517,528
Finance costs	\$102,075	\$64,752
<b>Total expenses</b>	<b>\$70,950,329</b>	<b>\$55,397,514</b>
<b>Total operating surplus for the year</b>	<b>\$3,368,123</b>	<b>\$5,369,315</b>
Gain on revaluation of land and buildings	-	-
<b>Other comprehensive income for the year</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>\$3,368,123</b>	<b>\$5,369,315</b>

## Statement of financial position as at 30 June 2022

	2022	2021
<b>Current assets</b>		
Cash and cash equivalents	\$9,626,626	\$13,897,368
Trade and other receivables	\$4,796,963	\$5,356,087
Other assets	\$366,874	\$307,523
Inventories	\$41,046	\$41,046
Financial assets	\$15,139,576	\$4,139,576
<b>Total current assets</b>	<b>\$29,971,085</b>	<b>\$23,741,600</b>
<b>Non-current assets</b>		
Property, plant and equipment	\$35,972,906	\$34,669,795
Right-of-use assets	\$1,847,221	\$1,536,724
Intangible assets	\$310,838	\$681,650
<b>Total non-current assets</b>	<b>\$38,130,965</b>	<b>\$36,888,169</b>
<b>Total assets</b>	<b>\$68,102,050</b>	<b>\$60,629,769</b>
<b>Current liabilities</b>		
Trade and other payables	\$789,166	\$958,031
Contract liabilities	\$7,521,943	\$4,045,720
Lease liabilities	\$658,378	\$330,815
Other liabilities	\$3,285,010	\$3,294,727
Employee benefit obligations	\$6,663,324	\$6,325,214
<b>Total current liabilities</b>	<b>\$18,917,821</b>	<b>\$14,954,507</b>
<b>Non-current liabilities</b>		
Lease liabilities	\$1,357,997	\$1,315,364
Employee benefit obligations	\$1,127,310	\$1,029,099
<b>Total non-current liabilities</b>	<b>\$2,485,307</b>	<b>\$2,344,463</b>
<b>Total liabilities</b>	<b>\$21,403,128</b>	<b>\$17,298,970</b>
<b>Net assets</b>	<b>\$46,698,922</b>	<b>\$43,330,799</b>
<b>Equity</b>		
Reserves	\$10,285,703	\$10,285,703
Retained earnings	\$36,413,219	\$33,045,096
<b>Total equity</b>	<b>\$46,698,922</b>	<b>\$43,330,799</b>

## Statement of cash flows for the year ended 30 June 2022

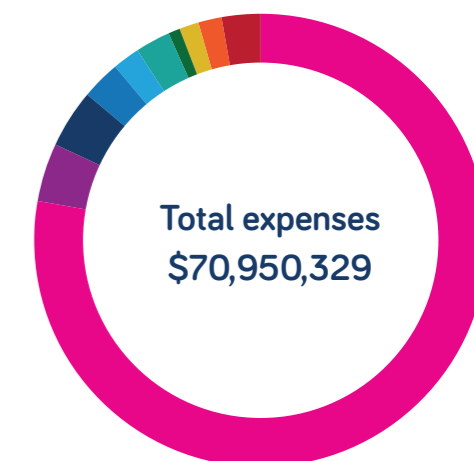
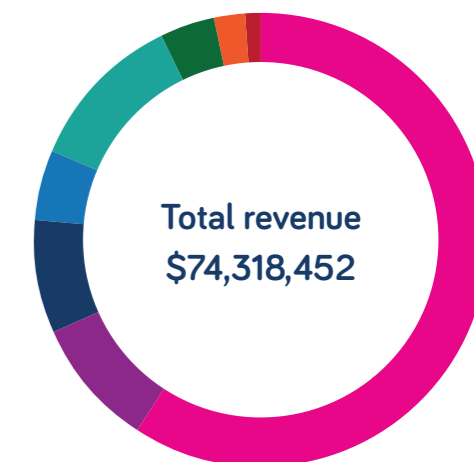
	2022	2021
Receipts from customers and grants funding	\$82,927,133	\$64,549,445
Payments to suppliers and employees	(\$72,406,648)	(\$52,407,818)
Interest received	\$76,211	\$54,588
Interest paid	(\$102,075)	(\$64,752)
<b>Net cash (outflow)/inflow from operating activities</b>	<b>\$10,494,621</b>	<b>\$12,131,463</b>
Payments for property, plant and equipment	(\$3,208,914)	(\$2,973,541)
Payments for intangibles	-	(\$807,134)
<b>Net cash outflow from investing activities</b>	<b>(\$3,208,914)</b>	<b>(\$3,780,675)</b>
Purchase of financial assets	(\$11,000,000)	(\$4,139,576)
Principal elements of lease payments	(\$556,449)	(\$266,063)
<b>Net cash outflow from financing activities</b>	<b>(\$11,556,449)</b>	<b>(\$4,405,639)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(\$4,270,742)</b>	<b>\$3,945,149</b>
Cash and cash equivalents at the beginning of the financial year	\$13,897,368	\$9,952,219
<b>Cash and cash equivalents at the end of the financial year</b>	<b>\$9,626,626</b>	<b>\$13,897,368</b>

## Statement of changes in equity for the year ended 30 June 2022

	Reserves	Retained earnings	Total equity
Balance at 1 July 2021	\$10,285,703	\$33,045,096	\$43,330,799
Surplus for the year	-	\$3,368,123	\$3,368,123
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>\$3,368,123</b>	<b>\$3,368,123</b>
<b>Balance as at 30 June 2022</b>	<b>\$10,285,703</b>	<b>\$36,413,219</b>	<b>\$46,698,922</b>

## Statement of comprehensive income for the year ended 30 June 2022

	2022	%
DH Grant Income	\$42,960,573	58%
DHSV Grant Income	\$6,796,061	9%
DoH Grant Income	\$6,159,244	8%
Other Grant Income	\$3,535,619	5%
NDIS Income	\$8,450,837	11%
MBS Income	\$3,141,379	4%
Client Fees	\$1,136,543	2%
Other income	\$595,431	1%
<b>Total revenue</b>	<b>\$74,318,452</b>	<b>98%</b>
Employee Benefits Expense	\$55,311,568	78%
Depreciation & Amortisation	\$2,892,763	4.1%
Computer & Office Expenses	\$2,898,805	4.1%
Infrastructure & Fleet Expenses	\$1,966,515	2.8%
Contracted Services	\$1,448,207	2.0%
Clients Expenses	\$1,846,790	2.6%
Staff Wellbeing & Training	\$589,993	0.8%
Consultancy Expenses	\$967,152	1.4%
Medical supplies	\$1,166,932	1.6%
Other expenses	\$1,861,605	2.6%
<b>Total expenses</b>	<b>\$70,950,329</b>	<b>100%</b>



## 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 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 Court,  
Epping VIC 3076

### 9. The Orange Door and 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 Allied Health Services

40-42 Walnut Street,  
Whittlesea VIC 3757

### 17. The Orange Door

33 Macedon Street,  
Sunbury VIC 3429

### 18. The Orange Door

21 Victoria Street,  
Coburg VIC 3058

### 19. Mickleham North Allied Health and Specialist Services

82-90 St Georges Blvd,  
Mickleham VIC 3064

## Our Services

### Medical Services

- > Respiratory Clinic
- > Women's Health
- > Men's Health
- > 65+ Medical Services
- > Chronic Disease Management
- > Health Assessments
- > Family Planning
- > Immunisation & Vaccinations
- > Skin Checks

### Dental Services

- > Public Dental Services
- > Affordable Private Dental
- > Smiles 4 Miles Program

### Physical Health

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

### Mental Health

- > Head to Health
- > Counselling, Psychology & Social Work
- > Child & Youth Psychology
- > Health Psychology
- > Newbold Mental Health Program

### Disability Services

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

### 65+ Health

- > Social Support Programs
- > Community Phone Connect Program
- > Health Nursing
- > Hospital Admission Risk Program

### Child & Youth

- > Early Childhood Intervention
- > Paediatric Health
- > Paediatric Asthma Program
- > Child & Adolescent Psychology
- > Child Autism Assessment
- > Teen & Young Support
- > School Readiness Program
- > Pathways to Good Health

### Community Support

- > Aboriginal & Torres Strait Islander
- > Health Nursing
- > Family & Domestic Violence
- > Men's Behaviour Change Program
- > Refugee Asylum Seeker
- > LGBTIQ Support
- > Homelessness Service
- > Healthy Mothers & Babies
- > Pathways to Good Health
- > Youth Service



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