



DPV
Health®

Your Healthcare
Your Way

Creating Impact Changing Lives

2022-23
Annual Report
& Quality Account

Acknowledgement statements



Acknowledgement of Traditional Custodians and Country DPV Health acknowledges the Traditional Custodians of the lands and waters on which our services and sites are located. We pay our respects to Elders past, present and emerging, 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's Department of Health, Commonwealth Department of Social Services, North-western and Eastern Melbourne PHN; as well as the Victorian Government's Department of Health, Department of Families, Fairness and Housing, Department of Education and Training, and Department of Justice.

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2022-23 DPV Health Impact Statement

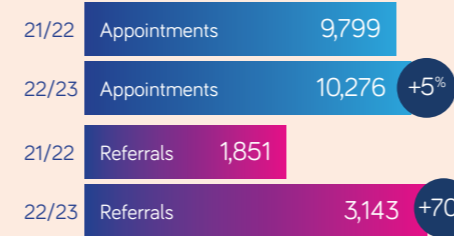
This statement summarises the great health benefits, outcomes and impacts for our clients and communities.

2022/2023

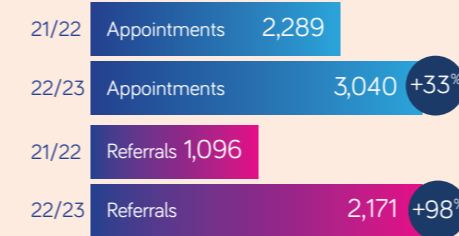
Allied Health

Appointments & Referrals

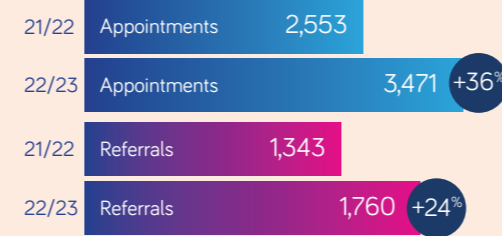
Physiotherapy



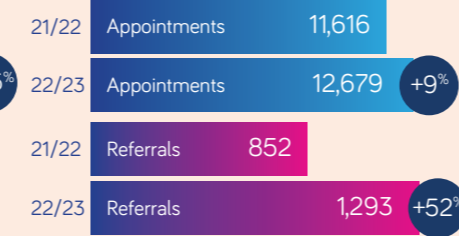
Occupational Therapy



Child Audiology



Podiatry



Allied Health Waitlist 22/23



Child ECIS

Number of Child ECIS Clients in 22/23

0 - 4 Years
122

5 - 7 Years
204

8 - 13 Years
169

Total
495

Excellent Care Pillars OVERALL RATING

SAFE WAY 90%

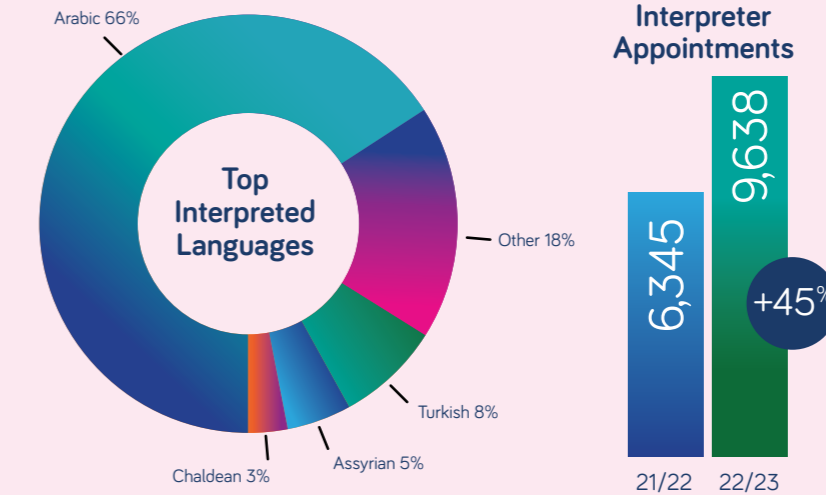
RIGHT WAY 87%

YOUR WAY 89%

TOGETHER 88%

CLIENT SATISFACTION RATING OF 88%
in 2022/23 from 1,267 Clients Surveyed

Inclusion & Diversity



73 PARTICIPANTS IN THE COMMUNITY ADVISORY NETWORK 2022/23

Disability

BUILDING WORK SKILLS & PARTICIPATION

11 participants currently undertaking Certificate I in Literacy and Numeracy

The Baristas & Bakers Initiative

Garden maintenance and lawn mowing skills program

NEW SERVICES

A Sensory Room to interact with special lighting, music and objects

Dedicated Private Therapy Room to undertake individual Allied Health Therapy

Opened New Sites TO SERVE THE COMMUNITY

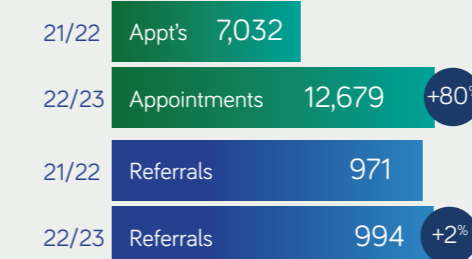
FACILITY DEVELOPMENT

Led the development of three new purpose-built satellite sites for the Orange Door in Epping, Coburg and Sunbury.

FACILITY EXPANSION

Opened a new site in Mickleham to support the needs of Melbourne's outer North, offering a range of Allied Health, Mental Health, NDIS and Social Support services.

Mental Health



PROVIDED ORANGE DOOR SERVICES TO: **6,310 People**

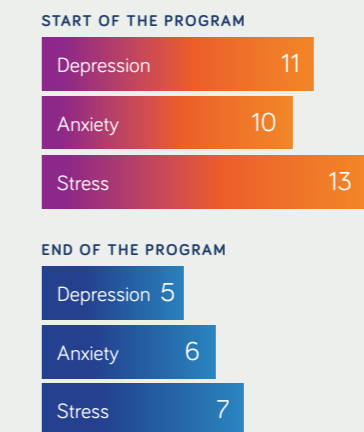
MENS BEHAVIOUR CHANGE PROGRAM PROVIDED CARE TO: **204 Men**

Mental Health Programs Supported 1,225 Individuals

> COLLECTIVELY PARTICIPANTS REPORTED IMPROVEMENT IN MENTAL HEALTH & WELLBEING

> INITIALLY HAD A MEAN K10 (PSYCHOLOGICAL DISTRESS) SCORE OF 32 & CLOSURE SCORE OF 13 AFTER CARE (< 20 "LIKELY TO BE WELL").

Depression Anxiety Scale Scores



Head to Health 223

APPOINTMENTS: **4,712**

REFERRALS: **238**

CLIENTS: **369**

COVID

3,515 VACCINATIONS

22,031 COVID TESTS

6,822 MILL PARK RESPIRATORY CLINIC CLIENTS

5,884 BROADMEADOWS RESPIRATORY CLINIC

Medical

NEW CLIENTS

Broadmeadows **1,793**

Mill Park **1,883**

TOTAL NEW CLIENTS 3,676

New Women's Health Clinic at Mill Park

Dental

APPOINTMENTS **Whittlesea** 33,911

APPOINTMENTS **Hume** 22,915

APPOINTMENTS **Total** 56,826

39,053 PUBLIC DENTAL VISITS IN 22/23

1,332 EMERGENCY DENTAL APPOINTMENTS IN 22/23

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

Report from CEO & Board Chair



Welcome to DPV Health's 2022-23 Annual Report and Quality Account. In a year that celebrated our 5th birthday, we are excited and proud of the milestones we have met, the challenges we have overcome, and the initiatives we have delivered. We hope you enjoy reading our review of the last 12 months which shares how DPV Health (DPVH) continues to deliver on its excellent care goal to plan and deliver an excellent care experience to every person every time.

Demonstrating Impact

DPVH's Impact Statement 2022-23 summarises the great impacts DPVH has achieved for our clients and communities in service access the delivery of health and wellbeing supports.

Highlights include:

- **32%** growth in Allied Health in-person appointments
- **18%** growth in adult Dental Services and 25% growth in children's Dental Services
- **6,514** people assisted in Family Violence programs
- **3,676** new patients welcomed in GP Clinics
- **1,225** people supported in Mental Health services with participants collectively reporting significant improvements in mental health & wellbeing.
- **495** children supported through Early Childhood Intervention Services

In delivering our services, we are delighted to report an overall client satisfaction score of **88%** from **1,267** clients across our service and program areas.

Delivering On Our Strategic Plan

It is over 12 months since our organisation launched the DPV Health Strategic Plan 2022-2027. During this time, we have made substantial progress against its strategic pillars:

Pillar 1: Clients, Families & Community

DPVH continues to grow services to meet community needs. Over the year the organisation has launched a range of new services:

- **Aged Care Assist:** supporting older people to navigate the aged care system with a focus on those people who are least engaged with health and wellbeing services.
- **Home Care Packages:** assisting people over 65 years to stay safe, comfortable and independent at home.
- **Care in Mind:** providing counselling and mental health supports for people experiencing anxiety and depression.
- **Victims Assistance Program:** assisting victims, their families or anyone affected by a violent crime, to access information, practical support and counselling.

Expanding existing services has also been a key focus. DPVH has doubled its Smile Squad Service, operating two teams to deliver free oral health promotion, dental check-ups and treatment to Victorian government school students, at school.

DPVH now provides family violence programs across **6** locations in Melbourne's North, including Broadmeadows, Coburg, Epping, Heidelberg and Sunbury. In doing so, we are the host agency for three of these sites.

Providing an inclusive and welcoming experience for our clients continues to be a core priority. In September we launched our Innovate Reconciliation Action Plan 2022-24 and have already made great progress to closing the gap for our First Nations Peoples. Over the year DPVH also established a Disability Action Plan and a Gender Equity Action Plan.

Our 73 Community Advisors have supported the codesign of new and existing programs to ensure they meet our communities' diverse needs. The voices and opinions of people with lived experience are valued and embedded in many of our services.

Our community engagement efforts were recognized by the Health Promotion industry in February when DPVH won a "Victorian Health Promotion Marketing Award" for its "Let's Bring Change Together" community co-designed family violence campaign.



Pillar 2: People, Capability & Culture

2022/23 has presented many challenges for Victorian communities. Our focus has remained steady on supporting our people through DPVH's values-based organisational culture, flexible working arrangements and engaging our people's passion for the work they do. We are proud to report DPVH's employee engagement remains consistently high. DPVH achieved **68%** favourable engagement in our annual "DPVH Way" employee survey, and this result was 12 points above the sector average. It was also pleasing to see annual employee turnover stable at **3.2%**, well below the sector average.

Developing great leaders is a key part of our strategy. DPVH invested in three separate leadership programs throughout the year including:

- "Elevate" with the Studer Hard Wiring Excellence Group
- "Women In Leadership" with NORTH_Link and Leadership Victoria
- "Passport to Work" with Hume City Council and the Juno Institute.

Investing in our people has truly worked, and we are proud to say **83%** of all leadership appointments were made internally during the 2022/23 year.

Pillar 3: Excellence, Systems & Infrastructure

Our goal of Excellent Care has been celebrated across the year with a great number of examples of care being delivered in the safest way, aligned with DPVH's 'Your Way' person-centred framework, and with a focus on evidence-based program outcomes and true collaboration.

- **92%** of clinical incidents were reviewed by a leadership representative and achieved closed out within 30 days, exceeding our internal target of 90%
- Our teams remain vigilant in identifying situations with potential to cause harm with **59%** of clinical incidents being ISR 4 events (near miss/ no harm)
- An overall score of **89%** was received from clients when asked about their involvement in support planning and receiving care that met their needs.

DPVH continues to lead the community health sector in technology, installing a clinical grade network to strengthen cyber security and support business continuity. In June, we

launched a Client Relationship Management (CRM) system to integrate client record systems across the organisation. The CRM provides a single client view across our many data sets whilst enabling streamlined client registration processes to support an improved client experience.

We are experiencing unprecedented demand for our services and have invested in more enhancements to Waitlist Management systems which saw total wait times for allied health programs reduce by **15%**. This was made more remarkable as total referrals increased by **34%**.

To enhance access to services in Melbourne's Northern Growth Corridor, we launched our new Mickleham site in May. It is wonderful to see the local community embrace the new site. During the year, our Broadmeadows and Meadow Height sites underwent major refurbishments to create new, attractive and purpose-built environments.

Pillar 4: Growth, Sustainability & Partnerships

Guided by our Clinical & Community Services Plan, DPVH continues to judiciously approach new growth opportunities to respond to community need. Over the year, the organisation secured over \$12 million in growth opportunities across a range of programs including aged care, community navigators, dental, medical, children's, disability, family violence and refugee programs. It was pleasing to see this growth as it helped offset the significant reduction in COVID-19 revenue.

For the first time in four years, DPVH operated in a deficit for the year. The reduction in COVID revenue streams coupled with short-term vacancies and staffing adjustments to post-covid work patterns, saw the organisation achieve a deficit result of \$3,257,509. Through improved activity management and the implementation of \$2.8 million in

cost reduction strategies, the financial outlook for 2023-24 is much improved and DPVH has now returned to a stable surplus position. Financially, the organisation is in a sound position with cash reserves exceeding \$22 million.

Investing in partnerships to grow capacity is a strategic priority for DPVH. During the year, we launched the DPVH 2023-2027 Strategic Alliances and Partnerships Plan to leverage value through collaboration. Key partnership highlights for the year included the

- Renewal of the MOU of Collaboration with Northern Health
- Establishment of a new relationship with the Department of Justice.
- Commencement of a joint research with the Murdoch Children's Research Institute.

Thank You

On behalf of DPVH we extend our great thanks to our clients, employees, leaders, volunteers, community advisors and industry partners for their outstanding contribution over the last 12 months. With an engaged community, vibrant workforce and innovative strategic framework, we are confident that 2023/24 will be another great year for DPVH as we strive to achieve our vision of a healthier and connected community, with excellent care for all.



Emmanuel Tsakis,
Board Chair



Don Tidbury,
Chief Executive Officer

Farewell To Two Outstanding Board Members



Gloria Sleaby



Gary Henry

In December, we will farewell Gloria Sleaby and Gary Henry from the DPVH Board. Collectively, both Directors have served DPVH and its parent entities for nearly 20 years, making an enormous contribution to the governance and success of our organisation. They carry our gratitude and best wishes for the future.

Making an Impact - Our People



Excellence Awards

The Monthly Excellence Awards program at DPV Health is a celebration of our values-based culture and our collective commitment to Excellent Care.

Every month, employees have the opportunity to nominate their peers, leaders, and teams who consistently exemplify DPV Health values and demonstrate their dedication to delivering Excellent Care.

In 2022, we expanded this program by introducing a client nomination process as part of our existing client feedback program. Within the first three months of this initiative, we were delighted to receive **22** nominations recognizing individual excellence.

Throughout the year, a total of **45** Excellence Awards were celebrated. These awards included **24** individual awards, **11** leader awards, and **10** team awards. In December 2022, DPV Health hosted the Annual Excellence Awards ceremony, where we had the privilege of congratulating our 2022 Gold Excellence Award winners for their exceptional contributions.



Employee of the Year
Dat Trang,
Occupational
Therapist



Leader of the Year
Kacie Graham,
Program Manager -
Disability Services



Team of the Year
Language
Services



Celebrating 5 years of DPV Health

250 people attended DPV Health's vibrant 5th Birthday celebration on 29th March at the Broadmeadows Town Hall. Attendees included our past and present employees, many volunteers, community advisors, industry partners, community stakeholders and government representatives.

Celebrations included a range of cultural performances representing First Nations, Indian, Greek and Middle Eastern communities.

DPV Health's workforce has grown to more than 700 team members working across 20 sites. In our 2022 Employee Engagement Survey, many employees voiced that they were seeking more opportunities to bring teams together across the organisation, and our 5th Birthday was the perfect setting to bring all our people together, to connect, share memories and celebrate our organisation.

Excellent Care Symposium

DPV Health hosted its second Annual Excellent Care Symposium as a hybrid event at the Craigieburn Hume Global Learning Centre on March 31st. A total of 350 participants joined in to celebrate the commitment to Excellent Care at DPV Health.

The symposium commenced with a keynote address by Jane Burns, Executive Director Improvement at Safer Care Victoria. Her insights set the stage for the day's discussions. The theme of the symposium was "Together We Improve,"

and a series of presentations followed, anchored around this theme. Various teams shared case study posters, highlighting examples of Excellent Care improvement projects and evaluations.

The Excellent Care Symposium has become a highly anticipated event in DPV Health's annual calendar. It offers a valuable opportunity for us to pause, reflect, and celebrate how we collectively contribute to achieving our Excellent Care goal - to plan, deliver and experience Excellent Care for every person every time.

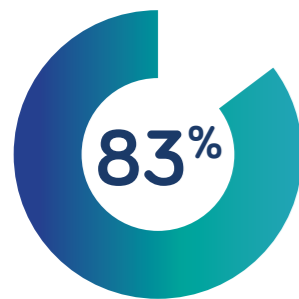
Supporting our future leaders

DPV Health, in collaboration with the Huron Studer Group, has continued to provide valuable leadership development opportunities for our emerging leaders through the Elevate Leadership Development Program. This program, now in its third year, empowers our leaders with the skills and tools needed to enhance clinical and operational leadership while promoting a high-performance culture within their teams and the organization.

In the past year, DPV Health also actively participated in the Juno Mentorship Program, a unique and effective initiative. The program's participants are residents of Hume City living in postcodes characterized by high levels of unemployment and disadvantage. Five DPV Health leaders generously

offered their support as Leadership Mentors to community members, providing an opportunity to apply the principles learned from the Elevate Program. It is heartening to note that one of the mentees secured employment at the end of the program.

A DPV Health mentor shared their experience: "As the program progressed, I observed my mentee gaining more clarity about her desired career pathway, which was incredibly fulfilling. The program's focus is on coaching and supporting mentees in overcoming their unique challenges. For some, it may involve building confidence, while for others, it may entail navigating the job market and preparing for job applications and interviews. Our aim is to help them achieve their goals and overcome obstacles they may encounter along the way."



Leaders promoted internally through our career pathways and development opportunities.



Fostering a culture of growth and excellence - Women in Leadership Training Program

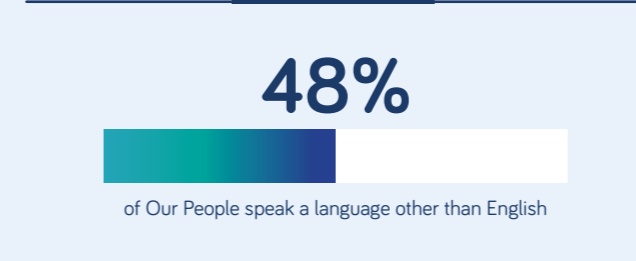
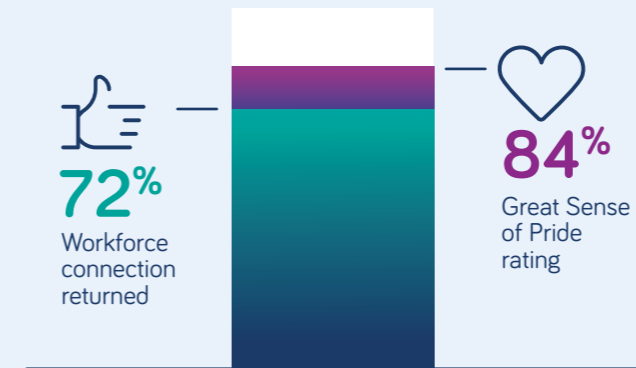
DPV Health is proud to be part of NorthLink's 'Women in Leadership' Program, conducted in collaboration with the Victorian State Government and Hume City Council. This annual initiative offers valuable leadership development opportunities for middle and senior leaders.

In the 2022-23 program, five women from DPV Health's leadership team participated, focusing on enhancing their

understanding of personal leadership styles, overcoming self-limiting beliefs and behaviors, and refining their ability to negotiate and adapt leadership approaches when facing workplace challenges.

We place significant importance on partnerships and actively seek opportunities to support our emerging leaders in developing essential skills and professional competencies. This commitment aligns with our dedication to fostering a culture of growth and leadership excellence within our organization.

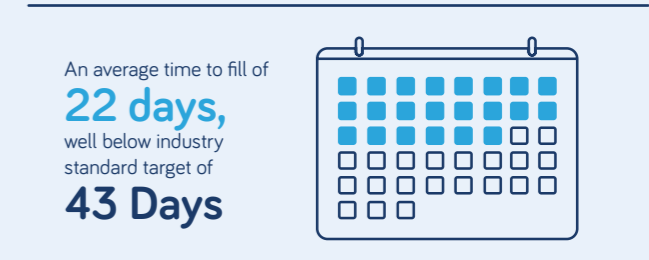
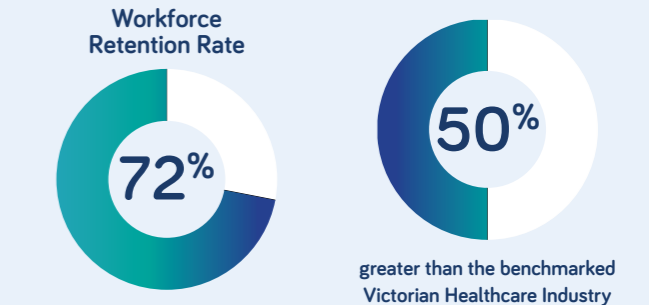
Culture, Diversity & Engagement



Capability & Performance



Workforce Planning, Talent Acquisition & Systems



Creating impact through positive client experiences



Listening to our clients is the first step in delivering Excellent Care

In 2021, DPV Health introduced an annual Client Experience Survey (CES) as a tool to gauge client satisfaction.

The survey focused on four critical client journey moments:

(1) Booking an appointment, (2) attending an appointment, (3) the quality of care received, and (4) the behavior and attitude of our staff. Additionally, it aims to evaluate our services based on the four pillars of Excellent Care: Safest Way, Right Way, Your Way, and Together.

In 2022-23, a total of **1267** clients from across our service areas participated in the CES. Respondents represented a wide range of characteristics, including different age groups, genders, ethnicities, and languages spoken. Notably, there was an increase in responses from both the LGBTIQ+ and First Nations communities, underscoring our commitment to inclusivity and capturing the perspectives of all clients in our assessment of service quality and client experience.



Key findings from the client experience survey:

^ 88%
Overall Client Satisfaction

^ 65
Net Promoter Score

^ 74%
Respondents were Promoters

^ Over 90%
Satisfaction rating among clients from Culturally Diverse Communities

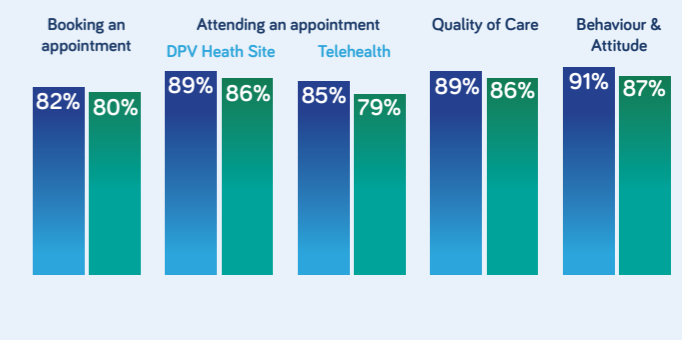
Improved performance was achieved across the 4 DPV Health Excellent Care pillars:

Excellent Care Pillars



A high performance was achieved across the four client experience journey moments:

Specific Areas



Our clients are the reason why we do what we do:

In response to client feedback, we are focusing on the following areas for improvement:

- Streamlining appointment bookings for enhanced convenience.
- Reducing wait times within our facilities.
- Enhancing client readiness for telehealth appointments.
- Providing a more welcoming and professional experience through reception staff training.

We greatly value client input and remain dedicated to continuously improving our services.

"DPV helped me to open myself where I was listened to without being judged. I felt way lighter..."

"DPV health is far best in our area if you truly want your health to be looked after. You can't go anywhere that is better"

"Excellent service and dentists with up-to-date dental technology. Great support. Thank you DPVHealth"

"I had a health problem in my arms, knees and feet. They helped me a lot. They do their service with a smile, Thank you very much."

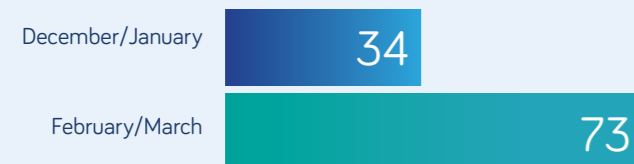
"I am being made to feel that I am important; They have been amazing helping me through a very challenging & stressful time in my life. Appointments have been very flexible which really helps."

Your Voice Matters

Our client feedback program continues to provide an easy and accessible way for clients to share their experiences at DPV Health. We view client compliments as opportunities to celebrate what's going well and address areas of importance to our clients. Complaints help us identify where we can improve.

In February and March 2023, we launched the "Your Voice Matters" campaign across all our sites. This campaign significantly boosted our monthly feedback volumes, increasing them by **115%**:

Feedback items



115% Increase

Our leadership team is committed to swift acknowledgment and thorough review of complaints. Our goal is to reach a satisfactory resolution within 30 days. Our rigorous performance monitoring systems have enabled us to achieve a **93%** rate of satisfactory complaint resolution and closure within the 30-day timeframe throughout 2022-23.

At DPV Health, we highly value client feedback, and our commitment is to continually improve our services using the voice of the client as a guiding tool.



Improving processes to deliver Excellent Care:

Access to emergency dental:

Analysis of feedback data revealed that **75%** of complaints were related to access issues, particularly regarding our dental services. The impact of COVID-19 led to extended wait times, with the statewide average reaching 16.5 months by December 2022, despite increased funding.

To address this, DPV Health's dental services implemented two significant changes to our emergency dental booking system:

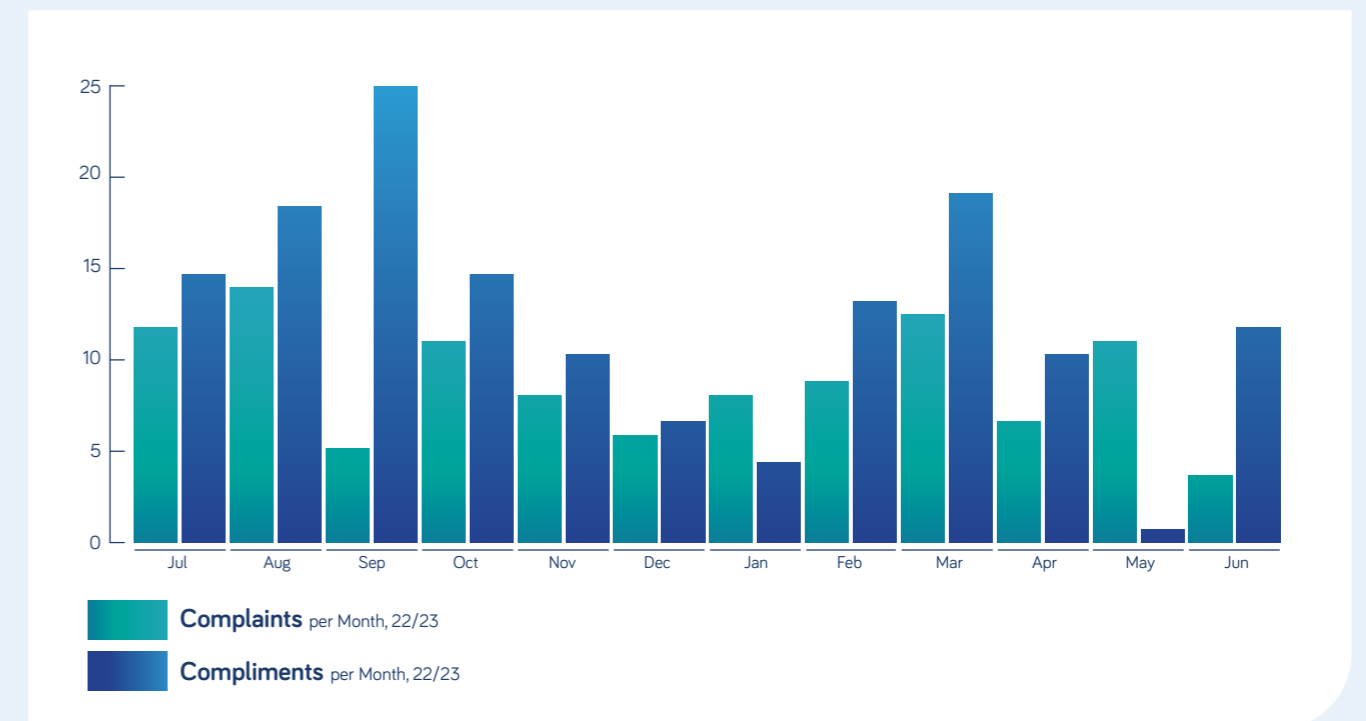
- **Streamlined Phone Booking:** We revamped our phone booking system, simplifying the process for clients to request emergency dental assistance from their local dental site. Expanding the number of sites accepting emergency dental bookings has reduced waiting times for appointments.
- **Enhanced Clinical Triage:** We introduced an improved clinical triage process for all emergency dental treatment requests. Each request now receives a clinical priority rating, allowing us to inform clients about their treatment timeline. Urgent cases can secure appointments within 24 hours, and overall, there are now more emergency dental appointment slots available for our communities.

These changes demonstrate our commitment to addressing access challenges and ensuring timely and professional dental care for our clients.

Quality of communication:

In 2022-23, **25%** of complaints were related to the quality of communication. To address this, our teams have undertaken several improvement projects throughout the year:

- **Video and Telephone Remote Interpreting (VRI):** We introduced Video and Telephone Remote Interpreting (VRI) to enhance interpreter-supported communication. This service has gained rapid popularity, with all DPV Health interpreters now offering video-based support during consultations.
- **Customer Service Training:** We provided training and coaching on best practices in customer service for all members of the Client Services team. This training included role-playing scenarios for handling difficult conversations, and our team members enthusiastically participated in these sessions.
- **Enhanced SMS and Onsite Communication:** Recognising that many clients prefer SMS communication for appointment scheduling and reminders, we introduced in-language SMS appointment reminders. We also installed digital information screens in waiting areas across our sites to keep clients informed about the latest DPV Health news, services, events, and to share educational and preventative health messages.



Improving cardiac health of our clients

In 2021, according to ABS data, ischemic heart disease was the leading cause of death in Australia. Research from the Australian Heart Foundation indicates that participation in a Cardiac Rehabilitation Program can significantly reduce hospital readmissions and mortality within the first year following a coronary event, by up to 56% and 30%, respectively.

DPV Health has been providing our local communities with a cardiac rehabilitation program for many years, significantly lowering the risk of hospital readmission for numerous individuals. To further align with our commitment to evidence-based impact and continuous improvement, our cardiac rehabilitation team introduced new elements to the program:

- > **Individualized Assessment:**
We implemented individualised, multi-disciplinary assessments with a Cardiac Nurse and Exercise Physiologist as part of a rolling program schedule.
- > **Physical Baseline Tests:**
We introduced physical baseline tests to aid in individualised exercise prescription and enable program outcome evaluation by comparing pre and post program test scores.

- > **Expanded Program Menu:**
Our program menu was expanded to include supported home exercise programs and individualised cardiac nurse education.
- > **Culturally Sensitive Approach:**
We developed safe and culturally sensitive individualised exercise programs to cater to individuals from diverse language and cultural backgrounds, including refugees and people seeking asylum.

Program outcomes have been encouraging, including an average 2 cm decrease in waist circumference within a 6-week program and significant improvement across all physical performance assessment measures.



Improving processes to reduce wait time for clients

In the 2022-23 period, DPV Health experienced a significant surge in service demand due to the increasing population growth and diversity in our service catchments. Notably, there was a 34% increase in allied health referrals compared to the previous year, highlighting the need for effective waitlist management and service optimization.

Aligned with DPV Health's Strategic Plan 2022-2027, which prioritizes "equitable, timely, and safe access to the right service at the right place, responsive to community preferences," we implemented several improvement actions:

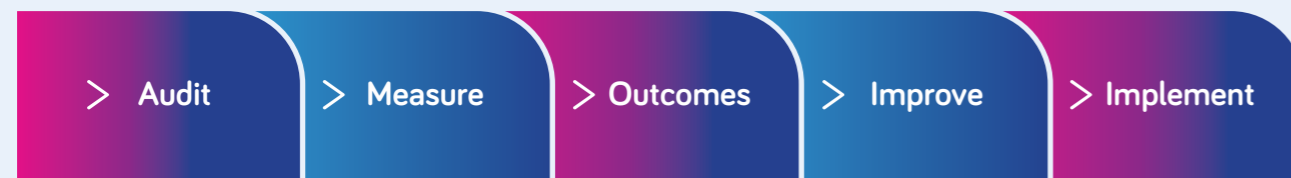
What We Did:

- > **Real-Time Data Dashboards:** We leveraged PowerBi to create real-time data dashboards, providing us with valuable insights into service demand, referral screening times, waitlist priorities, and service wait-times across our services.
- > **Client Feedback:** We actively sought and listened to client feedback to enhance their experience on waitlists, during appointments, and when they needed to cancel appointments.
- > **Referral Screening Redesign:** Collaborating with our intake and clinical service teams, we redesigned our referral screening process, placing clinical risk at the forefront of our decision-making.

Impact Achieved:

- > **Increased Accepted Referrals:** We saw an impressive increase in accepted referrals, rising from 11,651 to 15,038, a **29%** increase in the clinical services provided by DPV Health.
- > **Efficiency Gains:** Our revamped intake screening processes led to a remarkable **39%** reduction in cases requiring clinician triage, saving approximately **1,000** hours of time. This, in turn, allowed us to serve around **750** new clients.
- > **Reduced Waiting Times:** The total waiting times for all allied health services decreased from 139 days to 118 days, a **15%** reduction in client waiting time. For high-demand services, waiting times decreased from 139 days to 98 days, a **29%** reduction. This was despite a 34% increase in referrals.
- > **Improved Appointment Management:** New appointment reminder processes contributed to a reduction in 'Did Not Attend' (DNA) rates and cancellations, resulting in a **75%** increase in arrival rates for initial appointments.
- > **Effective Language Support:** Our Language Services (interpreter) team actively engaged with clients who required language support before appointments. This led to a DNA rate of less than **2%** for those appointments, significantly lower than the industry average of 14%.

Dental clinical indicators have a positive impact on practice



Clinical auditing is a crucial part of DPV Health's commitment to clinical governance and quality improvement. Specifically, our dental team conducts monthly audits to evaluate clinical performance. These audits are based on best practice clinical standards and accreditation frameworks, ensuring that we maintain high-quality care.

We also benchmark our clinical audit results against regional and state performance, identifying any significant variations, whether positive or negative. When needed, we take specific actions to address these variations, striving for continuous improvement.

The results of these audits provide insights into areas where we excel and where there's room for improvement.

We report these findings to our management, governance, and funding bodies, demonstrating our dedication to transparency and accountability.

Our quality improvement efforts have had a positive impact on our dental practice. Audits have helped us refine how we review and select cases for treatment, leading to improved clinical outcomes. Additionally, we've made better choices regarding the materials used for dentures, resulting in a reduced need for denture remakes.

0 In 2022-23, we had a **ZERO** return rate within 7 days post-surgical extraction

39%

reduction in cases requiring clinician triage, saving approximately 1,000 hours of time.

29%

increase in the clinical services provided by DPV Health



24% growth

in the number of children supported with audiology services in 22/23 compared with 21/22

More than
900 extra

appointments provided in 2022/23 compared with previous year



Innovative children's audiology services

The children's audiology service has responded to a significant increase in referrals following the COVID pandemic/ lockdowns, in particular for children with developmental and speech delays.

2 brand new large paediatric audiology booths were installed at our Broadmeadows Medical and Dental Centre in January 2022, doubling our service capacity. Successful funding submissions have supported investment in innovative new diagnostic testing equipment which means the audiology service can now complete more in-depth hearing loss assessments, helping to identify complex

hearing challenges for children earlier on in their life. As the only provider with this technology within the northern suburbs, the audiology team is now offering more infant diagnostic appointments each week to ensure timely access to this important service.

To further assist families to access the service when they need it, DPV Health has expanded our Fee for Service (private) audiology clinic at both Broadmeadows and Mill Park GP super clinics. Appointments at the private clinics are available in as little as 1-2 weeks' time, and don't require a referral from a GP.

Social support programs keep the elderly young

Living in isolation at home with limited support and outside contact, is detrimental to the mental and physical condition of a person. Fortunately, DPV Health's Social support program, alleviates this by offering elderly people the opportunity to socialise with others and venture to far reaching locations across Victoria.

The program sounds more like a tourism commercial with trips to the Great Ocean Road, Geelong, Ballarat, Hepburn and many other fabulous locations. These trips support people to stay healthy, active and connected with their community through meaningful activities.



" 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. It's the best I have felt in 20 years" – Satiya.

Occupational Therapy Team mobilises to manage demand



Population growth in the Outer Northern suburbs and the latent demand from being locked down during COVID 19 led to an 100% increase in referrals for DPV Health's Adult Occupational Therapy (OT) service.

To address the high demand, our OT Team optimised their service model to find more efficient and effective ways to attend to more clients and allow more people to remain living independently and safe in the comfort of their own home. Some of the initiatives included:

1. Scheduling more "New client" appointments into the clinicians' calendar, so additional clients could be assessed each week.
2. Prioritising clients who were identified as Urgent Priority 1, to ensure they were seen promptly. This resulted in OT's taking on an additional home visit to achieve this.
3. Introducing a Subsidised Equipment program which supported the pre-purchase of commonly requested low-cost Assistive Technology and given directly to clients. This reduced clinician time spent on administrative tasks, including funding applications, ensuring clients receive this equipment in a timely manner.

The enormous effort and commitment of the OT Team resulted in 751 more appointments (33% increase) being created for new and existing clients.



Centralised, clinician-led referral management improves opportunities for children's development

Multiple service access points, limited referrer knowledge and family uncertainty can lead to children sitting on wait lists for much longer than they should and depriving them of the developmental support they need. In fact, over 28% of children in Hume and 20% Whittlesea LGAs begin school developmentally vulnerable.

Recent funding provided by the Department of Health has resulted in DPV Health and Northern Health codesigning a Centralized Referral Assessment and Triage Initiative (CRATI). CRATI is investigating potential partnerships and processes that could help improve patient journeys from referral to intervention across Paediatric Allied Health and Paediatric Medicine. Family and clinician surveys, community service mapping and a trial of clinician-led referral triage are being carried out to explore how existing systems can be improved.

The aim is to:

1. Create a central, clinician-led triage process for children's developmental referrals.
2. Streamline processes for clinicians, so they spend more time on intervention not administration.
3. Provide families access to children's developmental services at the right place and at the right time for each child, and
4. Tailor support for families.

CRATI has the potential to improve children's developmental outcomes by ensuring Paediatric clinicians can be focused on their clients' intervention and the pathways to services are well known and supported.

Improving links between our systems for a better client experience

In June 2023, a highly anticipated IT project reached fruition with the launch of our new Customer Relationship Management (CRM) system at DPV Health.

The new CRM system will bring about significant improvements in managing referrals, waitlists, and client appointments across all DPV Health services. It achieves this by creating a single client view, consolidating client information from various service areas. This consolidation empowers our Intake and Reception teams with the comprehensive client information they need to provide the best possible support to service users.

To enhance the client experience, we're integrating our new cloud-based phone system with the CRM. This integration will ensure that essential client information, such as name, gender, preferred language, and appointment details, is readily available to our client services team when they receive a client call. This will streamline the appointment scheduling process, making it quicker and more efficient, and automatically connecting clients to interpreter support if needed. Furthermore, the CRM will systematically record all phone calls, emails, and SMS communications with clients, ensuring a comprehensive client interaction history.

Looking ahead, the CRM's future state will include a client portal, offering clients the option to book appointments online and providing access to a wide range of personalized health and healthcare information.

Responding to family violence



Regrettably, the incidence of family violence in the Cities of Hume, Whittlesea, and the Shire of Mitchell remains significantly above the state average. Family violence has far-reaching effects, impacting people of all ages in various ways, including emotional trauma, mental health issues,

financial hardship, housing instability, and disruptions to education and employment.

At DPV Health, we are committed to offering timely access to family violence support for all those affected. We take pride in our partnership with The Orange Door, where we provide safe and culturally appropriate services at four key sites. These support services encompass crisis assistance, counselling, and social work. Additionally, our skilled team of family violence practitioners delivers a vital Men's Behaviour Change Program, offering support to individuals striving to address and rectify their use of violence and achieve positive behaviour change.

Through 2022-23, DPV Health extended family violence support services to **6,310** individuals experiencing family violence and an additional **204** individuals seeking help to address their violent behaviour. We are dedicated to expanding the support we provide in the upcoming financial year to meet the growing demand for these critical services.

Hume

Family Violence incident rate

1,553 (1,360)
/100,000 population

Whittlesea

Family Violence incident rate

1,268 (1,360)
/100,000 population

Mitchell

Family Violence incident rate

2,986 (1,360)
/100,000 population



550
Signatures of support.

DPV Health Dietitians have an appetite for success!

Our Dietitians understand that there is no one-size-fits-all approach to improving health.

With compassion and encouragement, our Dietetic and Nutrition program takes a holistic approach, supporting the whole person through tailored program design and customised client-centred service plans. We address a wide range of concerns, from everyday nutrition planning to specific issues such as diabetes management, heart health, body image, and food intolerance. Additionally, we provide referrals to other health and wellbeing services to ensure comprehensive care for the individual.

A real-life example of this holistic approach is a client who initially sought help for weight loss, lack of energy, and swallowing problems. In addition to addressing these concerns, our team also assisted the client in obtaining meal delivery and supplements support through her Home Care Package, which improved her energy levels and overall quality of life. Furthermore, the Home Care Package was expanded to include Psychology support from DPV Health's Mental Health program, creating a comprehensive support network.

The client expressed their gratitude, stating, "The Home Care package team and the Dietetics health services at DPV have been wonderful, and I feel very well supported by them."

Signing Up to make school canteens healthier

DPV Health's Population Health team has taken a leading role in collaborating with industry peak bodies to advocate for change in the food and drink options available in school canteens.

Through the "Healthy Schools Healthy Future" online campaign, which targeted the community, schools, peak bodies, and industry, we garnered over 550 signatures of support. The campaign's objective was to urge the Department of Education (DET) to update, mandate, and monitor the Canteens, Healthy Eating, and Other Food Services Policy in schools.

The campaign yielded positive outcomes, including a meeting with the Minister's office, a commitment from DET to review the policy conditions and timelines, and the development of DPV Health's "Eat well Feel Super" canteen pilot program.

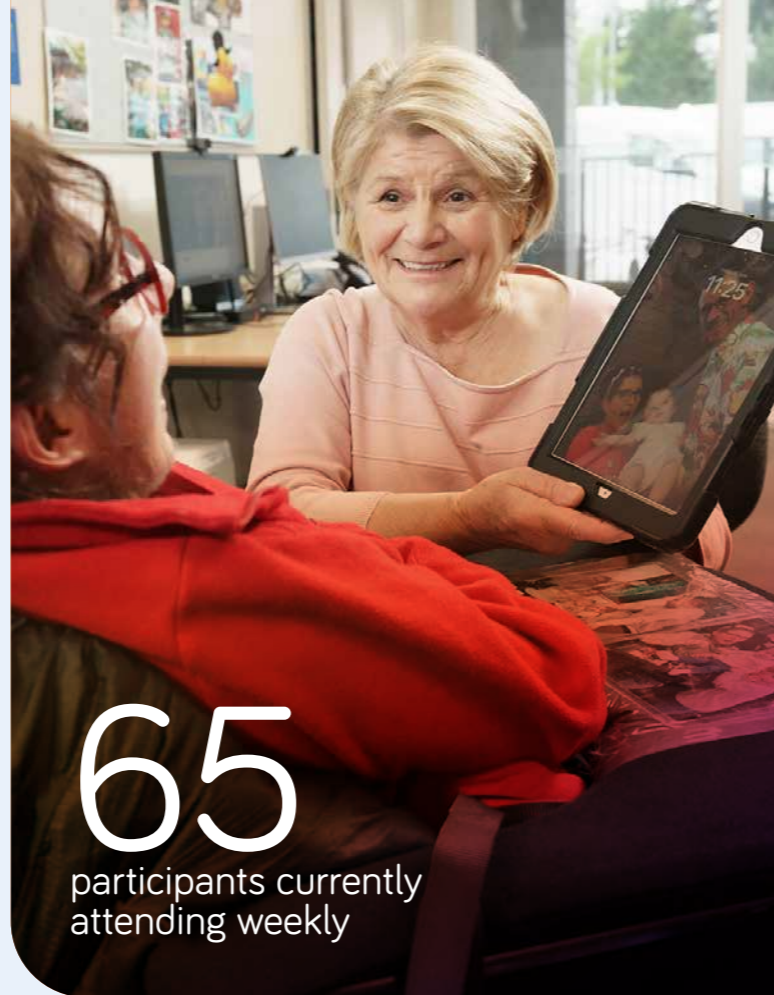
For more details about this campaign, you can visit: [Healthy Schools Healthy Futures](#).

Reaching goals in supporting people with disability

DPV Health's centre-based disability program is built on a client-centred approach that tailors learning-based activities to each participant's stage of learning, rather than just their physical capacity. We are dedicated to continuously upskilling and training our teams to provide services for individuals with complex support needs, with a strong focus on achieving participant outcomes.

This service is witnessing growth, with **65** participants currently attending weekly. Our program offers a diverse range of activities and programs designed to provide goal-oriented support, with a specific focus on **Social Skills, Work Skills, Independent Living Skills, Further Education, Fitness and Wellbeing, Sensory and Mobility Skills and Access to Onsite Allied Health Therapies**

At DPV Health, we are committed to recognising and celebrating the successes and achievements of our clients, employees, and teams. Over the past year, our disability services have received several awards, including the DPV Health Team Excellence Award.



65
participants currently attending weekly



495
children supported

Participant Awards:

It's important to recognise success and celebrate individual goal achievement for our Disability Service participants. Here are some of the awards celebrated during 2023:

Riccardo

Most improved employee Work Skills Program

Pina

Reaching goal stepping outside comfort zone and trying new things

Billy

Going above and beyond – Covid monitor and helping others

Elias

Reaching goal of swimming in the deep end of pool independently

Arthur

Reaching goal of building confidence and reading to peers

Dakota

Reaching goal of completing two full laps of pool independently

Lucas

Reaching goal of focusing on tasks to contribute to his fine motor skills

Melissa

Reaching therapy goal of getting back into the pool and stretching

Shannon

Reaching goal of getting back on his feet again after a battle with illness

A positive start for young children

DPV Health is expanding our Early Childhood Support Services, recognising the life-changing potential of early access to assessment and therapy for children with developmental delays.

Our catchment areas are growing rapidly, attracting many young families. Consequently, the demand for our early childhood programs is increasing, with **495** children supported through our Early Childhood Intervention Service in 2022/23.

We emphasise the importance of play. Our School Readiness Program provides upskilling to kindergarten staff and parents of children accessing the kindergartens. One education program offers group-based support for children in 3 and 4-year-old kindergarten programs, focusing on key learning milestones. The "Importance of Play" program helps parents understand how play contributes to developmental growth, aiding children in comprehending the world around them.

Play lays the foundation for a wide range of skills, including physical, social, communication, emotional, cognitive, gross and fine motor, daily living, and independence. Additionally, the program highlights the value of children learning stories, rhymes, and games from diverse cultures, fostering a stronger connection to cultural histories and traditions.

DPV Health received funding for Multi-disciplinary Autism Assessments in the Hume council area, allowing us to offer **140** multi-disciplinary assessments this year. Increasing access to autism assessments for young children is crucial in supporting vulnerable families who urgently need these assessments. An Autism diagnosis can be life-altering, and our efforts aim to make this process more accessible and supportive.



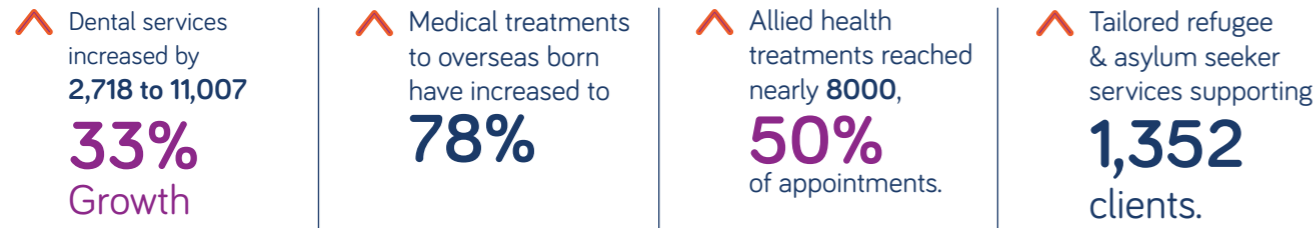
Delivering excellent care no matter what language you speak!

With nearly half of the DPV Health community speaking a language other than English, and almost 40% born overseas, our focus on delivering excellent care for our Culturally and Linguistically Diverse (CALD) clients is of utmost importance.

Our strategy, rooted in our purpose, is dedicated to connecting with CALD communities to enhance engagement

and facilitate access to community health services. This commitment is reflected in our CALD action plan, which successfully implemented over 50 actions in 2022/23:

A key action was to increase the volume of CALD clients accessing DPV Health clinical services.



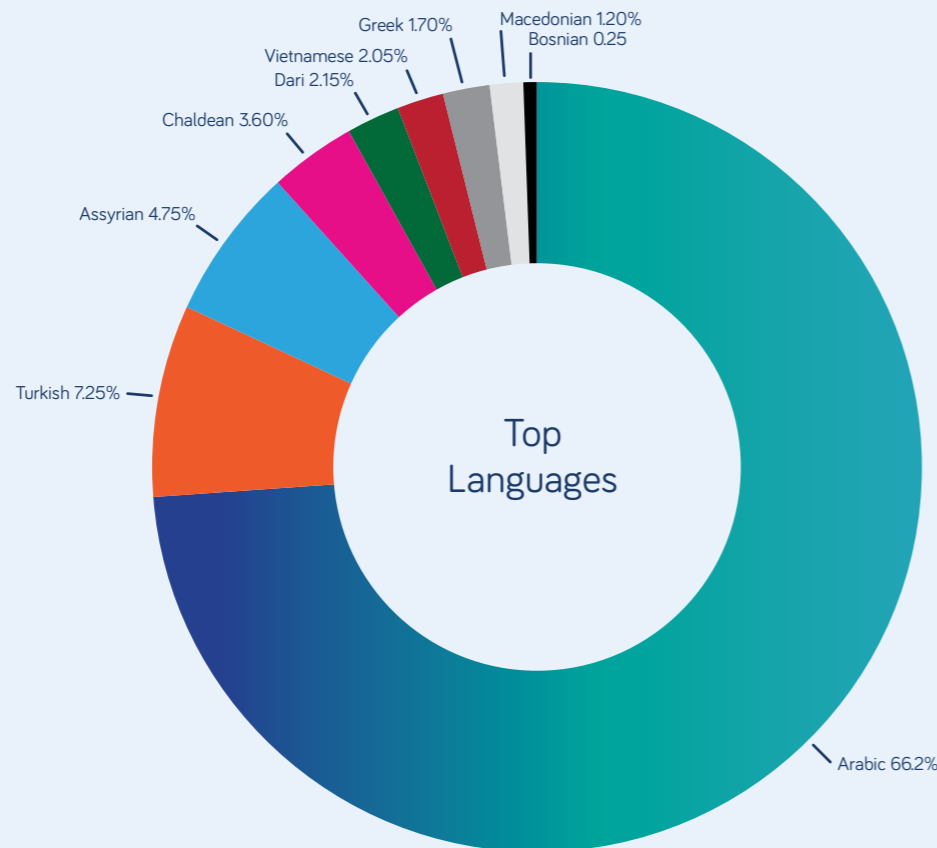
Top languages

To support these programs, DPV Health expanded its language services team, employing 5 interpreters and translating conversations across 46 languages. Over 9,700 clients utilized the DPV Health interpreter program, with almost 50% of services provided by our internal interpreters for languages such as Arabic, Turkish, Chaldean, and Assyrian.

This ongoing effort resulted in a high level of satisfaction (90%) across the reported languages, surpassing the overall client average of 88%. These achievements underscore our unwavering commitment to ensuring that CALD clients receive the best possible care and support.

46 languages

Over 9,700 clients utilized the DPV Health interpreter program

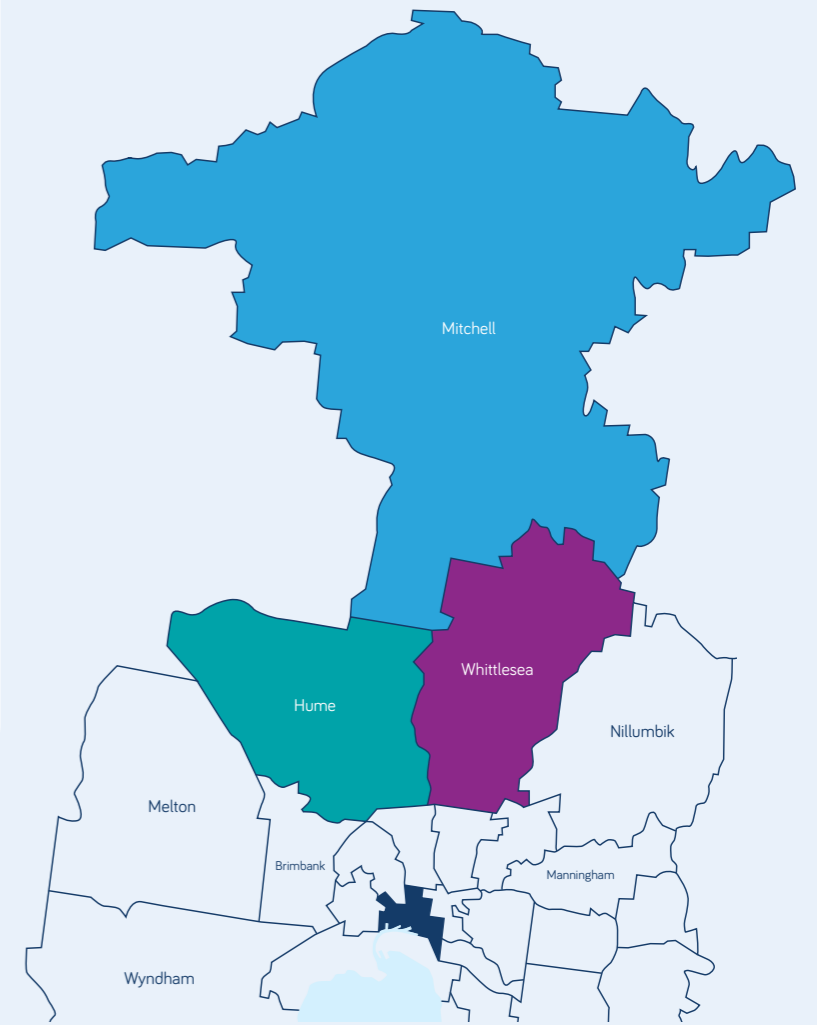


Diversity

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

The catchment is a very large, fast-growing area with many diverse communities. Cultural and linguistic diversity is broad and exceeds the state average across both LGAs. Additionally, the level of disadvantage and health is poorer than Victoria's average.

DPV Health is conscious and considerate of its diverse communities and the need to provide services to all, while identifying the priority groups and issues of those most disadvantaged and/or impacted.



Population Snapshot

	Hume	Whittlesea	Mitchell
Population Forecast 2022- 2041	257,921 394,760 ^{▲53%}	249,117 388,417 ^{▲56%}	51,273 170,830 ^{▲233%}
Language Other than English	45% (26%)	44% (26%)	7% (26%)
Aboriginal & Torres Strait Islanders	0.7% (0.8%)	0.8% (0.8%)	1.6% (0.8%)
High level of Psychological Stress	23% (24%)	31% (24%)	26% (24%)
Overweight & Obesity	61% (60%)	53% (60%)	69% (60%)
Family Violence Incident rate	1,683 (1,386) /100,000 Population	1,365 (1,386) /100,000 Population	2,316 (1,386) /100,000 Population

Making a positive impact in the community



Committed to reduce the GAP through the RAP

DPV Health reached a significant milestone in its commitment to support reconciliation for First Nations Peoples with the launch of our Reconciliation Action Plan (RAP) in September 2022.

Our Innovate RAP outlines DPV Health's dedication to addressing inequality and improving access to healthcare services for Aboriginal and Torres Strait Islander communities. The development of the RAP was a collaborative effort involving input from various parts of our organisation, and it led to the establishment of the RAP Working Group, responsible for guiding its development and implementation.

Our RAP is rooted in best practices, emphasising consultation, cooperation, and the implementation of initiatives aligned with the Closing the Gap objectives, including the endorsement of the Voice to Parliament. Some recent actions taken as part of the plan include:

- Participation in Local Aboriginal network meetings.
- Collaboration with peak ACCOS service providers.



- Observance of Sorry Day in partnership with the Council.
- Involvement in the NAIDOC march.
- Active participation in local Aboriginal Advisory groups.
- Hosting a bi-weekly women's social group in conjunction with Whittlesea Community Connections.

Furthermore, DPV Health has made strides in increasing the number of employees who identify as Aboriginal since the commencement of our RAP, with the appointment of three new First Nations team members:

- Team Leader for the Men's Behaviour Change Program.
- Aboriginal Access Worker and Victims Assistance Worker.
- Carer Peer Support Worker specialising in Mental Health.

Supporting timely access to services

First Nations people experience chronic diseases including diabetes, heart disease, kidney disease, asthma, and other conditions at a higher rate than the general population. It is vital that we support our First Nations community members with timely access to GP and specialist medical services. DPV Health continues to provide a range of medical specialists including endocrinology, optometry, respiratory physicians, specialist Women's health clinics and paediatrician services at both our Broadmeadows and Mill Park Medical Centres. Our dedicated Aboriginal Access Workers are on hand to provide support with navigating service access and post appointment follow-up. More recently, DPV Health launched a new emotional and social wellbeing service for Aboriginal and Torres Strait Islander People, focussed on providing culturally congruent and respectful support.



Being loud and proud with Pride in the North

Through a strong partnership with the Pride in the North collective, DPV Health is at the forefront of expanding the network's activities, raising awareness about specific issues, and advocating for the LGBTIQ+ community.

Throughout the year, DPV Health actively participated in and promoted various community events and messages, including the Midsumma Pride March, Midsumma Festival, Whittlesea Pride Festival, and other important occasions for the LGBTIQ+ community. These efforts garnered the attention of the Victorian Commissioner for LGBTIQ+ Communities, resulting in funding for Pride in the North to organise an LGBTIQ+ Summit tailored to Melbourne's North. This Summit, scheduled for November 2023, aims to feature speakers with lived experiences and unite community leaders to enhance services and support for the LGBTIQ+ community in the Northern region.

In addition to our outward community involvement, DPV Health remains committed to equipping our staff with the tools to break down barriers and create safe and judgment-

free spaces for everyone to access the care they need. Our activities in 2022-23 included developing resources such as scripts for handling backlash within organisations, educational materials for LGBTIQ+ allies, community art showcases, and comprehensive organisation-wide training to maintain our Rainbow Tick accreditation.



Pride in the North is a collaboration supported by local health organisations in Melbourne's north: DPV Health, Northern Health, Nexus Primary Health, Kilmore District Health, Sunbury Cobaw community Health, Banyule Community Health, Whittlesea Community Connections, Hume City Council, City of Whittlesea, Mitchel Shire and Banyule City Council.

Codesigning DPV Health's Mental Health supports

90 Growth in appointments for mental health supports

➤ **Anxiety and depression** are the most common forms of psychological distress

DPV Health provides a whole of life mental health service providing safe and accessible mental health supports to people experiencing mental health distress and disorders. Our teams apply a strengths-based intensive case management approach that is recovery orientated and trauma informed. Supported by a small network of lived experienced workers, our evidence-based mental health services have supported consumers to achieve significant reductions in mental health symptoms as evidenced by the routine use of validated assessment tools (K10 and DASS 21). In 2022, DPV Health's suite of mental health services grew with the commencement of the 'Head to Health' program. With the increase in service provision, we recognised the opportunity to work with our consumers to re-design the mental health service model and commenced

a collaborative co-production process (co-production is a process where people with lived experience of the mental health service system assist DPV Health to plan, design, deliver, and evaluate all elements of the service).

The mental health team asked **280** people from various backgrounds, including First Nations individuals, people with disabilities, LGBTIQ+ community members, and culturally diverse individuals, what they believe makes an excellent mental health service in our area. Following a number of focus groups a new service menu was launched including peer support from the initial contact through to the end of treatment. To continue this collaborative effort in shaping DPV Health's mental health services, we are establishing a new co-leadership group dedicated to service design with 5 consumers/ carers to be recruited to the leadership team.



As a DPV Health Community Advisor, I can educate, inspire, share information & support to offer the best health care service to our local community."

Community advisors – keeping us connected with the community

Every day, our Community Advisors are making a big difference in how DPV Health delivers healthcare!

Think of them as real-life superheroes, providing advice to the community to protect and save lives. We have 73 Community Advisors who work tirelessly, engaging in important health projects, and capturing the voices and opinions from the people they meet. This information is like a treasure trove for DPV Health. It helps us create and offer new services that make more sense and work better for the community. It also ensures that more people in the community can access health and well-being services in ways that suit them best.

Our Community Advisors Network includes people from various backgrounds and places. This includes 51 people from culturally diverse backgrounds, 2 LGBTIQ+ members, 7 representatives with disabilities, 1 First Nations person, 11 seniors over 65 years old, and 57 residents from Hume and Whittlesea areas.

In the past year alone, our Community Advisors have been involved in more than 100 activities. They've had a hand in shaping DPV Health's organisational plan, creating resources like the LGBTIQ+ Ally guide and other helpful materials, working on improving services such as Dental and Mental Health programs, and launching key initiatives including Aged Care Assist and Community Navigators. They've also been a vital source of community insights and feedback through channels like "Your Voice Matters" and "Riskman."

Fostering our partnership with Northern Health

With a strong track record of successful partnerships, DPV Health understands that effective collaborations thrive when they are founded on inclusive values, shared commitments, and mutual advantages.

In March 2020, we established the first Memorandum of Understanding (MoU) between Northern Health (NH) and DPV Health. This MoU paved the way for significant joint projects, including:

- The Covid Pathways Project
- Staying Well with Diabetes Project
- Hospital Admissions Risk Program
- Covid Community Information Sessions
- Patient Watch and Community Watch Projects
- A Clinical Supervision Training Program delivered by Northern Health



Don Tidbury (CEO DPV Health) and Siva Sivarajah (CEO Northern Health)

In April 2023, Northern Health and DPV Health signed a second Partnership Memorandum of Understanding, further solidifying our commitment to collaborating in order to ensure greater health outcomes for our local communities. This includes implementing evidence-based integrated care models, establishing referral pathways to reduce the strain on the hospital system by optimising community-based care, and initiating innovative projects that enhance system connectivity to improve care coordination across our services. This exciting partnership offers boundless opportunities for us to join forces and enhance health and well-being services for our local communities.



New research partnership to improve early childhood supports

DPV Health and Murdoch Children's Research Institute (MCRI) have embarked on a two-year research partnership. Our focus is on developing, implementing, and evaluating a Child & Family hub service model. This collaboration aligns with DPV Health's strategy for service expansion, as we aim to enhance our early childhood offerings to better cater to our local communities.

We understand that early childhood is a critical phase for ensuring that children get the best possible start in life by having equitable and timely access to support services. Through this research partnership, we aim to identify the most effective ways to deliver early childhood services. This includes working closely with our local community to co-design services that are provided at the right time, in the right place, and in the most effective manner possible.

Community Navigators -changing people's lives!

In December 2022, DPV Health launched the Community Navigator Program, funded by the Department of Family, Fairness, and Housing. This initiative, led by two of DPV Health's community advisors, set out to engage with residents living in social housing estates across Broadmeadows, Dallas, Meadows Heights, Craigieburn, Campbellfield, and Sunbury.

Using a variety of group activities and one-on-one interactions, our community navigators provided valuable support to these residents. They helped them navigate the healthcare system, educated them about local services, and offered direct referrals to DPV Health's services.

By the end of June 2023, the team had visited numerous households, spoken with **950** residents, provided **233** direct referrals to DPV Health services (36% of them for dental), and participated in **35** group engagement sessions. As one community member of Indian background put it, "The Navigators changed my life. They showed me how to get help, gave me hope, and made me feel healthy again."

This program will continue until November 2023, making a positive impact on our community.



"I haven't come across these kinds of services in my country. They make me happy on a physical and mental level. At DPV Health, I feel like I'm family, not a patient."



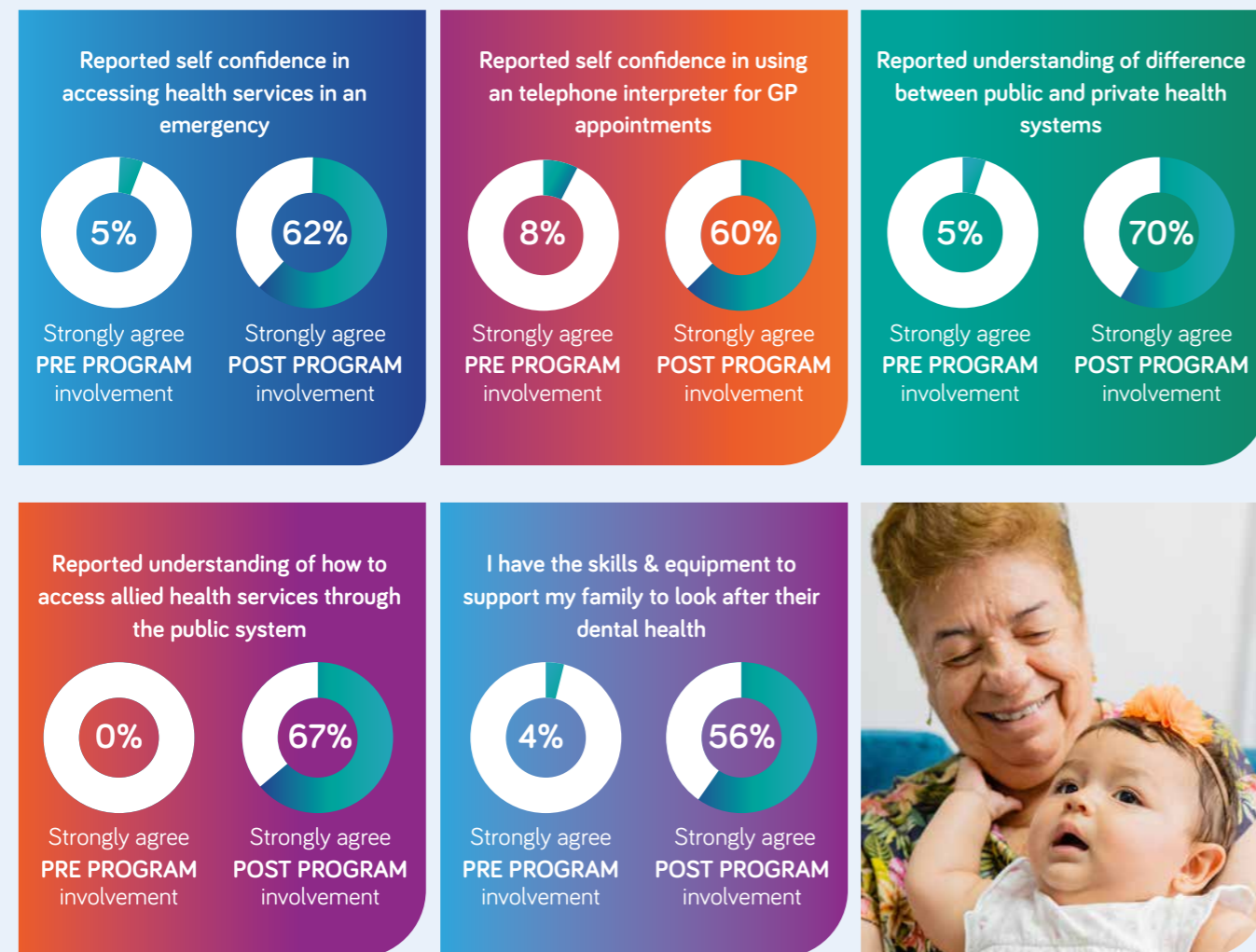
Supporting health literacy & service access for refugee communities

Over the past decade, the City of Hume has welcomed more refugees than any other LGA in Victoria. To assist these newcomers, DPV Health has established a bicultural worker program.

The program's primary goal is to help refugees understand essential health practices, their rights within the Australian health system, and how to access necessary support.

To achieve this, bicultural workers engaged in interviews, workshops, and surveys conducted in the refugees' native languages. They reached out to **1537** newly arrived community members within just four months, offering guidance on health literacy and navigating the Australian healthcare system.

Through ongoing feedback and evaluation with the Department of Health, the program identified significant gaps in health knowledge and service access within the refugee community. As a result of the program's efforts, community members reported feeling more confident and engaged with the Victorian health system. This program demonstrated the importance of culturally sensitive initiatives in supporting diverse populations.



Community voice is awarded for making change



"Let's Bring Change Together" is a community-driven project designed to address the issue of family violence. Its primary goals are to raise awareness about family violence, encourage open discussions on the topic, and promote seeking help when needed.

At the heart of this campaign is a multi-lingual video that features the voices and personal experiences of local community members. The video serves as a powerful tool to educate and motivate members of the South Asian community to engage in conversations about family violence and emphasise the importance of feeling safe at home, in the community, and within Australia.

In addition to the video, the campaign actively involved local members of the South Asian community through various means, including workshops, educational sessions, collaboratively designed printed materials like brochures,



banners, and flyers, as well as social media outreach. It also extended to on-ground activities at neighbourhood houses, community centres, local shopping centres, libraries, and leisure centres. Furthermore, the campaign included a 3-month community service announcement campaign on Harman Radio Station.

The impact of "Let's Bring Change Together" has been substantial, reaching over **85,000** digital users through platforms such as Facebook, YouTube, and Google AdWords. The campaign's effectiveness and commitment to health promotion were recognised with the prestigious Vic Health Stephen Walter Excellence in Health Promotion Marketing award.

Reward and recognition for DPV Health's LGBTIQ+ journey

DPV Health has taken proactive steps to enhance the health and wellbeing of LGBTIQ+ individuals while promoting inclusive practices within the organization. This journey, guided by the Inclusion Strategy, Rainbow Tick accreditation, LGBTIQ Maturity Plan, and the "You Are Who You Say You Are" Report, has yielded significant positive outcomes in 2022-23 for both DPV Health and the broader community.

Key changes include:

^ **43%**
Increased
Access

A remarkable 43% increase in LGBTIQ+ clients accessing DPV Health's medical services, indicating a more welcoming and supportive healthcare environment.

^ **90%**
Training
Commitment:

An impressive 90% of DPV Health staff have undertaken LGBTIQ+ training, demonstrating the organisation's dedication to improving awareness and sensitivity among its workforce.

- **Improved Data Collection:** The introduction of recording gender and sex preferences on client databases and feedback processes underscores DPV Health's commitment to respecting and acknowledging individual identities.
- **Diverse Expertise:** DPV Health's recruitment of its first LGBTIQ+ Mental Health facilitator signifies a commitment to providing specialized support and care.
- **Community Engagement:** DPV Health has taken a leadership role in fostering the Pride in the North Network, facilitating connections and support within the LGBTIQ+ community.
- **Community Forums:** The organisation has organised two "You Are Who You Say You Are" community forums, fostering dialogue and understanding on vital issues.
- **Visibility and Advocacy:** DPV Health has actively participated in events like the MidSumma Pride March and other LGBTIQ+ events, championing visibility and advocacy efforts.

DPV Health's commitment to the LGBTIQ+ journey has been recognised, as the organisation was named a finalist in the Vic Health Public Health awards. This was a proud moment for DPV Health and a testament to our dedication to support and advocate for the LGBTIQ+ community.

Impact that fuels growth – 2022-23 Financial Report



Financial Report from the Board Chair and CEO

In 2022-23 year, DPV Health (DPVH) achieved \$66,336,814 in total revenue, this represented a reduction of nearly \$8,000,000 on the previous year due to the cessation of COVID-19 income streams including testing, vaccination and COVID Positive Pathways supports to acute hospitals. To partially offset the above and respond to community need, DPVH secured new income streams across aged care, children's autism programs, dental, family violence, mental health, refugees' programs and victims of crime support.

For the first time in four years, DPVH operated in a deficit for the year, being a loss of \$3,257,509. The reduction in COVID revenue streams, underperformance against activity targets, reticence in clients attending on-site services, short-term vacancies, staffing adjustments to post-covid work patterns and increased software depreciation charges all contributed to the deficit result.

Through improved activity management, ramp up of home care, disability and dental programs, heightened employee engagement and the implementation of \$2,800,000 in cost reduction strategies, the financial outlook for 2023/24 is much improved and DPVH has now returned to a stable surplus position, achieving consistent monthly surplus results since May 2023.

During the year, DPVH made invested over \$3,664,159 in client facilities and ICT infrastructure. DPVH refurbished the Broadmeadows Super Clinic and Meadow Heights sites. The organisation also opened a new site in Mickleham to support Melbourne's Northern Growth Corridor.

DPVH invested heavily in cyber security, including a new clinical grade network to strengthen security and business continuity across all sites. Our organisation also launched a Client Relationship Management system to enhance our clients' experience and support improved client data registration.

With new revenue streams, cash reserves exceeding \$22,700,000 and total equity of \$43,441,000, DPVH is well positioned for growth and stability in the 2023-24 financial year.

We would like to extend our great to our clients, community advisors, employees, volunteers, industry partners and Board for their enormous contribution as together we strive towards our vision of a healthier and connected community with excellent care for all.

Emmanuel Tsakis
Board Chair

Don Tidbury
Chief Executive Officer

Excerpts from Director's Report

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2023.

Directors

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

Emmanuel Tsakis	Board Chair
Margaret Douglas	Director
Julie Busch	Director
Vincent Cain	Director
Robert Burnham	Director
Gloria Sleaby	Director
Gary Henry	Director
Mark Sullivan	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 and are 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:

2023
\$(3,257,509)

2022
\$3,368,123

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 2023 the collective liability of members was \$52 (2022: \$53).

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



Emmanuel Tsakis
Board Chair

Qualifications

MBA, CPA, BBus (Bachelor of Business - Accounting), GAICD

Special responsibilities

Current Board Chair since 2022 and member of the Governance Committee.

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 at 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.



Margaret Douglas
Director

Qualifications

MBA (Masters of Business Administration), GAICD, Diploma Journalism BSc

Special responsibilities

Member of Finance, Risk and Audit Committee.

Experience and expertise

Extensive management experience including 16 years as CEO. Experience 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. Previously Board Chair from 2018 to 2022.



Julie Busch
Director

Qualifications

BA (Psychology & Journalism), Graduate Certificate Shopping Centre Management, Post Graduate Certificate Business Management, GAICD, Women on Boards and Australian Institute of Company Directors

Special responsibilities

Member of Clinical Governance and Community Engagement Committees.

Experience and expertise

Previously Chair of Governance Committee. Senior executive leadership experience in corporate retail property, government and not-for-profit sectors. Extensive experience as Chair, Non-Executive Director and Trustee of local and state enterprises and notfor-profit organisations.



Robert Burnham
Director

Qualifications

MHA (Masters of Health Administration), Grad Dip (Health Administration), GAICD, BAsC (Bachelor of Applied Science) - Health Administration

Special responsibilities

Chair Clinical Governance Committee since 2018.

Experience and expertise

Over 40 years' acute health sector experience, including capital projects, strategic planning and service development. Commencing as a clinical nurse, Robert 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.



Vincent Cain
Director

Qualifications

BCom (Bachelor of Commerce), FCA

Special responsibilities

Chair of Finance, Risk & Audit Committee, since 2018.

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.



Gloria Sleaby
Director

Qualifications

BEC (Bachelor of Economics), FCPA, MAICD, AGIA

Special responsibilities

Member of Finance, Audit & Risk 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, Chair of Victorian Third Age Network CPA Australia. Key strengths include strategy and business planning, financial management and consumer engagement in the primary and community healthcare services.



Mark Sullivan
Director

Qualifications

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

Special responsibilities

Member of Governance Committee.

Experience and expertise

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



Gary Henry
Director

Qualifications

BHA (Bachelor of Health Administration), Health Executives Development Program (Cornell), GAICD FACHSM

Special responsibilities

Chair of Governance Committee, since November 2022.

Experience and expertise

Experienced health service CEO. 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.



Tanya Farrell
Director

(appointed 28 February 2023)

Qualifications

Adjunct Professor Masters of Nursing (Midwifery) Diploma Applied Science (Nursing) Grad Dip (Graduate Diploma) Post Graduate Diploma in Child Health Faculty Nursing Midwifery Certificate, Australian College Midwives, Australian College of Nursing

Special responsibilities

Member of Clinical Governance Committee.

Experience and expertise

Experienced Director with extensive experience in the public health sector with comprehensive policy development, senior management, and strategy and planning skills. Member of the Australian College of Midwives and Australian College of Nursing. Key strengths include strategic planning, operational management, change management, human resources, budget management, education and research.

Meetings of directors

There were 14 meetings of directors in addition to the meetings of various board committees. Attendance for each director was as follows:

	Board		Governance		Clinical Governance	
	Eligible	Attended	Eligible	Attended	Eligible	Attended
Margaret Douglas	14	14	3	3	2	2
Julie Busch	10	10	1	1	3	3
Vincent Cain	13	13	-	-	-	-
Robert Burnham	14	13	-	-	6	6
Gloria Sleaby	11	10	3	3	-	-
Gary Henry	14	14	5	5	3	2
Mark Sullivan	14	14	2	2	-	-
Emmanuel Tsakis	14	14	3	3	2	2
Tanya Farrell	3	3	-	-	2	1

	Community Engagement & Population Health		Finance, Risk & Audit		ICT	
	Eligible	Attended	Eligible	Attended	Eligible	Attended
Margaret Douglas	3	3	5	4	-	-
Julie Busch	1	1	-	-	-	-
Vincent Cain	-	-	7	6	-	-
Robert Burnham	-	-	-	-	1	1
Gloria Sleaby	2	2	3	3	-	-
Gary Henry	1	1	-	-	-	-
Mark Sullivan	2	1	4	3	-	-
Emmanuel Tsakis	-	-	3	3	1	1
Tanya Farrell	-	-	-	-	-	-



Financial Reports

Statement Of Profit Or Loss And Other Comprehensive Income For the year ended 30 June 2023

	2023	2022
	\$	\$
Revenue	64,137,200	73,723,021
Other income	2,199,614	595,431
Expenses		
Employee benefits expense	(52,313,615)	(55,311,568)
Other staff costs	(614,559)	(576,072)
Depreciation and amortisation expense	(3,281,531)	(2,892,763)
Contracted services	(2,323,918)	(2,097,434)
Client expense	(2,263,799)	(1,846,790)
Consultancy expense	(801,986)	(967,152)
Rental expense	(32,098)	(138,858)
Medical supplies	(1,638,408)	(1,166,932)
Computer and office expenses	(2,944,216)	(2,898,805)
Advertising and marketing expenses	(647,942)	(691,878)
Professional fees	(306,311)	(268,823)
Other expenses	(2,299,451)	(1,965,529)
Finance costs	(126,489)	(127,725)
Surplus/(deficit) for the year	(3,257,509)	3,368,123
Other comprehensive income for the year	-	-
Total comprehensive income/(loss) for the year	(3,257,509)	3,368,123

Statement Of Financial Position As at 30 June 2023

	2023	2022
	\$	\$
Current assets		
Cash and cash equivalents	4,599,291	9,626,626
Trade and other receivables	2,759,046	4,796,963
Other assets	804,811	366,874
Inventories	-	41,046
Financial assets	18,139,799	15,139,576
Total current assets	26,302,947	29,971,085
Non-current assets		
Property, plant and equipment	37,064,258	35,972,906
Right-of-use assets	1,552,882	1,847,221
Intangible assets	396,161	310,838
Total non-current assets	39,013,301	38,130,965
Total assets	65,316,248	68,102,050
Liabilities		
Current liabilities		
Trade and other payables	933,033	789,166
Contract liabilities	6,688,645	7,521,943
Lease liabilities	864,445	658,378
Other liabilities	3,567,844	2,919,916
Employee benefits	7,597,102	7,028,418
Total current liabilities	19,651,069	18,917,821
Non-current liabilities		
Lease liabilities	877,657	1,357,997
Employee benefits	1,346,109	1,127,310
Total non-current liabilities	2,223,766	2,485,307
Total liabilities	21,874,835	21,403,128
Net assets	43,441,413	46,698,922
Equity		
Asset revaluation reserve	10,285,703	10,285,703
Retained surplus	33,155,710	36,413,219
Total equity	43,441,413	46,698,922

Statement Of Changes In Equity for the year ended 30 June 2023

	Asset revaluation reserve	Retained Surplus	Total equity
	\$	\$	\$
Balance at 1 July 2021	10,285,703	3,045,096	43,330,799
Surplus for the year	-	3,368,123	3,368,123
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	3,368,123	3,368,123
Balance at 30 June 2022	10,285,703	36,413,219	46,698,922

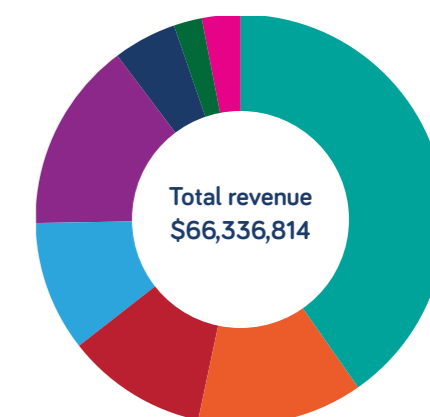
	Asset revaluation reserve	Retained Surplus	Total equity
	\$	\$	\$
Balance at 1 July 2022	10,285,703	36,413,219	46,698,922
Deficit for the year	-	(3,257,509)	(3,257,509)
Other comprehensive income for the year	-	-	-
Total comprehensive loss for the year	-	(3,257,509)	(3,257,509)
Balance at 30 June 2023	10,285,703	33,155,710	43,441,413

Statement Of Cash Flows for the year ended 30 June 2023

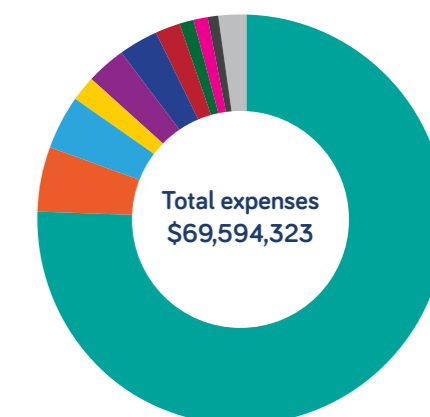
	2023	2022
	\$	\$
Receipts from clients and government grants	70,059,796	82,927,133
Payments to suppliers and employees	(68,270,012)	(72,406,648)
Interest received	755,694	76,211
Finance costs	(96,671)	(102,075)
Net cash from operating activities	2,448,807	10,494,621
Cash flows from investing activities		
Payments for property, plant and equipment	(3,664,158)	(3,208,914)
Net cash used in investing activities	(3,664,158)	(3,208,914)
Cash flows from financing activities		
Purchase of financial assets	(3,000,222)	(11,000,000)
Repayment of lease liabilities	(811,762)	(556,449)
Net cash used in financing activities	(3,811,984)	(11,556,449)
Net decrease in cash and cash equivalents	(5,027,335)	(4,270,742)
Cash and cash equivalents at the beginning of the financial year	9,626,626	13,897,368
Cash and cash equivalents at the end of the financial year	4,599,291	9,626,626

Statement of comprehensive income for the year ended 30 June 2023

	2023	%
DH Grant Income	\$26,479,647	40%
DHSV Grant Income	\$8,498,618	13%
DoH Grant Income	\$7,239,383	11%
Other Grant Income	\$6,734,515	10%
NDIS Income	\$9,949,347	15%
Medicare income	\$3,546,816	5%
Home Care Service income	\$100,276	0%
Client Fees	\$1,588,598	2%
Other income	\$2,199,614	3%
Total revenue	\$66,336,814	100%



Employee Benefits Expense	\$52,313,615	75%
Depreciation & Amortisation	\$3,281,531	5%
Computer & Office Expenses	\$2,944,216	4%
Infrastructure & Fleet Expenses	\$1,425,276	2%
Contracted Services	\$2,323,918	3%
Clients Expenses	\$2,263,799	3%
Medical supplies	\$1,638,408	2%
Consultancy Expenses	\$801,986	1%
Advertising and marketing expenses	\$647,942	1%
Staff Wellbeing & Training	\$614,559	1%
Other expenses	\$1,339,073	2%
Total expenses	\$69,594,323	100%



Locations

- Broadmeadows Medical and Dental Centre**
42-48 Coleraine Street,
Broadmeadows VIC 3047
- Broadmeadows Early Childhood Development Services**
1 Sorrento Street,
Broadmeadows VIC 3047
- Craigieburn Dental and Allied Health Services**
55 Craigieburn Rd,
Craigieburn VIC 3064
- Craigieburn Disability Services**
6 Newbold Avenue,
Craigieburn VIC 3064
- Epping Allied Health and Specialist Family Services**
Epping Private Hospital,
230 Cooper Street,
Epping VIC 3076



- Epping Dental Services**
187 Cooper St,
Epping VIC 3076
- Epping Residential Supported Living Services**
57 Davison Street,
Epping VIC 3076

- DPV Health Support Office**
2 Graystone Court,
Epping VIC 3076
- The Orange Door and DPV Health Mental Health Services**
Level 1, Quest Building,
Epping VIC 3076
- South Morang Disability Services**
10 Bushmans Way,
South Morang VIC 3752
- Heidelberg The Orange Door**
56 Burgundy Street,
Heidelberg VIC 3084
- DPV Health Support Office**
2 Graystone Court,
Epping VIC 3076
- Meadow Heights Allied Health Services**
21-27 Hudson Circuit,
Meadow Heights VIC 3048
- Mill Park Disability Services**
31A Morang Drive,
Mill Park VIC 3082
- Mill Park Medical Centre**
20 Civic Drive,
Mill Park VIC 3082
- Thomastown Residential Supported Living Services**
15 Newton Street,
Thomastown VIC 3074
- Whittlesea Township Dental and Allied Health Services**
40-42 Walnut Street,
Whittlesea VIC 3757
- The Orange Door**
33 Macedon Street,
Sunbury VIC 3429
- The Orange Door**
21 Victoria Street,
Coburg VIC 3058
- Mickleham North Allied Health and Specialist Services**
82-90 St Georges Blvd,
Mickleham VIC 3064

Services

Medical Services

- > Doctor/GP Services
- > Women's Health
- > Men's Health
- > 65+ Medical Services
- > Chronic Disease Management
- > Health Assessments
- > Family Planning
- > Specialist Services
- > Immunisation & Vaccinations

Aged Care

- > Aged Care Assist
- > Home Care Packages
- > Social Support Programs
- > Community Phone Connect Program
- > Health Nursing
- > Hospital Admission Risk Program

Physical Health

- > Audiology
- > Physiotherapy
- > Speech Pathology
- > Cardiac Rehabilitation
- > Womens Health Nursing
- > Exercise Physiology
- > Nutrition & Dietetics
- > Occupational Therapy
- > Podiatry
- > Diabetes Nurse Education

Disability Services

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

Children's Services

- > Early Childhood Intervention (NDIS)
- > Children's Physiotherapy
- > Children's Audiology
- > Children's Occupational Therapy
- > Children's Dietetics
- > Children's Speech Pathology
- > Children's Asthma Program

Community Support

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

Dental Services

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

Mental Health

- > Head to Health
- > Care in Mind
- > Counselling, Psychology & Social Work
- > Health Psychology
- > Newbold Mental Health Program

We welcome your feedback on the 2022-23 Annual Report & Quality Account. Please write to us at feedback@dpvhealth.org.au

dpvhealth.org.au | 1300 234 263



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