



2018 ANNUAL REPORT

OUR MISSION

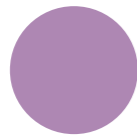
We deliver and develop accessible quality health and wellbeing services through our experience in, and collaboration with rural, regional and remote communities.

Marathon Health delivers the best coordinated healthcare in country Australia.

KEY PRINCIPLES



Deliver comprehensive health and wellbeing services



Actively seek opportunities, respond to appropriate tenders and EOIs, and develop concepts and models for potential implementation



Expand our scope to areas within (or bordering on) existing boundaries and respond to invitations regardless of location, where the business case exists



Diversify our sources of revenue



Optimal service delivery, skills availability and corporate knowledge retention through staff employment (where viable)



Be an employer of choice, providing an environment based on our ICARE values



Build strong and viable connections, partnerships and networks

DIRECTORS



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FIPA, AFPA, GAICD, JP
Chairman



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Grad Cert Diab Ed & Mgt



Dr Rick Newton
MB BS, B.Sc, MPH,
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CHAIRMAN'S REPORT

It is my pleasure to present the Marathon Health Annual Report for 2017/18. This financial year has seen the organisation continue to grow into new geographical areas including the ACT, and expand its primary healthcare services to be one of the largest health service providers in regional NSW.

This report depicts the commitment and shared success of Marathon Health staff within the regional communities we live and work in.

While our financials this year reflected a deficit, Marathon Health continues to be debt free and is confident of the foundations being invested in for its future. The organisation has invested in large scale assets, including unveiling a new premise for Marathon Health primary health care services and headspace Bathurst.

During 2017 Marathon Health undertook a quality accreditation process for its services and was successful in achieving the National Standards for Mental Health Services (NSMHS), National Safety

and Quality Health Service Standards (NSQHS), and the NSW Disability Service Standards. These accreditation standards ensure that we are meeting the needs of our clients and the community through best practice and quality processes.

In recent activities the Directors and I met in Dubbo for a Strategic Planning Day to set the direction for Marathon Health 2018 to 2021. The Board is committed to working with staff to ensure effective governance of Marathon Health and monitoring the implementation of these strategic principles:

- Deliver quality health and wellbeing services;
- Actively seek opportunities that align with our Vision;
- Expand our service footprint to areas within, or bordering on existing boundaries;
- Consolidate our diversified revenue base and services delivered;
- Optimise service delivery, skills availability, and corporate knowledge retention;

- Be an employer and provider of choice in an environment based on our values;
- Develop and strengthen our regional workforce;
- Build strong and viable connections, partnerships, and networks;
- Develop sustainable 'profit for purpose' growth;

I would like to take this opportunity to thank and recognise my fellow Board members and the Marathon Health Executive team for their strong support, leadership and vision carried forward which will see Marathon Health continue to deliver quality health services to regional NSW and ACT.

I would like to also recognise our Members who have remained supportive of Marathon Health and its direction into regional healthcare. Our Member Organisations include: Bila Muuji Regional Aboriginal Health Service; Health Consumers NSW; Pharmacy Guild of Australia (NSW Branch); Pharmaceutical Society of Australia (NSW Branch); Services for Australian Rural and Remote Allied

Health (SARRAH); University of Sydney; Western Sydney University, and Yoorana Gunya Family Healing Centre Aboriginal Corporation.

We look forward to the next chapter along the Marathon Health journey by consolidating the organisation's growth through focussing on what we do well and instilling the essence of Marathon Health's culture.

Garry Burton
Chairman,
Marathon Health



CEO'S REPORT

In our 4th year of operation we have continued to grow in terms of revenue, staff levels, and geographic reach. We have had a focus on structuring the company for the future, with changes to staffing, services mix, increased efficiency, and a continued broadening of our revenue base. Whilst recording a deficit for the financial year, we are confident that this is merely a reflection of revenue and expenditure recognition driven by the highly variable timing of government funding, and our investment in material assets such as self-financing the large Marathon Health and headspace facility in Bathurst.

Canberra has grown from a cost centre and home to our business development team, to multiple programs across the ACT and south eastern NSW. This expansion includes two large headspace operations – one a new build in central Canberra, the other in Queanbeyan – and programs stretching down to Cooma, across to Yass and many locations across the newest region.

We are now operating, or working towards operating, headspaces or headspace outreach centres in at least seven different locations. This has us as one of the largest providers of headspace services nationally, and known as a reference point for successful headspace implementations.

We are now working with six Primary Health Networks, a far cry from the single one we started with at Marathon Health's inception. This has the interesting effect of giving Marathon Health access to higher levels of government as an organisation, with the unique ability to compare and contrast PHN styles of operation.

A major restructure of the organisation has seen a thinning of the executive and senior ranks with a leaner, more regional focus, giving Marathon Health a true local flavour in our various geographies. Local knowledge and presence is proving to be a winner in terms of local support and successes in funding applications. We are now also well

placed to explore other areas of regional Australia as opportunities arise, with a structure that can efficiently grow with the demands of the business. However, we are adamant that any expansion is sustainable in terms of both financial, and company values and culture.

In late 2017 Marathon Health was honoured to be awarded the NSW Employer of Choice at a gala event in Sydney, attended by the Premier, Lord Mayor, and other state and federal luminaries. This reinforces our family friendly and employee focussed values, and has seen former staff apply to return to Marathon Health as their careers develop.

The National Disability Insurance Scheme (NDIS) has become a major revenue stream for us, with a Marathon Health lead partnership in regional NSW being recognised as the leading provider and reference point for NDIS implementation.

Significant research and development of the company's Strategic Plan has been undertaken, led

by the Board of Directors and Executive. This will expand to encompass staff and stakeholder input in the next financial year.

I wish to take this opportunity to thank the Board for their support and guidance through yet another year of change and to our Executive and senior management who have managed an operation that has had both wins and losses, but above all, have done so in an ever-changing environment. They continue to have the values of the company at heart, and go above and beyond to contribute to achieving our long terms goals.

I am proud to work with the team we have at Marathon Health.

Stephen Jackson
CEO, Marathon Health



MENTAL HEALTH

Marathon Health provides a range of mental health services across NSW and the ACT. These services support children, youth and adults and include support for mental health concerns ranging from mild to moderate, to severe and persistent and complex needs.

Specialist Support Coordination Therapy

The Specialist Support Coordination Therapy (SSCOT) continued the delivery of intensive supports, and has commenced an external evaluation by Charles Sturt University. The preliminary findings indicate a positive response to shared care plans across consumer, carer and organisational contexts.

Partners in Recovery

Our Partners in Recovery (PIR) program continued to deliver coordinated support for people with severe, persistent mental illness and complex needs, with over 140 new requests for services during 2017/18.

Strong Minds Western NSW

In October 2017, our Strong Minds Western NSW service transitioned from the former Access to Allied Psychological Services (ATAPS). In that period, this service provided mental health sessions to over 1,800 clients.

We expanded our Strong Minds capacity to work in fee-for-service areas, including engaging with agri-business on developing mental health awareness and providing Mental Health First Aid training to organisations in the Central/Western area.



Strong Minds Murrumbidgee

In the last financial year, some new initiatives were introduced to the region as a result of the high number of Strong Minds referrals, such as the inclusion of mental health sessions at local schools. Marathon Health also recruited its first trainee Therapy Dog, Bear. Bear is a Labrador cross Border Collie who has been working with a Provisional Psychologist. He assists with clients experiencing stress, anxiety, depression, and even the more severe symptoms associated with Post Traumatic Stress Disorder. Bear is especially popular with the children using the Strong Minds Murrumbidgee service.

Multi Systems Therapy–Child Abuse and Neglect

We continue to provide intensive therapy to at risk children aged 6-17 years through our intensive Multi Systems Therapy–Child Abuse and Neglect (MST-CAN) family preservation service. At the end of the financial year this program saw six families engaged – 8 of the 9 families referred were Aboriginal.



headspace

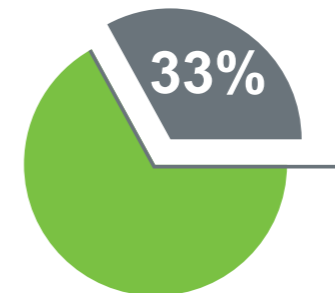


During 2017/18, Marathon Health was successful in becoming the lead agency for headspace Canberra and headspace Queanbeyan. We were also announced as the new Lead Agency for headspace Lithgow. It will be established as a satellite centre from our Bathurst service, and extend the reach of headspace services to the foot of the Blue Mountains.

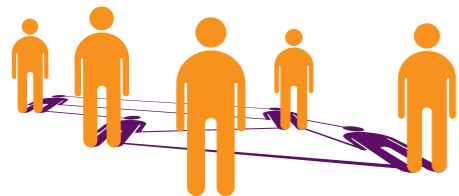
Marathon Health is now one of the largest providers of headspace services in Australia, with centres in Bathurst, Cowra, Orange, Dubbo, Canberra and Queanbeyan.

Through the generosity of Newcastle Permanent Charitable Foundation, a youth-friendly “greenspace” was designed and built at headspace Bathurst. Supported by organisations such as Skillset, Bunnings Warehouse Bathurst and the Panorama Punish, a custom built outdoor area now exists for clients, staff and the public to enjoy. The greenspace was officially launched in July 2018.

Across all our centres, we continue to have a high utilisation of services by Aboriginal and Torres Strait Islander young people.



of young people accessing headspace Dubbo in 2017/18 identify as **Aboriginal** or **Torres Strait Islander**



Integrated Team Care delivered over 5,500 occasions of service to 283 clients across 58 towns in the Murrumbidgee region

ABORIGINAL HEALTH

Marathon Health is committed to closing the gap in healthcare and the accessibility of services for Aboriginal and Torres Strait Islander people. Our culturally sensitive primary care services provide specialised support for people with chronic disease.

Integrated Team Care program

Marathon Health delivers the Integrated Team Care program in the Murrumbidgee, which requires a team of Care Coordinators supporting Aboriginal clients with a chronic disease to help them work towards self-care and independence. Our Indigenous Health Promotion Officers supported 77 GP clinics providing Closing the Gap initiatives.

Healthy Ears, Better Hearing, Better Listening

The Healthy Ears, Better Hearing, Better Listening service provided Audiometry and Audiology services to 10 communities in Western NSW.



153 clinics with more than **3,400 Indigenous children** tested and screened for **hearing and listening concerns**

The Dubbo Public Eye Clinic

The Dubbo Public Eye Clinic has delivered over 1,330 occasions of service in partnership with the Western NSW Local Health District, Rural Doctors Network and Outback Eye Service.

Condobolin Wellbeing Program

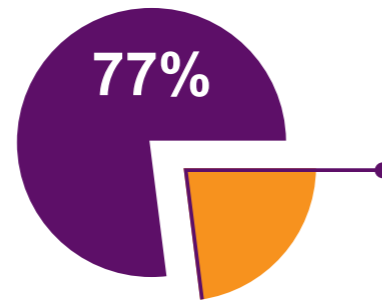
The Condobolin Wellbeing Program was successfully opened in December 2017, and provides support for Aboriginal people and their families across concerns such as: family violence; having little or no support networks; accessing health and specialist services; drug and alcohol concerns; employment barriers; and other social supports.



Delivered **460 support services**
72% of services were **repeat visits**
65% of clients identified as **women**

Kelso Indigenous Chronic Disease Clinic

The Kelso Indigenous Chronic Disease Clinic continued into its seventh year of operations with seven different health disciplines engaged to deliver a weekly multi-disciplinary health clinic. During the year 186 new clients were referred to the Clinic, with both client and GP stakeholder feedback identifying the high value of the service to the Bathurst community in assisting to close the gap for those with chronic disease.



identified as **Aboriginal** out of **1,744 occasions of service** delivered

Medical Outreach Indigenous Chronic Disease Program

The Medical Outreach Indigenous Chronic Disease Program provided 22 different types of specialist services to 11 towns across Western NSW. Over 5,750 patients accessed these specialist services through 617 clinics.

NATIONAL DISABILITY INSURANCE SCHEME

Marathon Health started providing services as a registered National Disability Insurance Scheme (NDIS) provider on 1 July 2017.

With a focus on outreaching services to isolated and vulnerable people in Western and Southern NSW, Marathon Health has recruited and built one of the largest multidisciplinary allied health and support coordination teams in the area.

This team provides person-centred supports to enable NDIS participants to get the most out of their NDIS plans. We have worked collaboratively and positively with the National Disability Insurance Agency, as well as other government agencies and providers, to improve the NDIS experience for people across the region.

Specialist services offered by Marathon Health include speech pathology, occupational therapy and exercise physiology.

Additionally, 180 people have accessed free advice and pre-planning support with a Marathon Health Support Coordinator.



CHRONIC DISEASE

Marathon Health works with GPs and other health professionals to deliver a number of services across regional NSW to improve health outcomes by building cohesive relationships and community awareness of primary health services.

Rural Health Outreach Fund

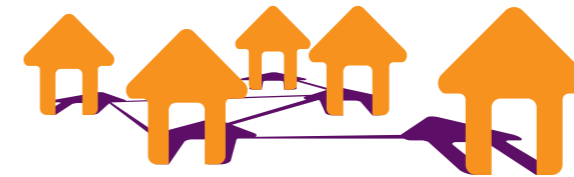
The Rural Health Outreach Fund delivered 14 different types of specialist health services to 10 rural, remote and regional communities. This included the delivery of the Orange Rheumatology Clinic where four Rheumatologists were contracted to deliver 777 consults to rheumatology clients within the central west. These Rural Health Outreach Fund specialists delivered almost 11,000 occasions of service through 338 clinics held throughout the financial year.



INTEGRATED CARE COORDINATION



Western NSW Chronic Disease Management and Prevention service



141 Dietetic clinics to
820 patients across
13 Western NSW communities

*13% of these patients identifying as ATSI



*21% of these patients identifying as ATSI



67 hours of upskilling
to 94 Western NSW
GPs, Specialists
or other health
professionals
provided by Marathon
Health Diabetes
Educators and Dietitians

CANCER AND SPECIFIC THERAPY SERVICES

Marathon Health aims to improve the health and wellbeing of people living in rural areas by increasing the number and range of allied or primary health services available, and by improving the local linkages between allied health care and general practice.

Through a partnership with Western Sydney University, Local Aboriginal Land Councils, Victorian Cytology Service and Murdi Paaki Regional Enterprise Corporation, 215 under, or never screened, Aboriginal women completed a Human Papillomavirus (HPV) self-sampling screening. 18% of the screened women tested positive to HPV and were supported through the next steps by a Primary Healthcare Nurse.

New self-sampling technology now gives people greater access to preventative health screening. Marathon Health has championed this approach for rural communities. Through effective partnerships with Local Aboriginal Land Councils in Western NSW, seven Community Engagement Workers were upskilled to support the delivery of the HPV self-sampling project to under, or never screened, Aboriginal women in Western NSW.

In partnership with Western Sydney University, Marathon Health was awarded the Best Symposium Presentation Award for our HPV self-screening service at the Western Health Research Network Symposium.

Smoking cessation

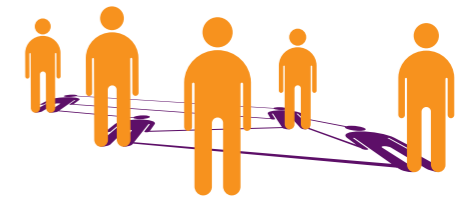
Through a grant from the Cancer Institute, Marathon Health delivered a custom designed smoking cessation program to 25 high school students in Bathurst.

parkrun

45 participants completed 199 parkruns through the *A Run in the Park* for Cancer Prevention program, with an average time improvement of five minutes over the 5km course.

#ThinkSunSafe

As part of the #ThinkSunSafe program, Marathon Health provided sun safety training to over 100 students across eight schools in Western NSW.



79% of *A Run in the Park* participants increased their physical activity, with an average improvement of 80 minutes/week





AFTER HOURS MEDICAL SERVICES AND AGED CARE

The After Hours services continue to provide essential medical care to communities across country NSW in the after-hours period.

The After Hours GP Clinics in Bathurst and Dubbo provided a medical service to over 3,370 patients, with 92% of those evaluated stating they would recommend the service to others.

In addition to the clinics, the After Hours On Call Medical Phone Service in Bathurst and Dubbo provided 1,666 occasions of service to the community.

The After Hours Aged Care Nurse Program supported Residential Aged Care Facilities in Bathurst on 193 occasions during 2017/18. Of these occasions, 160 were deemed to have prevented a hospital transfer; thereby improving the quality of care for the resident and avoiding unnecessary costs to the health system.

Through the effective delivery of the After Hours Aged Care Nurse program, in collaboration with Bathurst Base Hospital and local Residential Aged Care Facilities, the estimated yearly financial savings from avoided transfers was approximately \$281,600 while the estimated financial savings from the avoided hospital admissions was over \$1.3 million.

CHILD HEALTH SERVICES

Marathon Health has been delivering child health services since 2013 and continues to expand services to communities across Western NSW.

Connect ALL

Marathon Health introduced a culturally sensitive in-school program, Connect ALL Primary School. This program is designed to improve connection, behaviour and support systems for Indigenous children affected by the trauma of parental incarceration. It provides a safe and supportive environment for children at risk of developing behavioural issues and school disengagement. The program has seen some great results, including some of the older children moving into leadership positions within the Narromine Public School as well as reduced behavioural incidents and increased emotional intelligence.



Youth Frontiers

Marathon Health is delivering Youth Frontiers, a new service to the Dubbo and Broken Hill communities. This program engages young people through quality mentoring with a focus on building confidence, self-esteem and communication skills. It also enables young people to overcome barriers to community participation by developing team work, leadership and decision-making skills.



FIRST TOUCH INFANT MESSAGE PROGRAM

OTHER ACHIEVEMENTS

Marathon Health aims to bring better healthcare closer to home. Telehealth is one means of providing efficient and effective healthcare, particularly to people living in rural and remote areas.

Last financial year Marathon Health provided a number of services via Telehealth, such as Speech Pathology, Occupational Therapy, primary health and general medicine, and mental health sessions. Marathon Health has 83 Telehealth sites spread across 41 towns, with 50% of those sites being in GP Practices and Multipurpose Service centres, and the others being in schools or preschools.

Telehealth allows Marathon Health to service areas that otherwise wouldn't be feasible to cover. Some examples include Telehealth sessions to: Tumbarumba from Dubbo, a distance of 468km; from Dubbo to Brewarrina, 378km; and Dubbo to Oberon, 250km.



In addition, we achieved accreditation against the:

- National Safety and Quality Health Service Standards (NSQHS); and
- National Standards for Mental Health Service.

We were also verified as meeting the requirements of the NSW Disability Service Standards (DSS).



In these accreditation processes Marathon Health was described as having a **very positive organisational culture** and a **strong sense of openness and community**.

Our staff were described as **dedicated and passionate**, and **highly professional with good documentation of care**.

We were also commended for delivering high quality and safe services with specific mention made of our outreach work.

THANK YOU

Marathon Health's work is made possible through the support of our partners and the strong relationships we have in our communities.

We would like to thank:

- ACT Health
- Australia Capital Territory Primary Health Network
- Australian Government Department of Health
- Australian Government Department of Prime Minister and Cabinet
- Australian Government Department of Social Services
- Diabetes NSW & ACT
- Murrumbidgee Primary Health Network
- Nepean Blue Mountains Primary Health Network (Wentworth Healthcare)
- Newcastle Permanent Charitable Foundation
- NSW Cancer Institute
- NSW Department of Family and Community Services
- NSW Health
- NSW Rural Doctors Network
- Save the Children Australia
- South Eastern NSW Primary Health Network (COORDINARE)
- Western NSW Local Health District
- Western NSW Primary Health Network (Western Health Alliance Limited)
- Western Sydney University



ABN: 86 154 318 975

A copy of the Marathon Health (a company limited by guarantee) Financial Statements of the Year ended 30 June 2018 is available upon request.

Office locations in:

Bathurst | Dubbo | Wagga Wagga | Canberra

www.marathonhealth.com.au