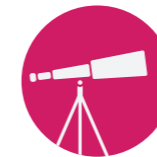


# 2019

## Annual Report



Marathon Health is a not-for-profit, registered charity delivering high quality health and wellbeing services to people in country NSW and the ACT. We are one of the few health organisations based in country Australia with the core purpose to identify, deliver and sustain services to people within these communities. We are passionate advocates for equal access to quality health services for people wherever they choose to live. We are a strong voice for rural health: we live here, we work here, and our future is here.



### Our vision

Enabling communities to thrive through improved health and wellbeing



### Our mission

To develop and deliver quality health and wellbeing services together with our communities

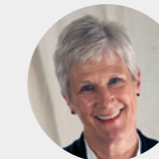
## Directors



**Garry Burton**  
FIPA, AFPA, GAICD, JP



**Amanda Croft**  
B Bus (Ag Com), Grad Prosci, GAICD, Adv Dip. Fin Services, Dip. Community Services



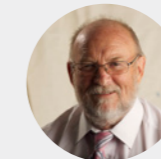
**Annette Crothers**  
MEd&Wk, GAICD, Dip. App Sc (OT), Grad Cert Mgt Practice, Cert IV Workplace Assessment



**Amanda Galbraith**  
B.Pharm CDE, GAICD, Grad Cert Pharm Mgt, Grad Cert Diab Ed & Mgt



**Christopher Headon**  
LLB, BAcc, GDLP, GAICD, PMC, UPC  
Admitted to ACTSC, FCA & HCA



**Dr Rick Newton**  
MB BS, B.Sc, MPH, Dip. Ed, MAICD



**Jeffery Whitton**  
FAICD, Dip. Corporations & Company Law

# Chair report

In my capacity as acting Chair, it is my pleasure to present the Marathon Health Annual Report for 2018-19. This report depicts the commitment and shared success of Marathon Health staff, within the regional communities we live and work.

The 2018-19 year has seen the organisation strengthen financially; with continued expansion of services, strengthening of partnerships and collaborations, and cultivation of our regional health workforce. Marathon Health is now one of the largest health and wellbeing providers in country NSW and ACT. This year Marathon Health has also been recognised as the largest provider of headspace centres across Australia – with the opening of the Lithgow centre complementing our Bathurst, Orange, Dubbo, Canberra, Queanbeyan and Cowra sites.

Marathon Health's work within the National Disability Insurance Scheme (NDIS) continued to grow, building strong collaborations within our communities and was recommended to be accredited against the NDIS Practice Standards to the NDIS Quality and Safeguards Commission.

In February our founding Chief Executive Officer (CEO), Stephen Jackson resigned to make way for new eyes and passion to guide the organisation. I would like to thank Stephen for his commitment to the establishment and growth of Marathon Health from 2015 to 2019. Recruitment for a new CEO was completed in September 2019, with Megan Callinan appointed to the role. We look forward to Megan's drive and passion steering Marathon Health's direction in the coming years. I would also like to take this opportunity to thank our Interim CEO, Garry Burton for relinquishing his position as chair of the Board to undertake the operational management of the organisation. Under Garry's guidance Marathon Health has matured and consolidated its business and operational responsibilities in preparation of further expansion.

During this financial year, Darren Ah See and Elizabeth Lyne have retired from the Board. I would like to thank them both for their significant contributions to Marathon Health, and wish them well in their future endeavours.

As Marathon Health grows, it continues to diversify and expand the skills of the Board. After a rigorous recruitment process, two new Board members were appointed in June; Amanda Croft and Christopher Headon. Amanda brings a background in rural services and higher education, while Chris has a strong legal background; skills relevant and informative to the governance of Marathon Health. I would like to thank the continuing Board members; Amanda Galbraith, Dr Rick Newton and Jeff Whitton for their passion and advice, and their commitment to the Marathon Health purpose and values.

I would like to also recognise and thank our Member Organisations; 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, who have remained committed and supportive of Marathon Health in its focus and growth into regional healthcare.

We look forward to the next chapter of the Marathon Health journey as we grow and foster the organisation through the recently released 2019-24 Strategic Plan; guiding decisions across Marathon Health to improve our knowledge of our communities, our services, our workforce and our impact.

**Annette Crothers**  
**Acting Chair**

# CEO report

## Another year has passed with many of us asking, “where did it go?”

This year we have had a large focus on consolidation and structure, to build a platform for the next period of growth for Marathon Health. This has resulted in a time of continued change and innovative thinking, in order to position us as leaders in primary health and wellbeing throughout regional NSW and the ACT.

In late 2018, a regional management structure was implemented which saw four regional managers appointed in the regional centres we operate from – Bathurst, Dubbo, Wagga Wagga and Canberra.

Additionally, two group managers were hired to oversee the areas of headspace and Business Growth. This new structure created another tier of management to better support staff, and free up the Executive to focus on bigger picture thinking for the future of Marathon Health.

At the Executive level of management there have also been a number of changes throughout the year. Our founding CEO, Stephen Jackson, resigned and I moved from Chairman of the Board to interim CEO. I would like to thank Stephen for his efforts during his time as CEO, a period which saw us transition from a Medicare Local

to a major multidisciplinary, primary healthcare provider in regional NSW and the ACT. Following Stephen’s resignation, Megan Callinan’s role was expanded to that of Chief Operating Officer and Bryan Hoolahan’s role continued as Executive Manager Clinical and Corporate Governance. The Board, the Executive team and I then used this time of change as an opportunity to rethink how we should position ourselves, to make the most of the many opportunities now presenting in the health and wellbeing space.

Although a Strategic Plan was written last year by the Board and the CEO, we decided to take a more grass roots approach and involve staff from all levels to help develop a new Strategic Plan that truly represented the essence of our new corporate position.

Commencing in April, a very detailed strategic planning process was undertaken – which included staff focus groups across the organisation, and the engagement of an external consultant to facilitate a planning day with the senior management team, Executive and Board – followed by further consultation at all levels.

This culminated in a very comprehensive Strategic Plan, which was launched at the All Staff day held in Cowra on Friday 13 September 2019. Underpinned by our ICARE values, the new plan contains three key pillars:

- Quality Workforce
- Quality Knowledge
- Quality Services

This plan will now be the benchmark against which all decisions will be aligned, to provide us with a clear direction in the coming years.

In conjunction with this, we undertook a review of the Executive and senior management teams as well as our information systems, in order to improve our operational structure and prepare ourselves for more growth in the next five years. This saw the appointment of a Chief Financial Officer – Adrian Cornish. The Executive Manager Clinical and Corporate Governance role was redefined to that of Executive Manager Clinical Governance, with a very clear focus on enabling us to provide the highest quality clinical services possible. Bryan Hoolahan is continuing in this role due to his vast experience in this area, and now with a very strong focus for the future.

The financial results for the 2018-19 year returned to surplus, due to an increase in revenue and prudent management of our funds. A focus over recent months has been the efficient use of our physical resources, which included money, people, office space, and motor vehicles to name a few – this was also embodied in our strategic planning consultation process. One significant example of this was the approval to commission solar power to the Bathurst premises, which will significantly reduce our power bill and support our contribution to improving the environment.

It has been an honour to be the acting CEO this year, and to work with such a highly skilled and motivated team of people who are absolutely focussed on improving the health and wellbeing of communities in regional NSW and the ACT.

With the appointment of our new CEO, Megan Callinan, in early September I am confident that Marathon Health has a very bright future.

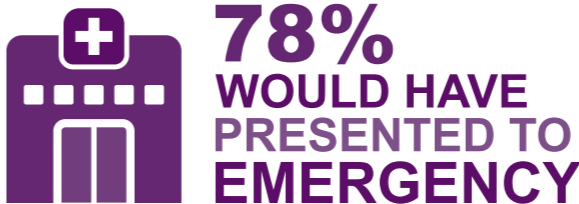
**Garry Burton**  
Acting CEO




# After Hours

Marathon Health's After Hours program in Bathurst and Dubbo continues to achieve its goal of reducing unnecessary presentations to the Emergency Department, by connecting people with local doctors during out-of-surgery hours. During the 2018-19 financial year, the GP clinics saw 3,437 patients – saving the Emergency Department for emergencies only.

Of those clients who responded to our consumer satisfaction survey during the 2018-19 financial year:



 **Phone Service**  
In addition to the clinics, our local Dubbo and Bathurst GP workforce received over 1,800 calls through the After Hours Phone Service.

Left: Staff, Kate McKay, and young client

# headspace

Marathon Health is the largest provider of headspace services nationally.

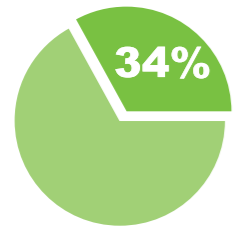
In June 2019, we opened a satellite service in Lithgow – extending our reach into the foot of the Blue Mountains. This financial year marked our first full year as the lead agency for headspace Canberra and headspace Queanbeyan – with headspace Canberra marking 10 years of service to the local community, seeing over 14,000 young people during this time.

Creating culturally appropriate spaces for Aboriginal and Torres Strait Islander young people continued to be a priority for all centres. headspace Dubbo teamed up with Uniting to host the Ngumba-dal Festival, an event that brought together the community to learn about and celebrate Aboriginal culture and included an Aboriginal art workshop, traditional dance and a dinner around the firepit.

The centre also initiated the Barrang-gi-rra Group – an Aboriginal culture and teachings group also run in conjunction with Uniting.

Across all centres the Youth Reference Groups, consisting of young volunteers aged between 12-25, have had a busy year. headspace Orange raised over \$5,000 for their centre and participated in a consultation for the Western NSW Local Health District's Drug and Alcohol services for young people.

**4,000+**  
**YOUNG**  
**PEOPLE**  
**SUPPORTED**



**ABORIGINAL OR TORRES STRAIT ISLANDER HEADSPACE DUBBO HIGHEST ENGAGEMENT NATIONALLY**



Top headspace Queanbeyan celebrate their 4th Birthday (left) headspace Day in Bathurst at the Kelso Hub with Bathurst Mayor, Graeme Hanger (right)  
Centre headspace Lithgow stakeholder launch with headspace CEO, Jason Trethowan  
Bottom headspace Dubbo celebrate IDAHOBIT Day (left) headspace Canberra celebrate their 10th birthday (centre) headspace Orange Youth Reference Group promote the benefits of exercise



# Health & Wellbeing

Marathon Health remains one of the largest rural health providers, delivering services across NSW and into the ACT.

The Partners in Planning project, a first for the organisation, sought to promote and encourage end of life care planning – with a specific focus on people in South East NSW communities to complete their Advance Care Plan – as a routine part of healthcare.

Our Let's Quit Together smoking cessation program came to an end after significant engagement with local schools in Western NSW. The program resulted in 106 student participants – 80% of which felt confident to share anti-smoking messages with their peers.

Outreach allied health clinicians continued to provide specialist support to rural and remote communities, that were otherwise unable to access these services due to geographical barriers and/or limited resources. During the 2018-19 financial year over 11,000 people accessed specialist services.

In the Murrumbidgee, our Integrated Care Coordination services generated 200 new referrals. This service works to connect clients with a chronic disease to the care they need.

**400+**  
DIETETICS &  
DIABETES  
VISITS  
**35+**  
LOCATIONS

**LARGEST  
NFP  
ALLIED  
HEALTH  
WORKFORCE  
REGIONAL  
NSW & ACT**




# Aboriginal Health

Marathon Health's Aboriginal health services span from health and support coordination through to social and emotional wellbeing, to over 80 Aboriginal communities.

In the ACT, our Connected program worked to provide social and emotional wellbeing supports to young people and their families. Since it began in September 2018, our team has supported over 60 young people.

Young Aboriginal and Torres Strait Islander peoples in Yass were able to access drug and alcohol care coordination supports through our Linked program – with a focus on appropriate holistic care supporting clients with harm minimisation, goal setting and the uptake of positive lifestyle choices.

Our Murrumbidgee care coordinators continued to help clients living with a chronic disease to work towards independence, through approximately 1,622 face-to-face supports.



Smoking Cessation Groups



Family Health Days



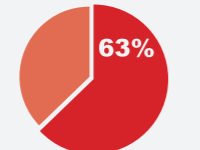
Get Active Programs



Healthy Cooking Classes



**3,750+**  
CHILDREN  
SUPPORTED



**ABORIGINAL OR  
TORRES STRAIT  
ISLANDER**

## Healthy Ears, Better Hearing, Better Listening

Our team visited pre-schools and schools to conduct hearing screening. Of the 3,757 children supported across NSW:

- 1300 kids were referred for further assessment, potentially preventing them from having a longer-term hearing issue
- 21 were referred for specialist support – resulting in life changing procedures such as cochlear implants and grommets/adenoids surgery.



**49**   
**HOUSEHOLDS  
ENGAGED**

The Condobolin Family Wellbeing program moved into its second year, providing culturally appropriate supports to Aboriginal and Torres Strait Islander peoples of all ages.



Top Condobolin students campaigning for a new basketball court through the NSW My Community Grant project Bottom headspace Queanbeyan celebrate Reconciliation Week (left) Staff, Ellen Payne, takes a hands-on approach to healthy eating education at the Girl's Academy in Dubbo (centre) Murrumbidgee staff try their hand at traditional weaving (right)





Top: COO, Megan Callinan, helps headspace Canberra "Get into Life" (left) The Marathon Health Stars of Dubbo rehearse for "Dance for Cancer"  
 Centre: Acting CEO, Garry Burton, enjoys morning tea with the Wagga Wagga office (left) headspace Orange team stop the bus to play in the snow  
 Bottom: headspace Dubbo LGBTIQ+ social group get behind Wear it Purple day (left) The celebrations continue back at the Dubbo office

Top: Allied health staff use non-verbal communication, Key Word Sign, to show off their "silly" socks (left) Governor of NSW, Margaret Beazley, visits the Dubbo Office  
 Centre: Occupational therapy students deliver outreach services (left) Staff, Hannah Dawes and Catherine Savage, mingle with the celebrities at the National Simultaneous Storytime event  
 Bottom: headspace Dubbo at the Rhino business awards (left) Staff, Marijka Brennan and Patrick Saul, meet the Duke and Dutchess of Sussex (centre) Therapy Dogs, Bear and friend, graduate

## Child and Youth

Marathon Health speech pathologists worked with pre-schools and schools in selected Western NSW communities, supporting children with communication difficulties and providing help to those who experience difficulty swallowing food and drinks safely.

Our Youth Frontiers program provided quality mentoring to young people to promote active and meaningful participation in their community. During 2018-19, 38 young people in Dubbo and Broken Hill successfully moved through the program.

Delivered through headspace Queanbeyan, young people were supported through our Certificate III Community Services traineeship program. On completion of the traineeship in the last financial year, Justine Brown was awarded the Queanbeyan Pelerang Regional Council Aboriginal Trainee of the Year award. Her work with headspace Queanbeyan also saw the centre implement more culturally appropriate services for young women.

*“If it were not for this traineeship, I would have not had the confidence to seek further employment in the community sector.”*



**110+**  
CHILDREN  
SUPPORTED  
WITH SPEECH  
PATHOLOGY



**75%**  
ACHIEVED  
DEVELOPMENTAL  
GOALS



### ConnectALL

We work with vulnerable young people, in schools, to reduce their risk of crime. After two years of operation, ConnectALL Narromine came to an end.



Narromine ConnectALL was awarded the Department of Education's Wudhagaragarra Award for Excellence in Indigenous Education

ConnectALL Wellington launched in January 2019. In the first six months of delivery, participants at Wellington Public School:



23% increase in school attendance and decrease in suspensions

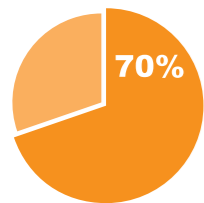


Increase in the school spelling age of up to 2.5 years

Left: Student, Justine Brown, is awarded Queanbeyan Pelerang Regional Council Aboriginal Trainee of the Year Right: Staff, Hayley White and Todd Marr, with Narromine Public School students



Top: Beyond Blue, Western NSW PHN and Marathon Health come together to launch NewAccess Western NSW in Dubbo



**PARTNERS  
IN RECOVERY  
PARTICIPANTS  
SUPPORTED  
INTO THE  
NDIS**

## Mental Health

Mental health advocacy, education and support continued to be one of Marathon Health's biggest priorities.

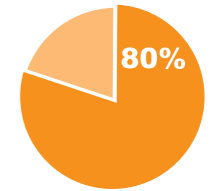
Across 38 locations in Western NSW and 17 locations in the Murrumbidgee, our Strong Minds program continued to provide FREE access to mental support for country Australians.

We were successful in our tender to deliver the NewAccess program, a free, accessible service developed by Beyond Blue. Our locally trained coaches deliver mental health support to communities within the Western NSW and Nepean Blue Mountains Primary Health Networks.

Our Multi Systematic Therapy – Child Abuse and Neglect (MST-CAN) program saw some incredible outcomes. The team supported families who struggled to keep their children safe – due to tough life experiences, trauma, substance abuse, unemployment and educational barriers – and learn how their experiences and behaviour negatively impact the lives of their children. The success of this program relies on a partnership with schools, police and other community organisations to help parents and caregivers keep their family together.



Without the support of MST-CAN many of these families would have had their children removed from their care.



**STRONG  
MINDS  
WESTERN NSW  
CLIENTS ACHIEVED  
IMPROVED  
OUTCOMES**



# NAVIGATING

# THE NDIS



THAT'S  
OUR  
JOB

## National Disability Insurance Scheme

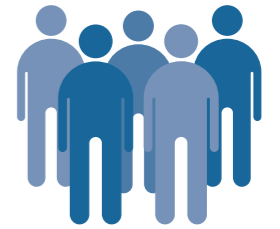
Marathon Health remains one of the largest rural health providers, delivering NDIS support services across NSW.

We were recently re-accredited through the National Quality and Safeguards Commission, who recognise the high quality standard of our NDIS supports and service delivery.

Our team of support coordinators, speech pathologists, occupational therapists, social workers and psychologists support clients of all ages on their NDIS journey. We are experienced at working with children with complex support needs, their families and carers – of the NDIS clients we supported in the past year, 164 were of pre-school or school age.

### Building the regional workforce

With an emphasis on building sustainable health services for country communities, we worked with local universities to create graduate opportunities. This resulted in student placement programs for speech pathology students, and allowed us to welcome four new graduate occupational therapists to our team. As a result, our student clinical program saw an increase from two participants to 10.



**600+**  
PARTICIPANTS

**NDIS**  
SUPPORT  
FOOTPRINT  
MADE UP

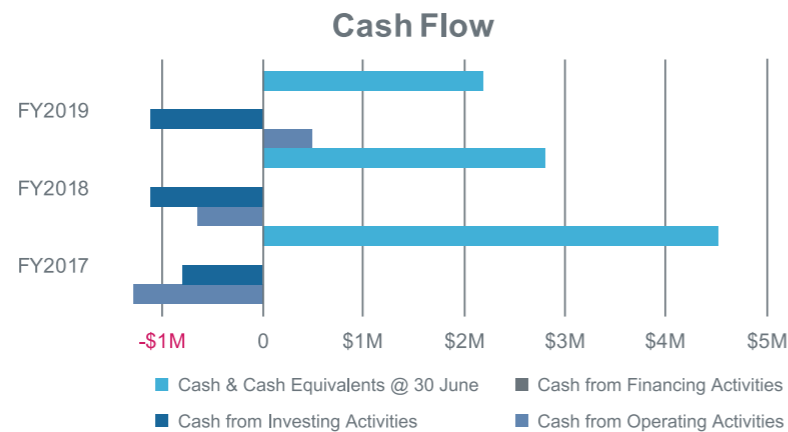
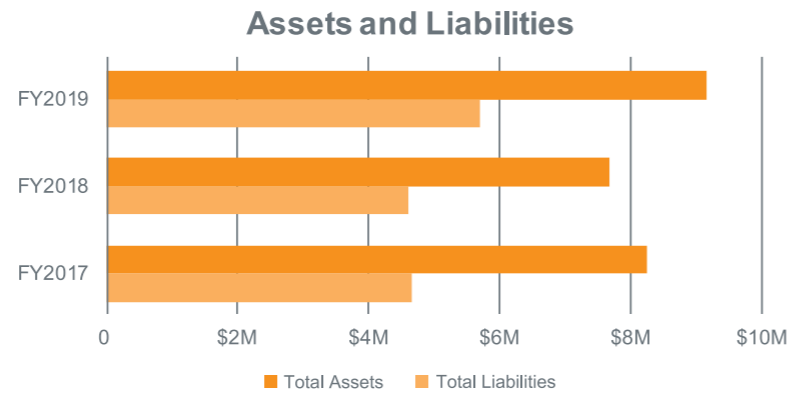
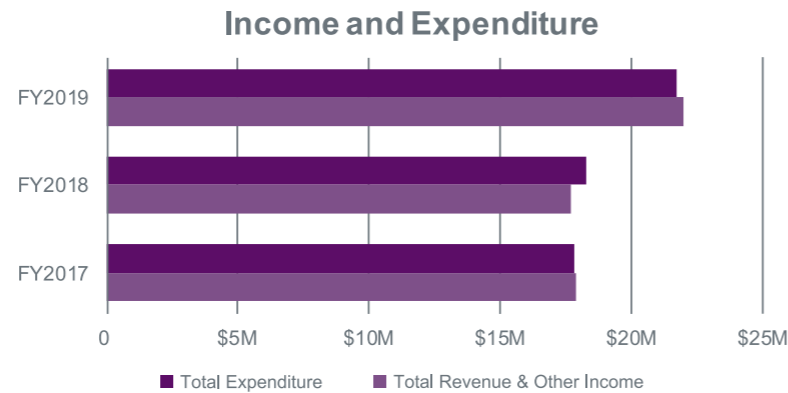


# Financial

Compared to the previous financial year, Marathon Health's 2018-19 financial revenue increased by 24.1%.

We've returned to surplus, recording an operating result of \$255K – and through continued investment and financial prudence, we improved our net assets by 12.8%.

We have further invested in the local job market, now employing in excess of 240 people throughout regional NSW and the ACT.



# Corporate achievements

During the 2018-19 financial year, Marathon Health strengthened relationships with existing partners, and continued to promote ourselves as service delivery leaders in the health and wellbeing sector.

Our diverse local workforce, evidence-based programs and best practice service delivery has positioned us as a viable connection to bring better healthcare closer to home.

We continued to utilise our telehealth services and other portable technology to make sure clients receive the right care, at the right place, at the right time.



Left: Staff, Lesley Wilcox, wins Australian Credentialed Diabetes Educator of the Year Centre: Therapy Dog, Bear, at his graduation Right: A member of headspace Canberra's Youth Reference Group with staff, Tim McLauchlan, celebrating 10 years of headspace Canberra



# ICARE

## ICARE awards

This financial year Marathon Health introduced the inaugural ICARE Awards, to recognise staff that embrace our culture and values.



### Integrity and Trust

#### Ryan May

MST-CAN Supervisor (Dubbo)

Ryan is a mentor and leader of how 'being real' can achieve great outcomes for our participants.

He displays exceptional discipline to be able to meet the high-intensity requirements of this model.

#### Monica Saigi

Administration Officer (headspace Orange)

Monica relates with our young people and has a great affinity with them, which makes them feel very welcome and safe. She is our 'go to' for everything and always displays great integrity and professionalism.



### Collaboration and Innovation

#### Emily Roberts

Marketing and Communications Coordinator (Bathurst)

Emily collaborates with key stakeholders to implement strategic social and traditional media campaigns, raising our public profile and supporting the promotion of our diverse services.

Emily continuously explores new social marketing channels and methods to engage with our target audience.

#### Alison Amor

Credentialed Diabetes Educator (Dubbo)

Alison consistently delivers exceptionally high-quality primary health services.

She has outstanding relationships with all of the practices that she visits and excels in stakeholder engagement.



### Achievement and Excellence

#### Heidi Robinson

Senior Administration (Dubbo)

Heidi's loyalty and commitment to her team is second to none. She shows endless patience in educating everyone in NDIS processes, and goes above and beyond with a can-do attitude.

#### Kay Nash

Care Coordinator (Wagga Wagga)

Kay is an incredible advocate for her clients, her community and Marathon Health. She is held in extremely high regard within her community and is regularly praised for her contribution.



### Respect and Empowerment

#### Julie Cullenward

Portfolio Manager, Allied Health (Dubbo)

Julie has a strong commitment to her profession, as well as the skills and professional development of her team. She is passionate about rural service delivery and equity, in particular working with Aboriginal communities.



### Empathy and Understanding

#### Lea Lees

Social & Emotional Wellbeing Worker, Connected Program (Canberra)

Lea has worked tirelessly to promote the Connected program to Aboriginal and Torres Strait Islander peoples and the broader community. The Connected program exists because of the groundwork Lea has done.

#### Shana Turner

Team Lead Psychosocial (Bathurst)

Shana has achieved some amazing outcomes for clients through her hard work, compassion, professionalism and relationship management. Through her 'open door policy' and compassion, she has enabled and supported her team to grow both professionally and personally.



## Community recognition

Marathon Health staff and Executive were recognised on many different national levels, further supporting our enriched understanding of country healthcare.

Through these achievements we continue to advocate for the health and wellbeing of our country communities.

A selection of achievements and recognition include:

### Megan Callinan, Chief Operating Officer

Elected to the National Rural Health Alliance's Friends Advisory Committee – Australia's peak non-government organisation for rural and remote health.

### Shellie Burgess, Portfolio Manager – Primary Health Services

Selected for the National Rural Women's Coalition and Network 2018 RRR Canberra Muster – a leadership development program specifically for regional, rural and remote women.

### Lesley Wilcox, Diabetes Educator

Recognised as NSW Diabetes Educator of the Year as well as Australian Diabetes Educator of the Year (announced on 23 August 2019).

### The HPV Self-Sampling pilot

The pilot, which sought to engage under-screened Aboriginal and Torres Strait Islander women, was presented at a number of conferences across the country. These included:

- The 15th National Rural Health Conference
- The Aboriginal Cancer Network Forum
- The International HPV Conference

The project was awarded the Best Symposium Presentation at the Western NSW Health Research Symposium.

Top: CEO of Rural Doctors Network, Richard Colbran, and COO, Megan Callinan, at Rural Health Pro launch

Centre: Staff, Lesley Wilcox, and client

Bottom: Staff, Bryan Hoolahan, Jo Marjoram and Shellie Burgess, at the 15th National Rural Health Conference



Nathan Peckham *Walk to Reconciliation* (2018), acrylic on canvas

## Reconciliation Action Plan (REFLECT)

As part of Marathon Health's commitment to advancing reconciliation, we launched our first Reconciliation Action Plan (RAP) to staff across all regions in February 2019. The multimedia launch encouraged open discussion about reconciliation and how Marathon Health as an organisation, and individuals, can help drive equality into the future.



Above: Regional and portfolio managers create RAP artwork with staff, Nathan Peckham

# Funder thanks

- ACT Health
- ACT Primary Health Network (Capital Health Network)
- Australian Government Department of Health
- Australian Government Department of Prime Minister and Cabinet
- Australian Government Department of Social Services
- Australian Sports Commission
- Cancer Institute NSW
- Foundation for Rural & Regional Renewal
- Murrumbidgee Primary Health Network
- Nepean Blue Mountains Primary Health Network (Wentworth Healthcare)
- NSW Department of Education
- NSW Department of Family and Community Services
- NSW Department of Justice
- NSW Health
- NSW Rural Doctors Network
- Save the Children
- South Eastern NSW Primary Health Network (COORDINARE)
- Western NSW Local Health District
- Western NSW Primary Health Network (Western Health Alliance Network)
- Western Sydney University

Marathon Health also thanks the communities we operate in, where both organisations and individuals provided small grants, donations and in-kind support to help us develop and deliver quality health and wellbeing services.





ABN: 86 154 318 975

**Marathon Health** is a not-for-profit, registered charity delivering high quality health and wellbeing services to people in country NSW and the ACT.

A copy of the Marathon Health (a company limited by guarantee) Financial Statements of the Year ended 30 June 2019 is available upon request.