

2021-22 Annual Report

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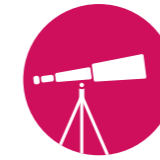
Marathon Health pays respect to the traditional custodians of the land we stand upon.

This seal represents our commitment to working with our communities for a better future for all.



Marathon Health is a not-for-profit, registered charity delivering high quality health and wellbeing services to people wherever they choose to live. We're 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.



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



Quality workforce

Grow a skilled health and wellbeing workforce within our communities



Quality knowledge

All services measure their impact and continuously build knowledge to improve the health and wellbeing of our communities



Quality services

Advocate for, and collaborate with, communities to grow investment in health and wellbeing services

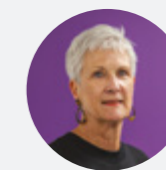
Directors



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



Troy Pietsch
Dip. National Indigenous Legal Advocacy, Dip. Agriculture



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



Jeffery Whitton
FAICD, Dip. Corporations & Company Law

Top left Emily Wheeler, Allied Health Assistant – Speech Therapy and Kylie Irvin, Discipline Lead – Speech Therapy with Cooper, client in Walgett

Top right Amber Knee, Consumer, Peer Workforce, Carer Engagement Coordinator

Bottom Rebecca Dodgson, Wellbeing Facilitator and Lee-Anne Denyer, Team Lead - Condoibolin Wiradjuri Wellness Project with SHINE group members Midge and Pearl (now employed with GrainCorp)



Chair report

It is my pleasure to present the Marathon Health Annual Report for 2021-22. This report depicts our staff's commitment and our strong organisational growth, while sharing some of the successes of Marathon Health during the year.

This year the Board and its Committees have undertaken a range of governance activities and performance improvement initiatives.

The Nominations Committee was focused on conducting the Board and Director Evaluations. The Committee worked with an external consultancy, Leadership Space to carry out a whole of Board evaluation and individual Director performance evaluations. The results of the Board evaluation will form part of the Board workplan for upcoming year. The Committee also guided the development of a Board Nominations Policy, and provided high level governance on relevant Strategic Initiatives, such as the Enterprise Agreement.

The Clinical Governance and Quality Committee has primarily focused on the oversight of risk management activities in:

Supporting the organisation's accreditation process against the QIC Health and Community Standards, National Mental Health Standards, and headspace Model of Integrity Framework.

- Reviewing and further developing Marathon Health's incident identification, management, and mitigation process
- Reviewing and refining the organisation's process for gathering and responding to complaints and feedback from stakeholders
- Reviewing the development of the Safeguarding Policy
- Encouraging operational diversity training activities and staff cultural training, lived experience support and pronoun education.

The Innovations Committee has also focused on risk management activities including:

- Improving the cyber security strength of the organisation and increasing staff awareness
- Reviewing the development of the Stakeholder Engagement Guidelines
- Overseeing the digital transformation strategic initiative, and
- Focusing on organisational growth opportunities.

The Finance and Corporate Governance Committee has continued to analyse and monitor Marathon Health's business growth and financial continuity. The Capital Reserves Policy, Investment Policy, and the Procurement Policy, key policies ratified in 2021 have been embedded into our business to support our focus on solvency and the current strategic business objectives.

Under the auspice of the Committee the organisation's financial audit process was conducted by the National Audit Group. The Board would like to thank National Audit Group for conducting this extensive audit and organisational acquittal process for 2021-22.

During the year, Dr Rick Newton and Christopher Headon, resigned from the Marathon Health Board. Their contributions over many years of service to the Board and the organisation, have been thoroughly valued and we wish them well in their future endeavours.

I would like to acknowledge the continued passion, support, leadership, and commitment to the Marathon Health purpose and the ICARE values held by the Members and Board Directors; Amanda Croft, Amanda Galbraith, Garry Burton, Jeff Whitton, and Troy Pietsch.

I would also like to thank our CEO, Megan Callinan, for her ongoing commitment to Marathon Health; it is her continual focus on our staff wellbeing and the ICARE values which has guided the organisation through another year of fluctuating pandemic lockdowns, service delivery limitations and growth. This year Megan has worked tirelessly to engage with our stakeholders and our funders, to develop new partners serving rural communities and to building a sustainable workforce to 'deliver quality health and wellbeing services with our communities'.

On behalf of the Board, I would like to thank all our staff for their unwavering commitment to Marathon Health; their willingness to provide innovative, caring, and respectful support for their clients 'wherever they choose to live'.

During 2021-2022 the organisation has developed its understanding and mitigation of organisation risks, strengthened financially, and broadened its horizon, knowledge, and sustainability. We look forward to an exciting future, holding our ICARE values central to the delivery of our services and to Marathon Health.

Annette Crothers
Chair, Marathon Health



CEO report

Three years into our five-year strategic plan, our priorities this financial year were around impact, workforce, client experience and stakeholder engagement.

We implemented strategies and initiatives to support our practical efforts in measuring our impact and performance, and to help us better understand the client experience – including our Monitoring, Evaluation and Continuous Improvement Framework and Implementation Guide, Community of Practice meetings, and the establishment of a Planning and Analytics team. Through these learnings and insights, we can work to continuously improve our services.

The adoption of a Peer Workforce Practice Model was an important step in understanding how a lived experience can shape the client journey, and this year we implemented this model across our mental health and First Nations programs.

In late 2021, we were invited to present to the parliamentary inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW – where we discussed the missing middle in allied health services and explained how we are trying to grow a regional allied health workforce to provide a vital link to country communities. This year, we stepped up our advocacy efforts in relation to allied health workforce development – attracting allied health and mental health clinicians to rural areas through a ‘grow your own’ model and strong provisional psychology internship pathways. We have had 39 student placements in our allied health teams, with 10 of these converting to permanent staff – while 10 psychology interns are now working across our services.

Additionally, through an MoU with Charles Sturt University we are excited to see stronger allied health pathways for students. Together we will build a strong and vital allied health workforce for the people of regional Australia.

A key focus for the senior leadership team was to ensure that our emerging leaders had the support and skills to grow in their roles, and to build and manage high performing teams. So far this year, 32 leaders across the organisation have completed the externally led Authentic Leadership program and supported with individual coaching.

We focussed efforts on our stakeholder relationships, to better understand our strengths and weaknesses and used this feedback to guide our engagement strategy, our business development opportunities and advocacy work. We also significantly increased our footprint by successfully winning our first national program, the After Hours Crisis Support Service, which supports NDIS participants in crisis situations.

Moving into the next financial year, our focus will be in the areas of corporate resilience, influence, impact and inclusion. We will fully define our purpose, our long-term legacy and our impact – while also working towards creating our next strategic plan. I look forward to sharing our results next year.

Finally, with the support of the senior leadership team, we’ve worked to ensure that Marathon Health remains a supportive, innovative, values-led organisation, and that we foster an environment in which staff continue to feel validated, recognised and encouraged to grow. Through our third annual staff survey, we found staff satisfaction results to be equal to, or better than, previous years – with 85% of staff saying Marathon Health is a truly great place to work.

I’d like to extend my thanks to the Board for their continued support and steadfast commitment to our vision and values.

I am continually amazed at the resilience and innovation of our staff, who continue to go above and beyond to develop and deliver quality health and wellbeing services – navigating challenges, obstacles and opportunities over the past year with flexibility and dedication.

Megan Callinan
CEO, Marathon Health

“Two years of calm, confident, consistent care, through the tough teenage growth time and the maturity in her is astonishing. She will need support for life, but she knows that it is ok to ask and gets value out of every moment.”

Parent of a client at headspace Queanbeyan



Mental health

This financial year we continued to deliver much needed mental health services to people living in country areas.

With a focus on recovery and individualised support, **Commonwealth Psychosocial Support (CPS)** delivers coordinated care for people with severe, persistent mental illness and complex needs. Our team of recovery coaches provided a range of supports to empower participants to set and meet goals and re-engage with the community, friends and family. Through CPS, participants learn life skills that they may never have had, or have lost over the years, so they can live the life they want.



We delivered support to young people across six **headspace** centres during 2021-22 – Bathurst, Cowra, Dubbo, Lithgow, Orange and Queanbeyan. Social isolation and anxiety were constant themes for many young people as the COVID-19 pandemic continued to present challenges, disrupt education and create uncertainty.



After years of advocacy from the community and partners, we successfully launched the new centre at Cowra in March 2022. The site was fit-for-purpose designed through youth and community consultation.

Warrugarra is a targeted peer navigation pilot program supported by the Condobolin Wiradjuri Wellness Project and commissioned for delivery on behalf of the NSW Mental Health Commission. We employed a part-time Aboriginal peer worker at Condobolin as part of Warrugarra to support and mentor up to 20 vulnerable and disadvantaged girls and women by building their self-confidence and knowledge, and removing barriers that hamper their recovery journey.

The program will help develop a better understanding of barriers to services and help-seeking behaviour, and evaluate the success of the peer navigation role in keeping girls and young women engaged in activities that support improved mental health and wellbeing.



Top right The Hon. Scott Morrison, MP, Prime Minister with Jenna, Youth Reference Group member

Middle left The Hon. Paul Toole, MP visits headspace Lithgow

Middle right Melissa Fardell, Transition and Support Coordinator, Psychosocial team, and Jeffrey, participant after completing TAFE certificate

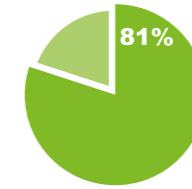
Bottom Jason Trethowan, headspace CEO, Dianne Braggett, Director, Youth Mental Health, Department of Health with headspace Cowra YRG and staff at the site launch

“I felt that I could openly speak with therapist. She made me feel comfortable enough to express myself.”

Strong Minds Western NSW client



180+ NEWACCESS CLIENTS SUPPORTED



COLLECTIVE IMPROVEMENT IN THEIR OUTCOMES

NewAccess, developed by Beyond Blue, is a free mental health coaching program for people who are stressed, or feeling anxious or overwhelmed about everyday life issues, such as work, study, relationships and loneliness. This financial year, our NewAccess coaches delivered the service across Western NSW.

Strong Minds Western NSW provides access to free and effective psychological services for people aged 12+ living in regional, rural and remote NSW. Targeting under-served areas and cohorts, staff were able to reach vulnerable people using combined service delivery options.



“Having this non-judgmental space lets me talk about anything which is helpful to addressing the impacts of my drug use.”

Optimal Health Program client

Strong Minds Western client’s story

Sarah (name changed) is a young, first-time mother in a rural community who started to feel overwhelmed with her role as a parent and was referred to Strong Minds by her GP after confiding that her mood was often low and she was quick to anger. She worked through cognitive behaviour techniques with our clinician and developed strategies that helped her accept advice without feeling defensive and mend relationships with family members.

“I was drowning, angry and not coping. It was beginning to impact my family and I didn’t want my child raised in an angry environment or to think that was ever normal. Now I feel like a different person. I’ve got the skills, and I’ve made them part of my daily routine.”

We partnered with Optimal Health to develop the capacity to deliver the evidence-based **Optimal Health Program (OHP)**, which supports participants to understand their strengths and challenges (physically and mentally), and build mental health resilience. We trained eight facilitators across a range of our services to facilitate the program with clients/participants.

The OHP model was implemented to support more than 50 people who were feeling stressed as a result of the mouse plague in Narromine and Trangie. After the training, participants reported feeling less alone, with an increased recognition of their own internal resources and importance of their own wellbeing.



Top right headspace Dubbo staff during youth mental health training with Tim Carr, Training and Engagement Officer
Middle left Christian Davy, NewAccess Coach
Bottom Josh Sly, J.Sly Indigenous Designs and headspace Bathurst staff



NDIS and Early Childhood Early Intervention

Our focus for this financial year continued to be on growing, training and retaining the largest not-for-profit, multidisciplinary allied health and support coordination team in regional NSW. NDIS and early intervention services are person-centred, delivered with the goals and needs of the participant at the centre of all supports.

This year, demand for **NDIS** services grew across the Western NSW and Murrumbidgee regions with a 10% increase in participants receiving allied health services, support coordination, specialist support coordination, social work and positive behaviour therapy.

1,110+
NDIS
PARTICIPANTS



20,624 HRS
ALLIED
HEALTH
SUPPORTS

9,346 HRS
SUPPORT
COORDINATION
PROVIDED



NDIS participant's story

Jason (name changed) is 11 and lives with his family in Walgett, remote Far West NSW. He is non-verbal and has a global developmental delay, which sees him regularly injuring himself through head butting or banging. Jason relies on a wheelchair and his parents have to dress, shower, toilet and feed him every day. Our clinicians introduced a Picture Exchange Communication System (PECS) that allowed Jason to tell them what he wanted, and it soon helped reduce his injuries.

Through home modifications, the family secured a manual wheelchair for the house, a ceiling track hoist and a workable bathroom, with shower commode and seating. Jason loves the shower so much, his mother said he would shower 15 times a day if she let him. Having consistent face-to-face visits every month meant Jason, his family and his carers built a trusting relationship with their therapy team. Best of all, it reduced the need to make the six-hour round trip to Dubbo to access specialist allied health services.

Thanks to funding from the Myer Foundation, **Outreach Disability Flying Clinics** allows clinicians to fly into rural and remote NSW communities to support people who, due to distance, struggle to access NDIS allied health support services.

“Under this Outreach Disability Flying Clinics program, students get to see first-hand the barriers that people in rural and remote areas experience in gaining access to services – that’s something they can’t teach you at university. And they get a real kick out of flying in on a small plane.”

Mandy, senior clinician

Top Michelle Grech, NDIS Support Coordinator and Peta Findlay, NDIS Support Coordinator with participants and other NDIS workers

Middle left Raymond Lange, Acting Team Lead, Support Coordination and Rodney, NDIS participant

Middle right Troy Oxley, Western NSW Local Health District, with Daniel, NDIS participant and Melissa Fardell, Transition and Support Coordinator

Bottom Laura Wrigley, Occupational Therapist and Gabriella Mitton, OT student

440+
AFTER HOURS
CRISIS REFERRAL
CALLS RECEIVED



100% APPROPRIATE
REFERRALS
RESOLVED



We've been successfully delivering the **NDIS After Hours Crisis Referral Service (AHCRS)** since 2019, including nationally since November 2021. The service provides crucial support for NDIS participants who are experiencing crisis events related to their disability support needs. The team has worked hard to build the knowledge of the service with emergency services staff across Australia, to ensure appropriate referrals when things get tough outside business hours.

The **Positive Behaviour Support (PBS)** service has been operational in the Murrumbidgee region since November 2021, providing a person-centred framework for people with disability, ensuring support in situations where there is, or is a risk of, challenging behaviour. Our PBS clinicians aim to improve the quality of life of participants and their families by helping to prevent challenging or negative behaviour, through teaching new skills and making changes in their environment.

100+
NDIS
PARTICIPANTS
AND COMMERCIAL
CLIENTS
SUPPORTED
THROUGH PBS

SPANNING FROM
GRAFTON
TO GEELONG



For more than three years, we have been providing early-intervention speech services to children in 30 preschools and schools, across 15 under-served rural communities in Western NSW. **The Western Speech Pathology** program provides ten speech pathology visits to each community per year, to support children who are having difficulty with speech, language, communication or with swallowing food and drinks safely.

149
CHILDREN
SUPPORTED
BY WESTERN
SPEECH
PATHOLOGY



100%
PARENTS
SURVEYED
AND WOULD
RECOMMEND



Top Emily Roffe, Speech Pathologist with Narromine Christian School Students: Milla, Harri, and Jonathan, and School Principal Debbie Robertson

Middle left Bronwyn, NDIS participant and Michelle Grech, NDIS Support Coordinator

Middle right Stephanie Daly, Speech Pathologist and Adele Baker, Occupational Therapist in Condobolin

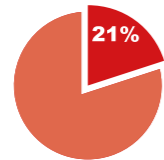
Bottom Ashley Hollow, Speech Pathologist with Tayarnah, client

Preventative health and chronic disease

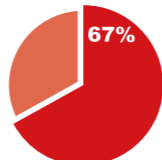
Preventative health and chronic disease services provide essential early-intervention, education and maintenance support for people with chronic health concerns. Our highly skilled staff worked tirelessly to connect clients to the care they need, and also provided upskilling to other health professionals to grow health capabilities in regional areas.

In collaboration with General Practices, Aboriginal Medical Service clinics and Aboriginal Community Controlled Health Organisations across 22 communities, we provided diabetes education and dietetic support to people living with chronic disease, or those who are at risk of developing a chronic disease, through our **Chronic Disease Management and Prevention Program (CDMPP)**.

1,749
ACTIVE CDMPP
CLIENTS



21%
IDENTIFY AS
ABORIGINAL
OR TORRES
STRAIT ISLANDER



67%
REDUCED
BMI OVER
12 MONTHS

The **Healthy Ears, Better Hearing, Better Listening (HEBHBL)** program is delivered through schools and preschools in Western NSW, providing hearing screening and audiology assessments for Aboriginal and Torres Strait Islander children and young adults aged 0 to 21. Over the last 12 months we have successfully extended our engagement with communities and schools to double the number of children and young adults being screened and supported – contributing to reducing the impact of otitis media, and improving health and learning outcomes.

The **Rural Health Outreach Funds (RHOF)** program supports specialists and allied health professionals to deliver outreach services, including cardiology, rheumatology, neurology, psychiatry, dermatology, ENT and respiratory medicine, to people living in regional, rural or remote communities.

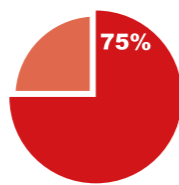


1,497
PEOPLE
SUPPORTED BY
SPECIALIST
SERVICES
THROUGH RHOF

Similar to RHOF, the **Medical Outreach Indigenous Chronic Disease Program (MOICDP)** supports medical specialists and allied health providers to deliver services to Aboriginal and Torres Strait Islander peoples in regional areas living with chronic disease.



651
VISITS AND
CONSULTATIONS
ACROSS OUR
FOOTPRINT



75%
MOICDP CLIENTS
IDENTIFY AS
ABORIGINAL
OR TORRES
STRAIT ISLANDER



“HEBHBL has open lines of communication and is easy to work with. The Marathon Health staff are approachable and helpful during the assessment, as well as leading up to and after. Thank you for all that you do for the students at our school. Your service is very much appreciated by all of the staff at our school.”

Teacher at supported school

“I would not have been able to get to my cancer treatment every day without the help and support of my care coordinator. She made a very stressful and confusing time, bearable.”

ITC client

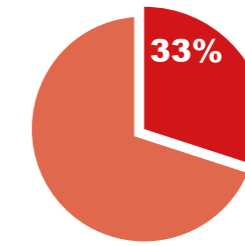


We have been delivering the **Integrated Team Care (ITC)** program since July 2014. ITC aims to support Aboriginal and Torres Strait Islander peoples living with complex healthcare needs to effectively navigate the health system, providing support, information and linkages to other services.

Similar to ITC, the **Integrated Care Coordination (ICC)** program aims to improve health outcomes for people living with chronic disease and complex healthcare needs, while reducing unplanned admissions to hospital. Our care coordinators work in partnership with the client’s GP to improve their wellbeing and access to supports.



300+ ICC CLIENTS SUPPORTED TO IMPROVE THEIR HEALTH AND WELLBEING



ICC CLIENTS IN WAGGA SUPPORTED BY HEALTH CARE NAVIGATOR

Designed to provide additional support to ICC clients, the **Health Care Navigator** program assists clients to overcome barriers to achieving their healthcare goals. This includes transport to medical appointments, linking them to financial help or coordinating the community-based services and social supports available to them.

The **Indigenous Chronic Disease (ICD) Clinic** in Bathurst provides free health services to Aboriginal and Torres Strait Islander peoples with one or more chronic illnesses. Services range from diabetes education, dietetics, podiatry and endocrinology.

3,350 ICD CLINIC OCCASIONS OF SERVICE DELIVERED BY ALLIED HEALTH PROFESSIONALS AND SPECIALISTS

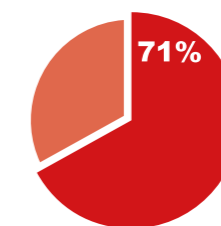
Available for Aboriginal and Torres Strait Islander peoples in Bathurst, the **Indigenous Eye Care Pathway** service is designed to support clients to access eye health services and reduce preventable eye conditions. Our Eye Care Coordinator supports clients at all optometry and ophthalmology appointments, and on surgery days.

Our **After Hours GP Clinics** in Bathurst and Dubbo continued to provide urgent primary care to people, outside of normal business hours – reducing the strain on local emergency departments.

The **After Hours Telephone Service** allowed clients to access GP support from the comfort and safety of their home.



2,365 PEOPLE SEEN BY AFTER HOURS GP SERVICES



SAID THEY WOULD HAVE OTHERWISE PRESENTED TO EMERGENCY



“ICC has done a lot to improve my health with referrals, home service and education. I have quit smoking, I now have breakfast and do not miss meals with help from a food service the Care Coordinator organised and pulmonary rehab.”

ICC client



Wellbeing (place-based, person-centred)

We continued to keep communities well through the delivery of person-centred services, creating safe and supported spaces for people to feel socially connected.

The **Condobolin Wiradjuri Wellness Project (CWWP)** is for First Nations peoples and their extended families in Condobolin. The project offers wide-ranging, culturally sensitive supports covering mental and physical health, healing, housing, education, employment, finance, social life, welfare, domestic violence, and drug and alcohol support. It also includes social groups like the SHINE Ladies Group.



The **Individual Placement and Support (IPS)** program operates as part of headspace Dubbo. It aims to aid young people with mental health concerns to navigate their way through education and employment, while ensuring safe and supportive environments.

Of the 50 referrals we received to IPS this year, 68% now have an education or employment pathway that has helped them in their wellbeing journey, while making a meaningful contribution to their local community.



“The program has taught me lots of things, like how to budget and now I have paid things off. I also drink a lot less than I used to. I am so glad that I got into the program because you guys showed me that I could do it.”

Rodney – Together Home participant

IPS client's story

When Samantha (not her real name) joined IPS, her brother was already in the program. She had been disengaged from school for three terms and lost all motivation. The thought of a 6.30am alarm to catch the bus into town for school held no appeal.

Three years later, she became the first in her family to gain her HSC, and the first student at Dubbo's Skillset Senior College to complete a Certificate III in Child Care at the same time. She gained her driver's licence and went on to work full-time in a day care.

Her brother spent two years in the program. During this time, he took on range of casual jobs so he could save for a car. Having his own transport helped him secure an apprenticeship and he is now approaching the successful completion of the second year of that apprenticeship.

We partner with Argyle Housing to support their delivery of the NSW Government's **Together Home** program, which provides housing and essential support services to people experiencing homelessness in the Murrumbidgee. As part of this partnership, we address people's support needs, build individual capability and capacity, and foster connections to community to facilitate pathways into long-term housing.

The **Deadly Murun_garra** (“to be alive”) program was co-designed with Marathon Health and St John Ambulance, to provide culturally safe and relevant, first aid and CPR training to Aboriginal people. The training resources were developed and piloted with small groups, and the feedback received helped to tailor a culturally relevant course that can be delivered nationally by St John Ambulance.

“If I'm ever around anyone who needs that attention I would want to know what to do fast. Educate myself so I can provide these needs for my family and anyone else who needs this attention.”

Deadly Murun_garra participant



Top Condobolin Wiradjuri Wellness Project clients and staff

Middle left Sally White, Intensive Case Manager and Rodney, Together Home Program client

Bottom right Deadly Murun_garra first aid training

Sense Rugby is a free, rugby-based occupational therapy program designed to help kids who usually find it difficult to be part of a sports team. It was founded in 2015 by Carlien Parahi, Occupational Therapist and Jesse Parahi, Australia's Rugby Sevens Olympian. Thanks to sponsorship from the Newcastle Permanent Charitable Foundation, we supported 24 children in the first two terms of Sense Rugby at Dubbo in 2022 – giving kids a safe environment where experienced occupational therapists work with trained rugby players to help them achieve success.

We have also provided opportunities for our fourth-year students on clinical placement to facilitate the sessions, as well as assist with gathering outcome data. The data is showing encouraging results, with some children already feeling confident enough in their skills to take part in mainstream rugby.

Multisystemic Therapy for Child Abuse and Neglect (MST-CAN) is an evidence-based program designed to support families with children aged from 6-17 and their families, who have come to the attention of the NSW Department of Communities and Justice due to physical abuse and/or neglect. MST-CAN works with the entire family in an effort to keep children with their families, and to help the family resolve clinical and practical concerns so that children can be safe. It aims to prevent abuse and neglect, reduce mental health difficulties experienced by adults and children, and increase natural social supports.



14 FAMILIES TOOK PART IN MST-CAN

100% CAREGIVERS HAD NO NEW ARRESTS DURING TREATMENT

100% YOUTH WERE NOT ARRESTED DURING TREATMENT

The **Winanggaay** (to know, to think, to understand) Project aims to build the school readiness of Aboriginal children, through connection of families, schools, community and services – with the aim to support preschool children to thrive and live long, healthy lives. It is delivered in Bathurst to children attending Bathurst's Towri Multifunctional Aboriginal Children's Services (MACS), and was co-designed with Towri staff, families and the Bathurst Aboriginal Health Network.

Winanggaay client's story

Tia (name changed) is a 6-year-old child who has grown up in a low socio-economic, household with a single mother and siblings. Tia started Towri when she was three years old and attended four days a week. Staff noticed that Tia was a very emotional child who also struggled with her speech. With support from her mother, Tia began community speech services, however staff noticed the problems increasing. Due to her inability to emotionally regulate, Tia wasn't able to start kindergarten – meaning she would be unable to go to school until she was seven.

In 2021 the Winanggaay Project was implemented in Towri and program staff discovered that Tia hadn't been seeing the Speech Pathologist regularly since July 2021 due to COVID-19. After a couple of assessments with the Winanggaay Health Linker and conversations with Tia's mother, she was taken to her GP and referred to a local paediatrician at community health. Tia was also reassessed by a Marathon Health Speech Pathologist who diagnosed several speech impairments. Finally, the Winanggaay team discussed the diagnosis with Tia's mother and worked out a plan to ensure Tia would be starting school when she was seven, which she has since commenced.

WINYA MARANG

26 PARTICIPANTS

7 FAMILIES

AGE 29 TO 93

Our diabetes educators, dietitians and Aboriginal health workers in the **Winya Marang** program supported Aboriginal and Torres Strait Islander peoples to break away from the inter-generational cycle of diabetes. This pilot program was available to families living in Wellington, with at least one family member diagnosed with type 2 diabetes. We also supported family members who don't have diabetes but are at risk of developing it.

“With his low muscle tone, Callum has always struggled to be physically active, but to see him so excited in participating in something like his brothers do has changed that a lot.”

Jarrah, mother of Sense Rugby participant Callum, aged 8



Middle Sense Rugby Dubbo launch day

Bottom left Andrew enjoying a Winanggaay health morning tea

Bottom right Tiarnah Kennedy, Aboriginal Early Childhood Health Linker with Winanggaay participants



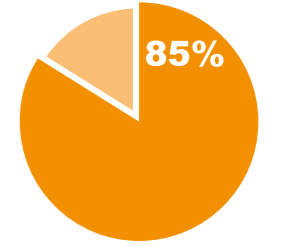
Staff spotlight

Staff survey 2022

We engaged BPA Analytics again this year to undertake our industry standard staff satisfaction survey, allowing us to benchmark our performance against our own previous surveys and others in the sector.

The survey was run in May 2022, and across the organisation 218 staff (80%) responded. Overall, our question ratings were either equal to or better rated than last year. Staff identified our key strengths as providing good services, meeting clients' needs and being community minded; and acknowledged Marathon Health as a supportive, enthusiastic, happy place that provides rewarding work.

Staff also noted improvements over the last year in the areas of effective teamwork, communication, culture, systems and processes, and flexibility.



**STAFF THINK
MARATHON
HEALTH
IS A TRULY GREAT
PLACE TO WORK**



ICARE Awards



Integrity and trust – Sophie Heathcote, Strong Minds, Dubbo



Collaboration and innovation – Alyssa Fitzgerald, Business Development, Bathurst and Dean Bright, After Hours Crisis Referral Service, Albury



Achievement and excellence – Adele Baker, NDIS team, Wagga Wagga



Respect and empowerment – Olivia Thompson, headspace Queanbeyan



Empathy and understanding – Anna Blackie, Primary Health, Bathurst

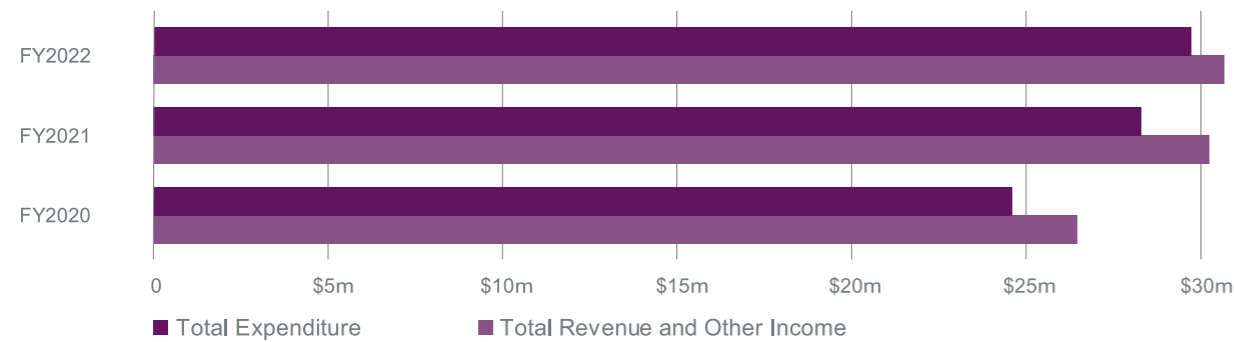


Top left Ewen Jones, Community Engagement Officer with The Hon. Dominic Perrottet, MP **Top right** Nathan Goodridge, NDIS Support Coordinator
Middle Wagga office with visiting Megan Callinan, CEO, Justine Summers, COO and Ron Charlton, CFO
Bottom left upper Jenief Cornish, Project Manager – Commercial Services Murrumbidgee and Alana Cameron, Speech Pathologist
Bottom left lower Tonielle Lea, Social Worker and Bree Bloink-Hollier, Psychosocial Recovery Coach
Bottom right Brittany Cleary, GM – Operations Western, Danielle Scoullar, GM – Operations Southern, Justine Summers, COO and Clare Knight, GM – Operations (headspace)

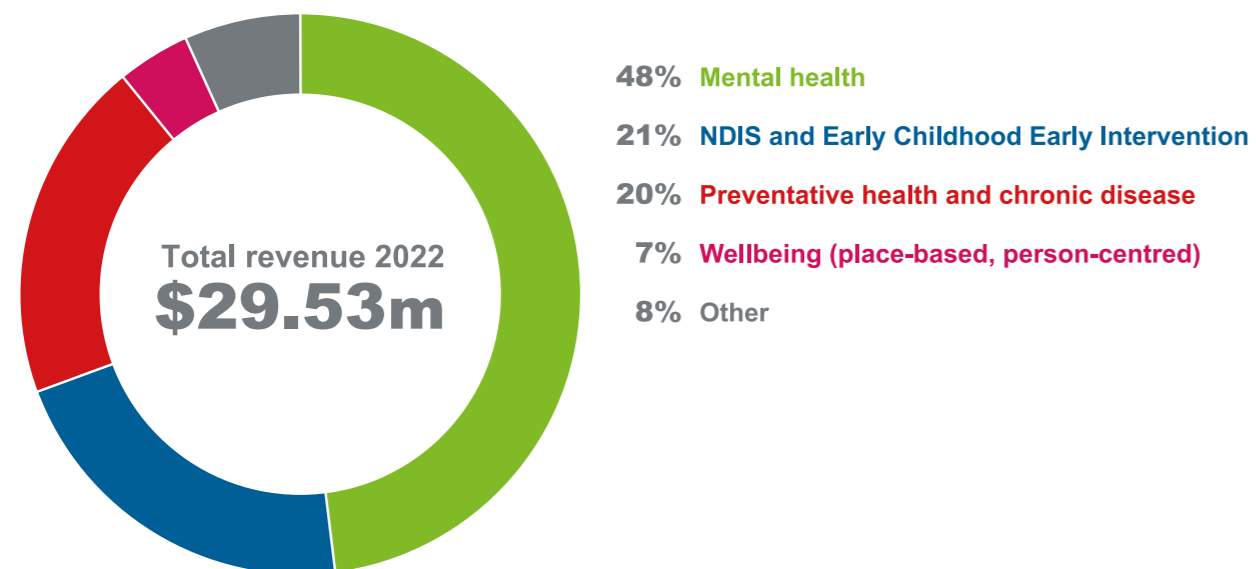
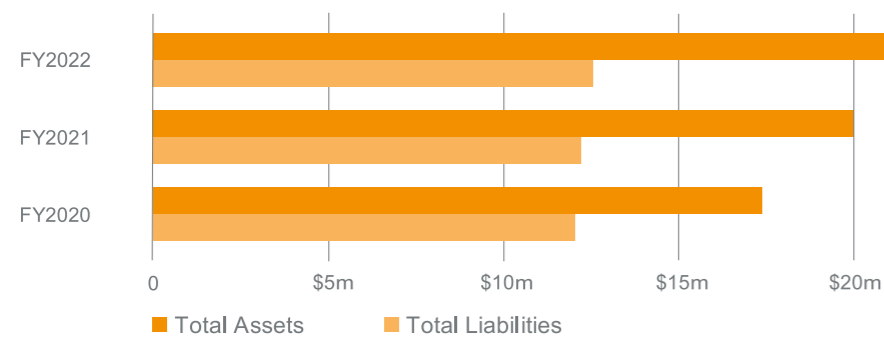
Financial

As at the end of June Marathon Health achieved a strong result for FY22 with an operational surplus of \$0.9m and through continued investment and financial prudence, we had an increase in retained earnings from \$7.7m in 2020-21 to \$9m at the end of 2021-22. We had a revenue position of \$30.7m and strong cash position of \$7.4m.

Income and Expenditure



Assets and Liabilities



Corporate highlights

Stakeholder engagement

We had a strong focus on building deeper partnerships around health service delivery in the communities we work in. Throughout the year, we surveyed key stakeholders to understand what was working well and what we can strengthen, using this feedback to guide our engagement strategy.

These efforts resulted in us working more closely in our business development and advocacy work.

We signed a Memorandum of Understanding (MoU) with Charles Sturt University (CSU) late in 2021. The MoU confirmed a partnership that has produced benefits for students and the industry over several years already. It will support the continuation of our work with CSU and bring together both parties' efforts to build a strong and vital allied health workforce for the people of regional Australia. We will closely focus our efforts on Bathurst and Albury in particular, with staff at our Albury office due to move onto the CSU campus next financial year.

Community Connect

In 2021, we commenced distribution of Community Connect – a quarterly e-newsletter emailed to over 400 external stakeholders. The newsletter showcases our programs and highlights outcomes to our funders, MPs and partner organisations – while allowing communities and our staff to reflect on and celebrate their successes.



Scan to subscribe

Cultural safety

Cultural safety continued to be a core corporate focus this financial year. Notably, we supported four staff to complete their qualifications through TAFE as Aboriginal health workers or practitioners; ensured mandatory online cultural safety training for all staff; registered our second Innovate Reconciliation Action Plan (RAP) with Reconciliation Australia and formed a working party to lead its development; and linked key staff who work predominately with Aboriginal communities to the Indigenous Allied Health Australia Mentorship Program.

Clinical governance

This year we continued our strong focus on clinical governance, embedding our Clinical Governance Framework across our organisation with the support of our practice and discipline leads. These leads provide invaluable input to the planning and decision making around our clinical governance and evidence-based practice, including the development of new policies and the provision of subject matter expertise, support and advice relating to clinical scope of practice.

THE FRAMEWORK SUPPORTS THE DELIVERY OF SERVICES THAT ENSURE:



RESPECT



**CONSUMER INVOLVEMENT
IN CARE DELIVERY AND
SERVICE DESIGN**



**CHOICE AND
EMPOWERMENT
FOR THE CLIENT**

Through training and education around the Framework and its support systems, we have strengthened our clinical competencies and clinical safe practice. This year we also developed and endorsed a new Risk Framework that ensures a clear accountability and a focus on clinical and corporate risks, as well as ensuring we safeguard our clients through policies and procedures linked to our overarching Safeguarding Policy.

Accreditation

After reviewing 1,069 documents and interviewing 42 staff, seven stakeholders, five clients, four carers, two headspace Youth Reference Group (YRG) members and two Board members, assessors from Quality Innovation Performance gave Marathon Health the accreditation green tick in 2021. We are now reaccredited against the National Standards for Mental Health Services, in addition to the QIC Health and Community Services Standards.

Feedback from the assessors was hugely positive, with no corrective actions to address. The process confirmed that robust governance is our key strength, and our staff are our greatest asset – also that we are a quality focused organisation with a clear sense of direction.

This year, our six headspace centres were also accredited against the headspace Model Integrity Framework (hMIF), assessed by headspace National – and we continue to demonstrate quality improvement strategies to meet compliance requirements.

Monitoring and evaluation

We adopted our Monitoring, Evaluation and Continuous Improvement (MECI) Framework – a key strategic framework to support our practical efforts to help us understand our impact and progress towards achieving our vision and mission. Our MECI Implementation Guide support the implementation of activities that demonstrate our impact and performance. This year, a number of programs have commenced implementing evaluation activities and have been supported through regular MECI Community of Practice meetings, and through individualised workshops and mentoring. This work is important for showing the outcomes and experiences of our clients and carers, our staff as well as our collective impact in the communities we work in. It also enables us to use our own evidence and learnings to drive the development, delivery and continuous improvement of our services.

Top left Ethan Group meets with Marathon Health Chair, Executive and Information and Communications Technology Group representatives

Top right Justine Summers, COO congratulates Lauren McLennan, OT on completing the Allied Health New Graduate program

Middle left Peta Findlay, NDIS Support Coordinator, Raymond Lange, Acting Team Lead, and Michelle Grech, NDIS Support Coordinator

Middle right Kirsty Baude, Occupational Therapist and Rene Liebenberg, Team Lead – NDIS Administration

Bottom Nikki Murray, Occupational Therapist, Alli Sykes, Discipline Lead – Occupational Therapy and Heidi Robinson, Portfolio Manager – NDIS Western





Systems and process

This year we commenced Phase 2 of our Digital Transformation Project, in partnership with an external provider Ethan Group and Ethan Indigenous. The project continues to focus on developing and implementing tools and systems to ensure an efficient working environment across the organisation.

We commenced using a standardised customer satisfaction platform, Customer Voice, to collect customer feedback and to inform business development work, program delivery and marketing activities.

Led by an internally created Cyber Operations Group, considerable work was undertaken in improving our cyber security – including the implementation of multi-factor authentication across our systems, enhanced email filtering and staff education campaigns.

We established a Planning and Analytics team to lead the implementation of Power BI, supporting the creation of meaningful program insights using organisational data – allowing us to better understand client and community needs, and improve operational performance.

Workforce development

This year we continued to focus on workforce development, in particular our employee lifecycle. Work included the review and enhancement of our policies, systems and processes to support efficient onboarding, probation management and separation.

Throughout the year, 32 leaders across the organisation completed the facilitated Authentic Leadership program – with individual coaching to complement and embed practice. We will continue to offer this program to our leaders, with a new intake to commence early in the next financial year.

We focused efforts on large scale corporate recruitment activities, which included a review of the prospective employee journey on our corporate website and more targeted social media campaigns. Our work in this space will continue to be a priority next year.

Graduate and student workforce

We continued our work to build a sustainable workforce pipeline in our allied health and mental health domains – with a strong focus on our intern and graduate programs, and student placement opportunities. This year, we recruited nine new graduates and supported 41 students across our footprint.

In February 2022, we launched the Core Connect program – connecting interns from partnering organisations to a professional support network, including weekly workshops and peer-to-peer connections via our Community of Practice. At 30 June, 14 interns were registered in this program, including six Marathon Health interns.

Peer workforce

In 2021, we adopted our Peer Workforce Practice Model and established the role of Consumer, Peer Worker and Carer Engagement Coordinator. Under the model, our peer workforce is made up of people who identify with having experienced a health and/or wellbeing challenge, and are at a stage of personal recovery where they can share their recovery experience to support others.

In developing our model, we surveyed the staff working in our mental health programs. Of the 49 respondents, 65% said they identified as someone with a lived experience – 26 with a personal experience (six as carers and 14 with lived experience). The survey revealed a desire for more education and training around peer work practice, and better definitions of peer worker roles.

Our Psychosocial recovery coaches and staff working in the Condobolin Wiradjuri Wellness Project undertook training in how to safely deliver services from a lived experience perspective, and we recruited identified peer workers in Condobolin and at three of our headspace centres.

Top left headspace and Marathon Health Bathurst at Reconciliation Day event at Kelso Community Hub

Top right Megan Callinan, CEO congratulates Annabel Sheehan, Support Coordinator on completing the Allied Health New Graduate program

Middle left Condobolin team members Middle right Merinda Kelly, Administration Officer and Rebecca Younie, Senior Administration Officer

Bottom Allied Health outreach team

Funder thanks

- Argyle Housing
- Australian Government Department of Health
- Australian Government Department of Industry, Science, Energy and Resources
- Australian Government Department of Social Services
- Condobolin Aboriginal Health Service
- headspace National Youth Mental Health Foundation Ltd
- Mental Health Commission of New South Wales
- Murrumbidgee Primary Health Network
- National Disability Insurance Agency
- National Indigenous Australians Agency
- Nepean Blue Mountains Primary Health Network (Wentworth Healthcare)
- Newcastle Permanent Charitable Foundation
- NSW Department of Communities and Justice
- NSW Rural Doctors Network
- NSW Outback Division of General Practice
- Regional NSW
- South Eastern NSW Primary Health Network (COORDINARE)
- Western NSW Primary Health Network (Western Health Alliance Network)

We also thank 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 wherever they choose to live.