

10  
YEARS

marathon  
health  
Better healthcare, closer to home



# Annual Report

2024-2025

*“We would like to acknowledge Aboriginal and Torres Strait Islander peoples as Australia’s First People and Traditional Custodians. We value their cultures, identities, and continuing connection to country, waters, kin and community. We pay our respects to Elders past, present and emerging and are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander peoples, by providing services that are welcoming, safe, culturally appropriate and inclusive.”*

## Chair report

This year, my first as Chair of Marathon Health, we embarked on our new five-year strategic plan. This plan strengthens our focus on elevating consumer voices and improving equity of access to healthcare through the codesign innovative models of care alongside the continued development of a rural health workforce.

As we mark 10 years of Marathon Health in 2025, now more than ever we are committed to our purpose of collaborating with communities to create the services they need to improve their quality of life. This commitment and the impact of our work was recognised with Marathon Health named Outstanding Community Organisation at the NSW Business Awards in October.

This Award is testament to our staff and their passion for providing quality, person-centred care, no matter where people choose to live. It was an honour for the Board and members of our senior leadership team to accept this Award on their behalf.

I also acknowledge the leadership, dedication and ongoing support of Megan Callinan, CEO, Justine Summers, COO, Ron Charlton, CFO and my fellow Directors Annette Crothers, Jeffery Whitton, Troy Pietsch, Mia Bromley and Megan Callinan. On behalf of the Board, I would also like to thank all of our staff who work tirelessly to provide high quality services to our regional communities.

Together, alongside our partners, we continue to build a strong and sustainable organisation with a clear vision of empowering communities to thrive through equitable health and wellbeing.

**Amanda Croft**

Chair, on behalf of the Board

## CEO report

Marathon Health’s new Strategic Plan places equity to healthcare at the forefront. The launch of our Consumer and Carer Framework this year ensures the voices of the people we support remain central to everything we do and that we work in partnership to codesign and deliver person-centred services. It reflects the deep commitment of our Board and the passion of our staff to make a lasting difference.

The reach of our services continued to grow. Our headspace services expanded to include outreach to 10 rural communities across Western NSW through the headspace Outreach Program. Most of this workforce are graduates of our Aboriginal Workforce Development Initiative and now are on their path to a career in rural healthcare.

We also expanded our Flying Start service, thanks to support from the NSW Rural Doctors Network and Variety – the Children’s Charity (NSW/ACT), ensuring rural families can access a paediatrician without having to travel.

In partnership with Westfund, we launched a virtual care coordination service that is delivering personalised support to help people navigate the health system and access local services that improve their overall wellbeing.

Our impact is evident through each of our services. I thank our Board and staff for their continued dedication towards our vision. One of my proudest achievements comes from our staff survey, where 89% of respondents said Marathon Health is a truly great place to work – all of which live and work in regional Australia.

**Megan Callinan**

CEO, Marathon Health

## Directors



**Amanda Croft**

B Bus (Ag Com),  
Adv Dip. Fin Services  
Grad Prosci, GAICD



**Annette Crothers**

MEd&Wk, Dip. App Sc (OT),  
Grad Cert Mgt Practice,  
GAICD



**Jeffery Whitton**

Dip. Corporations and  
Company Law  
FAICD



**Mia Bromley**

MPH, BA (Crim),  
GradDipEd(Sec)  
FAICD



**Troy Pietsch**

Dip. National Indigenous  
Legal Advocacy,  
GAICD



**Megan Callinan**

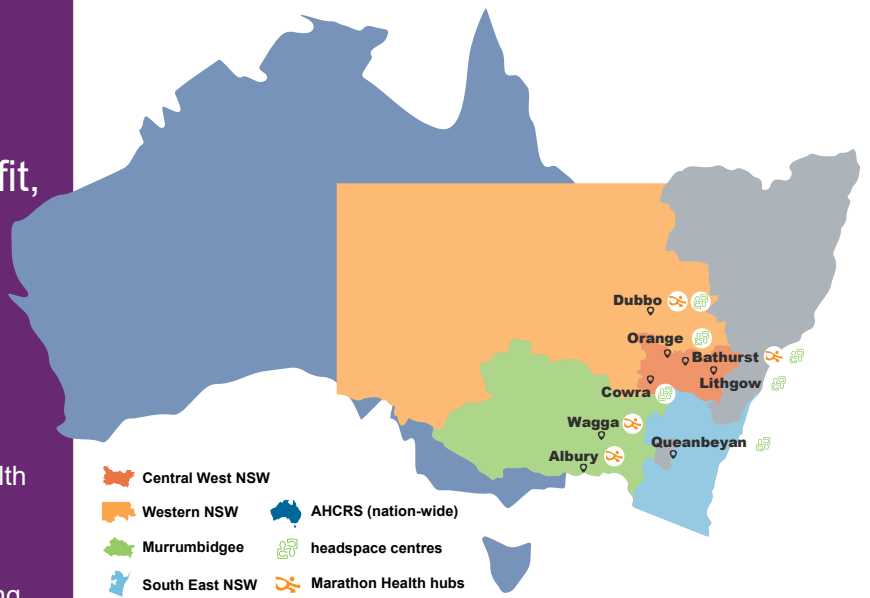
BSocSc, MBA,  
GAICD

Marathon Health is a not-for-profit, registered charity with a vision of empowering communities to thrive through equitable health and wellbeing.

We were established in Western NSW in 2015 to address gaps in high quality, community-based health and wellbeing services for people living in regional, rural and remote areas.

We have a reputation for establishing and developing evidence-based, culturally sensitive, person-centred care, with a focus on equity of access and early intervention.

In addition to our face-to-face, community-based services, we deliver virtual services nationwide from our regional hubs. Our main offices are at Bathurst, Orange, Dubbo, Wagga Wagga and Albury.



**22,073**  
clients



**27%**  
First Nations



**90+**  
LGAs reached  
nationwide



**70%**  
services delivered  
face-to-face



**972,324km**  
travelled

## Workforce development leaders



**280+**  
employees



**13%**  
First Nations



**110+**  
sub-contractors

We focus on attracting and retaining a health workforce to live and work in regional NSW. Workforce development initiatives – such as our graduate program, Aboriginal Workforce Development Initiative (AWDI) and CoreConnect – showcase the importance of investment in a regional workforce pipeline.

**89%** (199/219) staff agree Marathon Health is a truly great place to work



**76**  
students



**14**  
disciplines



**20**  
institutions

## Recruited



**10**  
allied health  
graduates



90% headspace Outreach Program Aboriginal Wellbeing Workers from our AWDI cohort



**11** provisional psychologist interns into our CoreConnectPlus program under funding by National Mental Health Workforce Strategy to support 36 interns over three years



Implemented Consumer and Carer Framework – amplifying consumer voice



Focus on data to drive improvement and align with the Quintuple Aims

**60+**

Contracts delivered



2025-2029 Strategic Plan launched



**BUSINESS NSW**

State Winner

**Outstanding  
Community  
Organisation**



## Cultural competency

Our Cultural Governance Safety Committee leads the delivery of our Cultural Safety Framework, and our statewide Cultural Capability Lead supports a collaborative approach to growing partnerships in the communities we work in.

We combine cultural immersion training, professional development and targeted recruitment strategies to ensure employment pathways and upskilling opportunities are readily available for First Nations peoples.

Hosted the third annual Ngumbaaydyil with **80%** of our **36 First Nations staff** from across our footprint attending  
(29/36)



Launched Innovate Reconciliation Action Plan



Commenced First Nation's mentoring course in partnership with TAFE

## Service innovation

We continue to increase our reputation as a leader in rural health, collaborating with communities, partners and Government to develop solutions to the issues facing rural Australia. Developing an organisational Growth Strategy, with innovation and partnership at its core.



**50+** children  
Our Flying Start Paediatric Service met a critical need in remote NSW communities, with support from Variety – the Children's Charity NSW/ACT and the NSW Rural Doctors Network.

## Governance

We have a robust Clinical Governance Framework, a Consumer and Carer Framework, a Monitoring, Evaluation and Continuous Improvement Framework and a Peer Workforce Practice Model, and retain accreditation against the:

- National Safety and Quality Mental Health Standards for Community Managed Organisations
- National Safety and Quality Primary and Community Health Care Standards
- NDIS Practice Standards
- headspace Model Integrity Framework

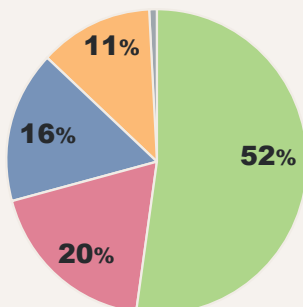
## Systems and security

We remained focused on continuous improvement, including piloting the appropriate use of AI tools to enhance productivity, and implementing measures aligned with the Australian Government Essential Eight, to support cyber security for staff and clients.



**100+** members  
Successfully delivered the Westfund Care Coordination Pilot Program

## Financial highlights



### Revenue breakdown by domain

- Mental health
- NDIS and early childhood intervention
- Preventative health and chronic disease
- Wellbeing (place-based, person-centred)
- Other



**\$25.7m**

in wages into regional NSW

**\$34.4m**

total income



Find out more about our services



1300 402 585



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# Mental Health

FY2024-2025

People in regional and rural NSW often face poorer mental health than those in metro areas. We're working to close this gap by making it easier to access support – removing barriers like distance, cost, time and stigma. With a strong understanding of country life, our programs help people recognise and manage mental health concerns.

## 5,111

Clients supported



## 25%

First Nations

## 90%

(1250/1391)

were satisfied with the service provided



## 30

LGAs reached

Our **Commonwealth Psychosocial Support (CPS)** recovery coaches support people living with severe mental illness to achieve their goals and get back to living the life they want to live

## 95%

(38/40)

said the program positively impacted their ability to manage their day-to-day life

## 93%

(37/40)

considered the program respected their right to make decisions

*"I am now confident in seeking help regarding mental health if required for the future."*

**Strong Minds Western NSW** provided short-term counselling for people with mild to moderate mental health concerns

## 97%

(31/32)

felt their individuality and values were respected

## 84%

(328/391 matched pairs)

of discharged clients showed improvement in mental health outcomes

*"Invaluable service in a time of need, having someone to talk to."*

In February 2025, changes were made to program eligibility requirements removing the need for a GP referral. Following the change:



## 65%

increase in referrals\*

\*from a monthly average of 102.8 (September 2024 to January 2025) to 169.6 (February 2025 to June 2025)

Find out more about our services



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Dubbo



Orange



Bathurst



Cowra



Lithgow



Queanbeyan



headspace Bathurst, Cowra, Dubbo, Lithgow, Orange, Queanbeyan supporting 12-25 year olds, and those who support them, with their mental and physical health and wellbeing

**2,500+**

young people accessed headspace services

**75%** showed improvement in overall health and wellbeing  
(658/874)

**headspace Dubbo** nominated for the Youth Service of the Year award by Youth Action – a peak organisation representing young people and youth services in NSW

*"I appreciate how welcome you made me feel, no judgement, no shame, just acceptance of me. You gave me options, information and support to make a decision about my care. I feel so comfortable coming here."*



Working alongside headspace Dubbo, **Individual Placement and Support (IPS)** helped **78** young people reach their education and employment goals

## The largest outreach service ever commissioned and licensed by headspace National

The **headspace Outreach Program (hOP)** provides vital youth mental health and wellbeing services across seven remote LGAs

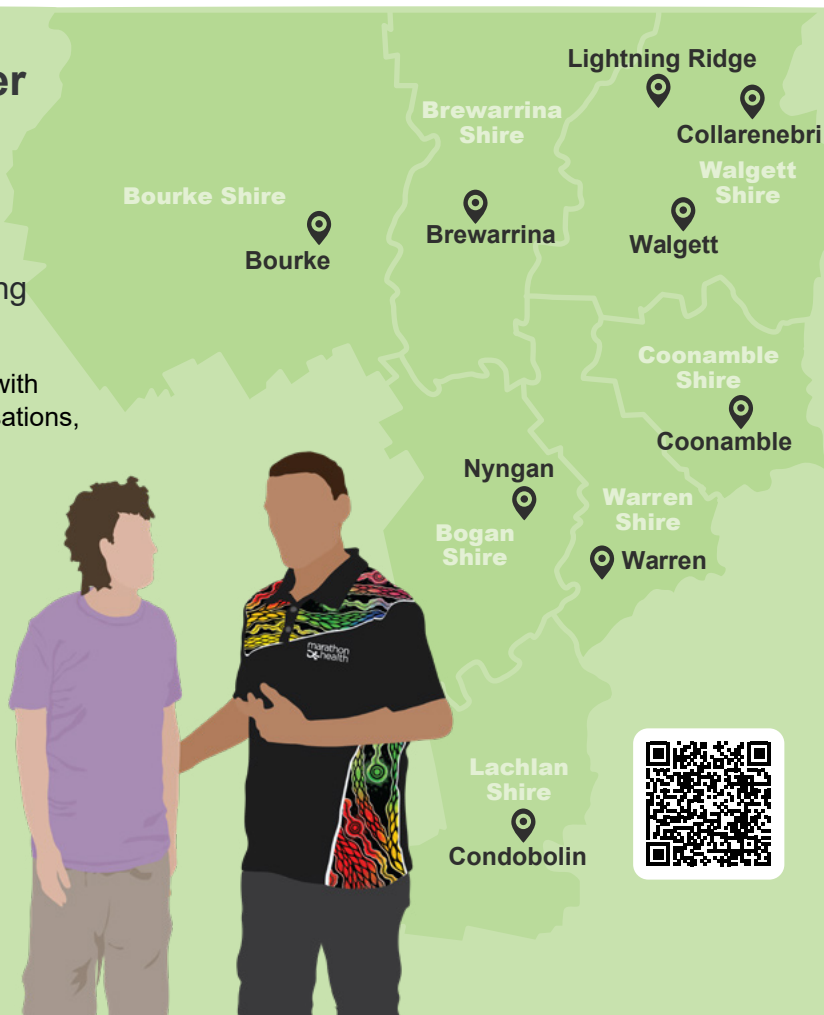
Co-designed by and for young people – in partnership with their families, Aboriginal Community Controlled Organisations, other service providers, local government, headspace National and the Western NSW PHN.

### Aboriginal Youth Wellbeing Workers

Local Aboriginal staff with invaluable firsthand experience of challenges faced by young people.

Strong community connections and trust, supporting culturally responsive approaches to wellbeing.

**90%** recruited from the **Aboriginal Workforce Development Initiative** – a 12-month workforce pipeline supporting learners to gain a qualification while working in community.





# Preventative health and chronic disease

FY2024-2025



Country Australians face higher rates of chronic disease than city dwellers. We prioritise preventative health, education, early intervention, and connecting individuals to essential care.

## 14,048

Clients supported



**29%**  
First Nations

**97%**

(650/672)

felt supported to choose the service they received

**91%**

(607/666)

felt their health and wellbeing improved since working with us

**97%**

(653/672)

felt satisfied with the service provided

**96%**

(645/669)

would be happy to recommend our services to others



Our **After Hours GP Clinics** provided urgent care to people in Bathurst and Dubbo through

**2,831** consultations on weekends and public holidays

**87%**

(232/266)

survey respondents were happy with how quickly they saw a GP

**60%**

(159/266)

would likely have gone to the emergency department otherwise

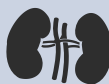
***"This clinic fills a big gap. No one can wait two weeks to see their GP when they unexpectedly become ill."***

***"Staff here are really caring and great. Saved myself a trip to the ER."***

Our free **Indigenous Chronic Disease Clinic** in Bathurst supported clients to access



**Podiatrist**  
113 clients



**Endocrinologist**  
60 clients



**Exercise physiologist**  
16 clients



**Diabetes educator**  
48 clients



**Dietitian**  
39 clients

Find out more about our services



1300 402 585



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## Specialist and allied health outreach in Western NSW

**34** health professionals provided health and wellbeing services such as pulmonary rehabilitation and diabetes education through the **Medical Outreach Indigenous Chronic Disease Program**

**32** health professionals delivered specialist services such as rheumatology, cardiology, dermatology and neurology through **Rural Health Outreach Funds**

**1,689** occasions of service to diagnose, treat and manage ear and hearing conditions, prioritising First Nations children across Western NSW through **Healthy Ears, Better Hearing, Better Listening**

**699** clients supported to improve their overall health and wellbeing through the **Keeping Healthy Puura Manti Program** in collaboration with diabetes educators, dietitians and GPs

**Wellness and Resilience Achieved Through Allied Health (WARATAH)** supporting people with complex and chronic health conditions in the Murrumbidgee



**2,562**  
clients



**6,502**  
allied health services delivered



**17**  
allied health professionals



**120**  
clients received HealthLinker services

***"[Marathon Health] took the time to listen to me and answer questions... and helped find a plan that works with my family and circumstances."***

Integrated Team Care for First Nations people

**292**  
clients

**64%** of discharged clients showed improved outcomes  
(56/87)

***"The support and service is second to none. You're closing the gap and we're so grateful to have you."***

Integrated Care Coordination

**195**  
clients

**76%** of discharged clients showed improved outcomes  
(32/42)



**33%** First Nations  
***"It's nice to have someone I can rely on, going above and beyond to help me."***

Health Care Navigator

**94%** of discharged clients showed improved outcomes  
(17/28)



**11%**  
First Nations

***"Marathon Health has helped me access and navigate services I didn't know existed."***

# NDIS and early childhood intervention

FY2024-2025

## 2,250

NDIS participants and children supported



### 19%

First Nations

### 96%

(213/221)

would be happy to **recommend** our services to others

Our team is dedicated to ensuring that NDIS participants living in regional and rural Australia can access high-quality, evidence-based allied health services to support them to achieve their goals.

Our **Positive Behaviour Support** team developed tailored strategies to address challenging behaviours for



## 238

people across NSW and Victoria



### 18%

First Nations

We contributed to Melbourne University's *Right Direction Project*, advancing Positive Behaviour Support best practices nationally

- Our evidence-based, person-centred work creates measurable improvements for participants and their support networks

Introduced counselling services in the Murrumbidgee to enhance our practice by addressing the emotional needs of our clients and their supports

- Reduced carer burnout, improved wellbeing across support networks, and stronger outcomes for participants
- Practical experience for Counselling and Psychology students, further supporting our commitment to developing a skilled regional workforce



## 635

people across NSW and Victoria accessed our allied health services under the NDIS



### 25%

First Nations

Our nationwide **After Hours Crisis Referral Service** supported

## 561

NDIS participants in crisis

### 18%

increase from FY2023/24

47% of referrals were resolved at the point of crisis, with the participant being able to leave the care of the referrer

***“Excellent service – prevented a minimum three-day admission for a participant, which means they were able to remain in the comfort of their own home with the carers they know instead!” (paramedic)***



We also provide vital early childhood intervention support to children and young people living in rural and remote communities, helping to connect them to the ongoing supports they need to thrive.



**WARATAH for Kids** is a multidisciplinary clinic supporting children aged 0-7 with developmental or behavioural concerns



**12** clinics were run across Deniliquin, Leeton, Hay and Gundagai

**41** families supported to understand the next steps for their child through speech pathology and OT services

***“I felt for the first time since seeking help with my child’s behavioural issues that I was doing the right thing. The team really listened to my concerns and responded to me in a very compassionate and understanding way.”***



Funded to extend the program to a total of nine communities in the Murrumbidgee, ensuring vulnerable kids don’t fall through the gap in healthcare.

The **Western NSW PHN Speech Pathology** provided early intervention support to

**110** children



**50%** First Nations



**12** communities

**1,200+** hours of speech pathology services direct to children in their school or early learning facility



***“Thank you for maintaining the service. It is vital to us!”***



**12** Flying Start Paediatrician clinics delivered across Lightning Ridge, Walgett, Coonamble and Dubbo

through partnerships with Variety – the Children’s Charity NSW/ACT and NSW Rural Doctors Network

**50+** children accessed holistic paediatric assessments with a multidisciplinary allied health team and Paediatrician

***“What you’re doing is working – I can really see the difference in him.”***  
(teacher)

Following the success of previous years, **Mirror on Reading** was delivered in Mendooran – a small rural community in central NSW

**15** primary aged children (K, 1 and 2), their families and teachers at Mendooran Central School supported

Building foundational literacy skills, fostering an enjoyment of reading and equipping teachers with vocabulary rich literacy activities to implement in their classrooms.

Find out more about our services



 **1300 402 585**

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# Place-based, person-centred

FY2024-2025



Our person-centred services help build social connections and strengthen community ties, supporting country Australians to thrive. Delivered across regional and rural NSW, our programs have a strong focus on local needs and community-led approaches.

## 664

Clients supported



**21%**  
First Nations

**96%**  
(109/114)

felt supported in making choices about the service they received

**94%**  
(107/114)

felt their health and wellbeing improved since working with us

**98%**  
(111/113)

were satisfied with the service they received

**100%**  
(114/114)

would be happy to recommend our services to others

## 60

young men were mentored in our **Crossways** program at Condobolin and Nyngan to safely transition into adulthood



**66%**  
First Nations



**Multisystemic Therapy for Child Abuse and Neglect (MST-CAN)** is an evidence-based intensive treatment program keeping children safe and with their families

## 20

families supported at Dubbo, Narromine and Wellington

## 100%

children remained at home with their family

### Downward age extension pilot

The first and only site globally to successfully complete the downward age extension pilot to children under six and continue taking downward age extension clients.

Pilot successfully delivered for over two years, with outcomes and learnings from our work paving the way for four other sites from around the state to join the pilot.

**Only NSW site delivering family restoration, which has been approved outside the scope of the model due to our continued success.**

### Find out more about our services



1300 402 585



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**340+**  
vulnerable older  
community members

As Australia's population ages, **care finder** is addressing the growing need for specialised support to help older people navigate the often complex aged care system and live well.

The program connects older people with essential services – such as aged care, housing, and wellbeing support – while also reducing social isolation and helping them stay engaged with their communities.

***“You have no idea what you have done for my father and myself, the difference you have made in our lives.”***

Partnered with NSW Ambulance Paramedic and Virtual Clinical Care Centre (VCCC) to deliver a state first pilot that aims to streamline the way older people are supported to access the appropriate care, reducing unnecessary hospital admissions.

In the first year of delivering **Westfund Care Coordination**, we provided person-centred care to

**100+** people living with chronic conditions

**93%**  
(48/52) who completed the program said their ability to manage their own health improved

***“I feel as though I have another shot in life, and I am not going to waste it.”***

The eight-week **Pulmonary and Chronic Cardiac Rehabilitation** program delivered specialised supports through a collaborative, integrated care model that involved local GPs and other service providers



**87%**  
(20/23) clients showed improvement in general fitness (as measured by six-minute walk test)



## Combating homelessness in the Murrumbidgee



**50**  
clients



**34%**  
First Nations

**Homelessness Health Support Team Program** supported clients experiencing, or at risk of, homelessness to access healthcare services and navigate the health system. The team worked collaboratively with local providers to facilitate client access to GP multidisciplinary outreach clinics in Wagga, Junee, Boorowa, and Holbrook.

**Together Home** worked in partnership with Argyle Housing, to support clients into secure housing and to achieve their goals.









## Staff survey

Our annual industry standard Staff Satisfaction Survey was completed in May 2025.

**81%** of our 272 employees responded  
(219/272)

BPA Analytics benchmarked our performance against our own previous staff surveys and others in the sector.

This year, results identified that we have maintained a culture of soaring – organisational achievements are acknowledged, shared and celebrated and our leaders regularly self-critique to support continuous improvement.

***Our staff identified our best scoring attributes as the work is purposeful, meaningful, and something I am proud of.***

**89%** agree that Marathon Health is a truly great place to work  
(199/219)

**90%** feel that Marathon Health ensures high quality service is delivered to clients  
(200/219)

**89%** are proud of the successes and achievements of Marathon Health  
(199/219)

## ICARE Awards

Our annual showcase of staff who exemplify our five ICARE values and have gone above and beyond.

This year, we introduced the Garry Burton ICARE Award. This esteemed award, created in memory of our inaugural Chairperson, recognises outstanding contributions and dedication to Marathon Health.



### Garry Burton ICARE Award

Clare Knight – General Manager – Business Innovation, Canberra



### Integrity and trust

Simone Sly – Acting Data and Reporting Officer – Mental Health, Acting Senior Program Support Officer, headspace Cowra



### Collaboration and innovation

James Knight – Brand and Design Specialist, Bathurst  
Kylie Irvin – Portfolio Manager NDIS Western, Dubbo



### Achievement and excellence

Christele Prinsloo – Payroll Specialist, Bathurst  
Rebecca Younie – Senior Program Support Officer, Wagga Wagga



### Respect and empowerment

Karen Ingram – Cultural Capability Lead, Wagga Wagga



### Empathy and understanding

Sam Bolt – Community Engagement Coordinator, headspace Bathurst  
Juanita Streicher – Finance Officer, Dubbo



# Funder thanks

- Argyle Housing
- Australian Government Department of Health and Aged Care
- Australian Government Department of Industry, Science, Energy and Resources
- Australian Government Department of Social Services
- Charles Sturt University
- Department of Regional NSW
- headspace National Youth Mental Health Foundation Ltd
- firsthealth Limited and Murrumbidgee Primary Health Network
- National Disability Insurance Agency
- Nepean Blue Mountains Primary Health Network (Wentworth Healthcare)
- Newcastle Permanent Charitable Foundation
- NSW Department of Communities and Justice
- NSW Ministry of Health
- NSW Rural Doctors Network
- South Eastern NSW Primary Health Network (COORDINARE)
- University of Melbourne
- Variety – the Children’s Charity (NSW/ACT)
- Western NSW Primary Health Network (Western Health Alliance Network)
- Westfund

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 well-being services.



**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.**