

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



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



2024
**BUSINESS
AWARDS**

**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+ 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

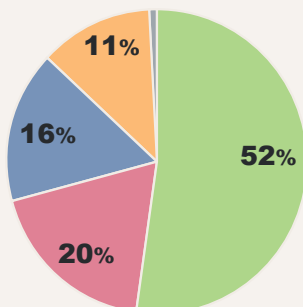
Systems and security

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+ 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

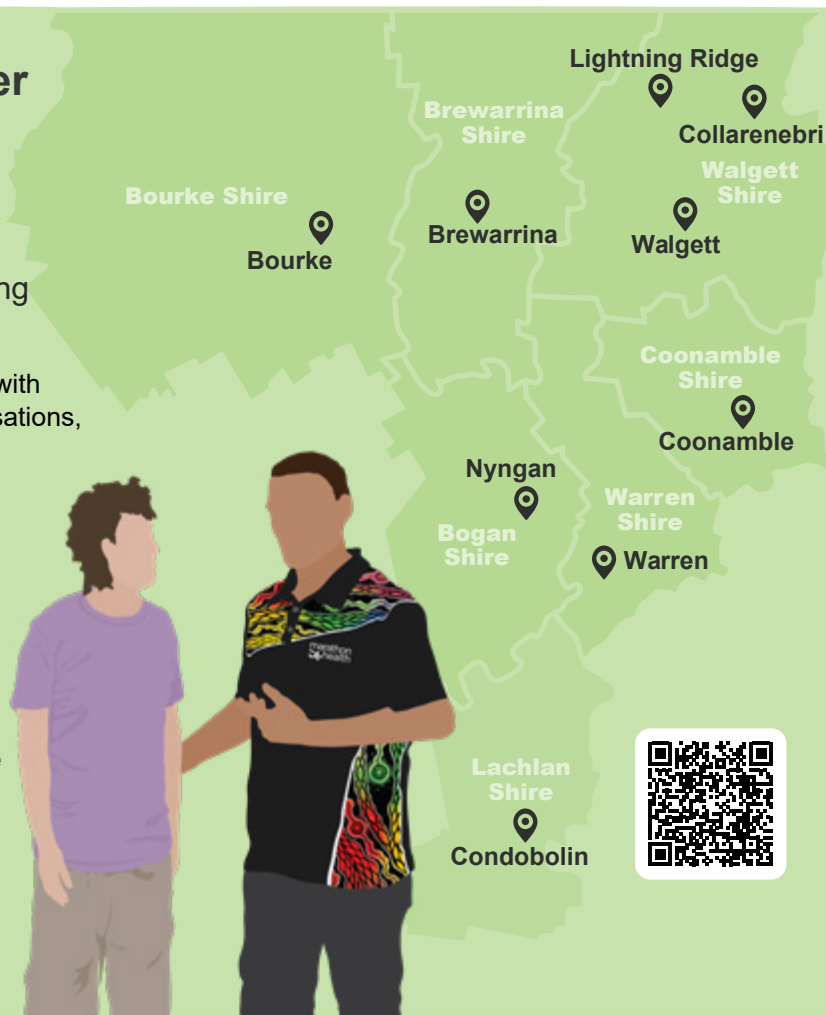
Co-designed by and for young people – in partnership with their families, Aboriginal Community Controlled Organisations, other service providers, local government, headspace National and the Western NSW PHN.

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

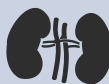
"This clinic fills a big gap. No one can wait two weeks to see their GP when they unexpectedly become ill."

"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



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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

🌐 marathonhealth.com.au

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



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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 Department of Regional NSW
- 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.**