



**Grand
Pacific
Health**



Impact Report 2024-25



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At Grand Pacific Health we acknowledge, recognise and respect the Traditional Custodians of the land upon which our places of work are located, and value and embrace the cultural diversity of Aboriginal and Torres Strait Islander culture. Our vision for Reconciliation is to improve the health status of the Aboriginal and Torres Strait Islander population by improving access and equity to all health services – shared vision, shared journey – same opportunities, same life expectancy.

About Us

Grand Pacific Health is a not-for-profit healthcare organisation providing high-quality and responsive healthcare services. We focus on what matters most – making our services accessible to all in the communities where we live and work. Above all, we focus on our consumers.

At the core of our identity is the commitment to integrated care, aiming to address every facet of each of our consumers' physical health and mental wellbeing throughout the various stages of life.

Founded on the principles of inclusivity and accessibility, we firmly believe that everyone, regardless of their financial circumstances, has the right to high-quality healthcare. To uphold this belief,

we proudly offer free or low-cost health services that ensure our care reaches everyone in need, particularly those experiencing or at greater risk of disadvantage.

At Grand Pacific Health we have a long-term commitment to the communities we serve and are proud to live and work in those communities.



Our Values



Authenticity

We create a safe space for everyone to be their authentic selves. We accept people for who they are and embrace vulnerability, diversity and difference. You can expect us to be genuine, transparent, respectful and trustworthy in how we connect with you.



Kindness

We believe kindness is central to creating a strong organisation that is part of a thriving and compassionate community. You can expect us to treat you with compassion, consideration and gratitude.



Integrity

We stand by our purpose and are deeply committed to the communities we support and in which we live. You can expect us to be honest, mindful, reliable, respectful and transparent in all our actions and interactions.



Respect

We embody empathy, are mindful of everyone's unique journey, and embrace diverse human experiences. You can expect us to treat you with kindness, empathy and understanding.



Collaboration

We work in partnership with consumers, service partners and our communities to enhance health and wellbeing and make a positive difference. You can expect us to listen, value all contributions, work together and honour lived experience.

At Grand Pacific Health, we are deeply committed to providing healthcare support to all in the communities we serve, with special focus on those at the greatest risk of disadvantage.

We remain completely neutral on political issues, debates and decisions. Every person, regardless of their opinions, beliefs, or political affiliations, deserves to access the care and support necessary for them to thrive. We aim to avoid creating any barriers to people seeking and using our services.

We prioritise understanding the varied backgrounds of the communities we serve, providing culturally sensitive and tailored services that address unique needs, and fostering an environment where all individuals feel valued and comfortable seeking the assistance they require.

Our Strategic Plan 2023-2027

Our Vision

Local equitable health care to support thriving communities.

Our Purpose

To deliver high-quality health services that improve the physical, emotional and social wellbeing of consumers, carers and our local communities.

Our Role (what we do)

To provide our local communities with equitable, inclusive and integrated health care with a particular focus on those experiencing or at greater risk of disadvantage.

Enablers

Sustained and diverse funding

We have funding and investment strategies that create opportunities to better support and value our people. We offer financial assurance and stability and continue to provide excellence in service delivery to those who need it most.

Excellence in service delivery

We are local, know our communities and we deliver quality health services that are demonstrated to be above industry standards. We deliver excellence in everything we do.

Vibrant culture

A culture that reflects the care, passion, and experience of our people. We support our team to develop, connect and thrive.





Commitment

Outcomes

Priorities

Principles

	Consumers & Carers	Communities	Our People
Commitment	A local health service that listens and values consumer and carer experience and delivers accessible services to improve their health and wellbeing.	Local health services that are part of a connected and integrated health system. We strive to be a health provider of choice.	A workplace that creates opportunities to innovate, is clinically excellent, operationally strong and supports our people to reach their full potential.
Outcomes	<p>Measurable improvements in consumer and carer physical, social, and emotional wellbeing.</p> <p>A leading health care service consumers and carers trust.</p>	<p>We strive to improve identifiable public health outcomes in local communities in which we operate.</p> <p>Our communities know and value us.</p>	<p>Service innovation and improvement is achieved through harnessing the talents, passions, and ideas of our people.</p> <p>Our people thrive when working with us.</p>
Priorities	<p>Consumer and carers have access to individually tailored supports that meet their needs.</p> <p>Consumer and carers participate at all levels.</p> <p>Consumer and carer feedback is used in assessing the effectiveness, quality, affordability, and cultural safety of services.</p>	<p>We have communication channels which ensure our communities know about us and our services.</p> <p>We have partnerships that support us to deliver integrated and coordinated health services.</p> <p>We seek funding to address known health needs and priorities.</p>	<p>We support our people to reach their full potential, and together create a vibrant work culture.</p> <p>We deliver excellence in evidence-based service delivery and governance.</p> <p>We invest in improved corporate services and systems.</p>
Principles	<p>We make a positive difference to the lives of consumers and carers.</p> <p>We deliver excellence in the services we offer.</p> <p>We gain consumer and carer input into everything we do.</p>	<p>We recognise every community deserves services tailored to their specific needs and priorities.</p> <p>We actively contribute to the health, environment, and wellbeing of our communities.</p> <p>We are here for the long term.</p>	<p>We are a bold, progressive, and innovative service provider.</p> <p>We care about our people.</p> <p>We always challenge ourselves to improve.</p> <p>We foster environmental sustainability.</p>

From Our Chair

More people in more places than ever before have received Grand Pacific Health services in the past year. This is a wonderful result for us all to reflect on at the end of a very busy period. It is a result that truly reflects our commitment to making quality healthcare available for all.

Across every region and every program, our teams have delivered meaningful outcomes for people and communities, with compassion, professionalism, and integrity. I want to acknowledge the talent, effort and commitment of our people at every level of the organisation.

We have established Medicare Mental Health Centres in Wagga, Young, Moruya and Shellharbour, each providing integrated, multidisciplinary care, and have expanded our involvement in headspace services through the introduction of new services in Oran Park, and Kiama. The establishment of our Queanbeyan Alcohol and Other Drugs Hub demonstrates our commitment to meeting emerging community needs wherever they arise.

We have also seen tremendous progress across Aboriginal Health, where culturally informed programs like the WeBreathe program continue to have an impact, reinforcing the importance of working with communities to bring about lasting health benefits.

The quality and accessibility of our general practice clinics and aged care services have been recognised through accreditation and strong, positive, community feedback.

We believe in the value of peer work, reflected in the positions created across programs, so that lived experience is now firmly embedded in the organisation's approach to service.

The effectiveness of our services is enhanced by our extraordinary partners including our consortium partners, Aboriginal community-controlled organisations, and related service providers across the youth, family relationships, alcohol and drugs, and aged care sectors.

Together, we are building something exceptional – an organisation that is not only trusted and high performing, but also deeply human in the way it approaches health and wellbeing.

Dr Alan Woodward
Chair, Grand Pacific Health

“Together, we are building something **exceptional...**”



From Our CEO

Over the past year, Grand Pacific Health has continued to grow – in size, reach, and impact. Today, we are one of the largest not-for-profit primary and mental health organisations in New South Wales, with services extending across the ACT and regional NSW. With more than 430 staff delivering over 120,000 occasions of service each year, our footprint now supports communities from Shellharbour to Queanbeyan, from Wagga to Nowra, and beyond.

Grand Pacific Health's impact this year has been remarkable. From our Medicare Mental Health Centres to our headspace sites, from our Aboriginal health programs to our chronic disease and aged care services, our teams have created meaningful, measurable outcomes for individuals and families. These achievements are powered by our people – all deeply committed to service, integrity, and kindness.

Across our organisation, we are guided by the belief that the best ideas come from the ground up. We trust our teams to connect with their communities, to listen deeply, and to innovate.

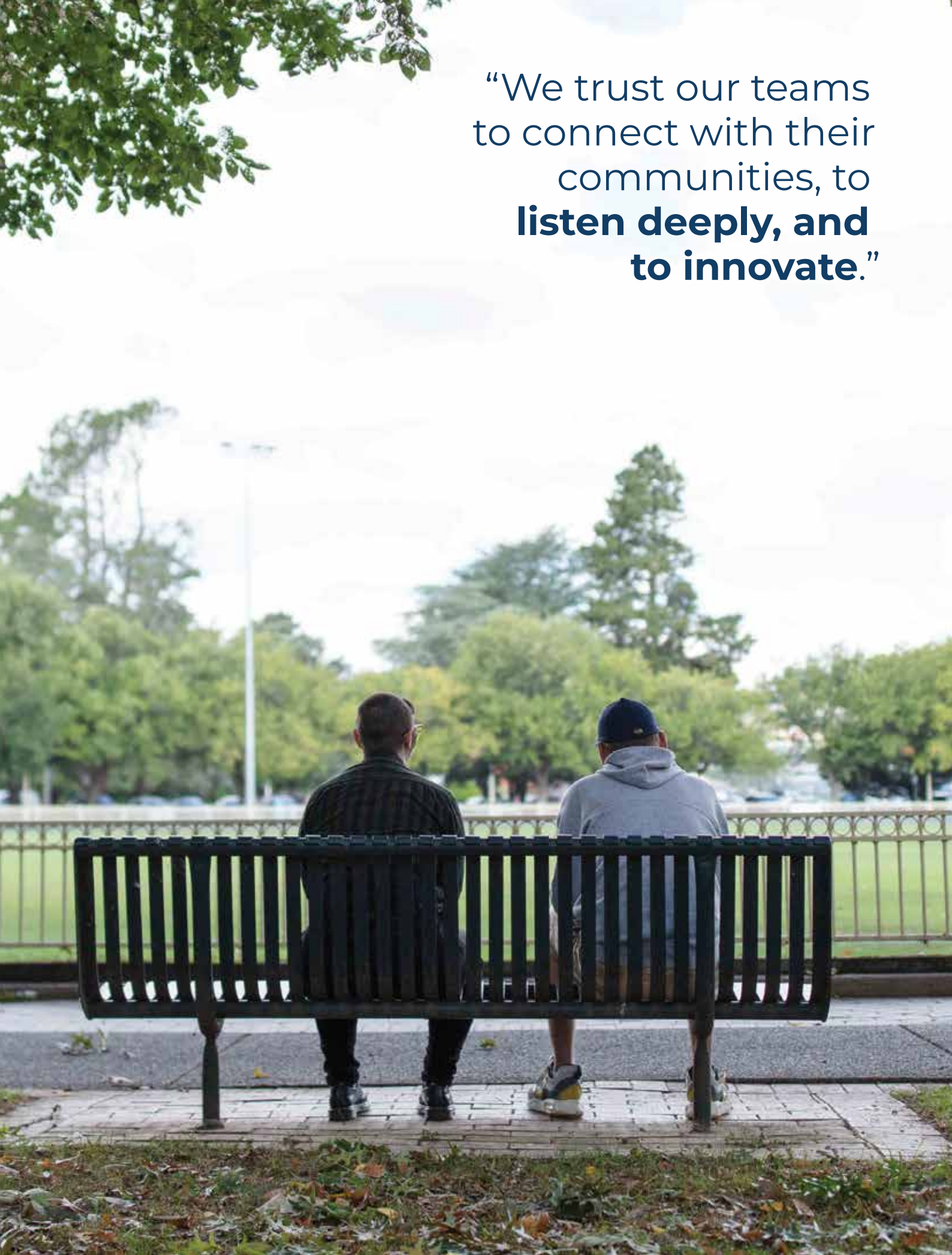
Whether it's the Moruya team strengthening partnerships with Elders, the Wagga Wagga team welcoming refugee communities, or our new services in Campbelltown and Oran Park expanding access to care, every local success contributes to a broader story of collective impact.

We are also investing in integration, working towards joining services together so that people experience seamless, wrap-around care rather than fragmented systems. Our goal is always to offer more than what is required by contract. We aim to bring health, connection, and hope to every community we touch. This year, we plan to deliver 3,000 more service contacts than last year at our current size, extending our reach and deepening our impact.

Grand Pacific Health has become what it is today because of the strength of our people. From the front desk to the executive, our staff are driven to support the communities in which they live. I want to celebrate their incredible work this last year and look forward to seeing what we'll achieve together in the next year.

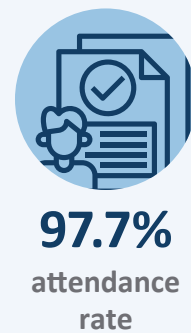
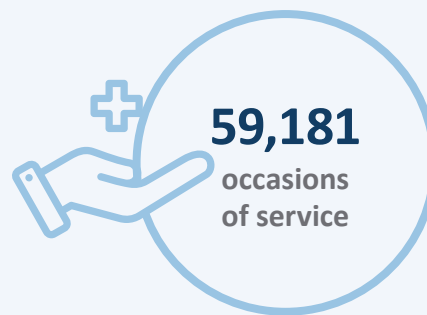
Adam Phillips
CEO, Grand Pacific Health

“We trust our teams to connect with their communities, to **listen deeply, and to innovate.**”



Our Impact

Primary Care



Our two primary care clinics offer general practice, allied health and mental health services, with high levels of patient engagement and high-quality service delivery

Grand Pacific Health Centre – Nowra

35% of patients hold a concession card

68% of patients were bulk billed

10.3% of patients identify as Indigenous

Shell Cove Family Health Centre

14% of patients hold a concession card

24.6% of patients were bulk billed

3% of patients identify as Indigenous

Highlights for the Year

This year saw significant achievement, growth and recognition for both Shell Cove Family Health Centre and Grand Pacific Health Centre Nowra. The collective efforts of our teams at both clinics have delivered meaningful outcomes for patients, staff and the wider community as we continue to strengthen the foundations of primary care in our region.

- A key milestone was the successful completion of accreditation for both practices. By meeting all RACGP Standards for General Practices, we demonstrated excellence in patient care, safety and quality systems. This achievement ensures our practices remain recognised for delivering safe, high-quality, and patient-focused care. Shell Cove Family Centre achieved the exceptional result of passing with zero non-conformities – a testament to the dedication and professionalism of the entire team. The assessors commended both practices for embedding accreditation processes into everyday operations and for maintaining an extraordinary standard of organisation throughout.
- Shell Cove Family Centre was honoured to be nominated for the RACGP Practice of the Year Award. This nomination reflects our commitment to excellence in patient care, innovation in service delivery, and active community engagement.
- We had a strong focus on workforce development and GP recruitment this year, with positive results across both sites. Shell Cove Family Centre welcomed two new GPs and one Registrar, further strengthening capacity to meet patient needs. Grand Pacific Health Centre Nowra also experienced substantial growth, welcoming three new GPs and five Registrars across two terms. One of the Registrars commenced on the Rural Generalist Single Employer Pathway, which is delivered in collaboration with the Local Health District. We are proud to be one of the first clinics in Nowra to trial this innovative program, which supports the future of rural healthcare by enabling junior doctors to remain employed while gaining experience across both primary care and hospital settings.





Supporting Healthy Ageing

Healthy Ageing at Home

This year we made significant strides in promoting the health and wellbeing of older people in our communities through two programs: Healthy Ageing at Home and Healthy Ageing and Early Intervention. These initiatives focus on empowering older people to live healthy, active and independent lives in their own homes for as long as possible. They particularly target people living in the more vulnerable communities across south-west Sydney and the ACT.

In the Fairfield region of Sydney, we successfully delivered over 60 tailored workshops, reaching more than 200 participants with essential health promotion activities. Designed to reflect the unique needs of our local communities, the workshops covered vital topics including falls prevention, nutrition, navigating the aged care system, financial counselling, and scam awareness. We also facilitated 23 workshops in the ACT, directly engaging over 60 Aboriginal and Torres Strait Islander people. Sessions created valuable opportunities for participants to gain practical health knowledge, connect with support networks, and build a sense of community.

All workshops were highly interactive, encouraging participants to share their experiences and learn from one another. By creating a safe, inclusive, and culturally respectful environment, we empowered older people to voice their concerns, seek solutions, and take active steps to improve their wellbeing. The positive feedback we received underscored the importance of delivering these services in a culturally sensitive manner, reinforcing our commitment to inclusivity and respect for dignity.

Home Care Packages

Complementing our health promotion efforts, we launched the Home Care Package Program this year. This service is designed to support older people to navigate the increasingly complicated My Aged Care system. Further cementing our reputation as a prepared and responsive provider in our communities, we introduced the program prior to expected changes in My Aged Care.

To ensure service quality and accountability, we established strong internal systems and governance structures for the program and welcomed our first clients in early 2025. This early uptake has been vital in helping us refine service delivery, ensuring clients receive timely and person-centred care and support they need to thrive at home.

Initial feedback has been overwhelmingly positive, with demand steadily growing. Our commitment remains clear in this promising new chapter for our organisation. We will continue to adapt, grow and lead the way in delivering high-quality, inclusive services that improve the lives of older people across our communities. And as always, we will listen to the people we are privileged to support.

“...we empowered older people to voice their concerns, seek solutions, and **take active steps to improve their wellbeing.**”

Our Impact

Mental Health



9,781
Mental Health
consumers
assisted



104,669
Mental
Health
appointments



176

Neurodiversity
Assessment
consumers
supported



553

Neurodiversity
Assessment
appointments



5,153

people had mental
health literacy
training in rural
and regional areas



2,529

people connected
to rural and
regional mental
health services

“The clinicians were incredibly kind and professional.”

“Very friendly practitioners and relaxed vibes.”

“It has changed my life so much – I will forever be grateful.”

“I always felt listened to and respected. It made it easier to open up and get the help I needed.”

“Being able to book through the website was very easy. I could see who I would be talking to and read about what they specialise in. The whole process was very simple, which made a big difference during a difficult time.”

“Has been fantastic. Very helpful, lovely people to work with and understanding of financial needs.”

“These collaborations have enabled more people to **access care** without financial burden.”

Mental Health Direct

Mental Health Direct is a low-cost, fee-for-service mental health program designed to provide timely, flexible support to individuals experiencing anxiety, depression, and other psychological challenges.

The service offers a responsive model of care that meets people where they are – whether through in-person sessions or telehealth – ensuring accessibility for those seeking support outside of traditional pathways.

Over the past year, Mental Health Direct has continued to evolve to meet growing community needs. The program has expanded its reach through partnerships with key government-funded initiatives, including Insurance and Care NSW, the Department of Veterans Affairs, the Victims Support Scheme, and the National Disability Insurance Scheme. These collaborations have enabled more people to access care without financial burden, particularly those who may otherwise face barriers to support.

Mental Health Direct is also strengthening its presence within primary care, with clinicians now embedded in GP clinics across Moorebank, Milton and Pambula. This integration ensures that mental health support is available in familiar and trusted settings, improving continuity of care and early intervention.

The program’s clinical capability continues to grow, with more practitioners accredited to deliver services under workers compensation schemes and approved to provide care through Open Arms. Increasingly, external organisations are also seeking support from Mental Health Direct for their internal staff, reflecting the program’s reputation for delivering high-quality, person-centred care.

Through its flexible delivery model, strong partnerships, and commitment to accessible, evidence-based support, Mental Health Direct is making a meaningful impact on the mental health and wellbeing of those living in our communities across the region.

Neurodiversity Assessment Service

The Neurodiversity Assessment Service provides structured, evidence-based assessments for individuals with neurodevelopmental concerns, including autism spectrum disorder, ADHD, and specific learning difficulties. Designed to be clinically robust and responsive, the service supports families and referring professionals by delivering timely, comprehensive evaluations that inform care and planning.

This service operates under a fee-for-service model, with recent pricing adjustments introduced to support long-term sustainability while remaining affordable to consumers. The service accepts NDIS funding and offers flexible payment options, ensuring assessments remain accessible to those who need them most. Strong relationships with schools and community organisations continue to underpin the program’s commitment to coordinated care and positive outcomes.

Each assessment follows a standardised process, incorporating developmental history, clinical interviews, validated diagnostic tools, and observation. Families receive a detailed report outlining diagnostic findings, individual strengths, areas for support, and tailored recommendations to guide the next steps.

Collaboration remains central to our approach and we work closely with general practitioners, paediatricians, psychiatrists, educators and allied health professionals to ensure assessments are well integrated into broader care and education planning. These partnerships are actively strengthened to support continuity of care and ensure families feel supported throughout the process.

The service launched in Oran Park in September 2025, supported by three newly appointed clinicians. This expansion reflects our commitment to responding to community demand and maintaining service continuity in growth areas.

Rural Adversity Mental Health Program

The Rural Adversity Mental Health program aims to build and strengthen the capacity of rural, regional and remote NSW communities to respond to, and thrive during tough times.

By working closely with partners such as the Department of Primary Industries, we continue to focus on reaching those who have been hit hard by adversity but are least likely to seek support. We manage this program in partnership with nine Local Health Districts, delivering a model that harnesses the strength and efficiency of collective action while remaining responsive to place-based need.

Over the last year, the program has delivered mental health literacy training to **5,153** people and connected **2,529** people to mental health services and supports across rural NSW. We also launched our 'Who we are' video, which showcases our unique value to rural communities – that we're not only here in times of adversity, but for the everyday demands of life. We continue to be thought leaders in the rural mental health space with contributions made to the National Rural Health Alliance and magazines such as The Land's 'Healthy Mind' and NSW Farmers 'The Farmer'.

Medicare Mental Health Centres

Grand Pacific Health runs several Medicare Mental Health Centres over regional NSW. Aimed at supporting those experiencing mental health distress and crisis, these centres utilise an integrated and multidisciplinary model of mental health care which works in partnership with local service providers.

Murrumbidgee Mental Health

The past year has marked a period of exceptional growth and achievement in the Murrumbidgee area, with purpose designed facilities now providing welcoming, accessible spaces in the town centres of Wagga and Young, for people to receive the support they require (people supported: **922**, Occasions of service delivered: **5,980**).

The My Step to Wellbeing program provides outreach across the eastern Murrumbidgee catchment and from the Grand Pacific Health Hubs, delivering therapy, peer support and group work. This includes vital services for children, adults and residents of aged care facilities, ensuring that even the most vulnerable community members receive timely, person centred care.

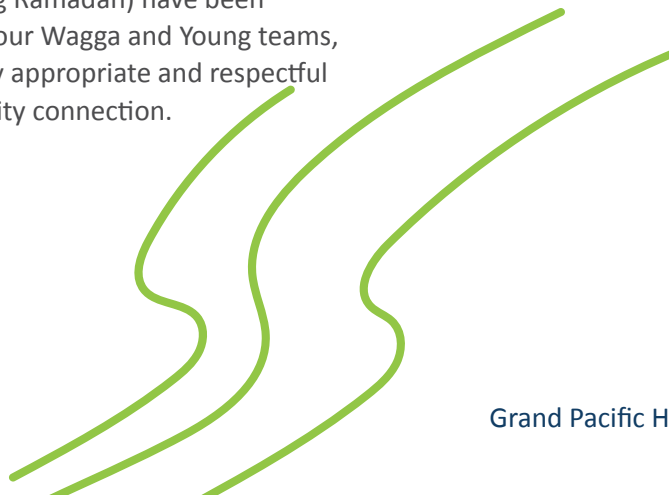


The Medicare Mental Health Centres in Wagga and Young have become trusted and well utilised community hubs. The Wagga centre now operates seven days a week, with both sites offering walk in access and an integrated menu of services including one on one therapy, group programs, alcohol and other drugs support, family support, general medicine, psychiatry, art therapy, and peer work (people supported: **935**, Occasions of service delivered: **11,086**).

Through these initiatives, we have not only expanded our service capacity but also strengthened our role as a cornerstone of mental health support in the Murrumbidgee region – meeting people where they are, when they need us most.

The model of care delivered by Grand Pacific Health places a strong emphasis on engaging with marginalised and underserved communities. One of the standout examples of this commitment is the team’s proactive and culturally informed work with the local refugee communities.

- Employing Community Engagement Officers has enabled us to build rapport with, and learn from, the communities and their elders so we can shape the service to meet their specific needs.
- We have also employed Community Navigators – people from within target populations who possess deep insight into their community’s unique needs, cultural practices and health beliefs. They play a crucial role in bridging the gap between mainstream services and the community, providing outreach and advocacy and helping to build trust.
- The Wagga team facilitates a weekly Yazidi Community Connection group for women to come into the centre, share food and experiences while learning about our services and their potential benefits.
- Community Iftars (the evening meal that breaks the daily fast during Ramadan) have been facilitated by both our Wagga and Young teams, creating a culturally appropriate and respectful forum for community connection.



We are proud that this work has resulted in tangible increases in refugee consumers utilising our services, demonstrating the power of culturally competent care in reducing disparities and promoting mental health equity. These initiatives are shining examples of best practice in rural mental health. By combining local innovation, cultural responsiveness and a deep commitment, we are serving all members of the community, including those most at risk of exclusion.

Our efforts exemplify not only clinical excellence, but also a genuine dedication to social justice, community empowerment and person-centred care.

Moruya Medicare Mental Health Centre

Moruya Medicare Mental Health Centre has continued to implement and solidify effective strategies throughout the year to promote quality service and provide positive outcomes for consumers. Over the year the Centre received **205** new referrals and achieved **1,846** occasions of service.

The multidisciplinary team at the centre includes peer workers, an Aboriginal Care Navigator, clinicians, administrators, co-occurring needs clinicians, and a clinical lead and service manager. Passionate about both consumer and team care, our staff feedback is as valued as our customer voice.

The centre continues to place a strong emphasis on developing partnerships with our consortium agencies and local networks such as the Urgent Care Clinic, local health district and GP surgeries. We also strive to improve access and safety for the Aboriginal community with our Aboriginal Care Navigator involved in several networking and collaborative care groups, including the Koori Women's group and Local Elders group. This engagement has resulted in an increase in Aboriginal consumers accessing the service, particularly since the commencement of our Aboriginal Care Navigator.

Looking forward, we are committed to continuing our strong emphasis on community engagement and raising awareness of our services, which will be bolstered by welcoming a Community Engagement Officer into our team.

Shellharbour Medicare Mental Health Centre

Over the past year, our Shellharbour centre has strengthened its operations and firmly embedded the service within our community. We supported **307** consumers over the year with **4,784** occasions of service. Our systematic focus on reminders and cancellation processes means our low DNA rate of 7% was maintained.

We have been offering a six-week Dialectical Behaviour Therapy Skills group each term and have had maintained consistent attendance with extremely positive feedback from participants.

Co-located specialist services continue to provide family and relationship counselling, support for those dealing with issues related to alcohol and other drugs, and employment assistance for Shellharbour Medicare Mental Health Centre consumers. Thanks to our partnership with Neami, warm referrals allow consumers to step up to other programs as needed, including Housing and Accommodation Support Initiative and Community Living Supports. Integration within multidisciplinary meetings supports collaboration and continuity of care, with weekly meetings serving as a forum for feedback, referrals, and clear communication throughout each consumer's episode of care with us.

Our team continues to be actively engaged in the community, reaching out to local spaces where consumers and the wider population gather and connect, including the Warrawong Service Hub, Warilla Women's Health Centre "Menopause & Me" Support Group, Mindful Movement Walking, and the Aboriginal Medical Service – Gumurra Women's Group. By maintaining a consistent, assertive outreach approach, we have facilitated numerous supported referrals and provided a soft entry point into our programs for those who may not otherwise engage with mental health services.



Integrated Recovery Service

Since 2019, the Integrated Recovery Service has continued to deliver holistic, wrap-around mental health support to individuals experiencing severe and complex mental illness across regional southern NSW. Over the last year, our team has strengthened service reach, improved access, and enhanced outcomes for the communities we support (people supported: **425**, Occasions of service delivered: **5,956**).

Our multidisciplinary workforce, made up of mental health clinicians and peer workers, spans five key regions — Wollongong, Goulburn, Queanbeyan, Moruya and Bega, with some outreach to Shellharbour, Yass, Eden and Bateman’s Bay. Staff continuity, professional development, and strong internal processes have been central to the team’s impact.

The peer workforce continues to provide meaningful, recovery-oriented engagement. Their work has helped consumers feel seen, supported, and empowered. Our clinical staff delivered evidence-based interventions such as Dialectical Behaviour Therapy and trauma-informed approaches, with dedicated care planning and regular care review to ensure wrap-around support. Consumers were seen face-to-face and via telehealth, with flexibility allowing us to maintain engagement across vast regional areas.

Service improvements this year included strengthening care planning processes, embedding cancellation workflows to reduce downtime and increase reach, and introducing additional guidance and escalation procedures for timely risk assessment — particularly around suicide risk follow-up. Staff also undertook targeted training in Safeside, peer supervision, and trauma-responsive practice.

Our engagement across the region has expanded with the team attending stakeholder events including inter-agency meetings, GP practice visits, Local Health District in-services, visiting other not-for-profits for information sharing opportunities, and mental health events. We refreshed our brochure and improved the online referral form to ensure both referrers and consumers have a clearer, faster path into care. Stakeholder feedback continues to affirm the positive impact of our work.

Looking ahead, we remain focused on strengthening care pathways, responding flexibly to changing community needs, and continuing to offer safe, inclusive, and empowering support. The heart of our Integrated Recovery Service remains our ability to meet people where they are – building trust, fostering recovery, and helping each person move toward a life of greater connection, confidence, and purpose.



Our Impact

Queanbeyan Alcohol and Other Drugs Hub

“The team really listened and made me feel like I wasn’t alone in this.”

The group is “the highlight of my week... they keep me accountable and give me hope.”

The addition of the AOD Nurse “made me feel safer and more confident about managing my health.”

“Having support here in Queanbeyan means I don’t have to travel far – I probably wouldn’t have reached out otherwise.”

“...the Queanbeyan Alcohol and Other Drugs Hub has established itself as a **safe, accessible, and integrated service...**”

Since its commencement in May 2024, the Queanbeyan Alcohol and Other Drugs Hub has established itself as a safe, accessible, and integrated service for individuals, families, and communities impacted by alcohol and other drug concerns. Delivered in partnership between Grand Pacific Health, Directions Health and Katungul, our first year has been marked by the development of strong systems, the establishment of a skilled multidisciplinary workforce, and early evidence of positive consumer outcomes.

Building a new service

The Hub was designed in response to the NSW Government's Special Commission of Inquiry into the drug "Ice," with a vision of delivering holistic, stepped-care treatment and support. Over the past year, we have successfully established the Queanbeyan site, onboarded staff across Grand Pacific Health and Directions Health, and created a service culture underpinned by inclusivity, cultural safety, and recovery-oriented practice.

Key milestones include:

- Establishing an MOU with southern NSW Local Health District for Hepatitis C treatment.
- Becoming an approved Dry Blood Spot testing site.
- Implementing Take Home Naloxone.
- Commencing weekly SMART Recovery groups in partnership with other local services, creating ongoing peer-led community support.
- Recruiting an Aboriginal Health Worker to strengthen engagement with First Nations communities.
- Onboarding an AOD Nurse to broaden clinical capacity.

Service delivery and consumer outcomes

Over the year 86 consumers were comprehensively assessed, engaged in the service, and supported through tailored treatment and care plans, with more than 700 service contacts delivered. All consumers were screened for family and domestic violence risk, child safety responsibilities, and broader wellbeing needs, while the team embedded the use of standard outcome measures to track progress and inform care planning.

Consumers have been supported across multiple domains, including counselling, care coordination, brokerage for urgent financial needs, and linkages to housing, primary care, and specialist treatment. The stepped-care design allowed flexible entry points, ensuring they could access the right level of care at the right time.

Community engagement and integration

Beyond individual treatment, the Hub has been proactive in fostering partnerships and promoting awareness. Staff have engaged in local networks, collaborated with community organisations, and promoted harm reduction strategies. These activities have helped build trust, reduce stigma, and encourage early help-seeking.

Cultural safety has been a central focus, with the team providing tailored support for Aboriginal and Torres Strait Islander people – who represent over 20% of our consumers – as well as for culturally and linguistically diverse communities. This includes the use of interpreter services where needed and ongoing staff training to strengthen cultural competence.

Looking ahead

The Hub's first year demonstrates the value of a local, integrated model of care. Looking forward, priorities include:

- Expanding group programs and community outreach.
- Continuing to refine referral pathways with local health and community services.
- Strengthening relationships with community partners and forming partnerships to increase access for those requiring support.
- Using outcome data to build a robust evidence base of impact.

The Queanbeyan AOD Hub is well positioned to grow into a cornerstone service for the region, offering an innovative model of care that brings together mental health and AOD supports under one roof. By addressing co-occurring concerns in a single, integrated service, the Hub prevents consumers from being shifted between systems and instead provides safe, compassionate, and effective wrap-around support.

Our Impact

Youth Mental Health



5,914

young people supported



24,375

direct occasions of service



31,000

occasions of service across established and new centres

"My worker helped me through difficult thoughts during a tough time. Over our sessions she helped me to grow my point of view, laugh and have fun becoming myself. Thanks headspace!"



217

young people supported into work or study across our 4 Vocational Programs



84%

satisfaction rate



71.3%

young people experiencing a significant improvement in wellbeing or functioning

"I feel like my brain is more matured after seeing you."

"My daughter is quite happy to open up with these lovely people. I have been informed and felt welcome."

"This year we became the **largest lead agency** of headspace services in NSW."

Grand Pacific Health delivers services and support to young people aged 12–25 and their families and friends in four key areas – mental health; physical and sexual health; work, school and study; and alcohol and other drugs.

This year we became the largest lead agency of headspace services in NSW as we continued to expand and increase our reach to young people in need. Key achievements for the year include:

- Supporting **217** young people into work or study across our four vocational programs.
- Opening **two** new centres at Oran Park and Kiama, as well as expanding our services across our other sites.
- Our Shellharbour and Edmondson Park centres reaching **full** operational capacity after being established the previous year.
- By focussing on expanding into schools to offer outreach and increase accessibility, this year we provided support in **10** schools.
- headspace Canberra moved to a **bigger site** to accommodate the integration of the new headspace Early Psychosis program.

As always, a highlight of the year was the headspace Youth Reference Group Camp. Every headspace is supported by a group of youth volunteers, all of whom are invited to attend a weekend of activities focused on personal development and project planning. This year, we welcomed volunteers from headspace Campbelltown and Bankstown to the camp where the Youth Reference Group members developed regional projects for them to continue to deliver over the coming year.

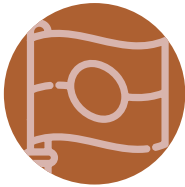
Our Holistic Youth Program was also successful this year having over **5,000** interactions with young people experiencing more complex mental health issues. We continue to lead a consortium of partners in delivering this program across multiple headspace and youth mental health sites in south-west Sydney. Consortium partners included Community Links Wellbeing, Flourish and One Door Mental Health.

During the year, headspace National launched the new version of their accreditation framework with headspace Wollongong and Liverpool both selected to take part in the first pilot round. Both Centres passed the first time with flying colours.



Our Impact

Aboriginal and Integrated Care



1,109

Aboriginal and
Torres Strait
Islander consumers



23,332

total visits

"Great
Professionalism
from the whole
team."

"Services offered to the
aboriginal community
are great."

"The Aboriginal Health Team support me to
understand what the Dr's and specialists are
saying about my health in a way that is easy for me
to understand and follow up.."

"GPH is a good service and I've been coming for a
long time. I look forward to coming to the Diabetes
clinic every few months to see everyone."

"This year we concentrated our
efforts on **tackling Indigenous
smoking and vaping** via our
We Breathe program."

Our Aboriginal Health team is dedicated to improving health outcomes for Aboriginal and Torres Strait Islander communities across our regions.

This year we concentrated our efforts on tackling Indigenous smoking and vaping via our We Breathe program. The program achieved some big things during the year including a very successful 3-on-3 Basketball and Hip-hop Challenge in Nowra and culminating in the launch of a suite of TV advertisements and a social media campaign on World No Tobacco Day – 31st May 2025. The campaign highlighted the rising health concerns surrounding vaping and its effects, particularly among young people.

In addition, the We Breathe Team supported two NAIDOC community events to be smoke and vape free in Eurobodalla and Shoalhaven as well as the local knockout carnival in Queanbeyan.

A regular fixture at community events, the team distribute information, expose the truth about big tobacco and provide encouragement for people to cease smoking. They also encourage the creation of smoke and vape free environments in everyday places such as homes and cars.

A staple of the team's work is school-based education sessions, where they deliver interactive Kahoot quiz presentations to whole school cohorts. This aspect of the program will be the subject of a research project in 2025/26, aiming to provide the evidence base for its effectiveness in delivering population health promotion within a school-based setting.



Our Impact

Peer Work



43

peer workers
employed



1

peer facilitators
employed



4

peer leads
employed



625

applications
for peerwork



9%

of GPH's workforce
are peer workers

Since the establishment of the Peer Worker Lead roles in March 2024, our focus has been on strengthening, protecting, fostering and navigating the unique contribution of our peer workforce within Grand Pacific Health. This new structure has allowed us to work closely with peer workers, service managers and the wider organisation to embed the values and principles of peer work in meaningful and sustainable ways.

A central part of our role is providing discipline-specific peer supervision to peer workers across our services. This is a dedicated space for peers that is designed to meet the specific needs of those in lived experience roles, and that is distinct from clinical or line management. Through peer supervision, we strengthen practice by supporting reflection through a lived experience lens, encouraging workers to explore how each other's perspectives inform and shape their work.

We protect the integrity of the peer role by maintaining consumer-led values, ethics and boundaries, and by building awareness of "peer drift" – the gradual shift toward clinical or non-peer tasks. We foster professional growth and resilience by providing a safe space for mutual learning, validation and critical reflection.

In addition, we support peer workers to navigate systemic and workplace challenges while staying grounded in consumer movement principles, advocacy, recovery-oriented and trauma-informed practice.

Our team also contributes to Service and Workforce Development projects which align with Grand Pacific Health's commitment to embedding lived experience across all levels of service delivery.

Highlights of our work over the last year include:

- Delivering education sessions for new services on the role and scope of peer work.
- Reviewing the recruitment process of peer workers. This includes reviewing interview questions and ensuring that a Peer Work Lead is part of the recruiting process.
- Contributing to the NSW Mental Health Commission's Peer Workforce Roadmap 2025–2030 Research.
- Working on refining the peer worker induction process to ensure a strong, values-driven introduction to the role.
- Creating and reviewing peer profile templates to ensure they reflect peer work principles.



Through regular team meetings and collaboration of our experience and knowledge, we share updates, plan and problem-solve together. We also seek direct input from the peer workforce, including feedback surveys, which continue to shape and inform our priorities.

Looking ahead, we will work to consolidate and strengthen the structures that support peer work including:

- Reviewing current frameworks and supporting documents, policies and procedures, alongside external peer work frameworks.
- Updating the Grand Pacific Health Peer Work Framework.
- Developing and updating supporting materials to guide peer work practice.
- Strengthening peer supervision within Grand Pacific Health.

Our work ensures that lived experience remains a valued, protected and empowered part of our organisation's service delivery. By creating space for reflection, connection and growth, we are building a strong, sustainable peer workforce that can continue to make a meaningful difference in the lives of the people and communities we support.

Reflections from a new peer worker

"I've been on the team for a year and a half now and it's the first time I've felt like I'm doing what I'm meant to be doing. Being able to create mutual relationships through lived experiences is incredibly powerful and at times mutually healing! I feel like some days I learn as much from the people I work with as they do from me, which I definitely do not take for granted. I've seen so much change and growth in my peer work clients as they build their confidence, resilience, hope and authenticity and it continues to be a privilege to be trusted and welcomed along for that journey.

Beyond this, I'm incredibly grateful to be part of such an inclusive team who continue to support and celebrate me each day, and who continue to grow and learn together both as a team and as individuals."

**Alexander McManus ,
Headspace Bega Peer Worker**

Business Development

Funding Proposals



\$12.5m
funding awarded

In 2024–25, the Business Development team expanded our reach and deepened our expertise by securing key government health grants and forging strategic partnerships. These efforts have enabled us to deliver services to more communities while strengthening our specialist capabilities in Medicare Mental Health Centres, headspace and suicide aftercare. Our approach continues to meet emerging health needs with innovation, quality, and sustainability.

We have pursued funding opportunities across mental health, allied health, Aboriginal health, aged care, and community support portfolios.

Successful outcomes

We secured \$12.5 million across eight successful proposals, enabling the delivery of high-impact services including:

- Medicare Mental Health Centre Campbelltown
- Chronic Pain Management Program
- COVID Education/Vaccination – Vulnerable Communities In-Reach (southern NSW)
- Support at Home & New Aged Care Act Transition Grant
- Open Arms – Panel of Outreach Counsellors
- Team Care Mental Health Supports in General Practice
- Mental Health Supports for Landowners
- Mental Health Supports for people affected by the HumeLink Project.

“These efforts have enabled us to deliver services **to more communities...**”

Service establishment and delivery

We successfully commenced establishment of five new services – each designed to address priority health needs and improve access to care:

- **Medicare Mental Health Centre Campbelltown**
Opening October 2025, this new hub will provide accessible mental health care in partnership with Odyssey House NSW, Relationships Australia NSW, and Tharawal Aboriginal Corporation.
- **Chronic Pain Management Program** Delivered with Dr Adele Stewart, this multidisciplinary program supports people living with chronic pain through group programs, individual consultations and specialist referrals – enhancing quality of life and self-management across southern NSW.
- **Support at Home & New Aged Care Act Transition Grant** Funded by the Department of Health and Aged Care, this initiative supports IT system upgrades, enhanced reporting and staff training to ensure compliance and readiness for aged care reforms – strengthening our capacity to support older Australians at home.
- **Open Arms** Panel of Outreach Counsellors – Expanding access to trauma-informed mental health support for veterans and their families.
- **Team Care Mental Health Supports in General Practice** Integrating mental health supports into primary care settings to improve early intervention and continuity of care.

Building stronger partnerships

We partnered with 12 organisations in our funding applications, reflecting our commitment to collaborative, culturally safe and community-based service delivery. Key partners include:

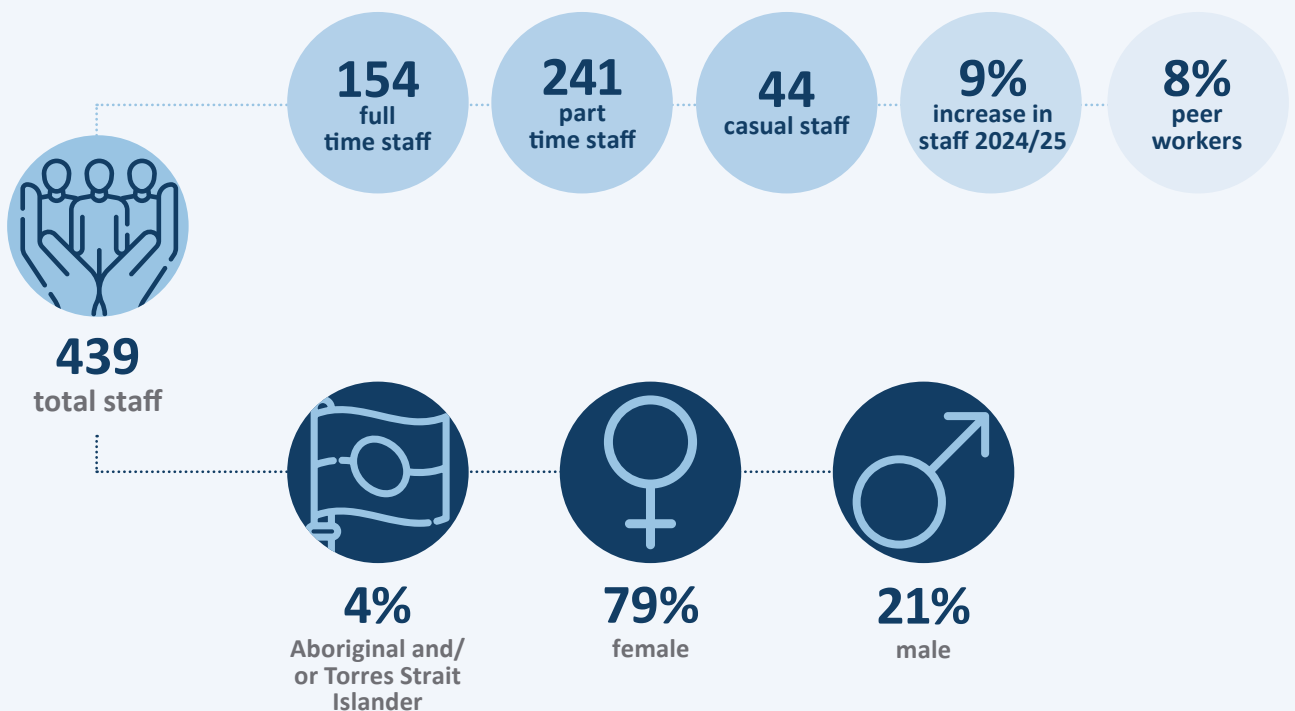
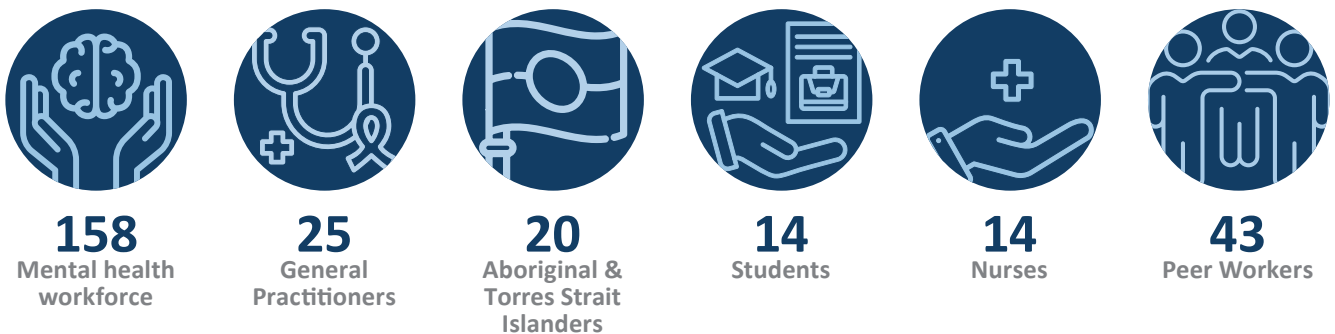
- Odyssey House NSW
- Relationships Australia NSW
- Tharawal Aboriginal Corporation
- Dr Adele Stewart
- Woden Community Services
- Yerrabi Yurwang Child and Family Corporation
- Multicultural Hub Canberra
- Meridian
- A Gender Agenda
- Conflict Resolution Service
- 33 Creative & Evolve Communities
- Blurred Minds

These partnerships are central to our ability to deliver tailored services, enhance cultural responsiveness, and improve outcomes for the people we serve. We remain committed to nurturing strong, sustainable relationships that drive innovation and sector transformation.



Our People and Culture

This has been a year of growth, innovation and strengthened equity at Grand Pacific Health. By investing in leadership capability, remuneration reform, onboarding innovation and workforce engagement, we continued to build a diverse and committed team equipped to deliver on our mission and values.



Strategic initiatives

- We've supported the successful opening of MMHC Campbelltown, ensuring full staffing on day one and hiring 13 employees since operations commenced.
- We've worked hard to strengthen staff retention and engagement by transitioning 200 fixed-term roles to permanent positions, contributing to the delivery of quality and safe services.

We continue to align our efforts with the priorities of the **Strategic Plan 2023-2027**, focusing on developing a fair, transparent, and competitive remuneration frameworks. This remains a key priority as we recognise the importance of rewarding and valuing the contributions of our passionate workforce.

Leadership workshop

In March 2025, more than 30 leaders from across executive, senior and service management participated in a leadership workshop.

The program explored whole brain thinking (HBDI), conflict and change management, and collaborative problem-solving.

Participants reported increased confidence, stronger communication, and new strategies for leading through change and navigating difficult conversations. The workshop also promoted collaboration across leadership levels and reinforced clarity around roles in driving strategy and performance.

“...a year of **growth, innovation and strengthened equity...**”

Employee engagement survey

Engagement

Three out of four employees feel engaged with their work and connected to our purpose. We will keep fostering collaboration and recognition to strengthen this further.

Wellbeing

Two out of three employees feel supported in their wellbeing – a strong foundation we aim to build on. We're continuing to invest in programs and resources to ensure every employee feels supported and valued.

Progress

Seven out of ten employees believe they are making meaningful progress in their roles. We're focused on enhancing career development pathways to help everyone achieve their full potential.

Looking ahead

As the GPH continues to grow, we remain committed to supporting the business by aligning our People & Culture services and initiatives through:

- **Strengthening partnerships** with our people leaders and staff to understand their business needs and ensure success.
- **Enhancing our hiring practices** by reviewing current processes, streamlining workflows, and developing the capabilities of our leaders to improve hiring and retention. This includes:
 - Providing refresher training for managers
 - Modernising job advertisements to consistently reflect best practices
- **Promoting a safe, healthy, and inclusive workplace** with plans to roll out key health and safety training programs designed to keep our staff safe and well at work.

Our Supporters

Grand Pacific Health gratefully acknowledges the financial and other support from the Australian Government Department of Health, Disability and Ageing.



Australian Government
Department of Health and Ageing

We also thank all our supporters for their generosity, passion and belief in our purpose.

- Humanitix
- Holey Moley
- Hands Across
- Kingsford Smith School
- HMAS Albatross
- Rotary Club Yass
- Shoalhaven Ex-Services Club
- Bryan Hammond
- Rainbow Wave Foundation
- PASS Foundation

Support Us

There is a range of ways that you can get involved and support Grand Pacific Health and the work we do in our communities. Please get in touch on **1800 228 987** or **info@gph.org.au** to find out more.

Volunteer

Consumer, Carer and Community advisory panels are important to Grand Pacific Health and ensure the consumer's voice is woven through the decisions we make and the work we do.

By becoming a member of one of our panels you provide valuable input on local issues and how they affect consumers and carers in our local communities and ensure we properly reflect on consumer experiences. You essentially become a voice for the community on our decisions and planning.



Our Finances

Income and Expenses

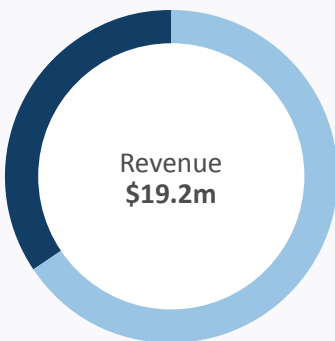
Comprehensive Income Statement Summary

Gross Income	FY24	FY25
● Revenue from government including grants	\$33,554,584	\$46,862,363
● Donations and bequests	\$381,004	\$156,439
● Revenue from providing goods or services	\$6,860,247	\$6,105,968
● Revenue from investments	\$559,705	\$819,292
● All other revenue	\$961,460	\$1,345,323
Total revenue	\$42,317,000	\$55,289,385
Total gross income	\$42,317,000	\$55,289,385

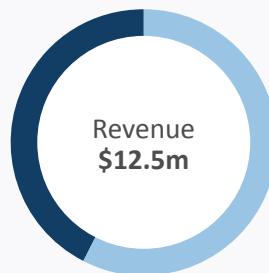


Workforce and program costs

Youth Mental Health



Recovery Mental Health



Aboriginal Health



Adversity & Allied Health



Primary Mental Health



Clinics & Fee for service



● Workforce costs ● Program costs

Figures have been rounded to nearest 100,000

Do you need immediate assistance?

- Call Mental Health Crisis Team on 1800 011 511 if you are in NSW
- Call 1800 629 354 if you are in the ACT
- Go to your nearest emergency department
- Call 000



Grand Pacific Health

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