



**WEST  
WIMMERA  
HEALTH  
SERVICE**



# **2025 ANNUAL REPORT**



We, West Wimmera Health Service, acknowledge the traditional owners of the land, the Wotjobaluk, Jaadwa, Jadwadjali, Wergaia and Jupagalk people.

We pay our respects to the Elders past and present. We thank the traditional owners for custodianship of the land, and celebrate the continuing culture of the Wotjobaluk, Jaadwa, Jadwadjali, Wergaia and Jupagalk people.



West Wimmera Health Service is committed to providing a safe and welcoming environment for all people to participate, including those with diverse sexualities and genders.



West Wimmera Health Service provides translation services through the Victorian Translation Service (VITS) Language Loop.

If you require a translator, please let our staff know when booking an appointment.



# TABLE OF CONTENTS

A Joint Message from our Board Chair and Chief Executive Officer	03	Environmental Performance and Sustainability	34
Board of Directors	06	Statement of Priorities	42
Our Organisation	07	Financial Results	50
Corporate Governance	08	Compliance with Legislation	55
Our Services	09	Attestations	59
West Wimmera Health Service at a Glance	10	Disclosure Index	60
Our Strategic Plan Goals	11	Audited Financial Statements	63

## THE RESPONSIBLE MINISTER IS THE MINISTER FOR HEALTH:

Minister for Health  
**The Hon. Mary-Anne Thomas**  
From 1 July 2024 to 30 June 2025

## MANNER OF ESTABLISHMENT

West Wimmera Health Service is a public health service established under the *Health Services Act 1988* (Vic).

## OTHER MINISTERS:

Minister for Ambulance Services  
**The Hon. Mary-Anne Thomas**  
From 1 July 2024 to 30 June 2025

Minister for Mental Health  
**The Hon. Ingrid Stitt**  
From 1 July 2024 to 30 June 2025

Minister for Ageing  
**The Hon. Ingrid Stitt**  
From 1 July 2024 to 30 June 2025

Minister for Disability/Minister for Children  
**The Hon. Lizzie Blandthorn**  
From 1 July 2024 to 30 June 2025

Minister for Health Infrastructure  
**The Hon. Mary-Anne Thomas**  
from 1 July 2024 to 19 December 2024  
**The Hon. Melissa Horne**  
from 19 December 2024 to 30 June 2025





# OUR PURPOSE

**Great Care – Every Person – Every Time**



# A JOINT MESSAGE FROM OUR BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

**In accordance with the Financial Management Act 1994, we are pleased to present the Report of Operations for West Wimmera Health Service for the year ending 30 June 2025.**

The outcomes presented throughout the following pages speak for themselves. They exemplify the compassion, skill and dedication that our employees, medical officers and volunteers bring to the communities we serve day in, night out, all year round.

These achievements include:

- Commencement (demolition stage) on Phase 1 of the Rupanyup aged care facility redevelopment. Due for completion by the end of 2025, this \$5.741 million project will result in the construction of seven beds and ancillary services and is fully funded by the Victorian Department of Health (DH).
- Significant progress on the DH funded \$6.1 million Nhill Hospital Kitchen and Stores and Supply precinct.
- Beginning of the procurement process associated with the DH energy efficiency initiative. Approximately \$1 million obtained through this program will be used to purchase more efficient air-conditioners and hot water systems, a water filtration system for the Nhill Hospital operating theatre and a centralised solar energy usage monitoring system.
- Another strong overall result from the People Matter Survey which reflects a positive workplace culture that is committed to the safety and wellbeing of each other and the people we care for.
- Placement of 10 Registered Nurses at Austin Health over a two-week period in which they gained hands on insight into the provision of acute health services and processes in a large metropolitan hospital.
- Successful preparation for the commencement of the Grampians region Local Health Service Network which commenced on 1 July 2025.
- A break-even operating result reflecting responsible financial management in a challenging fiscal environment.
- The maintenance of full compliance with all relevant quality and safety standards indicating a robust base level of quality and safety governance exists throughout all aspects of service provision.

- The commencement of the Nhill outside of school hours childcare service with financial support from the Victorian Department of Education.
- Take on of the Yarriambiack Shire Maternal & Child Health Nurse (MCHN) service, further bolstering the sustainability of our overarching MCHN service.
- Recommencement of general surgery at Nhill Hospital.

The year also asked much of our communities in the form of the Little Desert fires. We are grateful to those involved in the protection of our people and facilities in times of emergency. Their selfless commitment to the safety of others is emblematic of the dedication our team brings to the care of those we serve, day in, day out, every day of the year.

In closing, we said farewell to long serving board director Katherine 'Kat' Colbert. Kat chaired our Board of Directors for her final three years in office which took her to the mandated nine-year limit. Kat's experience and passion for our cause will be a loss but the Service is better for her legacy for many years to come. Thank you Kat.

Thank you to everyone who supports us to continue to pursue our stated purpose: Great Care, Every Person, Every Time.

**Gary Simpson**  
Board Chairperson  
Nhill,  
12 September 2025

**Ritchie Dodds**  
Chief Executive Officer  
Nhill,  
12 September 2025





Did you know  
WWHS covers  
22,000 square  
kilometres?

South Australia

Victoria

Rainbow  
Kaniva Jeparit  
Nhill Minyip  
Goroke Rupanyup  
Natimuk Murtoa

### WHERE WE ARE LOCATED...

West Wimmera Health Service provides health and community care services to people within the following four local government areas:

- Hindmarsh
- Horsham Rural City
- West Wimmera
- Yarriambiack

Karen refugees  
now make up  
some 10% of  
Nhill's population

### THE PEOPLE WE CARE FOR...

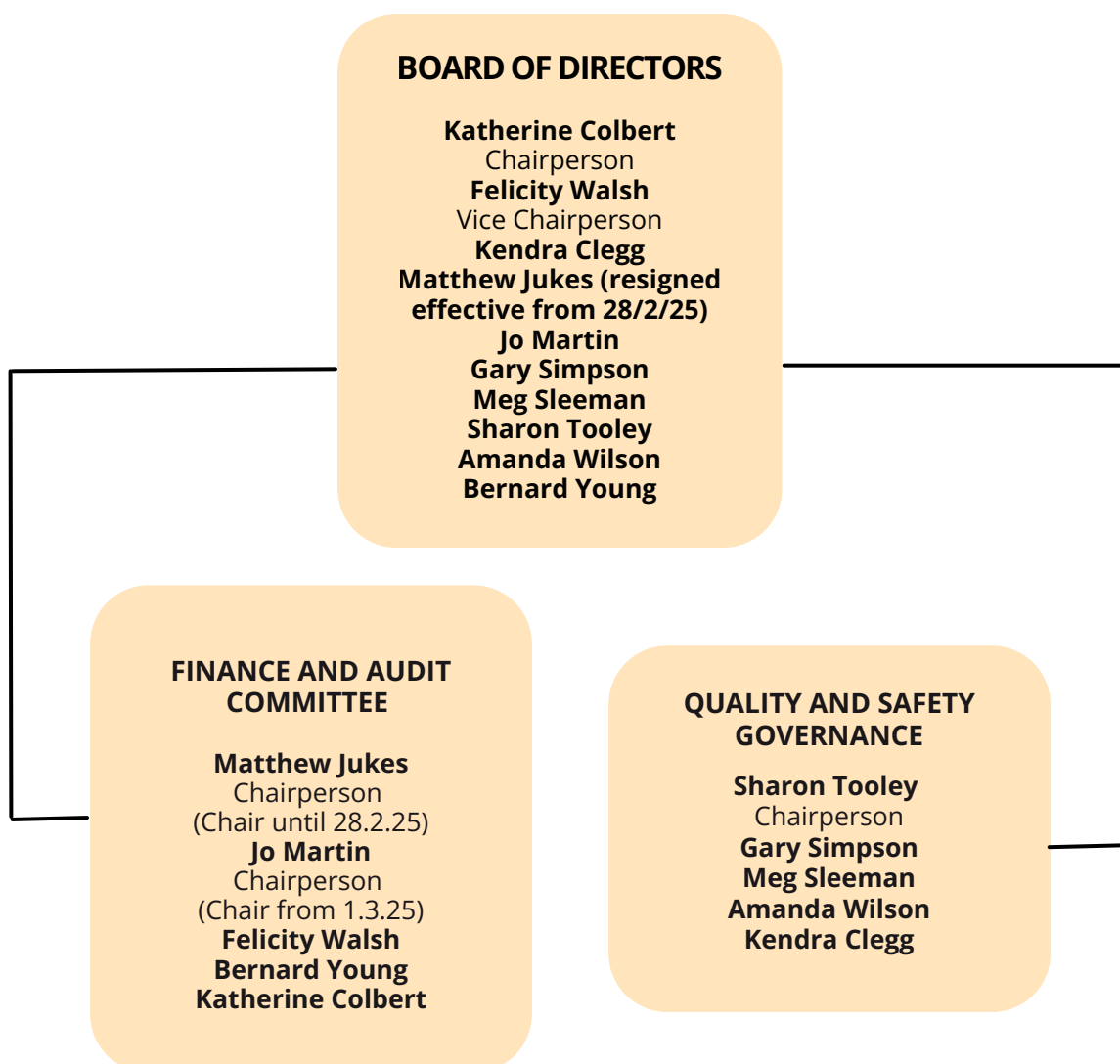
The population in our catchment area has a significantly high proportion of people aged 40 years and over, with approximately 28% of our population being over the age of 65.

### WE WELCOME AND SUPPORT ALL....

Although traditionally overseas born residents have been a low percentage of our regional population, we have seen a substantial increase in this demographic cohort in recent times.

# BOARD OF DIRECTORS

The Board of Directors ("the Board") of West Wimmera Health Service is responsible to the Minister for Health who in turn is accountable to Parliament for our performance as a health service. Boards are appointed, and may be removed, by the Governor in Council. As at 30 June 2025, the Service's Board was comprised of the following members:



# OUR ORGANISATION



# EXECUTIVE TEAM

## CHIEF EXECUTIVE OFFICER

### **Ritchie Dodds**

BCom, CA, GDipAppFin, MBA, GAICD  
Responsible for the overall management of the operations of the health service and is directly accountable to the Board of Directors.

## FINANCE AND ADMINISTRATION

### **Janette Lakin**

GAICD, CPA, AFA, B. Comm, Dip. VET  
Responsible for Finance, Payroll, Data Insights & Analytics, Financial Asset Management, Supply Chain Management, Corporate Governance and Administration functions across all areas of the Service.

## CLINICAL SERVICES

### **Cheree Schneider**

RN, RM, Cert. Critical Care, B. Comm., MBA.  
Responsible for Clinical Services including Acute Care, Residential Aged Care Services, Surgical Services, Pharmacy, Radiology, Infection Prevention & Control, Health Information Services, Clinical Governance and Aged Care Assessment Services.

## MEDICAL SERVICES

### **Dr Rick Lowen**

MBBS, DOBRCOG, FRACGP, AFCHSM; CHM  
Ensures that medical practices provided at WWHS align with current best practices in rural health care; ensure that all medical practitioners working at WWHS are appropriately credentialled, qualified and experienced for their roles in treating WWHS in-patients, outpatients & Aged Care residents; review clinical incidents where quality improvement opportunities have been identified and; provide senior medical leadership and advice to WWHS committees that oversee the quality of clinical service provision.

## BUSINESS AND STRATEGY

### **Melanie Albrecht**

LLB, BIS, MHA, MBA, GAICD  
Responsible for management of Major Projects, Legislative Compliance, Business Intelligence and Decision Support, Stakeholder Partnerships, Public Relations, Customer Experience and Engagement, Data Integrity Management and System Design.

## QUALITY AND SAFETY

### **Darren Welsh**

RN, BN, GDip (Admin. Mgt), GCertOHS, GDipOHS  
Responsible for Hospitality and Environmental Services, Education, Quality Systems, Accreditation, Occupational Health and Safety, Risk Management, Engineering, Fleet Management, People and Culture, Education, Information Technology and Security across the organisation.

## COMMUNITY HEALTH

### **Rhys Webb**

BNurs, AdDip Ldrshp & Mgt  
Responsible for Allied and Community Health, Dental, District Nursing, Social Support Groups, Community Health Centres, Home Care Packages, NDIS and TAC Programs, Refugee Health, Maternal and Child Health and Health Promotion activities across all areas of the Service.



# OUR SERVICES

## AGED CARE

- Commonwealth Home Support Programme
- Home Care Packages
- Residential Aged Care
- Transition Care Program (TCP)

## CLINICAL

- Acute Hospital Care
- Audiology
- Geriatrician
- Immunisations
- Infection Prevention & Control
- Medical Imaging (CT, X-Ray, Ultrasound)
- Optometry
- Palliative Care Support
- Pathology
- Surgery - General, Ophthalmology, Oral and Orthopaedic
- Urgent Care

## COMMUNITY HEALTH

- Cancer Support
- Cardiac Rehabilitation
- Centrelink Station (Services Australia Agent)
- Community Nursing
- Continence Support
- Diabetes Support
- Dietetics
- Falls and Balance Groups
- Gentle Exercise Groups
- Health Promotion
- Healthy Lifestyle Groups
- Initial Needs Coordination
- Multicultural Support
- Occupational Therapy
- Physiotherapy
- Podiatry
- Social Support Groups
- Social Work
- Specialist Telehealth Clinics
- Specialist Wound Care Nurse
- Speech Pathology

## DENTAL

- General Dentistry and Oral Surgery
- Oral Health Education and Promotion

## MATERNAL & CHILD HEALTH

- Antenatal Care
- Domiciliary Care
- Hindmarsh Day Stay Program
- Immunisations
- Key Stages Visits

## COMMUNITY PROGRAMS

- GP Management Care Plan
- Hospital in the Home (HITH)
- National Disability Insurance Scheme (NDIS)
- Post-Acute Care (PAC)
- Transport Accident Commission (TAC)

# THE YEAR AT A GLANCE...



**1,616**

Urgent Care  
Presentations



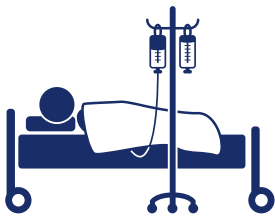
**5,698**

Diagnostic  
Images



**440**

Operations  
Performed



**40,201**

Residential Aged  
Care Bed Days



**150,724**

Meals  
Prepared



**609**

Staff  
Employed



**14,016**

Community Nursing  
Appointments



**22,143**

Allied Health  
Appointments



**1,567**

Acute  
Separations



**1,441,550**

Kilometres  
Driven

# STRATEGIC PLAN GOALS



## **OUR PEOPLE**

### **INCLUSIVE, RESPECTFUL, PRODUCTIVE**

To be a great place to work where everyone contributes and everyone belongs.



## **OUR CARE**

### **SAFE, EFFECTIVE, INNOVATIVE**

To fully embrace new technologies and processes that enable world class rural healthcare.



## **OUR COMMUNITY**

### **CONNECTED, INFORMED, HEALTHY**

To be fully engaged with the communities we serve, supporting people to live longer, healthier and happier lives.



## **OUR FUTURE**

### **ENVIRONMENTALLY RESPONSIBLE, ECONOMICALLY SECURE**

To maintain financial sustainability and develop an Environment, Social and Governance (ESG) strategy to align the service's operations with established ESG principles.





# OUR PEOPLE



# TO BE A GREAT PLACE TO WORK WHERE EVERYONE CONTRIBUTES AND EVERYONE BELONGS

**A workforce that is fully staffed, engaged and committed to WWHS is at the foundation of everything we do.**

With 609 staff employed, we're proud to be among the largest employers in our area. In many cases, we personally know the individuals we care for. Our connection to the community runs deep—shaped by a shared way of life and a strong understanding of what responsive, rural healthcare truly means. This connection adds a powerful dimension to the way we deliver safe, effective, and person-centred care.

80% of staff who responded to the People Matter Survey in 2024, noted that they would recommend the organisation as a good place to work compared to 69% in peer health services. Compared to its peer group, the Service achieved better results for 66 of the 93 separate People Matter Survey elements, was the same for seven, and was lower for 20.

The Service provided a number of employees with secondment opportunities across the organisation to provide learning and experience to further their skills and career progression.

Our marketing team reached high numbers of views on videos which showcased services and careers available.

## **GROWING OUR OWN**

The first cohort of eleven Diploma of Nursing Trainees graduated in December 2024. We have been able to retain the clinical services of eight of the eleven graduates. A further two groups totalling 17 Enrolled Nurse trainees are currently in training, along with 1 electrician apprentice, 3 kitchen and commercial cookery apprentices, 5 individual support trainees plus one that is school based, 1 early childhood education trainee

and 1 allied health assistance trainee, with three allied health assistants having finished their studies during the year. The Service also supported 7 staff to complete the Diploma of Leadership and Management course, helping them to grow their careers and creating future leaders for our organisation and the health sector more broadly.

Our open access bursary application process has seen three more staff commence bursaries in the 2024-25 period. All three staff are studying their Bachelor of Nursing and further bursaries have been approved already to commence in the next financial year.

The Service undertook industry learning days with three schools between July and December. The days explained the career opportunities available at West Wimmera Health Service and the educational opportunities offered. Representatives of the Service attended the Ballarat Jobs and Training Expo in July 2024. The Expo showcased the career and job opportunities at WWHS for students and prospective employees across the Grampians region.

## **UPSKILLING WITH AUSTIN HEALTH**

We partnered with Austin Health to provide an opportunity for eight of our registered nurses to work 10 shifts at Austin Health over a 2 week period. The nurses observed and assisted across a number of different acute type services and all reported the initiative as invaluable in terms of their professional development. They also advised that it gave them great assurance as to how versatile they are in successfully discharging the many and varied tasks associated with their current roles.

### **OUTSIDE SCHOOL HOURS CARE (OSHC)**

The implementation of our new Outside School Hours Care (OSHC) service in Nhill has also helped us build our workforce by enabling staff to work additional hours and offers greater flexibility, which will have a positive flow on effect to patients and consumers.

This service was part of our recruitment strategy to attract and retain staff and give current staff more flexibility and opportunity to work at times when they're typically having to care for children.

### **MAKING AN IMPACT ON GENDER EQUALITY**

The Service submitted its revised and updated Gender Equality Plan in November 2024 to the Commission for Gender Equality in the Public Sector. The Action plan was deemed as compliant.

WWHS has approved flexible working arrangements for a number of employees during the reporting period, predominately parents returning to the workplace and for those caring for elderly parents.

Staff testimonials about their movements within the Service and their experiences in upskilling, changing roles, gaining promotions and completing further study have been compiled and shared throughout the Service and the community in order to showcase the opportunities that the Service can provide to support employees to upskill and have career progression.

### **EMPLOYEE RECOGNITION**

WWHS is dedicated to fostering a positive workplace where everyone feels valued and empowered, supporting 'a great place to work for everyone'. Our Peer Recognition Program gives staff the opportunity to nominate a

coworker or a team of colleagues, reflecting how well the nominee's work aligns with our organisational values. Each month, we share the nominee listing, supporting our aim of cultivating a positive culture.

Every six months, we run short employee engagement surveys to check in on how we're doing across areas like teamwork, morale, job satisfaction, and recognition. These pulse checks give us valuable insights into what's working and where we can do better, helping us keep our culture strong and moving in the right direction.

The last survey showed that 87% of the 331 respondents report that WWHS is 'a good or great place to work' and 87% claim they are surrounded by supportive colleagues (always or most of the time). The surveys also offer an opportunity for staff to anonymously input comments, questions and suggestions, which are read and responded to by the CEO. All responses are collated and provided to all staff, ensuring transparency and honesty, and building trust.

Staff can use the surveys to share their thoughts, raise questions, or suggest ideas—all anonymously. It's a simple but powerful way to keep communication open and strengthen trust across the organisation.

We celebrate staff dedication and loyalty with a yearly award ceremony that acknowledges years of service in five-year increments, with some staff reaching up to 40 years of service. Staff receive a framed certificate from the CEO and the ceremony offers time for reflection and celebration of the commitment of our employees.

## CONGRATULATIONS!

West Wimmera Health Service was thrilled to congratulate Lesley Robinson our Credentialed Diabetes Educator who received the Outstanding Contribution to Rural Allied Health Award in the Victorian Rural Health Awards. This was a richly deserved testament to her enduring and much valued contribution over many years and indicative of the care, skill and diligence that all our healthcare professionals bring to our communities every day.

## THANK YOU

As the ongoing nationwide healthcare staff shortages continue, our staff continue to face these challenges with remarkable resilience and unity.

The Service thanks all individuals, local businesses and community groups who chose to support us through generous donations in the 2024-25 financial year. Each and every donation makes a meaningful difference, helping us enhance the equipment, facilities, and services that support the wellbeing of our local communities.

Thank you to all of our employees, visiting general practitioners, surgeons, specialists, volunteers, donors and fundraising auxiliaries, members of our community advisory committees, partner agencies and our board directors for another year of providing great care to every person, every time.



# WORKFORCE INFORMATION

LABOUR CATEGORY	JUNE FTE		AVERAGE MONTHLY FTE	
	2024	2025	2024	2025
Nursing	163	166	163	160
Administration and Clerical	79	77	77	78
Medical Support	2	2	2	2
Hotel and Allied Services	143	148	143	143
Medical Officers	0	0	0	0
Ancillary Staff (Allied Health)	21	23	21	22
Totals	408	416	406	405

**TABLE 1: WORKFORCE DATA (NOTE: FTE = FULL TIME EQUIVALENT)**

The above FTE figures exclude overtime nor do they include contracted staff (e.g. agency nurses, fee-for-Service visiting Medical Officers) as they are not regarded as employees for this purpose. There were 613 individual staff employed and 416 FTE as at 30 June 2025.

# OCCUPATIONAL HEALTH AND SAFETY

Monitoring of the Occupational Health and Safety of staff within the Service occurs through incident analysis and investigation. In addition, the rate of incidents is examined by Health and Safety Representatives and Management and reported through the Occupational Health and Safety Committee.

OCCUPATIONAL HEALTH AND SAFETY STATISTICS	2022-23	2023-24	2024-25
The number of reported hazards/incidents for the year per 100 FTE	51.90	44.86	51.92
The number of 'lost time' standard WorkCover claims for the year per 100 FTE	1.3	2.21	1.91
The average cost per WorkCover claim for the year ('000)	\$11	\$98	\$53

**TABLE 2: OCCUPATIONAL HEALTH AND SAFETY DATA**

In 2024-25, there was a slight increase in the rate of OHS incidents reported per 100 EFT realised, with 51.92 in the current reporting period. A lower lost time rate and reduced cost per WorkCover claim for the year has been reported which can be attributable to changing claim complexity.



# OCCUPATIONAL VIOLENCE

Occupational Violence in the workforce is defined as any incident where an employee is abused, threatened or assaulted in circumstances arising out of, or in the course of, their employment.

Occupational Violence and Aggression (OVA) incidents averaged seven (7) per month in 2024-25 compared to 5 per month in the prior year. OVA incidents related largely to Residents with cognitive and behavioural decline in Aged Care Facilities. A small number of incidents also related to verbal aggression by community members.

West Wimmera Health Service had zero WorkCover claims where the injury was caused by occupational violence which is a positive result. The following table provides an overview of the Service’s Occupational Violence outcomes for the 2024-25 financial year.

OCCUPATIONAL VIOLENCE STATISTICS	2024-25
Workcover accepted claims with an occupational violence cause per 100 FTE	0
Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked.	0
Number of occupational violence incidents reported	80
Number of occupational violence incidents reported per 100 FTE	19.23
Percentage of occupational violence incidents resulting in a staff injury, illness or condition	11%

TABLE 4: OCCUPATIONAL VIOLENCE STATISTICS

## DEFINITIONS OF OCCUPATIONAL VIOLENCE

**Lost time** – is defined as greater than one day.

**Injury, illness or condition** – this includes all reported harm as a result of the incident, regardless of whether the employee required time off work or submitted a claim.

**Accepted Workcover claims** – accepted Workcover claims that were lodged in 2024-25.

**Incident** – an event or circumstance that could have resulted in, or did result in, harm to an employee. Incidents of all severity rating must be included. Code Grey reporting is not included, however, if an incident occurs during the course of a planned or unplanned Code Grey (unarmed violence), the incident must be included.

# WORKPLACE INCLUSION POLICY

		2022-23	2023-24	2024-25
Gender composition of all levels of the workforce	Female	85.10%	83.00%	83.00%
	Male	14.90%	17.00%	17.00%
	Self-described	0.00%	0.00%	0.00%
Gender composition of governing body	Female	7	7	7
	Male	3	3	3
	Self-described	0	0	0
Aboriginal and Torres Strait Islander Status	Non ATSI	306	343	388
	ATSI	0	3	5
	No response	1	3	2
	No survey	240	219	218
Disability employment		4	4	4

## TABLE 3: WORKFORCE INCLUSION DATA

Workforce demographic data from 2023 to 2025 shows minimal year-on-year variation, reflecting a stable organisational profile.

Female representation remains dominant across all workforce levels (83–85%), consistent with sector norms, while governing body composition has held steady at 70% female.

ATSI identification remains low (1–2 staff), with high, 'no survey' counts suggesting ongoing data collection gaps. Work continues to improve response rate in future years.





# OUR CARE



# TO FULLY EMBRACE NEW TECHNOLOGIES AND PROCESSES THAT ENABLE WORLD CLASS RURAL HEALTHCARE

**We continue to see a significant increase in the quality and usage of real time collaboration and communication applications in healthcare. The opportunities to use digital solutions to enhance the safety and quality of healthcare are many, and as a rural health service we are ideally placed to take advantage of them.**

We provide care for people of all ages — from newborns to those over 100 — through a model designed with the community at its heart. Covering a large geographic region, our dedicated staff often travel long distances to deliver care close to where people live, and increasingly, directly within their homes.

## ACCREDITATION

The Service has been awarded three years accreditation by the Australian Council on Healthcare Standards, with no recommendations for improvement — a rare feat for any health service across Australia.

This is an outstanding result and is due recognition of the skill, compassion and dedication our staff bring to work each and every day. The assessors praised our efforts across all aspects of our operations, acknowledged how well everyone goes about their roles to come together as a cohesive unit, and were specifically impressed with the obvious compassion and care on display. This result reiterates the value our communities place on the services we provide, and how we provide those services.

A huge congratulations to the many people involved in this outcome, which clearly underscores our purpose: **Great Care, Every Person, Every Time**, and reflects our values of Total Care, Safety, Unity, Accountability and Innovation. A special acknowledgement goes to the Quality and Safety team who have worked extensively in this space to ensure West Wimmera Health Service continues to meet these important standards.

## SURGERY SERVICES

During the year the Service recommenced general surgery at the Nhill Hospital after a seven year pause due to finally being able to obtain the services of a suitably skilled and qualified surgeon. This means that local patients now no longer need to travel for many hours to obtain relatively basic surgical services.

Our newly appointed surgeon Mr. Brian Kirkby, who previously practised in Albury, now lives in Adelaide where he works for the Lyell McKewen Hospital. Mr. Kirkby attends Nhill for consultations and surgical operations on 2 days every month.

The following types of common surgical procedures are typical of WWHS's general surgery capability:

- Endoscopies e.g. Gastroscopy, Colonoscopy
- Skin lesion excisions
- Simple Hernia repairs
- Various other simple soft tissue related procedures.

## IMPROVING SAFETY AND QUALITY

The appointment of Dr Rick Lowen to the role of Director of Medical Services (DMS) has significantly bolstered our approach to providing care that is safe, effective and person-centred. We have increased the direct and indirect hours that the new DMS is available to support our clinical workforce so that our clinicians have little to no wait time on obtaining answers that only a person of his skill and experience can provide.

We introduced an after hours coordinator role filled by experienced registered nurses to provide further back up and advice as and when needed by our team.

This initiative provides our team with clinical advice and backup as required to support patient and resident care related decision making across the Service outside of normal business hours.

### **EMBRACING TECHNOLOGIES**

Telehealth services have enabled patients within our communities to access specialist outpatient services within the community or as an inpatient or aged care resident. This has facilitated appropriate care to be delivered following the consultation without the need to travel significant distances for face-to-face appointments which may last only minutes.

### **SUPPORTING PEOPLE LOCALLY**

We know how important it is for rural communities to access quality care locally, so people can stay in the place they know and love.

Following on from taking over the service delivery of the Commonwealth Home Support Program (CHSP) across the Hindmarsh and Yarriambiack Local Government Areas last financial year, WWHS more recently accepted a funding offer from Government to also take over the service delivery of CHSP in the West Wimmera Shire Council area after local council withdrew from provision of that service.

The Service also took on the provision of the Yarriambiack Shire Council Maternal and Child Health Nurse service, following the local council withdrawing from provision of that service.

We are proud to have taken on these services and believe it is important to the communities we serve to have a local provider they know and trust.

### **LIFESTYLE AND DINING EQUIPMENT GRANT**

To support the new strengthened quality standards that have a stronger focus on the older person and their experience living in residential aged care, the Department of Health allocated one-off funding to purchase lifestyle and dining equipment for our aged care homes.

The Service is grateful to have been allocated a total of \$200,000 and purchased a number of items that will provide enhanced lifestyle and dining experiences for our residents including;

- dining tables that fit wheelchairs under properly and tables that are extendable,
- electric lift recliner chairs,
- crockery and tableware that are less clinical and more homely,
- activity tables that can fold away when not in use, new dining chairs including some with wheels to make it easier to move in and out from the table,
- glass fridges for residents to see what food is available at a glance,
- iPads,
- massage chairs,
- electric flame effect fireplace heaters,
- dementia specific reminder clocks,
- virtual reality headsets and a specially adapted exercise bike that offers an immersive virtual real-world cycling experience that motivates movement.

Some of the funding was also used to engage Thrive Aged Care Consultants to provide tailored education to help us to promote resident choice and preference and maximise intake and enjoyment to enhance mealtime experiences for our residents.

## INTERGENERATIONAL FRIENDSHIPS

Our aged care residents and social support groups continue to benefit from our intergenerational program, nurturing the connections formed with local school students during the program's implementation last year.

Jeparit found a beautiful way to connect generations through a unique storytelling initiative that blends tradition with technology. The project, titled 'Belonging Together', brought together students from Jeparit Primary School and our aged care residents for a series of shared activities—drawing, painting, playing games, and storytelling—has been captured in a book that celebrates connection, community, and memory. Belonging Together includes colourful student illustrations, heartfelt reflections, and photographs documenting the friendships formed between young and old.

Embracing modern technology, using augmented reality and a digital archive accessible via QR codes, this is no ordinary book.

These interactive elements give readers a chance to explore the stories even further, blending the past and present in a way that honours both. The initiative project shows that storytelling—whether through words, pictures, or technology—has the power to bring people of all ages together.

The continuation of this program at multiple sites is creating wonderful opportunities for social connections between generations through regular activity sessions that include seated exercises, playing games, reading and music therapy.

Assessments of older participants over 12 months of this program showed significant improvements in their emotional well-being, energy, physical health, physical and social functioning plus notable reductions in loneliness, fatigue and pain.





### **WILLIAM ANGLISS CHARITABLE FUND**

We express our continued gratitude to the William Angliss Charitable Fund's Trustees for their funding of \$8,000 to replace the 30-year-old furniture in the NDIS room at our Cooinda building. A brand new large dining table, chairs, a 3-seat sofa and a reclining chair will provide our centre-based disability support services with modern, accessible furniture that is adaptive to individual needs, creating an inclusive, comfortable and inviting environment for people with all abilities.

### **GICS ADVANCED CARE PLANNING PROJECT**

The Grampians Integrated Cancer Service (GICS) provided WWHS with \$5,000 through their small grants program to provide staff training and consumer education to improve awareness and knowledge of advanced care planning and ensure consumers have access to this service for documenting their wishes and values. The project was highly successful with 33 consumers attending the free consumer education sessions across multiple WWHS sites. Staff from various roles attended the full day workshop, increasing their knowledge to support their conversations with consumers.

### **CANCER SUPPORT**

We are proud to have launched our new Cancer Support Groups and Individual sessions across all of our sites, offering a safe space for anyone affected by cancer, including those supporting loved ones, to share, connect and receive guidance.

Our dedicated, compassionate Cancer Support Nurses offer emotional care, practical advice and assistance navigating the health system and will work closely with doctors and care teams to make sure the needs, wishes and concerns of consumers are always heard and respected.

### **RAINBOW GARDEN REDEVELOPMENT**

The 'Leonie Clarke Garden', a new three-level outdoor space in the grounds of the Rainbow Hospital and Rainbow Aged Care Home was officially opened in November, offering residents, patients and staff a tranquil space to enjoy the outdoors. This replaced a space that was practically unusable as it was on a slope with non-compliant pathways and uneven surfaces, making it unsafe for both staff and residents, leaving very little space for residents to enjoy the outdoors and get some vitamin D.

The garden comes complete with a putting green, raised garden beds, outdoor seating and accessible ramp, as well as a separate memorial garden featuring an array of fruit trees, providing a space for families and visitors to reflect, and honour loved ones, with laser cut butterflies to be installed intermittently as a tribute to the passing of residents.

The garden was aptly named in honour of Leonie Clarke who was a much-loved long-term Board member of Rainbow Bush Nursing Home and West Wimmera Health Service, serving for more than two decades. The early stages of this project were supported by grant funding from the Foundation for Rural and Regional Renewal and the Department of Health's Aged Care Branch Public Sector Residential Aged Care Services and Community Kitchen Garden Initiative Grants.

### **IONA GARDEN REDEVELOPMENT**

The Iona Nursing Home's outdoor spaces have undergone a major redevelopment, transforming a landscape that limited residents' access to the outdoors due to uneven surfaces, narrow pathways and lack of secure fencing, into a wonderland of sensory elements that is accessible for residents of all abilities.



With dementia friendly garden design in mind, the new spaces including features such as wide, level and winding pathways that loop back to the starting point and are wheelchair friendly, a beautiful old water feature, animal statues and native plants, herb, vegetable and fruit plants and trees, a synthetic grass lawn bowls and golfing area, a painted mural along a fence, plenty of bench seating, raised garden beds with wheelchair access and a fence across the front garden offering protection from the busy Western Highway.

Completion of this project has added such value and pleasure to the everyday life of residents, enabling them all to participate in BBQs, outdoor dining, gardening and outdoor activity programs as well as personal resident celebrations and get-togethers with friends and families. The Service is proud to have been able to provide these improvements to support the wellbeing and quality of life for our residents and we take this opportunity to thank the Estate of Syliva Dahlenburg for their significant donation, which made this redevelopment possible.

### EARLY YEARS

The transfer of Maternal and Council Health Nurse service from Yarriambiack Council to the Service was a smooth transition and has strengthened our early years team.

The Hindmarsh Positive Parenting Centre has seen a notable increase in the utilisation of its services, alongside the implementation of various health promotion initiatives led by our Positive Parenting Practitioner.

### ORAL CARE

West Wimmera Health Service has its eyes set on improving oral health across the Wimmera Mallee. Following a successful partnership with La Trobe University to complete an oral health survey, our Health Promotion team is now setting its sights on the next phase: engaging the community to drive meaningful change.

We're thrilled to share that 272 individuals contributed their perspectives as part of the oral health survey, providing valuable insights that are helping us advocate for improved oral health outcomes across our communities.

To build on the survey's findings, the Health Promotion team is calling on community members to join an advisory group. This group will play a pivotal role in helping to secure grant funding and shape innovative oral health projects that address the unique needs of regional communities. The team has already outlined two key projects. The first focuses on an oral cancer screening model designed specifically for regional areas and communities with limited access to dental services. The second is a community-led, co-designed oral health promotion initiative that will directly address the concerns and priorities of regional residents.

In partnership with the University of Melbourne, we offered free mouth cancer checks at the Wimmera Machinery Field Days in March 2025.

During the event, trained rural health workers took a comprehensive set of standard photographs of mouths and sent the images to oral medicine experts, who reviewed them remotely using "MouthMap" software. This software is a powerful tool designed to assist in the early identification of oral abnormalities that may indicate the presence of mouth cancer.

This important initiative is designed to raise awareness about mouth cancer and provide rural communities with accessible screenings, aiming to detect potential signs of the disease at an early stage.



### **NEW DENTAL X-RAY MACHINE**

Consumers can now receive comprehensive dental scans at Nhill Hospital, with a new state-of-the-art dental x-ray machine recently installed. The machine, known as a Orthopantomogram or OPG, can provide multiple angled panoramic x-ray images of both the lower and upper jaw, allowing for a thorough investigation of consumer's dental health. It is a key piece of equipment used by our dental surgeon, Sean Hogan, so investing in the latest technology and machine was imperative. It means people in our communities can access this service more locally rather than having to travel significant distances otherwise.

### **NEW BUS FOR KANIVA SOCIAL SUPPORT GROUPS**

Our Social Support Group participants in Kaniva have been enjoying a new bus with a wheelchair lift to travel to and from their centre-based activities as well as group outings around the Wimmera in comfort.





# OUR COMMUNITY



# TO BE FULLY ENGAGED WITH THE COMMUNITIES WE SERVE

**Connecting with our community is key to ensuring that we can provide the care people in our communities want, need and deserve. Building relationships means that when consumers need to access services from WWHS they know that they can trust us and that we are committed to providing great care**

Our Community Advisory Committees continue to provide vital insight into the needs of each of our communities, with dedicated community members volunteering their time to represent the voice of locals.

Monthly Community Forums, providing opportunities for locals to have a casual conversation with representatives from our executive team and Board, have also continued to be successful, helping us to work towards healthier communities through being connected with and informed by locals.

## NEW WEBSITE

WWHS was proud to publish our new website that is modern, easy to navigate and enables full design and editing by designated WWHS staff.

The website is mobile optimised which means that customers can easily access information in a clear view format on their mobile phones.

## MULTICULTURAL AND DISABILITY SUPPORT

A Multicultural forum was hosted and well attended at the Nhill Community Garden, where many Karen people were able to gain valuable information on Service programs. In 2025 we will host these forums six monthly and they will replace the multicultural working group.

We continue to implement our Diversity and Inclusion Plan, embracing the varied cultures, identities, backgrounds, and abilities of those we serve and employ.

Our Advisory Committees work closely with community groups to improve cultural and disability awareness and address specific needs.

## HEALTH PROMOTION

Our Health Promotion team continued to work in both place-based initiatives and larger systemic interventions in order to influence the burden of disease and the social determinants of health in the Wimmera and southern Mallee.

Highlights have included (but are not limited to):

- completion of the 5 Top Things survey to measure community attitudes to health and wellbeing and the application of that data to the new edition of the nine Community Health and Wellbeing profiles
- continued support of on-going Community Health and Wellbeing Grant funded projects
- support for several community-led initiatives to address health literacy and positive health behaviour
- development and delivery of oral health training in three communities
- completion of a regional Oral Health Survey in partnerships with the Violet Vines Marshman Centre for Rural Health Research
- continued discussions and development of new strategies to encourage local schools and early years settings' participation in the Victorian Government's Achievement Program and Vic Kids Eat Well

- two new peer-reviewed publications on rural Health Promotion evaluation from our Industry PhD student
- 14 applications to the 2024 round of Community Health and Wellbeing Grants
- continued support for the back catalogue of the Farmer Wants a Healthy Life podcast (still generating significant downloads)
- a draft manuscript for an eBook based on the podcast
- a successful third annual Grow Local, Eat Local recipe contest and cook-off
- and leading a Rural Oral Health partnership with La Trobe and Melbourne Universities and the National Centre for Farmer Health.







# OUR FUTURE



# TO ACHIEVE AND MAINTAIN LONG-TERM ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY

**With ever changing funding landscapes, a key strategic initiative is to ensure that WWHS thrives and maintains a strong financial position. Our long range view will focus on securing our economic resources through sustainable funding that recognises the challenges we face operating in a rural area. We are guided by Environment, Social and Governance (ESG) principles in everything we do.**

## AGED CARE FUNDING

WWHS continues to maintain full compliance with the Aged Care Act, meeting the 24/7 registered nurse (RN) requirement, ensuring at least one RN is on duty and on-site at all times across our residential aged care facilities unless an exemption is in place. The 24/7 RN funding supplement continues to bring increased funding to the Service.

In anticipation of the new Aged Care Act, now scheduled to commence 1 November 2025, WWHS has proactively reviewed our service model to ensure it remains both compliant and sustainable. These reforms mean that co-located facilities will be recognised as individual sites for the purposes of the 24/7 RN requirement. To position ourselves strongly for this change, we have consolidated some co-located services into single operational entities.

This strategic realignment ensures we can continue to meet legislative and quality standards, maintain staffing stability, and make the best use of our skilled nursing workforce. It also supports streamlined care delivery, enhances resident continuity of care, and strengthens our capacity to reinvest in further improvements.

Our applications to combine facilities that were co-located under one roof were approved, resulting in:

- Rainbow Hostel and Rainbow Nursing Home combining to form the Rainbow Aged Care Home, and
- Lockwood Hostel, Trescowthick Hostel and Natimuk Nursing Home combining to form Natimuk Aged Care Home.

These consolidations deliver multiple benefits, including simplified accreditation processes, smoother resident transitions, reduced administrative duplication, and more efficient reporting of care minutes and quality data.

At Rainbow Aged Care Home, recent investments in fire detection systems, air-conditioning and a major garden and courtyard redevelopment have enhanced both safety and amenity. The facility has been granted significant refurbishment status, enabling access to the higher accommodation supplement, providing additional funding for eligible residents at this facility. Further applications for significant refurbishment status will be made in the coming year for other facilities undergoing upgrades.

Our engagement with AN-ACC experts, Health Generation, has strengthened our clinical capability, improved documentation, and resulted in uplifted AN-ACC assessments – translating to additional funding to support high-quality resident care.

We proudly maintain high star ratings across all our residential aged care homes with overall star ratings of 4 and 5 out of 5.

## SUPPORT AT HOME

We have been preparing for the rollout of the new Support at Home and appreciate the valuable additional time its deferral to 1 November has given us to further strengthen our planning and readiness to ensure we are ready to meet the new requirements.

To assist with our preparations, WWHS engaged Enkindle Consulting through their Support at Home HQ subscription service that supports providers to navigate the aged care reform and implementation of Support at Home. Their support includes live webinars, tools and templates and helpdesk support.

The Service was successful in receiving one-off funding of \$10,000 through the Support at Home and New Aged Care Act Transition Support 2024-25 grant opportunity, to assist with the IT system upgrades that are required to meet the new obligations with Support at Home and the New Aged Care Act.

We will also receive an additional \$66,474 in the 2025-26 financial year to support the costs of delivering care and services under the Support at Home program to people in regional and remote areas. This is thanks to the Australian Government's Support at Home Thin Markets (rural, remote and specialised) 2025-26 grant opportunity.

We are looking forward to implementing the Support at Home program in the new financial year and providing improved care and services to people in their own homes.





# TO MAINTAIN FINANCIAL SUSTAINABILITY AND DEVELOP AN ENVIRONMENT, SOCIAL AND GOVERNANCE (ESG) STRATEGY TO ALIGN THE SERVICE'S OPERATIONS WITH ESTABLISHED ESG PRINCIPLES

**WWHS is a dynamic health service that is ever evolving and adapting to effectively meet the needs of those in our communities; a health service that is here to stay, and one that is firmly entrenched in the region's social fabric.**

West Wimmera Health Service has had a busy twelve months with multiple major construction projects plus electrical infrastructure and energy-efficient projects progressing. These projects highlight the Service's strong commitment to maintaining high standards in community infrastructure and providing a sustainable, quality service for our community now and into the future. All projects feature modern designs that focus on sustainability, improving energy efficiency and high standards in safety.

All WWHS capital project designs have supported our Environmental, Social and Governance (ESG) Strategy 2024-2026 in reducing our environmental footprint by featuring energy-efficient HVAC systems equipped with Energy Recovery Ventilation (ERV) or Heat Recovery Ventilation (HRV) technology. These systems pre-temper incoming fresh air by transferring heat (and, in some cases, moisture) from the exhausted air. This process reduces the workload on the heating and cooling systems, thereby improving overall energy efficiency. In addition, the installation of solar further complements these efforts by providing a renewable energy source for our new buildings, reducing reliance on grid electricity and lowering carbon emissions.

We appreciate the support from the Regional Health Infrastructure Fund (RHIF) over the years to make these critical infrastructure improvements possible and hope to be successful in receiving further support in the future to continue our sustainability efforts.

## NHILL HOSPITAL HOT WATER LOOP REPLACEMENT

Early in the 2024-25 financial year, works were completed to replace the hot water loop throughout the Nhill hospital, addressing issues with our consistently leaking hot water system. The total cost for this replacement was \$648,822.

## RUPANYUP NURSING HOME REDEVELOPMENT

Rupanyup Nursing Home Redevelopment - Stage 1 commenced construction in May 2025, and will provide seven brand new private resident rooms with ensuites, a new kitchen and spacious shared areas for residents to safely enjoy. This is part of a multi-stage initiative aimed at addressing structural, design, and service issues.

Demolition of the southern wing and levelling of soil is complete and looking ahead, the installation of underground services, pouring of the concrete slab, and erection of structural steel are expected to be completed by mid-August, setting the stage for the next phase of construction.

The Service is very grateful for receiving extra funding needed to move ahead with this project as planned, bringing the total fund allocation from the RHIF for this project to \$5,741,562.



## **NHILL KITCHEN AND STORES REDEVELOPMENT**

Our Nhill Kitchen and Stores redevelopment project will address many decades of wear and tear by providing a modern kitchen designed to meet today's best-practice standards in safety, sustainability, and functionality. To further improve efficiency and safety, the project will include a new, temperature-controlled, centralised storage area to streamline procurement processes and improve operational flow while enhancing occupational health and safety.

Construction commenced in February 2025 with works to date including demolition, installation of footings, underground services, brickwork, and preparation for the concrete flooring. Construction of internal walls within the existing kitchen area has also commenced, further shaping the layout of the redeveloped space. The pouring of the concrete floor, installation of structural steel and roofing works will occur in the coming weeks, enabling a shift toward more detailed internal works. Once the structure is enclosed, construction of the remaining internal walls will continue.

The Service is grateful for receiving extra funding needed for this project, bringing the total fund allocation from the RHIF for this project to \$6,103,626.

## **ELECTRICAL INFRASTRUCTURE UPGRADE**

Our electrical infrastructure upgrade project is also underway to install new body protection systems in existing treatment rooms, acute and residential aged care rooms across our campuses, with two sites completed. These upgrades will provide a safer electrical environment for all staff, clients and residents. It will reduce risk and improve protection within our Allied Health, Acute and Aged Care facilities, therefore reducing the likelihood of patient harm and improving workforce safety.

## **KANIVA AGED CARE REDEVELOPMENT**

Following Stream 2 RHIF funding being received in 2022-23, the Kaniva Aged Care Redevelopment project is fully designed and construction-ready. WWHS is looking for options to finance this important project.

This project involves relocating the 10-bed Kaniva Hostel to a new building adjoining the Kaniva Nursing Home.

## **NATIMUK AGED CARE HOME KITCHENETTE AND DINING REFURBISHMENT**

A project to refurbish the kitchenette and dining area in the Lockwood section of the Natimuk Aged Care Home is underway, with materials on-site and ready for the WWHS Engineering Team to start construction shortly.

This project is budgeted to cost \$70,588 and will provide residents with significantly more shared living area, including the space to be able to dine together, and a dementia friendly, accessible kitchenette for resident and family interaction in a comfortable, home-like setting.

## **VHBA ENERGY EFFICIENCY OPPORTUNITIES**

Works have commenced to address the climate related risks identified in the Victoria Health Building Authority (VHBA) comprehensive energy audit that prompted funding for energy-efficient projects.

WWHS upgrades include converting gas domestic hot water units to electric heat pumps, upgrading old inefficient air conditioning units, reducing reverse osmosis plant and equipment and installing central monitoring and reporting for the Service's solar arrays.



# ENVIRONMENTAL PERFORMANCE AND SUSTAINABILITY

Committed to reducing our carbon footprint, energy costs and moving towards a more environmentally sustainable service, we have expanded our solar panel capacity and installed light emitting diode (LED) lighting to all hospitals and health centres.

## ELECTRICITY

West Wimmera Health Service reports a slight increase of 3.37% in electricity consumption during 2024-25 compared to the previous year, with a total energy use of 2,938 MWh.

Despite this minor increase, our continued commitment to energy efficiency is demonstrated through the ongoing implementation of measures such as LED lighting upgrades and improved air-conditioning systems.

Our dedication to renewable energy remains strong with the installation of solar panels at Natimuk, Goroke, Minyip, Murtoa, Rupanyup, and Cooinda. Solar generated 572 MWh of electricity in the 2024-25 reporting period.

## LPG

LPG Liquid Petroleum Gas (LPG) usage decreased by 10.7% in the last 12 months, utilising 4,311,043 Mj of gas.

The decrease in LPG usage can be attributed to the rectification of maintenance issues with the Nhill Hospital hydrotherapy pool gas boiler.

## WATER

The Service's water usage has seen a slight decrease of 1.48% in comparison to the previous year, utilising a total of 33,375 kilolitres (kL) of potable water.

# PUBLIC ENVIRONMENT REPORT

## APRIL 2024/MARCH 2025

ELECTRICITY USE	2024-25	2023-24	2022-23
<b>EL1 Total electricity consumption segmented by source [MWh]</b>			
Purchased	2,366.55	2,430.56	2,523.28
Self-generated	580.99	410.17	300.92
<b>EL1 Total electricity consumption [MWh]</b>	<b>2,947.54</b>	<b>2,840.73</b>	<b>2,824.19</b>
<b>EL2 On- site electricity generated [MWh] segmented by:</b>			
<b>Consumption behind-the-meter</b>			
Solar Electricity	580.99	410.17	300.92
<b>Total Consumption behind-the-meter [MWh]</b>	<b>580.99</b>	<b>410.17</b>	<b>300.92</b>
<b>Exports</b>			
Solar Electricity	9.09	12.71	0
<b>Total Electricity exported [MWh]</b>	<b>9.09</b>	<b>12.71</b>	<b>0</b>
<b>EL2 Total On site-electricity generated [MWh]</b>	<b>590.07</b>	<b>422.88</b>	<b>300.92</b>
<b>EL3 On-site installed generation capacity [kW converted to MW] segmented by:</b>			
Diesel Generator	1.52	1.52	1.52
Solar System	0.41	0.41	0.34
<b>EL3 Total On-site installed generation capacity [MW]</b>	<b>1.92</b>	<b>1.92</b>	<b>1.86</b>
<b>EL4 Total electricity offsets segmented by offset type [MWh]</b>			
LGCs voluntarily retired on the entity's behalf	0	0	0
GreenPower	0	0	0
RPP (Renewable Power Percentage in the grid)	439.06	456.53	474.38
Certified climate active carbon neutral electricity purchased	0	0	0
<b>EL4 Total electricity offsets [MWh]</b>	<b>439.06</b>	<b>456.53</b>	<b>474.38</b>



STATIONARY ENERGY		2024-25	2023-24	2022-23
<b>F1 Total fuels used in buildings and machinery segmented by fuel type [MJ]</b>				
LPG		4,311,043.40	4,798,696.80	4,802,579.90
Diesel		21,921.10	47,728.70	73,663.30
Petrol		24,801.60	26,980.50	2,701.50
<b>F1 Total fuels used in buildings [MJ]</b>		<b>4,357,766.10</b>	<b>4,873,406.00</b>	<b>4,878,944.70</b>
<b>F2 Greenhouse gas emissions from stationary fuel consumption segmented by fuel type [Tonnes CO2-e]</b>				
LPG		261.25	290.80	291.04
Diesel		1.54	3.35	5.17
Petrol		1.68	1.83	0.18
<b>F2 Greenhouse gas emissions from stationary fuel consumption [Tonnes CO2-e]</b>		<b>264.47</b>	<b>295.98</b>	<b>296.39</b>
TRANSPORTATION ENERGY		2024-25	2023-24	2022-23
<b>T1 Total energy used in transportation (vehicle fleet) within the Entity, segmented by fuel type [MJ]</b>				
Total Road vehicle - Petrol		2,273,277.70	2,033,528.50	2,065,283.50
Total Road vehicle - Diesel		1,630,417.30	1,664,968.40	1,516,022.70
<b>Total energy used in transportation (vehicle fleet) [MJ]</b>		<b>3,903,695.00</b>	<b>3,698,496.90</b>	<b>3,581,306.20</b>
<b>T2 Number and proportion of vehicles in the organisational boundary segmented by engine/fuel type and vehicle category</b>				
<b>Number and proportion of vehicles</b>		<b>97</b>	<b>76</b>	<b>79</b>
<b>Road Vehicles (Passenger vehicle)</b>		<b>69</b>	<b>55</b>	<b>59</b>
Internal combustion engines				
Petrol		55	42	45
Diesel		5	4	5
Hybrid		9	9	9
<b>Commercial Vehicles</b>		<b>15</b>	<b>12</b>	<b>11</b>
Internal combustion engines				
Goods carrying incl. vans and utes				
Petrol		0	0	1
Diesel		15	12	10
<b>Buses</b>		<b>13</b>	<b>9</b>	<b>9</b>
Internal combustion engines				
Diesel		13	9	9

### T3 Greenhouse gas emissions from transportation (vehicle fleet) segmented by fuel type [tonnes CO2-e]

Non-executive fleet - Gasoline	153.72	137.51	139.65
<b>Petrol</b>	<b>153.72</b>	<b>137.51</b>	<b>139.65</b>
Non-executive fleet - Diesel	114.80	117.23	106.74
<b>Diesel</b>	<b>114.80</b>	<b>117.23</b>	<b>106.74</b>
<b>Total Greenhouse gas emissions from transportation (vehicle fleet) [tonnes CO2-e]</b>	<b>268.52</b>	<b>254.74</b>	<b>246.40</b>

### T(opt1) Total vehicle travel associated with entity operations [1,000 km]

Total vehicle travel associated with entity operations [1,000 km]	1,441.55	1,422.97	1,342.19
---	----------	----------	----------

### T(opt2) Greenhouse gas emissions from vehicle fleet [tonnes CO2-e per 1,000 km]

tonnes CO2-e per 1,000 km	0.19	0.18	0.18
---------------------------	------	------	------

### TOTAL ENERGY USE

2024-25

2023-24

2022-23

### E1 Total energy usage from fuels, including stationary fuels (F1) and transport fuels (T1) [MJ]

Total energy usage from stationary fuels (F1) [MJ]	4,357,766.10	4,873,406.00	4,878,944.70
Total energy usage from transport (T1) [MJ]	3,903,695.00	3,698,496.90	3,581,306.20
<b>Total energy usage from fuels, including stationary fuels (F1) and transport fuels (T1) [MJ]</b>	<b>8,261,461.10</b>	<b>8,571,902.90</b>	<b>8,460,250.90</b>

### E2 Total energy usage from electricity [MJ]

Total energy usage from electricity [MJ]	10,611,137.56	10,226,639.30	10,167,092.35
--	---------------	---------------	---------------

### E3 Total energy usage segmented by renewable and non-renewable sources [MJ]

Renewable	3,672,183.40	3,120,138.78	2,791,053.73
Non-renewable (E1 + E2 - E3 Renewable)	15,200,415.26	15,678,403.41	15,836,289.53

### E4 Units of Stationary Energy used normalised

Energy per unit of Aged Care OBD [MJ]/Aged Care OBD]	381.01	346.94	341.65
Energy per unit of LOS [MJ]/LOS]	2,756.20	2,894.95	2,731.67

Energy per unit of bed-day (LOS+Aged Care OBD) [MJ/OBD]	334.74	309.81	303.67
Energy per unit of Separations [MJ/Separations]	9,815.67	10,066.70	10,485.04
Energy per unit of floor space [MJ/m2]	626.03	631.51	629.25

SUSTAINABLE BUILDINGS AND INFRASTRUCTURE	2024-25	2023-24	2022-23
--	---------	---------	---------

**B1 Discuss how environmentally sustainable design (ESD) is incorporated into newly completed entity-owned buildings**

Not applicable as West Wimmera Health Service has no newly completed buildings.

**B2 Discuss how new entity leases meet the requirement to preference higher-rated office buildings and those with a Green Lease Schedule**

Not applicable as West Wimmera Health Service has no new entity leases.

**B3 NABERS Energy (National Australian Built Environment Rating system) ratings of newly completed/occupied Entity-owned office buildings and substantial tenancy fit-outs (itemised)**

Not applicable as West Wimmera Health Service has no newly completed/occupied buildings or fit-outs.

**B4 Environmental performance ratings (eg. NABERS, Green Star, or ISCAIS rating scheme) of newly completed Entity-owned non-office building or infrastructure projects or upgrades with a value over \$1 million**

Not applicable as West Wimmera Health Service has no newly completed building, infrastructure projects or upgrades over \$1 million.

WATER USE	2024-25	2023-24	2022-23
-----------	---------	---------	---------

**W1 Total units of metered water consumed by water source (kl)**

Potable water [kL]	33,374.72	32,884.27	34,955.13
<b>Total units of water consumed [kl]</b>	<b>33,374.72</b>	<b>32,884.27</b>	<b>34,955.13</b>

**W2 Units of metered water consumed normalised by FTE, headcount, floor area, or other entity or sector specific quantity**

Water per unit of Aged Care OBD [kL/Aged Care OBD]	0.85	0.76	0.79
Water per unit of LOS [kL/LOS]	6.15	6.30	6.35
Water per unit of bed-day (LOS+Aged Care OBD) [kL/OBD]	0.75	0.67	0.71
Water per unit of Separations [kL/Separations]	21.89	21.92	24.36
Water per unit of floor space [kL/m2]	1.40	1.38	1.46



WASTE AND RECYCLING	2024-25	2023-24	2022-23
<b>WR1 Total units of waste disposed of by waste stream and disposal method [kg]</b>			
<b>Landfill (total)</b>			
General waste	75,958	80,083	114,918
<b>Offsite treatment</b>			
Clinical waste - incinerated	14.98	75.84	54.43
Clinical waste - sharps	297.77	326.16	289.10
Clinical waste - treated	2,690.55	2,745.19	3,524.80
<b>Recycling/recovery (disposal)</b>			
Commingled	7,098.63	7,484.10	
Paper (confidential)	2,820.00	2,393.42	7,206.58
<b>Total units of waste disposed [kg]</b>	<b>88,880.30</b>	<b>93,107.85</b>	<b>149,593.09</b>
<b>WR1 Total units of waste disposed of by waste stream and disposal method [%]</b>			
<b>Landfill (total)</b>			
General waste	85.46%	86.01%	76.82%
<b>Offsite treatment</b>			
Clinical waste - incinerated	0.02%	0.08%	0.04%
Clinical waste - sharps	0.34%	0.35%	0.19%
Clinical waste - treated	3.03%	2.95%	2.36%
<b>Recycling/recovery (disposal)</b>			
Commingled	7.99%	8.04%	15.78%
Paper (confidential)	3.17%	2.57%	4.82%
<b>WR3 Total units of waste disposed normalised by FTE, headcount, floor area, or other entity or sector specific quantity, by disposal method</b>			
Total waste to landfill per PPT [(kg general waste)/PPT]	1.64	1.59	2.25
Total waste to offsite treatment per PPT [(kg offsite treatment)/PPT]	0.06	0.06	0.08
Total waste recycled and reused per PPT [(kg recycled and reused)/PPT]	0.21	0.20	0.60
<b>WR4 Recycling rate [%]</b>			
Weight of recyclable and organic materials [kg]	9,918.63	9,877.52	30,806.37
Weight of total waste [kg]	88,880.30	93,107.85	149,593.09
<b>Recycling rate [%]</b>	<b>11.16%</b>	<b>10.61%</b>	<b>20.59%</b>
<b>WR5 Greenhouse gas emissions associated with waste disposal [tonnes CO2-e]</b>			
tonnes CO2-e	102.64	108.17	154.40

GREENHOUSE GAS EMISSIONS	2024-25	2023-24	2022-23
<b>G1 Total scope one (direct) greenhouse gas emissions [tonnes CO2e]</b>			
Carbon Dioxide	529.91	547.48	539.62
Methane	0.93	1.02	1.03
Nitrous Oxide	2.14	2.21	2.14
<b>Total</b>	<b>532.98</b>	<b>550.72</b>	<b>542.79</b>
<b>GHG emissions from stationary fuel (F2) [tonnes CO2-e]</b>	<b>264.47</b>	<b>295.98</b>	<b>296.39</b>
<b>GHG emissions from vehicle fleet (T3) [tonnes CO2-e]</b>	<b>268.52</b>	<b>254.74</b>	<b>246.40</b>
<b>Medical/Refrigerant gases</b>			
Nitrous oxide	0.00	9.28	0.00
Refrigerant - R22 (HCFC-22)	6.88	6.34	0.00
Refrigerant - R32 (HFC-32)	4.61	4.17	0.00
Refrigerant - R410A (HFC-410A)	38.88	34.42	0.00
Sevoflurane	0.40	0.24	0.15
<b>Total scope one (direct) greenhouse gas emissions [tonnes CO2e]</b>	<b>583.75</b>	<b>605.16</b>	<b>542.94</b>
<b>G2 Total scope two (indirect electricity) greenhouse gas emissions [tonnes CO2e]</b>			
Electricity	1,559	1,620	1,764
<b>Total scope two (indirect electricity) greenhouse gas emissions [tonnes CO2e]</b>	<b>1,559</b>	<b>1,620</b>	<b>1,764</b>
<b>G3 Total scope three (other indirect) greenhouse gas emissions associated with commercial air travel and waste disposal (tonnes CO2e)</b>			
Commercial air travel	0	0	0
Waste emissions	102.6	108.2	154.4
Indirect emissions from Stationary Energy	294.0	300.9	296.3
Indirect emissions from Transport Energy	67.3	63.8	49.6
Paper emissions	5.6	4.2	3.5
Any other Scope 3 emissions	54.9	55.3	60.8
<b>Total scope three greenhouse gas emissions [tonnes CO2e]</b>	<b>524.5</b>	<b>532.3</b>	<b>564.5</b>
<b>G(Opt) Net greenhouse gas emissions (tonnes CO2e)</b>			
<b>Gross greenhouse gas emissions (G1 + G2 + G3) [tonnes CO2e]</b>	<b>2,667.4</b>	<b>2,757.3</b>	<b>2,871.7</b>
Total gross reported greenhouse gas emissions per bed-day (CO2-e(t)/OBD)	0.06	0.06	0.06
<b>Net greenhouse gas emissions [tonnes CO2e]</b>	<b>2,667.4</b>	<b>2,757.3</b>	<b>2,871.7</b>

NORMALISATION FACTORS	2024-25	2023-24	2022-23
1000km (Non-emergency)	1,442	1,423	1,342
Aged Care Occupied Bed Days (OBD)	39,287	43,524	44,039
ED Departures	0	0	0
FTE	424	411	389
LOS	5,431	5,216	5,508
OBD	44,718	48,740	49,547
PPT	46,243	50,240	50,982
Separations	1,525	1,500	1,435
TotalAreaM2	23,911	23,911	23,911

**NOTE: Indicators are not reported where data is unavailable or an indicator is not relevant to the organisation's operations**

\*From 1 July 2022, the updated Financial Reporting Direction 24: Reporting of environmental data by government entities (FRD 24) substantially increased environmental reporting requirements therefore some data for prior years is not available.





# STATEMENT OF PRIORITIES

# IN 2024–25 THE SERVICE CONTRIBUTED TO THE ACHIEVEMENT OF THE VICTORIAN GOVERNMENT'S COMMITMENTS BY ADDRESSING THE FOLLOWING DELIVERABLES IN THE STATEMENT OF PRIORITIES:

## EXCELLENCE IN CLINICAL GOVERNANCE

**MA4 IDENTIFY AND DEVELOP CLINICAL SERVICE MODELS WHERE FACE TO FACE CONSULTATIONS CAN BE SUBSTITUTED BY VIRTUAL CARE WHEREVER POSSIBLE (USING TELEHEALTH, REMOTE MONITORING), WHILST ENSURING STRONG CLINICAL GOVERNANCE, SAFETY SURVEILLANCE AND PATIENT CHOICE.**

**MA4 Adopt the Department of Health 'Virtual Care Operational Framework' and formulate governance and procedures to align with those outlined within the Framework.**

Virtual care, including on-call support for admissions, is available to support our healthcare professionals, communities, patients and aged care residents via multiple pathways, including the Victorian Virtual Emergency Department (VVED), My Emergency Doctor and the Victorian Virtual Specialist Consults (VVSC) service.

Our dedicated telehealth carts can be wheeled into patient and resident rooms or private consulting rooms, ensuring all users have access to this technology and a private space for their consultation.

Staff at our Jeparit campus received training in using their Visionflex telehealth equipment. Instruction videos are available to assist staff in using the equipment. Our Information Technology Support contractor has also provided some training, showing staff how to use the telehealth carts onsite as well as being available via phone at any time to remedy any issues.

The Service's telehealth policy offers guidance for staff around using secure platforms and obtaining consent from patients and residents.

**MA4 Identify appropriate clinical cohorts that would benefit from virtual care. At all times ensuring consumers are made aware of the available options and the range of modalities available to support their care requirements.**

Our Jeparit Nursing Home participated in the Western Victorian Primary Health Network (PHN) Visionflex Telehealth Cart (VTC) pilot which provided comprehensive telehealth equipment with medical device attachments, valued at \$18,000 to support aged care residents to access care.

This equipment supports our residents to receive specialist treatment in a more timely manner, particularly geriatrician access, provides improved access to specialists for residents with limited mobility and reduces transfers for preventative health and early treatment of health issues to prevent them from becoming an emergency situation. Our Allied Health Clinicians can offer telehealth to provide faster access to treatment to residents around our sites. The high-definition camera is demonstrating significant value, allowing clinicians to make accurate assessments, especially for wound care. Residents have shared that they appreciate not having to travel when it's not necessary and the time it saves.

Telehealth services have allowed patients to receive specialist care locally—either in the community or while hospitalised—eliminating



the need for long-distance travel for brief in-person consultations.

Telehealth appointments are scheduled with specialist consultants or with the Victorian Virtual Specialist Consults, operated by Northern Health, which provides access for health practitioners to appointments with hospital specialists for case discussions and complex patient management.

We have proudly promoted the Victorian Virtual Emergency Department, including using it to access urgent diabetes care 24 hours a day, 7 days a week, across our various media channels.

**MA2 STRENGTHEN ALL CLINICAL GOVERNANCE SYSTEMS, AS PER THE VICTORIAN CLINICAL GOVERNANCE FRAMEWORK, TO ENSURE SAFE, HIGH-QUALITY CARE, WITH A SPECIFIC FOCUS ON BUILDING AND MAINTAINING A STRONG SAFETY CULTURE, IDENTIFYING, REPORTING, AND LEARNING FROM ADVERSE EVENTS, AND EARLY, ACCURATE RECOGNITION AND MANAGEMENT OF CLINICAL RISK TO AND DETERIORATION OF ALL PATIENTS.**

**MA2 Improve paediatric patient outcomes by implementing the “ViCTOR track and trigger” observation chart and escalation system whenever children have observations taken.**

All Urgent Care Centres continue to be equipped with ViCTOR (Victorian Children’s Tool for Observation and Response) charts, sourced from the Royal Children’s Hospital. These charts are designed for paediatric patients and outline age-specific vital sign parameters across five age groups. They are essential tools for monitoring and managing children in both emergency and ward settings.

Urgent care staff are trained in the use of PIPER (Paediatric Infant Perinatal Emergency Retrieval) services, ensuring timely access to specialist advice and retrieval support when required.

To support accurate and safe care, staff are able to access resources from both the Royal Childrens Hospital and Monash Childrens Hospital, inclusive of policies and procedures.

Registered Nurses have access to Paediatric Advanced Life Support (PALS) training. This comprehensive training ensures nursing staff working in our Urgent Care Centres are well-prepared to respond to paediatric emergencies and effectively manage deteriorating paediatric patients if required.

## **OPERATE WITHIN A SUSTAINABLE BUDGET**

**MB1 DEVELOP AND IMPLEMENT A HEALTH SERVICE BUDGET ACTION PLAN (BAP) IN PARTNERSHIP WITH THE DEPARTMENT TO MANAGE COST GROWTH EFFECTIVELY TO ENSURE THE EFFICIENT OPERATION OF THE HEALTH SERVICE.**

**MB1 Deliver on the key initiatives as outlined in the Budget Action Plan.**

We have achieved greater cost savings and revenue enhancements than originally envisaged in our BAP across a range of areas but without impacting frontline services.

Reviewing each program for sustainability and aligning resources has resulted in reduced costs. Initiatives targeting waste reduction and deferred expenditure have lowered our procurement costs, and pursuing revenue opportunities in service delivery has resulted in higher funds and increased throughput.



**MB1 Utilise data analytics and performance metrics to identify areas of inefficiency and waste and make evidence-based decisions to improve financial sustainability and operational performance.**

The development of the WWHS data analytics platform is unlocking opportunities for optimal decision-making, freeing staff to focus on higher-value work, and identifying underutilised assets.

This year, enhancements have focused on aged care, with improved reporting on bed occupancy and vacancies, care classifications, and waiting lists. These insights enable internal stakeholders to engage more effectively on care profiles, admission barriers, and respite opportunities.

The use of this data and reporting has streamlined the journey for prospective residents, from initial enquiry through to care reclassification, ensuring the cost of care is matched to individual needs.

## **IMPROVING EQUITABLE ACCESS TO HEALTHCARE AND WELLBEING**

**MC1 ADDRESS SERVICE ACCESS ISSUES AND EQUITY OF HEALTH OUTCOMES FOR PRIORITY COMMUNITIES, INCLUDING LGBTIQ+ COMMUNITIES, MULTICULTURAL COMMUNITIES, PEOPLE WITH DISABILITY AND RURAL AND REGIONAL PEOPLE, INCLUDING MORE SUPPORT FOR PRIMARY, COMMUNITY, HOME-BASED AND VIRTUAL CARE, AND ADDICTION SERVICES.**

**MC1 Implement programs addressing barriers for rural and regional cohorts receiving care remotely, closer to, or in their homes.**

WWHS continues to address key initiatives of our Diversity and Inclusion Plan which outlines how we embrace the diversity of cultures, ages, genders, sexualities, backgrounds, religions and abilities of all who access our services or work at WWHS.

Our Multicultural and Disability Community Advisory Committees continue to work with community groups in our catchment to enhance our cultural and disability awareness and respond to specific needs. After hours hospital tours continue to be appreciated by our multicultural communities, helping to break down any fears or barriers diverse groups may face when accessing healthcare. Our Multicultural Worker also provides support to our refugee, migrant and multicultural communities to access health services and information.

Our Community Advisory Committees (CACs), have continued to provide an insightful consumer lens on local health needs through a number of dedicated community members.

The Service was successful in being accepted for the Rainbow Tick Implementation Program, receiving up to \$25,000 in subsidies to help cover the costs of being assessed for Rainbow Tick accreditation, which is the national quality standards for LGBTIQ+ inclusion and excellence for health and human services and is one of the most impactful ways to demonstrate LGBTIQ+ inclusion in organisational practices and service delivery.

In the new financial year we will commence the How2 program, a capacity-building initiative that provides practical guidance and training over several sessions, helping organisations improve their inclusive practices and prepare for Rainbow Tick accreditation. The Rainbow Tick Implementation Program will then provide us with further support with tools and templates for LGBTIQ+ inclusion, sector-specific training, and other supports as we work towards being ready for Rainbow Tick accreditation.

#### **MC4 EXPAND THE DELIVERY OF HIGH-QUALITY CULTURAL SAFETY TRAINING FOR ALL STAFF TO ALIGN WITH THE ABORIGINAL AND TORRES STRAIT ISLANDER CULTURAL SAFETY FRAMEWORK. THIS TRAINING SHOULD BE DELIVERED BY INDEPENDENT, EXPERT, COMMUNITY-CONTROLLED ORGANISATIONS OR A KINAWAY OR SUPPLY NATION CERTIFIED ABORIGINAL BUSINESS.**

**MC4 Implement mandatory cultural safety training and assessment for all staff in alignment with the Aboriginal and Torres Strait Islander cultural safety framework, and developed and/or delivered by independent, expert, and community-controlled organisations, Kinaway or Supply Nation certified Aboriginal businesses.**

Aboriginal Cultural Awareness training was implemented at the beginning of the year as a mandatory education element requiring completion by all staff every 2 years. This training involves two online eLearning modules developed by the Grampians Region Health Service Partnership and available within the Grampians Learning Hub. It takes around an hour to complete.

Staff were quick to complete this important training with the Service reaching 92% compliance within a short period of time.

## **A STRONGER WORKFORCE**

#### **MD1 IMPROVE EMPLOYEE EXPERIENCE ACROSS FOUR INITIAL FOCUS AREAS TO ASSURE SAFE, HIGH-QUALITY CARE: LEADERSHIP, HEALTH AND SAFETY, FLEXIBILITY, AND CAREER DEVELOPMENT AND AGILITY.**

**MD1 Deliver programs to improve employee experience across four initial focus areas: leadership, safety and wellbeing, flexibility, and career development and agility.**

West Wimmera Health Service has a mature employee education financial support program which supports staff to achieve their career goals by assisting with the financial and time support required to study whilst employed by the Service.

The Service has supported eleven staff to complete a Diploma of Leadership and Management in the last 12 months. These staff are emerging managers in the Service and are developing skills and experience in managing people and projects within their work areas.

West Wimmera Health Service has demonstrated an agile work and career development process where staff can move between work areas with ease through training and education support. Examples include hospitality staff training to be Home Care Support staff, and Enrolled Nurses transitioning to become Registered Nurses.

There is a strong emphasis on "Growing our Own" at West Wimmera Health Service.

#### **MD1 Implement and/or evaluate new/expanded programs that uplift workforce flexibility such as a flexibility policy for work arrangements.**

Flexibility in the workplace is fundamental to the success of our workforce. This is achieved through flexible rostering practices, work from home capabilities and working across divisional areas through the Service.

## **MOVING FROM COMPETITION TO COLLABORATION**

#### **ME2 ENGAGE IN INTEGRATED PLANNING AND SERVICE DESIGN APPROACHES WHILE ASSURING CONSISTENT AND STRONG CLINICAL GOVERNANCE WITH PARTNERS TO CONNECT THE SYSTEM TO DELIVER SEAMLESS AND SUSTAINABLE CARE PATHWAYS AND BUILD SECTOR COLLABORATION.**

**ME2 Regional, sub-regional or local regional health needs assessment to develop a population health plan.**

The Service was engaged in creation of the Grampians Region Population Health Plan 2023 – 2029 with our Chief Executive Officer a member of the Plan's steering committee. We continue to work constructively towards achievement of the Plan's goals including refinement of the plan itself as and when required.

**ME2 Undertake joint clinical service plans with an agreed approach to coordinating the delivery of health services at a regional level as opposed to individual health service planning.**

The Grampians Region Health Service Partnership completed a scope of work as part of a planned process to prepare a regionwide Clinical Service Plan over the 2025-2026 financial year. The work undertaken to date will enable completion of an integrated services plan that will underpin streamlined and person-centred care throughout the region and beyond for the foreseeable future.





# KEY 2024–2025 HEALTH SERVICE PERFORMANCE PRIORITIES

## HIGH QUALITY AND SAFE CARE

KEY PERFORMANCE MEASURE	TARGET	RESULT
<b>Infection prevention and control</b>		
Percentage of healthcare workers immunised for influenza	94%	96%
<b>Patient experience</b>		
Percentage of patients who reported positive experiences of their hospital stay	95%	100%
<b>Adverse events</b>		
Percentage of reported sentinel events for which a root cause analysis (RCA) report was submitted within 30 business days from notification of the event	All RCA reports submitted within 30 business days	100%
<b>Aged Care</b>		
Public sector residential aged care services overall star rating	Minimum rating 3 stars	100%
<b>Aboriginal Health</b>		
The gap between the number of Aboriginal patients who discharged against medical advice compared to non-Aboriginal patients	0%	0%

## STRONG GOVERNANCE, LEADERSHIP & CULTURE

KEY PERFORMANCE MEASURE	Target	Result
<b>Organisational culture</b>		
People matter survey – Percentage of staff with an overall positive response to safety culture survey questions	80%	77%

## EFFECTIVE FINANCIAL MANAGEMENT

KEY PERFORMANCE INDICATOR	TARGET	RESULT
Operating result (\$m)	0	0.001
Adjusted current asset ratio	0.7 or 3% improvement from base target	0.79
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	0	Achieved

## ACTIVITY AND FUNDING

The performance and financial framework within which state government-funded organisations operate is described in The Policy and Funding Guidelines - Funding Rules. The Funding Rules detail funding and pricing arrangements and provides modelled budgets and targets for a range of programs.

The Policy and Funding Guidelines are accessible at webpage <https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services>

FUNDING TYPE	ACTIVITY ACHIEVEMENT 2024-25	UNIT
Small Rural Acute (DVA & TAC)	8.70	NWAU
Small Rural Mental Health	1,672	Bed Days
Small Rural Primary Health & HACC	16,698	Service Hours
Small Rural Residential Care	38,529	Bed Days

# FINANCIAL RESULTS

## **West Wimmera Health Service is pleased to report a net operating surplus of \$1,459 for the 2024/25 financial year.**

This financial report covers the period from 1 July 2024 to 30 June 2025. The operating surplus of \$1,459 marks a positive turnaround from the forecasted deficit, showcasing strong financial management, improved revenue performance, and a continued focus on expenditure control.

Revenue growth was driven by higher occupancy levels in residential aged care, which averaged 82.9%, and reclassifications through AN-ACC. Additional revenue improvements resulted from service reviews and contract renegotiations, which exceeded forecasts. Further revenue recognition came from additional funding from DHSV for over-target throughput and the Grampians region ICT joint venture (GRHA).

Expenditure remained broadly in line with expectations, with employment costs, the largest area of expenditure, finishing just below budget and which was an increase of \$2.58 million compared to the previous year. This increase reflects EBA adjustments, successful recruitment into key positions, and a continued reliance, albeit reduced, on agency nursing, which cost \$4.57 million for the year. Although agency reliance remains a significant issue, new state-wide contracts implemented in May are expected to reduce costs in the upcoming financial year.

While total goods and services expenses were higher than budgeted, repairs and maintenance costs were lower, with the capitalisation of project costs offsetting some expenses. Overall, operating costs were carefully managed despite ongoing workforce shortages and the abovementioned usage of agency sourced staff.

Cash and investment balances closed the year higher, supported by funding for the Nhill and Rupanyup redevelopment projects. Although cash remains constrained by the timing of capital projects and future workforce expenditure, various budgeted improvement initiatives combined with the support of Hospital Victoria have strengthened the Service's financial position as we move into the next financial year.

Donations continue to be a valued source of community support, with \$385.8k received this year, including a significant \$376k bequest. These contributions, along with government grants and internal investments, support critical service delivery and asset renewal across our sites.

Despite the ongoing challenges of workforce supply, increased employment costs, and constrained funding models, the Service remains committed to strong financial stewardship, investment in infrastructure, and the delivery of high-quality care.

We extend our gratitude to our staff, volunteers, community members, and partners who continue to support the delivery of safe and reliable care to every person, every time.

**Janette Lakin**  
**Executive Director of Finance & Administration**



# FINANCIAL OVERVIEW 2024-25

	2025 \$000	2024 \$000	2023 \$000	2022 \$000	2021 \$000
NET OPERATING RESULT*	1	21	51	60	77
Total revenue	64,713	61,889	53,414	49,060	47,631
Total expenses	(70,660)	(64,672)	(58,156)	(52,620)	(52,131)
<b>Net result from transactions</b>	<b>(5,947)</b>	<b>(2,783)</b>	<b>(4,742)</b>	<b>(3,560)</b>	<b>(4,500)</b>
Total other economic flows	300	33	(59)	(9)	552
<b>Net result</b>	<b>(5,647)</b>	<b>(2,750)</b>	<b>(4,801)</b>	<b>(3,569)</b>	<b>(3,948)</b>
Total assets	120,897	116,431	84,520	87,892	89,913
Total liabilities	46,530	36,417	29,911	(28,482)	(25,843)
<b>Net assets/Total equity</b>	<b>74,367</b>	<b>80,014</b>	<b>54,609</b>	<b>59,410</b>	<b>64,070</b>

**TABLE 5: INCOME STATEMENT – FINANCIAL YEAR ENDING 30 JUNE 2025**

	2024-25 \$000
<b>Net operating result *</b>	<b>1</b>
Capital purpose income	40
Specific income	2,377
COVID 19 State Supply Arrangements - Assets received free of charge or for nil consideration under the State Supply	12
State supply items consumed up to 30 June 2024	(12)
Assets provided free of charge	386
Assets received free of charge	(386)
Expenditure for capital purpose	(31)
Depreciation and amortisation	(8,634)
Impairment of non-financial assets	
Finance costs (other)	300
<b>Net result from transactions</b>	<b>(5,947)</b>

**TABLE 6: RECONCILIATION OF NET RESULT FROM TRANSACTIONS AND OPERATING RESULT**

\*The Operating result is the result for which the health service is monitored in its Statement of Priorities

# SOCIAL PROCUREMENT

West Wimmera Health Service considers procurement to be a key business and strategic function. Social procurement creates an opportunity for the Service to use its buying power to deliver social and sustainable outcomes that help to build a fair, inclusive and sustainable Victoria.

West Wimmera Health Service's Social Procurement Strategy aims to increase the social and sustainable benefits achieved through deliberate and planned social and sustainable procurement activities prioritising the following four objectives:

**Objective 2**, Opportunities for Victorians with disability, is a strong focus for West Wimmera Health Service and is represented as an Australian Disability Enterprise in the BUYABILITY directory.

**Objective 4**, Opportunities for disadvantaged Victorians, is a focus as tools such as the Map for Impact shows a number of social enterprises in areas surrounding West Wimmera Health Service.

**Objective 7**, Sustainable Victorian regions, is a focus as the ABS socio-economic index has identified locations surrounding West Wimmera Health Service campuses as areas with a high entrenched disadvantage.

**Objective 8**, Environmentally sustainable outputs allows West Wimmera Health Service to continue on from existing sustainability initiatives.

The 2024-25 financial year results are as follows:

SOCIAL PROCUREMENT ACTIVITIES AND COMMITMENTS	
Overall social procurement activities	2024-25
Number of social benefit suppliers engaged during the reporting period:	3
Total amount spent with social benefit suppliers (direct spend) during the reporting period (\$ GST exclusive):	\$8,972
Total number of mainstream suppliers engaged that have made social procurement commitments in their contracts with the Victorian Government:	0
Total number of contracts that include social procurement commitments:	6

**TABLE 7: SOCIAL PROCUREMENT ACTIVITIES AND COMMITMENTS**

\*A large proportion of the health service's mainstream direct and indirect social benefit suppliers who have made social procurement commitments within their contracts, are reported in HealthShare Victoria's annual 'Social Procurement Framework' commitment reporting.

# INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) EXPENDITURE

The Service’s total Information and Communication Technology (ICT) expenditure incurred during 2024-25 is \$2,477,525 (excluding GST) with the details shown below:

Business as Usual (BAU) ICT expenditure		Non-Business as Usual (non-BAU) ICT expenditure	
Total (excluding GST)	Total=Operational expenditure and Capital Expenditure (excluding GST)	Operational expenditure (excluding GST)	Capital expenditure (excluding GST)
\$2.133m	\$0.345m	\$0.000m	\$0.345m

TABLE 8: ICT EXPENDITURE

## CONSULTANCIES

### DETAILS OF CONSULTANCIES (UNDER \$10,000)

In 2024-25 there were 2 consultants where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during 2024-25 in relation to these consultancies is \$6,188.50 (GST exclusive). The services were relating to reviews of Health Promotion program evaluation and RO system project.

### DETAILS OF CONSULTANCIES (VALUED AT \$10,000 OR GREATER)

In 2024-25 there was one consultancy engaged for services over \$10,000. The total expenditure incurred during 2024-25 in relation to that consultant is \$21,360 (GST exclusive). The services related to a review of Health Promotion in the Wimmera.



# GOVERNMENT ADVERTISING EXPENDITURE

## DETAILS OF GOVERNMENT ADVERTISING CAMPAIGN EXPENDITURE

In 2024-25 the Service did not expend any monies in relation to government advertising.

# DISCLOSURE OF REVIEW & STUDY EXPENSES

## DETAILS OF REVIEW AND STUDY EXPENSES

West Wimmera Health Service had no reportable projects in the 2024-25 financial year.

# GRANTS AND TRANSFER PAYMENTS

## DETAILS OF GRANTS AND TRANSFER PAYMENTS

West Wimmera Health Service did not administer any grants, transfer payments or Commercial-in-Confidence grants in 2024-25.



# COMPLIANCE WITH LEGISLATION

## **FREEDOM OF INFORMATION ACT 1982**

The West Wimmera Health Service Freedom of Information Officer received 35 requests for information under the Freedom of Information Act (1982) during the 2024-25 financial year, a decrease of 19 from the previous financial year.

35 requests were received:

- 32 cases were personal requests
- 3 cases were non-personal requests

Of the requests received:

- 29 cases were granted in full
- 1 case was not proceeded with by the applicant
- 2 cases where no documents/medical records were available.
- 3 cases where the Act does not apply

All applications were received from or on behalf of members of the public.

Of the above requests, zero were from Members of Parliament, zero from the media, and the remainder from the general public. West Wimmera Health Service made 35 FOI decisions during the 12 months ended 30 June 2025. There were 35 decisions made within the statutory time periods. Of the decisions made outside time, zero were made within a further 45 days and zero decisions were made in greater than 45 days. Of the total decisions made, 29 granted access to documents in full, zero granted access in part and zero denied access in full. Zero decisions were made after mandatory extensions had been applied or extensions were agreed upon by the applicant. Of requests finalised, the average number of days over/under the statutory time (including extended timeframes) to decide the request was zero.

During 2024-25, zero requests were subject to a complaint/internal review by the Office of the Victorian Information Commissioner.

Zero requests progressed to the Victorian Civil and Administrative Tribunal (VCAT).

Members of the public may telephone the Service on 03 5391 4222, in the first instance to obtain information on the application process. Applications must be in writing and the required FOI Application form completed and sent to:

**The Freedom of Information Officer  
West Wimmera Health Service  
PO Box 231  
NHILL VIC 3418**

Applications must clearly describe the documents that are being requested. If seeking an exemption of the application fee evidence must also be provided by the applicant as to the reasons why. The following fees apply:

- Application Fee - \$33.60 (non-refundable unless the fee is waived);
- Search Fee - \$25.20 per hour or part thereof;
- Photocopying - 20 cents per black and white A4 page.

It is important that applicants provide photo identification as to their identity at the time of application.

Further information on where members of the public can obtain information about FOI are available at:

FOI Information:  
<https://ovic.vic.gov.au/freedom-of-information/>

FOI Costs:  
<https://ovic.vic.gov.au/freedom-of-information/for-the-public/find-and-request-access-to-information/>

For detailed requirements of the Freedom of Information Act (1982) please visit:  
<https://www.legislation.vic.gov.au/in-force/acts/freedom-information-act-1982>



## **GENDER EQUALITY ACT 2020**

West Wimmera Health Service (WWHS) remains firmly committed to fostering gender equality and building a workplace culture that embraces inclusivity, diversity, and equity. Guided by the Victorian Gender Equality Act 2020, the Service continues to take significant steps towards achieving the goals outlined in its Gender Equality Action Plan (GEAP).

Over the past year, WWHS has made substantial progress in embedding gender equality into all areas of the organisation. A dedicated Gender Impact Assessment Toolkit has been developed to ensure compliance with Gender Equality Standards, with assessments applying an intersectionality lens to evaluate the impact of policies, programs, and services on different population groups.

The Service is finalising a comprehensive Workforce Plan that aligns with broader workforce priorities and incorporates gender equality metrics, representation benchmarks, and a strategic approach to supporting equitable growth across all service areas. To ensure accessibility and diversity in recruitment, WWHS has commenced planning a targeted recruitment drive to support individuals facing language barriers.

This initiative aims to:

- assist multilingual applicants in navigating job requirements
- improve access to employment across diverse communities
- strengthen workforce representation from culturally and linguistically diverse backgrounds.

Recruitment processes have been enhanced with a focus on inclusivity, including gender-neutral language, diverse imagery, and targeted marketing for board recruitment. A recruitment officer has been appointed to streamline onboarding, and bursaries and

traineeships have been introduced to support retention, skill development, and workforce diversity.

A multi-level authorisation process is now in place to identify and address gender pay gaps, and flexible working arrangements have been extended to a broad range of staff to promote work-life balance. WWHS remains committed to a zero-tolerance approach to sexual harassment, providing ongoing training to all staff and board members to support safe and respectful workplaces, and to empower confident reporting.

WWHS also continues to strengthen relationships with the Victorian Health Organisation Gender Equality Network (VHOGEN), fostering strategic collaboration, shared planning, and integrated reporting to improve gender equality outcomes. Diversity and gender composition are regularly reported across decision-making committees, reinforcing accountability and transparency.

Looking ahead, WWHS will continue to be guided by the GEAP as it strives for a workplace that is healthy, sustainable, resilient, innovative, adaptive, and inclusive. Over the next two years, the Service will remain focused on achieving lasting improvement across all GEAP action areas, ensuring that gender equality is not only embedded within the workforce—but also reflected in the communities it serves.

## **BUILDING ACT 1993**

In accordance with the Building Regulations 2006, made under the Building Act 1993, all buildings within the Service are classified according to their functions.

West Wimmera Health Service undertakes an extensive Essential Services Maintenance Program to ensure that all regulatory requirements and safety standards in regard to plant and equipment, buildings and fire management systems are maintained.



A comprehensive preventative maintenance program ensures that key infrastructure equipment such as emergency power backup generators, lifting equipment, heating ventilation and cooling systems and fire detection and management systems are maintained at satisfactory levels and available 365 days a year.

Building Permits are obtained for all construction projects where required and Certificates of Occupancy are issued and displayed accordingly. All builders and contractors involved in building construction are registered practitioners.

In 2024-25 there were no projects completed with a certificate of occupancy issued, no emergency orders or building orders issued in relation to buildings and no buildings that have been brought into conformity with building standards during the reporting period.

The major works projects that progressed through the 2024-25 year include:

- Electrical Infrastructure Upgrade
- Energy Efficiency Audits
- Kaniva Nursing Home Redevelopment
- Nhill Hospital Kitchen Redevelopment
- Nhill Hospital Water Infrastructure Upgrade
- Rupanyup Nursing Home Redevelopment.

### **PUBLIC INTEREST DISCLOSURE ACT 2012**

West Wimmera Health Service is committed to the objectives of the Public Interest Disclosure Act 2012 (the Act) and addresses this through the application of its Public Interest Disclosure Policy.

We recognise the value of transparency and accountability in our administrative and management practices, and support the making of disclosures that reveal corrupt conduct, conduct involving substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

During 2024-25 the Service was not advised of any Public Interest Disclosures under the Act.

### **NATIONAL COMPETITION POLICY**

All requirements under the National Competition Policy were met, including compliance with the Government's policy statement 'Competitive Neutrality Policy Victoria' and subsequent reforms. There were no complaints received during the year in relation to this policy.

### **LOCAL JOBS ACT 2003**

There were two projects which required disclosure in accordance with the Local Jobs Act 2003 or the Victorian Industry Participation Policy (VIPPP).

The Nhill Hospital Kitchen Redevelopment and the Rupanyup Nursing Home Redevelopment projects were contracted for construction.

No projects undertaken by WWHS during 2024-25 met the threshold for Local Jobs First Policy application. As such, no Local Industry Development Plans were required or submitted.

### **CARERS RECOGNITION ACT 2012**

West Wimmera Health Service has taken all practical measures to comply with its obligations under the Act. These include:

- promoting the principles of the Act to people in care relationships who receive our services and to the wider community
- ensuring our staff have an awareness and understanding of the care relationship principles set out in the Act

- considering the care relationships principles set out in the Act when setting policies and providing services (including providing flexible working arrangements and leave provisions to staff who meet the criteria as set out in the relevant award).
- implementing priority actions in Recognising and supporting Victoria's carers: Victorian carer strategy 2018-22.

### **SAFE PATIENT CARE ACT 2015**

West Wimmera Health Service has no matters to report in relation to its obligations under section 40 of the Safe Patient Care Act 2015.

### **ADDITIONAL INFORMATION AVAILABLE ON REQUEST**

In compliance with the requirements of the Standing Directions 2018 under the Financial Management Act 1994, details in respect of the items listed below have been retained by the health service and are available on request to the relevant Ministers, Members of Parliament and the public, subject to the provisions of the *Freedom of Information Act 1982*.

The following information must be retained and made available upon request:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers;
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary;
- details of publications produced by the entity about itself, and how these can be obtained;
- details of changes in prices, fees, charges, rates, and levies charged by the entity;
- details of any major external reviews carried out on the entity;
- details of major research and development activities undertaken by the entity;

- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit;
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services;
- details of assessments and measures undertaken to improve the occupational health and safety of employees;
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes;
- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved; and
- details of all consultancies and contractors including:
  - consultants/contractors engaged;
  - services provided; and
  - expenditure committed to for each engagement.

This information is available on request from:

Janette Lakin

Executive Director of Finance & Administration

Phone: (03) 53914222

Email: Janette.Lakin@wwhs.net.au

### **ASSET MANAGEMENT ACCOUNTABILITY FRAMEWORK**

West Wimmera Health Service has put in place appropriate controls and processes to ensure it is compliant with the mandatory requirements for the Asset Management Accountability Framework.

# Attestations

## WEST WIMMERA HEALTH SERVICE FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION

I, Gary Simpson, on behalf of the Responsible Body, certify that West Wimmera Health Service has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.

### Gary Simpson

Responsible Officer  
West Wimmera Health Service  
12 September 2025

## CONFLICT OF INTEREST

I, Ritchie Dodds, certify that West Wimmera Health Service has put in place appropriate internal controls and processes to ensure that it has implemented a 'Conflict of Interest' policy consistent with the minimum accountabilities required by the VPSC.

Declaration of private interest forms have been completed by all executive staff within West Wimmera Health Service and members of the board, and all declared conflicts have been addressed and are being managed. Conflict of interest is a standard agenda item for declaration and documenting at each executive board meeting.

### Ritchie Dodds

Chief Executive Officer  
West Wimmera Health Service  
12 September 2025

## DATA INTEGRITY

I, Ritchie Dodds, certify that West Wimmera Health Service has put in place appropriate internal controls and processes to ensure that reported data accurately reflects actual performance. West Wimmera Health Service has critically reviewed these controls and processes during the year.

### Ritchie Dodds

Chief Executive Officer  
West Wimmera Health Service  
12 September 2025

## INTEGRITY, FRAUD AND CORRUPTION

I, Ritchie Dodds, certify that West Wimmera Health Service has put in place appropriate internal controls and processes to ensure that integrity, fraud and corruption risks have been reviewed and addressed at West Wimmera Health Service during the year.

### Ritchie Dodds

Chief Executive Officer  
West Wimmera Health Service  
12 September 2025

## COMPLIANCE WITH HEALTH SHARE VICTORIA (HSV) PURCHASING POLICIES

I, Ritchie Dodds, certify that West Wimmera Health Service has put in place appropriate internal controls and processes to ensure that it has materially complied with all requirements set out in the HSV Purchasing Policies including mandatory HSV collective agreements as required by the *Health Services Act 1988* (Vic) and has critically reviewed these controls and processes during the year.

### Ritchie Dodds

Chief Executive Officer  
West Wimmera Health Service  
12 September 2025



# DISCLOSURE INDEX

The annual report of West Wimmera Health Service is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the Service's compliance with statutory disclosure requirements.

LEGISLATION	REQUIREMENT	PAGE REF.
<b>STANDING DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS</b>		
<b>Report of Operations</b>		
<b>Charter and purpose</b>		
FRD 22	Manner of establishment and the relevant Ministers	1
FRD 22	Purpose, functions, powers and duties	1
FRD 22	Nature and range of services provided	9
FRD 22	Activities, programs and achievements for the reporting period	12-33
FRD 22	Significant changes in key initiatives and expectations for the future	12-33
<b>Management and structure</b>		
FRD 22	Organisational structure	7
FRD 22	Workforce data / employment and conduct principles	16
FRD 22	Workforce inclusion policy	18
FRD 22	Occupational Health and Safety	16
<b>Financial and other information</b>		
FRD 22	Summary of the financial results for the year	51
FRD 22	Significant changes in financial position during the year	50
FRD 22	Operational and budgetary objectives and performance against objectives	50
FRD 22	Subsequent events	50
FRD 22	Details of consultancies under \$10,000	53
FRD 22	Details of consultancies over \$10,000	53
FRD 22	Disclosure of government advertising expenditure	54
FRD 22	Disclosure of ICT expenditure	53
FRD 22	Asset Management Accountability Framework	58
FRD 22	Disclosure of emergency procurement	N/A
FRD 22	Disclosure of social procurement activities under the Social Procurement Framework	52
FRD 22	Disclosure of procurement complaints	N/A
FRD 22	Disclosure of reviews and study expenses	54
FRD 22	Disclosure of grants and transfer payments	54

FRD 22	Application and operation of Freedom of Information Act 1982	55
FRD 22	Compliance with building and maintenance provisions of Building Act 1993	56
FRD 22	Application and operation of Public Interest Disclosure Act 2012	57
FRD 22	Statement on National Competition Policy	57
FRD 22	Application and operation of Carers Recognition Act 2012	57
FRD 22	Additional information available on request	58
FRD 24	Environmental data reporting	34-41
FRD 25	Local Jobs First Act 2003 disclosures	57
<b>Compliance attestation and declaration</b>		
SD 5.1.4	Financial Management Compliance attestation	59
SD 5.2.3	Declaration in Report of Operations	65
	Attestation on Data Integrity	59
	Attestation on managing Conflicts of Interest	59
	Attestation on Integrity, Fraud, and Corruption	59
	Compliance with Health Share Victoria (HSV) Purchasing Policies	59
<b>Other reporting requirements</b>		
	Reporting of outcomes from Statement of Priorities 2024-2025	42-49
	Occupational Violence reporting	17
	Reporting obligations under the Safe Patient Care Act 2015	58
	Reporting of compliance regarding Car Parking Fees (if applicable)	N/A
<i>Financial statements</i>		
<b>Declaration</b>		
SD 5.2.2	Declaration in financial statements	65
<b>Other requirements under Standing Directions 5.2</b>		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	65
SD 5.2.1(a)	Compliance with Standing Directions	65
SD 5.2.1(b)	Compliance with Model Financial Report	65
<b>Other disclosures as required by FRDs in notes to the financial statements (a)(b)</b>		
FRD 11	Disclosure of Ex gratia Expenses	97
FRD 103	Non-Financial Physical Assets	80
FRD 110	Cash Flow Statements	70
FRD 112	Defined Benefit Superannuation Obligations	77

FRD 114	Financial Instruments – general government entities and public non-financial corporations	92
---------	---	----

## Legislation

Freedom of Information Act 1982 (Vic) (FOI Act)	55
Building Act 1993	56
Public Interest Disclosures Act 2012	57
Carers Recognition Act 2012	57
Local Jobs Act 2003	57
Financial Management Act 1994 (b)	59

---

### Notes:

(a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are in the nature of disclosure.

(b) Refer to the Model financial statements section (Part two) for further details.





# AUDITED FINANCIAL REPORT FOR THE FINANCIAL YEAR ENDING 30 JUNE 2025

