



Annual Report 2024-2025



healthAbility respectfully acknowledges the Traditional Owners of the lands on which we operate, the Wurundjeri-Woiwurrung people of the Kulin Nation and their connections to the land, waterways and community. We pay our respect to their ancestors and Elders past, present and emerging and to the Aboriginal and Torres Strait Islander peoples who we engage with and deliver programs and services to every day.

We are committed to inclusive communities.



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Board Chair message

We are pleased to have made significant progress with the implementation of our strategy in FY25, the first full year of our 2025-2027 strategy.

Over the past year our Board and staff have remained acutely focused on delivering greater value to our community, strengthening our sustainability, and laying the foundations for more connected, person-centred care.

New and rapidly changing technologies are playing a key role in improving client outcomes and experiences across the health sector, including the responsible adoption of Artificial Intelligence (AI) where appropriate, to streamline processes and support highly skilled staff to do what they do best—delivering accessible, quality care to our clients and community.

Our aim is to invest in and innovate our services, including using suitable technologies, to provide person-centred, impactful and accessible care that helps make wellbeing easier for our clients and staff.

This investment also includes the collection of valuable outcome data through our patient-reported outcome and experience measures. Alongside clinical data, these measures help us to understand the true impact we are having on our clients and community, and enable us to adapt our services where needed.

From a financial sustainability perspective, we have responded to current funding challenges by developing additional sources of revenue that align with our vision, purpose and strategic goals.

We are pleased to report a surplus for the 2024-2025 financial year and an increase on revenue year-on-year. As a not-for-profit organisation, this surplus is crucial so profits can go back into providing more services and improving facilities for our community and staff, through advocacy, innovation and re-investment.

For the year ahead, our priorities will continue to focus on how we can optimise our services to achieve positive outcomes for healthAbility clients, and how we can expand our impact to meet areas of greatest need in our communities.

I would like to thank the Board, leadership team, staff and volunteers for their continued dedication, innovation and passion in the presence of an ever-changing health sector, as we are guided by our purpose to make wellbeing easy.



John Rasa
Board Chair



CEO message

It's been a busy year of growth for healthAbility, as we commenced the implementation of our strategic plan and made some exciting changes for our staff, clients and community.

These changes include implementing universal outcome and experience measures to measure our impact alongside clinical outcomes, the development of a Diversity, Equity and Inclusion Action Plan, and investment in connecting with consumers (including current and potential clients) to better understand what more we can do to ensure the best possible outcomes for everyone who visits healthAbility.

Our Service Design and Quality teams have led the charge with these efforts to engage consumers, including re-launching our expanded Community Champions Advocacy Group (CCAG), and using a range of outcome measures, including client experience surveys. Through these mechanisms, we have been able to listen and learn from our clients and make effective and timely improvements as a direct result of the feedback we've received.

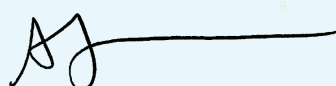
If you've visited our Eltham site recently, you'll see there have been major updates to our reception area, thanks to a grant from the Victorian Health Building Authority under the 2023-2024 Metropolitan Health Infrastructure Fund. These updates include a refreshed waiting room and reception area, brand new accessible toilet facilities, planned upgrades to improve access for people with low vision or hearing loss, as well as our Community Cupboard that provides food and essential items to anyone who needs it.

In addition to the changes at Eltham, earlier in the year ahead of the federal election we ran a targeted advocacy campaign to help ensure that healthAbility remains in Box Hill. This campaign was in response to the potential sale of the building we work in on Carrington Road. The campaign included a survey completed by over 900 clients and staff, with the results sending a strong message about how vital it is to keep our services in central Box Hill.

We are incredibly grateful to everyone who completed the survey to support our successful campaign to stay in Box Hill. We have secured our premises for the next two years while we develop a long-term plan, which we'll report back on next year.

Along with our external activities, this year we completed a review and refresh of our values and guiding behaviours, led by an internal working group, leadership team and Board. Our refreshed values, including new values of 'courage' and 'accountability', reflect our evolution as an organisation in a changing health sector, and the culture we want to foster for our staff and the clients we serve.

We are looking forward to an exciting year ahead as we continue to invest in research and technology to grow and innovate our services for the benefit of our clients, staff, volunteers and community.



Agata Jarbin
CEO



Our clients

We provided services for over

25,000

**clients in financial year 2025,
demonstrating our growing
impact year on year.**

Our true reach extends well beyond this, as this number represents unique clients counted through direct and non-anonymous service delivery only.

Although our clients are primarily from Melbourne, our impact expands across Victoria and nationwide. Our early intervention, prevention and digital programs support many people statewide and interstate.

In addition, clients using anonymous services such as our Needle and Syringe Program and After Hours Mental Health Nursing service aren't counted in this total figure.

Our impact includes repeated engagement across multiple programs, health promotion and system-change activities, maximising our reach across communities and systems. We will further showcase the depth and scope of our work in our Impact Report.



Our clients

Age range

0-17	34%
18-34	5%
35-49	7%
50-64	10%
65+	44%

Gender

Female	55%
Male	44%
Indeterminate	0.3%
Not stated	0.3%
Unknown	0.1%
Intersex	0%

Indigenous status

Aboriginal	0.6%
Not stated	0.3%
Aboriginal and Torres Strait Islander	0.05%
Torres Strait Islander	0.01%

Country of birth

Australia	57%
Not stated	16%
China (excludes SARs and Taiwan)	6%
Greece	2%
England	2%
Italy	2%
Malaysia	1%

Preferred language

English	73%
Not stated	14%
Mandarin	6%
Cantonese	2%
Greek	1%

Healthcare card status

Yes	27%
No	36%
Not stated	37%

Achievements

SEPTEMBER 2024



Nillumbik Youth Hub opening

The Nillumbik Youth Hub in Diamond Creek opened in 2024, offering a safe and inclusive place for young people to gather, access programs and engage in services from local providers. Working with Nillumbik Shire Council, staff from our Children, Youth and Family team are based at the Youth Hub to provide holistic support to local young people.

SEPTEMBER 2024



Launch of Wellbeing Connect at Eltham

The North East Metro Mental Health and Wellbeing Connect service was officially launched at our Eltham site in September 2024. In partnership with Access Health and Community, Inspiro, and Self-Help Addiction Resource Centre (SHARC), the service provides a warm and welcoming space for family, carers, and supporters of people living with mental health or substance use concerns to get support and connect with peer workers with lived experience.

NOVEMBER 2024



Baby Makes 3 partnership with City of Cockburn, Western Australia

Our Baby Makes 3 team were awarded a grant to co-design and deliver a cultural adaptation of Baby Makes 3 in partnership with the City of Cockburn in Western Australia. The project is informed by learnings from the Baby Makes 3 Balit Boobooop Narrkwarren (BBN) model, as well as the strength of local community knowledge and evidence of family violence prevention in the City of Cockburn and beyond.

Achievements



NOVEMBER 2024

Winners of the Victorian Public Healthcare Award – Excellence in mental health and wellbeing

We were thrilled to receive the 2024 Victorian Public Healthcare Award for 'Excellence in mental health and wellbeing'. This award recognises the work of our After-Hours Mental Health Nursing Service (AHMHNS), which is a unique service that can support people experiencing mild or moderate mental health issues during times when other services are limited.



MAY 2025

Community Cupboard launch

We launched our Community Cupboard at Eltham to help provide relief to people in our local area by offering non-perishable food and essentials, including pet food and toiletries. To keep the Cupboard stocked we are working together with our community partners LinC Eltham and Share the Dignity, as well as relying on generous donations from staff, community members and local organisations.

Reconciliation Action Plan (RAP)



Since launching our Reflect Reconciliation Action Plan (RAP) in 2023, we have sought to learn and listen deeply as we walk alongside First Nations communities.

Our first RAP provided us with the opportunity to reflect on what we're doing well, as well as to identify opportunities for improvement and growth. We were proud to complete our first RAP in March 2025 with the support of Reconciliation Australia, our First Nations partners, staff and community.

As we move towards the development of our next Innovate RAP, there is much to celebrate as we continue our reconciliation journey and further our commitment to improving health and wellbeing across Aboriginal and Torres Strait Islander communities.

Key actions and achievements

- Partnering with and supporting local First Nations organisations, groups and gathering places in our community
- Deepening our connection with local Elders and knowledge-holders and creating opportunities to be guided by their wisdom
- Joining the Yoorrook Justice Commission's Walk for Truth and the path towards Treaty
- Celebrating National Reconciliation Week and NAIDOC Week with our staff, volunteers and local community
- Co-convening a regional network of local government and partner organisations to advance reconciliation efforts across our region
- Working with reconciliation champions across all levels of healthAbility to embed and deepen cultural knowledge and safety across our services

Our strategy in action



At the start of the 2024–2025 financial year, we launched a new strategy focused on providing greater community value, boosting sustainability, and supporting more connected, person-centred care.

We've achieved solid progress this year. We launched and embedded our new organisational values, co-developed a Diversity, Equity and Inclusion Plan with our staff, and completed a system roadmap to guide investment and planning through to the 2026–2027 financial year.

We also implemented a suite of patient-reported outcome measures to help us better understand our clients, our impact and how we can continue to improve outcomes for people in our community.

In response to national reforms, we've begun preparing for Support at Home, ensuring our services remain fit-for-purpose for older Australians.

We relaunched the Community Champions Advisory Group (CCAG), ensuring lived experience shapes how we plan and deliver care. Over 70 people applied for our CCAG, with 20 members being selected. In the first half of 2025 we held three CCAG sessions covering important topics including healthy ageing and navigating the healthcare system.

We're trialling new ways of engaging with our community – from launching Instagram-based wellbeing information, to creating practical, inclusive initiatives like the Container Deposit Scheme Donations, WellSpent (a shopping rewards program), and Gifts with Heart, which enables people to gift a wide range of healthAbility services.

These are early but important steps in bringing our strategy to life. As we move into 2025–2026, we'll continue to test and improve, as we adapt to community needs and focus on creating meaningful, lasting impact.

Preparing for Support at Home



Since the passing of the new Aged Care Act in 2024, our teams have been working hard to prepare for the changes and ensure our clients remain supported, informed and cared for.

A key change in the reforms is the transition of Home Care Packages to Support at Home. This new program will help to create a more accessible and equitable system so older Australians can stay at home for longer and remain healthy, active and socially connected to their community.

We have taken several key actions to prepare for the reforms, including:

- Setting up a working group of 27 staff from across key areas of the organisation, including Service Design, Quality and Compliance, Marketing and Communications, IT, Finance and People, Learning and Culture
- Developing new agreements for clients and associated providers
- Updating relevant policies and procedures
- Communicating regularly with Home Care Package and Commonwealth Home Support Program (CHSP) clients through letters, information booklets and monthly newsletters to over 2,300 clients. Our team of dedicated Care Managers is also available to speak with clients directly and answer any questions

Listening, learning and improving

In line with our strategic focus on improving client experience and care, we have invested in growing our Service Design team who collaborate across the organisation to support the delivery of impactful and high quality services.

We actively seek and encourage feedback from clients through a range of channels to improve the safety and quality of our services. The Service Design team uses this feedback and engages directly with our clients and broader community to gain a clearer picture of how we can improve services and outcomes.

In the past year, this included conducting research to understand the needs of our clients regarding healthy ageing and healthcare navigation to ensure consumer voices are reflected in the delivery of our services.

Healthy ageing consumer consultation

In 2024, we spoke with healthAbility Home Care Package clients and their carers/family members to understand their current experience with our services and to gauge their awareness of the Support at Home changes.

The key themes from these conversations were the value of the relationships with their care team, the challenges in understanding what is available for people to access, and the need for simple and clear communication.

The feedback we received has also informed how we communicate with clients about Support at Home, helping us to ensure complex information is presented in a clear and accessible way.

Community Champions Advisory Group (CCAG)

Following a successful recruitment campaign, we officially launched our Community Champions Advisory Group (CCAG) for 2025 in February. Our CCAG provides an opportunity for community members and clients to influence how our services are delivered. The group includes 20 members that represent diverse perspectives of our community and bring a wealth of lived and professional experience.

Feedback and suggestions from the CCAG members are a vital input into how we continuously improve our services and how they are delivered for clients.

Customer Experience Survey (CES)

In early 2025 we started running a revamped Client Experience Survey (CES) to capture client feedback and measure and track their experiences. The survey enables clients to provide continuous feedback to help us understand what we are doing well and where opportunities for improvement exist in key areas, like communication. The survey measures Net Promotor Score (NPS), which is an indicator of how likely our clients are to recommend our services – and we're pleased to say the results have been high.

In response to feedback from the survey, we have made some important changes, including evening dental services on Thursdays at Eltham, online booking capability for dental appointments, faster care for people who need priority dental services, and improved email response times for allied health enquiries.

Our people



Health, safety, and diversity and inclusion were high priorities this year for our People, Learning and Culture team.

To help ensure the health and wellbeing of our staff and volunteers, key initiatives for 2024-2025 included:

- Working with a Diversity, Equity and Inclusion (DEI) consultant to develop our first Diversity, Equity and Inclusion Action Plan. As part of this, we also established a DEI Working Group of staff to support DEI activities and create meaningful change across the organisation.
- Introduction of the WellSpent shopping rewards program for staff
- Continued First Aid, CPR and de-escalation training for staff across Eltham and Box Hill sites
- Guided online and in-person meditation and wellbeing sessions for staff

To further support staff and client wellbeing and help create an inclusive space, we have also worked to set up 'quiet rooms' at our Eltham centre. These rooms are designed to provide a private and comfortable space for activities like breastfeeding, prayer, or meditation.

Our values

In August 2024, we began the journey to refresh our organisation values and guiding behaviours.

With our previous set of values launched in 2018, and our organisation and industry seeing significant change in the years following, we realised the time was right to re-evaluate our values and align them with our new purpose and vision.

To select our new values, we worked with staff, Board members, clients and consumers to help ensure our values reflected who we are, what we do, and our future direction as an organisation. The result is a set of values that will not only guide how we work and act, but over time will become our culture in action.

Our values



All together – our values and guiding behaviours

Collaboration

We work together to find better solutions and make wellbeing easy.

Care

We care for clients, each other and ourselves by showing kindness, respect and empathy.

Innovation

We are curious and open to new ideas, encourage creativity, and take a flexible and innovative approach to care.

Accountability

We take ownership of the client experience and our responsibilities, and support our teams to achieve great results.

Courage

We foster a safe space for clients and staff to speak up, be heard, and show bravery in challenging situations.

Environmental, social and governance

As part of our ongoing Environmental, Social and Governance (ESG) commitments, this year we completed a range of facility upgrades and reporting updates to help us measure and reduce our environmental impact.

These include:

- Optimising our fleet of vehicles, including ordering hybrid vehicles due to arrive in the first quarter of the 2025-2026 financial year
- Roadside waste collection has been standardised across both sites, significantly improving how we measure our waste
- Tracking carbon dioxide emissions across our target areas of paper, energy, fleet vehicles and water, with waste tracking beginning in the first quarter of 2025-2026 financial year
- Installation of energy-efficient appliances and audiovisual equipment at both Box Hill and Eltham
- Installing water-saving tap mixers in the Box Hill dental clinic
- Lighting upgrades completed at Eltham, with new energy-efficient downlights in reception and ground floor clinical areas

Reducing waste and increasing connections at the healthAbility Repair Café

In 2024-2025 the healthAbility Repair Café Whitehorse:

- **Repaired 503 items**
- **Diverted 1,238 kg from landfill**
- **Welcomed 408 visitors**
- **Employed 115 dedicated volunteers**
- **Recorded 460 hours volunteer hours**

We are grateful to everyone who entrusted us to give their items a second life, and incredibly thankful to our amazing team of volunteer repairers who make this all possible.

From fostering community connections to reducing our environmental impact, together we're making a real difference, one repair at a time.

The healthAbility Repair Café Whitehorse is delivered in partnership with Whitehorse City Council and supported by the Rotary Club of Box Hill Central.



Funding partners

We would like to acknowledge and thank the below funders and our partners for their collaboration and support.



Department of Health and Aged Care
Department of Social Services
Department of Education, Employment and Workplace Relations (DEEWR)
Department of Treasury



Department of Health
Department of Families, Fairness and Housing
Dental Health Services Victoria
Department of Education



Department of Communities (in partnership with the
Centre for Women’s Safety and Wellbeing)

Other funding partners:

Magistrates Court of Victoria
Whitehorse City Council
Australian Men’s Shed
Rotary Club of Box Hill Central

Financial summary

Statement of Profit or Loss and Other Comprehensive Income For the year ended 30 June 2025

	2025 \$	2024 \$
Revenue and Income	36,121,422	34,735,664
Other income	21,622	13,100
Employee benefits expense	(27,997,423)	(27,504,776)
Depreciation and amortisation expense	(1,205,010)	(1,261,329)
IT expenses	(439,220)	(361,675)
Client expenses	(3,747,805)	(3,196,270)
Office and administration expenses	(601,033)	(502,599)
Motor vehicle expenses	(50,089)	(57,019)
Occupancy expenses	(1,016,979)	(823,240)
Marketing and promotion expenses	(288,142)	(195,285)
Other expenses	(560,084)	(683,277)
Finance costs	(70,901)	(84,740)
Surplus for the year	166,358	78,554
Other comprehensive income	-	-
Total comprehensive Surplus for the year	166,358	78,554



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healthAbility is a trading name of
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