



# HEALTHY NORTH COAST

ANNUAL REPORT 2024-25



*Community first and always*

# Acknowledgement of Country

Healthy North Coast acknowledges the Traditional Custodians of the lands across our region, and pay our respect to Elders past, present and on their journey. We recognise these lands were never ceded and acknowledge the continuation of culture and connection to the land, sky and sea. We acknowledge Aboriginal and Torres Strait Islander peoples as the Land's First Peoples and honour the rich diversity of the oldest living cultures.





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## Our Vision

Healthy people in North Coast communities

## Our Mission

To build a person-centred health system in which each member of the North Coast community, especially those with the greatest need, receives **care that is integrated, high quality and easy to access**. Our commitment to closing the gap and **reducing health inequity** for Aboriginal and Torres Strait Islander peoples and communities is paramount to each of our objectives and outcomes.

## Our Goals

- ✓ Improving the efficiency and effectiveness of health services, particularly for those at risk of poor health outcomes.
- ✓ Improving the coordination of health services and increasing access and quality support.

## Our Values

The Healthy North Coast **CAN-DO** Effect

### Community first and always

We are committed to serving our communities. We listen actively, and **every voice is heard**, respected and valued. We measure success by the wellbeing of our communities.

### Achieving more together

We believe in the power of **collaboration** and teamwork. We value different strengths and perspectives. We know we can achieve more and create a lasting impact by working as one.

### Nurturing innovation

We thrive on challenges and explore new ideas and approaches to problem-solving. We are always **learning** and open to change so we can drive advancements and growth that make a difference.



# Message from the Chair

I'm extremely proud of the achievements Healthy North Coast has made during 2024-25 and the continued commitment of the Board in listening to and prioritising the needs of our communities across the North Coast.

Our communities are core to our CAN-DO values, and this focus places our vision of healthy people in the North Coast communities at the very heart of everything we do. It is vitally important that our community always come first if we are to achieve our goal of building a health system that provides integrated, high-quality and accessible care, especially for those with the greatest need.

Co-designing through strong community input and involving people with lived experience in our commissioning process is essential to ensuring services meet unique community needs.

We will continue to listen to the diverse health needs of our communities and utilise resources such as our Community Council, Clinical Council, and Health Needs Assessment to inform our decision-making.

Our 2030 Strategic Plan outcomes will only be achieved if we maintain a strong link between community and our four strategic focus areas of Excellence, Equity, Sustainability and People.

I would like to highlight the importance of our partnerships in achieving better community outcomes, and the critical role of communication and collaboration between local health service providers, acute care, primary care, and the mental health sectors.

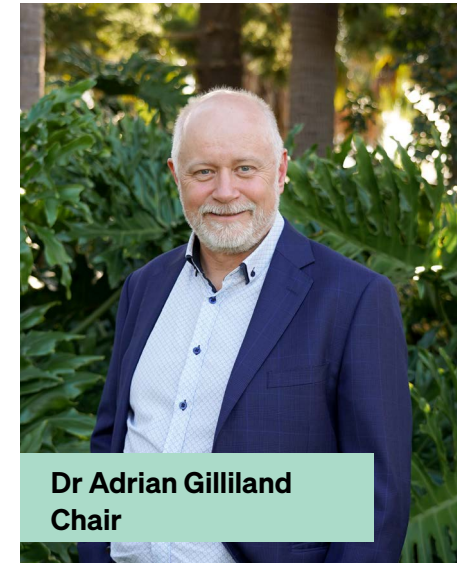
An exemplar this year was the official launch of our Memorandum of Understanding with our 2 local Health Districts (Northern NSW LHD and Mid North Coast LHD), committing as joint Boards to work together with a one health system mindset to improve health outcomes across the North Coast

This year we have made great progress in mental health with the development of the Joint Regional Mental Health Plan with our two Local Health Districts, focused on holistic mental health care.

We've made significant improvements in our disaster management following the 2022 floods, including enhanced collaboration with our Local Health Districts, State Emergency Services, and the NSW and Federal Governments to ensure access to primary care and essential services during crises. I cannot emphasise enough the importance of strong communications and partnerships and keeping GP and pharmacy doors open during crises, to ensure community access to primary healthcare and essential medicines.

I would also like to thank our Board, as we said farewell to Dr Jenny Beange after decades of leadership in Primary Care, and welcomed Geoffrey Norman with extensive experience in the mental health sector to our Board community.

As Board Chair, I will continue to ensure that our communities are at the forefront of strategic decision-making and look forward to continuing to deliver great results on behalf of those we serve... our North Coast communities.



**Dr Adrian Gilliland**  
Chair

# Message from the CEO

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This year was one of deepening partnerships in local health care across the North Coast. Our Memorandum of Understanding with the Local Health Districts (Mid North Coast and Northern NSW), which was executed in 2024, and our growing partnership work with Aboriginal Community Controlled Health Organisations (ACCHOs) are shaping a 'one health system' mindset and driving better health outcomes for our community.

The Joint Aboriginal Health Needs Assessment, co-designed with all six local ACCHOs, is a strong example of the trust and collaboration that is improving how services are planned, funded and delivered in our region.

Our communities, however, continue to face challenges. The impacts of ex-Tropical Cyclone Alfred in February, ongoing flood recovery and the housing crisis have placed sustained pressure on local people and services. Many North Coast locals are still experiencing trauma from these events, and evidence shows that recovery is a long road. Against this backdrop, Healthy North Coast has worked side by side with partners to support community resilience and mental health.

It has also been a defining year in how we are recognised beyond our region. Increasingly, our local partnerships and integrated care initiatives are being highlighted at state and national forums. This recognition reflects the quality of work being delivered on the ground by our team and partners.

Looking ahead, primary care faces significant reforms. The MyMedicare Taskforce recommendations, the Scope of Practice Review, review of Urgent Care Services, to name a few, will all have significant impacts on our sector. Some of these changes are welcome and needed, others will be challenging, but we are committed to supporting local clinicians to navigate and adapt.

What inspires me most is the CAN-DO spirit of our team and the way we keep community at the centre of everything we do. As a connector between national policy and local service delivery, we are uniquely placed to drive positive change, and I am proud of the role we are playing.



**Monika Wheeler**  
**CEO**

# Our communities are at the heart of everything we do



Healthy North Coast is an independent not-for-profit organisation delivering the Australian Government's Primary Health Network (PHN) Program on the North Coast.



Our primary objective is to keep people well, especially those with chronic conditions and mental illness, while reducing avoidable hospital presentations.



Our communities are at the heart of everything we do, they drive us, inspire us, and we work in close partnership with them to improve health outcomes, and provide better access to primary healthcare services.



We are part of our community, and continue to listen, learn and act using a 'place-based' approach, tailoring programs to meet the specific health needs of our local communities.



With funding support from both the Australian and NSW Governments, Healthy North Coast has made significant contributions to our local health landscape, commissioning medical and healthcare services that address immediate, anticipated and future local needs.



We adopt a partnership approach, building strong relationships with our local health districts, primary care services, commissioned services, the education and community sectors, and our local communities.



## Our areas of impact, designed to achieve our vision, are:

### People



We are dedicated to our primary healthcare workforce, service partners and our own staff. We cannot achieve our strategic vision without 'people power', and we prioritise initiatives that support attracting workforce, professional development, high performance and positive workplace cultures.

### Excellence



We champion clinical excellence, person-centred care, and a commitment to continuous quality improvement. We aspire to lead in systems integration and positive impact, ensuring the value of primary and community care is recognised by our communities, partners and stakeholders.

### Equity



We strive to provide an equitable and high-quality primary healthcare system that supports all North Coast residents to live their healthiest lives. We seek to address health disparities in our region, actively working towards Closing the Gap and a 'no wrong door' system model.

### Sustainability



We optimise the ways in which resources are used responsibly to benefit our communities through a strong governance and management system that is open, transparent and accountable. We proactively support resilience in our health system and prepare communities to be climate-ready.

## Our core functions and activities align with the objectives of the PHN program:

**Coordinate** and integrate local healthcare services in collaboration with Local Health Districts to improve the quality of care, people's experience and efficient use of resources.



**Commission** primary care and mental health services to address population health needs and service-delivery gaps and to improve access and equity.



**Capacity-build** and provide practice support to primary health care and mental health providers to support quality care delivery.



# 2024-25 highlights

We're growing trust within our **Aboriginal partnerships** evidenced by our Integrated Team Care review, medical specialist report, new funding to implement the Isolated Patients Travel and Accommodation Assistance Scheme (IPTAAS), and development of a data sovereignty framework.

The **Memorandum of Understanding** with the Mid North Coast and Northern NSW LHDs is leading us towards improved health outcomes including through the Mental Health and Alcohol & Other Drugs joint regional plan and introduction of attention deficit hyperactivity disorder co-management.

We're enhancing our **disaster management** approaches through scenario planning outside of disasters and working on improvements in partnership with combat agencies. These improvements supported the Cyclone Alfred and the Mid North Coast floods responses.

We're using an evidence-based approach within our \$3.4 million **Primary Care Impact** grants program - improving chronic disease management, multidisciplinary team care and the quality of care in general practice.

We've taken an evidence-based approach to redesigning **care finder** services across the region... a \$13M total program investment.

We've expanded services for people experiencing **homelessness** across the North Coast and taken an equity focussed commissioning approach via GP services.

We've demonstrated **health system leadership** by leading Medicare Mental Health initiatives through a joint venture with 7 other PHNs in NSW, and collaborating with NSW Health on a single front door approach.

We're focussed on **codesigning with communities**, including the Healthy Me Artificial Intelligence app... leading the way in innovative consumer designed solutions.



# Healthy North Coast

## *performance* summary

### The PHN program

The Department of Health, Disability and Ageing reviews the performance of each Primary Health Network using an individual performance assessment. In the most recent performance assessment (2023-24) Healthy North Coast performed strongly. Healthy North Coast met 22 of 25 performance indicators (88%).

This result is a 16% increase from 2021-2022 and a 0.5% increase from 2022-2023.

### Healthy North Coast Strategic and Operational Plans

Healthy North Coast's Strategic Plan provides a roadmap for our organisation's vision from 2023-2030.

The annual deliverables and indicators towards our vision are captured and monitored in the Operational Plan. The Operational Plan performance for end of 2024-25 showed improvement from the results reported for previous year across all areas of impact – Excellence, Sustainability, People and Equity.

#### The key results for 2024-25 Q4 were:



**86%** deliverables complete. Of the 296 deliverables due to be completed by end of the year, 254 were complete. This is an improvement from 58% in 2023-24.



**65%** indicators on target. Of the 120 indicators, 78 met their targets. This is an improvement from 61% in 2023-24.

Healthy North Coast has an agile approach to reviewing corporate priorities to ensure we are delivering the work that our communities need, to improve their health and wellbeing.





# Our year in numbers *2024-25*

**\$82m**

million was spent in funding for local programs and services

**\$63m**

was awarded to 273 organisations to provide commissioned services to address health needs across our region

**77,990**

occasions of service were delivered to 7,073 active clients under mental health, suicide prevention and psychosocial support programs (an increase of 31% occasions of service on the previous year)

**8,600+**

calls made to the Medicare Mental Health (formerly Head to Health) phone service

**1,186**

health professionals participated in 72 professional education events

**113,000+**

page views across the Mid and North Coast HealthPathways website

**95%**

of general practices across our region are actively engaging with us

**18,000**

total occasions of support (face to face, email and phone) for general practice

**750**

face-to-face visits to support general practice

**11,000+**

community members accessed the North Coast Health Connect 24/7 nurse-led triage and advice line.

**30%**

of callers who initially intended to attend an emergency department or call an ambulance were safely redirected to primary care or supported to self-care.

Successfully transitioned North Coast Health Connect to the Health Direct nurse-led triage and advice line.

# Our region

With more than 540,000 people calling the North Coast home, our region is one of prosperity and beauty.

As our community changes so do health needs, and we are committed to improving health outcomes whilst ensuring fair and equitable access to primary care for all.

**32,767** square kilometres

**6** Aboriginal nations

**2** local health districts

**12** local government areas

**541,520+** people

**17%** population aged under 15 years

**26%** population aged 65 years and over (NSW 18%)

**7.5%** need assistance with self-care, mobility and communication (NSW 5.4%)

**5.8%** identify as Aboriginal and/or Torres Strait Islander (NSW 3.4%)

**20%** born overseas (NSW 35%)

**6** Aboriginal medical services

**1,197** General Practitioners

**467** nurses in general practice

**3,000** primary care nurses and midwives

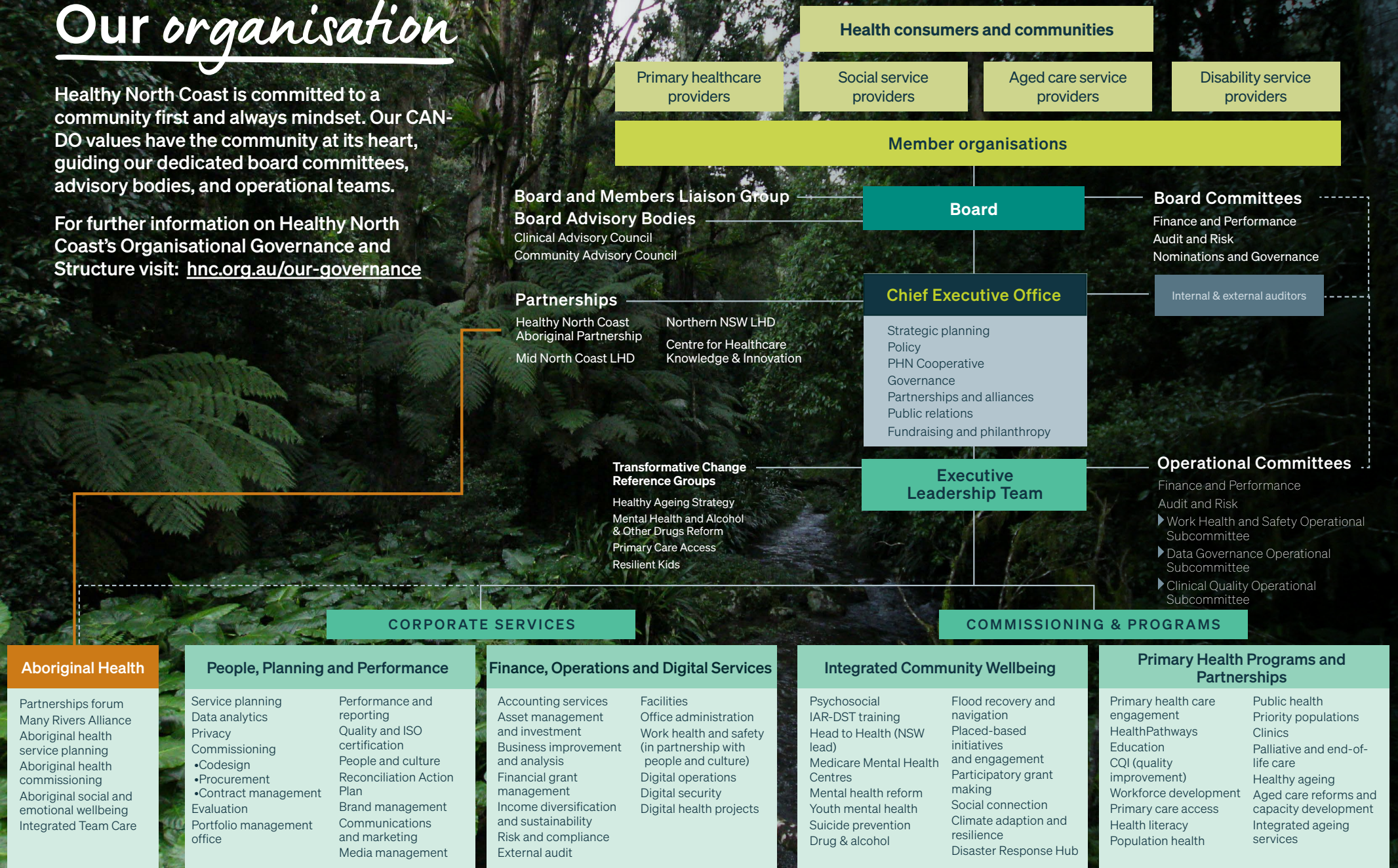
**3,078** allied health professionals



# Our organisation

Healthy North Coast is committed to a community first and always mindset. Our CAN-DO values have the community at its heart, guiding our dedicated board committees, advisory bodies, and operational teams.

For further information on Healthy North Coast's Organisational Governance and Structure visit: [hnc.org.au/our-governance](http://hnc.org.au/our-governance)



# Our people

## Healthy North Coast Board

**Dr Adrian Gilliland**  
Chair

**Kerry Stubbs**  
Deputy Chair

**Dr Jenny Beange (to 26/11/24)**

**Anne Bryce**

**Sam Hardjono**

**Luke Lindsay**

**Prof Myfanwy Maple**

**Clin Assoc Prof Rashmi Sharma OAM**

**Dr Matthew West**

**Geoffrey Norman (from 16/11/24)**

## Member Organisations

**Mid North Coast Division of General Practice**

**North Coast Allied Health Association**

**Northern Rivers General Practice Network trading as Nordocs**

**University Centre for Rural Health**

**Southern Cross University**

## Executive Leadership Team

**Monika Wheeler**  
Chief Executive Officer

**Scott Bryant**  
Director, Finance, Operations and Digital Services

**Luke Elias**  
Director, Primary Health Programs and Partnerships

**Samara Finlayson**  
Director, Communications and Digital Services (to 9/8/24)

**Aimee McNeill**  
Director, Integrated Community Wellbeing

**Susan Parker Pavlovic**  
Director, Aboriginal Health Partnerships

**Sigrid Patterson**  
Director, People, Planning and Performance

# Our commitment to *Reconciliation*

More than 25,000 or 5.8% of our people across the Mid North Coast and Northern NSW identify as Aboriginal and/or Torres Strait Islander, compared to the NSW average of 3.4%.

Our region comprises six Aboriginal nations: Githabul, Bundjalung, Yaegl, Gumbaynggirr, Dunghutti and Birpai who have had a continuous connection to these lands for between 40,000 and 60,000 years.

We feel a special commitment to reconciliation – particularly in the world of health, where our Aboriginal community members, unfortunately, experience poorer health than non-Indigenous people.

Our vision is to build a person-centred health system in which every member of our North Coast communities, especially those with the greatest need, receives care that is integrated, high-quality and easy to access.

Our commitment to closing the gap and reducing health inequity for Aboriginal people and communities is paramount to each of our objectives and outcomes.

Together, we can build a future that acknowledges the past but looks to a better future, creating lasting, positive change where Aboriginal people have the same or better health outcomes as non-Aboriginal people.

This year, Healthy North Coast proudly completed our second **Innovate Reconciliation Action Plan (RAP)**, marking an important step forward in our ongoing commitment to reconciliation.

This achievement reflects our dedication to building respectful relationships, creating meaningful opportunities, and embedding cultural safety across all aspects of our work.

Led by Healthy North Coast's Cultural Engagement and Reconciliation Advisor, Uncle Dave Kelly, our second Innovate RAP is not an end point, but a continuation of our journey to support healthier futures and close the gap in Aboriginal health outcomes.





# Connecting with our *communities*

Our community relies on us to keep them informed on health matters that impact their lives. Here's a snapshot of our communications and engagement activity for 2024-25.

**159,449**

page views on the Healthy North Coast website

**7,089**

Facebook followers (an increase of 8%)

**472**

new followers on LinkedIn

**95,000+**

Practitioner newsletters sent with a 48 % open rate

**34,000+**

Community newsletters sent with a 49 % open rate

**40,000+**

Education and Events newsletters sent with a 54% open rate

**1,200+**

Residential Aged Care sector newsletters sent with a 38% open rate

**600+**

media mentions with 99% positive or neutral brand sentiment

**9**

media events held

## Activities and initiatives with high media and communications engagement:

- Launch of the MOU with NNSWLHD and MNCLHD
- Opening of Medicare Mental Health Centre in Coffs Harbour
- Extension of North Coast Safe Havens
- \$350k investment to strengthen nursing workforce and support healthy ageing on the North Coast
- Resilient Kids one year anniversary
- Opening of Ballina headspace
- Funding announcement for Tweed Medicare Mental Health Centre
- Announcement of Round One Primary Care Impact Grants recipients

# Community *first* and *always*

At Healthy North Coast, every decision we make, every partnership we form, and every service we commission is **driven by the needs and voices of the people** who call our region home.

We listen deeply, work alongside local communities and with local partners, and champion solutions that reflect their unique priorities. By placing people at the centre, we're building a healthier North Coast together - today, tomorrow, and always.





# Coordination

Coordination is a core Primary Health Network function. It involves bringing local health services, government agencies and community groups together so care is joined-up, timely and responsive to local needs.

In short, we map need, enable collaboration and keep services working when communities need them most.

## Ex-Tropical Cyclone Alfred and flood coordination

When Ex-Tropical Cyclone Alfred struck in March 2025, Healthy North Coast moved quickly to keep health services connected and communities supported.

We worked daily with our Local Health Districts, evacuation centre teams, and local & national emergency networks to share timely updates with primary care providers. We helped 76 impacted general practices and pharmacies keep their opening hours up to date on the healthdirect Service Finder, while expanded telehealth services delivered 171 GP consultations and diverted 32% of callers from emergency departments.

In evacuation centres, **we coordinated and funded over 100 hours of GP care.** 12 GPs were able to attend centres in Lismore, Ballina, Byron Bay, Evans Head, Mullumbimby, Kyogle, Ocean Shores and Kingscliff, caring for residents and ensuring people had access to health care even in the most trying of circumstances.

We liaised regularly with 31 aged care facilities, coordinating surge workforce support where required, and worked with the Australian Government to extend the healthdirect RACH Fast-Track After hours service to 24/7 for the duration of the disaster response.

During the recovery phase, Healthy North Coast coordinated 240 hours of mental health clinical supports at Recovery Assistance Points in Lismore, Ballina, Coffs Harbour and Tweed Heads through our commissioned service delivery partners **North Coast Safe Havens, Medicare Mental Health Centres, Resilient Kids and Care Finders.**

By working side-by-side with our partners, we ensured care continued when it mattered most.





## Social prescribing on the North Coast

Almost half of NSW residents experience loneliness, with studies highlighting that loneliness is linked to poor physical and mental health, increased psychological distress, and even premature death.

Social prescribing is a non-medical way of connecting individuals to services, supports, community programs, and social activities to help address unmet social needs as a route to good health.

At the end of 2024, Healthy North Coast completed a social prescribing pilot called Healthy Me, Healthy Community in Port Macquarie. Delivered by Ferros Care, over 250 participants were actively supported through the program over 14 months.



**Over 65%** of participants experienced reduced loneliness after completing the program



Participants were linked with an average of **2.7 different activities** like social groups, exercise, arts, education, sports + volunteering



**Over half (55%)** either completed the full program, or opted out due to being satisfied with the support they received

## North Coast health providers build confidence in culturally safe care

Healthy North Coast's 2021 Health Needs Assessment community survey revealed that 1 in 3 Aboriginal and Torres Strait Islander respondents said they stopped or delayed getting health care because they were unable to access culturally safe services. Healthy North Coast is responsible for improving the capacity of primary health care professionals to deliver culturally safe care, under the Australian Government's Integrated Team Care program. Training is rolled out each year to support local health providers gain a richer understanding of Aboriginal history and culture. The training blends online learning modules with on-Country experience, to increase local cultural awareness and enable health professionals to develop practical skills so they can deliver culturally safe health care to Aboriginal and Torres Strait Islander patients.

**7 in 10** attendees at the May 2025 Bundjalung/Tweed training said it fully met their goal of building confidence to support Aboriginal and Torres Strait Islander patients.

**7 in 10** attendees said they will definitely implement steps to provide culturally safe and acceptable health care to Aboriginal patients in their practice.

**301** North Coast health professionals have attended cultural safety training and 1,956 CPD hours were awarded (ACRRM + RACGP) since 2023.



"Training gave me a much better understanding of Aboriginal culture and how to provide safer space." - Practice Manager

"This event so far has been eye opening. It's very refreshing to be able to learn and hear from Uncle Dave and Uncle Hilton and about their experiences too." - Office Manager

"Informative. I have attended cultural workshops previously however there was still new information and knowledge I didn't know."  
- Practice Manager





# Commissioning

Healthy North Coast commissions primary care and mental health services that respond to local health priorities, address service gaps, and improve access and equity. Guided by data and community input, we partner with providers to design and deliver targeted, evidence-based programs, ensuring resources are directed where they're most needed to achieve better health outcomes across the region.

## Drug and Alcohol Treatment Program

Our Drug and Alcohol Treatment Program (DATP), funded by the Australian Government and delivered by The Buttery, offers a comprehensive approach to drug and alcohol treatment across our region, combining personalised care, community support, and innovative programs, which has yielded remarkable outcomes over the last year.



**8,208** occasions of service



The service saw an average of **309** unique clients per quarter (an increase of 21% on the previous year)



**92%** of patients showed an improvement in the Australian Treatment Outcomes Profile (ATOP)





## Ballina headspace opens

In January, alongside Justine Elliot MP, Emma McBride MP, and representatives from Social Futures and headspace, Healthy North Coast was pleased to officially open the region's newest headspace in Ballina.

Headspace is a safe, welcoming space offering free or low-cost, youth-friendly supports including mental health, alcohol and other drug services and vocational and educational services for young people aged 12-25.

Located centrally in Ballina, the service is designed to help address the growing need for mental health support in the region.

Ballina is the seventh headspace to be commissioned in our region. Other centres are located in Port Macquarie, Kempsey, Coffs Harbour, Grafton, Lismore and Tweed Heads.

Ballina headspace is funded at \$2,391,830 for an initial three-year period.



## Medicare Mental Health Centres Coffs Harbour, Lismore and Tweed

Building on the success of the Medicare Mental Health Centre (MMHC) in Lismore, Healthy North Coast was pleased to officially open a centre in Coffs Harbour in July 2024.

Following a competitive tender process, Healthy North Coast contracted local not-for-profit organisation Open Minds as the centre operator, bringing proven expertise in operating similar centres on the North Coast.

### Lismore Medicare Mental Health Clinic:

**1431** clients supported

**14,003** occasions of service

**66%** average significant improvement in psychological wellbeing (K10)

### Coffs Harbour Medicare Mental Health Clinic:

**470** clients supported

**4,996** occasions of service

**82%** average significant improvement in psychological wellbeing (K10)

Healthy North Coast is undergoing the commissioning process for a third Medicare Mental Health Centre in Tweed Heads, following the Australian Government's announcement in March 2025.



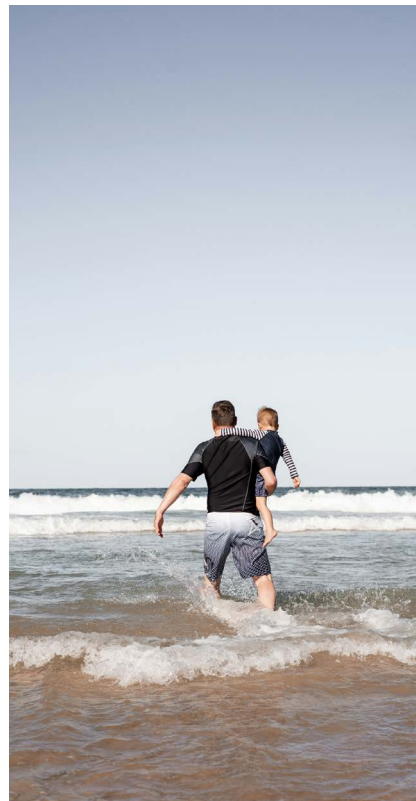
## Capacity Building

Healthy North Coast plays a key role in **building the capacity** of local primary care providers to deliver best practice care. This involves providing targeted practice support, training, and resources that strengthen service delivery, enhance clinical skills, and promote the adoption of best-practice models. Through initiatives such as quality improvement programs, digital health tools, data-driven insights, and collaborative learning opportunities, we work alongside GPs, allied health professionals, and mental health providers to ensure they have the knowledge, skills, and systems needed to deliver the best possible health care for our community.

## Health Needs Assessment Released

The Commonwealth Government Department of Health, Disability and Ageing requires Primary Health Networks to complete a Health Needs Assessment (HNA) every three years. The HNA is **a comprehensive analysis** of the health status and healthcare needs of people living in the PHN region, identifying service gaps and strengths in primary health care. It is **the foundation of the PHN's commissioning work**, guiding service planning, procurement and commissioning activities with the aim to improve the health and wellbeing of local communities.

In November 2024, Healthy North Coast submitted the HNA report for the 2025-2028 commissioning cycle. The HNA commenced with an in-depth analysis of regional data and health services information, continued with gathering insights through **extensive engagement with community members and service providers**, and concluded with the prioritisation of needs. Supported by a rigorous data triangulation and needs prioritisation process, the HNA provided a comprehensive understanding of health needs in the North Coast region.





## Hearing the voices of our communities

The **Better Health Community Survey** was instrumental in the HNA, allowing Healthy North Coast to capture local insights and experiences with health care services from people in the region. To ensure broad representation, a survey target of 2,200 responses was set, based on the demographics of the region. This target was exceeded, with 3,281 responses received, representative of the North Coast geography and demographic profile. Building on those insights, **community conversations** were conducted both face-to-face and online with the general community and priority populations, which enabled deeper exploration of key issues and provided valuable and diverse perspectives.

## Prioritisation of needs

The analysis of quantitative and qualitative data allowed Healthy North Coast to identify a set of health and service needs for the North Coast population. **A rigorous data triangulation and prioritisation process** was used to establish and rank all the needs identified. Triangulation involved scoring each of the needs based on how evident they were in a range of datasets – public data, PHN Program data, general practice data and insights from the community engagement. The data triangulation progressed to a prioritisation process to categorise the needs according to a set of defined criteria. A total of 31 stakeholders participated in the prioritisation process, including Healthy North Coast executive and members of the HNA reference group, the Clinical Advisory Council and the Community Advisory Council.

## Informing our communities about the health needs assessment

Healthy North Coast developed a [dedicated webpage](#) for the Health Needs Assessment, featuring the key findings in an interactive way and including downloadable fact sheets.

The needs assessment is an ongoing process for Healthy North Coast, with annual review and reassessment of needs, to ensure the communities have the services they need, where they need them the most. Further targeted population-specific needs assessments and exploratory analyses are underway to deepen our understanding of health and service needs and strengthen communities and partners involvement with Healthy North Coast.





## Northern Rivers community resilience efforts recognised in NSW Awards

In September 2024, Healthy North Coast's Community Wellbeing and Resilience (CWR) program was recognised for its efforts in building community health and wellbeing resilience in the face of increasing climate disasters, winning the Resilient Australia Mental Health and Wellbeing Award for NSW.

Northern NSW is one of the highest disaster-declared regions in the country for frequency and severity across all three measures of fire, flood and storm. Together with South-East Queensland, the region has been labelled a disaster 'hotspot'.

For this reason, a connected, engaged and vibrant community who support each other in times of need is so important.

Healthy North Coast's award entry, titled 'Climate Ready North Coast: Elevating the community service sector', showcased the work being done as part of the CWR program, which resourced community-led, place-based initiatives that support better health and wellbeing through disaster recovery, building the community's ability to face future challenges.

This program is an evolving story, recognising that meaningful community work is an ongoing dialogue - a willingness to engage with call and response. It builds upon the evidence for place-based, long-term resilience and systems enablers, providing a framework for innovative, coordinated, and sustainable action to adapt to future challenges.

It was wonderful to have this important work recognised at a state level.

Supported innovative projects from **23** local community organisations

Total value of **\$5.3m** through funding provided by the NSW and Australian governments (since the award win, a further 3 projects at a value of \$1 million have been funded)



*Pictured L-R: Kate Van Saane (Healthy North Coast), Jihad Dib (NSW Minister for Emergency Services), Monika Wheeler (CEO Healthy North Coast), Dr Jean Renouf (Founder and CEO, Plan C), Joanna Quilty (NSW Reconstruction Authority). Image courtesy of NSW Reconstruction Authority.*



"Plan C has received funding under the Community Resilience and Wellbeing program in the past and we have seen first-hand its impact and relevance. It's an intelligent program of high quality, that brings a number of community organisations together to further our collective impact. The award is really well-deserved. Congratulations!" - Dr Jean Renouf, Founder and CEO of Plan C





## Specialist In-Reach Education

The North Coast region suffers from an undersupply, and uneven distribution of medical specialists. The 2025-2028 Health Needs Assessment identified the North Coast region has lower FTE rates of medical specialists (1.2 per 1,000 residents) compared to NSW and Australia (1.6 per 1,000 residents).

Specialist In-Reach Education involves a local medical specialist attending a general practice, providing a clinical education session for all practice staff, then spending the afternoon with a GP, reviewing patients who require specialist input.

Specialists from the Multidisciplinary Pain Clinic at Lismore Base Hospital visited six general practices in the Northern Rivers area, educating them in best-practice management for patients with chronic pain.

**+34%** improvement in GP self-rated confidence for managing patients with chronic pain (5.8/10 pre session to 7.8/10 post session)

**+36%** improvement in GP self-rated confidence in discussing chronic pain and its management with patients (6.0/10 pre session to 8.2/10 post session)

After the session, participating GPs are **+47%** more confident to support other GPs within their practice with chronic pain management

## Primary Care Impact Grants

This year, Healthy North Coast was proud to launch its Primary Care Impact Grants program - innovative, locally designed projects that will **support high quality care for people with chronic diseases** across the region.

By channelling funding directly to frontline providers, Healthy North Coast is equipping primary care teams with the means to pilot new approaches that enhance chronic disease care - whether through multidisciplinary collaborations or prevention-focused programs.

**18 grants with a total value of \$897,420** were awarded in the first round in June, with future rounds still to come. \$3.4m in total funding has been made available through the MyMedicare Multidisciplinary Teams initiative and Primary Health Network program funding.



# Statement of profit and loss

		JUN 2025 (\$)	JUN 2024 (\$)
Revenue	From Continuing Operations	79,292,626	81,661,952
	Interest and Distribution Income	2,447,080	2,562,021
	Unrealised gain/(loss) on investments at fair value	374,789	294,985
Expenses	Commissioned Services	(60,783,531)	(63,283,753)
	Employee Benefits Expense	(11,454,643)	(11,429,909)
	Client Support Services	(2,646,781)	(2,769,864)
	IT and Telecommunications	(1,495,068)	(1,419,935)
	Depreciation and Amortisation Expense	(1,102,873)	(1,655,953)
	Conference Attendance and Hosting	(336,968)	(305,442)
	Insurances	(181,393)	(187,681)
	Printing, Postage and Stationery	(60,027)	(76,810)
	Property Expenses	(395,144)	(383,373)
	Consultancy Expenses	(16,524)	(123,349)
	Agency/Advisory expense	(1,255,902)	(916,078)
	Interest Expense on Lease Liability	(169,020)	(92,980)
Other Expenses		(1,756,825)	(1,637,017)
Year end surplus		459,796	236,814
Income Tax Expense		-	-
<b>Net profit for the Year</b>		<b>459,796</b>	<b>236,814</b>
Other Comprehensive Income		-	-
<b>Total Comprehensive Income for the Year</b>		<b>459,796</b>	<b>236,814</b>

# Statement of financial position

			JUN 2025 (\$)	JUN 2024 (\$)
Assets	Current Assets	Cash and Cash Equivalents	29,900,528	16,639,430
		Trade and Other Receivables	1,242,011	9,406,971
		Other Financial Assets	6,608,039	31,876,391
		Other Assets	478	39,757
	Total Current Assets		37,751,056	57,962,549
	Non-Current Assets	Trade and Other Receivables	93,440	72,190
		Property, Plant and Equipment	2,710,185	2,213,727
		Intangible Assets	53,383	89,478
		Right-of-use Assets	3,966,020	2,278,534
	Total Non-Current Assets		6,823,028	4,653,929
<b>Total Assets</b>		<b>44,574,084</b>	<b>62,616,478</b>	
Liabilities	Current Liabilities	Trade and Other Payables	7,856,595	20,812,768
		Borrowings	-	1,891,843
		Lease Liabilities	770,850	515,767
		Contract Liabilities	23,010,228	28,452,093
		Provisions	408,543	400,000
		Employee Benefits	992,377	957,948
	Total Current Liabilities		33,038,593	53,030,419
	Non-Current Liabilities	Lease Liabilities	3,381,442	1,914,019
		Employee Benefits	99,061	76,848
	Total Non-Current Liabilities		3,480,503	1,990,867
<b>Total Liabilities</b>		<b>36,519,096</b>	<b>55,021,286</b>	
<b>Net Assets</b>		<b>8,054,988</b>	<b>7,595,192</b>	
Equity	Retained Earnings		8,054,988	7,595,192
	<b>Total Equity</b>		<b>8,054,988</b>	<b>7,595,192</b>



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Healthy North Coast is an independent, not-for-profit organisation proudly delivering the PHN Program in North Coast NSW. We are committed to improving the health of our communities through quality primary health care. The PHN Program is an Australian Government initiative.

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