



At every age
and every stage:
well at home,
well at school,
well at work,
well at play.

IPC Health supports
our clients,
communities
and staff to be
Well for life.

Well

for

Life

Acknowledgement of Country

IPC Health acknowledges the Traditional Owners and Custodians of the lands, waters, and skies, of which our six campuses are located, the Wadawurrung, Wurundjeri, Boonwurrung and Bunurong people of the Kulin Nations. We value the diversity, strength and self-worth of all Aboriginal and Torres Strait Islander peoples and pay respect to Elders past and present who nurtured this land for thousands of years and continue to do so.



IPC Health values diversity and is committed to creating safe, supportive and welcoming services for people of all backgrounds, abilities and identities, including, but not limited to: Aboriginal and Torres Strait Islander people; lesbian, gay, bisexual, transgender, and intersex individuals; people of all abilities; people experiencing health inequities; and culturally and linguistically diverse individuals.



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CEO Report



Executive leadership team from left to right: Ian Holland, Jayne Nelson, Jason Hodge, Jana Vihm. Absent – Glenn Pringle.

This year marks a pivotal moment for IPC Health as we launch our *Well for Life* 2025-2030 strategy, building on the strong foundations laid by our 2020 strategy and work of our Service Model Transformation. Together, these efforts are reshaping how we deliver care: more integrated, more person-centred and more responsive to the needs of our growing communities.

It's also a year of celebration. 2025 marks 50 years since the opening of our Deer Park clinic. From those early days, IPC Health has grown into one of Victoria's leading community health providers, serving almost 50,000 clients this financial year across six campuses with creativity and passion.

Over the past five decades, we've seen firsthand how holistic, community-based care improves lives. Our multidisciplinary teams support thousands of clients to manage chronic conditions, reduce hospital visits and access care close to home. These outcomes aren't just meaningful – they're measurable.

The launch of the *Well for Life* strategy signals our next chapter, with our continued focus on prevention, early intervention and equitable access. We are investing in our digital architecture, driving our surplus for purpose strategy and building fit-for-purpose infrastructure that reflects the expanse of our expertise and care.

This work is more urgent than ever. Our healthcare system faces the twin challenges of rising demands and budgetary constraints. Victorians are buffeted by cost-of-living pressures and vulnerabilities that make staying healthy more difficult. Despite this, community health remains one of the smartest investments we can make. Infrastructure Victoria's recent report shows that just 1.5-3% of the state's annual health infrastructure budget could unlock up to \$300 million in community health upgrades – delivering better outcomes and reducing avoidable hospital admissions.

Our response is clear: we're ready to lead. We're partnering with government, hospitals and local organisations to deliver care that's coordinated, compassionate and community-led. We're serving some of Victoria's fastest growing and most disadvantaged areas, and we're doing it with purpose.

To our clients, staff, partners and supporters, thank you. Your trust and commitment fuel our mission. Together, we're building healthier, more connected communities, to ensure we all can be well for life.

Jayne Nelson
Chief Executive Officer, IPC Health



Chair Report



Left to Right: Peter Turner, Daryl Whitfort, Riwka Hagen, Sanela Osmic, Chris Arnold, Kylie Maher, Jerril Rechter, Jenny McMahon, Mike Clarke. Absent – Ngairie Anderson, Peter Gluskie.

IPC Health celebrates a remarkable milestone in 2025 – 50 years since the Deer Park clinic first opened. This anniversary is more than a reflection of our history; it's a testament to the enduring role community health plays in supporting the wellbeing of people across Victoria.

Over five decades, IPC Health has grown from individual clinics into a trusted provider of integrated, person-centred care across six campuses. We have built strong relationships with our communities, adapted to changing needs and remained focused on equity, access and prevention. These values continue to guide us as we respond to the challenges facing Victoria's health system today.

As IPC Health concludes its 2020-25 Strategic Plan, we reflect on a transformative five-year journey that strengthened our role as a trusted provider of community health services across Melbourne's west. Guided by a commitment to coordinated care, equity and system contribution, this strategy saw us expand our reach, embed innovative models like the Diabetes Wellbeing Hub and Children's Health and Wellbeing Local and invest in workforce sustainability and community participation. Our final year was marked by achievements such as solar installations across campuses, the launch of a structured allied health graduate program and the deepening of lived experience roles. We also proudly introduced Victoria's first Dental Graduate Year Program supporting new clinicians and strengthening our public oral health workforce.

Looking ahead, our new 2025-30 Strategic Plan – anchored in the *Well for Life* vision builds on these foundations with a bold shift toward holistic wellness. It expands our service model to deliver proactive, personalised care across the lifespan, embraces digital innovation including AI and predictive analytics and positions IPC Health as an employer of choice through a culture of creativity and purpose. Our previous 5-year strategy responded to system fragmentation and growing demand. Our new strategy addresses additional challenges such as constrained funding, workforce shortages and rising consumer expectations. With this renewed vision, IPC Health is well placed to continue improving quality of life for the communities we serve.

On behalf of the Board, I extend our heartfelt thanks to our staff, volunteers and partners for their unwavering commitment and contributions throughout this strategic cycle. We remain dedicated to striving for better health and wellbeing outcomes for our community members, and we look forward to implementing the "Well for Life" strategy with purpose and optimism.

Riwka Hagen,
Chair, IPC Health Board of Directors



Our guiding principles

Our vision

'Well for Life'

Our purpose

We improve quality of life for the people and communities we serve by maximising access to health and wellbeing services.

Our values



We are passionate

We go above and beyond, demonstrating understanding and respect for our communities and each other.



We are creative

We learn, experiment and innovate.



We make a difference

We act with purpose, measure our results and celebrate achievements.

What we stand for

Partnerships
with people

Diversity
& access

Care close
to home

Prevention
& early
intervention

Holistic
proactive
care

Improved
quality of life

Exceptional
client
experience

Creative
solutions

Vibrant culture
supporting
talented people

IPC Health Service Model

Together with clients, staff and partners, we're building a more connected, person-centred model of care – building tools and pathways that empower clients to take control of their own health and wellbeing.

Outcome example:

We provided services to over

50,000* clients

through our allied health, mental health, GP and dental programs.

Outcome example:

We reached over

5,500 children

through the Smiles for Miles dental initiative, delivered in early childhood centres across Melbourne's west.



Outcome example:

Our health and wellbeing coordination programs supported over

16,000* clients

helping them access services, manage their care and stay connected to the support they need to be well for life.

Outcome example:

Through our Homelessness and at Risk of Homelessness program, we facilitated

480 referrals

to external services and supports, including housing.

*May include clients who access more than one service.



50 years of making a difference



Reception on opening day, 14th Dec 1974



Committee members, official opening



Hon. D Everington, Minister of Health at the official opening

The evolution of healthcare in Melbourne's west

50 years ago, Deer Park was part of the City of Sunshine, whose population was around 88,167. Most residents aged 15+ were employed – around half as labourers or factory workers. The population of the (now) City of Brimbank in 2021 has more than doubled, and the unemployment rate is now 6.6%.

From little things, big things grow

Paul Kelly 1983

1975

In 1975, the Deer Park Community Health Centre opened, beginning our journey toward accessible, community-led healthcare.

Hit songs at the time included Sweet's 'Fox on the Run' and Abba's 'Mamma Mia'. North Melbourne Football Club won its first VFL premiership in 1975, defeating Hawthorn at the MCG by 55 points. "Well may we say 'God save the Queen', because nothing will save the Governor-General!" – Former PM Gough Whitlam.

1998

ISIS Primary Care is incorporated as a not-for-profit company, merging Brimbank Community Health, Hobsons Bay Community Health and Community Health Wyndham.

Blockbuster films included Saving Private Ryan and A Bug's Life.

2014

Wyndham Vale clinic opens. As Joanne Ryan MP noted at the time: "On a purely economic basis, the fiscally shrewd way to deal with diseases, then, is to prevent them – to treat them at the primary level. Prevention, of course, is often immeasurable in the health outcomes for individuals, families and communities."

2016

ISIS Primary Care rebrands as IPC Health, strengthening its commitment to integrated, person-centred care.

The combined population of the Brimbank, Hobsons Bay and Wyndham LGAs was 496,489 – around half that of 2025.

2020

IPC Health plays a key role in supporting communities through the COVID-19 pandemic, including vaccination, testing and outreach programs. Wyndham Head to Health Mental Health & Wellbeing Hub established.

Songs keeping our spirits up during lockdown included 'Dance Monkey' by Tones and I, 'Blinding Lights' by The Weeknd and 'Watermelon Sugar' by Harry Styles.

2021

Winner of the Australian HR Institute Sir Ken Robinson Innovation & Creativity Award.

By mid-August 2021, Melbourne had spent around 200 days across 6 lock-downs since the start of the pandemic in January 2020.

2022

IPC Health's *Social Prescribing* and 'Steps to Reconnect' initiatives highlight the link between social connection and overall health.

The Bicultural Workforce team receives the *Inclusive Brimbank Award*.

Brimbank Melton Children's Health and Wellbeing Local established.

2023

IPC Health launches the student-led dental clinic at Wyndham Vale, expands mental health services via partnerships with NWMPHN and the Victorian Department of Health, and launches the allied health graduate recruitment program.

The *Service Model Transformation* initiative was introduced.

Sector advocacy includes presenting at the Victorian Health Sector Summit.

2024

Finalist in the 2024 Victorian Public Healthcare Awards in the *Premier's Primary Healthcare Service of the Year* category.

The Service Model Transformation initiative continues to build digital health capabilities and strengthen stakeholder collaboration.

Commence Single Assessment Service as part of My Aged Care.

Five decades of community impact

View of Melbourne from St Albans.



“IPC Health has come a long way. Today, we use portable laptops and a hybrid care model that helps us work from home or the office and deliver better care through both in-person and virtual consultations. It’s all about optimising client care and staying connected with colleagues through respectful, trusting communication.

Surinder, OT, Altona Meadows
Joined IPC Health (ISIS Primary Care) in 1994

Looking Ahead

As IPC Health celebrates 50 years of service, we also look forward with the implementation of the *Well for Life 2025-2030* strategy. This bold vision builds on decades of experience and community trust, aiming to redefine what integrated, holistic care looks like in a diverse and rapidly growing area.



I’ve been going to IPC Health Deer Park for over 30 years! The Dr’s and staff are just wonderful, they really go out of their way to help us patients. I honestly would recommend IPC Deer Park.

GP Client, Deer Park



Yasna’s story – 38 years at IPC Health

“There have been so many changes over the years I’ve worked at IPC Health. Back then, the centre was mostly medical – GPs, specialists, pathology and radiology. We even had a little tuck shop with freshly cooked meals and hot coffee! The building itself was full of little rooms, and everything was done with pen and paper. Believe it or not, people could smoke inside – even during appointments!

Now, it’s a completely different place. The way we care for clients is much more holistic. If someone has diabetes, they’ll see a whole team – dietitian, diabetes educator, podiatrist – whatever they need.

There’s more funding, more collaboration and more services to support people properly. Technology has changed everything too – SMS, video calls, telehealth – it’s all part of how we connect now.

But the biggest change for me has been the diversity and changing needs of our community. We work with so many different cultures, and I’ve learned so much from that. It’s been amazing to see IPC Health grow into what it is today.”

Yasna, Client Services Officer and Dental Admin
St Albans; joined IPC Health (ISIS Primary Care) in 1987.

Throughout the past half century, **IPC Health has remained a constant, growing in scale, scope and impact. From a single clinic, IPC Health now operates six sites and employs over 500 staff, offering a full spectrum of services including medical, dental, allied health, psychosocial support and aged care.**

The IPC Health values of creativity, passion and making a difference, have guided the organisation through decades of change, from responding to emerging health trends to community strengthening initiatives.

Who we serve: Championing community health in Melbourne’s west

At IPC Health, we’re passionate about making a meaningful difference in the lives of the people we serve. As one of Victoria’s largest community health providers, our purpose is clear; to enhance quality of life by ensuring equitable access to health and wellbeing services for all.

We operate across six vibrant sites in Melbourne’s west, powered by a passionate team of almost 600 staff. Because we are deeply embedded in our communities, we understand the unique needs of the clients we work with.

We are committed to supporting the rapidly growing communities of Melbourne’s middle and outer west. By 2041, the population across the local government areas of Brimbank, Hobsons Bay, Wyndham, Melton, Maribyrnong and Moorabool is expected to reach 1.36 million. This rapid growth presents both a challenge and an opportunity. It calls on IPC Health to innovate, collaborate and lead in delivering responsive, inclusive and future-focused health services.

Rapid growth, diversity and disadvantage pose challenges to equitable healthcare access

Local Government Area	IPC Health Clients	2025 Forecast	2041 Forecast	% Change (2025-41)	% Speaking Language Other Than English at Home (2021)	SEIFA IRSD Index (2021)
Brimbank	21,930	193,189	220,334	14.1%	57.3%	913
Hobsons Bay	3,970	94,705	109,223	15.3%	27.1%	1,021
Wyndham	30,334	333,045	463,666	39.2%	49.8%	1,006
Melton	7,674	241,121	410,069	70.1%	39.0%	985
Moorabool	128	40,378	62,586	55.0%	7.8%	1,017
Maribyrnong	548	98,812	135,767	37.5%	38.1%	1,010

SEIFA IRSD (Socio-Economic Indexes for Areas – Index of Relative Socio-economic Disadvantage) is a measure developed by the Australian Bureau of Statistics that provides a snapshot of relative disadvantage in an area. It is based on information from the Australian Census and assigns a score and rank to geographic areas, with lower scores and ranks indicating greater disadvantage.

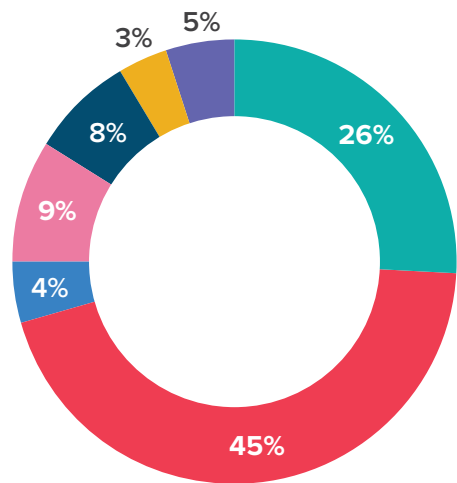
Our services

Supporting clients across six campuses and in-community with multi-disciplinary care

	ALTONA MEADOWS	DEER PARK	HOPPERS CROSSING	ST ALBANS	SUNSHINE	WYNDHAM VALE
Medical and Health						
Aboriginal and Torres Strait Islander Health						D
Audiology		D				
Cardiac Rehabilitation			D	D		
Community Nursing	D	D	D	D	D	D
Diabetes Education	D	D	D			D
Dietetics	D	D	D	D	D	D
Endocrinology		D	D			D
Exercise Physiology	D	D			D	D
GP Clinic		D				D
Living Well		D	D	D		D
Needle and Syringe Program	D			D		
Occupational Therapy (adult)*	D	D	D	D	D	D
Physiotherapy	D	D	D	D	D	D
Podiatry	D	D	D	D	D	
Refugee Health		D	D		D	D
Sexual and Reproductive Health Hub	D	D	D		D	D
Speech Pathology (adult)	D			D		
Women’s Health	D	D	D		D	D
Aged Care & Disability Support						
Support at Home*	D	D	D	D	D	D
Home Support#	D	D	D	D	D	D
Care Finder Service*	D	D	D	D	D	D
Social Work and Independence Support	D	D	D	D	D	D
General Dental						
Dental Services			D	D		D
Smile Squad			D	D		D
Children, Young People & Families						
Audiology		D				
Autism Clinic						D
Brimbank Melton Children’s Health & Wellbeing Local					D	
Child and Family Hub						D
Early Help Family Service					D	
Engaging Wyndham Families			D			D
Family Services	D	D	D	D	D	D
Healthy Mothers, Healthy Babies*		D	D	D	D	D
Hungry Caterpillars Supported Playgroup#	D		D			D
NDIS for Children	D					
Occupational Therapy for Children	D		D		D	
Paediatrician		D				D
Psychology for Children	D		D		D	
Speech Pathology	D		D		D	
Young People’s Health	D	D	D		D	D
Mental Health & Wellbeing						
Alcohol and Other Drugs Counselling	D	D	D	D	D	D
Family Violence Support*		D		D	D	
Gambler’s Help	D	D	D	D	D	D
Homeless and at Risk of Homelessness**	D	D		D	D	
Mental Health Services	D	D	D	D	D	D

*In home appointments available
#Outreach service – this service is provided at locations across the community

Resources driving impact

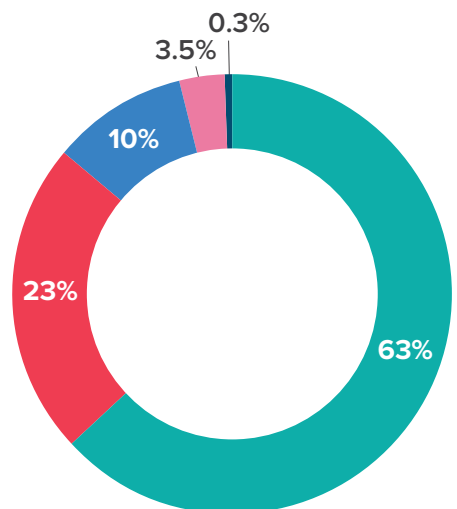


Revenue

Commonwealth government recurrent funding (26%)	\$20,376,727
Victorian government recurrent funding (45%)	\$34,985,226
Non-recurrent government funding (4%)	\$3,435,189
Non-government funding (9%)	\$6,949,368
Medicare billing (8%)	\$6,025,995
Fees for service (3%)	\$2,698,579

Total revenue from contracts with customers	\$74,471,084
Other income (5%)	\$3,850,480

Total revenue and other income	\$78,321,564
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Expenses

Employee expenses (63%)	\$49,898,884
Supplies and consumables (23%)	\$18,570,329
Other operating and administration expenses (10%)	\$7,793,210
Depreciation and amortisation (3.5%)	\$2,774,078
Lease expenses (0.3%)	\$214,696
Appreciation of financial assets	-\$70,772

Total expenses	\$79,180,425
Net result before income tax benefit	-\$858,861

Our net position of **-\$858,861** is **\$315,139 less than** the budget deficit of **-\$1,174,000**. This is an overall positive financial result compared to the forecast budget.

Total staff:
533

Full-time equivalent (FTE):
432

Volunteers:
49

Services delivered:
489,522

Unique clients:
49,830

Clients using more than one service:
34%

Our impact in numbers

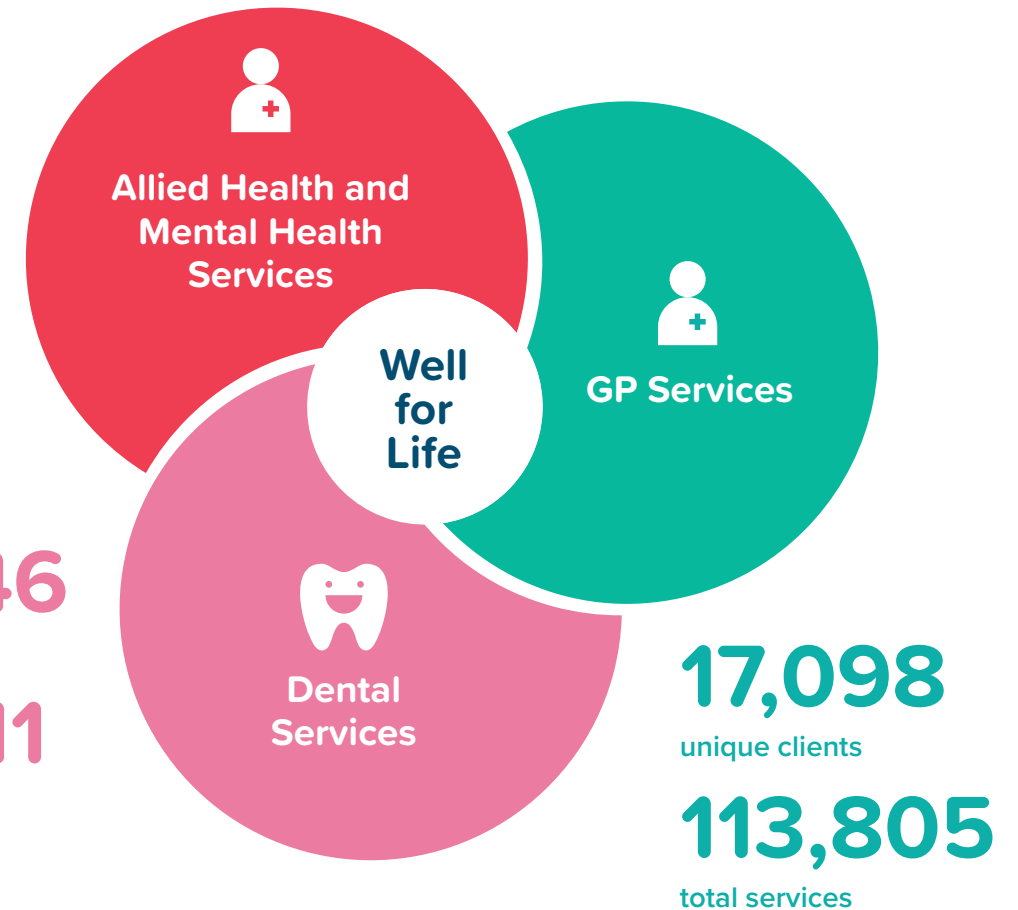
Numbers of clients and services

19,630

unique clients

341,306

total services

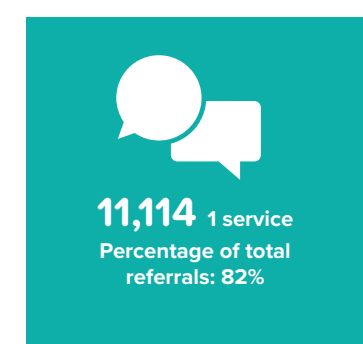


Integrated, coordinated care

Referrals:



New service referrals per client:



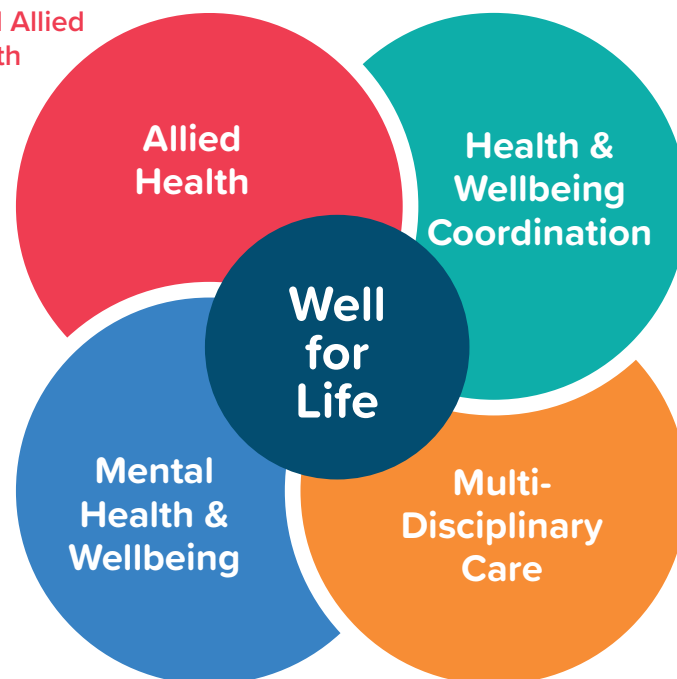
Note: IPC Health's total services, including both appointments and contacts, such as telephone calls, SMS reminders and other remote interactions as recorded in Trak Care, Titanium and Best Practice.



Our impact in numbers

Allied Health clients:

5,185 Physiotherapy	1,187 Speech Pathology
2,934 Podiatry	665 Audiology
2,017 Dietetics	127 Child Allied Health
1,338 Occupational Therapy	
1,243 Allied Health Assistant	
1,205 Refugee Allied Health	



Health & Wellbeing Coordination clients:

11,522 Intake	919 Service Navigation
2,871 Nursing	672 Client Services
	305 Outreach
	194 Wellbeing
	54 Social Worker

Mental Health & Wellbeing clients:

1,145 General Counselling	536 Alcohol & Other Drug Counselling
1,064 Other Mental Health Services	4,345 Translated client services provided

Multi-Disciplinary Care clients:

766 Family Services	431 Home Care Package Management
712 Diabetes Education	430 Gambler's Help
441 Diabetes Connect	304 Living Well
523 Brimbank Melton Children's Health and Wellbeing Local	

Source: TrakCare. Note: Represents clients who may receive multiple services.



Our Integrated Chronic Disease program supports almost 100 clients a month.



I was contacted by the cardiac nurse at the centre and she was most respectful about my health situation. She wanted to offer IPC Health's services with relation to my recent heart operation. She made an invitation that I couldn't possibly ignore. On attending my first group session of 8 weeks duration, I found that the concern, care and support that was assured on my phone interview was fully implemented when I attended the centre. Such a wonderful group of people, presenting such important services.

Cardiac Rehabilitation client

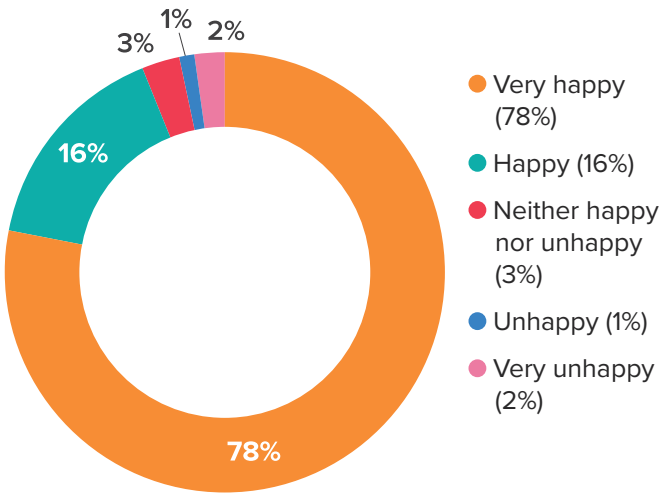
Client feedback shows the impact of our Well for Life approach.

Clients receive care that improves quality of life, provides access to specialised services they otherwise couldn't afford and supports them through a multi-disciplinary, integrated approach that puts the client first.

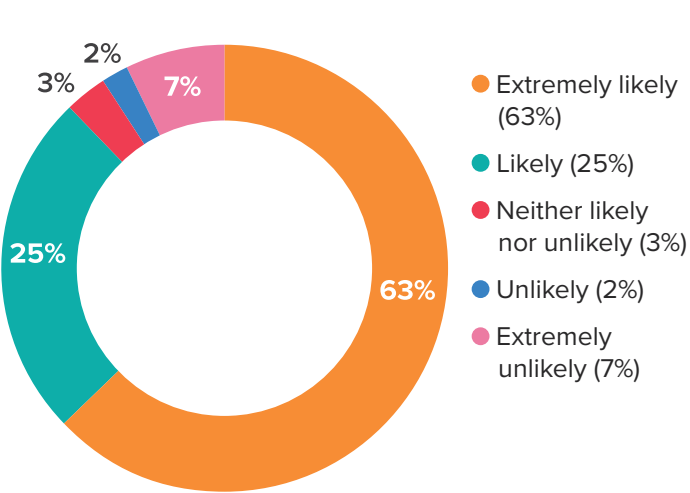
“As a 57-year-old homeless woman for the last 12 years and not engaging with any medical services for over 2 years, life seems possible... more ‘do-able’ than it was before, since engaging with IPC Health & the Homeless support.”

IPC Health client

How happy were you with the service you received today?



How likely are you to recommend IPC Health to others?



“All of the different departments I have dealt with have treated me with respect and are still helping me on my health journey.”

“Everyone is very respectful and helpful. We obtain many services from your organisation, all are equally good.”

“Everyone at IPC Health are wonderful. I have been to Altona, Hoppers Crossing and Wyndham Vale and everyone is amazing.”

As part of the Service Model Transformation project, we aligned our ‘Patient Recorded Experience Measures’ (PREMs) with the evidence-based Personal Wellbeing Index (PWI) tool in January 2025. The PREMs is now standardised across all teams at IPC Health.

Questions from Jan '25 onwards will provide a more detailed and holistic picture of our clients' experience.

- Did you feel safe while visiting or being visited by IPC Health?
- Do you think using the services at IPC Health have assisted you in being able to do the things that are important to you?
- Was it easy for you to access the service? This could include ramps, signage, parking and public transport.
- Did you feel cared for?
- Did you feel you were treated with respect and dignity?
- How likely are you to recommend IPC Health to a friend, family member or colleague?

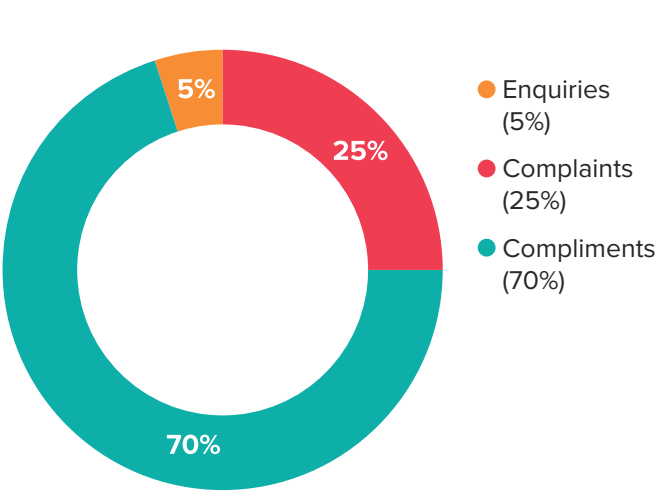
IPC Health. Client Experience Survey (PREMs). 1 July 2024 to 11 Jan 2025. Jan-June '25 survey not directly comparable. (n=2309)

Feedback in numbers

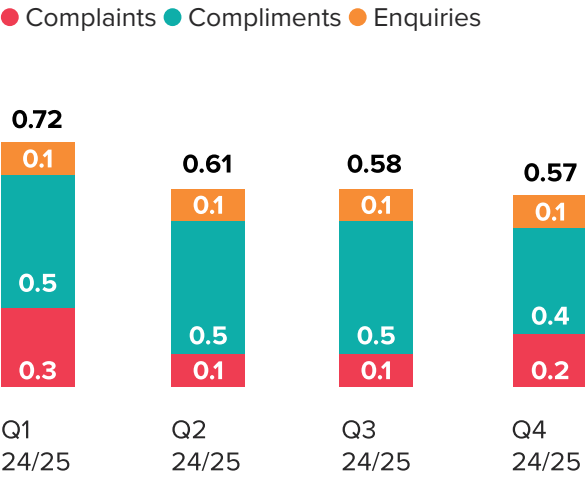
Clients provide feedback to IPC Health through multiple ways including in person, using the paper forms in our waiting rooms, by email or phone or through the IPC Health website. All feedback is reviewed and responded to by the Manager of the service.

Most of the feedback provided shows that clients are happy with the service they received at IPC Health. Feedback is important to us, so we know how we are going and how we can continue to improve our services.

Client feedback



Client feedback per 1000 visits



“Being able to access the services here is extremely beneficial as I couldn't afford a private dentist. On my last visit I had a newborn with me and the staff went above and beyond and helped comfort her whilst I had my appointment.”

“[Staff] was of great assistance, she listened and made me feel heard and understood.”

“Everyone has been helpful, supportive and kind. They listen and actually hear what you're saying.”

“Dental work can be so expensive, so to have a great service I can afford was amazing. My dentist was thorough, respectful and did a great job.”

“I feel safe and comfortable in discussing my mental health and wellbeing.”

“The physio sessions for my aching knees has helped me a lot.....and I can afford it at only \$10 out of pocket each time I come. Thank goodness a service like this is available for me to access at IPC Health.”

“Everyone has been helpful, supportive and kind. They listen and actually hear what you're saying.”

“Appointment wait time should be shortened. Took too long for next appointment.”

“The doctor I see is very patient, kind and looks after my health. The only thing is I have to wait too long to make another appointment. The clinic needs more doctors.”

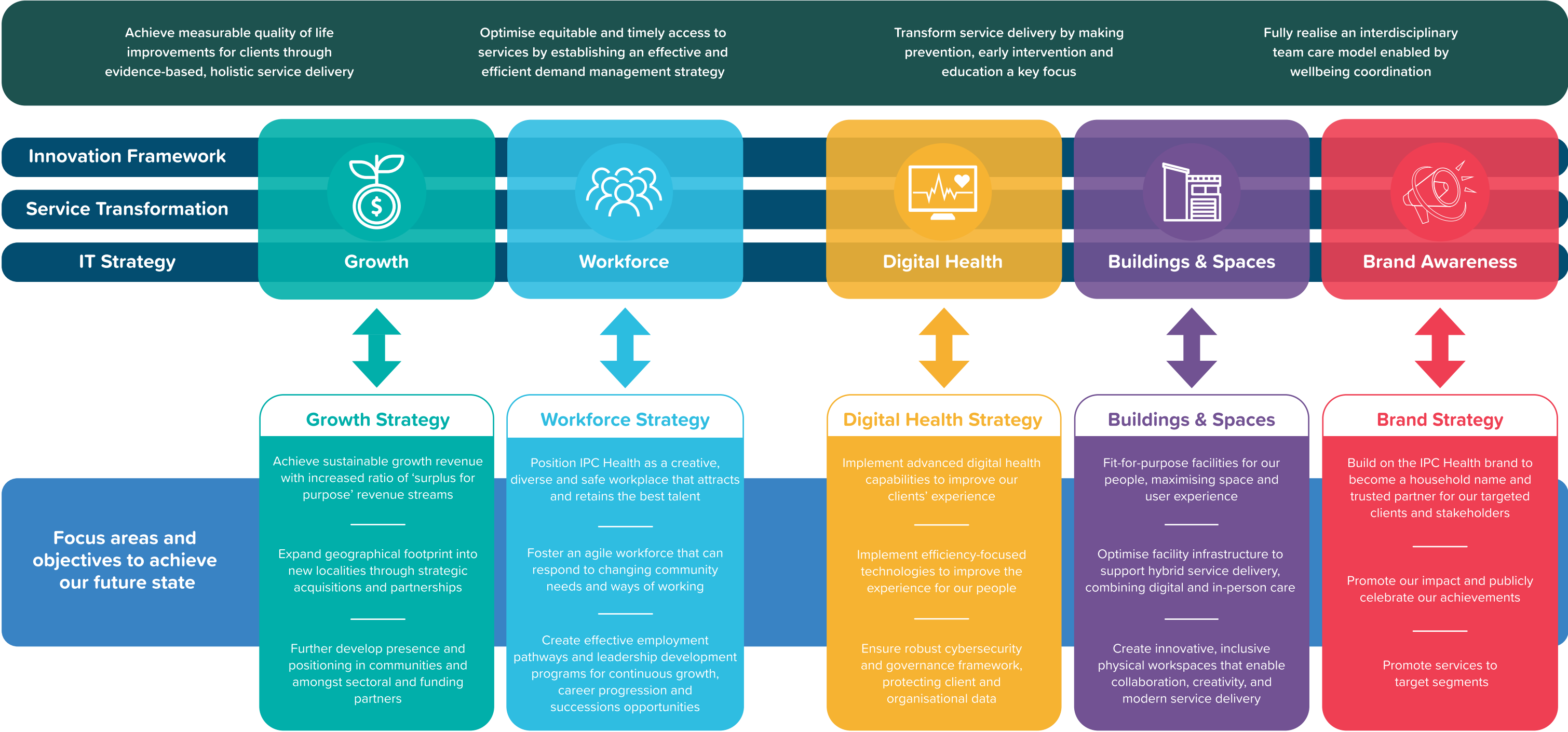
“I really wish the waitlist for services wasn't so long. Facing months without front teeth is going to pressure my mental health. Only a couple of days and I feel myself isolating away from people.”

“I was put on waiting list, when I'm struggling to eat and am embarrassed to socialise with my own family and friends. My gums are killing me trying to eat. At home I have to remove them as I'm in pain.”

Well for Life 2025-2030

Our ‘Well for Life’ vision means we strive to holistically support the physical, mental and social health needs of the people and communities we serve. Our approach is collaborative, client-centred, coordinated and tailored to individual need and preference. We deliver our diverse range of health and wellbeing services when and where they fit community need and where we can create positive social impact.

Service Impact Strategy



Redesigning care: Service Model Transformation in action

Since 2023, IPC Health has been laying the groundwork to reshape how we deliver care. Through the Service Model Transformation Project, shaped by clients, staff and partners, we’re building a more connected, integrated and person-centred client journey.

This transformation is driven by people. Over 70 staff from 23 teams led 14 action groups, sparking change from the ground up.

Key outcomes included:

- Stronger collaboration across teams
- Smarter use of digital tools to boost efficiency
- A new welcome pack including website landing page, SMS and video
- Practical toolkits to support service delivery
- Enhanced demand management strategies
- A scoped Senior Wellbeing Coordinator role to improve client navigation

Clients now experience simpler, more supportive entry pathways. Co-created, goal-directed care plans are now being introduced for all clients.

We’ve strengthened our digital foundations – with tools that integrate, forms fit for purpose and experiences that feel seamless. A successful pilot of digital check-in and cancellation shows how technology can empower clients to manage their care.

We’ve also introduced holistic tools to measure what matters: how clients feel and how their wellbeing evolves. The rollout of standardised Patient Reported Experience and Outcomes Measures (PREMs and PROMs) across IPC Health will help us learn and improve in real time.

Efficiency gains are also tangible. Our upgraded SMS system cut daily administration time from two hours to six minutes, freeing staff to focus on what matters most – supporting clients.

This work continues with the Well for Life 2030 strategy.



Scribble acquisition: Growing with purpose

As part of our bold and forward-thinking *Well for Life 2030* strategy, IPC Health is embracing growth opportunities that align with our mission and values. One of the most exciting milestones this year has been the acquisition of Scribble Children’s Therapy, a vibrant, neurodiversity-focused service based in Melbourne’s northwest.

This acquisition reflects our commitment to creating new revenue streams that support our Surplus for Purpose strategy. By reinvesting surplus into services that make a meaningful difference, we’re expanding our reach and deepening our impact in the community.

Scribble is known for its evidence-based, family-centred approach to therapy, creating safe and joyful spaces where neurodiverse children can thrive through positive play. Their team of passionate occupational therapists, speech pathologists and psychologists bring a unique, play-based model that aligns beautifully with IPC Health’s person-centred philosophy.

Now operating as a subsidiary of IPC Health, Scribble Children’s Therapy maintains its own dedicated management team and Board of Directors, ensuring continuity and focus while benefiting from the support and strategic vision of IPC Health.

This acquisition is more than a financial decision, it’s a reflection of our belief in innovation, collaboration and the power of purpose-driven growth. By welcoming Scribble into the IPC Health family, we’re not only diversifying our funding base, we’re investing in a future where every child has the opportunity to flourish.

“
At Scribble, we see every child as full of potential. Our play-based approach isn’t just about therapy – it’s about building confidence, connection and joy. Being part of IPC Health means we can reach more families and continue doing what we love, with even greater impact.
Peter Gluskie, Board Chair, Scribble Children’s Therapy



Our people: passionate, creative, making a difference

As at 30 June 2025



533
Total staff

50% full time 48% part time 2% casual



432
FT equivalent

85% ongoing 15% fixed term



Average tenure
4.3 years median

7.3 years average



Employees in
leadership roles

71% female 29% male



48%
Staff over 5 years
tenure (253)

14%
12-month employee
turnover rate

49
volunteers



Our workforce strategy is all about supporting our people to be well at work. We're focused on creating a workplace that's creative, diverse and safe – where everyone can show up as their best selves and feel set up for success. We offer a wide range of professional development and career pathway opportunities. Whether you're a student, a recent graduate, or someone who's been with us for 30 years, there's something at IPC Health for you.

Jana Vihm, General Manager,
People, Governance and Community

Thriving together: What you told us and what we're doing

Your voice, our future: How IPC Health is shaping a better workforce

At IPC Health, the staff voice is shaping a stronger, safer and more supportive workplace. Through the *People Matter* and *People at Work* surveys, we've heard from more staff than ever. Participation rose to 67% in May 2025, up from 58% in October 2024.

The results speak volumes:

98% of staff feel they make a worthwhile contribution

97% say they can use their skills and knowledge

91% feel physically safe at work

Staff rate both supervisor and peer support as exceptionally high.

We're also listening closely to areas for improvement and taking action. Our focus in the coming year will be supporting career progression, building resilience, reducing negative behaviours and strategies to manage change.

What we've done

Guided by our *Well for Life 2025-2030* strategy, we've made bold, people-first changes to help our teams be Well at Work:

Flexible work, real balance: "No Meeting Fridays" and reduced meeting loads give staff space to focus and recharge.

Visible, present leadership: ELT meetings now rotate across campuses, with walkarounds to chat with staff about morale and the physical environment.

Leadership that listens: Monthly wellbeing check-ins are now standard, with executive leaders modelling healthy work habits.

Support that evolves: Our EAP is under review to better support diverse needs, including menopause support.

Pathways that empower: Three volunteers transitioned into paid roles this year, including two with no Australian work history.

Recognition that matters: Our quarterly staff "Thank You Awards" recognise individuals and teams nominated by colleagues for living our IPC Health values: being passionate, being creative and making a difference. Together, living these values helps staff to be Well at Work and to better support our clients. We also celebrate volunteers with a dedicated breakfast and awards, acknowledging their vital role in programs like Diabetes Connect and welcoming clients on campus.



Free to Be: Free to belong

To mark IDAHOBIT (International Day Against Homophobia, Biphobia, Intersexphobia and Transphobia), IPC Health hosted its inaugural staff march at the Deer Park campus. It was an uplifting celebration of inclusion, respect and pride. Embracing the theme “Free to Be,” staff walked together in a vibrant show of solidarity with the LGBTIQ+ community. The event transformed the campus into a space of colour, connection and courage, setting a powerful example of what it looks like when inclusion is lived, not just spoken.

At IPC Health, ‘Free to Be’ means more than visibility. It’s about creating a workplace where people feel respected, supported and safe to show up as their authentic selves. It’s about fostering a culture where diversity is celebrated and every individual is empowered to thrive.

You’re
free to be



yourself
with ipcHealth



We are about including people who have traditionally been marginalised or excluded from workplaces and healthcare. We strive to make IPC Health a safe, joyful place where everyone can be free to be themselves.

Jayne Nelson, CEO



Strengthening public dental care

IPC Health is tackling workforce shortages and rising demand by investing in the next generation of clinicians, building a stronger, more sustainable public dental system.

In partnership with The University of Melbourne, IPC Health launched Victoria's first dedicated Dental Graduate Year Program in 2024. This innovative program gives newly qualified dentists and oral health therapists a supported, structured pathway into the workforce.

It all started with a student-led clinic at our Wyndham Vale site, where final-year students gained hands-on experience in a high-demand public setting. Building on that success, the Graduate Year Program was designed to ease the transition from student to clinician, offering mentorship, coaching and real-world exposure across IPC Health's dental sites.

The results speak volumes. In its first year, graduates delivered care to nearly **5,000** clients across more than **6,600** appointments. Eight out of nine graduates chose to stay on. This is an outstanding retention rate in a sector where private practice often pulls talent away.

"I've definitely gained lots of confidence," said one graduate. "I'm able to create patient-centred treatment plans and help people feel truly cared for."

Graduates exceeded clinical benchmarks typically reached after five years, thanks to tailored support and a culture of learning. Patients noticed too – sharing feedback about the calm, considered care and continuity they received.

Mentors also felt the impact. "Coaching the new grads has just been great for me," said one senior clinician. "It's given me energy and a chance to pass on what I've learned."



The program's value goes beyond numbers. It's helping build a confident, capable workforce that understands the unique rewards of public practice.

"With the help of the mentors in the programme, I've had the support, the advice and the feedback to reflect on my work as a clinician and its something that's really nurtured and grown my confidence" – Mia, graduate.

By combining education, service delivery and workforce development, IPC Health and The University of Melbourne have created a replicable model for the future of public dental care. It's a partnership built on purpose, innovation and care.



Whilst other health disciplines have long benefited from structured graduate years, dentistry and oral health has lagged in this regard. IPC Health's initiative provided crucial mentoring and support during the challenging transition from student to qualified clinician, ensuring our oral health therapist graduates are well-equipped to deliver high-quality oral health care to public dental clients.

Excerpt from a letter of support for the program from A/Prof Roisin McGrath Associate Professor, Oral Health, Melbourne Dental School, the University of Melbourne



I've definitely gained lots of confidence. I'm able to create patient-centred treatment plans and help people feel truly cared for.

IPC Health graduate

Our volunteers: we couldn't do it without you

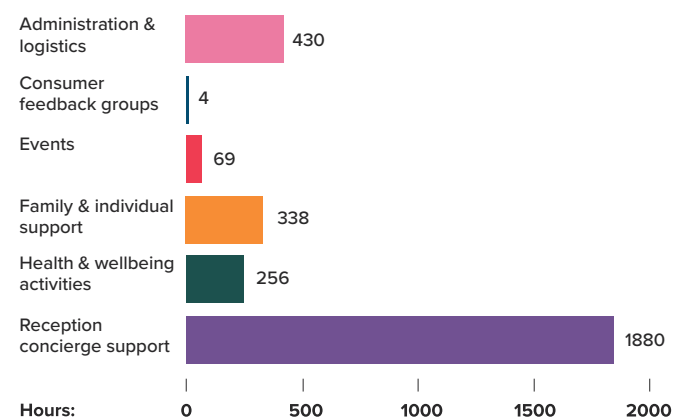
When Afreen moved to Melbourne from India in August 2024, she was determined to build a career in healthcare. While searching for job opportunities, she began volunteering with IPC Health, hoping to stay engaged, give back to the community and gain experience in a new country. What she didn't expect was how quickly she would find a sense of belonging.

"The onboarding process was so welcoming," Afreen recalls. "It made me feel that volunteers are genuinely valued here."

She began volunteering weekly at Hoppers Crossing reception, guiding clients and supporting the team. Her warmth and professionalism didn't go unnoticed. By April, IPC Health offered Afreen a short-term role with the Client Services team, an opportunity she embraced with gratitude and pride.

"Volunteering at IPC Health has not only deepened my understanding of community healthcare but also opened doors I never expected," she says. "It reminded me that every small step counts – and that support and kindness truly make a difference."

Logged hours by activity category (Total: 2977)



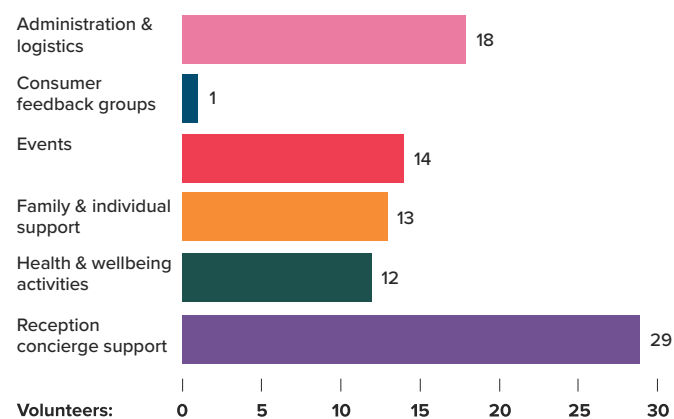
This year, 49 volunteers contributed 2,977 hours of service, giving their time, energy and heart to IPC Health. That's the equivalent of 372 full workdays, valued at nearly \$140,000. But the true value of their contribution goes far beyond numbers.

Volunteers supported everything from reception and administration to wellbeing programs like BinGO MOVE and the Diabetes Wellbeing Hub. They helped clients navigate health apps, assisted with transport to medical appointments and even assembled furniture for families in need. Their kindness extended to the holiday season, where they sorted toys and delivered donations to children across our communities.

Volunteer numbers increased 44% this year and support hours rose 20%, proof that the program is thriving.

Looking ahead, IPC Health is committed to growing the volunteer program creating more opportunities for people to connect, contribute and thrive. Whether it's a warm smile at reception or a helping hand behind the scenes, every act of service makes a difference.

Number of volunteers by activity category (Total: 87)



From helping hands to hired: Lalaine's journey through IPC Health's volunteer pathway

When Lalaine arrived in Victoria from Western Australia in late 2023, she never imagined that within two years she'd be working in a role she loves at IPC Health. Her journey, from client to volunteer to fixed-term employee, is a great reflection of IPC Health's commitment to inclusion, opportunity and community connection.

With a background in hospitality, customer service, and a Commerce degree, Lalaine brought a wealth of experience and a warm, can-do attitude. She began volunteering at the Wyndham Vale GP Super Clinic, where her initiative and digital skills quickly stood out. Whether supporting reception, assisting Allied Health or helping out in Dental and Paediatrics, Lalaine became a trusted and valued presence.

Her dedication didn't go unnoticed. In 2025, IPC Health offered Lalaine a fixed-term role in the Allied Health Client Services team before she returned to volunteering. "IPC Health is a very good place to work as a volunteer," she says. "Helping and assisting clients makes you feel good."

IPC Health designed these pathways to bridge unpaid and paid work, especially for those new to the Australian workforce. Volunteers are supported, mentored and matched to roles that align with their skills and aspirations.

For Lalaine, the journey has been more than a career step. It's been a way to belong. And for IPC Health, it's a reminder that talent, heart and potential can be found in every corner of the community.



Whether helping clients navigate services or supporting wellbeing programs, volunteers help create an environment where clients feel welcome and supported. Their care is noticed and appreciated, allowing our clinical team to focus on delivering the best health outcomes.

Nicole Durovic, Senior Clinician Diabetes Education



IPC Health is a very good place to work as a volunteer. Helping and assisting clients makes you feel good.

Lalaine, volunteer

Altona Meadows

Altona Meadows is a mature, multicultural suburb with a population nearing 19,000 and a median age of 41 – older than the Greater Melbourne average. The suburb is home to Maltese, Italian and Vietnamese communities, with half of residents having both parents born overseas and 40.4% speaking a language other than English at home. Key health priorities include diabetes, heart disease and arthritis. IPC Health's Altona Meadows campus provides preventative care and strengthens social connections to help residents live well at every stage of life. Altona Meadows' steady growth presents an opportunity to focus on what matters most: helping residents stay well as they age.



Staying strong together: Moving on Gym at Altona Meadows

The Moving On Gym at IPC Health's Altona Meadows campus is more than just a fitness space, it's a community hub where older adults come together to build strength, confidence and connection. Designed specifically for people aged 50 and over, the program supports physical health through tailored exercise plans that improve mobility, balance and cardiovascular fitness.



What makes the Moving On Gym truly special is the strong support it receives from the local older community. Participants value the welcoming environment, the opportunity to socialise and the sense of routine it brings to their week.

With a focus on prevention and wellbeing, the Moving On Gym reflects IPC Health's commitment to our community and helping people live well at every stage of life.



Put simply, if I didn't have IPC Health, I wouldn't be able to do rehabilitation at all, which is so important to me and my recovery.

Allied Health client, Altona Meadows

Snapshot

- Population: 18,644
(Growth rate 1.55% compared to greater Melbourne 2.74%)
- Just over 40% speak a language other than English at home
- Key languages: Vietnamese, Greek, Arabic, Maltese, Italian
- Median age: 41
- Total IPC Health clients: 7,523

Note: Represents clients who may receive multiple services



Deer Park

Deer Park is a growing community in Melbourne's west, home to over 18,000 residents. Health challenges in Deer Park include asthma, diabetes and socio-economic disadvantage. IPC Health's Deer Park campus provides collaborative care and health education, helping families thrive through connection and empowerment. The site is also home to IPC Health's longest-standing service, its GP clinic, which has been serving the community for over 50 years. This trusted presence continues to provide accessible primary care, chronic disease management and preventative health services.

United for wellbeing: IPC Health's SAS team

Launched in January 2025, IPC Health's Single Assessment System (SAS) team is helping older people across Melbourne's west stay independent, connected and in control of their care. Based at Deer Park and operating across Hobsons Bay, Brimbank, Wyndham and Melton, the team delivers the new My Aged Care SAS, a streamlined, single pathway to ensure people receive the right support as their needs change.

Our multidisciplinary team speaks six languages and reflects the vibrant diversity of the communities we serve. Clinical and non-clinical assessors, supported by dedicated administration staff, guide clients through assessments that focus on wellness and reablement, building confidence and supporting independence.



By collaborating with partners, IPC Health is making aged care more accessible and person-centred. The Deer Park team embodies our vision of everyone being well for life, proving that when local expertise meets shared purpose, the west's older residents can thrive in their homes and communities.



I know I'm very lucky to be a client of IPC Health Deer Park. I get to access excellent professionals across all aspects of health in an integrated way.

Allied Health client, Deer Park

Snapshot

- Population: 18,145 with an annual growth rate of 1.13% (compared to greater Melbourne growth rate of 2.74%)
- Over 60% of residents speak a language other than English at home
- Key languages: Punjabi, Tagalog, Arabic, Maltese
- Median Age: 35 years
- Total IPC Health clients: 3,432

Note: Represents clients who may receive multiple services



Hoppers Crossing

Hoppers Crossing is a well-established suburb with strong community roots and a population rich in character. Over half of residents have both parents born overseas, and 38% speak a language other than English at home, reflecting the suburb's vibrant cultural tapestry. Over 2,500 residents identify as Aboriginal and Torres Strait Islander. Health challenges in the area include asthma, arthritis and mental health conditions. IPC Health's Hoppers Crossing campus is well positioned to meet these needs, offering person-centred care that supports individuals, families and young people to live healthier, more connected lives.

A Fresh Welcome at Hoppers Crossing

The newly refurbished waiting area at the Hoppers Crossing campus is a bright, welcoming space designed with purpose and care. In line with our 2025-2030 strategy to create environments that are fit for purpose and enhance user experience, the upgrade reflects our commitment to putting people first.

Natural light, open layout and thoughtful design elements help clients feel comfortable and at ease from the moment they arrive. It supports the diverse needs of our community, offering a calm and accessible environment for individuals and families seeking care.



"This transformation is part of our broader vision to ensure every IPC Health site feels safe, inclusive and uplifting – because how we welcome people matters," said Ian Holland, General Manager Finance and Corporate Services.

Snapshot

- Population: 37,106 (growth rate 0.9% compared to greater Melbourne 2.74%)
- 38% speak a language other than English at home
- Key languages: Arabic, Punjabi, Mandarin, Hindi, Italian
- Median age: 37
- Total IPC Health clients: 7,967

Note: Represents clients who may receive multiple services



Every staff member and treatment was professional and friendly. Staff explained everything clearly. Even the gentleman in the waiting room helped people find their way and answered questions.

Dental client, Hoppers Crossing



I'm known in the community as Juliet – or Paw LuLu, my Karen nickname. One weekend at Chemist Warehouse, a client spotted me and lit up: 'Paw LuLu! Can you ask for the medication the doctor mentioned?! Even at Werribee Plaza, I've been chased down by clients asking if they can get an appointment on Monday.

Juliet, Client Services Officer
Hoppers Crossing



St Albans

St Albans is another one of Melbourne's vibrant and culturally diverse suburbs, with almost 80% of residents having both parents born overseas. Vietnamese is the most commonly spoken language, as reported by 27.9% of residents. St Albans faces socio-economic challenges and higher rates of preventable hospitalisations. IPC Health provides wraparound support and culturally safe care to ensure everyone, regardless of background or circumstances, can access the care they need.



Empowering safer health choices: Needle and Syringe Program at St Albans

At IPC Health's St Albans campus, the Needle and Syringe Program (NSP) is a compassionate, judgment-free space where people are supported to make safer health choices. The program supports about 75 clients each week, offering free sterile injecting equipment and practical information to help prevent the spread of blood-borne viruses such as HIV and Hepatitis C.

Our team builds trust through respectful, confidential care, offering guidance on safer injecting, overdose prevention and pathways to treatment and recovery. Clients can also be connected with broader health and wellbeing services, including mental health support, housing and primary care.

The NSP reflects IPC Health's commitment to harm reduction and community care. By meeting people where they are, we help create healthier futures – one conversation, one connection, one choice at a time.



I always feel welcomed when I visit. The staff are always very friendly and supportive. Please keep up the good work you are doing. Kindness goes a long way.

Dental client, St Albans

Snapshot

- Population: 38,642 (annual growth rate of 2.12% compared to greater Melbourne 2.74%)
- 67.5% speak a language other than English at home
- Key languages: Vietnamese, Punjabi, Maltese, Cantonese, Arabic
- Median age: 36 years
- Total IPC Health clients: 2,653

Note: Represents clients who may receive multiple services



Sunshine

Sunshine is known as one of the most culturally diverse suburbs. With 54% of residents born overseas and 21% of the population aged 25-34, Sunshine is younger and more multicultural than Greater Melbourne. Sunshine faces elevated rates of chronic conditions such as type 2 diabetes, cardiovascular disease and mental health challenges. IPC Health's Sunshine campus plays a vital role in delivering integrated, culturally responsive care that empowers residents to take control of their health and wellbeing.



Championing change: Ministerial visit highlights local leadership on gambling harm

In October 2024, IPC Health's Sunshine campus welcomed Melissa Horne MP (Minister for Casino, Gaming and Liquor Regulation) and Sarah Connolly MP (Member for Laverton) for an important conversation about the impact of gambling harm in Melbourne's west.

The visit spotlighted the incredible work of our Young Leaders of the West, whose initiative *Cards to Connect* is helping communities open up meaningful conversations around gambling harm.



IPC Health services are helping me stay healthy and live a better life.

Allied Health client, Sunshine



I come to work because the people are great, and the clients are gorgeous.

Angela, Client Services Officer, Sunshine

Snapshot

- Population: 9,940 residents (annual growth rate of 3.23% compared to greater Melbourne growth rate of 2.74%)
- Born overseas: 54%
- Over 63% speak a language other than English at home
- Key languages: Vietnamese, Nepali, Cantonese, Mandarin, Greek, Italian
- Median Age: 35 years
- Total IPC Health clients: 2,441

Note: Represents clients who may receive multiple services



Wyndham Vale

Wyndham Vale is one of Victoria's fastest-growing and most multicultural communities, with a high proportion of young families and residents born overseas. The suburb is projected to add 7,000 residents by 2030, well outpacing growth in Greater Melbourne. Common health conditions include asthma (6.5%), mental health (5.7%), arthritis (4.6%) and diabetes (4.4%). Dental health is also a significant concern, with public dental wait times of 11.4 months for general care and 7.7 months for specialist services.

Many residents avoid dental care due to cost, which can lead to worsening oral and overall health outcomes. IPC Health's Wyndham Vale campus includes a student-led dental clinic and GP Super Clinic alongside allied health, mental health and chronic disease support. A full spectrum of care positions the campus well to respond to unique community needs. This integrated model ensures that residents can access comprehensive care close to home.



On 15 November 2024, we were honoured to welcome Tim Pallas MP, along with Darcy Thornton from the Treasurer's office and Helen Landolina, to our Wyndham Vale campus. A highlight of the visit was the opportunity to spend time in our Aboriginal and Torres Strait Islander Elders Lounge, sharing stories and connecting with Elders in a warm, welcoming space. The visit also included a tour of our dental clinic, where guests learned more about our Digital Dentures program – an innovative initiative improving access to high-quality dentures for our community.



We upgraded the Wyndham Vale GP Clinic reception, giving the space a much-needed facelift and expanding it to support future growth. This enhancement allows for additional reception staff and introduces a new entry/exit point for staff, improving overall functionality and flexibility. "This upgrade is part of our broader strategy to provide the right facilities and deliver the right care in the right place. We know that healthy, bright, and welcoming spaces contribute to better health outcomes," said Jason Hodge, General Manager Operations and Clinical Care.



At Wyndham Vale clinic, the staff at the reception desk were polite, helpful and informative. The dental work I received was beyond expectations. The dentist took all the professional care to finish the work, and I felt she took no shortcuts in any way. Her assistant was super friendly and put me at ease in the dental chair. I found this to be a cutting edge service and I thank them both.

Wyndham Vale dental client

Snapshot

- Estimated population – 337,009 – annual growth rate 4% (versus greater Melbourne 2.74%)
- Nearly 50% of residents born overseas. Top countries of birth: India, China, Philippines, Africa
- Top language groups: Punjabi, Karen, Hindi, Telugu
- Median age 33 years with high proportion of young families with children under 4 years
- Total IPC Health clients: 1,411

Note: Represents clients who may receive multiple services



Quality, safety and trust

In 2024-2025, IPC Health was reassessed and successful in being awarded ongoing accreditation against the following standards:

- **Royal Australian College of General Practitioners (RACGP)** – Wyndham Vale GP Clinic
- **National Safety and Quality Mental Health Standards for Community Managed Organisations (NSQMHS-CMO)** – Mental Health and Wellbeing Service

Wyndham Vale GP Clinic

In February 2025, RACGP accreditation was confirmed following an onsite assessment by an experienced Practice Manager and GP. Surveyors commended the clinic's operations, welcoming environment and exceptional teamwork. Nursing staff were recognised for their knowledge, skill, dedication and organisation; leadership from the Practice Manager and Senior Clinical Services Manager was highly praised. The clinic's goal-driven Business Plan was described as the best the surveyors had seen and the innovative People & Culture dashboard for staff training compliance was considered sector-leading. Surveyors even planned to adopt several IPC Health practices in their own workplaces. A recall process improvement now ensures timely communication of test results.

Mental Health and Wellbeing Service

In March 2025, the service achieved full compliance with all NSQMHS-CMO standards.

Surveyors highlighted:

- High-quality, person-centred, recovery-oriented care
- Strong leadership, governance and continuous improvement
- Positive workplace culture supported by staff retention and wellbeing initiatives
- Skilled, compassionate workforce with ongoing training
- Client involvement in care planning and service development
- Inclusive services for Aboriginal, Torres Strait Islander and CALD communities
- Effective partnerships across healthcare, social services and community organisations
- Robust safety, risk management and data-driven quality improvements
- Innovative programs and strong stakeholder endorsement.



What makes these achievements meaningful isn't the certificates on the wall, but the culture behind them – our teams showing up authentically, supporting one another and putting people at the centre of care.

Jana Vihm, General Manager
People, Governance and Community

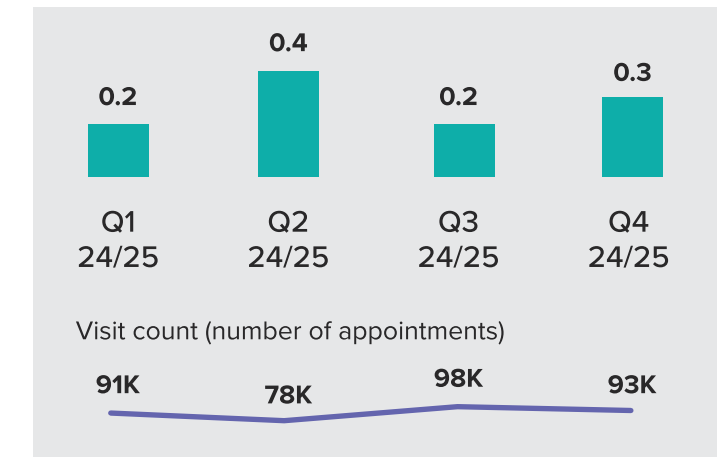
Creating a safer workplace: Incident reporting

Staff at IPC Health are encouraged to report all types of incidents, including clinical (client care related), occupational health & safety (OHS – staff or visitor) and hazards. Reporting incidents helps to continually improve our systems, safety and experience for clients and staff.

The most common type of incident reported at IPC Health is staff experiencing occupational violence and aggression (OVA) from clients. This is behaviour from clients where staff are abused, threatened or assaulted whilst at work. OVA is not uncommon in healthcare, however is unacceptable. To manage this risk to staff, a range of controls have been put in place.

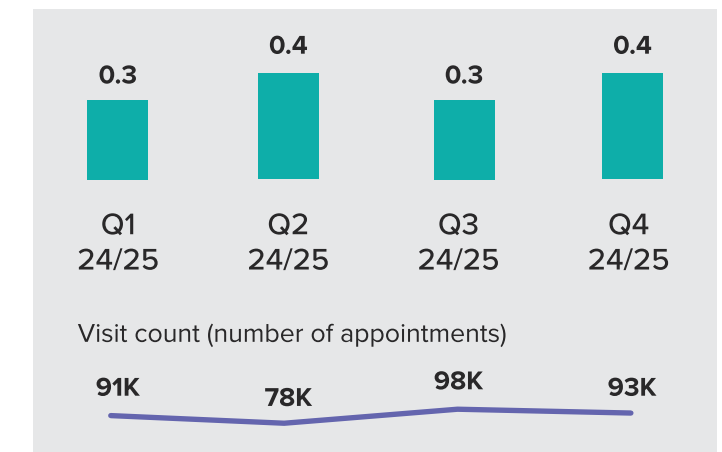
Clinical incidents

Clinical incidents / 1000 appointments



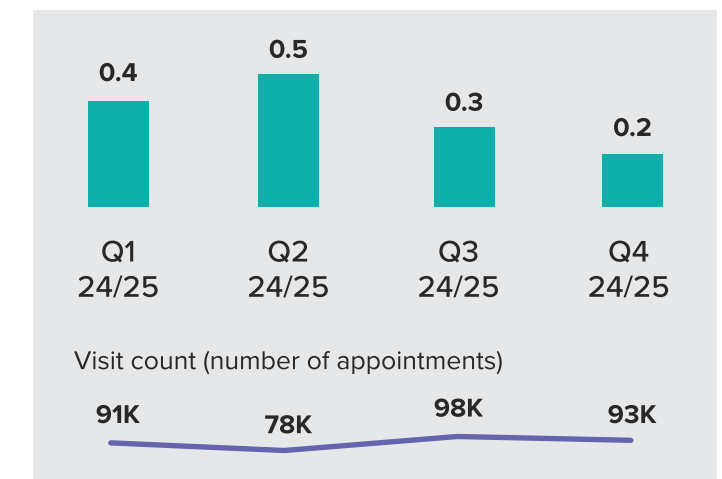
Occupational Health and Safety Incidents

OHS incidents / 1000 appointments



Hazards

Hazards / 1000 appointments



Community health: Where investment equals savings

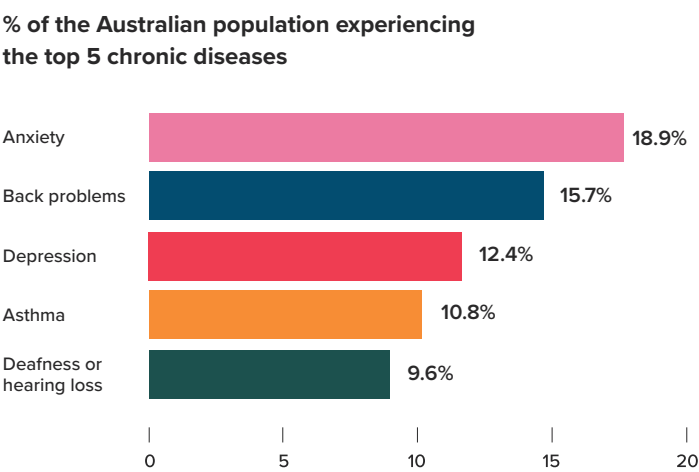
It's commonly said that 'prevention is better than cure.' And that it's better to build a fence at the top of the cliff than provide an ambulance at the bottom. If hospital admissions and emergency departments are 'the ambulance at the bottom of the cliff', community health services are the fences that enable more positive health outcomes for many Victorians.

Nationally, the five most common chronic conditions are anxiety, back problems, depression, asthma, and hearing loss.

Across the western metropolitan LGAs served by IPC Health, these conditions are also highly prevalent. In Brimbank, 28.3% of residents report living with one or more long-term health conditions, with asthma (7.3%), arthritis (7.0%), diabetes (6.4%) and mental health conditions (6.2%) among the most common. In Hobsons Bay, mental health conditions (8.4%), asthma (8.2%) and arthritis (7.5%) are prominent. In Wyndham, 22.4% of residents have at least one long-term chronic condition, with asthma (6.5%) and mental health conditions (5.7%) ranking high. (Source: profile.id.com.au)

These figures highlight just some of the health challenges faced by our clients and communities in the western suburbs. Socioeconomic disadvantage (reflected in lower SEIFA scores) further compounds health inequities.

Investment in community health services not only reduces the future burden of disease but also strengthens equity across communities already facing disadvantage. IPC Health is at the front line of prevention and early intervention, responding to the most prevalent health challenges in the communities we serve.



Out of every 10 Australians who live with chronic diseases, at least 4 could have avoided that burden through preventative healthcare. Research indicates that every dollar directed to preventive health can generate more than \$14 in savings to the health system.¹

The transformative impact of holistic, integrated care

Without this support I would not have bothered doing anything. I would not have known where to turn to for help and education to manage my diabetes. It has changed my life.

Diabetes Connect client, 71 years, Werribee

Diabetes is one of Australia's most pressing health challenges, ranked in the top three conditions for potentially preventable hospitalisations and among the top four most prevalent chronic conditions across general practice and acute care.

These words are from a local resident whose journey with diabetes was transformed through access to coordinated, holistic support. Before, they were in denial. Now, they understand their condition, can read food labels, make informed choices about food and exercise and even help their partner who also lives with diabetes.

Diabetes is one of Australia's most pressing health challenges, and is a leading cause of death in Australia, being the main cause in 11% of all deaths, it is the underlying cause in a further 4%. The prevalence is even greater in areas with higher socioeconomic disadvantage, such as Brimbank (8.4% of residents diagnosed, compared to the national average of 5.5%), Melton (6.3%), and Hobsons Bay (5.7%).

This is where a wellbeing coordinator and holistic, integrated care make all the difference. Wellbeing coordinators provide care coordination for unmet clinical, social and behavioural risks. They work with clients to identify their goals and link them with the right support services. By connecting people with education, practical tools and emotional support, these programs empower individuals to manage their health proactively. This works to prevent hospitalisations, reducing system pressure, and most importantly, transforming lives.

"I understand more now... I am drinking sugar-free drinks, which I have never done before."

This change, when multiplied across communities, can shift the curve on chronic disease, and it's exactly what the Well for Life strategy is designed to achieve. By embedding wellbeing at the centre of care, we can create healthier communities, reduce the burden on hospitals and help people not just live longer, but live well.

¹ Australian Government: Department of Health and Aged Care. Budget 2024-25: A Fit and Healthy Australia.; 2024.

Finding strength in small steps: Living well at IPC Health

When Nadia joined IPC Health’s Living Well program, she was exhausted. A 56-year-old single parent working part-time, she was living with multiple chronic conditions. Type 2 diabetes, fibromyalgia, depression, and the lingering effects of cancer remission. Fatigue, pain and stress made everyday life overwhelming. Her simple but powerful goal was to feel well enough to enjoy time with her young son again.

With gentle support from a Living Well clinician, Nadia began a flexible walking routine tailored to her energy levels. She received help managing stress and incidental activity at work and counselling sessions helped her set achievable goals for both her physical and mental health. Over several months, her walking time tripled, her energy returned and she began taking her son on regular outings, something she hadn’t felt able to do in years.

“I can see my future now,” she said. “Whereas in the past I worried if I would be around in two more years.”

Nadia’s story is one of many that reflect the heart of IPC Health’s Living Well program, a holistic, person-centred approach to chronic disease management. The program supports clients to build sustainable habits that improve their health and quality of life, with a strong focus on empowerment, education and emotional wellbeing.

Living Well provides free support to adults across Melbourne’s west, offering one-on-one coaching and small group sessions. Clients receive help with healthy eating, physical activity, stress management, sleep habits and self-management of chronic conditions. Group sessions also focus on body positivity, relaxation and social connection, recognising that wellbeing is never one-size-fits-all.



The program’s outcomes speak for themselves. In the past year, Living Well clients have reported:

- Significant reductions in HbA1c levels and weight
- Improved mental health scores and reduced pain
- Increased physical activity and confidence in managing their health
- Greater social engagement and emotional wellbeing.

For many, Living Well is the first time they’ve felt truly supported in their health journey. It’s not just about numbers on a chart, it’s about feeling hopeful, capable and connected.

As IPC Health continues to expand and refine the Living Well program, stories like Nadia’s remind us why this work matters. Because sometimes, the biggest changes begin with the smallest steps and every step forward is a step toward being well for life.

Living Well referrals for 24-25 FY

227
for individual support

59

for Learn to Relax (LTR) group

“
I can see my future now. Whereas in the past I worried if I would be around in two more years.

Nadia, 56 years

Certain details and imagery may be changed to protect privacy.

Rebuilding lives through connection: Let’s Stay Together

Connection, purpose and community are essential to wellbeing, especially for older adults facing social isolation. That’s why IPC Health created *Let’s Stay Together*, a six-week group program designed to help people re-engage with meaningful activities and build lasting social ties.

Julie felt isolated and alone after losing her husband. She rarely went out, had few friends left and her family lived far away. But after joining IPC Health’s *Let’s Stay Together* program, everything changed. “My family noticed I was happier and more talkative. I had something to look forward to each week,” she said. A year later, Julie still attends the monthly group and now considers fellow participants genuine friends.

Facilitated by occupational therapists, social workers and allied health assistants, LST takes a holistic, integrated approach to care. Each week, participants explore topics like routine, exercise, hobbies, stress management and ways to obtain social connection.

Julie was referred to the program by her occupational therapist. At first, she was apprehensive. “I don’t usually make friends easily,” she said. But the warm welcome from facilitator Becky helped her feel at ease. “The conversations and advice from others in similar situations were so valuable. I even bumped into a group member at the shops and had a great chat!”

LST was developed in response to the isolation many older adults experienced during COVID-19, particularly in areas like Hoppers Crossing, where socioeconomic disadvantage can amplify health risks. The program is grounded in evidence and guided by compassion, with outcomes measured through assessments and participant feedback.

Clients consistently report feeling more connected, confident and motivated. Julie shared, “The group has really impacted my life. I now have a purpose to go out and I feel I now have genuine connections with others. The group has helped me to learn to be social again.”

In a recent survey, all participants stated that they were more satisfied in feeling part of their community.

Let’s Stay Together doesn’t just reduce isolation, it empowers people to take steps toward a healthier, more connected life. With monthly catch-ups and guest speakers, IPC Health is committed to keeping those connections strong and supporting wellbeing at every stage of life.

“
The group has really impacted my life. I now have a purpose to go out and I feel I now have genuine connections with others. The group has helped me to learn to be social again.

Chris, Let’s Stay Together client



Finding strength in support: Dharmveer’s journey with Healthy Mothers, Healthy Babies

When Dharmveer joined IPC Health’s *Healthy Mothers, Healthy Babies* program, she was adjusting to life as a new mother in a new country – without a support network. What she found was more than just a service; it was a community. Through culturally sensitive care, practical guidance and genuine connection, Dharmveer felt empowered and supported. “They helped me feel strong again,” she shared. “I didn’t feel alone anymore.”

The program provided her with access to maternal health services, nutrition advice and emotional support, all delivered in a way that respected her background and values. One of the most meaningful aspects for Dharmveer was the sense of belonging. “They treated me like family,” she said. “I could ask anything without feeling judged.” Her experience reflects the heart of *Healthy Mothers, Healthy Babies*: building trust, confidence and resilience in women during one of life’s most transformative times. Today, Dharmveer speaks with pride about her journey and encourages other women to reach out. Her story is a powerful reminder that when care is delivered with compassion and cultural understanding, it can change lives.



Healthy Mothers, Healthy Babies supported

196 mothers

“If there were more places where there’s more than one service in the same location, more families could get the kind of support we’ve got.”
Rachel, Brimbank and Melton Children’s Health and Wellbeing Local



Building stronger foundations for families

IPC Health is proud to partner with the Royal Children’s Hospital and Western Health to deliver the Brimbank and Melton Children’s Health & Wellbeing Local – a new, integrated service supporting children up to 11 years and their families. This innovative model brings together mental health, wellbeing and health care services in one location, making it easier for families to access the support they need.

The Local’s team works closely with families as a unit, using early interventions and age-appropriate, ongoing care to strengthen relationships and improve outcomes. Families are also connected to other IPC Health or external services as needed, ensuring holistic and coordinated support.

Rachel and Adam Huntly, whose children have accessed services through the Local, shared how this model has made a real difference. “The fact that we can see people in one place makes it so much easier. When your child has complex needs, you need a lot of support. My family didn’t have any good options before we found the Local.”

This partnership reflects IPC Health’s commitment to building inclusive, community-led care systems that help children and families thrive.

Number of clients supported by The Local:



Client story: A new chapter in recovery



After more than 20 years of alcohol and other drug (AOD) dependence, an IPC Health client in their 60s recently stopped all substance use, an achievement they describe as the first time they’ve truly felt supported in their recovery journey.

This milestone was made possible through wraparound, collaborative care involving an IPC Health AOD care and recovery worker, AOD counsellor and GP, working closely with a non-residential detox nurse from Odyssey House. Together, they supported the client to safely detox at home, an approach that respected their comfort and autonomy.

Beyond detox, IPC Health helped the client reconnect with Services Australia (Centrelink) to explore employment opportunities and worked alongside them to improve their physical health and rebuild family relationships. Our AOD counsellor continues to walk with the client through these early stages of recovery, helping to prevent relapse and support their longer-term goals.

At IPC Health, we remain committed to walking alongside everyone in our community with dignity and respect, enabling our clients, communities and staff to be well for life.

536
In FY24-25, IPC Health’s AOD team supported 536 clients across referrals, intake, assessment, counselling and care recovery.

Empowering people, strengthening communities



True impact comes from working together – across teams, cultures and communities. This year, our Financial Wellbeing sessions have continued to grow, reflecting our commitment to inclusion, empowerment and meaningful collaboration.

On Wednesday 7 May, 25 First Nations community members attended a Financial Wellbeing session at Wunggurrwil Dhurrung Centre. Delivered by an IPC Health financial counsellor and community engagement officer, these sessions have been running for two years and are a powerful example of how culturally responsive engagement can make a difference. The collaboration between our Gambler’s Help and Aboriginal and Torres Straight Islander Health teams exemplifies the One Team IPC Health approach, working side by side to support community wellbeing.

The urgency of this work is clear. In 2023-24, Brimbank residents lost more than \$171 million to pokies – over \$1,100 per adult, the highest losses in Victoria. Wyndham losses were also significant at \$123 million, underlining why prevention and financial wellbeing support are so vital. IPC Health Gambler’s Help sessions are now also embedded into Wyndham Private Clinic, Anglicare Discovery Program and Westside Lodge, focusing on gambling harm and gaming-to-gambling issues for people facing mental health and alcohol and other drug challenges.

The Aboriginal and Torres Straight Islander Health team further strengthened connections by hosting an information session on wills and power of attorney on 29 May, which drew strong community participation.

Recognising the unique challenges faced by refugee communities in navigating Services Australia (Centrelink), our Refugee Health and Gambler’s Help teams partnered with bicultural workers to deliver financial wellbeing sessions in Swahili, Dari, and Dinka – meeting people in language, in culture and in need.

The Swahili session on 21 January welcomed 25 attendees, offering practical insights into Services Australia (Centrelink) and connecting newly arrived refugees with settlement support. The Dari session on 7 February engaged 14 participants, who shared overwhelmingly positive feedback and gained valuable knowledge around saving, spending and accessing financial support. Another session for Afghan-background communities was held on 29 May at Sunshine Leisure Centre, with 14 clients participating. These sessions were highly interactive, culturally responsive and empowering. They helped clients build confidence to navigate financial systems and access the support they need.

Each of these initiatives champions IPC Health’s commitment to diversity, inclusion and collaboration. By listening deeply, working together and adapting to community needs, we’re building stronger, more informed and more resilient communities one conversation at a time.

In 2023-24, Brimbank residents lost more than

 **\$171m**
to pokies.

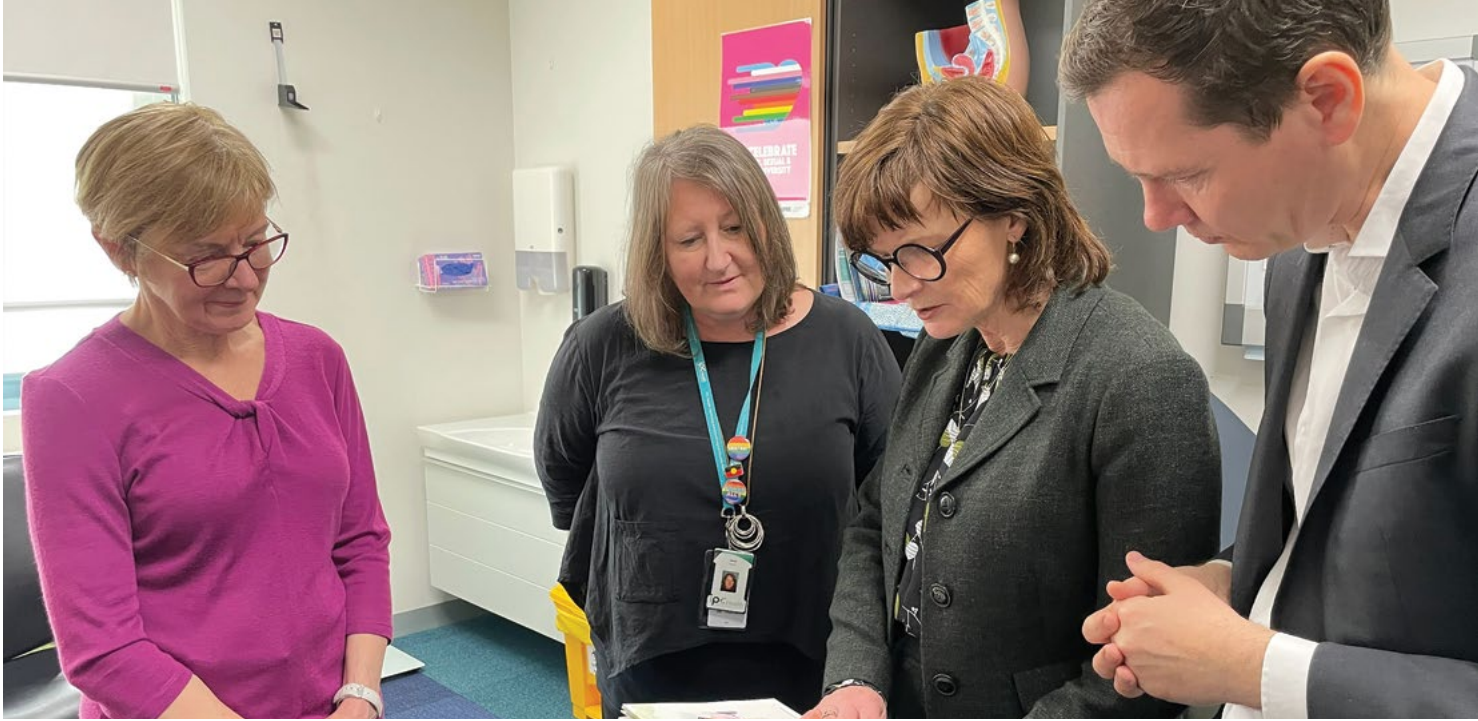
 Over **\$1,100**
per adult, the highest losses in Victoria.

Wyndham losses were also significant at  **\$123m** underlining why prevention and financial wellbeing support are so vital.



IPC Health gave us someone who walked with us through the darkest moments. That support helped lift the shame and gave us the strength to take control again.

Merapi, Gambler’s Help client



Minister for Health Mary-Anne Thomas and Mathew Hilakari, MP for Point Cook attended the launch and met with women’s health nurses.

Expanding access to sexual and reproductive health in Melbourne’s west

On 1 July 2024, IPC Health launched its Sexual and Reproductive Health Hub across our Deer Park and Wyndham Vale campuses, bringing expanded services and extended hours to people who identify as women, people with a cervix and young people aged 12 to 25. This milestone reflects our ongoing commitment to providing inclusive, accessible care that meets the real needs of our community.

Thanks to scholarship funding from the Victorian Department of Health, we have been able to assist nurses with additional training to upskill in areas of women’s health that enables support to be provided across all six IPC Health campuses. This growth means more people can access respectful, confidential and culturally safe care – when and where they need it most.

Our multidisciplinary team of female youth and women’s health nurses, GPs and physiotherapists work together to provide wraparound support tailored to each client. Whether it’s education, screening or treatment, clients are welcomed into a space designed to empower and inform.

The Hub offers services across a broad spectrum of sexual and reproductive health needs, including contraception and pregnancy choices, cervical screening, menopause support and care for conditions such as polycystic ovarian syndrome, endometriosis and pelvic health concerns.

Our physiotherapists provide expert care for urinary incontinence, prolapse symptoms, constipation, pelvic pain and offer pelvic floor training for pre- and post-natal clients. With the addition of two real-time ultrasound machines, we’ve enhanced our ability to assess and support pelvic floor health, helping clients manage incontinence and monitor bladder function with greater precision.

To ensure our team remains at the forefront of care, both physiotherapists have completed additional training through Department-funded scholarships. This investment in professional development strengthens our capacity to deliver high-quality, evidence-based care.

The Hub is more than a place to go. It’s where people feel seen, supported and empowered to take charge of their health.

A place to call home: Peter’s journey through IPC Health’s HaRH Program

For 14 years, *Peter lived in a crowded rooming house where danger was part of daily life. Assaults, a serious work injury and threats from other residents eventually forced him into costly motel accommodation – \$700 a week for a room, with nothing left for food. With mobility issues and no support, Peter’s health deteriorated rapidly, leading to frequent falls and hospital admissions.

That’s when IPC Health stepped in. Through the Homeless and At Risk of Homelessness (HaRH) program, Peter was connected with the Bolton Clarke Homeless Persons Program where he received vital medical advocacy and equipment, including a walker and mobility scooter. IPC Health also helped with housing applications and arranged an intake at Ozanam House, where Peter moved in the very next day. Just 24 hours later, he was hospitalised, a stark reminder of how urgent his needs had been.

Now safely housed and supported, Peter is beginning to rebuild. “It’s a huge change for the better,” he says with a smile. “They even have raisin bread.”

The HaRH program is built on lived experience. Co-designed with people who’ve faced homelessness, and guided by IPC Health’s Community Advisory Group, the program tackles barriers like extreme financial hardship and service navigation challenges. The team’s outreach model offers holistic health and wellbeing assessments and connects clients to the right support.

Staff include peer support workers with lived experience, a qualified social worker in a community engagement role and wellbeing coordinators from nursing, social work and AOD backgrounds. Together, they form a trusted, multidisciplinary team delivering life-changing support.

Peter’s story is one of resilience, compassion and hope. It’s also a testament to what’s possible when care meets community.

In 24/25, IPC Health undertook:

147 tailored and targeted assertive outreach activities including

420 door knocks to rooming houses and caravan parks

Resulting in engagement with **2,117** people experiencing, or at risk of homelessness

Engaged on **286** occasions with rough sleepers

Facilitated **290** priority referrals internally to IPC Health mental health and allied health services

Facilitated **480** referrals to external services and supports, including housing

On **959** occasions provided health and housing information packs and material aid, including food parcels and vouchers to support items such as medication, phone credit, petrol or transport.



Navigating care with compassion: The impact of IPC Health’s Care Finder Service

When Jacob, a 71-year-old man with a cancer diagnosis and limited prognosis, was referred to IPC Health’s Care Finder Service, he was facing a six to nine month wait for his approved Level 2 Home Care Package. Living with his daughter, who was also managing her own health and caregiving responsibilities, Jacob urgently needed support to stay safe and well at home.

That’s when our care finder stepped in.

Using the My Aged Care provider tool, our care finder worked tirelessly to locate interim services, including occupational therapy and respite care. When availability was limited, they partnered with a palliative care team to fast-track access to essential equipment and OT support. They also connected Jacob’s daughter with the Carer Gateway, giving her the emotional and practical support she needed to continue in her caring role.

As Jacob’s health declined, our care finder facilitated a Support Plan Review, securing a Level 4 Home Care Package with high priority. Their support ensured Jacob could remain safely at home, in line with his end-of-life wishes, while easing the pressure on his family.

This is just one example of the difference our Care Finder Service makes every day.

715 New Cases*
578 Active Clients
891 External Referrals (including 720 to aged care services)
204 Internal Referrals
671 Closed Cases
1112 Hours of Assertive Outreach
135 Outreach Activities
3000+ Community Engagements

Through a person-centred, integrated and holistic approach, our care finders help clients navigate aged care services, connect with community supports and access the care they need, especially when time and circumstances are critical.

The Care Finder Service is more than a service – it’s a lifeline. It’s about walking alongside people like Jacob and his daughter, making sure no one has to navigate complex systems alone.

*Certain details and imagery may be changed to protect privacy.

*New clients have had their referral processed or screened at intake but may not necessarily go on to see a Care Finder due to hospital visits, illness or other change in circumstances.

“I come away feeling a lot better” The heart of the Aboriginal and Torres Strait Islander Health team

“My first port of call is IPC Health when I’m feeling a bit lonely or down,” shares one Community member. “I come away from there feeling a lot better. They go above and beyond, and I really mean that.”

For many Aboriginal and Torres Strait Islander clients, IPC Health is more than a health service – it’s a place of connection, culture and care.

At the heart of this is the Elders Lounge at Wyndham Vale. More than a waiting room, it’s a vibrant gathering space where community members yarn, share stories and celebrate culture. Elders feel respected, families reconnect and belonging thrives.

One of the year’s most powerful moments came through art. After visiting the Lounge with her daughter, Aunty Sue Khul began painting to reconnect with culture. With IPC Health’s support, she led a stunning 6x14 metre mural project, launched her own art business and inspired others to volunteer. This mural now stands as a bold symbol of pride and strength.

The Lounge is also a hub for health empowerment. A Diabetes Yarning Circle welcomed 15 participants, supported by Diabetes Victoria and the University of Melbourne’s clinical trial team. Four clients have since joined a trial offering free continuous glucose monitoring – technology not usually subsidised for type 2 diabetes. The response was overwhelmingly positive, with clients feeling both respected and more in control of their health.

Beyond the Lounge, IPC Health provides wraparound care through the Integrated Team Care (ITC) program, currently supporting 42 Aboriginal clients living with chronic conditions. The two-person care team, an Aboriginal Outreach Worker and a nurse, offers home visits, cultural advocacy, health literacy support and transport to appointments. They often attend specialist appointments with clients, advocating on their behalf and helping navigate complex systems with compassion and cultural understanding.

This model of care is grounded in respect, relationships and reciprocity. It’s about walking alongside clients, not ahead of them. It’s about creating spaces where people feel safe to speak, to heal and to thrive.

IPC Health remains deeply committed to closing the gap in health outcomes and ensuring that Aboriginal and Torres Strait Islander peoples receive care that honours their culture, stories and strengths. The Aboriginal and Torres Strait Islander Health team continues to lead with heart, creating spaces where healing happens in both body and spirit.



My first port of call is IPC Health when I’m feeling a bit lonely or down.

Community member



It’s the people that make the service beautiful, especially the Aboriginal workers and the Lounge that gives us the opportunity to mingle with other Aboriginal community.

Aboriginal and Torres Strait Islander client

Restoring smiles, restoring dignity

By May 2023, the denture waitlist had swelled to 500 people, leaving some without treatment for more than two years. For many, missing teeth meant more than lost smiles – it meant lost confidence, connection, and wellbeing.

IPC Health’s Digital Dentures Program is changing that. Launched in mid-2024, it replaces messy moulds and long delays with digital scanning and in-house 3D printing, delivering dentures that fit better, faster, and with dignity.

How it works:

A quick, painless scan replaces the old putty trays. Clinicians design dentures digitally and manufacture them on-site with precision. The result? Fewer appointments, lower costs and happier clients.

But this isn’t just about tech – it’s about people. Many clients are older adults, refugees or people with disabilities. By listening to their feedback, IPC Health built a program that’s person-centred, affordable, and future-ready.

The impact:

- Wait times slashed
- Costs cut by more than half
- Students trained in cutting-edge care
- A model ready to scale across Victoria

And we’re just getting started. Next up: low-cost crowns, mouthguards, and splints – plus partnerships to bring this innovation to regional communities.

Digital Dentures isn’t just fixing smiles. It’s transforming public dental care.

“

For the first time since I was 13, I can eat without pain and I feel like myself again. I’m so grateful.

Jess, 29 years

“

Before my new dentures I had very low confidence. They felt crooked and stuck out. It was hard to eat. Now I can smile without feeling uncomfortable with how I look.

Debbie, 64 years

I’m grateful to give patients their smiles back, quickly and comfortably. Seeing their confidence return is the best part of my job. Digi Dentures lets us deliver dentures faster and with greater precision. It’s a game-changer.

Liam Bradford, Dental Prosthetist



“

Faster and less expensive, we’ve reduced waiting times and increased client satisfaction.

“

I had dentures made 20 or so years ago and they were awful. They didn’t fit properly. I can already tell when I had the first fit that these would be different. I’m really happy that I got the dentures done in three visits. The appointment and getting it made was really quick. I’m so happy they were done right before I went away to the Gold Coast to visit my nephew.

Paul, 68 years

Impact Snapshot

Wait times reduced

- Longest priority wait dropped from 25.5 months to 4.9 months
- Average wait time reduced from 6.8 to 2.4 months (below the 3-month target)

Efficiency gains

- Waitlist clearance rate improved from 71% to 117%
- Appointments per patient reduced from 5 to 3
- Production time halved from 8 weeks to 4 weeks

Client satisfaction

- 101 clients treated; only 4 required adjustments
- Zero complaints recorded
- Clients reported improved nutrition, confidence and social participation



It was my choice
in care, it gave
me my life back.

Margaret, client



Leading the way: ‘Pharmacist in GP Clinic’ model gains global recognition

At IPC Health, we’re always looking for smarter, more holistic ways to care for our community. One model that’s making a real impact is our pharmacist-in-GP-clinic approach, where pharmacists work directly alongside GPs, nurses and other clinicians to support clients in a truly integrated way.

In this model, pharmacists work as part of the care team, offering medication reviews, opioid management, discharge planning and joint consults with GPs. It’s a practical, person-centred approach that’s improving outcomes and making care more accessible.

Sharing our model with global leaders

On 23 July 2024, we welcomed a delegation of six international guests from Korea, including representatives from the Korean Pharmaceutical Association and Korean National Health Insurance. They visited IPC Health to learn how pharmacists can play a central role in primary care. It’s something we’ve been championing for years.

Senior Manager of Clinical Services Sofi Milenkovski and GP clinic pharmacist Pene Wood shared how the role was first funded by the North Western Melbourne Primary Health Network and is now sustainably supported through Medicare GP billings. The delegation was especially interested in how our pharmacist contributes to education, policy development and programs, like Power over Pain.

Showcasing success on the national stage

On 28 March 2025, IPC Health took the spotlight at the General Practice Pharmacist Symposium in Melbourne. Our panel – featuring Sofi Milenkovski, GP Dr Julian Cassar, pharmacist Anna Kaluzny, wellbeing coordinator Catherine Cotching and client Margaret Triplett, shared insights into how the model works and why it matters.

IPC Health CEO Jayne Nelson notes: “Our pharmacist-in-GP-clinic model shows how collaboration and innovation transform care. We’re proud to lead the way with integrated services that truly put people first.”

Partnering for prevention: Reaching multicultural communities through cervical screening

Empowering women to take charge of their health starts with meeting them where they are – culturally, linguistically and emotionally. Through two recent outreach initiatives, IPC Health worked alongside the Australian Multicultural Health Collaborative and Cancer Council Victoria to increase awareness and access to cervical and bowel cancer screening among multicultural communities.

Over several months, our nurse-led outreach team engaged nearly 100 women from Arabic, Vietnamese, Punjabi and Hindi-speaking backgrounds. Sessions were held in trusted community spaces, supported by bilingual resources, interpreters and local leaders. These safe, welcoming environments encouraged women to ask questions, share stories and take action.

One participant said, “I come back every two months. Very useful. I loved it.” Another shared, “I encourage everyone to have checks for their own health and for the community.”

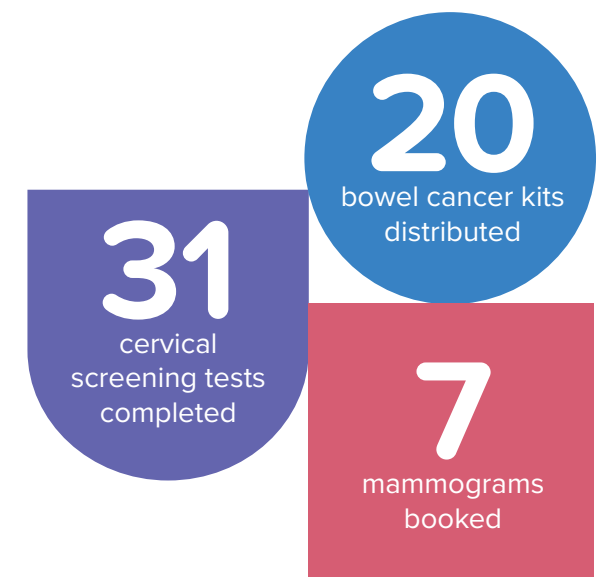
Our “clinic in a box” model allowed us to offer self-collection cervical screening tests, distribute bowel cancer kits and book mammograms on the spot. For women without Medicare, particularly asylum seekers and older migrants, we ensured access by covering costs through campaign funding or partnering with VCS Pathology. As one woman noted, “It [cancer screening] should be available for non-residents.”

The impact is clear: 31 cervical screening tests completed, 20 bowel cancer kits distributed, and 7 mammograms booked. More importantly, women left feeling informed, confident and ready to share what they’d learned with others. Smaller group settings proved especially effective, with participants encouraging each other to take the test and continue the conversation beyond the session.



These initiatives also sparked interest in broader women’s health issues, including menopause and pelvic health, with future sessions underway.

Research shows migrant and refugee women face substantial barriers to healthcare access. IPC Health has learned that flexibility, cultural responsiveness and collaboration are key to breaking down barriers. Women are powerful advocates for their communities, and when supported, they lead the way in creating healthier futures.



Growing healthy futures with Vic Kids Eat Well

In 2025, IPC Health energised the Vic Kids Eat Well initiative by appointing a full-time project officer to lead its rollout across Brimbank, Wyndham and Hobsons Bay. Through engaging resources and creative incentives, including mature mandarin trees and air fryers, we sparked real momentum in schools and community settings.

From zero school meetings in 2024 to nine active school engagements and twelve community centre connections this year, the transformation has been meaningful. Four schools completed full canteen audits, embracing the Traffic Light System to reduce red-coded (highly processed) foods and promote green-coded (nutrient-rich) choices. One standout success was Holy Eucharist Primary School's "Refreshing the Fridge Bite," which replaced sugary drinks with probiotic options and yogurt, and reduced chocolate milk serving sizes.

Their wellbeing leader shared:

"Thank you for being so helpful in offering alternative options to improve the food and drink selections at our canteen. It was initially daunting to consider how we could implement this positive change, but with your support, the process was easy and smooth."

IPC Health also developed flexible healthy eating guidelines now being piloted in community centres. By embedding healthy choices into everyday practice, Vic Kids Eat Well is helping build healthier habits for the next generation.

Cooking up healthier menus for kids

Each morning in Melbourne's west, long day care cooks step into their kitchens with passion and purpose, ready to nourish young minds. Yet many have faced the challenge alone, juggling allergies, food preferences and complex nutrition guidelines.

A needs assessment by IPC Health revealed that cooks often felt isolated and unsure about how to assess and improve their menus.

In response, IPC Health launched the Cooks Network, a free, supportive program that brings childcare chefs together through monthly workshops led by dietitians and an online forum. The network provides practical education on menu planning and assessment. This includes training in the Food Checker Tool, to help cooks evaluate the nutritional value of foods and brands, while managing allergies and dietary needs.

Already, **the network has reached approximately 1100 children across 16 centres.** With renewed confidence and fresh ideas, centres are now serving up more balanced, diverse meals. By turning isolation into connection, IPC Health is helping build healthier habits, one meal at a time.

“

It's so exciting to be part of a network where we can share challenges, grow our knowledge and feel supported.

Czarina Battershell
Acacia Children's Centre

”



Moving together, feeling better

"I will come again! At least exercise weekly; getting out of the house and socialising." This simple reflection from a BinGO MOVE participant captures the heart of the program.

For many older adults, staying active is about more than movement. It's about connection, confidence and being well for life. BinGO MOVE brings all of that together in a fun, low-impact exercise-to-music program that turns movement into a game. With actions linked to numbers, participants enjoy gentle activity in a welcoming, social environment.

In 2024-25, IPC Health developed a BinGO MOVE manual to help community centres run the program independently. The response has been encouraging: two centres now run sessions with IPC Health's support and two more have taken the lead themselves. Each session draws around 20 participants, creating lively weekly routines filled with laughter and movement.

The program also supports IPC Health's Cardiac Rehabilitation team, offering a gentle referral option when demand for allied health rehab capacity peaks.

By encouraging regular movement and social connection, BinGO MOVE reflects the values of healthy ageing and community wellbeing. It's more than exercise; it's a reason to show up, feel good and stay well for life.

Smiles all around: Building healthy habits early

At Acacia Children's Centre in St Albans, the smiles are brighter than ever. In 2024-25, the centre proudly received its fourth *Smiles 4 Miles* award celebrating its commitment to promoting good oral health among children and families.

Smiles 4 Miles, an initiative of Dental Health Services Victoria, is delivered locally by IPC Health. The program supports early childhood centres to embed healthy eating, drinking and brushing habits into everyday learning, especially in communities where children are at higher risk of dental disease.

In 2024-25, IPC Health supported 60 centres to participate, up from 48 the previous year and reached over 5,500 children across Melbourne's west.

The need is clear: in Brimbank, nearly half of children aged 0-5 have at least one decayed, missing, or filled tooth. Through fun, age-appropriate activities, *Smiles 4 Miles* is helping change that. It's a powerful example of how the Well for Life strategy is being brought to life in local communities.



Integrated, holistic, multi-disciplinary care delivers impact

Programme Outcomes

- 431 clients enrolled
- 93% reduction in ED/hospital presentations during Diabetes Connect episode of care
- 98% overall satisfaction rate in the program Exit Survey

When Marcus first walked into IPC Health’s Diabetes Education service, he was overwhelmed. Living with type 2 diabetes, Parkinson’s disease, heart failure, hypothyroidism and chronic back pain, every day felt like a struggle. He’d recently moved from a rural town, leaving behind his support system. Insulin therapy felt daunting, and he was unsure where to turn.

A complex health journey in a disconnected system

Marcus’ health challenges were extensive; stroke, joint deformities, painful blisters and limited mobility. He was socially withdrawn and losing hope. His blood sugar levels were dangerously high, and without local support, he was at risk of frequent hospital admissions.

Diabetes Connect: a turning point

In May 2024, Marcus was referred to Diabetes Connect, a pilot program designed to support people facing complex health and social barriers. From the moment he met his dedicated Wellbeing Coordinator, things began to shift. His care plan grew to include:

- Regular case conferences with a team of specialists including endocrinologists, diabetes educators, dietitians, occupational therapists, physiotherapists, podiatrists, mental health clinicians and GPs
- Nursing support for insulin therapy, tailored to help with Parkinson’s-related tremors
- A Continuous Glucose Monitoring (CGM) device to track his blood sugar in real time
- Domestic assistance to help with everyday tasks, freeing up energy for self-care.

Real progress, holistic care

Just weeks into the program, Marcus began to feel more confident. With CGM data guiding his insulin doses, his blood sugar levels stabilised. Physiotherapy and occupational therapy helped him regain strength. Regular mental health support eased his anxiety and lifted the weight of isolation.

With help from Diabetes Connect, Marcus secured NDIS funding for ongoing support.



It was the first time I felt truly seen. Before, it was just appointments and paperwork. Now, I’ve learned how to live with my diabetes.

Marcus, 56 years, Delahey



A Pilot That Delivered

“Diabetes Connect has shown us that when you treat the whole person, not just the condition, you unlock real change,” says Nicole Durovic, IPC Health’s Team Leader for Chronic Disease Services. “We’ve seen clients benefit from wrap around services and stronger community connections. It’s reduced emergency visits and helped people to feel empowered and build confidence to manage their health and wellbeing again.”

Prior to joining the Diabetes Connect program, 43 clients had visited an Emergency Department in the previous six months. During the program, that declined to one.

The full set of financial results for 2024/25 is available on our website:
ipchealth.com.au/about-us/annual-reports



IPC Health Ltd Consolidated Comprehensive Operating Statement For the year ended 30 June 2025

	Note	Consolidated 2025 \$	Standalone 2024 \$
Revenue and other income			
Revenue from contracts with customers	2	74,471,084	62,897,455
Other income	2	3,850,480	6,047,558
Total revenue and other income		78,321,564	68,945,013
Expenses			
Employee expenses	3	(49,898,884)	(44,528,254)
Supplies and consumables	3	(18,570,329)	(14,804,389)
Other operating and administration expenses	3	(7,793,210)	(7,601,167)
Depreciation and amortisation	4	(2,774,078)	(2,835,541)
Lease expenses	3	(214,696)	(191,451)
Appreciation of financial assets	6	70,772	64,636
Total expenses		(79,180,425)	(69,896,166)
Net result before income tax benefit		(858,861)	(951,153)
Income tax benefit	5	9,040	-
Net result after income tax benefit for the year		(849,821)	(951,153)
Other comprehensive result			
Items that will not be reclassified subsequently to net result			
Gain on the revaluation of financial assets at fair value through other comprehensive income	6	157,711	326,284
Total other comprehensive result for the year		157,711	326,284
Total comprehensive result for the year		(692,110)	(624,869)

IPC Health Ltd Consolidated Statement of Financial Position As at 30 June 2025

	Note	Consolidated 2025 \$	Standalone 2024 \$
Assets			
Current assets			
Cash and cash equivalents	6	13,614,662	9,552,438
Investments in other financial assets	6	292,124	12,495,181
Receivables	5	1,791,820	546,682
Contract assets	5	3,122,370	4,559,095
Other assets	5	393,257	407,949
Total current assets		19,214,233	27,561,345
Non-current assets			
Investments in other financial assets	6	10,659,656	9,999,592
Property, plant and equipment	4	45,353,282	42,246,927
Right-of-use leased assets	4	3,267,678	2,692,191
Intangible assets	4	3,745,008	219,054
Contract assets	5	100,913	-
Total non-current assets		63,126,537	55,157,764
Total assets		82,340,770	82,719,109
Liabilities			
Current liabilities			
Payables	5	5,802,587	4,416,732
Contract liabilities	5	6,589,026	8,141,528
Lease liabilities	6	778,588	357,008
Income tax payable	5	51,432	-
Employee benefits provisions	3	9,535,067	9,131,899
Total current liabilities		22,756,700	22,047,167
Non-current liabilities			
Contract liabilities	5	36,271	25,438
Lease liabilities	6	2,710,541	2,499,331
Employee benefits provisions	3	1,099,700	1,717,505
Total non-current liabilities		3,846,512	4,242,274
Total liabilities		26,603,212	26,289,441
Net assets		55,737,558	56,429,668
Equity			
Financial asset revaluation reserve	6	561,989	404,278
Asset revaluation reserve	4	10,348,095	10,348,095
Accumulated surplus		44,827,474	45,677,295
Total equity		55,737,558	56,429,668

The full set of financial results for
2024/25 is available on our website:
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from: ipchealth@ipchealth.com.au





IPC Health

PO Box 171
Deer Park VIC 3023

ACN 136 685 151

ABN 68 846 923 225

Altona Meadows

330 Queen Street
Altona Meadows 3028

Deer Park

106 Station Road
Deer Park 3023

Hoppers Crossing

117–129 Warringa Cres
Hoppers Crossing 3029

St Albans

1 Andrea Street
St Albans 3021

Sunshine

L1, 499 Ballarat Road
Sunshine 3020

Wyndham Vale

510 Ballan Road
Wyndham Vale 3024

1300 472 432

ipchealth.com.au

ipchealth@ipchealth.com.au



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