

**2023/2024**

# **YEAR IN REVIEW**

**Connecting Communities to Better Health**





## ACKNOWLEDGEMENT

Country to Coast Queensland recognises and pays respect to the many Traditional Owners of Country, extending from the Sunshine Coast to Central Queensland and west to the Central Highlands.

We acknowledge their ongoing connection to their land and waters, and their systems of Lore and Culture that has allowed them to continue their custodianship of their Country that we are privileged to live and work on.

We extend our respect to Elders past, present and those on their journey.





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# MESSAGE FROM THE CHAIR



**Dr Peter Dobson**  
Board Chair  
Country to Coast, QLD

**The Board acknowledges the Traditional Custodians of the land on which we deliver leading primary healthcare across the region. This year, we had the privilege of meeting in Emerald, Rockhampton, Gympie, Bundaberg, Hervey Bay, and the Sunshine Coast, experiencing first-hand the health and wellbeing needs of our diverse communities.**

On behalf of the Board, I am pleased to present the Country to Coast Queensland (CCQ) Year in Review Report for 2023/24. As a Board, we are deeply grateful for the opportunity to serve our community, connecting people to better health and supporting the region to live their healthiest lives.

This year marked a period of strategic refinement, as we worked closely with the leadership team to strengthen our focus on delivering impactful primary care services and programs. Under the dedicated leadership of CEO Julie Sturgess, we have seen CCQ thrive, and we extend our sincere thanks to Julie and the entire CCQ workforce for their tireless efforts and constant innovation.

Our Board has also experienced renewal, with Director Grant Dearlove and Company Secretary Amanda Boland transitioning out, and Director Karen Murphy and Company Secretary Sheridan Cooper joining us. This change has infused the Board with fresh perspectives and diverse expertise. I want to express my deep appreciation

to Grant and Amanda for their invaluable contributions over the years.

Throughout 2023/24, the Board has continued to strengthen partnerships with Strategic Partners, Commissioned Service Providers, and Hospital and Health Services, all united in our mission to drive health improvements for our communities. Board members have actively engaged with the CCQ Clinical and Consumer Councils, working alongside health professionals and community representatives to gain invaluable insights into primary care needs across the region. The voices of the CCQ Aboriginal Roundtable have also profoundly influenced the development of our Reconciliation Plan, deepening our relationships with Aboriginal and Torres Strait Islander communities.

This will be my final Annual Report message as Board Chair. After many years of service, I will be stepping down following the November Annual General Meeting. However, I look forward to continuing to serve as a Board Director and am excited to welcome Dr Shea Spierings as the new Board Chair.

I extend my heartfelt thanks to all of you for the positive and collaborative relationships we have built over the past decade. I am confident that these partnerships will continue to thrive under Dr Spierings' capable leadership.



## MESSAGE FROM THE CEO



**Julie Sturgess**  
Chief Executive Officer  
Country to Coast, QLD

**As we reflect on the past year, it's clear that the strength and resilience of our communities lie at the heart of Country to Coast Queensland's mission.**

**This year, our work has underscored the importance of aligning local health initiatives with the unique needs of Central Queensland, Wide Bay, and the Sunshine Coast regions.**

Our efforts to improve primary healthcare access have included launching Medicare Urgent Care Clinics, expanding digital health tools like Primary Sense, and enhancing disaster preparedness through the Flood Wellbeing and Resilience Grants.

Each project has brought us closer to our vision of delivering equitable, innovative primary healthcare that genuinely supports every individual.

The implementation of the My Healthy Community Survey has enabled us to gather vital insights directly from residents. This invaluable feedback allows us to tailor our programs more effectively, ensuring that primary health services address both immediate and long-term needs.

Our commitment to community engagement remains central to our strategy, as we strive to deliver solutions that promote both health and resilience across our expansive region.

We are immensely grateful to our primary care providers for their dedication and for engaging with us to help shape a better healthcare system for the future. Their commitment to the community's wellbeing and willingness to collaborate in planning and implementing meaningful changes reflect the shared values that underpin our work.

Looking ahead, we are excited to launch the Equity CoLab initiative and the Advancing Equity Summit, designed to create a space for leaders, professionals, and the community to collaboratively tackle health inequities.

These forward-looking projects reflect our commitment to a healthier future, built through partnership, innovation, and a shared dedication to the wellbeing of all.

My gratitude goes to the Board, our dedicated staff, and our valued partners, who collectively bring our vision to life each day.

Together, we are creating a healthier, more resilient future for the communities we serve.



# OUR STORY



**Country to Coast Queensland (CCQ) is a not-for-profit organisation dedicated to connecting communities to better health. Our purpose is ambitious: to innovate, drive reform, and create lasting impact across Central Queensland, Wide Bay, and the Sunshine Coast.**

We believe in challenging the status quo to bring about meaningful change. By listening to and amplifying consumer voices, we ensure our strategic priorities focus on the areas of greatest need. As regional leaders, we invest in outcomes-based initiatives that address evolving community health needs. We recognise the impact of Australia's history on the health of First Nations peoples and the urgent effects of climate change on our collective wellbeing.

Our work is inspired by the resilience and strength of our communities. This determination drives us to build strong partnerships, co-design solutions, and promote health equity and inclusivity. By prioritising innovation, we strive to provide culturally appropriate, holistic healthcare and empower every individual to take charge of their wellbeing.



# OUR OBJECTIVES

CCQ achieves our objectives through a range of strategic initiatives and partnerships:



**Engaging communities** in their own health, wellbeing, and resilience journeys, prioritising community-led innovation, promoting preventive health programs, and empowering individuals to take charge of their health.



**Supporting our local primary health, mental health and aged care workforce** to build capacity, adopt sustainable practices, and engage in quality improvement and professional development.



**Improving access and equity** by commissioning local health services, advocating for solutions that address social determinants of health, and bridging gaps in care.



**Coordinating and integrating services** collaboratively with Hospital and Health Services (HHSs) to ensure seamless and effective care delivery.

As part of the PHN network, CCQ remains committed to driving positive health outcomes by aligning national priorities with local needs, ensuring that our region's unique challenges are met with effective, place-based strategies.

phn

CENTRAL QUEENSLAND,  
WIDE BAY, SUNSHINE COAST

An Australian Government Initiative

“

## Proudly Part of the Australian Primary Health Network

We are one of 29 organisations in Australia delivering the Australian Government's Primary Health Network (PHN) Program, focused on improving primary healthcare and ensuring better coordination of health services across the nation.

### PHN Program Primary Objective

“...to keep people well, particularly people with chronic health conditions and mental illness, and reduce avoidable hospital presentations in their regions. To accomplish this, PHNs deliver national programs using a ‘place-based’ approach – tailoring initiatives to meet their local population's health needs.”<sup>1</sup>

<sup>1</sup> Primary Health Networks (PHN) Strategy 2023–24.  
<https://www.health.gov.au/resources/publications/primary-health-networks-phn-strategy-2023-24?language=en>

# OUR PARTNERS



We can't achieve our vision alone. Collective action is central to our success, and our collaborations provide the foundation for our work. We value the meaningful engagement we have with our stakeholders to create a healthier community. We actively work alongside:




-  **Consumers and communities**, including members of the CCQ Community Advisory Council, who provide vital insights that shape our programs and services.
-  **Primary health clinicians**, including members of the CCQ Clinical Advisory Council, who contribute their expertise to improving healthcare delivery and outcomes.
-  **Providers of commissioned services**, who deliver targeted, high-quality care in alignment with regional needs.
-  **Aboriginal Community Controlled Health Organisations (ACCHOs)**, whose leadership and cultural knowledge guide us in delivering respectful, culturally safe services.
-  **Aged care workforce**, who deliver compassionate, high-quality care, improving the quality of life for older residents across our region.
-  **Our health system partners**, such as the Queensland Health Department and our Hospital and Health Services, who collaborate with us to ensure integrated and effective care.

Our values



**RESPECT  
DIVERSITY  
COLLABORATION  
COURAGE  
EXCELLENCE**

are embedded in all aspects of our work and partnerships, guiding our approach and ensuring that every initiative reflects our commitment to quality care.

-  **Local emergency planning and coordination services**, helping us maintain healthcare access and responsiveness during crises.
-  **Jurisdictional peak bodies**, whose advocacy and policy expertise support our efforts to drive systemic change.
-  **Government, funders, and philanthropists**, whose support makes our work possible and enables sustainable health solutions.



# OUR REGION

## Central QLD, Wide Bay and the Sunshine Coast

Traditional Custodians of our region are peoples from the Kabi Kabi, Jinibara, Wakka Wakka, Wulli Wulli, Auburn Hawkwood, Butchulla, Bailai, Gooreng Gooreng, Gurang, Taribelang Bunda, Darumbal, Woppaburra, Barada, Kabalbara, Yetimarla, Gaangulu, Kangoulu, Wadja, Gayiri, Bidjara, Karingbal and Iman nations. We thank you for sharing your knowledge with us and supporting the work of CCQ.

We are honoured to live and work in the beautiful and diverse region of Central Queensland, Wide Bay, and the Sunshine Coast, supporting our community's health and wellbeing. This geographically expansive and culturally rich area makes our region unique, which presents opportunities for tailored, place-based healthcare delivery, community engagement and social support.



The information used in the map has been sourced from two primary authoritative sources :  
 • the National Native Title Tribunal, and  
 • The Queensland Government's ATSI Cultural Heritage Register

**158,000 KM<sup>2</sup> | > 950,000 PEOPLE | 12 LOCAL GOVERNMENT AREAS | 3 HOSPITAL AND HEALTH SERVICES**



# A SNAPSHOT OF OUR REGION



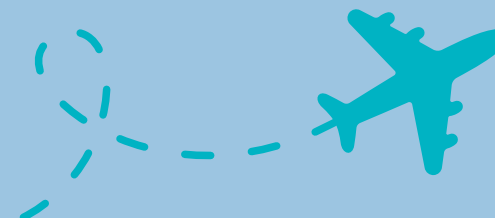
**17.5%**  
are under 15 years old

highlighting the importance  
of paediatric and adolescent  
health services.



**4.9%**  
identify as Aboriginal  
and/or Torres Strait Islander

underscoring the importance of culturally safe  
healthcare services that honour First Nations  
heritage and address ongoing health disparities.



**16.1%**  
were born overseas

contributing to the region's multicultural  
character but also presenting language  
and integration barriers that impact  
healthcare access.



**22.5%**  
are aged 65 years and over

indicating a growing need for aged care  
services, chronic disease management,  
and preventive health measures to  
support independent living.



**7.3%**  
require assistance

with self-care, mobility, or communication,  
exceeding the Queensland average of 6.0%.  
This emphasises the need for accessible  
health services and disability support.



# THE PEOPLE & PLACES WE SERVE

With its mix of coastal cities, rural towns, and remote communities, our region is as diverse as it is vast. While this diversity enriches our cultural landscape, it also creates disparities in access to health services.



## Geographic Isolation

Many communities are located hours from major healthcare facilities, making timely access to care a challenge. Residents often rely on local GPs, telehealth services, and outreach services to meet their healthcare needs.



## Social Disadvantage

Socioeconomic factors like income inequality, housing instability, and employment rates significantly impact health outcomes. Strategies to address the social determinants of health are essential in closing these gaps.



## An Ageing Population

With over 213,000 residents aged 65 and older, there is an increasing demand for geriatric care, home support, and chronic disease management. This demographic shift also affects the demand for healthcare professionals trained in aged care and related services.



## THE HEART OF OUR COMMUNITY

Despite its unique challenges, our region is defined by the diversity, resilience, and community spirit of its people. From coastal hubs to inland communities, we are continually inspired by the strength of those we serve. It's this spirit that drives us to work toward equitable, accessible healthcare solutions tailored to the unique needs of our region.



# STRATEGIC ACHIEVEMENTS

## SNAPSHOT



**\$670,100**

in **telehealth grant funding**  
supported 75 Residential Aged Care  
Homes to improve primary care access



**\$2.1M**

provided to deliver 7 community-led  
programs and initiatives through the  
**Flood Wellbeing and Resilience grants**



**9,250**

patients received care  
from the newly established  
**Medicare Urgent Care Clinics**



**82%**

of eligible general practices  
are signed up to use the  
**Primary Sense platform**



**\$6.8M**

in grant funding provided  
through 256 **Strengthening  
Medicare Grants**



**1,000+**

health professionals  
attended a local CCQ  
**Clinical Societies event**



**31,843**

**Integrated Team Care**  
activities delivered by locally  
funded ACCHOs



**3,366**

**Head to Health IAR-DST**  
referrals received via  
a new secure webform



**4**  
**Medical Mental Health Centres**  
announced for the Country to  
Coast Queensland PHN region



**2,050+**

community members  
had a voice in the CCQ  
**My Healthy Community Survey**

Strategic Achievements

# EQUITY, ACCESS AND INNOVATION

CCQ is committed to improving healthcare access and equity across our region. Our strategic initiatives include not only innovations in urgent care and digital health but also vital support for at-risk general practices.



Rockhampton  
Central  
Medical Centre

Rockhampton  
Central  
Medical Centre

## MEDICARE URGENT CARE CLINICS (UCCS)

The launch of Australian Government-funded urgent care clinics in Rockhampton and Bundaberg in late 2023 has delivered timely, bulk-billed care for more than 9,250 patients to 30 June 2024.

Prime Minister Hon Anthony Albanese MP announced the opening of the Medicare UCC in Bundaberg on 31 October 2023, while Senator Nita Green, Queensland's Assistant Health Minister and Member for Keppel, Brittany Lauga MP, and Rockhampton's Barry O'Rourke MP opened the Medicare UCC in Rockhampton on 8 December 2023.

The Australian Government has established nearly 60 Medicare UCCs across Australia, with 11 located in Queensland, to help ease pressure on emergency departments. These clinics are a welcome addition to the Central Queensland and Wide Bay health system.

### AVERAGE NUMBER OF DAILY PRESENTATION to the Medicare Urgent Care Clinics

**40-50 — Rockhampton**  
**30-40 — Bundaberg**

## PATIENT STORY

### Quick Relief at the Medicare Urgent Care Clinic

*"After a 12-hour night shift, a young worker arrived at the Rockhampton Medicare Urgent Care Clinic with a painful thumb, fearing it might be broken. The emergency department had advised a 10-hour to wait, so she was relieved to find immediate care at the UCC.*

*'Nurse Jodi' provided an ice compress while awaiting same-day imaging. The results showed no fracture, and the patient was overjoyed by the good news and the efficient service. 'I was in and out in under three hours,' she said, 'compared to the 10-hour ED wait. It was such a relief, especially since I need to keep working.'*

This story underscores the UCC's role in delivering timely care for urgent, non-emergency conditions, easing pressure on emergency departments and enhancing the patient experience.

# DIGITAL HEALTH



DATA EXTRACTION  
& CLINICAL SUPPORT TOOL

A significant digital innovation in our region is the successful implementation of Primary Sense — a data extraction and clinical support tool co-designed by GPs, data experts and researchers.

To date, 210 out of 257 (82%) eligible practices have signed up to install the system, which assists GPs in improving patient care by identifying

high-risk patients, enhancing preventative care, and streamlining clinical workflows. The strong uptake demonstrates local GPs' commitment to pro-active, best-practice population health management and reducing hospital admissions through early interventions.

## CASE STUDY

### BIRTINYA MEDICAL CENTRE

Birtinya Medical Centre adopted Primary Sense in October 2023 and has found it invaluable for quality improvement and clinic planning. The team uses the tool to identify at-risk patients and has recently launched a bone health clinic for patients over 70, based on insights from Primary Sense.

*"The prompts provided are relevant and help me identify things that might be missing, which is incredibly useful in our busy environment."*

Dr Anthony Rososinski,  
Practice Principal

## CASE STUDY

### PLAZA MEDICAL AND AESTHETICS

*"Primary Sense has set a benchmark for us as a new practice, supporting us to leverage data for both patient care and practice management. It's particularly helpful for accreditation reporting and managing chronic disease care."*

Radhika Nath,  
Practice Manager





SUPPORTING AT-RISK

**GENERAL  
PRACTICES**

We provide comprehensive support to at-risk practices to ensure they receive the assistance needed to maintain and improve operations, safeguarding community access to essential healthcare.

## **CASE STUDY FUTURE OF MANDALAY MEDICAL CENTRE SECURED BY INDUSTRY LEADER FORHEALTH**

In November 2023, the future of Mandalay Medical Centre in Rockhampton was secured, ensuring continued access to bulk-billed GP services for the community. Following the announcement of the centre's pending closure, CCQ took swift action to mitigate community concerns and support staff. Our team answered phone enquiries from worried patients, offered employee assistance program support to Mandalay staff, and collaborated with Health Workforce Queensland on a workforce management plan. Thanks to a strong partnership between CCQ, the Australian Government's Department of Health and Aged Care, Queensland Minister for Health the

Hon. Shannon Fentiman MP, Member for Keppel and Assistant Minister for Health and Regional Health Infrastructure, Brittany Lauga MP, and Queensland Health, ForHealth stepped in as the new owner. This collaboration ensured Mandalay Medical Centre continued to operate under new management, guaranteeing access to affordable, personalised healthcare for Rockhampton residents.

The community was understandably anxious about the potential loss of this critical primary care service. However, our coordinated and proactive approach secured a positive outcome, protecting healthcare access for people in Rockhampton.

## Strategic Achievements

# CAPACITY BUILDING AND WORKFORCE DEVELOPMENT

CCQ continues to support the capacity-building efforts of our region's primary healthcare providers. By offering training, professional development, and essential resources, we aim to empower providers as they deliver high-quality, patient-centered care across our communities.



**276**  
General  
Practices



**1,212**  
General  
Practitioners



**6**  
Aboriginal Community  
Controlled Health  
Organisations



**6,372**  
Allied Health  
Professionals



**160**  
Primary &  
Community  
Midwives



**2,775**  
Primary &  
Community  
Care Nurses



## STRENGTHENING MEDICARE GRANTS



Pictured: Sarah Hardcastle from  
Kent Street Medical Centre, Maryborough

As part of a \$220 million Australian Government initiative, CCQ administered \$6.8 million in Strengthening Medicare Grants across our region. This funding provided one-off grants of \$25,000, \$35,000 or \$50,000 – based on practice size and accreditation status – to support innovation, training and infrastructure improvements. Clinics used these funds to:

- enhance digital health capability
- upgrade infection prevention and control arrangements, and
- meet accreditation standards set by the Royal Australian College of General Practitioners (5th Edition).

99% of eligible clinics in our region participated, with 256 grants awarded. Clinics reported significant benefits, including improved patient flow, enhanced telehealth services, and infrastructure upgrades that supported better chronic disease management.

A clinic director noted:

“The grant allowed us to create a dedicated telehealth room, making it easier for patients to access specialist consultations remotely. The upgrades have increased clinic capacity by 15%, reducing wait times and improving patient experiences.”

### CASE STUDY KENT STREET MEDICAL CENTRE

Kent Street Medical Centre in Maryborough used their \$25,000 Strengthening Medicare Grant to purchase essential items, such as a defibrillator and infection control equipment. These upgrades have enhanced patient safety and reduced staff workload, contributing to more efficient operations.

### CASE STUDY GLASSHOUSE MEDICAL CENTRE

Practice Manager Carolyn Ainscough shared that their grant funded an upgrade to Best Practice software. *“Best Practice is widely known among GPs, making our clinic more attractive to new doctors, helping to increase GP presence in our DPA/MM2 location. Our new patient chairs meet accreditation standards and also allow more patients to comfortably wait in our growing clinic. The MESI machine provides better patient access to portable ECG with no delays in reporting.”*

# CLINICAL SOCIETIES

## PROFESSIONAL DEVELOPMENT EVENTS

CCQ has established 9 place-based Clinical Societies to foster collaboration and promote continuous professional development among healthcare providers.

These societies hosted CPD-accredited events with 77 guest speakers, covering topics such as mental health, palliative care, aged care, and chronic disease management. More than 1,000 healthcare professionals participated in workshops, webinars, and peer discussions.

87% of participants reporting that the training had a direct impact on their practice. A palliative care nurse shared, "The clinical society has been invaluable in helping me stay updated with best practices and connect with colleagues facing similar challenges."

***"Great education and networking."***  
Rebecca, Genesis Referrer Engagement

***"Social and intellectual connection for the community's benefit."***  
Dr Trung, University of Queensland, Honorary Senior Fellow

***"Quality content, yummy food, connections with other healthcare professionals."***  
Fiona, Suncare Clinical Lead Occupational Therapist

***"Excellent and great opportunity to network."***  
Madeleine, Nurse Navigator, Queensland Health

CCQ's fourth round of Clinical Societies events wrapped up on 12 June, totalling more than 1000 participants with record attendance for the topic of **Palliative Care and Voluntary Assisted Dying – Changes, Choices and Challenges**.

Guest speakers included Dr Christelle Greer, GP Palliative Care Maleny; Dr Harry Jacobs, Authorised VAD Practitioner; and Dr Diedre Stalk, Senior Medical Officer QVAD Support and Pharmacy Service, who shared knowledge, insight and their work in practice at the events.

Dementia Australia reported a spike in referrals to their services and increased downloads of their online resources after these Clinical Societies events.



# GENERAL PRACTICE SUPPORT

CCQ's Primary Health Coordinator Team provides dedicated support to general practices, assisting with practice management, technology adoption, workforce recruitment, and quality improvement. This includes help with accreditation, training, and access to HealthPathways, which offers free, evidence-based guidelines for clinical decision-making.



## HEALTHPATHWAYS STATS

### CENTRAL QUEENSLAND



Page views: 39,137 |  Users: 1,213

### WIDE BAY



Page views: 55,243 |  Users: 1,356

### SUNSHINE COAST



Page views: 96,997 |  Users: 3,359

**AVERAGE REGION - WIDE VISITS EACH WEEK: 114**



## DIGITAL MATURITY

ASSESSMENT AND SUPPORT

A key initiative has been the Digital Health Maturity Assessment, which helps identify and address digital health needs at the practice level. This assessment informs future tailored support efforts, with feedback received from 140 GP practices and 39 residential aged care homes. These assessments guide ongoing education, support, and CCQ's prioritisation of regional digital health initiatives.

## COVID-19 VACCINATION PROCEDURES

CCQ also redesigned COVID-19 vaccination procedures to increase participation

Targeted engagement led to 21 new practices providing COVID-19 vaccinations, with our team offering training, compliance guidance, and administrative support to ensure successful program implementation.





Strategic Achievements

# COMMUNITY ENGAGEMENT AND HEALTH PROMOTION

Listening to and engaging with our community has been central to CCQ's efforts this year. By understanding the needs and voices of our residents, we are able to raise health awareness, promote preventive measures, and tailor services to better support our diverse population.





# MY HEALTHY COMMUNITY SURVEY

As part of the PHN Program's three-yearly Community Local Health Needs Assessment, the My Healthy Community survey was conducted in June 2024. With participation from 2,054 residents, the survey offers key insights into local health needs, preferences, and barriers to care. The findings, combined with other available data, will shape the CCQ Community Health and Wellbeing Assessment Report and guide the prioritisation of local needs, commissioning decisions and future program design.

## Understanding the Broader Determinants of Health

CCQ Board Chair Dr Peter Dobson emphasised the importance of the survey, calling it "the best way for everyone to have a voice in health priorities across the region". He noted, "In designing health programs, we have access to national and state health statistics, but we lack insights into 'quality-of-life' factors that impact 'quality-of-health'. Things like social connections, access to green spaces, even their sense of neighbourhood security, have a huge influence on wellbeing long before someone seeks medical care,"

## CONSUMER CAMPAIGN

Our multichannel campaign to promote the survey included:



### PAID SOCIAL MEDIA

Generated 6,848 clicks. The strongest engagement came from older age groups.



### RADIO ADVERTISING

Delivered 603 played spots across the region.



### PRINT AND OUT-OF-HOME COLLATERAL

Supported community awareness and participation.



### LOCAL MEDIA

Coverage from press outlets helped boost awareness.

**Thank you to all our partners, including local councils, for promoting the survey and helping to give your communities a voice in shaping their health futures.**

CCQ Chief Executive Julie Sturgess echoed the significance of the survey, stating, "Many social and environmental factors affect health well before people think of visiting a GP. While healthy habits like physical activity and good nutrition are important, achieving impactful health outcomes requires understanding and addressing barriers to health. This feedback will help us create meaningful and sustainable health solutions for our communities."



# WINTER IMMUNITY FOR A SAFER COMMUNITY



The Winter Immunity for a Safer Community campaign was informed by local consumer consultation, including an online survey of over 600 residents from Central Queensland, Wide Bay and the Sunshine Coast. In May 2024, 30 phone interviews were conducted with health and aged care providers, including GPs, nurses, and staff from aged care facilities, pharmacies and Aboriginal Medical Services.

Survey results revealed that the main barriers to getting the flu shot were a lack of perceived necessity and low concerns about the seriousness of the illness. This highlighted the need for community education about the risks of the influenza virus and its potential impact on health, wellbeing, and daily life.

We developed two campaign streams, including a specific focus for Aboriginal and Torres Strait Islander communities to ensure culturally resonant messaging. Campaign efforts highlighted eligibility for free vaccinations and emphasised the community-wide benefits of increased immunity.



## KEY INSIGHTS DRIVING THE CAMPAIGN

- 1/3** About one-third of people (32%) didn't believe it was important to get the flu vaccine each winter.
- 40%** 40% of surveyed parents with children aged 0 to 12 years of age didn't think getting the flu vaccine was important.
- ♀** Females across all aged groups reported a higher degree of distrust and lack of confidence in the safety and science of vaccines.
- 💉** Intention to get the flu vaccine was highest amongst those with a chronic illness (84%) and lowest amongst parents of children aged 0-5 years (67%).





Strategic Achievements

# MENTAL HEALTH AND WELLBEING INITIATIVES

Mental health reform has been a central focus for CCQ this year, with significant advancements in service delivery, integration with primary care, and culturally appropriate support for our communities.



# TRANSFORMING MHAODSP SERVICES

(MENTAL HEALTH, ALCOHOL AND OTHER  
DRUGS TREATMENT AND SUICIDE PREVENTION)

CCQ collaborated with local health partners, community members and healthcare providers to design an improved model for primary care mental health and wellbeing services. Our region has higher-than-average rates of mental ill-health, suicide and substance use disorders, significantly impacting families, carers, and our healthcare system.

Our vision is a person-centred mental health system where everyone, especially those with the significant needs, can access timely, appropriate care and have a voice in determining the types of services available. This year marked significant steps toward that vision, including extensive community engagement and the development of shared strategies.

## KEY TIMINGS AND ACHIEVEMENTS

**JULY  
2023**

Review of CCQ-funded MHAODSP services completed, summarised in the Improving Mental Health – The Case For Change Report.

**JULY-  
OCT 2023**

Best-practice models explored, with findings in the Mental Health Reform Opportunities Research Report.

**NOV-JAN  
2024**

Seven workshops and three special interest groups engaged community representatives, including people with lived experience. Feedback captured in the Community Consultation and Aboriginal and Torres Strait Islander Partnerships Roundtable Consultation Summary reports.

**FEB  
2024**

Feedback and validation sessions refined reform strategies, leading to the co-creation of service delivery approaches.

**APRIL  
2024**

Request for proposals issued to implement MHAODSP reforms. Results from the competitive tender due in July 2024.

## MEDICARE MENTAL HEALTH CENTRES

The upcoming launch of four new Australian Government-funded Medicare Mental Health Centres across our region will expand access to mental health support.

In May, CCQ was joined by Assistant Minister for Mental Health and Suicide Prevention, Emma McBride MP, to announce the service provider Wellways, working in partnership with Clarity Healthcare, would operate the walk-in centres in Rockhampton, Gladstone, Bundaberg and the Sunshine Coast.

The centres offer a 'no wrong door' model, offering safe and welcoming spaces for anyone over 18 seeking mental health support. Services are free, accessible in person, by phone, or video, and require no referral or appointment.

### Quote from **WELLWAYS**

*"Wellways is committed to building an integrated network of mental health and wellbeing services across all four locations to make it easier for community members to get the mental health support they need," said Wellways Chief Executive, Laura Collister. "Working with our health partner, Clarity Health Care, we look forward to developing strong and trusted relationships across all regions to deliver a personal and valued service experience guided by lived experience to support individuals experiencing challenges to their social and emotional wellbeing."*

### Quote from **CLARITY HEALTH CARE**

Clarity Health Care Chief Executive, Davis Lemke, added, *"Our organisations are aligned with our vision and values, and this shared vision will allow us to effectively establish this vital multi-disciplinary service to meet the needs of these communities. Our successful partnership with Wellways, delivering supports for carers through Wellways Carer Gateway, further strengthens our approach."*





# HEAD TO HEALTH

INTAKE, ASSESSMENT AND  
REFERRAL PHONE SERVICE



# HEAD TO HEALTH

Funded by the Australian Government and supported locally by CCQ, the Head to Health Phone Service provides intake, assessment, and referral services to connect individuals with appropriate mental health support. Delivered in our region by healthdirect, the service has facilitated care for more than 3,300 people in our region as of June 2024.



**Local primary healthcare providers and other referrers have welcomed the addition of two enhanced Head to Health referral pathways:**



Secure web-based form for easy access.  
3,366 inbound referrals received since go-live.



HealthLink SmartForm (launching July 2024), allowing secure and synchronous transfer of patient referrals from existing general practice management software.

**These innovations improve consumer privacy and reduce referral times, ensuring faster access to care.**

## COMMUNITY MEMBERS SHARE THEIR STORIES



### Family Support through Alcohol and Other Drug (AOD) Services (delivered by Lives Lived Well)

CCQ's AOD Counselling program offers support for individuals aged 18 and over, using evidence-based therapies.

- A mother of two, referred for cannabis use, reduced her consumption to a minimal level after working closely with a counsellor. She overcame significant personal trauma and improved her mental health, motivated by her commitment to parenting.
- A male client in his 50s, dealing with alcohol-related issues while caring for his wife and adult children with disabilities, successfully reduced his alcohol intake to social occasions only. His improved mental health was reflected in better psychometric scores, and he expressed pride in his progress.



### Commonwealth Psychological Services (CPS) Program (delivered by Anglicare)

CCQ's CPS program supports individuals aged 16 and older with complex mental health needs. The program offers short- to medium-term, recovery-oriented support through one-on-one sessions, group activities, and community outreach.

A participant in their 70s, struggling with severe anxiety and social isolation, learned mindfulness and emotional regulation techniques through the program. After 12 weeks, they quit smoking and used the savings to buy a remote-controlled airplane, joining a local club. This newfound social connection significantly improved their wellbeing and self-esteem.



### Clinical Care Coordination (delivered by Bridges)

Providing holistic, person-centred support for people aged 16 and older with severe mental illness, CCQ's Clinical Care Coordination in primary care program ensures that physical and mental health needs are addressed collaboratively.

The service is delivered by a network of professionals, including psychologists, social workers and mental health nurses.

One client nearing the end of therapy shared how improved eye contact and managing social situations reflected their progress: "I'm in a better place now. I can manage social interactions and feel more confident."



Strategic Achievements

# ABORIGINAL AND TORRES STRAIT ISLANDER HEALTH

Through strong partnerships with communities, local service providers, and Aboriginal Community Controlled Health Organisations (ACCHOs), CCQ continues to improved health outcomes for Aboriginal and Torres Strait Islander peoples in the region by ensuring access to high-quality, culturally appropriate healthcare.



# INTEGRATED TEAM CARE

The Integrated Team Care (ITC) program provides one-on-one support to Aboriginal and Torres Strait Islander people with chronic conditions to access the health care they need. This program is funded under the Australian Government's Indigenous Australians' Health Programme and supported locally by CCQ.

In 2023/24, ACCHOs delivered 31,843 ITC services, marking a significant increase from 28,317 in 2021/22 and 23,912 in 2022/23. This upward trend underscores the program's impact in meeting the growing demand for integrated, culturally competent healthcare.

## Key initiatives in 2023/24:

The ITC program strengthens support networks and care pathways for individuals who may otherwise face barriers to quality healthcare.

### *Increased access to targeted health services:*

Care coordinators facilitated greater access to hydrotherapy, exercise physiology, diabetes education and podiatry clinics. This targeted approach has improved the management of chronic conditions and overall health outcomes.

### *Expanding outreach and partnerships*

The program reintroduced allied health clinics in Mt Morgan and Blackwater, extending reach to underserved communities. Care coordinators from Yoonthalla and Bidgerdii collaborated to provide care to transient clients across Central Queensland, improving the quality of healthcare in these areas.



## TAILORED, PERSONAL SUPPORT WHEN IT MATTERS MOST

A 54-year-old Aboriginal male with renal impairment needed urgent medical attention for worsening kidney function. An ITC Care Coordinator accompanied him to Sunshine Coast University Hospital for urgent blood tests, explained the process, and stayed late to ensure he understood his care and treatment. Thanks to this personalised support, his kidney function improved and he avoided dialysis. Without this assistance, he may not have sought the necessary care.

## ITC program providers:

### Central Queensland

- Yoonthalla Wellbeing Services (Woorabinda)
- Bidgerdii Community Health Services (Rockhampton and Blackwater)
- Nhulundu Health Services (Gladstone)

### Wide Bay

- IWC Ltd (Bundaberg and Gayndah)
- Galangoor Duwalami Primary Healthcare (Hervey Bay and Maryborough)

### Sunshine Coast

- North Coast Aboriginal Corporation for Community Health (Sunshine Coast and Gympie)





## BUILDING CULTURAL COMPETENCY IN PRIMARY HEALTHCARE

Our flagship Walking Together, Learning Together (WTLT) program fosters cultural understanding and respect among healthcare providers. Accredited by the Royal Australian College of General Practitioners (RACGP), this immersive training experience is led by Gordon Browning, Senior Program Manager for Aboriginal and Torres Strait Islander Health, and Tara Anderson, Aboriginal and Torres Strait Islander Health Projects Officer.

Participants explore the historical impacts and policies affecting Aboriginal and Torres Strait Islander communities, gaining the skills to deliver culturally responsive and respectful care. The WTLT program is actively promoted through our website and Healthy Matters newsletter, and our Indigenous Health Project Officers support practices with Closing the Gap payments, Practice Incentive Payments (PIP), and cultural training. Throughout the year, WTLT sessions were held in Rockhampton, Bundaberg, Hervey Bay, and Caloundra, providing 78 healthcare providers with insights into culturally responsive care, building their capacity to foster inclusive health services.







Strategic Achievements

## HEALTHY LIVING AND AGEING

CCQ has prioritised healthy ageing through initiatives that prioritise telehealth technologies, community engagement, and improving access to primary and after-hours care for elderly residents in our region.





## FORGING STRONG SECTOR PARTNERSHIPS & COLLABORATIONS

Recognising the complexity of aged care and the necessity for collaborative efforts, CCQ established a structured communications model to enhance sector-wide collaboration.

This model brought together:

- Residential Aged Care Homes (RACHs)
- Hospital and Health Services
- Queensland Ambulance Service
- Dementia services
- Palliative care services

The approach was implemented through networked CCQ events such as RACH forums and Aged Care Collectives, enabling stakeholders to share insights, identify challenges and collaboratively develop sustainable solutions.

### KEY OUTCOMES FROM THIS COLLABORATION INCLUDE:

- Improved assessment, use and review of restrictive practices
- Increased student placement for sustainable workforce initiatives
- Enhanced after-hours care

# TELEHEALTH<sup>!</sup>

## IN AGED CARE



CCQ coordinated the Residential Aged Care Home Telehealth Support Grants as part of the Commonwealth's Aged Care Reform response. The grants, totalling \$670,100 across 75 facilities, aim to increase primary care access through telehealth, improving patient experience of care and reducing unnecessary hospital presentations.



## CASE STUDY

### WAHROONGA AGED CARE

Wahroonga Aged Care, a 60-bed facility in Biloela, utilised the grant to implement mobile telehealth technology, establishing a new partnership with a Geriatrician from Infinity Specialists in Toowoomba. The telehealth setup has significantly improved resident care, offering enhanced access to specialist services while supporting local GP care.





## IMPROVED ACCESS TO **PRIMARY CARE**

CCQ's Healthy Ageing Team has strengthened connections between local general practices and RACHs through the General Practice in Aged Care (GPACI) initiative. By pairing residents with a GP through MyMedicare, the initiative improves medical care for residents.

In regions where GP access is limited, particularly in rural and remote areas, CCQ secured a grant to implement a Nurse Practitioner model. This model will provide more timely care for complex care management and provides mentorship to aged care staff, enhancing overall capacity and quality of care.

## **AFTER-HOURS SUPPORT FOR RACHS**

CCQ led a collaborative process to enhance after-hours care within RACHs, involving the regional Hospital and Health Service, Queensland Ambulance Service, and Dementia Australia.

This initiative aims to reduce unnecessary emergency department visits and empower nursing home staff through targeted training and support. Stakeholders have praised the collaboration, with many noting that it's the first time such a focused, united effort has been achieved.



## CARE FINDER PROGRAM

Funded by Country to Coast as part of the Australian Government's response to the Royal Commission into Aged Care Quality and Safety (Recommendation 29) the Care Finder Program is delivered by three service provider partners — Footprints, OzCare and Nhulundu — and provides intensive, face-to-face support to help vulnerable older people navigate My Aged Care, access services, and connect with other community supports.

Launched in December 2023, the program has received positive feedback from clients.

***"Helps me to find the services I need. I am provided with both excellent and very knowledgeable support. I cannot be more happy than what she is doing to help me. Very helpful."***

***"Care Finders gave me a new lease on life supporting me through hospital admission, social workers and linking supports for accommodation."***

***"The program did more for me in a few weeks than all the others have done in 27 years."***





Strategic Achievements

# DISASTER PREPAREDNESS AND COMMUNITY RESILIENCE

CCQ has been committed to enhancing disaster preparedness and building community resilience through strategic planning, targeted support programs, and strong partnerships. Our efforts have focused on both immediate response measures and long-term resilience strategies.



## FLOOD WELLBEING & RESILIENCE GRANTS

In September 2023, CCQ's Healthy Communities Team launched a community support program to aid both ongoing and future flood-affected regions in Gympie, Noosa, and Maryborough.

Through an approach that utilised components of the participatory grant-making model, including workshops for organisations to share ideas and connect collaboration opportunities, plus additional proposal guidance support, six local organisations in the Wide Bay/Noosa regions were selected to receive funding to implement programs focusing on mental health, wellbeing, and disaster recovery and resilience.

## GRANT INITIATIVES

### University of Sunshine Coast

#### Thompson Institute:

Delivering trauma-informed care training for disaster management professionals, volunteers, and community members in flood-affected areas.

### North Coast Aboriginal Corporation

Operating the "Mob Pod"; a mobile, wifi-enabled health initiative to improve the health and wellbeing of Aboriginal and Torres Strait Islander people in rural Gympie and Noosa.

### Maryborough Neighbourhood Centre

Educating up to 300 members of the Culturally and Linguistically Diverse (CALD) community about disaster readiness and resilience through the Migrant Development Program.

### Gympie and District Women's Health Group

Providing mental health services and establishing five community hubs to ensure women in the region have accessible face-to-face and online support. In addition, established new telehealth capability to support clients during future flood events.

### Waves of Kindness

The 'Caring Connection' initiative assists individuals visiting WOK's op shops to connect to wellbeing services and community programs. WOK's op shops are now linked to the Noosa Local Disaster Management Plan, to provide essential items and packages to people in need. WOK is also partnering with the Sunshine Beach State School and the RAISE Program to enhance the resilience and wellbeing of young people.

### YouTurn

Run by headspace Gympie, YouTurn's outdoor garden served as a venue for various group programs and initiatives. These activities helped young people build social connections, develop coping skills, and reflect on their experiences of the Gympie floods, ultimately strengthening mental health resilience for over 400 youth and their families across Gympie, Noosa, and Maryborough.

### Plan C

Establishing a Community Carer and Responder (CCR) network across Noosa, Gympie, and Maryborough, equipping participants with vital skills in disaster resilience, community building, risk identification, strategic planning, food and water security, first aid, psychological support, and more.





## PLANNING FOR **DISASTER RESILIENCE**

CCQ has established a comprehensive Disaster Resilience Plan, Crisis Response Procedure and Emergency Response plan to ensure an organised approach to disaster preparedness and community support.

This structured framework enhances the resilience of local communities by providing consistent, direct support to GPs, pharmacies, and Aboriginal Medical Services (ACCHOs) during disasters or significant events, ensuring continued access to care.

### **Strengthening partnerships**

CCQ has solidified its role in the Queensland Disaster Management Framework, holding advisor status in all six District Disaster Management Groups and eleven Local Disaster Management Groups. This status enables CCQ to support communities before, during, and after disasters, enhancing our ability to deliver grant programs and resilience activities effectively.

### **RACH Disaster Resilience Workshops**

In collaboration with stakeholders, including local councils, Queensland Health, Queensland Fire Department, Queensland Ambulance, and Queensland Police, CCQ have co-designed and facilitated disaster resilience workshops for RACH's across Bundaberg, Fraser Coast, Livingstone, North Burnett, Rockhampton and Central Highlands regions.

These workshops have improved mutual support, communication pathways, and business continuity planning, benefiting disaster management partners and, most importantly, the residents.

# STATEMENT OF PROFIT OR LOSS

## AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2024	2024	2023
	\$	\$
<b>Revenue</b>		
Revenue from continuing operations	70,104,853	57,455,470
Interest received	2,376,387	1,371,802
<b>Total revenue and other income</b>	<b>72,481,240</b>	<b>58,827,272</b>
<b>Expenses</b>		
Contracts for primary health service delivery	54,798,515	44,892,296
Employee Benefits	9,559,589	9,200,728
IT and Communications	1,568,525	1,234,912
Depreciation and amortisation	686,550	520,069
Property	280,888	306,319
Travel, conference attending and hosting	807,907	291,395
Advertising promotions	451,363	216,664
Insurances	157,324	215,198
Interest expense on lease liability	204,573	33,961
Loss or disposal of property, plant & equipment	152,394	0
Other expenses	1,522,925	891,075
<b>Total expenditure</b>	<b>70,190,553</b>	<b>57,802,617</b>
<b>Net surplus/(deficit) for the year</b>	<b>2,290,687</b>	<b>1,024,655</b>
Income tax expense	0	0
Other comprehensive income	0	0
<b>Total comprehensive income for the year</b>	<b>2,290,687</b>	<b>1,024,655</b>



# STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2024	2024 \$	2023 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	12,527,288	39,898,652
Trade and other receivables	4,473,631	2,973,223
Other financial assets	25,000,000	-
Other assets	281,855	-
<b>TOTAL CURRENT ASSETS</b>	<b>42,282,774</b>	<b>42,871,875</b>
<b>NON CURRENT ASSETS</b>		
Property, plant and equipment	3,756,887	216,927
Right-of-use assets	4,288,902	624,268
<b>TOTAL NON CURRENT ASSETS</b>	<b>8,045,789</b>	<b>841,195</b>
<b>TOTAL ASSETS</b>	<b>50,328,563</b>	<b>43,713,070</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	2,820,661	2,537,413
Contract liabilities	35,118,789	34,756,226
Lease liabilities	502,402	245,618
Employee benefits	891,966	668,592
<b>TOTAL CURRENT LIABILITIES</b>	<b>39,333,818</b>	<b>38,207,849</b>

FOR THE YEAR ENDED 30 JUNE 2024	2024 \$	2023 \$
<b>NON-CURRENT LIABILITIES</b>		
Lease liabilities	3,896,450	411,807
Employee benefits	59,573	345,379
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>3,956,023</b>	<b>757,186</b>
<b>TOTAL LIABILITIES</b>	<b>43,289,841</b>	<b>38,965,035</b>
<b>NET ASSETS</b>	<b>7,038,722</b>	<b>4,748,035</b>
<b>EQUITY</b>		
Retained surplus	7,038,722	4,748,035
<b>TOTAL EQUITY</b>	<b>7,038,722</b>	<b>4,748,035</b>

*This is a summarised version of our financial statements – a full copy including the accompanying notes and Independent Auditors Report is available by contacting Country to Coast, QLD*

# FUTURE OUTLOOK

As CCQ looks ahead to 2024/25, we remain steadfast in our vision to ***“support our region to live their healthiest lives”*** and are guided by our mission to ***“work with our community to deliver leading primary healthcare”***.

We will continue to pursue our strategic objectives of:

- Enhancing internal capabilities
- Investing for outcomes and impact
- Regional leadership and collaboration
- Building the capability of the primary health system

## PLANNED TRANSFORMATIVE PROJECTS IN 2024-2025 INCLUDE:



- Launching the Equity CoLab initiative and hosting the inaugural Advancing Equity Summit in October 2024.
- Utilising insights from the My Healthy Community Survey and other data to develop a comprehensive regional health needs assessment.
- Finalising the Mental Health, Alcohol and Other Drugs, and Suicide Prevention Reform project to establish a new model of service access for our region.
- Co-designing, developing and implementing a virtual front door, providing a simplified, centralised channel for CCQ communities to access the right care, in the right place, at the right time.
- Implementing PHASES with Primary Sense™, an innovative project that aims to increase early intervention of CVD in a primary care setting leveraging the capabilities of Primary Sense.





# GOVERNANCE AND LEADERSHIP

CCQ's governance structure is designed to ensure accountability, transparency, and strategic oversight.

We are an independent not-for-profit organisation, structured as a company limited by guarantee, and are registered as a charity with the Australian Not for Profits and Charities Commission.

As a membership-based organisation with a Constitution and Board of Directors, we hold an Annual General Meeting each year and are governed by organisational (voting) members who have responsibilities, such as election of the Board and overseeing the constitution.

# GOVERNANCE



## Member Organisations

1. The Corporation of the Synod of the Diocese of Brisbane  
T/A Anglicare Southern Queensland
2. General Practice Queensland Ltd  
T/A CheckUP
3. Lutheran Church of Australia Queensland District T/A Lutheran Services
4. North Coast Aboriginal Corporation for Community Health (NCACCH)
5. Pharmaceutical Society of Australia
6. Queensland Alliance for Mental Health
7. Queensland Network of Alcohol and Other Drug Agencies (QNADA)
8. Sundale Ltd

## Board Advisory Councils

This year, CCQ introduced two new Board Advisory Councils - the Community Council and the Clinical Council - whose purpose is to enable the CCQ Board to make decisions that are person-centred, relevant to CCQ local communities and aligned to consumer care expectations.

## Aboriginal and Torres Strait Islander Partnership Roundtable

CCQ continued to partner with members of the Aboriginal and Torres Strait Islander Partnership Roundtable to ensure a collective focus on Aboriginal and Torres Strait Islander health priorities for the region, including how to identify and agree to health priorities and how to work together regionally and locally with a focus on measured deliverables.



# BOARD OF DIRECTORS



Our Board of Directors leads the strategic direction of the organisation and is responsible for our compliance and reporting to governing bodies such as the Australian Securities and Investment Commission and the Australian Charities and Not-For-Profits Commission. A skills-based governing body, our Board is comprised of experienced health professionals, business and legal experts and representatives from the not-for-profit sector.



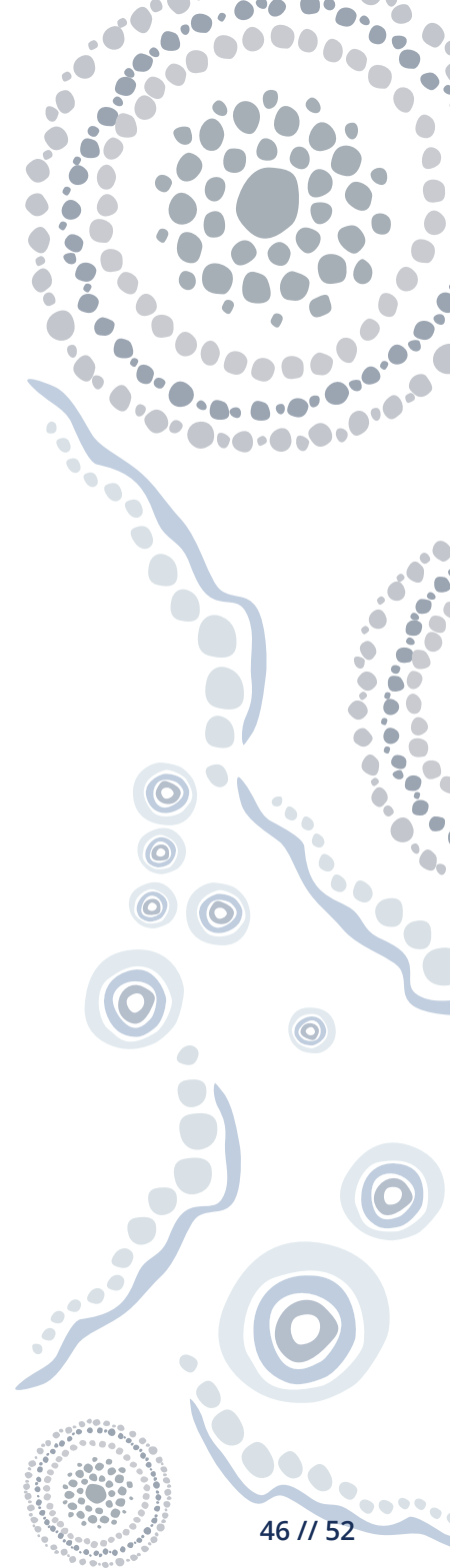
**Dr Peter Dobson**  
Board Chair

Peter is a GP with more than 30 years' leadership experience in the healthcare sector, having chaired the Sunshine Coast Division of General Practice and stewarded the development of Sunshine Coast Health Network Ltd. through the Medicare Local and PHN transformations. Peter's strong governance skills support his close involvement and networking with Country to Coast, QLD's stakeholder groups, to explore new models of care and the benefit technology can bring to general practice. Peter is a Graduate of the Australian Institute of Company Directors.



**Dr Shea Spierings**  
Deputy Chair

Shea is a proud Gaangulu man, originally from Central Queensland. A Research Fellow at the University of Queensland, Shea's interests include Aboriginal men's health and COVID-19 health messaging in Indigenous communities. Shea has significant experience advising and working in the Aboriginal Community Controlled Health Organisation sector, research sector, and youth sector. In 2015, he was appointed by the Australian Government as the Australian Youth Delegate to the United Nations. Shea is a Member of the Australian Institute of Company Directors.



# BOARD OF DIRECTORS



**Ms Rebecca Bell**  
Board Director

Originally an Occupational Therapist, Rebecca has served in senior executive roles across health and community organisations, responsible for health and care service delivery, policy development, strategy, and business development. Rebecca is a Senior Executive, Member Health at Medibank Private and has previously served on the Boards of CASPA Family Services and Healthy North Coast. Rebecca is a Graduate of the Australian Institute of Company Directors.



**Mr David Conry AM**  
Board Director

David is Managing Director of Damarcon, a privately owned advisory and investment business. He has over 20 years' experience on private, government and community sector boards. David has a strong community focus with particular interest in health and disabilities and has been awarded an Order of Australia, Queensland's Australian of the Year, and EY Social Entrepreneur of the Year.



**Mr Grant Dearlove**  
Board Director

*(retired 28 Nov 2023)*  
Grant is a company director and lawyer, having held executive roles and directorships in several ASX-listed national and state organisations spanning law, property, risk, franchising, finance, tourism, economic development and training. He holds a Bachelor of Laws, Master of Laws, an MBA, a Graduate Diploma in Applied Corporate Governance and has studied leadership of professional service organisations at Harvard.



**Dr Fiona McGrath**  
Board Director

Fiona has worked as a GP on the Sunshine Coast since 1998. She is a passionate advocate for primary healthcare and maintains involvement in GP education, practice improvement and primary healthcare program improvement and innovation. Her experience has included both leadership and program development roles at local, regional and state levels in the public, not-for-profit and private sectors.



**Dr John Menzies**  
Board Director

John has more than 35 years' experience in the healthcare sector, across Australia and internationally, including as a hospital and health service planner and administrator. As an independent hospital and health services consultant, his professional interests lie in improving primary health services, particularly through the use of telemedicine services. John graduated with first-class honours in Medicine from the University of Queensland and holds a Master of Health Planning degree from University of New South Wales.



# BOARD OF DIRECTORS



**Ms Karen Murphy**  
Board Director

*(appointed 28 Nov 2023)*  
Karen is an experienced CEO and Non-Executive Director with extensive experience in ASX-listed companies, government and not-for-profit organisation across multiple sectors. Karen has served on the Board of Gold Coast Hospital and Health District Board, the Boards of the Emergency Medicine Foundation, the Spinal Injuries Association, the Queensland Symphony Orchestra and the Real Estate Institute of Queensland. She is a Graduate of the Australian Institute of Company Directors and is currently Chief Operating Officer at the Translational Research Institute.



**Mr Paul White**  
Board Director

Paul is an accomplished Director and CEO having served with several ASX-listed companies, including a current position as Non-Executive Director with Magnetite Mines Ltd and 10 years as the Chief Executive Officer of Brisbane Broncos Ltd, and high-level positions at Anglo American Metallurgical Coal and Xstrata Zinc. Paul's strong connection to regional Queensland drives his passion for community service and underpins his understanding of the diverse health challenges our region faces.



**Mr John Woodward**  
Board Director

John is an advanced practice pharmacist, having practised on the Sunshine Coast and in the Gympie area since 2004 and providing pharmacy consultancy services to several general medical practices in the region. He is a director and co-founder of MedicinesEd, which aims to improve consumers' health literacy, focussing on those living in regional and rural Australia. John has been a Non-Executive Director and Chairperson of Sundale Limited, a provider of residential care, in-home care, retirement living, and social housing services in South-East and Central Queensland. He is a Graduate Member of the Australian Institute of Company Directors.



**Ms Amanda Boland**  
Company Secretary

*(retired 31 Dec 2023)*  
Amanda is Managing Director of Business Governance Solutions, an independent consultancy providing corporate governance advisory services and support to clients throughout Australia. Amanda has significant executive and board-level experience across a range of industries and is the Company Secretary of a number of companies in healthcare, innovation and the arts.



**Sheridan Cooper**  
Company Secretary

Sheridan is a corporate governance and compliance professional with over 20 years' experience advising boards and executive management with not-for-profit organisations, government and government-owned corporations, and ASX-listed companies. She has worked with Australian and international organisations across a wide range of industries including primary health, aged care, mining, financial services and aviation. Sheridan has served as a non-executive director in the aged care sector and on the board of a credit union, including roles as Deputy Chair and Chair of the Audit and Risk Committee.



# EXECUTIVE LEADERSHIP TEAM

CCQ's Executive Leadership Team operates under the guidance of the Chief Executive Officer and is responsible for specialist portfolios across nine directorates.

## **Chief Executive Office**

### **Chief Executive Officer: Julie Sturgess**

Drives CCQ's vision and strategic direction, overseeing the coordination and execution of our strategic goals, and strengthening partnerships and alliances across the region. Ensures that CCQ remains responsive to the evolving healthcare needs of our region.

## **Aboriginal and Torres Strait Islander Health**

### **Director: Paul Durante**

Supporting CCQ, its directorates and its stakeholders to build and embed Aboriginal and Torres Strait Islander perspectives into health and wellbeing programs across our region.

## **Commissioning**

### **Director: Claudine Tule**

Streamlining and connecting commissioning in procurement, contracts, planning, project management, data analytics and reporting to develop and implement health services to meet community needs.

## **Corporate Services**

### **A/Director: Sara Rossi**

Providing high-level quality support service to enable CCQ to deliver on strategic and operational objectives. A key focus is on automating processes to support roles.

## **Digital Health**

### **Chief Digital Health Officer: Tim Garden**

Working closely across the organisation to provide advice and guidance on the innovative use of digital technologies in a clinical setting, and leading and delivering the organisation's digital health projects.

## **Healthy Ageing and End of Life Care**

### **Director: Julie Dymock**

Providing strategic leadership of CCQ's Healthy Ageing and end-of-life care programs and commissioning activities, and championing a connected local aged care sector.



# EXECUTIVE LEADERSHIP TEAM CONTINUED



## Healthy Communities

### Director: Olivia Naughtin

Enhance community health and wellbeing through collaborative place-based initiatives and strengthening the role of primary care in disaster response and resilience.

## Integration

### Director: Matthew Schull

Focusing on developing relationships with providers, funders, health partners, engage stakeholders, and facilitate implementation of reforms, new programs and services.

## Mental Health, Alcohol and Other Drugs

### Director: Marie Kelly

Delivering on a shared vision, purpose and action for significant reform in mental health and services planning by working with key partners and developing effective relationships and subject matter expertise.

## Strategic Marketing and Communications

### Director: Laura Remy

Providing in-house cross-functional services across brand, communications, public relations, and digital health to promote the organisation's vision, work and services to the wider community, health care professionals and stakeholders.

# THANK YOU TO OUR STAFF



Our staff are the driving force behind our mission, bringing insatiable curiosity, tenacity, and unwavering commitment to everything we do. With a relentless pursuit of innovative solutions and a dedication to challenging the status quo, our team is transforming how healthcare is delivered across our region.

Our strong organisational culture serves as the bedrock for this work, fostering collaboration, resilience, and a shared sense of purpose. This culture empowers us to work tirelessly for our communities, ensuring that we deliver meaningful and lasting change.

We celebrate the passion and skills of our team members who continuously strive to make a difference, embodying the values that guide us: Respect, Diversity, Collaboration, Courage, and Excellence.

It's through hard work and a shared vision that we continue to shape a healthier future for our region.





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