

Annual Report

2024-25



About the Victorian Healthcare Association

The Victorian Healthcare Association (VHA) is the peak industry body supporting Victoria's diverse publicly-funded healthcare sector.

Established in 1938, the VHA elevates a unified member voice to government, influences policy on sector critical issues, and presents forward-thinking solutions to achieve a strong healthcare system that meets the needs of all Victorians.

The VHA connects members at executive and director levels to shape advocacy and support collaboration. Through a deep understanding of Victoria's public healthcare sector, the VHA supports sector capability through the delivery of tailored development programs to meet the growing demands of Victoria's current and future healthcare leaders.

VHA members represent 85% of Victoria's publicly-funded healthcare sector and span a range of healthcare organisations. VHA members include Hospitals and Health Services, Community Health Services, Bush Nursing Centres, Specialist Care Services, Public Sector Residential Aged Care Services and non-bed-based services, such as Early Parenting Centres and patient transport services. Working from metropolitan through to rural areas, VHA members deliver accessible healthcare services in line with the needs of the Victorian community.

Acknowledgement of country

The VHA acknowledges the Traditional Custodians of unceded lands throughout Australia.

The VHA office is located on the traditional lands and waterways of the Wurundjeri Woi Wurrung people of the Kulin nation.

We recognise their continuing connection to land, waters, and culture, and we pay our respects to their Elders past and present.



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Message from the Board Chair

This past year has been marked by significant reform and change across Victoria's publicly-funded healthcare system, and I am proud of the role the VHA has played in representing and supporting our members through it.

The VHA's advocacy, guided by our vision and shaped by member input and sector relationships, remains central to influencing policy and strengthening Victoria's public healthcare system.

Financial performance in 2024-25

This year, the VHA has remained focused on delivering against our strategic priorities while navigating a challenging financial environment. Our work has continued to support members and contribute to a sustainable public healthcare system for Victoria.

Outcomes for members in 2024-25

A major achievement in 2024-25 was securing critical budget outcomes. The 2025-26 Victorian State Budget delivered multi-year funding commitments, while our advocacy for health service budgets across 2024-25 saw revision to the initial draft budgets for Hospital and Health Services to ensure adequate funding to meet service demand.

The announcement of the Health Services Plan on 8 August 2024 marked a significant milestone for services in-scope of reform. Prior to the announcement, the Department of Health conducted sector-side consultation, which informed the final outcome of 12 Local Health Service Networks.

The Networks create opportunities to strengthen collaboration across workforce, service delivery, quality and safety, and shared services. The VHA continues to advocate for sustainable funding to support successful implementation beginning from 1 July 2025.

Community Health Services remained a focus of our advocacy efforts, with VHA securing timely confirmation of overdue indexation rates.

In aged care, the VHA continued to support members as they prepare for the commencement of the new Aged Care Act on 1 November 2025. We surveyed members to understand sector impacts and pressed for timely release of Aged Care Rules and clearer transition guidance. We were also proud to partner with the Department of Health to provide practical resources, including a well-attended webinar and fact sheets, to assist Public Sector Residential Aged Care services in navigating new substitute decision-maker obligations.

These outcomes across Hospital and Health Services, Community Health Services and aged care highlight just some of the successes and important outputs of the VHA across the 2024-25 year. On behalf of the Board, I thank our members for their engagement and collaboration. Together, we are ensuring Victoria's publicly-funded healthcare system remains strong, sustainable and equipped to meet the needs of communities across the state.

In line with the 2023–26 Strategic Plan, the Board has overseen ongoing investment in policy, advocacy and member engagement, ensuring our efforts remain aligned with the issues that matter most to members and the communities they serve.

From a financial perspective, I am pleased to report a surplus of \$394,885 for the 2024–25 financial year. This result reflects careful management and discipline during a period of substantial economic pressure, ensuring that the VHA is strongly positioned to deliver for members into the future.

The Board acknowledges the ongoing dedication of the VHA team and the engagement of members, both of which are crucial to our continued success. Together, we're looking forward to the next chapter — building on what we've achieved and continuing to stand strong for our members and the sector.

VHA welcomed new Board Directors

This year, the VHA welcomed two new Board Directors. Chief Executive of Eastern Health, David Plunkett as the Metropolitan CEO representative and Sherri Huckstep, Chief Experience Officer, The Royal Women's Hospital as an independent board-appointed Director. In addition, we welcomed the re-appointment of Libby Fifis as the Regional Health Service CEO representative and Anne-Marie Leslie as the Regional Health Service Board Member representative.

Farewell as Board Chair

This year marks my final year as Board Chair for the VHA. As I reflect on the last 10 years, I am incredibly proud of what this organisation and board has achieved for the members we serve and the greater Victorian healthcare system.

My sincere thanks to the directors for their wisdom and commitment. Our shared achievements reflect the VHA's resilience, and it has been an honour to serve alongside you. I wish the VHA continued success over the years to come and look forward to handing over the role to a new Board Chair post the October 2025 Annual General Meeting.



A handwritten signature in black ink that reads "S Matthews".

Prof. Sue Matthews
Board Chair
Victorian Healthcare Association

Message from the CEO

The VHA has proudly stood alongside Victoria's publicly-funded healthcare services throughout a year of significant reform and change. Despite workforce pressures, economic uncertainty and rising community demand, the sector continues to demonstrate remarkable resilience, innovation and commitment to delivering high-quality care for all Victorians.

In 2024-25 it has been a pleasure to represent and support Victoria's diverse public health services including Hospitals and Health Services, Community Health Services, Bush Nursing Centres, and other non-bed based services such as patient transport and state-wide community services. These services provide essential care for more than seven million Victorians, and we work diligently to support and strengthen them.

Connecting with members

In 2024-25 the VHA team has continued to deliver on the Board's ambitious agenda, including key objectives to "identify systems issues via consultation" and "build collaborative and collegiate networks". This has seen the VHA prioritise its engagement with members. Invaluable opportunities included attending sector events and visiting VHA member services across regional Victoria and metropolitan Melbourne. Meetings with member CEOs and board chairs in person remains a cornerstone of our work, helping us to appreciate the specific pressures faced locally and sector-wide, and to inform advocacy that reflects member needs.

Across the year we visited 38 rural and regional member services, along with 8 metropolitan services. I was also pleased to present to 9 Health Service and Community Health Services boards. Health sector leaders and professionals engaged with the VHA over 1,300 times through briefings and sector forums.

Sector engagement

This year, the VHA was proud to host several key events, including our flagship Health Minister's Budget Lunch at the State Library, where members engaged directly with The Hon. Mary-Anne Thomas Minister for Health and Minister for Ambulance Services following the release of Victoria's 2025-26 State Budget.

We also convened our annual Parliament House Roundtable this year with rural health services. We were grateful to be joined by Minister Thomas and representatives of the Department of Health, to discuss the future of rural healthcare in Victoria. The event supported an important discussion regarding the critical role rural services play in the healthcare system and provided important insights to inform future planning and advocacy. In addition, the VHA continued to provide members with opportunities to contribute to major sector reforms and government consultations.

Representing our members

We remain committed to ensuring member voices inform our work. Drawing on the expertise and insights of our membership, we gathered insights, developed strong policy positions, and engaged with government decision-makers at state and federal levels. This included constructive engagement with the Department of Health, ongoing representation on key advisory committees, and participation in state and national forums.

VHA activities were instrumental in securing a revision to the initial draft budgets for Hospital and Health Services to ensure adequate funding to meet service demand. This resulted from a targeted and measured program of advocacy. We drew upon a variety of communication channels to achieve our advocacy aims. This included letters to the Ministers; Treasurer and Government; reaching out to members individually and through CEO updates; confidential member surveys and media campaigns.

The VHA also supported members in their discussions on groupings for Local Health Service Networks, the need for implementation funding of the Health Services Plan, and responses to data from the Victorian Agency for Health Information.

As advocacy efforts expanded in 2024-25, so too did our public profile. The VHA received extensive media coverage across metropolitan and regional outlets, reinforcing our role as a key voice for the sector.

Positioned for the future

‘Building sector capability’ is a key pillar of the VHA’s Strategic Plan 2023-2026. In pursuit of this goal, the VHA strengthened and refocused its learning and development offerings by delivering leadership and governance courses, professional development webinars and piloted training for new and emerging leaders.

As we move into 2025/26, I look forward to continuing to connect with members through our events, professional development programs, advocacy activities, and ongoing site visits.

Thank you to our members and stakeholders for the continued support. The contributions of our members and stakeholders remain invaluable, and together, we are working to ensure Victoria’s publicly-funded healthcare system continues to meet the needs of all Victorians.



Dr Leigh Clarke
Chief Executive Officer
Victorian Healthcare Association

Member Engagement

The VHA brings together Victoria's diverse public healthcare services, influencing policy, guiding reform, and championing advocacy on issues impacting Victoria's publicly-funded health services.

Our member engagement was informed through a range of initiatives, including forums, ministerial round tables, policy briefings, and advocacy events designed to amplify member priorities. We also continued our member engagement tours, visiting members across Victoria to hear firsthand their challenges and insights, which in turn informed our advocacy and sector initiatives.

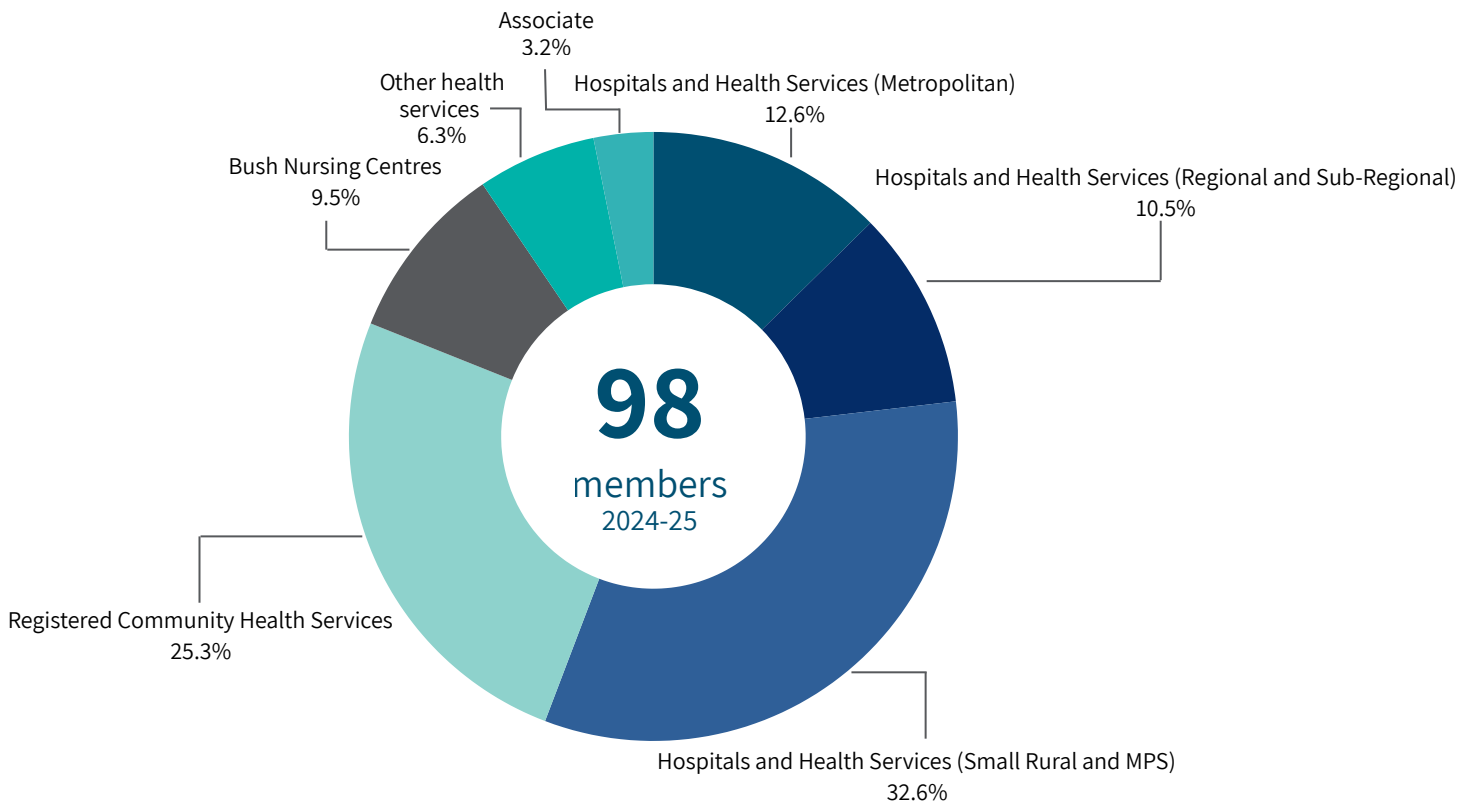


Image: Monash Health

Our members

VHA members are public or not-for-profit healthcare organisations that provide publicly-funded healthcare services in Victoria. In addition, the VHA has associate members that are organisations with an interest in the Victorian healthcare system.

Our membership is diverse, reflecting the full range of publicly-funded health services in Victoria, including public Hospitals and Health Services (55.7%), Registered Community Health Services (25.3%), Bush Nursing Centres (9.5%) and other non-bed-based services such as patient transport services (6.3%).



Yarrowonga Health



Grampians Community Health



Great Ocean Road Health

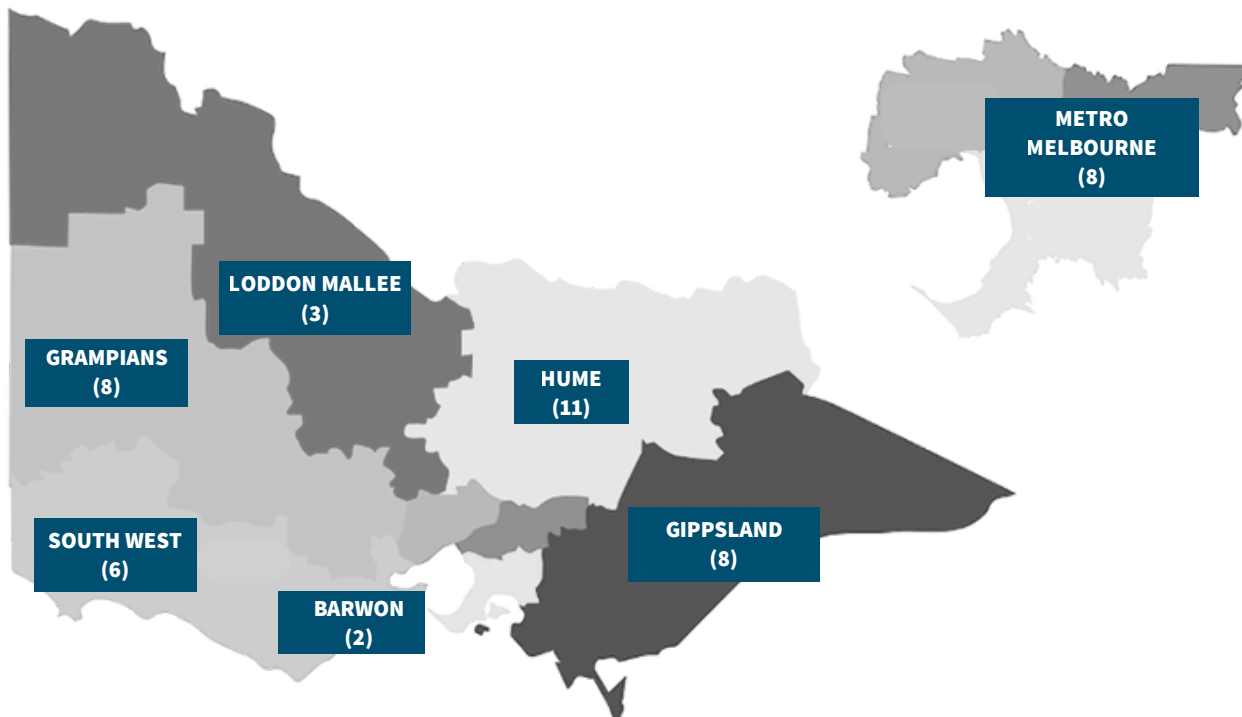
Member visits

VHA member engagement tours are an important part of the VHA calendar, in which VHA staff travel through a rural/regional area over a three-day period visiting services and meeting with executive teams and boards. These tours provide critical touch points with members, allowing deep conversations and ensure the VHA can understand and support members at the regional- and individual service-level. In addition, metropolitan service visits are also undertaken, allowing deep understanding of the needs of the membership taking into account both service type and geographic location.

Across a 2 year cycle the VHA conducts approximately 12 member engagement tours, visiting all regions and connecting with all member services. In 2024-25 the VHA conducted rural and regional tours and connected on site with over half of the membership.

Thanks to all the services that hosted us in the 2024-25 year.

In 2024-25, the VHA visited 6 regions and was welcomed by 46 member services.



Thanks to: Ballarat Community Health, Bass Coast Health, Beaufort and Skipton Health Service, Beechworth Health Service, Benalla Health, Better Health Network, Breast Screen Victoria, Central Highlands Health, coHealth, Dartmoor and District BNC, East Grampians Health Service, East Wimmera Health Service, Echuca Regional Health, Elmhurst Bush Nursing Centre, Gateway Health, Gippsland Southern Health Service, Grampians Community Health, Great Ocean Road Health, healthAbility, Hesse Rural Health, Heywood Rural Health, Indigo North Health, IPC Health, Kooweerup Regional Health Service, Latrobe Regional Health, Mansfield District Hospital, Maryborough Health, Moyne Health, NCN Health, Neerim Health, Nexus Primary Health, Northern Districts Community Health, Peter MacCallum Cancer Centre, Portland District Health, Primary Care Connect, Rochester and Elmore District Health, Royal Flying Doctor Service, Royal Women’s Hospital, Seymour Health, South Gippsland Hospital, Southwest Healthcare, Tallangatta Health Service, Timboon and District Healthcare Service, West Gippsland Healthcare, Yarram and District Health Service, Yarrawonga Health.

Member events

The VHA hosted 27 events, with over 1,300 attendees throughout the year including forums to facilitate discussions with members, events to build capacity of our leaders and the sector, and updates to ensure members are provided with time critical information to support them through current reform.

Small Rural Health Service Roundtable

On 27 November 2024, the VHA held its annual Parliament House Roundtable with CEOs of rural health services. The event welcomed The Hon. Mary-Anne Thomas Minister for Health and Minister for Ambulance Services and rural health service CEOs for a roundtable addressing systemic healthcare delivery barriers and capacity-building opportunities. Minister Thomas also shared her rural healthcare vision, setting the scene for collaborative discussions on enhancing existing strengths.



Health Minister's 2025/26 Budget Lunch

In May the VHA welcomed health service CEOs and Board Chairs to the VHA Health Minister's State Budget lunch. This exclusive VHA member only event provided a valuable opportunity to hear directly from Minister Thomas following the release of the 2025–26 State Budget. Attendees enjoyed an insightful address, engaging Q&A and the chance to connect with Department of Health officials and peers at the State Library. We extend thanks to our longstanding partner, Aware Super, for working with us to deliver this flagship event for our membership.



Representing our Members

The VHA champions members' interests by engaging with government, department representatives, stakeholders and the broader public. Through inquiries, budget submissions, media and public forums, we ensure members' voices are heard in important discussions and considered in key decisions.



Image: Echuca Regional Health

Advocacy activities

In 2024-25 the VHA undertook an extensive range of advocacy activities on behalf of members, and paved the way for ongoing collaboration on policy and legislative reform. The VHA has enhanced and strengthened our relationships across Victorian and Federal Governments, alongside stakeholders and members. We have been pleased to work with members on their key priorities and have successfully brought members and government together to collaborate, share, listen and deliver forward-looking strategies. Across the sector we have initiated advocacy activities, supported challenging and new conversations and brought member co-designed solutions into conversations.

We are grateful for the insights members share with us to enable strong advocacy in the areas that matter most for Victoria's publicly-funded healthcare sector.

Highlights of the VHA's advocacy work includes:

- Supported the sector through the Health Services Plan consultation that was released August 2024. The VHA engaged with the Victorian Government on the key enablers of achieving any large-scale reform – funding, workforce, infrastructure and change management.
- Achieved the return of funding to the state's public Hospital and Health Services in August 2024 following targeted advocacy that raised concerns with services' initial draft budgets.
- Held the VHA annual Parliament House Roundtable with CEOs of rural health services and The Hon. Mary-Anne Thomas Minister for Health and Minister for Ambulance Services in November 2024. The Roundtable resulted in a paper titled '[Practical policy solutions for a stronger rural healthcare system](#)', released March 2025. It was crafted by small rural health services and government representatives – key priorities included the 'push pull' model of care and enhancing virtual technology.
- Released white paper - '[Finding the right balance between red tape and risk](#)' - which highlighted the challenges in multi-sector compliance requirements and identified the benefit of harmonisation across programs and jurisdictions.
- Early work on the VHA's inaugural State of the Health Sector Report began in 2025, surveying Victoria's publicly-funded healthcare services. The VHA distributed the survey to the sector in March and launched the final Report in July 2025.
- Undertook successful engagement with the Victorian Department of Health to confirm funding support to meet enterprise bargaining agreement commitments.
- Undertook successful advocacy in collaboration with other peaks to achieve clarity on indexation rates for Community Health Services, including a commitment to this being reported in a more timely manner in future years.

Submissions

Across 2024-25 the VHA participated in a number of public consultations and submission processes at both the Commonwealth and State level on behalf of the sector.

Federal and State Budget Submission

The VHA's 2025-26 Victorian State and Federal Budget submissions, released in December 2024, presented targeted solutions developed through extensive member consultation to address healthcare system challenges. Recognising that cost-of-living pressures, rising healthcare demand, and climate change, the submissions focused on four key priorities: building a sustainable healthcare workforce, creating interconnected systems through digital transformation, tackling growing healthcare inequities, and strengthening system resilience against major challenges.

The VHA's budget submissions aligned with important outcomes, including federal funding support for Aged Care Act implementation, mental health services, and primary care strengthening. These Federal outcomes came alongside the Victorian Government's announcement of \$31 billion investment in public healthcare infrastructure, multi-year hospital funding, Mental Health and Wellbeing Locals expansion, and Victorian Virtual Emergency Department growth.

Inquiries and consultations

- [Department of Health, Disability and Ageing, Federal Aged Care Act Rules – Stage 4a Release, April 2025](#)
- [Infrastructure Victoria, 30-year Infrastructure Strategy, April 2025](#)
- [Victorian Government, Inquiry into Women's Pain, July 2024](#)
- [10-Year Alcohol and Other Drug \(AOD\) Strategy, Victorian Government, February 2025](#)

Representation

The VHA participates in a range of committees, advisory groups and collaborations on behalf of members, ensuring the views of members and the sector are presented in critical discussions.

Name
Aboriginal Health and Wellbeing Partnership Forum, VACCHO and Department of Health
Health Information Sharing Management Committee, Department of Health
Human Services and Health Partnership Implementation Committee, VCOSS, Department of Health and Department of Families Fairness and Housing
International Federation of Community Health Centres (IFCHC)
Mental Health Ministerial Advisory Council, Victorian Government
National Aged Care Alliance
OET (Occupational English Test) Advisory Committee, OET
Quality and Safety Executive Council (QSEC), Safer Care Victoria (SCV)
Strengthening Hospital Responses to Family Violence, Royal Women's Hospital and Bendigo Health
Peaks and Statewide Forum Network, VCOSS
Disaster Resilience Network, VCOSS
Energy Health Nexus Project, VCOSS
Compliance and Operations Network, VCOSS
Victoria Oral Health Alliance (VOHA)
Victorian Community Care Advisory Committee, Department of Health, Disability and Ageing
Victorian Primary and Community Care Network, La Trobe University

Our reach

Media Engagement

The VHA received substantial coverage across 2024-25, with 378 items of media coverage, of which 120 were unique. This includes commentary on the following topics:

- Release of the Health Services Plan
- Hospital and Health Service draft budgets
- Local Health Service Networks groupings
- Implementation funding for Health Services Plan
- Response to data from the Victorian Agency for Health Information
- Opportunity for Victoria’s Community Health Services to deliver on Federal Government’s extension of bulk billing arrangements
- Reflections on the Federal Budget across aged care, culturally safe care and mental health.

378

Items of media coverage

120

Unique items of coverage

‘Budget another chance to strengthen community primary care’

Aged care capital funding boost welcomed, with equitable distribution needed

The Budget brought some good news on healthcare equity, but also leaves many missed opportunities

Future of Victoria’s hospital network revealed in surprise announcement

The VHA leverages member insights to elevate and inform our media activities and ensure these activities align with our advocacy priorities.

Social Media & Communications Activities

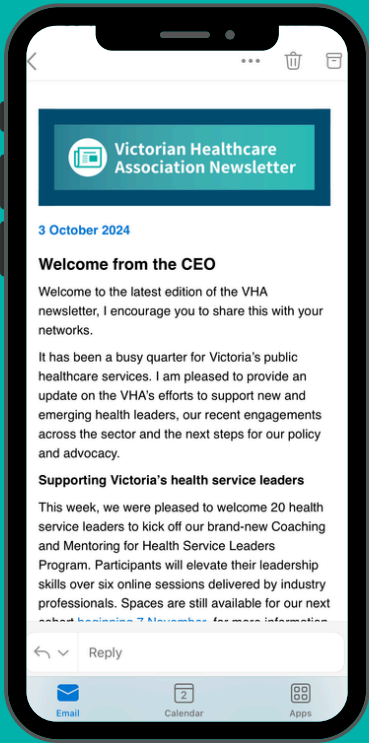
VHA Newsletter

5,517 Subscribers

122,954 Email sends

37.9% Open Rate

3.9% Click rate



 **198,444 impressions**

 **9,571 followers**

 **2,366 followers**

 **507 followers**

Supporting our Members

In 2024–25, the VHA expanded and deepened the ways members are supported, ensuring that work remains relevant, practical and forward-looking. Alongside the continuation of flagship programs such as Health Board Essentials, we refreshed and broadened our learning and development offerings, delivered tailored sector leadership coaching and mentoring programs, and built new opportunities for thought leadership through a dedicated webinar series exploring current and emerging challenges for executive leaders.

Through strategic partnerships, collaborative workshops, and candid policy insights, we created new forums for dialogue and shared learning. Collectively, these initiatives provided members with sharper insights to guide decision-making - and enhanced leadership capability — ensuring they are well positioned to influence, adapt, and succeed in a rapidly changing health landscape.



Image: Ballarat Community Health

Sector initiatives

Over the year, the VHA delivered several key initiatives to address industry challenges, support sustainable growth and enhance member engagement. Strategic partnerships enabled us to share best practices and bring forward experts to share their knowledge with our sector leaders.

Supporting members to prepare for the Aged Care reforms

The VHA continues supporting members through significant aged care reforms, particularly preparing for implementation of the new Aged Care Act on 1 November. Following the Federal Government's deferral announcement, the VHA surveyed members to understand sector impacts and advocate for timely release of new Aged Care Rules, clearer transition guidance, and enhanced compliance support. In Victoria, the Aged Care Restrictive Practices Substitute Decision-maker Act took effect in July 2025, impacting Public Sector Residential Aged Care services. The VHA partnered with the Department of Health to deliver an informative webinar with 157 attendees from member organisations and collaborated on fact sheets supporting services and consumers in navigating new substitute decision-maker appointment processes.

Elevating the role of Registered Community Health Services

As Victoria's healthcare system undergoes significant reform, the VHA has supported Registered Community Health Services in exploring opportunities to elevate their role, including reviewing Health Services Plan delivery opportunities.

The VHA also sought to strengthen and advance service delivery for Registered Community Health Services. In April 2025, Dr Paul MacCartney from SaferCare Victoria lead an important conversation examining how Registered Community Health Services could enhance alcohol and other drug service delivery. The presentation explored different care models across states, focusing on pharmacotherapy improvements following the Mental Health Royal Commission and Mental Health Locals rollout, generating valuable insights into expanding community health's already excellent complex care delivery capabilities.

Briefings and policy insights

The VHA delivered special briefings to members including budget analysis, VAHI analysis, aged care reform, and Health Service Plan updates, in addition to regular publications and consultation activities.

- **2025-26 Federal Budget briefing**
- **2025-26 State Budget briefing**
- **Residential Aged Care: Finding the balance between red tape, quality and risk**

Building leadership capability

‘Building sector capability’ is a key pillar of the VHA’s Strategic Plan 2023-2026. In pursuit of this goal, the VHA strengthened and refocused its learning and development offerings, with a clear vision to empower members to grow their leadership capability.

Learning and Development Opportunities

Health Board Essentials

The Health Board Essentials program equips new and aspiring board members with the foundational knowledge and skills needed to excel in their roles. Stepping through six interactive online sessions, participants explore governance, leadership, and strategic oversight, all within the unique context of Victoria’s health system. In 2024-25 the VHA delivered the program to 2 cohorts, supporting 23 existing and future health service board directors.

Coaching and Mentoring Programs

VHA’s coaching and mentoring programs are designed with a focus on experiential learning, peer coaching, and reflection. Structured sessions enable participants to build confidence and capability in coaching and mentoring, navigate the differences between leadership support roles, and apply frameworks in their workplace contexts.

Mental Health Mentoring

8 modules | 5 cohorts | 115 participants from 40 Victorian organisations | Funding support from Department of Health and Mental Health Victoria

Coaching and Mentoring for Health Service Leaders

6 modules | 2 cohorts | 28 participants

Leading self and teams webinar

This session, designed for health service leaders, focused on wellbeing, leadership development and self-care. The webinar was led by three experts who shared evidence-based programs and practical strategies for daily use, reflected on the impact of these strategies within the hospital workforce and explored the importance of self-leadership in managing stress and sustaining performance.

- 443 Registrants
- 100+ organisations
- 68% from member organisations
- 32% non-member organisations

**Aware Super Thought Leadership
Webinars: Innovative Leadership**



From October - December 2024 the VHA facilitated 3 webinars in partnership with Aware Super hosted by VHA CEO Leigh Clarke focusing on Innovative Leadership.

Session 1: Delivering transformative experiences

Speaker: Sally Collins, CEO, Enablement, Transformation and Performance – Aware Super

Session 2: Leading through transformation

Speaker: Jo Brennan, Group Executive Member Engagement, Education & Advice – Aware Super

Session 3: Leading with Purpose

Speaker: Katrina McPhee, Group Executive, Advocacy & Communication, Chief of Staff – Aware Super

**Key legal updates for
Community Health leaders**



In February 2024 the VHA were pleased to co-host a members-only lunch in Melbourne with Russell Kennedy. They shared with us some key legal updates relevant to Integrated and Registered Community Health Services and invited open discussion on the four following topics: privacy & data breaches, governance, the Aged Care Act and wage theft law.



L-R: Michael Gorton AM (Consultant, RK), Victor Harcourt (Principal, RK), Gina Tresidder (Principal, RK), Jonathan Teh (Principal, RK), Leigh Clarke (CEO, VHA), Libby Pallot (Principal, RK)

A Sustainable and Modern Association

The VHA is positioning itself as a sustainable and modern association — deeply connected to its members, grounded in its strategic plan, and steadfast in delivering on its vision for a stronger health sector in Victoria.

The VHA has once again delivered a financial surplus through disciplined management, reinforcing its strong financial position and setting the organisation up for continued success in supporting both its members and the wider health sector into the future.



Image: Woomelang & District Bush Nursing Centre

A modern organisation

The VHA remains committed to building a strong, contemporary organisation that supports Victoria's health services. Guided by our strategic plan, we have focused on sustainability, streamlined operations and sound governance, while refining our services to deliver what matters most to members and strengthening our capacity to represent the sector with impact.

This year our key corporate initiatives included:

Staff Working Committees

The VHA introduced three new staff working committees to strengthen organisational culture and innovation with each providing staff with a platform to contribute to positive change across the organisation.

2025 Conference Preparation

The VHA is excited to relaunch its conference in 2025, the first since COVID. The program has been finalised, and preparations are well underway, with strong registrations already received from across the sector.

Reconciliation Action Plan

In October 2024, the VHA launched its Reflect Reconciliation Action Plan. The RAP Working Group, led by the Diversity and Inclusion Committee, is guiding this important work. The organisation continues to deliver its established Aboriginal cultural awareness training program alongside new initiatives that strengthen its reconciliation journey.

Future Ready

The VHA Future Ready Project involved the review of the organisation's membership and governance structure to ensure it reflects the diversity of the VHA's membership now, and into the future. This work is designed to position the association strongly for the future while continuing to meet the evolving needs of its members.

New Partnerships program

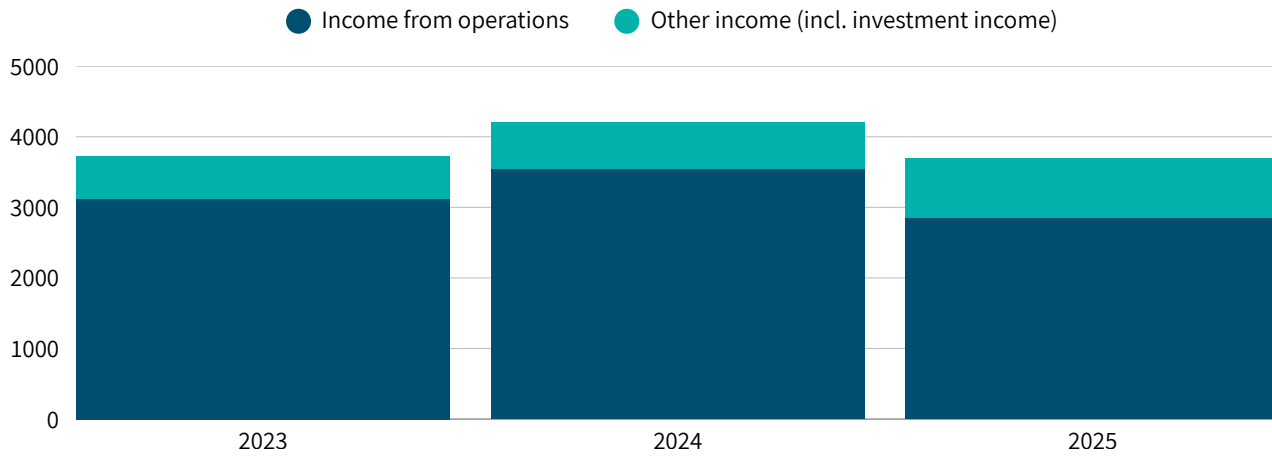
The VHA is enhancing its partnership program to build on the important role corporate sponsors have long played in supporting member value and professional development opportunities. The new program will further strengthen these relationships and create additional new benefits for members.

A sustainable organisation

In 2024-25 the VHA delivered another successful year returning a small operational surplus, complemented by strong investment returns. This resulted in a \$395k return to equity, which is outlined in detail in the audited financial statements.

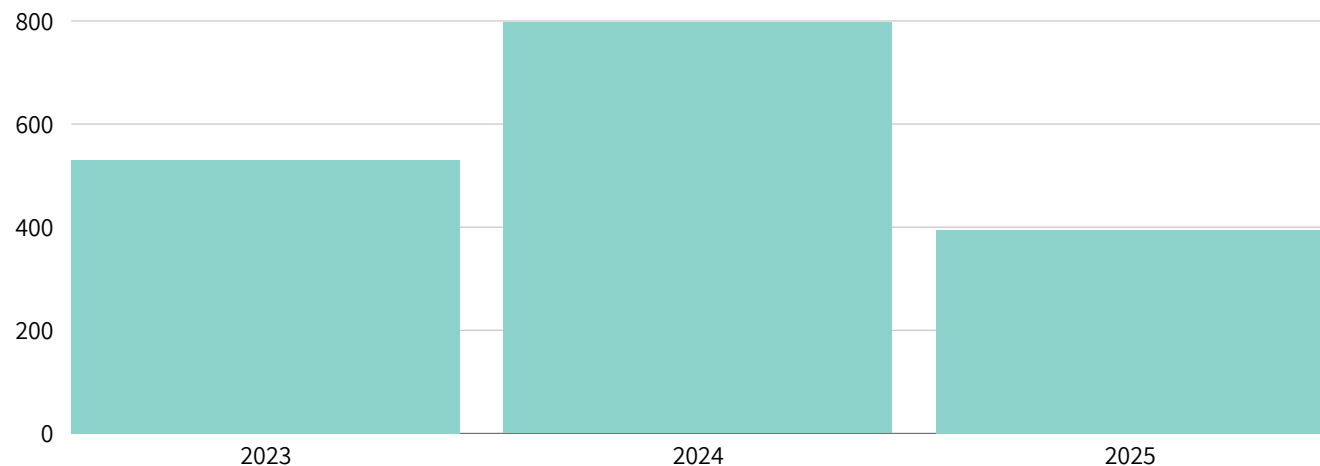
Income types (\$000)

Operational income declined during the year due to a reduction in membership fees and grant income, returning more closely to the 2023 income results after an uplift in 2024. However, this was partially offset by growth in investment income. In total, the VHA recorded income of \$3.69 million for the 2024–25 financial year.



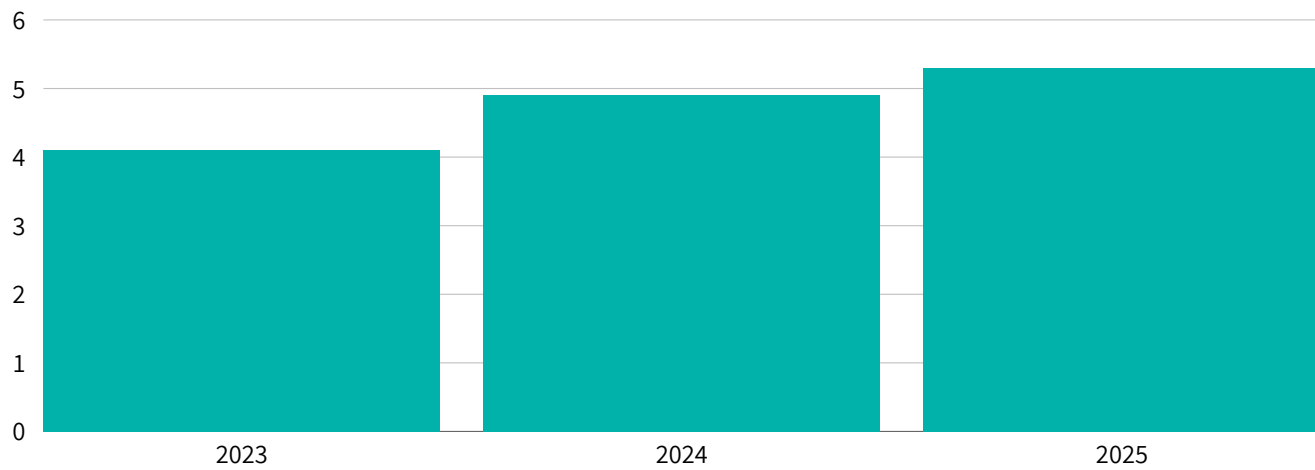
Surplus (\$000)

The 2025 financial year saw a reduced surplus compared to previous years. This is due to the reduced income, whilst expenditure remained steady. This reflects the organisations commitment to enhancing member services with the maintenance of appropriate staffing levels to engage with and represent the membership.



Thanks to the recent years of surplus, the VHA’s net asset position has continued to grow, placing the organisation in a strong and sustainable financial position for the future. The VHA’s net assets now stand at \$5.3 million.

Net assets (\$M)



The VHA Board of Directors

The VHA has a representative Board of Directors comprised of CEOs and Board Directors from across metropolitan, regional and rural Hospitals and Health Services and Community Health Services, which reflects our membership structure. The Board oversees the delivery of the VHA's strategic objectives and meets a minimum 6 times per year. The 2024-25 Board Directors are listed below.



Prof. Sue Matthews

Board Chair - CEO,
The Royal Womens
Hospital



Anne-Marie Leslie

Deputy Chair &
Director - Board
Member, Colac Area
Health



Nicole Bartholomeusz

Director - Board
Member, Dental Health
Services Victoria



Greg Little

Director - CEO
Grampians
Community Health



Tony McBride

Director - Board
Member, Your
Community Health



Claire Murphy

Director - Board
Member, Timboon &
District Healthcare
Service



Libby Fifis

Director - CEO,
Northeast Health
Wangaratta



David Plunkett

Director -
Chief Executive,
Eastern Health



Paul Greenhalgh

Director - CEO,
South Gippsland
Health



Sherri Huckstep

Director - Chief
Experience Officer,
The Royal Women's
Hospital

Meeting attendance and eligibility

Director	Board	*ARC	**EC
Prof. Sue Matthews	5 (6)		3 (3)
Anne-Marie Leslie	6 (6)	4 (4)	3 (3)
Claire Murphy	5 (6)	4 (4)	
David Plunkett	4 (6)		
Greg Little	5 (6)	4 (4)	
Libby Fifis	4 (6)		
Nicole Bartholomeusz	6 (6)	4 (4)	
Paul Greenhalgh	6 (6)		
Sherri Huckstep	6 (6)		
Tony McBride	6 (6)		

*ARC: Audit and Risk Committee

**EC: Executive Committee



Image: Gippsland, Victoria