



Strategic Plan 2025-2028



Northeast Health Wangaratta



Northeast Health Wangaratta acknowledges the Traditional Owners of the land on which we work and live, and pays respect to the Elders – past and present – for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander peoples across our region.

We are proud and committed to embrace the spirit of reconciliation and learn more from the local Aboriginal and Torres Strait Islander community about how best to improve the health, social and economic outcomes of First Nations' people.

We are working towards Rainbow Tick Accreditation and embrace inclusive practices for LGBTQIA+ patients, carers, visitors and our team.

Northeast Health Wangaratta respects and celebrates all forms of diversity. We welcome and value people from all walks of life to access our services and join our team.

Contents

Our Strategic Plan on a page	4
A message from the Board Chair and CEO	5
About Us	6
Our People	8
Our Community	9
Our Partners	10
Design Principles	11
Our Plan	12
Our Commitments and Priorities	14
Commitment 1 – Exceptional care	15
Commitment 2 – Engaged people and culture	19
Commitment 3 – Sustainability	22
Commitment 4 – Collaboration and partnerships	25
What We Welcome from You	26

Our Strategic Plan

2025-2028

Our Vision

Exceptional healthcare for Northeast communities

Our Values



Courage



Excellence



Fairness



Integrity



Kindness



Respect

Our Commitments and Priorities



Exceptional care

- 1.1 Access for all to timely, safe and effective health care.
- 1.2 Collaborate with First Nations peoples to achieve equitable health outcomes.
- 1.3 Deliver connected care for every consumer.
- 1.4 Review, create and advance new models of care and clinical services.
- 1.5 Develop and embed programs that support wellness in the community and care at home.
- 1.6 Lead the change for better mental health outcomes.
- 1.7 Strengthen research to enable exceptional care.



Engaged people and culture

- 2.1 Strengthen engagement and responsiveness with our people.
- 2.2 Invest in the development and capability of our people to deliver upon NHW's priorities now and into the future.
- 2.3 Strengthen leadership capability at every level.
- 2.4 Our workplace is safe, welcoming & inclusive and supports the wellbeing and diversity of our people.



Sustainability

- 3.1 Commit to environmental sustainability in everything we do.
- 3.2 Continue to be a financially responsible organisation.
- 3.3 NHW is digitally connected and uses data-informed practice.
- 3.4 Respond to emerging future infrastructure needs to meet health care demand.



Collaboration and partnerships

- 4.1 Strengthen our engagement with the Northeast community.
- 4.2 Exceptional care is provided in partnership with consumers.
- 4.3 Advocate for better health outcomes for the Northeast community.
- 4.4 Contribute effectively to the Hume Local Health Service Network (Hume LHSN) for improved access and health outcomes.

A message from the Board Chair and CEO

We are pleased to present our Strategic Plan for 2025-2028. It sets the direction for our service, based on our vision of *Exceptional healthcare for Northeast communities* and across our four clear commitments to our community and our staff:

**Exceptional care,
Engaged people and
culture, Sustainability
and Collaboration and
partnerships.**

As the principal health service for our region, we play a vital role in supporting and enabling the health and wellbeing of individuals and communities across Northeast Victoria. This plan has been developed through thoughtful engagement with our staff, consumers, patients, residents, community members, partners and the Department of Health: we thank all of them for their time and considered inputs.

This is a living plan that will guide our actions, inform our decisions, and focus our choices. We look forward to enacting this Plan, reporting on our progress and asking all of you to help us achieve it and hold us accountable to it. In doing so we will continue to be guided by our values, that underpin all: *Courage, Excellence, Fairness, Integrity, Kindness and Respect.*



Ruth Kneebone
Board Chair



Libby Fifis
Chief Executive Officer

About Us

We are a trusted organisation with deep links into our community, region and beyond



We are a major health service provider in Northeast Victoria, situated centrally within the Hume region. For more than 150 years, we have delivered an extensive range of healthcare services at the Wangaratta campus, a residential aged care facility in Illoura, and through many outreach services into the home and through telehealth.

As one of Victoria's larger sub-regional health services, we provide high volumes of very diverse acute care across most sub specialties to residents across Northeast Victoria, and a range of services to cross-border patients. In 2023-24 NHW delivered 88% of unplanned admitted care for its primary catchments resulting in a self-sufficiency rate of 88%. Additionally, NHW delivers close to 50% of the secondary catchment's unplanned admitted care.

Acute inpatient and community services are located in Green Street, Wangaratta. Our Hospital in the Home (HITH), non-admitted patient services and community-based care programs reach across the central Hume area and are essential to achieving our goal of keeping care as close to home as possible. Clinical services provided on the Green Street campus include accident and emergency, critical and intensive care, general surgery, orthopaedics, urology, obstetrics, gynaecology, paediatrics, general medicine, oncology, renal dialysis, rehabilitation, dental, medical imaging, community nursing, allied health and outpatient services. Our staff also provide a range of preventative health programs.



In addition to acute and community services, we also provide residential aged care and transitional care at Illoura our purpose-built facility, located 5 minutes from the main Green Street campus in College Street Wangaratta.

In addition, we have a valued role to play in supporting regional, community and primary care development and delivery to improve the sustainable integration of healthcare delivery and health outcomes across our region. As such we are a member of the newly formed Hume Local Health Service Network (Hume LHSN), and we play a key role in the delivery of the Hume Strategic Services Plan.

As well as the delivery and support of health care, we play a number of important roles within and for our community. We are a large local employer who will always preference local where we can. We are also an educator for our staff and for others, an innovator across every area of our business, and an advocate for our consumers, patients, residents and community.



Northeast Health Wangaratta

Our People

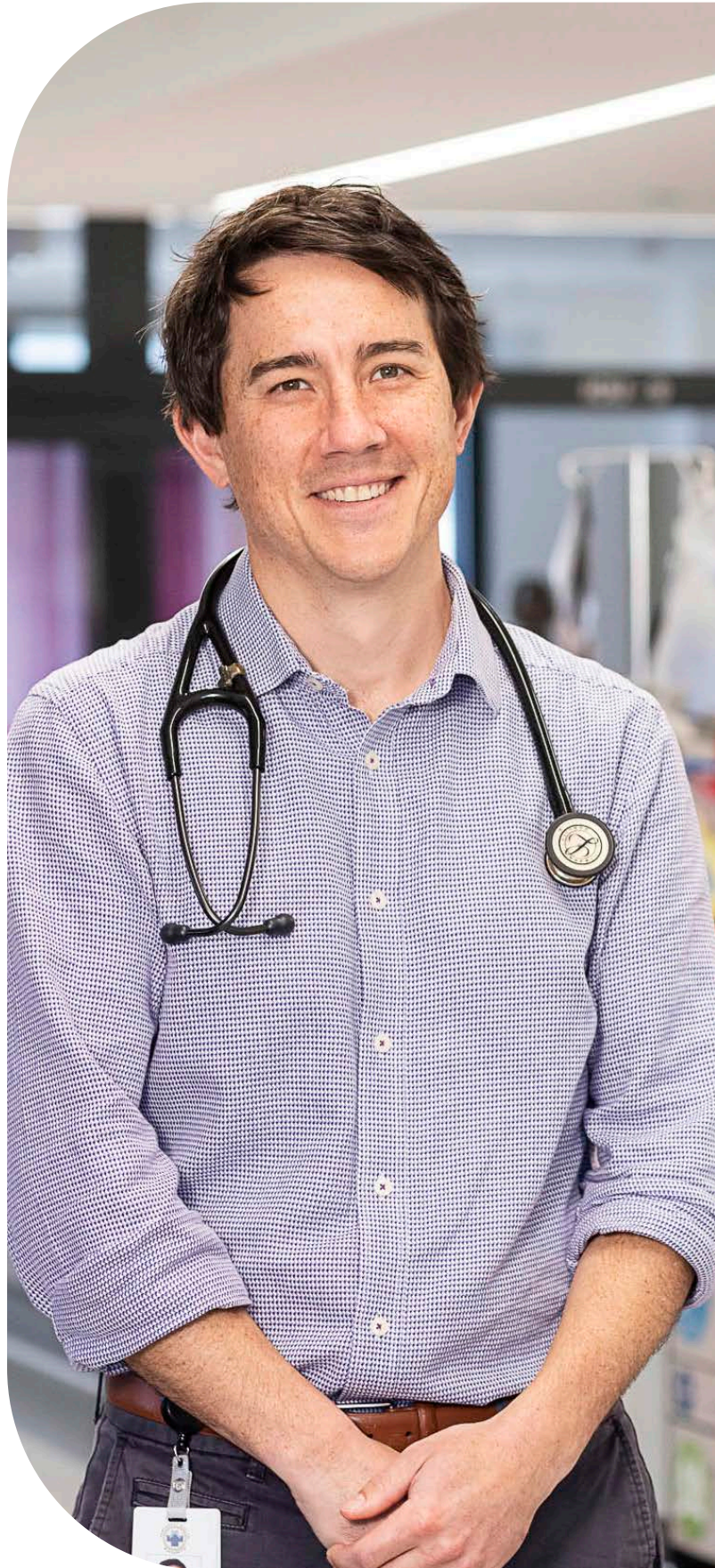
NHW is fortunate to have over 1,600 committed, dedicated and skilled staff, from many and varied backgrounds, across many, many different and equally valued skillsets. Together we provide and support vital care across our acute, subacute, community services and residential aged care.

Our people work in skilled, inclusive and engaged teams with the capacity, capability and expertise to deliver exceptional care for the diverse needs of our community.

We respect and celebrate all forms of diversity. We welcome and value people from all walks of life to bring their skills, experience and knowledge to enhance our teams and our services.

We pride ourselves on delivering timely, safe and effective health care throughout the Northeast community in line with our values:

Courage,
Excellence,
Fairness,
Integrity,
Kindness
and Respect



Our Community

The community we serve is at the core of who we are and is made up of four distinct catchments.

Our primary catchment and purpose is meeting all the healthcare needs of our core community being the 30,000+ people who live within the Rural City of Wangaratta, and who access the full range of our services as a first point of call.

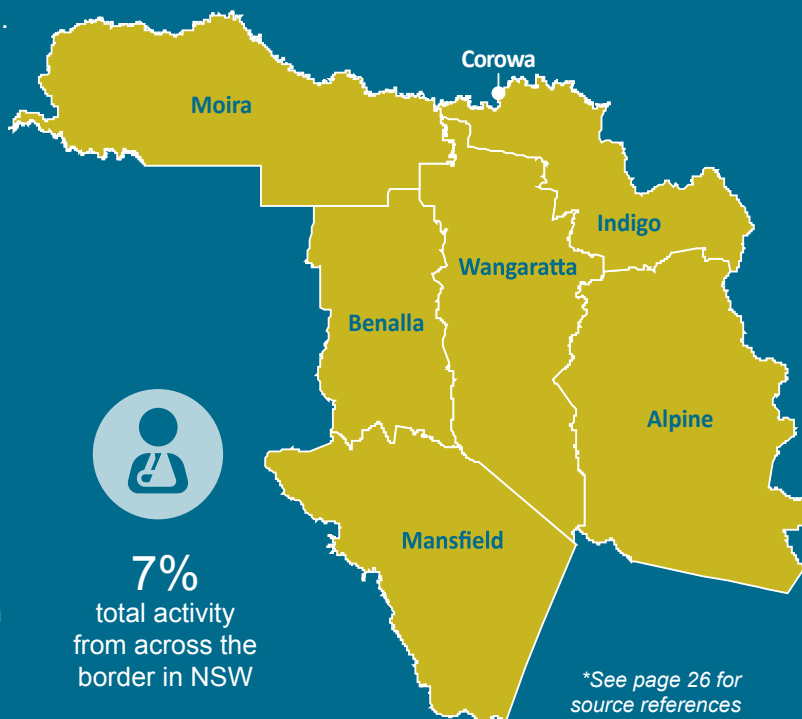
As a secondary catchment, our community also includes the more than 60,000 people who access NHW through other Hume health services and providers within our region, many of whom rely on NHW to provide higher level and specialist care. This catchment includes people living in the Alpine, Benalla, Indigo, Mansfield, Moira (Katamatite/Yarrawonga district) and Corowa districts, and their local health services as our valued partners.

Beyond these, there are many additional people who form part of our community, including those who live across the border in NSW, for whom we provide a wide range of services for and represent nearly 7% of our total activity. We also recognise those who access NHW services as a visitor to our region, noting the increasing popularity of the Alpine and river towns as destinations for both short and long-term visitors.

Population across our community is expected to grow by 8% to 2036ⁱ, however, across our catchment, our population is ageing. The proportion of population aged 65 and above is expected to grow by 39.5% through to 2036 whilst there is an expected decline (3.5%) in our youngest populations group (0-14 years), during the same periodⁱⁱ.

We are a diverse community with 10.3% of people born overseasⁱⁱⁱ and a higher proportion of Aboriginal and Torres Strait Islander residents than Victoria. We recognise and acknowledge the traditional custodians of our land, and pay respect to the history, culture, diversity and value of all Aboriginal peoples. Creating a safe and welcoming environment for all consumers, patients, residents and their families is at our core. In the life of this Plan, we will strengthen our foundational work to improve access for and relationships with all aboriginal communities.

Overall, our community had a higher percentage of chronic diseases compared to Victoria^{iv}. Chronic conditions such as asthma, cancer, dementia, heart and lung disease, kidney disease and stroke continue to disproportionately impact our catchment. Additionally mental health conditions, including depression and anxiety, are higher in our community compared to Victoria^v. Rates of daily smoking are higher than Victoria in Wangaratta and Benalla local government areas^{vi vii}. Together with our community and partners, we will keep our collective health challenges and needs front of mind in the life of this Plan.



30,000+
people within
the Rural City of
Wangaratta



60,000
people through other health
services and providers
within the region



7%
total activity
from across the
border in NSW


**See page 26 for
source references*

Our Partners

We know that to achieve our Vision, we need to work transparently, respectfully and with a wide range of partners. These include our partners in newly formed Hume Local Health Service Network (Hume LHSN) – Albury Wodonga Health, Alpine Health, Beechworth Health Service, Benalla Health, Corryong Health, Goulbourn Valley Health, Kyabram District Health Service, Mansfield District Hospital, NCN Health, Tallangatta Health Service, Yarrawonga Health. Our partners also include the Department of Health, the Murray Primary Health Network (PHN) and a wide range of private service providers.

We have a particular focus in this Plan on how we build foundational and meaningful relationships with our aboriginal communities and the other organisations that seek to improve their health outcomes including our local Aboriginal Community Controlled Health Organisations and Victorian Aboriginal Child and Community Agency.

We value our partners and are committed to collaboration built on trust, respect and shared purpose. Together, we strengthen local care, innovate and improve health outcomes for our community. Our partnerships in the life of this Plan will be based on a focus on delivery for our community, clear mutual obligations and shared open reporting.



Together, we
strengthen
local care,
innovate and
improve health
outcomes for
our community

Design Principles

Extensive consultation with our community, our people and our partners helped to shape the following principles which are reflected in the Plan's commitments and priorities.



Our Values (Courage, Excellence, Fairness, Integrity, Kindness and Respect) and values-based care and culture.



Digital transformation is an essential part of what we do, including telehealth, AI and other technology assisted services. We are always seeking ways to improve our systems and to deploy the technology that underpins this.



Our respect for and commitment to our First Nations peoples.



We are financially responsible and sustainable.



A valued and connected workforce and continuing commitment to develop and grow our people.



Our facilities and assets are fit for purpose, adequately maintained and our Master Plan reflects our future needs.



Quality and safety, continuous improvement, effective risk management and compliance are embedded across every area of our service.



We are committed to a systematic approach to reducing our environmental footprint across our service without impacting on the safety or quality of services.

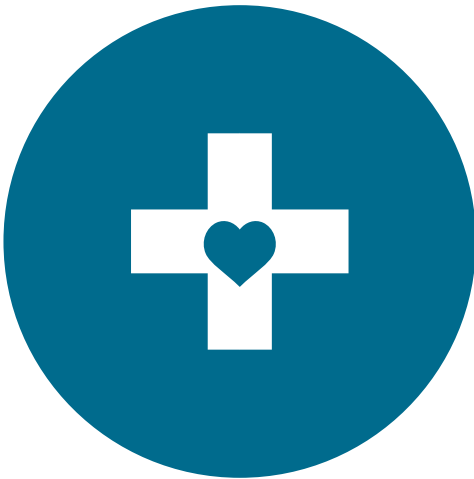


Our Plan

The NHW Strategic Plan 2025-2028 is our 3-year plan which outlines our commitments, priorities and actions towards our vision of *Exceptional Healthcare for Northeast Communities*.

The plan is underpinned by our values of **Courage, Excellence, Fairness, Integrity, Kindness and Respect**.

Our Commitments



Exceptional Care



Engaged People and Culture



Sustainability



Collaboration and partnerships

Whilst our Strategic Plan describes our overall 3-year strategy, we recognize the many and varied subsidiary plans, frameworks and directives that will contribute to our strategy across the life of the Plan.

Partner Commitments and Collaborations

Service Agreements and MOUs that support our Strategic Commitments and those of the HLHSN.

Hume Local Health Service Network (Hume LHSN)

- Statement of Expectations
- Hume Strategic Services Plan
- Hume LHSN Strategic Plan
- Hume LHSN Annual Plan



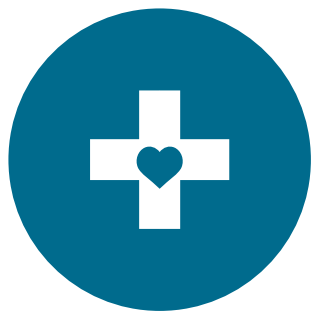
NHW Subsidiary Plans

- Workforce Plan
- Aboriginal Health Framework
- Aboriginal Employment Plan
- Consumer Engagement Framework
- Community Engagement Strategy
- Gender Equality Action Plan
- NHW Entity Plan
- NHW Infrastructure Master Plan
- Disability Action Plan
- Environmental Sustainability Plan
- Asset Management Plan

Departmental Directives and Priorities including Statement of Priorities

Our Commitments and Priorities





Commitment 1

Exceptional care

Priorities	Initial Strategic Actions	Initial Key Measures
1.1 Access for all to timely, safe and effective health care throughout the Northeast community.	a. Strengthen our understanding of the contemporary and emerging health needs of the Northeast communities. b. Review and progress pathways to improve access to exceptional healthcare regardless of entry point.	i. Regularly review the Health Needs Assessment data from the two Public Health Units operating in the Hume. ii. Hold local annual health forums to gain a better understanding of our communities' healthcare needs. ii. Morbidity and mortality measures meet industry benchmarks. iv. Timely access to care indicators in elective surgery and emergency services are met. v. Improve upon and formalise arrangements with our local partners to support access to care across the region in line with the statewide Role Delineation Framework.
1.2 Collaborate with our First Nations peoples to achieve equitable health outcomes.	a. In partnership with our local First Nations community – develop our Aboriginal and Torres Strait Islander Framework with initiatives to support improved access to care and equitable health outcomes. b. Strengthen long-term, community-led partnerships with our local Aboriginal Community Controlled Health Organisations (ACCHO) to embed Aboriginal self-determination and cultural safety across all aspects of care and service delivery. c. Strengthened reporting of First Nations health outcomes to Board.	i. Develop and implement our Aboriginal and Torres Strait Islander Framework that supports optimal healthcare for First Nations peoples. ii. Host an annual Aboriginal and Torres Strait Islander Health Forum with our local ACCHOs and other aboriginal agencies to collectively identify strategies to improve health outcomes for First Nations peoples. iii. Improved access and health outcomes for First Nations peoples as measured by Health Roundtable and VAHI data. iv. Deepen our understanding of Aboriginal Data Sovereignty principles and their applicability to the health care setting.



Commitment 1 Exceptional care

Priorities	Initial Strategic Actions	Initial Key Measures
1.3 Deliver connected care for every consumer.	<ul style="list-style-type: none"> a. Collaborate with primary, community care and mental health providers to develop initiatives to strengthen health care connectedness for consumers. b. Enhanced focus on specialist outpatient and home-based services, reducing the requirement for multi-day hospital admissions. c. Continue to enhance Illoura as a safe, welcoming and valued home for residents and their families. 	<ul style="list-style-type: none"> i. Actively drive initiatives to improve health care connectedness for consumers. ii. Undertake projects aimed at reducing the requirement for multi-day hospital admissions. iii. Clinical pathways support earlier transitions to home, community and primary care providers. iv. Review our capital infrastructure to optimise specialist and community outpatient provision into the future. v. Timely access to care indicators in specialist clinics are met. vi. Illoura achieves and maintains a four-star rating for compliance, quality measures, residents' experience and staffing.
1.4 Review, create and advance new models of care and clinical services.	<ul style="list-style-type: none"> a. Review current practice, models of care and clinical services. b. Create, enhance and implement new models of care and clinical services informed by the community's health needs. 	<ul style="list-style-type: none"> i. Across the life of the plan we will review all areas of service provision to ensure it is contemporary, efficient and meets the needs of the population we serve. ii. We participate in SCV improvement projects to support best practice improvements.

Priorities	Initial Strategic Actions	Initial Key Measures
1.5 Develop and embed programs that support wellness in the community and care at home.	<ul style="list-style-type: none"> a. Expand Hospital in The Home (HITH)/Better at Home services across existing clinical specialties and extension to new clinical specialties including subacute care. b. Continue to work with our primary and community health partners to support wellness in the community and care at home. 	<ul style="list-style-type: none"> i. Timely access to care indicators in-home-based care are met. ii. Implement and embed sub-acute at home models of care. iii. Work with our primary and community health partners to deliver on improved wellbeing measures as measured by the Health Needs Assessment of our local Public Health Units.
1.6 Lead the change for better mental health outcomes.	<ul style="list-style-type: none"> a. Further enhance our strong partnerships with local and specialist mental health services to support multi-disciplinary mental health care. 	<ul style="list-style-type: none"> i. Work with our local Mental Health service provider to meet the timely access to care indicators for mental health. ii. In partnership with our local Mental Health service provider, develop a suite of mental health indicators to measure the effectiveness of mental health services to our community.
1.7 Strengthen research to enable exceptional care.	<ul style="list-style-type: none"> a. Continue to build our research and clinical trials program. b. Support and collaborate with others to strengthen, apply and embed research findings into practice. c. Review and deliver our Research Strategy. 	<ul style="list-style-type: none"> i. Continue to build upon the 29 clinical trials currently in place. ii. Meet the requirements of the National Clinical Trials Governance Framework. iii. Work with our key research partners to develop and implement the NHW Research Strategy.





Commitment 2

Engaged people and culture

Priorities	Initial Strategic Actions	Initial Key Measures
2.1 Strengthen engagement and responsiveness with our people.	a. Develop and implement a purposeful listening strategy that reflects our commitment to a collaborative and respectful culture.	i. Work with our People and Wellbeing group to develop and implement our purposeful listening strategy. ii. Achievement of 60% response rate to our annual People Matter Survey. iii. Our People Matter Engagement Index score continues to improve and is favorable to comparators and public sector.
2.2 Invest in the development and capability of our people to deliver upon NHW's priorities now and into the future.	a. Finalize and implement our Workforce Plan which details NHW's commitment to a current and future ready workforce. b. Re-establish our 'grow our own' strategy.	i. Consult with our people on the development of our Workforce Plan by end 2025. ii. Implement our workforce plan across the life of this strategic plan. iii. Across the life of the Strategic Plan, we meet the employment targets contained within our Aboriginal Employment plan. iv. Actively promote the needs of NHW communities through the development of the Hume Network workforce plan. v. Our 'grow our own strategy' is captured in our workforce plan and includes key measures to monitor the strategy's performance.



Commitment 2

Engaged people and culture

Priorities	Initial Strategic Actions	Initial Key Measures
2.3 Strengthen our leadership capability at every level.	<ul style="list-style-type: none"> a. Develop and incorporate a 'leadership for all' strategy as part of our Workforce Plan. b. Further embed our leadership capability framework in workforce planning, professional development, recruitment and retention programs. c. Attract skilled people across the Northeast and broader Victorian communities to be directors on the board. 	<ul style="list-style-type: none"> i. Our 'leadership for all' strategy is captured in our workforce plan and includes key measures to monitor the strategy's performance. ii. All leadership positions have succession plans by end 2026. iii. Our leadership capability framework is reflected in all position descriptions and performance development tools by 2026.
2.4 Our workplace is safe, welcoming and inclusive and supports the wellbeing and diversity of our people.	<ul style="list-style-type: none"> a. Develop and deliver on actions from our NHW Wellbeing & Safety Plan, prioritizing and investing in the physical and psychological safety of our people. b. Target opportunities that celebrate the diversity of our workforce. c. Strengthen the provision of culturally safe healthcare in accordance with the Aboriginal Health and Wellbeing Partnership Agreement. 	<ul style="list-style-type: none"> i. Develop and implement an NHW Wellbeing & Safety plan by end 2025 and progress the actions which prioritise and invest in the physical and psychological safety of our people. ii. Our scores against the following key measures in the People Matter Survey are improved upon and are favorable to comparators and public sector: <ul style="list-style-type: none"> • Staff satisfaction • Inclusion • High to severe work-related stress • Intention to stay. iii. Develop and implement our new Disability Action Plan. iv. Develop, implement and meet the targets contained within our Aboriginal Employment Plan. v. Meet the requirements for the provision of cultural training as contained in the annual Statement of Priorities. vi. Meet and improve on Gender Equality compliance. vii. Ensure our annual calendar of events reflects the diversity of our people.





Commitment 3 Sustainability

Priorities	Initial Strategic Actions	Initial Key Measures
3.1 Commit to environmental sustainability in everything we do.	<ul style="list-style-type: none"> a. Deliver on our Environmental Sustainability Plan. b. The Greener Government Buildings Project commitment supports the shared health services' goal to reduce the impact of our service on the environment. 	<ul style="list-style-type: none"> i. Our Environmental Sustainability plan monitors and reports performance outcomes during its lifecycle. ii. Completion of a whole of site asset energy audit to determine priority projects and initiatives. iii. Procurement activities consider environmental impact including a minimum evaluation weighted score of 5%.
3.2 Continue to be a financially responsible organisation.	<ul style="list-style-type: none"> a. Live within our means. b. Understand and prioritize our core business. 	<ul style="list-style-type: none"> i. Operating Result meets target. ii. Current days of available cash meets target. iii. Adjusted current asset ratio (ACAR) meets target. iv. Develop and implement a Strategic Financial Management Improvement Plan.
3.3 NHW is digitally connected and using data-informed practice.	<ul style="list-style-type: none"> a. Leverage projects to enhance digital connectedness. b. Deliver on a Business Intelligence Strategy to enable data-informed decision making. 	<ul style="list-style-type: none"> i. Partner with Hume Rural Health Alliance (HRHA) to deliver the Hume Digital Health Roadmap and avoiding unnecessary implementation of new solutions that duplicate capabilities across the Network. ii. Complete the implementation of Miya. iii. Actively work with HRHA on a successful submission for an Electronic Medical Record. iv. Invest and deliver on a local or network wide Business Intelligence Strategy.

Priorities	Initial Strategic Actions	Initial Key Measures
3.4 Respond to emerging future infrastructure needs to meet health care demand.	a. Ensure that our Assets Framework and our Master Plan reflects our current and emerging needs.	i. Our Asset Management Plan is completed and submitted annually. ii. In our advocacy, ensure the NHW Master Plan is aligned with our Asset Management Plan and Entity Services Plan. iii. Seek feedback from our First Nations community to improve the cultural appropriateness of our facilities and environment.







Commitment 4

Collaboration and partnerships

Priorities	Initial Strategic Actions	Initial Key Measures
4.1 Strengthen the engagement with the Northeast community.	<ul style="list-style-type: none"> a. Grow our volunteer cohort and strengthen engagement with all our volunteers. b. Develop and implement a Community Engagement Strategy. c. Optimise the philanthropic contribution to our service. 	<ul style="list-style-type: none"> i. Number of volunteers increases year on year. ii. Engage meaningfully with our community in an annual community forum. iii. Demonstrable improved community engagement metrics across our social media. iv. Philanthropic contribution increases annually in the life of the Plan.
4.2 Exceptional care is provided in partnership with consumers.	<ul style="list-style-type: none"> a. Review and implement our Consumer Engagement Framework to optimise consumer and carer participation in decision making across individual, health-service and system levels. 	<ul style="list-style-type: none"> i. Development and achievement of agreed annual actions from our Consumer Engagement Framework. ii. Our reviewed Consumer Engagement Framework supports the provision of culturally safe and sensitive care for our diverse community. iii. Continue to explore opportunities to embed Aboriginal community representatives on committees and advisory groups. iv. Patient satisfaction levels via the Victorian Healthcare Experience Survey meet or exceed overall satisfaction targets.
4.3 Advocate for better health outcomes for the Northeast community.	<ul style="list-style-type: none"> a. Develop and deliver on annual Advocacy Agenda. b. Train and support our people to be effective advocates for our consumers, patients and residents. 	<ul style="list-style-type: none"> i. We achieve our Advocacy goals across the life of the Plan. ii. Achieve and maintain 85% compliance of staff completing Speaking up for Safety program.
4.4 We contribute effectively to the Hume Local Health Service Network (Hume LHSN) for improved access and health outcomes	<ul style="list-style-type: none"> a. Effectively contribute to the development of the Hume LHSN Strategy and Annual Plan. b. Implement key priorities as detailed in the Hume LHSN Strategy and Annual Plan. 	<ul style="list-style-type: none"> i. We actively participate in the development of the Hume Network Strategic Plan. ii. We agree and act upon our mutual commitments as espoused in the Hume LHSN Strategy and Annual Plan. iii. We meet our commitments to the Hume Network Statement of Expectations.

What We Welcome from You

As a patient/ consumer/ resident /client of Northeast Health Wangaratta, we seek always to meet these obligations and others as described in our Patient Rights Charter.

(see here <https://www.northeasthealth.org.au/wp-content/uploads/My-Healthcare-Rights.pdf>)

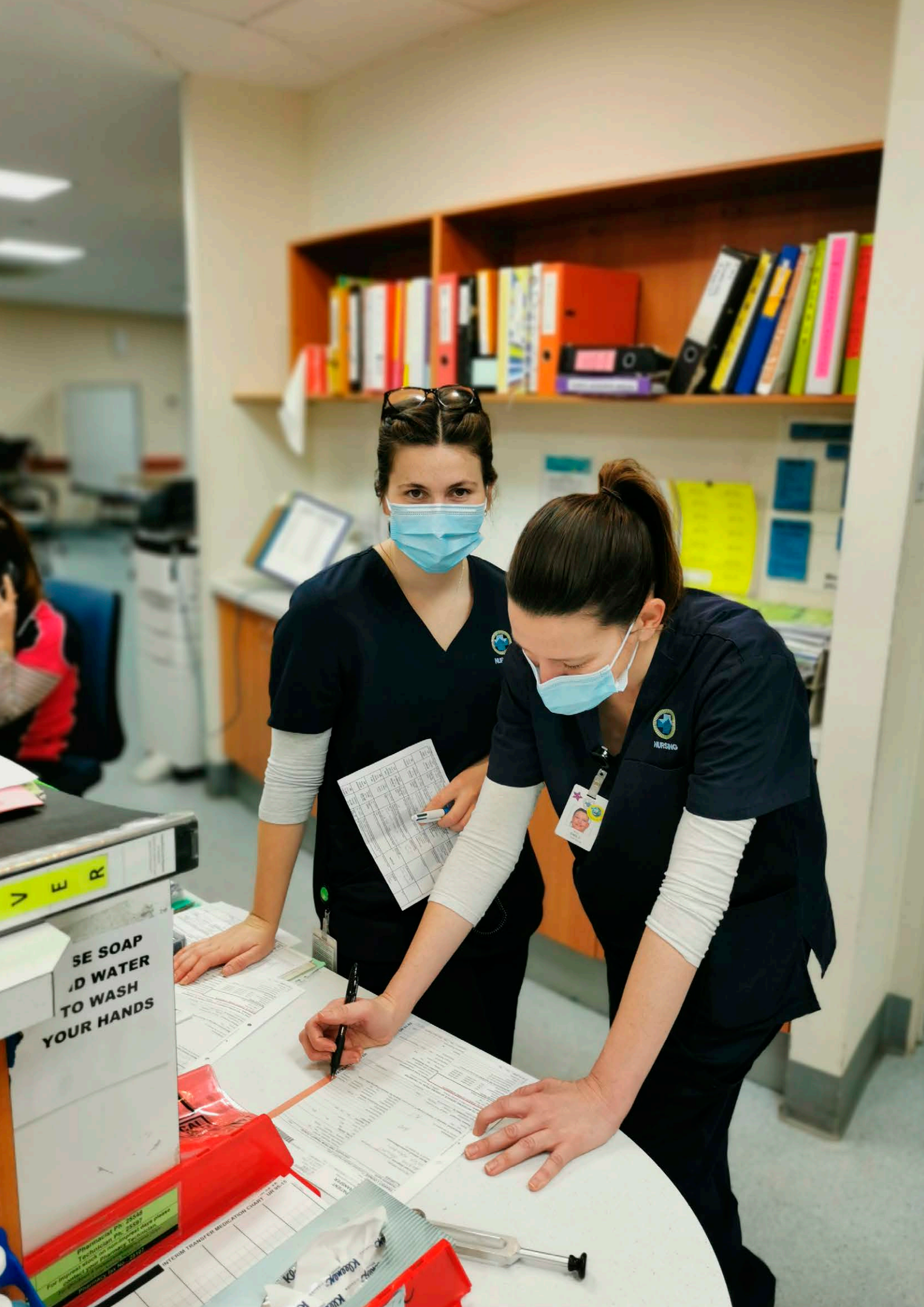
In return, we ask that you:

- Care from appropriately qualified health professionals
- Expect a safe and secure environment
- Be treated with respect, consideration and dignity
- Confidentiality regarding all personal and medical details

- Are courteous and considerate to other patients and to treating staff.
- Provide, to the best of your knowledge, accurate information about your current and previous medical problems, medications, visits to hospital, insurance status, allergies and other matters relating to your state of health in order to help our staff care for you.
- Inform staff if consent for treatment is withheld or withdrawn.
- Seek clarification if you do not understand any information or instructions given to you.
- To be actively involved in your care and treatment.
- Discuss any worries/ concerns with a relevant member of staff.
- Comply with health advice and medical instructions.
- Respect hospital policies.

Page 9 References.

- i Source: *Victoria in the Future 2023 – LGA Population and Household Projections*
- ii Source: *Victoria in the Future 2023 – LGA Population and Household Projections by Age and Sex*
- iii Source: *Australian Bureau of Statistics – Region Summaries*
- iv Source: *Australian Bureau of Statistics – Region Summaries*
- v Source: *Australian Bureau of Statistics – 2021 Census All persons QuickStats*
- vi *Ovens Murray Public Health Unit – Health Needs Assessment 2023*
- vii *Goulburn Valley Public Health Unit – Health Needs Assessment 2023*





PO Box 386, Wangaratta Victoria 3676
Phone: 03 5722 5111
Email: enquiries@nhw.org.au
www.nhw.org.au
www.facebook.com/NortheastHealthWangaratta