



BALLARAT
HOSPICE
CARE INC.
Home Based Palliative Care

40
YEARS



2024–25 Annual Report

40 Years of Care
Honouring our journey, looking back and moving forward

“From the first knock at our door from Ballarat Hospice Care, everything changed. They brought calm and a sense of order to our world that had completely fallen apart.”
– Jaala, Family Member.



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**BALLARAT
HOSPICE
CARE INC.**
Home Based Palliative Care



From our Board Chair and CEO

This year, Ballarat Hospice Care Inc. (BHCI) proudly celebrates its 40th anniversary, a milestone to reflect on the care, compassion, and community spirit that have guided our journey since 1985. It is also an opportunity to look ahead with hope and ambition, reaffirming our commitment to delivering best-practice, home-based palliative care that evolves with the needs of our community.

What began as a small, voluntary initiative has grown into a trusted and vital healthcare service, providing compassionate in-home palliative care to people living with life-limiting illness across Ballarat and the wider region. The vision of those early pioneers, who recognised the need for dignity, comfort, and personalised support at the end-of-life in our community, continues to guide our work today.

It is important to acknowledge that in 2025, we are supported by an incredible group of over 90 volunteers, reflecting our long and proud history of volunteerism. Volunteer contribution is at the heart of our organisation, just as it was 40 years ago when it was founded through the passion and foresight of a small group of volunteers.

Looking Back

In its early days, the service operated from humble surroundings, staffed by volunteers and local health professionals who generously gave their time and energy, driven by an unwavering belief in compassionate care delivered close to home. Their commitment laid the foundation for our values: kindness, loyalty, respect, honesty, trust, skill and willingness, all underpinned by a commitment to individual, person-centred care.

Over four decades, we have seen extraordinary growth, not only in the number of people we support but in the range and quality of services we provide. From expanding our multidisciplinary clinical teams to embracing digital health technologies, we have continually adapted to meet the changing needs of our community.

Moving Forward

Our commitment to delivering best-practice, community-based palliative care remains steadfast. The next phase of our journey will involve deepening partnerships across the health system, strengthening our workforce, and investing in innovation and education to support both patients and carers.

We are particularly focused on building greater equity of access, ensuring that every person in our service area, regardless of background or circumstance, can receive timely and holistic palliative care. We will continue advocating for the benefits of home-based care, which allow people to remain in familiar surroundings, supported by those they love.

Importantly, we remain grounded in our community. Our 40-year history is a testament to what can be achieved when people come together with a shared purpose. As we face new challenges, including a growing and ageing population and increasingly complex health needs, we remain confident that our strength will come from the community that created us.



Gratitude and Acknowledgement

To our staff, volunteers, Board members, supporters and community partners, past and present, we extend our deepest gratitude. Your dedication has not only sustained this organisation for four decades but also enabled it to thrive.

We also honour the memory of those we have cared for and the families we have supported over our journey. Their stories remain central to our purpose and remind us daily of the importance of our work.

As we celebrate this milestone, we do so with pride in our past and confidence in our future. We remain inspired by the legacy of those who came before us and are committed to honouring their vision through continued service, compassion and excellence in care.

Here's to the next 40 years.

Meredith Johnson
Board Chair

Andrew Howard
Chief Executive Officer



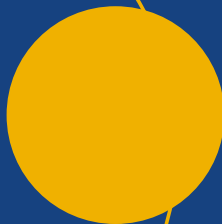
Honouring 40 Years of Care

Our 40th anniversary gave us the opportunity to reflect on the people, stories, and milestones that have shaped our journey.

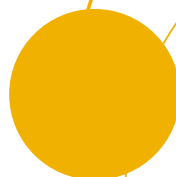
Highlights included the 40th Anniversary Celebration and Morning Tea, bringing together staff, volunteers, alumni, supporters, and community partners. The Celebrating 40 Years video project captured heartfelt reflections from patients, families, staff, and volunteers, showcasing the compassion and connection at the heart of BHCI.

We sincerely thank everyone who attended, shared their stories, and supported the milestone, including our generous sponsors: W&D Finance, 61 Design, the June Wilson Charitable Trust, and 3BA Ballarat. These celebrations strengthened community awareness and support, inspiring the next chapter of care.





40 YEARS



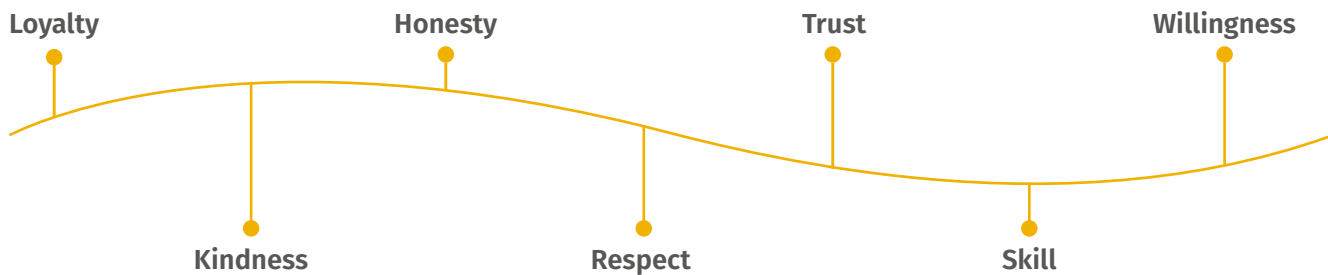
Access the Celebrating 40 Years stories:





Who We Are

We are a team of specialist palliative care nurses, supportive care advisors and compassionate administration, support staff and volunteers. Established by community members in 1985, our not-for-profit organisation has guided patients, supported carers and families to live, die and grieve well.



Vision

To offer our community a specialist palliative care service focused on end-of-life issues and care.

Mission

Ballarat Hospice Care, using a skilled, interdisciplinary team approach, facilitates with compassion the provision of home-based, holistic palliative and end-of-life care.

Our aims

1. To provide specialist palliative care equitably and responsively within available resources.
2. To promote palliative care values within the community.

Philosophy

We believe that:

- The care of patients must acknowledge the whole person in their social context
- Grief, loss and death are a part of life
- Suffering can be alleviated by providing support relevant to patients and carers, which reflects their choices
- All patients and carers are entitled to open, honest communication, which respects choices and autonomy
- Caring for ourselves and each other enables us to care for others
- Bereavement support is an essential element in supporting people after significant loss.



“Ballarat Hospice Care may be small, but it is mighty. Since 1984, we’ve built a strong reputation based on honesty, trust, and delivering what we promise: outstanding palliative care that helps people feel safe and supported, most often in the comfort of their own home.”

– Carita Clancy, CEO (2007 – 2022)



Our Board of Governance

Patron

Rob Knowles AO

Chair

Meredith Johnson
B.Ec FICDA, Prof Hons eHealth

Deputy Chair

Malcolm Weaver
DipBus, former Chartered Accountant

Treasurer

Sandra Campbell
B.Bus, Member Chartered Accountants Australia
and New Zealand

Members

Gabrielle Kirby
BHLthSc(Nurs), GradDipPallGerontics, MHLthServMt

Geoff Russell
B.A. (Sociology), Grad. Dip. Bus. Admin., Dip. Fin. Services. GAICD

Ross Phillips
MB.BS, FANZCA

Sarah Byrne
JD, B.Bus (Law)

David Harris
GCertAppMgmt, MEmergMgmt

Adrian Misseri
MBA, MHSc(Podiatry), BPod



Our Staff

Chief Executive Officer

Andrew Howard

Operations Manager

Katherine Brumby

Medical Director

Dr David Brumley OAM (retired June 2025)

Dr Russell Pearce (commenced February 2025)

Finance Manager

Kerrie Smith

Quality and Compliance Manager

Karen Taylor (retired December 2024)

Kath Steenhuis (commenced December 2024)

Strategic Projects and Research Manager

Diane Nimmo

Comprehensive Palliative Care in Aged Care Project Officer

Donna Walter

Volunteer Manager

Maree Povey

Communication and Engagement Coordinator

Gemma Kelly

Clinical Coordinators

Melanie Pither

Vicky Smith

Specialist Palliative Care Nurses

Christine Henderson

Janine Lynch

Leanne Burns

Leanne Mouritzen

Louise Cooke

Mandy Martin

Mandy Sharp

Meg Spencer

Sarah Brennan

Simon Murphy

Stacie Nawodycz

Valerie Armenante

Supportive Care Coordinator

Angela Anderson

Supportive Care Advisors

Claire Wilson

Joanne Lang

Katrina Tansey

Administration

Caryl Whitfield

Lee Ellis

Op Shop Coordinator

Roger Simkin

Stores Coordinator

Daryl Jones (commenced March 2025)

Peter Jones

Equipment & Maintenance

Brian Harrison

Max Watson

Recognition

This year, we particularly acknowledge and celebrate our staff members who have contributed

10 years of service

Peter Jones, Equipment & Stores Coordinator

Peter exemplifies the heart and soul of BHCI, living our values in every interaction with patients, families and colleagues. Always smiling and focused on solutions, his first response is almost always "Yes."

With his natural compassion, Pete ensures vital medical equipment is delivered and installed so patients can be comfortable at home. He handles the sensitive task of collection after a patient's death with the same care and respect. Beyond this, Pete's easy-going and helpful approach makes him a wonderful team member who truly lives his favourite saying every day: "Living the dream..."

Congratulations on 10 years, Pete.



5 years of service

Katherine Brumby, Operations Manager

Katherine joined BHCI as Supportive Care Coordinator before moving into the all-encompassing and challenging role of Operations Manager.

Calm, considered and professional, she keeps the many moving parts of end-of-life care working smoothly and steps in to resolve challenges with either direct action or caring support. Her leadership style reflects our values in every way, and she often goes above and beyond to ensure our nurses, supportive care and equipment teams have what they need to provide the very best care. For Katherine, this role is not just a job but a mission, and we are grateful for her commitment over the past five years.



Volunteer Milestones

We appreciate and honour the support, willingness and dedication of our volunteers. This year, we acknowledge:

5 years of service

Deb H
Graeme H
Susan B

10 years of service

Kate W
Vicki H

Farewells

All at BHCI acknowledge the valuable contributions of:

Staff

Dr David Brumley OAM - Medical Director (retired June 2025)
Karen Taylor - Quality and Compliance Manager (retired December 2024)

We also acknowledge the following volunteers and sincerely thank them for their service:

Volunteers

Anne S
Bernie C
Jenny D



"What I love most about Ballarat Hospice Care is that from the very beginning, it was infused with an energy and a sense of purpose that was genuinely exciting. I'd never experienced that before. At Ballarat Hospice Care, I found my place – enjoying the space, talking with people, being in people's homes, and most of all, the camaraderie of a team."

– Dr David Brumley OAM - Medical Director 1987 - 2025

The Alumni Program

Launched in June 2024, the BHCI Alumni Program recognises and connects the dedicated individuals - staff and volunteers - who have contributed to the compassionate care of our community over the years.

In this first year, we focused on laying strong foundations for engagement, connection, and recognition.

Program Highlights (2024-2025)

- Officially launched in June 2024 with a morning tea event attended by former staff and volunteers.
- 22 Alumni members registered, including clinical staff, administrative team members, long-serving volunteers, and Board Directors.

Events & Engagement

- Events: included 40th Anniversary Celebration and 40th Anniversary Morning Tea.
- *Celebrating 40 Years* stories project: Alumni supported the recording of past staff and volunteer stories through photos, videos, social media posts, and interactions.
- Legacy Recognition: *Wall of Honour* added to the BHCI website.

Objectives Achieved

- Reconnected with former staff and volunteers through formal communications.
- Recognised the contribution of past members in the development of our service.
- Retained knowledge through story-sharing and mentoring offers.
- Reignited community spirit with shared events and opportunities to engage.

Looking Ahead (2025-2026)

- Maintain and promote the *Celebrating 40 Years* stories resources.
- Launch a Mentoring Circle connecting alumni with current staff and volunteers.
- Host biannual events, encouraging connection, networking and membership growth.
- Develop an alumni volunteer reserve list for occasional support during peak times.

Acknowledgments

Sincere thanks to all founding Alumni members, our planning committee, and current team members who supported the launch of this meaningful initiative. Your contributions continue to shape the culture of care that defines our service.

Geoff Russell
Board member
BHCI Alumni Program Facilitator



“I feel so proud and happy to be part of such an amazing organisation. So many wonderful memories.”
– Sharon - Specialist Palliative Care Nurse 1994 - 2023

Acknowledgement and Inclusion

We:

- Acknowledge the Dja Dja Wurrung and the Wadawurrung peoples, the traditional custodians of the land on which we work and care for our community. We pay our respects to their Elders past, present, and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples. At Ballarat Hospice Care, we honour the cultural traditions, knowledge, and wisdom of First Nations peoples. We are committed to providing compassionate, respectful, and culturally safe care to all individuals and families, embracing diversity and fostering reconciliation in all aspects of our work.
- Are committed to ensuring our services are safe, respectful, equitable and inclusive to all people, their carers and families.
- Welcome and work with people of every age, health status, race, ability, gender identity, sexual orientation, religion, culture, linguistic background, and financial status.



Responsible Ministers and Officers

For the reporting period:

- The Hon. Mary-Anne Thomas MP, Minister for Health and Minister for Ambulance Services
- Professor Euan Wallace AM, Secretary, Department of Health
- Matthew Boelsen, Director, Statewide Specialist Programs, Department of Health
- Theresa Williamson, Manager, Statewide Services and Programs, Statewide and Specialist Programs, Department of Health



“If I had to sum Ballarat Hospice Care up in one word, it would be excellence. Their compassion and complete acceptance of our relationship meant so much. Later, I learned they had the Rainbow Tick, which was so important to Helen and I.”
– Sandy, Family Member



Our Volunteers

Over the past year, BHCI volunteers have continued to play a vital role across every area of our organisation. Their contributions extend well beyond hours served - offering companionship to patients and families, helping people share their life stories, assisting in our Op Shop, maintaining essential equipment, cleaning fleet cars, supporting administration, facilitating meditation for staff wellbeing, tending our gardens, and gathering feedback to help us continually improve our services.

Our Board members, also volunteers, generously contribute their time, expertise, and leadership to help shape BHCI's strategic direction and future.



“As a volunteer, it's given me a real sense of purpose. I first got involved wanting to give something back. Being part of Ballarat Hospice Care is like being part of a big, happy family. I've loved every minute of it.”
– Les, Family member and Volunteer

Volunteer Statistics

- **Active volunteers:** 96
- **Recruits:** 16
- **Resignations:** 3

Measuring Impact

The impact of our volunteer program is measured through hours contributed, volunteer surveys, and feedback from staff, patients, and carers. In 2024-25, BHCI volunteers contributed more than 10,302 hours of service. Using the State of Victoria Volunteer Replacement Cost calculator and compliance to Australian Accounting Standard (AASB1058) Income for Not for Profit Entities, this equates to an in-kind contribution of approximately \$453,906.

This figure highlights not only the financial value of their efforts but also the spirit of generosity and commitment that underpins everything they do. In addition to this, our Op Shop generated \$169,530 in revenue during 2024-25, further supporting the vital work of our volunteers and the care we provide to the community.

The 2024 Volunteer Survey showed increased satisfaction among volunteers, who felt welcomed, valued, and well supported. They spoke of the meaningful nature of their roles, a strong sense of belonging, and appreciation for social connections fostered through BHCI events.

Staff and patient feedback echoed this, highlighting the vital role volunteers play in every area of the organisation. From raising funds that enable free equipment loans to easing loneliness and ensuring our spaces and services run smoothly, volunteers bring compassion, care, and connection to all they do.

Volunteers are an integral part of the organisation. Their dedication strengthens our services, enriches patient care, and reflects the values at the heart of our organisation. We are grateful for their contribution and ongoing commitment.

Maree Povey
Volunteer Manager



From Our Operations Manager

We focus on providing high-quality, compassionate palliative care that meets the needs of our patients and families. Our team works seamlessly, drawing on the skills, knowledge, and expertise of nursing, supportive care, and equipment staff to respond to patients' needs. The care we provide is guided by each patient's wishes, values, and priorities. With their agreement, we plan and deliver care that focuses on what matters most to them.

Over the past 12 months, we have experienced periods of high demand. Being creative, innovative, and flexible in how we provide care is central to our approach. The health and community care landscape continues to evolve, and we advocate strongly for patients and families when accessing support services. We have faced unprecedented challenges in connecting patients with essential community supports, and our adaptability has been key to meeting these needs.

As demand remains high and patients' needs grow more complex, the health and well-being of our team is as important as ever. We provide a flexible and safe workplace and prioritise a healthy, supportive team culture. Every day, we recognise and value each other's skills and expertise, quietly support and encourage one another, and extend compassion and respect. This shared care enables us to continue delivering person-centred care while maintaining our own well-being.

Supportive Care

The Supportive Care team works closely with patients and families, providing practical support and respectful emotional, spiritual, and psychosocial care. Supportive Care Advisors are an integral part of the clinical care delivered by BHCI.

Over time, the complexity of supportive care work has increased, reflecting the challenges and experiences within our community. We are fortunate to have a fully staffed, experienced team with clinical backgrounds in social work and nursing, bringing expertise across a variety of practice areas.

Bereavement support remains a core part of our work, offered both face-to-face and by phone. We have seen an increase in complex grief, with loved ones experiencing prolonged periods of heightened grief. Many patients are reassured knowing we will continue to support their families after their passing.

Collaboration with other providers is key to our success. We work with NDIS and home care providers, case managers, district nursing, mental health supports, and domestic violence services to ensure patients receive comprehensive care.

Our work is guided by our values, the priorities of our patients and their families shape our focus and approach, while the skills and expertise of our Supportive Care Advisors inform and guide our practice in this vital area.



Nursing

Our Nursing team continues to grow and develop, participating in professional development and sharing knowledge through formal and informal in-house education.

The seven-day nursing roster is now fully embedded, allowing us to provide care and support when patients need it most, whether early or late in the week, and across weekends. This approach helps us manage workloads, respond to needs promptly, and provide anticipatory care. Patients and families have shared how reassured they feel knowing care is available across the week.

Our nurses provide community palliative care in patients' homes, often managing complex medical conditions alongside challenging family or household dynamics. Their skill, professionalism, knowledge, and compassion ensure high-quality care in all settings.

Integrated work between the Supportive Care and Nursing teams enables exceptional care and support. Collaboration with the Grampians Regional Palliative Care Team (GRPCT) and Gandarra, the in-patient palliative care unit at Grampians Health, ensures patients receive seamless care, whether at home or during medical review or admission. We value and remain committed to this collaboration, which provides the best possible care for our patients.

Equipment/Stores

An essential and highly valued part of our service is our equipment loan program, which helps patients maintain independence and safety while receiving care at home. Our team efficiently delivers and collects a wide range of equipment, from small items like handheld fans to larger items such as hospital beds, electric recliners, and oxygen concentrators.

Patients and their carers greatly appreciate the equipment provided. Our work in this area is also highly regarded by Occupational Therapists and Physiotherapists from services such as Grampians Health and St John of God Hospital. Strong collaboration and effective partnerships with these providers are key to delivering a seamless healthcare experience for our patients.

All equipment is regularly audited and reviewed, with new items purchased and older equipment replaced as needed. We are grateful for the donations received throughout the year, which help support the ongoing purchase of essential equipment.

Katherine Brumby
Operations Manager

Key Service Statistics



Clinical Service

55%

Patients died in their place of choice

1,256

Average number of monthly contacts
(including after-hours contacts)

2,157

After-hours contacts

15,071

Total contacts for 2024-25
(including after-hours contacts)

Quality, Compliance and Risk

This year has been marked by significant developments, with a strong focus on continuous improvement, governance, and collaboration.

A highlight has been the introduction of our new Clinical and Care Governance Framework. The revised framework provides a structured approach to ensure the delivery of safe, effective, person-centred care. The inclusion of the term 'Care Governance' reflects our commitment to holistic service delivery, encompassing both clinical and non-clinical aspects of care. Several actions have been implemented under the framework to strengthen oversight, governance and quality systems. These actions aim to enhance service delivery, transparency, and accountability.

We have continued to consolidate and refine our Policies and Procedures Framework, ensuring all staff have access to clear, current, and consistently applied guidance to support safe and compliant practice across the organisation.

System improvements have been implemented to strengthen our quality infrastructure. This includes the adoption of a new platform to support compliance, quality management, and risk management. This platform aims to streamline internal registers, improve information visibility, and support accreditation and self-assessment efforts against service standards moving forward.

Collaboration has been a major focus throughout the year. A significant milestone has been the launch of our BHCI Intranet, accessible to both staff and the Board of Governance, which enhances internal communication, promotes information sharing, and provides a central hub for key resources.

Through consultation with staff, we have revised and strengthened our Occupational Health & Safety (OH&S) Framework, establishing multiple Designated Work Groups (DWGs) to ensure representation and responsiveness. We extend our thanks to our three newly appointed Health and Safety Representatives (HSRs), whose leadership and input have been invaluable.

Workforce development has remained a priority, with a particular focus on eLearning. Our Human Resource Management system now includes a dedicated eLearning platform, enabling staff to access flexible, on-demand training and development opportunities. This approach supports compliance and professional growth, while also accommodating the diverse learning needs of our workforce.

As we move into 2025/2026, we remain committed to embedding these initiatives, strengthening our quality systems, and supporting a culture of continuous improvement across BHCI.

Carer Recognition

Ballarat Hospice Care takes all practical measures to ensure that its employees and agents have an awareness and understanding of the care relationship principles in relation to the Carer Recognition Act 2012 (Vic) and the Statement for Australian Carers in the Carer Recognition Act 2010 (Cth).

Child Safety

Ballarat Hospice Care is committed to creating and maintaining a child safe organisation where protecting children and preventing and responding to child abuse is embedded in the everyday thinking and practice of all management, employees, volunteers and contractors. Ballarat Hospice Care has zero tolerance for child abuse.

Statement of Attestation: Risk Management Compliance

Ballarat Hospice Care is required to annually attest to its compliance with the mandatory requirements of the Victorian Government Risk Management Framework (VGRMF August 2020). Ballarat Hospice Care has completed the process and undertaken an audit against the supplied checklist to support this attestation and has recorded any findings of non-compliance to ensure continual improvement of the risk management function.

In addition, Ballarat Hospice Care has met the accreditation requirements of the Quality Improvement Council's Health and Community Services Standards 7th Edition without any recommendations for Standard 1.6 Risk Management. Appropriate internal controls exist to review and address integrity, fraud and corruption risks.

Website

Ballarathospicecare.org.au



“Ballarat Hospice Care... they don't just care for the patient, they care for the entire family. They understood what I was going through, always offering emotional support and guidance.”

– Shirley, Family Member and Volunteer

Further Acknowledgements

Our achievements would not be possible without the generous support, guidance, and collaboration of our partners. We gratefully acknowledge the following contributors:

Health and Palliative Care

- Central Grampians Palliative Care
- General Practitioners and Specialists
- Grampians Health, in particular the Gandarra Palliative Care Unit
- Grampians Public Health Unit
- Grampians Regional Palliative Care Team
- Grampians Region Palliative Care Consortium
- PalCare
- Palliative Care Outcomes Collaboration
- Palliative Care Services at St Vincent's Hospital, Melbourne
- Palliative Care Victoria
- St John of God Hospital
- Western Health Bacchus Marsh Community Palliative Care
- Western Victoria Primary Health Network
- Wimmera Palliative Care Service

Government

- Australian Government Department of Health and Aged Care
- City of Ballarat
- Golden Plains Shire
- Hepburn Shire
- Moorabool Shire
- Pyrenees Shire
- Victorian State Government, particularly the Department of Health

Community Supporters

- Ballarat Cemeteries Trust
- Ballarat Community Health
- Ballarat Foundation
- Committee for Ballarat and the Future Shapers Program
- Compassionate Ballarat
- Peace of Mind Foundation



Strategic Projects and Service Improvement

Comprehensive Palliative Care in Aged Care Project

Ballarat Hospice Care received a \$325,000 grant from the Victorian Department of Health to improve access to palliative care for aged care residents in July 2024. This funding is part of a suite of initiatives under the joint Australian Government Department of Health and Aged Care and Victorian Government Department of Health-funded Comprehensive Palliative Care in Aged Care (CPCiAC) national project agreement.

To maximise the benefit of this funding, extend its reach beyond the BHCI service area, and ensure the sustainability of outcomes beyond the project's lifespan, the project was delivered in collaboration with the Grampians Region Palliative Care Consortium (GRPCC) and the Grampians Region Palliative Care Team (GRPCT), auspiced by Grampians Health.

The 2024/25 CPCiAC Project was built on the successful 2023/24 pilot, which developed and trialled a framework enabling residential aged care staff to systematically identify palliative care needs early, well before the end-of-life, and to guide the appropriate response. In 2024/25, the CPCiAC Project expanded across the Grampians region, inviting all 52 residential aged care facilities (2,717 beds) to participate.

An assessment with participating facilities identified gaps in generalist and specialist palliative care. Tailored recommendations, reflecting each facility's resources and local supports, were developed and discussed, providing a roadmap for strengthening care. By the end of the financial year, 50 facilities (96%) completed this process. Based on this engagement, three project priorities were confirmed.

Priority 1: Implementation of tailored recommendations with a focus on implementing a systematic approach to identifying and responding to palliative care and end-of-life care needs

CPCiAC Project Officer Donna Walter supported facilities to implement tailored recommendations, prioritising a systematic approach to identifying and responding to palliative and end-of-life care needs. This included:

- **Training key staff** via a train-the-trainer model in tools to identify palliative care needs, monitor symptoms, and use the process map to guide responses to identified needs and symptoms.
- **Integrating tools and process maps** into existing processes and daily routines.
- **Supporting regular After Death Audits** and systematic analysis to identify quality improvement opportunities.
- **Facilitating the nomination of at least one palliative care champion** per facility (if not already in place) to lead change implementation, ensure sustainability, and promote participation in capability-building activities.

Priority 2: Building workforce capability

A range of initiatives were implemented to support *Priority 2: Building palliative care capability within the aged care workforce*, including:

- **Introducing a monthly aged care palliative care newsletter** to share updates, resources, and best practice information (GRPCC).
- **Facilitating an Aged Care Palliative Care Community of Practice**, meeting bi-monthly to encourage peer learning and collaboration (GRPCC).
- **Sponsoring two 'Aged Care Study Days'** in Ballarat and Ararat, facilitated by the GRPCT.
- **Providing sponsorship opportunities** for residential aged care Registered Nurses to participate in the *Transition to Specialty Palliative Care Practice* course, facilitated by the GRPCC, delivered in partnership with the Gippsland Region Palliative Care Consortium, Palliative Care South East, and the Australian College of Nursing.
- **Preparing aged care palliative care sample resource folders** for staff, and for residents (where appropriate), families, and friends to support best practice and awareness of available resources.

Priority 3: Engaging the wider care team

This priority extends support beyond residential aged care staff to include GPs and local specialist palliative care teams, depending on residents' needs. Introducing GPs to the tools used in facilities fosters a shared language and evidence-based approach, strengthening coordinated, person-centred palliative care.

Medical Director Dr Russell Pearce led GP practice visits, delivering face-to-face education on the tools, processes, and general palliative care. The project also engaged community palliative care services, with a local specialist clinician participating in visits and online sessions to reinforce collaboration across the care continuum.



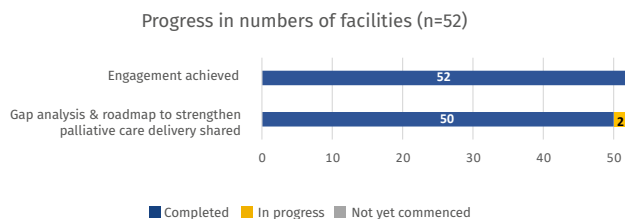
“Our goal is to make comprehensive palliative care a seamless part of everyday practice in aged care. By fostering early identification and intervention, we can ensure residents receive the care they need at the right time, improving their quality of life and supporting the staff who care for them.”

– Andrew Howard, CEO

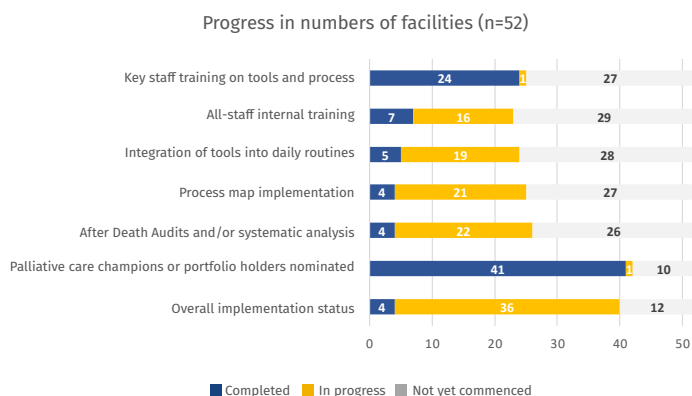
Ballarat Hospice Care

Outcomes and output

Engagement and Tailored Roadmap to Strengthen Palliative Care Delivery



Priority 1: Implementation of tailored recommendations with a focus on implementing a systematic approach to identifying and responding to palliative care and end-of-life care needs



Priority 2: Building workforce capability

- Monthly newsletter distribution: Since September 2024, reaching at least one staff member at each of the 52 facilities (GRPCC).
- Community of Practice: Established March 2025; meets bi-monthly (GRPCC).
- Aged Care Study Days: Sponsored 99 aged care staff, representing at least 56% of facilities.
- Specialty Palliative Care Training: Sponsored 12 Registered Nurses (representing 10% of facilities) to undertake the Transition to Specialty Palliative Care Practice course.
- Reverse Program of Experience in the Palliative Approach (PEPA) placements: Hosted by 12% of facilities as recommended by the CPCiAC Project.

Priority 3: Engaging the wider care team

- Developed a GP resource to support and strengthen the delivery of care for aged care residents with palliative care needs and symptoms.
- Conducted four GP practice visits, educating 26 GPs, one medical student, and one practice nurse on the systematic approach and tools implemented in residential aged care facilities in Ballarat and Ararat.
- Provided education to community palliative care teams on the systematic approach and tools being implemented in residential aged care facilities in the region.

Acknowledgements

We gratefully acknowledge the Australian Government Department of Health and Aged Care, and the Victorian Department of Health for enabling this project, and in particular thank Theresa Williamson for her valued support.

BHCI also acknowledges the generous contributions of the Steering Committee, GRPCC, and GRPCT for their enthusiasm and commitment.

We extend our thanks to the aged care managers and staff who engaged with us to improve outcomes for their residents.

Finally, we warmly thank all staff and volunteers involved for their valuable contributions.

Diane Nimmo
Strategic Projects and Research Manager



Donations

We sincerely thank all our donors for their generous support throughout the 2024-2025 financial year.

Every donation, large or small, helps us support patients in their homes, offer bereavement care, and provide vital resources and equipment. Your generosity ensures that we can continue to respond to the needs of our community with care, compassion, and excellence.

If any adjustments are needed, please contact us so we can ensure the donor list is accurate and complete.



“We’re lucky to have 40 years of hospice care in Ballarat. It’s such an important part of this community. Without them, I honestly don’t know where we’d be. I’ve seen firsthand how much people care – staff, volunteers, everyone – and I’ll always be a strong advocate for Ballarat Hospice Care.”

– Stefan Batstra, Family Member and Supporter

Members

Dr Bhajanpreet Singh Rawal
Bryan and Keryn Crebbin
Dr David Deutscher
David Harris
Don and Sharon Moss
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Herbert Smith
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Estate Bequests in Memory of

Estate of the Late Judyth Helen Evans
The Isobella Foundation

In Memory

Anthony ‘Tony’ Pennington
Campbel Vincent
Chok Dunn
Rev. David Volk
Diane Hook
Eileen Devenish
Elaine Seuren
Enid Daniell
Frederick ‘Rae’ Burzacott
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Yvonne Margaret Burge

Ballarat Hospice Care

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Financials

The full financial report is available on the website.



“Ballarat Hospice Care is a remarkable community resource. It’s been here for 40 years, and we are so fortunate to have it. Let’s support it. Let’s nurture it. Let’s make sure we never lose it.”
– Michelle, Community Engagement Manager
(2022 - 2025) and Family Member



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