BALLARAT HOSPICE CARE INC.
Home Based Palliative Care



2025–26 Annual Report

Supportive Care



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BALLARAT HOSPICE CARE INC.
Home Based Palliative Care

From our Board Chair and CEO



As we reflect on the 2025/26 financial year, we do so with a deep sense of gratitude, purpose and optimism. Ballarat Hospice Care Inc. (BHCI) continues to play a vital role in supporting people living with life-limiting illness and their families, delivering compassionate, home-based palliative care across Ballarat and surrounding communities.

For more than four decades, our organisation has remained committed to ensuring people can receive high-quality palliative care in the place they are most comfortable, their home, surrounded by those who matter most. While the healthcare landscape continues to evolve, and demand for our service increases, our purpose remains unchanged: to provide care that is person-centred, responsive, and grounded in dignity, respect and compassion.

During the year, we continued to witness growing demand for specialist palliative care services, reflecting broader demographic changes, an ageing population, and increasingly complex healthcare needs. Meeting this demand requires not only clinical excellence, but also strong partnerships, innovation and a workforce equipped to respond to the unique needs of every patient and family we support.

At the heart of our organisation is a remarkable team of staff whose dedication, skill and compassion enable us to provide high-quality, person-centred care to patients, families and carers. Across clinical, supportive care, operational and administrative roles, our staff bring professionalism, commitment and kindness to their work each day, making a meaningful difference in the lives of those entrusted to our care.

Equally, our volunteers continue to play an invaluable role in supporting patients, families and carers, while strengthening the connection between BHCI and the community that sustains us. Their generosity, compassion and willingness to give their time remain one of our greatest strengths, reflecting the shared purpose and community spirit that sit at the heart of Ballarat Hospice Care.

This year has also reinforced the importance of collaboration across the health and community sectors. Through our partnerships with hospitals, healthcare providers, community organisations and funding bodies, we continue to work towards a shared goal of improving access to quality palliative care and supporting positive end-of-life experiences for all members of our community.

As an organisation, we remain focused on sustainability and continuous improvement. We recognise the responsibility entrusted to us by our community, funders and supporters, and we are committed to ensuring that BHCI remains well positioned to meet future challenges and opportunities. Investment in our workforce, systems and service development, education and community engagement will continue to be central to our efforts as we plan for the years ahead.

While much has changed since BHCI was established in 1985, our values continue to guide everything we do. Kindness, respect, honesty, trust, loyalty, skill and willingness remain the foundation of our service and the lens through which we support patients, carers, families and one another.

We acknowledge and thank every person who contributes to the success of BHCI. To our staff, volunteers, Board members, donors, supporters and community partners, your ongoing commitment enables us to provide care and support when it is needed most.

Most importantly, we honour the patients and families who have allowed us to share part of their journey. Their courage, resilience and stories continually remind us of the profound privilege and responsibility of the work we do.

Together, we remain committed to ensuring that BHCI continues to provide compassionate, high-quality palliative care for our community, now and into the future.

Meredith Johnson
Board Chair

Andrew Howard
Chief Executive Officer

Celebrating our community

Following our 40th anniversary, 2025/2026 has been a year to recognise the generosity and community support that continue to sustain BHCI.

Since 1985, we have grown from a volunteer-led initiative into a trusted community-based palliative care service. This growth has been made possible by people who generously give their time, skills, donations, partnerships and commitment to compassionate care close to home.

Community support remains central to our organisation. Volunteers, donors, supporters, partners, staff, Board members, patients and families all contribute to the shared purpose that enables us to care for people during some of life's most vulnerable moments.

This generosity reflects the heart of BHCI and the strength of the community around us. We look ahead with deep gratitude for the community support and relationships that have enabled compassionate palliative care across Ballarat and the wider region this year.

The following stories are just a few examples of community support in action.



Lyla & Polly

Lyla and Polly

After their grandmother died at home in 2023 with support from the BHCI team, Lyla and Polly wanted to give back. They had already been making jam, biscuits and cordial for a small Christmas fundraiser, and decided future proceeds would support BHCI.

For the girls, fundraising has become a meaningful way to honour their grandmother's memory while helping others experience comfort, care and connection at the end-of-life.

This ongoing tradition is deeply appreciated. Lyla and Polly's generosity helps us to provide care and support in the community, enabling people with life-limiting illness to remain at home, surrounded by carers, family and friends, just as their grandmother was able to do with the support of BHCI.

Lyla and Polly's story



Op Shop

Ballarat Hospice Care Op Shop

The Ballarat Hospice Care Op Shop is a valued example of community support in action, raising funds that help BHCI provide specialist palliative care close to home.

Through the generosity of donors, shoppers and supporters, each donated item helps support care for local patients and families.

This community impact is made possible by dedicated volunteers who give their time and care to keep the shop welcoming, well stocked and focused on quality, affordable items.

We are grateful to everyone who supports the Op Shop and, through it, helps sustain compassionate palliative care across our community.

Cutting Edge

Since 2022, the Cutting Edge has generously supported Ballarat Hospice Care through annual fundraising.

This year, Andrea and Cutting Edge clients continued their generous support of BHCI, building on their contributions over the past three years. Andrea began fundraising for BHCI during COVID and has continued to raise both funds and awareness for our service and other Ballarat charities. Thank you, Andrea and Cutting Edge, for your continued support.

Cutting Edge



Barbara and her Beautiful Blankets

For many years, Barbara has crocheted blankets and donated them to BHCI. Even after moving to Queensland, she has continued to send blankets each year so they can be provided to patients for extra comfort at home while receiving palliative care.

This year, Barbara and her husband visited while travelling through Victoria to deliver her latest colourful collection of blankets. Thank you, Barbara, for your continued support and kindness.

Barbara's Generosity



Order of St John of Jerusalem

In August 2025, BHCI welcomed H.E. Bailiff Paul Borg, Lieutenant Grand Master Malta and international leader of the Order of St John of Jerusalem, during his visit from Malta.

Together with Ballarat Commander Chevalier Peter Morey KJSJ, Mr Borg presented a donation to BHCI on behalf of the Ballarat Order of St John of Jerusalem to support local in-home palliative care.

The Ballarat Order has been a longstanding supporter of BHCI through BLOC Music Theatre productions, including this year's The Wizard of Oz, and continues to make a positive impact by supporting both local and international charities. We are appreciative of The Order's ongoing support of BHCI.

Rotary Club of Ballarat South and the Rotary Club of Wendouree Breakfast

This year, we were proud to participate in the 2026 Community Assistance Raffle, a community-led initiative supporting people and families across Ballarat.

Delivered in partnership with the Rotary Club of Ballarat South and supported by the Rotary Club of Wendouree Breakfast, this raffle brought together local organisations and the community to make a meaningful difference within their local communities.

Funds raised through the raffle were shared between BHCI and the Ballarat Regional Integrated Cancer Centre (BRICC) Wellness Centre. We are grateful to the Rotary Club of Ballarat South and the Rotary Club of Wendouree Breakfast for their collaboration and support in raising much-needed funds for palliative care services in Ballarat.

Order of St John of Jerusalem



Engaging with our Community



Ageing Well Expo

National Advance Care Planning Week

During National Advance Care Planning Week in March, our team connected with community members at Ballarat Library, sharing information and resources in a welcoming, accessible space.

It was a valuable opportunity for people to ask questions, collect helpful information and have open, supportive conversations with the BHCI team.

National Palliative Care Week

In May, we marked National Palliative Care Week with a series of community activities that helped raise awareness, build understanding and encourage meaningful conversations about palliative care:

- Information session at Ballarat Regional Integrated Cancer Centre (BRICC)
- Information table at Grampians Health Ballarat Hospital
- Conversations and cupcakes at Ballarat Hospice Care Op Shop

These activities created warm and approachable opportunities to connect with people, answer questions and build greater understanding of the care BHCI provides.





NPCW

Community Events

Throughout the year, our team was out in the community at a variety of local events and expos, sharing information about palliative care, promoting volunteer opportunities and strengthening connections with the people and organisations around us.

This included participating in the Ballarat Ageing Well Expo and the Ballarat Foundation's Volunteer Expo, where we spoke with community members about the support BHCI provides and the many ways people can get involved. We also delivered presentations to community groups, creating opportunities for open conversations, questions and greater understanding of palliative care in our local community.



Volunteer Expo



Acknowledgement and Inclusion



We support and respect people of all ages, races, abilities, gender identities, sexual orientations, religions, cultures, and backgrounds.

We are committed to providing compassionate, respectful and culturally sensitive care to all individuals and families through valuing diversity and participation of all people, including but not limited to people from LGBTQIA+, culturally and linguistically diverse and disability communities, and Aboriginal and Torres Strait Islander peoples.

We acknowledge the Dja Dja Wurrung and the Wadawurrung people, 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 embracing diversity and fostering reconciliation in all aspects of our work.

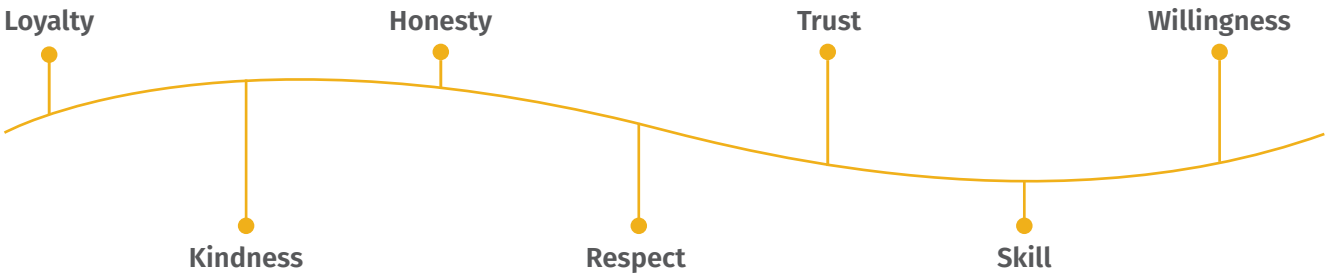
BHCI is a proud Rainbow Tick accredited organisation. We are committed to creating a comfortable, safe and inclusive environment where people who are lesbian, gay, bisexual, transgender, intersex, gender diverse, queer or questioning, and their communities, feel respected and supported.



Who We Are

We are a team of specialist palliative care clinicians, supportive care advisors, compassionate administration and support staff, and volunteers. Established by community members in 1985, our not-for-profit organisation supports patients, 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
- Caring for ourselves and each other enables us to care for others
- Bereavement support is an essential element in supporting people after significant loss.



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 (retired November 2025)
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

Honouring The Honourable Rob Knowles AO

BHCI was deeply saddened by the passing of our Patron, The Honourable Rob Knowles AO, in April 2026. Rob was a respected leader and long-standing advocate for palliative care in Ballarat and across the region.

His decades-long connection with BHCI included valued leadership as Victoria's Minister for Aged Care and, from 2014, as Patron of BHCI. Rob's commitment to dignity, compassion and quality end-of-life care has left a lasting legacy within BHCI and the wider community.

We extend our heartfelt condolences to Rob's family and loved ones and remember him with deep respect and gratitude.



2016 Fundraising Appeal



Our Team

Chief Executive Officer
Andrew Howard

Operations Manager
Katherine Brumby

Medical Director
Dr Russell Pearce

Finance Manager
Kerrie Smith

Quality and Compliance Manager
Kath Steenhuis (farewelled July 2025)
Miranda Brockman (welcomed October 2025)

Strategic Projects and Research Manager
Diane Nimmo

Nursing Coordinators
Melanie Pither
Vicky Smith
Janine Lynch

Specialist Palliative Care Nurses
Catherine McLean
Christine Henderson
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
Sharon Murray (welcomed December 2025)

Administration
Caryl Whitfield
Lee Ellis
Sue Blandford (welcomed February 2026)

Op Shop Coordinator
Roger Simkin

Stores Coordinator
Daryl Jones
Peter Jones
(farewelled April 2025, retrospectively acknowledged)

Equipment & Maintenance
Brian Harrison
Chris Bailey (welcomed January 2026)
Max Watson (farewelled December 2025)

Comprehensive Palliative Care in Aged Care Project Officer
Donna Walter

Volunteer Manager
Maree Povey

Communications and Engagement Coordinator
Gemma Kelly

Recognition

This year, we acknowledge and celebrate staff and volunteers whose service, leadership and commitment have made a lasting contribution to BHCI.

25 years of service

Leanne Burns and Mandy Martin

In 2026, we proudly recognise an extraordinary milestone: 25 years of service from Leanne Burns and Mandy Martin. Their shared achievement reflects the dedication, compassion and commitment that sit at the heart of our organisation.

Leanne and Mandy began their journeys with BHCI in 2001, bringing with them a professional connection that has grown into a lasting friendship. Over the years, they have supported one another through many personal and professional milestones, while continuing to provide steady, compassionate care to patients, families and carers.

Their contribution extends well beyond their roles. Through their professionalism, integrity and calm presence, Leanne and Mandy have helped shape the culture of Ballarat Hospice Care and the way we support people during some of life's most vulnerable moments.

Leanne & Mandy



Together with the wider team, they continue to demonstrate BHCI's values through everyday acts of care, kindness and resilience. Their influence is lasting, their contribution deeply valued, and their legacy woven into the fabric of our service.

Thank you, Leanne and Mandy, for 25 years of extraordinary dedication, loyalty and compassion. Your contribution has made a lasting difference to BHCI and to the many lives you have touched.

Volunteer Milestones

We appreciate and honour the support, willingness and dedication of our volunteers. This year, we acknowledge a number of volunteers who have reached significant service milestones.

5 years of service

Jan
Julie
Anne

10 years of service

Carole



Pete Jones

Farewells

All at BHCI acknowledge the valuable contributions of:

Staff

Kath Steenhuis – Quality and Compliance Manager (farewelled July 2025)

Max Watson – Stores and Equipment (farewelled December 2025)

Peter Jones – Stores Coordinator (farewelled April 2025, retrospectively acknowledged)

Board

Geoff Russell – Board Member (farewelled November 2025)

Volunteers

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

Wendy	Lyn
Deb	Joan
Jill	Robyn
Deb	Aileen
John	Alison

Please note: With respect for privacy, volunteer names are listed using first names only.

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 Palliative Care – Regional Consultancy (formerly 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
- Compassionate Ballarat



Compassionate Ballarat

Acknowledgement of Support

BHCI is supported by the Victorian Government through the Department of Health. We gratefully acknowledge this core funding which enables us to provide specialist, home-based palliative care and bereavement support services at no cost to patients and families across the Ballarat region.

VICTORIA



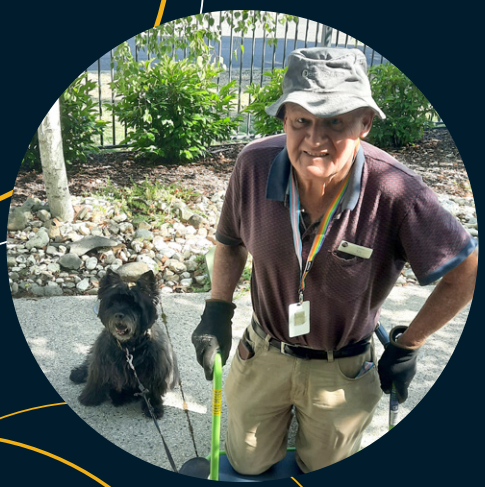







BALLARAT
HOSPICE
CARE INC.
OP SHOP








OP SHOP





Our Volunteers

Volunteers continued to make a significant and deeply valued contribution to BHCI throughout this financial year. Across patient and carer support, fundraising, administration, operational assistance, governance and wellbeing initiatives, volunteers helped strengthen the organisation's capacity to provide compassionate, home-based palliative care to the community.

Within the 2025/2026 financial year, 97 active volunteers, including Board members, contributed their time, skills and care, providing 9,534 hours of service.

This contribution represents an estimated in-kind value of $419,972 and highlights the scale and importance of volunteering across BHCI.

2025/2026 Volunteer Contributions

Total Volunteers:
97 active volunteers
(including Board members)

Total Volunteer Hours: 9,534

Estimated In-Kind Value: $419,972
(calculated using the State of Victoria Volunteer Replacement Cost Calculator and Australian Accounting Standard (AASB1058) Income for Not-for-Profit Entities)



Impact of Volunteers

Volunteers provided social connection, companionship, respite and practical support for patients and carers:

- Supportive Care volunteers recorded approximately 318 visits and phone calls
- Activities included patient support visits, dog walking, biography work and telehealth assistance
- Volunteers helped reduce isolation, build confidence and support patients to remain connected and comfortable at home.

Behind the scenes, volunteers also supported the everyday operations that enable quality care:

- Their work included fleet vehicle detailing, returned equipment cleaning, gardening, administrative tasks, preparation of patient and carer resources, support for mail outs and newsletters, and assistance with organisational projects.
- These contributions helped staff maintain service quality, improve efficiency and focus more time on care and support for patients and families.

Volunteer involvement also strengthened community connection and inclusion, including through continued fundraising and community visibility at the Op Shop, participation in the Reach for the Rainbow Committee, meditation sessions supporting staff wellbeing, and a welcoming presence at community engagement events.

The impact of volunteering extends well beyond measurable hours and financial value for the organisation. Volunteers bring kindness, skills, time and human connection to people at vulnerable moments in their lives. Their contribution reflects the heart of BHCI's mission.

Maree Povey
Volunteer Manager



From our Operations Manager



Our team is committed to providing high-quality, compassionate palliative care. Together, our supportive care, nursing and equipment staff bring the knowledge, skills and expertise needed to respond to the individual needs, wishes and values of patients and families.

We provide care and support that meets our patients' wishes, aligns with their values, and focuses on what is important to them. This person-centred approach is the foundational principle that defines BHCI's care delivery every day.

Demand for community-based palliative care continues to grow, with BHCI receiving an average of 5–10 new referrals each week across our service area. As need increases, we work creatively and collaboratively with patients, families and carers to identify supports that reflect their priorities and what matters most.

We continued to prioritise the health and wellbeing of our team throughout the year, introducing several initiatives to support staff wellbeing and strengthen our team culture.

A key initiative has been the trial of Reflective Practice sessions for nursing and supportive care team members. Facilitated by an experienced healthcare professional, the sessions provide a supportive space for staff to reflect, learn from one another and strengthen their daily practice.

We remain committed to providing a flexible, safe and supportive workplace. Our values of teamwork, kindness and respect continue to guide how we work together each day.

Education and Development

During 2025/26, BHCI hosted 2 PEPA placements, 6 nursing student placements totalling 17 weeks, and 12 medical students. We also supported staff professional development, with three staff members attending the Oceanic Palliative Care Conference (OPCC) in Brisbane and 3 staff members attending the Victorian Palliative Care Summit in Melbourne.

Supportive Care

The Supportive Care team is central to BHCI's holistic approach, providing practical, emotional, spiritual and psychosocial support, helping patients and families focus on what matters most as they approach end-of-life.

As patient and family needs become more complex, our fully staffed and experienced team brings strong backgrounds in social work and nursing, along with expertise across a range of practice areas. This year, we welcomed Sharon Murray to the team, bringing valuable experience and a thoughtful approach to supporting patients and families..

Bereavement support remains a vital part of our service, provided both face-to-face and by phone. We have seen an increase in complex grief, with some loved ones needing support over a longer period. For many patients, knowing their families will continue to be supported after their death provides comfort and reassurance.

The team is continuing to explore ways to strengthen bereavement support into the future. We are also responding to a growing need for palliative care support for people living with disability, working with NDIS and home care providers, case managers, district nursing, mental health supports and family violence services to provide coordinated, comprehensive care.

Nursing

Building on our holistic model of care, the Nursing team continues to grow through professional development and the sharing of knowledge in both formal and informal in-house education.

Our seven-day nursing roster is now embedded, enabling more responsive care across weekdays, weekends and after hours. Patients and families have responded positively, often saying they feel reassured knowing care is available throughout the week.

Our nurses provide community-based palliative care nursing in patients' homes, supporting people with complex medical conditions while often navigating complicated family or household circumstances. Their skill, professionalism, knowledge and compassion ensure high-quality care in every setting.

The close collaboration between our Supportive Care and Nursing teams enables exceptional care and support for patients and families throughout their journey with BHCI.

Medical Director

Our multidisciplinary approach is further strengthened by the contribution of Medical Director Dr Russell Pearce, particularly through medical review and consultation for patients receiving care at home.

Russell has also provided important input into the regional Comprehensive Palliative Care in Aged Care (CPiAC) project and supported the ongoing development of our clinical team through in-house education.

Collaboration

Alongside our internal multidisciplinary team, ongoing collaboration with Grampians Palliative Care – Regional Consultancy, formerly Grampians Regional Palliative Care Team, and Gandarra Palliative Care Unit remains essential. These partnerships strengthen access to specialist, person-centred palliative care and support for patients and families when it is needed.

We remain committed to working collaboratively with our health partners to support patients and families.

Equipment and Stores

Our equipment loan program remains an essential part of BHCI's care, helping patients stay safe and independent at home. The Equipment and Stores team supports timely access to quality equipment through regular audits, reviews, replacements and generous donations. Patients and families often express appreciation for this support. This year, we welcomed Chris Bailey and farewelled Max Watson.

This work is further strengthened by collaboration with Occupational Therapists and Physiotherapists from Grampians Health and St John of God Hospital, supporting coordinated equipment care as part of a seamless patient experience.

Katherine Brumby
Operations Manager

Our Impact

These service statistics highlight our impact across care delivery, staff wellbeing, supportive care, nursing, medical input, collaboration, and equipment services during 2025/26.



397
Referrals



311
Admissions



58
Discharges



259
Deaths



95
Home deaths



185
Individual patients
(average per month)



494
Total patients annually

Clinical Service

56%

Patients died in their place of choice

1,320

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

2,001

Total after-hours contacts

15,835

Total contacts for 2025-26
(including in and after-hours contacts)

Quality and Compliance

This was a significant year for BHCI, with accreditation achieved in April against the QIC Health and Community Services Standards and Rainbow Tick Standards.

The positive outcome reflected the dedicated work of staff and volunteers in updating and refreshing systems that support safe, high-quality care for all patients and families at all times. Planning is already underway for re-accreditation in three years, when BHCI will work towards the National Safety and Quality Primary and Community Healthcare (NSQPCH) Standards, with timelines and priorities set for ongoing innovation and development.

Assessment against the National Safety and Quality Primary and Community Healthcare (NSQPCH) Standards has highlighted consumer partnerships as an important growth area for BHCI. While we already have strong processes in place to seek feedback from patients and families, our next step is to deepen this engagement by working more closely with patients, families and the broader community to help shape our services. This work has commenced as BHCI develops a Consumer Framework and explores carefully considered strategies to involve consumers more meaningfully in service planning and improvement.

A key highlight has been the establishment of the BHCI Green Team, driven by strong staff enthusiasm with several projects already underway. One notable initiative has enabled Victorian Container Deposit Scheme refunds to be donated directly to BHCI.

Renewed focus on workforce development is underway through a multipronged approach. Strategies include embedding and refining the online education platform introduced last year, commencing weekly short 'Tiny Training' sessions to provide updates and education on the run, and sourcing external providers for subject areas that need more intensive, in-person education.

With the expansion of Occupational Health and Safety (OH&S) legislation to include psychosocial health and wellbeing, the OH&S Committee conducted an audit to identify strengths and opportunities for improvement in this area. Key initiatives include reviewing staff safety measures for home visits and trialling Reflective Practice sessions to provide emotional and spiritual support for staff.

Behind the scenes, quality and compliance work continues through regular audits, legislative updates, incident reviews, and updates to policies and procedures. The communication and improvement activity that follows is just as important, ensuring learnings are shared and translated into meaningful action. The continued growth of BHCI's SharePoint is strengthening access to information, projects and improvement activities across all levels of the organisation, from the Board of Governance through to clinical staff on the ground. Ultimately, this work supports the people providing care every day, enabling them to continue delivering compassionate, kind, safe and high-quality care to patients and families.

Miranda Brockman
Quality and Compliance Manager

Statement of Attestation: Risk Management Compliance

Ballarat Hospice Care is not required to attest to compliance with the Victorian Government Risk Management Framework. However, as part of its commitment to strong governance and effective risk oversight, the Board's Risk and Compliance Committee undertakes this process annually. In November 2025, a self-audit against the supplied checklist identified no findings of non-compliance.



Miranda Brockman

The Alumni Program

The BHCI Alumni Program continued to develop during 2025/26, with a focus on maintaining meaningful connections with former staff, volunteers, Board members and stakeholders who have contributed to the organisation over many years.

The program provides a forum to preserve and share the history of BHCI, support the development of a Life Membership process, and draw on the knowledge and experience of long-serving past contributors. It also gives members an opportunity to stay connected, promote BHCI in the wider community, and offer feedback on current programs.

At the BHCI Alumni gathering held in February 2026, the purpose of the program was reaffirmed as a relationship-based community centred on connection, shared history and goodwill. The gathering provided an opportunity for Alumni members to reconnect, receive organisational updates, and share feedback on how the program could continue to offer flexible and valued involvement.

Following the gathering, survey feedback confirmed strong support for an Alumni Program focused on connection, regular updates and shared values. Members expressed interest in one to two in-person gatherings each year, supported by a biannual electronic newsletter to help maintain connection between meetings. Feedback also supported a flexible approach, allowing members to contribute in meaningful ways that suit their interests and capacity.

We thank Alumni members for their ongoing connection, feedback and contribution to BHCI.

Geoff Russell
BHCI Alumni Program Facilitator



Geoff Russell

BHCI Staff in 2008



Strategic Projects and Service Improvement

Comprehensive Palliative Care in Aged Care Project

The Comprehensive Palliative Care in Aged Care (CPCiAC) Project continued in 2025/26 using remaining funding from a $325,000 Victorian Government grant to improve palliative care access for aged care residents. The funding formed part of the CPCiAC national project agreement, jointly funded by the Australian Government Department of Health and Aged Care and the Victorian Government Department of Health.

Delivered with the Grampians Region Palliative Care Consortium (GRPCC) and Grampians Palliative Care – Regional Consultancy (formerly Grampians Regional Palliative Care Team), the project built on the 2023/24 pilot model focused on early identification of and response to deterioration and palliative care needs.

In 2025/26, the project supported residential aged care facilities to implement tailored recommendations, build workforce capability, engage care teams, and adopt resources for long-term sustainability. Project Officer Donna Walter worked with Residential Aged Care Facilities (RACFs) across the Grampians region to support systematic recognition and response to palliative care needs.

All 52 RACFs received tailored recommendations, with 51 facilities (98%) committing to the CPCiAC approach. By project completion, 42 had implemented the systematic approach or were well advanced, while the remaining 12 facilities facing operational challenges received guides and resources to support future adoption.

Capacity building remained a central focus, supported through the promotion and facilitation of education initiatives, the distribution of palliative care resource folders to all 52 facilities, and an increase in palliative care champions. The project continued to engage the wider care team through four additional online GP education sessions delivered by Dr Russell Pearce and shared progress with four community palliative care teams.

To support outcomes beyond funding, the team developed implementation guides, model of care resources and GP education materials, and shared learnings through regional and sector forums.

To view all project output, visit our website: www.ballarathospicecare.org.au/strategic-projects.

In the 2026/27 financial year, the CPCiAC Project will transition from a government-funded initiative led by BHCI to a sustainably embedded program within GRPCC, ensuring the continuation of this important work.



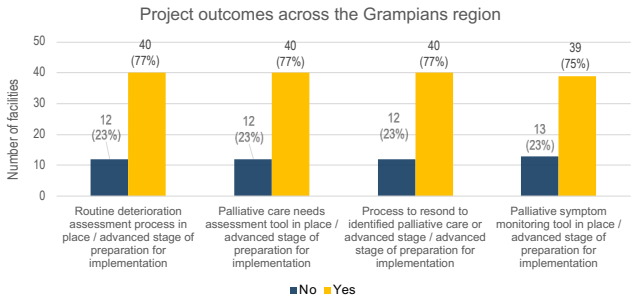
Project Mercy Place

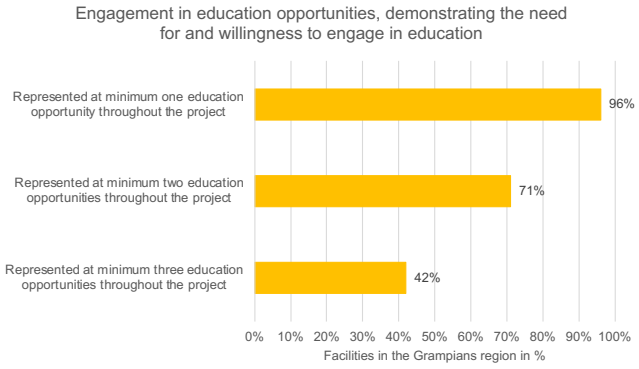
Residential aged care staff from Mercy Place Ballarat with BHCI's Comprehensive Palliative Care in Aged Care Project Officer, Donna Walter.

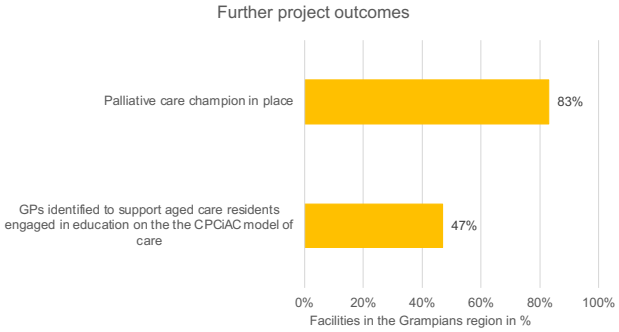


"This project has demonstrated the value of collaboration in addressing the unique challenges of aged care. We're proud to support aged care teams in delivering the compassionate and comprehensive care their residents deserve."
– Andrew Howard, CEO

Overall project outcomes







Acknowledgements

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Diane Nimmo
Strategic Projects and Research Manager



Diane Nimmo

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Every donation, large or small, helps us support patients in their homes, offer bereavement care, and provide vital resources and equipment. Your generosity ensures we can continue responding 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.



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