



# Strategic Plan

**2025-2029**

Empowering communities to thrive through equitable health and wellbeing





# In 2015, Marathon Health was established to address gaps in health services for people living in regional, rural and remote areas.

We exist because country Australians don't have the same level of accessible healthcare as their metro counterparts – and we're committed to changing this.

**Through a focus on collaboration, innovation and rural health workforce development**, we aim to reduce inequity of access and improve health and wellbeing outcomes in the communities where we live and work.

Workforce development is key to reducing inequity of access, and with Australia facing critical workforce shortages across various healthcare sectors, we know that our healthcare workforce needs to expand considerably to support the needs of our growing regional communities into the future.

**We have emerged as a leader in rural workforce innovation** – we are pioneering employer-led, innovative programs focussed on breaking down barriers to entry and expanding employment pathways to help build a sustainable workforce for the future.

The next five years offers the exciting opportunity for us to partner with organisations that share our values and bring our collaborative mindset, workforce innovation and community knowledge together to create new models of care – **helping country Australians to thrive.**

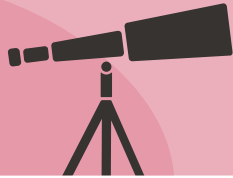


**Marathon Health pays respect to the traditional custodians of the land we stand upon.**

**This seal represents our commitment to working with our communities for a better future for all.**

# About us

Marathon Health is a not-for-profit, registered charity with a vision of empowering communities to thrive through equitable health and wellbeing. We're passionate advocates for equal access to quality health services for people wherever they choose to live.



## Our vision

Empowering communities to thrive through equitable health and wellbeing



## Our purpose

To collaborate with communities to create the services they need to improve their quality of life

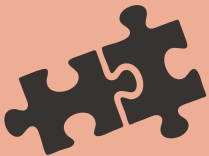
## ICARE values

This commitment is underpinned by our ICARE values:



### Integrity and trust

We live and work in the communities in which we operate, so we are better able to understand their needs and advocate for their futures. Through our integrity and passion, we strive to earn the trust of our clients, our stakeholders and our funders.



### Collaboration and innovation

We advocate for and collaborate with communities, to grow investment in health and wellbeing services. Through collaboration and innovation, we seek real connections and leverage our shared resources.



### Achievement and excellence

We are proud advocates for equal access to quality health services for people wherever they choose to live. Our staff strive for excellence – supported by professional development and career progression opportunities – to ensure we are moving towards a positive future.



### Respect and empowerment

We celebrate diversity and are committed to ensuring our services are culturally appropriate. Our foundation is built on a culture of inclusion, respect and empowerment.



### Empathy and understanding

We are openly compassionate; we listen to the needs of our communities and advocate for their interests. Through empathy and understanding, we strive towards our vision of thriving communities.





# Our organisational strengths

Our organisational strengths helped to inform and shape our strategy for the next five years.



**Shared purpose:** We demonstrate a passion in achieving our vision and mission statements and foster a shared purpose demonstrated in our dedication to living our values.



**Quality workforce:** We are a workforce pipeline builder and 'grow our own' by focusing on supporting staff and providing opportunities for our corporate, clinical and VET-trained staff, with an emphasis on students, pathways and health careers for First Nations people.



**Quality services:** We are focused on delivering outcomes and concentrate on improving the health and wellbeing of people in regional Australia.



**Quality knowledge:** We have strong clinical governance that works to maintain high standards of care, can measure our impact and can continuously improve the health and wellbeing of people in the communities in which we work.



**Organisational culture:** We have a vibrant culture. We have a positive, kind and caring work environment that fosters collaboration and innovation. Our employees are motivated and engaged.



**Cultural responsiveness:** We have a commitment to diversity and inclusion by creating culturally safe environments for the people in our care and provide opportunities, including to grow First Nations representation across our workforce.



**Culture of innovation:** We have a healthy and willing appetite to embrace change, we are excited to explore new initiatives and drive towards innovation. We are adaptative and agile to respond to change.



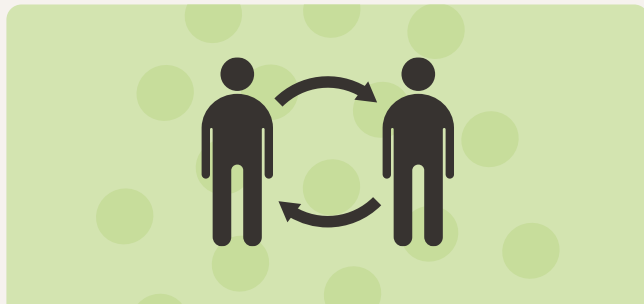
**Invested in foundations:** We have focussed on the foundational work that will set us up for future success (e.g. data strategy, cyber-security, financial sustainability), and we put in the hard yards for improvements.



**Trusting and genuine partnerships:** We are committed to developing genuine and trusting partnerships with the people in our care, our collaborators across the provider network, and our strategic partners.

# Core strategies

The core strategies in our plan focus on consumers, services, workforce and our organisation. These will inform our direction for the next five years, guiding our decisions, actions and investment.



## Consumers

Elevating consumer voices and improving access



## Services

Looking at new models of care to meet future need



## Workforce

Supporting our staff to meet the challenges ahead and building the rural health workforce



## Organisation

Building a sustainable organisation for the future

**“Marathon Health has gone above and beyond in respect to innovation, sustainability and leadership. Their clarity in understanding the drivers of their organisation is outstanding and their ability to think outside the square when it comes to building and retaining their workforce is second to none.”**

Vicki Seccombe, Regional Director – Western NSW, Business NSW







# Strategic plan summary



## Consumers

### Consumer health and wellbeing

- Amplify the consumer voice in service design
- Working to create culturally safe and accessible services
- Empowering consumers to lead their health and wellbeing journey



## Services

### Continuously improving services

- Developing new and innovative models of care
- Developing services that are collaborative and integrated across a person's care journey
- Collecting meaningful data that demonstrates value, impact and informs continuous improvement



## Workforce

### Capable and resilient workforce

- Giving our staff the confidence to adopt new models of care and ways of working
- Continuously building a high performing culture and employee experience based on our values
- Growing and diversifying our workforce of the future, specifically:
  1. First Nations workforce
  2. Enabling workforce
  3. Early career clinicians



## Organisation

### Strong and sustainable organisation

- Enhancing capability to deliver excellence in care with a focus on co-production, integration and partnership
- Considering the financial, environmental and social impacts of the work we do
- Safeguarding our consumers through a focus on clinical and cyber excellence

# Measuring our impact

As a leading not-for-profit organisation delivering health services, we understand the importance and benefits of embracing relevant research to support us to achieve our strategic objectives.

We are committed to measuring the impact of our work and progress towards our vision of **Empowering communities to thrive through equitable health and wellbeing** and will use the Quintuple Aim as the basis for measuring impact for our new strategic plan. By measuring our plans using these principles, we hope to achieve the same.

Impact area	Quintuple Aim link	What we will measure	How we will measure it
Our consumers	Improved patient experience	% of consumers responding agree or strongly agree with Patient Reported Experience Measures (PREMs)	Consumer experience surveys
	Improved outcomes	% of consumers who recorded an improvement in their health and wellbeing after working with us % who achieved their goals	Evidence-based health and wellbeing measures Goal attainment measures
Our services	Improved patient experience Improved outcomes	We use data and consumer feedback to improve program delivery for all programs	Continuous improvement processes across our services and support systems
Our services and our organisation	Lower cost, values based care	We deliver values-based care which supports improved outcomes, cost effectively and sustainably	Funds expended in accordance with contract % of funds spent on direct service delivery
Our workforce	Clinician wellbeing	We provide a truly great place to work for our frontline and supporting staff	Marathon Health annual staff satisfaction survey
Our consumers	Health equity	We deliver programs in areas others don't	Location of service delivery
		We deliver programs where people want to receive services	Mode of service delivery
		We collaborate with others to increase access to health services	Number of subcontractor agreements in place to enable health and wellbeing service access







**Albury | Bathurst | Dubbo | Wagga Wagga**

ABN: 86 154 318 975

Marathon Health is a not-for-profit, registered charity delivering high quality health and wellbeing services to people wherever they choose to live.

**1300 402 585**

**[marathonhealth.com.au](https://marathonhealth.com.au)**