

## RESULTS

### Numurkah District Health Service

Numurkah District Health Service (NDHS) is located in Victoria's Moira Shire, is funded as a Small Rural Health Service and provides fully integrated acute inpatient, primary health, and residential aged care services. In addition to serving the local communities in and around Numurkah, NDHS also collaborates closely with health providers across the sub-region and the broader Hume region.

While local population growth is minimal, significant demographic shifts are projected, with a notable increase in residents over the age of 70 and a decline in younger age groups. This ageing trend presents new challenges for healthcare delivery in the community.

Since March 2012, NDHS has faced considerable turbulence due to natural disasters, most significantly major flooding that disrupted every aspect of the organisation. Following the decommissioning of the hospital, the community prioritised securing ongoing healthcare services to meet evolving local needs. In response, NDHS directed its efforts toward rebuilding hospital and community health centre infrastructure, while continuing to provide acute, primary health, and aged care services within the constraints of temporary facilities. This period demanded resilience, adaptability, and determination to maintain essential care for the community.



- Employee engagement is top quartile for 3 years in a row
- Employer of Choice above 94<sup>th</sup>% for 3 years
- Sick leave at 4.5%, down from 8% over 2 years
- Turnover now 1.7%, down from an average of 4%



**Healthcare Experience survey**  
- Overall rating of care 100%, State average 92.2% (Dec 2015); was 86% in 2013



- Handwashing compliance rate at 92%, best in 3 years
- Falls & Pressure injuries at lowest rates in 3 years and NDHS is a leader in the region



**Part of the Victorian public health system, meeting local service and growth needs**



- ROI exceeds 7 times investment in Studer Group
- Organisation in surplus for 3<sup>rd</sup> year in a row, all financial metrics are positive

## What We Did

In September 2013, NDHS began its partnership with Studer Group, focusing on reshaping organisational culture and the future direction of services. Guided by the Evidence-Based Leadership<sup>SM</sup> framework, the goal was to build a sustainable organisation supported by a high-performing workforce. Strong relationships with managers and staff, alongside close collaboration with Studer Group, ensured a continued emphasis on quality and safe care. Rebranded as STRIVE in early 2015, the opening of state-of-the-art hospital and primary care facilities provided momentum to drive this journey forward.

Innovative service models have been central to transforming how care is delivered—improving integration, enhancing patient outcomes, introducing flexible workforce models, and better meeting changing community needs. An engaged Consumer Liaison Committee has further strengthened this approach, representing the patient voice and contributing directly to the design and improvement of the patient experience.

The workforce remains deeply committed, supporting a values-driven organisation built on respect, trust, responsibility, and compassion. While recruitment and retention challenges persist, NDHS has addressed them by investing in workforce flexibility, skill development, and creating career progression opportunities through leadership and management development.

Over the past four years, despite significant challenges, NDHS has moved from a position of crisis in 2012 to one recognised for achievement and effectiveness across clinical, workforce, and financial performance—driven by aligned values, goals, accountability, and innovation.



Jacque Phillips OAM  
Chief Executive Officer  
Numurkah District Health Service

*“We are absolutely delighted and honoured to be named the Studer Group Australian Healthcare Organisation of Distinction. It recognises staff resilience, commitment and leadership in providing quality and safe care to our community and the incredibly positive attitude that has been displayed towards those for who we care”.*

**Jacque Phillips**  
Chief Executive Officer